Colorado State University System
Board of Governors Meeting Agenda
February 5-7, 2020

BOARD OF GOVERNORS
February 5-7, 2020
Occhiato Student Center, Ballroom
CSU-Pueblo

WEDNESDAY, FEBRUARY 5, 2020

Retreat **1:00 p.m. – 4:30 p.m.**

Finance 101 – Henry Sobanet	1:00 p.m. – 1:45 p.m.
Campus Outcomes and Enrollment – Tony Frank	1:45 p.m. – 2:15 p.m.
SPUR Campus and NWC Programing Discussion	2:30 p.m. – 4:15 p.m.
Wrap-up Discussion	4:15 p.m. – 4:30 p.m.

BOARD OF GOVERNORS DINNER – DC's on B Street, 115 W B Street, Pueblo, CO 81003 **6:00 p.m.**

THURSDAY, FEBRUARY 6, 2020

Board of Governors Breakfast, Massari Arena **8:00 a.m. – 9:00 a.m.**
Multi-media demonstration and coach and student discussion

COMMENCE BOARD MEETING – CALL TO ORDER **9:30 a.m. – 5:00 p.m.**

1. **PUBLIC COMMENT** 9:30 a.m. – 9:45 a.m.

2. **BOARD CHAIR'S AGENDA** 9:45 a.m. – 9:50 a.m.
   Excellence in Teaching Award – Robert Mejias, CSU-Pueblo

3. **AUDIT AND FINANCE COMMITTEE** 9:50 a.m. – 11:05 a.m.
   Kim Jordan, Chair
   Finance Items
   - FY 2021 State Budget Update
   - FY2021 Incremental Budget Update
   - FY 2020 2nd Quarter Financial Statements
   - Treasury Update
   - Overview of Interest Rate Swaps
     Action on Interest Rate Exchange Agreement regarding Variable Rate System Enterprise Revenue Bonds

   Audit Items
   - Status of FY 2020 Audit Plan
   - Review of Audit Reports Issued
   - Status of Past Due Audit Recommendations
   - FY 2019 Audit Results – CliftonLarsonAllen

BREAK

4. **COLORADO STATE UNIVERSITY REPORTS** 11:20 a.m. – 12:00 noon
   - Student Report – Presented by Ben Amundson
   - Faculty Report – Presented by Stephanie Clemons
   - President's Report – Presented by Joyce McConnell

LUNCH – Occhiato Student Center, Ballroom Foyer — 12:00 p.m. – 1:00 p.m.
Faculty Mentor Program - CBASE (Communities to Build Active STEM Engagement)

5. CSU-PUEBLO REPORTS — 1:00 p.m. – 1:40 p.m.
- Student Report – Presented by Kacie Adair
- Faculty Report – Presented by Matthew Cranswick
- President's report – Presented by Tim Mottet

6. CSU GLOBAL REPORTS — 1:40 p.m. – 2:10 p.m.
- Student Report – Presented by Nicole Hulet
- Faculty Report – Presented by Harriet Austin
- President's Report – Presented by Becky Takeda-Tinker

7. REAL ESTATE/FACILITIES COMMITTEE — 2:10 p.m. – 3:25 p.m.
Steve Gabel, Chair
Executive Session
Open Session
Action on: Fort Morgan Office Sale

BREAK

8. EXECUTIVE SESSION — 3:35 p.m. – 4:20 p.m.

9. EVALUATION COMMITTEE – *(Executive Session)* — 4:20 p.m. – 4:45 p.m.
Jane Robbe Rhodes, Chair

BOARD OF GOVERNORS DINNER, Water Tower Place, — 6:00 p.m.
303 South Santa Fe Avenue *(Social Event)*

FRIDAY, FEBRUARY 7, 2020

Board of Governors Breakfast, Occhiato Student Center, Ballroom Foyer — **8:00 a.m. – 9:00 a.m.**
Conversation with Dr. Andrews, Director of Statewide Military Order of the Purple Heart

Solar Power Project Groundbreaking — **9:30 a.m.**

RECONVENE BOARD MEETING — 10:15 a.m.

10. ACADEMIC AND STUDENT AFFAIRS COMMITTEE — 10:15 a.m. – 11:15 a.m.
Dean Singleton, Chair
- New Degree Programs
  - CSU-Pueblo Name Change: NSA-Designated Institution Certificate in Cyber Security Defense
  - CSU-Pueblo Program Name Change: World Languages
  - CSU-Pueblo New certificate: Technology and Computer Instruction
- Faculty Manual Changes
  - Faculty Manual – Section E.12.2
  - Faculty Manual – Sections J.2 and J.3
- Sabbatical Reports – CSU, CSU Pueblo
- CSU-Pueblo – Restructuring Academic Affairs

11. CHANCELLOR'S REPORT 11:15 a.m. – 11:45 a.m.

- State Government Affairs Update
- Strategic Mapping Update
- National Western Update

12. APPROVAL OF CONSENT AGENDA 11:45 a.m. – 11:50 a.m.

A. Colorado State University System
   Minutes of the December 5, 2019 Board Meeting and Committee Meetings
   Minutes of the December 6, 2019 Board Meeting and Committee Meetings
   Minutes of the December 18, 2019 Special Board Telephonic Meeting

B. Colorado State University
   Faculty Manual – Section E.12.2
   Faculty Manual – Section J.2 and J.3

C. Colorado State University-Pueblo
   CSU-Pueblo: Name Change: NSA-Designated Institution Certificate in Cyber Security
   CSU-Pueblo: Program Name Change: World Languages
   CSU-Pueblo: New Certificate, Technology and Computer Instruction
   CSU-Pueblo Academic Restructuring

13. BOARD MEETING EVALUATION 11:50 a.m. – 11:55 a.m.

ADJOURNMENT **11:55 a.m.**

Next Board of Governors Board Meeting/Retreat: May 6-7, 2020, Fort Collins

APPENDICES

I. Construction Reports
II. Correspondence
III. Higher Ed Readings

Section 1

Public Comment

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Section 2

Board Chair's Agenda

2019
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. Roberto Mejias
CSU-Pueblo

Roberto Mejias, associate professor of computer information systems in the Hasan School of Business, and director for the Center of Cyber Security Education and Research, is the recipient of this year's Colorado State University System Board of Governors Excellence in Teaching Award. Mejias also received the 2019 University Award for Faculty Excellence in Teaching/Student Learning.

Mejias brings positive attention to CSU-Pueblo through his teaching success and mentorship of the university's award winning National Cyber League (NCL) team. As the NCL Coach for CSU-Pueblo, Mejias shares his expertise on a wide range of cyber threats, cyber exploits and cyber-attacks that he and his students study and practice for the NCL Cyber Security games. In 2019, two of CSU-Pueblo's teams in ranked No. 3 and No. 4 in the nation, with over 700 teams and 3,300 individuals competing.

Mejias' fellow faculty members acknowledge the respect he has garnered from both his colleagues and students. His teaching evaluations are well above the Hasan School of Business mean. Student comments include, "he uses class time very effectively, he elaborates on complex topics, he keeps class/students engaged, he is approachable, he is very knowledgeable, and the pace of the class is very conducive to learning." Mejias uses weekly student feedback, mid-semester course evaluations and end-of-semester discussions to measure his teaching effectiveness.

Section 3

Audit and Finance Committee

BOARD OF GOVERNORS OF THE COLORADO STATE UNIVERSITY SYSTEM AUDIT/FINANCE COMMITTEE MEETING AGENDA February 6, 2020

Finance Issues

1.	*Discussion/Presentation* – State Budget Update	5 min.
2.	*Discussion/Presentation* – FY 2021 Incremental Budget Update	5 min.
3.	*Discussion/Presentation* – FY 2020 Quarterly Financials – 2nd Quarter	5 min.
4.	*Discussion/Presentation* – Treasury Update	5 min.
5.	*Discussion/Presentation/Action* – Overview of Interest Rate Swaps. • Action on Interest rate exchange agreement regarding variable rate system enterprise revenue bonds.	20 min.

Audit Issues

6.	*Discussion/Presentation* – Status of FY 2020 Audit Plan	5 min.
7.	*Discussion/Presentation* – Audits issued since last Committee meeting	5 min.
8.	*Discussion/Presentation* – Report of overdue recommendations	5 min.
9.	*Discussion/Presentation* – FY 2019 Audit Results – Clifton Larson Allen	20 min.

Board of Governors

Audit and Finance Committee

February 6, 2020

Item #1
State Budget Update

Item #2
Incremental Budget Updates

FY21 Incremental E&G Budget - V.4.0

Colorado State University - Fort Collins

Wednesday, January 15, 2020

	Scenario 1	Scenario 2
	State = TBD Rate = 2.5% - RUG	State = TBD Rate = 3% - RUG
New Resources		
Tuition		
Undergraduate-Enrollment Growth		
Increase in FTE	$ 468,000	$ 468,000
Change in mix - RES vs. NRES	1,556,000	1,552,000
Undergraduate Rate Increase		
Resident	4,084,000	4,902,000
Non-Resident	4,658,000	4,658,000
Graduate Rate Increase		
Resident	431,000	431,000
Non-Resident	(137,000)	(137,000)
Professional Veterinary Medicine Rate Increase	457,000	457,000
Differential Tuition	748,564	748,564
Total Tuition	$ 12,265,564	$ 13,079,564
State Funding Impact CSU-FC	606,772	606,772
State Funding Impact - SEP	1,974,165	1,974,165
State Funding Impact	2,580,937	2,580,937
Facilities and Administrative Overhead	-	-
Other	-	-
Total New Resources	**$ 14,846,501**	**$ 15,660,501**
Financial Aid	7,121,000	7,121,000
Net New Resources	**$ 7,725,501**	**$ 8,539,501**
New Expenses		
Faculty/Staff Compensation	10,629,000	10,629,000
Mandatory Costs	2,220,000	2,220,000
Academic Incentive Funding	1,402,685	1,402,685
Multi-Year Central Investments in Strategic Initiatives	$ 1,977,000	1,977,000
Quality Enhancements	1,802,000	1,802,000
Reallocation	-	-
Total New Expenses	**$ 18,030,685**	**$ 18,030,685**
Net	**$ (10,305,184)**	**$ (9,491,184)**

1% RUG Increase = student share $94/yr.

1% Increase NRUG = student share $281/yr.

1% RUG Increase = $1.5M

1% NRUG Increase = $1.55M

1% Salary Increase = $4.5M

Base Assumptions

Resident Undergraduate See Above 2.5%; $235/yr. or 3%; $282.8yr

Non-Resident Undergraduate 3%; $844/yr.

Resident Graduate 3%; $316/yr. and Resident Professional Veterinary Medicine 4%; $1,387/yr.

Non-Resident Graduate 3%; $774/yr. and Non-Resident Professional Veterinary Medicine 1%; $577/yr.

Differential Tuition - UG ~ 2.5% (est. round to whole number)

Salary/Benefit Pool - Faculty/AP 2%

Salary/Benefit Pool - SC 2%

Internal Reallocations 0%

Fees TBD

FY 2021 Incremental E&G Budget - V.3.1

Colorado State University - Pueblo

DECEMBER 2019

		Scenario 1 Tuition = 2.5% increase	Scenario 2 Tuition = 3% increase
	New Resources		
	Tuition		
	Undergraduate Rate Increase		
1	Resident	538,000	$ 646,000
2	WUE/TWOLF	162,000	$ 195,000
3	Non-Resident	(925,000)	$ (925,000)
4	Undergraduate Differential Tuition	6,000	8,000
	Graduate Rate Increase		
5	Resident	26,000	32,000
6	Non-Resident and WUE	9,000	11,000
7	Resident Teacher Education Program	3,000	3,000
8	Graduate Differential Tuition	3,000	4,000
9	Projected Enrollment Change = 0%*	925,000	925,000
10	Total Tuition	747,000	899,000
11	Change in State Funding (0.75% increase)	156,000	156,000
12	**Total New Resources**	**$ 903,000**	**$ 1,055,000**
13	**Financial Aid**	187,000	225,000
14	**Net New Resources**	**$ 716,000**	**$ 830,000**
	New Expenses		
15	Institutionalize New Academic Programs	385,000	385,000
16	Reinstate One-time Budget Cuts in FY2020	1,000,000	1,000,000
17	Faculty and Staff Compensation (2.0%)	940,000	940,000
18	Fringe Benefit and FLSA Changes	114,000	114,000
19	Mandatory Costs**	469,000	469,000
20	University Initiatives	373,000	373,000
21	**Total New Expenses**	$ 3,281,000	$ 3,281,000
22	**Net**	**$ (2,565,000)**	**$ (2,451,000)**

1% RUG Increase = student share increase of $79/year

1% NRUG Increase = increase of $246/year

Base Assumptions

Tuition See Above % For All Tuition Categories.

Salary Increase Faculty / Administrative Professionals (2% total)

Salary Increase State Classified Staff (2% Total)

* We are eliminating Non-res Tuition. We are estimating an increase in non-res enrollment equal to appox 57 FTE.

**This line includes anticipated increases for the following expenses: utilities, maintenance costs, statewide indirect costs, sheriff's contract, payments to risk management (liability and property insurance), information technology inflation, system costs, and audit expenditures.

Colorado State University - Global Campus

FY2020 Budget vs FY2021 Pro Forma Budget

February 2020 Board of Governor's Meeting

February 5, 2020

	Budget FY20	Percent of Revenue	Actual FY19	FY2021 ProForma	Percent of Revenue	Incremental Increase
Operating Revenues						
Student Tuition and Fees, net	102,892,100	*96.33%*	88,934,902	116,849,298	*100%*	13,957,198
Other Operating Income	3,923,866	*3.67%*	3,925,705	3,922,027		(1,839)
Total Operating Revenues	106,815,966		92,860,607	120,771,325		13,955,359
Operating Expenses						
Instruction *	20,079,212	*27.61%*	18,291,976	22,616,448	28.1%	2,537,236
Academic Support	9,731,295	*13.38%*	8,892,771	11,069,819	13.7%	1,338,524
Student Services ^	33,377,367	*45.89%*	30,823,209	36,731,525	45.6%	3,354,158
Institutional Support	8,450,051	*11.62%*	6,954,881	9,095,221	11.3%	645,170
Operation and Maintenance of Plant **	587,660	*0.81%*	496,067	496,200	0.6%	(91,460)
Depreciation ***	503,333	*0.69%*	396,073	610,593	0.8%	107,260
Total Operating Expenses	72,728,918	**100.00%**	65,854,977	80,619,806	**100.00%**	7,890,888
Operating Income	34,087,048		27,005,630	**40,151,519**		**6,064,471**
Operating Margin	32%			33%		

* Higher instructional costs due to planned increase in enrollment

^ Cost efficiencies gained through the use of co-sourcing of student service activities

** Decrease in costs due to completion of move to new facility in FY20

*** Increase in depreciation associated with the move to the new facility

COLORADO STATE UNIVERSITY — GLOBAL —

FY21 Incremental Educational & General Budget
Colorado State University - Global Campus
As of December 31, 2019

New Resources	
Tuition (net)	
Undergraduate Growth	$9,908,305
Graduate Growth	$4,047,054
Total	$13,955,359
New Expenses *	
Student Support and Outreach	$3,354,158
Instruction & Academic Support	$3,875,760
Technology Operations and Innovation	$645,170
General & Administrative	$15,800
Total	$7,890,888
	$0
Net	
Total	**$6,064,471**

Assumptions

Projections

New student enrollment target projection	14,400
New Student Undergraduate/Graduate tuition rate per credit	$350 / $500
Undergraduate to Graduate ratio projection	71% / 29%

* Expense ratios consistent with FY 2020 budget

Item #3
FY 2020 2nd Quarter Financial Statements

Colorado State University System
Financial Statement Highlights
FY 19-20, 2nd 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

- Investment Earnings and Unrealized gain (loss) is exceeding budget – related to market performance

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

- Auxiliary enterprise revenue – although not material, notable due to negative variance – Relates to athletics - budget is based on prior year trends however, in FY19 we had a football game guarantee of $2.0 million with Gainesville vs $300k game guarantee with Arkansas in FY20; net reduction of $1.7M, hence revenue falling slightly below budget.

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

- Student and Tuition Fees lower than budget by $8.1M – lower than forecasted new students while at the same time the newly structured Student Success Team has achieved 96% of their goal for active re-enrollment.
- Lower new student levels due to inability to hire Enrollment Counselors (EC), carrying a continued gap of 8-10 Counselors.
- Pilot to move to a model of hiring rural ECs is showing promise through retention and performance – plan to continue and grow this group.
- Enrollments for January and February are looking strong.
- Expect new student enrollments to be in the 10-11K range at year end compared to the budget of 12.6K resulting in total tuition for the year of ~$94M compared to the budget of ~$102M.
- Expenses are primarily variable based upon student volumes; have spent $4M less than budgeted.
- Expenditure budget are monitored very closely on a monthly basis with the intent to manage to the net operating income margin of 32%. One expenditure higher by $46k than anticipated is Operations and Maintenance which is due to dual rent payments during the transition.

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

- Student Tuition and Fees - although not material, notable due to enrollment growth due to better than expected persistence/retention.

Colorado State University System

GAAP Financial Statements

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

		FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Budget Q2	FY 2020 Q2	$ Variance	% Variance
Operating revenues								
Student tuition and fees	$	571,010,675	592,885,462	630,869,700	337,550,656	330,259,825	(7,290,831)	-2.2%
State fee for service revenue		95,717,933	108,350,359	118,991,654	59,595,827.00	59,595,827.00	-	-
Grants and contracts		332,802,352	351,095,096	370,381,566	169,915,475	170,028,495	113,020	0.1%
Sales and services of educational activities		42,922,642	43,296,008	45,212,345	21,915,925	22,107,141	191,216	0.9%
Auxiliary enterprises		193,005,437	203,676,585	213,059,250	106,483,298	105,954,205	(529,093)	-0.5%
Other operating revenue		12,122,366	11,973,283	12,203,057	5,984,574	6,140,399	155,825	2.6%
Total operating revenues		1,247,581,406	1,311,276,793	1,390,717,573	701,445,754	694,085,892	(7,359,862)	-1.0%
Operating expenses								
Instruction		428,022,739	349,738,624	369,081,948	180,480,733	179,814,385	666,348	0.4%
Research		250,497,950	221,193,637	223,260,977	105,079,672	105,220,154	(140,482)	-0.1%
Public service		144,127,726	137,212,136	159,081,487	71,929,222	71,982,497	(53,275)	-0.1%
Academic support		116,202,145	96,052,764	116,823,032	56,219,148	54,767,320	1,451,828	2.6%
Student services		74,664,157	62,560,844	72,326,571	36,772,044	36,395,556	376,488	1.0%
Institutional support		96,562,329	64,478,886	88,489,632	49,862,819	48,693,051	1,169,768	2.3%
Operation and maintenance of plant		101,249,192	62,137,476	94,018,702	43,605,490	44,207,694	(602,204)	-1.4%
Scholarships and fellowships		31,439,355	36,906,659	41,156,386	21,145,150	20,300,788	844,362	4.0%
Auxiliary enterprises		192,587,787	148,166,707	175,980,508	90,599,810	89,951,463	648,347	0.7%
Depreciation		90,826,429	101,864,374	107,984,495	52,192,171	52,343,214	(151,043)	-0.3%
Total operating expenses		1,526,179,809	1,280,312,108	1,448,203,739	707,886,259	703,676,122	4,210,137	0.6%
Operating Income (Loss)		(278,598,405)	30,964,685	(57,486,166)	(6,440,504)	(9,590,230)	(3,149,726)	48.9%
Non-operating revenues (expenses)								
State appropriations		4,568,204	1,800,000	5,155,000	5,155,000	5,155,000	-	-
Gifts		82,623,889	51,683,708	53,976,671	19,593,135	19,594,058	923	-
Investment income		9,590,104	14,361,084	12,700,123	5,980,648	6,230,592	249,945	4.2%
Unrealized gain (loss) on investments		(5,798,421)	14,559,400	7,900,000	11,663,000	13,760,034	2,097,034	18.0%
Interest expense on capital debt		(41,586,860)	(46,469,759)	(46,425,672)	(22,883,067)	(22,893,284)	(10,217)	-
Federal nonoperating grants and contracts		45,646,259	46,389,354	47,287,942	21,945,663	21,044,142	(901,521)	-4.1%
Other nonoperating revenues (expenses)		(14,181,019)	8,282,998	5,710,001	1,656,522	1,632,661	(23,861)	-1.4%
Net nonoperating revenues		80,862,156	90,606,785	86,304,065	43,110,901	44,523,203	1,412,302	3.3%
Income (Loss) Before other revenues		(197,736,248)	121,571,471	28,817,899	36,670,397	34,932,973	(1,737,424)	-4.7%
Other revenues (expenses)								
Student facility fees		14,026,716	13,787,000	14,048,110	8,078,000	8,110,885	32,885	0.4%
State capital contributions		61,286,765	17,071,488	16,184,132	8,826,088	8,809,610	(16,478)	-0.2%
Capital grants		4,662,201	5,014,228	6,052,679	2,043,165	2,042,878	(287)	-
Capital gifts		53,045,371	20,991,428	4,300,000	1,562,000	1,571,945	9,945	0.6%
Payments (to)/from governing boards or other institutions		2,504,402	2,357,238	9,190,118	536,112	472,105	(64,007)	-11.9%
Reserve transfers within the CSU System		-	-	2,605,969	-	-	-	-
Additions to permanent endowments		586,558	552,962	386,541	-	-	-	-
Total other revenues		136,112,013	59,774,344	52,767,549	21,045,365	21,007,423	(37,943)	-0.2%
Increase (decrease) in net position	$	(61,624,235)	181,345,815	81,585,447	57,715,762	55,940,396	(1,775,366)	-3.1%

Colorado State University System

Excluding Pension/OPEB Adjustment

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

		FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Budget Q2	FY 2020 Q2	$ Variance	% Variance
Operating revenues								
Student tuition and fees	$	571,010,675	592,885,462	630,869,700	337,550,656	330,259,825	(7,290,831)	-2.2%
State fee for service revenue		95,717,933	108,350,359	118,991,654	59,595,827.00	59,595,827.00	-	-
Grants and contracts		332,802,352	351,095,096	370,381,566	169,915,475	170,028,495	113,020	0.1%
Sales and services of educational activities		42,922,642	43,296,008	45,212,345	21,915,925	22,107,141	191,216	0.9%
Auxiliary enterprises		193,005,437	203,676,585	213,059,250	106,483,298	105,954,205	(529,093)	-0.5%
Other operating revenue		12,122,366	11,973,283	12,203,057	5,984,574	6,140,399	155,825	2.6%
Total operating revenues		1,247,581,406	1,311,276,793	1,390,717,573	701,445,754	694,085,892	(7,359,862)	-1.0%
Operating expenses								
Instruction		359,171,770	352,446,386	369,081,948	180,480,733	179,814,385	666,348	0.4%
Research		214,939,532	216,285,489	223,260,977	105,079,672	105,220,154	(140,482)	-0.1%
Public service		130,280,189	144,927,915	159,081,487	71,929,222	71,982,497	(53,275)	-0.1%
Academic support		97,279,077	110,415,670	116,823,032	56,219,148	54,767,320	1,451,828	2.6%
Student services		65,852,708	68,661,700	72,326,571	36,772,044	36,395,556	376,488	1.0%
Institutional support		72,531,508	80,199,001	88,489,632	49,862,819	48,693,051	1,169,768	2.3%
Operation and maintenance of plant		84,572,852	90,675,809	94,018,702	43,605,490	44,207,694	(602,204)	-1.4%
Scholarships and fellowships		30,853,611	36,748,941	41,156,386	21,145,150	20,300,788	844,362	4.0%
Auxiliary enterprises		166,355,883	170,853,561	175,980,508	90,599,810	89,951,463	648,347	0.7%
Depreciation		90,826,429	101,864,374	107,984,495	52,192,171	52,343,214	(151,043)	-0.3%
Total operating expenses		1,312,663,560	1,373,078,847	1,448,203,739	707,886,259	703,676,122	4,210,137	0.6%
Operating Income (Loss)		(65,082,155)	(61,802,054)	(57,486,166)	(6,440,504)	(9,590,230)	(3,149,726)	48.9%
Non-operating revenues (expenses)								
State appropriations		4,568,204	1,800,000	5,155,000	5,155,000	5,155,000	-	-
Gifts		82,623,889	51,683,708	53,976,671	19,593,135	19,594,058	923	-
Investment income		9,590,104	14,361,084	12,700,123	5,980,648	6,230,592	249,945	4.2%
Unrealized gain (loss) on investments		(5,798,421)	14,559,400	7,900,000	11,663,000	13,760,034	2,097,034	18.0%
Interest expense on capital debt		(41,586,860)	(46,469,759)	(46,425,672)	(22,883,067)	(22,893,284)	(10,217)	-
Federal nonoperating grants and contracts		45,646,259	46,389,354	47,287,942	21,945,663	21,044,142	(901,521)	-4.1%
Other nonoperating revenues (expenses)		(14,181,019)	8,282,998	5,710,001	1,656,522	1,632,661	(23,861)	-1.4%
Net nonoperating revenues		80,862,156	90,606,785	86,304,065	43,110,901	44,523,203	1,412,302	3.3%
Income (Loss) Before other revenues		15,780,001	28,804,732	28,817,899	36,670,397	34,932,973	(1,737,424)	-4.7%
Other revenues (expenses)								
Student facility fees		14,026,716	13,787,000	14,048,110	8,078,000	8,110,885	32,885	0.4%
State capital contributions		61,286,765	17,071,488	16,184,132	8,826,088	8,809,610	(16,478)	-0.2%
Capital grants		4,662,201	5,014,228	6,052,679	2,043,165	2,042,878	(287)	-
Capital gifts		53,045,371	20,991,428	4,300,000	1,562,000	1,571,945	9,945	0.6%
Payments (to)/from governing boards or other institutions		2,504,402	2,357,238	9,190,118	536,112	472,105	(64,007)	-11.9%
Reserve transfers within the CSU System		-	-	2,605,969	-	-	-	-
Additions to permanent endowments		586,558	552,962	386,541	-	-	-	-
Total other revenues		136,112,013	59,774,344	52,767,549	21,045,365	21,007,423	(37,943)	-0.2%
Increase (decrease) in net position	$	151,892,014	88,579,076	81,585,447	57,715,762	55,940,396	(1,775,366)	-3.1%

	FY 2018	FY 2019
Impact of Pension/OPEB adjustments (GASB68/75) on operating expenses	213,516,249	(92,766,739)

Colorado State University

Excluding Pension/OPEB Adjustment

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

		FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Budget Q2	FY 2020 Q2	$ Variance	% Variance
Operating revenues								
Student tuition and fees	$	447,260,236	471,889,594	494,571,152	252,474,180	252,903,500	429,320	0.2%
State fee for service revenue		85,522,074	95,878,057	105,968,215	52,984,103	52,984,103	-	-
Grants and contracts		323,486,171	341,054,140	360,554,066	164,313,800	164,419,513	105,713	0.1%
Sales and services of educational activities		42,723,525	42,947,926	44,862,345	21,779,425	21,973,007	193,583	0.9%
Auxiliary enterprises		182,882,912	194,867,638	205,059,250	99,443,298	98,869,278	(574,020)	-0.6%
Other operating revenue		7,157,067	7,562,543	7,911,692	3,741,976	3,757,923	15,947	0.4%
Total operating revenues		1,089,031,984	1,154,199,898	1,218,926,720	594,736,781	594,907,324	170,543	0.0%
Operating expenses								
Instruction		316,579,273	310,797,547	324,902,736	162,331,227	162,494,253	(163,026)	-0.1%
Research		211,281,758	212,939,336	219,789,977	103,864,822	104,025,458	(160,636)	-0.2%
Public service		129,689,119	143,869,969	157,968,487	70,675,222	70,742,885	(67,663)	-0.1%
Academic support		83,647,722	95,421,463	100,441,737	47,820,404	47,483,357	337,047	0.7%
Student services		31,087,217	32,611,077	33,469,204	16,745,125	16,705,701	39,424	0.2%
Institutional support		51,546,289	57,093,365	60,900,111	35,003,821	34,742,700	261,121	0.7%
Operation and maintenance of plant		75,997,750	83,483,097	88,814,043	40,202,725	40,708,629	(505,904)	-1.3%
Scholarships and fellowships		14,698,379	20,536,423	23,181,646	11,572,317	11,526,084	46,233	0.4%
Auxiliary enterprises		152,563,442	156,403,963	161,155,508	83,335,560	82,607,011	728,549	0.9%
Depreciation		82,292,540	92,535,408	98,691,162	47,457,604	47,706,906	(249,302)	-0.5%
Total operating expenses		1,149,383,488	1,205,691,647	1,269,314,611	619,008,827	618,742,984	265,843	0.0%
Operating Income (Loss)		(60,351,504)	(51,491,749)	(50,387,891)	(24,272,046)	(23,835,659)	436,387	-1.8%
Non-operating revenues (expenses)								
State appropriations		2,768,204	-	3,355,000	3,355,000	3,355,000	-	-
Gifts		79,063,467	47,547,828	50,176,671	19,431,000	19,430,907	(93)	(0.00)
Investment income		7,326,287	11,033,287	10,000,000	4,835,000	4,834,678	(322)	(0.00)
Unrealized gain (loss) on investments		(4,211,525)	10,596,668	7,000,000	10,464,000	10,464,506	506	0.00
Interest expense on capital debt		(36,542,614)	(42,143,269)	(42,125,672)	(20,560,000)	(20,560,111)	(111)	(0.00)
Federal nonoperating grants and contracts		26,216,293	27,483,461	28,899,486	13,657,000	13,657,618	618	0.00
Other nonoperating revenues (expenses)		(9,907,275)	8,186,430	5,916,170	1,610,000	1,609,688	(312)	(0.00)
Net nonoperating revenues		64,712,837	62,704,404	63,221,655	32,792,000	32,792,286	286	0.0%
Income (Loss) Before other revenues		4,361,333	11,212,655	12,833,764	8,519,954	8,956,627	436,673	5.1%
Other revenues (expenses)								
Student facility fees		12,528,860	12,347,638	12,468,110	6,457,000	6,456,642	(358)	(0.00)
State capital contributions		59,351,367	14,211,460	13,084,132	6,425,000	6,425,481	481	0.00
Capital grants		4,619,641	4,992,768	6,032,679	2,040,000	2,039,642	(358)	(0.00)
Capital gifts		52,996,458	20,868,674	4,300,000	1,562,000	1,562,407	407	0.00
Payments (to)/from governing boards or other institutions		(3,428,602)	(3,796,661)	(3,381,576)	(2,443,000)	(2,443,554)	(554)	(0.00)
Reserve transfers within the CSU System		125,000	6,323,000	-	-	-	-	-
Additions to permanent endowments		586,558	552,962	386,541	-	-	-	-
Total other revenues		126,779,282	55,499,841	32,889,886	14,041,000	14,040,618	(382)	0.0%
Increase (decrease) in net position	$	131,140,615	66,712,496	45,723,650	22,560,954	22,997,245	436,291	1.9%
Impact of Pension/OPEB adjustments (GASB68/75) on operating expenses		196,226,522	(87,547,098)					

Colorado State University - Board of Governors

Excluding Pension/OPEB Adjustment

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

		FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Budget Q2	FY 2020 Q2	$ 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		129,732	89,500	-	-	81,676	81,676	-
Total operating revenues		129,732	89,500	-	-	81,676	81,676	-
Operating expenses								
Instruction		-	-	-	-	-	-	-
Research		-	-	-	-	-	-	-
Public service		124,558	155,274	134,000	74,000	75,495	(1,495)	-2.0%
Academic support		-	-	-	-	-	-	-
Student services		-	-	-	-	-	-	-
Institutional support		7,332,370	8,578,089	11,439,470	5,719,735	5,594,251	125,484	2.2%
Operation and maintenance of plant		-	25,997	-	-	-	-	-
Scholarships and fellowships		1,000	-	-	-	-	-	-
Auxiliary enterprises		-	-	-	-	-	-	-
Depreciation		-	-	-	-	-	-	-
Total operating expenses		7,457,928	8,759,360	11,573,470	5,793,735	5,669,746	123,989	2.1%
Operating Income (Loss)		(7,328,196)	(8,669,860)	(11,573,470)	(5,793,735)	(5,588,071)	205,664	3.5%
Non-operating revenues (expenses)								
State appropriations		-	-	-	-	-	-	-
Gifts		-	-	-	-	-	-	-
Investment income		616,445	1,270,733	1,200,000	235,000	227,835	(7,165)	-3.0%
Unrealized gain (loss) on investments		(551,919)	1,444,151	900,000	1,199,000	1,213,635	14,635	1.2%
Interest expense on capital debt		-	-	-	-	-	-	-
Federal nonoperating grants and contracts		-	-	-	-	-	-	-
Other nonoperating revenues (expenses)		-	29,341	-	-	-	-	-
Net nonoperating revenues		64,526	2,744,225	2,100,000	1,434,000	1,441,470	7,470	0.5%
Income (Loss) Before other revenues		(7,263,670)	(5,925,635)	(9,473,470)	(4,359,735)	(4,146,601)	213,134	-4.9%
Other revenues (expenses)								
Student facility fees		-	-	-	-	-	-	-
State capital contributions		-	-	-	-	-	-	-
Capital grants		-	-	-	-	-	-	-
Capital gifts		-	-	-	-	-	-	-
Payments (to)/from governing boards or other institutions		7,051,069	7,528,677	13,988,470	3,700,000	3,636,547	(63,453)	-1.7%
Reserve transfers within the CSU System		18,081,522	15,115,948	(4,515,000)	(4,514,959)	(4,514,959)	-	-
Additions to permanent endowments		-	-	-	-	-	-	-
Total other revenues		25,132,591	22,644,625	9,473,470	(814,959)	(878,412)	(63,453)	7.8%
Increase (decrease) in net position	$	17,868,921	16,718,990	-	(5,174,694)	(5,025,013)	149,681	-2.9%

Impact of Pension/OPEB adjustments (GASB68/75) on operating expenses	1,134,741	(39,995)	-

Colorado State University - Global Campus

Excluding Pension/OPEB Adjustment

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

		FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Budget Q2	FY 2020 Q2	$ Variance	% Variance
Operating revenues								
Student tuition and fees	$	90,636,809	88,934,902	102,892,100	49,999,706	41,814,455	(8,185,251)	-16.4%
State fee for service revenue		-	-	-	-	-	-	-
Grants and contracts		-	-	-	-	-	-	-
Sales and services of educational activities		-	-	-	-	-	-	-
Auxiliary enterprises		-	-	-	-	-	-	-
Other operating revenue		4,487,209	3,925,705	3,923,866	2,088,248	2,145,278	57,030	2.7%
Total operating revenues		95,124,018	92,860,606	106,815,966	52,087,954	43,959,733	(8,128,221)	-15.6%
Operating expenses								
Instruction		19,878,399	18,529,756	20,079,212	9,714,507	8,880,685	833,821	8.6%
Academic support		7,827,666	8,885,892	9,731,295	4,674,744	3,632,222	1,042,523	22.3%
Student services		28,793,015	30,901,486	33,377,367	16,551,919	16,148,280	403,639	2.4%
Institutional support		6,568,395	7,006,679	8,450,051	4,372,542	3,559,317	813,224	18.6%
Operation and maintenance of plant		527,802	496,353	587,660	316,310	362,411	(46,101)	-14.6%
Scholarships and fellowships		11,118,245	10,923,602	10,656,456	5,328,228	4,440,958	887,270	16.7%
Depreciation		367,022	396,073	503,333	251,667	213,992	37,675	15.0%
Total operating expenses		75,080,543	77,139,841	83,385,374	41,209,916	37,237,865	3,972,051	9.6%
Operating Income (Loss)		20,043,475	15,720,766	23,430,592	10,878,038	6,721,868	(4,156,170)	-38.2%
Non-operating revenues (expenses)								
Investment income		1,257,361	1,793,826	1,137,123	568,562	823,903	255,342	44.9%
Unrealized gain (loss) on investments		(914,128)	2,326,409	-	-	2,081,893	2,081,893	-
Interest expense on capital debt		-	-	-	-	-	-	-
Federal nonoperating grants and contracts		11,118,245	10,919,593	10,656,456	5,328,228	4,440,958	(887,270)	-16.7%
Other nonoperating revenues (expenses)		-	74,618	55,831	27,915	2,747	(27,915)	-90.2%
Net nonoperating revenues		11,461,478	15,114,445	11,849,410	5,924,705	7,349,502	1,422,050	24.0%
Income (Loss) Before other revenues		31,504,952	30,835,211	35,280,002	16,802,743	14,071,370	(2,734,120)	-16.3%
Other revenues (expenses)								
State capital contributions		-	-	-	-	-	-	-
Capital grants		-	-	-	-	-	-	-
Capital gifts		-	-	-	-	-	-	-
Payments (to)/from governing boards or other institutions		(800,220)	(885,276)	(885,276)	(442,638)	(442,638)	-	-
Reserve transfers within the CSU System		(21,231,094)	(26,656,778)	-	-	-	-	-
Additions to permanent endowments		-	-	-	-	-	-	-
Total other revenues		(22,031,314)	(27,542,054)	(885,276)	(442,638)	(442,638)	-	0.0%
Increase (decrease) in net position	$	9,473,638	3,293,157	34,394,726	16,360,105	13,628,732	(2,734,120)	-16.7%
Impact of Pension/OPEB adjustments (GASB68/75) on operating expenses		1,982,857	(360,685)					

Colorado State University Pueblo

Excluding Pension/OPEB Adjustment

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

		FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Budget Q2	FY 2020 Q2	$ Variance	% Variance
Operating revenues								
Student tuition and fees	$	33,113,630	32,060,966	33,406,448	35,076,770	35,541,870	465,100	1.3%
State fee for service revenue		10,195,859	12,472,302	13,023,439	6,611,724	6,611,724	-	-
Grants and contracts		9,316,181	10,040,955	9,827,500	5,601,675	5,608,982	7,307	0.1%
Sales and services of educational activities		199,117	348,082	350,000	136,500	134,134	(2,366)	-1.7%
Auxiliary enterprises		10,122,526	8,808,948	8,000,000	7,040,000	7,084,927	44,927	0.6%
Other operating revenue		348,358	395,536	367,500	154,350	155,523	1,173	0.8%
Total operating revenues		63,295,670	64,126,789	64,974,887	54,621,019	55,137,160	516,141	0.9%
Operating expenses								
Instruction		22,714,098	23,119,082	24,100,000	8,435,000	8,439,447	(4,447)	-0.1%
Research		3,657,775	3,346,153	3,471,000	1,214,850	1,194,696	20,154	1.7%
Public service		466,511	902,672	979,000	1,180,000	1,164,116	15,884	1.3%
Academic support		5,803,689	6,108,316	6,650,000	3,724,000	3,651,741	72,259	1.9%
Student services		5,972,477	5,149,138	5,480,000	3,475,000	3,541,576	(66,576)	-1.9%
Institutional support		7,084,454	7,520,868	7,700,000	4,766,721	4,796,782	(30,061)	-0.6%
Operation and maintenance of plant		8,047,300	6,670,362	4,617,000	3,086,455	3,136,655	(50,200)	-1.6%
Scholarships and fellowships		5,035,987	5,288,916	7,318,284	4,244,605	4,333,745	(89,140)	-2.1%
Auxiliary enterprises		13,792,441	14,449,598	14,825,000	7,264,250	7,344,452	(80,202)	-1.1%
Depreciation		8,166,867	8,932,893	8,790,000	4,482,900	4,422,316	60,584	1.4%
Total operating expenses		80,741,600	81,487,998	83,930,284	41,873,781	42,025,527	(151,746)	-0.4%
Operating Income (Loss)		(17,445,929)	(17,361,209)	(18,955,397)	12,747,239	13,111,634	364,395	2.9%
Non-operating revenues (expenses)								
State appropriations		1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	-	-
Gifts		3,560,422	4,135,880	3,800,000	162,135	163,151	1,016	-
Investment income		390,011	263,239	363,000	342,086	344,177	2,091	0.6%
Unrealized gain (loss) on investments		(120,849)	192,173	-	-	-	-	-
Interest expense on capital debt		(5,044,246)	(4,326,489)	(4,300,000)	(2,323,067)	(2,333,173)	(10,106)	-0.4%
Federal nonoperating grants and contracts		8,311,721	7,986,300	7,732,000	2,960,435	2,945,565	(14,870)	-0.5%
Other nonoperating revenues (expenses)		(4,273,744)	(7,391)	(262,000)	18,607	20,225	1,618	8.7%
Net nonoperating revenues		4,623,315	10,043,711	9,133,000	2,960,196	2,939,945	(20,251)	-0.7%
Income (Loss) Before other revenues		(12,822,615)	(7,317,498)	(9,822,397)	15,707,435	16,051,578	344,144	2.2%
Other revenues (expenses)								
Student facility fees		1,497,856	1,439,362	1,580,000	1,621,000	1,654,243	33,243	2.1%
State capital contributions		1,935,398	2,860,028	3,100,000	2,401,088	2,384,129	(16,959)	-0.7%
Capital grants		42,560	21,460	20,000	3,165	3,236	71	2.2%
Capital gifts		48,913	122,753	-	-	9,538	9,538	-
Payments (to)/from governing boards or other institutions		(317,845)	(489,502)	(531,500)	(278,250)	(278,250)	-	-
Reserve transfers within the CSU System		3,024,572	5,217,830	7,120,969	4,514,959	4,514,959	-	-
Additions to permanent endowments		-	-	-	-	-	-	-
Total other revenues		6,231,453	9,171,932	11,289,469	8,261,962	8,287,854	25,892	0.3%
Increase (decrease) in net position	$	(6,591,162)	1,854,435	1,467,072	23,969,397	24,339,432	370,036	1.5%
Impact of Pension/OPEB adjustments (GASB68/75) on operating expenses		14,172,129	(4,818,961)					

Item #4
Treasury Update

Colorado State University System
Operating Portfolio
December 31, 2019

	Market Value		Fiscal Year To Date Return	Inception To Date Return
	June 30, 2019	**Dec. 31, 2019**		
Tier 1				
State Treasury Pool *	**251,343,068**	**195,722,194**	**1.12%**	**3.40%**
Money Market Funds	60,833,790	61,480,842	1.15%	3.00%
Tier 2				
Separately Managed - Brown Brothers Harriman	-	55,912,636	1.70%	1.70%
Bloomberg Gov/Cred 1-5 Yr			*1.49%*	*1.49%*
Tier 3				
Fidelity 500 Index	64,030,766	83,318,361	11.00%	12.44%
S&P 500 Index			*10.77%*	*12.45%*
Vanguard Extended Market Index	20,335,069	25,906,703	7.00%	5.30%
Vanguard Spliced Ext Mkt Index			*7.22%*	*5.14%*
Vanguard Total Intl Stock Index	55,229,736	69,931,253	7.00%	3.71%
Vanguard Spliced Intl Index			*7.61%*	*3.94%*
Vanguard Total Bond Market Index	92,494,735	113,113,626	2.00%	7.29%
Vanguard Spliced Bond Index			*2.47%*	*7.37%*
Total Tier 3	232,090,307	292,269,943	6.00%	10.00%
Total Operating Portfolio	544,267,165	605,385,615		

** The Return to date on the STP is calculated based on cash return not by value from one period to another*

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

- Tier III Performance
  - Market value as of December 31st: $292,269,943; 10% return since inception.

- Moved $45 Million from Money Market to Tier III in December.
  - Originally added to MM for Commercial Paper increase
  - Not going to increase Commercial Paper at this time

- Investment Advisory Committee
  - Met on January 22 to interview Core Fixed Income managers to replace the Vanguard Total Bond Market Index Fund in Tier III
  - Selected PGIM Fixed Income to manage a $113 million separately managed account

Item #5
Overview of Interest Rate Swaps

Refinancing Opportunity for the Series 2015A Stadium Bonds

- $108 million in tax-exempt 2015A Bonds remain outstanding (after refunding $26.7 million in 2017) with fixed interest rates ranging from 4.00% to 5.00% and principal payments scheduled for 2034 to 2055.

- The University does not have the ability to refinance the Series 2015A Bonds with tax-exempt bonds before 2025. The bonds can be refinanced with taxable bonds, but this structure does not produce any savings.

- An interest rate swap would allow the University to lock in today's historically low fixed rates for a tax-exempt refunding that would be issued in 2025. The refinancing vehicle requires another variable rate bond issue be issued in 2025.

- Estimated savings from an interest rate swap refunding are:
  - Cash flow savings - $41 million or $1.4 million annual debt service savings from 2025-2055.
  - Net present value savings - $27.4 million

19th Supplemental Resolution

- Authorizes the issuance of variable rate refunding bonds in 2025

AND

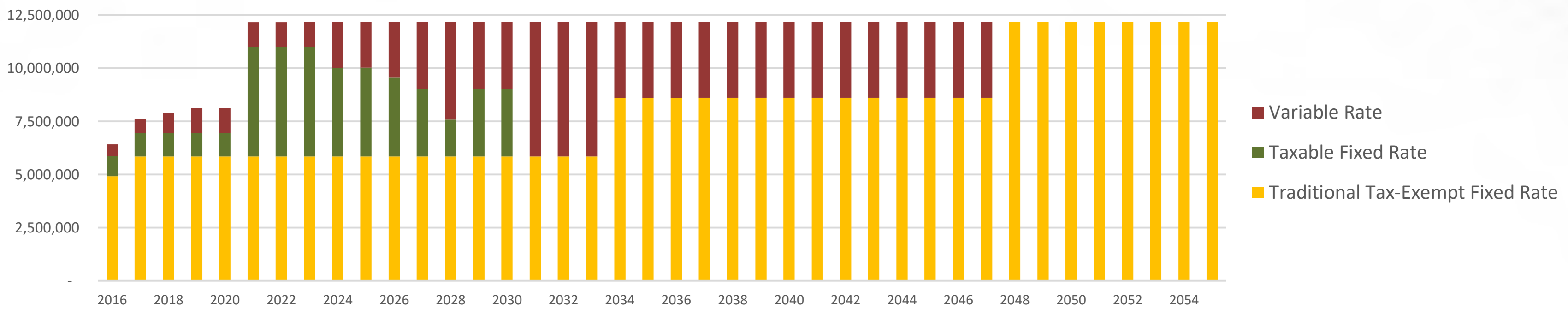
- Authorizes the execution of a swap contract (ISDA Master Agreement) within the following parameters:
  - The amount shall be equal to the outstanding principal amount of the new Series 2025 variable rate bonds *($108 million)*
  - The swap rate to be paid by the Board shall not exceed 3.15% *(current market rate 2.02%)*
  - It shall contain a commencement date not later than March, 2025.
  - The duration shall not extend beyond the final maturity of Series 2025A Bonds *(30 years from 2025)*

Swap Contract Process

- Board of Governors Approval – February 2020
- Selection of Counterparty – Only banks with AA credit rating (currently working with Royal Bank of Canada)
- Confirm/Negotiate variables:
  - 10-year call provision
  - Upfront or annual savings
  - Credit Annex thresholds

Chronology of the Stadium Financing

- On March 19, 2015, the University sold $167.5 million in bonds to finance the stadium:
  - $134.7 million in tax-exempt fixed rate bonds (Series 2015A), and
  - $32.8 million in taxable fixed rate bonds (Series 2015B) to accommodate "private use".
- On April 28, 2015, $66.6 million in variable rate bonds were sold to Royal Bank of Canada, the winning bidder via a bank RFP process (Series 2015D). The variable rate bonds lowered the cost of capital on the financing and offered additional prepayment flexibility compared to traditional fixed rate bonds.
- The estimated cost of capital on the original stadium financing was just under 3.60%.



Refinancing Activity

- In December 2017, approximately $26.7 million of the Series 2015A Bonds were refinanced for savings.
- In January 2018, the University entered into an interest rate swap agreement to fix the interest rate on the Series 2015D Bonds at approximately 2.35%* commencing in July of 2020. The Series 2015D Bonds are currently the lowest cost of capital portion of Stadium debt.

*Calculated at the fixed swap rate of 1.91% plus 0.42% of support costs paid to the Series 2015D bondholder.

Refinancing Opportunity for the Series 2015A Stadium Bonds

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- Approximately $108 million in tax-exempt 2015A Bonds remain outstanding with fixed interest rates ranging from 4.00% to 5.00% and principal payments scheduled for 2034 to 2055.
- The Tax Cut and Jobs Act of 2017 eliminated the University's ability to refinance the Series 2015A Bonds with tax-exempt bonds before 2025. The 2015A Bonds can be refinanced with taxable bonds but this structure does not produce any savings as shown below:

Traditional Taxable Refunding*	
Principal Amt Refunded	$108,055,000
Cash Flow Savings	($3,710,000)
Present Value Savings	($2,025,000)
New Interest Rate	3.58%

- Alternatively, an interest rate swap would allow the University to lock in today's historically low fixed rates for a tax-exempt refunding that would be issued in 2025. This financing vehicle is similar to the one employed by the University on the Series 2015D Bonds, but requires another variable rate bond issue to be issued in 2025. Estimated savings are shown below:

Interest Rate Swap Refunding*	
Principal Amt Refunded	$108,055,000
Cash Flow Savings	$41,020,000
Present Value Savings	$27,400,000
New Interest Rate	2.68%

*Interest rates and assumptions as of January 9, 2020. All subject to change.

Interest Rate Swap Mechanics

How does a swap work?

Fixed Rate Payment
2.02%

Variable Rate Payment
70% of 1M LIBOR

70% of 1M LIBOR/SOFR
+ 60 Basis Points
Support Costs

Summary	Swap Refunding	Current Structure
Pay Fixed Rate	2.02%	4.15%
Receive 70% 1M LIBOR/SOFR	-1.34%	---
Pay Support Costs	0.60%	---
Pay 70% 1M LIBOR/SOFR	1.34%	---
Total	**2.62%**	**4.15%**

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM

NINETEENTH 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 2025A

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NINETEENTH SUPPLEMENTAL RESOLUTION

W I T N E S S E T H :

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

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

WHEREAS, the Board has determined to authorize hereby the issuance, on or about March 1, 2025, 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 2025A" (referred to herein as the "Refunding Bonds" or the "Series 2025A 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 Nineteenth Supplemental Resolution; and

WHEREAS, the Board has previously issued its Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2015A (the "Refunded Bonds" or the "Series 2015A Bonds") pursuant to the Master Resolution, as supplemented by the Ninth Supplemental Resolution adopted by the Board on February 5, 2015 (collectively, the "Series 2015A Resolution"); and

WHEREAS, in connection with the Series 2025A Bonds, the Board, in order to hedge interest rate risk, has been presented with a proposal (the "Proposal"), by Royal Bank of Canada ("RBC" or the "Qualified Counterparty"), whereby the Board would enter into a forward starting interest rate exchange agreement with a notional amount equal to the principal amount of the Series 2025A Bonds under which the Board would pay a fixed rate and RBC would pay a floating rate; and

WHEREAS, the Master Resolution provides that the Board may enter into such an arrangement which constitutes a "Qualified Exchange Agreement" as defined in the Master Resolution, and that, subject to certain limitations and exceptions contained therein, amounts payable to any Qualified Counterparty under a Qualified Exchange Agreement shall be paid from the Revenue Fund with the same priority as other payments of Debt Service Requirements on Bonds under the Master Resolution and shall have a lien on Net Revenues on a parity with the lien thereon of the Bonds; and

WHEREAS, the Proposal will require the Board to enter into one or more ISDA Master Agreements or utilize existing ISDA Master Agreements to which the Board is a party (the "ISDA Agreements"), to enter into one or more schedules and credit annexes or utilize existing schedules and credit annexes (collectively, the "Schedules") and to enter into one or more confirmations with respect to the transaction described in the Proposal (the "Confirmations"); and

WHEREAS, the Series 2025A Bonds will be issued pursuant to this Nineteenth Supplemental Resolution; and

WHEREAS, the Series 2025A Bonds will be sold to RBC Capital Markets, LLC (the "Underwriter") pursuant to a Forward Delivery Bond Purchase Agreement (the "Forward Bond Purchase Agreement") to be entered into by the Board and the Underwriter, if certain conditions set forth herein are met; and

WHEREAS, when issued, the Series 2025A Bonds will bear interest at a variable index rate (the "Index Rate") in effect from time to time; and

WHEREAS, in order to hedge interest rate risk with respect to the Series 2025A Bonds, the Board will enter into the previously described Qualified Exchange Agreement with RBC; and

WHEREAS, the Board has received information as to the costs, risks and benefits of entering into a Qualified Exchange Agreement and the Board hereby finds that entering into a Qualified Exchange Agreement is in the best interests of the Board; and

WHEREAS, the Board desires to authorize and approve the entering into of an interest rate exchange agreement within the parameters set forth herein, and to authorize the execution and delivery of the ISDA Agreements, Schedules and Confirmations and related documents, to the extent required to effect the proposed transaction;

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 Nineteenth 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 Chief Financial Officer of the System 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 Refunding 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 Refunding Bonds, as designated in the Pricing Certificate.

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

"*Escrow Account*" means the escrow account established by the Escrow Agreement.

"*Escrow Agent*" means Wells Fargo Bank, National Association, Denver, Colorado, and its successors and assigns.

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

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

"*Financial Consultant*" means, with respect to the Refunding 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 Refunding Bonds; (b) any other date or dates that interest is due and payable with respect to the Refunding Bonds as set forth in the Pricing Certificate with respect to the Refunding Bonds; and (c) the final maturity date of or any redemption date of each Refunding Bond.

"*Issue Date*" means the date or dates (in the event the Refunding Bonds are issued in more than one series) on which the Refunding 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.

"*Nineteenth Supplemental Resolution*" means this Nineteenth Supplemental Resolution adopted by the Board on February 7, 2020.

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

"*Paying Agency Agreem*ent" means the Paying Agency, Transfer Agency and Bond Registrar Agreement, by and between the Board and the Paying Agent relating to the Refunding Bonds; provided, however, that the Paying Agent Agreement may refer to multiple agreements in the event the Refunding Bonds are issued in more than one series.

"*Paying Agent*" means Wells Fargo Bank, National Association, Denver, Colorado, acting as agent of the Board for the payment of the principal of, premium, if any, and interest on the Refunding Bonds, and any successor thereto.

"*Preliminary Official Statement*" means the Preliminary Official Statement relating to the Refunding Bonds, including any supplements thereto; provided, however, that the Preliminary Official Statement may refer to multiple Preliminary Official Statements in the event the Refunding 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 Nineteenth Supplemental Resolution; provided, however, that the Pricing Certificate may refer to multiple certificates, in the event the Refunding 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 Nineteenth Supplemental Resolution.

"*Purchase Contract*" means the Forward Bond Purchase Agreement relating to the Refunding Bonds between the Board and the Underwriter; provided, however, that the Purchase Contract may refer to multiple contracts in the event the Refunding Bonds are issued in more than one series.

"*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 Refunding 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 Refunding Bonds or such other date set forth in the Pricing Certificate.

"*Resolution*" means the Master Resolution as supplemented by this Nineteenth Supplemental Resolution.

"*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.

"*State*" means the State of Colorado.

"*Taxable Obligation*" means any Refunding 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 Refunding 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 Refunding Bonds, executed by the Board on the date of issuance of the Refunding Bonds; provided, however, that the Tax Certificate may refer to multiple tax compliance certificates executed in connection with the Refunding Bonds.

"*Tax Exempt Obligation*" means any Refunding Bonds the interest on which is excludable from gross income of the holder thereof for federal income tax purposes, which, with respect to the Refunding 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.

Section 1.02. Construction. This Nineteenth 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 Refunding 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 Refunding 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 Refunding 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, the ISDA Agreements, the Schedules, the Confirmations, the Forward Bond Purchase Agreement and the issuance, sale and delivery of the Refunding Bonds for such purposes, be, and the same hereby is, ratified, approved and confirmed, including, without limitation, the sale of the Refunding Bonds as provided in the Purchase Contract.

Section 1.06. Resolution Irrepealable. After any Refunding Bonds are issued, the Resolution shall constitute an irrevocable contract between the Board and owners of the Refunding Bonds; and the Resolution shall be and remain irrepealable until the Refunding 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 Nineteenth Supplemental Resolution shall become effective immediately upon its passage.

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 (except for the one year limitation set forth in Section 11-57-205(1), Colorado Revised Statutes, as amended). 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 Refunding Bonds. It is necessary and for 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 Refunding 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 (except for the one year limitation set forth in Section 11-57-205(1), Colorado Revised Statutes, as amended), 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 Resolution for the issuance of Bonds have been met and (b) the Refunding Project is hereby authorized.

Section 2.04. Execution of Purchase Contract. The Board Representative and the officers of the Board, or any of them, are hereby authorized to complete and execute the Purchase Contract on behalf of and in the name of the Board, in substantially the form filed with the Board following the date of adoption of this Nineteenth Supplemental Resolution.

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 the 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 Nineteenth 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 Refunding Bonds, in substantially the form filed with the Board following the date of adoption of this Nineteenth Supplemental Resolution, is hereby approved with such changes as may be necessary for the sale of the Refunding Bonds. The Chair of the Board and/or the Chancellor of the System 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 and/or the Chancellor of the System is each hereby authorized to execute and deliver the final Official Statement relating to the Refunding Bonds and the Underwriter 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 Refunding 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 Nineteenth 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 and the Treasurer of the System (and any other officers authorized by law to act on their behalf in their absence) are hereby authorized to execute and deliver, this Nineteenth Supplemental Resolution, and, as appropriate in connection with each series of Refunding Bonds issued hereunder, the Purchase Contract, the Pricing Certificate, the Paying Agency Agreement, the Escrow Agreement, the Continuing Disclosure Undertaking, the Official Statement, the ISDA Agreements, the Schedules, the Confirmations, 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 Refunding Bonds and all related transactions and to take any action with respect to any matter required to accomplish the same.

Section 2.09. The ISDA Agreements, the Schedules and the Confirmations. The following findings, representations and statements are made by the Board with respect to the ISDA Agreements, the Schedules and the Confirmations.

(a) Upon the issuance of the Series 2025A Bonds, amounts payable to any Qualified Counterparty under a Qualified Exchange Agreement (including any termination payments if so provided in such Qualified Exchange Agreement) shall be paid from Net Revenues with the same priority as other payments of debt service on all Bonds issued under the Resolution, except as otherwise provided in the Pricing Certificate and the ISDA Agreements, the Schedules and the Confirmations.

(b) The Board currently intends and reasonably expects to issue the Series 2025A Bonds on or prior to March 1, 2025 for the purpose of refunding the Series 2015A Bonds and paying costs of issuing the Series 2025A Bonds and the Interest Rate Exchange Transaction shall commence no later than March 1, 2025.

(c) The Board is hereby authorized to enter into one or more ISDA Agreements, Schedules and/or Confirmations and related documents in order to effect an interest rate exchange transaction (the "Interest Rate Exchange Transaction") whereby the Board will pay a fixed rate and the interest rate exchange provider will pay a floating rate within the parameters set forth in Section 2.09(d) below and as permitted by (i) the Resolution, as the same may be supplemented and amended; (ii) the CSUS Board Derivative Policy, as the same may be supplemented and amended; and (iii) Section 11-59.3-103, Colorado Revised Statutes, as amended (the "Interest Rate Exchange Agreement Act").

(d) The Interest Rate Exchange Transaction shall be subject to the following parameters:

(i) the notional amount of the Interest Rate Exchange Transaction shall be equal to the outstanding principal amount of the Series 2025A Bonds;

(ii) the rate to be paid by the Board pursuant to the Interest Rate Exchange Transaction shall not exceed 3.15% per annum;

(iii) the variable rate to be paid by the Qualified Counterparty shall be based upon the index or indices set forth in the ISDA Agreements, Schedules, the Confirmations, the Pricing Certificate and related documents; and

(iv) the Interest Rate Exchange Transaction shall not extend beyond the final maturity date of the Series 2025A Bonds.

(e) The Qualified Counterparty has been recommended by the Board's Financial Consultant and constitutes a Qualified Counterparty as defined in the Resolution and permitted by the Interest Rate Exchange Agreement Act.

(f) The ISDA Agreements, the Schedules and the Confirmations constitute a Qualified Exchange Agreement as defined in the Resolution.

(g) The Interest Rate Exchange Transaction complies with the Interest Rate Exchange Agreement Act.

(h) All of the findings and determinations required by the Interest Rate Exchange Agreement Act are hereby incorporated by this reference thereto and are deemed to have been made by the Board herein. Pursuant to Section 11-59.3-103(10) of the Interest Rate Exchange Agreement Act, the Board shall notify the State Treasurer when it executes the ISDA Master Agreements, the Schedules and the Confirmations.

(i) Prior to entering into the Interest Rate Exchange Transaction, the Board received information as to the costs, risks, and benefits of the Interest Rate Exchange Transaction from the Financial Consultant and the staff of the Board. In its deliberations to enter into the Interest Rate Exchange Transaction, the Board has given consideration to the savings and debt management benefits to the University. The Interest Rate Exchange Transaction is in the best interests of the Board.

(j) The Forward Bond Purchase Agreement is a binding sale contract subject to customary conditions as contemplated by the Interest Rate Exchange Agreement Act.

ARTICLE III

AUTHORIZATION AND TERMS OF REFUNDING BONDS

Section 3.01. Authorization of Refunding 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 2025A," or as more particularly designated in the Pricing Certificate. If, in accordance with the Article VII titled "FEDERAL TAX LAW MATTERS," the Board Representative shall determine that any series of Refunding 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 Refunding Bonds are authorized for the purposes of funding the Refunding Project and paying certain costs of issuance relating to the Refunding Bonds, all as more specifically provided in Article V hereof.

Section 3.03. Terms of Refunding Bonds, Generally.

(a) ***Registered Form; Numbers and Date***. The Refunding 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 Refunding Bonds shall be a Securities Depository in accordance with the Master Resolution. The Refunding Bonds shall be dated the Issue Date.

(b) ***Principal Amounts; Maturities; Interest Rates***. The Refunding 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 Refunding Bonds, issued in one or more series or subseries, shall be issued in an aggregate principal amount not to exceed $110,000,000 for the Refunding Project. The Series 2025A Bonds, if issued as fixed rate bonds, shall not have a net effective interest rate in excess of 5% per annum. Credit Enhanced Bonds or Series 2025A Bonds issued with a variable rate of interest may have a maximum interest rate not in excess of 18% per annum. Any Refunding Bonds may mature as term bonds or serial bonds, or both, not later than March 1, 2060 with respect to bonds issued for the Refunding Project. In addition, the Board shall only issue the Refunding Bonds to finance the Refunding Project if such Refunding Project results in present value savings with respect to the debt service requirements on the Refunded Bonds sufficient to comply with the Board's debt management policy as determined by the Board Representative.

(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 (except for the one year limitation set forth in Section 11-57-205(1), Colorado Revised Statutes, as amended), provided such determinations are not inconsistent with the standards set forth in this Nineteenth 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 Nineteenth Supplemental Resolution and after the Refunding Bonds have been priced in the market: (A) the final designation of one or more series or subseries of the Refunding Bonds; (B) the principal amount of each series or subseries of the Refunding Bonds; (C) the coupon interest rate or rates (whether fixed or variable) on the Refunding Bonds; (D) the maturity or maturities of the Refunding Bonds (any of which may include Refunding 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 and tender provisions of any or all of the Refunding Bonds prior to maturity; (F) the purchase price of the Refunding Bonds; (G) whether the Refunding 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 Refunding Bonds and the execution of all agreements, documents and certificates in connection therewith; (I) whether or not the Refunding 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 Nineteenth Supplemental Resolution; including the estimated true interest cost of the Refunding Bonds and the Underwriter's or Purchaser's discount relating to the Refunding Bonds; (J) which Outstanding Bonds will be refunded; and (K) whether or not to qualify any of the Refunding Bonds under the State Intercept Program. 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 Refunding Bonds shall be as set forth in the Pricing Certificate and the Pricing Certificate is incorporated by this reference into this Nineteenth Supplemental Resolution.

(c) ***Authorized Denominations***. The Refunding Bonds shall be issued in Authorized Denominations.

(d) ***Computation of Interest***. Each Refunding 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 Refunding 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 Paying Agent and Registrar***. Wells Fargo Bank, National Association, is hereby appointed the Paying Agent and Registrar.

Section 3.04. Payment of Bond Requirements.

(a) ***Principal and Final Interest***. The principal, purchase price or Redemption Price of and the final interest payment on any Refunding 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 Refunding 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 Refunding 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 Refunding Bond on the Regular Record Date and shall be payable to the person who is the owner of such Refunding 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 Refunding 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 Refunding 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 Refunding 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 Nineteenth Supplemental Resolution, the Pricing Certificate and the Official Statement. The Board shall also make such filings as are required by the State Intercept Act.

Section 3.05. Bond Form. Subject to the provisions of this Nineteenth Supplemental Resolution, the Refunding 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 Refunding 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 REFUNDING BONDS

Section 4.01. Optional Redemption. The Refunding Bonds shall be subject to redemption prior to maturity at the option of the Board, if at all, on the dates and at the Redemption Prices as set forth in the Pricing Certificate.

Section 4.02. Mandatory Sinking Fund and Make Whole Redemption. The Refunding Bonds shall be subject to mandatory sinking fund redemption and make whole redemption, if at all, on the dates and in the principal amounts as set forth in the Pricing Certificate.

Section 4.03. Selection of Refunding Bonds for Redemption. If less than all of the Refunding Bonds are called for prior redemption hereunder, the Refunding 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 Refunding 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 Refunding Bond of a denomination larger than an Authorized Denomination, such Refunding 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 Refunding Bonds is so redeemed, the Registrar shall, without charge to the owner of such Refunding Bond, authenticate a replacement Refunding Bond for the unredeemed portion thereof.

Section 4.04. Redemption Procedures. Except as otherwise provided herein, the Refunding 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 Refunding Bond after notice of the redemption of such Refunding Bond has been given (except the unredeemed portion of such Refunding Bond, if redeemed in part) or to transfer or exchange any Refunding 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 Refunding 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 Refunding Bonds or the delivery to any Participant, beneficial owner or any other person (except to a registered owner of the Refunding Bonds) of any notice with respect to the Refunding Bonds, including any notice of redemption.

Section 4.05. Notice of Redemption. The Registrar shall cause notice of the redemption of the Refunding 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 Refunding 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 REFUNDING BONDS AND USE OF REFUNDING BOND PROCEEDS

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

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

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

(b) ***Expense Account***. Second, from the proceeds of the Refunding 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 Refunding Bonds. From such Expense Account, the Board shall be authorized to pay all expenses associated with the issuance of the Refunding Bonds. Any moneys remaining in the Expense Account six months after the date of issuance of the Refunding Bonds shall be transferred as directed by the Board Representative.

Section 5.03. Purchaser Not Responsible. The Underwriter, any associate thereof, and any subsequent owner of any Refunding 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 Refunding 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 Refunding Bonds: (a) within the Debt Service Fund, an "Interest Account" and a "Principal Account" for each series of Refunded Bonds; and (b) within the Rebate Fund, a "Rebate Account" for each series of Refunded 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 Refunding Bonds is authorized to be issued as a Tax Exempt Obligation or Taxable Obligation. The Board hereby delegates to the Board Representative the authority to determine what, if any, portion of the Refunding Bonds shall constitute a Tax Exempt Obligation, and what, if any, portion of the Refunding 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 Refunding 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 Refunding 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 Refunding 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 Refunding 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 Refunding 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 Refunding 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 Refunding 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 Refunding Bonds be deemed the rights, undertakings, covenants, agreements, obligations, warranties and representations of the Board.

Section 8.02. Severability and Invalid Provisions. If any one or more of the covenants or agreements provided in this Nineteenth 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 Nineteenth Supplemental Resolution.

Section 8.03. Table of Contents and Section Headings Not Controlling. The Table of Contents and the headings of the several Articles and Sections of this Nineteenth 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 Nineteenth Supplemental Resolution.

Section 8.04. Further Assurances. The appropriate officers of the Board and the System are hereby authorized to take such further actions as are deemed necessary and desirable in connection with the transactions described in this Nineteenth Supplemental Resolution. All action previously taken by the Board and the appropriate officers of the Board and the System directed toward the transactions described herein are hereby ratified, approved and confirmed.

ADOPTED AND APPROVED as of February 7, 2020.

[SEAL]

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM

By ___________________________________
Chair of the Board

ATTEST:

By ________________________________
Secretary

[Signature Page to Nineteenth Supplemental Resolution]

EXHIBIT A

FORM OF REFUNDING 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 2025A

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 _________________ at the interest rate per annum specified above, until the principal sum is paid or payment has been provided. This Refunding 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 Refunding

Bond. The principal of and premium, if any, on this Refunding Bond are payable upon presentation and surrender hereof at the principal office of the Board's paying agent for the Refunding Bonds (the "Paying Agent"), initially Wells Fargo Bank, National Association. The Paying Agent's principal office for such payment shall be in Minneapolis, Minnesota. Interest on this Refunding 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 Refunding Bond is registered (the "registered owner") in the registration records of the Board maintained by the Board's registrar for the Refunding Bonds (the "Registrar"), initially Wells Fargo Bank, National Association, and at the address appearing thereon at the close of business on the Nineteenth 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 Refunding 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 Refunding 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.

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 2025A in the aggregate principal amount of $[__________] (the "Refunding Bonds").

It is hereby certified that all acts, conditions and things required to be done precedent to and in the issuance of this Refunding 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 Refunding Bond shall not be valid or obligatory for any purpose until the Registrar shall have manually signed the certificate of authentication hereon.

The Refunding Bonds are issuable solely as fully registered bonds in denominations of $5,000 and any integral multiple thereof and are exchangeable for fully registered Refunding 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 Refunding 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 Refunding Bonds and ending at the close of business on the day of such mailing; or (b) any Refunding Bond after the mailing of notice calling such Refunding Bond or any portion thereof for prior redemption.

The Refunding 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 Refunding 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 Refunding Bond or portion thereof so redeemed plus accrued interest thereon to the redemption date.

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

In the case of a Refunding Bond of a denomination larger than $5,000, a portion of such Refunding Bond ($5,000 or any integral multiple thereof) may be redeemed, in which case the Registrar shall, without charge to the owner of such Refunding Bond, authenticate and issue a replacement Refunding 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 Refunding 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 Refunding Bond together with a duly executed written instrument of transfer satisfactory to the Registrar. Upon such transfer a new fully registered Refunding Bond or Refunding Bonds of authorized denomination or denominations of the same aggregate principal amount and maturity will be issued to the transferee in exchange for this Refunding 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 Refunding 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 Refunding Bonds are being issued to finance the Refunding Project.

The Refunding 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 (except for the one year limitation set forth in Section 11-57-205(1), Colorado Revised Statutes, as amended), and applicable provisions of the Code.

This Refunding 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 Refunding 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 Refunding Bonds. The Refunding 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 Refunding 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 Refunding 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 Refunding Bonds, for a description of the nature and extent of the security for the Refunding 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 Refunding Bonds with respect thereto, the terms and conditions upon which the Refunding Bonds are issued, and a statement of rights, duties, immunities and obligations of the Board and the rights of the owners of the Refunding 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 Refunding 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 Refunding 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 Refunding Bonds, or any portion thereof, have been duly paid, the pledge and lien of all obligations hereunder shall thereby by 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 Refunding 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 Refunding 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 Refunding Bond is issued pursuant to the Supplemental Public Securities Act, Colorado Revised Statutes, Sections 11-57-201 et seq., as amended (except for the one year limitation set forth in Section 11-57-205(1), Colorado Revised Statutes, 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 Refunding 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 REFUNDING BONDS]

CERTIFICATE OF AUTHENTICATION

Date of authentication and registration: ____________________

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

WELLS FARGO BANK, NATIONAL
ASSOCIATION, as Registrar

By ______(Manual Signature)________________
Authorized Officer or Employee

[END OF FORM OF CERTIFICATE OF AUTHENTICATION FOR REFUNDING BONDS]

[FORM OF ASSIGNMENT OF REFUNDING BONDS]

ASSIGNMENT

For value received, the undersigned hereby sells, assigns and transfers unto ____________________ the within Refunding Bond and hereby irrevocably constitutes and appoints ____________________ attorney, to transfer the same on the records kept for registration of the within Refunding 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 Refunding 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 REFUNDING BONDS]

Item #6
Status of FY 2020 Audit Plan

COLORADO STATE UNIVERSITY SYSTEM INTERNAL AUDITING
STATUS OF FISCAL YEAR 2020 AUDIT PLAN

Completed Audits		
Institution	**Audit Area**	**Status**
CSU-P	Accounts Receivable Audit (Carryforward)	**Report 20-01**
CSU	CVMBS Financial & IT Review (Carryforward)	**Report 20-02**
CSU	Continuous Auditing (Carryforward)	**Report 20-03**
CSU	CSU Health Network Insurance Billing (Carryforward)	**Report 20-04**
CSU	Facilities Planning, Design, and Construction Audit (Carryforward)	**Report 20-05**
CSU-G	CSU-Global Human Resources Audit (Carryforward)	**Report 20-06**
CSU	VP Enrollment and Access Audit (Carryforward)	**Report 20-07**
CSU	Athletics Compliance Audit (Carryforward)	**Report 20-08**
CSU	President's Office Transition Audit	**Report 20-09**
CSU-P	Human Resources/Payroll Audit (Carryforward)	**Report 20-10**
CSU-P	Athletics Special Project	**Report 20-11**
CSU	Title IX Controls - Phase 1	**Report 20-12**
CSU	CSU Health and Human Sciences Transition Audit	**Report 20-13**
CSU	CSU International Programs Transition Audit	**Report 20-14**
CSU-P	Teacher Education Program Special Project	**Report 20-15**

In Progress Audits							
Institution	**Audit Area**	**Timeline**					
		Jan	**Feb**	**Mar**	**Apr**	**May**	**Jun**
CSU	Office of Sponsored Programs Continuous Audit						
CSU	CSU Advancement Follow-up Audit						
CSU	NSF Special Project						
CSU	CSU Campus Card Management System Consultation						
CSU-P	PCI Security Compliance Consultation						
CSU-P	CSU-P Office of Research & Sponsored Programs Audit						
CSU-P	CSU-P Internal Controls Consultation						

Remaining Audits							
Institution	**Audit Area**	**Timeline**					
		Jan	**Feb**	**Mar**	**Apr**	**May**	**Jun**
CSU	CSU VP Engagement Transition Audit						
CSU	CSU Tax Compliance Audit						
CSU	Title IX Controls Audit – Phase II						
CSU-P	CSU-P Student Financial Services Audit						
CSUS	CSU System – Treasury Cash Controls Audit						
CSU	CSU Decentral Data Security Control Audit						
CSU-G	CSU-Global Student Financial Aid Audit	*On hold*					
All	Audit follow-up	*Ongoing*					
All	Hotline follow-up, investigations, and special projects	*Ongoing*					

Timeline Adjusted Due to Special Project   Planning   Fieldwork   Reporting

Item #7
Audit Reports and Recommendations

Colorado State University System
College of Health and Human Sciences - Transition Review - Colorado State University

EXECUTIVE SUMMARY
December 4, 2019

Background Information

The mission of the College of Health and Human Sciences (CHHS) at Colorado State University (CSU) is to provide transformative academic, research, and outreach programs that promote the health and well-being of people, their environments, and communities in which they live, with a commitment to the principles of equity and inclusive excellence.

CHHS is made up of the following units:

- Construction Management
- Design and Merchandising
- Food Science and Human Nutrition
- Health and Exercise Science
- Human Development and Family Studies
- Occupational Therapy
- School of Education
- School of Social Work
- Institute for the Built Environment
- Richardson Design Center

CHHS has over 6,000 students within the above units across 29 different degree programs. Lise Youngblade became the dean of CHHS in August 2019. This transition review was performed to assist CHHS in identifying organizational risk and to provide recommendations to the dean for process/control enhancements.

Scope and Objectives

The review covered financial activity in Fiscal Years 2018 and 2019, including current processes, policies, and procedures. Specific objectives of the review were to

- Evaluate the governance and key internal controls over financial and operational processes.
- Determine whether University policies and procedures are followed.

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

Findings and Conclusions

We observed that key internal controls over financial and operational processes at CHHS are generally adequate. In our audit, we noted a high level of budget oversight and a tone at the top focused on excellence and ethics. Generally, unit business officers have knowledge of policies and procedures, as well as the importance of internal controls. We identified several opportunities for improvement and made six recommendations to further improve operations, strengthen internal controls, and strengthen compliance with University policies and procedures. Conclusions by audit objective are as follows:

- Internal Controls over Financial and Operational Processes – We determined that the college as a whole generally has adequate internal controls over financial and operational processes. We made two recommendations to further strengthen internal controls in this area and to mitigate risk to a reasonable level.
- University Policies and Procedures – We tested CHHS compliance with seven key university policies and procedures:

conflict of interest disclosures, performance reviews, mobile communications, account reconciliations, travel, purchasing cards, and emergency planning. Controls are in place but are not always operating effectively for all units in the areas of travel, purchasing cards, and emergency planning. We made four recommendations to strengthen internal controls in this area and to mitigate risk to a reasonable level.

We have discussed all findings and recommendations with management and are satisfied that completion of the proposed actions will generally mitigate the issues noted. Details may be found in Audit Report 20-13 issued the same date as this Executive Summary.

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

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Susy Serrano – Director, Internal Auditing

Colorado State University System

International Programs – Transition Review – Colorado State University

EXECUTIVE SUMMARY
January 9, 2020

Background Information

The Office of International Programs (OIP) helps create and foster international activities as part of Colorado State University's (CSU) internationalization strategy supporting teaching, learning, research, and engagement throughout CSU. OIP facilitates Education Abroad opportunities, provides International Student and Scholar Services, and promotes International Initiatives. The Confucius Institute, the Peace Corps, Todos Santos, and China programs are overseen by OIP. The office also initiates and coordinates academic and co-curricular programs and develops agreements with international partners around the world. During Fiscal Year 2019, OIP had 43 full-time employees, revenue of $4.6 million, and expenses totaling $7.2 million. Kathleen Fairfax became the Vice Provost for International Affairs in August 2018, following the retirement of the previous Vice Provost.

Scope and Objectives

This transition review was performed to assist OIP in identifying organizational risk and to provide recommendations to the Vice Provost for International Affairs for process/control enhancements. The review covered financial and operational activities for the period July 1, 2017, through June 30, 2019. Specific objectives of the review were to

1. Evaluate key internal controls over financial and operational processes.
2. Determine whether University policies and procedures are followed.

To accomplish these objectives, we interviewed staff and senior management, observed systems and processes, assessed the adequacy of internal controls, reviewed applicable internal and external policies and procedures, examined and analyzed documentation, and performed other audit procedures we considered necessary.

Findings and Conclusions

We observed that key internal controls over financial and operational processes at OIP are generally adequate. Current leadership is committed to ensuring compliance with University policies and procedures and is supportive of control improvements, indicating a good tone-at-the-top. A summary conclusion for each objective is as follows:

- We determined that OIP as a whole generally has adequate internal controls over financial and operational processes; however, improvements in some areas are necessary, and we made six recommendations to help mitigate risk and strengthen internal controls.
- OIP is currently in the process of enhancing some of their departmental policies and procedures, and we tested compliance with key policies and procedures. We identified several opportunities for improvement and have made three recommendations to help mitigate risk and improve compliance with University policies and procedures.

We made the following recommendations based on our findings:

1. The Vice Provost for International Affairs should work with unit Directors to ensure all Global Partnership Award Agreements are documented and on file in the international partnership agreement database.
2. The Vice Provost for International Affairs should work with the necessary parties to establish eligibility and renewal criteria related to the Global Partnership Award scholarships. Criteria should be added to all new and renewal partnership agreements/award letters.
3. The Director of International Initiatives should develop policies and procedures for reviewing and updating the Global Partnership Award Agreements.

4. The Vice Provost for International Affairs should work with the Interim Director of CICSU to establish and execute an updated contract with Hanban.
5. The Interim Director of CICSU should establish documented policies and procedures for financial reporting in both the CSU and Hanban financial systems.
6. The Vice Provost for International Affairs should work with the applicable unit Directors to ensure that all international partnership agreements are routed through the approved process so that they may be received in a timely manner for entry into the database for monitoring purposes.
7. To ensure compliance with CSU's Contracting Signature Authority policy, the Vice Provost for International Affairs should establish training for all staff involved in the contracting process to reinforce the importance complying with this policy.
8. In order to comply with CSU's COI policy, the Vice Provost for International Affairs should develop a process for monitoring the completion of COI disclosures.
9. In order to comply with the CSU's Emergency Planning and Response Policy the
    a. Vice Provost for International Affairs should work with the CSU Police Department Emergency Manager to coordinate the completion of a Building Safety Plan for Laurel Hall;
    b. Interim Director of the Confucius Institute should work with the CSU Police Department Emergency Manager to coordinate the completion of a Building Safety Plan for the Confucius Institute.

We have discussed all findings and recommendations with management and are satisfied that completion of the proposed actions will generally mitigate the issues noted. Details may be found in Audit Report 20-14 issued the same date as this Executive Summary.

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

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Susy Serrano – Director, Internal Auditing

Colorado State University System

Teacher Education Program - Limited Review of Miscellaneous Fees – Colorado State University-Pueblo

EXECUTIVE SUMMARY

January 21, 2020

Background Information

The Colorado State University-Pueblo (CSU-Pueblo) Teacher Education Program (TEP) is part of the College of Education, Engineering, and Professional Studies. The primary mission of the department is to prepare teachers of quality and distinction. The department has a formal partnership with 17 school districts and four community colleges in southern and southeastern Colorado. Undergraduate students can achieve a license through a variety of Bachelor of Arts or Bachelor of Science degrees in 19 different areas. The department also offers a Master of Education for licensed teachers in 12 different areas.

Over the past four fiscal years, TEP has collected less than $800 per year in fees assessed on students. In Fall 2019, Internal Auditing was notified that TEP had implemented some new fees, and Internal Auditing initiated a limited review to evaluate internal controls over these fees.

Scope and Objectives

Internal Auditing reviewed the fees assessed by the department for Fall 2019 with the following objectives:

1. Determine the types of fees assessed by TEP.
2. Evaluate the adequacy of internal controls for any fees assessed by TEP.

To accomplish the objectives, we interviewed personnel, reviewed financial transactions, evaluated documentation, and performed other such tests we considered necessary.

Findings and Conclusions

We found that TEP assesses several different types of fees in addition to a new fee that was implemented in Fall 2019. We also found that there are some risks associated with fees charged, and internal controls over these TEP fees should be improved.

We noted that internal controls over the collection and deposit of several types of fees charged by the TEP are inadequate and, in one instance, the fee charged could not be located in the University's accounts. The three types of fees charged by the TEP are Late Fees, Oral Examination Fees, and Fees Charged to Nonstudents.

We made the following recommendations based on our findings:

1. To improve controls over the fee assessment and collection workflow, the Director of Student Teaching & Experiential Programming, along with the Associate Dean of the College of Education should work with the CSU-Pueblo Controller and Financial Aid to add any student fee to the student's account so the funds can be collected by the Cashier's Office and appropriately allocated to the department accounts.
2. The Director of Student Teaching & Experiential Programming, along with the Associate Dean of the College of Education, should develop written policies and procedures for the collection, deposit, and reconciliation of fees for both students and non-students. These policies and procedures should include a procedure for keeping copies of cashier's receipts provided by those paying fees that are not added to a student account. Also included should be procedures for performing a reconciliation of all student fees billed to the department's account where they are to be deposited to ensure all fees assessed are properly reflected in the department's accounts.

We have discussed all findings and recommendations with management and are satisfied that completion of the proposed actions will generally mitigate the issues noted. Details may be found in Audit Report 20-15 issued the same date as this Executive Summary.

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

Susy Serrano – Director, Internal Auditing

Item #8
Past Due Audit Recommendations

Internal Auditing

All Overdue Recommendations

Audit No.	Audit Name	Inst.	Rec No.	Recommendation	Audit Report Response	Target Compl. Date	Revised Target Compl. Date
19-08	University Advancement, Limited Business Operations Review	CSU	5	The VPUA should consider routing all VPUA expenses to a higher-level for approval. This will improve transparency and ensure that spending is consistent with university objectives.	We agree that all expenses should have a higher level of approval system in place and we follow that practice in University Advancement throughout the division. Expense approval for the VPUA expenses have, and will continue to, follow the protocol for…	4/2/2019	6/30/2020
19-11	Information Technology-Administrative Information System	CSU-P	10	The Executive Director of ITS should ensure that a disaster recovery plan is developed, tested, and periodically reviewed to address the risk in its environment.	Agree. The DR plan has recently been rendered out of date due to significant infrastructure and systems investments and configuration changes. There will be additional significant changes to our logical systems necessitating continuous DR...	10/31/2019	6/30/2021
20-02	CVMBS	CSU	4	To comply with internal policy and to reduce risk, the CVMBS Director of Facilities and Safety Management should ensure Building Safety Plans are developed for all buildings assigned to CVMBS to manage.	Agree. CVMBS will work with all building proctors to emphasize the importance of maintaining current safety plans with the CSU Emergency Manager (Ken Quintana). It is also important to note that some cited buildings such as Chemistry…	12/31/2019	4/1/2020

Item #9
Presentation by Clifton Larson Allen
FY 2019 Audit Results – CSU System

Colorado State University System

Financial Statements and Independent Auditors' Reports

Financial Audit

Years Ended June 30, 2019 and 2018

Compliance Audit

Year Ended June 30, 2019

LEGISLATIVE AUDIT COMMITTEE

Senator Nancy Todd - Chair	Senator Lori Saine - Vice-Chair
Representative Rod Bockenfeld	Senator Paul Lundeen
Senator Rhonda Fields	Representative Dafna Michaelson Jenet
Representative Tracy Kraft-Tharp	Senator Jim Smallwood

OFFICE OF THE STATE AUDITOR STAFF

Dianne E. Ray	State Auditor
Kerri Hunter	Deputy State Auditor
Marisa Edwards	Contract Monitor
CliftonLarsonAllen LLP	Contractor

AN ELECTRONIC VERSION OF THIS REPORT IS AVAILABLE AT
WWW.COLORADO.GOV/AUDITOR

A BOUND REPORT MAY BE OBTAINED BY CALLING THE
OFFICE OF THE STATE AUDITOR
303.869.2800

PLEASE REFER TO REPORT NUMBER 1916F-A WHEN REQUESTING THIS REPORT

CliftonLarsonAllen LLP
CLAconnect.com

November 22, 2019

Members of the Legislative Audit Committee:

We have completed the financial statement audit and compliance audit of the Colorado State University System as of and for the years ended June 30, 2019 and 2018. Our audit was conducted in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards,* issued by the Comptroller General of the United States.

We were engaged to conduct our audit pursuant to Section 2-3-103, C.R.S., which authorizes the State Auditor to conduct or cause to be conducted audits of all departments, institutions, and agencies of state government. The reports which we have issued as a result of this engagement are set forth in the table of contents which follows.

CliftonLarsonAllen LLP

CliftonLarsonAllen LLP

Greenwood Village, Colorado
November 22, 2019

COLORADO STATE UNIVERSITY SYSTEM
TABLE OF CONTENTS
YEARS ENDED JUNE 30, 2019 AND 2018

FINANCIAL AND COMPLIANCE AUDIT REPORT SECTION

COLORADO STATE UNIVERSITY SYSTEM
TABLE OF CONTENTS
YEARS ENDED JUNE 30, 2019 AND 2018

COLORADO STATE UNIVERSITY SYSTEM
REPORT SUMMARY
YEARS ENDED JUNE 30, 2019 AND 2018

Purposes and Scope of Audit

The Office of the State Auditor engaged CliftonLarsonAllen LLP (CLA) to conduct a financial and compliance audit of the Colorado State University System (the System) for the years ended June 30, 2019 and 2018. CLA performed the audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. The audits of the Colorado State University Foundation and the Colorado State University – Pueblo Foundation, discretely presented component units of the System, were not performed in accordance with the standards applicable to financial audits contained in *Government Auditing Standards.*

The purposes and scope of the audit were to:

- Express opinions on the financial statements of the System as of and for the years ended June 30, 2019 and 2018, including consideration of internal control over financial reporting as required by auditing standards generally accepted in the United States of America and *Government Auditing Standards* for the year ended June 30, 2019.

