

To Faculty Council Members: Your critical study of these minutes is requested. If you find errors, please contact Diane Maybon, at 1-5693 or [dmaybon@colostate.edu](mailto:dmaybon@colostate.edu).

NOTE: Final revisions are noted in the following manner: additions underlined; deletions ~~over-scored~~.

***MINUTES  
FACULTY COUNCIL  
APRIL 3, 2012***

***CALL TO ORDER***

The Faculty Council meeting was called to order at 4:00 p.m. by Timothy Gallagher, Chair.

***Announcements***

- A. Next Faculty Council Meeting - May 1, 2012 - A102 Clark Building - 4:00 p.m.
- B. Election - University Benefits Committee - May 1, 2012 - Committee on Faculty Governance  
Gallagher reported that elections for faculty member representatives on the University Benefits Committee will be held at the May 1, 2012 Faculty Council meeting.
- C. Executive Committee (Acting for Faculty Council) Changed the effective date of the Undergraduate Planned Leave adopted by Faculty Council at its March 6, 2012 meeting from Fall 2012 to Fall 2013  
Gallagher reported that Executive Committee, acting for Faculty Council, changed the effective day of the Undergraduate Planned Leave that was adopted by Faculty Council at its March 6, 2012 meeting from Fall 2012 to Fall 2013.
- D. Executive Committee Meeting Minutes: February 28, 2012  
(<http://facultycouncil.colostate.edu/index.asp?url=links>)

***Minutes to be Approved***

- A. Faculty Council Meeting Minutes - March 6, 2012  
By unanimous consent, the March 6, 2012 Faculty Council meeting minutes were approved.

***Reports To Be Received***

- A. President  
Tony Frank, President, reported that the University is in the process of finalizing the first comprehensive capital campaign in the University's history. The capital campaign will officially end on June 30, 2012. Frank stated that a new campaign will be starting after that. Frank noted several outcomes of the campaign in terms of scholarships, new faculty positions, etc. Frank extended a "thank you" to everyone who participated in building philanthropic support for the University.  
  
Frank reported on the proposed 2012-13 University budget. He explained that the State has gone from a \$60 million budget cut to Higher Education to an approximate \$7 million budget cut to all of Higher Education. Frank noted that implications from this new budget forecast means that Colorado State University is now planning for a \$2 million budget cut which is a tremendous improvement. He added that the University had planned for a three (3) percent salary increase for faculty and administrative professionals. In addition, the University planned on setting aside a one-time three (3) percent salary pool for state classified employees. Frank explained that is the best the University can do in the absence of support from the State, which will, instead, apply money into increasing the State Classified benefits substantially and restoring the additional PERA contributions that are now in place back to the State. Frank explained that the University will have approximately \$4 million of unbudgeted funds, which brings a series of choices on how to allocate this money. He noted the following are under consideration:

1. Dial back the student tuition increases? (1 percent reduction = \$2 million).
2. Dial up the faculty and administrative professional salary increases (1 percent salary increase = \$2 million - this would also need to include additional one-time funds for State Classified employees).
3. Reduce the across the board budget cut levels to units on campus (currently at approximately 2.5 percent or \$5.7 million).

Frank asked that the Faculty Council members send their recommendations to him or to Gallagher regarding this issue.

Frank reported that the University has targeted the following one-time projects:

1. Major renovations to Eddy Hall (classroom space, outside of the building, etc.) \$6-8 million.
2. A new addition to the Behavioral Sciences Building (large classroom, additional offices for contingent faculty) \$6-8 million.

Frank noted that both of these projects add to the educational capacity that enrollment growth has necessitated. In addition, another parking garage on the northwest corner of campus is being considered. Frank noted that this parking garage would be the second of three planned parking garages on campus. Frank explained that the parking garages are part of the long term parking master plan which is designed to facilitate bringing more people to campus through mass transit and keep cars at the periphery of campus.

Frank reported that HB-1144 which was sponsored by Representative Fischer passed on March 27 and is now awaiting the Governor's signature. This House Bill, which the University supported, will allow for employee contracts with non-tenure track faculty members.

Frank asked that everyone keep in mind our colleagues in the Colorado State Forest Service and those who lost loved ones and property in the lower North Fork fire.

Phil Chapman asked Frank to clarify if the University is considering dialing up faculty salaries from a planned three (3) percent increase. Frank responded that three (3) percent increase is the current budget plans.

Frank's report was received.

B. Provost/Executive Vice President

Rick Miranda, Provost/Executive Vice President, reported that the Occupational Therapy Program was visited by accreditation officials and it received full support for national accreditation renewal.

Miranda reported that Admissions is in the middle of the recruiting season and there will be more activity on campus related to recruiting. Miranda noted that the Admissions is working hard to attract Boettcher Scholars, honor students, etc. Miranda asked faculty members to be prepared for students and families visiting classes. Miranda reported that during the Spring break he went to New England on a recruiting event.

Miranda reported that he went to University of California-Davis to present a lecture in the Math Department and, in addition, he visited with officials about international recruiting.

Miranda reported that the annual research colloquium, sponsored by the Vice President for Research, was held this year and its focus was on Physics.

Miranda reported that the capital campaign is still raising money. He noted that the campaign seems to have done its job in both raising money and generating momentum.

Miranda reported that HB-1144 was passed regarding non-tenure track faculty contracts. He stated that the University has been supportive of this bill and it would allow the University to have multi-year contracts with non-tenure track faculty members.

Miranda reported that last evening the Best Teacher Award annual event was held. He explained that this is a joint effort between students who nominate and alumni who give the award. The following faculty members were given awards:

Eric Aoki - Communication Studies - College of Liberal Arts  
Molly Eckman - Design and Merchandising - College of Applied Human Sciences  
Lumina Albert - Management - College of Business  
Sven Egenhoff - Geosciences - Warner College of Natural Resources  
Brett Kaysen - Animal Sciences - College of Agricultural Sciences  
Jared Orsi - History - College of Liberal Arts

Miranda's report was received.

C. Faculty Council Chair

Gallagher reported that he was excited about Faculty Council's discussion with the Athletic Director and President today. Gallagher explained that the Faculty Council Executive Committee has been working on the appropriate strategy for dealing with this process since January. Gallagher noted that Executive Committee played a part in getting faculty representation on the Stadium Committee, scheduled the Discussion for today, and had the President talk with the Executive Committee regarding athletic issues. Gallagher added that the Executive Committee wanted to find the best way to make sure that the faculty voice was heard and when Executive Committee learned about the CPD process, what it does, and its professional expertise, it was the consensus of Executive Committee that it did not want to interfere with this CPD process because the CPD was doing an excellent job regarding gathering information on the stadium issue. Gallagher noted that there were ten deliberative forums that were held from February 23 through March 7. In addition online input was also available. Gallagher explained that he just received an early draft of the results of the CPD canvassing of faculty members, which has hard data on what faculty members believe. He added that the Discussion scheduled for today in Faculty Council is another opportunity to share faculty input with the President and the Athletic Director.

Gallagher's report was received.

D. Lory Student Center Renovations - Mike Ellis, Associate Vice President/Executive Director - Lory Student Center, and Mike Rush, Facilities Management

Mike Ellis presented a power point presentation regarding the Lory Student Center renovations scheduled to begin in May 2013 and end by December 2014. A major relocation of offices will need to be done to complete this renovation. A copy of this power point presentation is included as an addendum to these Faculty Council meeting minutes.

Mary Van Buren asked about landscaping plans that might be included in these renovations. Mike Rush responded that there will be some additional lawn areas and trees to soften the feel of the plaza. Nancy Hunter asked if a fire pit will be included. Rush responded that an electronic fire pit is planned. Rush added that approximately one-third of the budget for this renovation will be applied to mechanical and electrical upgrades. Van Buren asked if there will be new food vendors. Ellis responded that there are some existing contracts and RFPs for new contracts will be forthcoming.

Ellis' and Rush's report was received.

### *Consent Agenda*

A. Changes in Curriculum to be Approved: University Curriculum Committee Minutes: February 17 and 24, 2012 and March 2, 2012

Howard Ramsdell, Chair, University Curriculum Committee, moved that Faculty Council adopt the consent agenda.