- Evaluate compliance with certain provisions of laws, regulations, contracts, and grants governing the expenditure of federal and state funds for the year ended June 30, 2019.

- Issue a report on the System's internal control over financial reporting and on compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters based on our audits of the financial statements performed in accordance with *Government Auditing Standards* for the year ended June 30, 2019.

- Report on the System's compliance with applicable bond covenants.

The System's schedule of expenditures of federal awards and applicable opinions thereon, issued by the Office of the State Auditor, are included in the Statewide Single Audit Report issued under separate cover.

Audit Opinions and Reports

The independent auditors' reports included herein expressed unmodified opinions on the System's financial statements as of and for the years ended June 30, 2019 and 2018.

COLORADO STATE UNIVERSITY SYSTEM
REPORT SUMMARY
YEARS ENDED JUNE 30, 2019 AND 2018

No material weaknesses in internal control over financial reporting were identified. We did identify a deficiency in internal control described within the Colorado State University – Global's financial statements that we consider to be a significant deficiency not material to the Colorado State University – System financial statements.

No instances of noncompliance considered material to the financial statements were disclosed by the audit.

There are no findings and recommendations reported for the year ended June 30, 2019.

COLORADO STATE UNIVERSITY SYSTEM
RECOMMENDATION LOCATOR
YEARS ENDED JUNE 30, 2019 AND 2018

Significant Audit Adjustments

No matters are reportable.

Summary of Progress in Implementing Prior Audit Recommendations

There were no recommendations related to Fiscal Year 2018.

COLORADO STATE UNIVERSITY SYSTEM
DESCRIPTION OF THE COLORADO STATE UNIVERSITY SYSTEM
YEARS ENDED JUNE 30, 2019 AND 2018

Organization and Administration

The institutions that compose the Colorado State University System (the System) are established in Title 23, C.R.S. The Board of Governors (the Board) has control and supervision of three distinct institutions: Colorado State University (a land-grant university), Colorado State University – Pueblo (a regional, comprehensive university) and Colorado State University – Global Campus (an on-line university).

The 15-member Board consists of:

- Nine voting members appointed by the Governor and confirmed by the Senate for four-year terms
- Six advisory members representing the student bodies and the faculty councils for each of the three institutions, elected for one-year terms

The Board administers the board of governors of the Colorado State University System Fund located in the State Treasury. The Board is authorized to set tuition, pay expenses, and hire officials. The chief academic and administrative officers are the Chancellor of the Colorado State University System and the President of each institution.

Colorado State University

In 1870, the Territorial Council and House of Representatives of the Territory of Colorado created the Agricultural College of Colorado (the College). When the Territory became a state in 1876, the College was placed under the governance of the State Board of Agriculture.

The College began admitting its first students in 1879. It was also designated that year as Colorado's land-grant college and recipient of federal endowment support under the Morrill Act of 1862. Subsequent federal legislation led to the establishment of the Agricultural Experiment Station and the Extension Service of the College.

State legislation also made the College responsible for the Colorado State Forest Service. Following several name changes, the College became Colorado State University in 1957. In this report, the terms Colorado State University and CSU refer to Colorado State University – Fort Collins.

Resident Instruction

The following eight colleges offer more than 76 undergraduate degrees, 109 Academic Graduate Degrees and 28 Professional Graduate Degrees including Doctor of Veterinary Medicine:

- College of Agricultural Sciences
- College of Health and Human Sciences
- College of Liberal Arts
- College of Business
- Walter Scott, Jr. College of Engineering
- Warner College of Natural Resources
- College of Natural Sciences
- College of Veterinary Medicine and Biomedical Sciences

Agricultural Experiment Station

The Agricultural Experiment Station provides a basis for agricultural research and study programs on the Fort Collins campus and at nine research centers located throughout the State. The mission of the Agricultural Experiment Station is to conduct research that addresses the economic viability, environmental sustainability, and social acceptability of activities impacting agriculture, natural resources, and consumers in Colorado. It is a public service organization that disseminates the results of its research to the public through CSU Extension and various publications and conferences.

CSU Extension

The mission of CSU Extension is to provide information and education and encourage the application of research-based knowledge in response to local, state, and national issues affecting individuals, youth, families, agricultural enterprises, and communities of Colorado. CSU Extension disseminates among the people of Colorado useful and practical information on subjects related to (a) agricultural production, marketing, and natural resources; (b) family living; (c) 4-H and other youth activities; and (d) rural and community development. The location of professional staff throughout the State permits CSU Extension to respond to the needs of local communities.

Colorado State Forest Service

The Colorado State Forest Service provides management, protection, and utilization of Colorado State Forest lands.

Colorado State University - Pueblo

Colorado State University – Pueblo was incorporated in 1935 as Southern Colorado Junior College. One year later, local citizens decided to support the institution with county taxes. They organized the Pueblo Junior College District and the school was renamed Pueblo Junior College. In 1951, Pueblo Junior College became the first accredited junior college in Colorado.

In 1963, Colorado's General Assembly enacted legislation changing Pueblo Junior College to a four-year institution—Southern Colorado State College—to be governed by the board of trustees of state colleges. By then, four new buildings had been erected on the new campus north of Pueblo's Belmont residential district. On July 1, 1975, the State Legislature granted the institution university status. Three years later, the Colorado State Board of Agriculture assumed governance of the University of Southern Colorado. In July 2003, the University was renamed Colorado State University – Pueblo.

Colorado State University – Pueblo (CSU-P) is accredited at the bachelor's and master's levels. CSU-P is a regional, comprehensive university, with moderately selective admissions standards displaying excellence in teaching and learning. CSU-P emphasizes professional, career-oriented, and applied programs at the undergraduate and graduate levels while maintaining strong programs in the liberal arts and sciences. CSU-P has received the federal government's designation as a Hispanic Serving Institution granted to universities with at least 25% of the student population of Hispanic descent.

Colorado State University - Global Campus

Colorado State University – Global Campus (CSU-Global) was incorporated in 2008. CSU-Global is a baccalaureate and graduate online university with the mission in Colorado of offering baccalaureate degree programs for nontraditional students in partnership with the Colorado community college system and selected master-level graduate programs. The mission of CSU-Global is to offer on-line programs that are career-relevant and tailored to existing and emerging industry and occupational trends within Colorado. CSU-Global will cater to working adults and other nontraditional students who already have college credit or a two-year degree and want to complete their bachelor's and/or master's degrees. CSU-Global admitted its first students during the fall 2008 semester.

Enrollment and Faculty

Enrollment and faculty and staff information is presented below and was obtained from institutional analysis and the System's Factbooks.

CSU reports full-time equivalent (FTE) student, faculty, and staff for three continuous fiscal years as follows:

Colorado State University
Full-Time Equivalent (FTE) Student Enrollment

Fiscal year	Resident	Nonresident	Total
2018-2019	18,001	8,464	26,465
2017-2018	18,208	7,971	26,179
2016-2017*	18,443	7,570	26,013

* To become compliant with Colorado Department of Higher Education guidelines that changed in fiscal year 2016, Student FTE has been revised to reduce the numbers of credit hours used to calculate Graduate Student FTE from 30 credit hours to 24 credit hours, thereby increasing FTE Student Enrollment.

Colorado State University
Full-Time Equivalent (FTE) Faculty and Staff

Fiscal year	Faculty	Staff	Total
2018-2019	1,738	5,565	7,303
2017-2018	1,711	5,453	7,164
2016-2017	1,673	5,243	6,916

CSU-Pueblo reports full-time equivalent (FTE) student, faculty, and staff for three continuous fiscal years as follows:

Colorado State University - Pueblo
Full-Time Equivalent (FTE) Student Enrollment

Fiscal year	Resident	Nonresident	Total
2018-2019	2,871	488	3,359
2017-2018	3,150	524	3,674
2016-2017*	3,342	530	3,872

* To become compliant with Colorado Department of Higher Education guidelines that changed in fiscal year 2016, Student FTE has been revised to reduce the numbers of credit hours used to calculate Graduate Student FTE from 30 credit hours to 24 credit hours, thereby increasing FTE Student Enrollment.

Colorado State University - Pueblo
Full-Time Equivalent (FTE) Faculty and Staff

Fiscal year	Faculty	Staff	Total
2018-2019	217	343	560
2017-2018	226	350	576
2016-2017	210	315	525

CSU-Global reports full-time equivalent (FTE) student, faculty, and staff for three continuous fiscal years as follows

Colorado State University – Global Campus
Full-Time Equivalent (FTE) Student Enrollment

Fiscal year	Resident	Nonresident	Total
2018-2019	3,186	5,363	8,549
2017-2018	3,191	5,313	8,504
2016-2017*	3,323	5,039	8,362

* To become compliant with Colorado Department of Higher Education guidelines that changed in fiscal year 2016, Student FTE has been revised to reduce the numbers of credit hours used to calculate Graduate Student FTE from 30 credit hours to 24 credit hours, thereby increasing FTE Student Enrollment.

Colorado State University – Global Campus
Full-Time Equivalent (FTE) Faculty and Staff

Fiscal year	Faculty	Staff	Total
2018-2019	339	183	522
2017-2018	313	195	508
2016-2017	285	177	462

Colorado State University Foundation
Colorado State University-Pueblo Foundation
Colorado State University-System Foundation

The System's reporting entities include Colorado State University Foundation (CSUF), Colorado State University-Pueblo Foundation (CSU-P Foundation), and Colorado State University System Foundation (CSUS Foundation) as discretely presented reporting units. These Foundations are legally separate, tax-exempt entities that were established to receive, manage, and invest philanthropic gifts on behalf of CSU and CSU-P. The CSUS Foundation was created to accept transfers of intellectual property of the System and distribute money or issue grants to fund innovation and System initiatives, investment in new technology for the benefit of the System, and improve access and affordability for students of the System. Colorado State University Foundation is governed by its board of directors, which includes five voting members and three ex-officio nonvoting members. Twenty-seven trustees of the CSU-Pueblo Foundation are elected by members of the CSU-Pueblo Foundation. No person who is an employee of the University is eligible to serve as an officer of the Foundation or as a voting board member. The officers of the CSUS Foundation are appointed by the board of directors which consists of three CSU directors and four independent directors.

COLORADO STATE UNIVERSITY SYSTEM
AUDITORS' FINDINGS AND RECOMMENDATIONS
YEARS ENDED JUNE 30, 2019 AND 2018

There are no findings and recommendations for the year ended June 30, 2019

COLORADO STATE UNIVERSITY SYSTEM
DISPOSITION OF PRIOR AUDIT RECOMMENDATIONS
YEARS ENDED JUNE 30, 2019 AND 2018

Summary of Progress in Implementing Prior Audit Recommendations

There are no findings and recommendations reported for the year ended June 30, 2018.

CliftonLarsonAllen LLP
CLAconnect.com

INDEPENDENT AUDITORS' REPORT

Legislative Audit Committee & Board of Governors

Report on the Financial Statements

We have audited the accompanying financial statements of the business-type activities, the aggregate discretely presented component units, and the fiduciary fund information of the Colorado State University System (the System), as of and for the years ended June 30, 2019 and 2018, and the related notes to the financial statements, which collectively comprise the entity's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We did not audit the financial statements of the Colorado State University Foundation (the CSU Foundation) or the financial statements of the Colorado State University Pueblo Foundation (CSU-Pueblo Foundation), which represent 99.75 percent, 99.76 percent, and 96.19 percent, respectively, of the assets, net position, and revenues of the component units. Those statements were audited by other auditors whose reports have been furnished to us, and our opinion, insofar as it relates to the amounts included for the aggregate discretely presented component units, is based solely on the reports of the other auditors. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. The financial statements of the CSU Foundation and the CSU-Pueblo Foundation were not audited in accordance with *Government Auditing Standards*.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, based on our audit and the reports of other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities, the aggregate discretely presented component units, and the fiduciary fund information of the System as of June 30, 2019 and 2018, and the respective changes in financial position and, where applicable, cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of a Matter

As discussed in Note 1, the financial statements of the System, an institution of higher education of the State of Colorado, are intended to present the financial position, the changes in financial position and cash flows of the business-type activities of only the System. Financial results for the State of Colorado are presented in separate state-wide financial statements prepared by the Office of the State Controller and audited by the Office of the State Auditor. Complete financial information for the State of Colorado is available in these state-wide financial statements. Our opinion is not modified with respect to this matter.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, other postemployment benefit information, and pension information listed in the table of contents be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated November 22, 2019, on our consideration of the System's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the result of that testing, and not to provide an opinion on the effectiveness of the System's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the System's internal control over financial reporting and compliance.

CliftonLarsonAllen LLP

CliftonLarsonAllen LLP

Greenwood Village, Colorado
November 22, 2019

Management's Discussion and Analysis

We are pleased to present this financial discussion and analysis of the Colorado State University System (the System). It is intended to make the System's financial statements easier to understand and communicate our financial situation in an open and accountable manner. This section of the financial report provides an objective discussion and analysis of the financial performance of the System for the fiscal years ended June 30, 2019 and 2018, respectively, with comparative information for fiscal year 2017. This discussion provides an analysis of the System's financial activities based on currently known facts, decisions, or existing conditions. University management is responsible for the completeness and fairness of this discussion and analysis, the financial statements, and related footnote disclosures.

The System includes Colorado State University (CSU), Colorado State University Pueblo (CSU-Pueblo), and Colorado State University Global Campus (CSU-Global). CSU-Global issued separate audited financial statements for the years ended June 30, 2019 and June 30, 2018.

Understanding the Financial Statements

The basic financial statements are designed to provide readers with a broad overview of the System's finances and are comprised of three basic statements.

Statements of Net Position present information on all of the System's assets, deferred outflows, liabilities, and deferred inflows; with the difference between assets plus deferred outflows less liabilities and deferred inflows reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the System is improving or deteriorating.

Statements of Revenues, Expenses, and Changes in Net Position present information showing how the System's net position changed during the two most recent fiscal years. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will result in cash flows in future fiscal periods (e.g., the payment for accrued compensated absences, or the receipt of amounts due from students and others for services rendered).

Statements of Cash Flows are reported on the direct method. The direct method of cash flows reporting portrays cash flows from operating, noncapital financing, capital and related financing, and investing activities. Their purpose is to assess the System's ability to generate net cash flows and meet its obligations as they come due.

Notes to Financial Statements provide additional information that is essential to a full understanding of the data provided in the basic financial statements. The notes provide information regarding both the accounting policies and procedures the System has adopted as well as additional detail of certain amounts contained in the financial statements. The notes to financial statements follow the basic financial statements.

Required Supplementary Information (RSI) presents additional information that differs from the basic financial statements in that the auditor applies certain limited procedures in reviewing the information. In this report, RSI includes schedules of the System's proportionate share of the Public Employee's Retirement Association (PERA) net pension liability and contributions to the PERA pension as well as PERA's net Other Postemployment Benefits (OPEB) liability and contributions to PERA Health Care Trust Fund. In addition, the schedules for OPEB include the schedule of changes in the net OPEB liability (asset) with related ratios, employer contributions, and investment returns.

Management's Discussion and Analysis focuses on the primary government, which is the Colorado State University System. The System reports its activity as a business-type activity using the economic resources measurement focus and the accrual basis of accounting.

Financial Highlights

Financial highlights are presented in this discussion and analysis to help with the assessment of the System's financial activities. This analysis should be read in conjunction with the System's financial statements and notes thereto, which are also presented in this document.

The Colorado State Legislature established spending authority for the System in its annual Long Appropriations Bill (Long Bill). The Long Bill appropriated funds include an amount from the State of Colorado's College Opportunity Fund and amounts for Student Tuition, Mandatory Fees, Western Interstate Commission for Higher Education (WICHE), and Service Fees.

For the fiscal years ended June 30, 2019 and 2018, appropriated expenses in the System were within the authorized spending authority. For the fiscal years ended June 30, 2019 and 2018, the System had a total state appropriation of $639.0 million and $599.4 million, respectively. For the fiscal years ended 2019 and 2018, the System's appropriation from re-appropriated funds consisted of $46.5 million and $43.6 million, respectively, received for students that qualified for stipends from the College Opportunity Fund, and $108.4 million and $95.7 million, respectively, as state fee for service contract revenue. Starting in fiscal year 2017, the students' share of tuition became appropriated from cash funds rather than informational only, totaling $484.0 million in fiscal year 2019 and $460.1 million in fiscal year 2018. The appropriated portion of WICHE funds was $145 thousand in fiscal years ended 2019 and 2018. Mandatory fees and the student fee portion of WICHE funds, are shown in the long bill for informational purposes only. All other revenues and expenses reported by the System represent non-appropriated funds and are excluded from the annual appropriations bill. Non-appropriated funds include fees, grants and contracts, gifts, indirect cost recoveries, auxiliary revenues and other revenue sources.

The assets and deferred outflows of the System exceeded its liabilities and deferred inflows as of June 30, 2019 by $485.9 million (net position). Of this amount, $756.1 million is related to the net investment in capital assets and $60.9 million is restricted for purposes which the donor or grantor or other external party intended. The remaining negative $331.1 million is unrestricted. Although unrestricted net position is not externally restricted, it may be internally designated by the System's administration for various purposes. Unrestricted net position continues to be negatively impacted by the implementation of Governmental Accounting Standards Board (GASB) Statement No. 68, *Accounting and Financial Reporting for Pensions* and GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*, in the amount of $849.1 million and $946.3 million for fiscal years ended June 30, 2019 and 2018, respectively. The impact on net position is show in the table below.

COLORADO STATE UNIVERSITY SYSTEM
Management's Discussion and Analysis
Years Ended June 30, 2019 and 2018
(Unaudited)

Impact on Net Position of Pension (GASB 68) and OPEB (GASB 75)
(Amounts expressed in thousands)

	Year Ended June 30		
	2019	**2018**	**2017**
Net investment in capital assets	$ 756,092	744,575	655,232
Restricted for nonexpendable purposes	27,849	27,296	26,709
Restricted for expendable purposes	33,030	29,879	44,388
Unrestricted	(331,120)	(497,245)	(311,120)
Total net position	485,851	304,505	415,209
Pension (GASB 68) impact	835,520	906,404	693,595
OPEB (GASB 75) impact	13,566	39,905	-
Net position excluding pension and OPEB	$ **1,334,937**	**1,250,814**	**1,108,804**

The table below demonstrates the changes made due to GASB Statement No. 68 and GASB Statement No. 75 to the System's financial statements for the fiscal years ended June 30, 2019, 2018 and 2017, respectively. Pension expense decreased $278.7 million in fiscal year ended June 30, 2019, which was a result of an $8.6 billion decrease in the collective net pension liability for the State Division Trust Fund at PERA. A rate of 7.25 percent was used as the discount rate to value the collective total pension liability. The primary factors that contributed to the decreased liability were the increases to future contributions from members and employers, the State of Colorado's direct distribution payment to PERA, and changes to benefit provisions which are required by Senate Bill 18-200. In fiscal year ended June 30, 2018, pension expense increased $46.9 million, and in fiscal year ended June 30, 2017, pension expense increased $147.2 million. The required cash contributions in the fiscal years ended June 30, 2019, 2018, and 2017 of $35.9 million, $30.9 million, and $28.8 million. OPEB expense recorded as of fiscal year 2019 and 2018 was negative $23.0 million and $6.1 million, respectively, with $3.9 million and $6.6 million in required contributions.

OPEB Expense Compared to Required Contributions
(Amounts expressed in thousands)

	Year Ended June 30		
	2019	**2018**	**2017**
OPEB Expense	$ (22,930)	6,052	9,318
Expense increase (decrease) from prior year	(28,982)	(3,266)	N/A
Required contributions	3,886	6,561	6,439

PERA Pension Expense Compared to Required Contributions
(Amounts expressed in thousands)

	Year Ended June 30		
	2019	**2018**	**2017**
Pension Expense	$ (34,901)	243,783	196,917
Expense increase (decrease) from prior year	(278,684)	46,866	147,208
Required contributions	35,957	30,949	28,826

Financial Analysis

The Summary of Net Position presents the assets, deferred outflows, liabilities, deferred inflows, and net position of the Colorado State University System for the fiscal years ended June 30, 2019, 2018, and 2017. In fiscal years 2019 and 2018, deferred outflows of resources and deferred inflows of resources included amounts related to the PERA pension, whose liability was recorded due to GASB Statement No. 68. The System's proportionate share of the net pension liability as of fiscal years ended June 30, 2019 and 2018, was $611.6 million and $1.1 billion, respectively. The net OPEB liability was $27.5 million at the end of fiscal year 2019. In fiscal year 2018, the System recognized a net OPEB liability of $50.6 million due to the implementation of GASB Statement No. 75.

Summary of Net Position
(Amounts expressed in thousands)

	Year Ended June 30		
	2019	**2018**	**2017**
Current assets	$ 522,393	$ 673,787	642,754
Noncurrent assets, including net capital assets of $1,934,622, $1,907,410, and $1,779,353, respectively	2,295,289	2,010,590	1,941,011
Deferred outflows	174,954	293,874	353,558
Total assets and deferred outflows	**2,992,636**	**2,978,251**	**2,937,323**
Current liabilities	239,766	203,939	232,453
Noncurrent liabilities	1,936,719	2,423,552	2,277,525
Deferred inflows	330,300	46,255	12,136
Total liabilities and deferred inflows	**2,506,785**	**2,673,746**	**2,522,114**
Net investment in capital assets	756,092	744,575	655,232
Restricted	60,879	57,175	71,097
Unrestricted	(331,120)	(497,245)	(311,120)
Total net position	**$ 485,851**	**304,505**	**415,209**

In fiscal year 2019, total assets increased by $133.3 million. In 2008, House Bill 08-1002 authorized the System to begin operating its own treasury. In fiscal year 2019 the System began investing a portion of its cash through the Colorado State University System Treasury, rather than operating solely out of the State's treasury pool. This change was the primary decrease in cash and cash equivalents in current assets of $239.4 million in 2019. This cash investment has resulted in short-term and long-term investments of $60.8 million and $283.6 million, respectively. There was an increase in cash and cash equivalents of $53.5 million over the prior year unrelated to the withdrawal of State Treasury funds. Capital assets, net increased by $27.2 million, comprised of a decrease in total non-depreciable capital assets of $89.7 million, primarily related to construction in progress, and an increase in total depreciable capital assets of $116.9 million, primarily related to buildings and improvements. The changes in construction in progress and buildings and improvements were due to the completion and capitalization of several large projects. Restricted investments increased in fiscal year 2019 by $24.4 million primarily due to the Center for Vector-borne Infectious Diseases Series 2018 A bond cash held and invested by a trustee until the proceeds for the construction project are spent down. Grant and other accounts receivable increased by $16.3 million mainly due to an increase in sponsored program activity. Net OPEB assets were $15.3 million as of fiscal year ended June 30, 2019, a $5.8 million increase from the prior year as a result of changes in assumptions. Hughes Stadium is currently under contract for sale, therefore, land and construction in progress of $4.3 million were reclassified to assets held for resale as of June 30, 2019.

The $100.6 million increase in the System assets in 2018 over that of 2017 was related to an increase in contracts and grants receivable, depreciable capital assets offset by a large decrease in nondepreciable capital assets, and restricted cash. The $31.0 million increase in current assets was primarily due to an increase of $30.8 million in grant and other accounts receivable. The increase in noncurrent assets was primarily due to increases of $352.2 million in building and improvements and $8.1 million in land improvements, offset by decreases of $238.3 million in construction in progress and $55.1 million in restricted cash and cash equivalents. This increase in building and improvements and decrease in construction in progress is due to the completion and capitalization of large projects.

Deferred outflows decreased in fiscal year 2019 and 2018 from the prior fiscal years by $118.9 million and $59.7 million, respectively, and were both primarily related to the impacts of changes in PERA pension.

Total liabilities decreased by $451.0 million in fiscal year 2019. Current liabilities increased by $35.8 million, which was offset by a decrease in noncurrent liabilities of $486.8 million. The increase in current liabilities was due primarily to the issuance of $44.2 million in commercial paper notes, offset by a $5.0 million principal payment, resulting in a net increase of $39.2 million. The decrease in noncurrent liabilities was related to the decrease in pension liability of $473.2 million and a decrease in net OPEB liabilities of $23.1 million, which are due to GASB Statement No. 68 and GASB Statement No. 75.

Total liabilities increased $117.5 million in fiscal year ended June 30, 2018. Current liabilities decreased $28.5 million primarily due to a $43.2 million decrease in accrued liabilities. The Office of the State Controller informed the System that the one day pay date shift implemented by the State, where June salaries are paid in July rather than in June, no longer applies to the institutions of higher education as of July 1, 2017. This decrease was offset by a $10.0 million issuance of commercial paper. Noncurrent liabilities increased $146.0 million. This increase is primarily due to the $143.0 million increase in net pension and net OPEB liabilities due to GASB Statement No. 68 and GASB Statement No. 75.

Deferred inflows increased in fiscal year 2019 and 2018 from the prior fiscal years by $284.0 million and $34.1 million, respectively. Both increases were mainly due to the impact of GASB Statement No. 68 and GASB Statement No. 75. Deferred inflows related to pensions increased $277.9 million, contributing to the majority of the total increase in fiscal year 2019.

The Statements of Revenues, Expenses and Changes in Net Position report the results of operating and nonoperating revenues and expenses during the year and the resulting increase or decrease in net position at the end of the fiscal year. Operating revenues are received for providing goods and services to the various customers and constituencies of the System. Operating expenses are paid to acquire or produce goods and services provided in return for operating revenues and to carry out the mission of the System. Nonoperating revenues/expenses include items determined to not fall in the operating category.

COLORADO STATE UNIVERSITY SYSTEM
Management's Discussion and Analysis
Years Ended June 30, 2019 and 2018
(Unaudited)

Summary of Revenues, Expenses and Changes in Net Position
(Amounts expressed in thousands)

	2019	2018	2017*
Operating revenues	$ 1,311,277	1,247,581	1,168,545
Operating expenses	1,280,312	1,526,179	1,375,408
Operating income (loss)	**30,965**	**(278,598)**	**(206,863)**
Nonoperating revenues (expenses)	90,607	80,862	65,344
Income (loss) before other revenues (expenses)	**121,572**	**(197,736)**	**(141,519)**
Other revenues	59,774	136,112	60,752
Increase (decrease) in net position	**181,346**	**(61,624)**	**(80,767)**
Net position, beginning of year	304,505	415,209	495,976
Change in accounting principle	-	(49,080)	-
Net position, beginning of year as adjusted	304,505	366,129	495,976
Net position, end of year	**$ 485,851**	**304,505**	**415,209**

* Reclassified

The System had $30.9 million in net operating income in fiscal year 2019 and a loss of $278.6 million and $206.9 million in fiscal year 2018 and 2017, respectively. Nonoperating revenues and other revenues of $90.6 million and $59.8 million, contributed to a total increase in net position for fiscal year 2019 of $181.3 million.

COLORADO STATE UNIVERSITY SYSTEM
Management's Discussion and Analysis
Years Ended June 30, 2019 and 2018
(Unaudited)

Operating and Nonoperating Revenues (Excluding Capital)
(Amounts expressed in thousands)

	Year Ended June 30		
	2019	**2018**	**2017***
Operating revenues:			
Student tuition and fees, net	$ 592,885	571,011	545,432
State fee for service revenue	108,350	95,718	91,242
Grants and contracts	351,096	332,802	305,307
Sales and services of educational activities	43,296	42,923	41,497
Auxiliary enterprises	203,677	193,005	175,045
Other	11,973	12,122	10,022
Total operating revenues	**1,311,277**	**1,247,581**	**1,168,545**
Nonoperating revenues:			
State appropriations	1,800	4,568	899
Gifts	51,684	82,624	48,859
Investment income	28,920	3,792	1,072
Federal nonoperating grants and contracts	46,389	45,646	41,736
State support for PERA pension	4,218	-	-
Other, net	4,066	(14,181)	4,255
Net nonoperating revenues	**137,077**	**122,449**	**96,821**
Total noncapital revenue	**$ 1,448,354**	**1,370,030**	**1,265,366**

*Reclassified

Fiscal year 2019 System operating revenues increased $63.7 million over fiscal year 2018. This is mainly attributable to increases in several operating revenue sources: tuition and fees increased $21.9 million due to increases in both attendance and tuition and fee rates, grants and contracts increased by $18.3 million due to increases in federal grants, and auxiliary enterprise revenue increased $10.7 million due to increases in auxiliary food sales, rentals, merchandise, and third-party media rights, and sponsorships. State fee for service, sales and services of educational activities and other operating revenue had a combined increase of $12.8 million.

In fiscal year 2018, System operating revenues increased $79.0 million over fiscal year 2017. This is attributable to increases in several operating revenue sources: tuition and fees increased $25.6 million due to increases in both attendance and tuition and fee rates, grants and contracts increased by $27.5 million due to increases in federal grants, and auxiliary enterprise revenue increased $17.9 million due to increase in auxiliary food sales, rentals, and merchandise. State fee for service, sales and services of educational activities and other operating revenue had a combined increase of $8.0 million.

System nonoperating revenues increased $14.6 million and $25.6 million in fiscal years 2019 and 2018, respectively, over prior years. The fiscal year 2019 increase is due primarily to an increase in investment income of $25.1 million, which was a result of dividend revenue and gain on investments from the System starting its own treasury, along with an unrealized gain on assets held with the State Treasury. In fiscal year 2019, the System recorded $4.2 million from a direct distribution of PERA contributions made on the System's behalf by the State due to Senate Bill 18-200. These increases were offset by a decrease in gift revenue of $30.9 million. The fiscal year 2018 increase is due primarily to a $21.1 million gift in kind of software. Federal nonoperating grants and contracts also increased $3.9 million in fiscal year 2018.

COLORADO STATE UNIVERSITY SYSTEM
Management's Discussion and Analysis
Years Ended June 30, 2019 and 2018
(Unaudited)

In addition to operating and nonoperating revenues, the System had the following capital revenue:

Capital Revenue
(Amounts expressed in thousands)

	Year Ended June 30		
	2019	**2018**	**2017 ***
Student facility fees	$ 13,787	14,027	14,116
State capital contributions	17,072	61,287	30,183
Capital grants	5,014	4,662	7,181
Capital gifts	20,991	53,045	7,756
Total capital revenues	**$ 56,864**	**133,021**	**59,236**

* Reclassified

System capital revenue decreased by $76.2 million in fiscal year 2019 compared to fiscal year 2018. In fiscal year 2019, the decrease was attributable to the System receiving less in state capital contributions of $44.2 million, along with a decrease in capital gifts of $32.1 million offset by small changes in capital grants and student facility fees of $112 thousand, net. The state capital contributions in fiscal year 2019 were due to a reimbursement of expenses of $6.6 million for the Anatomy/Zoology Health Education Outreach Center Addition, $2.1 million for the National Western Water Resource Center, $1.6 million for the Bioenvironmental Hazards Research Building Mechanical Retrofit, and $1.3 million for the Chemistry Building. Capital gifts received in fiscal year 2019 included $5.4 million for the Richardson Design Center and $5.2 million for the C. Wayne Translational Institute.

The $73.8 million increase in fiscal year 2018 over fiscal year 2017 is mainly related to an increase in state capital contributions and capital gifts. The fiscal year 2018 state capital contributions included $28.3 million reimbursement of expenses for the National Western Center, $15.6 million for the A/Z Health Education Outreach Center, and $7.4 million for the Institute for Biological Translational Therapies and Horse Barn. The capital gifts increase is due to the following gifts: $30.2 million for the C. Wayne Translational Institute, $8.4 million for the Michael Smith Natural Resources Building, and $5.2 million in CSU Medical Center gifts.

In fiscal year 2018, student facility fees were recategorized as other revenue from operating revenue. Student facility fees were reclassified in fiscal year 2017 to be comparable.

Operating Expenses by Functional Category
(Amounts expressed in thousands)

		Year Ended June 30	
	2019	**2018**	**2017**
Instruction	$ 349,738	428,023	382,657
Research	221,194	250,498	233,438
Public service	137,212	144,128	119,404
Academic suppport	96,053	116,202	105,464
Student services	62,561	74,664	72,518
Institutional support	64,479	96,562	87,361
Operation and maintenance of plant	62,137	101,249	86,429
Scholarships and fellowships	36,907	31,439	30,820
Auxiliary enterprises	148,167	192,588	167,710
Depreciation	101,864	90,826	89,607
Total operating expenses	**$ 1,280,312**	**1,526,179**	**1,375,408**

Fiscal year 2019 System operating expenses decreased $245.9 million from fiscal year 2018. This is due to decreases in the following areas: $78.3 million in instruction, $29.3 million in research, $6.9 million in public service, $20.1 million in academic support, $12.1 million in student services, $32.1 million in institutional support, $39.1 million in operation and maintenance of plant, and $44.4 million in auxiliary enterprises offset by increases in scholarships and fellowships and depreciation of $5.4 million and $11.0 million, respectively. GASB Statement No. 68 caused a $278.7 million decrease in total operating expenses in fiscal year 2019 from the recording of pension expense, while OPEB expense from GASB Statement No. 75 caused a decrease of $29.0 million.

Fiscal year 2018 System operating expenses increased $150.8 million from fiscal year 2017. This is due to increases in the following areas: $45.4 million in instruction, $17.1 million in research, $24.7 million in public service, $10.7 million in academic support, $2.2 million in student services, $9.2 million in institutional support, $14.8 million in operation and maintenance of plant, $619 thousand in scholarships and fellowships, $24.9 million in auxiliary enterprises, and $1.2 million in depreciation. GASB Statement No. 68 caused a $46.9 million increase in pension expense. The System recorded a $6.1 million OPEB expense due to the implementation of GASB Statement No. 75. The remainder of the increase is mainly related to cost of living increases. These increases are reflected across all functional lines.

Capital Assets and Debt Administration

As of June 30, 2019, the System had approximately $1.9 billion of capital assets, net of accumulated depreciation of $1.2 billion. As of June 30, 2018, the System had approximately $1.9 billion invested in capital assets, net of accumulated depreciation of $1.1 billion. As of June 30, 2017, the System had approximately $1.8 billion invested in capital assets, net of accumulated depreciation of $1.0 billion.

Depreciation charges were $101.9 million, $90.8 million, and $89.6 million for the fiscal years ended June 30, 2019, 2018, and 2017, respectively.

During fiscal year 2019, the System received $17.1 million of state capital contributions for capital construction projects. Of this amount, $14.2 million was for the CSU campus and $2.9 million was for the CSU-Pueblo campus. At CSU, $6.6 million is related to the Anatomy/Zoology Health Education Outreach Center Addition, $2.1 million is related to the National Western Water Resource Center, $1.6 million is related to the

Bioenvironmental Hazards Research Building Mechanical Retrofit, and $1.3 million is related to the Chemistry Building, with the remaining amount related to smaller campus projects. At CSU-Pueblo, $1.4 million is related to the Psychology Building Renovation and Addition and $736 thousand is related to roof replacement and exterior stairs for two buildings, with the remaining amount related to smaller campus projects.

A breakdown of assets by category, net of accumulated depreciation is provided below.

Capital Assets, Net of Accumulated Depreciation
(Amounts expressed in thousands)

		June 30		
		2019	**2018**	**2017**
Land	$	46,957	43,848	37,492
Land improvements		53,197	50,001	41,928
Buildings and improvements		1,652,817	1,539,372	1,187,177
Leasehold improvements		536	214	313
Equipment and software		78,242	78,248	78,213
Collections		7,854	6,000	5,831
Library materials		6,746	6,794	7,177
Construction in progress		88,273	182,933	421,222
Total capital assets, net	**$**	**1,934,622**	**1,907,410**	**1,779,353**

In fiscal year 2019, capital assets, net increased $27.2 million due to the construction and acquisition of capital assets, less increases in accumulated depreciation and the disposal of assets. The majority of the increase in buildings and improvements and decrease in construction in progress is attributable to projects completed and capitalized during the fiscal year. The major projects capitalized in fiscal year 2019 were $73.5 million – Translational Medicine Institute & Research Horse Barn, $22.7 million – Anatomy/Zoology Health Education Outreach Center Addition, $20.2 million – Michael Smith Natural Resource Addition/Roofing, $19.7 million – Animal Science JBS Global Food Innovation Center, $18.7 million Centre Avenue Building purchase, $18.0 million – Richardson Design Center, $11.3 million – Corbett Parmelee Dining Center & Lobby Renovation, as well as many other smaller projects at both CSU and CSU Pueblo. The increase was offset by a decrease in construction in progress of $94.7 million due to the completion and capitalization of these projects.

In fiscal year 2018, capital assets, net increased $128.1 million with the increase attributable to the completion and capitalization of multiple projects. The major projects that were capitalized are $249.4 million - Multi Purpose Stadium, $68.8 million - Biology Building, $45.4 million - Chemistry Building, $4.1 million - Shields Underpass expansion, as well as many other smaller projects. At CSU-Pueblo: $36.9 million - Occhiato University Center, $1.8 million - Modular Data Center, as well as many other smaller projects. The increase was offset by a decrease in construction in progress of $271.6 million due to the completion and capitalization of the Multi-Purpose Stadium and the Biology Building with a total change of construction in progress of $238.3 million.

The System had capital construction commitments of $34.3 million as of June 30, 2019 CSU commitments included $6.6 million for the National Western Water Resources Center, $4.6 million for the National Western Center Animal Health Building, $3.0 million for the Center for Vector-borne Infectious Diseases, $1.9 million for the Meridian Village Redevelopment, $1.7 million for the Equine Veterinary Teaching Hospital, $1.4 million for the CSU Center at the National Western Center, and $1.4 million for the LSC West Lawn Lagoon and Detention Pond. CSU-Pueblo capital construction commitments included $1.1 million for the Psychology Building Renovation & Addition. The remaining commitments are for smaller projects at the System.

The System had $1.3 billion of debt outstanding as of fiscal year ended June 30, 2019 and $1.2 billion of debt outstanding as of fiscal years ended June 30, 2018 and 2017.

Summary of Debt
(Amounts expressed in thousands)

	June 30		
	2019	**2018**	**2017**
Debt outstanding:			
Commercial paper	$ 49,200	10,000	-
Revenue bonds, certificates of participation, notes from direct placements	1,208,502	1,211,120	1,214,755
Capital lease obligations	18,260	19,526	17,898
Total Debt	**$ 1,275,962**	**1,240,646**	**1,232,653**

In fiscal year 2019, the System issued $30.4 million in taxable System Enterprise Revenue Bonds, Series 2018 A. The proceeds were used to finance the construction of the Center for Vector-borne Infectious Diseases on the Foothills Campus. The facility will include faculty and research infrastructure, functional research laboratories, insectary and office space. The proceeds were also used to finance a portion of the JBS Global Food Innovation Center addition for Animal Sciences. Series 2018 A bears a 2.6-4.2 percent interest rate and matures in March 2033.

On January 16, 2018, the System entered into a floating to fixed interest rate swap agreement (Swap Agreement) in connection with the Series 2015 D System Enterprise Revenue Bonds (Notes from Direct Placements). The Swap Agreement was entered into with the objective of protecting against the potential rising of interest rates. The Swap Agreement has a notional value of $66.7 million. In accordance with accounting standards, the System is required to separately disclose the change in the fair value of the interest rate swap in the Statements of Net Position, as appropriate. As of June 28, 2019, the outstanding swap had a fair value of negative $5.0 million. The fair value as of June 29, 2018 was $654 thousand. The Swap Agreement has an effective date of July 1, 2019 and a termination date of March 1, 2047.

In fiscal year 2019, the Board of Governors authorized an increase in the aggregate principal amount to be issued of Commercial Paper Notes to $75.0 million from $50.0 million authorized the prior fiscal year, related to the Series A (tax-exempt) and Series B (taxable) issuance. The authorized increase to $75.0 million is effective for fiscal year 2020. As of June 30, 2019, the commercial paper issued was $49.2 million, up from $10.0 million as of June 30, 2018. The proceeds of Series A, B are used to finance certain projects, as determined by the Board, including but not limited to: the construction, acquisition, renovation, improvement and equipping of the Michael Smith Natural Resources Building in Fort Collins; the Richardson Design Center in Fort Collins; the Institute for Biological and Translational Therapies in Fort Collins; the JBS Global Food Innovation Center in Honor of Gary and Kay Smith in Fort Collins; the Residence and Dining Corbett remodel project; and the Western Slope CVMBS/Extension Project; any other improvements to any of the campuses for which the Board has spending authority; and such other capital projects as may be designated by the Board. Series A and Series B bear an interest rate based on a 365/366-day year and actual number of days elapsed and shall mature on a business day within a period not exceeding two hundred seventy days from its respective date of issue, but in no event later than March 1, 2037.

Prior to fiscal year 2019, in fiscal year 2018, the System issued $117.6 million in System Enterprise Revenue Refunding Bonds, Series 2017 A, B. The proceeds of Series 2017 A were used to advance refund a portion of the Board's System Enterprise Revenue Bonds, Series 2012 A and pay costs of issuing the Series 2017 A Bonds. The proceeds of Series 2017 B were used to advance refund a portion of the Board's System Enterprise Revenue Bonds, Series 2013 C and pay the costs of issuing the Series 2017 B Bonds. Series 2017 A bears a 2.0-5.0 percent interest rate and matures in March 2044, Series 2017 B bears a 2.0-5.0 percent interest rate and matures in March 2044.

In fiscal year 2018, the System issued $204.7 million in System Enterprise Revenue Refunding Bonds, Series 2017 C, D. The proceeds of Series 2017 C, D were used for the purposes of financing the payment and discharge of all or a portion of certain bonds outstanding under the Master Resolution; and paying certain costs relating to the issuance of the Series 2017 C, D Bonds. Series 2017 C bears a 2.5-5.0 percent interest rate and matures in March 2047, Series 2017 D bears a 2.0-5.0 percent interest rate and matures in March 2039.

In fiscal year 2018, the System issued $55.5 million in System Enterprise Revenue Refunding Bonds, Series 2017 E, F. The proceeds of Series 2017 E, F were used for the purposes of financing the payment and discharge of a portion of certain bonds outstanding under the Master Resolution; and paying certain costs relating to the issuance of the Series 2017 E, F Bonds. Series 2017 E bears a 2.0-5.0 percent interest rate and matures in March 2043, Series 2017 F bears a 2.0-5.0 percent interest rate and matures in March 2045.

In fiscal year 2017, the System issued $70.2 million in System Enterprise Revenue and Refunding Bonds, Series 2016 A, B. The proceeds of Series 2016 A, B were used to finance certain improvements as determined by the Board, including but not limited to the construction, acquisition, improvement and equipping of the Michael Smith Natural Resources Building in Fort Collins; the Richardson Design Center in Fort Collins; the Institute for Biological and Translational Therapies in Fort Collins; the Chemistry Building in Fort Collins; the CSU Pueblo Energy Performance Projects in Pueblo; and the Shields and Elizabeth Streets Underpass and above-grade improvements in Fort Collins; to finance any other improvements to any of the campuses for which the Board has spending authority and such other capital projects as may be designated by the Board, to refund the Board's Series 2007 A Bonds and a portion of the Board's Series 2007 B Bonds and advance refund a portion of the Board's Series 2008 A Bonds, and to pay the costs of issuing the Series 2016 A, B Bonds. Series 2016 A are taxable and bears a 1.5–3.4 percent interest rate and matures in March 2025, Series 2016 B bears a 3.0-5.0 percent interest rate and matures in March 2046.

Net proceeds of the above-mentioned Series 2017 A, B, Series 2017 C, D, and Series 2017 E, F and previous Series 2016 B, Series 2015 C and Series 2013 A, B were placed in an escrow account to purchase U.S. Treasury Securities. The principal and interest from the U.S. Treasury Securities is being used to repay the refunded bonds which are considered to be defeased. The Escrow Agent will pay the debt service requirements on each of the remaining refunded bonds. Details of each of the outstanding bonds that were partially or fully refunded by these refunding bonds is listed below.

Outstanding Refunded Bonds by Series
(Amounts expressed in thousands)

Refunding Bond	Refunded Bond		Defeased Obligation	Call Date	Call Par Amount	Call Price (% of Par)
Series 2013 B	Series 2007 C	$	3,925	N/A	N/A	N/A
Series 2017 A	Series 2012 A		102,125	3/1/2022	102,125	100
Series 2017 B, 2017 D	Series 2013 C		18,610	3/1/2023	18,610	100
Series 2017 C	Series 2013 E		117,870	3/1/2025	117,870	100
Series 2017 D, 2017 F	Series 2015 A		26,675	3/1/2025	26,675	100
Series 2017 C, 2017 E	Series 2015 E-1		65,130	3/1/2025	65,130	100
Series 2017 C	Series 2015 E-2		30,335	3/1/2025	30,335	100

Economic Outlook/Future of the Colorado State University System

The Colorado State University System is a group of higher education institutions in the State of Colorado run under one common leadership structure as previously identified.

The System receives revenues from numerous sources including students who receive a stipend from the State to cover a portion of their higher education expenses. In many states, this funding is appropriated directly to the institution. In Colorado, it is appropriated for use by the student (College Opportunity Fund stipends).

The Colorado State University System is authorized to receive $119.2 million in fee for service contract revenue and $53.2 million in student stipends in fiscal year 2020. The $172.4 million of anticipated fiscal year 2020 state support represents a $6.7 million increase in student stipends and an $10.8 million increase in fee for service, for a total $17.5 million increase in state support related to fee for service and College Opportunity Fund stipends.

The State General Fund revenue is projected on a quarterly basis by the Governor's Office of State Planning and Budgeting. The most recent projection (June 2019) shows that revenue is expected to exceed the amount required to maintain the same level of appropriations in fiscal year 2019-2020. Per the June projection from the Governor's Office of State Planning and Budgeting, the State General Fund is currently estimated to end fiscal year 2018-2019 with $1.1 billion in a general fund reserve, or 10.0 percent of appropriations. The State's overall budgetary situation remains governed by the three constitutional budgetary provisions: The Taxpayer Bill of Rights (TABOR), the Gallagher Amendment on property taxes, and Amendment 23 requiring specified amounts in state support for K12 Education. The budgetary situation for higher education has changed with the implementation of the College Opportunity Fund in fiscal year 2006. As a result of legislation adopted in the 2004 session (S.B. 04-189), the State no longer provides direct State General Fund appropriation to the governing boards. Instead, the State provides stipends to qualified, resident undergraduate students, and institutions receive fee for service contracts from the Colorado Commission on Higher Education for the provision of other educational services. Finally, S.B. 04-189 also allows institutions of higher education to become TABOR enterprises through this new funding mechanism. Enterprise status eliminates institutional cash funds, such as tuition, from counting against the state's TABOR limitation. As a result of S.B. 04-189, the Colorado State University System became a qualified Tabor enterprise.

In fiscal year 2007, the System was designated a Single Enterprise providing it greater flexibility and expanded financial capabilities in a host of areas. This designation allows the System to raise revenues and finance projects outside of the revenue limits set for most governmental entities. With this TABOR status, the cash funds collected by the System's institutions no longer count toward the State's overall revenue limit. In addition, as enterprises, the institutions can consider issuing revenue bonds backed by student fees for academic buildings.

Total full-time equivalent enrollment at the System for fiscal year 2019 was 38,373. This includes 26,465 at CSU, 3,359 at CSU-Pueblo, and 8,549 enrolled at CSU-Global. Compared to fiscal year 2018, CSU enrollment remained steady with a 1.1 percent increase. CSU-Pueblo enrollment dropped by 8.6 percent, and CSU-Global saw total enrollment grow .5 percent. Total enrollment at the System is anticipated to increase 4.6 percent in fiscal year 2020. This includes a 2.1 percent increase at CSU, a 3.5 percent decrease at CSU-Pueblo, and a 14.2 percent increase at CSU-Global.

Requests for Information

The financial report is designed to provide a general overview of the Colorado State University System's finances for all those with an interest in the System's finances and to demonstrate the System's accountability for the money it receives. Questions concerning any of the information provided in this report or requests for additional information should be addressed to the attention of the Chief Financial Officer, Colorado State University System, 475 Seventeenth Street, Suite 1550, Denver, CO 80202.

COLORADO STATE UNIVERSITY SYSTEM
Statements of Net Position
June 30, 2019 and 2018 (in thousands)

		2019		2018 *	
		University	*Component Units*	*University*	*Component Units*
Assets and Deferred Outflows of Resources					
Current Assets					
Cash and cash equivalents (Note 4)	$	272,562	3,043	511,993	3,385
Investments (Note 5)		60,834	-	-	-
Accounts and loans receivable, net (Note 6)		163,995	64,223	142,933	62,836
Inventories		8,993	-	9,580	-
Assets held for resale		4,307	-	-	-
Other assets		11,702	474	9,281	417
Total Current Assets		**522,393**	**67,740**	**673,787**	**66,638**
Noncurrent Assets					
Restricted cash and cash equivalents (Note 4)		44,034	-	44,738	-
Investments, restricted and unrestricted (Note 5)		283,609	545,343	27,763	527,202
Student loans receivable, net (Note 6)		17,755	-	20,562	-
Other assets		2	3,449	654	3,302
Capital assets, net (Note 7)		1,934,622	300	1,907,410	172
Net other postemployment benefit assets (Note 20)		15,267	-	9,463	-
Total Noncurrent Assets		**2,295,289**	**549,092**	**2,010,590**	**530,676**
Total Assets	**$**	**2,817,682**	**616,832**	**2,684,377**	**597,314**
Deferred Outflows of Resources					
Debt refundings	$	64,929	-	68,709	-
Pensions (Note 18)		97,569	-	221,978	-
Other postemployment benefits (Note 20)		7,393	-	3,187	-
Other		5,063	-	-	-
Total Deferred Outflows of Resources	**$**	**174,954**	**-**	**293,874**	**-**
Total Assets and Deferred Outflows of Resources	**$**	**2,992,636**	**616,832**	**2,978,251**	**597,314**
Liabilities and Deferred Inflows of Resources					
Current Liabilities					
Accounts payable	$	57,945	6,470	66,414	5,215
Accrued liabilities (Note 8)		39,004	213	35,686	189
Unearned revenue		50,996	-	47,228	-
Deposits held for others		7,337	-	7,127	-
Commercial paper (Note 9)		49,200	-	10,000	-
Bonds, certificates of participation, and capital leases payable (Note 11, 14)		29,961	-	28,600	-
Compensated absences		3,365	-	3,284	-
Other liabilities		1,958	53	5,600	48
Total Current Liabilities		**239,766**	**6,736**	**203,939**	**5,452**

* Reclassified

COLORADO STATE UNIVERSITY SYSTEM
Statements of Net Position
June 30, 2019 and 2018 (in thousands)

	2019		2018 *	
	University	*Component Units*	*University*	*Component Units*
Noncurrent Liabilities				
Bonds, certificates of participation, and capital leases payable (Note 11, 14)	$ 1,196,801	-	1,202,046	-
Deposits held for others	22,712	13,500	19,382	13,596
Interest rate swap agreement	5,029	-	-	-
Compensated absences	51,429	-	49,659	-
Net pension liabilities (Note 18)	611,552	-	1,084,746	-
Net other postemployment benefit liabilities (Note 20)	27,464	-	50,610	-
Other liabilities	21,732	1,957	17,109	3,285
Total Noncurrent Liabilities	**1,936,719**	**15,457**	**2,423,552**	**16,881**
Total Liabilities	**$ 2,176,485**	**22,193**	**2,627,491**	**22,333**
Deferred Inflows of Resources				
Pensions (Note 18)	$ 321,537	-	43,636	-
Other postemployment benefits (Note 20)	8,763	-	1,945	-
Other	-	-	674	-
Total Deferred Inflows of Resources	**$ 330,300**	**-**	**46,255**	**-**
Total Liabilities and Deferred Inflows of Resources	**$ 2,506,785**	**22,193**	**2,673,746**	**22,333**
Net Position				
Net investment in capital assets	$ 756,092	-	744,575	-
Restricted for nonexpendable purposes (Note 16)	27,849	-	27,296	-
Restricted for expendable purposes (Note 16)	33,030	-	29,879	-
With donor restrictions	-	545,514	-	530,258
Unrestricted	(331,120)	49,125	(497,245)	44,723
Total Net Position	**$ 485,851**	**594,639**	**304,505**	**574,981**

* Reclassified

See accompanying notes to basic financial statements.

COLORADO STATE UNIVERSITY OTHER POSTEMPLOYMENT BENEFITS TRUST

Statements of Fiduciary Net Position

June 30, 2019 and 2018 (in thousands)

		2019	2018
Assets			
Cash and deposits	$	517	11,257
Receivables:			
Contributions		1,787	-
Investment income		-	3
Total receivables		1,787	3
Investments:			
Domestic equities		12,092	11,139
International equities		10,274	9,543
Fixed income		34,185	21,677
Private equity		3,244	2,051
Alternative investments		21,056	21,608
Real estate		4,329	4,076
Total investments		85,180	70,094
Total Assets	**$**	**87,484**	**81,354**
Liabilities			
Payables:			
Bank trustee and administration fees	$	149	7
Benefits payable to members		3,381	76
Total Liabilities	**$**	**3,530**	**83**
Net Position Restricted for Postemployment Benefits Other Than Pensions	**$**	**83,954**	**81,271**

COLORADO STATE UNIVERSITY SYSTEM

Statements of Revenues, Expenses, and Changes in Net Position

Years ended June 30, 2019 and 2018 (in thousands)

	2019		2018	
	University	*Component Units*	*University*	*Component Units*
Operating Revenues				
Student tuition and fees (including \$86,544 and \$79,043 of revenues pledged for bonds in 2019 and 2018, respectively, and net of scholarship allowances of \$131,127 and \$124,683 for 2019 and 2018, respectively) (Note 13, 22)	$ 592,885	-	571,011	-
State fee for service revenue (Note 24)	108,350	-	95,718	-
Grants and contracts (including \$58,054 and \$55,292 of revenues pledged for bonds in 2019 and 2018, respectively) (Note 13)	351,096	-	332,802	-
Sales and services of educational activities	43,296	-	42,923	-
Auxiliary enterprises (including \$169,378 and \$150,476 of revenues pledged for bonds in 2019 and 2018, respectively, and net of scholarship allowances of \$4,695 and \$4,306 for 2019 and 2018, respectively) (Note 13, 22)	203,677	-	193,005	-
Contributions	-	62,897	-	58,636
Other revenues	11,973	4,453	12,122	3,192
Total Operating Revenues	**1,311,277**	**67,350**	**1,247,581**	**61,828**
Operating Expenses				
Instruction	349,738	-	428,023	-
Research	221,194	-	250,498	-
Public service	137,212	-	144,128	-
Academic support	96,053	-	116,202	-
Student services	62,561	-	74,664	-
Institutional support	64,479	79,154	96,562	122,608
Operation and maintenance of plant	62,137	-	101,249	-
Scholarships and fellowships	36,907	-	31,439	-
Auxiliary enterprises	148,167	-	192,588	-
Depreciation (Note 7)	101,864	23	90,826	17
Total Operating Expenses	**1,280,312**	**79,177**	**1,526,179**	**122,625**
Operating Income (Loss)	**$ 30,965**	**(11,827)**	**(278,598)**	**(60,797)**

COLORADO STATE UNIVERSITY SYSTEM

Statements of Revenues, Expenses, and Changes in Net Position

Years ended June 30, 2019 and 2018 (in thousands)

	2019		2018	
	University	*Component Units*	*University*	*Component Units*
Nonoperating Revenues (Expenses)				
State appropriations	$ 1,800	-	4,568	-
Gifts	51,684	-	82,624	-
Investment income (including $1,885 and $1,830 revenues pledged for bonds in 2019 and 2018, respectively) (Note 13)	28,920	31,579	3,792	34,778
Interest expense on capital debt	(46,470)	-	(41,587)	-
Federal nonoperating grants and contracts (including $1,604 and $1,597 revenues pledged for bonds in 2019 and 2018, respectively) (Note 13)	46,389	-	45,646	-
State support for PERA pension	4,218	-	-	-
Other revenues (expenses)	4,066	(94)	(14,181)	(2)
Total Nonoperating Revenues	**90,607**	**31,485**	**80,862**	**34,776**
Income (Loss) before Other Revenues	**121,572**	**19,658**	**(197,736)**	**(26,021)**
Other Revenues				
Student facility fees (including $16,170 and $16,177 of revenues pledged for bonds in 2019 and 2018, respectively, and net of scholarship allowances of $4,459 and $4,220 for 2019 and 2018, respectively) (Note 13, 23)	13,787	-	14,027	-
State capital contributions	17,072	-	61,287	-
Capital grants	5,014	-	4,662	-
Capital gifts	20,991	-	53,045	-
Payments from governing boards or other institutions	2,357	-	2,504	-
Additions to permanent endowments	553	-	587	-
Total Other Revenues	**59,774**	**-**	**136,112**	**-**
Change in net position	181,346	19,658	(61,624)	(26,021)
Net position, beginning of year	304,505	574,981	415,209	601,002
Adjustment for change in accounting principle	-	-	(49,080)	-
Net position, beginning of year	**304,505**	**574,981**	**366,129**	**601,002**
Net Position, End of Year	**$ 485,851**	**594,639**	**304,505**	**574,981**

See accompanying notes to basic financial statements.

COLORADO STATE UNIVERSITY OTHER POSTEMPLOYMENT BENEFITS TRUST

Statements of Changes in Fiduciary Net Position

Years ended June 30, 2019 and 2018 (in thousands)

		2019	2018
Additions			
Employer contributions	$	151	2,175
Employee/Member contributions		1,636	1,577
Total contributions		1,787	3,752
Investment income:			
Net increase in fair value of investments		2,722	1,204
Interest and dividends		1,844	1,867
Less investment expense		(216)	(242)
Net investment income		4,350	2,829
Total Additions	**$**	**6,137**	**6,581**
Deductions			
Benefit payments	$	3,305	3,519
Administrative expense		149	159
Total Deductions	**$**	**3,454**	**3,678**
Net Increase in Net Position	**$**	**2,683**	**2,903**
Net Position Restricted for Postemployment Benefits Other Than Pensions			
Beginning of year		81,271	78,368
End of Year	**$**	**83,954**	**81,271**

COLORADO STATE UNIVERSITY SYSTEM

Statements of Cash Flows

Years ended June 30, 2019 and 2018 (in thousands)

		2019	2018
		University	
Cash Flows from Operating Activities			
Cash received:			
Tuition and fees	$	589,785	570,592
Student loans collected		5,498	5,424
Sales of products		23,522	25,029
Sales of services		222,068	212,542
State fee for service revenue		108,350	95,718
Grants and contracts		331,031	310,280
Other operating receipts		13,760	12,204
Cash payments:			
Scholarships disbursed		(32,980)	(27,883)
Student loans disbursed		(702)	(3,528)
Payments to employees		(905,920)	(905,294)
Payments to suppliers		(323,205)	(308,273)
Net Cash Provided by (Used in) Operating Activities		**31,207**	**(13,189)**
Cash Flows from Noncapital Financing Activities			
State appropriations - noncapital		1,800	4,568
Gifts and grants for other than capital purposes		49,234	60,849
Agency (direct lending inflows)		293,399	294,689
Agency (direct lending outflows)		(293,876)	(294,709)
Other agency inflows		77,258	78,577
Other agency (outflows)		(74,316)	(79,022)
Payments from governing boards or other institutions		2,357	2,686
Other nonoperating revenues		52,045	50,879
Net Cash Provided by Noncapital Financing Activities		**107,901**	**118,517**
Cash Flows from Capital and Related Financing Activities			
Proceeds from capital debt		74,335	10,858
State appropriations - capital		17,071	61,287
Capital grants, contracts, and gifts		22,491	56,663
Proceeds from sale of capital assets		-	522
Acquisition and construction of capital assets		(120,277)	(218,235)
Principal paid on capital debt		(34,816)	(32,370)
Interest on capital debt		(50,160)	(46,961)
Net Cash Used in Capital and Related Financing Activities	**$**	**(91,356)**	**(168,236)**

COLORADO STATE UNIVERSITY SYSTEM

Statements of Cash Flows

Years ended June 30, 2019 and 2018 (in thousands)

		2019	2018
		University	
Cash flows from Investing Activities			
Proceeds from sale and maturities of investments	$	13,763	12,987
Purchase of investments		(317,954)	(13,459)
Investment earnings		16,304	4,046
Net Cash Provided by (Used in) Investing Activities		**(287,887)**	**3,574**
Net Decrease in Cash and Cash Equivalents		**(240,135)**	**(59,334)**
Cash and cash equivalents		511,993	516,194
Restricted cash and cash equivalents		44,738	99,871
Cash and Cash Equivalents, Beginning of the Year		**556,731**	**616,065**
Cash and cash equivalents		272,562	511,993
Restricted cash and cash equivalents		44,034	44,738
Cash and Cash Equivalents, End of the Year	**$**	**316,596**	**556,731**
Reconciliation of Operating Income (Loss) to Net Cash Provided by (Used in) Operating Activities			
Operating income (loss)	$	30,965	(278,598)
Adjustments:			
Depreciation expense		101,864	90,826
Noncash operating transactions		3,587	5,816
State support for PERA pensions		4,218	-
Decrease (increase) in assets:			
Receivables, net		(28,007)	(24,820)
Inventories and prepaids		(1,834)	12,241
Net other postemployment benefit assets		(5,803)	(19,471)
Deferred outflows pensions		124,409	88,457
Deferred outflows other postemployment benefits		(4,206)	(3,187)
Increase (decrease) in liabilities:			
Accounts payable		6,836	2,354
Accrued liabilities		3,346	(42,810)
Unearned revenue		3,768	7,197
Deposits held for others		872	985
Compensated absences liabilities		1,850	(5,033)
Net pension liabilities		(473,195)	92,409
Net other postemployment benefit liabilities		(23,146)	11,413
Deferred inflows pensions		277,901	31,942
Deferred inflows other postemployment benefits		6,818	1,945
Other liabilities		964	15,145
Net Cash Provided by (Used in) Operating Activities	**$**	**31,207**	**(13,189)**

COLORADO STATE UNIVERSITY SYSTEM

Statements of Cash Flows

Years ended June 30, 2019 and 2018 (in thousands)

		2019	2018
		University	
Noncash Transactions			
Noncash gifts	$	4,805	23,847
Noncash capital leases		1,389	5,048
Noncash additions (deletions) to investments held by Foundation		(97)	24
Unrealized gains (losses) on investments		14,625	(5,798)
Capitalized interest		1,618	2,049
Capital debt refinanced, gain/loss		-	28,934
Noncash bond issuance costs		96	1,147
Amortization of bond premium		5,876	4,515
Amortization of bond issuance costs		-	51
Retainage payable		(1,562)	(6,492)
Amortization of bond refunding		(3,780)	(3,348)
State support for PERA pensions		4,218	-

See accompanying notes to basic financial statements.

(1) Governance and Reporting Entity

(a) Governance

The Colorado State University System (the System) is an institution of higher education of the State of Colorado. For financial reporting purposes, the System is included as part of the State of Colorado's primary government. The Board of Governors (the Board) is the governing board of the System. The Board consists of nine members appointed by the Governor of the State of Colorado and six nonvoting representatives from the institutions. In addition to these financial statements, the System's financial activity is also included in the basic financial statements of the State of Colorado.

(b) Reporting Entity

The accompanying financial statements present the operations of the System. The System conducts its operations through the following three institutions:

Colorado State University – (CSU)
Colorado State University – Pueblo (CSU-Pueblo)
Colorado State University – Global Campus (CSU-Global)

As the State's land grant institution, CSU includes the Agriculture Experiment Station, CSU Extension, and the Colorado State Forest Service. In addition, the accompanying financial statements contain the financial activity of the System offices.

As a higher education institution of the State of Colorado, the income of the System is generally exempt from income taxes under Section 115 of the Internal Revenue Code (IRC). However, income unrelated to the exempt purpose of the System would be subject to tax under IRC Section 511(a)(2)(B). The System had no material unrelated business income for the fiscal years ended June 30, 2019 and 2018.

(c) Discretely Presented Component Units

The System follows Governmental Accounting Standards Board (GASB) Statement No. 39, as amended by GASB 61, *The Financial Reporting Entity: Omnibus*. This statement provides guidance to determine whether certain organizations for which the System is not financially accountable should be reported as component units based on the nature and significance of their relationship with the System. The Colorado State University System Foundation (the CSUS Foundation), the Colorado State University Foundation (the CSU Foundation), and the Colorado State University – Pueblo Foundation (the CSU-Pueblo Foundation) have been determined to be component units of the System and have therefore been included as discretely presented component units in the System financial reporting entity. The Colorado State University Research Foundation does not meet the criteria to be reported as a component unit.

The CSUS Foundation

The CSUS Foundation, established in 2015, began operations in fiscal year 2016 as a Colorado nonprofit entity to support the System in accordance with Colorado law as authorized by the Board. The CSUS Foundation was created to accept transfers of intellectual property of the System, which in turn is then licensed to a wholly owned private corporate subsidiary, Beyond Campus Innovations (the Corporation), of the CSUS Foundation in exchange for ownership of the Corporation and a share of the revenues of the Corporation. The CSUS Foundation will distribute monies or make grants to the System in accordance with the rules and regulations of the internal revenue code. Uses of these distributions include funding innovation and System initiatives, investment in new technology for the benefit of the System, improvement of access and affordability for students of the System, and other purposes as determined by the Board.

The officers of the CSUS Foundation are appointed by the Board of Directors. The Board of Directors initially consists of seven Directors. Three members are designated as CSU Directors and four members are designated as Independent Directors. The Board shall elect the CSU Directors and the reigning Independent Directors shall elect future Independent Directors. The number of Directors is subject to change as determined by the Board of Directors.

The source of the CSUS Foundation's revenue is distributions from the Corporation. The sources for the Corporation's revenue are management services, applicant advising, and curriculum development. For the fiscal years ended June 30, 2019 and 2018, net income was $205 thousand and $368 thousand, respectively.

The CSU Foundation

The CSU Foundation is a legally separate, tax-exempt entity that was established to receive, manage and invest philanthropic gifts on behalf of CSU. The majority of resources or income thereon that the CSU Foundation holds and invests is restricted for use by, or for the benefit of CSU by the donors. The CSU Foundation is a nonprofit organization that reports under Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC), including FASB ASC 958-205, *Presentation of Financial Statements*. As such, certain revenue recognition criteria and presentation requirements are different from GASB revenue recognition criteria and presentation requirements. No modifications have been made to the CSU Foundation's financial information in the System's financial reporting entity for these differences, as permitted by GASB Statement No. 39. The CSU Foundation fully discloses the nature of its endowment funds, both donor restricted endowment funds and board-designated endowment funds, and are classified and reported based on the existence or absence of donor-imposed restrictions.

The CSU Foundation was established in 1970 as an independent 501(c)(3) organization. The officers of the CSU Foundation are appointed by the Board of Directors. The Board of Directors consists of eleven voting members. Ten voting members are community members elected by the Board of Directors and the eleventh voting member is the President of the CSU Foundation. The four ex-officio, nonvoting members of the Board of Directors serve by virtue of title: President of Colorado State University, the CSU Vice President for University Advancement, the CSU Vice President for University Operations, and a member of the University's Board of Governors who holds the position of liaison to the Foundation. No person who is an employee of CSU is eligible to serve as an officer of the CSU Foundation or as a voting Board Member.

The CSU Foundation's major sources of revenue are contributions and net investment income. The CSU Foundation had $59.8 million and $66.3 million in contributions and $28.7 million and $31.3 million in net investment income for the fiscal years ended June 30, 2019 and 2018, respectively. The total support and revenue as of June 30, 2019 and 2018 was $88.9 million and $97.7 million, respectively.

The support provided by the CSU Foundation to CSU is intended to assist in the promotion, development, and enhancement of the facilities, and educational programs and opportunities of the faculty, students, and alumni of CSU. Additionally, the CSU Foundation provides receipts to contributors and invests philanthropic gifts. Approximately $67.3 million and $112.6 million was transferred to CSU for the fiscal years ended June 30, 2019 and 2018, respectively, in pursuit of the above stated objectives.

Endowments and the related expendable accounts of CSU are held by the CSU Foundation for investment safekeeping. These funds amounted to $13.5 million and $13.6 million as of June 30, 2019 and 2018, respectively, and are reported as deposits held in custody for CSU in the financial statements of the CSU Foundation.

Separately issued financial statements for the CSU Foundation are available at 300 University Services Center, Fort Collins, CO 80523.

The CSU-Pueblo Foundation

The CSU-Pueblo Foundation was established in 1954 as an independent 501(c)(3) nonprofit corporation. The affairs of the CSU-Pueblo Foundation are conducted by up to twenty-eight voting, elected Director-Trustees. In addition, the President of CSU-Pueblo, one member of the Board of Governors, and the President/CEO of the CSU-Pueblo Foundation serve as nonvoting, ex-officio members. The CSU-Pueblo Foundation is a nonprofit organization that reports under Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC), including FASB ASC 958-205, *Presentation of Financial Statements*. As such, certain revenue recognition criteria and presentation requirements are different from GASB revenue recognition criteria and presentation requirements. No modifications have been made to the CSU-Pueblo Foundation's financial information in the System's financial reporting entity for these differences, as permitted by GASB Statement No. 39.

The CSU-Pueblo Foundation's major sources of revenue are contributions and fundraising revenues and net investment returns. The CSU-Pueblo Foundation had $7.5 million and $5.9 million in related revenue as of June 30, 2019 and 2018, respectively. The total revenue and support as of June 30, 2019 and 2018 was $7.6 million and $5.9 million, respectively.

The CSU-Pueblo Foundation was formed to advance and assist in the development, growth, and operation of CSU-Pueblo. The CSU-Pueblo Foundation recorded $4.3 million and $3.9 million in transfers of gifts and other assets to CSU-Pueblo during fiscal years ended June 30, 2019 and 2018, respectively, in pursuit of the above stated objectives.

Separately issued financial statements may be obtained from the CSU-Pueblo Foundation office at 2200 Bonforte Boulevard, Pueblo, CO 81001-4901.

(d) Other Postemployment Benefits Trust

The Colorado State University Other Postemployment Benefits Trust (Trust) was established June 27, 2014, as a single-employer other postemployment benefits (OPEB) plan, for the purpose of accumulating and investing assets to fund certain post-retirement medical benefits for retirees and disability income replacement for employees of CSU. The Trust, which is an entity separate from the University, is for the exclusive purpose of providing funds to pay benefits and for paying expenses of administering the Trust.

The Colorado State University OPEB Trust Administration Committee (Administration Committee) serves as the Trust Administrator, and a Trustee, First National Bank, has the authority over the management, disposition and investment of Trust assets, as defined in the Trust Agreement. The Trust Administrator transitioned to a new Trustee, Bank New York Mellon, effective July 1, 2019. Members of the Administration Committee consist of the University's Chief Total Rewards Officer, the University's Chief Financial Officer, the University's Controller, the Colorado State University System's Treasurer, and the University's Associate Vice President for Human Capital, and any at-large members that may be appointed by the Administration Committee.

(2) Basis of Presentation

For financial reporting purposes, the System is considered a special-purpose government engaged primarily in business-type activities. The System applies all applicable Governmental Accounting Standards Board (GASB) pronouncements.

Any effort to reconcile this report with presentations made for other purposes, such as data submitted with the legislative budget request of the System, must take into consideration the differences in the basis of accounting and other requirements for the presentation of such information.

(3) Measurement Focus, Basis of Accounting, and Summary of Significant Accounting Policies

As a special-purpose government engaged primarily in business-type activities, the basic financial statements of the System have been presented using the economic resources measurement focus and the accrual basis of accounting. Presentation is also in accordance with the State of Colorado Higher Education Accounting Standard No. 17. Under the accrual basis of accounting, revenues are recognized when earned, and expenses are recorded when incurred. All significant intra-agency transactions have been eliminated.

(a) Cash and Cash Equivalents

Cash and cash equivalents are defined as cash-on-hand, demand deposits, certificates of deposit with financial institutions, pooled cash with the State Treasurer, and all highly liquid investments with an original maturity when purchased of three months or less. Investments in mutual funds and money market funds and securities are presented as investments.

(b) Investments

With the implementation of GASB Statement No. 72, *Fair Value Measurement and Application,* the System now provides additional fair value measurements. Investments are reported in the financial statements at fair value, which is determined primarily based on quoted market prices as of fiscal year end. Contract value is used for the guaranteed investment agreement. The System's investment policy permits investments in fixed-income and equity securities. The policy is implemented using individual securities and mutual funds.

Discretely presented component units – CSU Foundation and CSU-Pueblo Foundation investments are accounted for at fair value, which is determined by one of the following: quoted prices in active markets for identical assets (level 1), inputs other than quoted prices that are observable directly or indirectly (level 2), significant unobservable inputs where level 1 and 2 inputs are unavailable (level 3), or net asset value practical expedients not within the fair value hierarchy (NAV).

Other Postemployment Benefits Trust **–** Trust investments are accounted for at fair value, which is determined by one of the following: quoted prices in active markets for identical assets (level 1), inputs other than quoted prices that are observable directly or indirectly (level 2), or significant unobservable inputs where level 1 and 2 inputs are unavailable (level 3).

(c) Inventories

Inventories, consisting of livestock; facilities and housing maintenance supplies; medical, pharmaceutical, and laboratory supplies; food supplies; books; and soft-goods are stated at the lower of cost or market. Cost is determined either on the first-in/first-out, average-cost, specific-identification, or on the retail method. Livestock inventories have been recorded at the lower of cost or market using unit livestock costing methods and estimated animal weights.

(d) Restricted Cash and Cash Equivalents and Restricted Investments

Assets are reported as restricted when restrictions on asset use change the nature or normal understanding of the availability of the assets. For the System, examples of restricted cash and cash equivalents and restricted investments include self-insurance funds, unexpended bond proceeds, and endowment funds.

(e) Capital Assets

Land, land improvements, buildings and improvements, leasehold improvements, library materials, collections, and equipment are recorded at cost at the date of acquisition or fair market value at the date of donation in the case of gifts. Capitalization limits vary at the three institutions ranging from $5 thousand to $50 thousand. At CSU, library materials are valued at average acquisition cost. At CSU-Pueblo, library materials are valued at actual cost.

Depreciation and amortization are computed using the straight-line with the half-year convention method over the estimated useful lives of the assets or intangible assets, generally 10 to 70 years for buildings, 10 to 21 years for land improvements, 10 to 15 years for library materials, 2 to 12 years for equipment and software, and 3 to 25 years for leasehold improvements. Depreciation expense was not allocated among functional categories.

Renovations to buildings and other improvements that significantly increase the value and extend the useful life of the structure or includes a conversion of the use of the space, are capitalized. Routine repairs and maintenance are charged to expense. Major outlays for capital assets and improvements are capitalized as construction in progress throughout the building project.

During capital construction, interest cost is capitalized from the date of the borrowing to the date the qualifying asset is ready for use. In addition, interest earnings are capitalized from the date of the tax-exempt borrowing to the date the qualifying asset is ready to use. Once the capital asset is ready for use, the net cost of interest on the borrowing is capitalized and added to the acquisition cost of the asset.

The System has capitalized collections such as works of art and historical artifacts. The nature of certain collections is such that the value and usefulness of the collection does not change over time. These collections have not been depreciated in the System's financial statements.

Assets under capital leases are recorded at the present value of the future minimum lease payments and are amortized using the straight-line method over the estimated useful life of the asset being leased.

The System evaluates prominent events or changes in circumstances affecting capital assets to determine whether impairment of a capital asset has occurred. Capital assets are generally considered impaired if a decline in service utility occurs, the impairment is material, and the event or change in circumstance is outside the normal life cycle of the capital asset. Impaired capital assets that will no longer be used by the System are reported at the lower of carrying value or fair value. Impairment losses on capital assets that will continue to be used by the System are measured using the method that best reflects the diminished service utility of the capital asset. If evidence is available to demonstrate that impairment will be temporary, the capital asset is not written down. Hughes Stadium land held a book value of $6 thousand and the demolition of Hughes Stadium held a construction in progress balance of $4.3 million that were moved to assets held for resale for fiscal year ended June 30, 2019. There were no material impairments of capital assets for fiscal year ended June 30, 2018.

(f) Deferred Outflows and Inflows of Resources

With the implementation of GASB Statement No. 65, *Items Previously Reported as Assets and Liabilities*, the System now carries a deferred outflow of resources related to the loss on bond refundings as well as the mark to market valuation of the System's Swap Agreement. For refundings resulting in defeasance of debt, the difference between the reacquisition price and the net carrying amount of the old debt is reported on the Statements of Net Position and amortized as a component of interest expense over the lesser of the remaining life of the old debt or the life of the new debt. With the implementation of GASB Statement No. 83, *Certain Asset Retirement Obligations*, the System now carries a deferred outflow of resources related to assets which have not been fully depreciated that may incur future remediation costs. With the implementation of GASB Statement No. 68, *Accounting and Financial Reporting for Pensions – an amendment to GASB Statement No. 27,* the System now carries a deferred outflow of resources and deferred inflow of resources related to pensions. With the implementation of GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions,* the System now carries a deferred outflow of resources and deferred inflow of resources related to OPEB. As applicable, the difference between expected and actual experiences, the difference between projected and actual earnings on pension or OPEB plan investments, the impact on the net pension liability, net OPEB liability, or net OPEB asset resulting from changes in plan related assumptions, the changes in the System's proportionate share of the net pension or OPEB liability, the difference between the proportionate share of the collective contributions and the actual contributions, and contributions paid to PERA and the Trust subsequent to the plan's measurement date are all reported on the Statements of Net Position in relation to a net pension liability, net OPEB liability, or net OPEB asset. All the above-mentioned deferrals are amortized as a component of pension and OPEB expense over varying amounts of time with the exception of contributions paid to PERA and the Trust subsequent to the plan's measurement date which are a component of pension and OPEB expense in the current year.

(g) Compensated Absences Liabilities

Employees accrue and vest in annual and sick leave earnings based on their hire date and length of service. Compensated absences and related personnel expenses are recognized based on estimated balances due to employees as of fiscal year end. The value of annual leave liability is computed as the lesser of total days earned but not taken or the maximum amount of days allowed to be paid out based on employment type and university policy, multiplied by the salary rate as well as an additional amount for the State's share of PERA and Medicare as applicable. The value of sick leave liability is computed as the lesser of total days earned but not taken or the maximum amount of days allowed to be paid out based on employment type and university policy, multiplied by the salary rate and the State's estimated retirement rate as well as an additional amount for the State's share of PERA and Medicare as applicable. The amount of compensated absence liabilities that are recorded as a current liability on the Statements of Net Position are a three-year rolling average of actual payouts. The remaining balance of the compensated absence liabilities is recorded as a noncurrent liability on the Statements of Net Position.

(h) Net Position

Net position of the System is classified as follows:

Net investment in capital assets – This represents the total investment in capital assets, net of accumulated depreciation and outstanding debt obligations related to those capital assets.

Restricted net position – nonexpendable – Nonexpendable restricted net position consists of endowment and similar type funds in which donors or other outside sources have stipulated, as a condition of the gift instrument, that the principal is to be maintained inviolate and in perpetuity, and invested for the purpose of producing future income, which may either be expended or added to principal.

Restricted net position – expendable – Restricted expendable net position includes resources in which the System is legally or contractually obligated to spend resources in accordance with restrictions imposed by external third parties.

Unrestricted net position – Unrestricted net position represents resources derived from student tuition and fees, state fee for service reserves, and sales and services of educational activities. These resources are used for transactions relating to the educational and general operations of the System and may be used to meet current expenses for any purpose. These resources also include auxiliary enterprises, which are substantially self-supporting activities that provide services for students, faculty, and staff. Unrestricted net position may be designated by actions of the Board.

Discretely presented component units – Net assets of the CSUS Foundation, the CSU Foundation, and the CSU-Pueblo Foundation and the changes therein are classified and reported as follows:

Net assets without donor restrictions – Net assets that are not subject to donor-imposed restrictions or the donor-imposed restrictions have expired or been fulfilled. Net assets in this category may be expended for any purpose in performing the primary objectives of the Foundation.

Net assets with donor restrictions – Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Foundation or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Other Postemployment Benefits Trust – Net position of the Trust is classified as restricted for postemployment benefits other than pensions.

(i) Classification of Revenues

The System has classified revenues as either operating or nonoperating according to the following criteria:

Operating revenues consist of services and sales related to teaching, research, and public service, along with auxiliary activities of student, faculty, and staff support. These revenues primarily include: 1) tuition and fees from students (after reduction for scholarship allowances provided with institutional funds); 2) state fee for service revenues; 3) grants and contracts from federal, state, and local governments, and private sources including businesses, individuals, and foundations; 4) sales and services of the Veterinary Teaching Hospital and Diagnostic Laboratory; and 5) fees for goods and services of auxiliary operations such as student housing and dining, student center retail stores, health services, and athletics. Revenues from exchange transactions are recognized when they are earned and measurable.

Operating expenses represent the full cost of providing the services and goods associated with operating revenues. These expenses are accrued when incurred and measurable and reported using functional classifications.

Nonoperating revenues are those not included as operating revenues or other revenues. Nonoperating revenues consist primarily of gifts from grantors and donors, and investment income that are relied upon and budgeted for support of operating expenses. Also included in nonoperating revenues are State appropriations and Federal grants including Pell and bond subsidies. Nonoperating expenses are those not included as operating expenses or other expenses. Nonoperating expenses include interest expense on capital debt.

Other revenues include student facility fees, state capital construction and controlled maintenance appropriations, capital gifts, and grants primarily designated for capital purposes. This classification also includes payments from (to) governing boards or other institutions as well as additions (reductions) to permanent endowments.

(j) Summer Session Revenue and Related Expenses

The System prorates the summer session revenues and expenses based on the number of days between the first day of the summer session and the last day of the summer session which falls before or after June 30.

(k) Application of Restricted and Unrestricted Resources

This application is made on a case-by-case basis by management depending on overall program requirements and resources. Generally, management applies restricted resources then unrestricted resources when both restricted and unrestricted resources are available to pay an expense.

(l) Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

(m) Reclassifications

Certain balances as of June 30, 2018 have been reclassified to conform to the presentation of fiscal year 2019 related to the component units of the System. The implementation of the FASB Update ASU 2016-14 required net assets to be classified as net assets without donor restrictions and net assets with donor restrictions, rather than the three previous classifications. In addition, the underwater portion of donor-restricted endowments is now reported as net assets with donor restrictions. As a result, $1.8 million has been reclassified from net assets without donor restrictions.

(4) Cash and Cash Equivalents

The System deposits a portion of its cash and cash equivalents with the Colorado State Treasurer. The State Treasurer pools these deposits and invests them in securities authorized by CRS 24-75-601.1. The State Treasury acts as a bank for all state agencies and institutions of higher education, with the exception of the University of Colorado. Monies deposited in the Treasury are invested until the cash is needed. As of June 30, 2019, the System had cash on deposit with the State Treasurer of $276.2 million which represented approximately 3.0 percent of the total $9.1 billion fair value of deposits in the State Treasurer's Pool (Pool). As of June 30, 2018, the System had cash on deposit with the State Treasurer of $496.4 million which represented approximately 6.5 percent of the total $7.6 billion fair value of deposits in the Pool. As of June 30, 2019, the Pool's resources included $73.7 million of cash on hand and $9.0 billion of investments.

On the basis of the System's participation in the Pool, the System reports as an increase or decrease in cash and cash equivalents its share of the Treasurer's unrealized gains and losses on the Pool's underlying investments. The State Treasurer does not invest any of the Pool's resources in any external investment pool, and there is no assignment of income related to participation in the Pool. The unrealized gains or losses included in income reflect only the change in fair value for the fiscal year.

The difference between the System's cash carrying value, deposits with the State Treasurer and balances at other banks is due to outstanding checks and deposits in transit. Interest earned on deposits with the State Treasurer for the fiscal years ended June 30, 2019 and 2018 was approximately $7.8 million and $8.3 million, respectively. These amounts reflect increases in cash and cash equivalents and increases in investment income. The System also records unrealized gains or losses on deposits with the State Treasurer. The System reflected an unrealized gain and an unrealized loss on cash and cash equivalents on deposit with the State Treasurer for the fiscal years ended June 30, 2019 and 2018 of $1.3 million and $6.1 million, respectively. The unrealized gain on investment income for the fiscal year ended June 30, 2019 was $7.4 million and the unrealized loss on investment income for the fiscal year ended June 30, 2018 was $5.8 million.

Custodial credit risk for deposits is the risk that in the event of a bank failure, the System's deposits may not be returned to it. To manage custodial risk, deposits with financial institutions are made in accordance with the Colorado Public Deposit Protection Act (PDPA) of 1975. PDPA requires all eligible depositories holding public deposits to pledge designated eligible collateral having a market value equal to at least 102 percent of the deposits exceeding those amounts insured by federal depository insurance. Deposits collateralized under PDPA are considered to be collateralized with securities held by the pledging institutions in the System's name. Deposits held in money market funds are not PDPA eligible deposits.

As of June 30, 2019 and 2018, the System's book value of cash not on deposit with the State Treasurer was $40.4 million and $60.3 million, respectively. Cash not on deposit included petty cash/change funds and bank account balances of $110 thousand and $40.3 million as of June 30, 2019 and $115 thousand and $60.2 million as of June 30, 2018, respectively. Bank account balances per the bank as of June 30, 2019 and 2018 were $44.4 million and $68.5 million, respectively. Of the June 30, 2019 deposits, $779 thousand were covered by depository insurance and were not exposed to custodial credit risk, and the remaining $43.6 million were collateralized with securities held by the pledging institution's trust department or agent in the System's name. Of the June 30, 2018 deposits, $764 thousand were covered by depository insurance and were not exposed to custodial credit risk, and the remaining $67.7 million were collateralized with securities held by the pledging institution's trust department or agent in the System's name.

Credit quality risk is the risk that the issuer or other counterparty to a debt security will not fulfill its obligations. This risk is assessed by national rating agencies which assign a credit quality rating for many investments. Credit quality ratings for obligations of the U.S. government or obligations explicitly guaranteed by the U.S. government are not reported; however, credit quality ratings are reported for obligations of U.S. government agencies that are not explicitly guaranteed by the U.S. government.

In June 2008, House Bill 08-1002 authorized the System to establish its own Treasury function, withdrawing funds from the State Treasurer's Pool to invest its operating portfolio internally. In February 2015, the Board approved the formation of the Colorado State University System Treasury. The Board authorized the System to execute investment transactions within the parameters set out in the System's Operating Portfolio Investment Policy Statement in May 2018.

As of June 30, 2019, the System has withdrawn $280.0 million from the Pool to begin investing in its own treasury investment pool. As of June 30, 2018, the System had not yet withdrawn funds from the Pool.

Additional information on investments of the State Treasurer's Pool may be obtained in the State's Comprehensive Annual Financial Report for the fiscal year ended June 30, 2019.

Other Postemployment Benefits Trust – Cash and deposits for the Trust as of June 30, 2019 and 2018 was $517 thousand and $11.3 million, respectively.

(5) Investments

As of June 30, 2019, and 2018, the System's investments had a fair value of $344.4 million and $27.8 million, respectively. Of the $344.4 million and $27.8 million, $51.5 million and $27.1 million were restricted and $292.9 million and $654 thousand were unrestricted, respectively. Restricted investments consist of treasury bills, a guaranteed investment contract, and investments held with the CSU Foundation. Unrestricted investments consist of investments held by the CSU System and an interest rate swap agreement. The fair value of the interest rate swap agreement was recorded as a $5.0 million noncurrent liability as of June 30, 2019 and as a $654 thousand noncurrent asset as of June 30, 2018. See Note 11 for more information regarding the interest rate swap agreement. Investment earnings consist of land fund interest and unrealized gains/losses, income/loss from investments held by the CSU Foundation, and dividends and gains/losses on investments held by the CSU System, net of expenses. For the fiscal years ended June 30, 2019 and 2018 there was a net investment gain of $13.4 million and $202 thousand, respectively.

With the implementation of GASB Statement No. 72, *Fair Value Measurement and Application,* the System reports investments using the fair value hierarchy. Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at the measurement date. Valuation techniques are used to determine fair value by maximizing the use of relevant observable inputs and minimize the use of unobservable inputs. A three-tier hierarchy categorizes the inputs as follows:

Level 1 – quoted prices for identical assets in an active market.

Level 2 – quoted prices for similar assets in active markets, or identical or similar assets in markets that are not active, or inputs other than quoted prices that are observable for the asset such as interest rates.

Level 3 – unobservable inputs. In these situations, the organization develops inputs using the best information available in the circumstances. The System's interest in investments held at the CSU Foundation fair value is determined by the Foundation as a proportionate share of total investments at fiscal year end.

(Amounts expressed in thousands)

The following details each major category of the System's investments at fair value as of June 30, 2019 and 2018:

	June 30, 2019			
	Level 1	**Level 2**	**Level 3**	**Total**
U.S. Treasury obligations	$ 13,828	-	-	13,828
Guaranteed investment contracts	24,191	-	-	24,191
Investments held by the CSU System:				
Mutual funds	176,860	-	-	176,860
Money markets	60,834	-	-	60,834
International equities	55,230	-	-	55,230
	292,924	-	-	292,924
Interest in investments held by CSU Foundation:				
Alternative investments	-	-	13,500	13,500
Total investments	**$ 330,943**	**-**	**13,500**	**344,443**

	June 30, 2018			
	Level 1	**Level 2**	**Level 3**	**Total**
U.S. Treasury obligations	$ 13,513	-	-	13,513
Floating to fixed interest rate swap	-	654	-	654
Interest in investments held by CSU Foundation:				
Alternative investments	-	-	13,596	13,596
Total investments	**$ 13,513**	**654**	**13,596**	**27,763**

COLORADO STATE UNIVERSITY SYSTEM
Notes to Basic Financial Statements
Years Ended June 30, 2019 and 2018
(Amounts expressed in thousands)

(a) Interest Rate Risk

As of June 30, 2019, the following System investments were subject to interest rate risk:

Type of Investment	Fair Value	Weighted Average Maturity (in years)
U.S. Treasury obligations	$ 13,828	0.07
Investments held by the CSU System in long-term endowment pool:		
Bond mutual funds	92,495	8.20
Guaranteed investment contracts	24,191	1.25
Investments subject to interest rate risk	$ 130,514	

As of June 30, 2018, the following System investments were subject to interest rate risk:

Type of Investment	Fair Value	Weighted Average Maturity (in years)
U.S. Treasury obligations	$ 13,513	0.83
Investments subject to interest rate risk	$ 13,513	

The System's U.S. Treasury obligations are invested in accordance with Colorado Revised Statute 23-31-504. This statute requires these investments relating to the CSU land grant fund to be invested in specific types of investments, which includes U.S. Treasury obligations. The System does not have a specific policy relating to the management of interest rate risk.

Discretely presented component units – As of June 30, 2019, investments consisted of various securities carried at fair value as determined by quoted market prices on national exchanges. Some categories, including alternative investments, are valued at the net asset value (NAV) provided by the investment manager. This NAV is computed based on dealer quotations on the fair value of underlying securities, the vast majority of which are traded on national exchanges. The following details each major category of the CSU Foundation's investments at fair value as of June 30, 2019:

(Amounts expressed in thousands)

	Market	Student Funds	Adjusted Market	Adjusted Market Percent	DHIC
Public equities					
U.S. equities	$ 88,199	-	88,199	17.45%	2,356
International equities	57,597	-	57,597	11.39%	1,538
Emerging market equities	28,050	-	28,050	5.55%	749
Global equities	84,032	-	84,032	16.62%	2,244
Fixed income	63,489	-	63,489	12.56%	1,695
Other/Global asset allocation	10,452	-	10,452	2.07%	279
Alternatives					
Hedge funds	44,664	-	44,664	8.83%	1,192
Private markets	107,461	-	107,461	21.25%	2,869
Opportunistic investments	10,674	-	10,674	2.11%	285
Short duration	8,279	-	8,279	1.64%	221
Student-managed investments	1,173	(1,173)	-	0.00%	-
Cash	2,678	-	2,678	0.53%	72
Total investments	**$ 506,748**	**(1,173)**	**505,575**	**100.00%**	**13,500**

COLORADO STATE UNIVERSITY SYSTEM
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Investment in Certain Entities that Calculate Net Asset Value per Share

Fund Description		June 30, 2019 Fair Value	June 30, 2018 Fair Value	June 30, 2019 Unfunded Commitments	Redemption Frequency	Redemption Notice Period
Public equities	$	122,855	133,669	-	Daily, monthly, quarterly	2-30 days
Fixed income		29,489	28,342	-	Daily	1-2 days
Hedge funds (multi-strategy)		30,198	29,919	-	N/A, quarterly	N/A, 45-90 days
Hedge Funds (long/short)		14,466	12,849	-	N/A, quarterly	N/A, 45-60 days
Private equity		53,789	40,692	61,762	N/A	N/A
Private debt		43,541	30,135	21,993	N/A, quarterly	N/A, 90 days*
Venture capital		10,131	5,144	6,705	N/A	N/A
Opportunistic investments		10,674	10,539	-	Monthly	30 days
Total	**$**	**315,143**	**291,289**	**90,460**		

*after three year lock-up

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The following details each major category of the CSU Foundation's investments at fair value as of June 30, 2019 and 2018:

	June 30, 2019				
	Level 1	Level 2	Level 3	Net Asset Value	Total
Cash and cash equivalents subject to investment management direction	$ 2,678	-	-	-	2,678
Public equities:					
United States	88,199	-	-	-	88,199
International	-	-	-	57,597	57,597
Emerging markets	18,176	-	-	9,874	28,050
Global	28,648	-	-	55,384	84,032
Fixed income	34,000	-	-	29,489	63,489
Other/global asset allocation	10,452	-	-	-	10,452
Alternative investments:					
Hedge funds	-	-	-	44,664	44,664
Private markets	-	-	-	107,461	107,461
Short duration	8,279	-	-	-	8,279
Opportunistic investments	-	-	-	10,674	10,674
Student-managed investments	1,173	-	-	-	1,173
Total	**$ 191,605**	**-**	**-**	**315,143**	**506,748**

	June 30, 2018				
	Level 1	Level 2	Level 3	Net Asset Value	Total
Cash and cash equivalents subject to investment management direction	$ 5,784	-	-	-	5,784
Public equities:					
United States	92,377	-	-	-	92,377
International	-	-	-	41,308	41,308
Emerging markets	-	-	-	19,504	19,504
Global	27,184	-	-	72,857	100,041
Fixed income	35,376	-	-	28,342	63,718
Other/global asset allocation	20,361	-	-	-	20,361
Alternative investments:					
Hedge funds	-	-	-	42,768	42,768
Private markets	-	-	-	75,971	75,971
Short duration	15,293	-	-	-	15,293
Opportunistic investments	-	-	-	10,539	10,539
Student-managed investments	1,105	-	-	-	1,105
Total	**$ 197,480**	**-**	**-**	**291,289**	**488,769**

(Amounts expressed in thousands)

Net investment income of the CSU Foundation consisted of the following for the fiscal years ended June 30, 2019 and 2018:

		June 30	
		2019	**2018**
Interest, dividends, and other income	$	7,069	7,201
Net unrealized and realized gain on investments		28,308	29,608
Less investment management fees		(6,106)	(4,818)
		29,271	31,991
Less net investment income on deposits held in custody for CSU		(565)	(679)
Total	**$**	**28,706**	**31,312**

The following details each major category of the CSU-Pueblo Foundation's investments at fair value for the fiscal years ended June 30, 2019 and 2018:

		June 30, 2019			
		Level 1	**Level 2**	**Level 3**	**Total**
Marketable equity securities:					
Domestic emphasis	$	18,732	-	-	18,732
International emphasis		6,399	-	-	6,399
Marketable debt securities:					
Domestic emphasis		13,217	-	-	13,217
Beneficial interest in charitable trusts held by others		-	-	247	247
Total	**$**	**38,348**	**-**	**247**	**38,595**

		June 30, 2018			
		Level 1	**Level 2**	**Level 3**	**Total**
Marketable equity securities:					
Domestic emphasis	$	19,883	-	-	19,883
International emphasis		5,184	-	-	5,184
Marketable debt securities:					
Domestic emphasis		12,767	-	-	12,767
Master limited partnership		353	-	-	353
Beneficial interest in charitable trusts held by others		-	-	246	246
Total	**$**	**38,187**	**-**	**246**	**38,433**

(Amounts expressed in thousands)

Net investment return of the CSU-Pueblo Foundation consisted of the following for the fiscal years ended June 30, 2019 and 2018:

	June 30, 2019		
	Without Donor Restrictions	With Donor Restrictions	Total
Dividend income	$ 502	1,856	2,358
Interest income	1	5	6
Realized gains - securities	6	21	27
Unrealized gains	116	426	542
SEC settlement fee	7	25	32
Investment expenses	(20)	(72)	(92)
Net investment return	**$ 612**	**2,261**	**2,873**

	June 30, 2018		
	Without Donor Restrictions	With Donor Restrictions	Total
Dividend income	$ 230	1,702	1,932
Interest income	1	3	4
Realized gains - securities	5	38	43
Unrealized gains	177	1,310	1,487
Net investment return	**$ 413**	**3,053**	**3,466**

Other Postemployment Benefits Trust - With the implementation of GASB Statement No. 72, *Fair Value Measurement and Application,* the Trust reports investments using the fair value hierarchy. Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at the measurement date. Valuation techniques are used to determine fair value by maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs. A three-tier hierarchy categorizes the inputs as follows:

Level 1 – quoted prices for identical assets in an active market.

Level 2 – quoted prices for similar assets in active markets, or identical or similar assets in markets that are not active, or inputs other than quoted prices that are observable for the asset such as interest rates.

Level 3 – unobservable inputs. In these situations, the organization develops inputs using the best information available in the circumstances.

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The following details each major category of the Trust's investments at fair value as of June 30, 2019:

	June 30, 2019			
	Level 1	**Level 2**	**Level 3**	**Total**
U.S. government securities	$ 3,805	-	-	3,805
Corporate bonds	9,217	-	-	9,217
Municipal bonds	1,467	-	-	1,467
Asset backed securities	888	-	-	888
Mortgages	8,499	-	-	8,499
Bond mutual funds	10,309	-	-	10,309
Mutual funds	22,366	-	-	22,366
Private equities	-	-	3,244	3,244
Hedge funds	4,267	-	8,775	13,042
Alternative investments	-	-	12,343	12,343
Total	**$ 60,818**	**-**	**24,362**	**85,180**

The following details each major category of the Trust's investments at fair value as of June 30, 2018:

	June 30, 2018			
	Level 1	**Level 2**	**Level 3**	**Total**
U.S. government securities	$ 2,829	-	-	2,829
U.S. government agencies	995	-	-	995
Corporate bonds	9,744	-	-	9,744
Municipal bonds	1,001	-	-	1,001
Asset backed securities	777	-	-	777
Mortgages	6,331	-	-	6,331
Mutual funds	20,682	-	-	20,682
Private equities	-	-	2,051	2,051
Hedge funds	5,680	-	8,451	14,131
Alternative investments	-	-	11,553	11,553
Total	**$ 48,039**	**-**	**22,055**	**70,094**

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The following details the Standard & Poor's quality ratings of the fixed income assets of the Trust as of June 30, 2019 and 2018:

June 30, 2019

Standard & Poor's		U.S. Government Securities	Corporate Bonds	Municipal Bonds	Asset Backet Securities	Bond Mutual Funds	Mortgages-Agencies
AAA	$	-	-	517	514	-	-
AA		3,805	1,003	674	-	5,109	199
A		-	4,277	276	-	5,200	-
BBB		-	3,694	-	-	-	-
NR		-	243	-	374	-	8,300
Total	**$**	**3,805**	**9,217**	**1,467**	**888**	**10,309**	**8,499**

June 30, 2018

Standard & Poor's		U.S. Government Securities	U.S. Government Agencies	Corporate Bonds	Municipal Bonds	Asset Backed Securities	Morgages-Agencies
AAA	$	-	-	117	339	557	-
AA		2,829	995	1,387	505	-	-
A		-	-	4,934	157	-	-
BBB		-	-	3,306	-	-	-
NR		-	-	-	-	220	6,331
Total	**$**	**2,829**	**995**	**9,744**	**1,001**	**777**	**6,331**

The following details the effective weighted average maturity of fixed income investments of the Trust as of June 30, 2019:

June 30, 2019

		Fair Value Amount	Weighted Average Maturity (in years)	Percent of Fixed Income Assets
U.S. government securities	$	3,805	2.6	11.1%
Corporate bonds		9,217	3.1	27.0%
Municipal bonds		1,467	0.3	4.3%
Asset backed securities		888	0.1	2.6%
Bond mutual funds		10,309	10.4	30.1%
Mortgages-agencies		8,499	10.4	24.9%
Total	**$**	**34,185**		**100.00%**

(Amounts expressed in thousands)

The following details the effective weighted average maturity of fixed income investments of the Trust as of June 30, 2018:

		June 30, 2018		
		Fair Value Amount	**Weighted Average Maturity (in years)**	**Percent of Fixed Income Assets**
U.S. government securities	$	2,829	2.6	13.1%
U.S. government agencies		995	0.4	4.6%
Corporate bonds		9,744	2.7	44.9%
Municipal bonds		1,001	0.2	4.6%
Asset backed securities		777	0.1	3.6%
Mortages-agencies		6,331	1.8	29.2%
Total	**$**	**21,677**		**100.0%**

(Amounts expressed in thousands)

(6) Accounts Receivable

Accounts receivable are shown net of allowances for doubtful accounts in the accompanying Statements of Net Position.

		June 30	
		2019	**2018**
Student accounts receivable:	$	64,097	56,219
Less allowance for doubtful accounts		(19,437)	(16,215)
Student accounts receivable, net	**$**	**44,660**	**40,004**
Student loans receivable:	$	24,550	28,437
Less allowance for doubtful accounts		(3,204)	(4,436)
Student loans receivable, net		21,346	24,001
Less current portion		(3,591)	(3,439)
Noncurrent student loans receivable, net	**$**	**17,755**	**20,562**
Grant and other accounts receivable:			
Sponsored programs	$	89,820	67,910
Commercial receivables		6,049	8,641
Conferences and summer programs		180	203
Insurance trust fund		3,530	77
Receivables from Foundation		5,913	4,756
Athletics		219	169
Capital construction - due from state		1,047	6,472
Self-funded operations		2,059	1,363
Other		14,487	15,844
Total grant and other accounts receivable		123,304	105,435
Less allowance for doubtful accounts		(7,560)	(5,945)
Grant and other accounts receivable, net	**$**	**115,744**	**99,490**

Discretely presented component unit – As of June 30, 2019 and 2018, the CSUS Foundation's receivables are recorded at cost and provisions for doubtful accounts have not been established as all receivables are deemed collectible. For the fiscal year ended June 30, 2019 and 2018, accounts receivable was $27 thousand and $373 thousand, respectively.

(Amounts expressed in thousands)

Discretely presented component unit – As of June 30, 2019 and 2018, the CSU Foundation's pledges receivable consisted of the following:

		June 30	
		2019	**2018**
Receivables due in less than one year	$	14,616	14,197
Receivables due in one to five years		44,042	42,373
Receivables due in more than five years		9,451	10,942
		68,109	67,512
Less allowance for uncollectible pledges		(1,703)	(1,688)
Less present value discounting		(3,453)	(3,728)
	$	**62,953**	**62,096**

Unconditional promises to give (pledges receivable) are from various entities including foundations, corporations, and individuals. The discount factor utilized in the present value calculation is the five-year U.S. Treasury note rate as of June 30 in the fiscal year in which the commitment is made.

Pledges receivable from two donors as of June 30, 2019 represented approximately 53 percent of net pledges receivable. Pledges receivable from two donors as of June 30, 2018 represented approximately 61 percent of net pledges receivable.

Discretely presented component unit – As of June 30, 2019 and 2018, the CSU-Pueblo Foundation's unconditional promises to give consisted of the following:

		June 30	
		2019	**2018**
Restricted for scholarships or other particular purposes	$	1,325	383
Less allowance for uncollectible unconditional promises to give		(47)	(15)
Gross unconditional promises to give		1,278	368
Less unamortized discount		(35)	(1)
Net unconditional promises to give	**$**	**1,243**	**367**
Amounts due in:			
Less than one year	$	523	338
One to five years		720	29
Total	**$**	**1,243**	**367**

The allowance for uncollectible unconditional promises to give was arrived at by identifying specific donors that have failed to keep their promises and by applying a historical percentage of two percent to the remaining amount.

Unamortized discount was arrived at by discounting amounts to be received in the future by the average market rate earned on investments of two percent.

Other Postemployment Benefits Trust – Total receivables for the Trust as of June 30, 2019 and 2018 were $1.8 million and $3 thousand, respectively.

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(7) Capital Assets

Following are the changes in capital assets for the fiscal year ended June 30, 2019:

		Balance June 30, 2018	Additions	Transfers	Adjustments/ Deletions	Balance June 30, 2019
Nondepreciable capital assets:						
Land	$	41,527	-	3,115	(6)	44,636
Land improvements		2,321	-	-	-	2,321
Construction in progress		182,933	109,052	(199,411)	(4,301)	88,273
Collections		6,000	1,854	-	-	7,854
Total nondepreciable capital assets		232,781	110,906	(196,296)	(4,307)	143,084
Depreciable capital assets:						
Land and leasehold improvements		110,947	-	8,028	-	118,975
Buildings and improvements		2,170,883	107	185,306	295	2,356,591
Software		61,679	1,455	999	(428)	63,705
Equipment		306,759	19,668	1,963	(6,989)	321,401
Library materials		90,197	1,243	-	(193)	91,247
Total depreciable capital assets		2,740,465	22,473	196,296	(7,315)	2,951,919
Less accumulated depreciation:						
Land and leasehold improvements		60,732	4,510	-	-	65,242
Buildings and improvements		631,511	72,396	-	(133)	703,774
Software		59,578	1,493	-	(374)	60,697
Equipment		230,612	22,174	-	(6,619)	246,167
Library materials		83,403	1,291	-	(193)	84,501
Total accumulated depreciation		1,065,836	101,864	-	(7,319)	1,160,381
Net depreciable capital assets		1,674,629	(79,391)	196,296	4	1,791,538
Total capital assets, net	**$**	**1,907,410**	**31,515**	**-**	**(4,303)**	**1,934,622**

Land includes the following conservation easements:		
Catspaw Conservation Easement	$	3,155
Snow Mountain Conservation Easement		5,000
Elmgreen Conservation Easement		515
Ben Delatour Forest Legacy Conservation Easement		4,000
S. Boulder/Toll Family Conservation Easement		5,070
Sawtooth Mountain Conservation Easement		2,995
Total	**$**	**20,735**

The land at Hughes Stadium of $6 thousand and Hughes Stadium demolition costs held in construction in progress of $4.3 million have been recorded as assets held for resale as of June 30, 2019.

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Following are the changes in capital assets for the fiscal year ended June 30, 2018:

		Balance June 30, 2017	Additions	Transfers	Adjustments/ Deletions	Balance June 30, 2018
Nondepreciable capital assets:						
Land	$	35,171	-	1,765	4,591	41,527
Land improvements		2,321	-	-	-	2,321
Construction in progress		421,222	212,800	(434,487)	(16,602)	182,933
Collections		5,831	169	-	-	6,000
Total nondepreciable capital assets		464,545	212,969	(432,722)	(12,011)	232,781
Depreciable capital assets:						
Land and leasehold improvements		104,693	-	12,143	(5,889)	110,947
Buildings and improvements		1,776,611	-	418,048	(23,776)	2,170,883
Software		69,393	294	319	(8,327)	61,679
Equipment		295,062	25,404	2,212	(15,919)	306,759
Library materials		89,319	1,058	-	(180)	90,197
Total depreciable capital assets		2,335,078	26,756	432,722	(54,091)	2,740,465
Less accumulated depreciation:						
Land and leasehold improvements		62,452	4,116	-	(5,836)	60,732
Buildings and improvements		589,434	61,207	-	(19,130)	631,511
Software		63,775	2,407	-	(6,604)	59,578
Equipment		222,467	21,655	-	(13,510)	230,612
Library materials		82,142	1,441	-	(180)	83,403
Total accumulated depreciation		1,020,270	90,826	-	(45,260)	1,065,836
Net depreciable capital assets		1,314,808	(64,070)	432,722	(8,831)	1,674,629
Total capital assets, net	**$**	**1,779,353**	**148,899**	**-**	**(20,842)**	**1,907,410**

Land includes the following conservation easements:		
Catspaw Conservation Easement	$	3,155
Snow Mountain Conservation Easement		5,000
Elmgreen Conservation Easement		515
Ben Delatour Forest Legacy Conservation Easement		4,000
S. Boulder/Toll Family Conservation Easement		5,070
Sawtooth Mountain Conservation Easement		2,995
Total	**$**	**20,735**

Interest expense capitalized, net of related interest income for the System, was $1.6 million and $2.0 million for the fiscal years ended June 30, 2019 and 2018, respectively.

(Amounts expressed in thousands)

(8) Accrued Liabilities

The current accrued liabilities balances as of June 30, 2019 and 2018 were comprised of:

		June 30	
		2019	2018
Accrued payroll and benefits	$	20,407	16,544
Accrued interest payable		15,938	15,792
Other liabilities		2,659	3,350
Total	**$**	**39,004**	**35,686**

(9) Short-Term Obligations

On June 20, 2018, the Board of Governors of the Colorado State University System authorized the issuance of Commercial Paper Notes (Notes) in the aggregate principal amount not to exceed $50.0 million as part of the Series A (tax-exempt) and Series B (taxable) issuance. The maturity date of any Notes issued may not exceed two hundred and seventy days from the date of issuance and no maturity may be later than March 1, 2037. Pursuant to the Bond Resolution, the obligations are payable solely from net revenues paid in portions by both CSU and CSU-Pueblo, as defined in the bond agreement. The Notes are being used to finance certain projects, as determined by the Board, including but not limited to: the construction, acquisition, renovation, improvement, and equipping of the Michael Smith Natural Resources Building in Fort Collins; the Richardson Design Center in Fort Collins; the Institute for Biological and Translational Therapies in Fort Collins; the JBS Global Food Innovation Center in Honor of Gary and Kay Smith in Fort Collins; the Residence and Dining Corbett remodel project; the Western Slope CVMBS/Extension Project; any other improvements to any of the campuses for which the Board has spending authority; and such other capital projects as may be designated by the Board (collectively the "Commercial Paper Improvement Projects").

In May 2019, the Board of Governors approved the first amendment to the twelfth supplemental resolution, increasing the aggregate principal amount authorized to be issued from $50.0 million to $75.0 million. This increase will be effective beginning fiscal year 2020.

Short-term obligation activity for the year ended June 30, 2019 was as follows:

		Balance June 30, 2018	Additions	Reductions	Balance June 30, 2019
Commercial paper by project:					
JBS Global Food Innovation Center	$	10,000	6,000	(5,000)	11,000
Alumni Furniture		-	700	-	700
Richardson Design Center		-	2,500	-	2,500
Semester at Sea Building		-	9,200	-	9,200
Institute for Biological Translational Therapies		-	20,800	-	20,800
WCRC Orchard Mesa		-	5,000	-	5,000
Total commercial paper	**$**	**10,000**	**44,200**	**(5,000)**	**49,200**

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(10) Noncurrent Liabilities

Noncurrent liability activity for the fiscal year ended June 30, 2019 was as follows:

		Balance June 30, 2018	Additions	Reductions	Balance June 30, 2019	Amounts Due Within One Year
Bonds, COPs, notes, and capital leases:						
Revenue bonds and COPs payable	$	1,144,465	30,420	(33,038)	1,141,847	27,619
Notes from direct placements		66,655	-	-	66,655	-
Total bonds, COPs, and notes		1,211,120	30,420	(33,038)	1,208,502	27,619
Capital leases payable		19,526	1,790	(3,056)	18,260	2,342
Total bonds, COPs, notes, and capital leases		1,230,646	32,210	(36,094)	1,226,762	29,961
Other liabilities:						
Deposits held for others		26,509	225,292	(221,752)	30,049	7,337
Other		22,709	21,721	(20,740)	23,690	1,958
Interest rate swap agreement		-	5,029	-	5,029	-
Compensated absences		52,943	1,890	(39)	54,794	3,365
Total noncurrent liabilities	**$**	**1,332,807**	**286,142**	**(278,625)**	**1,340,324**	**42,621**

Noncurrent liability activity for the fiscal year ended June 30, 2018 was as follows:

		Balance June 30, 2017	Additions	Reductions	Balance June 30, 2018	Amounts Due Within One Year
Bonds, COPs, notes, and capital leases:						
Revenue bonds and COPs payable	$	1,148,100	421,405	(425,040)	1,144,465	25,911
Notes from direct placements		66,655	-	-	66,655	-
Total bonds, COPs, and notes		1,214,755	421,405	(425,040)	1,211,120	25,911
Capital leases payable		17,898	4,797	(3,169)	19,526	2,689
Total bonds, COPs, notes, and capital leases		1,232,653	426,202	(428,209)	1,230,646	28,600
Other liabilities:						
Deposits held for others		26,296	227,613	(227,400)	26,509	7,127
Other		7,162	22,210	(6,663)	22,709	5,600
Compensated absences		57,976	293	(5,326)	52,943	3,284
Total noncurrent liabilities	**$**	**1,324,087**	**676,318**	**(667,598)**	**1,332,807**	**44,611**

Deposits held for others are funds held by the System on behalf of third parties for which the System has not yet provided goods or services. These monies are not the property of the System and therefore are recorded as liabilities on the Statements of Net Position. As of June 30, 2019 and 2018, deposits held for others were comprised of funds related to self-insurance plans, housing, student accounts, health services, agency deposits, and other campus deposits.

Other noncurrent liabilities of the System are those not included in any other liability classification on the Statements of Net Position and are immaterial to the System in dollar value or nature. Other noncurrent liabilities are comprised of unspent debt cost of issuance dollars, workers' compensation and insurance claims discussed in Note 19, and the major activities described below.

With the expiration of the authority of institutions to disburse Perkins loans, the System is required to return the Federal share of funds to the Department of Education. The Perkins Loan Revolving Fund will be liquidated as funds are collected from the loan recipients. For award year 2018-19, the Department of Education has decided not to require the liquidation and return of funds. In accordance with GASB Statement No. 33, *Accounting and Financial Reporting for Nonexchange Transactions*, the System carries a liability on the Statements of Net Position. As a result of the Department of Education's decision, the Federal share of loans collected during the fiscal year ended June 30, 2019 has been recorded as an increase to the liability. As of June 30, 2019 and 2018, the System's liabilities were $17.5 million and $16.3 million, respectively.

With the implementation of GASB Statement No. 83, *Certain Asset Retirement Obligations*, the System carries a liability related to the obligations that will be incurred during the retirement of assets with complex environmental impacts. The System has three types of obligations which include radiation detection, radiation sources and laboratory equipment utilized with radiation. These items are regulated by the State of Colorado Department of Public Health and Environment, as well as the Federal Nuclear Regulatory Commission that covers all radioactive materials. The System is in compliance with State regulations and has estimated decommissioning costs in its last financial assurance. The methods and assumptions for estimating the liability are based on calculations for closing laboratories, decontaminating laboratories, and decommissioning equipment. All assets related to the liability are fully depreciated, with the exception of two assets that have remaining useful lives of up to 30 months and are recorded as deferred outflows of resources on the Statements of Net Position. As June 30, 2019, the System's liability was $1.5 million.

(11) Revenue Bonds and Certificates of Participation (COPs)

The revenue bonds and notes from direct placements consist of multiple issues to finance the acquisition, construction, repair, and equipping of various academic, auxiliary, and research facilities of the System. Debt service payments on the revenue bonds and notes from direct placements are payable semiannually and monthly, have serial maturities, may contain sinking fund requirements, and certain bonds contain optional redemption provisions. The optional redemption provisions allow the System to redeem at various dates, portions of the outstanding revenue bonds at 100 percent of the principal amount of the revenue bonds redeemed. Payment of the principal and interest on certain bonds and notes from direct placements is either insured by various financial guarantee insurance policies or qualifies for payment under the State Intercept Program, which provides payment by the State Treasurer if payment is not made by the due date.

On November 29, 2018, the System issued $30.4 million in Taxable System Enterprise Revenue Bonds, Series 2018 A to finance the construction of an approximately 38,000 gsf Center for Vector-borne Infectious Diseases (CVID) facility on the Foothills Campus to house faculty and research infrastructure, functional research laboratories, insectary and office space; finance a portion of the JBS Global Food Innovation Center addition to Animal Sciences; and pay certain costs relating to the issuance of the Series 2018 A Bonds.

On October 2, 2017, the System issued $117.6 million in System Enterprise Revenue Refunding Bonds, Series 2017 A, B to advance refund a portion of the Board's Series 2012 A Bonds, a portion of the Board's Series 2013 C Bonds, and to pay the costs of issuing the Series 2017 A, B Bonds.

(Amounts expressed in thousands)

On December 20, 2017, the System issued $204.7 million in System Enterprise Revenue Refunding Bonds, Series C, D to advance refund fully the Board's Series 2013 C Bonds, a portion of the Series 2013 E Bonds, a portion of the Series 2015 A Bonds, a portion of the Series 2015 E-1 Bonds, a portion of the Series 2015 E-2 Bonds, and to pay the costs of issuing the Series 2017 C, D Bonds.

On December 28, 2017, the System issued $55.5 million in System Enterprise Revenue Refunding Bonds, Series E, F to advance refund a portion of the Series 2015 A Bonds, a portion of the Series 2015 E-1 Bonds and to pay the costs of issuing the Series 2017 E, F Bonds.

A general description of each bond and direct placement issue, original issuance amount, and the amount outstanding as of June 30, 2019 and 2018 is detailed below.

Revenue bonds, COPs payable and notes from direct placements consisted of the following as of June 30, 2019 and 2018:

		June 30	
	Interest Range	**2019**	**2018**
Colorado State University System Enterprise Revenue Bonds of 2009 A, issued in the original amount of $56.1 million and mature in varying annual amounts to March 2039. $54.4 million advance refunded with 2013 A and $300 thousand advance refunded with 2015 C.	3.000%-5.000%	$ 760	790
Colorado State University System Enterprise Revenue Bonds of 2010 A, issued in the original amount of $25.3 million and mature in varying annual amounts to March 2020.	4.000%-5.000%	3,720	7,260
Colorado State University System Enterprise Revenue Bonds of 2010 B, issued in the original amount of $40.3 million and mature in varying annual amounts to March 2033.	4.900%-5.957%	40,335	40,335
Colorado State University System Enterprise Revenue Bonds of 2010 C, issued in the original amount of $33.3 million and mature in varying annual amounts to March 2040.	6.057%	33,250	33,250

COLORADO STATE UNIVERSITY SYSTEM
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	Interest Range	June 30 2019	June 30 2018
Colorado State University System Enterprise Revenue Bonds of 2012 A, issued in the original amount of $126.2 million and mature in varying annual amounts to March 2044. $102.1 million advance refunded on 2017 A.	2.000%-5.000%	$ 15,060	17,675
Colorado State University System Enterprise Revenue Refunding Bonds of 2012 B, issued in the original amount of $54.1 million and mature in varying annual amounts to March 2035.	2.000%-5.000%	47,025	48,815
Colorado State University System Enterprise Revenue and Revenue Refunding Bonds of 2013 A, issued in the original amount of $182.0 million and mature in varying annual amounts to March 2043.	1.000%-5.000%	154,940	160,395
Colorado State University System Enterprise Revenue Refunding Bonds of 2013 B, issued in the original amount of $16.7 million and mature in varying annual amounts to March 2020.	0.450%-2.073%	1,810	3,585
Colorado State University System Enterprise Revenue Bonds of 2013 D, issued in the original amount of $7.9 million and mature in varying annual amounts to March 2028.	0.963%-5.251%	5,495	5,990
Colorado State University System Enterprise Revenue Bonds of 2013 E, issued in the original amount of $138.7 million and mature in varying annual amounts to March 2045. $117.9 million advance refunded on 2017 C.	3.000%-5.000%	12,135	14,820
Colorado State University System Enterprise Revenue Bonds of 2015 A, issued in the original amount of $134.7 million and mature in varying annual amounts to March 2055. $9.4 million advance refunded on 2017 D and $17.3 million advance refunded on 2017 F.	4.000%-5.000%	108,055	108,055

COLORADO STATE UNIVERSITY SYSTEM
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		June 30	
	Interest Range	**2019**	**2018**
Colorado State University System Enterprise Revenue Bonds of 2015 B, issued in the original amount of $32.8 million and mature in varying annual amounts to March 2030.	2.688%-4.081%	$ 32,815	32,815
Colorado State University System Enterprise Revenue Refunding Bonds of 2015 C, issued in the original amount of $67.7 million and mature in varying annual amounts to March 2038.	2.000%-5.000%	65,765	66,835
Colorado State University System Enterprise Revenue Bonds of 2015 D, issued in the original amount of $66.7 million and mature in varying annual amounts to March 2047.	Variable	66,655	66,655
Colorado State University System Enterprise Revenue Bonds of 2015 E-1, issued in the original amount of $96.5 million and mature in varying annual amounts to March 2047. $33.3 million advance refunded on 2017 C and $31.8 million advance refunded on 2017 E.	5.000%	31,360	31,360
Colorado State University System Enterprise Revenue Bonds of 2015 E-2, issued in the original amount of $42.1 million and mature in varying annual amounts to March 2033. $30.3 million advance refunded on 2017 C.	5.000%	11,790	11,790
Colorado State University System Enterprise Revenue Bonds of 2015 F, issued in the original amount of $17.7 million and mature in varying annual amounts to March 2023.	1.750%-5.000%	9,825	12,680
Colorado State University System Enterprise Revenue Bonds of 2016 A, issued in the original amount of $5.2 million and mature in varying annual amounts to March 2025.	1.500%-3.400%	3,775	4,445
Colorado State University System Enterprise Revenue and Refunding Bonds of 2016 B, issued in the original amount of $65.0 million and mature in varying annual amounts to March 2046.	3.000%-5.000%	61,005	63,300

(Amounts expressed in thousands)

		June 30	
	Interest Range	**2019**	**2018**
Colorado State University System Enterprise Revenue Refunding Bonds of 2017 A, issued in the original amount $103.8 million and mature in varying annual amounts to March 2044.	2.000%-5.000%	$ 103,150	103,310
Colorado State University System Enterprise Revenue Refunding Bonds of 2017 B, issued in the original amount of $13.8 million and mature in varying annual amounts to March 2044.	2.000%-5.000%	13,630	13,715
Colorado State University System Enterprise Revenue Refunding Bonds of 2017 C, issued in the original amount of $185.2 million and mature in varying annual amounts to March 2047.	2.500%-5.000%	182,490	182,490
Colorado State University System Enterprise Revenue Refunding Bonds of 2017 D, issued in the original amount of $19.5 million and mature in varying annual amounts to March 2039.	2.000%-5.000%	19,085	19,200
Colorado State University System Enterprise Revenue Refunding Bonds of 2017 E, issued in the original amount of $35.8 million and mature in varying annual amounts to March 2043.	2.000%-5.000%	35,165	35,255
Colorado State University System Enterprise Revenue Refunding Bonds of 2017 F, issued in the original amount of $19.7 million and mature in varying annual amounts to March 2045.	2.000%-5.000%	19,360	19,410
Colorado State University System Enterprise Revenue Bonds of 2018 A, issued in the original amount of $30.4 million and mature in varying annual amounts to March 2033.	2.610%-4.232%	29,170	-
Unamortized bond premium/discount		99,266	105,143
Total System Bonds		**$ 1,206,891**	**1,209,373**

COLORADO STATE UNIVERSITY SYSTEM
Notes to Basic Financial Statements
Years Ended June 30, 2019 and 2018
(Amounts expressed in thousands)

	Interest Range		June 30 2019	2018
Colorado State University - Pueblo				
Portion of the State of Colorado Certificate of Participation to remodel the Academic Resource Center (Library). Payable annually with a final maturity in 2029.	5.100%	$	1,611	1,747
Total System Bonds and Certificates of Participation		**$**	**1,208,502**	**1,211,120**

The scheduled maturities of the revenue bonds, COPs and notes from direct placements as of June 30, 2019 are as follows:

		Bonds and COPs		Notes from Direct Placements		Total	Total
		Principal	Interest	Principal	Interest	Principal	Interest
2020	$	27,619	47,531	-	1,279	27,619	48,810
2021		29,927	46,285	-	1,276	29,927	47,561
2022		30,160	45,138	-	1,276	30,160	46,414
2023		31,588	43,849	-	1,276	31,588	45,125
2024		32,088	42,451	1,005	1,273	33,093	43,724
2025-2029		174,074	188,124	8,310	5,979	182,384	194,103
2030-2034		203,080	142,758	19,495	4,655	222,575	147,413
2035-2039		217,730	91,247	12,945	3,051	230,675	94,298
2040-2044		163,915	47,287	14,830	1,740	178,745	49,027
2045-2049		68,825	20,171	10,070	325	78,895	20,496
2050-2054		51,880	9,005	-	-	51,880	9,005
2055		11,695	482	-	-	11,695	482
Total debt service maturities		**1,042,581**	**724,328**	**66,655**	**22,130**	**1,109,236**	**746,458**
Unamortized bond premum/discount		99,266	-	-	-	99,266	-
Total	**$**	**1,141,847**	**724,328**	**66,655**	**22,130**	**1,208,502**	**746,458**

The System Enterprise Revenue Bonds and Notes from Direct Placements are secured by a pledge of 10 percent of all net tuition revenues derived at the System from charges to students for the provision of general instruction by the System, CSU facilities fees (80 percent of first $10 credit hour fee and 100 percent of additional $5 per credit hour fee), CSU-Pueblo facilities fees (100 percent), net revenues derived from the operation of the auxiliary pledged facilities, and net revenues of the CSU Research Building Revolving Fund (RBRF) enterprise. Revenues from the RBRF enterprise include all revenues derived by CSU from the operation of the pledged facilities including allocated recoveries on research contracts and grants performed under the auspices of CSU. Investment earnings from revenue sources are also included. See Note 13 for more information regarding these pledged revenues. The Revenue Bonds and Notes from Direct Placements are special limited obligations of the Board of Governors and do not constitute a general obligation of the Board or the System.

There were no material events regarding rating changes to report for the fiscal years ended June 30, 2019 and 2018.

State of Colorado Certificates of Participation

In fiscal year ended 2008, State of Colorado Senate Bill 08-218 made Federal Mineral Leasing (FML) monies available for capital construction at institutions of higher education. FML money is derived from ongoing leasing and production activities on federal lands within Colorado, and approximately half of these payments go to the State of Colorado. The State used part of this money on November 6, 2008 and issued Certificates of Participation (COPs) to support some higher education construction and maintenance projects. The System received $2.0 million for renovations to the Clark Building in Fort Collins, $22.0 million for renovations to the library building in Pueblo and $554 thousand for security upgrades in Pueblo. The State of Colorado is responsible for making the principal and interest payments on the COPs.

On March 22, 2018, the State issued State of Colorado National Western Center Lease Purchase Financing Program Certificates of Participation, Series 2018 A (Tax-Exempt) and Series 2018 B (Taxable) with a par amount of $50.7 million and $81.4 million, respectively. The 2018 A certificates have an interest rate of 5.0 percent and mature in September 2033. The 2018 B certificates have interest rates ranging from 2.332 to 4.047 percent and mature in September 2038. Annual lease payments are made by the State and are subject to annual appropriations by the Legislature. As a result, this liability is recognized by the State and not included in the System's financial statements.

The certificates are secured by the buildings or equipment acquired with the lease proceeds and any unexpended lease proceeds. The proceeds will be used to fund various projects at the National Western Center in Denver, Colorado (CSU Water Resource Center), and affiliated facilities for the System at the Fort Collins campus (Equine Veterinary Teaching Hospital and Institute for Biological and Translational Therapies). The underlying capitalized assets will be contributed to the System from the State. The System has started construction of the buildings and has completed and capitalized $29.6 million and has $30.5 million capitalized as work in progress.

In fiscal year 2017, State of Colorado Senate Bill 17-267 made monies available for capital construction projects. The State is authorized to issue Certificates of Participation up to a maximum $2.0 billion, in $500.0 million increments over a four-year period starting in fiscal year 2019. On September 26, 2018, the State issued $500.0 million of State of Colorado Rural Colorado Certificates of Participation, Series 2018 A with a par value of $500.0 million. These Certificates of Participation are secured by eligible state buildings. The System received $2.2 million for the repair or replacement of the Moby Arena HVAC system in Fort Collins, $2.0 million to replace/repair walls at Pickett Equine Center in Fort Collins, $2.0 million to repair the exterior enclosure on the Industrial Sciences Building in Fort Collins, $1.2 million to upgrade campus fire systems in Pueblo, $1.1 million to replace obsolete building automation control centers (multiple buildings) in Fort Collins, $1.0 million to replace electrical services at the Foothills Campus, $890 thousand to install a campus security system in Pueblo, $828 thousand to replace the roof on the Glover Building in Fort Collins, and $1.6 million for other small projects. The State of Colorado is responsible for making the principal and interest payments on the COPs.

Interest Rate Swap Agreement

On January 16, 2018, the System entered into a floating to fixed interest rate swap agreement (Swap Agreement) in connection with the Series 2015 D System Enterprise Revenue Bonds (Notes from Direct Placements). The Swap Agreement was entered into with the objective of protecting against the potential rising of interest rates. The Swap Agreement had a notional value of $66.7 million and a negative fair value of $5.0 million as of June 28, 2019. The fair value of the Swap Agreement was recorded as a noncurrent liability and a deferred outflow of resources as of fiscal year ended June 30, 2019. The Swap Agreement had a notional value of $66.7 million and a fair value of $654 thousand as of June 29, 2018. The fair value of the Swap Agreement was recorded as a noncurrent asset and a deferred inflow of resources as of fiscal year ended June 30, 2018. The Swap Agreement has an effective date of July 1, 2019 and a termination date of March 1, 2047.

The Swap Agreement provides for certain payments by The Royal Bank of Canada (RBC) equal to the difference between the fixed rate of 1.91390 percent payable by the System and 70 percent of one-month UDS-LIBOR-BBA, payable by RBC. RBC, counterparty to the Swap Agreement, determined the fair value as of June 28, 2019 using a discounted forecasted cash flow.

There can be risks inherent to interest rate swaps that the System addressed and monitors pursuant to entering into interest rate Swap Agreements:

Termination Risk

Termination Risk is the need to terminate the transaction in a market that dictates a termination payment by the System. It is possible that a termination payment is required in the event of termination of a Swap Agreement due to a counterparty default. In general, exercising the right to optionally terminate an agreement should produce a benefit to the System, either through receipt of a payment from a termination, or if a termination payment is made by the System, a conversion to a more beneficial debt instrument or credit relationship.

Credit Risk

Credit Risk is the risk that the counterparty will not fulfill its obligations. The System considers the Swap Agreement counterparty's (RBC) credit quality rating and whether the counterparty can withstand continuing credit market turmoil. As of June 30, 2019, RBC's credit rating is rated A2 by Moody's and A- by S&P.

The Swap Agreement contract contains a credit support annex that allows for collateral to be posted if the market value threshold exceeds $20.0 million at both parties' current credit rating or $10.0 million if the parties credit rating falls to A2/A.

Basis Index Risk

Basis Index Risk arises as a result of movement in the underlying variable rate indices that may not be in tandem, creating a cost differential that could result in a net cash outflow from the System. Basis Index Risk can also result from the use of floating, but different, indices.

(Amounts expressed in thousands)

As of June 30, 2019, the aggregate notes from direct placements payments and net swap cash payments, assuming current interest rates remain the same, for their term are reflected below:

Future Revenue Bonds and Net Swap Minimum Payments

Year Ending June 30		Principal	Interest	Total Debt Service	Support Fee
2020	$	-	1,279	1,279	281
2021		-	1,276	1,276	280
2022		-	1,276	1,276	280
2023		-	1,276	1,276	280
2024		1,005	1,273	2,278	279
2025-2029		8,310	5,979	14,289	1,312
2030-2034		19,495	4,655	24,150	1,022
2035-2039		12,945	3,051	15,996	669
2040-2044		14,830	1,740	16,570	382
2045-2047		10,070	325	10,395	71
Total Debt Service	**$**	**66,655**	**22,130**	**88,785**	**4,856**

(12) Defeased Obligations

There were no new refunding bond issuances or defeased obligations during the fiscal year ended June 30, 2019. Prior to fiscal year 2019, the System issued System Enterprise Revenue Refunding Bonds, Series 2017 A, B, C, D, E, and F in fiscal year 2018; System Enterprise Revenue and Refunding Bonds, Series 2016 B in fiscal year 2017; System Enterprise Revenue Refunding Bonds, Series 2015 C in fiscal year 2015; System Enterprise Revenue Refunding Bonds, Series 2013 A and B in fiscal year 2013; System Enterprise Revenue Refunding Bonds, Series 2012 B and C in fiscal year 2012; and System Enterprise Refunding Revenue Bonds, Series 2007 B in fiscal year 2008. The escrow deposits from Series 2017 A, B, C, D, E, and F, Series 2016 B, Series 2015 C, and Series 2013 A and B are being used to purchase certain U.S. governmental obligations. The principal and interest from the U.S. governmental obligations will be sufficient to enable the escrow agent to make all future debt service payments on the refunded bonds. As a result, the refunded bonds are considered to be defeased and the liability for those bonds is no longer reflected in the Statements of Net Position.

The following bonds and certificates of participation (COPs) were included in the refundings and have since been redeemed: Auxiliary Facilities Enterprise Refunding and Improvement Revenue Bonds, Series 1996; Auxiliary Facilities Enterprise Refunding and Improvement Revenue Bonds, Series 1997; Certificates of Participation, Series 1997; Student Sports Recreational Facilities Revenue Bonds, Series 1998; Research Building Revolving Fund Enterprise Revenue Bonds, Series 2001; Enterprise System Refunding and Improvement Revenue Bonds, Series 2003 A (partially refunded on 2007 B and fully refunded on 2012 C); Enterprise System Revenue Bonds, Series 2003 B (fully refunded on 2012 B); Enterprise System Revenue Bonds, Series 2005 B (partially refunded on 2012 B and fully refunded on 2013 A); Research Building Revolving Fund Enterprise Revenue Bonds, Series 2005 A (fully refunded on 2007 B); System Enterprise Revenue Bonds, Series 2007 A (partially refunded on 2012 B, partially refunded on 2013 A and B, and fully refunded on 2016 B); System Enterprise Revenue Bonds, Series 2007 B (partially refunded on 2015 C and partially refunded on 2016 B) System Enterprise Revenue Bonds, Series 2008 (partially refunded on 2015 C and partially refunded on 2016 B) and System Enterprise Revenue Bonds, Series 2009 A (partially refunded on 2013 A and partially refunded on 2015 C).

(Amounts expressed in thousands)

System Enterprise Revenue Bonds, Series 2007 C (partially refunded on 2013 B); System Enterprise Revenue Bonds, Series 2012 A (partially refunded on 2017 A); System Enterprise Revenue Bonds Series 2013 C (partially refunded on Series 2017 B and fully refunded on Series 2017 D); System Enterprise Revenue Bonds Series 2013 E (partially refunded on Series 2017 C); System Enterprise Revenue Bonds Series 2015 A (partially refunded on Series 2017 D and partially refunded on Series 2017 F); System Enterprise Revenue Bonds Series 2015 E-1 (partially refunded on Series 2017 C and partially refunded on Series 2017 E); and System Enterprise Revenue Bonds, Series 2015 E-2 (partially refunded on Series 2017 C) were also refunded and have remaining defeased obligations as of June 30, 2019 as follows:

		Original Amount Refunded	Balance June 30, 2019
CSU System Enterprise Revenue Bonds, Series 2007 C	$	14,500	3,925
CSU System Enterprise Revenue Bonds, Series 2012 A		102,125	102,125
CSU System Enterprise Revenue Bonds, Series 2013 C		18,610	18,610
CSU System Enterprise Revenue Bonds, Series 2013 E		117,870	117,870
CSU System Enterprise Revenue Bonds, Series 2015 A		26,675	26,675
CSU System Enterprise Revenue Bonds, Series 2015 E-1		65,130	65,130
CSU System Enterprise Revenue Bonds, Series 2015 E-2		30,335	30,335
Total	**$**	**375,245**	**364,670**

(13) Pledged Revenues and Related Expenses

CSU and CSU-Pueblo are required to pledge certain revenues and report related expenses in accordance with the various bond resolutions. The System Enterprise Revenue Bonds, Revenue Refunding Bonds, Notes from Direct Placements, and Commercial Paper are pledged by ten percent of System tuition revenues, CSU facilities fees (80 percent of first $10 credit hour fee and 100 percent of additional $5 per credit hour fee), CSU-Pueblo facilities fees (100 percent), CSU Research Building Revolving Fund revenues, revenues derived from auxiliaries as defined by bond resolutions, including Canvas Stadium, and federal bond subsidies. The pledged revenues and related expenses were as follows:

		June 30	
		2019	**2018**
Gross auxiliary facility and student fee revenue	$	215,757	191,686
Less auxiliary facility and student fee operating expenses		140,963	132,502
Net auxiliary facility and student fee revenue		74,794	59,184
Other pledged revenue:			
10% of tuition	$	52,742	50,358
Indirect cost recoveries		58,054	55,292
Research facilities		3,593	3,652
Investment income		1,885	1,830
Bond subsidies		1,604	1,597
Net other pledged revenue		117,878	112,729
Total net pledged revenue	**$**	**192,672**	**171,913**

These debt obligations contain provisions to establish and maintain reasonable fees, rates, and other charges to ensure gross revenues are sufficient for debt service coverage. The System is also required to comply with various other covenants while the debt is outstanding. Management of the two institutions believe the universities have met all debt service coverage ratios and have complied with all bond covenants.

(Amounts expressed in thousands)

(14) Capital Lease Obligations

The following is a schedule of the System's future minimum lease payments for obligations under capital leases for each of the five subsequent fiscal years and for five-year increments thereafter.

Fiscal year ending June 30:		Total
2020	$	2,823
2021		2,417
2022		2,083
2023		1,842
2024		1,535
2025-2029		9,808
2030-2034		30
Minimum future lease payments		20,538
Less amount representing interest		2,278
Present value of minimum lease payments	**$**	**18,260**

Capital lease agreements have been utilized to provide for the use of property and equipment. As of June 30, 2019 and 2018, respectively, the System had capital lease obligations in effect with capitalized asset costs of $23.8 million and $25.3 million; accumulated depreciation of $7.1 million for both years; and related outstanding liabilities of $18.3 million and $19.5 million.

(15) Operating Leases

The following is a schedule of the System's aggregate minimum rental commitments for operating leases of real and personal property for each of the five subsequent fiscal years and for five-year increments thereafter.

Fiscal year ending June 30:		Total
2020	$	3,345
2021		2,042
2022		1,996
2023		1,385
2024		1,114
2025-2029		3,861
2030-2034		98
Total	**$**	**13,841**

Rent expense was $3.5 million for the fiscal year ended June 30, 2019 and $3.4 million for the fiscal year ended June 30, 2018.

CSU-Pueblo leases a football stadium from a non-profit organization. The lease expires June 12, 2028 and is renewable subject to CSU-Pueblo meeting certain requirements as specified in the lease terms. The annual rent of the lease is $100; however, CSU-Pueblo pays the annual costs of maintenance and upkeep for the lease premises.

(16) Net Position

The System is subject to multiple constraints, including those imposed by Colorado Constitutional and related legislative actions, State of Colorado statutes, and external third parties.

Under the 1862 Morrill Act, the System holds endowments related to the land granted by the federal government. These funds, including proceeds from the sale of the land and income earned on the assets, are therefore restricted for use under this Act. These amounts are reported as restricted for nonexpendable purposes and restricted for expendable purposes - other on the basic financial statements.

Student loan money is expended according to external restrictions imposed by the program funding sources. The federal programs are administered according to Department of Education Blue Book guidelines. The state match money is restricted by the Colorado Commission on Higher Education policy for student loan programs. These amounts are reported as restricted for expendable purposes - other on the basic financial statements.

Gift funds are restricted based on donor requirements. Available funds include those transferred from the Foundations and not yet spent and those transferred to capital construction projects not yet complete and capitalized. These amounts are reported as restricted for expendable purposes - other on the basic financial statements.

Colorado Revised Statute Section 23-31-118 requires a support fee to be annually assessed to cooperative state or accountable students in the System’s professional veterinary medicine program. The statute specifies that this fee must be credited to a reserve account and used for renovation projects and for the acquisition or replacement of equipment. Other State legislations restrict the use of certain professional veterinary medicine program funds such as pari-mutuel receipts and expenses related to horse racing. Part 10 of Colorado Revised Statute Article 23-31 enacted the Veterinary Education Loan Repayment Program. The program repays educational loans on behalf of select veterinarians practicing in rural areas where veterinary needs are not currently being met. These amounts are reported as restricted for expendable purposes - other on the basic financial statements.

The Forest Restoration Project and Healthy Forest-Vibrant Communities sub funds receive funding via State legislation for use in relation to wildfire risk mitigation and long-term ecological restoration. These amounts are reported as restricted for expendable purposes - other on the basic financial statements.

(Amounts expressed in thousands)

Total restricted net position was as follows:

		June 30	
		2019	**2018**
Restricted for nonexpendable purposes:			
Scholarships, research and other	$	13,426	13,506
Endowment/Land grant		14,423	13,790
Total	**$**	**27,849**	**27,296**
Restricted for expendable purposes:			
Endowment/Land grant	$	1,443	1,531
Student loans		11,900	11,499
Colorado Water Institute		314	284
Sponsored programs		28	-
Gifts		1,475	2,674
Plant fund transfers not capitalized		5,510	3,313
PVM federal and state restrictions		822	724
Colorado State Forest Service legislative funds		9,931	9,645
Workstudy		228	209
Reserves required by third party		1,232	-
Other		147	-
Total	**$**	**33,030**	**29,879**

Although other amounts reflected in unrestricted net position are not externally restricted, they may be internally designated by the System's administration for various purposes.

Discretely presented component unit – In regard to the net position of the CSUS Foundation, all net position is classified as unrestricted. As of June 30, 2019 and 2018, the CSUS Foundation has unrestricted net position of $1.4 million and $1.2 million, respectively.

Discretely presented component unit – The CSU Foundation's net assets without donor restriction consist of undesignated and board designated funds. The board designated net assets are comprised of a securities reserve, charitable gift annuity reserve and quasi-endowments. The CSU Foundations net assets with donor restrictions are restricted for use by CSU colleges and programs and for a permanent source of income. As of June 30, 2019 and 2018, the CSU Foundation's Board has designated $36.5 million and $33.6 million, respectively, of the net assets without donor restrictions to be used for board-designated endowments.

Discretely presented component unit – The CSU-Pueblo Foundation's net assets without donor restriction consist of undesignated and board-designated funds. For both fiscal years ended June 30, 2019 and 2018, CSU-Pueblo Foundation's Board has designated $1.9 million of these funds to be used for an operating reserve for subsequent years' expense, special project awards, and University personnel discretionary funds. The CSU-Pueblo Foundation's net assets with donor restrictions consist of funds subject to expenditure for a specified purpose or time, namely related to academic support and scholarships, and endowments subject to the CSU-Pueblo Foundation endowment spending policy and appropriation.

Other Postemployment Benefits Trust – In regard to the net position of the Trust, all net position is classified as restricted for postemployment benefits other than pensions. As of June 30, 2019 and 2018, the Trust has net position restricted for postemployment benefits other than pensions of $84.0 million and $81.3 million, respectively.

(Amounts expressed in thousands)

(17) Commitments

Outstanding purchase order commitments against future funds not reflected in the financial statements as of June 30, 2019 were $101.7 million. These outstanding purchase order commitments included $34.3 million of System capital construction commitments. CSU capital construction commitments included approximately $6.6 million for the National Western Water Resources Center, $4.6 million for the National Western Center Animal Health Building, $3.0 million for the Center for Vector-Borne Infectious Disease, $1.9 million for the Meridian Village Redevelopment, $1.7 million for the Equine Veterinary Teaching Hospital, $1.4 million for the CSU Center at the National Western Center, and $1.4 million for the LSC West Lawn Lagoon and Detention Pond. CSU-Pueblo capital construction commitments included $1.1 million for the Psychology Building Renovation & Addition. The remaining capital construction commitments were for other small projects at CSU and CSU-Pueblo. Of the remaining noncapital purchase order commitments, approximately $37.3 million were related to CSU sponsored contracts and grants.

In addition to purchase order commitments, CSU has contracted obligations of $47.2 million at June 30, 2019 related to employment hiring incentives and shared costs on long-term federal contracts. The hiring incentives arise in recruiting faculty and research scientists whereby the University commits to pay for various laboratory remodeling, equipment, and other costs that are important to the person in accepting the position. This obligation is binding on the University upon acceptance of the employment offer. The shared cost obligations arise in connection with federal contracts and grants in which the University agrees to pay for certain costs beyond what would otherwise be reimbursed by the sponsor under the contract or grant. Although the University can exercise cancellation clauses to avoid these shared cost obligations, the University has not used that option to avoid such obligations, and such obligations are considered highly probable. In both cases, settlement of the obligations involves payments to third parties, generally within three years.

Outstanding commitments as of June 30, 2019		
Purchase order commitments	$	101,652
Shared cost obligations on long-term revenue contracts		10,103
Obligations under accepted employment offers		37,067
Total	**$**	**148,822**

(18) Employment Benefits

Employees of the System, eligible for retirement benefits, participate in one of three retirement plans. Eligible student employees participate in a Student Employee Retirement Plan (SERP), which is funded solely by student contributions. The SERP is a defined contribution plan administered by a consortium of institutions of higher education in the state. All other eligible employees of the System participate in one of two additional plans, the State Division Trust Fund (SDTF), a defined benefit pension fund administered by the Public Employees' Retirement Association of Colorado (PERA) or an Optional Retirement Plan – The Defined Contribution Plan for Retirement (DCP), subject to eligibility criteria defined by PERA and the University for each separate governing entity.

The System's total payroll for the fiscal years ended June 30, 2019 and 2018 was approximately $697.1 million and $670.6 million, respectively. Payroll for employees covered by the SDTF plan, the DCP plan, and the SERP plan was approximately $162.6 million, $445.6 million, and $14.7 million, respectively, for the fiscal year ended June 30, 2019 and $159.0 million, $430.8 million, and $16.7 million, respectively, for the fiscal year ended June 30, 2018. The remaining employees were not eligible for participation in any of the System's plans.

(a) PERA Defined Benefit Pension Plan

Summary of Significant Accounting Policies

The System participates in the SDTF, a cost-sharing multiple-employer defined benefit pension plan administered by PERA. The net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, pension expense, information about the fiduciary net position and additions to/deductions from the fiduciary net position of the SDTF have been determined using the economic resources measurement focus and the accrual basis of accounting. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

The Colorado General Assembly passed significant pension reform through Senate Bill (SB) 18-200: *Concerning Modifications To the Public Employees' Retirement Association Hybrid Defined Benefit Plan Necessary to Eliminate with a High Probability the Unfunded Liability of the Plan Within the Next Thirty Years.* The bill was signed into law by Governor Hickenlooper on June 4, 2018. A brief description of some of the major changes to plan provisions required by SB 18-200 for the SDTF are listed below. A full copy of the bill can be found online at www.leg.colorado.gov.

- Increases employer contribution rates for the SDTF by 0.25 percent on July 1, 2019.
- Increases employee contribution rates for the SDTF by a total of 2.0 percent (to be phased in over a period of three years starting on July 1, 2019).
- As specified in C.R.S. § 24-51-413, the State is required to contribute $225.0 million each year to PERA starting on July 1, 2018. A portion of the direct distribution payment is allocated to the SDTF based on the proportionate amount of annual payroll of the SDTF to the total annual payroll of the SDTF, School Division Trust Fund, Judicial Division Trust Fund, and Denver Public Schools Division Trust Fund.
- Modifies the retirement benefits, including temporarily suspending and reducing the annual increase for all current and future retirees, increases the highest average salary for employees with less than five years of service credit on December 31, 2019, and raises the retirement age for new employees.
- Member contributions, employer contributions, the direct distribution from the State, and the annual increases will be adjusted based on certain statutory parameters beginning July 1, 2020, and then each year thereafter, to help keep PERA on path to full funding in 30 years.
- Expands eligibility to participate in the PERA DC Plan to certain new members of the State Division hired on or after January 1, 2019, who are classified State College and University employees. Beginning January 1, 2021, and every year thereafter, employer contribution rates for the SDTF will be adjusted to include a defined contribution supplement based on the employer contribution amount paid to defined contribution plan participant accounts that would have otherwise gone to the defined benefit trusts to pay down the unfunded liability plus any defined benefit investment earnings thereon.

Plan Description

Eligible employees of the System are provided with pensions through the SDTF. Plan benefits are specified in Title 24, Article 51 of the Colorado Revised Statutes (C.R.S.), administrative rules set forth at 8 C.C.R. 1502-1, and applicable provisions of the federal Internal Revenue Code. Colorado State law provisions may be amended from time to time by the Colorado General Assembly. PERA issues a publicly available comprehensive annual financial report (CAFR) that can be obtained at www.copera.org/investments/pera-financial-reports.

Benefits Provided

PERA provides retirement, disability, and survivor benefits. Retirement benefits are determined by the amount of service credit earned and/or purchased, highest average salary, the benefit structure(s) under which the member retires, the benefit option selected at retirement, and age at retirement. Retirement eligibility is specified in tables set forth at C.R.S. § 24-51-602, 604, 1713, and 1714.

The lifetime retirement benefit for all eligible retiring employees under the PERA benefit structure is the greater of the:

- Highest average salary multiplied by 2.5 percent and then multiplied by years of service credit.
- The value of the retiring employee's member contribution account plus a 100.0 percent match on eligible amounts as of the retirement date. This amount is then annuitized into a monthly benefit based on life expectancy and other actuarial factors.

In all cases the service retirement benefit is limited to 100.0 percent of highest average salary and also cannot exceed the maximum benefit allowed by federal Internal Revenue Code.

Members may elect to withdraw their member contribution accounts upon termination of employment with all PERA employers; waiving rights to any lifetime retirement benefits earned. If eligible, the member may receive a match of either 50.0 percent or 100.0 percent on eligible amounts depending on when contributions were remitted to PERA, the date employment was terminated, whether five years of service credit has been obtained and the benefit structure under which contributions were made.

As of December 31, 2018, benefit recipients who elect to receive a lifetime retirement benefit are generally eligible to receive post-retirement cost-of-living adjustments in certain years, referred to as annual increases in the C.R.S. Pursuant to SB 18-200, there are no annual increases (AI) for 2018 and 2019 for all benefit recipients. Thereafter, benefit recipients under the PERA benefit structure who began eligible employment before January 1, 2007, will receive an annual increase, unless PERA has a negative investment year, in which case the annual increase for the next three years is the lesser of 1.5 percent or the average of the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) for the prior calendar year. Benefit recipients under the PERA benefit structure who began eligible employment after January 1, 2007, will receive the lesser of an annual increase of 1.5 percent or the average CPI-W for the prior calendar year, not to exceed 10.0 percent of PERA's Annual Increase Reserve (AIR) for the SDTF. The automatic adjustment provision may raise or lower the aforementioned AI for a given year by up to one-quarter of 1.0 percent based on the parameters specified C.R.S. § 24-51-413. Disability benefits are available for eligible employees once they reach five years of earned service credit and are determined to meet the definition of disability.

Survivor benefits are determined by several factors, which include the amount of earned service credit, highest average salary of the deceased, the benefit structure(s) under which service credit was obtained, and the qualified survivor(s) who will receive the benefits.

(Amounts expressed in thousands)

Contributions

Eligible employees, the System, and the State are required to contribute to the SDTF at a rate set by Colorado statute. The contribution requirements for the SDTF are established under C.R.S. § 24-51-401, *et seq.* and § 24-51-413. Employee contribution rates for the period of July 2018 through June 2019 are summarized in the table below:

	July 1, 2018 through December 31, 2018	January 1, 2019 through June 30, 2019
Employee contribution	8.00%	8.00%

Contribution rates for the SDTF are expressed as a percentage of salary as defined in C.R.S. § 24-51-101(42).

The employer contribution requirements for all employees are summarized in the table below:

	Fiscal Year 2018		Fiscal Year 2019	
	CY17	CY18		CY19
	7/1 to 12/31	1/1 to 6/30	7/1 to 12/31	1/1 to 6/30
Employer contribution rate	10.15%	10.15%	10.15%	10.15%
Apportioned to the Health Care Trust Fund[1]	-1.02%	-1.02%	-1.02%	-1.02%
Apportioned to the SDTF	9.13%	9.13%	9.13%	9.13%
Amortization Equalization Disbursement (AED)[2]	5.00%	5.00%	5.00%	5.00%
Supplemental Amortization Equalization Disbursement (SAED)[2]	5.00%	5.00%	5.00%	5.00%
Total employer contribution rate to the SDTF	**19.13%**	**19.13%**	**19.13%**	**19.13%**

[1]As specified in C.R.S. § 24-51-208(1)(f).
[2]As specified in C.R.S. § 24-51-411.

Contribution rates for the SDTF are expressed as a percentage of salary as defined in C.R.S. § 24-51-101(42).

As specified in C.R.S. § 24-51-413, the State is required to contribute $225.0 million each year to PERA starting on July 1, 2018. A portion of the direct distribution payment is allocated to the SDTF based on the proportionate amount of annual payroll of the SDTF to the total annual payroll of the SDTF, School Division Trust Fund, Judicial Division Trust Fund, and Denver Public Schools Division Trust Fund.

Employer contributions are recognized by the SDTF in the period in which the compensation becomes payable to the member and the System is statutorily committed to pay the contributions to the SDTF. Employer contributions recognized by the SDTF from the System for the fiscal years ended June 30, 2019, 2018 and 2017, included the 1.02 percent apportioned to the Health Care Trust Fund of $1.7 million, $1.6 million, and $1.6 million, respectively, and totaled $37.6 million, $32.5 million, and $30.5 million, respectively.

(Amounts expressed in thousands)

Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

The net pension liability for the SDTF was measured as of December 31, 2018, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of December 31, 2017. Standard update procedures were used to roll-forward the total pension liability to December 31, 2018. The System proportion of the net pension liability was based on System contributions to the SDTF for the calendar year 2018 relative to the total contributions of participating employers and the State as a nonemployer contributing entity for participating employers of the SDTF that are outside of the State's financial reporting entity.

As of fiscal years ended June 30, 2019 and 2018, the System reported a liability of $611.6 million and $1.1 billion, respectively, for its proportionate share of the net pension liability.

At December 31, 2018, the System proportion was 5.37 percent, which was a decrease of 0.05 percent from its proportion measured as of December 31, 2017.

The System has no legal obligation to fund this liability, nor does it have any ability to affect funding, benefit or annual required contribution decisions made by PERA or the General Assembly.

For the fiscal years ended June 30, 2019 and 2018, the System recognized pension expense of negative $34.9 million and $243.8 million, respectively. This included $4.2 million in State support for PERA pension as of fiscal year ended June 30, 2019.

The System reported deferred outflows of resources related to pensions from the following sources:

		June 30	
		2019	**2018**
Difference between expected and actual experience	$	17,488	16,914
Changes of assumptions or other inputs		32,201	188,353
Net difference between projected and actual earnings on pension plan investments		30,890	-
Changes in proportion and differences between contributions recognized and proportionate share of contributions		1,234	1,492
Contributions subsequent to the measurement date		15,756	15,219
Total	**$**	**97,569**	**221,978**

The System reported deferred inflows of resources related to pensions from the following sources:

		June 30	
		2019	**2018**
Changes of assumptions or other inputs	$	315,796	-
Net difference between projected and actual earnings on pension plan investments		-	40,856
Changes in proportion and differences between contributions recognized and proportionate share of contributions		5,741	2,780
Total	**$**	**321,537**	**43,636**

(Amounts expressed in thousands)

$15.8 million reported as deferred outflows of resources related to pensions, resulting from contributions subsequent to the measurement date, will be recognized as a reduction of the net pension liability during the fiscal year ending June 30, 2020. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

Fiscal year ending June 30		**Total**
2020	$	(113,556)
2021		(144,601)
2022		1,517
2023		16,916
Total	**$**	**(239,724)**

Actuarial Assumptions

The total pension liability in the December 31, 2017 actuarial valuation was determined using the following actuarial cost method, actuarial assumptions and other inputs:

Actuarial cost method	Entry age
Price inflation	2.40%
Real wage growth	1.10%
Wage inflation	3.50%
Salary increases, including wage inflation	3.50 – 9.17 %
Long-term investment rate of return, net of pension plan investment expenses, including price inflation	7.25%
Discount rate	4.72%
Post-retirement benefit increases:	
PERA benefit structure hired prior to 1/1/07 (automatic)	2.00% compounded annually
PERA benefit structure hired after 12/31/06 (ad hoc, substantively automatic)	Financed by the Annual Increase Reserve

The revised assumptions shown below were reflected in the roll-forward calculation of the total pension liability from December 31, 2017 to December 31, 2018:

Discount rate	7.25%
Post-retirement benefit increases:	
PERA benefit structure hired prior to 1/1/07 (automatic)	0.00% through 2019 and 1.50% compounded annually, thereafter
PERA benefit structure hired after 12/31/06 (ad hoc, substantively automatic)	Financed by the Annual Increase Reserve

Healthy mortality assumptions for active members reflect the RP-2014 White Collar Employee Mortality Table, a table specifically developed for actively working people. To allow for an appropriate margin of improved mortality prospectively, the mortality rates incorporate a 70.0 percent factor applied to male rates and a 55.0 percent factor applied to female rates.

Healthy, post-retirement mortality assumptions reflect the RP-2014 Healthy Annuitant Mortality Table, adjusted as follows:

- Males: Mortality improvement projected to 2018 using the MP-2015 projection scale, a 73.0 percent factor applied to rates for ages less than 80, a 108.0 percent factor applied to rates for ages 80 and above, and further adjustments for credibility.
- Females: Mortality improvement projected to 2020 using the MP-2015 projection scale, a 78.0 percent factor applied to rates for ages less than 80, a 109.0 percent factor applied to rates for ages 80 and above, and further adjustments for credibility.

For disabled retirees, the mortality assumption was based on 90.0 percent of the RP-2014 Disabled Retiree Mortality Table.

The actuarial assumptions used in the December 31, 2016, valuations were based on the results of the 2016 experience analysis for the periods January 1, 2012, through December 31, 2015, as well as, the October 28, 2016, actuarial assumptions workshop and were adopted by the PERA Board during the November 18, 2016, Board meeting.

The long-term expected return on plan assets is reviewed as part of regular experience studies prepared every four or five years for PERA. Recently, this assumption has been reviewed more frequently. The most recent analyses were outlined in presentations to PERA's Board on October 28, 2016.

Several factors were considered in evaluating the long-term rate of return assumption for the SDTF, including long-term historical data, estimates inherent in current market data, and a log-normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected return, net of investment expense and inflation) were developed for each major asset class. These ranges were combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and then adding expected inflation.

(Amounts expressed in thousands)

As of the most recent adoption of the long-term expected rate of return by the PERA Board, the target asset allocation and best estimates of geometric real rates of return for each major asset class are summarized in the following table:

Asset Class	Target Allocation	30 Year Expected Geometric Real Rate of Return
U.S. equity - large cap	21.20%	4.30%
U.S. equity - small cap	7.42%	4.80%
Non U.S. equity - developed	18.55%	5.20%
Non U.S. equity - emerging	5.83%	5.40%
Core fixed income	19.32%	1.20%
High yield	1.38%	4.30%
Non U.S. fixed income - developed	1.84%	0.60%
Emerging market debt	0.46%	3.90%
Core real estate	8.50%	4.90%
Opportunity fund	6.00%	3.80%
Private equity	8.50%	6.60%
Cash	1.00%	0.20%
Total	**100.00%**	

In setting the long-term expected rate of return, projections employed to model future returns provide a range of expected long-term returns that, including expected inflation, ultimately support a long-term expected rate of return assumption of 7.25 percent.

Discount Rate

The discount rate used to measure the total pension liability was 7.25 percent. The projection of cash flows used to determine the discount rate applied the actuarial cost method and assumptions shown above. In addition, the following methods and assumptions were used in the projection of cash flows:

- Total covered payroll for the initial projection year consists of the covered payroll of the active membership present on the valuation date and the covered payroll of future plan members assumed to be hired during the year. In subsequent projection years, total covered payroll was assumed to increase annually at a rate of 3.5 percent.

- Employee contributions were assumed to be made at the member contribution rates in effect for each year, including scheduled increases in SB 18-200. Employee contributions for future plan members were used to reduce the estimated amount of total service costs for future plan members.

- Employer contributions were assumed to be made at rates equal to the fixed statutory rates specified in law for each year, including the scheduled increase in SB 18-200. Employer contributions also include current and estimated future AED and SAED, until the actuarial value funding ratio reaches 103.0 percent, at which point, the AED and SAED will each drop 0.5 percent every year until they are zero. Additionally, estimated employer contributions included reductions for the funding of the AIR and retiree health care benefits. For future plan members, employer contributions were further reduced by the estimated amount of total service costs for future plan members not financed by their member contributions.

- As specified in law, the State will provide an annual direct distribution of $225.0 million (actual dollars), commencing July 1, 2018, that is proportioned between the State, School, Judicial, and DPS Division Trust Funds based upon the covered payroll of each Division. The annual direct distribution ceases when all Division Trust Funds are fully funded.

(Amounts expressed in thousands)

- Employer contributions and the amount of total service costs for future plan members were based upon a process to estimate future actuarially determined contributions assuming an analogous future plan member growth rate.
- The AIR balance was excluded from the initial fiduciary net position, as, per statute, AIR amounts cannot be used to pay benefits until transferred to either the retirement benefits reserve or the survivor benefits reserve, as appropriate. AIR transfers to the fiduciary net position and the subsequent AIR benefit payments were estimated and included in the projections.
- Benefit payments and contributions were assumed to be made at the middle of the year.

Based on the above assumptions and methods, the projection test indicates the SDTF's fiduciary net position was projected to be available to make all projected future benefit payments of current members. Therefore, the long-term expected rate of return of 7.25 percent on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability. The discount determination does not use the municipal bond index rate, and therefore, the discount rate is 7.25 percent.

As of the prior measurement date, the long-term expected rate of return on plan investments of 7.25 percent and the municipal bond index rate of 3.43 percent were used in the discount rate determination resulting in a discount rate of 4.72 percent, 2.53 percent lower compared to the current measurement date.

Sensitivity of the System Proportionate Share of the Net Pension Liability to Changes in the Discount Rate

The following presents the proportionate share of the net pension liability calculated using the discount rate of 7.25 percent, as well as what the proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1-percentage-point lower (6.25 percent) or 1-percentage-point higher (8.25 percent) than the current rate:

	1% Decrease (6.25%)	Current Discount Rate (7.25%)	1% Increase (8.25%)
Proportionate share of the net pension liability	$ 760,264	611,552	485,728

Pension Plan Fiduciary Net Position

Detailed information about the SDTF's fiduciary net position is available in PERA's CAFR which can be obtained at www.copera.org/investments/pera-financial-reports.

Payables to the Pension Plan

The System reported a payable of $2.5 million and $2.4 million for the outstanding amount of contributions to the PERA SDTF required for the fiscal year ended June 30, 2019 and 2018, respectively.

(b) Other Retirement Plans

Voluntary Investment Program (PERAPlus 401(K) Plan)

Plan Description

Employees of the System that are also members of the SDTF may voluntarily contribute to the Voluntary Investment Program, an Internal Revenue Code Section 401(k) defined contribution plan administered by PERA. Title 24, Article 51, Part 14 of the C.R.S., as amended, assigns the authority to establish the Plan provisions to the PERA Board of Trustees. PERA issues a publicly available CAFR which includes additional information on the Voluntary Investment Program. That report can be obtained at www.copera.org/investments/pera-financial-reports.

Funding Policy

The Voluntary Investment Program is funded by voluntary member contributions up to the maximum limits set by the Internal Revenue Service, as established under Title 24, Article 51, Section 1402 of the C.R.S., as amended. Employees are immediately vested in their own contributions and investment earnings. For the fiscal year ended June 30, 2019, program members contributed $1.6 million for the Voluntary Investment Program.

Defined Contribution Retirement Plan (PERA DC Plan)

Plan Description

Employees of the State of Colorado that were hired on or after January 1, 2006, and employees of certain community colleges that were hired on or after January 1, 2008, which were eligible to participate in the SDTF, a cost-sharing multiple-employer defined benefit pension plan, have the option to participate in the SDTF or the Defined Contribution Retirement Plan (PERA DC Plan). SB 18-200 expands eligibility to participate in the PERA DC Plan to certain new employees hired on or after January 1, 2019, who are classified State College and University employees. The PERA DC Plan is an Internal Revenue Code Section 401(a) governmental profit-sharing defined contribution plan. Title 24, Article 51, Part 15 of the C.R.S., as amended, assigns the authority to establish Plan provisions to the PERA Board of Trustees. The DC Plan is also included in PERA's CAFR as referred to above.

Funding Policy

All participating employees in the PERA DC Plan and the System are required to contribute a percentage of the participating employees' PERA-includable salary to the PERA DC Plan. The employee and employer contribution rates for the period July 2018 through June 2019 are summarized in the tables below:

(Amounts expressed in thousands)

	July 1, 2018 Through December 31, 2018	January 1, 2019 Through June 30, 2019
Employee Contribution Rates:		
Employee Contribution	8.00%	8.00%
Employer Contribution Rates:		
On behalf of all employees	10.15%	10.15%

Additionally the employers are required to contribute AED and SAED to the SDTF as follows:

	As of the fiscal year ended June 30, 2019
Amortization Equalization Disbursement (AED)[1]	5.00%
Supplemental Amortization Equalization Disbursement (SAED)[1]	5.00%
Total employer contribution rate to the SDTF[2]	**10.00%**

[1]As specified in C.R.S. § 24-51-411.

[2]Rates are expressed as a percentage of salary as defined in C.R.S. § 24-51-101(42).

Contribution requirements are established under Title 24, Article 51, Section 1505 of the C.R.S., as amended. Participating employees of the PERA DC Plan are immediately vested in their own contributions and investment earnings and are immediately 50.0 percent vested in the amount of employer contributions made on their behalf. For each full year of participation, vesting of employer contributions increases by 10.0 percent. Forfeitures are used to pay expenses of the PERA DC Plan in accordance with PERA Rule 16.80 as adopted by the PERA Board of Trustees in accordance with Title 24, Article 51, Section 204 of the C.R.S. As a result, forfeitures do not reduce pension expense. Participating employees in the PERA DC Plan contributed $4 thousand and the System recognized contributions of $5 thousand, respectively, for the PERA DC Plan.

457 Deferred Compensation Plan

The PERA Deferred Compensation Plan (457 Plan) was established July 1, 2009 as a continuation of the State's deferred compensation plan, which was established for state and local government employees in 1981. At July 1, 2009, the State's administrative functions for the 457 Plan were transferred to PERA, where all costs of administration and funding are borne by the plan participants. In calendar year 2018, participants were allowed to make contributions of up to 100.0 percent of their annual gross salary (reduced by the percentage of their PERA contribution) to a maximum of $18,500. Participants who are age 50 and older, an contributing the maximum amount allowable were allowed to make an additional $6,000 contribution in 2018. Special 457(B) catch-up contributions allow a participant for three years prior to the normal retirement age to contribute the lesser of (1) twice the annual limit ($37,000 in 2018, and $38,000 in 2019), or (2) the basic annual limit plus the amount of the basic limit not used in prior years (only allowed if not using age 50 or over catch-up contributions). Contributions and earnings are tax-deferred. At December 31, 2018, the Plan had 273 participants.

(c) Optional Retirement Plan – The Defined Contribution Plan for Retirement (DCP)

Under each University's optional retirement plan, all Academic Faculty, Administrative Professionals, Post-Doctoral Fellows, Veterinary Interns and Clinical Psychology Interns appointed on or after April 1, 1993, are required as a condition of employment under Colorado law to participate in either the Defined Contribution Plan (DCP) for Retirement or, in very limited cases, in the PERA Defined Benefit plan (as eligibility permits). DCP participants may select from three investment companies as follows:

1. Fidelity Investments / MetLife (eligible Faculty/Staff at CSU-Pueblo do not have access to this investment company)
2. Teachers Insurance and Annuity Association (TIAA)
3. AIG Retirement Services (AIG)

The defined contribution retirement plans are established pursuant to state statute (24-54.5-101 to 24-54.5-107 C.R.S.). The CSU plan was adopted by the Board of Governors in December 1992 and the CSU-Pueblo plan was adopted in April 1993. The Defined Contribution Retirement Plan is a qualified plan under Section 401(a) of the IRC. CSU and CSU-Pueblo are the Plan Sponsors. All participants contribute the required 8.0 percent of eligible salary. As required, CSU provides a matching contribution of 12.0 percent of eligible salary for all "permanent" appointees (those with regular, special and senior teaching appointments at half-time or greater) and for temporary appointees with appointments of half-time or greater for the second and subsequent consecutive year(s). CSU-Pueblo provides a matching contribution of 10.8 percent, as required, of eligible salary for all nonstudent employees, including those employees at less than half-time and nonstudent temporary, hourly employees. Both employee and employer contributions are vested immediately. Investments are participant-directed within the funds available through the authorized investment companies. The System's aggregate contribution to the above three vendors was equal to 11.5 percent of covered payroll or approximately $51.1 million for the fiscal year ended June 30, 2019 and 11.0 percent of covered payroll or approximately $47.4 million for the fiscal year ended June 30, 2018. The employee aggregate contribution to the above three vendors was equal to 8.0 percent of covered payroll or approximately $35.6 million for the fiscal year ended June 30, 2019 and $34.5 million for the fiscal year ended June 30, 2018.

The Federal retirement system covers a very limited number of employees at CSU Extension. The System's contribution to this plan was approximately $51 thousand for the fiscal year ended June 30, 2019 and $68 thousand for the fiscal year ended June 30, 2018.

(d) Student Employee Retirement Program

Eligible student employees contribute 7.5 percent of covered payroll to the student employee retirement program (SERP). The SERP is funded entirely through employee contributions with no employer match. The SERP is a mandatory plan for all student employees who are enrolled at CSU but are not classified as a half-time student or greater. The SERP was established pursuant to state statute (24-54.6-101 through 24-54.6-106 C.R.S.) as a mandatory nonqualified plan under 403(b) of the IRC in lieu of mandatory old age, survivors, and disability insurance (OASDI) coverage. The student retirement plan is a defined contribution plan administered by the individual agencies that make up the System, as applicable. All contributions are vested immediately and are participant-directed within the funds available through the sole investment company, TIAA-CREF. The contribution by student employees for the fiscal years ended June 30, 2019 and 2018 was approximately $1.1 million and $1.3 million, respectively.

(e) Health Insurance Programs

The System's contribution to the various third-party health insurance programs was approximately $23.0 million and $21.7 million for the fiscal years ended June 30, 2019 and 2018, respectively.

(19) Risk Financing and Insurance-Related Activities

CSU manages a combination of self-insured and fully-insured property and casualty insurance programs to best protect the University's assets. At CSU, separate accounts currently make up the self-insured program: workers' compensation, liability, auto comprehensive/collision and property. CSU contracts various day-to-day operations of the self-funded benefit plan, including claims processing, to third-party administrators. CSU carries excess insurance for liability and workers' compensation claims over $500 thousand per occurrence, including claims arising from employment practices. CSU's excess liability limits for this insurance are $25.0 million per occurrence. CSU self-insures for property insurance claims less than $100 thousand per occurrence with a $1 thousand deductible per occurrence paid by the university department incurring the loss. CSU purchases property insurance with limits of $1.0 billion. In addition to this, CSU carries auto insurance for out-of-state vehicles and workers' compensation for out-of-state employees, student intern professional liability, professional liability insurance (Architects & Engineers), crime insurance, foreign liability insurance, Canadian Liability, Cyber Liability, Aviation Liability, Unmanned Aerial Vehicles Liability, TULIP (Tenant User Liability Insurance Program), and self-insures for in-state auto insurance. As of March 1, 2016, CSU purchased liability, professional liability, and pollution liability for The Center for Environmental Management Military Lands (CEMML) operations, including their prescribed burn operations. This insurance included a primary layer of $2.0 million aggregate, an umbrella layer of $5.0 million, and an excess layer of $5.0 million. In October 2017, after Board approval, additional limits were purchased so that CEMML could manage, and otherwise supervise prescribed burn activities. This resulted in insurance placed with total limits of liability equaling $50.0 million for CEMML.

In addition to the above, CSU is self-insured for various other risks of loss. At CSU, separate accounts currently make up the self-insured program: healthcare, dental, short-term disability, and an unallocated reserve fund. CSU contracts various day-to-day operations of the self-funded benefit plans, including claims processing, to third-party administrators. Program funding is derived from a combination of premiums paid by benefit plan participants and various institutional match amounts. The self-funded benefit plans are fully self-insured except for healthcare coverage, which is reinsured for claims expenses above $350 thousand per covered employee per year. The Unallocated Reserve Account is a general contingency reserve fund for miscellaneous and unanticipated expenses of the other health related accounts.

The amount of claims and administrative costs for the self-funded plans for the fiscal years ended June 30, 2019 and 2018 did not exceed plan revenues and reserves. Eligible faculty and nonclassified staff employees may select from various benefit plans and may elect to make premium contributions in the form of a pre-tax salary reduction.

The above health related programs had estimated claim liabilities of $30.6 million and $26.6 million at June 30, 2019 and 2018, respectively, which include incurred but not reported claims (IBNR) along with known claims at year end. These estimates are made through a combination of analyzing payments in early months of the subsequent year, historical trends, industry guidelines, and underwriting advice from our third-party administrator and benefits consultant.

In addition to these claims, workers' compensation had estimated claim liabilities of $3.5 million and $3.8 million at June 30, 2019 and 2018, respectively. Liability self-insurance had estimated claim liabilities of $895 thousand and $144 thousand at June 30, 2019 and 2018, respectively. These estimates are based on current data and actuarial reports. Property self-insurance had no estimated claim liabilities at June 30, 2019 and 2018.

(Amounts expressed in thousands)

The changes in the balance of claim liabilities were as follows:

		2019	2018
Claim liabilities, beginning of year	$	30,548	29,917
Incurred claims (including IBNR)		62,504	57,038
Claim payments		(58,077)	(56,407)
Claim liabilities, end of year	**$**	**34,975**	**30,548**

Claims liabilities are recorded in accrued liabilities, deposits held for others, and other noncurrent liabilities on the Statements of Net Position.

(20) Postemployment Healthcare and Life Insurance Benefits

(a) PERA Postemployment Healthcare Plan

Summary of Significant Accounting Policies

The System participates in the Health Care Trust Fund (HCTF), a cost-sharing multiple-employer defined benefit OPEB fund administered by the Public Employees' Retirement Association of Colorado (PERA). The net OPEB liability, deferred outflows of resources and deferred inflows of resources related to OPEB, OPEB expense, information about the fiduciary net position and additions to/deductions from the fiduciary net position of the HCTF have been determined using the economic resources measurement focus and the accrual basis of accounting. For this purpose, benefits paid on behalf of healthcare participants are recognized when due and/or payable in accordance with the benefit terms. Investments are reported at fair value.

Plan Description

Eligible employees of the System are provided with OPEB through the HCTF—a cost-sharing multiple-employer defined benefit OPEB plan administered by PERA. The HCTF is established under Title 24, Article 51, Part 12 of the Colorado Revised Statutes (C.R.S.), as amended. Colorado State law provisions may be amended from time to time by the Colorado General Assembly. Title 24, Article 51, Part 12 of the C.R.S., as amended, sets forth a framework that grants authority to the PERA Board to contract, self-insure, and authorize disbursements necessary in order to carry out the purposes of the PERACare program, including the administration of the premium subsidies. Colorado State law provisions may be amended from time to time by the Colorado General Assembly. PERA issues a publicly available comprehensive annual financial report (CAFR) that can be obtained at www.copera.org/investments/pera-financial-reports.