Ramsdell's motion was adopted.

### *Special Actions*

A. Confirmation of the Appointment of Kirk Hallahan as University Grievance Officer

Kari Anderson, Vice Chair, Faculty Council, on behalf of the Grievance Panel, moved that Faculty Council confirm the appointment of Kirk Hallahan as the University Grievance Officer for three one-year terms beginning July 2, 2012.

Anderson's motion was adopted.

B. Election - Faculty Council Standing Committee Representatives - Committee on Faculty Governance

Luis Garcia, Chair Committee on Faculty Governance, nominated, on behalf of the Committee on Faculty Governance, the following faculty members to serve on the Faculty Council Standing Committees:

Committee on Faculty Governance

Steve Reising	Engineering	2015
Karrin Anderson	Liberal Arts	2015
Russell Anthony	CVMBS	2015
Diane Lunde	Libraries	2015

Committee on Intercollegiate Athletics

Kyle Saunder	Liberal Arts	2015
Susan LaRue	CVMBS	2015

Committee on Libraries

Laurence Johnson	Business	2015
Martin Gelfand	Natural Sciences	2015
Noreen Reist	CVMBS	2015

Committee on Responsibilities and Standing of the Academic Faculty

Dawn Thilmany	Agricultural Sciences	2015
Sue Doe	Liberal Arts	2015
Patricia Smith	Libraries	2015

Committee on Scholarship, Research, and Graduate Education

Donald Samelson	Business	2015
Carl Patton	Natural Sciences	2015
Mark Zabel	CVMBS	2015

Committee on Scholastic Standards

Paul Ode	Agricultural Sciences	2015
TBA	Applied Human Sciences	2015
Kathleen Kelly	Business	2015
Ketul Popat	Engineering	2015

Committee on Special and Temporary Faculty

Laura Thomas	Liberal Arts	2015
Lori Kogan	CVMBS - Reg. Fac.	2015

Committee on Strategic and Financial Planning

Dan Turk	Business	2015
Luis Garcia	Engineering	2015
George Barisas	Natural Sciences	2015

Committee on Teaching and Learning

TBD	Applied Human Sciences	2015
TBD	Engineering	2015
Kelly Long	Liberal Arts	2015

Committee on University Programs		
TBD	Agricultural Sciences	2015
TBD	Applied Human Sciences	2015
John Elder	Business	2015
Steve Reising	Engineering	2015

University Curriculum Committee		
Carole Makela	Applied Human Sciences	2015
Paul Mallette	Business	2015
Patrick Fitzhorn	Engineering	2015
Michelle Wilde	Libraries	2015

Gallagher asked if there were any other nominations for the Faculty Council Standing Committees. Hearing no further nominations, the nominations were closed.

All faculty members nominated were elected to three years terms beginning July 1, 2012 to June 30, 2015 on Faculty Council Standing Committees.

C. Election - Grievance Panel Faculty Members - Committee on Faculty Governance

Garcia, Chair Committee on Faculty Governance, nominated, on behalf of the Committee on Faculty Governance, the following faculty members to serve on the University Grievance Panel:

Suzanne Lowensohn	Business	2015
Michael Gross	Business	2015
Bill Timpson	Applied Human Sciences	2015
Catherine Cranston	Libraries	2015

Gallagher asked for nominations from the floor. Hearing no further nominations, the nominations were closed.

All faculty members nominated were elected to serve a three-year term (August 2012-2015) on the University Grievance Panel.

D. Election - Sexual Harassment Panel Faculty Members - Committee on Faculty Governance

Garcia, Chair Committee on Faculty Governance, nominated, on behalf of the Committee on Faculty Governance, the following faculty members to serve on the University Sexual Harassment Panel:

Yongli Zhou (Second Term)	Libraries	2015
Linda Meyer (Second Term)	Libraries	2015
Louise Feldman (Second Term)	Libraries	2014

Gallagher asked for nominations from the floor. Hearing no nominations, the nominations were closed.

Yongli Zhou and Linda Meyer were elected to serve a three-year term (July 2012 - June 2015) and Louise Feldman was elected to serve a two-year term (July 2012 - June 2014) on the Sexual Harassment Panel.

E. Election - Discipline Panel Faculty Members - Committee on Faculty Governance

Garcia, Chair Committee on Faculty Governance, nominated, on behalf of the Committee on Faculty Governance, the following faculty members to serve on the University Discipline Panel:

Lori Kogan (Second Term)	2015
Laurie Carlson (Second Term)	2015

Gallagher asked for nominations from the floor. Hearing no nominations, the nominations were closed.

All faculty members nominated were elected to serve a three-year term (July 2012 - June 2015) on the University Discipline Panel.

F. Proposed Fall 2016 to Summer 2018 Academic Calendar - Executive Committee

Karrin Anderson moved that Faculty Council adopt the proposal Fall 2016 to Summer 2018 Academic Calendar as follows:

**ACADEMIC CALENDAR  
FALL SEMESTER 2016 THROUGH SUMMER 2018**

**Fall Semester 2016**

Aug. 18-19	Thursday-Friday	Orientation
Aug. 22	Monday	Classes Begin
Aug. 27	Friday	End Restricted Drop*
Aug. 28	Sunday	End Regular Add**
Sept. 5	Monday	Holiday - University Offices Closed - No Classes
Sept. 7	Wednesday	Registration Closes – last day for dropping courses without record entry, changes in grade option, and tuition and fee adjustment
Oct. 17	Monday	End Course Withdrawal (“W”) Period
Nov. 19	Saturday	Fall Recess Begins, No Classes Next Week
Nov. 24-25	Thursday-Friday	Holiday – University Offices Closed - No Classes
Nov. 28	Monday	Classes Resume
Dec. 9	Friday	Last Day of Classes; University Withdrawal Deadline
Dec. 12-16	Monday-Friday	Final Examinations
Dec. 16-17	Friday-Saturday	Commencement
Dec. 20	Tuesday	Grades Due
Dec. 26-28	Monday-Wednesday	Holiday – University Offices Closed
(79 Days, Including Final Examinations)		

**Spring Semester 2017**

Jan. 2	Monday	Holiday – University Offices Closed
Jan. 13-14	Thursday-Friday	Orientation, Advising and Registration for New Students
Jan. 16	Monday	Holiday – University Offices Closed
Jan. 17	Tuesday	Classes Begin
Jan. 20	Friday	End Restricted Drop*
Jan. 22	Sunday	End Regular Add**
Feb. 1	Wednesday	Registration Closes –last day for dropping courses without record entry, changes in grade option, and tuition and fee adjustment
Mar. 11	Saturday	Spring Break Begins – No Classes Next Week
Mar. 20	Monday	End Course Withdrawal (“W”) Period
Mar. 20	Monday	Classes Resume
May 5	Friday	Last Day of Classes; University Withdrawal Deadline
May 8-12	Monday-Friday	Final Examinations
May 12-13	Friday-Saturday	Commencement
May 16	Tuesday	Grades Due
(79 Days, Including Final Examinations)		

\* End Restricted Drop - Refers to course sections which may not be dropped after the first week of the semester.

\*\* End Regular Add - Refers to adding courses without instructor approval.

**Summer Session 2017**

May 15	Monday	1st 4 Week and 12 Week Term Begins
May 29	Monday	Holiday University Offices Closed - No Classes
Jun. 9	Friday	1st 4 Week Term Ends
Jun. 12	Monday	2nd 4 Week Term and 8 Week Terms Begin
Jun. 21	Wednesday	Census
Jul. 4	Tuesday	Holiday – University Offices Closed - No Classes
Jul. 7	Friday	2nd 4 Week Term Ends
Jul. 1	Monday	3rd 4 Week Term Begins
Aug. 4	Friday	8, 12 and 3rd 4 Week Terms End
Aug. 8	Tuesday	Grades Due



**SUMMER WITHDRAWAL PERIOD:** Because Summer classes have different time periods, the last day a student can withdraw from a course with "W" entered on the record is ten days into the session for a four-week course, 20 days into the session for an eight week course, and 30 days into the session for a 12 week course. If there are any questions, please consult the Registrar's office.

#### Fall Semester 2017

Aug. 17-18	Thursday-Friday	Orientation
Aug. 21	Monday	Classes Begin
Aug. 25	Friday	End Restricted Drop*
Aug. 27	Sunday	End Regular Add**
Sept. 4	Monday	Holiday - University Offices Closed - No Classes
Sept. 6	Wednesday	Registration Closes - last day for dropping courses without record entry, changes in grade option, and tuition and fee adjustment
Oct. 16	Monday	End Course Withdrawal ("W") Period
Nov. 18	Saturday	Fall Recess Begins, No Classes Next Week
Nov. 23-24	Thursday-Friday	Holiday – University Offices Closed
Nov. 27	Monday	Classes Resume
Dec. 8	Friday	Last Day of Classes; University Withdrawal Deadline
Dec. 11-15	Monday-Friday	Final Examinations
Dec. 15-16	Friday-Saturday	Commencement
Dec. 19	Tuesday	Grades Due
Dec. 25-27	Mon-Wed	Holiday – University Offices Closed

(79 Days, Including Final Examinations)

#### Spring Semester 2018

Jan. 1	Monday	Holiday – University Offices Closed
Jan. 12-13	Thursday-Friday	Orientation, Advising & Registration for New Students
Jan. 15	Monday	Holiday – University Offices Closed
Jan. 16	Tuesday	Classes Begin
Jan. 19	Friday	End Restricted Drop*
Jan. 21	Sunday	End Regular Add**
Jan. 31	Wednesday	Registration Closes – last day for dropping courses without record entry, changes in grade option, and tuition and fee adjustment
Mar. 10	Saturday	Spring Break Begins – No Classes Next Week
Mar. 19	Monday	End Course Withdrawal ("W") Period
Mar. 19	Monday	Classes Resume
May 4	Friday	Last Day of Classes; University Withdrawal Deadline
May 7-11	Monday-Friday	Final Examinations
May 11-12	Friday-Saturday	Commencement
May 15	Tuesday	Grades Due

(79 Days, Including Final Examinations)

\* End Restricted Drop - Refers to course sections which may not be dropped after the first week of the semester.

\*\* End Regular Add - Refers to adding courses without instructor approval.

#### Summer Session 2018

May 14	Monday	1st 4 Week and 12 Week Term Begins
May 28	Monday	Holiday - University Offices Closed - No Classes
Jun. 8	Friday	1st 4 Week Term Ends
Jun. 11	Monday	2nd 4 Week Term and 8 Week Terms Begin
Jun. 20	Wednesday	Census
Jul. 4	Wednesday	Holiday – University Offices Closed - No Classes
Jul. 6	Friday	2nd 4 Week Term Ends
Jul. 9	Monday	3rd 4 Week Term Begins
Aug. 3	Friday	8, 12 and 3rd 4 Week Terms End
Aug. 7	Tuesday	Grades Due

**SUMMER WITHDRAWAL PERIOD:** Because Summer classes have different time periods, the last day a student can withdraw from a course with "W" entered on the record is 10 days into the session for a four week course, 20 days into the session for an eight-week course, 30 days into the session for a 12-week course. If there are any questions, please consult the Registrar's office.

Anderson's motion was adopted.

G. Proposed Revisions to the Manual, Section I - Academic and Legal Matters - Committee on Responsibilities and Standing of Academic Faculty

David Green, Chair, Committee on Responsibilities and Standing of Academic Faculty, moved that Faculty Council adopt the proposed revisions to the Manual, Section I - Academic and Legal Matters to be effective upon approval by the Board of Governors of the Colorado State University System as follows:

Additions underlined - Deletions ~~over scored~~

**SECTION I. ACADEMIC AND LEGAL MATTERS-**

**I.1 Colorado Open Records Act**

Under the Colorado Open Records Act (C.R.S. 24-72-201, et seq.) (CORA) (~~"the Act"~~), records of state institutions of higher education are generally open for public inspection, except as otherwise provided. In order to assure compliance with CORA's very short timeframe for response, all requests for inspection or copying of University records should be referred immediately to the Office of the General Counsel, which has been charged with receiving and coordinating responses to CORA requests. ~~However, the Act also provides that inspection of certain records may be denied in appropriate circumstances, and inspection of other records (such as personnel files) must be denied to persons other than the person to whom they pertain. Where inspection is permitted, such records may also be copied, provided that the University may impose copying charges plus the cost of manipulating data if that is required.~~

~~By action of the Board and pursuant to statute (C.R.S. 23-31-107), the Secretary of the Board is the official custodian of all University records. However, for administrative efficiency, this responsibility has been delegated to the various University custodians. For information on the custodian of particular records contact the Office of the Vice President for Administration Services.~~

~~Questions regarding availability of particular records should be directed to the appropriate University custodian.~~

~~Finally, the Act permits the University to make rules regarding public access to its records. The following are general University policies concerning the inspection of University records:~~

~~a. The custodian may specify the time, during normal business hours, and place for records to be inspected and may require that a University employee be present during such inspection.~~

~~b. An applicant requesting to inspect University records must be reasonably specific about the documents or records desired. General searches of University files for unspecified documents are not permitted.~~

~~c. If a document requested is not in the custody of the person to whom a request is made, the applicant shall be immediately notified of that fact and shall be provided with the name of the appropriate custodian.~~

~~d. If a document is in active use or storage at the time requested, the custodian shall notify the applicant of that fact and set a day and time within three (3) working days when the document will be made available for inspection.~~

~~e. If the custodian feels that release of a document requested will do substantial injury to the University or the public interest, the custodian should immediately seek guidance from the Vice President of Administrative Services, who will consult with the Office of the General Counsel regarding the possibility of seeking a court order denying access to the record in question.~~

~~f. University records should be requested in writing. Denial of a request for disclosure of University Records may be referred to the Secretary of the Board for resolution.~~

~~g. A person granted the right to inspect University records also has a right to obtain copies requested at a cost of \$1.25 per page copied, or the actual cost, if higher.~~



University personnel are cautioned to consult the appropriate custodian before releasing any documentation. In particular, in a grievance or similar internal administrative process, supervisors and administrators may need to explain and defend the underlying basis for actions they have taken. Responses in such circumstances should not include the release of confidential information without the approval of the appropriate custodian.

Under the Act, if access to records that are "open" under the Act is denied arbitrarily or capriciously, the person requesting such access may be entitled to recover from the custodian **personally** costs and attorneys' fees in obtaining a court order for such access. Further, a willful or knowing violation of the Act is a misdemeanor criminal offense, punishable by fine and/or imprisonment.

(Full text of the current Open Records Act is available from the Colorado State University System website <http://www.csusystem.edu/pages/open-records.asp> [retrieved on October 10, 2011].)

## **I.2 The Family Educational Rights and Privacy Act of 1974 (last revised June 4, 2008)**

The Family Educational Rights and Privacy Act ("FERPA" or the "Buckley Amendment") of 1974 provides for the protection of student education records after a person enrolls at a post-secondary institution. Generally, FERPA provides that the University may not disclose records that personally identify a student without the student's prior consent. This prohibition includes the disclosure of students' academic, disciplinary, financial, and other records, and their social security numbers. FERPA takes precedence over the Colorado Open Records Act with respect to student education records. An exception to this general rule permits the disclosure of student directory information, as more fully set forth in the FERPA policy section of the *Colorado State University General Catalog*.

Under FERPA, a student always has the right to view his or her own records and to give consent for Colorado State University faculty or staff to share his or her records with third parties, including parents or guardians. In the absence of student consent, the University may still release records to parents who have supplied proper verification that they claim their child as a dependent under Internal Revenue Service (IRS) rules. The Colorado State University Registrar's Office maintains on its website the forms for student consent and parents' affidavits to verify dependent status and also provides updated guidance on FERPA compliance.

Student education records may be shared among Colorado State University personnel who have a "legitimate educational interest" in that record. FERPA also permits student records to be shared within the University, including sharing among and between academic units and Student Affairs, without the student's consent when there are health or safety concerns related to a student or for disciplinary matters.