Benefits Provided

The HCTF provides a healthcare premium subsidy to eligible participating PERA benefit recipients and retirees who choose to enroll in one of the PERA healthcare plans, however, the subsidy is not available if only enrolled in the dental and/or vision plan(s). The healthcare premium subsidy is based upon the benefit structure under which the member retires and the member's years of service credit. For members who retire having service credit with employers in the Denver Public Schools (DPS) Division and one or more of the other four Divisions (State, School, Local Government and Judicial), the premium subsidy is allocated between the HCTF and the Denver Public Schools Health Care Trust Fund (DPS HCTF). The basis for the amount of the premium subsidy funded by each trust fund is the percentage of the member contribution account balance from each division as it relates to the total member contribution account balance from which the retirement benefit is paid.

C.R.S. § 24-51-1202 et seq. specifies the eligibility for enrollment in the healthcare plans offered by PERA and the amount of the premium subsidy. The law governing a benefit recipient's eligibility for the subsidy and the amount of the subsidy differs slightly depending under which benefit structure the benefits are calculated. All benefit recipients under the PERA benefit structure are eligible for a premium subsidy, if enrolled in a healthcare plan under PERACare.

Enrollment in the PERACare is voluntary and is available to benefit recipients and their eligible dependents, certain surviving spouses, and divorced spouses and guardians, among others. Eligible benefit recipients may enroll into the program upon retirement, upon the occurrence of certain life events, or on an annual basis during an open enrollment period.

The maximum service-based premium subsidy is $230 per month for benefit recipients who are under 65 years of age and who are not entitled to Medicare; the maximum service-based subsidy is $115 per month for benefit recipients who are 65 years of age or older or who are under 65 years of age and entitled to Medicare. The basis for the maximum service-based subsidy, in each case, is for benefit recipients with retirement benefits based on 20 or more years of service credit. There is a 5.0 percent reduction in the subsidy for each year less than 20. The benefit recipient pays the remaining portion of the premium to the extent the subsidy does not cover the entire amount.

For benefit recipients who have not participated in Social Security and who are not otherwise eligible for premium-free Medicare Part A for hospital-related services, C.R.S. § 24-51-1206(4) provides an additional subsidy. According to the statute, PERA cannot charge premiums to benefit recipients without Medicare Part A that are greater than premiums charged to benefit recipients with Part A for the same plan option, coverage level, and service credit. Currently, for each individual PERACare enrollee, the total premium for Medicare coverage is determined assuming plan participants have both Medicare Part A and Part B and the difference in premium cost is paid by the HCTF on behalf of benefit recipients not covered by Medicare Part A.

Contributions

Pursuant to Title 24, Article 51, Section 208(1)(f) of the C.R.S., as amended, certain contributions are apportioned to the HCTF. PERA-affiliated employers of the State, School, Local Government, and Judicial Divisions are required to contribute at a rate of 1.02 percent of PERA-includable salary into the HCTF.

Employer contributions are recognized by the HCTF in the period in which the compensation becomes payable to the member and the System is statutorily committed to pay the contributions. Employer contributions recognized by the HCTF from the System were $1.7 million and $1.6 million for the fiscal years ended June 30, 2019 and 2018, respectively.

OPEB Liabilities, OPEB Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB

As of fiscal years ended June 30, 2019 and 2018, the System reported a liability of $25.7 million and $25.0 million, respectively, for its proportionate share of the net OPEB liability. The net OPEB liability for the HCTF was measured as of December 31, 2018, and the total OPEB liability used to calculate the net OPEB liability was determined by an actuarial valuation as of December 31, 2017. Standard update procedures were used to roll-forward the total OPEB liability to December 31, 2018. The

(Amounts expressed in thousands)

System's proportion of the net OPEB liability was based on the System's contributions to the HCTF for the calendar year 2018 relative to the total contributions of participating employers to the HCTF.

At December 31, 2018, the System's proportion was 1.89 percent, which was a decrease of 0.03 percent from its proportion measured as of December 31, 2017.

For the fiscal years ended June 30, 2019 and 2018, the System recognized OPEB expense of $2.0 million in both years.

At June 30, 2019, the System reported deferred outflows of resources related to OPEB from the following sources:

		June 30	
		2019	**2018**
Difference between expected and actual experience	$	93	118
Changes of assumptions or other inputs		180	-
Net difference between projected and actual on OPEB plan investments		148	-
Changes in proportion and differences between contributions recognized and proportionate share of contributions		59	45
Contributions subsequent to the measurement date		823	797
Total	**$**	**1,303**	**960**

At June 30, 2019, the System reported deferred inflows of resources related to OPEB from the following sources:

		June 30	
		2019	**2018**
Difference between expected and actual experience	$	39	-
Net difference between projected and actual earnings on OPEB plan investments		-	418
Changes in proportion and differences between contributions recognized and proportionate share of contributions		397	14
Total	**$**	**436**	**432**

$823 thousand reported as deferred outflows of resources related to OPEB, resulting from contributions subsequent to the measurement date, will be recognized as a reduction of the net OPEB liability in the fiscal year ending June 30, 2020. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized in OPEB expense as follows:

(Amounts expressed in thousands)

Fiscal year ending June 30		Total
2020	$	(4)
2021		(4)
2022		(4)
2023		99
2024		(41)
Thereafter		(2)
Total	**$**	**44**

Actuarial Assumptions

The total OPEB liability in the December 31, 2017 actuarial valuation was determined using the following actuarial cost method, actuarial assumptions and other inputs:

Actuarial cost method	Entry age
Price inflation	2.40%
Real wage growth	1.10%
Wage inflation	3.50%
Salary increases, including wage inflation	3.50% in aggregate
Long-term investment rate of return, net of OPEB plan investment expenses, including price inflation	7.25%
Discount rate	7.25%
Healthcare cost trend rates	
Service-based premium subsidy	0.00%
PERACare Medicare plans	5.00%
Medicare Part A premiums	3.25% for 2018, gradually rising to 5.00% in 2025

Calculations are based on the benefits provided under the terms of the substantive plan in effect at the time of each actuarial valuation and on the pattern of sharing of costs between employers of each fund to that point.

The actuarial assumptions used in the December 31, 2017, valuations were based on the results of the 2016 experience analysis for the periods January 1, 2012, through December 31, 2015, as well as, the October 28, 2016, actuarial assumptions workshop and were adopted by the PERA Board during the November 18, 2016, Board meeting. In addition, certain actuarial assumptions pertaining to per capita health care costs and their related trends are analyzed and reviewed by PERA's actuary, as discussed below.

(Amounts expressed in thousands)

In determining the additional liability for PERACare enrollees who are age 65 or older and who are not eligible for premium–free Medicare Part A, the following monthly costs/premiums are assumed for 2018 for the PERA Benefit Structure:

Medicare Plan		Cost for Members Without Medicare Part A	Premiums for Members Without Medicare Part A
Self-Funded Medicare Supplement Plans	$	736	367
Kaiser Permanente Medicare Advantage HMO		602	236
Rocky Mountain Health Plans Medicare HMO		611	251
UnitedHealthcare Medicare HMO		686	213

The 2018 Medicare Part A premium is $422 per month.

In determining the additional liability for PERACare enrollees in the PERA Benefit Structure who are age 65 or older and who are not eligible for premium–free Medicare Part A, the following chart details the initial expected value of Medicare Part A benefits, age adjusted to age 65 for the year following the valuation date:

Medicare Plan		Cost for Members Without Medicare Part A
Self-Funded Medicare Supplement Plans	$	289
Kaiser Permanente Medicare Advantage HMO		300
Rocky Mountain Health Plans Medicare HMO		270
UnitedHealthcare Medicare HMO		400

All costs are subject to the healthcare cost trend rates, as discussed below.

Healthcare cost trend rates reflect the change in per capita health costs over time due to factors such as medical inflation, utilization, plan design, and technology improvements. For the PERA benefit structure, healthcare cost trend rates are needed to project the future costs associated with providing benefits to those PERACare enrollees not eligible for premium-free Medicare Part A.

Healthcare cost trend rates for the PERA benefit structure are based on published annual healthcare inflation surveys in conjunction with actual plan experience (if credible), building block models and heuristics developed by health plan actuaries and administrators, and projected trends for the Federal Hospital Insurance Trust Fund (Medicare Part A premiums) provided by the Centers for Medicare & Medicaid Services. Effective December 31, 2017, the healthcare cost trend rates for Medicare Part A premiums were revised to reflect the current expectation of future increases in rates of inflation applicable to Medicare Part A premiums.

(Amounts expressed in thousands)

The PERA benefit structure healthcare cost trend rates that were used to measure the total OPEB liability are summarized in the table below:

Year	PERACare Medicare Plans	Medicare Part A Premiums
2018	5.00%	3.25%
2019	5.00%	3.50%
2020	5.00%	3.75%
2021	5.00%	4.00%
2022	5.00%	4.25%
2023	5.00%	4.50%
2024	5.00%	4.75%
2025 +	5.00%	5.00%

Mortality assumptions for the determination of the total pension liability for each of the Division Trust Funds as shown below are applied, as applicable, in the determination of the total OPEB liability for the HCTF. Affiliated employers of the State, School, Local Government, and Judicial Divisions participate in the HCTF.

Healthy mortality assumptions for active members were based on the RP-2014 White Collar Employee Mortality Table, a table specifically developed for actively working people. To allow for an appropriate margin of improved mortality prospectively, the mortality rates incorporate a 70.0 percent factor applied to male rates and a 55.0 percent factor applied to female rates.

Healthy, post-retirement mortality assumptions for the State and Local Government Divisions were based on the RP-2014 Healthy Annuitant Mortality Table, adjusted as follows:

- Males: Mortality improvement projected to 2018 using the MP-2015 projection scale, a 73.0 percent factor applied to rates for ages less than 80, a 108.0 percent factor applied to rates for ages 80 and above, and further adjustments for credibility.

- Females: Mortality improvement projected to 2020 using the MP-2015 projection scale, a 78.0 percent factor applied to rates for ages less than 80, a 109.0 percent factor applied to rates for ages 80 and above, and further adjustments for credibility.

Healthy, post-retirement mortality assumptions for the School and Judicial Divisions were based on the RP-2014 White Collar Healthy Annuitant Mortality Table, adjusted as follows:

- Males: Mortality improvement projected to 2018 using the MP-2015 projection scale, a 93.0 percent factor applied to rates for ages less than 80, a 113.0 percent factor applied to rates for ages 80 and above, and further adjustments for credibility.

- Females: Mortality improvement projected to 2020 using the MP-2015 projection scale, a 68.0 percent factor applied to rates for ages less than 80, a 106.0 percent factor applied to rates for ages 80 and above, and further adjustments for credibility.

For disabled retirees, the mortality assumption was based on 90.0 percent of the RP-2014 Disabled Retiree Mortality Table.

The following healthcare costs assumptions were updated and used in the measurement of the obligations for the HCTF:

- Initial per capita healthcare costs for those PERACare enrollees under the PERA benefit structure who are expected to attain age 65 and older ages and are not eligible for premium-free Medicare Part A benefits were updated to reflect the change in costs for the 2018 plan year.

- The healthcare cost trend rates for Medicare Part A premiums were revised to reflect the then-current expectation of future increases in rates of inflation applicable to Medicare Part A premiums.

The long-term expected return on plan assets is reviewed as part of regular experience studies prepared every four or five years for PERA. Recently, this assumption has been reviewed more frequently. The most recent analyses were outlined in presentations to PERA's Board on October 28, 2016.

Several factors were considered in evaluating the long-term rate of return assumption for the HCTF, including long-term historical data, estimates inherent in current market data, and a log-normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected return, net of investment expense and inflation) were developed for each major asset class. These ranges were combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and then adding expected inflation.

(Amounts expressed in thousands)

As of the most recent adoption of the long-term expected rate of return by the PERA Board, the target asset allocation and best estimates of geometric real rates of return for each major asset class are summarized in the following table:

Asset Class	Target Allocation	30 Year Expected Geometric Real Rate of Return
U.S. equity - large cap	21.20%	4.30%
U.S. equity - small cap	7.42%	4.80%
Non U.S. equity - developed	18.55%	5.20%
Non U.S. equity - emerging	5.83%	5.40%
Core fixed income	19.32%	1.20%
High yield	1.38%	4.30%
Non U.S. fixed income - developed	1.84%	0.60%
Emerging market debt	0.46%	3.90%
Core real estate	8.50%	4.90%
Opportunity fund	6.00%	3.80%
Private equity	8.50%	6.60%
Cash	1.00%	0.20%
Total	**100.00%**	

In setting the long-term expected rate of return, projections employed to model future returns provide a range of expected long-term returns that, including expected inflation, ultimately support a long-term expected rate of return assumption of 7.25 percent.

Sensitivity of the System's Proportionate Share of the Net OPEB Liability to Changes in the Healthcare Cost Trend Rates

The following presents the net OPEB liability using the current healthcare cost trend rates applicable to the PERA benefit structure, as well as if it were calculated using healthcare cost trend rates that are 1-percentage-point lower or 1-percentage-point higher than the current rates:

	1% Decrease in Trend Rates	Current Trend Rates	1% Increase in Trend Rates
PERACare Medicare trend rate	4.00%	5.00%	6.00%
Initial Medicare Part A trend rate	2.25%	3.25%	4.25%
Ultimate Medicare Part A trend rate	4.00%	5.00%	6.00%
Proportionate share of the net OPEB liability	**$ 25,024**	**25,735**	**26,552**

(Amounts expressed in thousands)

Discount Rate

The discount rate used to measure the total OPEB liability was 7.25 percent. The projection of cash flows used to determine the discount rate applied the actuarial cost method and assumptions shown above. In addition, the following methods and assumptions were used in the projection of cash flows:

- Updated healthcare cost trend rates for Medicare Part A premiums as of the December 31, 2018, measurement date.
- Total covered payroll for the initial projection year consists of the covered payroll of the active membership present on the valuation date and the covered payroll of future plan members assumed to be hired during the year. In subsequent projection years, total covered payroll was assumed to increase annually at a rate of 3.50 percent.
- Employer contributions were assumed to be made at rates equal to the fixed statutory rates specified in law and effective as of the measurement date.
- Employer contributions and the amount of total service costs for future plan members were based upon a process to estimate future actuarially determined contributions assuming an analogous future plan member growth rate.
- Transfers of a portion of purchase service agreements intended to cover the costs associated with OPEB benefits were estimated and included in the projections.
- Benefit payments and contributions were assumed to be made at the middle of the year.

Based on the above assumptions and methods, the projection test indicates the HCTF's fiduciary net position was projected to make all projected future benefit payments of current members. Therefore, the long-term expected rate of return of 7.25 percent on OPEB plan investments was applied to all periods of projected benefit payments to determine the total OPEB liability. The discount rate determination does not use the municipal bond index rate, and therefore, the discount rate is 7.25 percent.

Sensitivity of the System's Proportionate Share of the Net OPEB Liability to Changes in the Discount Rate

The following presents the proportionate share of the net OPEB liability calculated using the discount rate of 7.25 percent, as well as what the proportionate share of the net OPEB liability would be if it were calculated using a discount rate that is 1-percentage-point lower (6.25 percent) or 1-percentage-point higher (8.25 percent) than the current rate:

		1% Decrease (6.25%)	Current Discount Rate (7.25%)	1% Increase (8.25%)
Proportionate share of the net OPEB liability	$	28,795	25,735	23,119

OPEB Plan Fiduciary Net Position

Detailed information about the HCTF's fiduciary net position is available in PERA's CAFR which can be obtained at www.copera.org/investments/pera-financial-reports.

Payables to the PERA Health Care Trust Fund

The System reported a payable of $132 thousand and $127 thousand for the outstanding amount of contributions to the PERA HCTF required for the fiscal year ended June 30, 2019 and 2018, respectively.

(b) Other Postemployment Benefits (OPEB) – CSU

Summary of Significant Accounting Policies

The net OPEB (asset) liability, deferred outflows of resources and deferred inflows of resources related to OPEB, OPEB expense, information about the fiduciary net position and additions to/deductions from the fiduciary net position of the OPEB Trust have been determined using the economic resources measurement focus and the accrual basis of accounting. For this purpose, benefits paid on behalf of healthcare participants are recognized when due and/or payable in accordance with the benefit terms. Investments are reported at fair value.

The financial statements for the irrevocable trust, included in the basic financial statements section, have been prepared using the accrual basis of accounting. The irrevocable trust does not issue separate financial statements. Plan members' contributions will be recognized in the period in which the contributions are due. Employee contributions to each plan will be recognized when due and the employer has made a formal commitment to provide the contributions. Benefits and refunds are recognized when due and payable in accordance with the terms of each plan. Investments are reported at fair market value and administrative costs are direct expenditures of the plan. The plan's fiscal year end is June 30, 2019.

Plan Descriptions

CSU contributes to three single-employer defined benefit healthcare plans: CSU Retiree Medical Premium Refund Plan for DCP Participants (DCP Refund), CSU Retiree Medical Premium Subsidy for PERA Participants (PERA Subsidy), and the CSU Retiree Umbrella Rx Plan for PERA Participants (Rx Subsidy). Each plan provides premium support or medical benefits to eligible retired CSU faculty and nonclassified employees with the Rx Subsidy extending benefit coverage to spouses and dependents that elect to participate. CSU also has a self-insured Long-Term Disability Plan (LTD or LTD Income Replacement). This plan provides income replacement after the 91st consecutive calendar day of total disability. Benefit provisions for each of the plans are established and amended through the Board of Governors of the Colorado State University System.

(Amounts expressed in thousands)

Membership of each plan consisted of the following as of June 30, 2019:

	DCP Refund	PERA Subsidy	Rx Subsidy	LTD Income Replacement
Active plan members	4,596	142	142	5,464
Former employees receiving income replacement	-	-	-	25
Retirees receiving a subsidy	551	492	374	-
Retirees eligible for a subsidy but not yet receiving one	57	143	143	-
Total	**5,204**	**777**	**659**	**5,489**

CSU Retiree Medical Premium Refund Plan for DCP Participants

Employees who retire from the University at age 55 with 20 or more years of service or age 60 with 5 or more years of service are eligible for this benefit. For eligible retirees with 20 or more years of service, CSU pays a healthcare premium refund of the lesser of $200 per month or the actual cost of the retiree's (not including dependents) health insurance. Benefits are prorated for service between 5 and 20 years. DCP Refund plan participants include employees who were hired after April 1, 1993, who have no previous participation in PERA or have less than one year of participation in PERA or employees with at least one year of previous participation in PERA who elect to enroll in the DCP Refund plan at the time of appointment. DCP Refund plan participants also include certain employees hired prior to April 19, 1993 who made a one-time, irrevocable election at the time of implementation to terminate participation in PERA and join the DCP Refund plan. The DCP Refund plan is administered by HealthSmart.

On an annual basis, funds equal to the actuarially determined contribution (ADC), provided by the actuarial valuation, are transferred to the irrevocable trust. The funds available to cover the plan benefits were $47.3 million and $46.0 million for the fiscal years ended June 30, 2019 and 2018, respectively. No funds were provided for the benefit of the program for the fiscal years ended June 30, 2019 and 2018. Total amounts paid to retirees for this healthcare subsidy were $1.1 million and $966 thousand for the fiscal years ended June 30, 2019 and 2018, respectively. For the fiscal years ended June 30, 2019 and 2018, the DCP Refund plan had a total OPEB liability of $34.1 million and $38.2 million, respectively, a fiduciary net position of $47.3 million and $46.0 million, respectively, and a net OPEB asset of $13.2 million and $7.8 million, respectively. The fiduciary net position as a percentage of the total OPEB liability was 138.7 percent and 120.4 percent for the fiscal years ended June 30, 2019 and 2018, respectively.

CSU Retiree Medical Premium Subsidy for PERA Participants

University faculty and nonclassified staff participating in the PERA retirement plan who meet CSU's age and years of service requirements and retire from the University with at least 10 years of University service, are eligible to receive a subsidy. Future enrollments are further restricted to those academic faculty and administrative professional staff participating in the PERA retirement plan and holding benefit eligible appointments on June 30, 2009. The amount of the subsidy for eligible retirees is their out-of-pocket expenses for retiree only coverage or an amount equal to the premium for single coverage under the lowest cost plan available to active faculty and nonclassified staff, whichever is less. The plan is administered by PERA which bills CSU on a monthly basis for the applicable premiums.

On an annual basis, funds equal to the ADC, provided by the actuarial valuation, are transferred to the irrevocable trust. The funds available to cover the plan benefits were $24.8 million for both the fiscal years ended June 30, 2019 and 2018. The funds contributed to the plan were zero and $1.9 million for the fiscal years ended June 30, 2019 and 2018, respectively. The benefits paid by the University were $1.2 million and $1.6 million for the fiscal years ended June 30, 2019 and 2018, respectively. For the fiscal years ended June 30, 2019 and 2018, the PERA Subsidy plan had a total OPEB liability of $19.0 million and $45.9 million, respectively, a fiduciary net position of $24.8 million for both years, and a net OPEB asset of $5.8 million and a net OPEB liability of $21.1 million, respectively. The fiduciary net position as a percentage of the total OPEB liability was 130.9 percent and 54.0 percent for the fiscal years ended June 30, 2019 and 2018, respectively.

CSU Retiree Umbrella Rx Plan for PERA Participants

The University provides reimbursement for the prescription copayments made by eligible faculty and nonclassified staff who retire from the University under the PERA retirement plan with at least 10 years of service. Retirees have to be age 65 or older or eligible for Medicare and enrolled in the PERA Medicare supplement plan to be eligible for this plan. Future enrollments are further restricted to those academic faculty and administrative professional staff participating in the PERA retirement plan and holding benefit eligible appointments on June 30, 2009. PERA provides a prescription insurance program for retirees enrolled in any medical insurance plan. The PERACare Prescription insurance program covers the cost of prescriptions after the member pays a copay which varies depending on whether the prescription is purchased through a local retail pharmacy or through a mail-order pharmacy, and whether the drug is generic or a brand-name drug. The Umbrella Rx plan reimburses the retiree for the complete cost of the prescription copay less a $10 copay for retail and a $20 copay for mail-order drugs. Spouses and dependents of retirees enrolled in the plan can be covered with the payment of $44 per month for those enrolled in Medicare or $99 per month for those not enrolled in Medicare. The plan is administered by Employee Benefit Management Services, Inc.

On an annual basis, funds equal to the ADC, provided by the actuarial valuation, are transferred to the irrevocable trust. The funds contributed to the plan for the fiscal years ended June 30, 2019 and 2018 were $177 thousand and $260 thousand, respectively. These funds, along with the amounts paid in by participants of $26 thousand in fiscal year 2019, and the related interest income, have resulted in total funds available of $1.0 million and $899 thousand as of fiscal years ended June 30, 2019 and 2018, respectively, for this plan. Plan members were reimbursed $80 thousand and $83 thousand for prescription claims for the fiscal years ended June 30, 2019 and 2018, respectively. For the fiscal years ended June 30, 2019 and 2018, the Rx Subsidy plan had a total OPEB liability of $2.6 million and $3.4 million, respectively, a fiduciary net position of $1.0 million and $899 thousand, respectively, and a net OPEB liability of $1.6 million and $2.5 million, respectively. The fiduciary net position as a percentage of the total OPEB liability was 38.5 percent and 26.1 percent for the fiscal years ended June 30, 2019 and 2018, respectively.

CSU Long-Term Disability Plan

The University contributes to the LTD Income Replacement plan. This plan provides a monthly income replacement benefit which begins on the 91st consecutive calendar day of total disability. The LTD coverage provides the eligible PERA or Federal Retirement Plan participants with up to 60.0 percent of pre-disability covered monthly salary, not to exceed $6,000 per month, or up to 69.0 percent of covered monthly salary, not to exceed $6,900 per month for DCP Refund participants. The income replacement benefit will increase 3.0 percent annually. The plan is offset by any other benefits or earnings received or eligible to be received from other sources such as PERA, Federal Retirement, Social Security, or Workers' Compensation. The minimum income replacement benefit is $50 per month. Employees are eligible to receive benefits until one of the following circumstances occur:

(Amounts expressed in thousands)

recovery, death, age 65 if disabled when less than 60, four and three-fourths years if disabled between the ages of 60 and 65, or age 70 if disabled between the ages of 65 and 68 ¾. This plan is administered by SunLife Financial.

CSU funds the LTD Income Replacement plan by providing an allowance to each employee and then deducting the cost of the premium. The premiums collected are transferred to the irrevocable trust as an employee contribution. The funds contributed to the plan for the fiscal years ended June 30, 2019 and 2018 were $1.6 million and $1.5 million, respectively. These funds, which include those previously set aside and the related interest income, have resulted in total funds available of $10.8 million and $9.6 million as of fiscal years ended June 30, 2019 and 2018, respectively. Plan members received $896 thousand and $907 thousand in benefits for the fiscal years ended June 30, 2019 and 2018, respectively. For the fiscal years ended June 30, 2019 and 2018, the LTD Income Replacement plan had a total OPEB liability of $10.0 million and $11.6 million, respectively, a fiduciary net position of $10.8 million and $9.6 million, respectively, and a net OPEB asset of $841 thousand and a net OPEB liability of $2.0 million, respectively. The fiduciary net position as a percentage of the total OPEB liability was 108.4 percent and 82.7 percent for the fiscal years ended June 30, 2019 and 2018, respectively.

Contributions

CSU funds the plans using the ADC amount, an amount actuarially determined in accordance with the parameters of GASB Statement No. 43, which referred to it as annual required contribution. The ADC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and to amortize any unfunded actuarial accrued liabilities over a period not to exceed 30 years. CSU's related information for each plan for the fiscal year ended June 30, 2019, are as follows:

	DCP Refund	PERA Subsidy	Rx Subsidy	LTD Income Replacement
Contribution rates:				
CSU	Based on ADC	Based on ADC	Based on ADC	Based on ADC
Participants	N/A	N/A	$0-$99 / month based on eligibility	N/A

Actuarial valuations involve estimates of the value of reported amounts and assumptions about the probability of events in the future. Amounts determined regarding the funded status of the plan and the ADC of the employer are subject to continual revision as actual results are compared to past expectations and new estimates are made about the future.

The schedules of contributions, presented as required supplementary information following the notes to the financial statements, present multi-year trend information comparing actuarially determined contributions, and the methods and assumptions used to calculate them, to actual contributions.

Net OPEB (Asset) Liability

The net OPEB (asset) liability was measured as of January 1, 2019, and the total OPEB liability used to calculate the net OPEB (asset) liability was determined by an actuarial valuation based on census data as of January 1, 2019, adjusting for benefit payments, expected growth in benefit obligations, changes in key assumptions and plan provisions, and any significant changes in plan demographics that occurred during the year.

(Amounts expressed in thousands)

Actuarial Methods and Assumptions

The total OPEB (asset) liability in the fiscal year ended June 30, 2019, actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement, unless otherwise specified:

	DCP Refund	PERA Subsidy	Rx Subsidy	LTD Income Replacement
Valuation date	1/1/2019	1/1/2019	1/1/2019	1/1/2019
Measurement date	1/1/2019	1/1/2019	1/1/2019	1/1/2019
Actuarial cost method	Entry Age Normal	Entry Age Normal	Entry Age Normal	Entry Age Normal
Amortization method	30 Years Open, Level Percent of Pay	30 Years Closed, Level Percent of Pay	30 Years Closed, Level Percent of Pay	30 Years Open, Level Percent of Pay
Remaining amortization period	30 Years	19 Years	19 Years	30 Years
Asset valuation method	Market Value	Market Value	Market Value	Market Value
Actuarial assumptions:				
Investment rate of return	5.24%	5.24%	5.24%	5.24%
Inflation rate	2.50%	2.50%	2.50%	2.50%
Salary increase rate	N/A	N/A	N/A	6.00%
Healthcare cost trend rate	6.50% initial, 5.00% ultimate	6.50% initial, 5.00% ultimate	6.50% initial, 5.00% ultimate	N/A

Participant mortality was determined by separate mortality rates for non-annuitants and annuitants. Non-annuitants mortality was based on RP-2018 “Employees” sex-distinct tables and projected generationally using Scale BB, and annuitants mortality was based on RP-2018 “Healthy Annuitants” sex-distinct tables and projected generationally using Scale BB. For the LTD Income Replacement plan, the long-term disabled participant mortality is based on the 1987 Commissioner’s Group Disability Table with a three month elimination period.

The actuarial assumptions used in the January 1, 2019 valuation for retirement rates, non-retirement termination rates and salary scale were updated based on an experience study conducted in 2019.

The CSU OPEB Trust Investment Committee, in conjunction with Innovest Portfolio Solutions, LLC, developed a forward looking, five to 10 year outlook for the overall global economy along with individual asset classes. The process was iterative where preliminary return, risk, and correlation values are chosen for each asset class and entered into an optimization program. The resulting optimal portfolios were subjected to a careful examination and the return, risk, and correlation values were adjusted until portfolios produced were appropriately diversified and reasonable considering the current and expected economic conditions and were consistent with the tenets of modern portfolio theory. The target allocation and best estimates of geometric real rates of return for each major asset class are summarized in the following table for fiscal year ended June 30, 2019:

(Amounts expressed in thousands)

Asset Class	Target Allocation	Long-Term Expected Real Rate of Return
Large cap equity	9.0%	6.00%
Small/mid cap equity	4.0%	6.50%
International equity	9.0%	6.75%
Emerging market equity	3.0%	7.75%
Domestic fixed income	41.0%	3.50%
Floating rate corp loans	9.0%	5.75%
Low correlated hedge	10.0%	4.75%
Private equity	5.0%	8.25%
MLP's	5.0%	9.75%
Real estate	5.0%	6.00%
	100.00%	

The annual money-weighted rate of return net of expenses for the OPEB Trust were 7.5 percent and 3.6 percent for the fiscal years ended June 30, 2019 and 2018, respectively.

Discount Rate

The discount rate used to measure the total OPEB (asset) liability was as follows for each of the plans as of fiscal year ended June 30, 2019:

Plan	Discount Rate
DCP Refund	5.24%
PERA Subsidy	5.24%
Rx Subsidy	5.24%
LTD Income Replacement	5.24%

The projection of cash flows used to determine the discount rate assumed that the contributions were made at rates equal to the actuarially determined contribution rates. Based on those assumptions, the OPEB plan's fiduciary net position was projected to be available to make all projected OPEB payments for current active and inactive employees. Therefore, the long-term expected rate of return on OPEB plan investments was applied to all periods of projected benefit payments to determine the total OPEB (asset) liability.

The discount rate is equal to the investment rate of return for the DCP Refund, PERA Subsidy, and Rx Subsidy plans, as well as the LTD Income Replacement plan in fiscal year ended June 30, 2019. The investment rate of return for the DCP Refund, PERA Subsidy, and Rx Subsidy plans for the fiscal years ended June 30, 2019 and 2018, were 5.24 percent and 5.23 percent, respectively. The LTD Income Replacement plan's discount rate for the fiscal years ended June 30, 2019 and 2018, were 5.24 percent and 4.91 percent, respectively, and the fiscal year ended June 30, 2018, incorporated a municipal bond rate, which was obtained from the Bond buyer 20-Bond General Obligation Index. The LTD Income Replacement plan's municipal bond rate for the fiscal year ended June 30, 2018 was 3.44 percent.

(Amounts expressed in thousands)

Changes in the Net OPEB (Asset) Liability

Changes in the net OPEB asset are a combination of the following plans: DCP Refund, PERA Subsidy, and LTD Income Replacement. The total of the three plans as of fiscal year ended June 30, 2019, are as follows:

		Increase (Decrease)		
		Total OPEB Liability (a)	Plan Fiduciary Net Position (b)	Net OPEB Asset (a) - (b)
Measurement period beginning balance, January 1, 2018	$	94,036	80,589	13,447
Changes for the year:				
Service cost		3,539	-	3,539
Interest		4,792	-	4,792
Differences between expected and actual experience		(8,973)	-	(8,973)
Change in assumptions		(28,246)	-	(28,246)
Contributions-employer		-	2,532	(2,532)
Net investment income		-	(2,600)	2,600
Benefit payments		(3,510)	(3,510)	-
Administrative expense		-	(106)	106
Net changes		(32,398)	(3,684)	(28,714)
Measurement period ending balance, December 31, 2018	**$**	**61,638**	**76,905**	**(15,267)**

(Amounts expressed in thousands)

Changes in the net OPEB liability for the Rx Subsidy plan as of fiscal year ended June 30, 2019, are as follows:

		Increase (Decrease)		
		Total OPEB Liability (a)	**Plan Fiduciary Net Position (b)**	**Net OPEB Liability (a) - (b)**
Measurement period beginning balance, January 1, 2018	$	3,451	759	2,692
Changes for the year:				
Service cost		24	-	24
Interest		179	-	179
Differences between expected and actual experience		(466)	-	(466)
Change in assumptions		(488)	-	(488)
Contributions-employer		-	274	(274)
Net investment income		-	(28)	28
Benefit payments		(53)	(53)	-
Administrative expense		-	(34)	34
Net changes		(804)	159	(963)
Measurement period ending balance, December 31, 2018	**$**	**2,647**	**918**	**1,729**

The net OPEB assets and liabilities as of June 30, 2019, are recorded in net other postemployment benefit assets and net other postemployment benefit liabilities on the Statements of Net Position.

Sensitivity of the Net OPEB (Asset) Liability to Changes in the Discount Rate

The following presents the net OPEB (asset) liability of CSU, as well as what CSU's net OPEB (asset) liability would be if it were calculated using a discount rate that is 1-percentage-point lower or 1-percentage-point higher than the current discount rate as of fiscal year ended June 30, 2019:

	1% Decrease	
Plan	**Discount Rate**	**Net OPEB (Asset) Liability**
DCP Refund	4.24%	(6,170)
PERA Subsidy	4.24%	(1,804)
Rx Subsidy	4.24%	2,017
LTD Income Replacement	4.24%	281

(Amounts expressed in thousands)

	Current Rate	
Plan	Discount Rate	Net OPEB (Asset) Liability
DCP Refund	5.24%	(10,726)
PERA Subsidy	5.24%	(4,298)
Rx Subsidy	5.24%	1,729
LTD Income Replacement	5.24%	(243)

	1% Increase	
Plan	Discount Rate	Net OPEB (Asset) Liability
DCP Refund	6.24%	(14,499)
PERA Subsidy	6.24%	(6,357)
Rx Subsidy	6.24%	1,487
LTD Income Replacement	6.24%	(738)

Sensitivity of the Net OPEB (Asset) Liability to Changes in the Healthcare Cost Trend Rates

The following presents the net OPEB (asset) liability of CSU, as well as what CSU's net OPEB (asset) liability would be if it were calculated using healthcare cost trend rates that are 1-percentage-point lower or 1-percentage-point higher than the current healthcare cost trend rates as of fiscal year ended June 30, 2019:

	1% Decrease	
Plan	Healthcare Cost Trend Rate	Net OPEB (Asset) Liability
DCP Refund	5.50%	(10,744)
PERA Subsidy	5.50%	(6,838)
Rx Subsidy	5.50%	1,488
LTD Income Replacement	N/A	N/A

	Current Rate	
Plan	Healthcare Cost Trend Rate	Net OPEB (Asset) Liability
DCP Refund	6.50%	(10,726)
PERA Subsidy	6.50%	(4,298)
Rx Subsidy	6.50%	1,729
LTD Income Replacement	N/A	N/A

	1% Increase	
Plan	**Healthcare Cost Trend Rate**	**Net OPEB (Asset) Liability**
DCP Refund	7.50%	(10,712)
PERA Subsidy	7.50%	(1,288)
Rx Subsidy	7.50%	2,014
LTD Income Replacement	N/A	N/A

OPEB Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB

For the fiscal years ended June 30, 2019 and 2018, CSU recognized OPEB expense of negative $25.0 million and $4.1 million, respectively.

At June 30, 2019, CSU reported deferred outflows of resources related to OPEB from the following sources:

		June 30	
		2019	**2018**
Differences between expected and actual experience	$	302	-
Changes of assumptions or other inputs		248	304
Net difference between projected and actual earnings on OPEB plan investments		4,661	-
Contributions subsequent to measurement date		879	1,923
Total	**$**	**6,090**	**2,227**

At June 30, 2019, CSU reported deferred inflows of resources related to OPEB from the following sources:

		June 30	
		2019	**2018**
Differences between expected and actual experience	$	2,464	408
Changes of assumptions or other inputs		5,863	-
Net difference between projected and actual earnings on OPEB plan investments		-	1,105
Total	**$**	**8,327**	**1,513**

$879 thousand reported as deferred outflows of resources related to OPEB, resulting from contributions subsequent to the measurement date, will be recognized as a reduction of the net OPEB (asset) liability in the fiscal year ending June 30, 2020. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized in OPEB expense as follows:

(Amounts expressed in thousands)

Fiscal year ending June 30		Total
2020	$	(534)
2021		(534)
2022		(534)
2023		(244)
2024		(345)
Thereafter		(925)
Total	**$**	**(3,116)**

Payable to the OPEB Plan

For the fiscal year ended June 30, 2019 and 2018, CSU reported a payable of $1.8 million and zero, respectively, for the outstanding amount of contributions to the Trust.

(c) Adoption of New Accounting Standard

Effective July 1, 2017, the System adopted the provisions of Governmental Accounting Standards Board Statement No. 75 *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions* (GASB Statement No. 75). GASB Statement No. 75 requires the System, as a participant in the multiple-employer cost-sharing PERA defined benefit OPEB fund to record its proportionate share, as defined in GASB Statement No. 75, of PERA's unfunded OPEB liability. The System has no legal obligation to fund this shortfall, nor does it have any ability to affect funding, benefit, or annual required contribution decisions made by PERA or the General Assembly. GASB Statement No.75 requires CSU, as a participant of three single-employer defined benefit healthcare plans: DCP Refund, PERA Subsidy, and Rx Subsidy, as well as a self-insured LTD plan to record its unfunded OPEB (asset) liability. CSU eliminated the net OPEB (asset) obligation required by GASB Statement No. 45 as part of the implementation of GASB Statement No. 75 and established the unfunded OPEB (asset) liability for GASB Statement No. 75 for the fiscal year ended June 30, 2018.

(d) Life Insurance Program

During fiscal years ended June 30, 2019 and 2018, PERA provided its members with access to a group decreasing term life insurance plan offered by Unum Provident. Active members may join the Unum Provident Plan and continue coverage into retirement. PERA retirees are not eligible to enroll in the insurance program. Premiums are collected by monthly payroll deductions or other means. In addition, PERA maintained coverage for members under closed group plans underwritten by Anthem Life, Prudential, and New York Life.

(21) Direct Student Financial Aid Reporting

During fiscal years ended June 30, 2019 and 2018, CSU, CSU-Global and CSU-Pueblo participated in the federal government's Direct Loan Program. This program provides loans from the federal government to qualifying students and their families for educational purposes. While CSU, CSU-Global and CSU-Pueblo help students obtain these loans, none of the Universities are a party to the loans and are not responsible for collection of monies owed or for defaults by borrowers.

The gross amounts of Direct Loans disbursed during fiscal years ended June 30, 2019 and 2018 were $293.9 million and $294.7 million, respectively.

(Amounts expressed in thousands)

(22) Scholarship Allowance

Tuition, fees, and auxiliary revenues and the related scholarship allowances for the year ended June 30, 2019 were as follows:

		June 30, 2019			
		Tuition and Fees	Auxiliary Revenues	Facility Fee Revenues	Total
Gross revenue	$	724,012	208,372	18,246	950,630
Scholarship allowances:					
Federal		31,456	879	1,118	33,453
State		15,626	749	539	16,914
Private		34	29	1	64
Institutional		84,011	3,038	2,801	89,850
Total allowances		131,127	4,695	4,459	140,281
Net revenue	**$**	**592,885**	**203,677**	**13,787**	**810,349**

Tuition, fees, and auxiliary revenues and the related scholarship allowances for the year ended June 30, 2018 were as follows:

		June 30, 2018			
		Tuition and Fees	Auxiliary Revenues	Facility Fee Revenues	Total
Gross revenue	$	695,694	197,311	18,247	911,252
Scholarship allowances:					
Federal		31,767	805	1,133	33,705
State		14,539	693	499	15,731
Private		7	-	-	7
Institutional		78,370	2,808	2,588	83,766
Total allowances		124,683	4,306	4,220	133,209
Net revenue	**$**	**571,011**	**193,005**	**14,027**	**778,043**

(23) System Foundations and Endowments

(a) Colorado State University Research Foundation (CSURF)

CSURF is a private, nonprofit Colorado corporation established in 1941 to aid and assist the institutions governed by the Board of the System in their research and educational efforts. CSURF officers are appointed annually by the Board of Trustees. The Board of Trustees consists of five voting members and two nonvoting members. No person who is an employee of CSU, CSU-Pueblo, or CSU-Global is eligible to serve as an officer of CSURF or as a voting member of the Board.

Colorado State University Ventures (CSUV) is a wholly owned subsidiary of CSURF. CSUV is used to assist in the promotion, development, improvement, and expansion of the facilities and programs of the System. The sole voting member of the nonprofit corporation is CSURF. Effective June 30, 2019, the entity CSUV was dissolved and, as a result, CSURF received all assets and liabilities on that date. CSURF will continue operations of these valuable activities as a separate program.

CSURF is a member in a Joint Venture, INTO-CSU, LLC. The purpose of the Joint Venture is to create an avenue for international students to attend CSU in a number of undergraduate and graduate

(Amounts expressed in thousands)

Pathways Programs. INTO-CSU, LLC helps students integrate into classes as well as housing on campus. CSURF's primary role is to financially support the Joint Venture.

The major sources of CSURF revenues are property rentals, royalties, and administration fees. During the fiscal years ended June 30, 2019 and 2018, revenues from property rentals equaled $6.5 million and $6.2 million, respectively, royalties equaled $3.7 million and $1.8 million, respectively, and administration fees equaled $3.8 million and $3.8 million, respectively. The support provided by CSURF to the universities includes patent and licensing management, equipment leasing, municipal lease administration, debt financing through mortgage debt service, and land acquisition, development, and management. Total operating expenses for the fiscal years ended June 30, 2019 and 2018 were $15.5 million and $13.8 million respectively.

At June 30, 2019, CSURF's debt to provide buildings for use by the universities was $41.4 million.

At June 30, 2019, the assets of CSURF consisted of		
Cash and current assets	$	10,576
Property and equipment		41,895
Other assets		17,235
Total assets	**$**	**69,706**

At June 30, 2018, CSURF's debt to provide buildings for use by the universities was $50.2 million.

At June 30, 2018, the assets of CSURF consisted of		
Cash and current assets	$	8,020
Property and equipment		51,364
Other assets		16,067
Total assets	**$**	**75,451**

Audited financial statements of CSURF are available at P.O. Box 483, Fort Collins, CO 80522.

(b) CSU-Pueblo Board-Designated Funds

CSU-Pueblo manages two board-designated funds. Both funds retain 20 percent of earnings each year to build the corpus of the fund and transfer 80 percent of the annual earnings to CSU-Pueblo as designated by the Board. The first fund was established in 1994 with the proceeds from the sale of land in the Walking Stick Development adjacent to the university campus. The sale of excess land provides resources that support the academic mission of CSU-Pueblo. To date, CSU-Pueblo has sold 16 parcels of land. On June 30, 2000, CSU-Pueblo sold the KTSC-TV television license and certain related assets, establishing the second fund. The proceeds provide support for the maintenance of the Buell Communication Center building, telecommunications equipment associated with the Mass Communications program of CSU-Pueblo, and scholarships.

In December 2018, the Board of Governors approved the withdrawal and use of the principal of the Walking Stick Quasi-Endowment and the principal of the KTSC Quasi-Endowment to cover operational deficits at CSU-Pueblo. The Walking Stick Fund held no assets as of fiscal year ended June 30, 2019. The cash and land held by the fund were $5.4 million as of fiscal year ended June 30, 2018. The KTSC Fund held no assets as of fiscal year ended June 30, 2019. The cash held by the fund was $2.6 million as of fiscal year ended June 30, 2018.

(c) INTO-CSU, LLC

INTO-CSU, LLC is a limited liability company in which CSURF and INTO USA, LLC are members. CSURF and INTO-USA, LLC each own 50 percent of the common units. INTO-CSU, LLC has entered into a service agreement with Colorado State University and INTO University Partnerships Limited (IUP) whereby INTO-CSU, LLC will manage an international student center, located on campus and, in connection with the services of IUP, be the exclusive provider of marketing and student recruitment services for the INTO-CSU programs.

As part of the LLC Agreement, CSURF agreed to loan the Joint Venture up to $1.5 million. The promissory note matures February 2027 with monthly interest payments of five percent due beginning March 2017. In connection with the agreement for CSURF to loan funds to INTO-CSU, LLC, Colorado State University has agreed to reimburse CSURF for net funds loaned to the Joint Venture. As of June 30, 2019 and 2018, the University has booked a receivable for $1.2 million due from CSURF relating to amounts that have been loaned to the Joint Venture by CSURF. The University has also established a bad debt reserve for $1.2 million. As of June 30, 2019 and 2018, the University has also booked a receivable for $243 thousand and $182 thousand, respectively, due from CSURF relating to unpaid interest. As of June 30, 2019 and 2018, the University has also established a bad debt reserve of $243 thousand and $182 thousand, respectively. The CSURF payment to the University is contingent upon CSURF receiving payments from INTO USA, LLC. No payments have been received as of June 30, 2019.

(d) CSURF de Mexico, Association Civil (CSURF AC)

CSURF AC operates the campus in Todos Santos Mexico which will further aid CSU in its mission of teaching, research, and outreach. Education abroad opportunities for CSU students will be available in wildlife ecology and conservation, agriculture, hospitality, nutrition, ecology, human development and family studies, the arts and more. The campus in Todos Santos was held in a Trust by a Mexican bank.

During 2015, CSURF AC entered into certain promissory notes with a development partner (MIRA) whereby CSURF AC borrowed funds from MIRA for the development of the property. The land for the campus and research farm was to be transferred to the Trust in various phases upon completion and, upon transfer, MIRA was to forgive the debt. As of March 19, 2019, MIRA transferred the assets to the Trust and forgave the related debt. Upon those actions, the Trust was dissolved and CSURF gained control of the remaining portion of this investment and now own 100% of CSURF AC.

(24) State Support

In fiscal year 2006 state support for higher education changed with the implementation of the College Opportunity Fund. As a result of this legislation, which was adopted in S.B. 04-189 passed in the 2004 state legislative session, the State no longer provides a direct state general fund appropriation to the System. Instead, state support is provided to the System in the form of fee for service contracts with the State for the delivery of special programs, graduate programs, and high cost/high demand programs. In the fiscal years ended June 30, 2019 and 2018, the System received $108.4 million and $95.7 million, respectively, in state fee for service contract revenue.

State support was also provided to the System in the form of student tuition stipends provided to students by the state College Opportunity Fund. In the fiscal years ended June 30, 2019 and 2018, stipends were provided to students attending classes at Colorado State University and Colorado State University-Pueblo in the amount of $46.5 million and $43.6 million, respectively.

(25) Contingencies

Contingencies include those in which the System is a defendant in several lawsuits including various claims related to activities or employees of the System. The System believes that final settlement of matters not covered by insurance will not materially or adversely affect its financial condition or operations.

Financial Awards from Federal and State Agencies

The System receives significant financial awards from federal and state agencies in the form of grants. Expenditures of funds under those programs require compliance with the grant agreements and are subject to audit. Any disallowed expenditures resulting from such audits become a liability of the System. In the opinion of management, such adjustments, if any, are not expected to materially affect the financial condition or operations of the System.

(26) Subsequent Event Footnote

On November 7, 2019 Colorado State University System issued $33.1 million in tax-exempt Series 2019 A Enterprise Revenue and Refunding Bonds. The 2019 A bonds were sold as State-Intercept backed bonds and will be used to (a) finance and refinance (through refunding certain Commercial Paper Notes) certain improvements as determined by the Board of Governors, including, but not limited to (i) completion of interior construction of the third floor of the Richardson Design Center, (ii) construction of two new facilities (12,800 gsf and 5,500 gsf) on the Western Campus, Orchard Mesa, Colorado, (iii) construction of a new facility (6,733 gsf) on the High Plains Campus, Rocky Ford Colorado, (iv) acquire and improve a three-story building (33,000 gsf) on Centre Avenue, Fort Collins, (vi) provide a portion of the funds to construct an addition to and renovation to the Shepardson Building, (v) construction of infrastructure (utilities, roads, buildings, animal waste management facilities, etc.) in support of the veterinary medicine campus on South Campus, Fort Collins and (vi) provide a portion of funds to construct an addition to and renovation to the Shepardson Building on the main campus; and (b) to pay certain costs relating to the issuance of the 2019 A Series Bonds.

On November 7, 2019 Colorado State University System issued $79.1 million in taxable Series 2019 B System Enterprise Refunding Bonds. The 2019 B bonds were sold as State-Intercept backed bonds and will be used to: (a) advance refund (i) a portion of the Board's System Enterprise Revenue Bonds, Series 2012 A, (ii) a portion of the Board's System Enterprise Revenue Refunding Bonds, Series 2015 C, (iii) a portion of the Board's System Enterprise Revenue Bonds, Series 2015 E-1, (iv) a portion of the Board's System Enterprise Revenue Bonds, Series 2015 E-2 (Green Bonds), and (v) a portion of the Board's System Enterprise Revenue Refunding Bonds, Series 2017 C; (b) construct a new Animal Resource Facility (10,000-12,000 gsf) on the Sough Campus, and (c) to pay certain costs relating to the issuance of the Series 2019B Bonds.

REQUIRED SUPPLEMENTAL INFORMATION

COLORADO STATE UNIVERSITY SYSTEM
Required Supplemental Information
Schedule of Proportionate Share of the PERA State Division Trust Fund Net Pension Liability
June 30, 2019
(Unaudited)
(Amounts expressed in thousands)

The amounts presented were determined as of the measurement date, which is the calendar year (CY) end that occurred within the System's fiscal year.

Schedule of Proportionate Share of the PERA State Division Trust Fund Net Pension Liability

	CY2018	CY2017	CY2016	CY2015	CY2014	CY2013
Proportion of the net pension liability	5.4%	5.4%	5.4%	5.5%	5.6%	5.6%
Proportionate share of the net pension liability	$ 611,552	1,084,746	992,336	578,718	524,663	500,698
Covered payroll	165,909	161,545	156,234	154,327	152,106	146,046
Proportionate share of the net pension liability as a percentage of covered payroll	368.6%	671.5%	635.2%	375.0%	344.9%	342.8%
Plan fiduciary net position as a percentage of the total pension liability	55.1%	43.2%	42.6%	56.1%	59.8%	61.1%

Notes to Schedule of Proportionate Share of the PERA State Division Trust Fund Net Pension Liability

Significant Changes in Assumptions or Other Inputs Affecting Trends in Actual Information

Changes in assumptions or other inputs effective for the December 31, 2018 measurement period are as follow:

- The assumed investment rate of return of 7.25 percent was used as the discount rate, rather than using the blended rate of 4.72 percent.

Changes in assumptions or other inputs effective for the December 31, 2017 measurement period are as follows:

- The discount rate was lowered from 5.26 percent to 4.72 percent.

Changes in assumptions or other inputs effective for the December 31, 2016 measurement period are as follows:

- The investment return assumption was lowered from 7.50 percent to 7.25 percent.
- The price inflation assumption was lowered from 2.80 percent to 2.40 percent.
- The real rate of investment return assumption increased from 4.70 percent per year, net of investment expenses, to 4.85 percent per year, net of investment expenses.
- The wage inflation assumption was lowered from 3.90 percent to 3.50 percent.
- The mortality tables were changed from RP-2000 Combined Mortality Table for Males and Females, as appropriate, with adjustments for mortality improvements based on a projection scale of Scale AA to 2020 to RP-2014 White Collar Employee Mortality for active employees, RP2014 Healthy Annuitant Mortality tables projected to 2020 using the MP-2015 projection scale for retirees, or RP-2014 Disabled Retiree Mortality Table for disabled retirees.
- The discount rate was lowered from 7.50 percent to 5.26 percent.

There were no changes in terms or assumptions for the December 31, 2015 measurement period for pension compared to the prior year.

COLORADO STATE UNIVERSITY SYSTEM

Required Supplemental Information
Schedule of PERA State Division Trust Fund Pension Contributions
June 30, 2019
(Unaudited)
(Amounts expressed in thousands)

The amounts presented are the contributions and payroll for each fiscal year (FY).

		FY2019	FY2018	FY2017	FY2016	FY2015	FY2014
Contractually required contributions	$	35,957	30,949	28,826	27,295	25,498	23,760
Contributions in relation to the contractually required contribution		(35,957)	(30,949)	(28,826)	(27,295)	(25,498)	(23,760)
Contribution deficiency (excess)		-	-	-	-	-	-
Covered payroll	$	168,821	164,511	156,756	155,689	152,974	150,398
Contributions as a percentage of covered payroll		21.3%	18.8%	18.4%	17.5%	16.7%	15.8%

COLORADO STATE UNIVERSITY SYSTEM
Required Supplemental Information
Schedule of Proportionate Share of the PERA Health Care Trust Fund Net OPEB Liability and
Schedule of PERA Health Care Trust Fund OPEB Contributions
June 30, 2019
(Unaudited)
(Amounts expressed in thousands)

Schedule of Proportionate Share of the PERA Health Care Trust Fund Net OPEB Liability

The amounts presented were determined as of the measurement date, which is the calendar year (CY) end that occurred within the System's fiscal year.

		CY2018	CY2017	CY2016
Proportion of the net OPEB liability		1.9%	1.9%	1.9%
Proportionate share of the net OPEB liability	$	25,735	25,008	24,904
Covered payroll		160,119	156,229	151,664
Proportionate share of the net OPEB liability as a percentage of covered payroll		16.1%	16.0%	16.4%
Plan fiduciary net position as a percentage of the total OPEB liability		17.0%	17.5%	16.7%

Notes to Schedule of Proportionate Share of the PERA Health Care Trust Fund Net Pension Liability

Significant Changes in Assumptions or Other Inputs Affecting Trends in Actual Information

There were no changes in assumptions or other inputs effective for the December 31, 2018 measurement period for OPEB compared to the prior year.

There were no changes in assumptions or other inputs effective for the December 31, 2017 measurement period for OPEB.

Schedule of PERA Health Care Trust Fund OPEB Contributions

The amounts presented are the contributions and payroll for each fiscal year (FY).

		FY2019	FY2018	FY2017
Contractually required contributions	$	1,659	1,621	1,549
Contributions in relation to the contractually required contribution		(1,659)	(1,621)	(1,549)
Contribution deficiency/(excess)		-	-	-
Covered payroll	$	162,682	158,896	151,819
Contributions as a percentage of covered payroll		1.02%	1.02%	1.02%

COLORADO STATE UNIVERSITY SYSTEM

Required Supplemental Information
Schedule of Changes in the Net OPEB (Asset) Liability and Related Ratios
Retiree Medical Subsidy for DCP Participants
June 30, 2019
(Unaudited)
(Amounts expressed in thousands)

The amounts presented were determined as of the measurement date, which is the calendar year (CY) end that occurred

		CY2018	CY2017	CY2016
Total OPEB liability:				
Service cost	$	1,743	1,648	N/A
Interest		1,913	1,815	N/A
Differences between expected and actual experience		377	(243)	N/A
Changes of assumptions		(6,817)	285	N/A
Benefit payments		(1,032)	(903)	N/A
Net change in total OPEB liability		(3,816)	2,602	N/A
Total OPEB liability - beginning		37,093	34,491	N/A
Total OPEB liability - ending (a)	**$**	**33,277**	**37,093**	**34,491**
Plan fiduciary net position:				
Contributions-employer	$	-	1,850	N/A
Net investment income		(1,486)	3,114	N/A
Benefit payments		(1,032)	(903)	N/A
Administrative expense		(35)	(47)	N/A
Net change in plan fiduciary net position		(2,553)	4,014	N/A
Plan fiduciary net position - beginning		46,556	42,542	N/A
Plan fiduciary net position - ending (b)	**$**	**44,003**	**46,556**	**42,542**
Net OPEB (asset) liability - ending (a)-(b)	**$**	**(10,726)**	**(9,463)**	**(8,051)**
Plan fiduciary net position as a percentage of the total OPEB liability		132.2%	125.5%	123.3%
Covered-employee payroll	$	391,638	370,767	348,547
Net OPEB (asset) liability as a percentage of covered-employee payroll		-2.7%	-2.6%	-2.3%

Notes To Required Supplementary Information

Changes of assumptions and methods:

Discount rate/investment rate of return: For the fiscal year ended June 30, 2019, the discount rate/investment rate of return assumption was updated to 5.24 percent. For the fiscal year ended June 30, 2018, the discount rate/investment rate of return assumption was updated to 5.23 percent. For the fiscal year ended June 30, 2017, the discount rate/investment rate of return assumption was 5.33 percent.

Mortality assumption: For the fiscal year ended June 30, 2019, the mortality assumption used the RP-2018 mortality tables with separate rates for males and females and generational projection using improvement scale BB. For the fiscal year ended June 30, 2018, the mortality assumption used the RP-2017 mortality tables with separate rates for males and females and generational projection using improvement scale BB. For the fiscal year ended June 30, 2017, the mortality assumption used the RP-2016 mortality tables with separate rates for males and females, and generational projection using improvement scale BB.

COLORADO STATE UNIVERSITY SYSTEM

Required Supplemental Information
Schedule of Changes in the Net OPEB (Asset) Liability and Related Ratios
Retiree Medical Subsidy for PERA Participants
June 30, 2019
(Unaudited)
(Amounts expressed in thousands)

The amounts presented were determined as of the measurement date, which is the calendar year (CY) end that occurred within CSU's fiscal year.

		CY2018	CY2017	CY2016
Total OPEB liability:				
Service cost	$	320	376	N/A
Interest		2,349	2,332	N/A
Differences between expected and actual experience		(6,950)	(90)	N/A
Changes of assumptions		(20,963)	119	N/A
Benefit payments		(1,562)	(1,569)	N/A
Net change in total OPEB liability		(26,806)	1,168	N/A
Total OPEB liability - beginning		45,691	44,523	N/A
Total OPEB liability - ending (a)	**$**	**18,885**	**45,691**	**44,523**
Plan fiduciary net position:				
Contributions-employer	$	952	2,011	N/A
Net investment income		(802)	1,628	N/A
Benefit payments		(1,562)	(1,569)	N/A
Administrative expense		(25)	(34)	N/A
Net change in plan fiduciary net position		(1,437)	2,036	N/A
Plan fiduciary net position - beginning		24,620	22,584	N/A
Plan fiduciary net position - ending (b)	**$**	**23,183**	**24,620**	**22,584**
Net OPEB (asset) liability - ending (a)-(b)	**$**	**(4,298)**	**21,071**	**21,939**
Plan fiduciary net position as a percentage of the total OPEB liability		122.8%	53.9%	50.7%
Covered-employee payroll	$	13,638	15,721	17,415
Net OPEB (asset) liability as a percentage of covered-employee payroll		-31.5%	134.0%	126.0%

Notes To Required Supplementary Information

Changes of assumptions and methods:

Discount rate/investment rate of return: For the fiscal year ended June 30, 2019, the discount rate/investment rate of return assumption was updated to 5.24 percent. For the fiscal year ended June 30, 2018, the discount rate/investment rate of return assumption was updated to 5.23 percent. For the fiscal year ended June 30, 2017, the discount rate/investment rate of return assumption was 5.33 percent.

Mortality assumption: For the fiscal year ended June 30, 2019, the mortality assumption used the RP-2018 mortality tables with separate rates for males and females and generational projection using improvement scale BB. For the fiscal year ended June 30, 2018, the mortality assumption used the RP-2017 mortality tables with separate rates for males and females and generational projection using improvement scale BB. For the fiscal year ended June 30, 2017, the mortality assumption used the RP-2016 mortality tables with separate rates for males and females with generational projection using improvement scale BB.

COLORADO STATE UNIVERSITY SYSTEM

Required Supplemental Information
Schedule of Changes in the Net OPEB (Asset) Liability and Related Ratios
Retiree Umbrella Prescription Plan PERA Participants
June 30, 2019
(Unaudited)
(Amounts expressed in thousands)

The amounts presented were determined as of the measurement date, which is the calendar year (CY) end that occurred within CSU's fiscal year.

		CY2018	CY2017	CY2016
Total OPEB liability:				
Service cost	$	24	28	N/A
Interest		179	182	N/A
Differences between expected and actual experience		(466)	(147)	N/A
Changes of assumptions		(488)	4	N/A
Benefit payments		(53)	(65)	N/A
Net change in total OPEB liability		(804)	2	N/A
Total OPEB liability - beginning		3,451	3,449	N/A
Total OPEB liability - ending (a)	**$**	**2,647**	**3,451**	**3,449**
Plan fiduciary net position:				
Contributions-employer	$	274	234	N/A
Net investment income		(28)	38	N/A
Benefit payments		(53)	(65)	N/A
Administrative expense		(34)	(46)	N/A
Net change in plan fiduciary net position		159	161	N/A
Plan fiduciary net position - beginning		759	598	N/A
Plan fiduciary net position - ending (b)	**$**	**918**	**759**	**598**
Net OPEB (asset) liability - ending (a)-(b)	**$**	**1,729**	**2,692**	**2,851**
Plan fiduciary net position as a percentage of the total OPEB liability		34.7%	22.0%	17.3%
Covered-employee payroll	$	13,638	15,721	17,415
Net OPEB (asset) liability as a percentage of covered-employee payroll		12.7%	17.1%	16.4%

Notes To Required Supplementary Information

Changes of assumptions and methods:

Discount rate/investment rate of return: For the fiscal year ended June 30, 2019, the discount rate/investment rate of return assumption was updated to 5.24 percent. For the fiscal year ended June 30, 2018, the discount rate/investment rate of return assumption was updated to 5.23 percent. For the fiscal year ended June 30, 2017, the discount rate/investment rate of return assumption was 5.33 percent.

Mortality assumption: For the fiscal year ended June 30, 2019, the mortality assumption used the RP-2018 mortality tables with separate rates for males and females and generational projection using improvement scale BB. For the fiscal year ended June 30, 2018, the mortality assumption used the RP-2017 mortality tables with separate rates for males and females and generational projection using improvement scale BB. For the fiscal year ended June 30, 2017, the mortality assumption used the RP-2016 mortality tables with separate rates for males and females, and generational projection using improvement scale BB.

COLORADO STATE UNIVERSITY SYSTEM
Required Supplemental Information
Schedule of Changes in the Net OPEB (Asset) Liability and Related Ratios
Long-Term Disability Income Replacement Plan
June 30, 2019
(Unaudited)
(Amounts expressed in thousands)

The amounts presented were determined as of the measurement date, which is the calendar year (CY) end that occurred within CSU's fiscal year.

		CY2018	CY2017	CY2016
Total OPEB liability:				
Service cost	$	1,476	1,407	N/A
Interest		530	499	N/A
Differences between expected and actual experience		(2,400)	(221)	N/A
Changes of assumptions		(466)	69	N/A
Benefit payments		(916)	(855)	N/A
Net change in total OPEB liability		(1,776)	899	N/A
Total OPEB liability - beginning		11,252	10,353	N/A
Total OPEB liability - ending (a)	**$**	**9,476**	**11,252**	**10,353**
Plan fiduciary net position:				
Contributions-employee/member	$	1,580	1,515	N/A
Net investment income		(312)	601	N/A
Benefit payments		(916)	(855)	N/A
Administrative expense		(46)	(68)	N/A
Net change in plan fiduciary net position		306	1,193	N/A
Plan fiduciary net position - beginning		9,413	8,220	N/A
Plan fiduciary net position - ending (b)	**$**	**9,719**	**9,413**	**8,220**
Net OPEB (asset) liability - ending (a)-(b)	**$**	**(243)**	**1,839**	**2,133**
Plan fiduciary net position as a percentage of the total OPEB liability		102.6%	83.7%	79.4%
Covered-employee payroll	$	432,046	411,443	389,965
Net OPEB (asset) liability as a percentage of covered-employee payroll		-0.1%	0.4%	0.5%

Notes To Required Supplementary Information

Changes of assumptions and methods:

Discount rate: For the fiscal year ended June 30, 2019, the discount rate was updated to 5.24 percent. For the fiscal year ended June 30, 2018, the discount rate was updated to 4.91 percent. For the fiscal year ended June 30, 2017, the discount rate assumption was 5.03 percent.

Investment rate of return: For the fiscal year ended June 30, 2019, the investment return assumption was updated to 5.24 percent. For the fiscal year ended June 30, 2018, the investment return assumption was updated to 5.23 percent. For the fiscal year ended June 30, 2017, the investment return assumption was 5.33 percent.

Mortality assumption: For the fiscal year ended June 30, 2019, the mortality assumption used the RP-2018 mortality tables with separate rates for males and females and generational projection using improvement scale BB. For the fiscal year ended June 30, 2018, the mortality assumption used the RP-2017 mortality tables with separate rates for males and females and generational projection using improvement scale BB. For the fiscal year ended June 30, 2017, the mortality assumption used the RP-2016 mortality tables with separate rates for males and females with generational projection using improvement scale BB.

COLORADO STATE UNIVERSITY SYSTEM
Required Supplemental Information
Schedule of OPEB Contributions
Retiree Medical Subsidy for DCP Participants
June 30, 2019
(Unaudited)
(Amounts expressed in thousands)

The amounts presented are the contributions and payroll for each fiscal year.

		FY2019	FY2018	FY2017
Actuarially determined contributions	$	790	1,340	1,296
Contributions in relation to the actuarially determined contributions		-	-	(4,070)
Contribution deficiency (excess)	**$**	**790**	**1,340**	**(2,774)**
Covered-employee payroll	$	400,207	381,584	359,213
Contributions as a percentage of covered-employee payroll		0.0%	0.0%	1.1%

Notes To Required Supplementary Information

Valuation date	The valuation dates are biennial dates as of January 1. As of fiscal year ended June 30, 2019, the valuation date was January 1, 2019.
Methods and assumptions used to determine contribution rates:	
Actuarial cost method	Entry age normal, level percent of pay
Amortization method	30 years open, level percent of pay
Amortization period	30 years
Asset valuation method	Market value
Inflation	As of fiscal year ended June 30, 2019, inflation became 2.50 percent. In prior years, inflation was 3.00 percent.
Investment rate of return	5.24%
Salary increases	N/A
Cost-of-living adjustments	N/A
Healthcare cost trend rates	6.50 percent decreasing by 0.25 percent per year to 5.00 percent in 2025 and later.
Mortality	Separate mortality rates for non-annuitants (based on RP-2018 "Employees" sex-distinct tables and projected generationally using Scale BB) and annuitants (based on RP-2018 "Healthy Annuitants" sex-distinct tables and projected generationally using Scale BB). In fiscal year ended June 30, 2018, the mortality assumption used the RP-2017 mortality tables with separate rates for males and females and generational projection using improvement scale BB. In fiscal year ended June 30, 2017, the mortality assumption used the RP-2016 mortality tables with separate rates for males and females and generational projection using improvement scale BB.

COLORADO STATE UNIVERSITY SYSTEM
Required Supplemental Information
Schedule of OPEB Contributions
Retiree Medical Subsidy for PERA Participants
June 30, 2019
(Unaudited)
(Amounts expressed in thousands)

The amounts presented are the contributions and payroll for each fiscal year.

		FY2019	FY2018	FY2017
Actuarially determined contributions	$	-	1,942	1,981
Contributions in relation to the actuarially determined contributions		-	(1,942)	(1,981)
Contribution deficiency (excess)	**$**	**-**	**-**	**-**
Covered-employee payroll	$	12,573	14,903	16,396
Contributions as a percentage of covered-employee payroll		0.0%	13.0%	12.1%

Notes To Required Supplementary Information

Valuation date	The valuation dates are biennial dates as of January 1. As of fiscal year ended June 30, 2019, the valuation date was January 1, 2019.
Methods and assumptions used to determine contribution rates:	
Actuarial cost method	Entry age normal, level percent of pay
Amortization method	30 years closed, level percent of pay
Amortization period	19 years
Asset valuation method	Market value
Inflation	As of fiscal year ended June 30, 2019, inflation became 2.50 percent. In prior years, inflation was 3.00 percent.
Investment rate of return	5.24%
Salary increases	N/A
Cost-of-living adjustments	N/A
Healthcare cost trend rates	6.50 percent decreasing by 0.25 percent per year to 5.00 percent in 2025 and later.
Mortality	Separate mortality rates for non-annuitants (based on RP-2018 "Employees" sex-distinct tables and projected generationally using Scale BB) and annuitants (based on RP-2018 "Healthy Annuitants" sex-distinct tables and projected generationally using Scale BB). In fiscal year ended June 30, 2018, the mortality assumption used the RP-2017 mortality tables with separate rates for males and females and generational projection using improvement scale BB. In fiscal year ended June 30, 2017, the mortality assumption used the RP-2016 mortality tables with separate rates for males and females and generational projection using improvement scale BB.

COLORADO STATE UNIVERSITY SYSTEM
Required Supplemental Information
Schedule of OPEB Contributions
Retiree Umbrella Prescription Plan PERA Participants
June 30, 2019
(Unaudited)
(Amounts expressed in thousands)

The amounts presented are the contributions and payroll for each fiscal year.

		FY2019	FY2018	FY2017
Actuarially determined contributions	$	151	232	240
Contributions in relation to the actuarially determined contributions		(151)	(232)	(240)
Contribution deficiency (excess)	**$**	**-**	**-**	**-**
Covered-employee payroll	$	12,573	14,903	16,396
Contributions as a percentage of covered-employee payroll		1.2%	1.6%	1.5%

Notes To Required Supplementary Information

Valuation date	The valuation dates are biennial dates as of January 1. As of fiscal year ended June 30, 2019, the valuation date was January 1, 2019.
Methods and assumptions used to determine contribution rates:	
Actuarial cost method	Entry age normal, level percent of pay
Amortization method	30 years closed, level percent of pay
Amortization period	19 years
Asset valuation method	Market value
Inflation	As of fiscal year ended June 30, 2019, inflation became 2.50 percent. In prior years, inflation was 3.00 percent.
Investment rate of return	5.24%
Salary increases	N/A
Cost-of-living adjustments	N/A
Healthcare cost trend rates	6.50 percent decreasing by 0.25 percent per year to 5.00 percent in 2025 and later.
Mortality	Separate mortality rates for non-annuitants (based on RP-2018 "Employees" sex-distinct tables and projected generationally using Scale BB) and annuitants (based on RP-2018 "Healthy Annuitants" sex-distinct tables and projected generationally using Scale BB). In fiscal year ended June 30, 2018, the mortality assumption used the RP-2017 mortality tables with separate rates for males and females and generational projection using improvement scale BB. In fiscal year ended June 30, 2017, the mortality assumption used the RP-2016 mortality tables with separate rates for males and females and generational projection using improvement scale BB.

COLORADO STATE UNIVERSITY SYSTEM

Required Supplemental Information
Schedule of OPEB Contributions
Long-Term Disability Income Replacement Plan
June 30, 2019
(Unaudited)
(Amounts expressed in thousands)

The amounts presented are the contributions and payroll for each fiscal year.

		FY2019	FY2018	FY2017
Actuarially determined contributions	$	1,286	1,426	1,373
Contributions in relation to the actuarially determined contributions		(1,610)	(1,550)	(1,478)
Contribution deficiency (excess)	**$**	**(324)**	**(124)**	**(105)**
Covered-employee payroll	$	440,686	421,858	400,340
Contributions as a percentage of covered-employee payroll		0.4%	0.4%	0.4%

Notes To Required Supplementary Information

Valuation date	The valuation dates are biennial dates as of January 1. As of fiscal year ended June 30, 2019, the valuation date was January 1, 2019.
Methods and assumptions used to determine contribution rates:	
Actuarial cost method	Entry age normal, level percent of pay
Amortization method	30 years open, level percent of pay
Amortization period	30 years
Asset valuation method	Market value
Inflation	As of fiscal year ended June 30, 2019, inflation became 2.50 percent. In prior years, inflation was 3.00 percent.
Investment rate of return	5.24%
Salary increases	6.00%
Cost-of-living adjustments	3.00%
Healthcare cost trend rates	N/A
Mortality	Separate mortality rates for non-annuitants (based on RP-2018 "Employees" sex-distinct tables and projected generationally using Scale BB) and annuitants (based on RP-2018 "Healthy Annuitants" sex-distinct tables and projected generationally using Scale BB). In fiscal year ended June 30, 2018, the mortality assumption used the RP-2017 mortality tables with separate rates for males and females and generational projection using improvement scale BB. In fiscal year ended June 30, 2017, the mortality assumption used the RP-2016 mortality tables with separate rates for males and females and generational projection using improvement scale BB. Long-term disabled participant mortality is based on the 1987 Commissioner's Group Disability Table with a three month elimination period.

COLORADO STATE UNIVERSITY SYSTEM OTHER POSTEMPLOYMENT BENEFITS
Required Supplemental Information
Schedule of Changes in the OPEB (Asset) Liability and Related Ratios
Retiree Medical Subsidy for DCP Participants
June 30, 2019
(Unaudited)
(Amounts expressed in thousands)

The amounts presented are for each fiscal year.

	FY2019	FY2018	FY2017
Total OPEB liability:			
Service cost	$ 1,689	1,681	N/A
Interest	2,059	1,873	N/A
Demographics losses (gains)	357	(284)	N/A
Assumption changes	(7,105)	290	N/A
Benefit payments	(1,090)	(966)	N/A
Net change in total OPEB liability	(4,090)	2,594	N/A
Total OPEB liability - beginning	38,217	35,623	N/A
Total OPEB liability - ending	**$ 34,127**	**38,217**	**35,623**
Plan fiduciary net position:			
Net investment income	$ 2,455	1,639	N/A
Benefit payments	(1,090)	(966)	N/A
Administrative expense	(39)	(37)	N/A
Net change in plan fiduciary net position	1,326	636	N/A
Plan fiduciary net position - beginning	45,999	45,363	N/A
Plan fiduciary net position - ending	**$ 47,325**	**45,999**	**45,363**
Net OPEB (asset) liability - ending	**$ (13,198)**	**(7,782)**	**(9,740)**
Plan fiduciary net position as a percentage of the total OPEB liability	138.7%	120.4%	127.3%

Fiscal year ended June 30, 2017, was the year of implementation of GASB Statement No. 74, so there was no data available except the total OPEB liability - ending, plan fiduciary net position - ending, and net OPEB (asset) liability, resulting in the rest being noted as not applicable, per the actuaries.

COLORADO STATE UNIVERSITY SYSTEM OTHER POSTEMPLOYMENT BENEFITS

Required Supplemental Information

Schedule of Changes in the OPEB (Asset) Liability and Related Ratios

Retiree Medical Subsidy for PERA Participants

June 30, 2019

(Unaudited)

(Amounts expressed in thousands)

The amounts presented are for each fiscal year.

		FY2019	FY2018	FY2017
Total OPEB liability:				
Service cost	$	285	323	N/A
Interest		2,382	2,359	N/A
Demographics losses (gains)		(7,123)	(399)	N/A
Assumption changes		(21,232)	125	N/A
Benefit payments		(1,239)	(1,563)	N/A
Net change in total OPEB liability		(26,927)	845	N/A
Total OPEB liability - beginning		45,883	45,038	N/A
Total OPEB liability - ending	**$**	**18,956**	**45,883**	**45,038**
Plan fiduciary net position:				
Contributions-employer	$	-	1,942	N/A
Net investment income		1,322	849	N/A
Benefit payments		(1,239)	(1,563)	N/A
Administrative expense		(33)	(24)	N/A
Net change in plan fiduciary net position		50	1,204	N/A
Plan fiduciary net position - beginning		24,756	23,552	N/A
Plan fiduciary net position - ending	**$**	**24,806**	**24,756**	**23,552**
Net OPEB (asset) liability - ending	**$**	**(5,850)**	**21,127**	**21,486**
Plan fiduciary net position as a percentage of the total OPEB liability		130.9%	54.0%	52.3%

Fiscal year ended June 30, 2017, was the year of implementation of GASB Statement No. 74, so there was no data available except the total OPEB liability - ending, plan fiduciary net position - ending, and net OPEB (asset) liability, resulting in the rest being noted as not applicable, per the actuaries.

COLORADO STATE UNIVERSITY SYSTEM OTHER POSTEMPLOYMENT BENEFITS

Required Supplemental Information

Schedule of Changes in the OPEB (Asset) Liability and Related Ratios

Retiree Umbrella Prescription Plan PERA Participants

June 30, 2019

(Unaudited)

(Amounts expressed in thousands)

The amounts presented are for each fiscal year.

		FY2019	FY2018	FY2017
Total OPEB liability:				
Service cost	$	21	24	N/A
Interest		179	181	N/A
Demographics losses (gains)		(469)	(159)	N/A
Assumption changes		(495)	4	N/A
Benefit payments		(80)	(83)	N/A
Contributions-employee/member		26	28	N/A
Net change in total OPEB liability		(818)	(5)	N/A
Total OPEB liability - beginning		3,444	3,449	N/A
Total OPEB liability - ending	**$**	**2,626**	**3,444**	**3,449**
Plan fiduciary net position:				
Contributions-employer	$	151	232	N/A
Contributions-employee/member		26	28	N/A
Net investment income		52	22	N/A
Benefit payments		(80)	(83)	N/A
Administrative expense		(37)	(37)	N/A
Net change in plan fiduciary net position		112	162	N/A
Plan fiduciary net position - beginning		899	737	N/A
Plan fiduciary net position - ending	**$**	**1,011**	**899**	**737**
Net OPEB (asset) liability - ending	**$**	**1,615**	**2,545**	**2,712**
Plan fiduciary net position as a percentage of the total OPEB liability		38.5%	26.1%	21.4%

Fiscal year ended June 30, 2017, was the year of implementation of GASB Statement No. 74, so there was no data available except the total OPEB liability - ending, plan fiduciary net position - ending, and net OPEB (asset) liability, resulting in the rest being noted as not applicable, per the actuaries.

COLORADO STATE UNIVERSITY SYSTEM OTHER POSTEMPLOYMENT BENEFITS

Required Supplemental Information
Schedule of Changes in the OPEB (Asset) Liability and Related Ratios
Long-Term Disability Income Replacement Plan
June 30, 2019
(Unaudited)
(Amounts expressed in thousands)

The amounts presented are for each fiscal year.

		FY2019	FY2018	FY2017
Total OPEB liability:				
Service cost	$	1,424	1,440	N/A
Interest		630	514	N/A
Demographics losses (gains)		(2,405)	(188)	N/A
Assumption changes		(410)	(13)	N/A
Benefit payments		(896)	(907)	N/A
Net change in total OPEB liability		(1,657)	846	N/A
Total OPEB liability - beginning		11,629	10,783	N/A
Total OPEB liability - ending	**$**	**9,972**	**11,629**	**10,783**
Plan fiduciary net position:				
Contributions-employee/member	$	1,610	1,550	N/A
Net investment income		522	318	N/A
Benefit payments		(896)	(907)	N/A
Administrative expense		(40)	(60)	N/A
Net change in plan fiduciary net position		1,196	901	N/A
Plan fiduciary net position - beginning		9,617	8,716	N/A
Plan fiduciary net position - ending	**$**	**10,813**	**9,617**	**8,716**
Net OPEB (asset) liability - ending	**$**	**(841)**	**2,012**	**2,067**
Plan fiduciary net position as a percentage of the total OPEB liability		108.4%	82.7%	80.8%

Fiscal year ended June 30, 2017, was the year of implementation of GASB Statement No. 74, so there was no data available except the total OPEB liability - ending, plan fiduciary net position - ending, and net OPEB (asset) liability, resulting in the rest being noted as not applicable, per the actuaries.

COLORADO STATE UNIVERSITY SYSTEM OTHER POSTEMPLOYMENT BENEFITS

Required Supplemental Information
Schedule of Investment Returns
June 30, 2019
(Unaudited)
(Amounts expressed in thousands)

The amounts presented are for each fiscal year.

	FY2019	**FY2018**	**FY2017**
Annual money-weighted rate of return net of investment expense	7.5%	3.6%	3.4%

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INDEPENDENT AUDITOR'S REPORT ON BOND COMPLIANCE

Members of the Legislative Audit Committee:

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards,* issued by the Comptroller General of the United states, the financial statements of the business-type activities, aggregate discretely presented component units, and the fiduciary fund information of the Colorado State University System (the System), a higher education institution of the State of Colorado, as of and for the year ended June 30, 2019, and the related notes to the financial statements, which collectively comprise the System's basic financial statements, and have issued our report thereon dated November 22, 2019, which contained paragraphs emphasizing matters regarding the financial statements. Our report includes a reference to other auditors who audited the financial statements of the Colorado State University Foundation and Colorado State University Pueblo Foundation which were not audited in accordance with *Government Auditing Standards*. This report does not include the results of the other auditors' testing of internal control over financial reporting or compliance and other matters that are reported on a separately by those auditors.

In connection with our audit, nothing came to our attention that caused us to believe that the System failed to comply with the terms, covenants, provisions, or conditions of the respective Authorizing Bond Resolutions and the Official Statements (collectively, bond resolutions) insofar as they relate to accounting matters. However, our audit was not directed primarily toward obtaining knowledge of such noncompliance. Accordingly, had we performed additional procedures, other matters may have come to our attention regarding the System's noncompliance with the above-referenced terms, covenants, provision, or conditions of the bond resolutions, insofar as they relate to accounting matters.

In accordance with the respective bond resolutions discussed above, revenue bonds' earnings requirement schedules (the Schedules) are shown on page 120. We have not audited the Schedules and express no opinion on them.

This report is intended solely for the information and use of the Legislative Audit Committee, the Office of the State Auditor, the Colorado University System Board of Governors, the Colorado State University System's management, and is not intended to be and should not be used by anyone other than these specified parties. However, upon release by the Legislative Audit Committee, this report is a public document.

CliftonLarsonAllen LLP

Greenwood Village, Colorado
November 22, 2019

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COLORADO STATE UNIVERSITY SYSTEM
Revenue Bonds' Earnings Requirements Schedules
June 30, 2019

Colorado State University (CSU) System Enterprise Revenue and Refunding Bonds

The following information is presented in accordance with the bond resolutions of System Enterprise Revenue and Refunding Bonds: Series 2009 A; 2010 A, B, C; 2012 A; 2012 B; 2013 A, B; 2013 D; 2013 E; 2015 A, B, C, D; 2015 E1, E2, F; 2016 A, B; 2017 A, B, C, D, E, F; 2018 A; and Commercial Paper Notes Series A, B. Below is the calculation of the earnings requirement, which includes the earnings of 10 percent tuition, CSU facilities fees (80 percent of first $10 credit hour fee and 100 percent of additional $5 per credit hour fee), CSU-Pueblo facilities fees (100 percent), CSU Research Building Revolving Fund, auxiliary, and bond subsidy pledged revenues.

For the purposes of determining compliance with the bond resolutions, System Enterprise Revenue earnings for the fiscal year ended June 30, 2019 are computed as follows:

		Tuition and Facilities Fee	Research Building Revolving Fund	Auxiliary	Bond Subsidy	Total
Pledged revenues	$	52,742	61,648	165,785	1,603	281,778
Pledged fee revenues		16,170	-	33,801	-	49,971
Pledged investment income		201	248	1,437	-	1,886
		69,113	61,896	201,023	1,603	333,635
Operating expenses		66	1,172	139,725	-	140,963
Pledged revenue, net of operating expenses		**69,047**	**60,724**	**61,298**	**1,603**	**192,672**

Net income required under the bond resolution:		
Current year principal and interest payments	$	81,312
Minimum earnings ratio required by bond resolution		100%
Net income required under the bond resolution	**$**	**81,312**

The net income to meet the earnings requirement under the bond resolution shown above exceeds the required amount.

See accompanying independent auditors' report on Bond Compliance.

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INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

Legislative Audit Committee & Board of Governors
Colorado State University System
Denver, Colorado

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the business-type activities, the aggregate discretely presented component units, and the fiduciary fund information of the Colorado State University System (the System), as of and for the year ended June 30, 2019, and the related notes to the financial statements, which collectively comprise the System's basic financial statements, and have issued our report thereon dated November 22, 2019. Our report includes a reference to other auditors who audited the financial statements of the Colorado State University Foundation and the Colorado State University Pueblo Foundation which were not audited in accordance with *Government Auditing Standards*, as described in our report on the System's financial statements. This report does not include the results of the other auditors' testing of internal control over financial reporting or compliance and other matters that are reported on separately by those auditors.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the System's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the System's internal control. Accordingly, we do not express an opinion on the effectiveness of the System's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Legislative Audit Committee & Board of Governors
Colorado State University System

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the System's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

CliftonLarsonAllen LLP

CliftonLarsonAllen LLP

Greenwood Village, Colorado
November 22, 2019

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Legislative Audit Committee & Board of Governors
Colorado State University System
Denver, Colorado

We have audited the financial statements of the business-type activities, the aggregate discretely presented component units, and the fiduciary fund information of the Colorado State University System (the System), as of and for the year ended June 30, 2019, and have issued our report thereon dated November 22, 2019. Our report includes a reference to other auditors. Other auditors audited the financial statements of the Colorado State University Foundation (the CSU Foundation), the Colorado State University Pueblo (CSU-Pueblo Foundation) and the Colorado State University System Foundation (CSUS Foundation) which are discretely presented component units and were not audited in accordance with *Government Auditing Standards*. We have previously communicated to you information about our responsibilities under auditing standards generally accepted in the United States of America, *Government Auditing Standards*, and Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance), as well as certain information related to the planned scope and timing of our audit. Professional standards also require that we communicate to you the following information related to our audit.

Significant audit findings

Qualitative aspects of accounting practices

<u>*Accounting policies*</u>

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the System are described in Note 3 to the financial statements.

The System changed accounting policies related to asset retirement obligations by adopting Statement of Governmental Accounting Standards (GASB Statement) No. 83, *Asset Retirement Obligations*, in 2019. Accordingly, the cumulative effect of the accounting change as of the end of the fiscal year is reported in the Statements of Revenues, Expenses, and Changes in Net Position.

We noted no transactions entered into by the entity during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

<u>*Accounting estimates*</u>

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimate(s) affecting the financial statements was (were):

- Management's estimate of the allowance for doubtful accounts is based on historical collection rates.

- Capital assets are depreciated using the straight-line method over the estimated useful lives of the assets. Estimated useful lives range from 3 to 70 years.

- Management’s estimate of other postemployment benefits is based on actuarial assumptions and involves no judgement on management’s part. We evaluated the key factors and assumptions used to develop the allowance in determining that it is reasonable in relation to the financial statements taken as a whole.

- Management’s estimate of the net pension liability is based on actuarial assumptions and involves no judgement on management’s part. We evaluated the key factors and assumptions used to develop the net pension liability in determining that it is reasonable in relation to the financial statements taken as a whole.

- Summer session tuition unearned revenue is the estimate of the number of days of summer courses that were incurred subsequent to fiscal year-end, but for which tuition was charged and collected prior to fiscal year-end.

- Management’s estimate of the claims liability, including incurred but not reported (IBNR), is based on outstanding claims reserves as of year-end and historically claims IBNR data. We evaluated the key factors and assumptions used to develop the claims liability and IBNR in determining that it is reasonable in relation to the financial statements taken as a whole.

- Management’s estimate of the compensated absences liability is based on a three or five year rolling average of actual payouts. We evaluated the key factors and assumptions used to develop the compensated absences liability in determining that it is reasonable in relation to the financial statements taken as a whole.

- Management’s estimate of the asset retirement obligation liability is based on estimates of costs to retire certain assets in the future. We evaluated the key factors and assumptions used to develop these estimates in determining that they are reasonable in relation to the financial statements taken as a whole.

Financial statement disclosures

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. There were no particularly sensitive financial statement disclosures.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties encountered in performing the audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Uncorrected misstatements

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management.

Corrected misstatements

Management did not identify and we did not notify them of any financial statement misstatements, other than those that are clearly trivial, detected as a result of audit procedures.

Disagreements with management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. No such disagreements arose during our audit.

Management representations

We have requested certain representations from management that are included in the management representation letter dated November 22, 2019.

Management consultations with other independent accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the entity's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Significant issues discussed with management prior to engagement

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to engagement as the entity's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our engagement.

Audits of group financial statements

We noted no matters related to the group audit that we consider to be significant to the responsibilities of those charged with governance of the group.

Quality of component auditor's work

There were no instances in which our evaluation of the work of a component auditor gave rise to a concern about the quality of that auditor's work.