Faculty members and staff should contact the Office of General Counsel for guidance before responding to a subpoena that requests the release of student information. Generally, law enforcement officers must provide a warrant or court order to obtain student records. If, however, a law enforcement officer requests student records in an emergency situation or where there are immediate health or safety concerns, FERPA allows the provision of such records without a warrant, court order, or student consent.

It is the policy of Colorado State University and the responsibility of colleges, departments, and faculty members to comply with FERPA. See <http://www.colostate.edu/Depts/Registrar> for guidelines on FERPA compliance.

(Full text of the current Family Educational Rights and Privacy Act of 1974 (FERPA) is available from the Colorado State University Registrar's Office website <http://registrar.colostate.edu/students/records/ferpa.aspx> [retrieved on October 10, 2011].)

## **I.3 Colorado Open Meetings Law**

The Colorado Open Meetings Law (C.R.S. 24-6-401. et seq.) (the "Open Meetings Law"), implements the stated policy of requiring state business to be conducted in open meetings and **not in secret. All meetings of two (2) or more members of any state public body at which public business is discussed or formal action may be taken must be open to the public, except to the extent specifically set forth in the law. A public body is, however, permitted to deal with specific sensitive matters in executive session.**

Meetings of University administrators and faculty members, including college and departmental meetings and meetings of Faculty Council standing committees, do not generally constitute meetings of a "public

body" under the Law. As a matter of policy and in the interest of openness, however, Faculty Council has historically chosen to conduct its meetings in a public forum.

(Full text of the current Colorado Open Meetings Law is available from the site <http://www.colorado.gov/dpa/doit/archives/open/00openmeet.htm> [retrieved on October 10, 2011].)

#### **I.4 Letters of Recommendation**

The Colorado Employer's Liability Act (C.R.S., Section 8-2-114 (5)) requires that University personnel who provide written information to a prospective employer about a current or former employee provide a copy of this information to the employee if the employee appears at the employer's or former employer's place of business during normal business hours and if the employee has not signed a waiver, waiving his or her right to view the written information, send a copy of the information provided to the employee who is the subject of the reference. In addition, the statute provides that any person who is the subject of such a letter of reference from an employer or former employer may obtain a copy of the reference information by appearing and requesting such a copy anytime during normal working hours. A "fair and reasonable" amount may be charged for reproduction costs if multiple copies are requested.

(Full text of the current Colorado Employer's Liability Act is available at the site <http://www.michie.com/colorado/lpext.dll?f=templates&fn=main-h.htm&cp>, [retrieved on October 10, 2011].)

No other changes recommended.

Greene explained that the information included in the Manual regarding public policy need not be a restatement of policy whose most recent version is available to the public via other existing official sites. Additionally, regarding I.4, the Colorado Employer's Liability Act does not mention the use of waivers of the right to view letters of recommendation – these waivers are now in common use. This addition to I.4 attempts to provide guidance to CSU employees who are in the role of former employers agreeing to serve as references for former employees.

Greene's motion was adopted.

### ***Discussion Item***

- A. Tony Frank, President and Jack Graham, Athletic Director - Colorado State University - Vision for Athletic Department

Jack Graham, Athletic Director, explained that he views the Athletic Department's role as being employees of Colorado State University - serving the interests of Colorado State University. Graham added that the University invests \$8 million in athletics and it is his role and responsibility to see that those dollars are invested appropriately. Graham stated that today, he would like to give Faculty Council a State of the Athletic Department based on what he has learned in the last four months, and then share with Faculty Council his vision for athletics at Colorado State University. He added that he views this as a partnership and he conducts himself with transparency.

Graham presented a 45 minutes power point presentation. The entirety of this presentation will appear as an addendum to the April 3, 2012 Faculty Council meeting minutes.

Nancy Hunter asked how scholarship payments work and specifically asked why the women's scholarship dollar amount is half of the men's when the number of scholarships are higher than that. Graham responded that some sports are full scholarship and others are not.

C. W. Miller noted that he appreciated the tone on transparency, but asked where is the money for coaches salary and why is Colorado State University Research Foundation (CSURF) involved? Graham responded that the additional salaries for newly hired football are coming from the Athletic Department. Frank asked Miller if he was referring to using CSURF for the contracts with the search company used for hiring the football and basketball coaches? Miller responded, yes. Frank explained that the sources used to hire the firms (athletics reserve for football and unrestricted endowment for basketball) and the contracts for the search firms that were/are being used for the hiring of the new football and new basketball coaches were

issued through CSURF because CSURF is able to enter into private entity contracts easier than the longer more cumbersome State RFP process.

Van Buren asked if a new stadium is constructed how will this change the Athletic Department's budgetary picture and what are the ancillary costs, etc? Graham replied that most costs would be related to facility maintenance costs. Graham added that, in addition, there would be significant added revenue. Frank added that money for maintaining new facilities are all budgeted centrally. Frank noted, that, of course, there are maintenance costs for Hughes Stadium too. Frank said that he would guess that the cost would not increase substantially unless new functions are added. Van Buren asked about the costs to manage parking, security and other concerns surrounding a stadium on campus. Graham said that is part of the finance subcommittee's job to figure that out. He explained that there will be revenue from people renting the space out for weddings, etc.

Phil Chapman noted that when expenses are calculated he assumed that many student athletes are out of state and that would mean higher tuition costs. Graham responded that was correct.

Mary Vogl explained that she enjoyed the presentation and asked if the power point presentation could be available campus wide. Gallagher responded that the power point presentation for this discussion will be posted on the Faculty Council website. Vogl noted that a colleague of hers asked if the faculty, administrative professionals, staff, and students at Colorado State University can see proven success from the new athletic director and football coach before a commitment is made to build an on-campus stadium? Frank responded that he has heard many versions of that question expressed in a number of different ways - including the institution needs to demonstrate that the current football stadium does not work before a new one is built. Frank added that, if the stadium is not a choice that comes at the expense of academic goals, and it can add value to the institution, he thinks it is worth looking at now. Frank added that, of course, whether the stadium adds to or detracts from academics or whether now is the best time to consider it is an open question, and the one the deliberative process is designed to answer.

Steve Newman stated that he has not seen the stadium committee looking at opportunities for partnerships with, for example, sports turf management programs. Newman asked if there are possibilities to make this an academic learning center and not just an athletic facility. Graham responded yes, that this is at the center of the plan. He wants to explore all those possibilities.

Margarita Lenk inquired if someone could address issues surrounding the television contracts. She noted that it is hard to view Ram sports on television. She also asked about the process for student athlete recruiting. Graham explained that the head coaches are responsible for recruiting so that recruiting is a leadership issue. He added that 80 percent of his discussions with prospective basketball coaches have been about recruiting practices. Graham pointed out that the new football coach's practices are night and day from anything that has been going on before at Colorado State University.

Steven Hayne asked if Graham envisions the stadium as being a significantly multi-use environment and will it be used for, for example, women's soccer, etc. Graham responded yes it is not just a football stadium. It will be a stadium for football, soccer, rugby, etc. Graham did point out that it will not be for track and field because it would cause the stadium to be less intimate. Also, what other things can be put into this building? An alumni welcome center is very important - meeting spaces, professors' offices. He explained that there is a list of 22 things that could/should be strongly considered for the on-campus stadium. Some options have been rejected (like a commercial restaurant) and other options have been approved. We want the stadium to be used 200-250 days a year.

Richard Eykholt explained that one of Faculty Council's standing committees is the Committee on Intercollegiate Athletics. Eykholt asked to what extent has Graham interacted with this Committee. Graham responded that he has just begun this process and added that he met with the committee twice - once in December and once in March. He noted that he has met with Sue LaRue, Chair of the Committee on Intercollegiate Athletics.

Van Buren inquired if there is anything educational about the Athletic Department? Graham stated that there are 400 student athletes. The starting point is to educate those students so we give them substantial resources. Van Buren pointed out to Graham that she was talking to faculty and it sounds like it is all about business and revenue. Graham responded no and added that the prerequisites are, are we graduating our student athletics, and are we educating them. Van Buren pointed out that this can be done without athletics. She added that none of the athletic department's mission is devoted to what faculty would think of as physical education for the broader student body. Graham responded that athletics is a noble undertaking.