Limitations on the group audit

There were no restrictions on our access to information of components or other limitations on the group audit.

Other information in documents containing audited financial statements

With respect to the required supplementary information (RSI) accompanying the financial statements, we made certain inquiries of management about the methods of preparing the RSI, including whether the RSI has been measured and presented in accordance with prescribed guidelines, whether the methods of measurement and preparation have been changed from the prior period and the reasons for any such changes, and whether there were any significant assumptions or interpretations underlying the measurement or presentation of the RSI.

We compared the RSI for consistency with management's responses to the foregoing inquiries, the basic financial statements, and other knowledge obtained during the audit of the basic financial statements. Because these limited procedures do not provide sufficient evidence, we did not express an opinion or provide any assurance on the RSI.

Our auditors' opinion, the audited financial statements, and the notes to financial statements should only be used in their entirety. Inclusion of the audited financial statements in a document the System prepares, such as an annual report, should be done only with our prior approval and review of the document.

* * *

This communication is intended solely for the information and use of the Legislative Audit Committee of the State of Colorado, the Board of Governors, the Office of the State Auditor of Colorado, and management of the Colorado State University System and is not intended to be, and should not be, used by anyone other than these specified parties. However, upon release by the Legislative Audit Committee, this report is a public document.

CliftonLarsonAllen LLP

CliftonLarsonAllen LLP

Greenwood Village, Colorado
November 22, 2019

Section 4

Colorado State University Reports

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

ASCSU

BOG REPORT

CSU | Fort Collins | 1.22.2020

Academics

Our academics department is working to develop an **internship-stipend program that will help students receive compensation for unpaid internships.** We have had some preliminary meetings discussing the possibility of **sponsoring GRE, MCAT, and LSAT exam costs** via reimbursement**.** The office of financial aid provides waivers for some of these exams but a further incentive for students not financial-aid eligible may encourage them to pursue graduate-level education. We are also **surveying for our Caps & Gowns Rental Initiative** to find the demand for discounted caps & gowns.

Traditions & Programs

Rams on the Ice is going to be one of the greatest traditions in CSU history. Near Valentine's Day we are **bringing an ice rink to campus** to be placed on the plaza. Skate rentals will be provided and students can skate while on campus! We have just started discussing creating a **teddy bear toss** where students at a basketball game **bring teddy bears and throw them on the court** at halftime **to be donated to a children's hospital.** This project is in its early stages but more meetings and updates are to come!

Health

Our director of health is excited about several new initiatives this next semester. We are exploring a **fitness mentorship program** focused on mental health and also funding student **subscriptions to a meditation-based app that has been shown to improve the mental health of its users.** We are continuing to work with Rams Against Hunger to hunger and recently opened up our pocket-pantry to include another location.

Clark, Glover, & Biomedical Discovery Project

ASCSU has been **gathering student input about a possible fee increase to finance several facility construction projects** along the academic spine. 372 students responded to a preliminary survey asking if they would be willing to pay a $5/credit fee increase to fund the project. 73% of students responded that they would support the increase. More in-depth surveys are in the works.

Diversity and Inclusion

Our team partnered with the Sociology department to bring a **speaker to talk about diversity & inclusion—highlighting women's issues on college campuses.** The event was a large success. We just hired a new Director of Diversity & Inclusion who has a number of new initiatives in mind.

Fort Collins Housing

Our Director of Community Affairs developed a comprehensive proposal that would reshape the U+2 housing policy in Fort Collins. Recently his team presented the proposal in front of the mayor after meeting with several council members. The policy would likely reduce housing prices that cost students a hefty amount.

Board of Governors Report for February 5-7, 2020 Meeting

Respectfully submitted by Stephanie Clemons, Ph.D.
Faculty Representative to the Board of Governors, CSU – Fort Collins

Following are few campus-wide initiatives CSU-Fort Collins faculty will be engaged in spring 2020.

Race, Bias, and Equity Initiative (RBEI). Last fall proposals were received for actionable plans to transform campus by focusing on socially just systemic efforts that effect demonstrable and permanent change to the university climate and culture. Currently, the RBEI team is requesting campus partners to serve on 10 work groups comprised of faculty and staff who will review submitted proposals. A variety of student groups will also be invited to offer additional input and feedback. Blanche Hughes, Vice President for Student Affairs, leads this initiative.

Non-Tenure Track Faculty (NTTF) Promotions – Update. Last fall, eligible non-tenure track faculty (NTTF) were invited to apply for promotion. This spring, according to individual department codes, faculty will be meeting to review NTTF materials and make recommendations to department heads for possible promotion.

Elections. Faculty Council Officer nominations will be solicited February with elections in March.

<u>College Snapshot</u>

College of Natural Sciences (CNS)

Largest college on campus with 4,000 UG students
Strategic plan "Discovery Begins Here" developed with three college themes

- Computational sciences (data science (new major), cyber security, and bioinformatics)
- Materials sciences (e.g. medical)
- Health (neuroscience, additions, aging, and diseases)

Departments. Eight - biochemistry and molecular biology, biology, chemistry, computer science, mathematics, physics, psychology, and statistics. Each offer a Ph.D. program. The college offers 13 majors.

Research. $36 million in annual research expenditures. Student Scholarships: $920,000 last year.

Facilities. Two newer buildings (2017) – Biology and Chemistry Research

Students. Laurel Village Residence Hall houses 400 science students; a CSU Learning Community

Example of Global Impact. Little Shop of Physics; reached 500,000 students; as far away as Uganda

Example of K-12 Outreach. Math, Science and Tech Day; partnership with El Centro

Strong commitment to diversity and inclusion (e.g. Women in Physics; American Indian Science + Engineering Society student grp). Active steps taken to increase percentage of women and minorities.

New Major - Data Science. High demand skills in the job market. First cohort of students on campus.

On the horizon? New interest in post quantum cryptography. These are algorithms that are safe in the event quantum computers are built. Faculty with research grants are developing quantum resistant cryptographic algorithms. Also, new undergraduate course now offered on Applied Cryptography. Higher student enrollment than expected. Under discussion is housing a cryptography school at CSU. NSA is interested in designating CSU for this purpose. *Factoid:* NSA is largest employer of mathematicians in the country.

COLORADO STATE UNIVERSITY
PRESIDENT'S REPORT

Board of Governors of the Colorado State University System
February 7, 2020

I. MAJOR HONORS AND AWARDS

A. More than 1,200 degrees conferred during 2019 Fall Commencement ceremonies

Colorado State University conferred degrees on more than 2,100 graduates from 167 majors during fall 2019 commencement ceremonies Dec. 20-21. College ceremonies and the ROTC commissioning recognized 1,479 undergraduate and 697 graduate students, and four Army ROTC commissionees. Eighteen undergraduates were candidates for distinction as *summa cum laude*, 54 *magna cum laude*, and 69 *cum laude*.

B. *U.S. News*: CSU online programs rise to among nation's best

Colorado State University's online programs are ranked among the nation's best in an annual report released Jan. 14 by *U.S. News & World Report*. CSU's online bachelor's degree is No. 9 among public universities. The program rose nine spots from last year's ranking. CSU's online bachelor's degree is also among the top 10 in the nation for veterans, ranking No. 7 among public universities. The online bachelor's program also ranked among the top 10 in the country for veterans at public institutions, coming in at No. 7. Additionally, the "2020 U.S. News Best Online Programs" issue ranks CSU's College of Business online MBA and online master's in computer information systems as No. 1 in the state of Colorado. Its online graduate business program also rose several spots to No. 21 among public universities nationwide and the college's online computer information systems master's degree moved up one spot to No. 14 among public institutions, No. 24 nationwide. This year, the Walter Scott, Jr. College of Engineering moved up several spots in the rankings to No. 27 among public universities and its online graduate programs debuted at No. 14 among the best public universities for veterans

C. Nutrien announces $10 million long-term investment in College of Agricultural Sciences

Colorado State University and Nutrien, the world's largest provider of crop nutrients, inputs and services, in January announced a strategic partnership with a primary goal: feeding the world in the most sustainable, inclusive, and innovative way. Nutrien is providing CSU's College of Agricultural Sciences $1 million each year over the next 10 years. This $10 million gift will fund state-of-the-art research and teaching initiatives on campus and provide scholarship support to students, elevating CSU into a position of leadership in developing a diverse, highly skilled agricultural workforce and boosting Nutrien's ability to deliver industry-leading products. Nutrien, a global company with offices not far from campus in Loveland, Colo., has been providing crop inputs and expert agronomic services for more than 50 years. The company has operations and investments in 14 countries and 20,000 employees, including more than 600 CSU alumni. Nutrien's gift – the largest in the College of Agricultural Sciences' history – will impact the college in numerous areas:

- Scholarships for students in the college, focusing on education and success of women and students from diverse backgrounds;

- Program enhancements to help students become career-ready in the field of agriculture, and ensuring they persist in their studies through graduation and placement in the industry;
- Funding to attract top talent in the application of technology to agricultural problems. including food safety, security and sustainability;
- Sponsorship of high-impact engagement and educational events at the nexus of technology, innovation, and agriculture, such as CSU's AgInnovation Summit; and
- Sponsorship of the Nutrien Ag Day BBQ each fall, held annually to coincide with a home football game.

In recognition of this transformational gift, the College of Agricultural Sciences' Shepardson Building will be renamed the Nutrien Agricultural Sciences Building.

D. Joe Blake makes $5 million gift to CSU's College of Liberal Arts

Chancellor Emeritus Joe Blake has made a $5 million gift to Colorado State University's College of Liberal Arts, announced Dec. 19. This gift, the largest in the college's history, is in recognition of its outstanding, high-quality faculty, students, and leadership. It is Blake's intention through this gift to help cast a bright light on the incredible faculty and excellence in the College of Liberal Arts. A respected member of the Denver and Colorado business communities, Blake was appointed to the Colorado State University System Board of Governors in 2006 and was named the system's first sole chancellor in 2009. He served in that role until he retired in 2011. Blake's $5 million gift helped the College of Liberal Arts achieve its campaign goal, part of the State Your Purpose campaign, which has raised more than $1.2 billion for CSU.

E. Computer scientist Darrell Whitley named an ACM Fellow

Darrell Whitley, professor in CSU's Department of Computer Science, has been named a Fellow of the Association for Computing Machinery, the computing field's most distinguished professional society. Whitley, who joins 57 other Fellows, will be formally recognized June 20 at the ACM meeting in San Francisco. He is being honored for his technical and professional leadership in the field of genetic and evolutionary computation. Whitely is the first researcher in the field of evolutionary computation to be named an ACM Fellow. He is a 30-year member of the CSU faculty and served as chair of the Department of Computer Science from 2003 to 2018. An important figure in evolutionary computation, search and combinatorial optimization, and machine learning, Whitley's work has been cited more than 24,000 times throughout his career. His contributions to the field include rank selection in evolutionary computation, new methods for solving the Traveling Salesman Problem and, most recently, new methods to tunnel between locally optimal solutions to find improved solutions.

F. Carmen Menoni named president of IEEE Photonics Society

Carmen Menoni, University Distinguished Professor of Electrical and Computer Engineering at CSU has been selected to serve as president of the Institute of Electrical and Electronics Engineers (IEEE) Photonics Society in 2020. Menoni's laser-like focus has propelled her 30-year career, with successes ranging from inventing an "R&D 100" award-winning microscope to launching a startup company to commercialize EUV sources and technologies. She is also the driving force behind CSU's participation in the Nobel-winning international hunt for gravitational waves, the LIGO Scientific Collaboration.

G. CSU's Ontiveros, Ulloa Girón receive human relations award from City of Fort Collins

Two members of the Colorado State University community have received the 2019 Human Relations Award from the City of Fort Collins. The recipients, who were recognized during a Dec. 3 ceremony at

City Hall, were Vice President for Diversity Mary Ontiveros and Johanna Ulloa Girón, an adjunct instructor in the School of Social Work specializing in culturally competent clinical practice, diversity and equity.

Ontiveros holds both CSU and the city of Fort Collins close to her heart. A CSU employee for nearly 50 years, she has been instrumental in developing the University's inclusion efforts, including the creation of the Office of the Vice President for Diversity in 2010, and contributing those efforts to the greater community outside of campus. The Human Relations Award, which has existed for more than three decades, recognizes the contributions of Fort Collins residents in the realm of diversity and inclusion.

Ulloa Girón is the chair of the board of directors for *La Familia*, a nonprofit organization providing childcare and supportive services in Larimer County, that works with local grassroots and nonprofit organizations to advance issues of equity and diversity, with an emphasis on cultural attunement with the Latinx community. She also is a member of the Community Equity Consortium and a past member of the Human Relations Commission. In addition, Ulloa Girón serves as the outreach services manager for the Poudre River Public Library District.

H. Ojima named president-elect of the Ecological Society of America

Dennis Ojima is the latest CSU faculty member selected by members of the Ecological Society of America to serve as president-elect. His term begins in 2020. Ojima is a senior research scientist in the Natural Resource Ecology Laboratory and professor emeritus in the Department of Ecosystem Science and Sustainability. An ESA member since 1984, Ojima's research has focused on social-ecological approaches to climate and land use changes in dryland and grassland systems worldwide, including in Mongolia, China, Central Asia, parts of Africa, and the United States. Ojima was named Champion of the Environment by the Mongolian government and is recognized for his contributions to the Millennium Ecosystem Assessment and the International Panel on Climate Change.

II. STUDENT SUCCESS

A. CSU group named Student Veterans of America Chapter of the Year

Student Veterans of America chose CSU's campus veterans group as its Chapter of the Year at the organization's January conference in Los Angeles. CSU beat out more than 1,500 other on-campus SVA chapters for the honor. Being named Chapter of the Year caps a remarkable stretch for CSU and its commitment to student veterans. In November, *Military Times* ranked CSU second in the nation in its annual Best for Vets rankings. And in 2020, the long-anticipated addition to the Adult Learner and Veteran Services office will begin to take shape.

B. CSU graduate students present research at United Nations climate talks

A dozen CSU graduate students took part in the United Nations Climate Change Conference climate talks in Madrid – also known as the Conference of the Parties – Dec. 2-13. Through a class taught by Associate Professor Gillian Bowser, in conjunction with Clark University Associate Professor Elisabeth Gilmore and Professor Sarah Green of Michigan Technological University, the students were divide into teams that conducted research on the U.N. Sustainable Development Goals, which serve as a call to action for countries around the world. Each team included students from CSU, Clark and MTU They presented their findings at press conferences held during the COP.

C. CSU student wins prestigious Boren Award to study abroad

CSU student Paine Lewis, a senior majoring in International Studies, received a prestigious David L. Boren Scholarship from the National Security Education Program, a federal initiative designed to help students interested in national security and linguistics. He is one of only 244 undergraduate students in the country – and one of six students in Colorado – to receive this honor. In 2019, the NSEP, which administers the Boren Awards, received 851 applications from undergraduate students. Lewis is the fourth CSU student to be awarded a Boren since 2001. As part of the scholarship program, he will travel to the Latvian capital of Riga in January, where he will live with a host family and study Russian 25 hours a week through August.

III. INNOVATION AND RESEARCH

A. CSU establishes innovative Sustainable Livestock Systems Collaborative

To address the dramatic global demand for safe, high-quality protein-based food sources, Colorado State University announced Dec. 18 the creation of a first-of-its-kind collaborative to support profitable, sustainable and healthy livestock production. The Sustainable Livestock Systems Collaborative is designed for CSU livestock and animal health experts to work alongside industry, government, and other stakeholders to address 21st-century challenges and to train current and future livestock industry professionals. Spearheaded by CSU's College of Agricultural Sciences and the College of Veterinary Medicine and Biomedical Sciences, the collaborative will research ways to enhance sustainable and healthy livestock systems through examination of new technologies and disease treatments, as well as soil, plant, animal, and atmospheric microbiomes. Design of the initiative tapped both academic and industry expertise, including Warner College of Natural Resources, the School of Global Environmental Sustainability, CSU Extension, the Colorado Beef Council, the Colorado Cattlemen's Association, the Colorado Farm Bureau, and the Colorado Livestock Association. The collaborative will examine how agricultural research and training will be conducted in the next century, considering environmental and production stresses and technological advancements.

B. CSU joins $9 million Sage project, a continent-wide network of smart sensors

A multi-institutional team that includes Colorado State University is launching a continent-wide network of smart sensors for environmental monitoring that will provide sensitive new tools to better understand how the planet is changing. The project, Sage, is supported by $9 million from the National Science Foundation and is led by researchers at Northwestern-Argonne Institute of Science and Engineering.

CSU scientists Gene Kelly and Jay Ham will help integrate nodes of an existing NSF observatory – with sites at Colorado Agricultural Experiment Station (CAES) research centers across the Colorado – into the Sage array of environmental sensors. By linking small, powerful computers directly to tools like high-resolution cameras, soil water sensors, air quality sensors, and light detector and ranging (LIDAR) systems, the new, distributed infrastructure will enable researchers to analyze and respond to data more quickly. Sage's artificial intelligence-enabled sensors will be a new tool for everything from early detection of wildfire plumes to identifying ultrasonic bat calls to seeing patterns of pedestrians in busy crosswalks.

Kelly, a professor in CSU's Department of Soil and Crop Sciences and deputy director of the Agricultural Experiment Station, will lead integration of CAES sites and NSF's National Ecology Observatory Network (NEON) into Sage. NEON is an array of 81 instruments at terrestrial and aquatic sites across the country that collect data on plants, animals, soil, water and the atmosphere.

Ham, a professor in soil and crop sciences and co-principal investigator, will set up networks for soil water monitoring and atmospheric measurements at CSU's Agricultural Research Development and Education Center and other agricultural experiment station centers.

C. Urban green space can prevent premature deaths, study finds

A report released in November says green spaces in residential areas can protect residents against premature mortality. The systematic review and meta-analysis was conducted by Colorado State University in collaboration with the Barcelona Institute for Global Health and the World Health Organization. The research team, led by David Rojas-Rueda, assistant professor of epidemiology at CSU, found that an increase in green spaces around homes is significantly associated with a reduction in premature mortality. Researchers identified an estimate for the protective effect: a 4 percent reduction in premature mortality per each increase of 0.1 of live green vegetation within 1,600 feet of the residence, as measured using the Normalized Difference Vegetation Index. The index determines the density of green on a patch of land. The analysis, which included nine longitudinal studies in seven countries and a total of more than 8 million people, provides strong evidence for the positive impact of increasing green areas in urban settings. The results of the study, commissioned and funded by the World Health Organization, was published in the Nov. 20 *The Lancet Planetary Health*.

D. CSU lands $1.2 million in NIH funding to advance work on a new tuberculosis vaccine

A team of researchers in the CSU Department of Microbiology, Immunology and Pathology aims to advance what is known about the complex immune response necessary to prevent tuberculosis. In November, the University was awarded a $1.2 million subcontract from the Infectious Disease Research Institute in Seattle, under an award from the National Institute of Allergy and Infectious Diseases. The institute, part of the National Institutes of Health, is leading a new federal initiative to create centers for immunology research to accelerate progress in tuberculosis vaccine development. The research, led by assistant professors Marcela Henao-Tamayo and Brendan Podell, is part of a $44.8 million, seven-year award to the Infectious Disease Research Institute. CSU may be awarded up to $10.5 million to continue this work over the next seven years. Currently, there is only one vaccine for tuberculosis, created nearly 100 years ago.

E. Bird migration timing skewed by climate, new research finds

Birds migrating in spring are likely to pass certain locations earlier now than they would have 20 years ago, according to Kyle Horton, assistant professor at Colorado State University, who led a new study analyzing nocturnal bird migration. He hopes it will lead to more answers about shifting migration patterns caused by climate change. The study revealed that temperature and migration timing were closely aligned, with the greatest changes in timing occurring in regions warming most rapidly. During fall, shifts in migration timing were less apparent. Horton and a research team, including scientists from the Cornell Lab of Ornithology and the University of Massachusetts, used 24 years of radar data from NOAA, the National Oceanic and Atmospheric Administration, for the study, one of the first to examine the impacts of climate change on migration timing at a continental scale. It was published Dec. 16 in *Nature Climate Change*.

F. Irrigation Innovation Consortium funds new projects for 2020

In December, the Irrigation Innovation Consortium, a university-industry collaboration that accelerates development and adoption of water- and energy-efficient irrigation technology, announced funding for seven research projects during 2020. The consortium is headquartered at CSU, and its project director is Reagan Waskom, a CSU professor and director of the Colorado Water Center. Launched in 2018 with a $5 million contribution from the Foundation for Food and Agriculture Research, the consortium promotes and enhances water and energy efficiency in irrigation. Its goal is creating greater resiliency in food and agriculture. The selected projects are:

- Advancing Development of the Parallel 41 Flux Network for Real-Time Evapotranspiration Monitoring (Principal Investigator: Christopher Neale, University of Nebraska-Lincoln)
- Deployment and Maintenance of Flux Towers in Kansas to be Integrated to the Parallel 21 Flux Networks to Support Multi-State Real-Time Evapotranspiration Estimates (Principal Investigator: Eduardo Santos, Kansas State University)
- Optimizing Irrigation of Turfgrass Using Sensors, IOT, Lora Technology and Artificial Intelligence (Principal Investigator: Jay Ham, Colorado State University)
- Toward pivot automation with proximal sensing for Maize and Soybean in the Great Plains (Principal Investigator: Derek Heeren, University of Nebraska-Lincoln)
- A Remote Sensing Approach to Identify Critical Areas in California Orchards for Improving Irrigation Water Management through Precision Agriculture Technology (Principal Investigator Dilruba Yeasmin, University of California-Fresno)

IV. COMMUNITY IMPACT

A. Martin Luther King Jr. march and celebration

To honor the legacy of Martin Luther King Jr., the Colorado State University and Fort Collins community held its annual march and celebration on Monday, Jan. 20, featuring a keynote speech by Dr. Ryan Ross, president and CEO of the Urban Leadership Foundation of Colorado. This year's theme for celebration was "Preservation to Manifestation," with a focus on community building through the strengths and talents of individuals. The 1.2-mile march, which attracted more than a thousand participants who followed a route from the south end of Old Town Square to the Lory Student Center, culminating in an event featuring speakers, entertainment, and a service project.

B. Test drilling on intramural fields first step in state's largest geothermal project

Colorado State University recently took a major step in its comprehensive renewable energy initiative. In December, a rig set up on the intramural fields drilled a test bore 500 feet into the earth, a precursor to installation of what will be the largest ground-source heating and cooling system in Colorado and one of the largest in the western United States. Dubbed "GeoX," the project will employ geothermal energy through a ground-source heat pump for heating and cooling, to reduce energy consumption and costs.

GeoX has been in the planning stages at CSU for nearly a decade and will replace the current outdated steam heating system in the 50-year-old Moby Arena, Fum McGraw Center, Anderson Academic Center, Health and Exercise Science, the intramural gym, and the yet-to-be constructed Meridian Village. CSU Facilities Management, in partnership with design/build contractors Adolfson & Peterson Construction, will begin construction inside Moby in early in 2020. Drilling is set to begin on the intramural fields in May 2020, with temporary impacts to the intramural fields and Hughes Way.

Once completed, the system will remove a large section of CSU's main campus from the outdated and more carbon-intensive steam heating and chilled-water cooling systems. The project also aligns well with the University's and City of Fort Collins' commitment to using 100 percent renewable electricity by 2030. The extensive $20 million project will entail drilling 500 to 850 boreholes, each approximately six inches in diameter and 500 to 550 feet deep, in several areas of the intramural fields. Once the drilling is completed, the intramural fields will be restored to perfect condition.

C. CSU Day at the NWSS highlights partnership

CSU Day on Jan. 18 at the National Western Stock Show highlighted the University's prominent presence at the NWSS, including booths and Ag Adventure, which features CSU students in the College of Agricultural Sciences talking about various aspects of the state's agricultural industry. The exhibit also includes several virtual reality experiences. Each year, more than 70,000 people visit the Ag Adventure during the stock show's 16-day run. CSU President Joyce McConnell was joined by several members of the CSU System Board of Governors on a stagecoach ride around the arena during the day's rodeo.

D. New commuter bus connects CSU, Windsor, Greeley

A new commuter bus line that connects Greeley, Windsor and Fort Collins hit the road on Jan. 2, thanks in part to the students at Colorado State University. The Poudre Express, which runs Mondays through Fridays, provides an economical alternative to driving to and from CSU for residents of Greeley and Windsor. The new route is funded in part by CSU student fees designated through the Alternative Transportation Fee Advisory Board, proponents of alternative transportation options for CSU students since 2015. In addition to providing a direct route between CSU and the University of Northern Colorado, the Poudre Express has two stops in Greeley, two in Windsor, and one at the East Harmony Road Transportation Center in Fort Collins. The route is free with a Ram Card for CSU students and employees.

V. FISCAL STRENGTH

A. Rams take care of hungry students on Giving Tuesday

On Giving Tuesday, Dec, 3, Colorado State University raised more than $100,000 for Rams Against Hunger, providing 13,352 meals for students in the program. Both the money raised and the number of meals broke previous records for the daylong drive. Nearly 1,900 people contributed to various causes, with another $44,747 raised for other CSU funds. The primary goal, however, was to support CSU's impactful Rams Against Hunger program. The campaign got a significant boost from a $25,000 matching gift from an anonymous donor. The same person has made that donation for the past three years.

B. Major Gift Report

	December 2019		FY20 (July – December)		FY19 (July – December)	
	Amount	Count	Amount	Count	Amount	Count
Contributions	$11,793,641	8,876	$53,610,907	20,902	$54,216,550	20,983
Irrevocable Planned Gifts	$25,207	2	$177,639	5	$1,050,100	3
Revocable Gifts and Conditional Pledges	$8,701,002	13	$31,141,002	56	$38,201,003	65
Payments to Commitments Prior to Period	($1,860,585)	556	($8,563,020)	894	($6,922,596)	843
Total Philanthropic Support	$18,659,264	8,654	$76,366,527	20,579	$86,545,056	20,719
Other Private Support	$1,013,218	26	$18,870,347	1,780	$14,760,134	713
Net Private Support	$19,672,483	8,675	$95,236,874	21,768	$101,305,190	21,248

C. Major gifts not previously reported

$5,000,000 revocable commitment to support the *College of Liberal Arts Endowment*, College of Liberal Arts

Revocable commitment designated to support the *CSU Veterans Scholarship Endowment*, Student Affairs, to support the *Air Force ROTC Alumni Scholarship Endowment*, Other Areas, and to support the *Leadership*, Other Areas

Revocable commitment designated to support the *Health and Human Sciences Enrichment*, College of Health and Human Sciences, to support the *Health and Exercise Science*, College of Health and Human Sciences, and to support the *James and Katherine Pappas Scholarship in Social Work*, College of Health and Human Sciences

$1,200,000 pledge to support the *Panacea Life Sciences Cannabinoid Research Center*, College of Natural Sciences

$1,000,000 gift designated as $500,000 to support the *Kari and Kelsey's Fund*, College of Veterinary Medicine & Biomedical Sciences, and $500,000 to support the *Animal Cancer Center*, College of Veterinary Medicine & Biomedical Sciences

$950,000 in revocable commitments to support the *CSURF Gifts of Land – Student Affairs*, and $350,000 revocable commitment to support the *Huddleston Native American Cultural Center Support Endowment*, Student Affairs

$750,000 gift designated as $250,000 to support the *Equine Outreach and Industry Relations*, College of Agricultural Sciences, $250,000 to support the *Equine Assisted Activities and Therapies Programming*, College of Agricultural Sciences, and $250,000 to support the *Temple Grandin Equine Center*, College of Agricultural Sciences

$750,000 revocable commitment designated as $450,000 to support the *Chris Lidstone and Kate Laudon Scholarship in Geosciences Endowment*, Warner College of Natural Resources, and $300,000 to support the *Chris Lidstone and Kate Laudon Graduate Fellowship in Geosciences Endowment*, Warner College of Natural Resources

$500,000 revocable commitment to support the *CVMBS Greatest Need*, College of Veterinary Medicine & Biomedical Sciences

$375,000 pledge to support the *Dr. James Sites Professorship in Physics Endowment*, College of Natural Sciences

$375,000 revocable commitment to support the *Terry A. Ruhl College Professorship in Transportation and Infrastructure Endowment*, Walter Scott, Jr. College of Engineering

$300,000 gift to support the *Panacea Life Sciences Cannabinoid Research Center*, College of Natural Sciences

$300,000 gift to support the *Liniger Honor, Service & Commitment Scholarship*, Student Affairs

$299,730 gift to support the *Human Development and Family Studies – Community Outreach*, College of Health and Human Sciences

$250,000 pledge to support the *Helen and Arthur E. Johnson Family Equine Hospital*, College of Veterinary Medicine & Biomedical Sciences

$203,115 gift to support the *SoGES – Research*, Vice President Research

$200,000 gift to support the *College of Engineering Dean's Innovation*, Walter Scott, Jr. College of Engineering

Planned gift to support the *Carol L. Baird Memorial Scholarship Endowment*, College of Natural Sciences

$150,000 revocable commitment designated as $100,000 to support the *Shoemaker Computer Engineering Scholarship Endowment*, Walter Scott, Jr. College of Engineering , and $50,000 to support the *Shoemaker Civil Engineering Scholarship Endowment*, Walter Scott, Jr. College of Engineering

$127,708 planned gift to support the *Fred and Margaret Ricks Scholarship Endowment*, College of Agricultural Sciences

Planned gift to support the *Walter C. Wittich Memorial Scholarship Endowment*, College of Natural Sciences

Planned gift to support the *Legacy of the Wishing Chair: Stout/Baird Scholarship Endowment*, College of Natural Sciences

$101,000 pledge designated as $65,000 to support the *Stephen M. Rosenberg, CPA Scholarship Endowment*, College of Business, and $36,000 to support the *Stephen M. Rosenberg, CPA Scholarship*, College of Business

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

$100,000 gift to support the *Veterinary Teaching Hospital Renovation*, College of Veterinary Medicine & Biomedical Sciences

$100,000 gift to support the *One Cure*, College of Veterinary Medicine & Biomedical Sciences

$100,000 planned gift to support the *University Fund*, Other Areas

$100,000 gift to support the *Jorgensen Laboratories Scholarship Endowment*, College of Veterinary Medicine & Biomedical Sciences

$100,000 gift designated as $54,000 to support the *Otterbox Ethics Scholarship*, College of Business, and $46,000 to support the *Otterbox Ethics Programming*, College of Business

$100,000 revocable commitment designated as $50,000 to support the *Stuart and Lynnette Van Greuningen Engineering Faculty of Excellence Award Endowment*, Walter Scott, Jr. College of Engineering, and $50,000 to support the *Stuart and Lynnette Van Greuningen Engineering Scholarship Endowment*, Walter Scott, Jr. College of Engineering

VI. NOTABLE HIRES AND PERSONNEL CHANGES

A. Core team named for Race, Bias and Equity Initiative

Blanche Hughes, vice president for Student Affairs and lead administrator for Colorado State University's Race, Bias and Equity Initiative, has identified a core team to join her in implementing the initiative. They are:

- Ryan Barone, assistant vice president for student success;
- Albert Bimper, assistant vice president for student affairs;
- Ann Claycomb, President's Office chief of staff;
- Pam Jackson, interim vice president for external relations;
- Laura Jensen, vice provost for research and institutional planning;
- Rick Miranda, provost and executive vice president;
- Mary Ontiveros, vice president for diversity;
- Diana Prieto, associate vice president for human capital
- Jessica Salazar, associate legal counsel, Office of General Counsel
- Kathy Sisneros, assistant vice president for student affairs;
- D-L Stewart, professor, School of Education, and co-coordinator of Student Affairs in Higher Education;
- Leslie Taylor, vice president for enrollment and access.

The team is developing guidelines for reviewing the more than 100 proposals and ideas that the RBEI has received from CSU students, faculty, and staff. Hughes said she is excited by both the number and caliber of the proposals already submitted and noted that members of the campus community can continue to submit proposals for review. The Race, Bias and Equity Initiative was created by CSU President Joyce McConnell and announced at the President's 2019 Fall Address. The initiative aims to implement actionable plans to address issues of race and racism, bias, and equity at CSU, and to empower all members of the campus community to learn, work, live, and recreate in a safe and welcoming environment.

B. CSU to launch national searches for two members of executive leadership team

In January 2020, Colorado State University launched national searches for a provost and executive vice president – the University's chief academic officer – and a vice president for the Division of External Relations. President Joyce McConnell hopes to have both searches completed and new leaders in place by the end of the Spring 2020 semester. Search committees have been convened for both searches.

Warner College of Natural Resources Dean John Hayes is chairing the search for the provost, working with committee members who represent units from across campus, including all eight academic colleges at CSU. The committee will be searching for a new provost to follow longtime provost Rick Miranda, who will step down from the role at the conclusion of the search.

The search for the permanent vice president for External Relations will be chaired by Beth Walker, dean of the CSU College of Business, who will work with a committee representing a variety of academic, student-focused, and externally facing units across the University. Pam Jackson, who has been serving as interim vice president for External Relations since 2018, will remain in a leadership role in the unit following the search. National search firm Greenwood-Asher will be assisting with both searches and will engage students, faculty and staff in the process at every step as appropriate. McConnell said that her office is committed to transparent, empowering processes for the entire University and that input and feedback from the campus community on both searches will be both welcomed and valued.

C. Steve Addazio named Head Football Coach at Colorado State

A two-time BCS National Champion with nine years of head coaching experience at two universities, Steve Addazio was, on Dec. 12, named the 23rd head football coach at Colorado State University. Addazio has tallied 57 wins over his nine-year coaching career which included stints at Temple (2011-12) and Boston College (2013-19), where he became the first coach in BC history to lead the program to six bowls in the first seven seasons as a head coach, and the first bowl-winning head coach at Temple in more than 30 years in his first season as head coach.

An offensive line coach by trade, Addazio is considered one of the top teachers nationally at the position and one of the nation's top recruiters. He spent three years as an offensive coordinator, two at Florida under coach Urban Meyer when the Gators won two BCS national championships. Addazio has agreed to a five-year contract, with a base salary of $1.5 million in the first year with a $50,000 increase each year of the contract. There will be a guaranteed portion of the contract by CSU with Addazio owing a buyout if he voluntarily leaves during the term of the contract.

Board of Governors of the Colorado State University System
Meeting Date: February 5-7, 2020
Report Item

REPORT:

CSU: Delegable Personnel Actions

No action required. Report only.

EXPLANATION:

Presented by Joyce McConnell, 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
Anderson, Tami	Health Network Counseling	12/18/19	12/18/19
Anderson, Tami	Health Network Counseling	12/30/19	12/30/19
Antonelli, Lara	Health Network Medical	11/25/19	11/29/19
Antonelli, Lara	Health Network Medical	12/30/19	12/30/19
Aubry, Lise	Wildlife and Conservation Biology	11/11/19	unknown
Bales, Natalie	Biomed Sci	09/19/19	09/20/19
Bales, Natalie	Biomed Sci	09/27/19	09/27/19
Biser-Suarez, Courtenay	Languages, Lit & Cultures	12/01/19	unknown
Bontadelli, Johnna	Health Network Medical	12/09/19	12/09/19
Bontadelli, Johnna	Health Network Medical	12/16/19	12/16/19
Boynton, Ashley	Health Network Counseling	12/02/19	12/31/19
Brendsel, Kimberly	Sponsored Programs	11/19/19	11/19/19
Burr, Erin	Health Network Medical	11/18/19	11/29/19
Burr, Erin	Health Network Counseling	12/02/19	12/31/19
Caballero Bonilla, Hannah	English	12/13/19	12/31/19
Carpenter, Rebecca	Health Network Counseling	12/30/19	12/31/19
Day, Colin	Institute for the Build Enviro	11/01/19	06/30/20
Day, Colin	Institute for the Build Enviro	11/01/19	unknown
Dossani, Asad	Finance and Real Estate	12/31/19	12/31/19
Dossani, Asad	Finance and Real Estate	1/2/20	1/10/20
Dunn, Lindsay	Talent Management	01/08/20	01/28/20
Elffner, Terri	Health Network Medical	11/25/19	11/26/19
Elffner, Terri	Health Network Medical	12/30/19	12/30/19
Evans, Steven	CEMML	11/15/19	unknown

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LEAVE OF ABSENCE			
NAME	DEPARTMENT	FROM	TO
Gerlitzki, Elizabeth	Health Network Medical	11/25/19	11/26/19
Gerlitzki, Elizabeth	Health Network Medical	12/30/19	12/30/19
Gibson, Barbara	Human Dev and Fam Studies	12/13/19	12/13/19
Gibson, Barbara	Human Dev and Fam Studies	12/30/19	12/31/19
Gogireddy, Veena	Civil and Environ Eng	12/20/19	02/20/20
Hazanov, Lehav	Health Network Counseling	12/16/19	12/27/19
Held, Marie	CEMML	11/08/19	11/08/19
Herman, Daniel	Health Network Counseling	11/11/19	11/15/19
Hoenig, Mark	Health Network Medical	10/02/19	10/30/19
Hoenig, Mark	Health Network Medical	11/01/19	11/27/19
Hoenig, Mark	Health Network Medical	12/02/19	12/31/19
Holz, Leah	Languages, Lit & Cultures	11/05/19	12/10/19
Hudgens, Robert	Office of Financial Aid	12/01/19	12/31/19
Hurd Terpstra, Cynthia	Health Network Counseling	12/31/19	12/31/19
Ivy, Kathleen	Student Disability Center	12/31/19	unknown
Jankowska, Elzbieta	Electrical & Computer Engineering	12/19/19	01/20/20
Kalitowski, edward	CEMML	01/01/20	unknown
Keller, Alexandra P	College of Nat Sci	10/01/19	10/31/19
Kelly, Liam	Center for the new Energy Economy	01/14/20	01/26/20
Kemp, Pamela	Health Network Counseling	12/05/19	12/05/19
Koble, Morgan	CEMML	11/26/19	12/06/19
Lewis, Lauren	Health Network Counseling	12/30/19	12/31/19
Loftin, Teresa	Health Network Medical	10/15/19	10/25/19
Loftin, Teresa	Health Network Medical	11/01/19	11/29/19
Loftin, Teresa	Health Network Medical	12/02/19	12/12/19
Lucas, Rachel	Health Network Counseling	09/30/19	10/24/19
Lucas, Rachel	Health Network Counseling	12/02/19	12/31/19
Lucas, Rachel	Health Network Counseling	11/15/19	11/29/19
Mann, Bruce	Lory Student Center	10/2/19	10/31/19
Mann, Bruce	Lory Student Center	11/04/19	11/30/19
Marshall, Lindsey	Journalism and Media Communication	12/9/19	12/27/19
Matthews, Jon	Health Network Medical	11/4/19	11/27/19
Matthews, Jon	Health Network Medical	12/02/19	12/30/19
McGahey, Gwendolyn	Health Network Medical	11/25/19	11/25/19
McGahey, Gwendolyn	Health Network Medical	12/30/19	12/30/19
McGrath, Randall	Health Network Counseling	11/25/19	11/29/19
McMannes, Jami	College of Agricultural Sciences	11/11/19	11/21/19
Morse, Emily	Health Network Medical	11/7/19	11/21/19
Morse, Emily	Health Network Medical	12/05/19	12/19/19

Board of Governors of the Colorado State University System
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LEAVE OF ABSENCE			
NAME	DEPARTMENT	FROM	TO
Newlin, Jeri	Health Network Counseling	11/25/19	11/29/19
Patel, Prakruti	Health and Exercise Science	10/14/19	11/1/19
Ross, Nicole	Natural Resource Ecology Laboratory	11/15/19	unknown
Ross, Nicole	Natural Resource Ecology Laboratory	12/27/19	unknown
Scherer, Devin	CEMML	11/18/19	11/22/19
Stonis, Marilee	Plant Growth Facility	10/14/19	10/31/19
Tejada, Kayla	Collaborative for Student Achievement	11/15/19	11/22/19
udgens, Robert	Office of Financial Aid	12/01/19	12/31/19
Vesty, Jill	Health Network Medical	11/25/19	11/29/19
Vesty, Jill	Health Network Medical	12/30/19	12/30/19
Whitesell, Julie	Health Network Medical	11/25/19	11/26/19
Whitesell, Julie	Health Network Medical	12/30/19	12/30/19
Wilhelm, Lindsey	School of Music, Theatre and Dance	11/01/19	11/22/19
Witt, Robert	CEMML	11/25/19	11/29/19
Wright, Lance	Lory Student Center	12/01/19	unknown

Section 5

CSU-Pueblo Campus Reports

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

Adair-Huerta Board of Governor's Report February 2020

NOTE FROM PRESIDENT ADAIR

The semester is off to a great start here at CSU-Pueblo. In ASG, we're currently in the process of outlining our priorities and realigning staff for a successful spring semester. Additionally, we are in the process of selecting the 2020 Election Commission and setting up this year's election calendar as Election Week is rapidly approaching. Our Student Fee Governing Board is ready to receive proposals for next year and will being making decisions about how student fees will be changing later this semester.

WINTER WONDERLAND

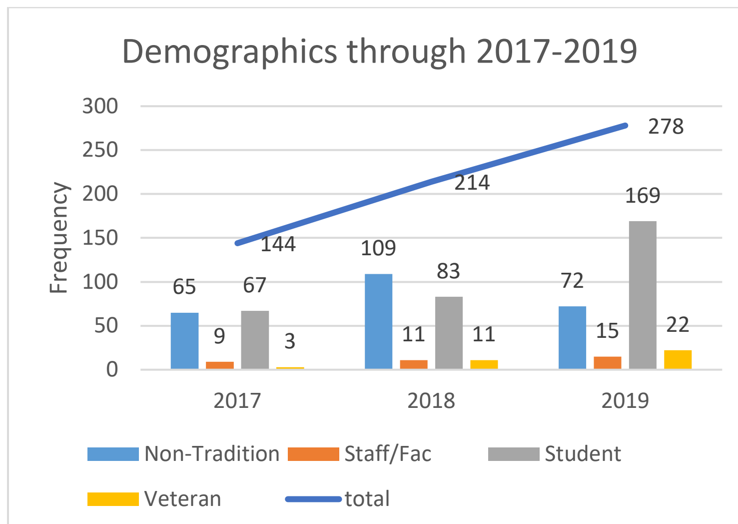
Winter Wonderland ended up being a great success for ASG in its second year. Over the two night even we saw hundreds of members of the Pueblo community come onto our campus for a night of light boards, s'mores, Christmas carols, candy tree decorating, popular characters and photos with Santa and his elves. This was a great effort from various groups all over our campus including ASG, Student Engagement and Leadership, Facilities, Student Organizations, and Outdoor Pursuits just to name a few. We received a message on the ASG Facebook page from a family telling us how wonderful the event was and that they would not have been able to afford to take their kids to something like it if not for this event, which made the whole event feel like a great success and worth all of the work. This is a tradition on our campus that we hope will be continued for years to come.

STUDENT EMERGENCY FUND

The Student Emergency Fund is a run through ASG as a way for students to apply for funds in times of extreme financial emergencies. Students can apply for up to $500 and applications are generally reviewed in the same day they are received so that approved students can receive the funds they need as soon as possible. Last semester the fund supported three students on our campus and awarded $1,350 to the three students in their times of financial emergency.

PACK PANTRY

The Pack Pantry is a food pantry on the CSU-Pueblo campus that serves anyone on our campus who is in need of food and other non-perishable items. The Pantry has undergone some revamping over the past two years under the leadership of CSU-Pueblo student Mia Gilbertson. Mia started tracking various demographics of students who use the Pack Pantry and has recently aggregated that data. To the right, I've inserted a chart of the demographics from 2017 to 2019 that Mia recently created.



MECHATRONICS ENGINEERING SENIOR PROJECTS

The senior class of the Mechatronics Engineering program at CSU-Pueblo is tasked every year with a capstone senior project that they spend the entirety of their senior year working on. Students spend the first semester of the year developing their project proposal and the second semester actually doing the project after it has been approved. This year, there are multiple groups in the class working on various projects. One of which is working in conjunction with Collins Aerospace in Pueblo to fully automate the carbon collecting system within the bag house. Collins has approved a budget of $5,000 in order to automate a weighing system that will cut off flow, visually and audibly alert operators when at capacity and utilize compressed air to remove buildup periodically. Another group is working with Evraz North America in order to automate an easy down system. In the Rod and Bar mill, the group will be automating the charge bed. This means that when a billet of steel is placed onto the charge bed and rolls into the ready location, load cells will be activated and the billet will be moved to the furnace charge roll line using hydraulics. Sensors on the furnace charge roll line will determine a billet has been placed on it and will start the rolls sending the billet into the furnace. The team has estimated this project to cost roughly $25,000. At the conclusion of the semester the students will be presenting their projects and how they have benefited both themselves as future engineers and the Pueblo community.

NEW STUDENT ORIENTATION

Plans for 2020 New Student Orientation are currently underway on our campus. The New Student Orientation Team has been selected and will start their training in February. After the success of last year's Overnight Orientation Experience they are planning on hosting two overnight opportunities for incoming students so that they are able to experience a night in the Residence Halls before actually moving on to campus in the fall. Discover Downtown will again be hosted in conjunction with one of the overnight experiences.

Colorado State University System
Board of Governors

CSU-Pueblo Faculty Representative Report
Respectfully submitted by Matt Cranswick
22 January 2020

Faculty Highlights:

1. **College of Education, Engineering and Professional Studies (CEEPS):**
    a. Dr. Trung Duong, Assistant Professor of Engineering, attended the Institute of Electrical and Electronics Engineering (IEEE) Stars Conference held in Las Vegas, Nevada on Jan. 3-5, 2020. The IEEE Rising Stars conference is a premier event is designed to inform, excite, enthuse, and enlighten top engineering young professionals and students. It brings together the most promising college students and young professionals around the world to network and be inspired by each other. The conference program includes interactive events, competitions, technical innovation talks from industry experts, networking opportunities and professional development.

    b. Successful Teacher Recruitment Initiative. The Teacher Education Program (TEP) at CSU-Pueblo held a very successful teacher recruitment event that was co-hosted by Pueblo Community College (PCC) on November 12, 2019. This future-teacher summit exposed participants to the benefits of a career in teaching. It also addressed the top myths about teaching and included an engaging panel of teachers for a Q & A session. Approximately 100 students from high schools, PCC and CSU-Pueblo, participated in the initiative. After the dinner and formal program, the students had an opportunity to visit table stations with a variety of information about how to apply to the institutions of higher education, financial aid, licensure options, and many other useful resources. Feedback was exceedingly positive, with all student participants stating that they were more likely to pursue teaching. Some participants said they were effectively taking steps to enroll!

    c. Department of Corrections Professional Development. On November 12 and 13, 2019, the CSU-Pueblo Teacher Education Program assisted in hosting a professional development conference for educators within the Department of Corrections (DOC). Hundreds of educators came together for two full days of workshops and other sessions on how to improve teaching in learning in the unique settings within the DOC. Feedback was very positive with participants expressing hope that this professional development event will continue as an annual event.

    d. Family Math & Science Night. On November 4, 2019, two faculty members and 20 students from the CSU-Pueblo Teacher Education Program (TEP) hosted a Family Math/Science Night at Goodnight K-8 School in Pueblo. The school had 86 families attend, and the principal reported that it was one of the best attended events the school has ever had! There was a breadth of science and math themes presented by the TEP students. The TEP students gained some valuable teaching experience while the school pupils learned new information about science and math.

2. **College of Humanities, Arts and Social Sciences:**
    a. Reilly-Sandoval, A. (2019). What are you? Multiracial identity development. *Journal of Public Health Issues and Practices*, 3, doi: 10.33790/phip1100156.
    b. Savra Frounfelker has had her manuscript entitled "The Importance of Dignity and Choice in Day Programs for People Assessed as Having with Intellectual Disabilities" in its current form accepted for publication in the *Journal of Intellectual Disabilities*.
    c. The CSU-Pueblo Chamber Choir has been invited to perform at the State Capitol for a Founder's Day Celebration on Feb. 11, 2020. The CSU-Pueblo Chamber Choir is under the direction of Dr. Dana Ihm.
    d. Dr. Minu Basnet, COMR Lecturer, had two publications in 2019:
        i. Basnet, Minu."Envisioning Feminist Border Rhetoric Through the Twenty-First Century Domestic Workers' Movement." *Women's Studies in Communication*, vol. 42, no. 2, 2019, pp.116-119, DOI: 10.1080/07491409.2019.1605130
        ii. Basnet, Minu. "Disrobed and Dissenting Bodies of the Meira Paibi: Postcolonial Counterpublic Activism." Communication and the Public, vol. 4, no. 3, 2019, pp. 239–252, doi:10.1177/2057047319871022.
    e. Dr. Danilo León, Assistant Professor of Spanish, was recently accepted as a Fellow for the Latino Leadership Institute at the University of Denver as part of the 2020 Cohort. The Latino Leadership Institute Fellowship Program is a nine month professional development experience specific for Latino professionals in the state of Colorado. This Fellowship prepares Latino professional for elevated roles of influence in varying industries including education, government, non-profit, and private sectors. León is the first individual from CSU-Pueblo to be chosen to participate in the Latino Leadership Institute Fellowship Program, which is in its fourth year of existence.
    f. Dr. Yvonne J. Montoya in COMR recently published two peer-reviewed works, including a first edited volume on Latina/o/x Communication Studies and a First co-authored publication with CSU-Pueblo students:
        i. Montoya, Y. J. (2019). First-Generation Chicana/o Student Activism: A Narrative Analysis of the Impacts on Retention & Matriculation. In L. Hinojosa Hernandez, D. I. Bown, S. De Los Santos Upton, & A. R. Martinez (Eds.). *Latina/o/x Communication Studies*. Lanham, MD: Lexington Books (pp. 281-311).
        ii. Montoya, Y. J.; Coleman, V.; Fitzpatrick, R.; Cano, K.; Gervais, A.; McAbee, K.; Miller, D.; Portillos, A.; & Taylor, E. (2019). Creating Talk & Texts: Taking the Classroom into the Community. *Pedagogy and Theatre of the Oppressed Journal*, 4(1), Article 4.
    g. Professor Juan Morales recently published a new poem in *Water~Stone*, a literary journal based at Hamline University in Minnesota. He also gave featured readings at

the Pueblo Library District's annual Latino/a Book Festival, the Oklahoma Book Festival, and the University of Notre Dame. In September 2019, his poetry collection, The Handyman's Guide to End Times, was also named the winner of the 2019 International Latino Book Award.

3. **College of Science and Mathematics (CSM):**
   a. Dr. Amaya Garcia Costas presented at the following conferences/workshops, and was co-author of a manuscript in *Nature Microbiology*:
      i. Rocky Mountain Branch of American Society of Microbiology Fall meeting. Fort Collins, CO. November 2019. Judge.
      ii. Rocky Mountain Branch of American Society of Microbiology Fall meeting. Fort Collins, CO. November 2019. Graduate student Jennifer Maughan and Undergraduate Amanda Inman presented posters
      iii. HHMI Phage Genomics Workshop, Chevy Chase, MA. December 2019, Graduate student Jennifer Maughan also attended.
      iv. Ryu, M-H, Zhang, J., Toth, T, Khokhani, D., Geddes, B., Mus, F., Garcia Costas, A., Peters, J. W., Poole, P. S., Ane, J.-M. and Voight, C. A. Control of nitrogen fixation in bacteria that associate with cereals. *Nat. Microbiol.* 2019. doi:10.1038/s41564-019-0631-2
      v. Amaya also offered for the first time a research-based lab course for introductory Biology students in collaboration with HHMI and the University of Pittsburgh. Students isolated and named nine different bacteriophage using microbiological and molecular biology techniques. Two of the phage genomes have been sequenced, and one of them appears to be quite unique.
   b. Drs. Scott Herrmann, Del Wayne Nimmo, Brian Vanden Heuvel and James Carsella's article entitled "Mercury and Selenium in Twelve Cutthroat Trout Tissues from High-Elevation Colorado Lakes, USA: Intraspecific and Interspecific Comparisons", published in *Transactions of the American Fisheries Society* in April 2018, was one of the journal's top downloaded papers published between January 2017 and December 2018 for the 12 months after publication.
   c. Dr. Chad Kinney and Dr. Brian Vanden Heuvel had an article accepted for publication in *Current Opinion in Environmental Science and Health*. The article, in press, is "Translocation of pharmaceuticals and personal care products (PPCP's) following land application of biosolids."
   d. Drs. Kristy Proctor and Jonathan Velasco are working on a chemical education project involving a partial flipped classroom approach and the use of "PackPrep" worksheets and short video clips ("Chemistry Tails") for General Chemistry I. Additional collaborators are Dr. Lori Kogan and Dr. Peter Hellyer at CSU Fort Collins, and Dr. Regina Shoenfeld at North Carolina State University.

4. **Hasan School of Business (HSB):**
    a. Over 30 HSB faculty, students and alumni participated in the Tom and Louie's Cupboard food delivery on Saturday, November 23rd. These HSB volunteers delivered boxes of non-perishable food, along with Turkey's, potatoes and bread to Pueblo's needy.

    b. Dr. Kevin Duncan, professor of economics in the Hasan School of Business (HSB) received the inaugural CSU-Pueblo Distinguished University Professor award.

5. **Library Services:**
    a. The University Archivist, Bev Allen led library staff in moving the University's Rare Book Collection to its new storage area on the Library's sixth floor.

    b. Isabel Soto-Luna, Visiting Assistant Professor of Library Services and alumnae of CSU-Pueblo, was selected as one of 50 individuals nationwide to the American Library Association's (ALA) 2020 class of Emerging Leaders. The Emerging Leaders initiative is meant to provide new librarians with an opportunity to serve within the profession in a leadership capacity. Participants will work together in groups as part of a six month long online learning and networking program, that kicks off with a day-long session at the 2020 ALA Midwinter Meeting in Philadelphia.

    c. Lona Oerther, Visiting Assistant Professor of Library Services, was selected as one of 62 individuals nationwide to participate in the Open Educational Resources (OER) Librarianship Certification Program from the Open Textbook Network. The OER Certification Program is designed to develop open education leaders who will advocate for OER. The nine month program will begin in February 2020, and will include a three-day in person workshop to be held in April at the East Bank of the University of Minnesota's campus in Minneapolis.

December Faculty Senate Meeting (12.02) items:

1. President Mottet discussed the following items:
   a. Upcoming spring convocation schedule and program highlights
   b. Salary and compensation
2. Provost Abdelrahman discussed the following items:
   a. Presentation on the School of Creativity and Practice by Aaron Alexander
   b. The dissolution of the College of Education, Engineering and Professional Studies (CEEPS) and formation a STEM college and the new College of Health, Education and Nursing (CHEN).
      i. The reason for the reorganization and administrative savings were highlighted (1.25 FTE?)
3. Faculty Senate passed two motions to rewrite the student appeals process language and to add escrow credits to the catalog language for specific programs.

January Faculty Senate Meeting (01.27) items:

1. President Mottet spoke about:
   a. The rapidly approaching due dates for the retirement incentive program and employee survey
   b. The upcoming Board of Governors' meeting on campus in February
   c. Changes to the President's Cabinet and the VP group
   d. A need for a new Faculty Athletic Representative and the impact that athletics has on the campus.
   e. The Governor's budget and implications to higher education
2. President Mottet also fielded questions regarding:
   a. The increase in faculty-to-student ratio and being "average"
   b. Why some adjunct faculty had not received their contracts prior to the start of classes
   c. If there was going to be a faculty/staff forum at the upcoming BoG meeting, as there was in 2019.
3. Provost Abdelrahman discussed:
   a. The academic restructuring to be presented at the BoG meeting
   b. Forming a working group to look at the potential restructuring and renovation of the Technology building into STEEM (Science, Technology, Engineering, Education and Mathematics)
4. No new business was motioned at the Faculty Senate meeting.

Ongoing Faculty Concerns:

1. Faculty from Engineering and the College of Science and Mathematics (CSM) voiced concern over the Provost's proposed reorganization to form a STEM college (see attached document from Dean of CSM from an October forum that was sent to the Provost), however the reorganizations continue to move forward.
    a. This leads to further concerns about Shared Governance and how decisions are made across campus.
2. Faculty are appalled over the inability of the administration to get faculty/staff contracts signed before the semester begins. Ironically, this issue was discussed and supposed to have been fixed.
    a. This was discussed at the Faculty Senate meeting and the Provost assured that this would be fixed once the contracts went on-line.
    b. It seems that there needs to be better communication with faculty and staff about why they may not receive a contract before classes start. Discussion moved into legality of contract work in lieu of a contract and the generation of too much paperwork to sign contracts and then amend them. Speaking from personal experience, this has been the *modus operandi* for summer contracts in the past.
3. Faculty continue to be concerned about the fate of tenure-track (TT) lines within their departments as faculty leave, move positions, and/or retire, in lieu of increasing the student to faculty ratio to 18:1. Please see the October report for current CSM positions. Of the 25 potential employees with 25+ years that are eligible for the early retirement incentive, three are in Chemistry, two are in Biology and four or five are in Math and Physics. If the TT-lines are not refilled this would severely affect morale in the current College of Science and Mathematics.
4. There is concern among faculty that there is not another faculty/staff forum, similar to the February 2019 BoG meeting. Faculty and staff would like to discuss how Vision2028 has affected them – positively or negatively – in their day-to-day operations, along with the top-down approach of the initiatives.

CSM Meeting Summary from Friday, October 18, 2019

The Dean offered a voluntary meeting for anyone in CSM mainly to discuss two items, the proposed reorganization of the academic colleges and the Vision 2028 initiatives.

21 people attend all or part of the 3-5pm meeting with 17 being tenure/tenure-track faculty members, 2 lecturers, and 2 admin assistants. What follows is a summary of the main talking points brought up respect to the two discussion items.

<u>Reorganization of the academic colleges</u>:

- (Note that throughout the discussion the Provost's PowerPoint was presented and some explanation was presented about the proposed reorg, the increased visibility of programs in the titles, the marketing potential with respect to the building renovation, the realignment of student FTE, and Banner implementation.)
- Cost. Most thought that the cost would be higher than expected and that the payoff would likely not be worth the cost. In addition to the physical costs of business cards, letterhead, signage, flyers, etc., there is also going to be significant time-cost in redoing T&P guidelines, APR documents, the web site, faculty committees including Faculty Senate makeup and all its associated committees. The time commitment in the face of increased teaching loads (for most in CSM) means that the faculty are being asked to do more all the time. Some question about why do it at all. Recent cuts in faculty/staff so the University is super poor but money does not seem to be a consideration here.
- Some confusion over CIS. Seems like some of the faculty in CIS are actually computer scientists and if there is an expansion into analytics, CS or something related, that's almost assuredly more STEM than business.
- Confusion about the administrative structure of the colleges. Would there be a Dean overseeing two associate Deans in the new Health and Education College? Seems like administrative bloat. Some were concerned about losing the current CSM dean.
- Will there be an opportunity to vote on the reorg? The faculty thought there was very little planning on why to do this, i.e. what purpose will it serve? The university needs an academic program plan so reorgs like this are well-thought out. The current plan does not seem to differentiate us from other universities. Perhaps a College of Arts and Sciences and a Professional College or College of Professional Studies would be a better model in separating the "academic" disciplines from the "workforce" disciplines. STEM means engineering to a lot of people and is really becoming outdated verbiage.

<u>Vision 2028 Initiatives</u>

- There is nothing in the Vision 2028 initiatives that will really drive enrollment. Need additional programs and not all the administrative stuff. Faculty worry that the new hires will just be emailing faculty for more committees and work on their new programs that they want to develop or implement.
- A bit of discussion on advising with most feeling that advising needs to be done in the departments or at least the buildings where the students are. Many would prefer reassigned time for primary advisors within the departments. There was mention that the

references in the Vision document are old and most actually don't do the type of advising that was referenced. Most have gone more to a model like we are currently practicing.

- Strong feeling by a group that felt that the implementation of the Vision 2028 ideas needs to be completed by a totally different group than came up with the ideas in the first place. The Vision 2028 seems to be pushed by just a few individuals, very quickly and that the actual implementation could be done within the idea framework but could be tweaked to fit what might actually work to bring in additional enrollment. Timing is an issue that was recognized. The BOG already approved the funding, how do we then get enrollment up? Most thought that the initiatives will have very little impact on new enrollment and only a minimal impact on retention which will not be enough for us to remain sustainable. There was significant concern that the FTE hired for the initiatives will not be sustainable. Some comments were made that simply giving the money as scholarships would do much more for enrollment.
- Many thought that our working with students on research experiences, the learning centers (MLC and SLC), and independent study projects is what differentiates us from many institutions, particularly PCC which is significantly less expensive than us. Current policies and the 2028 initiatives have us looking like and competing even more with PCC which is not good for a 4-yr university.

OFFICE OF THE PRESIDENT
2200 BONFORTE BLVD
PUEBLO, COLORADO 81001-4901
(719) 549-2306 Fax: (719) 549-2650

DATE: January 27, 2020

TO: Colorado State University System Board of Governors

FROM: Timothy Mottet

SUBJECT: February 2020 President's Report

Vision: To become the people's university of the Southwest United States by 2028.

Mission: Our success will be measured by the resiliency, agility, and problem-solving abilities that allow our graduates to navigate work in a rapidly changing world.

Guiding Principles: Develop People, Live Sustainably, Engage Place, Empower Students, Transform Learning, Cultivate Entrepreneurship, Build Knowledge, Impact Society

Key Take Aways:

We opened the Spring 2020 Convocation Week with keynote speaker Mr. Jamie Fall, Director of Up-Skill America, who is part of the Aspen Institute. Chancellor Frank delivered a keynote luncheon message to over 500 employees. Dr. Frank's message focused on our history, our good work, and the foundation and hope for the future.

We have hired Alejandro Rojas Sosa to serve as the new Vice President for Finance and Administration (VPFA). Rojas-Sosa was selected after a national search with a competitive pool of 86 applicants.

We are trending 2% ahead of our Spring 2020 enrollment target. Spring new freshman enrollments are up 50%, or 21 more students than last year.

When the internal Accounts Receivable audit was issued on June 28, 2019, it was reported that as of June 20, 2018 CSU-Pueblo had an outstanding accounts receivable balance of $18 million. We are happy to report that we had made significant improvements, YTD Q2 we have collected $4.8 million more in the fall of 2020 than in the fall of 2019.

We are engaging a marketing firm to assist with the implementation of a brand refresh reflective of the university's Vision 2028. The focus of our efforts is to develop a brand narrative and messaging platform for key audiences, including bilingual translations.

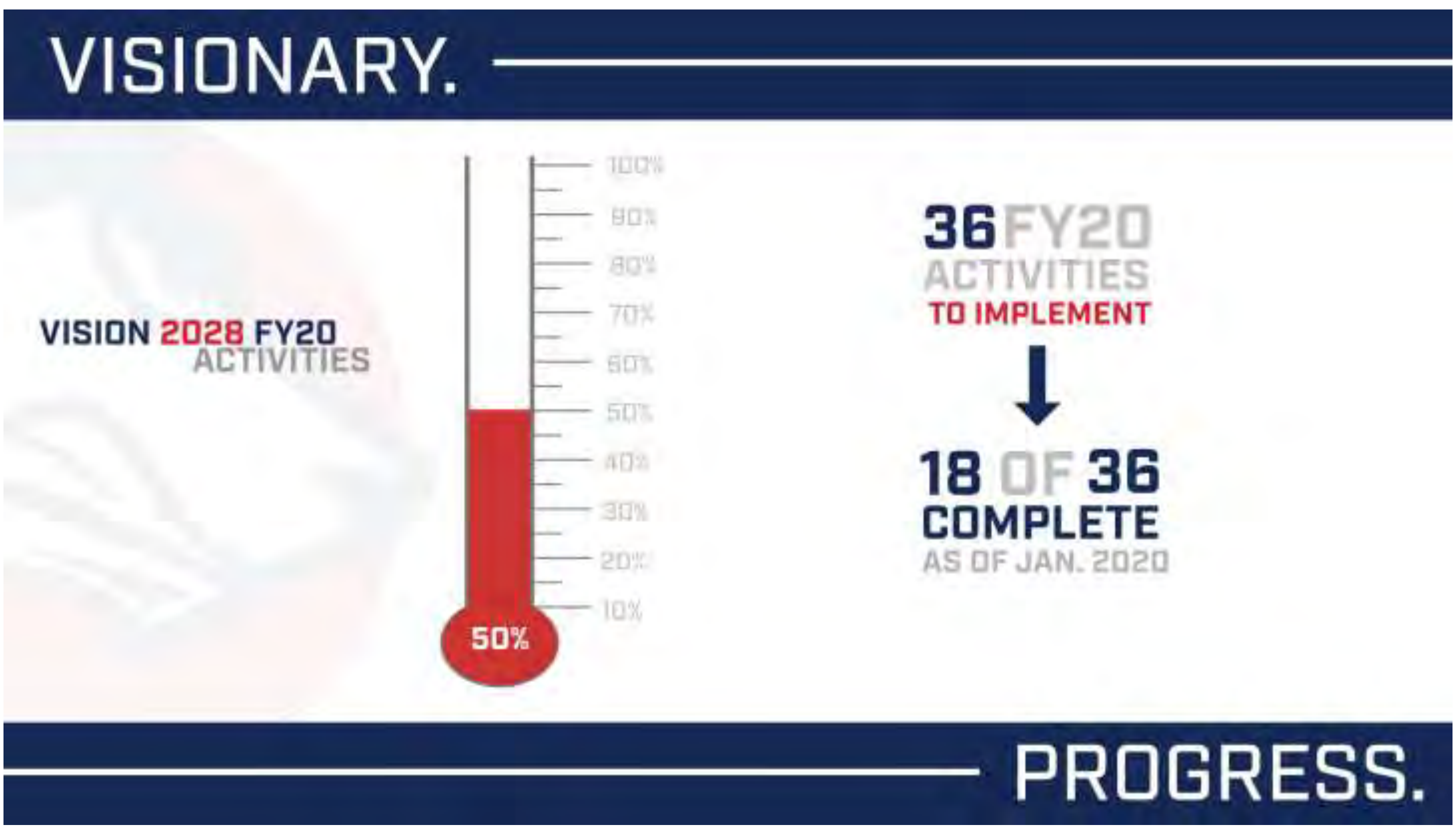
The Office of the President is overseeing five active internal audits with over 74 recommendations. To date, 42 of the 74 recommendations are completed with another 31 recommendations to be completed by end of 2020 calendar year and one to be completed by June 30, 2021

We increased our football game fan attendance by 33% over prior year with 42,663 fans attending seven Pack football games. We also generated $250,000 in football game ticket sales, which was a 31% increase over prior year. During 2019, we raised $3.65 million in private donations for capital initiatives and operational needs.

While partnering with the CSU-Pueblo Foundation, we have cultivated $18.1 million dollars for 2019 ($7.3 from Foundation, $7.8 million dollars from System, and $3 million from external grants.) CSU-Pueblo Foundation ended the year with a 21% return on investments, and raised over $7 million dollars from 2,034 donors.

Revitalizing Culture. We opened the Spring 2020 semester with a week-long Convocation Week. Because one of our top three goals is to develop our people, we closed the campus two times during the week allowing all employees to engage in two professional development sessions. We opened the week with keynote speaker Mr. Jamie Fall, Director of Up-Skill America, who is part of the Aspen Institute. His message focused on workforce development and how organizations are investing in higher education of their employees. Message available at https://wolfden.csupueblo.edu/spring-2020-convocation/. I followed with a message titled "Connecting the Pieces" where I clarified for employees who we are, who we serve, why our work is important, and where we are going. The call to action was for employees to focus on what they can do to increase the university's appeal, enhance student success, and develop people. Message available at https://wolfden.csupueblo.edu/spring-2020-convocation/. Chancellor Frank delivered a keynote luncheon message to over 500 employees. Dr. Frank's message focused on our history, our good work, and the foundation and hope for the future. The session ended with Dr. Frank answering questions from the audience.

Vision 2028. We have recently contracted with Erick Scheminske, an organizational consultant, who is working with the cabinet as we implement our strategic plan. Through Erick's guidance, we are in the process of identifying critical practices that will allow us to enhance our three goals, which are to increase our appeal, enhance student success, and develop people. Since December 2019, we completed onboarding of the Vision 2028 administrative staff and finalized an internal reorganization of The Office of the President in order to better support the implementation of Vision 2028. At the end of December, we completed the upgrade of the Massari Arena (Audio/Visual Equipment) capital project and hosted our first event with the new equipment on January 4th. In early January, we received and accepted final bids for the ThunderBowl track remediation project. The anticipated completion date for this initiative is now June 15, 2020. We are in the review of applications stage for the Athletics Budget Manager, and we anticipate a hire by mid-February. Finally, we have posted job descriptions and/or launched search and screens for the following Vision 2028 positions: Graduate Support Staff, Including Processor and Enrollment Coordinator – positions that we will now self-fund through a $2.8 million Title V grant, Preparing Post-baccalaureate Opportunities for Hispanic Americans (PPOHA); Advisors (4); Admissions Processor; Employee Relations Coordinator; CSU-Pueblo Works Coordinator; Works Processor; Assistant Director Tracks Centers; and Director of Prior Learning Assessment.



HR Transition. We have hired Alejandro Rojas Sosa to serve as the new Vice President for Finance and Administration (VPFA). Rojas-Sosa was selected after a national search with a competitive pool of 86 applicants. Rojas-Sosa has enjoyed a distinguished career as a higher education executive. He joined The University of Colorado, Anschutz Medical Campus in August 2013 and was responsible for strategic partnerships, planning, provider relations, mergers and acquisitions, outreach, business development, and the financial success of the community practice division.

Spring 2020 Enrollment. While census data will not be available until February, spring enrollment is on pace to meet or exceed internal targets for total students. Specifically, we worked to achieve a revenue/FTE melt of only 7.5% or better from Fall 2019 to Spring 2020, when we have varied by as much as 10% in previous years. If met, this goal would mean our spring student headcount would decrease about 1.5% from Spring 2019 – a definite achievement and reversal of the more than 2% decline we saw in the Fall. Currently, we are trending 2% ahead of our Spring 2020 target, and headcount is within six students of the previous spring. Spring new freshman enrollments are up 34%, or 17 more students than last year. International visas proved a challenge for the Spring – despite significant growth in international applications and admissions, late visa denials resulted in significantly fewer international students than expected arriving on campus. This included those from countries such as South Korea and Thailand that are generally not a cause for concern.

Fall 2020 Enrollment. We continue to roll out strategic messaging related to the Fall 2020 enrollment drivers supported by the board in October, including a return to the 50-mile radius exemption for housing, the use of housing scholarships in key locales as an enrollment incentive, and the flattening of our out-of-state tuition structure. We have made significant progress on obtaining commitments from students regarding the housing scholarship, with about 25% of the available spots already confirmed. The next few months are anticipated to show the largest impact of the flattened tuition structure and housing exemption changes for this Fall, as additional contacts are made with those prospects. Given the international visa denials this Spring, we remain uncertain how much that population will ultimately be able to contribute to our Fall 2020 enrollment. Significant marketing increases and integration with enrollment communications are expected to boost Fall enrollment in the coming months. Fall freshmen numbers are currently sluggish at all stages of the enrollment funnel. However, transfer admissions are up significantly within Colorado, with a traditionally late-enrolling population doubling in year to date comparisons.

Finances. The FY20 YTD Q2 overall revenue and expenses are tracking to plan. If current projections materialize, the available revenue (gross revenue – allowances for doubtful accounts) will be approximately $1.5 million below budgeted figures at year end. The President's Budget Advisory Group will convene to address projected budget shortfalls for this current fiscal year. When the internal Accounts Receivable audit was issued on June 28, 2019, it was reported that as of June 20, 2018 CSU-Pueblo had an outstanding accounts receivable balance of $18 million. We are happy to report that we had made significant improvements, YTD Q2 we have collected $4.8 million more in the fall of 2020 than in the fall of 2019.

Solar Energy Project. A contract for the solar project that was approved by the Board was signed on September 30, 2019. This project will enable a third-party vendor to install 7.1 MW of solar panels and 1.15MW of battery storage on 23 acres at an estimated cost of $16.5 million. The third party will be reimbursed by selling electricity to us at rates less than what is projected in the market place. This project will control electricity costs at an annual escalation rate of 3.5%, with projected savings of $3.6 million over the life of the project. We are currently organizing a ground-breaking ceremony to celebrate this project. The ceremony will likely occur in February 2020 with construction to begin shortly thereafter.

Banner Project. The joint Banner project is proceeding well, including the addition of a new CRM (Slate) for CSU-Pueblo. Team members from both campuses took part in a January training essential to the successful launch of the implementation. Banner backfill hiring continues, using some short-term backfill until longer-term backfill hires can be made. Engagements for both Banner Student and Financial Aid modules continue, as does code definition and the configuration of the CSU-Pueblo Banner environment. Work continues on student and employee person records as the Pueblo and Ft. Collins instances move towards integration. On January 3, 913 identified duplicate records in Pueblo's AIS system were merged, and on January 6, 658 employee person records were loaded into Banner Live, to allow system-level identification of employees across campuses.

Ongoing updates will occur to keep Banner in sync with AIS HR data, and testing is underway for a load of student person records. All of this is the foundation of the identity management system that will facilitate data sharing across the campuses.

Internal Audit Management. The Office of the President is overseeing five active internal audits with over 74 recommendations. To date, 42 of the 74 recommendations are completed with another 31 recommendations to be completed by end of 2020 calendar year and one to be completed by June 30, 2021. All audit recommendations will be processed on schedule.

Department of Athletics. Our Fall 2019 student-athlete grade point average improved to 3.07. We increased our football game fan attendance by 33% over prior year with 42,663 fans attending seven Pack football games. We also generated $250,000 in football game ticket sales, which was a 31% increase over prior year. During 2019, we raised $3.65 million in private donations for capital initiatives and operational needs. We also purchased two (2) new buses (55-passenger and 37-passenger) and renovated two (2) existing buses (40-passengers) through State Fleet. In January 2020, we completed the Massari Arena video board/sound system installation, launched the ThunderBowl track resurfacing project and Rawlings Sports Complex (baseball and softball) renovation (completion dates in summer 2020).

Student Affairs. Close to 480 students received services from our Counseling Center staff during the Fall 2019 semester. Thanks to support from the CSU System, we are currently searching for a staff psychologist who will complement the current counseling staff and increase the level of services we provide to our students and employees. Seven staff members in Student Affairs engaged in professional development opportunities throughout the Fall 2019 semester supporting the University's "developing people" priority.

CSU-Pueblo Foundation. While partnering with the CSU-Pueblo Foundation, we have received $18.1 million for 2019 ($7.3 million from Foundation, $7.8 million from System, and $3 million from external grants). The CSU-Pueblo Foundation ended the 2019 year with a 21% return on investments, and raised over $7 million dollars from 2,034 donors. Of those 2,034 donors, 819 were first-time donors to CSU-Pueblo and 991 were from outside Pueblo County. We recently posted the Regional Development Officer position on December 20. The committee's goal is to have a recommendation by the third week of February. Plans for the next campaign, which started the silent phase on January 1, 2019, are progressing and the campaign name and funding priorities should be established by Spring break.

Academic Affairs. An examination of the current structure of the division of academic affairs reveals an opportunity to carry out a moderate reorganization that will support the implementation of Vision 2028 by creating an organizational structure to facilitate collaborations and entrepreneurial activities among academic units at CSU-Pueblo in the areas of Health, Education, and STEM. The reorganization will also enhance the marketability of programs in the Health, Education and STEM areas by increasing the visibility and recognition of these areas and help us identify and capitalize on opportunities in academic areas, including collaborative and/or online degrees while reducing the administrative load in the academic colleges. The main highlights of the reorganization include the creation of a College of STEM and a College of Health, Education and Nursing, which includes three professional schools for Health Sciences and Human Movement, Education, and Nursing. The Automotive Industry Management program will be moved to the Hasan School of Business. In addition to the benefits listed earlier, the restructuring will result in a reduction in the administrative load. Other news from Academic Affairs:

- The CSU-Pueblo School of Nursing and Health Sciences was notified on December 12, 2019 that the new Doctor of Nursing Practice (DNP) degree program has been granted candidacy status for two years. Candidacy for the Doctor of Nursing Practice degree program is the second of three steps towards accreditation with the Accreditation Commission for Education in Nursing (ACEN). The School of Nursing and Health Sciences plans to have ACEN conduct a campus visit in spring 2021 in fulfillment of the process leading to full accreditation of the DNP program.
- Dr. Kevin Duncan, professor of economics in the Hasan School of Business (HSB) received the inaugural CSU-Pueblo Distinguished University Professor award. The award is the university's highest

honor bestowed on a CSU-Pueblo faculty member and recognizes teaching, research/scholarship/creative activity, and service to CSU-Pueblo and the community.

- During December and January, the library established the student editorial team for El Río: A Student Research Journal. Five students were selected to serve as student editors of El Río and completed the required course on academic publishing in preparation for the spring 2020 edition.
- Alumni Robert Schwarz, a 1995 physics graduate, set a record for overwintering at the South Pole, having spent 14 out of the last 22 winters in the cold, dark and isolated environment. His accomplishments can be found in multiple articles including the following: https://antarcticsun.usap.gov/features/4377/

Marketing, Communications and Community Relations (MCCR). We are currently in the process of engaging an experienced marketing firm to assist with the implementation of a brand refresh reflective of the university's Vision 2028. The focus of our efforts is to develop a brand narrative and messaging platform for key audiences, including bilingual translations. Included in the scope of work is the development of a 2028 marketing campaign reflective of CSU-Pueblo's commitment to student success and enhanced student experience. In addition to our branding efforts, MCCR has initiated a new endeavor to update and enhance all of its academic program web pages. The goals of the redesign are to ensure the CSU-Pueblo website provides relevant and engaging content that reflects our enhanced academic programs and evolving student experience, as well as better align the site's visual design and user experience with the university's brand. Lastly, we continue to bolster our recruitment marketing efforts focusing on our new undergraduate and graduate programs, with an emphasis on our online programs that continue to grow.

CSU-Pueblo in the News

Colorado State University-Pueblo Awards HSB Economics Professor Kevin Duncan its Highest Honor. Dr. Kevin Duncan, professor of economics in the Hasan School of Business (HSB) at Colorado State University-Pueblo, is the recipient of the inaugural CSU-Pueblo Distinguished University Professor award. The award is the university's highest honor bestowed on a CSU-Pueblo faculty member and recognizes teaching, research/scholarship/creative activity, and service to CSU-Pueblo and the community. CSU-Pueblo president Timothy Mottet presented Duncan with the award on Monday, January 6 at CSU-Pueblo's opening spring 2020 Convocation held in the Occhiato Student Center Ballroom on the CSU-Pueblo campus. "Through a rigorous and competitive peer-reviewed process, Dr. Kevin Duncan emerged as our university's first Distinguished University Professor. I'm incredibly proud of Dr. Duncan who is most deserving of this honor and title," said Mottet.

Professor Accepted into 2020 Cohort Fellowship of the Latino Leadership Institute. Danilo León, Assistant Professor of Spanish at Colorado State University-Pueblo, was recently accepted as a Fellow for the Latino Leadership Institute at the University of Denver as part of the 2020 Cohort. Latino Leadership Institute Fellowship Program is a nine-month professional development experience specific for Latino professionals in the state of Colorado. This Fellowship prepares Latino professionals for elevated roles of influence in varying industries including education, government, non-profit, and private sectors. León is the first individual from CSU-Pueblo to be chosen to participate in the Latino Leadership Institute Fellowship Program, which is in its fourth year of existence.

CSU-Pueblo Librarian Selected to Participate in Open Educational Resources Librarianship Certification Program. Lona Oerther, Visiting Assistant Professor of Library Services, was selected as one of 62 individuals nationwide to participate in the Open Educational Resources (OER) Librarianship Certification Program from the Open Textbook Network. The OER Certification Program is meant to develop open education leaders who will advocate for OER. The nine-month program will begin in February 2020, and will include a three-day in person workshop to be held in April at the East Bank of the University of Minnesota's campus in Minneapolis. The OER movement is meant to lower the cost of higher education for students by creating textbooks and materials for classes at no cost to the students. OER Commons, a digital library of open educational resources, defines OERs as "teaching and learning materials freely available for everyone to use, whether you are a teacher or a learner." The library is proud of its involvement in this important initiative, having supported the use and development of OER across campus for several years.

CSU-Pueblo Librarian selected to American Library Association's 2020 class of Emerging Leaders. Isabel Soto-Luna, Visiting Assistant Professor of Library Services and alumnae of CSU-Pueblo, was selected as one of 50 individuals nationwide to the American Library Association's (ALA) 2020 class of Emerging Leaders. The Emerging Leaders initiative is meant to provide new librarians with an opportunity to serve within the profession in a leadership capacity. Participants will work together in groups as part of a six month long online learning and networking program, that kicks off with a day-long session at the 2020 ALA Midwinter Meeting in Philadelphia.

Cyber Wolves at NCL Cyber Security Games. This Fall, CSU-Pueblo and the Hasan School of Business sponsored four National Cyber League (NCL) teams at the NCL cyber security games. Once again, our CSU-Pueblo players did a great job, placing nationally:

- CSU-Pueblo RED TEAM – ranked #7 (Gold Bracket) overall out of 781 total U.S. university and college cyber teams (top 1% in the U.S.)
- CSU-Pueblo BLUE Team-ranked #45 out of 242 teams in the Silver Bracket (top 18.5%)
- CSU-Pueblo PURPLE Team- ranked #13 out of 344 teams in the Bronze Bracket (top 4%)
- CSU-Pueblo GREEN Team (Newbies) – ranked 30 of 344 teams in the Bronze Bracket (top 8.8%)

Of note, the nationally ranked University of Arizona's MIS/Cyber Security graduate program sponsored (for the first time) a NCL Cyber team composed of our very own former CSU-Pueblo CIS/Cyber Security graduates, Joshua Greer and Gabriela Garcia and their UA team ranked #74 nationally.

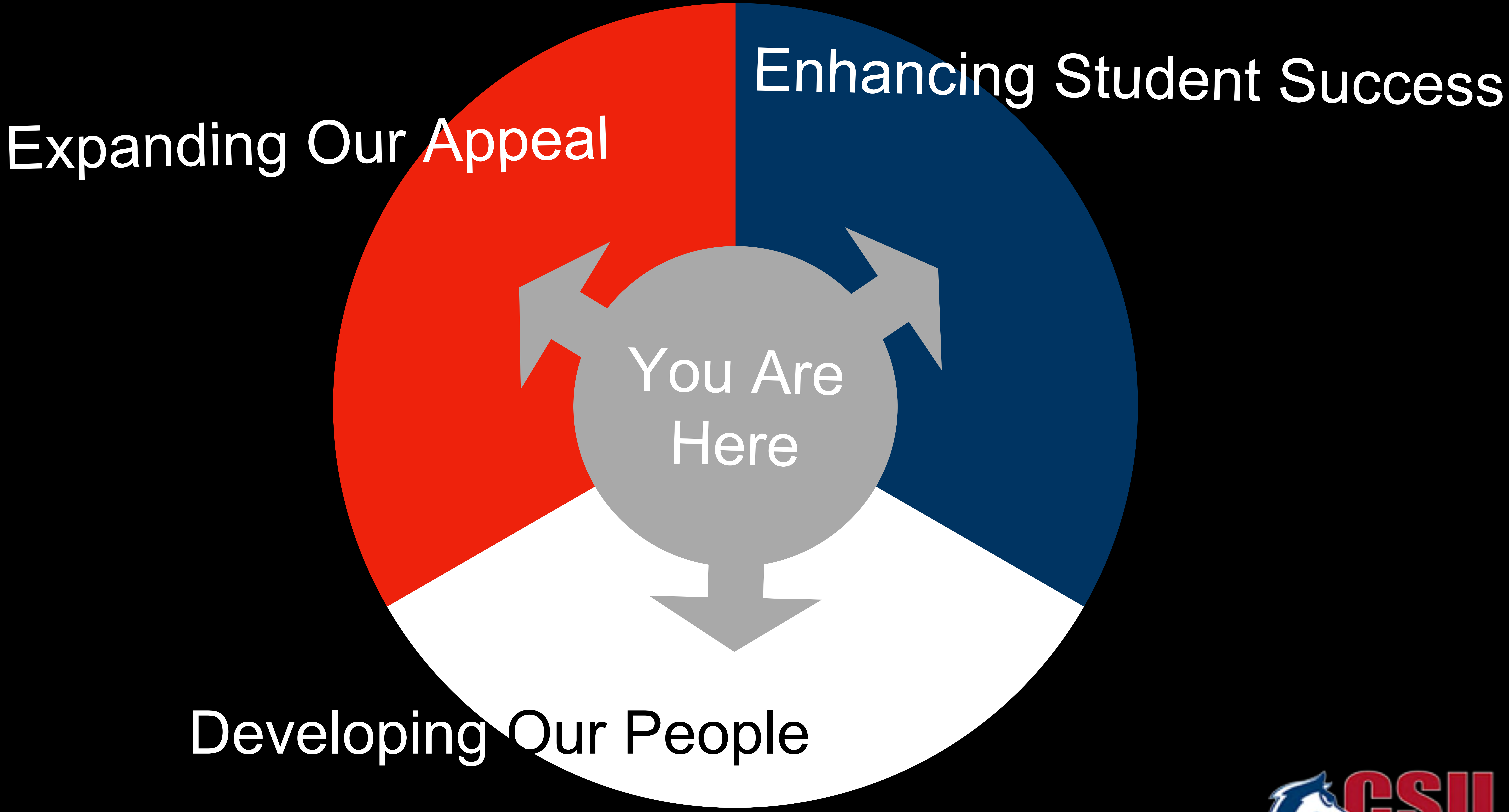
Home-School Students Provide Experiential Teaching and Learning for CSU-Pueblo Students. On Tuesdays and Thursdays in Massari Arena you can find CSU-Pueblo undergraduate and graduate students with pre-kindergarten through high school aged students. CSU-Pueblo students in the Exercise Science, Physical Education, and Recreation department offer physical education to home-school students as part of their course work. "This is both undergrad and graduate level learning," said Christine Rochester, Ph.D. Professor in Exercise Science, Physical Education, and Recreation. "It's really cool because it's extremely experiential." This is the third year of the class Methods of Elementary and Methods of Secondary Physical Education. The class is offered at the 300, 400, and 500 level for course offerings for both undergraduate and graduate level students. Students spend an hour in the classroom prior to teaching and facilitating activities for the home-school students in Massari for an hour. They then meet to recap what went well and what needs adjustment and end with more course work for another hour.

Colorado State University-Pueblo Hosted 42nd Annual Math Day Swanson Competition and Math Bowl. The Department of Mathematics and Physics at CSU-Pueblo hosted the 42nd annual Math Day Swanson and Math Bowl competitions on campus on Thursday, Nov. 21. Students from Mesa Ridge, Rocky Ford, Fountain Ft. Carson, Cripple Creek, Centauri, Pueblo East, Doherty, Widefield, Pine Creek, Coronado, Pueblo Centennial, Swink, Rye, and Pueblo Central all participated. The Swanson Competition is named after Clarence Swanson, a long-time chair of the math department. In total 125 high school students took the math exam. The in-depth, problem-solving written test offers students from Southern Colorado high schools the opportunity to vie for six trophies.

Governing Board for Institute of Cannabis Research Visits Campus. The Institute of Cannabis Research (ICR) has a newly appointed Governing Board. This comes as a result of Governor Jared Polis appointing these individuals to oversee the ICR through HB19-1311. The governing board met for the first time in November at CSU-Pueblo where the ICR is housed. Members of the Governing Board include Maureen Leehey, to serve as a scientist from a relevant field along with Malik Muhammad Hasan and Sherard Marshon Rogers, to serve as members associated with cannabis-related industries. All three of these individuals have a term until 2021. Other Governing Board members with a term until 2023 include Salvatore Pace and John Desmond Lord to serve as members associated with cannabis-related industries while Cinnamon Bidwell and Suzanne Sisley serve as scientists from a relevant field.