The department is making a statement of excellence with excellent teams and that is a statement to the outside world. Graham gave as an example Baylor University's application rate went up from 15,000 to 45,000. So, it absolutely works.

Frank asked Van Buren if she was asking whether or not there are other units on campus that do not have a significant educational charge? Van Buren responded yes, but that they have this type of budgetary allocation? Frank answered he did not think he could come up with units that are exactly analogous.

Graham left the Faculty Council meeting at 6:10. Gallagher thanked Graham for coming to Faculty Council to participate in this important discussion.

The discussion continued with Frank. Frank responded to the question regarding the television contract. He explained that, unfortunately, a lot of the detail that he could potentially share is best left unsaid at the moment because Colorado State University is currently in the middle of negotiations with CBS. Frank did note, that, everybody - CBS, schools, and athletic departments recognize that the television piece is broken.

Eric Maloney questioned, if the plan for an on-campus stadium comes to fruition, what will happen to Hughes Stadium. Frank responded that he has declined to say anything regarding Hughes Stadium so far because comments to that question are taken as "proof" that he is committed to an on-campus stadium.

Vogl asked if there was a timeline for the decision-making process? Frank responded yes and no. He noted that there are some guidelines and explained that he had originally asked the stadium committee to try to finalize their report by the end of the semester. He noted that the sub-committee chairs have indicated that they are likely to finish by the end of May or June. Frank added that he will not render any decision during the summer, and it will be Fall semester before he will deliver his assessment of their recommendations. Frank stated that his decision would be either "no" - a new main campus stadium is not worth pursuing or "yes" it is worth trying to pull together a formal plan and raise the money. Frank explained that a "yes" really just starts the work. If the funds for the new stadium are not raised, the athletic department would keep trying to do all the other things the athletic department is charged with doing.

Miller asked how Colorado State University can get into a top tier ranking (at least in football) if there are only weak teams in the new conference that is being organized? Frank responded that some people have asked him "Do you think it is appropriate to have an Athletic Director who has unreasonably high expectations?" Frank stated that he thinks Colorado State University should want an Athletic Director with really high expectations. Frank noted that across the University units do not hire employees who do not have lofty, aspirational visions. Frank said that if Graham aims high, he thinks the institution will improve whether or not he hits that high point. Miller clarified that he meant, mathematically is it even possible? Frank responded that he thinks Colorado State University can be more competitive and visible with better reputational impact. He added, that, if done correctly, one-time investments can create self-generated revenue without it coming at the expense of anything. Miller added that, if Wyoming and the other teams do not step up, Colorado State University would just "beat up" on teams. Frank responded that conference affiliation does have a reputational impact, and institutions are judged by the company that they keep. He noted that the Mountain West Conference (MWC) is striving to improve and there are many traditional rivalries here that matter to Colorado State University. He also stated that, on an academic basis, Colorado State University is one of the "nicest houses in the neighborhood" in our conference and Colorado State University is academically competitive with the Big 12 and the Pac 12, but people do not think of Colorado State University in that way. Frank added that while it is difficult to put a formula to the relationship, he thought that there is something intuitive about the notion that "better athletics" brings "a better academic reputation."

Eykholt stated that Frank is obviously going to weigh lots of pros and cons as he makes his decision regarding an on-campus football stadium. To what extent will the decision be based upon your view of the pros and cons versus the way that the faculty, staff, etc. weigh the issue. Frank replied that a significant component would be making a decision that flies in the face of what a large percentage of faculty, employees, and students think. He added that he did not have a magic number, but will certainly take that opinion into account.

Hunter asked what role does the Board of Governors play in this decision? Frank explained that the Board of Governors would have to approve a program plan. This program plan would have to go on the State's "cash funding" list (projects that are not funded with state appropriations), and informally Frank would want to seek the Board of Governor's input throughout the process. Frank stated that one of the Board of Governor members is Carole Makela, the Faculty Council representative to the Board of Governors, and added that, the Board of Governors respects the opinions of that person. He added that the Board of Governors will be listening to the faculty voice and his voice and hopefully they will be in unison.

Gallagher thanked Frank for his participation in this discussion.

The Faculty Council meeting adjourned at 6:25 p.m.

Timothy Gallagher, Chair  
Karrin Anderson, Vice Chair  
Diane Maybon, Secretary



ATTENDANCE  
**BOLD INDICATES PRESENT AT MEETING**  
UNDERLINE INDICATES ABSENT AT MEETING

**Agricultural Sciences**

**Stephen Koontz**  
**Denny Crews**  
William Jacobi  
**Steve Newman**  
**Mary Stromberger**  
Dana Hoag  
**Andrew Norton**

**Applied Human Sciences**

**Molly Eckman**  
**Tracy Nelson**  
**David Sampson**  
**Jenn Matheson**  
**Scott Glick**  
**David Greene for Matthew Malcolm**  
Sharon Anderson  
**Kim Bundy-Fazioli**

**Business**

**Margarita Lenk**  
**Stephen Hayne**  
**Patricia Ryan**  
**Jim McCambridge**  
**Tom Ingram**

**Engineering**

**Russ Schmacher**  
**Brad Reisfeld**  
Ken Carlson  
**Steve Reising**  
**Don Radford**  
**Eric Maloney**  
Sudeep Pasricha

**Liberal Arts**

**Mary Van Buren**  
**Eleanor Moseman**  
**Elizabeth Williams**  
**David Mushinski**  
**Louann Reid, Excused**  
**Ernesto Sagas**  
**Jonathan Carlyon**  
**Robert Gudmestad**  
**Cindy Christen**  
**Gary Moody**  
Idris Hamid  
**Brad MacDonald for Ursula Daxecker**  
**Ken Berry**  
**Mary Vogl**  
**Eric Aoki**  
**David Mushinski for Alex Bernasek**

**Agricultural and Resource Economics**

**Animal Sciences**  
Bioagricultural Sciences & Pest Management  
**Horticulture & Landscape Architecture**  
**Soil and Crop Sciences**  
College-at-Large  
**College-at-Large**

**Design and Merchandising**

**Health and Exercise Science**  
**Food Science and Human Nutrition**  
**Human Development and Family Studies**  
**Construction Management**  
**Occupational Therapy**  
School of Education  
**School of Social Work**

**Accounting**

**Computer Information Systems**  
**Finance and Real Estate**  
**Management**  
**Marketing**

**Atmospheric Science**

**Chemical and Biological Engineering**  
Civil and Environmental Engineering  
**Electrical and Computer Engineering**  
**Mechanical Engineering**  
**College-at-Large**  
College-at-Large

**Anthropology**

**Art**  
**Communication Studies**  
**Economics**  
**English**  
**Ethnic Studies**  
**Foreign Languages and Literatures**  
**History**  
**Journalism and Technical Communication**  
**Music, Theater, and Dance**  
Philosophy  
**Political Science**  
**Sociology**  
**College-at-Large**  
**College-at-Large**  
**College-at-Large**



**Natural Resources**

Melinda Laituri  
Paul Doherty  
Mark Paschke  
Sven Egenhoff  
Stu Cottrell

Ecosystem Science and Sustainability  
Fish, Wildlife, and Conservation Biology  
Forest, Rangeland, and Watershed Stewardship  
Geosciences  
Human Dimensions of Natural Resources

**Natural Sciences**

Eric Ross  
David Steingraeber  
John Wood  
Robert France  
Patrick Shipman for Iuliana Oprea  
Raymond Robinson  
Benjamin Clegg  
Philip Chapman  
Steve Stack, Excused  
Mike Steger  
Carl Patton for Miguel Mostafa

Biochemistry and Molecular Biology  
Biology  
Chemistry  
Computer Science  
Mathematics  
Physics  
Psychology  
Statistics  
College-at-Large  
College-at-Large  
College-at-Large

**Veterinary Medicine & Biomedical Sciences**

Scott Earley  
Daniel Smeak  
Dave Gilkey for John Rosecrance  
Robert Jones, Excused  
Terry Nett  
Jeffrey Wilusz  
C. W. Miller  
Anthony Knight  
Susan Kraft  
William Hanneman