Connecting the Pieces

Spring 2020 Opening Convocation


Enhancing Student Success
Expanding Our Appeal
You Are Here
Developing Our People

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 of the Colorado State University System

February 6th & 7th, 2020

Student's Report

Tour of CSU-Global Campus

I was able to meet with Dr. Becky Takeda-Tinker and get another tour of the CSU-Global campus in Aurora. I was also able to meet up with some of the staff and team members to introduce myself and get a sense of the culture and the roles they have in working with CSU-Global. I was able to sit down with Jerid and Hannah who work with student success services for all students and learned a lot about what they do and how they contribute to CSU-Global and success of the students. I was also able to meet my advisor Zoe!

The Future of Work

The Future of Work is a current four-part series that is showing up in our monthly newsletter. It discusses the future of work, how jobs are currently designed, and how individuals adapt with the help of future-facing education. I was interviewed by Kim Pavich a couple of weeks ago and she discussed with me the importance of my graduate degree through CSU-Global and why I chose CSU-Global and from this conversation we went even further into the discussion with an in person interview on The Future of Work. Sarah Lofti came to Boulder and interviewed my dad as he has been in the accounting industry for about 46 years and he discussed how AI and business intelligence has affected the accounting industry for decades. He is also a CSU Fort Collins Alumni from the class of 1972. We are very excited to have been apart of the Future of Work project and are looking forward to the final clips of the interviews.

Nicole K Hulet

Nicole K Hulet

Student Representative

Colorado State University – Global

Colorado State University System
Board of Governors

CSU Global Faculty Representative Report
submitted by Harriet Austin
February 6-7, 2020

Faculty Updates

Michael Okrent, Sc.D. PMP was recently awarded a Certification for volunteer Service for 2019 by the Project Management Institute. Thirty hours of Mike's volunteer service was devoted as a reviewer for 18 applications for the 2020 PMI Sponsored research program. He is also an active member of the Community Emergency Response Team (CERT) in his hometown of Mayfield Heights, OH, where he volunteered 40 hours to his community in this role. That's not all! Mike also volunteered 70 hours as a coach to a 4th grade team in the Destination Imagination program.

Dr. Dina Samora, Organizational Leadership Program Chair, presented at the 2019 Charleston Library Conference.

Melanie Shaw, Faculty Member in the Human Services program, completed invaluable peer-reviewing for the Online Journal of Distance Learning Administration in November.

Dr. Justin Bateh completed his second doctorate, receiving a Ph.D. in Operations Management from the University of Sunderland in England.

Dr. Ashraf Esmail presented a paper titled "Minority College Students' Perceptions of Lecture Instruction Supplemented with Visual and Kinesthetic Instructional Met" at the National Association of Multicultural Education Conference.

Dr. June Terpstra traveled to China over the holidays with former Congresswoman and former Green Party Presidential Candidate, Dr. Cynthia McKinney, and a group sponsored by the China Solidarity Network on a cultural fact-finding tour of the new Silk Road Initiative. The group's itinerary includes Beijing Tiananmen Square, Forbidden Palace, Great Wall, and the National Museum of China. Dr. Terpstra intends to provide academic presentations after the tour.

Dr. Karen Ferguson, CSU Global Provost and VP of Strategic Development, recently had her article, "Save the Degree from Irrelevance: Rethinking On-Ramps to Higher Education", highlighted as part of EvoLLLution's 2019 Year in Review eBook. This eBook shares articles and interviews from leaders across the higher education community reflecting on how their institutions are evolving to help bridge this gap between students and the workforce.

Colorado State University Global and the Coalition Against Insurance Fraud (CAIF) created an exclusive partnership in order to analyze CAIF data on fraud prosecutions. The CSU Global White Collar Crime Research Task Force (WCCRTF) was developed as the academic arm that performed the research study. The WCCRTF team consists of Program Chair **Dr. Michael Skiba**; faculty members **Dr. Greg Koehle, Dr. Kim Miller, Dr. Kathleen Mitchell**; and students **Amanda Skidd** and **Alison Golwick**. Dr. Michael Skiba, Amanda Skidd, and Alison Golwick attended the CAIF's annual board meeting on Dec. 17, in Washington DC, and presented the seminal findings from the study. This was a packed house, with more than 200 of the nation's top white-collar crime experts in attendance.

New SAS Certificates

CSU Global and SAS, a worldwide leader in analytics, have partnered to develop three joint certificate programs aimed to prepare data analyst professionals for the future of work. The three certificates are:

Graduate Certificates in SAS-Applied Data Analytics and SAS-Business Intelligence

Undergraduate Certificate: SAS – Statistics and Data Mining for Business Intelligence

Faculty Grants

CSU Global offers four different grants to support faculty in their ongoing professional development. They are:

Professional Development Grant: Reimbursement of online teaching and learning training, conferences, and events specific to the faculty member's scholarly discipline or online teaching at CSU-Global. Reimbursed up to $250.

Scholarly Association Grant: Reimbursement of registration fees for academic paper presentations and lectures at conferences and seminars specific to the faculty member's scholarly discipline at CSU-Global. Reimbursed up to $500.

Research Presentation Grant: Faculty may be eligible for reimbursement of registration fees, travel, and hotel for academic paper presentations at peer-reviewed conferences. Reimbursed up to $1,500 with proof of attendance. Pre-approval required (breakdown of costs and completed presentation must be submitted prior to attendance).

Publication Stipends: Faculty who publish in peer-reviewed journals may be eligible for up to a $500 stipend. Pre-approval required (article and CSU-Global citation required prior to publication).

Our faculty have presented at IAFOR International Education Conference, the Sixteenth International Conference on Environmental, Cultural, Economic & Social Sustainability, and the Joint Mathematics Meeting to name a few. As well, faculty have had numerous publications, scholarly presentation, and professional development activities.

In addition to grants, CSU Global has built an extensive library of asynchronous faculty development seminars that faculty access through the **Center for Teaching Excellence** with more added every month. Faculty also participate in our one-week discussion-only format courses that are offered on an ongoing basis throughout the year where they share and engage in discussions about best practices, offer thoughts on new concepts and ideas, and enjoy collegiality with faculty from throughout the University.

Writing Center Updates:

The writing center staff and CSU Global are preparing for the transition to **APA 7th edition**. The committee is preparing training for faculty, staff, and students; working with curriculum to revise assignment expectations and reviewing rubrics to ensure alignment with the new edition. One of the major changes we are most excited about in the new edition is the addition of more accessible fonts. We also guess that students will be quite excited to see the removal of the running head requirement. Full implementation will coincide with the Fall Trimester and include training, new guides, and tons of new resources for students and faculty.

All Faculty Meeting:

CSU-Global hosted it's second all faculty meeting of the academic year on January 16, 2020 with nearly 200 in attendance. We discussed CSU Global's role in support of the CO Master Plan and our upcoming HLC 4 year re-affirmation visit, new programs, and faculty development opportunities.

Board of Governors of the Colorado State University System
February 6-7, 2020
President's Report Item

CSU System Strategic Goal: Student Success and Satisfaction
CSU Global Bridging the Education Divide Goal: Broaden CSU Global's reach to career-driven individuals

- CSU Global held its first sponsored experiential learning experience for students this fall. The seven-day trip to London focused on international business and management meetings as well as cultural excursions.

- CSU Global was selected to establish a chapter of the National Society of Leadership and Success. The National Society of Leadership and Success is the nation's largest leadership honor society and collegiate leadership development program, and the only program of its kind to have earned accreditation for its programming. Students now have the option to join the CSU Global chapter starting in 2020.

- Dr. Karen Ferguson, CSU Global Provost and VP of Strategic Development, presented at PDG's Artificial Intelligence Connected Campus Conference in Orlando, FL. The conference brought together experts from schools and industries on the leading edge of innovation, security, and planning to explore today's best approaches to the demands of tomorrow. Dr. Karen Ferguson shared information on the topic "Using Robots to Improve the Human Experience, Strategies for Utilizing Emerging Technologies," and spoke on a panel about AI and voice-first technology adoption.

CSU System Goal: Transform Colorado's Future

CSU Global Bridging the Education Divide Goal: Make lifelong learning achievable for busy working adults

- CSU Global has been selected to join the Federal Academic Alliance, which provides discounted tuition rates and access to high-quality education and development opportunities for over 4 million Federal Government employees. CSU Global now has over 3,000 organizational partners that it helps with their workplace development and upskilling needs. Learn more at: CSUGlobal.edu/about/partnerships

- Senator Chris Holbert recognized CSU Global for stellar work in higher education and mission achievement during the opening speech of the 2020 Colorado legislative session on January 8th, 2020. Of CSU Global, Senator Holbert stated, "This institution serves as an example to us here in the General Assembly because it actually delivers high quality at low cost."

- Dr. Karen Ferguson's article entitled, "Save the Degree from Irrelevance: Rethinking On-Ramps to Higher Education," was highlighted as part of EvoLLLution's 2019 Year in Review eBook. This eBook shares articles and interviews from leaders across the higher education community, reflecting on how their institutions are evolving to bridge the gap between students and the workforce.

- On December 7th, the university celebrated its newest graduates at the Winter 2019 Virtual Commencement Ceremony – a fully online event that celebrates our graduates as it showcases and reminds us of CSU Global's distinct characteristics. Similar to the university's educational experience, the commencement ceremony provides equal opportunity access to thousands of participants from around the world – friends, family members, graduates, and stakeholders. Graduates joined the ceremony virtually from 47 states and locations around the world, including London and Ho Chi Minh City. To celebrate the momentous milestone, we asked our students to share videos thanking their loved ones and support networks. View these messages, and check out the recording of the ceremony at CSUGlobal.edu/commencement2019. Congratulations, Golden Eagles Class of 2019!

CSU System Goals: Expand Statewide Presence

CSU Global Bridging the Education Divide Goal: Engage through development of new communities

- Through an exclusive partnership between CSU Global and the Coalition Against Insurance Fraud (CAIF), CSU Global students had the unique opportunity to analyze CAIF data on fraud prosecutions. The CSU Global White Collar Crime Research Task Force (WCCRTF) was developed as CAIF's academic arm, and is the institution that performed the research study. Dr. Michael Skiba, CSU Global Program Chair for Criminal Justice and CSU Global students, Amanda Skidd and Alison Golwick, attended and presented the seminal findings from the WCCRTF study at the CAIF's annual board meeting on Dec. 17 in Washington D.C. The CAIF board meeting gathered over 200 of the top white-collar crime experts in the nation.

- Dr. Becky Takeda-Tinker contributed an article to Higher Learning Advocates that focused on CSU Global's leadership in providing customization and individual support for today's modern learners. The article can be read here: https://higherlearningadvocates.org/2020/01/15/one-student-at-a-time/

- CSU Global Programs Recognized as Top in the Nation! CSU Global is proud to receive top rankings in December and January, including:

    - #1 on the 25 Best Master's in Forensic Accounting for 2020 by Best Master's Programs.
    - #2 on the 15 Best Online Master's in Healthcare Administration for 2020 by Best Health Degrees.
    - Online Schools Center ranked CSU Global among the 5 Best Value Online Schools in Colorado.
    - CSU Global ranks #11 in Best Online Bachelor's Programs, #59 for the Best Online Master's Business Programs (non-MBA), and #17 for the Best Online Master's in Criminal Justice Programs in 2020 from U.S. News and World Report.
    - CSU Global also ranks as a top university for veterans in 2020 from U.S. News and World Report. It was ranked #8 for Best Online Bachelor's Programs for Veterans, #11 for the Best Online Master's in Criminal Justice, and #26 for the Best Online Master's Business Programs for Veterans (non-MBA) in the nation.
    - See a full list of our awards and rankings at CSUGlobal.edu/rankings

CSU GLOBAL

International Study Abroad

Dr. Karen Ferguson

Provides students with an opportunity to actively engage with international business leaders

Immerses students in a new culture and business context

In their words, "It's real!"

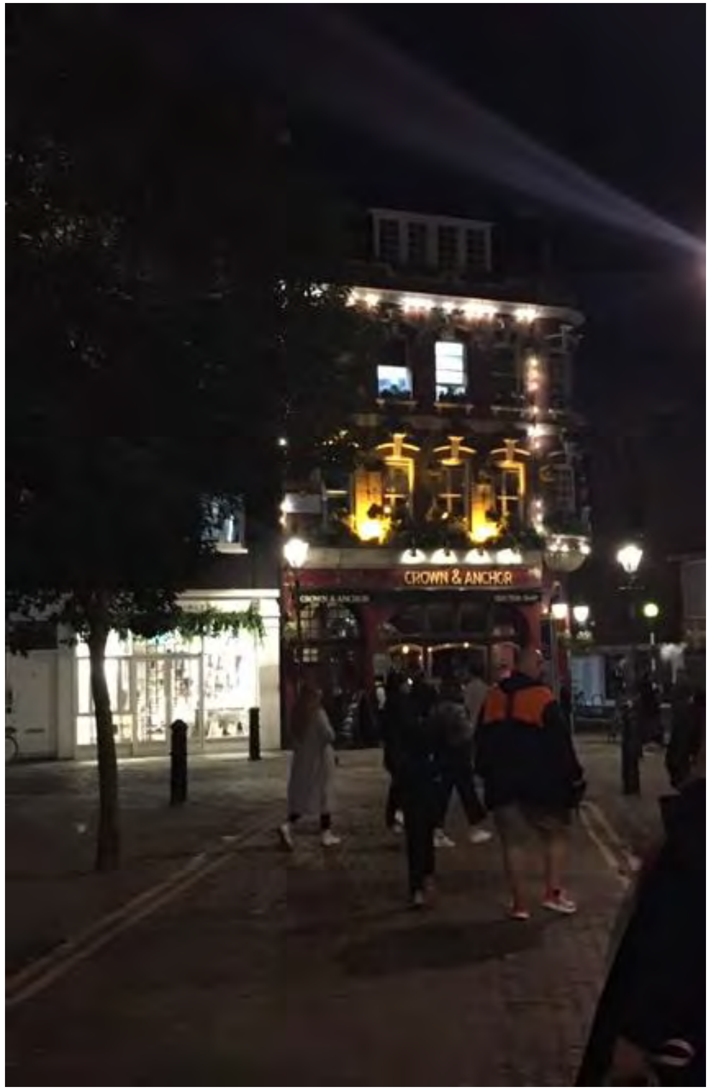
Online students *do* want to collaborate; adult students *do* want to explore

Onsite Experience

- Visit 5 organizations in London
- Complete a “Strategy Challenge”
- Received a lecture from Norbert Morawetz, Associate Professor of Entrepreneurship, Henley Business School, University of Reading
- Visited cultural sites
- Walked A LOT

Day One

Short Orientation and Group Dinner








Day Two

Lloyds of London and Randstad London

- Two distinct cultures
  - The old and new
  - Insurance and HR
- Facing similar yet different challenges
- Both impacted by Brexit

Day Three

Nomura and Lego

2 Multinational Firms

- Discipline and loyalty
- Creativity, openness, and trust (fun)

Day Four

Windsor Castle and Strategy Challenge

- Provided with a real ask from the Energy UK Board
- Students had opportunity for Q&A
- Students created their responses/strategies
- Students presented their responses
- Energy UK shared their actual response






Day Five

Guest Lecture and Tour of London

- Lecture by Dr. Morwetz, Associate Professor of Entrepreneurship, Henley Business School
- Covent Garden
- Chinatown
- Theater District

Day Six

Walking Tour and Final Dinner

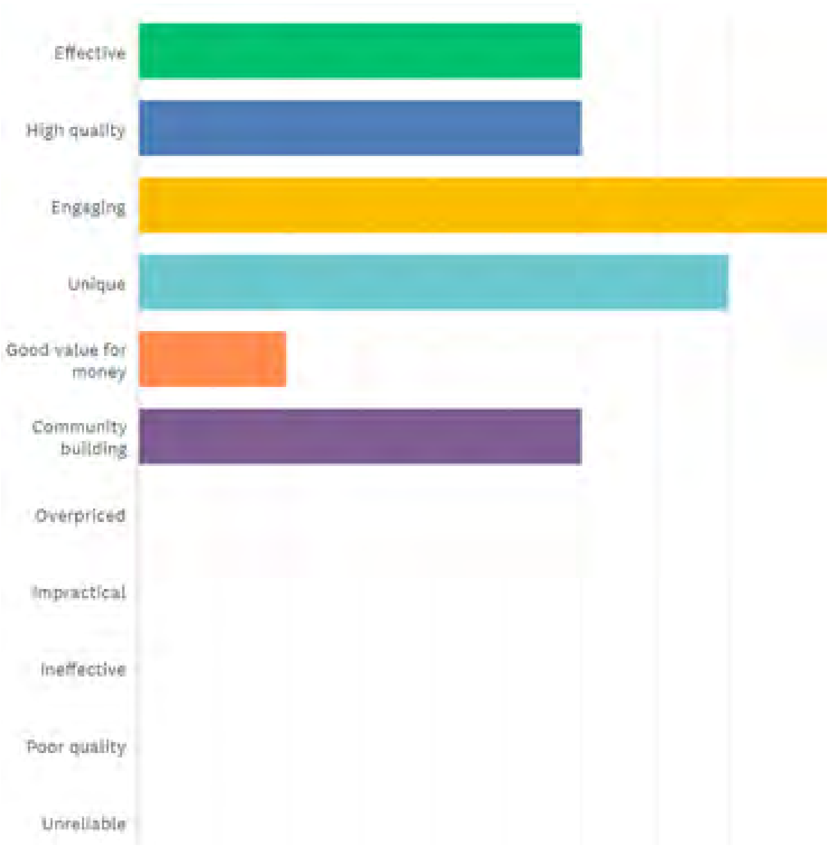
What did our students think?

- **100% would recommend to a fellow student or colleague**
- **100% highly satisfied**
- **100% highly effective learning experience**

"Highly recommend this program and learning experience for anyone who has any interest in international business or is seeking a career with a global company. The opportunity was life-altering, and the experiences I had on this trip are ones I will always treasure. World Strides and CSU Global did an excellent job facilitating this opportunity for students, and I would love to do this again if the chance ever presents itself."

"It means the world to me that I can share this learning experience with my family!"

Students and Faculty Feedback



"The London trip offered students a unique and timely review of the effects of Brexit and the anticipation of businesses who are in the process of engaging in strategic planning activities to accommodate a variety of potential outcomes. This was the absolute perfect time for students to study in England and build their international business skills in an actual environment of transition and uncertainty."

– Dr. Rene Ryman

"The global learning experience was amazing. It integrated the curriculum content with real life case work. The company visits were extraordinary."

"Exposure to real-world relevant issues from the host-corporations. Really nice treat to meet my cohort, professor, and provost in person!"

What now?

- Highly recommended to do it again
- New location with strong international business headquarters
- Offering both for credit and not-for-credit

Section 7

Real Estate and Facilities Committee

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
REAL ESTATE/FACILITIES COMMITTEE MEETING AGENDA
February 6, 2020 – Pueblo

Committee Chair: Steve Gabel (Chair)

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

EXECUTIVE SESSION

OPEN SESSION

1. CSU Sale of Fort Morgan Office (Nancy Hurt) Action Item (5 min)

Board of Governors of the Colorado State University System
Meeting Date: February 5-7, 2020
Action Item

MATTERS FOR ACTION:

Land: Sale of approximately one acre of land with a 3,023-sf building in Fort Morgan, CO.

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the sale of approximately one acre of land along with a 3,023-sf office/shop/warehouse building located at 801 E. Burlington Avenue in Fort Morgan, CO, as generally shown in Exhibit A, on the terms discussed by the Board in its executive session and in accordance with the parameters outlined in such discussion.

FURTHER MOVED, that the President or Vice President for University Operations of Colorado State University is hereby authorized to sign implementing contracts and other documents necessary and appropriate to consummate the transaction with modifications made in consultation with General Counsel.

EXPLANATION:

Presented by Nancy Hurt, Vice President, Colorado State University Research Foundation.

The property was originally donated to the Colorado State University Research Foundation in December 1992. The property was held in trust for Colorado State University and leased to the Board of Governors for use by the Colorado State Forest Service (CSFS) until May of 2002 when the University requested the ownership be transferred. In 2012, the property was subdivided, and an approximate 1-acre lot of vacant land was sold. The CSFS occupied the building as a district office until November 2019. The property is unoccupied, and it is in the University's best interest to sell.

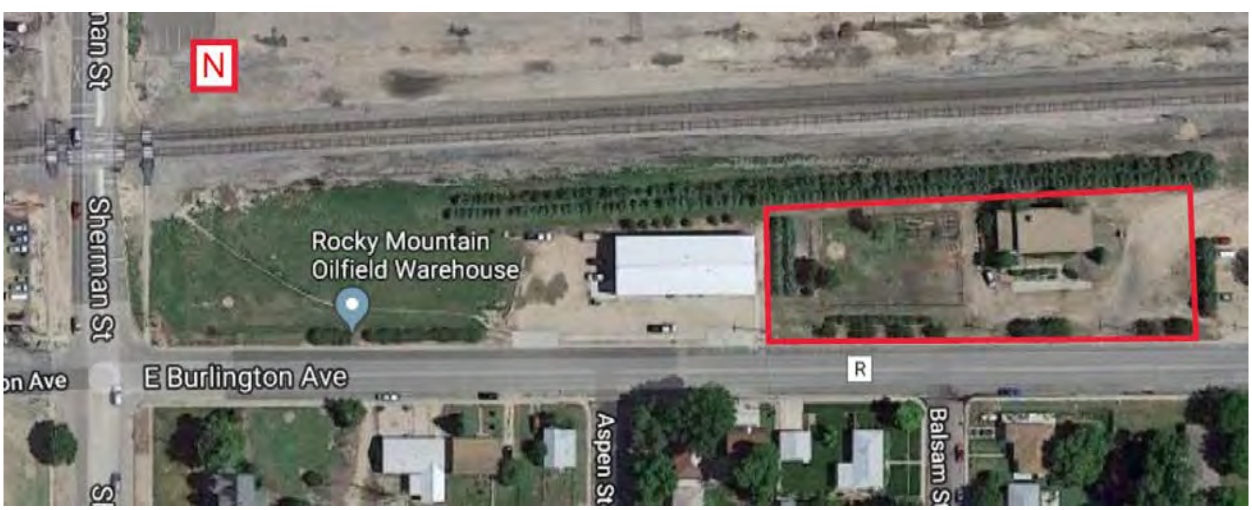
__________ Approved   __________ Denied   ____________________ Board Secretary

____________________ Date

Exhibit A

General Locator Map – Fort Morgan, CO

Parcel Map



Section 8

Executive Session

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Section 9

Evaluation Committee

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Section 10

Academic and Student Affairs Committee

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING AGENDA
February 5-7, 2020

Committee Chair: Dean Singleton (Chair), Kim Jordan (Vice Chair)
Assigned Staff: Dr. Rick Miranda, Chief Academic Officer

I. New Degree Programs

Colorado State University
- None

Colorado State University-Global Campus
- None

Colorado State University-Pueblo
- Certificate Name Change: NSA-Designated Institution Certificate in Cyber Security Defense
- Program Name Change: World Languages
- New Certificate: Technology and Computer Instruction

II. Miscellaneous Items

Colorado State University
- Faculty Manual – Section E.12.2
- Faculty Manual – Sections J.2 and J.3
- Sabbatical Summaries 2018-2019

Colorado State University-Global Campus
- None

Colorado State University-Pueblo
- Sabbatical Report
- Restructuring Academic Affairs

Board of Governors of the Colorado State University System
Meeting Date: February 6-7, 2020
Consent Item

MATTERS FOR ACTION:

Updated Certificate Program Title: NSA-Designated Institution Certificate in Cyber Security Defense

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the request from the Hasan School of Business to update the cyber security certificate program title to NSA-Designated Institution Certificate in Cyber Security Defense.

EXPLANATION:

Presented by Mohamed Abdelrahman, Provost and Vice President for Academic Affairs

Hasan School of Business
NSA-Designated Institution Certificate in Cyber Security Defense-28 credits
CIP Code: 11.0116
Certificate Level: 02- Certificate (at least one but less than two years)

This title update is to comply with NSA requirements in authorized certificate titling.

The designation of CSU-Pueblo as a National Security Agency, Center for Academic Excellence (NSA-CAE) in Cyber Defense Education allows us to offer the NSA-Designated Institution Certificate in Cyber Security Defense to prepare CSU-Pueblo students with knowledge in cyber security to enhance their employment in related fields.

Previous title was NSA-CAE Certificate in Cyber Security Defense.

Board of Governors of the Colorado State University System
Meeting Date: February 6-7, 2020
Consent Item

MATTERS FOR ACTION:

Updated Program Title: World Languages

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the request from the College of Humanities, Arts and Social Sciences to update the title of our existing Foreign Languages-Bachelor of Arts program to World Languages-Bachelor of Arts Program

EXPLANATION:

Presented by Mohamed Abdelrahman, Provost and Vice President for Academic Affairs

College of Humanities, Arts and Social Sciences
World Languages-Bachelor of Arts program (120 credits)
CIP Code: 16.0905

Current disciplinary standards in language instruction include updating of program titles to World Languages. CSU-Pueblo is aligning our program title with that preferred title. The previous title was Foreign Language. Currently an emphasis in Spanish is offered in this program which aligns with our Hispanic-Serving Institution status.

Board of Governors of the Colorado State University System
Meeting Date: February 6-7, 2020
Consent Item

MATTERS FOR ACTION:

New Certificate Program: CSU-Pueblo Technology and Computer Instruction

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the request from the Hasan School of Business to create a new post-baccalaureate certificate in Technology and Computer Instruction. If approved, this certificate will be effective in fall 2020.

EXPLANATION:

Presented by Mohamed Abdelrahman, Provost and Vice President for Academic Affairs

Hasan School of Business
Technology and Computing Instruction Certificate-18 credits
CIP Code: 13.1309
Certificate Level: 04- Post baccalaureate

This post-baccalaureate certificate is an interdisciplinary program designed for professionals who want additional development in technology and computing instruction. In addition to providing completers with additional knowledge and skills, this certificate would help teachers meet HLC credential requirements for concurrent enrollment courses.

Complete two of the following ED courses (6 credits):
- ED 520 Educational Media and Technology
- ED 523 Teaching & Managing Technology
- ED 532 Hardware & Networking for Educators

Complete four of the following CIS courses (12 credits):
- CIS 510 Data Analytics with Python
- CIS 550 Advanced Data Analytics
- CIS 560 Cyber Security & Defense
- CIS 561 IT Security Management
- CIS 562 Computer Forensics
- CIS 565 Management Information Systems

Board of Governors of the Colorado State University System
Meeting Date: February 5-7, 2020
Consent Item

MATTERS FOR ACTION:

2019-2020 Academic Faculty and Administrative Professional Manual Revisions: Section E.12.2 Research and Other Creative Activity

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.12.2, Research and Other Creative Activity

EXPLANATION:

Presented by Rick Miranda, Provost and Executive Vice President.

These changes are meant to help clarify what constitutes research and creative activity.

NOTE: Revisions are noted in the following manner:
Additions - underlined Deletions - ~~overscored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL
REVISIONS AND ADDITIONS – 2019-2020

E.12 Performance Expectations for Tenure, Promotion, and Merit Salary Increases *(last revised ~~June 21, 2011~~ February 7, 2020)*

E.12.2 Research and Other Creative Activity *(last revised ~~August 12, 2009~~ February 7, 2020)*

Research is the discovery and development of knowledge; other creative activity is original or imaginative accomplishment. Research and other creative activity include, but are not limited to~~,~~: publications (including scholarly articles, conference proceedings, invited reviews, book chapters, textbooks, and other monographs); exhibitions, presentations or performances; copyrighted, patented, or licensed works and inventions; supervision of or assistance with graduate student theses/dissertations and undergraduate research; and ~~the award of~~ both effort and success in generating funding to support research and other creative activities. Scholarly activities that advance the effectiveness of teaching and education could also be considered research. Scholarly activities with a research/creative artistry component that include reciprocal engagement with external partners (local, state, national, and international) are encouraged and should be considered research and creative activity (see Section E.12.4). Examples include applied research, community-based participatory research, and collaboratively-created new artistic or literary performances. Other examples can be found in the "Continuum of Engaged Scholarship".

The criteria for evaluating the original or imaginative nature of research and other creative activities should be the generally accepted standards prevailing in the applicable discipline or professional area. It is important to note that the focus is on quality and impact, rather than quantity of output. Standards for determining quality will vary among disciplines and should be specified by each academic unit. However, evaluations should be based primarily upon the quality of the product as judged by peers. Some measures of quality are the prestige of the journals in which publications appear, reviews of publications in the critical literature, reviews of artistic performance by recognized experts, prizes and other awards for significant professional accomplishment, citations of publications, grants obtained in open competition, invitations to speak at prestigious national and international meetings, invitations to serve on grant panels or other national or international committees, and impact and outcome assessments as indicated by adoption of results by clientele. When work is a collaborative effort, every attempt should be made to assess the value of the contribution of the faculty member. Some categories of publication or other accomplishments, such as Extension publications, more properly are regarded as vehicles for teaching or outreach/engagement; however, these may be considered evidence of other creative activity to the extent that new ideas and research are incorporated.

MATTERS FOR ACTION:

2019-2020 Academic Faculty and Administrative Professional Manual Revisions: Section J.2 Definitions and Section J.3 Ownership and Rights

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section J.2 Definitions and Section J.3 Ownership and Rights.

EXPLANATION:

Presented by Rick Miranda, Provost and Executive Vice President.

The previous language states that the University and the Member own works jointly, but that the Member must sign over all rights, interest, and title to the University. In practice, this means that the member retains no ownership. The language in the opening paragraph of Section J.3 further reinforces this. As a compromise, the wording is changed to make it clear that the member retains no ownership, but this is limited to inventions, so faculty do retain ownership of Academic Materials and Publications. In addition, the inventors/creators still receive the royalties described in Section J.8.

The final paragraph deals with the situation where something has evolved over a long period of time with many contributors so that no clear inventors/creators can reasonably be identified.

NOTE: Revisions are noted in the following manner:
Additions - underlined Deletions - ~~overscored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL
REVISIONS AND ADDITIONS – 2019-2020

J.2 Definitions

Academic Materials

Materials used for pedagogical purposes including, but not limited to collected data, recorded and live digital, video, and audio presentations; photographs, films, graphic illustrations, transparencies, and other visual aids; programmed instructional packages; computer programs and data bases; and scripts, study guides, syllabi, tests, and other items that accompany, or are used to present or demonstrate, the above described materials. Academic Materials may be copyrighted, patented, and/or trademarked.

Contributing Unit

An organizational entity, other than the Member's home department, that provides University Resources directly in the creation or production of Works.

Department

The home department, either an academic department or other University entity, of the Member's appointment or contract.

Information Support Technologies

Includes technologies or processes used to support the electronic capture, storage, retrieval, transformation, and presentation of digital data and information or to interface between digital forms and other communications and information media, but excludes the content presented and stored in word processors, databases, or other capture, storage, retrieval, transformation, or presentation programs.

Inventions

New, useful, and non-obvious ideas and/or their reduction to practice that result in, but are not limited to, new devices, processes, and/or methods of producing new and/or useful industrial operations and materials; any produced article useful in trade; any composition of matter, including chemical compounds and mechanical mixtures; any plant covered under plant patent laws, the Plant Variety Protection Act, or other methods that provide protection; biological materials including cell lines, plasmids, hybridomas, monoclonal antibodies, and genetically-engineered organisms with commercial potential; many new designs in connection with the production or manufacture of an article including computer software, data bases, circuit design, prototype devices and equipment; and any improvement upon existing processes or systems. An Invention may be copyrighted, patented, and/or trademarked.

Inventors and Creators

Members responsible for the conception, ideas, and content of Inventions and other Works. Support staff such as research assistants, photographers, artists, producers, computer programmers, printers, and others contribute to the Works but are not considered Inventors or Creators unless they substantially influence the original and novel aspects of the Works.

Other Creations

Creative and artistic endeavors and performances and all other Works.

Publications

Textbooks, bulletins, circulars, pamphlets, reports, information releases, data sets, exhibits, demonstrations, and other scholarly or popular writings regardless of medium. Publications may be copyrighted and may include any of the items described above in Academic Materials.

University Resources

Funds, supplies, equipment, physical facilities, support personnel, and/or other services or property of the University, including Information Support Technologies. In consideration of the benefit that accrues to the University from individual scholarly activity, the University has concluded that University Resources shall not include the Member's time, use of the library, or use of personal office including any office computer or data processor located therein.

Works For Hire

Expressly-commissioned Works for instructional, public service, or administrative use, by the University are deemed to be "works for hire" and property of the University. (See also Section J.12.2.)

J.3 Ownership and Rights

Ownership and rights to Works having potential monetary or commercial value depend on the origin, type, and amount of resources used in the creation of Works. The Vice President for Research (hereinafter referred to as "VPR") is responsible for making ownership and licensing decisions for works pursuant to Section J. Decisions by the VPR concerning software will consider whether such software is Academic Material. When software is Academic Material, and not developed using University Resources, the Member retains ownership (see also Sections J.3.1, J.7, and J.12.2). The following provisions shall govern the ownership of Works.

J.3.1 Works Supported by the University

With the exception of Academic Materials and Publications not supported through the substantial use of University Resources, Works developed using University Resources or reduced to practice[1] in the course of a Member's University responsibilities ~~and those expressly commissioned by the University shall be the property of the University and the Members who created them~~ are owned and managed by the University or its designee on behalf of the University and the inventors/creators pursuant to this Section J. In this context, if data and information that are a result of research activities are used in Academic Materials and Publications, that alone shall not be considered to constitute a substantial use of University Resources. All Members ~~shall execute written assignments and such other documents as may be necessary to transfer to the University or its designee there~~ are obligated to assign and do hereby assign to the University or its designee all right~~s~~, title, and interest in and to ~~such Works that are determined by the VPR to have potential monetary or commercial value, unless otherwise specified in written agreements under Section J.7.4~~ all Inventions of which they are inventors/creators. Inventors/creators will cooperate with the University, or its assignee, in seeking intellectual property protection for such Inventions and in complying with legal obligations to research sponsors related to such Inventions. The Member shall retain, in all circumstances, a non-exclusive, non-transferable right to use such Inventions for noncommercial teaching, research, and publication purposes. Any other use, such as a commercial use, including use in consulting activities, will require a license from CSURF. ~~Associated with such transfer, t~~The Member retains the following non-reassignable rights to use Academic Materials and Publications other than ~~those which are or may be patented~~ Inventions ("~~Non-patentable~~ Non-Invention Academic Materials and Publications") without obtaining permission from the University, unless waived in writing by the Member:

a. The right to use or reproduce such ~~Non-patentable~~ Non-Invention Academic Materials and Publications in other scholarly endeavors;

b. The right to update or revise the content of such ~~Non-patentable~~ Non-Invention Academic Materials and Publications, except that the University shall not be obligated to provide further resources toward such use, unless the revisions are requested by the University or agreed to jointly by the University and the Member;

c. The right to be identified as the creator of such ~~Non-patentable~~ Non-Invention Academic Materials and Publications, if desired;

d. The right to make derivations of such ~~Non-patentable~~ Non-Invention Academic Materials and Publications; and

e. The right to use such ~~Non-patentable~~ Non-Invention Academic Materials and Publications in other scholarly endeavors with a new employer. Notwithstanding the foregoing, if any such ~~Non-patentable~~ Non-Invention Academic Materials and Publications are the subject of an exclusive license to a third party, the Member shall be deemed to have waived the foregoing rights in consideration of the potential for royalty distribution as set forth in Section J without execution of a written waiver.

Where no inventors/creators are reasonably attributable to a Work, such as in the case of a Work created with the input of numerous individuals in past collaborative efforts over long periods of time, such that distinct inventors/creators or specific contributions are not reasonably identifiable, the Work will be treated as having no inventors/creators (“University Works”). Where a Work was created or developed in whole by Members other than academic faculty members and within the scope of their employment, the Work will be considered to be a work made for hire and treated as a University Work. When a University Work is clearly attributable to a specific unit, that unit shall be treated as the Member for the purposes of this policy.

[1] Black’s Law Dictionary generally defines “reduced to practice” as “accomplished when an inventor’s conception is embodied in such form as to render it capable of practical and successful use.”

Board of Governors of the
Colorado State University System
Meeting Date: February 5-7, 2020
Report Item

CSU: Sabbatical Leave Summaries 2018-2019

Presented by: Rick Miranda, Provost and Executive Vice President

Board of Governors of the
Colorado State University System
Meeting Date: February 8, 2020
Report Item

Sabbatical Leave Policy

The sabbatical leave policy for Colorado State University faculty is addressed in Section F.3.4 in the Academic Faculty and Administrative Professional Manual. CSU offers academic faculty members the possibility of sabbatical leaves at any time after six years have elapsed since the faculty member's initial appointment or most recent sabbatical leave.

The faculty member seeking sabbatical leave shall follow the procedures established by his/her academic unit. College deans or the Dean of Libraries shall forward the names of faculty members recommended for sabbatical leave along with a detailed sabbatical plan to the Provost/Executive Vice President. The detailed plan shall specify how the sabbatical will result in the faculty member's professional growth, enhance the institution's reputation and the students' educational experience at the institution, and increase the overall level of knowledge in the faculty member's area of expertise. Faculty members cannot be absent for more than two academic semesters in cases of faculty on nine month appointments, and no more than one calendar year for faculty on 12 month appointments.

College of Agricultural Sciences

Amanda Countryman – Agricultural and Resource Economics

Dr. Countryman's sabbatical consisted of activities in collaboration with Purdue University and Montana State University with visits to both institutions. As a visiting professor at Purdue University, she taught courses and served as a Research and Teaching Associate for the Purdue Center for Global Trade Analysis. This provided a unique opportunity to teach high caliber students from diverse backgrounds, and experience levels. Some of the students have at least five years of industry experience. This was an incredible opportunity to teach in a challenging environment with a class of professionals who have diverse perspectives. The availability of new technology for distance education provided a platform for learning new teaching techniques and strategies to bring back to CSU.

Dr. Countryman was also a visiting scholar at Montana State University. She spoke at the Montana State Agribusiness Conference, presented a departmental seminar, and was a guest speaker on two regional podcasts: one focusing on country of origin labeling and the other on international trade policy. Her visit to MSU was a fruitful experience that lead to the start of one new research project on the impacts of international trade policy on agricultural labor, and two other potential projects that are in the exploration stages.

In addition to the activities with Purdue University and Montana State University, Dr. Countryman's sabbatical leave afforded her the time to complete four journal articles. Two of the articles in the Conversation were re-published widely by popular press outlets including the Chicago Tribune and the L.A. Times, as well as several media interviews focusing on trade policy impacts on the U.S. and Colorado agriculture including two features on National Public

Radio on Morning Edition and Marketplace. Her sabbatical activities led to invitations to speak at the Arkansas State University Agribusiness Conference, the National Association of State Departments of Agriculture, and the Agricultural and Applied Economics Association special workshop on the trade conflict with China. Her sabbatical activities greatly improved her abilities as a scholar and teacher. They augment her standing as an expert in international agricultural trade policy analysis and enhance CSU's reputation as a leader in agricultural research, education, and outreach.

Paul Ode – Bioagricultural Science and Pest Management

Dr. Ode's primary scholarly activities during my sabbatical leave consisted of identifying and establishing long-term field study sites in India (two regions of the Himalaya and the Western Ghats) and the Netherlands. These study sites form the basis of long-term collaborations between colleagues at the National Centre for Biological Sciences - Tata Institute for Fundamental Research (NCBS - TIFR) in Bangalore, India and the Netherlands Institute of Ecology (NIOO) in Wageningen, the Netherlands. As a Fulbright-Nehru Academic and Professional Excellence scholar, he spent four months at NCBS working with colleagues there on climate change effects on trophic interactions between plants, their insect herbivores, and their parasitic wasp natural enemies. He published four manuscripts during this time including one review paper. He also gave three invited research seminars at Indian universities and one invited seminar at the University of Wageningen (the Netherlands). Additionally, he conducted a two-week long workshop on ecological statistics for graduate students at NCBS. He continued to work with his graduate students writing manuscripts and supervised the successful defense of one PhD student. Finally, Dr. Ode worked on two NSF proposals for submission later in the fall.

The personal benefits gained from this sabbatical included time to work on manuscripts and proposals as well as to expand his research program internationally (to India and the Netherlands). These new collaborations have resulted in preparation of joint research proposals to properly fund sustainable long-term collaborations between colleagues at NCBS (Bangalore, India), NIOO (Wageningen, the Netherlands), and himself. These collaborations will increase visibility for CSU scholarship internationally, especially in the field of climate change effects on biotic interactions. Integration of his research experiences abroad into his lectures at CSU benefits CSU students. Similar research programs domestically and internationally will provide international opportunities for graduate students in his research program at CSU.

College of Business

Robert Schwebach – Finance and Real Estate

Dr. Schwebach traveled to Australia during the spring 2019 semester to work with a coauthor and to present his research at a conference in Sydney that was sponsored by the University of New South Wales Business School and the Institute of Global Finance. These efforts resulted in a publication titled "Market Response to Syndicated Loan Announcements from High-Profile

Failed and Acquiring Banks during the Global Financial Crisis" in the academic journal *Accounting and Finance.* This article was accepted for publication on April 22. This research highlights the distinct roles of investment and commercial banks during the recent financial crisis and facilitates an understanding of relationship and transactional-based lending. Dr. Schwebach also produced additional working papers and develop relationships with new Australian coauthors.

The opportunity to travel internationally to work intensively on his research yielded multiple benefits. Most directly, it increased the quantity and quality of his research and expanded his pipeline of current projects with greater potential to hit top ranked journals. It also provided networking opportunities resulting in new collaborations. In addition to producing academic publications, his research has the potential to garner attention in the popular press as it has relevance to practitioners, regulators, and business professionals. These outcomes benefit CSU by raising the profile and reputation of the University and the College of Business. CSU students also benefit from his increased research productivity as he incorporates his findings into classroom discussions.

Tianyang Wang – Finance and Real Estate

During his sabbatical period, Dr. Wang was very active working on research and made significant progress in targeting leading academic journals. He visited the University of Colorado at Boulder as a visiting scholar and actively participated in the research seminars. He has been actively engaged in his academic and professional societies, serving as reviewer for eight international academic journals and participating as a member of multiple conference program committees.

Dr. Wang also took the opportunity to deepen his understanding about trends that are quickly evolving in financial markets (e.g., Fintech), so that he can bring his students the most relevant and needed knowledge in the current business world. As financial markets become more complex and are generating more information, it becomes more and more challenging for market participants to digest and manage the information overload. Technologies have profoundly transformed financial markets and, in turn, financial research. Dr. Wang significantly enhanced his knowledge in the new advancement of financial markets in processing and filtering relevant and meaningful information for cutting-edge research. His students will benefit from his enhanced knowledge.

This sabbatical was a very rewarding experience for Dr. Wang. He completed all the projects he proposed in his sabbatical application and started a few new research projects. He worked on about ten different papers at different stages and made significant progress including two publications, one revise and resubmit, and four papers in preparation for submission. Overall, the sabbatical enhanced his research portfolio and pipeline, which will lead to high quality publications and enhance the reputation and recognition of CSU. Moreover, equipping himself with knowledge regarding newly developed techniques and trends in the field will make him a more effective teacher.

College of Engineering

Christopher Bareither – Civil and Environmental Engineering

Dr. Bareither's primary scholarly activities during his sabbatical included the following: (i) participated on a GeoWaste project panel hosted by Goldcorp Inc. (now Newmont Goldcorp); (ii) chaired the *2018 Tailings and Mine Waste Conference*; (iii) authored a white paper focused on GeoWaste; and (iv) created a research project at Marlin Mine in Guatemala. The first two scholarly activities were invaluable to creating and establishing new contacts in geotechnical engineering practice and the mining industry. Following these two activities, he prepared a white paper for Newmont Goldcorp that outlines knowledge gaps related to the use of GeoWaste as a mine waste management alternative. Subsequently, he developed a field-scale project that was funded by Newmont Goldcorp and was conducted at the Marlin Mine in Guatemala. He spent the duration of his sabbatical in Guatemala, and while there presented at the *1st National Congress of Seismic and Geotechnical Engineering*. Dr. Bareither completed the presentation in Spanish and made connections with Guatemalan faculty and practitioners in geology and geotechnical engineering. In addition to scholarly activities that he achieved directly related to his sabbatical, he graduated two MS students and one PhD student, published four journal articles, and submitted another three articles currently in review. In addition to the journal papers, he published seven conference papers and had another three papers accepted for conferences in 2020.

The personal benefits from the sabbatical included the following: (i) improved his Spanish language skills to an advanced level; (ii) developed a new research idea and submitted a proposal to a Brazilian mining company; and (iii) enhanced professional relationships and CSU's reputation through projects, meetings, and workshops. Dr. Bareither arrived in Guatemala with intermediate-level Spanish, and even though most of his engineering work was in English, he considerably improved his Spanish to an advanced level. He developed a new professional contact at CSN Mining (Brazil) for whom he prepared a proposal focused on optimizing management of filtered mine tailings. This topic is incredibly relevant to modern mining practices and is an area where considerable research is needed as tailings management shifts over the next decade. Although the proposal has not yet been funded, he remains in conversations with CSN Mining in the hope that the project will be initiated soon. Finally, during his sabbatical he attended multiple professional gatherings through which new contacts were made and existing contacts were strengthened. The professional communities working on the mine waste projects have been complimentary of the research and education at CSU related to mine waste. An enhanced reputation for CSU throughout the mining and geotechnical engineering communities will be essential for establishing future research, education, and training opportunities in mining geotechnics.

Thomas Bradley – Mechanical Engineering

During his sabbatical, Dr. Bradley maintained collaborations and advising appointments will all of his masters and graduate students. The students were in both the systems engineering online program and the mechanical engineering resident instruction program. He maintained regular weekly advising sessions with the students, where they worked on their research agenda, publications, conference presentation preparation, advisement toward their preliminary exams, and advisement toward their final defense in dissertation publication. Although these advising sessions were difficult to maintain, they were quite successful and Dr. Bradley had a student graduate with her PhD in Systems Engineering in the semester of his return.

During his sabbatical, Dr. Bradley was employed at the Electric Power Research Institute (EPRI) in Palo Alto, California. They granted him an office, a computer, and the materials to be able to perform some research tasks that were specific to the Power Delivery and Markets unit at EPRI. His work concentrated on a few forward-looking research tasks. He developed a research agenda for the electric transportation group that they published and communicated to their stakeholders. He developed a technical insights brief on electro-fuels including hydrogen and ammonia that they delivered to their stakeholders and the public. Dr. Bradley developed a modeling framework and populated the model of medium and heavy-duty electric trucking between the present time and 2040. This economic and environmental model was then input into the EPRI REGEN integrated assessment model. This work was completed after his period in California and was delivered to the State of New York and its utilities in the summer of 2019.

Dr. Bradley was able to keep up his publication record and proposal cadence during the time of his sabbatical. He won a ~$1M grant from the US Department of Energy Vehicle Technologies Office, a ~$600,000 grant from the US Department of Energy Advanced Manufacturing Office, and a ~$130,000 grant from Toyota Engineering and Manufacturing Americas. He published 13 journal publications.

This sabbatical was an outstanding opportunity to develop research and professional relationships with industry leaders. He was able to attend numerous conferences organized by EPRI, and met many times professionally with leaders in the utility industry, autonomous vehicle industry, department of transportation, and allied academic institutions in California.

Xinfeng Gao – Mechanical Engineering

During the sabbatical year, Dr. Gao established new research fronts and focused on producing preliminary results in these new areas, in addition to building long-term fruitful research collaborations with four national laboratories (Lawrence Livermore National Lab, Lawrence Berkeley National Lab, Sandia National Labs at Livermore California, and NASA Ames) and two universities (University of New Mexico and University of Colorado at Boulder). Specifically, Dr. Gao introduced a new research paradigm by applying parallel-in-time to CFD modeling of engineering fluid flows and forged research collaborations on applying data assimilation to chaotic dynamical systems. The newly developed, fully space-time adaptive and space-time parallelized algorithm helps to increase computational efficiency and sustainability for solving turbulence and combustion problems on supercomputers. The new data-driven modeling approach helps to address an important technology gap by merging and assimilating CFD and multidisciplinary simulation data with other multifidelity experimental and/or computational data sources to assess, validate, and develop physical models for improving predictions. These new research initiatives result in three proposals in submission, three journal paper publications, two conference papers and presentations, and two invited talks at the national laboratories. Some of his activities help to increase CSU's visibility in multidisciplinary research fields. Dr. Gao attended the 19th Copper Mountain Conference on Multigrid Methods in March 2019 and his talk at this symposium which is predominately attended by mathematicians attracted many research discussions for future interdisciplinary collaborations. He had frequent research meetings with groups of scientists from physics and computer science at the national labs.   Through these meetings, his in-house CFD software (Chord) was introduced and its powerful capabilities were demonstrated. Chord is becoming known and recognized to the top research groups nationwide. A few notable numerical technologies are gaining strong momentum and adoption by the Air Force research laboratories and by some universities.

The sabbatical year provided Dr. Gao with time to complete two additional journal papers for publication in a timely fashion to increase the scholarly impact of his CFD algorithms. Working with the multidisciplinary, worldwide, well-recognized research teams on the level of technical details has been inspiring and has expanded his horizons. His sabbatical experience broadens his research interests and benefits his teaching. The dissemination of the results of the scholarship via publications and conference proceedings helps elevate CSU's reputation which also is increased by his collaborations on these new frontiers. In addition, Dr, Gao and his collaborators have provided more learning experiences for their graduate students; for example, one PhD student spent about a year performing the leading edge research in Lawrence Livermore National Lab and one PhD student spent a spring semester interning at the Lawrence Berkeley National Lab. One PhD was recently hired as a postdoc by Sandia National Laboratories at Livermore California. This opportunity was created by Dr. Gao’s research interactions with the research group leaders during his sabbatical time. Furthermore, NASA Ames has already provided opportunities to a couple of his PhD students for internships and research positions for the upcoming summer.

Diego Krapf – Electrical and Computer Engineering

The main activities during the sabbatical leave of Dr. Krapf involved the study of the multiple maturation steps that take place in mammalian spermatozoa after ejaculation. This set of maturation steps are collectively termed capacitation and are absolutely required for fertilization. In particular, research activities included studying the dynamics of the sperm cytoskeleton right before it reaches the oocyte and the regulation of calcium influx. These activities resulted in the submission of a research proposal to the National Institutes of Health and the submission of a manuscript that is currently under review. Both of these submissions are related to the signaling pathways during sperm capacitation.

Benefits that were derived from this sabbatical leave include establishing new collaborations, obtaining preliminary data for the submission of a new proposal to the National Institutes of Health that dealt with the regulation of ion channels in sperm, and increasing CSU visibility through several institutional seminars. In particular, two new collaborations were established while on leave: the first with Prof. Jorgelina Ottado and the second with Prof. Maria Eugenia Teves. In addition, researchers from Argentina plan to visit CSU next year in order to continue the established collaborative efforts.

Christian Kummerow – Atmospheric Science

Dr. Kummerow took a semester of sabbatical leave at the Universidad de Castilla La Mancha, in Toledo, Spain. His local host was Prof. Francisco J. Tapiador, who is Dean of Environmental Sciences and Biochemistry at the University. His primary objectives, which were all successful, were to publish a paper on an international project he had been involved in for many years, to coordinate more with European researchers for future collaborations, and to spend some time without administrative tasks to focus on the future strategic goals of his own research related to estimating uncertainties in global precipitation trends.

Dr. Kummerow benefitted tremendously from this sabbatical in that he has a new outlook on his research and what was beginning to seem a little routine has new vigor and direction. CSU will benefit directly from the sabbatical in that he believes the work will be instrumental in winning the next set of proposals related to uncertainty estimation. He is currently writing the next set of proposals and talking to potential students and Post-Doctoral fellows that will work on these topics at CSU.

Siddharth Suryanarayanan – Electrical and Computer Engineering

During his sabbatical leave in the Fall of 2018, Dr. Suryanarayanan had the opportunity to visit Argentina, Japan, China, India, the UAE, and France in order to pursue research and educational activities. During these travels, he was able to represent the scholarly and welcoming facets of CSU and, in return, he was able to gain unique experiences with significant benefits to his research and education agendas. He participated in research writing, educational lecture delivery, course development and recruitment and mentorship activities.

The benefits of the sabbatical leave are too many to list. He was able to focus his efforts on an upcoming large center-level grant activity from the NSF. He learned a new simulation tool to apply in his research and education. He co-developed the curriculum for a summer school on a specialized topic to be delivered in France in the summer of 2019. This effort is expected to develop into a textbook co-authored with his French collaborator. His visits left the hosts with a very positive felling about all aspects concerning research, education, service, and technology transfer activities at CSU.

John van de Lindt – Civil and Environmental Engineering

During his full year sabbatical, Dr. van de Lindt had the opportunity to pursue two major initiatives that would have been difficult with teaching, committee work, and other typical faculty duties. He leads a $20M National Institute of Standards and Technology (NIST) – funded Center of Excellence for Risk-Based Community Resilience Planning headquartered at CSU. This Center is in the process of negotiating a five-year $20M renewal, which required him to travel beyond what would normally be possible. These trips were to visit with many of the twelve university partners to define scope for the next five years, but also to figure out how to make the Center of Excellence self-sustaining at CSU beyond year 10 when NIST funding ends. Many National Science Foundation-funded Centers, which have approximately the same level of federal funding, struggle with this challenge since they – at the heart - are academic research endeavors. As a result of this process during the sabbatical, they will be hiring a half-time business developer during the renewal period at the Center and have already started on a formal business plan. Another challenge is that the large software/computational package produced, which is the main product from the Center, is Open Source. They now have a plan to move forward. While challenges remain, Dr. van de Lindt is confident that, as a result of the sabbatical leave, CSU is in a position to lead the Center of Excellence into year 11 with several different types of investors. They plan to continue to lead the Community Resilience research in the U.S. and worldwide with partner universities and NIST. The renewal proposal was officially submitted on November 6, 2019.

The second initiative involved his research focus area in natural hazards and wood engineering over the first fifteen years of his career prior to the NIST-funded Center of Excellence being funded. This included projects in Japan, California, and chairing a number of events over the years worldwide – with approximately 25 projects and 100 journal papers focused in this area. This research focus received less attention since the Center was funded in 2015. His sabbatical enabled him to refocus energy in this area by visiting with colleagues in South Korea, Japan, New Zealand, and Canada (as well as the U.S.). He had the opportunity to attend and present at several conferences that would not have been possible during a typical academic year, and through additional meetings, he is now writing several overarching papers that summarize progress and research needs in seismic wood engineering and full building shake table testing. He is grateful to have had the time to reconnect with these colleagues around the world in this particular area and continue to grow the engineering and science in this area. CSU was a world leader in the 1980s in wood engineering and science and with these overarching efforts, he hopes to continue to add to the legacy.

Board of Governors of the
Colorado State University System
Meeting Date: February 8, 2020
Report Item

College of Health and Human Sciences

Louise Jennings – School of Education

Dr. Jennings was invited to serve as a Visiting Professor at the Autonomous University of Barcelona by HEBE, an interdisciplinary group of scholars in Spain who are internationally recognized for their research on youth empowerment. Their work has been influenced by a framework Dr. Jennings co-authored called Critical Youth Empowerment (CYE). CYE is widely recognized as a model for empowering youth to be agents of change in their communities. Participation in HEBE provided her with new knowledge about youth empowerment practices and policies and opportunities to present and develop the CYE framework. She presented her research at four different universities and was the keynote speaker for the annual meeting of the Interdisciplinary Educational Policy Research Group. The Catalonia Agency for Youth invited her to present the CYE framework to their department heads, thereby contributing to the government policies and practices of youth development in this large region of Spain. Additionally, Dr. Jennings visited a variety of youth organizations and schools, leading to the development of research projects and publications currently underway; she and several HEBE colleagues are co-authoring articles that expand their understanding of youth empowerment in international contexts and apply the CYE framework to youth organizations in Spain and Europe. Finally, course work and daily practice of Spanish has sharpened her language skills for reading research literature in Spanish and communicating with Latinx communities that are part of her research and outreach in Colorado.

Dr. Jennings' sabbatical in Spain benefitted CSU in multiple ways. Her presentations focused on how CYE is practiced at a youth empowerment program at CSU, the Public Achievement (PA) program. She also integrated this research on the PA program into the publications she is co-authoring with her HEBE colleagues. These presentations and publications bring international attention to CSU and its innovations in service learning and youth empowerment. Additionally, because this scholarship focuses on the empowerment of youth from marginalized communities, her development of CYE framework contributes to research at the CSU School of Education's Racial and lntersectional Studies in Educational Equity (RISE) Center, of which she is a member. Finally, she worked with students across multiple departments at CSU who seek to understand how critical theories like CYE inform and apply to the development of youth, particularly youth from marginalized communities. Dr. Jennings has already begun to integrate these international perspectives on youth development and empowerment into her courses, her doctoral student advising, and her collaborative work with students. CSU students will also be supported by grants she is developing with HEBE colleagues and will benefit from an international Memorandum of Understanding she is coordinating with the Autonomous University of Barcelona to provide research methods seminars for doctoral students in both universities.

Nancy Miller – Design and Merchandising

Dr. Miller's spring semester 2019 sabbatical was focused on three professional and university-centered goals: 1) extending her NSF-funded research through interactions with apparel and outdoor manufacturers across the state and nation regarding renewal of US manufacturing, 2) advancing Apparel and Merchandising entrepreneurship education through development of case studies, and 3) organizing the 2020 International Textiles and Apparel Association meeting in Denver as the conference chair.

The sabbatical period bolstered Dr. Miller's research focus through multiple data collections, presentations, and publications. Findings have also been incorporated into apparel and merchandising course lectures and activities at CSU. As an outcome of the NSF research, communication has increased bridging industry with academics. The sabbatical resulted in expansion of CSU course content to address industry expectancies. Work continues on the 2020 international conference in Denver and will expose faculty and students from nationally and internationally ranked universities to CSU and the Department of Design and Merchandising. This sabbatical also provided time for development and submission of materials for seeking national accreditation from the Textiles and Apparel Program Accreditation Commission. CSU is now the first program to receive accreditation in the nation with several of our peer institutions expected to follow.

Nathaniel Riggs – Human Development and Family Studies

The primary aim of Dr. Riggs' sabbatical was to gain experience in how to most effectively work with state and federal institutions to cultivate systems facilitating the diffusion of evidence-based preventive interventions. Achieving the three goals of his sabbatical furthered his main career objectives of developing, implementing, and diffusing evidence-based preventive interventions for youth. The first two goals, related to intensively focusing on learning how to work with state and federal governments to facilitate prevention diffusion, has enhanced his capacity to engage state agencies as important prevention partners. In traveling to Washington State and Virginia, Dr. Riggs was able to learn from faculty at three universities with strong records of partnering with state agencies around substance use prevention and the promotion of social-emotional learning. He emerged from these intensive learning experiences with new ways of thinking about how university-state partnerships can catalyze community-based research, including through the activation of CSU's Extension network as a diffusion channel for the implementation of evidence-based health promotion and prevention programs. In achieving his third goal, he was able to support his scholarly program of research by establishing new research projects with grant writing and peer reviewed publication. During the 2018-2019 academic year he published six peer-reviewed articles, two peer-reviewed book chapters, have five peer-reviewed publications "in press", with another three in various stages of the review process. Over this same period, five external grants were funded, three are currently under review, and four were submitted but not funded.

Dr. Riggs' time spent on sabbatical also contributed to CSU in several ways. His public policy experience with Colorado state agencies and the systems science considerations involved with this work will now be added to the syllabi for HDFS 792 Prevention Science across the Life Span, HDFS 610 Risk and Resilience, and HDFS 500 Issues in Human Development and Family Studies. These topics will also be included in the development of two forthcoming HDFS on-line prevention science degrees. Thus, his students will now receive instruction in these important areas of prevention science. Students will also benefit from the grants written during the sabbatical in that there will be funds to support graduate research assistants and provide undergraduate research assistants and interns hands on opportunities to participate in applied research projects. Participating in state and countywide boards and committees has raised his academic profile across the state and increased CSU representation on groups addressing important issues facing the state of Colorado. It has also increased the potential for collaborative grant writing and associated direct and indirect funds to the university. Finally, several funded grants collaborate with CSU Extension in implementing evidence-based interventions for opioid misuse prevention and supporting intergenerational families (i.e., grandparents raising grandchildren). These projects not only contribute to the science of prevention, but also engage communities in prevention science practice and scholarship. Thus, many of Dr. Riggs' sabbatical activities contributed to CSU's land-grant mission.

College of Liberal Arts

Courtenay Daum – Political Science

During her spring semester 2019 sabbatical, Dr. Daum completed four existing projects all of which culminated in publication (published or forthcoming) including one solo-authored peer-reviewed book chapter, one-solo authored peer-reviewed journal article, one co-authored peer-reviewed journal article, and one solo-authored peer,-reviewed book. In addition, she commenced work on her proposed sabbatical project on institutionalized white supremacy resulting in two articles being submitted for review at the end of the sabbatical semester. One was accepted for publication in a peer-reviewed journal and will be in print in December 2019, and the second is still under review. Finally, during her sabbatical she was contacted by Great Courses to see if she would be interested in developing and delivering content for Great Courses and/or Audible. She agreed to work with them, wrote a pilot lecture, and traveled to Washington, DC to record the pilot. The pilot was successfully test-marketed, and she is now working with Great Courses/ Audible to develop content for potential course offerings.

Dr. Daum's sabbatical semester gave her the opportunity to finish four existing research projects, and without the release from her teaching and service commitments she expects that she would not have been able to see these projects through to fruition so quickly. These research projects are beneficial to the university in two ways. First, Dr. Daum continues to establish herself as a significant scholar in the area of LGBTQ Politics. This is exemplified by her role as Program Chair for the Sexuality and Politics Section for the American Political Science Association annual meeting and her election as chair of the section for the 2019-2020 academic year.

Second, this research is directly relevant to her teaching including her annual course on US Civil Rights and Civil Liberties as well as the capstone on LGBTQ Politics that she is offering in spring 2020. In addition, having the freedom to "clear the decks" by completing her existing research enabled her to have time to embark on her new research project on institutionalized white supremacy. She used her sabbatical time to read and familiarize herself with the depth and breadth of a new body of literature and then commenced her own research on institutionalized white supremacy in the US producing two papers on this topic. This area of research is especially important in light of the current developments on the CSU campus related to racism, anti-Semitism, and xenophobia and she is already finding that she is a resource for students looking for support at this trying time. Furthermore, Dr. Daum will utilize this research to revise her capstone on The Power of Law: From Civil Rights to Critical Race Theory before the next time she teaches it. Finally, her potential work with Great Courses/ Audible will serve as a positive reflection on CSU and give the university broad national exposure.

Maria del Mar Lopez-Cabrales – Language, Literatures, and Cultures

Dr. Lopez-Cabrales's current research agenda is clearly defined based by her successes while on sabbatical. She has the contacts to finish her project on the ways gender issues and gender violence are represented in writing, poetry, and film in Cuba. Her original plan for sabbatical involved traveling to Cuba. Because of the changing political conditions in the U.S., she was unable to travel to the island. While this was a disappointment, she re-focused her research plans successfully to communicate with and interview female writers, artists, journalists and professors in Cuba by email and phone. While she would have preferred to conduct fieldwork face-to-face, she made important progress during her sabbatical to launch the project, gather initial insights and direction from women who are active in Cuba on topics related to gender issues including gender violence, and start to write on this topic. In addition, she started to create a dossier of articles focused on contemporary Cuban studies to be published together either in a journal or as an edited volume. This work will fill a hole in the research on gender studies in Cuba. Dr. Lopez-Cabrales wrote conference papers based on her sabbatical work for the Rocky Mountain Modern Language Association (RMMLA) and Latin American Studies Association (LASA) conference. Her sabbatical work led to her being invited to teach a graduate course and present a workshop on Cuban and Caribbean contemporary female writers at the Federal University of Sergipe in Brazil. This is a great opportunity for her to workshop some of her ideas and initial results from sabbatical work with students and professors who are interested in her field of study. Finally, she was selected to be the editor of the international journal Confluencia while she was on sabbatical. While this work was not in her initial plans for sabbatical, it dovetails nicely with her professional goals and research agenda.

The work Dr. Lopez-Cabrales did while on sabbatical pays dividends, enhances her teaching and promotes her research agenda at CSU. First, she returned from sabbatical with new books, journal articles, films, and websites. She uses these resources, as well as the experiences she developed while on sabbatical, in her classes and in her ongoing discussions with students in her department, as well as in the Women's and Gender Studies, and Latin American and Caribbean

Studies programs on campus. Students always mention that the information and topics she introduces after sabbatical are timely and especially engaging. This semester she is teaching an undergraduate class on gender violence in Cuba and Spain (LSPA445) using new materials on female writers. She is also using her sabbatical work this semester in the Capstone Seminar (LSPA492). Second, a sabbatical is, by definition, a natural impetus for new research. Each of her major research projects owes its success to a sabbatical. During last year's sabbatical she launched her current project on gender violence in contemporary narratives written by women. She made important progress in two areas. She did initial bibliographic work related to this topic in Cuba and extended her analyses into Spain - bridging the experiences of women in the two countries. Her initial research in Spain resulted in the conference paper that she is presenting this fall. The work she did while on sabbatical also serves as the basis for the content in special issue of a journal focused on gender violence that she is proposing with colleagues in the field. The outcomes of her sabbatical work elevates CSU name recognition in her field both in the U.S. and internationally. She is an ambassador for CSU as she interviews people in the field and when she presents and publishes her findings.

Catherine DiCesare – Art and Art History

Sabbatical leave afforded Professor DiCesare time to revise her book-length manuscript, Time, Space, and History in the Aztec Codex Borbonicus. The project investigates images of Aztec solar-year ceremonies in a sixteenth-century Mexican manuscript known as the Codex Borbonicus. This study attends to the historical nature of the Borbonicus festival scenes and frames them as the record of ceremonies that took place in one singularly important year, 2 Reed 1507. She considered specifically the ways in which the solar-year ceremonies intersected with other major Mexican timekeeping systems and adapted to incorporate additional Aztec feasts and rites. She revised and expanded all the chapters, drafted an additional background chapter, and reorganized the book's structure. She also began drafting the concluding chapter. The Codex Borbonicus bridges ritual-calendrical sources and historical chronicles and invites us to reconsider how myth, ritual, and history intersected in Aztec ceremonies. She also maintained some service obligations, co-organizing an annual regional colloquium for the interdisciplinary Rocky Mountain Pre-Columbian Association, of which she is a co-founder, and serving as a member of the editorial board at the University Press of Colorado, reviewing and approving advance and final book contracts.

This will be the second book that Professor DiCesare has written while on faculty at Colorado State University. She authored the first book that was published by art history faculty in the Department of Art and Art History. The publication of single-author books is an important undertaking for art historians and will enhance the reputation of the Department of Art and Art History, the College of Liberal Arts, and Colorado State University as a top-tier research institution for the humanities. The work that she does is necessarily interdisciplinary in nature, since it draws not only on traditional art-historical methods but also on research by archaeologists, anthropologists, historians, and ethnohistorians. Thus, publishing her second book will enhance Colorado State University's already strong reputation for interdisciplinary

Latin American Studies. She acquired facsimile copies of Pre-Columbian and early colonial manuscripts. These will be useful not only for her research but also in the classroom. Her courses cross the Atlantic, as she teaches art history classes on the Pre-Columbian Americas as well as the Renaissance and Baroque periods in Europe, and she brings these topics together in an upper-level course on the Conquest period in Mexico. These facsimiles are also invaluable for her freshman-level survey courses in global art history.

Robert Duffy – Political Science

During his sabbatical, Dr. Duffy researched and wrote three chapters for the U.S. volume of the environmental politics and policy project he is co-editing. These chapters focused on nuclear power, tourism and recreation, and national parks. (Writing two of the three chapters was unexpected as two authors dropped out of the project). In addition, he and his co-editor edited the remaining chapters – reading author submissions, suggesting revisions, and working with the editorial staff. Dr. Duffy also wrote one chapter for his energy project with Taylor and Francis, and conducted research on another. Lastly, he began work on a new co-authored paper examining the role of bots in federal rulemaking proceedings; this work will be presented at the upcoming annual meeting of the Western Political Science Association.

The research Dr. Duffy conducted informed both his writing and his teaching. With respect to the latter, the research he conducted on tourism and recreation and national parks will directly assist in POLS 361 (U.S. Environmental Politics and Policy), POLS 303 (Politics of Organized Interests), and POLS 709. In addition, this research will enable him to assist more graduate students in their research. Finally, the co-edited project includes chapters from several CSU graduate students, in and out of Political Science, and will help them advance in their careers. It will enhance Colorado State University's reputation as a leader in research on environmental policy.

Thomas Dunn – Communication Studies

Most of Dr. Dunn's scholarly activities during his sabbatical semester focused on uncovering untold histories of the criticism of speech, oratory, and rhetoric – a gap in the discipline's literature and a future research project with significant value to the field. Uncovering these histories required extensive reading of primary and secondary sources, many of which were new to the discipline or long ignored, including two dozen out of print 19th century monographs, sections of the nine volume *Cambridge History of Literary Criticism,* and George Sainsbury's three-volume, 1600 page tome *A History of Criticism*. This reading identified dozens of unconsidered critical texts, several from marginalized critics and communities largely absent from the field's view. He also traveled to Boston, Massachusetts to conduct archival research at the Massachusetts Historical Society and uncovered documents (articles in the *North American Review*, unpublished diaries, letters, travel and critical writings) vital to this project moving forward. Collectively, this research generated 190 uncollected documents for inclusion in a book or online documentary project (a potential point of connection with CLA's new Digital Hub).

Simultaneously, Dr. Dunn continued drafting an essay on the "founding myth" of the history of rhetorical criticism. Separate from this primary work he traveled to the National Communication Association annual convention where he spoke on two roundtables, responded to two panels, and accepted the 2018 Book of the Year Award from the GLBT Communication Studies Division. He also prepared and submitted a journal article to the *RSQ: Rhetoric Society Quarterly* – one of the most widely read and influential interdisciplinary journals in Communication, English, and Composition – that will form a chapter in a new book project. This article recently received a Revise and Resubmit decision. In addition, he finalized a department textbook for SPCM 200: Public Speaking and prepared a new Ph.D. level course in queer theory.

The benefits of these projects are numerous. Dr. Dunn's own career benefits immensely from the time to consider new projects – two of which have now been conceived and outlined – and to start bringing those projects to reality. His deep reading in the area of the history of criticism also provided him with new areas of expertise and opportunities for new digital humanities projects and classes at CSU. His archival work in Boston will not only advance his own scholarship but will serve as the basis for a guest lecture in a graduate class on archives and archiving. The new course he developed on sabbatical will benefit campus by adding to the offerings in the Department of Communication's new Ph.D. program and enhancing the university efforts to diversify its curriculum. Dr. Dunn's presentations at NCA and the book award he earned there will enhance CSU's visibility and regard off campus, as will his new essay now under revision at *RSQ*. Future applications to grants and fellowships identified over break will enhance CSU's reputation and CLA's efforts to increase grant-supported research in the liberal arts.

Wesley Ferreira – School of Music, Theatre, and Dance

Professor Ferreira's sabbatical activity resulted in his professional and artistic growth because he was able to devote a high amount of energy and focus on creating a new musical arrangement, and a new and unique recording for his instrument. He engaged in a high level of individual and ensemble practice leading up to the recording sessions, and gained further experience in the detailed process of performing in a studio for the purposes of recording an album. Further, releasing this recording will promote his research and creative work internationally and serve to further expose his performing and artistic ability to a wide and culturally diverse audience. The result of the sabbatical is the completion of a new recording that has been professionally recorded and produced for international release in 2019 on an established record label – Centaur Records. Professor Ferreira has already secured a performing opportunity at the International Clarinet Association conference in 2019 as a result of this recording release.

Professor Ferreira's new recording will promote his research and creative work internationally and serve to further expose his performing and artistic ability to a wide and culturally diverse audience. This benefits Colorado State University's reputation in the area of performing arts. Colorado State University will benefit from the release of a recording of outstanding culturally diverse music for clarinet by one of their faculty members. His sabbatical project will also serve to benefit his students because this project will help him improve as a teacher. Professor Ferreira brings back to them a greater understanding of all areas related to clarinet performance and pedagogy, including improved proficiency on the clarinet, greater knowledge of the process of making a musical recording, and a better understanding of the publishing side of music.

Katie Gibson – Communication Studies

Dr. Gibson used her sabbatical leave to broaden her scholarly inquiry into feminist rhetoric and the law. Last year she published her book, *Ruth Bader Ginsburg's Legacy of Dissent: Feminist Rhetoric and the Law*. While her previous research examined written opinions of the United States Supreme Court, her sabbatical afforded her the time to engage new literatures and to extend her research into an examination of how feminist rhetorics are performed and received through oral argument at the United States Supreme Court and how feminist arguments are performed through Victim Impact Statements at sentencing hearings. Her first completed writing project is titled: The Women Take Over: Oral Argument, Rhetorical Skepticism, and the Performance of Feminist Jurisprudence in Whole Women's Health v. Hellerstedt. Her essay was recently accepted for publication in the Quarterly Journal of Speech, a top journal in the field of Communication Studies. Her second completed writing project is titled: A Rupture in the Courtroom: Collective Rhetoric, Survivor Speech, and the Subversive Potentiality of the Victim Impact Statement. She submitted this essay as a competitive paper to the Western States Communication Association 2020 convention. She will receive the reviewer comments and revise the manuscript for journal submission next month. She traveled to Washington D.C. to do archival research and to study the private papers of Ruth Bader Ginsburg at the Library of Congress. She used this research to prepare for a panel that she spoke on with Justice Ginsburg at Georgetown University Law Center. The panel was organized to honor the Justice's gender equality jurisprudence and was broadcast on CSPAN.

Dr. Gibson's sabbatical allowed her to extend her line of research to the performance and reception of feminist argument in the courtroom. She used her leave to deepen her knowledge and strengthen the connection between her expertise and the traditions of public speaking that anchor the discipline of Communication Studies. This connection to public speaking, oral argument, and the communicative norms of the courtroom, provides her with new avenues for connecting her scholarship to her teaching and to engaging new ideas with her students around concepts and theories that they find deeply familiar. Her new publication in the Quarterly Journal of Speech will certainly draw a broader audience to her work and her participation in the event honoring Justice Ginsburg at Georgetown Law shone positively on Colorado State University and bolstered her reputation as an expert on feminist rhetoric and the law.

Forest Greenough – School of Music, Theatre, and Dance

Professor Greenough studied historically informed double bass performance with Jerry Fuller in October, and interviewed Jonathan Cable over a period spanning September – December. Mr. Fuller, based in Chicago, is a leading expert in the area of historically informed double bass performance practice in the U.S., and Mr. Cable is a leading European expert, based in Paris. Professor Greenough's time with Mr. Fuller included observation of the *Haymarket Opera*, a leading early music performance ensemble, and an analysis of Mr. Fuller's extensive collection of instruments and bows, all of which are in immaculate and playable condition. He took lessons on these instruments with Mr. Fuller to further his professional stature as a performing musician, and gain an understanding of how they function. He had originally planned to work with Mr. Cable in Paris in person, but they were unable to rectify schedule difficulties and safety concerns regarding the outbreak of the "Yellow Vest" protests in November, so he instead accomplished his goals via email and phone discussions.

Historically informed performance is a growing trend in the United States. As a professional performing classical musician, getting the opportunity to study with Mr. Fuller and play on his historic instrument collection was a rare opportunity to gain firsthand knowledge of these "early double bass" instruments, and the correct way to play them (these instruments are precursors to the instrument Professor Greenough plays professionally and teaches at CSU). Additionally, having the time to study with the leading expert in this area will boost his profile as a performer and specialist in historically informed performance practice. Most importantly, the knowledge and experience gained through this project will directly benefit his students, as historically informed performance is one of the few growing career areas for professional double bass playing. No other university in Colorado currently offers instruction in this area. In the short term, Professor Greenough will be able to incorporate these concepts into his teaching for current students, which will better prepare them professionally. In the long term, he hopes this project serves as a recruitment tool and affords the possibility of establishing a historically informed performance program at CSU.

Tobi Jacobi – English

Dr. Jacobi's project grapples with the complexity of knowing young women committed and held at a state training school in New York between 1904 and 1935 and the value of historical narratives in contemporary carceral writing spaces. In an effort to write/right these young women, Dr. Jacobi began by examining archival representations of life inside and on parole through found medical, legal, personal, and institutional writings by training school staff, legal representatives and the girls themselves. Through examination of the identity narratives emerging from institutional texts, she demonstrates the colonizing nature of such documents and makes visible counter stories as decolonial texts that recognize both the value of individual textual agency but also the contribution that such narratives can make in expanding the discourse available about and from within prison in the United States. Her sabbatical was spent developing the book proposal, constructing IRB documents and the protocol, drafting three chapters, and traveling to Albany, Indianapolis, and Minneapolis for conferences and/or data collection. One essay on this work has been accepted as part of an edited collection and the project is progressing as planned with three chapters drafted.

The primary benefit to Dr. Jacobi was the gift of time outside her regular duties in the English Department to advance her project; this occurred through deep reading, sustained archival engagement, and interdisciplinary exploration of early twentieth century studies on gender, incarceration, and reform. She was able to deepen her thinking about the value of rhetorical and contextual readings of historical record alongside evolving pedagogical approaches to carceral education. This work entailed archival data collection and analysis, engagement with peers at two conferences, and time spent formulating, writing, and revising the opening chapters of her book project.

The University gains stature from her leadership in prison literacy studies which has led to requests for participation on doctoral committees at other universities, invitations to speak, and invitations to review manuscripts. CSU students benefit from her research through updates to her pedagogical practice and course content in courses focused on community, literacy, or justice issues. This work has also reanimated her interest in archival research and methodologies, and she will invite students to participate in this work as opportunities emerge on campus and nationally.

Erik Johnson – School of Music Theatre and Dance

The purpose of Dr. Johnson's sabbatical project was to investigate collaborative peer-assisted learning in arts settings not germane to K-12 education. The goal of the project was to understand the access points (or lack thereof) and interactive patterns for youth who collaborate in musical ways with community musicians that are outside of the traditional K-12 public school setting. Over the course of 5 months (Aug-Dec 2018), a collective case-study approach generated incredibly rich data. Sustained engagement with adolescents involved in the San Francisco Symphony and Youth Symphony outreach programs, and adolescents enrolled in the Dalian (China) International American School constituted the data that were collected. Initial themes that have emerged are related to the concepts of marginalized youth, cultural identity formation, and social norms inherent to specific musical communities. Of specific interest was the preliminary observation that in several instances musical collaboration was promoted or devalued according to issues related to race, gender, cultural background, and socio-economic status. Further data analysis will take place over the next two years, the results of which will be shared with national and international professional music education audiences through publication, professional development workshops, and conference presentations.

This project helps to promote and further Dr. Johnson's own research agenda in collaborative peer-assisted learning, as there are relatively no case studies that address the social patterns that influence collaborative learning experiences from the emic, grounded theory perspective. This rich data will help to develop sociological understandings of collaborative learning in music, both through publications and national/international conference presentations. On a practical level, the learnings of this research will directly and indirectly benefit our students at CSU by providing an infusion of new collaborative peer-assisted learning data involving an expanded perspective on the students that our preservice teachers will eventually teach. The learnings have already begun to be applied in coursework that he teaches (Social Psychology of Music Learning) and in adjustments to collaborative learning structures used in the Middle School Outreach Ensembles (MSOE) program that currently serves over 250 community members (over 1500 community members served since 2014).

Patrick McKee – Philosophy

Dr. McKee advanced his work in articulating and publishing creative scholarly work on the concept of late style in painting, and in arguing that late style in specific artists aims at expression of the sublime. Because of the sabbatical activities, he has improved his skills in producing and publishing creative works in both philosophy and fine art. During the sabbatical, he also continued the easel painting essential to the current project, creating ten original oil paintings. Four of these paintings have been competitively and blindly juried into a highly professional and regionally prominent exhibition, the Governor's Show to be exhibited during the month of May, 2019, at the Loveland Museum of Art. This work is a necessary component of the larger project for two reasons. First, to establish in the art community audience his competence to speak authoritatively about philosophical foundations of painting. Second, it enables him to acquire enough mastery of technical tools in painting to recognize and create commentary on the particular elements of late style he is trying to reveal. The sabbatical work has also significantly enriched his participation and consulting activity in numerous workshops and seminars in the regional and national art communities. For example, during this period Dr. McKee has been invited to participate in five professional painting workshops, making presentations on (and demonstrating) how expression of the sublime can be achieved in the art of painting.

Dr. McKee's activities benefit the university because they advance our reputation as a source of high quality scholarly and creative publication and as a center of interdisciplinary excellence (in this case, a successful integration of expertise in the distinct fields of philosophy, gerontology, and the fine arts). His activities have enhanced the university's reputation for outreach to the community, because they have made him more effective in consulting, presenting, and performing in a wide range of venues in the regional art community, such as the Governor's Show annually exhibited in Loveland, Colorado, and others. The work benefits his department in the same ways, and because his teaching assignments are aligned with the sabbatical work. Dr. McKee is now applying many of the gains in knowledge he achieved in the department's Capstone Seminar for graduating seniors.

Tara Opsal – Sociology

A primary research activity was developing a new project examining the sociological relationships between rurality, community identity, and the carceral state. In particular, Dr. Opsal is using this project to examine the ways that rural communities in the West that have historically been dependent on natural resources for their economic vitality have come to depend on prison economies to support and diversify their economic landscapes. She used her sabbatical to conduct preliminary archival research on one community that will serve as the initial case study for this project. A second research activity involved initiating and developing a collaborative research relationship with the Larimer County Jail and ARC of Larimer County who have been working together over the last year to develop and carryout an ADA compliance training with their correctional officers. A third research activity involves working with Larimer County Community Corrections to develop a tool that will assist the Community Corrections board in making consistent decisions in diversion cases for community corrections placement. She completed four articles for consideration by peer-reviewed journals across two of her additional research areas including enforcement of environmental regulations, environmental injustice, and foster care youth resilience. One of these articles has been accepted by *Social Forces* – a leading sociology journal. She was also invited to co-author two pieces on oil and gas activities for *The Conversation* – a popular online platform that delivers news and research from the academic community to the public. She continued regularly meeting with and advising five sociology graduate students. Dr. Opsal redesigned her undergraduate Correctional Organizations course to better reflect contemporary research findings and readings. As part of this latter effort, she created a new class assignment that resulted from her research collaboration with the Larimer County Jail. For this project, she will teach students digital media and editing skills they will use to create short research-based videos on a punishment-related issue. The Larimer County Jail will use these videos for a variety of purposes including providing training or resources for deputies, people incarcerated there, or the public who come to the jail to visit their loved ones.

Professionally, the sabbatical leave allowed Dr. Opsal to continue to establish her and her department's reputations in green criminology. In particular, her new and forthcoming publications in the areas listed above as well as the new research endeavor she described that focuses on rural communities shifting dependence on natural resources to the carceral state all resulted from this sabbatical and develop her and her department's strong international reputation for research and teaching on natural resources. This sabbatical also provided her with opportunities to initiate and nurture relationships with local government agencies that have and will continue to produce benefits. These relationships have created two new research projects, produced new learning opportunities for her undergraduate students, generated research assistant opportunities for graduate students, and opened clearer pathways to future collaborations with agencies that have consistent research needs – some of which have state or federal monies accompanying them. These efforts are particularly consistent with CSU's land-grant mission that focuses on engagement and connection with local communities. Collectively, each of the activities that resulted because of the sabbatical will continue to enhance Dr. Opsal's reputation in the field.

Kyle Saunders – Political Science

Dr. Saunders engaged two main lines of research on this sabbatical. The first was working on an overall line of research on the antecedents of political conspiracy belief and political misinformation. He made good progress; he and his co-authors engaged in instrument construction, pilot testing, data collection, and data analysis throughout the semester. That work, combined with the writing time that they were able to cobble together resulted in two completed chapters for the book project as well as three related (but distinct) conference papers. One of those manuscripts was submitted for review this summer, the other two are still being worked on, and the book project made a bit more progress over the summer after the sabbatical semester. The other project that used some of the sabbatical time was another line of research Dr. Saunders has been working on with a different set of coauthors. It seeks to advance their understanding of the theoretical puzzles of both aggregate- and individual-level political interest, which they are hoping to turn into a larger book project down the line. The political interest work that he did during this time extended work that he was doing prior to the sabbatical, but the sabbatical allowed him the time to turn over both manuscripts twice after two sets of reviews. One has now resulted in a forthcoming publication at the British Journal of Political Science and a revise and resubmit at another top journal.

Both projects present an opportunity to engage with a broad scholarly dialogue about very important topics that relate to the quality of American democracy and its path forward. People need to better understand the increasing role that misinformation plays in our democracy, especially when it is increasingly used by elites. Further, if there are factors that increase political interest, macro or micro level, with the level of cynicism and mistrust in the American setting, people need to find ways to encourage interest and responsible democracy. The research Dr. Saunders completed on this sabbatical will solidify his reputation and scholarship in these important areas. Both projects are of benefit to the university as research propagates in the discipline and increases in visibility. He anticipates that this research will also get used in classrooms and graduate student training across political science programs in the US and around the world as some of his past research on polarization and political engagement has previously. He is grateful for the sabbatical and feels as though he put the time and resources to good use to continue his contribution toward raising the university's research profile with each high quality publication.

Leif Sorensen – English

Dr. Sorensen's sabbatical was primarily focused on drafting and revising his monograph-in-progress, an analysis of the racial politics of world making in twentieth and twenty-first century speculative fiction. He drafted two chapters and the introduction and completed global revisions of the entire manuscript (currently 100,000 words) during the sabbatical period. Additionally, he prepared two essays for publication (in the ASAP Journal and the Journal of Modern Periodical Studies), presented his work at a scholarly conference, and gave an invited lecture to the interdisciplinary Classification Seminar at Rutgers University.

The writing that the sabbatical enabled will allow him to produce a second book publication relatively soon after publishing the first book in 2016. Maintaining a record of scholarly productivity in monographs and articles further establishes his scholarly reputation and that of CSU. Dr. Sorensen's scholarly profile was also enhanced by his invited lecture at Rutgers. The research he has conducted will have direct benefits for students who take his speculative fiction courses. This research will also allow him to develop new courses at the graduate and undergraduate level that connect literary practices of world making with campus wide conversations about sustainability and diversity and inclusion.

Jose Luis Suarez-Garcia – Languages, Literatures, and Cultures

Dr. Suarez-Garcia used the sabbatical time as anticipated to update the bibliography on the subject, revise an article (currently in press) on Cervantes and morality of theatre, and worked in Spain and the US transcribing original manuscripts from Spanish libraries. He spent a considerable amount of time focusing on a particular text, the Teatro de los teatros by seventeenth century Spanish dramatist Bances Candamo. His book represents the most complete evaluation of the controversies over morality and legality of Spanish classical theatre; Bances defends the world of theatre (plays, actors, performances, audiences attending performances, women in theatre, etc.).

The outcomes of his research are not only important as part of his regular scholarship activities as professor at Colorado State University (currently he is the Vice-President of AITENSO, and international organization on Spanish Classical Theatre) but also are important in his teaching at Colorado State University. He uses all of his research on literary criticism with his students in advanced classes on theatre and culture as well as in upper division language courses that he regularly teaches

Stephen Weiler – Economics

Dr. Weiler very much appreciated the College of Liberal Arts' s and CSU' s sabbatical support for his six-month tenure as one of only two Fulbright Distinguished Research Chairs in the UK, the most competitive terrain for Fulbright awards. The key outcome of those six months, preceded by visits by both Dr. Weiler and REDI@CSU's core doctoral student research team the previous summer, was to crystallize a long-term productive research, mentoring, and engagement partnership. To that end, Dr. Weiler helped organize and participated in multiple workshops in Birmingham, mentored nearly a dozen post-doctoral researchers, represented CSU and City-REDI/UoB at a major event at the British Academy in London, gave two major university-wide lectures, and initiated work on six new research projects. In recognition of their productive partnership, Dr. Weiler has been named Honorary Professor at City-REDI and the Birmingham Business School, a top-tier European institution.

Dr. Weiler benefitted tremendously from mentoring post-doctoral researchers, as most of his CSU experience involves mentoring PhD students. In that sense, the broader experience in Birmingham should make him a much more effective advisor at CSU. He also hugely enjoyed building new research partnerships, applying areas of expertise to entirely new contexts. He learned many more facets of the potential for engaged scholarship, where research helps directly inform decision makers in the private, non-profit, and public sectors. Finally, he hopes that his term as Fulbright Distinguished Research Chair helped increase CSU' s international visibility, particularly in terms of creatively addressing the rural-urban divide, a rapidly emerging issue not just in the US and UK but also globally.

Elizabeth Williams – Communication Studies

Dr. Williams designed three new, inter-related projects during her sabbatical. These projects look at change in the fire service from the individual, organizational, and institutional levels and stem from identified needs in the fire service to a) explore how to be more pro-active with organizational change; and b) address the mental health crisis among our first responders. She conducted interviews with 26 late-career firefighters to explore key changes in their organizations over their careers and examine what facilitated/impeded those changes (project 1). Additionally, she asked those participants to discuss individual changes they are facing as they prepare for retirement and how their organizations are facilitating that transition (project 2). Analysis of this interview data has begun with manuscripts expected to be completed over the next year. Finally, she further developed a relationship with ResponderStrong, a non-profit organization dedicated to first responder mental wellness, and a case study project was designed.

There are numerous benefits that will come from Dr. Williams' sabbatical work. First, these three inter-related projects examining different facets of change will be of great benefit to her career. While a good portion of her research has been in the context of first responders, change is a new theoretical perspective for her to use in her scholarship. There are at least four academic manuscripts that will come from these projects. Additionally, there will be presentations and/or papers developed specifically for the first responder community. Indeed, Dr. Williams believes these projects are representative of strong engaged scholarship that produces both theoretical insight and benefits the partner community. The engaged nature of these projects adds to the reputation of the university and furthers the university's commitment as a land grant institution. The knowledge produced from these projects will help inform how the US Fire Service operates and promotes the health and safety of its firefighters. This is of direct benefit to the communities that CSU serves. In addition, she is one of several researchers on campus who interface with the fire service, either wildland or municipal. The experiences she has gained through this sabbatical position her to serve as a resource and partner on grant activities involving the fire service.

<u>College of Natural Sciences</u>

Meena Balgopal – Biology

Dr. Balgopal's scholarly activities during her sabbatical included initiating new research, publishing papers, submitting grant proposals, and giving seminars. As a Fulbright-Nehru Research Scholar in India she worked with other ecologists and environmental education scholars for five months. She worked with colleagues to create a trans-systemic place-based education model to be aligned with the UN's Education for Sustainable Development guidelines.

She finalized data analysis and submission of four manuscripts, revised and resubmitted two manuscripts, drafted two manuscripts, submitted three papers for review for a conference proceeding with her students, and submitted two NSF proposals. Dr. Balgopal also gave two departmental seminars (at two different Indian universities) and three professional development workshops for faculty/graduate students (at three different Indian universities). The personal benefits gained from her sabbatical included finding time to complete the analyses and submission of several manuscripts. She was able to foster new research projects with colleagues at the National Centre for Biological Sciences, the Indian Institute of Science, Dakshin Foundation (a community-based marine conservation organization), and Nature Conservation Federation (a conservation organization focused on native plants, birds, mammals, and insects). Dr. Balgopal's research program has grown to include three new ongoing studies with new collaborators on various aspects of place-based environmental education in South Asia. The new perspectives have already been incorporated into her current EPA Environmental Education project working with rural and suburban communities in northern Colorado. CSU's reputation as a leader in environmental education is enhanced through publications, conference presentations, seminars, and ongoing international collaborations. Representing CSU, Dr. Balgoapl was interviewed by the Brookings Institute (Washington, D.C.) as part of their synthesis of global efforts to improve sustainability education.

Jeanette Cleveland – Psychology

Surveys of employee and manager satisfaction with performance appraisal reports show consistent dissatisfaction with such systems. Many organizations report that their system is failing, and organizations such as Deloitte, Adobe, and Accenture have either dropped or have significantly changed their appraisal systems. Other organizations have moved in the opposite direction and have added layers of complexity including multiple uses and multiples scores of rating. However, neither simplifying nor adding complexity leads to high levels of satisfaction of success for such systems. A major theme of Dr. Cleveland's research program has been to explore why such systems fail. Two of the underlying causes of failure of performance appraisal systems are conflicting purposes and conflicting perspectives. Performance appraisal systems are often used for a range of incompatible purposes (e.g., salary increases and determining training and development needs), and they are understood very differently by employees and managers.

While on sabbatical, Dr. Cleveland worked with a team of researchers at the University of Limerick to examine cultural, legal, political, and economic factors that influence the design and implementation of performance appraisal systems. Using data collected from over 3000 organizations in 24 countries, they found that political/legal context as well as culture shapes a key feature of Performance Appraisal system design, namely the use of different rating sources. Further economic conditions influence the purpose or use of performance appraisal in organizations, specifically whether performance assessments are used for making decisions about training, career moves, etc. This evidence significantly advances research and theory in the area of performance appraisal and performance management and provides that basis for ongoing research on factors that shape performance appraisals in multi-national corporations. The research she conducted while on sabbatical will not only result in multiple publications, but will be incorporated into her teaching and expand research opportunities for graduate students. In addition, the book she co-authored with her graduate student will bring increased visibility to the Industrial/Organizational Psychology program at Colorado State University. Finally, while at the University of Limerick, Dr. Cleveland met with colleagues who are interested in further expanding the student exchange program they started in 2016 to include more undergraduate research opportunities and to extend to graduate students.

Debbie Crans – Chemistry

Dr. Crans' primary activity during her sabbatical focused on furthering the development of her immunotherapy research project, in which vanadium compounds enhance the virolytic ability to combat cancer. The original plan was modified for two reasons – one, it became clear that some chemistry had to be done by the Crans group students to push forward the new directions identified in the collaboration with the Diallo group. Specifically, the Crans group needed to complete some speciation studies, which required her assistance; coincidentally, her presence at CSU resulted in a collaborative manuscript that was submitted for publication for a special issue of *Biometals* (Bergeron et al. *Biometals*, **2019**, 32, 545-561). Second, Dr. Crans received a major award (see below), and some time was dedicated to prepare and travel to Orlando for the award presentation and the award symposium planned at the National ACS meeting in Crans' honor. Nevertheless, her sabbatical goals to visit the University of Ottawa (UO) and to learn more immunology and to identify and develop new directions of the collaboration were met. Her activities not only provided personal growth as a scientist but also were also good for CSU which is now recognized as being on the forefront in this new and important area of research. Finally, Dr. Crans presented a plenary presentation at the International Conference in Biological Inorganic Chemistry (ICBIC-19) in Interlaken, Switzerland, Aug.10-16th, 2019, the most prestigious conference in her field.

During Spring 2019, Dr. Crans traveled to conferences and represented CSU and her science in numerous venues. One high point was receiving the award entitled "2019 ACS Award for Distinguished Service and Outstanding Research in the Advancement of Inorganic Chemistry" at the Spring ACS National Meeting in Orlando. This award is one of the top two awards given in Inorganic Chemistry – she is the 53rd recipient, and perhaps more importantly, only the third woman to receive this honor. In celebration of this award there was a four session (two full days) symposium held in her honor at the Orlando ACS Meeting. Five of her graduate students and three of her undergraduate students attended the celebration and presented their work in a poster at the symposium. Because of these activities, Professor Nancy Levinger organized a special issue in the *Journal of Inorganic Biochemistry* to be printed in Fall 2019. Another high point was when Dr. Crans celebrated the 150-year anniversary of the Periodic Table when she presented a talk at the Local ACS Columbus Section in Ohio on The Periodic Table of Medicines that she has developed with one of her graduate students. Finally, she was awarded the CSU 2019 Office for Undergraduate Research Award for her work with the undergraduate students at CSU in April so it has been an amazing semester for personal and professional growth and recognition.

Jeanne Duflot – Mathematics

During her sabbatical year, Dr. Duflot visited the University of Minnesota in Minneapolis and Rutgers University in New Brunswick, New Jersey. Both locations for her sabbatical were exciting places to work; there is quite a lot of research activity in her area. She regularly attended seminars in algebraic topology and representation theory at the University of Minnesota; it was great to hear lectures of the sort that are usually not given here at CSU from up-and-coming young researchers in her field. At Rutgers, Dr. Duflot participated regularly in the Algebra Seminar run by Charles Weibel, giving a talk in that seminar. She was invited to give a talk at the Cascade Topology Conference in Eugene, Oregon by Dev Sinha at the University of Oregon, and they had some productive conversations about one of her research projects, and how it related to his research. Of particular note, Dr. Duflot was invited to attend the AFOSR (Air Force Office of Scientific Research) Contractors Meeting in Arlington VA. This is a small gathering of mathematicians interested in applications of mathematics, imaging, signal processing, geolocation, optimization, and other areas. The talks at this meeting are by math people now being funded by AFOSR. Dr. Duflot is not funded by AFOSR, but the person who invited her, James Given of the Naval Research Lab in DC, wanted her to attend to get a perspective on the project, as well as to spend some time talking to him about what she had been working on. She returned to Fort Collins with three papers that she plans to submit during this academic year.

Dr. Duflot's sabbatical year gave her the opportunity to make progress on already established research projects, as well as to continue to go in a totally new direction of research with the project related to the collaboration with Given at NRL. Given has suggested that she become a participant in a grant proposal that he would like to develop. This collaboration is a new effort for her, both in the subject matter, and the collaborators, and has been a lot of fun (though sometimes frustrating, in that it is a difficult project). During her travels to Minnesota, Rutgers, Oregon, and DC, Dr. Duflot was frequently asked about the academic aspects of her life at CSU, and she believes that her interactions with colleagues there left them with a favorable impression of the quality of CSU as a research institution. While she gained invaluable insights into her more long-term projects in non-applied mathematics, her new interactions with Given have been eye-opening in many ways.

Delphine Farmer – Chemistry

Dr. Farmer spent her sabbatical year in Europe, using the time to think about new research directions, write proposals, write papers and present research at an array of venues. To these ends, her sabbatical was productive, and met the original goals of her sabbatical plan. She used most of her sabbatical time to think about new directions in indoor chemistry research and data analysis. As a result of this work, she wrote two first-author papers, one of which included extensive, novel data analysis on indoor chemistry measurements. In addition, she worked with her graduate student advisees to write and publish five additional papers, as well as numerous papers with other students and researchers at CSU and abroad. The other particularly successful aspect of her sabbatical time included writing six proposals as PI or coPI – five of which are funded (or recommended for funding).

During her sabbatical, she visited several international institutions at the top of her field, and presented seminars and discussed research with numerous atmospheric chemists. She was invited to present her research at several high profile conferences. These presentations provided her with the opportunity to share the research her group has done at Colorado State University and gain valuable feedback – and to raise the public profile of the institution. Further raising CSU's profile, She interacted with several journalists during her sabbatical, resulting in several articles, including a feature article in The New Yorker and an interview on National Public Radio.

Cameron Ghalambor – Biology

Dr. Ghalambor's scholarly activities during the sabbatical year included being appointed as a visiting professor at the Université Claude Bernard Lyon 1, in Lyon, France. While in France, he learned several new techniques in the study of transposable elements and the epigenetic control of gene expression. These collaborations led to two publications, one in the journal *Functional Ecology* focused on the role of transposable elements and epigenetics in facilitating biological invasions, and a second publication on the role of phenotypic plasticity in influencing the rate of evolution in the journal *Current Opinions in Insect Science*. He also received a Zukunftskolleg Mentor Fellowship from the University of Konstanz, Germany. This fellowship allowed him to interact and mentor junior researchers in Konstanz, and to host these graduate students and post-docs at CSU for a weeklong workshop. The workshop participants exchanged ideas on research projects, bioinformatic techniques, and experimental designs. As part of this collaboration, Dr. Ghalambor now serves as the outside committee member for a PhD student in Konstanz, and they are in the process of writing up a collaborative paper on the evolutionary constraints limiting range expansions. Finally, he received a grant from the Könen Foundation in Finland that allowed him to spend one month at the University of Oulu. The focus of this grant was to examine how desiccation resistance influences thermal tolerance in boreal insects. The results from this work are currently being written up for publication. During his sabbatical time in Europe he gave six seminars in France, Germany, Norway, and Finland.

The personal benefits derived from the sabbatical included new collaborations with colleagues, which in turn has led to new research directions. With his colleagues in France they are currently pursuing research funds to study an invasive fruit fly that is a major pest species both in Colorado and Europe. With his German and Finnish colleagues, he envisions long term collaborations on several projects. He also learned new techniques that will open up new research avenues. The seminars he gave throughout Europe enhanced CSU's international visibility, as did the hosting of German scientists. During his time in France, he was also exposed to new pedagogical tools for teaching and has incorporated these approaches into his teaching at CSU. Collectively, Dr. Ghalambor envisions closer ties between CSU and the European universities in terms of research and training. Finally, his sabbatical gave him the opportunity to work on and complete several publications that have now been published or are in review.

Alexander Hulpke – Mathematics

Dr. Hulpke's sabbatical allowed him to travel for significant time to both Germany and Australia to continue existing collaborations and start new ones. This work led to multiple publications (having appeared and in preparation). It strengthened his existing (algorithms for arithmetic groups, presentations for free groups) research, and reinvigorated it with new investigations (explicit construction of extensions, generalization of the p-cover) that will continue into the following years, thus aiding in his professional growth. Discussions with researchers on the interaction between mathematics and computation helped him in guiding his graduate advisees at CSU in their projects. It also led him to propose a new undergraduate class at CSU (which he hopes will run experimentally in Spring 2020).

In addition, the lack of regular teaching assignments allowed him to accept invitations to talk at numerous conferences. Some of these were disseminating his research; some were instructional to introduce junior researchers to his area of expertise. This enhanced CSU's international reputation, and has the potential to aid in future international recruiting.

Piotr Kokoszka – Statistics

Dr. Kokoszka spent his sabbatical primarily doing research with Professor Lajos Horvath in the Mathematics Department at the University of Utah. He also met other researchers and continued to work with his Ph.D. students and other collaborators. He gave a seminar talk and discussed research with faculty and Ph.D. students, mostly in applied mathematics. This talk was received with genuine appreciation, thus enhancing the reputation of Colorado State University. Top researchers in applied mathematics as well as many Ph.D. students attended it. Time free from teaching and administrative duties allowed him to expand his research into two new areas: normality tests and predication under constraints in a function space. He made substantial progress on his work with graduate students, helping them graduate earlier and with a stronger research records. During the sabbatical leave, he started and completed three papers, and completed work on six more papers that were started before the sabbatical.

The sabbatical significantly contributed to Dr. Kokoszka's professional growth. He had an opportunity to work uninterrupted with a top mathematical statistician in the United States. Dr. Kokoszka learned how to develop approximation arguments under general measures of temporal dependence and under spatial dependence. This collaboration will help enhance the reputation of Colorado State University in the long term because his future papers will involve more advanced mathematical arguments. Dr. Kokoszka also benefited from other new collaborations he had a chance to pursue given the extra time. Of these, the most valuable to him has been the work with Alexander Petersen, UC Santa Barbara. He learned how to work with probability densities viewed as points in a manifold in an infinitely dimensional space. All these new directions of his research will enhance the educational experience of CSU graduate students. He has become aware of new fields of statistics research in which to involve his Ph.D. students and will plan a topics course on this new research in a few years.

Rachel Mueller – Biology

Dr. Mueller's primary scholarly activity during her sabbatical was conducting research in the lab of Dr. Dan Levy in the Department of Biology at the University of Wyoming. She and Levy share fundamental interests in the structure and function of the cell, but they approach this interest from different perspectives. Dr. Mueller was trained as an evolutionary biologist, and her lab has used comparative analyses of natural diversity in cell size to reveal fundamental principles governing cell function. Levy was trained as a cell biologist, and his lab uses experimental techniques to manipulate variables of interest (e.g. DNA content) and assess the immediate effects on cell structure (e.g. the size of the nucleus). Working together allowed them to combine their expertise, designing and carrying out experiments that leverage both the power of his experimental system and the natural diversity of her lab's focal taxon. Her sabbatical time in Levy's lab broadened her scientific knowledge base to include new expertise in cell biology, which will contribute to her lab's increasingly integrative research program. It created a new avenue of research for her, which has produced new graduate student projects and new potential avenues for funding. Dr. Mueller's secondary scholarly activity during her sabbatical was conducting deep and targeted surveys of the scientific literature to identify knowledge gaps across the diverse biological subdisciplines in which her lab works. Her goal was to maximize her lab's unique ability to answer integrative questions based on their breadth of knowledge.

The benefits derived from Dr. Mueller's sabbatical for her own lab's research program are substantial. She developed a new collaboration that she anticipates will be fruitful, producing quality published work and new avenues for funding. She established a new baseline knowledge in several diverse fields and, based on this knowledge, created new integrative frameworks through which to interpret her lab's data. This, in turn, will increase the impact of their results and facilitate the design of more high-impact studies in the future. This increase in research output quality will translate into the recruitment of new talented graduate students as well as increased visibility for evolutionary biology research at CSU, which has institutional benefits. In addition, it provides her with new information to incorporate into her courses, which will improve the undergraduate experience.

Simon Tavener – Dean's Office

Dr. Tavener spent most of the sabbatical period visiting the Mathematical Institute and Computer Laboratory at the University of Oxford. During this time he enjoyed the extended periods necessary to complete work on an efficient error estimator for numerical solutions of partial differential equations computed using overlapping domain decomposition methods, a method that is popular on modern, high performance computers. The error estimator is designed to support an efficient adaptive computational approach to achieve a required error tolerance. He also completed work on an efficient method for solving inverse problems arising from single cell laboratory techniques such as ow cytometry that result in a series of “snapshot" observations, rather than a series of individual cell trajectories through time. This means that standard techniques such as mixed effect models are unsuitable. A collaboration with members of the Mathematical Institute for new numerical methods to find multiple solutions to nonlinear partial differential equations was continued. The realization that these tools are precisely those required for studies of tissue engineering is expected to lead to a grant proposal to US and UK funding agencies. A productive collaboration studying weak Galerkin numerical methods for solving partial differential equations, conducted with Professor Liu at CSU and graduate students Graham Harper and Zhuoran Wang was continued. Dr. Tavener had the opportunity to build his skills, experience and confidence in mentoring undergraduate and graduate level research in data science, a new area for him. He was able to (unofficially) co-supervise a masters student at Oxford University on optimization techniques for a class of problems arising in machine learning and to attend a workshop in Provo, Utah on developing undergraduate research in data science. His goal is to use this experience to write a NSF proposal to support a REU program in data science at CSU. He expects to couple this with a proposal to the USDA under their REEU program. The goal is to develop an undergraduate research program modeled on an earlier program FEScUE, which engaged cohorts of students from the mathematical sciences and the biological sciences in research mentored by faculty from both disciplines. It seems very natural to extend this approach from the mathematical sciences to data science, and there are a very large number of possible partners at CSU.

James Wilson – Mathematics

In planning his sabbatical year, Dr. Wilson was kindly invited to four research institutions. These served as the base for his work but he also visited multiple institutions and workshops across the globe. It was a wonderful exchange of research done at CSU and with CSU post-docs and students. Numerous new research directions were created and new projects for research with students were developed. His involvement with one of the institutes brought him into close contact with an entirely new field of study known as Type Theory. He invested considerable time learning and applying these new methods in his field and he is excited to return to CSU with this new tool. Aspects of that research are featured in his teaching already this term, but the majority is more appropriate for graduate student level through seminars and individual readings. In Spring 2020, he will restart his graduate seminar on computational category theory which will feature these new tools. This is because the subject presently has no other representation on campus but has been a subject of intense recent focus with special programs around the globe.

Dr. Wilson also applied for and obtained two grants -- one for a workshop, another for personal research. He organized and ran a training workshop and an international research conference, and submitted several publications (some of which have now appeared). He is particularly pleased to have begun two longer term projects: a book and version 2.0 of an open-source software tool he developed with collaborators for fast coordinate-free comparison of data.

Jessica Witt - Psychology

Dr. Witt's primary scholarly activities during her sabbatical semester were to write grants for the National Science Foundation (NSF) and the National Cancer Institute (NCI) at the National Institutes of Health (NIH). She wrote two grants for NSF. Both were 3-year grants for approximately $600,000 in total costs each. She wrote two grants for NCI. Both were 5-year grants for over $1,500,000 in total costs each. She is the sole-PI on 3 of the 4 grants. On the fourth grant, she is the PI and has two co-Investigators. She presented at two regional and national conferences at which she developed new collaborations. Due to personal commitments, Dr. Witt was unable to travel far or for long. Instead, she took advantage of the proximity of University of Colorado - Boulder, spent two weeks commuting to their campus, and had an assigned office in their building. This has led to several new collaborations and partnerships. She also applied for, and received, a Fellowship from the School of Global Environmental Sustainability (SoGES), which has permitted her to continue her new research at a more advanced pace during the 2019-2020 academic year. Finally, she published seven peer-reviewed journal articles.

The personal benefits derived from this sabbatical were to develop several new programs of research. These new research programs are reflected in her grant proposals and SoGES fellowship. Dr. Witt's advancements in these new areas will lead to increased visibility for CSU scholarship. As one example of this visibility, she hosted an international contest on graph design during her sabbatical. She will be announcing the winner in advance of the international conference on information visualization (IEEE VIS). One of the ways that her sabbatical activities will enhance student educational experiences is by being able to show students various ways that psychology research on sensation and perception can be applied to a wide range of areas. For example, one of her new areas is studying the visual processes engaged by radiologists when trying to diagnose cancer from mammograms. Research on these processes will likely lead to increased diagnostic accuracy. As another example, another of her new research areas is studying better ways to visualize risk (such as one's risk for having cancer given a positive mammogram). These visualizations will lead to more informed patient-driven decisions about their medical care. A third new line of research is better ways to visualize the information regarding upcoming events for which there is uncertainty such as hurricane predictions and forest fire predictions. Better visualizations will lead to more informed decision making such as deciding which areas to evacuate. All these new areas of research rely on core principles related to sensation and perception, and they will provide ways to educate students about these core principles as well as how to apply them to critical issues. The scholarly activities will contribute to each of these areas because these areas are in critical need of researchers trained in the basic science of vision research. Although these activities were not in her original sabbatical plan, Dr. Witt believes they will bring greater personal benefits to her, greater visibility to CSU, enhanced educational opportunities for CSU students, and increased overall knowledge in each of these areas.

Warner College of Natural Resources

Antony Cheng – Forest and Rangeland Stewardship

Dr. Cheng was hosted by the Department of Forest Ecosystems and Society and the College of Forestry at Oregon State University. At CSU, he is an "engagement scholar", meaning that his appointment is primarily outreach and extension (50%), but with a significant proportion dedicated to research (30%) and teaching (20%). As such, his sabbatical goals and accomplishments touched on all three areas proportionally. Foremost, he was able to translate the outreach and engagement work he does through programs and projects he directs through the Colorado Forest Restoration Institute (CFRI) and the Southern Rockies Fire Science Network (SRFSN) into ten scholarly peer-reviewed publications. Publishing is a critical aspect of being an engagement scholar and enhances the visibility, stature, and reputation of CSU as an internationally recognized institution for engagement scholarship.

If publishing is a significant indicator of his accomplishments at CSU, setting the stage for future engagement, scholarly, and educational enrichment opportunities was a second sabbatical goal. In this vein, Dr. Cheng interfaced and interacted with numerous faculty, staff, and students at universities in the Pacific Northwest, and with many government and non-governmental organizations working on forest restoration and wildfire risk mitigation. Specifically, he was able to work with a new set of colleagues on implementing field research of a large social scientific examination of cross-boundary collaborative wildfire risk management across the American West. The research encompasses untested theories and concepts within a fast-evolving field of applied problem solving. He also gave six invited presentations to various professional organizations involved in this problem area and three presentations to classes and at seminars at Oregon State University. Lastly, he had numerous one-on-one interactions with a new set of colleagues. These activities collectively raised the visibility, stature, and reputation of CSU with peer institutions in the Northwest. In turn, Dr. Cheng was able to bring fresh perspectives to his outreach and engagement work through CFRI and SRFSN, continue expanding his applied research portfolio, and bring fresh materials, concepts, and professional networks to benefit students at CSU.

William Clements – Fish, Wildlife, and Conservation Biology

Both semesters of this sabbatical contributed significantly to Dr. Clements' broader understanding of the field of pollution ecology and to his more recent research interest in the interactions between contaminants and climate change. One of the greatest challenges for an active researcher is to stay current with the rapidly expanding body of literature within their own discipline, while seeking new opportunities in emerging areas of research. As with most RI faculty, the majority of his research time during the academic year is spent assisting graduate students with their projects, writing research proposals and reports, and maintaining routine laboratory operations. Consequently, he often has little time to pursue his own specific research interests and to improve his understanding of the new analytical and statistical approaches. In addition to applying these approaches on his own long-term data, spending time learning these advanced multivariate techniques will improve his effectiveness as a graduate advisor. This sabbatical leave provided a critical opportunity to pursue his research interests in the emerging field of climate change and contaminant interactions. Recognition that contaminant effects often occur at large spatial scales, vary significantly among locations, and are influenced by global change is one of the most significant advances in his field. Dr. Clement has published several papers and organized several symposia on this topic and intends to focus a portion of his program on this area of research**.**

Although much of Dr. Clements' sabbatical focused on research and professional development, this experience will also enhance his effectiveness in the classroom. In particular, students in his graduate level course in ecotoxicology (FW 544) will benefit from his exposure to emerging issues in Hg cycling and global change. Interacting with scientists in New Zealand and Australia has expanded his appreciation for other topics in general ecology and conservation biology. Thus, he feels that his undergraduate students in ecology (LIFE 320) and research design (FW 370) will benefit from these new perspectives and from the obvious comparisons between natural resource issues in the northern and southern hemisphere.

The reputation of a university is significantly enhanced by productive and internationally recognized faculty. One way that faculty gain international recognition is through collaboration with leaders in their discipline, both in the U.S. and abroad. Among the most significant benefits that Dr. Clement derived from his sabbatical was the opportunity to interact with international researchers that are developing novel approaches to investigate effects of contaminants on aquatic ecosystems. During the sabbatical, he collaborated with researchers from the National Institute of Water and Atmospheric Research (New Zealand) to investigate recovery of watersheds from the effects of abandoned mines and with the Department of the Environment and Energy (Darwin, Australia) to advise them on modernizing approaches to develop water quality criteria for contaminants.

Maria Fernandez-Gimenez – Forest and Rangeland Stewardship

Dr. Fernandez-Gimenez's sabbatical focused on two related new research initiatives, a study of transhumant pastoralists' ecological knowledge in use, and an exploration of women's roles in pastoral systems. Her research was funded primarily by a Fulbright Global Scholar award, and carried out in Spain and Morocco. Additional funding was provided by two Mediterranean conservation NGOs, the Yolda Initiative and Asociaci6n Trashumancia y Naturaleza. In Spain, she was hosted by the Chair in Agro-ecology at the Universitat Vic in Catalunya and collaborated closely with a country-wide network of women pastoralists known as Ganaderas en Red. In Morocco, she was hosted by the Department of Animal Production at the Institute of Agronomy and Veterinary Studies Hassan II in Rabat. She spent a total of 5 .5 months in Spain and 2.5 months in Morocco. Her fieldwork entailed accompanying mobile herders (transhumants) as they moved their herds on foot from winter to summer pastures and vice versa, walking 7-10 days at a time, and documenting in detail how herders applied their traditional ecological knowledge to continue this ancient practice. The second aspect of her fieldwork involved life history interviews with women pastoralists in four regions of Spain and with women in a transhumant Amazigh (Berber) tribe in Morocco's High Atlas Mountains. The work in Spain resulted in two technical reports and five manuscripts in preparation, to be submitted this academic year. She expects to produce at least two other manuscripts from the work in Morocco. Dr. Fernandez-Gimenez presented papers at two major conferences and participated as an invited panelist at an international symposium while in Spain, as well as guest lecturing and presenting a workshop on participatory scenario planning. She co-organized and facilitated three workshops with women pastoralists in different regions of Spain to engage them in interpretation of the research results. In Morocco, She guest lectured at the IA V II and mentored several Moroccan graduate students, serving on two thesis committees. Together with her Spanish collaborators, she proposed two linked panel sessions for the International Rangelands Congress in 2020 focusing on gender and equity in pastoral systems. They plan to follow this with a special journal issue. She was an invited presenter at the UN Convention to Combat Desertification's Global Land Outlook NE Asia Workshop and a contributor to the resulting Global Land Outlook NE Asia Thematic Report.

An important focus of her intellectual growth and expanded research network during this year was collaboration with the feminist agro-ecology research group at the Universitat Vic. This dynamic group of investigators practices high-level engaged scholarship, forging deep relationships with farmers at the local level while conducting science that informs and influences policy at the regional, national, EU and global levels. They strive to apply feminist principles and research ethics in their relationships with their research participants, students and peers, setting a compelling example. Her time in Morocco was an interesting counterpoint, as she intentionally placed herself in an unfamiliar cultural context for her personal as well as professional growth. She learned a great deal, due in part to her excellent Amazigh interpreter, who also served as a cultural guide. However, Dr. Fernandez-Gimenez found myself constantly questioning her choice to work in an indigenous Amazigh community, and concerned with the impact of her presence, especially on the women she interviewed. The situation of women pastoralists in Morocco contrasted with the experiences of Spanish women pastoralists, and she found Amazigh women's lives challenging to understand through her Euro-American cultural lens, especially in relation to Islamic beliefs and practices as they intersect with Amazigh culture. Her experiences in both Spanish and Moroccan Amazigh cultures provided opportunities for her to recognize and reflect on her own Euro-American and colonial identities and cultural lenses, which is especially valuable as she returns to CSU and continues to work as an ally and advocate for diversity, inclusion and decolonization.

Christopher Myrick – Fish, Wildlife, and Conservation Biology

Dr. Myrick's sabbatical leave was, undoubtedly, one of the best experiences of his 19 years as a faculty member. The experience provided opportunities to advance his research prowess in fish passage and highlight the contributions that CSU's Fish Physiological Ecology Laboratory has made in respect to fish passage designs for nonsalmonid fishes, particularly in arid regions. He was fortunate enough to be able to combine international-level professional service to the fish physiology and conservation field with a serendipitous and amazing trip to work and meet with some of the top fish passage researchers in the world where he received training in fish passage design. At the same time, Dr. Myrick was able to continue his efforts to improve support for undergraduate research and mentoring of graduate and undergraduate students through grants from the American Fisheries Society and the National Science Foundation, and through training provided by the CSU Graduate Center for Inclusive Mentoring. Finally, the time off from teaching allowed him initiate three new research projects here at CSU, two on fish passage and one on the development of a novel species for aquaculture.

The initial plan for his sabbatical was to focus on research, undergraduate mentoring, and service at an international level. The sabbatical leave provided him with the opportunity to work on research (working with students, developing new international collaborations, data analyses, and writing) on six projects, leading to one peer-reviewed book chapter, six publications in press, under review or revision, three new research projects initiated, and an additional three publications in preparation. Dr. Myrick worked with one of his longtime collaborators to finalize an extension publication on the culture of cutthroat trout that was derived from the work of a multi-institution research project that wrapped up last year. He secured over $17,000 to support undergraduate and graduate student travel to an international fish biology conference. He assumed the presidency of the Physiology Section of the American Fisheries Society and helped run the successful 13th International Congress on the Biology of Fishes, held in Calgary in the summer of 2018. Dr. Myrick was awarded one of the 2018-2019 Water Center Faculty Fellowships and used the funds to travel to southeastern Australia where he worked with Australian fisheries biologists and researchers on fish passage and fisheries management issues in semi-arid regions. This culminated in a session he chaired at the Fish Passage 2018 - International Conference on River Connectivity in Albury, Australia, and a coauthored manuscript on the integration of fish physiological and behavioral approaches in improving nonsalmonid fish passage technology. He also completed a course on the design and evaluation of fish passage structures. He gave four invited presentations and organized and hosted two symposia, one focusing on undergraduate research in fisheries biology and the other on nonsalmonid fish passage. The one disappointment with his sabbatical was that he was unable to participate in the Organization for Tropical Studies REU for U.S. Underrepresented Minority Students Summer Program in Costa Rica, which would have given him an opportunity to improve his undergraduate mentoring skills while working in a novel tropical system. However, Dr. Myrick was fortunate enough to be nominated to be the Warner College of Natural Resources 2019 trainee for the Center for the Improvement of Mentored Experiences in Research training, so he was able to dedicate some of his sabbatical time to honing his mentoring skills.

College of Veterinary Medicine and Biomedical Sciences

Ramesh Akkina – Microbiology, Immunology, and Pathology

During this sabbatical, Dr. Akkina had a great opportunity to reinvigorate his research interests and set sights on new and exciting projects for the coming years. A new research program he focused on is the Zika virus. The recent re-emergence of Zika virus (ZIKV) raised a global alarm particularly due to its devastating effects on the developing fetus resulting in microcephaly. They used humanized mice with a transplanted immune system to evaluate the viral effects on the human blood cells. They discovered for the first time that the virus adversely affects antibody producing cells and blood forming stem cells in the bone marrow. This will have important implications for viral pathogenesis. They also developed a neonatal infection model that recapitulates the generation of the dreaded microcephaly. Using preliminary data, they were able to succeed in obtaining new funding.

On the HIV front, they continued the pursuit of developing the most sensitive assay to detect latent HIV in patients undergoing antiretroviral therapy. To date, their hu-mouse-based in vivo assay is the most sensitive and colleagues from around the world ask for assistance in detecting the hard to find virus.

Dr. Akkina also took this opportunity to develop international collaborations. He visited colleagues at the AIDS Research Institute IrrsiCaixa, Barcelona, Spain for HIV/AIDS collaborations and spent some time at the Duke-National University of Singapore (Duke-NUS) in Singapore to learn more about the status of tropical infectious diseases in general and Zika and Dengue viruses in particular. These visits gave him new ideas for research and provided him with new contacts for future collaborations. As the Global Virus Network (GVN) Center Director for CSU, Dr. Akkina spent time on interacting with outstanding virologists from around the world and discussing various ways to increase communications and collaborations between different countries to synergize in infectious disease research. His participation in GVN has contributed to increased visibility to CSU on a world stage of infectious diseases.

Overall, this sabbatical provided a fresh outlook and inspiration to charge forward with renewed vigor in tackling important research questions on HIV/AIDS and Zika virus.

Jennifer Peel – Environmental and Radiological Health Sciences

Dr. Peel had two overall objectives for her sabbatical: 1) explore opportunities to leverage a high profile and unique multi-country trial; and 2) explore the possibility of submitting a high-impact, multidisciplinary center proposal (such as an NIH P30 or T32). Due to the nature of the proposal, the sabbatical was a mix of off-campus and on-campus activities conducted over two semesters. Her sabbatical included numerous activities related to these objectives and that were relevant to the goals of Colorado State University for faculty sabbaticals. Regarding the first objective, Dr. Peel was able to travel to three of the sites (Rwanda, India, and Guatemala) for the large ongoing trial focused on household air pollution for which she serves as PI. These trips allowed her to interact closely with investigators on the trial and to strengthen communication with the project team. On these trips, she was able to meet with multiple stakeholders in each country as well as local project team members who devote an enormous amount of time and effort to the project. These meetings were very important to overall support from local entities, success in participant recruitment, and overall success of the trial. Further, she was accompanied on these trips by representatives of the funding agencies for the project that allowed for in-depth conversations with these agency representatives regarding the trial and future funding for continued research on the trial population. She was also able to attend a weeklong meeting at Emory University to meet with project investigators and discuss ongoing work and future plans for the trial.

Regarding the second objective, Dr. Peel was able to participate in review panels for NIEHS P30 and T32 proposals that provided insight regarding the resources and structure that would be required for this type of proposal at CSU. She met with numerous colleagues at CSU regarding potential interest in a T32 training grant. She attended a full day seminar at the University of Colorado Anschutz Campus/School of Medicine about developing a proposal for a multi-center grant. She additionally met with colleagues from other Universities who have extensive experience with NIEHS P30 centers.

Due to her activities in this trial and the resulting attention, Dr. Peel was asked to author a chapter about household air pollution in a major medical textbook. This chapter is under review and will be published in 2020. Because of these high-profile activities, Dr. Peel has been asked to provide a lecture for a global health course at Johns Hopkins University Bloomberg School of Public Health and to provide seminars at Texas A & M and Emory Universities. All of these activities increased the visibility of Colorado State University in this research space.

Board of Governors of the Colorado State University System
Meeting Date: February 5-7 2020
Report Item

REPORT ITEM:

Report on CSU-Pueblo sabbatical and educational leaves completed in AY2018-2019.

No action required -- report only.

EXPLANATION:

Presented by Mohamed Abdelrahman, Provost and Executive Vice President for Academic Affairs.

This report provides summaries of the sabbaticals completed during the 2018-2019 academic year.

REPORT ON APPROVED SABBATICAL LEAVES

As described in section 2.11.2 (Sabbatical Leaves) of the CSU-Pueblo Faculty Handbook, "The purpose of sabbatical leave is to provide tenure contract faculty an opportunity to engage in research, scholarly or creative activity, or otherwise enhance professional stature as teachers and scholars."

Summary Listing

The following listing summarizes the sabbaticals taken at Colorado State University-Pueblo in 2018-2019.

Ms. Judy Baca	Associate Professor of Social Work	fall 2018
Dr. Barbara Brett	Associate Professor of Psychology	spring 2019
Dr. Sam Ebersole	Professor of Mass Communications	fall 2018
Dr. Zahari Metchkov	Associate Professor of Music	spring 2019
Dr. John O'Connor	Associate Professor of Philosophy	fall 2018

Dr. O'Connor has retired from the University; therefore a summary was not obtained from him.

Ms. Judy Baca, Associate Professor of Social Work (1 semester)
Professor Baca requested to conduct research into the local Salt Creek community for her sabbatical. She was able to review over 200 articles in addition to other materials related to the Salt Creek community. Professor Baca also listened to over thirty oral history interviews and transcribed over sixty hours of interview materials. From her research, Professor Baca submitted three proposals to present her research at the state and regional levels (all with different focus and research perspectives), and she wrote two articles as well. She hopes to ultimately develop a book on Salt Creek. This was her first sabbatical in 38 years of service to CSU-Pueblo. This research will also help Professor Baca with curriculum in Social Work and Chicano Studies.

Dr. Barbara Brett, Associate Professor of Psychology (1 semester)
Professor Brett's original sabbatical request focused on preparing manuscripts for publication, all tied to her electrophysiology work (funded by the Institute of Cannabis Research (ICR)) on adults suffering from medically untreatable epilepsy. The purpose of her study is to determine if medicinal cannabis use is beneficial for adults with medically refractory epilepsy (MRE) in certain areas such as seizures and quality of life. Due to setbacks in conducting the study and funding issues, her sabbatical shifted focus and she worked to enroll new participants and track their participation over the six-month course of the study. Ultimately, Dr. Brett was contacted by 35 potential participants and was able to enroll and track 11 new participants. During Dr. Brett's sabbatical, she also supervised a research assistant who helped her with gathering and organizing current literature into tables that will facilitate article writing once data collection and data analysis are completed. Her data collection and analysis is ongoing. She has collected thousands of hours of data per person (20 participants as of fall 2019) to date.

Dr. Sam Ebersole, Professor of Mass Communications (1 semester)
Professor Ebersole was granted sabbatical release for the fall 2018 semester in order to continue work on the Arkansas River documentary project. The hour-long documentary, <u>The Arkansas River: from Leadville to Lamar</u>, was completed and aired on Rocky Mountain PBS in May of 2018. In addition to the broadcast, twelve public screenings were held up and down the basin (literally from Leadville to Lamar). These public screenings were organized by the Arkansas River Basin Water Forum as part of their PEPO (Public Education, Participation and Outreach) program. Dr. Ebersole recognized that additional stories needed to be told to more fully develop several of the topics. To this end, and with funding provided by the Rawlings Foundation, he proposed to create the additional content and make it available on a website where visitors could explore at their own pace. In fall 2019, the website was recognized by the Broadcast Education Association (BEA) with an Award of Excellence at the Super-Regional Conference in Boulder, CO. The website was entered in the Faculty Division of the Interactive Multimedia competition.

Dr. Zahari Metchkov, Associate Professor of Music (1 semester)
Professor Metchkov planned to extend his regular series of solo recitals across the entire Front Range and other communities statewide (and such concerts will bolster recruiting, as well as increasing awareness of CSU-Pueblo's music program); he also planned to serve as the President of the Colorado State Music Teachers Association, a part of the Music Teachers National Association. In this role he coordinated activities of CSMTA with those of the MTNA, and serve on the MTNA State Presidents' Advisory Council. During the sabbatical, Dr. Metchkov was able to perform in seven concerts/solo recitals in Colorado as well as 4 chamber performances in

Colorado, Texas, and New York. He adjudicated two competitions in Colorado, and gave a Masterclass to Denver Area MTA teacher's students, Denver, CO. Dr. Metchkov also presented 10 lectures across Colorado and served on the Colorado State MTA board as president. He served as artistic director for the Rocky Mountain Music Alliance and formally established "Piano Conversations", a 501c3 Non-profit organization dedicated to the promotion of Classical Music of highest caliber and music education in Southern Colorado.

Board of Governors of the Colorado State University System
Meeting Date: February 6-7, 2020
Consent Item

Colorado State University-Pueblo
Proposed Restructuring of Academic Affairs

Motivation:

With Vision 2028, Colorado State University-Pueblo established a set of values as a Hispanic Serving institution dedicated to interdisciplinary learning and entrepreneurship. Through this dedication, CSU-Pueblo will elevate its people and community, create educational opportunities, foster unique collaborations, and support inclusion, access and affordability as a gateway to the world. Our new mission reflects our desire to increase student success in a rapidly changing world by instilling resilience, agility and problem-solving abilities in our diverse student population. Students need to be ready for a world where Artificial Intelligence and technological advances will be playing an ever-increasing role. They not only have to master the technical skills associated with their field of study but also successfully function within interdisciplinary teams, analyze information and seamlessly transfer their knowledge and expertise between different contexts. Moreover, students also need a robust educational basis that supports creativity, cultural agility, empathy and communication.

CSU-Pueblo has, with support from the Board of Governors, started working on initiatives to create an educational environment that can make this a reality. These initiatives include experiential learning opportunities for students through a revised financial-aid model that allows students to have meaningful work experiences as early as their freshman year. A re-imagination of Capstone experiences for all disciplines complements these experiential learning experiences and provides opportunities for interdisciplinary collaborations. Another initiative aims at the redesign of general education to create an educational environment for students to develop all needed skills. The organizational structure of academic affairs needs to be supportive of the educational environment. An examination of the current organization of our academic affairs division reveals the following issues:

1. The distribution of the number of majors across the colleges vary widely. The number of majors in the college with the highest number, College of Education, Engineering, and Professional Studies (CEEPS), is more than triple the lowest number of majors in the College of Science and Mathematics (CSM).
2. The grouping of majors in the different colleges is less than ideal and not conducive to collaborations. Hence, it is imperative to examine the existing academic structure. For example, CEEPS, which has the largest number of majors, is a collection of programs in Education, Engineering, Technology, Management, Nursing, Health Sciences and Human Performance. Some of these programs are closely related while others seem to align more closely with other Colleges and Schools on campus.
3. There exist opportunities to raise the profile of programs in Nursing and Health Sciences, especially given the scheduled opening of the renovated Psychology Building (Integrated Human Health and Humanities).
4. With the campus focus on selecting the Technology Building as the highest priority for the next renovation project, there exists an opportunity for highlighting programs in STEM as another area of focus on campus.
5. The Hasan School of Business is a strong partner and collaborator at the undergraduate level with management programs within CEEPS including the Automotive Industry Management program (AIM).
6. Within CEEPS there are three full-time administrators (Dean, 2 Associate Deans) and four department chairs providing an opportunity for some cost savings.

Objectives:

As indicated in the motivation section above, CSU-Pueblo is committed to supporting the success of its diverse student population by providing them with an environment where they can master the skills needed for them to navigate a work environment where they increasingly will need to compete with each other and learn to adapt as technological advances replace jobs that were traditionally carried out by college graduates. Examination of the current structure reveals an opportunity to carry out a moderate reorganization that will achieve the following objectives:

1. Support the implementation of Vision 2028 by creating an organizational structure to facilitate collaborations and entrepreneurial activities among academic units at CSU-Pueblo in the areas of Health, Education, and STEM.
2. Enhance the marketability of programs in the Health, Education & STEM areas by increasing the visibility and recognition of these areas. These areas represent signature disciplines that have strong presence at CSU-Pueblo and can have a significant impact on the societal and economic fabric of the region.
3. Identify and capitalize on opportunities in academic areas, including collaborative and/or online degrees in the STEM/Health/Education areas.
4. Position ourselves with a clear vision for a Technology Building renovation plan to strengthen the STEM and education areas.
5. Identify opportunities for reducing the administrative load in the academic colleges.

Proposed Reorganization:

1. Moving the Automotive Industry Management Program to the HSB
   The Automotive Industry Management program uses close to 50% of its curriculum from the Hasan School of Business. Thus, the program curriculum is well aligned with the HSB and would benefit from moving into the HSB.

   Impact:
   a. Lines for faculty members associated with the program would be moved to the HSB.
   b. No physical relocation is required.
   c. A program coordinator will continue to coordinate the program.
   d. The program coordinator will report to the Associate Dean at HSB.
   e. The HSB will apply for a waiver for the program from their AACSB accreditation.

   Financial Impact
   - Minimal financial cost associated with change in stationary and business cards.
   - Positive financial impact is expected due to improved recruitment efforts and enhanced collaboration.

2. Forming a STEM College
   The STEM College will be comprised of Departments of Biology, Chemistry, Engineering, Mathematics and Physics, and Engineering Technology and Construction Management.

Impact:

a. No Physical relocation is required.
b. The new STEM College will increase opportunities for interdisciplinary collaboration and growth in the STEM area.
c. The new college will be led by a Dean and have five departments.

Financial Impact:

- Minimal financial cost associated with change in stationary and business cards, stipends and salary adjustment.
- Positive financial impact is expected due to improved recruitment efforts and enhanced collaboration.

3. Forming a College of Health, Education and Nursing
The remaining programs in the College of Education, Engineering and Professional Studies will be organized into three schools within a College of Health, Education and Nursing: School of Nursing, School of Education and School of Health Sciences and Human Movement. Each of the Schools will be led by one person serving as Associate Dean/Director. The schools will not have departments. One of the Directors will serve as Dean for the College for an additional stipend resulting in a reduced administrative cost. The Dean position will be reviewed for reappointment or new appointment every three years.

Financial Impact:

- A dean position will be shifted to a faculty position, resulting in a reduction in the administration cost.

Administration Load	Old Org. Structure		New Org. Structure	
	#	**FTE**	**#**	**FTE**
Program Coordinators	AIM (1)	**0.25**	1	**0.25**
Department Chairs	CEEPS (4), CSM(3)	**3.5**	CHEN (0), STEM(5)	**2.5**
Deans/Associate Deans	CEEPS (3) CSM (1)	**4**	CHEN (3) STEM (1)	**4**
Total		**7.75**		**6.75**

The original organizational structure is shown in Figure 1 while the new organizational structure is presented in Figure 2.

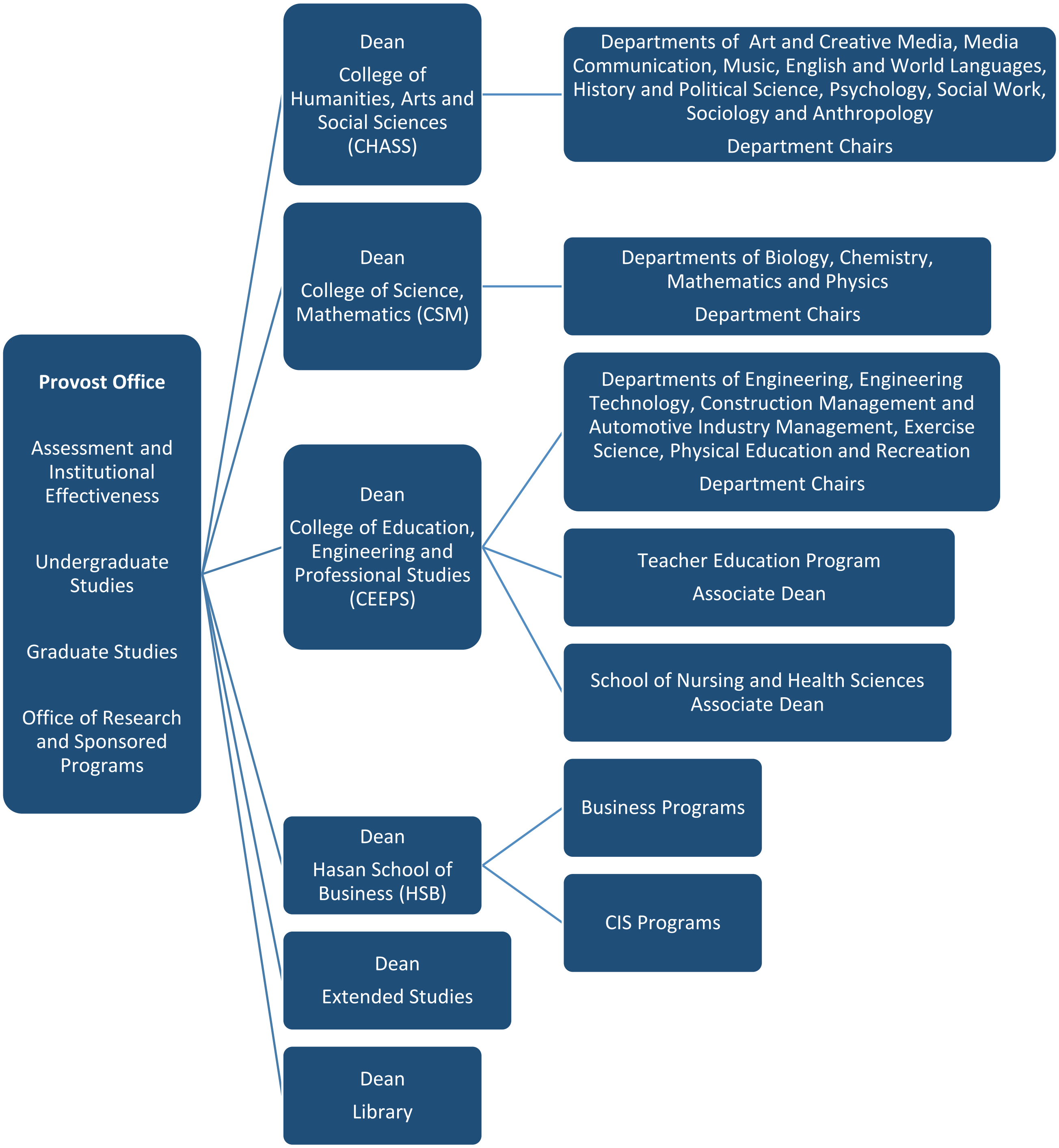

Figure 1: Original Organizational Structure

Board of Governors of the Colorado State University System
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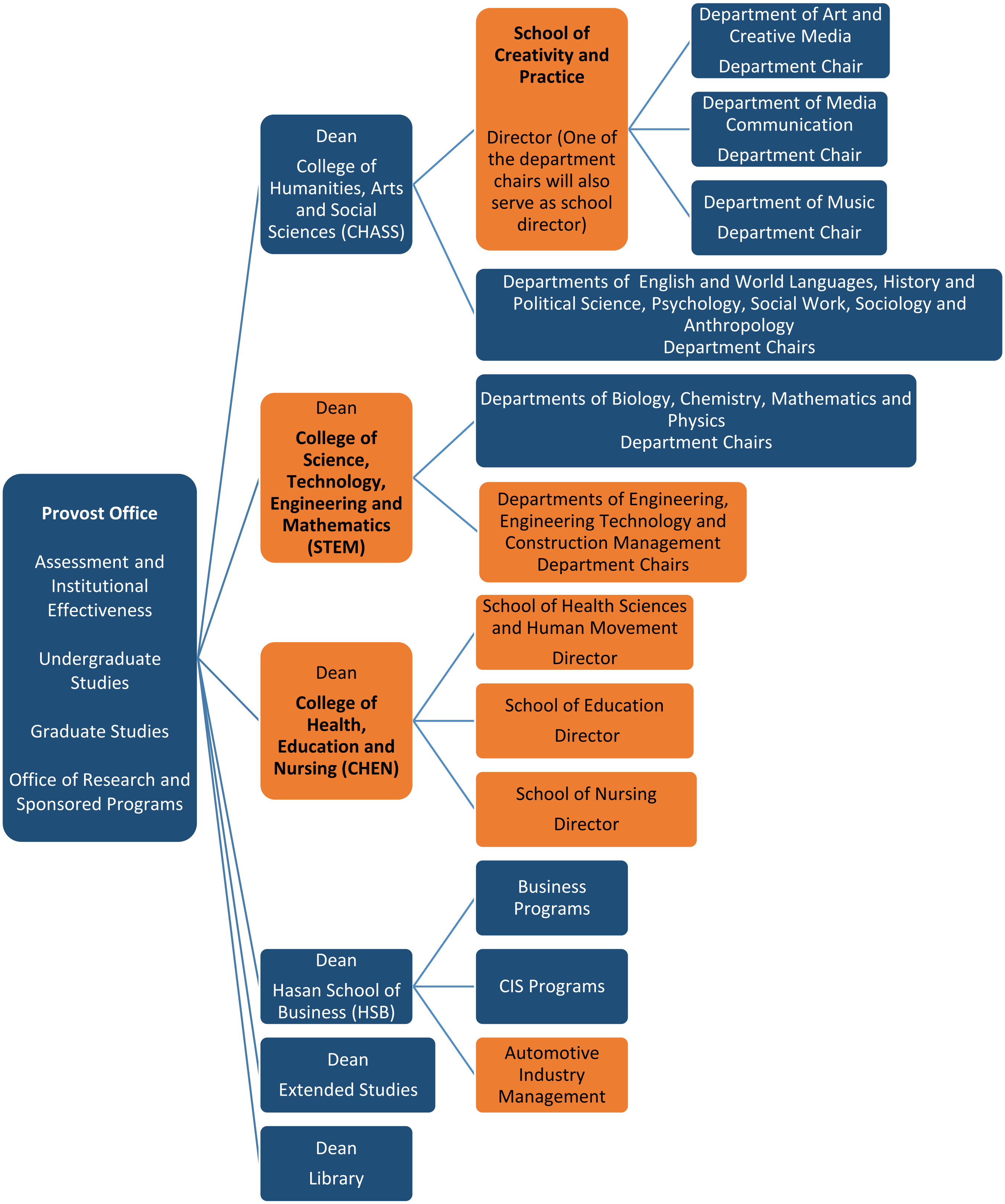

Figure 2: New Organizational Structure (Changes are highlighted in Orange)

Section 11

Chancellor’s Report

COLORADO STATE UNIVERSITY SYSTEM
CHANCELLOR'S REPORT
February 5-7, 2020

CSU-System Wide
- The System-wide Banner Student Implementation project continues to make progress.
- We are in the final stages of creating a new CSU System brand identity, which will be rolled out in the spring.
- Spur was successfully launched as the new brand identity of the CSU System campus at the National Western Center in December, and the new brand was implemented heavily into activities at the Stock Show.
- The CSU System once again had a strong presence throughout the course of the National Western Stock Show, participating in the NWSS parade and BBQ, the Boots and Business Luncheon, the Coors Western Art Show, Citizen of the West, the Milestone Movement Luncheon, CSU Day, the President's Reception, Junior Livestock Auction, and more. EVC Parsons and Board Chair Tuor led a team that participated in the goat-roping event January 14.
- CSU System's support of the Beethoven 2020 Symphony will include a February 10 performance on the Fort Collins campus tied to the sesquicentennial, and a Spring performance in Pueblo.
- Campuses and the System are currently extending invitations for the Colorado Capital Conference in Washington, DC in June, a longstanding partnership between CSU, CU, Mesa State, and other state universities to connect to the federal delegation.
- CSU Todos Santos Center will welcome CSUFC and CSUP groups to the Center in February. The Center is currently hosting its largest semester-long program to-date.
- A Todos Santos Center System Steering Committee launched on December 18, 2019.
- CSUFC and CSU-Pueblo are coordinating on the second annual Road to CSU event at Bruce Randolph School to excite freshmen students about college and encourage them to begin high education planning.
- The CSU System magazine, STATE – edited by Coleman Cornelius and designed by Mary Sweitzer – recently won top honors in the Council for Advancement and Support of Education district competition. State was recognized for its outstanding art direction and for outstanding stories on the Colorado Ballet, the System partnership with the Butterfly Pavilion, CSU-Pueblo's ecotourism program at Todos Santos, the annual Pueblo tarantula migration as seen through the eyes of science students, and CSUFC's veterinary research into bovine high-mountain disease.

Campus Updates
- Work with CSU-Pueblo is ongoing through BFS Kuali for improved systems and controls.

- Chancellor Frank joined President Mottet for CSU-Pueblo's spring convocation and all-employee luncheon January 8. They also met with the President's Citizens Advisory Group, Executive Leadership Team, and the Pueblo Chieftain editorial board.
- CSUG President Takeda-Tinker was selected as one of the Top 25 Most Powerful Women in Business by the Colorado Women's Chamber of Commerce. She will be honored at the Chamber gala on Feb. 6.

CSU System Government Affairs – Federal

- Efforts on Federal Government Relations continue through our standard channels of engagement. Items the System is currently tracking include progress on the federal budget, the Higher Education Reauthorization Act, and the Supreme Court's deliberations on DACA.

CSU System Government Affairs – State

- With the 2020 legislative session underway, meetings with key members of the Legislature and local delegations continue.
- Chancellor Frank – together with CU's President Kennedy and President Garcia of the Colorado Community College system – hosted several events January 30 and 31st for state and higher education leaders with Dr. Sandy Baum, one of the nation's leading experts on student debt and the cost of higher education.
- Chancellor Frank testified on behalf of the CSU System at the Legislature's Joint Budget Committee hearings Jan. 15.
- Chancellor Frank and members of the System leadership team attended Governor Polis's State of the State Address January 9.
- Chancellor Frank attended the Higher Education Governing Boards Convening and Training January 7.
- The System will have a presence at the State Capitol on February 11 to celebrate CSU's Founder's Day and 150th birthday.

Statewide Partnerships:

- Chancellor Frank continued a series of statewide engagement tours to introduce CSUFC President McConnell to Colorado partners. In December, they visited Sterling and Yuma, meeting with alumni, Extension staff, legislators, and county leadership. In February, they visited Douglas, Pueblo, and Otero counties.
- Chancellor Frank attended the Colorado Business Hall of Fame VIP reception and dinner honoring Judy Wagner.
- Chancellor Frank attended meetings of the Denver Chamber Board, the CHF Board, the CSU Research Foundation Board, the Boettcher Trustees, the WSSA Board of Directors, and the Colorado Concern.
- Chancellor Frank, Executive Vice Chancellor Parsons, and Chief Financial Officer Sobanet represented the System at the following NWSS events: Coors Western Art; Boots 'n Business; Citizen of the West; Goat Roping; NWSS President's Reception; and the NWSS Mayor and City Council dinner.
- Executive Vice Chancellor Parsons provided remarks at the NWSS Parade and BBQ.
- Executive Vice Chancellor Parsons conducted Youth of the Year Interviews for Boys and Girls Club of Metro Denver on January 27.

- Executive Vice Chancellor Parsons attended the Governor's Annual luncheon with Colorado Concern on January 22.
- Chief Financial Officer Sobanet provided remarks at the South Metro Denver Chamber Economic Forecast January 24.


CSU SYSTEM
COLORADO STATE UNIVERSITY
FORT COLLINS | PUEBLO | GLOBAL

SYSTEM MISSION

Operate as a dynamic whole which advances human and economic wellbeing through access to excellence across all three institutions, benefitting Colorado and the world.

STRATEGY

MISSION INNOVATION

Rapidly respond to the market through innovation and research.

MISSION DELIVERY

Leverage academic and operational expertise across the System to create stronger programs, improve student success and create effectiveness.

MISSION INTEGRATION

Deliberately engage with a diverse array of partners to ensure our work brings critical value to the community.

WORK AREAS

PORTAL INITIATIVES
- CSU System Campus at the NWC
- Todos Santos Campus
- ACC Sturm Collaboration Campus

VISIBILITY
- Raise Visibility in Media Markets

- Allied Health Programs /One Health
- Operational Efficiencies Across Campuses
- CSU Pueblo Sustainability
- Rural Colorado Initiatives

- Hubs
- Government Relations and Initiatives
- Economic Development
- Community Partnerships

OUTCOMES

STUDENT ACCESS, AFFORDABILITY AND SUCCESS • FISCAL STRENGTH • COMMUNITY IMPACT

INSTITUTIONAL STRATEGIC PLANS

AT THIS MEETING

- CSU System SPUR Campus at NWC
- CSU Pueblo Vision Focus
- Finance 101

BOARD AREAS OF STRATEGIC PRIORITY

CSU-Pueblo Sustainability
Portal Initiatives
Rural Colorado
Student Success
Access and Affordability
Allied Health Programs

ANNUAL CALENDAR OF REPORTS

August: Athletics, Faculty Workload
October: Agriculture, Engagement, Public Safety
December: Enrollment, Student Success, Reserve Investments, Research
February: Retreat
May: University Budgets, Government Relations, Colorado Water Institute, Colorado State Forest Service
June: Retreat

COLORADO STATE UNIVERSITY SYSTEM

	COLORADO STATE	CSU PUEBLO	CSU GLOBAL
INSTITUTIONAL CHARACTERISTICS			
Total enrollment	33,083	6,639	19,114
Degree-seeking enrollment	31,364	3,928	18,066
Total revenues	1,330,277,594	$83,468,428	$98,058,357
Number of nontraditional age students	8,524	2,880	17,771
% of enrollment that is racially minoritized	22%	34%	29%
% of First Generation	25%	32%	37.50%
Student-to-faculty ratio	16	14	15
Research funding	$374,955,000	$4,758,076	NA
Annual fundraising	$163,000,000	$4,500,000	NA
% spent on instruction and academic support	39%	41%	36%
% of expenditures spent on administration	5%	10%	7%
Number of employees (excludes GA and temporary staff)	7,683	741	779
ACCESS AND AID			
% of undergraduates eligible for Pell Grant	22%	39%	26%
Average amount of Pell Grant aid	$4,152	$4,496	$3,508
Number receiving post-9/11 GI Bill benefits	$1,194	349	1,042
Average amount of post-9/11 GI Bill benefits	$8,309	$4,145	$4,402
Number receiving DOD tuition assistance	56	20	583
Average amount of DOD tuition assistance	$2,433	$1,193	$2,111
Undergraduate resident tuition and required fees	$11,395	$10,090	$8,400
Net price of attendance for resident undergraduates	$24,287	$26,824	$20,466
Admission rate	83%	95%	50%
Application yield rate	27%	13%	65%
% enrolled exclusively in distance courses	9%	1%	100%
% enrolled in some but not all distance courses	14%	4%	0%
OUTCOMES			
# of students earning a Bachelor's degree	4,982	744	2,144
# of students earning a Master's degree	1,590	133	1,188
# of students earning a doctorate	388	NA	NA
First-year retention rate	82%	63%	83%
4-year graduation rate	45%	19%	49%
6-year graduation rate	69%	35%	52%
6-year graduation rate (white non-Hispanic)	71%	38%	54%
6-year graduation rate (Hispanic)	59%	35%	43%
6-year graduation (Pell Grant recipients)	62%	31%	63%
Loan default rate	3%	8.80%	5.00%

Revision Date: 1/29/2020 (CN)

CSU System at the National Western Stock Show, January 11-26, 2020

- December 12, 2019 – Young Guns Reception at Coors Western Art
- January 7, 2020 – Coors Western Art Exhibit Reception
- January 9, 2020 – CSU Presents National Western Stock Show VIP BBQ
- January 9, 2020 – NWSS Parade
- January 9, 2020 – NWSS Mayor and City Council dinner
- January 10, 2020 – Boots n Business Luncheon
- January 13, 2020 – Citizen of the West Dinner
- January 14, 2020 – Goat Ropin'
- January 15, 2020 – NWSS President's Reception
- January 18, 2020 – CSU Day at National Western
- CSU booths hosted by 13 different outreach groups from campus groups and departments
- Ag Ambassadors ran continuous shifts on the CSU 3rd floor booth
- CSU Students partnered with commodity groups to run Ag Adventure

CSU Day at the National Western Stock Show, January 18, 2020

- 707,922 visitors in 2020 – second highest attendance (100th anniversary record 726,972 in 2006)
- More than 1000 attendees at CSU Day rodeo (sold 300 more tickets than last year)
- Approximately 67,000 people attended the NWSS on CSU Day which was the highest attendance day for the entire show.


WELLS
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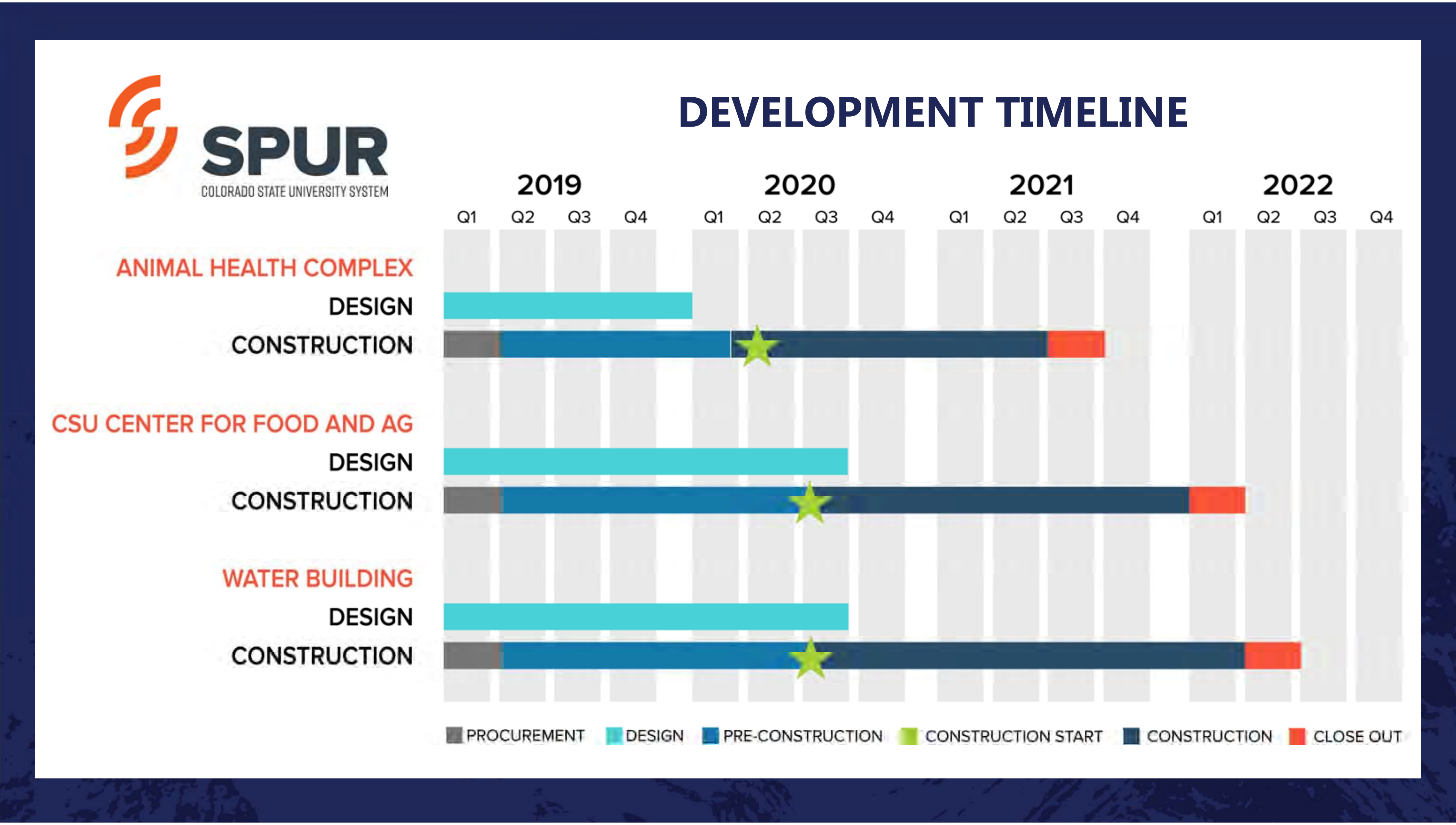
THANK YOU!
Creative Awards

Community Engagement

- **Road to CSU event:** ~30 CSU and CSU-Pueblo staff members will be at Bruce Randolph School on Jan. 31 for the second annual event.
- **Ag Tech Pathways**: Work with College of Agricultural Sciences, Extension/Engagement, Together We Grow, and Denver Public Schools to create a replicable pathway program for high school students to gain higher education and careers in agriculture of the future.
- **Gardens at Bruce Randolph:** Collaboration among Big Green, Extension/Engagement, JEDunn, Teens for Food Justice, and future scholarships from the National Western Stock Show, to engage youth around physical gardens at BRS.
- **Youth Action Group:** Student leadership is working to finalize the selection process. Youth expected to be selected in February to engage on the NWC project.


SPUR
COLORADO STATE UNIVERSITY SYSTEM
DEVELOPMENT TIMELINE
2019
2020
2021
2022
Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
ANIMAL HEALTH COMPLEX
DESIGN
CONSTRUCTION
CSU CENTER FOR FOOD AND AG
DESIGN
CONSTRUCTION
WATER BUILDING
DESIGN
CONSTRUCTION
PROCUREMENT
DESIGN
PRE-CONSTRUCTION
CONSTRUCTION START
CONSTRUCTION
CLOSE OUT


ABC
TODOS SANTOS CENTER
COLORADO STATE UNIVERSITY

Association of Governing Boards (AGB) National Conference on Trusteeship

2020 NATIONAL CONFERENCE ON TRUSTEESHIP

April 5-7, 2020
Gaylord National Resort & Convention Center
Washington, DC

APPLY NOW

APPLICATION CLOSES
MARCH 20, 2020

CONFERENCE DATES
JUNE 10-12, 2020

coloradomesa.edu/capital-conference

Colorado Mesa University

CSU SYSTEM
COLORADO STATE UNIVERSITY

University of Colorado

THANK YOU.

CSU SYSTEM
COLORADO STATE UNIVERSITY
FORT COLLINS | PUEBLO | GLOBAL

Section 12

Consent Agenda

Colorado State University System

- Minutes of the December 5, 2019 Board and Committee Meetings
- Minutes of the December 6, 2019 Board and Committee Meetings
- Minutes of the December 19, 2019 Special Board Telephonic Meeting

Colorado State University System

- Faculty Manual – Section E.12.2
- Faculty Manual – Section J.2 and J.3

CSU-Pueblo

- CSU-Pueblo: Name Change: NSA-Designated Institution Certificate in Cyber Security
- CSU-Pueblo: Program Name Change: World Languages
- CSU-Pueblo: New Certificate, Technology and Computer Instruction
- CSU-Pueblo Academic Restructuring

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

Colorado State University System Offices, Denver, Colorado
December 5, 2019

CALL TO ORDER

Chair Tuor called the meeting to order at 9:05 a.m.

ROLL

Governors present: Nancy Tuor, Chair; Jane Robbe Rhodes, Vice Chair; Kim Jordan, Treasurer; Dean Singleton, Secretary (via phone); Russell DeSalvo; Steven Gabel; William Mosher; D. Rico Munn (via phone initially and then in person); Armando Valdez; Kacie Adair, Student Representative, CSU-Pueblo; Ben Amundson, Student Representative, CSU; Harriet Austin, Faculty Representative, CSU-Global Campus; Stephanie Clemmons, CSU Faculty Representative; Matthew Cranswick, Faculty Representative, CSU-Pueblo; Nicole Hulet, CSU-Global Student Representative

Administrators present: Tony Frank, Chancellor, CSU System; Amy Parsons, Executive Vice Chancellor, CSU System; Joyce McConnell, President, CSU; Timothy Mottet, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Jason Johnson, General Counsel, CSU System; Lynn Johnson, Deputy Chief Financial Officer, CSU System, and Vice President of Operations, CSU; Rick Miranda, Chief Academic Officer, CSU System, and Provost and Executive Vice President, CSU; Susy Serrano, Director of Internal Auditing, CSU System; Henry Sobanet, Chief Financial Officer, CSU System

CSU System Staff present: Melanie Geary, Executive Assistant; Adam Fedrid, IT Manager; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the General Counsel

Staff and Guests present: Mohamed Abdelrahman, Provost, CSU-Pueblo; Pat Bums, CSU System; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Margaret Henry, Treasurer, CSU System; Mike Feeney, Brownstein Hyatt Farber Schreck, L.L.P; Donna Souder Hodge, Executive Director of Organizational Development, CSU-Pueblo; Christin Holliday, Vice President, Enrollment Management and Student Affairs, CSU-Pueblo; Mike Hooker, Director, Public Relations, CSU; Greg Hoye, Executive Director for Marketing and Community Relations, CSU-Pueblo; Blanche Hughes, Vice President of Student Affairs, CSU; Pam Jackson, Interim Vice President for External Relations, CSU; Yvonne Harris-Lott, Senior Director of Finance and Institutional Integrity, CSU-Global; Ellen Kessler; Paul Marokus; Ajay Menon, President/CEO, CSURF; Jannine Mohr, Deputy General Counsel, CSU; Blake Naughton, Vice President for Engagement, CSU; Cara Neth, Director of Executive Communications, CSU System; Heather Pidoke, Chief Medical Resources Officer, OVPR, CSU; Kathay Rennels, Special Assistant to the Chancellor for Rural-Urban Initiatives, CSU System; Alan Rudolph, Vice President for Research, CSU; Miriam Schiro; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Sady Swanson, Reporter, *Coloradoan;* Lesley Taylor, Vice President for Enrollment and Access, CSU; Graiyce Talamoutes; Niki Toussaint, Chief of Staff, CSU-Pueblo

PUBLIC COMMENT

Chair Tuor convened the meeting and asked the first speaker to address the Board. Mr. Paul Marokus and Ms. Ellen Kessler commented on the research that is being conducted at CSU on crows and other birds.

BOARD CHAIR'S AGENDA

Chair Tuor reviewed the agenda for the two days of the Board meeting.

AUDIT AND FINANCE COMMITTEE

Committee Chair Jordan convened the committee meeting and asked Ms. Serrano to begin with the audit report.

Status of FY 2019-20 Audit Plan: Ms. Serrano reviewed the audits currently in process, the revisions that were made in the audit plan, and the remaining projects to be completed. She then summarized the executive summaries for three reports issued since the last meeting that are included in the meeting book.

Governor 's FY 2021 Budget: Mr. Sobanet reviewed the highlights of the Governor's budget request, with the largest portion of the increase in higher education resources designated for specialty education programs (SEP) and explained the cap of a 3% increase in resident undergraduate tuition. The Governor has also recommended a new funding formula. Mr. Sobanet indicated the Colorado State University System (CSUS) is working with the legislature on mandatory costs increases and commented on the proposals for the new funding formula.

FY 2019-20 First Quarter Financial Statements: Mr. Sobanet noted the financial statements include the complicated GASB requirements. Ms. Johnson explained there was an additional schedule with adjustments for the GASB requirements that is extracted out of the remaining schedules for the CSUS and each of the campuses, and she then reviewed the consolidated CSUS report.

FY 2020-21 Campus Budget Updates

<u>Colorado State University:</u> Ms. McConnell commented on the changes that have been made in the campus reporting structure. Ms. Johnson reviewed the assumptions in the draft incremental E&G budget with two scenarios of 2.5% and 3% increases in the resident undergraduate tuition rate. Fringe benefits include mandatory costs for state classified personnel that have not yet been calculated. Mr. Henry explained how some higher education institutions may receive more of the proposed 3% overall increase in higher education funding.

<u>CSU Pueblo:</u> Mr. Spiecker reviewed the assumptions in the draft FY 2020-21 E&G budget that has a shortfall similar to CSU. Dr. Mottet announced Mr. Spiecker was retiring at the end of the year and thanked him for his service.

<u>CSU-Global:</u> Dr. Takeda-Tinker commented on the institution's need to be flexible to adjust revenues and expenses based upon enrollment. Ms. Harris-Lot commented on the scalability of the funding model.

Approval of Annual Withdrawal from Board Reserves: Dr. Frank summarized the Board reserves report that reflects a net increase of $96 million. He reviewed the initiatives to be supported through the proposed $31 million withdrawal and commented on how the initiatives relate to Board priorities. **Motion/Action:** Governor Mosher moved to approve; Governor Amundson seconded; and the motion carried unanimously.

CSUS Treasury Update: Ms. Henry reviewed the performance of the investments and reported Tier II has now been funded. $40 million was added to the Commercial Paper Program (CPP) that now is no longer necessary and therefore the funds will be invested in elsewhere. An update was also provided on the CSUS Investment Advisory Committee activities.

Approval of 2nd Amendment to 15th Supplemental Resolution: Ms. Henry explained how the resolution needs to be renewed every twelve months for short-term lending to bridge fund gift payments or long-term bond issuances. **Motion/Action:** Governor Gabel moved to approve; Governor Adair seconded; and the motion carried unanimously.

Approval of CSURF Capital Lease Annual Line of Credit Renewal: Ms. Johnson explained the line of credit leasing program and the resolution to re-authorize the line of credit. **Motion/Action:** Governor Gabel made the motion; Governor Amundson seconded; and the motion carried unanimously.

Joint Banner Project Presentation: Dr. Frank recalled the history of the project and reported the costs have increased with two additional projects. Mr. Burns explained how the project will benefit CSU and CSU-Pueblo, and described the efficiencies for back-end operations. He provided an update on the status of the project; the challenges with implementation; the two additional projects; the FY 20 budget request; and total projected costs.

Potential Capital Improvements: Dr. Frank explained how historically the Board receives two opportunities to review and approve projects by first approving the program plan and then approving the plan of finance. A new process is being implemented in order to determine if projects are deemed by the Board to be appropriate and important enough to authorize moving forward with exploring fundraising options before preparing the program plan and plan of finance.

Ms. McConnell described the locations of three buildings – the Lory Student Center, Glover Mechanical Engineering and Clark Biomedical Discovery building – that create the campus spine and how the proposed renovations fit within the long-term strategies and the need for the renovations with increasing enrollment. Ms. Johnson commented on the CSUS debt capacity, potential funding sources, and a potential debt issuance. Discussions have been held with the campus units. Chair Tuor confirmed there was a general consensus to authorize Ms. McConnell to move forward.

The meeting then recessed for a break from 11:27 a.m. and reconvened at 11:45 a.m.

COLORADO STATE UNIVERSITY REPORTS

Annual Ag Update: Ms. McConnell introduced Dr. James Pritchett, Interim Dean of the College of Agricultural Science. Dr. Pritchett reviewed the four charges given to the college and the leadership team and reported a national search is underway for the dean position. An update was then provided on the vision, strategic plan, the students and experiential learning, budget, key initiatives and innovations. Dr. Pritchett commented on the leveraging of the agricultural brand and the "come to the table" branding of agricultural sciences.

LEGISLATIVE UPDATE

Ms. Parsons introduced Mr. Mike Feeley who reported the 2020 state legislative session will commence on January 8, 2020. Mr. Feeley provided a preview of the legislative composition, potential leadership and possible issues, and then commented on the CSUS team approach to work on legislative issues.

COLORADO STATE UNIVERSITY REPORTS *(continued)*

Student Report: Governor Amundsen remarked on the new ASCSU Rams on Ice and Teddy Bear Toss initiatives and then provided an update on health initiatives, including a mental health awareness campaign; diversity and inclusion initiatives; and transportation and safety initiatives.

Faculty Report: Governor Clemons reviewed from the written report the non-tenure-track faculty promotion and workload initiatives; the Race, Bias and Equity initiative; a Faculty Council resolution on budget priorities to urge significant reductions in athletic program subsidies; learning analytics research; the graduate student showcase; and the president's inauguration. She then highlighted the CSU Libraries; the College of Liberal Arts; and the College of Business.

President's Report: Ms. McConnell detailed faculty achievements that were included in the written report. She commented on strategic planning with a focus on global health and well-being that includes all colleges to ensure alignment, and marketing and branding will then occur. The statewide tour to hold conversations on what CSU does for Colorado has been relaunched. With an increase in enrollment, the access mission must escalate and, through innovation and discovery, citizens of the state will have a better understanding of what CSU does to bring in high quality, diverse students. The campus will be working on strategic planning during the fall semester; the budget and transformation planning process will occur during the spring. Ms. McConnell introduced Mr. Blake Naughton who has been hired as the new Vice President for Engagement and Extension after a national search was conducted.

The meeting then recessed for a break at 1:12 p.m. and reconvened at 1:22 p.m.

ANNUAL RESEARCH REPORTS

CSU-Pueblo: Dr. Abdelrahman reported that a new research director has been hired and commented on the importance of research for faculty and students. He reviewed the research metrics including external funding; research expenditures; and 2019 proposals and funding sources, including the Institute for Cannabis Research; and the Communities to Build Active STEM Engagement (CBASE) grant; and the CUMBRES grant to expand graduate programs for Hispanic and low-income students from the local community. Dr. Abdelrahman provided internal funding highlights on faculty awards and achievements, and research and scholarship support.

Colorado State University: Dr. Rudolph handed out the most recent research magazine and commented on the historic year for scholarship, research and innovation. He provided an overview on ROI and growth drivers; innovation options and outcomes; selected FY 19 research highlights, awards and honors; investments by the Office of Sponsored Programs; and research expenditures in FY2018. The partnership with Zoetis was highlighted with a video. Dr. Rudolph remarked on FY 19 corporate strategic partnerships and technology transfers; CSURF intellectual property, licenses and startups; and industry supported research expenditures in 2018 with comparisons to peers. He reviewed five growth drivers with examples of research undertaken and accomplishments, and commented on future priorities and investments.

REAL ESTATE/FACILITIES COMMITTEE

Committee Chair Gabel convened the committee meeting and asked Ms. Johnson to present the first action item.

Approval of CSU Program Plan for NCAA Division I Women's Soccer and Softball Complex:
Ms. Johnson commented on the successful women's soccer program and reviewed the program plan. The

majority of the cost of $6.5 million project will be funded through repurposing student fees which was approved by the students and the remainder of the costs will be funded through the general fund. **Motion/Action:** Vice Chair Robbe Rhodes moved to approve; Governor Valdez seconded; and the motion carried unanimously.

Approval of Phase II of the CSU GeoExchange System: Ms. Johnson recalled the prior approval of the GeoExchange System at a previous meeting and explained how proposed expansion will provide additional cost savings for the Meridian Village project. **Motion/Action:** Governor Mosher made the motion; Governor Adair seconded; and the motion passed unanimously.

EXECUTIVE SESSION

Chair Tuor asked for a motion to convene in executive session. **Motion/Action:** Governor Valdez moved; Governor Jordan seconded; and the motion carried unanimously. General Counsel Johnson read the meeting into executive session for matters pertaining to the Real Estate/Facilities Committee, the general executive session to receive the litigation report, and the Evaluation Committee, all confidential as set forth in the meeting notice. The meeting recessed for a break at 2:36 p.m., convened in executive session at 2:50 p.m., and adjourned for the day upon completion of the Evaluation Committee session.

THE BOARD OF GOVERNORS OF THE COLORADO STATE UNIVERSITY SYSTEM BOARD MEETING
Colorado State University System Offices, Denver, Colorado
December 6, 2019

CALL TO ORDER

Chair Tuor called the meeting to order at 9:00 a.m.

ROLL

Governors present: Nancy Tuor, Chair; Jane Robbe Rhodes, Vice Chair; Kim Jordan, Treasurer; Dean Singleton, Secretary; Russell DeSalvo; Steven Gabel; William Mosher; D. Rico Munn; Armando Valdez; Kacie Adair, Student Representative, CSU-Pueblo; Ben Amundson, Student Representative, CSU; Harriet Austin, Faculty Representative, CSU-Global Campus; Stephanie Clemmons, CSU Faculty Representative; Matthew Cranswick, Faculty Representative, CSU-Pueblo; Nicole Hulet, CSU-Global Student Representative

Administrators present: Tony Frank, Chancellor, CSU System; Amy Parsons, Executive Vice Chancellor, CSU System; Joyce McConnell, President, CSU; Timothy Mottet, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Jason Johnson, General Counsel, CSU System; Lynn Johnson, Deputy Chief Financial Officer, CSU System, and Vice President of Operations, CSU; Rick Miranda, Chief Academic Officer, CSU System, and Provost and Executive Vice President, CSU; Susy Serrano, Director of Internal Auditing, CSU System; Henry Sobanet, Chief Financial Officer, CSU System

CSU System Staff present: Melanie Geary, Executive Assistant; Adam Fedrid, IT Manager; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the General Counsel

Staff and Guests present: Mohamed Abdelrahman, Provost, CSU-Pueblo; Aaron Alexander, Dept. Chair and Associate Professor, Art Dept., CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Karen Ferguson, Provost and Vice President of Strategic Innovations, CSU-Global; Margaret Henry, Treasurer, CSU System; Donna Souder Hodge, Executive Director of Organizational Development, CSU-Pueblo; Christin Holliday, Vice President, Enrollment Management and Student Affairs, CSU-Pueblo; Mike Hooker, Director, Public Relations, CSU; Greg Hoye, Executive Director for Marketing and Community Relations, CSU-Pueblo; Blanche Hughes, Vice President of Student Affairs, CSU; Pam Jackson, Interim Vice President for External Relations, CSU; Jannine Mohr, Deputy General Counsel, CSU; Cara Neth, Director of Executive Communications, CSU System; Alan Rudolph, Vice President for Research, CSU; Jen Smith, Assistant Director of Social Media, Chancellor's Office, CSU; Karl Spiecker, Vice President for Finance and Administration, CSU-Pueblo; Leticia Steffen, Associate Dean, CHASS, and Mass Communications Professor, CSU-Pueblo; Lesley Taylor, Vice President for Enrollment and Access, CSU; Niki Toussaint, Chief of Staff, CSU-Pueblo

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Committee Chair Singleton convened the committee meeting and asked Dr. Miranda to start with the new degree programs.

New Academic Degree Programs: Dr. Miranda reviewed the following new degree programs: CSU, Master of Sport Management; CSU-Global, Bachelor of Science in Nursing Completion Program; CSU-Global, Master of Science in Nursing; CSU-Global, Post Baccalaureate Alternative Licensure Program; CSU-Pueblo, Bachelor of Applied Science in Health Science; CSU-Pueblo, Bachelor of Science in Cannabis Biology and Chemistry; CSU-Pueblo, Bachelor of Science in Middle School Mathematics Education; and CSU-Pueblo, Master of Science in Nurse Manager and Leader Program. Dr. Miranda then reviewed the two proposed retitled degree programs for CSU-Pueblo as follows: Bachelor of Science in Business Administration in Marketing, and Master of Science in Mechatronics Engineering. Approval of the new and retitled degree programs is on the consent agenda.

CSU Faculty Manual Changes: Dr. Miranda described the proposed revisions to the CSU faculty manual for the following sections: Section C.2.3.1.A; Section D.5.3.J ; Section D.7.18; Section E.2.1; Section F.3.13; Section K; Section K.3.1; Section K.3.2; and Section K.12.4. Approval of the revisions is on the consent agenda.

CSU and CSU-Pueblo AY 2020-21 Sabbatical Requests: Dr. Miranda explained how the sabbatical requests undergo a thorough campus review and approval process.

Academic Calendars: The CSU academic calendar included in the meeting materials is for Fall 2024-Summer 2026 and AY 2020-21 and 2021-22 for CSU-Pueblo. Approval is on the consent agenda.

Program Review Summary: Dr. Miranda remarked on the review process that is undertaken on the CSU and CSU-Pueblo campuses. CSU-Global reviews every program annually and review process will be provided in the next meeting book.

Approval of CSU-Global Revised Vision and Mission: Dr. Ferguson reported that, during the strategic planning process, a staff survey to examine the vision and mission was distributed. A task force was then assembled for the revisions that are tied to the strategic plan. She reviewed the revisions that include changing the terminology of non-traditional learner to modern learner. **Motion/Action:** The motion was made, seconded, and passed unanimously.