Biomedical Sciences  
Clinical Sciences  
Environmental & Radiological Health Sciences  
Microbiology, Immunology and Pathology  
College-at-Large  
College-at-Large  
College-at-Large  
College-at-Large  
College-at-Large  
College-at-Large

**University Libraries**

Nancy Hunter  
Michelle Wilde

Libraries  
At-Large

**Officers**

Tim Gallagher  
Karrin Anderson  
Carole Makela  
Richard Eykholt  
Diane Maybon  
Lola Fehr

Chair, Faculty Council  
Vice Chair, Faculty Council  
BOG Faculty Representative  
Immediate Past Chair, Faculty Council  
Executive Assistant/Secretary  
Parliamentarian

**Ex Officio Voting Members** (\*Indicates Elected Member of Faculty Council)

Luis Garcia, Chair  
Susan LaRue, Chair  
Martin Gelfand, Chair  
David Greene, Chair  
Mary Stromberger, Chair\*  
Ketul Popat, Chair  
Tony Maciejewski, Chair  
Dan Turk, Chair, Excused  
Eric Prince, Chair  
Howard Ramsdell, Chair

Committee on Faculty Governance  
Committee on Intercollegiate Athletics  
Committee on Libraries  
Committee on Responsibilities & Standing of Academic Faculty  
Committee on Scholarship Research and Graduate Education  
Committee on Scholastic Standards  
Committee on Strategic and Financial Planning  
Committee on Teaching and Learning  
Committee on University Programs  
University Curriculum Committee

**Ex Officio Non-Voting Members**

Torsten Eckstein, Chair

Committee on Special and Temporary Faculty

***Ex-Officio* Non-Elected Non-Voting Members**

**Anthony Frank**

**Rick Miranda**

**Brett Anderson**

**Mary Ontiveros**

**Lou Swanson**

**Robin Brown**

**Tom Gorell, Excused**

**Patrick Burns**

**Jim Cooney**

**Tom Milligan**

**Bill Farland**

**Blanche M. Hughes**

**Alan Lamborn, Excused**

**Amy Parsons**

**Craig Beyrouty**

**Jeff McCubbin**

**Ajay Menon**

**Sandra Woods**

**Jodie Hanzlik**

**Ann Gill**

**Jan Nerger**

**Lance Perryman**

**Joyce Berry**

**David Mornes**

**President**

**Provost/Executive Vice President**

**Vice President for Advancement**

**Vice President for Diversity**

**Vice Provost for Engagement/Director of Extension**

**Vice President for Enrollment and Access**

**Vice Provost for Faculty Affairs**

**Vice President for Information Technology/Dean Libraries**

**Vice Provost for International Affairs**

**Vice President Public Affairs**

**Vice President for Research**

**Vice President for Student Affairs**

**Vice Provost for Undergraduate Affairs**

**Vice President for University Operations**

**Dean, College of Agricultural Sciences**

**Dean, College of Applied Human Sciences**

**Executive Dean/Dean, College of Business**

**Dean, College of Engineering**

**Dean, Graduate School**

**Dean, College of Liberal Arts**

**Dean, College of Natural Sciences**

**Dean, College of Veterinary Medicine and Biomedical Sciences**

**Dean, Warner College of Natural Resources**

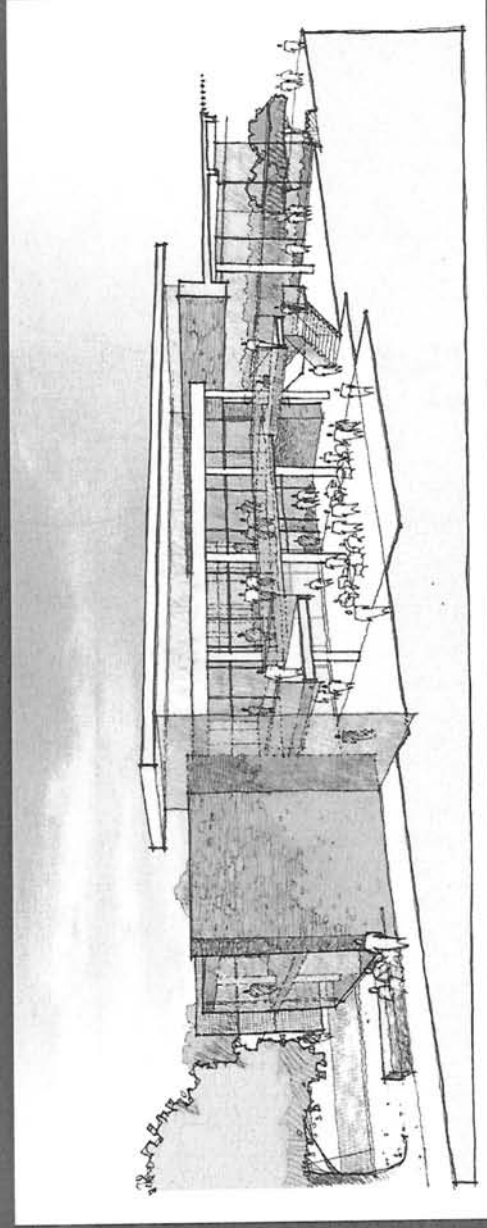
**Chair, Administrative Professional Council**

**Guest:**

**Jack Graham**

**Athletic Director**

# Lory Student Center Revitalization Presentation



Faculty Council Meeting  
April 3, 2012

Mike Rush  
Campus Architect

Mike Ellis  
AVP for Student Affairs & Director, LSC



Addendum I

# Master Plan Process

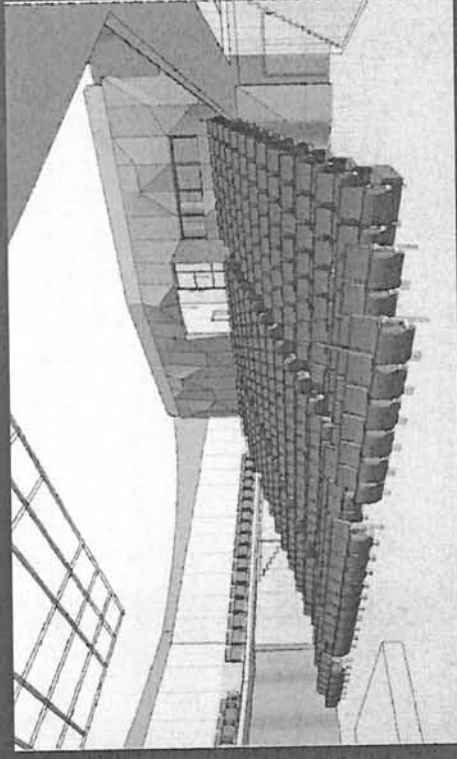
- 2004 original LSC Master Plan
- 2007 Transit Center Addition 
- Visioning charrette in October 2009 resulting in recommendations to transform the LSC & ensure its ability to be a recruiting & retention tool
- Process was open and inclusive with extensive - user interviews, tours, and a rigorous exploration of planning and design concepts
- Concept plans and space program were reviewed January 2010, and updated October 2011
- Theatre Renovation began June of 2011



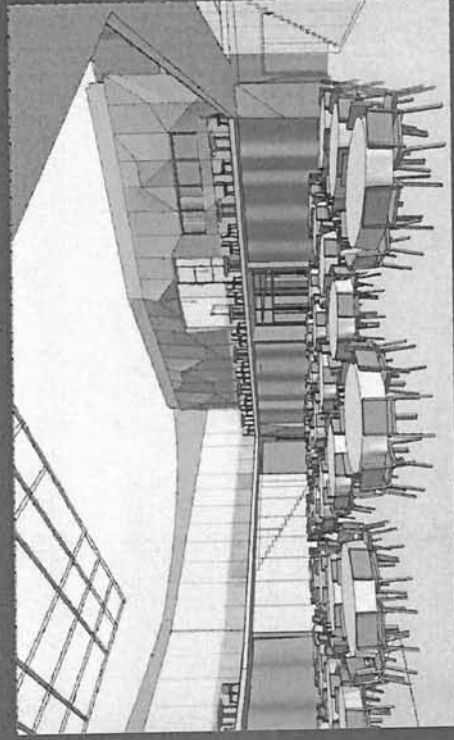


# Theatre Update

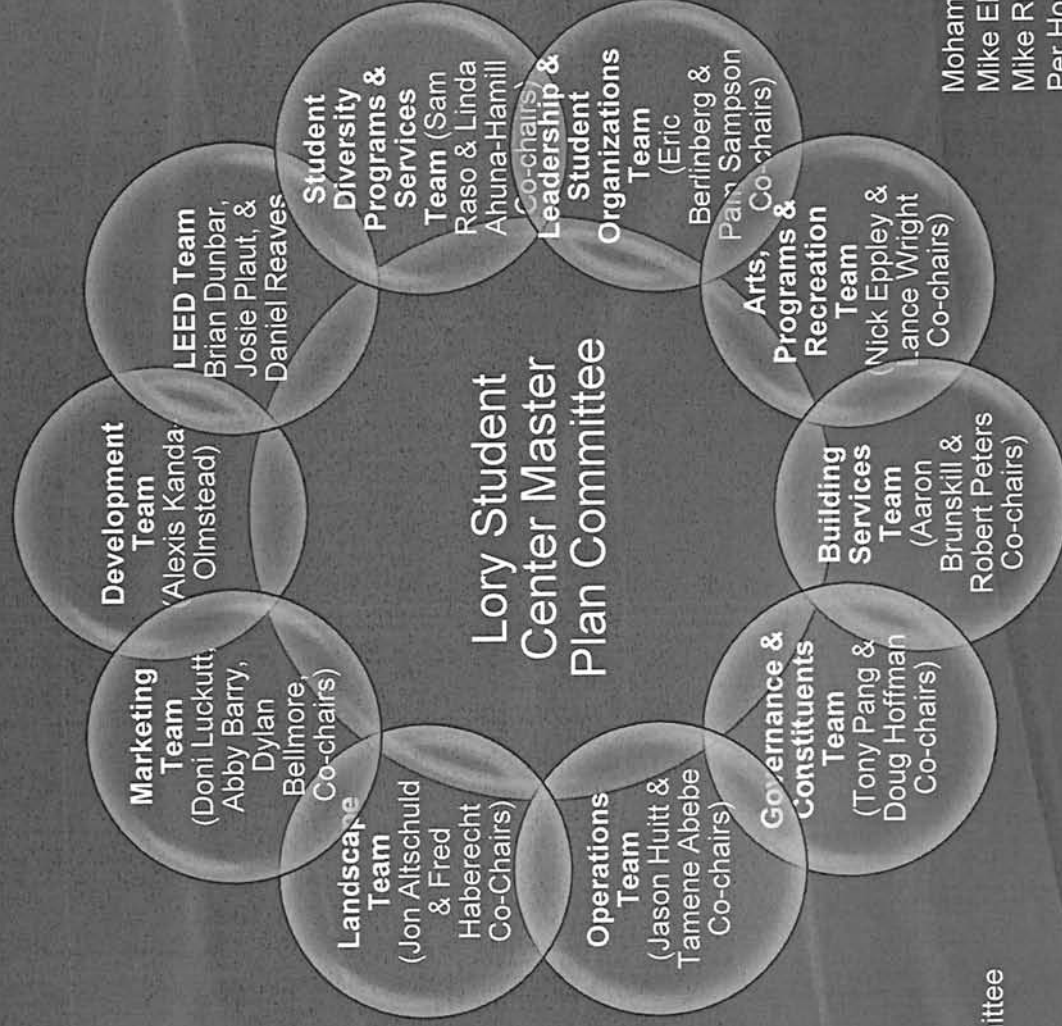
- Project cost of \$6M
- No Student Fee increase requested, SFRB approved Spring 2010
- Project completion date - May 2012
- Architects Aller.Lingle.Massey/Perkins+ Will
- Goal: Preserve exterior and reinvent interior



- Flat floor design/multipurpose
- New balcony around perimeter
- Grand window view to north
- Moveable retractable seating connecting to balcony
- Flexible lighting and rigging system
- Event service space on main floor level



# Master Plan Committee



## Representatives

ASCSU  
 LSC Governing Board  
 ASAP  
 Students – Marketing Capstone  
 Student Co-chair on each committee  
 IBE  
 ACNS  
 Student Diversity Programs & Services  
 Facilities  
 Faculty  
 Staff

## Ex Officio Members

Mohamed Jefri - Co-chair  
 Mike Ellis - Co-chair  
 Mike Rush - Facilities Management  
 Per Hogestad - Facilities Management  
 Tracey Abel - Facilities Management  
 Karen McCormick - Lory Student Center  
 Grant Sherwood - Relocation Efforts

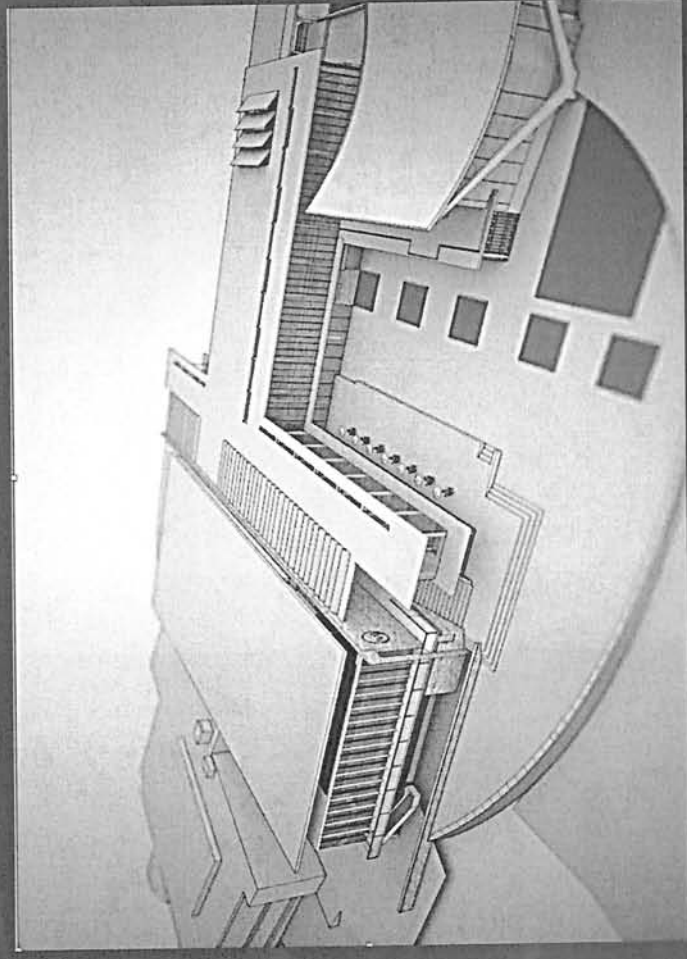
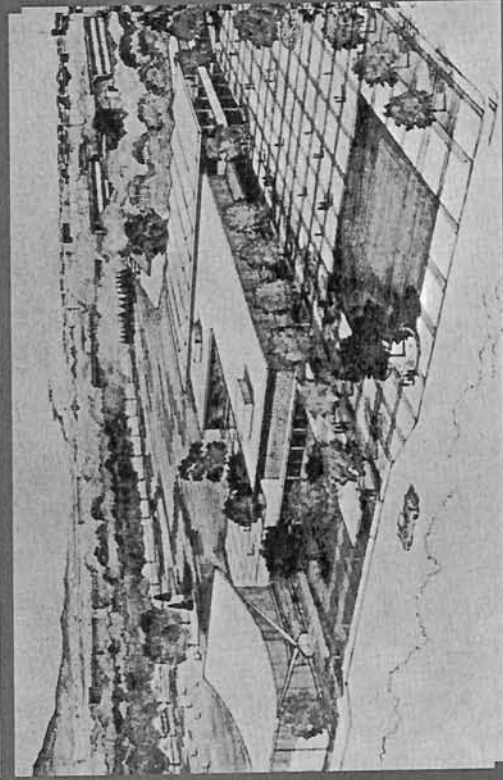
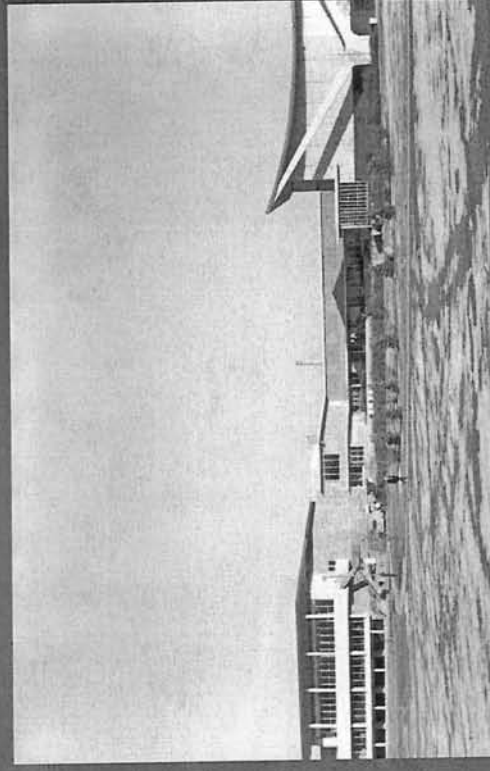