Approval of the CSU-Pueblo Renaming of the Mass Communications and Center for New Media Dept. within the College of Humanities, Arts, and Social Sciences: Dr. Miranda summarized the proposed renaming action item. **Motion/Action:** The motion was made, seconded, and passed unanimously.

Student Success and Enrollment Reports: Dr. Miranda reviewed the demographics, enrollment trends, and student success data for CSU. Ms. Holliday reviewed the CSU-Pueblo report and noted the positive retention results. Dr. Ferguson explained the CSU-Global differences in the report from the other campuses due to monthly starts.

Online Offerings System-wide Report: Dr. Frank explained the report was prepared based on questions at the prior meeting. The report includes data on demographics, costs, degrees by institution, completion rates, and average number of students.

CSU-PUEBLO REPORTS

Student Report: Governor Adair highlighted from the written report a meeting with Pueblo County

Commissioner Ortiz to discuss scholarships; the Love CSU-Pueblo Give Day; She reported the CSU-Pueblo football team secured a home playoff game for which the ASG purchased 300 tickets for students and the two-day Winter Wonderland that includes the Pueblo community began the previous evening.

Faculty Report: Governor Cranswick reviewed from the written report several recent faculty achievements; the fall student research symposium; the new academic degree programs; and the faculty forums.

President's Report: Dr. Mottet commented on the success of the Winter Wonderland and a recent holiday tree lighting event that engaged both the campus and local community. He explained the written report provides nine different key takeaways and described how three groups of faculty have come together to create a School of Creativity and Practice that is the first manifestation of the visioning process which reflects the transformation the campus is undergoing. He then introduced Drs. Steven and Alexander who provided an overview of this new project.

CSU-GLOBAL REPORTS

Student Report: Governor Hulet commented on the recent newsletter that emphasizes time management for students and outlines the disabilities services website. She noted CSU-Global is recognized as one of the top ten affordable Master's programs in project management and ranks in the top five for best value in online school. The fall commencement will be held the next day with approximately 2,000 students graduating.

Faculty Report: Governor Austin shared recent faculty and student awards and accomplishments. She highlighted the approval received to start a chapter of the National Society of Leadership and Success with a one year grant to cover the costs; the Master of Science Executive Express Path that has good retention, success, and growth; the new opportunities for students in the Business Management program to join two national honor societies; and the partnership with Pickens Technical College to offer six online prerequisite courses for students planning to enter a nursing program.

President's Report: Dr. Takeda-Tinker invited the Board to participate in the virtual commencement that will take place on December 7th. An update was provided on the digital and structural architecture master's certificate program that is being expanded into an apprenticeship program which will be presented at the February meeting. CSU-Global has been awarded a contract through the Governor's office for operational leadership training for governing boards that utilizes best practices and is directed at learning outcomes specified by the Governor's office. Dr. Takeda-Tinker then summarized the alternative teacher licensure program that will be approved on the consent agenda.

CHANCELLOR' S REPORT

Dr. Frank highlighted from the written report the Together We Grow partnership; the National Western Center (NWC) work being done in preparation for the construction that will begin on March 9, 2020; and the listening tours undertaken by Ms. McConnell and himself across Colorado.

Strategic Mapping: Ms. Parsons reported Chair Tuor and Governor Valdez participated in a trip with alumni and donors to the CSU Todos Santos Center. Chair Tuor and Governor Valdez commented on their experiences at the campus. Ms. Parsons provided updates on the Together We Grow consortium; the recent Water in the West symposium; and participation of CSUS staff in NWC activities with the neighboring communities. She described the building concept designs for the three CSU buildings at the NWC and revealed the new Spur brand to identify CSU at the NWC. Ms. Parsons shared details on the proposed new CSUS logo.

APPROVAL OF THE CONSENT AGENDA

Chair Tuor reviewed list of the consent agenda items and asked for a motion to approve. **Motion/Action:** The motion was made, seconded, and passed unanimously.

Chair Tuor asked for a motion to approve the naming related to a CSU research and education building within the Warner College of Natural Resources. **Motion/Action:** Governor Valdez moved; Governor Singleton seconded; and the motion carried unanimously.

RECOGNITION OF OUTGOING BOARD MEMBERS

Governors Mosher and Munn commented on their experiences and the challenges for the Board, and expressed appreciation for the opportunity to serve. On behalf of the Board, Chair Tuor thanked Governors Mosher and Munn for their service.

In light of her upcoming retirement, General Counsel Johnson thanked Sharon Teufel for her years of work for the Office of the General Counsel.

With no further business to come before the Board, the meeting was adjourned at 11:45 a.m.

THE BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
SPECIAL MEETING
By Telephone Conference and in the Conference Room at
475 17th Street, Suite 1550, Denver, Colorado
December 18, 2019

CALL TO ORDER

Board Chair Tuor called the meeting to order at 4:32 p.m.

ROLL

Governors present: Russell DeSalvo; Steve Gabel; Kim Jordan; Bill Mosher; Rico Munn; Jane Robbe Rhodes; Dean Singleton; Nancy Tuor (Chair); Armando Valdez; Kacie Adair, CSU-Pueblo Student Representative; and Nicole Hulet, CSU-Global Student Representative

Administrators and Staff present: Tony Frank, Chancellor; Jason Johnson, General Counsel; Amy Parsons, Executive Vice Chancellor; Henry Sobanet, Chief Financial Officer; and Melanie Geary, Executive Assistant

MEETING

Board Chair Tuor convened the special meeting of the Board of Governors and asked for a motion to move into executive session. Kim Jordan made a motion to move into executive session, Dean Singleton seconded, and the motion passed unanimously. General Counsel Johnson read the Board of Governors into Executive Session in order to obtain legal advice from the General Counsel related to the utility program for the National Western Center Campus, which is confidential pursuant to C.R.S. § 24-6-402(3)(a)(II).

At 6:05 pm, the Board came out of Executive Session and General Counsel Johnson read the language of a proposed Board resolution:

"Moved, that the Chancellor of the Colorado State University System is authorized to approve the terms and conditions of, as well as execute a long-term contract for the provision of heating and cooling services for the CSU buildings at the National Western Center campus, and other related agreements for this long-term energy contract, provided such agreements meet the guidelines and expectations of the Board, and upon consultation with the Office of General Counsel."

Chair Tour asked if any Board member wished to make a motion to approve that resolution. Bill Mosher made a motion to approve the Board resolution read by General Counsel Johnson, and that motion was seconded by Armando Valdez. Chair Tour called for any Board discussion on that motion and proposed resolution, and following that call for discussion, Chair Tour called for an alphabetical role call vote by the Board of Governors. An alphabetical role vote was called and six Board members voted "yes": Russell DeSalvo, Kim Jordan, Bill Mosher, Rico Munn, Nancy Tuor, and Armando Valdez; and three Board members voted "no": Steve Gabel, Jane Robbe Rhodes, and Dean Singleton. In accordance with the Bylaws of the Board of Governors, the motion carried.

With no further items for discussion or business, Board Chair Tuor adjourned the special meeting of the of the Board at 6:10 p.m.

Board of Governors of the Colorado State University System
Meeting Date: February 5-7, 2020
Consent Item

MATTERS FOR ACTION:

2019-2020 Academic Faculty and Administrative Professional Manual Revisions: Section E.12.2 Research and Other Creative Activity

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.12.2, Research and Other Creative Activity

EXPLANATION:

Presented by Rick Miranda, Provost and Executive Vice President.

These changes are meant to help clarify what constitutes research and creative activity.

NOTE: Revisions are noted in the following manner:
Additions - underlined Deletions - ~~overscored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL
REVISIONS AND ADDITIONS – 2019-2020

E.12 Performance Expectations for Tenure, Promotion, and Merit Salary Increases *(last revised ~~June 21, 2011~~ February 7, 2020)*

E.12.2 Research and Other Creative Activity *(last revised ~~August 12, 2009~~ February 7, 2020)*

Research is the discovery and development of knowledge; other creative activity is original or imaginative accomplishment. Research and other creative activity include, but are not limited to~~,~~: publications (including scholarly articles, conference proceedings, invited reviews, book chapters, textbooks, and other monographs); exhibitions, presentations or performances; copyrighted, patented, or licensed works and inventions; supervision of or assistance with graduate student theses/dissertations and undergraduate research; and ~~the award of~~ both effort and success in generating funding to support research and other creative activities. Scholarly activities that advance the effectiveness of teaching and education could also be considered research. Scholarly activities with a research/creative artistry component that include reciprocal engagement with external partners (local, state, national, and international) are encouraged and should be considered research and creative activity (see Section E.12.4). Examples include applied research, community-based participatory research, and collaboratively-created new artistic or literary performances. Other examples can be found in the "Continuum of Engaged Scholarship".

The criteria for evaluating the original or imaginative nature of research and other creative activities should be the generally accepted standards prevailing in the applicable discipline or professional area. It is important to note that the focus is on quality and impact, rather than quantity of output. Standards for determining quality will vary among disciplines and should be specified by each academic unit. However, evaluations should be based primarily upon the quality of the product as judged by peers. Some measures of quality are the prestige of the journals in which publications appear, reviews of publications in the critical literature, reviews of artistic performance by recognized experts, prizes and other awards for significant professional accomplishment, citations of publications, grants obtained in open competition, invitations to speak at prestigious national and international meetings, invitations to serve on grant panels or other national or international committees, and impact and outcome assessments as indicated by adoption of results by clientele. When work is a collaborative effort, every attempt should be made to assess the value of the contribution of the faculty member. Some categories of publication or other accomplishments, such as Extension publications, more properly are regarded as vehicles for teaching or outreach/engagement; however, these may be considered evidence of other creative activity to the extent that new ideas and research are incorporated.

MATTERS FOR ACTION:

2019-2020 Academic Faculty and Administrative Professional Manual Revisions: Section J.2 Definitions and Section J.3 Ownership and Rights

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section J.2 Definitions and Section J.3 Ownership and Rights.

EXPLANATION:

Presented by Rick Miranda, Provost and Executive Vice President.

The previous language states that the University and the Member own works jointly, but that the Member must sign over all rights, interest, and title to the University. In practice, this means that the member retains no ownership. The language in the opening paragraph of Section J.3 further reinforces this. As a compromise, the wording is changed to make it clear that the member retains no ownership, but this is limited to inventions, so faculty do retain ownership of Academic Materials and Publications. In addition, the inventors/creators still receive the royalties described in Section J.8.

The final paragraph deals with the situation where something has evolved over a long period of time with many contributors so that no clear inventors/creators can reasonably be identified.

NOTE: Revisions are noted in the following manner:
Additions - underlined Deletions - ~~overscored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL
REVISIONS AND ADDITIONS – 2019-2020

J.2 Definitions

Academic Materials

Materials used for pedagogical purposes including, but not limited to collected data, recorded and live digital, video, and audio presentations; photographs, films, graphic illustrations, transparencies, and other visual aids; programmed instructional packages; computer programs and data bases; and scripts, study guides, syllabi, tests, and other items that accompany, or are used to present or demonstrate, the above described materials. Academic Materials may be copyrighted, patented, and/or trademarked.

Contributing Unit

An organizational entity, other than the Member's home department, that provides University Resources directly in the creation or production of Works.

Department

The home department, either an academic department or other University entity, of the Member's appointment or contract.

Information Support Technologies

Includes technologies or processes used to support the electronic capture, storage, retrieval, transformation, and presentation of digital data and information or to interface between digital forms and other communications and information media, but excludes the content presented and stored in word processors, databases, or other capture, storage, retrieval, transformation, or presentation programs.

Inventions

New, useful, and non-obvious ideas and/or their reduction to practice that result in, but are not limited to, new devices, processes, and/or methods of producing new and/or useful industrial operations and materials; any produced article useful in trade; any composition of matter, including chemical compounds and mechanical mixtures; any plant covered under plant patent laws, the Plant Variety Protection Act, or other methods that provide protection; biological materials including cell lines, plasmids, hybridomas, monoclonal antibodies, and genetically-engineered organisms with commercial potential; many new designs in connection with the production or manufacture of an article including computer software, data bases, circuit design, prototype devices and equipment; and any improvement upon existing processes or systems. An Invention may be copyrighted, patented, and/or trademarked.

Inventors and Creators

Members responsible for the conception, ideas, and content of Inventions and other Works. Support staff such as research assistants, photographers, artists, producers, computer programmers, printers, and others contribute to the Works but are not considered Inventors or Creators unless they substantially influence the original and novel aspects of the Works.

Other Creations

Creative and artistic endeavors and performances and all other Works.

Publications

Textbooks, bulletins, circulars, pamphlets, reports, information releases, data sets, exhibits, demonstrations, and other scholarly or popular writings regardless of medium. Publications may be copyrighted and may include any of the items described above in Academic Materials.

University Resources

Funds, supplies, equipment, physical facilities, support personnel, and/or other services or property of the University, including Information Support Technologies. In consideration of the benefit that accrues to the University from individual scholarly activity, the University has concluded that University Resources shall not include the Member's time, use of the library, or use of personal office including any office computer or data processor located therein.

Works For Hire

Expressly-commissioned Works for instructional, public service, or administrative use, by the University are deemed to be "works for hire" and property of the University. (See also Section J.12.2.)

J.3 Ownership and Rights

Ownership and rights to Works having potential monetary or commercial value depend on the origin, type, and amount of resources used in the creation of Works. The Vice President for Research (hereinafter referred to as "VPR") is responsible for making ownership and licensing decisions for works pursuant to Section J. Decisions by the VPR concerning software will consider whether such software is Academic Material. When software is Academic Material, and not developed using University Resources, the Member retains ownership (see also Sections J.3.1, J.7, and J.12.2). The following provisions shall govern the ownership of Works.

J.3.1 Works Supported by the University

With the exception of Academic Materials and Publications not supported through the substantial use of University Resources, Works developed using University Resources or reduced to practice[1] in the course of a Member's University responsibilities ~~and those expressly commissioned by the University shall be the property of the University and the Members who created them~~ are owned and managed by the University or its designee on behalf of the University and the inventors/creators pursuant to this Section J. In this context, if data and information that are a result of research activities are used in Academic Materials and Publications, that alone shall not be considered to constitute a substantial use of University Resources. All Members ~~shall execute written assignments and such other documents as may be necessary to transfer to the University or its designee there~~ are obligated to assign and do hereby assign to the University or its designee all right~~s~~, title, and interest in and to ~~such Works that are determined by the VPR to have potential monetary or commercial value, unless otherwise specified in written agreements under Section J.7.4~~ all Inventions of which they are inventors/creators. Inventors/creators will cooperate with the University, or its assignee, in seeking intellectual property protection for such Inventions and in complying with legal obligations to research sponsors related to such Inventions. The Member shall retain, in all circumstances, a non-exclusive, non-transferable right to use such Inventions for noncommercial teaching, research, and publication purposes. Any other use, such as a commercial use, including use in consulting activities, will require a license from CSURF. ~~Associated with such transfer, t~~The Member retains the following non-reassignable rights to use Academic Materials and Publications other than ~~those which are or may be patented~~ Inventions ("~~Non-patentable~~ Non-Invention Academic Materials and Publications") without obtaining permission from the University, unless waived in writing by the Member:

a. The right to use or reproduce such ~~Non-patentable~~ Non-Invention Academic Materials and Publications in other scholarly endeavors;

b. The right to update or revise the content of such ~~Non-patentable~~ Non-Invention Academic Materials and Publications, except that the University shall not be obligated to provide further resources toward such use, unless the revisions are requested by the University or agreed to jointly by the University and the Member;

c. The right to be identified as the creator of such ~~Non-patentable~~ Non-Invention Academic Materials and Publications, if desired;

d. The right to make derivations of such ~~Non-patentable~~ Non-Invention Academic Materials and Publications; and

e. The right to use such ~~Non-patentable~~ Non-Invention Academic Materials and Publications in other scholarly endeavors with a new employer. Notwithstanding the foregoing, if any such ~~Non-patentable~~ Non-Invention Academic Materials and Publications are the subject of an exclusive license to a third party, the Member shall be deemed to have waived the foregoing rights in consideration of the potential for royalty distribution as set forth in Section J without execution of a written waiver.

Where no inventors/creators are reasonably attributable to a Work, such as in the case of a Work created with the input of numerous individuals in past collaborative efforts over long periods of time, such that distinct inventors/creators or specific contributions are not reasonably identifiable, the Work will be treated as having no inventors/creators ("University Works"). Where a Work was created or developed in whole by Members other than academic faculty members and within the scope of their employment, the Work will be considered to be a work made for hire and treated as a University Work. When a University Work is clearly attributable to a specific unit, that unit shall be treated as the Member for the purposes of this policy.

[1] Black's Law Dictionary generally defines "reduced to practice" as "accomplished when an inventor's conception is embodied in such form as to render it capable of practical and successful use."

Board of Governors of the Colorado State University System
Meeting Date: February 6-7, 2020
Consent Item

MATTERS FOR ACTION:

Updated Certificate Program Title: NSA-Designated Institution Certificate in Cyber Security Defense

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the request from the Hasan School of Business to update the cyber security certificate program title to NSA-Designated Institution Certificate in Cyber Security Defense.

EXPLANATION:

Presented by Mohamed Abdelrahman, Provost and Vice President for Academic Affairs

Hasan School of Business
NSA-Designated Institution Certificate in Cyber Security Defense-28 credits
CIP Code: 11.0116
Certificate Level: 02- Certificate (at least one but less than two years)

This title update is to comply with NSA requirements in authorized certificate titling.

The designation of CSU-Pueblo as a National Security Agency, Center for Academic Excellence (NSA-CAE) in Cyber Defense Education allows us to offer the NSA-Designated Institution Certificate in Cyber Security Defense to prepare CSU-Pueblo students with knowledge in cyber security to enhance their employment in related fields.

Previous title was NSA-CAE Certificate in Cyber Security Defense.

Board of Governors of the Colorado State University System
Meeting Date: February 6-7, 2020
Consent Item

MATTERS FOR ACTION:

Updated Program Title: World Languages

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the request from the College of Humanities, Arts and Social Sciences to update the title of our existing Foreign Languages-Bachelor of Arts program to World Languages-Bachelor of Arts Program

EXPLANATION:

Presented by Mohamed Abdelrahman, Provost and Vice President for Academic Affairs

College of Humanities, Arts and Social Sciences
World Languages-Bachelor of Arts program (120 credits)
CIP Code: 16.0905

Current disciplinary standards in language instruction include updating of program titles to World Languages. CSU-Pueblo is aligning our program title with that preferred title. The previous title was Foreign Language. Currently an emphasis in Spanish is offered in this program which aligns with our Hispanic-Serving Institution status.

Board of Governors of the Colorado State University System
Meeting Date: February 6-7, 2020
Consent Item

MATTERS FOR ACTION:

New Certificate Program: CSU-Pueblo Technology and Computer Instruction

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the request from the Hasan School of Business to create a new post-baccalaureate certificate in Technology and Computer Instruction. If approved, this certificate will be effective in fall 2020.

EXPLANATION:

Presented by Mohamed Abdelrahman, Provost and Vice President for Academic Affairs

Hasan School of Business
Technology and Computing Instruction Certificate-18 credits
CIP Code: 13.1309
Certificate Level: 04- Post baccalaureate

This post-baccalaureate certificate is an interdisciplinary program designed for professionals who want additional development in technology and computing instruction. In addition to providing completers with additional knowledge and skills, this certificate would help teachers meet HLC credential requirements for concurrent enrollment courses.

Complete two of the following ED courses (6 credits):
- ED 520 Educational Media and Technology
- ED 523 Teaching & Managing Technology
- ED 532 Hardware & Networking for Educators

Complete four of the following CIS courses (12 credits):
- CIS 510 Data Analytics with Python
- CIS 550 Advanced Data Analytics
- CIS 560 Cyber Security & Defense
- CIS 561 IT Security Management
- CIS 562 Computer Forensics
- CIS 565 Management Information Systems

Board of Governors of the Colorado State University System
Meeting Date: February 6-7, 2020
Consent Item

Colorado State University-Pueblo
Proposed Restructuring of Academic Affairs

Motivation:

With Vision 2028, Colorado State University-Pueblo established a set of values as a Hispanic Serving institution dedicated to interdisciplinary learning and entrepreneurship. Through this dedication, CSU-Pueblo will elevate its people and community, create educational opportunities, foster unique collaborations, and support inclusion, access and affordability as a gateway to the world. Our new mission reflects our desire to increase student success in a rapidly changing world by instilling resilience, agility and problem-solving abilities in our diverse student population. Students need to be ready for a world where Artificial Intelligence and technological advances will be playing an ever-increasing role. They not only have to master the technical skills associated with their field of study but also successfully function within interdisciplinary teams, analyze information and seamlessly transfer their knowledge and expertise between different contexts. Moreover, students also need a robust educational basis that supports creativity, cultural agility, empathy and communication.

CSU-Pueblo has, with support from the Board of Governors, started working on initiatives to create an educational environment that can make this a reality. These initiatives include experiential learning opportunities for students through a revised financial-aid model that allows students to have meaningful work experiences as early as their freshman year. A re-imagination of Capstone experiences for all disciplines complements these experiential learning experiences and provides opportunities for interdisciplinary collaborations. Another initiative aims at the redesign of general education to create an educational environment for students to develop all needed skills. The organizational structure of academic affairs needs to be supportive of the educational environment. An examination of the current organization of our academic affairs division reveals the following issues:

1. The distribution of the number of majors across the colleges vary widely. The number of majors in the college with the highest number, College of Education, Engineering, and Professional Studies (CEEPS), is more than triple the lowest number of majors in the College of Science and Mathematics (CSM).
2. The grouping of majors in the different colleges is less than ideal and not conducive to collaborations. Hence, it is imperative to examine the existing academic structure. For example, CEEPS, which has the largest number of majors, is a collection of programs in Education, Engineering, Technology, Management, Nursing, Health Sciences and Human Performance. Some of these programs are closely related while others seem to align more closely with other Colleges and Schools on campus.
3. There exist opportunities to raise the profile of programs in Nursing and Health Sciences, especially given the scheduled opening of the renovated Psychology Building (Integrated Human Health and Humanities).
4. With the campus focus on selecting the Technology Building as the highest priority for the next renovation project, there exists an opportunity for highlighting programs in STEM as another area of focus on campus.
5. The Hasan School of Business is a strong partner and collaborator at the undergraduate level with management programs within CEEPS including the Automotive Industry Management program (AIM).
6. Within CEEPS there are three full-time administrators (Dean, 2 Associate Deans) and four department chairs providing an opportunity for some cost savings.

Objectives:

As indicated in the motivation section above, CSU-Pueblo is committed to supporting the success of its diverse student population by providing them with an environment where they can master the skills needed for them to navigate a work environment where they increasingly will need to compete with each other and learn to adapt as technological advances replace jobs that were traditionally carried out by college graduates. Examination of the current structure reveals an opportunity to carry out a moderate reorganization that will achieve the following objectives:

1. Support the implementation of Vision 2028 by creating an organizational structure to facilitate collaborations and entrepreneurial activities among academic units at CSU-Pueblo in the areas of Health, Education, and STEM.
2. Enhance the marketability of programs in the Health, Education & STEM areas by increasing the visibility and recognition of these areas. These areas represent signature disciplines that have strong presence at CSU-Pueblo and can have a significant impact on the societal and economic fabric of the region.
3. Identify and capitalize on opportunities in academic areas, including collaborative and/or online degrees in the STEM/Health/Education areas.
4. Position ourselves with a clear vision for a Technology Building renovation plan to strengthen the STEM and education areas.
5. Identify opportunities for reducing the administrative load in the academic colleges.

Proposed Reorganization:

1. Moving the Automotive Industry Management Program to the HSB
   The Automotive Industry Management program uses close to 50% of its curriculum from the Hasan School of Business. Thus, the program curriculum is well aligned with the HSB and would benefit from moving into the HSB.

   Impact:
   a. Lines for faculty members associated with the program would be moved to the HSB.
   b. No physical relocation is required.
   c. A program coordinator will continue to coordinate the program.
   d. The program coordinator will report to the Associate Dean at HSB.
   e. The HSB will apply for a waiver for the program from their AACSB accreditation.

   Financial Impact
   - Minimal financial cost associated with change in stationary and business cards.
   - Positive financial impact is expected due to improved recruitment efforts and enhanced collaboration.

2. Forming a STEM College
   The STEM College will be comprised of Departments of Biology, Chemistry, Engineering, Mathematics and Physics, and Engineering Technology and Construction Management.

Impact:

a. No Physical relocation is required.
b. The new STEM College will increase opportunities for interdisciplinary collaboration and growth in the STEM area.
c. The new college will be led by a Dean and have five departments.

Financial Impact:

- Minimal financial cost associated with change in stationary and business cards, stipends and salary adjustment.
- Positive financial impact is expected due to improved recruitment efforts and enhanced collaboration.

3. Forming a College of Health, Education and Nursing

The remaining programs in the College of Education, Engineering and Professional Studies will be organized into three schools within a College of Health, Education and Nursing: School of Nursing, School of Education and School of Health Sciences and Human Movement. Each of the Schools will be led by one person serving as Associate Dean/Director. The schools will not have departments. One of the Directors will serve as Dean for the College for an additional stipend resulting in a reduced administrative cost. The Dean position will be reviewed for reappointment or new appointment every three years.

Financial Impact:

- A dean position will be shifted to a faculty position, resulting in a reduction in the administration cost.

Administration Load	Old Org. Structure		New Org. Structure	
	#	**FTE**	#	**FTE**
Program Coordinators	AIM (1)	**0.25**	1	**0.25**
Department Chairs	CEEPS (4), CSM(3)	**3.5**	CHEN (0), STEM(5)	**2.5**
Deans/Associate Deans	CEEPS (3) CSM (1)	**4**	CHEN (3) STEM (1)	**4**
Total		**7.75**		**6.75**

The original organizational structure is shown in Figure 1 while the new organizational structure is presented in Figure 2.

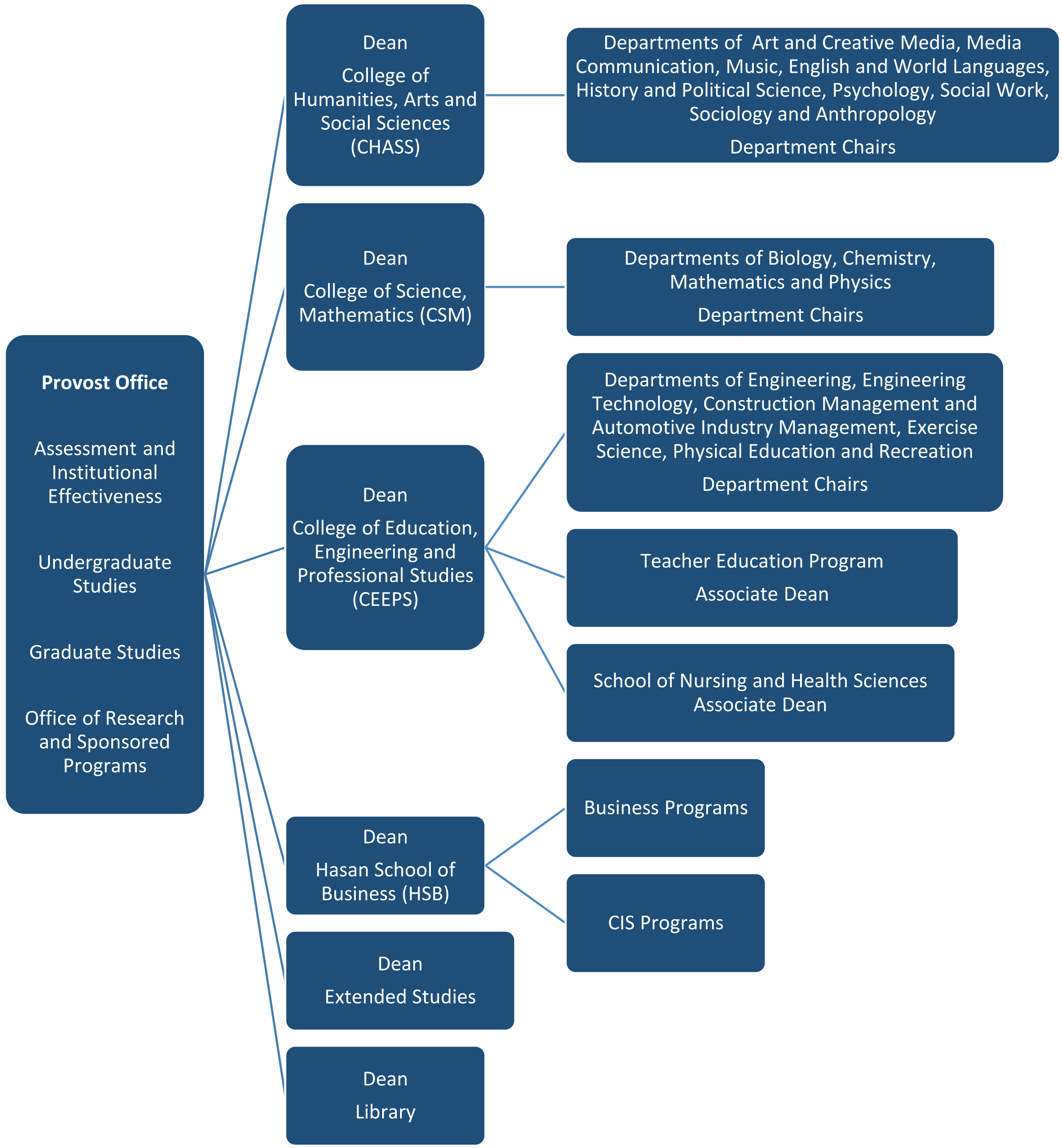


Figure 1: Original Organizational Structure

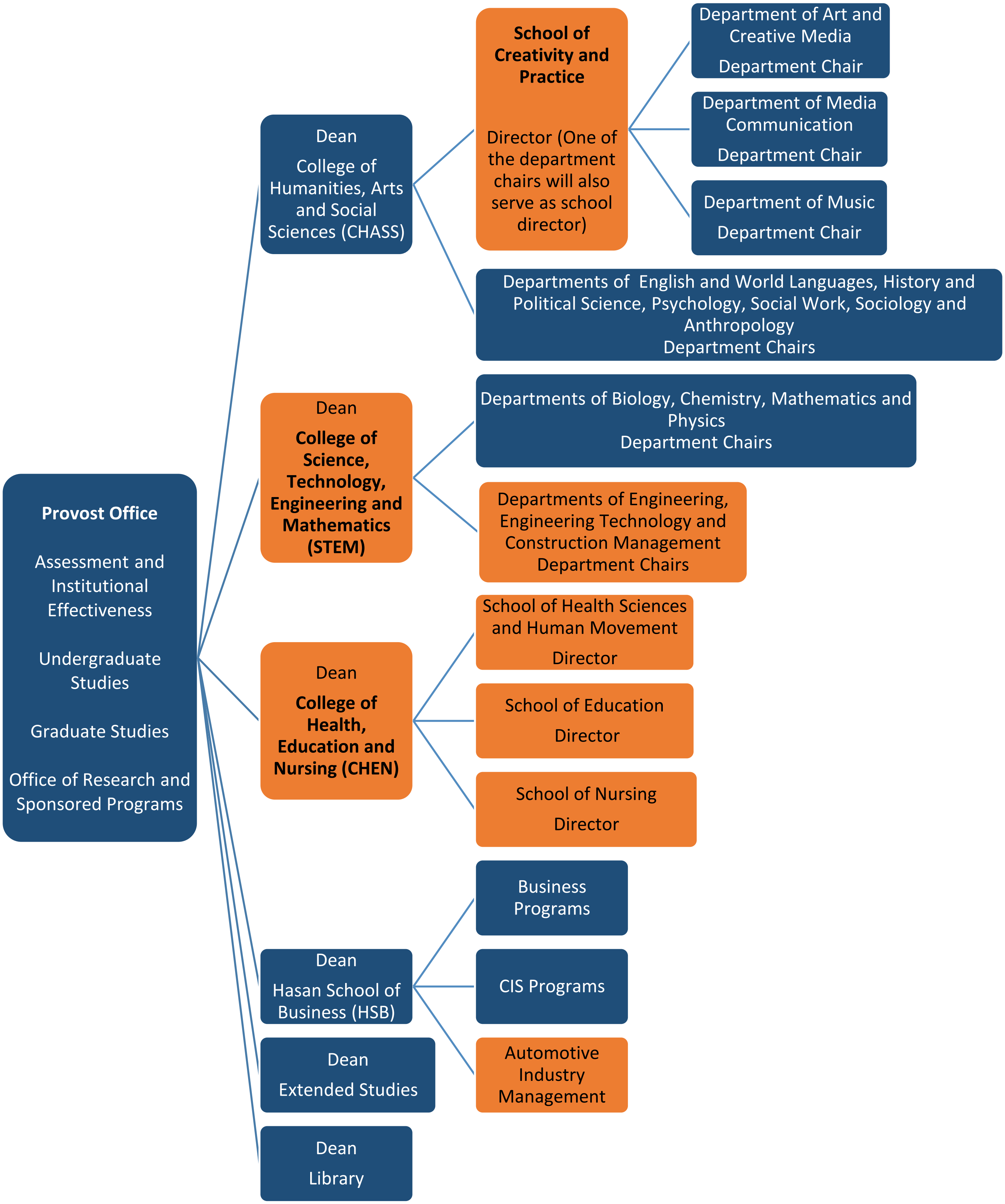

Provost Office
Assessment and Institutional Effectiveness
Undergraduate Studies
Graduate Studies
Office of Research and Sponsored Programs
Dean
College of Humanities, Arts and Social Sciences (CHASS)
School of Creativity and Practice
Director (One of the department chairs will also serve as school director)
Department of Art and Creative Media
Department Chair
Department of Media Communication
Department Chair
Department of Music
Department Chair
Departments of English and World Languages, History and Political Science, Psychology, Social Work, Sociology and Anthropology
Department Chairs
Dean
College of Science, Technology, Engineering and Mathematics (STEM)
Departments of Biology, Chemistry, Mathematics and Physics
Department Chairs
Departments of Engineering, Engineering Technology and Construction Management
Department Chairs
Dean
College of Health, Education and Nursing (CHEN)
School of Health Sciences and Human Movement
Director
School of Education
Director
School of Nursing
Director
Dean
Hasan School of Business (HSB)
Business Programs
CIS Programs
Automotive Industry Management
Dean
Extended Studies
Dean
Library

Figure 2: New Organizational Structure (Changes are highlighted in Orange)

APPENDICES

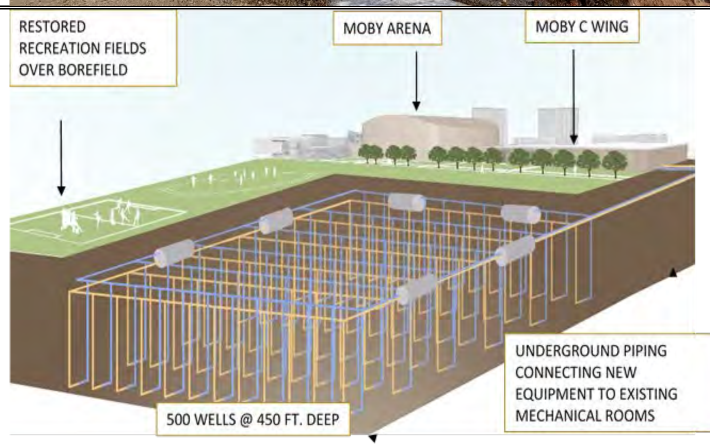
- Appendix I: Construction Reports
- Appendix II: Correspondence
- Appendix III: Higher Ed Readings

APPENDIX I

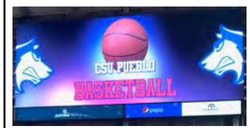
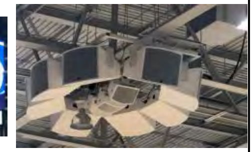
Construction Status Reports

Project	Bonds/Funding		Occupancy	Status as of Jan 2020
Bay Facility Total Budget: $6,250,000	$5,250,000-bond funds General fund, CVMBS, VPR $1M-VPR cash		June 2021	This project will construct a 10,000-12,000 gsf facility to house laboratory animals on South Campus in support of TMI, Animal Cancer Center, Pre-surgical Research Laboratory and VTH. Project is in design and working to align scope with budget.
Center for Vector Borne Infectious Diseases Total Budget: $23,470,000	$22,000,000-bond funds General fund $915K bond interest added to project $555K Central Funding agreement		Sept 2020	This project will construct a 41,000 gsf infectious disease research building on Foothills Campus, connected to the Regional Biocontainment Laboratory. Structural steel underway. Project is approximately 30% complete.

Project	Bonds/Funding		Occupancy	Status as of Jan 2020
Shepardson Building Renovation and Addition Total Budget: $44,000,000	$35,000,000- state funds* $9,000,000-bond funds		August 2021	This project will completely revitalize the Shepardson Building and add approximately 40,500 gsf of auditorium, classroom and laboratory space. *The first 2 phases of state funding have been approved ($27M). Phase 3 funding is pending FY 20-21 Long Bill approval in May 2020 ($17M). Building occupants have been relocated. Abatement of existing building is underway.
Johnson Family Equine Hospital $33,400,000	Funding from NWC COPs & Donations		March 2021	This project will construct an approximately 86,000gsf Equine Hospital on South Campus. Project bids were over budget in October. Project is in redesign, with rebid in Feb 2020. Relocation and/or demolition of structures within the footprint is underway.

Project	Bonds/Funding		Occupancy	Status as of Jan 2020
South Campus Infrastructure Total Budget: $7,150,000	$7,150,000-bond funds General fund		Dec 2020	Construction of the relocated Remodel and Construction Services shop is 100% complete. Storage building completion is expected in Jan 2020. Utility relocation and site grading are underway, with completion of underground work expected in Jan 2020.
GeoExchange System Total Budget: $21,300,000	$19,100,000-bond funds Energy Savings $2.2M from state CM funding		Nov 2020	This project will install a GeoExchange system in the recreation fields south of Moby Arena, and provide mechanical upgrades to the Moby complex. The existing central steam system west of Meridian Ave. will be retired. Abatement is underway in Moby Arena to accommodate the new mechanical equipment. Bore field drilling to begin May 2020.

Project	Bonds/Funding		Occupancy	Status as of Jan 2020
Lory Student Center Phase 3 Revitalization and Adult Learner & Veteran Services addition Total Budget: $24,000,000	$19,000,000- bond funds Student fees $5M from LSC reserves		Aug 2022	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. Schematic Design is 100%. Anticipate construction start in May 2020.
CSU-CU School of Medicine Branch campus	$10,000,000 Board of Governors reserves		April 2020	This project will finish 27,800 gsf of core and shell space on the 4th floor of the Health and Medical Center to provide classrooms, offices and study space for medical students. Construction is approximately 75% complete.
Meridian Village Ph 1 Total Budget: $130M	$130,000,000- bond funds Housing and Dining Services		Aug 2022	This project will construct approximately 1000 beds for 1st and 2nd year students, with a satellite dining facility. Aylesworth Hall has been deconstructed. Schematic design is complete, moving into design development. Underground utilities to begin in April/May 2020 in coordination with widening of Hughes Way.

COLORADO STATE UNIVERSITY - PUEBLO					
CONSTRUCTION PROJECT STATUS REPORT					
Project	**Total Budget & Funding Source**	**Construction Start**	**Scheduled Completion**	**STATUS as of 01/16/2020**	**Description**
Video and audio project at Massari Arena	$697,000 BOG	Nov-19	1-Jan	Work is substantially complete. 1 punch list item remains and close out documentation are underway. New score board and sound system will now support graduations and all other major events.	 
Track repair at Football	$1,000,000 BOG	Dec-19	June 1st, 2020	RFP for Design Build should be out Nov with contract by January. Received proposal working on contracting.	Remove existing track and remove mininum 12" soil per soils engeering recommendations. Replace with strucural soil and recommended asphalt depth. Provide new track surface
Concrete repair at football concourse	$162,582 BOG	Dec-19	June 1st, 2020	RFP for Design Build should be out Nov with contract by January	Removed damaged and cracked concrete at designated concourse area. Replace with new per Civil engineers design.
2019-061M19 Replace Roof and Windows, Hasan School Business	$720,720 State funded Controlled Maintenace			Douglas Colony Inc Roofer are undercontract and have been issued a Notice to proceed. Code official has issued a notice of compliance. Currently doing final measurements and planning occupy the site. Roof work is 50% complete. Crew had to shovel some snow in order to uncover the roof. Currently working around class schedules to optimize operations of both CSUP and roofer. Stuccor ledge vs window system determine as major search of water leaks. Metal panels will be used to fix.	The Hasan School of Business roof system has deteriorated beyond repair with leaks running down the drywall and through the window system. Numerous repairs have been completed, but are not mitigating the situation. Removing the entire roof system and installing a new system is recommended.
2020-087 M19 Replace Campus Water Lines	$900,680 State funded Capital Maintence (only phase one funded at this time)			Currently contracting due with vendor. On time and on budget. Had our first design meeting and decided needed to gather all achive material that could help with final design. A lot of investigation into the existing irragation system will be required.	Currently the CSU Pueblo irrigation lines do not have the capacity to effectively irrigate the campus landscaping. The irrigation system presently has to operate 24 hours a day and still does not cover all the necessary areas. The existing water lines are deteriorating and many of the existing isolation valves are inoperable. Domestic water loop is unable to isolate breaks resulting from deterorating valves and piping. Phase 1 = Design and Xeriscape Bartley Blvd, Phast 2 = New water main tap with distribution. Phase 3 = New water main tap.
2006 -050P18 Psychology Building Renovation and Addition	$16,812,751 State funded Capital Construciton			Phase 2 (structural foundations, structure and site) 80% Phase 3 remaining renovation and addition is now 20% complete. Entire project is on time and on budget and estimated at 40% complete. Anticipated Substantial Completion May of 2020. Anticipated Notice of Occupancy July of 2020. See time lapse camera and web link written narrative www.csupueblo.edu/about/campus/construction-projects/psychology-building.html structual steel for addition is 40% complete.	
2018-061 M19 SB267 Upgrade Fire Campus Systems Phase 1 and 2	$1,229,140 State funded Controled Maintenanc SB 267			Design is 90% and will finalize the bid documents in Feburary. Construction anticipated to take 12 months.	The existing campus -wide voice mass notification and fire alarm system is nearing the end of useful life. The campus has one main fire panel and 18 fire panels. The panels should be replaced before the manufacture stops supporting the system, before parts are not available, and before the system fails to report issues. The two phases are to replace fire alarm panels.
2018 064M19 SB267 Install Campus Security System	$890,450 State funded Controled Maintanance SB 267			Procurement complete, DB contract underway anticipated Substantial Completion = May 2021 Materials on site and ready to install. Schedule adjusted to support operational needs.	This project will provide electronic video system surveillance to all generally funded campus buildings, open spaces and parking lots at Colorado State University at Pueblo. All generally funded buildings to receive video camera surveillance system at all entrances. Additional exterior cameras will be mounted to survey the grounds and parking lot entrances.
M13019 Roof Replacement Art / Music Classroom Ph 1 of 1	$698,270 State funded Controled Maintanance			Construction 95%, anticipated Subtaintial Completion 12/01/2019. Had wind damage of HVAC roof cover and need to repair. Bird guard. Final change order process work underway estimatge 60 days to build final change order.	Repair Art roof and constructed a new exit stair. 65 mile hour wind damage a HVAC roof cover and need to repair.
Occhiato University Center Renovation and Addition	$35,000,000 Debt to be repaid with student fee facility fees, grants, & auxiliary services revenue			Occhiato University Center Schematic Design completed. Design Development Phase completed. GMP established, Notice to Proceed to Commence Construction issued Novemeber 3, 2015. All Bid Packages 1 ,2, 3, underway- -(Earth work, utilities, foundations, steel frame, elctrical, plumbing, HVAC, finishes) Design-Build Team of Nunn Construction/hord-coplan-macht Architects. Phase 1 (New Addition) 100% complete, occupied November 28, 2016. Phase 2 (ACM Abatement Completed February 6, 2017. Phase 2 Renovation area is Substantially Complete. Entire project approximately 99% overall complete to date. Phase 2 Renovation Occupied 2Jan18, grand opening 23Jan18. Phase 3 Ballroom retrofit completed 03/02/18. Entire Project Substantially Complete, on time, on budget. Entier project has been closed out successfully.	
Exterior Door Security Access Control at all Academic Buildings.Phase II	$998,351 Controlled Maintenance		12/2015	Add electronic card access/monitoring, new keyways, and replace worn exterior entrances at 11 academic buildings.	Project under budget and on schedule. 11 buildings are live on-line.Project is Complete
New General Classroom Building	$16000000 Capital Funds	Construction Start 06/14 Completion 07/15		Completion July 28, 2015. On time and on budget. Classes are in process.. G H Phipps Construction Co. - General Contractor Hord-Coplan-Macht Architects	

COLORADO STATE UNIVERSITY - PUEBLO					
CONSTRUCTION PROJECT STATUS REPORT					
Project	**Total Budget & Funding Source**	**Construction Start**	**Scheduled Completion**	**STATUS as of 01/16/2020**	**Description**
Soccer/Lacrosse Complex	$3,100,000 cash funded project from grants and donations		Construction began 3/2014, Completion Phase1 field and bleachers June 2014, Phase 2 Building completed February 1, 2016	Phase 2 (building) 100% complete. Occupancy on February 1, 2016. Press box Completed 6/1/16 (Phase I--Synthetic turf field--- completed and in use.) H. W. Houston General Contractor	

APPENDIX II

Correspondence

CSUS Board of Governors Correspondence Received				
Date Received	Email/Letter	From	Subject	Response
12/11/2019	Email	Gabriele Rearick	Hughes Property Redevelopment	12/17/19
1/8/2020	Email	Bob Vangermeersch	Canvas Stadium	1/16/2020
1/21/2020	Email	Tamra Meurer	Hughes Property Redevelopment	1/22/2020

From: gabriele rearick
To: CSUS Board
Cc: gabriele rearick
Subject: Inquiry: Sale of Hughes Stadium land in Fort Collins
Date: Wednesday, December 11, 2019 10:35:06 AM

Respected, honored Ladies and Gentlemen of the CSU Board of Governors,

Please advise if the land sale of the Hughes stadium property to Lennar has already closed.

If it hasn't, would you kindly entertain alternative opportunities for the land sale for a comparable price within a certain defined period of time?

We have a couple of ideas to generate those funds, as well as for that future land use, which may significantly better satisfy all stakeholders (including the city of Fort Collins), while also being much more beneficial for the future and inspiring land utilization, conservation, sustainability, and of course lastly the good Fort Collins citizens, neighbors and all taxpayers, to which this land belongs.

Best regards,
Gabriele Rearick

From: Neth,Cara
To: gsz05@msn.com
Cc: CSUS Board; Chancellor Tony Frank
Subject: RE: Sale of Hughes Stadium Land in Fort Collins
Date: Tuesday, December 17, 2019 9:29:29 AM

Dear Ms. Rearick,

Thank you for your message to the Board of Governors. I am responding on behalf of the Board and Chancellor Tony Frank, all of whom have received your message.

The CSU System conducted a public RFP process that resulted in the contract with Lennar. The property is still under contract with Lennar, and so we are not in a position to consider other offers or alternatives at this point.

We appreciate your interest and willingness to reach out.

Best wishes,

Cara Neth
Director, Executive Communications
Colorado State University System

From: Geary,Melanie
To: bobvangermeersch@aol.com
Subject: RE: Letter sent 11-19-2019
Date: Thursday, January 16, 2020 2:35:00 PM

Hi Mr. Vangermeersch,
Thank you for your interest in the CSU System. Your correspondence will be shared with the Board of Governors at their next meeting.
Best regards,
Melanie

Office of the Board of Governors

From: bobvangermeersch@aol.com <bobvangermeersch@aol.com>
Sent: Wednesday, January 8, 2020 12:12 PM
To: CSUS Board <csus_board@Mail.Colostate.edu>
Subject: Fwd: Letter sent 11-19-2019

Please forward this email to Governor Tuor as soon as possible.

Dear Governor Tuor

On Nov. 19 ,2019 I sent a letter to CSU President McConnell, after 3 follow up emails (see below) It seems like I am being "stonewalled".

Please help me get a response.
Thanks
Bob Vangermeersch
Fort Collins CO.
970-223-0493

-----Original Message-----
From: bobvangermeersch <bobvangermeersch@aol.com>
To: PRESOFC <PRESOFC@COLOSTATE.EDU>
Sent: Fri, Dec 20, 2019 2:46 pm
Subject: Fwd: Letter sent 11-19-2019

Dear President McConnell
THIRD REQUEST
Merry Christmas and a Happy New Year to you and your family.
Regards
Bob Vangermeersch

-----Original Message-----
From: bobvangermeersch <bobvangermeersch@aol.com>
To: PRESOFC <PRESOFC@COLOSTATE.EDU>
Sent: Tue, Dec 10, 2019 8:30 am
Subject: Fwd: Letter sent 11-19-2019

Dear President McConnell

SECOND REQUEST

Regards
Bob Vangermeersch

-----Original Message-----
From: bobvangermeersch <bobvangermeersch@aol.com>
To: PRESOFC <PRESOFC@COLOSTATE.EDU>
Sent: Wed, Dec 4, 2019 2:38 pm
Subject: Letter sent 11-19-2019

Dear President McConnell
I sent you a letter on 11-19-2019 regarding the financials of Canvas Stadium and how they are being reported on to your Board of Governors and to the public.

Please confirm the receipt of the letter and when I may expect your response.

Thank you
Bob Vangermeersch

January 21, 2020

To: Fort Collins City Council Members, Cameron Gloss, CSU Board of Govenors

CC: Matt Blum, KUNC

While the meeting tonight is a zoning hearing, it is clear that the city's proposed plan, the CSU/Lennar Agreement and the comments of many City Council members focus on how the property will be developed and therefore it is difficult to separate zoning and development. Additionally, some of these questions may seem too global, however, they ultimately relate to the City Plan. Council members refer to the City Plan in discussions of identified growth areas, including Hughes, and the impact zoning will have on this area forever.

We feel it is important to ask and receive answers to the following questions:

Cameron Gloss

1. Why after the P & Z Board recommended 100% RF did you completely disregard their recommendation and you presented your recommendation to City Council with just the briefest mention that the P & Z Board recommended 100% RF?
2. Why are you saying 500 - 550 units would be built on the Hughes property? We all know that you worked with CSU regarding the zoning. We also know that the agreement CSU signed with Lennar states a minimum of 600 units and provides incentives for every unit built over 625 and also includes additional bonuses as units are sold?
3. What is the exact number of units that can be built on the Hughes property with the LMN/RF zoning you have recommended? Not what you think, but the ACTUAL number. Please breakdown the number down by LMN and RF.
4. Why was the City Plan with identified growth areas implemented after CSU and Lennar signed their agreement regarding the Hughes Property?
5. Why after all of the feedback from the community to the City and CSU regarding the Hughes Property did you and your team only present housing development options for consideration?
6. Why if there is not a formal plan from Lennar for the Hughes Property, why are people meeting at the city building discussing the infrastructure issues for 550 units on the Hughes Property?
7. Why hasn't the concept of a Public/Private/Philanthropic Partnership been explored?

Colorado State University

1. Cameron Gloss stated in a City Council Meeting that CSU refused to consider selling the Hughes Property to the City. Please explain why this decision was made.
2. The Hughes Property was a land grant for and by the people. The community should have a say in what happens to this property. The community has been very clear, time and again, regarding the use of the Hughes Property. Why did you completely discount the public input on the Land Grant Property?
3. Why, after CSU has been so vocal regarding affordable housing for your workforce, did you not make workforce housing a requirement of the sale?

City Council

1. When will City Council start demanding answers and information for example, when will the studies the community has requested be completed and results "published"
    a. Ecological Characterization Study
    b. Emergency Response and Rescue
    c. Traffic study from Drake to LaPorte
    d. Educational Capacity
    e. Air Quality
    f. Structural Engineering Impact Study to the Reservoir
    g. Environmental Assessment Study
2. Many people in the community believe the Zoning for Hughes is a done deal. They find it hard to believe in transparency in government when secret meetings and communications continue between players. The realtors and were informed that the 2nd Hughes reading would not take place on November 19, 2019 hours before City Council voted to delay the vote. Mayor Troxell stated at the start of the City Council Meeting that he had not had the opportunity to speak with his fellow council members so how could the Realtors already know?
3. Some council members continue to assert that affordable housing is desperately needed and believe it will be built on the Hughes parcel. The community would like to know, by approved housing developments currently be built and/or considered exactly how many affordable and attainable units will be built in each development.
4. Once zoning is approved, what control does the city have over how many affordable and/or attainable units are built if the plans submitted by a builder meet all codes and regulations?
5. Why aren't affordable/attainable units being included in developments within the City Core which already has access to transportation and needed amenities?
6. Many of the cities starting out on the "Top Ten Places to Live" quickly lost their place because increasing population became more important than livability. The Fort Collins community wants Livability what does the City and the City Council want?

If you decide to support the recommendation of LMN/RF recommended by the City Planners, it will ultimately destroy the night sky's, wildlife habitats and access to Horsetooth Reservoir, also referred to as the "Crown Jewel of Fort Collins". Safety in the foothill's community will also be impacted since the City Plan identifies floods and wildfires as an ever-increasing threat as climate changes continue to occur.

Residents in the area prior to the Ponds and Bella Vira developments report that RF Zoning was fervently promoted and supported by the City to obtain buy-in that the buffer to the foothills would always be maintained. Subsequently, home buyers in this same area have relied on this promise.

We ask that you vote no tonight and not support LMN/RF for Hughes. Rather, support the P & Z Boards' recommendation of RF as a compromise between the Community, CSU and The City.

Sincerely,

Tamra and Robert Meurer 80525
Mary Grant 80521
Glenn and Mary Wemhoff 80526
Rex and Lonna Miller 80526
Marc and Codi McKee 80526
Doug and Pat Macallister 80521
Alexis Coover 80526
Jeralyn Davis 80526
David Thompson 80521

From: Neth,Cara
To: tamra.meurer@outlook.com
Cc: CSUS Board; Darin Atteberry
Subject: Response to your January 21 letter
Date: Wednesday, January 22, 2020 5:44:52 PM

Dear Tamra and Robert Meurer, Mary Grant, Glenn and Mary Wemhoff, Rex and Lonna Miller, Marc and Codi McKee, Doug and Pat Macallister, Alexis Coover, Jeralyn Davis, and David Thompson:

This letter acknowledges receipt of your email message by the Board of Governors of the Colorado State University System. While your letter obviously address issues beyond the purview of the CSU System, I can respond on behalf of the Board and Chancellor Frank to those questions specifically directed at CSU.

1) This is not true. The CSU System would have entertained an offer from anyone for the Hughes property. The City was clear at the time that it had no need for open space of this type in this location and they weren't interested in making a competitive offer.

2) The grants of land that supported the creation of Colorado State University were intended to benefit all citizens of Colorado. The CSU System is managed by a gubernatorially appointed board – the Board of Governors – that is confirmed by the State Senate. The Board of Governors has consistently stated that a $10 million gift from the citizens of the entire state to benefit the citizens of a single community is not appropriate. CSU has been clear from the beginning of this process that we consider this property an asset of the people of Colorado, and we intend to maximize the economic value of this asset on behalf of the people of Colorado.

3) We continue to evaluate workforce housing, as it was and remains one of our top priorities for the site. But the highest priority has always been and remains to obtain a fair financial return on the asset on behalf of the citizens of the state of Colorado. That's our fiduciary responsibility. As zoning changes decrease the monetary value of the asset, the university has less investment capital to put toward employee housing. Those plans hinge on the revenue derived from the property. Until the details of the development are finalized, it isn't possible for the university to develop a specific housing plan.

Thank you for the opportunity to respond.

Sincerely,

Cara

Cara J. Neth
Director, Executive Communications
Office of the Chancellor
Colorado State University System

APPENDIX III

Higher Ed Readings

Too far away: Distance is a barrier to bachelor's degrees for rural community college students
EdSource; Dec. 19, 2019
While the statewide community college transfer rate for California is nearly 2 in 5, in rural areas that rate is much lower. Students in rural areas like the "Inland Empire" between Los Angeles and Las Vegas experience higher rates of poverty and tend to be more place bound, due to family obligations and jobs. With the nearest four-year college 70 miles away, only 32 percent of Barstow Community College students who enroll with the intent to transfer, actually do so. While the California State University system is looking to build a new campus, it is unlikely it will benefit rural students in the Inland Empire or the northern and eastern Sierra regions. Community colleges are trying to bolster transfer rates by adding courses and degree programs to meet transfer requirements to the UC and CSU systems, but the cost and time of long commutes is still an insurmountable barrier to many.

Spending on higher education keeps rising, but at 'modest levels' for most states
The Chronicle of Higher Education; Jan. 6, 2020
State spending on higher education this fiscal year grew 5 percent over 2019, according to the Grapevine survey. This continues a multi-year trend, with state spending on colleges increasing by 18.8 percent since 2015. This fiscal year, nearly half of states reported increases in spending of 5 percent or more, and only three states saw funding to higher education decrease.

The college wealth premium has collapsed
The Atlantic; Jan. 8, 2020
A new study by researchers at the Federal Reserve Bank of St. Louis suggests that while a college education still boosts graduates' earnings, those earnings are no longer always translating to financial security and long-term prosperity. While the earnings boost for attending college has remained consistent, the wealth premium has collapsed, even when correcting for the fact that households tend to accumulate wealth as they age. While asset prices and consumer debt play a role, the cost of college is an important factor, with student loan debt making a college education less of a clear economic boon that it was 30 years ago.

CSU Todos Santos Center Quarterly Newsletter
Nov. 2019
Check out the latest news from the CSU Todos Santos Center!

Chancellor's Letter
Jan. 2020
Chancellor Frank on student debt and affordability.

Too far away: Distance is a barrier to bachelor's degrees for rural community college students
EdSource

When it comes to transferring from Barstow Community College to the nearest public university 70 miles away, Karla Magana is more worried about the commute than the academics.

The 32-year-old mother of four is concerned about the distances and driving expenses to CSU San Bernardino, where she hopes to transfer to earn a bachelor's degree and teaching credential. She is steeling herself for weather barriers through the mountains and the infamously clogged Cajon Pass.

"If it snows or there are fires, that will stop you from going to school. So yes, it would be nice to have a university nearby," she said.

The same wish can be heard at many other rural community colleges across California. Beyond financial and family obligations, distance to state universities keep many students in rural areas from transferring to those schools, officials say.

Statewide, nearly 2 in 5 community college students transfer to the state's university system. In rural areas, most community colleges' transfer rate to a California State University, University of California or private campus to pursue a bachelor's degree is well below that level, an EdSource analysis of state data show.

"We have so many students who have great potential and could get that degree if not for the transportation issue and not being able to move away from family," said Barstow Community College English professor Susan Nylander, who herself made the 65-mile drive from Barstow to CSU San Bernardino when she earned her master's degree after a career in radio.

A wish for a local university

Her dream is for CSU to build a new campus in Barstow's High Desert region, halfway between Los Angeles and Las Vegas. She even has a name for it: Cal State High Desert, which would serve the relatively isolated region that is punctuated by stunning vistas of the Mojave Desert, high poverty and low college attainment rates.

It's unlikely anything will come of her dream even though the wider area, known as the Inland Empire, the region of San Bernardino and Riverside counties that includes Barstow, has a low rate of adults with college degrees: 21 percent compared to 34 percent statewide, according to the U.S. Census.

"If we were able to get a university here, it would really help people with upward mobility, with jobs and so much we are trying to do here," she said, after delivering a class lecture about the ways that advertising seeks to appeal to consumers.

Whatever the chances, her dream is timely since the CSU system, with a push from the Legislature, is starting a $4 million study on where it might build a new, 24th campus. It is looking at such factors as student demand and future population trends. Lawmakers have asked that the committee especially look at five areas with strong potential enrollment and some political muscle — Stockton, Silicon Valley, Concord, Chula Vista and Palm Desert — along with other locations thought to be underserved by public higher education.

All that may not help the High Desert. There probably aren't enough potential local students and the location is likely too remote from other parts of the state, despite plenty of bargain-priced land.

Many students are place-bound

At Barstow Community College, only 32 percent of students who enroll in classes with the intention to transfer actually move on to a bachelor's degree-granting college or university within six years. That includes many who enroll in online programs from out-of-state schools. Some urban community colleges that enroll large numbers of low-income students, such as Compton and Los Angeles Southwest, also report low college transfers.

In contrast, the College of Alameda, located next to Oakland, sends half of its students on to colleges or universities in pursuit of four-year degrees. At Irvine Valley College, in an affluent Orange County neighborhood, 61 percent of students successfully transfer.

"The evidence is really compelling that many of our students are place-bound," said Stacy Fisher, senior director of strategic projects at the Foundation for California Community Colleges.

Many students who attended community college in the Inland Empire, the Far North and parts of the Central and San Joaquin valleys are stuck beyond reasonable commuting distance to universities and unable to move to a residential campus for a bachelor's degree because of family and job responsibilities, she said.

The dilemma facing the CSU system and state legislature is whether to build a new multi-billion campus, if at all, in a rural region "that still needs to be served or to serve a lot of students who need to be served but may not be in rural areas." Fisher said she did not know the best solution.

In the Far North and eastern Sierras, some students leave California to transfer to more conveniently located universities in neighboring Oregon and Nevada. In fact, almost as many students from Feather River College in Quincy go on to University of Nevada, Reno, about 70 miles away, as to Chico State or other California public universities.

The Reno campus allows transfers with fewer credits than the CSU system does and reduces out-of-state tuition for Californians who meet academic requirements. Going out of state, however, means giving up a potential Cal Grant, which can total as much as $12,570 a year and cover full tuition for eligible students at a CSU or UC campus.

Barstow serves military students

To the south, Barstow College's quiet campus, mainly one-story brick structures hugging a central courtyard of palm trees and cedars, overlooks the city of 25,000. To outsiders, the area is sometimes known just as a pitstop for Las Vegas gamblers. Students from Los Angeles and San Francisco campuses would marvel at how easy it is to find a free parking space just a five-minute walk from class.

Barstow enrolls 2,600 full time equivalent students and many of them are enrolled online part-time and some are at a satellite center for soldiers at the Army's Fort Irwin, 37 miles away. Park University, a private institution based in Missouri that enrolls many military students nationwide, has a small center at Barstow College that offers bachelor's degrees in management, criminal justice and public administration.

Beyond that fort and a nearby Marine base, the railroads, warehouse distribution centers, mining and retail outlets are among the biggest employers in the area. The city's poverty rate, 36 percent, is double the state average.

Emily Torres, 20, a student in Nylander's English class, now juggles school and a nearly full-time retail job. She is intent on earning a bachelor's degree in psychology — and hopes to be the first in her family to get a four-year degree.

She plans to commute to CSU San Bernardino, or further, to UC Riverside, where relatives can offer a place to stay once in a while if it gets too late for her to tackle the two-hour drive home. Those distances deterred many of her high school friends from attending college full time or at all, she said. If there were a Cal State closer by, "I think it would have been more convenient and would have pushed more of my friends to go to school," she said.

Classmate Magana went to cosmetology school after high school only to discover she was allergic to some of the hair products. She then worked a variety of jobs and now has four children, ages nine and younger.

"I always wanted to go to college, but I just wasn't ready," she said.

She began at Barstow College a year and a half ago, with child care help from her mother, and wants to transfer next year. "I've come this far and I'm this old," said Magana, whose husband works in the construction industry. "So I better do it."

Partly reflecting its small size, Barstow's transfer numbers are tiny compared to schools with high transfer rates like Santa Monica or Pasadena community colleges — where the numbers are well above 1,000 a year. According to Barstow's records, 66 of its 2,600 students transferred to a Cal State this year, with 35 of those to San Bernardino and the rest scattered around the state. Eleven went to a UC, with Riverside the most popular. The other 140 went to private colleges in California or, in bigger numbers, to online schools.

Barstow working to expand guarantee transfer programs

Tanesha Young, Interim Dean of Counseling and Student Success, said the campus is working on improving its transfer rates by expanding associate degree programs that guarantee transfer into the CSU system. The school also is trying to bolster its UC transfer numbers by adding science courses, such as physics next fall, that will fulfill requirements for science majors applying to UC.

Still, many students start community college under-prepared and face money problems complicated by the distances.

“Financially they feel they can’t do it and transportation continues to be a problem,” she said. Some students just can’t “commit to going up and down the hill” to San Bernardino or elsewhere.

Palm Desert, 120 miles to the south of Barstow, where CSU already has a satellite center, is thought to be one of the most likely sites in Southern California for a new campus. While Palm Desert technically shares the Inland Empire region with Barstow, it is just too far away for Barstow students, Young said.

At Barstow Community College recently, student leaders were hosting an ice cream social in the small student center.

Taking a break from the party, student government president Maiya Leasau, 22, who is a freshman business administration major, said she hopes to transfer to CSU Long Beach in 2021 and possibly go on to law school. Her brother lives in Long Beach and she might be able to live with him, avoiding the hassles and extra expenses of finding her own place, she said.

But without such a helping hand, many people in the High Desert region don’t want to or can’t move away for education or jobs, she said.

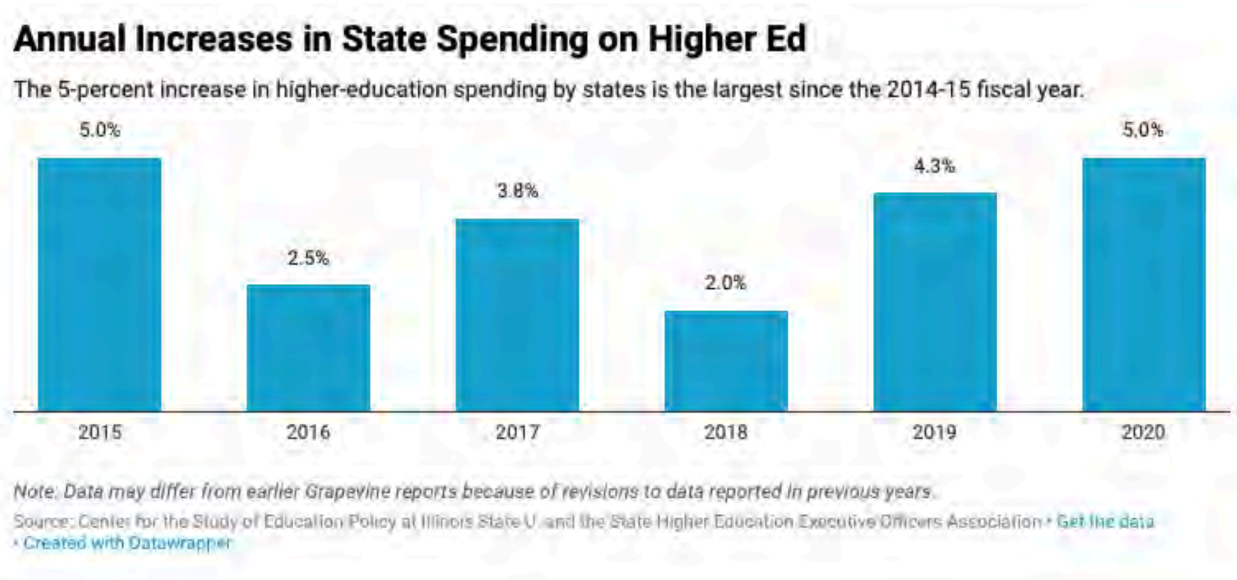
“It’s more difficult to go to those universities because of how far we are,” Leasau explained. “It’s more than wanting to get that education. It’s having to establish a secure place without breaking your back.”

<u>Spending on higher education keeps rising, but at 'modest levels' for most states</u>

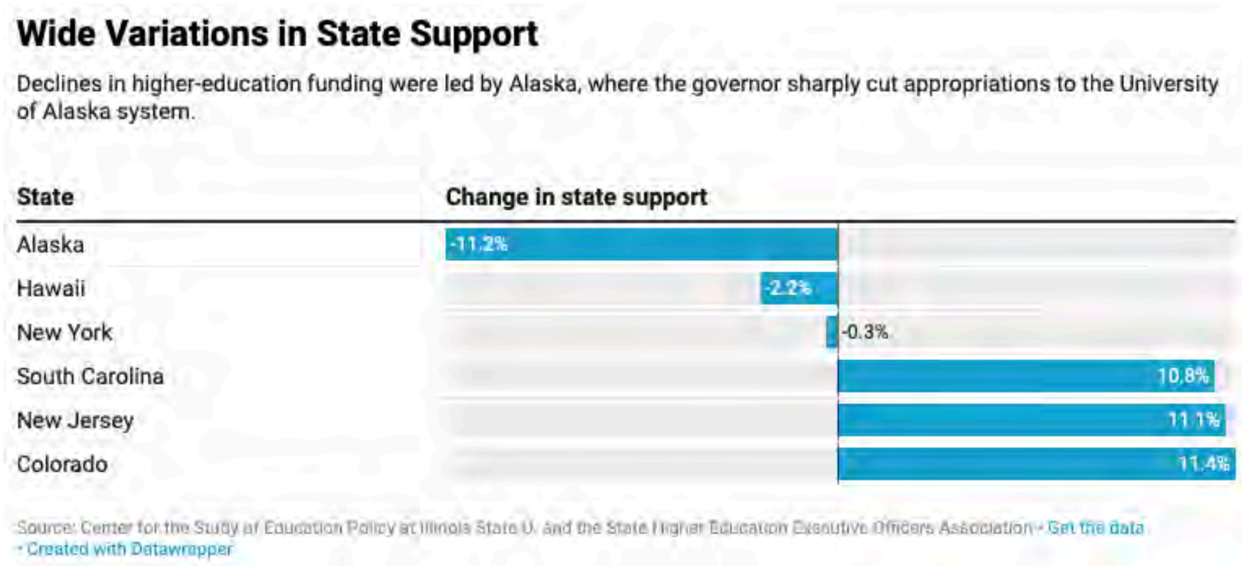
The Chronicle of Higher Education

State spending on higher education this fiscal year grew 5 percent over 2019, according to the results of an annual survey released on Monday.

The "Grapevine survey," which provides a first look at state higher-education funding in the new fiscal year, is compiled by the Center for the Study of Education Policy at Illinois State University and the State Higher Education Executive Officers. A report on the survey shows that the increase in spending for 2019-20 continues a multi-year trend.

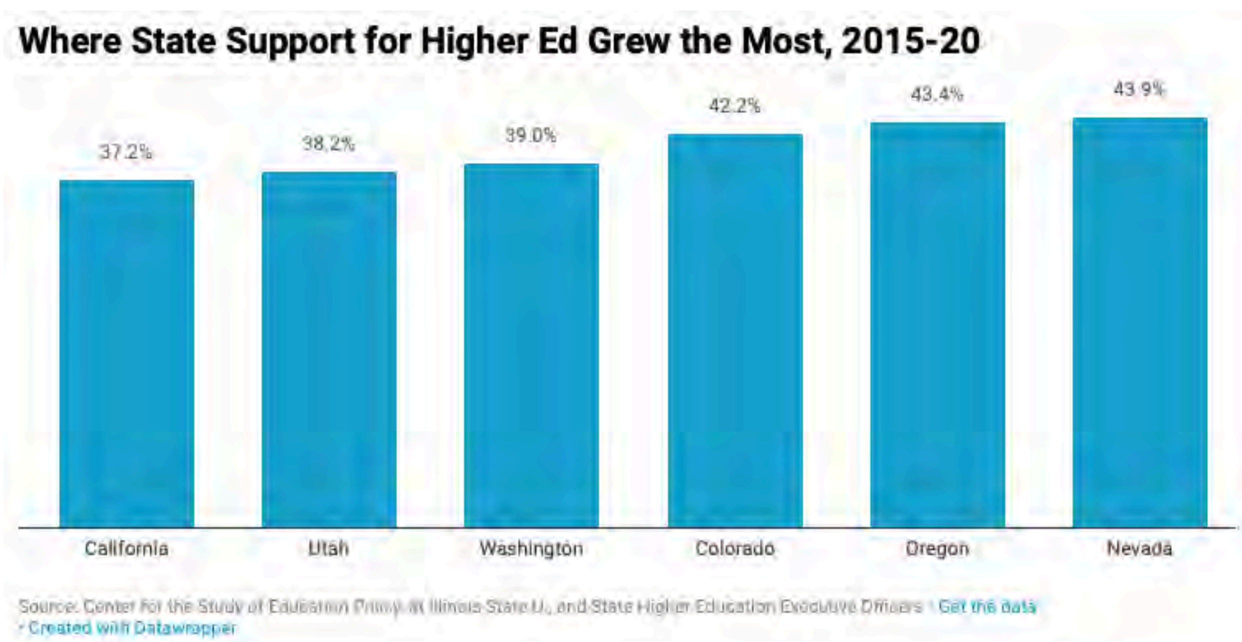


Just two years ago, 18 states reported a drop in funding from the year earlier. This year, just three states cut appropriations to higher education: Alaska, Hawaii, and New York. States on the opposite end of the spectrum increased funding by as much as 11.4 percent.



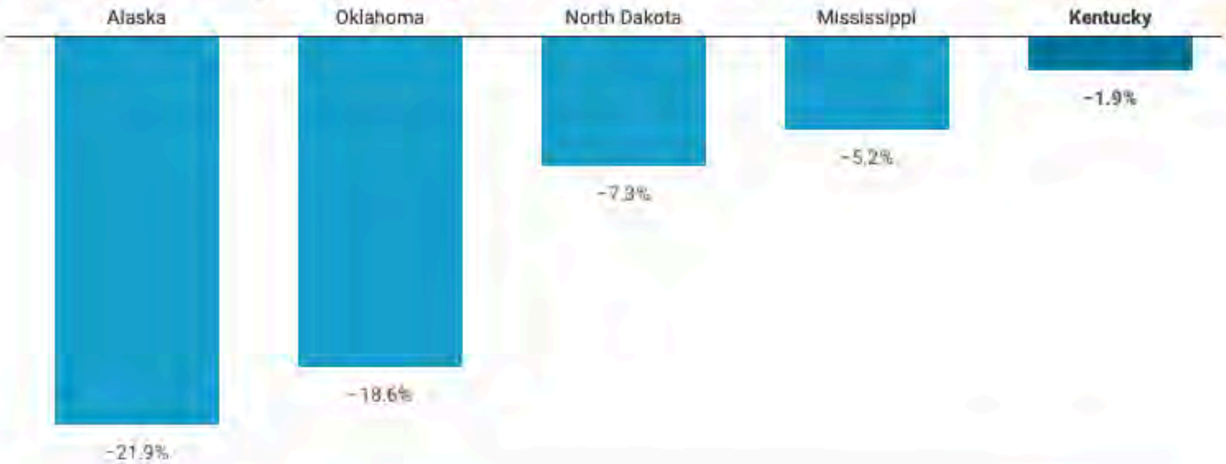
Despite varying levels of support nationwide, nearly half of the states reported increases in spending of 5 percent or more. Spending in five states — California, Illinois, New Jersey, Tennessee, and Texas — accounted for about half of the total increase in state higher-education financing nationwide this fiscal year, the survey said.

The survey showed positive momentum in higher-ed financing over the longer term. State spending on colleges has increased by 18.8 percent since 2015.



Only five states saw declines from 2015 to 2020, with Alaska posting the biggest drop — nearly 22 percent. The state's Republican governor, Michael J. Dunleavy, had threatened to cut funding to the University of Alaska system by $135 million last year. Eventually the university's regents worked out a deal with him to limit the cut to $70 million over three years, or the drop would have been far worse.

Where State Support for Higher Ed Fell, 2015-20



Source: Center for the Study of Education Policy at Illinois State U. and the State Higher Education Executive Officers Association • Get the data • Created with Datawrapper

<u>The college wealth premium has collapsed</u>

The Atlantic

Is college worth it? As the cost of American higher education soars, inequality widens, and wages stagnate, millions of Millennials and Gen Zers have asked themselves that question. The answer, at least from economists, has remained a resounding *yes*. One study found that college graduates earn nearly twice as much as their peers without a college degree.

But what if those earnings are no longer translating into financial security and long-term prosperity? A new study by researchers at the Federal Reserve Bank of St. Louis suggests that might be the case. College still boosts graduates' earnings, but it does little for their wealth.

The paper, by William R. Emmons, Ana H. Kent, and Lowell R. Ricketts, is an exercise in pulling apart averages. As a general point, college graduates earn more and are worth more than people without college degrees. And, as a general point, the college earnings and wealth premiums—meaning how much more a person with a college diploma makes and owns than an otherwise similar person—are large. But upon close examination, terrifying generational and demographic trends emerge.

The college earnings premium has proved durable and considerable overall. White people born in the middle of the century got more of an earnings boost for attending college than white people born in the 1980s—but the boost for both groups was big. ("People" is close-enough shorthand here; the authors use a more technical household comparison.) And black people born in the '80s got a similar income bump, compared to black people born in the '40s and '50s.

But the *wealth* premium has collapsed precipitously over the past 50 years. White graduates born in the '30s were worth 247 percent more than their non-college-educated peers; white people born in the '80s were worth just 42 percent more. Among black families, the wealth premium sat at more than 500 percent for those born in the '30s and fell to zero—yes, zero—for those born in the '70s and '80s.

Notably, the study corrects for the fact that households tend to accumulate wealth as they age; the issue is not that members of the Greatest Generation and Boomers have had more time to let their homes appreciate and their money sit in the stock market. They were always on a different wealth trajectory than their kids and grandkids.

The authors cite a few reasons why this might be the case. The first has to do with asset prices. Older generations were able to buy houses and stocks when prices were low, then saw the value of those assets rise. Recent generations have faced high housing prices, and have found themselves unable to buy their way into the stock market. Therefore, they have not been able to take advantage of the recent run-up in asset values. "The three oldest cohorts we studied generally have experienced fortuitous asset price fluctuations," the authors write.

The second potential factor involves Wall Street's financial engineering. Younger folks have come of age during an era of consumer debt, with banks more than happy to load customers up with credit cards, car loans, and so on. Those debts then get subtracted from the value of families' assets when determining their net worth, helping to explain the Millennials' crummy wealth accumulation. “The leveraging of college-graduate balance sheets over time is entirely consistent with the progressive weakening of their overall financial positions that we identified—even while the college and postgraduate income premiums remained intact,” the authors write.

Finally—most obvious, and perhaps most important—is the cost of college and graduate school itself. The price of consumer goods has increased by a factor of four since the late 1970s. College costs have increased by a factor of 14, the study notes. More and more students have taken out heavy debt burdens to be able to go to school, burdens that then eat away at their earnings, month after month, for years on end. That has forced millions of Millennials to delay life milestones, including getting married, having children, and owning a home, for years, if not for decades, if not forever.

Even if going to college is still important for young people’s earnings and employment, it is less of a clear economic boon than it was 30 years ago. In a way, the paper makes a powerful argument for making college a public good, low-cost or even free for everyone. The spiraling cost of higher education is choking Millennial families, and more young people would be able to go to college—and get the full financial benefit of getting a degree—if they were able to do it for the same price as their parents paid.

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Located in Baja California Sur, Mexico, CSU Todos Santos Center serves as the University's international hub, providing research and educational opportunities in alignment with existing University curricula, and advancing CSU's mission of teaching, research, service, and outreach through collaboration with universities and organizations in Mexico and the U.S.

Veterinary students find common ground in Mexico

Aptly named VACA (Spanish for “cow”), a new CSU bilingual and bi-cultural livestock veterinary course debuted at the CSU Todos Santos Center in July.

Veterinary Action for Consulting in the Americas (VACA) explores veterinary skills associated with ranch consulting on livestock health and management, while incorporating language and culture courses into the curriculum.

Eight students from six veterinary schools in the United States and Mexico participated in the course, led by livestock faculty member Dr. Katie Simpson from Colorado State University, Dr. Jose Erales Villamil from the Universidad Autónoma de Yucatán (UADY), the state university of Yucatán in Mexico, and Dr. Elia Alvarez Ramos from the CSU Todos Santos Center.

Read more.

CSU Todos Santos Center hosts third cohort of Spanish Immersion course

From Oct. 27 to Nov. 3, the CSU Todos Santos Center hosted its third Spanish Immersion course – an opportunity for U.S. citizens to practice Spanish while experiencing the culture and natural landscapes of Mexico’s Baja California Peninsula.

The weeklong course, offered each fall and spring, includes basic Spanish lessons, presentations on Mexican culture and tradition, and excursions through nearby towns, nature reserves, and beaches.

The next Spanish immersion course will be held Mar. 28-Apr. 5, 2020.

Read more.

Mexico-based staff visit Colorado campuses to exchange knowledge, best practices

From Sept. 7-14, three staff members from the CSU Todos Santos Center: Idalia Paz y Puente, associate director of business operations; Olaf Morales, language coordinator; and Elia Rossana Alvarez, director of veterinary student programs — traveled to Colorado to meet and exchange knowledge with their U.S. colleagues and counterparts at CSU's Fort Collins campus and the CSU Mountain Campus.

Read more.

Meet Andrea Sanchez!

Andrea is the administrative assistant at the CSU Todos Santos Center.

"[The Todos Santos] community sees the opportunity to grow and they take it. CSU has brought great opportunities by offering free programs for the community, especially the children. Programs such as Kids Do It All and the English program are giving these children the opportunity to grow. Since they are the future of this town, I hope they can invoke a change for more growth here in Todos Santos."

Read more.

Current and upcoming events

- CSU's College of Liberal Arts' first-ever semester program allows students to take courses in Art and Art History, English, Spanish, History, and Ethnic Studies, while also engaging with the community of Todos Santos.
- The English program for local residents includes both adult and child classes, as well as basic and intermediate levels. The current cohort runs through Dec. 12.

- Secure your spot for the spring Spanish & Nature Immersion program, Mar. 28-Apr. 5, 2020.

CSU needs your support to expand international educational experiences for students, enhance the CSU Todos Santos Center facilities, and develop innovative research.

Make a gift

This quarterly newsletter is sent to CSU partners and individuals who have expressed interest in the CSU Todos Santos Center in Baja California Sur. The intent of the publication is to share news and updates about the Center, showcase related stories, and spotlight partners and residents at the Center and in Todos Santos.

Our mailing address is:
475 17th Street, Suite 1550
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Community focus | Statewide engagement | Global impact

The CSU System includes three campuses: CSU in Fort Collins, CSU-Pueblo, and CSU Global

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With the start of the Colorado legislative session, it's a good time to talk about state funding, tuition, and return on investment. The legislators we elect to balance all of our competing priorities have, as they always do, a tough job ahead of them. But they're committed to doing what's best for Colorado, and I'm hopeful the session will generate investments in Colorado's future by sustaining Colorado public higher education.

When I make that statement, I'm often asked why I'm hopeful. It's a fair question.

A combination of misunderstanding, misinformation, and misguided public policy has left America's public colleges and universities under extreme pressure. The narrative that has become accepted today is that college costs are out of control, driving student debt that threatens our economy, and all for a product that is increasingly irrelevant.

Students wonder about the ROI of a college education (when it actually remains an excellent investment), well-intentioned legislators attempt to regulate tuition (without realizing they are risking damage to one portion of the higher education sector — public institutions — that is not driving student debt); and many citizens fail to realize that they "paid their way" through college only because the generations before them covered the first 75 percent of the cost (a situation that today is exactly the opposite).

Since this is so negative, why bring it up? Well, as a scientist, I'm stubborn about data. And the simple fact is that this widely accepted narrative — that costs and student debt are out of control — just is not true.

At public colleges and universities, nearly half our students graduate debt-free, and those who have debt have debt-to-salary ratios largely unchanged through the past four decades. Loan default rates by students who graduate from public colleges and universities are among the lowest in the nation. And the ROI on an education for our students — measured in employment, wage gap, or lifetime earnings — is indisputably high. Indeed, one of the highest correlations with "life satisfaction," is level of education, according to the Gallup-Purdue Index.

This occurs in Colorado against a backdrop where we are proud to produce a college graduate at a lower cost to taxpayers than any other state – while maintaining a "middle of the pack" position in terms of the national tuition marketplace.

It's not to say higher education finance is where it needs to be – there are students who struggle, and families that are daunted by the cost of education. Any national data I might cite doesn't diminish the truth of their experience, but we have the tools and resources to assist those who are most in need of support — and doing so is a longstanding priority of the CSU System.

We will continue to focus on access and excellence – something that is increasingly important because higher education remains the surest path to hope and opportunity for people across our state. This story of the importance of higher education needs to be told. For that reason, the CSU System — in collaboration with the University of Colorado and the Colorado Community College System — is bringing in Dr. Sandy Baum, the nation's foremost expert on student debt, to advise legislators and the governor as we engage with Governor Polis' higher education roadmap, aimed at what has been our shared goal for generations: affordably graduating more students with the skills to change their lives and, in doing so, to change our world.

So that's why I'm hopeful. Being brought up a Cubs fan, I was raised on hope, but this hope is more well-grounded than most of those seasons! We have a wonderful story to tell, and we will tell it with pride … and with the best data available. I look forward to sharing more information and analyses from Dr. Baum's visit in an upcoming newsletter.

-tony

Tony Frank, Chancellor
CSU System

Share this letter via social:

THE LATEST AT CSU SYSTEM

- CSU System CFO Henry Sobanet and Ben Stein recently were named Terry J. Stevinson fellows by Common Sense Policy Roundtable.

CAMPUS SPOTLIGHTS

- Dr. Kevin Duncan, professor of economics in CSU-Pueblo's Hasan School of Business, received the inaugural CSU-Pueblo Distinguished University Professor award. The award is the university's highest honor bestowed on a CSU-Pueblo faculty member and recognizes teaching; research, scholarship, and creative activity; and service to CSU-Pueblo and the community.

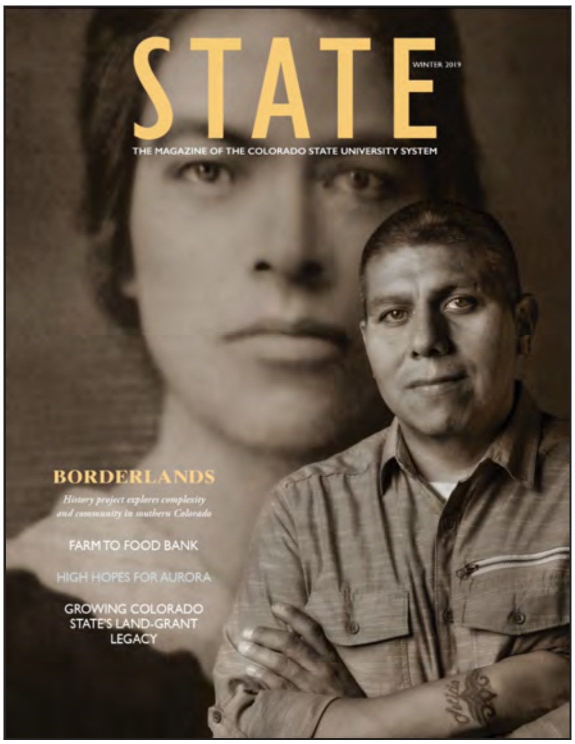
- CSU Global has been selected to join the Federal Academic Alliance, which provides discounted tuition rates and access to high-quality education and development opportunities for over 1.8 million federal government employees. CSU Global now helps over 3,000 organizational partners with workplace development and up-skilling.

- CSU has seen significant growth and change over the past 10 years. Let's look back at some key moments at CSU from 2010-2019.

HIGHER EDUCATION LANDSCAPE

- President Trump signed into law bipartisan legislation to restore millions of dollars in federal funding to minority-serving colleges and streamline key parts of the federal student aid system.

- State spending on higher education this fiscal year grew 5 percent over 2019.



Read the latest issue of *STATE*

STATE is the official CSU System magazine. The Winter 2019 issue includes:

- The borderlands of Southern Colorado
- The partnership between CSU Global and Aurora Public Schools
- The Community Alliance for Education and Hunger Relief at CSU's Western Campus
- The inauguration of CSU's first female president

And more! Dive in to the latest issue here or email chancellor@colostate.edu to receive the print copy biannually in June and December.

CSU System mailing address:
475 17th St., Suite 1550
Denver, CO 80202