# Proposed Project

- Proposed project will completely renovate 160,000 s/f of the existing LSC & add approximately 40,000 gross s/f of new space
- The LSC will provide \$5M from reserves/donations and \$60M will be bonded
- April 2011 the students approved an increase of \$70 in the Student Center Fee to pay for the revitalization.
  - The fee increase will go into effect Fall of 2014, at project completion
- Project approved by the Board of Governors, December, 2011
- The Theatre renovation approved in June 2010 is under construction and will provide swing space for programs & events



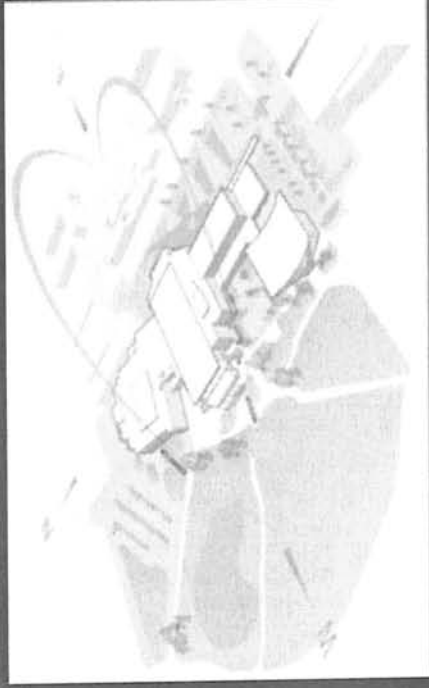
# LSC circa 1962 - the LSC of tomorrow



[View Video](#)

# Why Renovate?

The location for the Student Center is perfect and the programs are exceptional, but the internal space does not contribute positively to the student experience

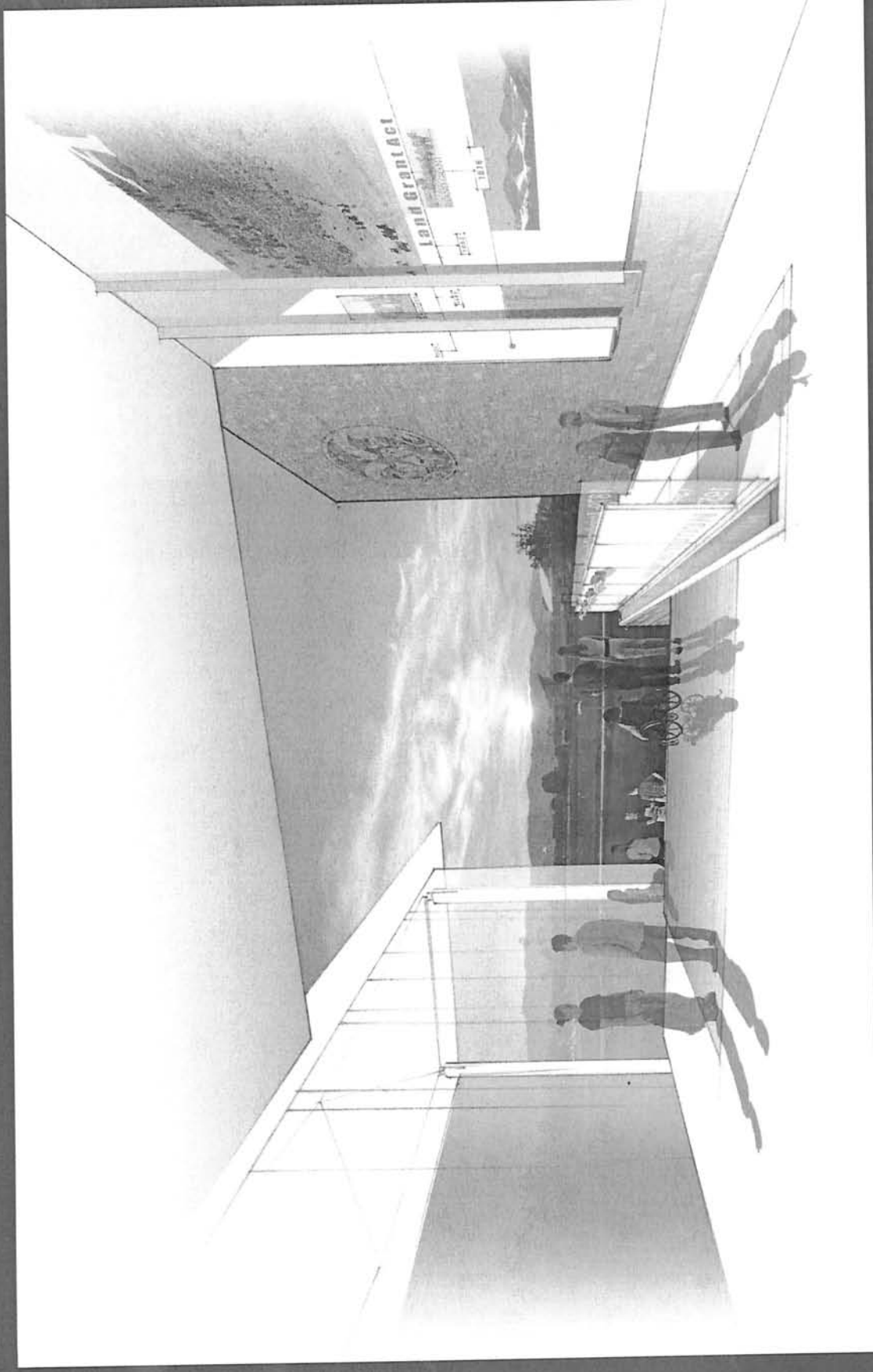


**There are 3 major aspects of the project:**

- Improve the building infrastructure and systems
- Organize and Highlight Student Programs/Services
- Target growth that aligns with the University mission



# Telling our Stories



# Branding & Storytelling

-Draft Ideas-

- Our Land Grant Mission
  - CSU Pride & Traditions
- Shared Governance & Decision Making
  - Student Activism & Advocacy at CSU
- Locally Crafted Arts & Products in the Lower Level
  - Ordinary Alums, Extraordinary Accomplishments
- Research Projects Changing our World
  - CSU/LSC Fundraising & Donor Relations

# Master Plan Time Line

Date	Event Occurring
Dec. 5, 2011-Feb. 27, 2012	Schematic Design Phase
January 2012	Renovation CM/GC Selection -Saunders Construction
March 14-June 22, 2012	Design Development Phase
April 30, 2012	Relocation DRAFT Plan
May 10, 2012	Theatre Soft Opening – Senior Concert
August, 2012 – October, 2012	50 <sup>th</sup> Anniversary Celebration
Jan.-May, 2013	Phased LSC Renovation Relocation & Soft Construction
May 20, 2013	Anticipated Construction Start Date
July 31, 2014	Anticipated construction End Date(\$70 student fee increase does not go into effect until renovation is complete)
Aug. 2014	Renovated LSC Open for Fall Semester 2014
Dec. 2014	Anticipated Building Site finished (Includes Additional 3 months for landscape)



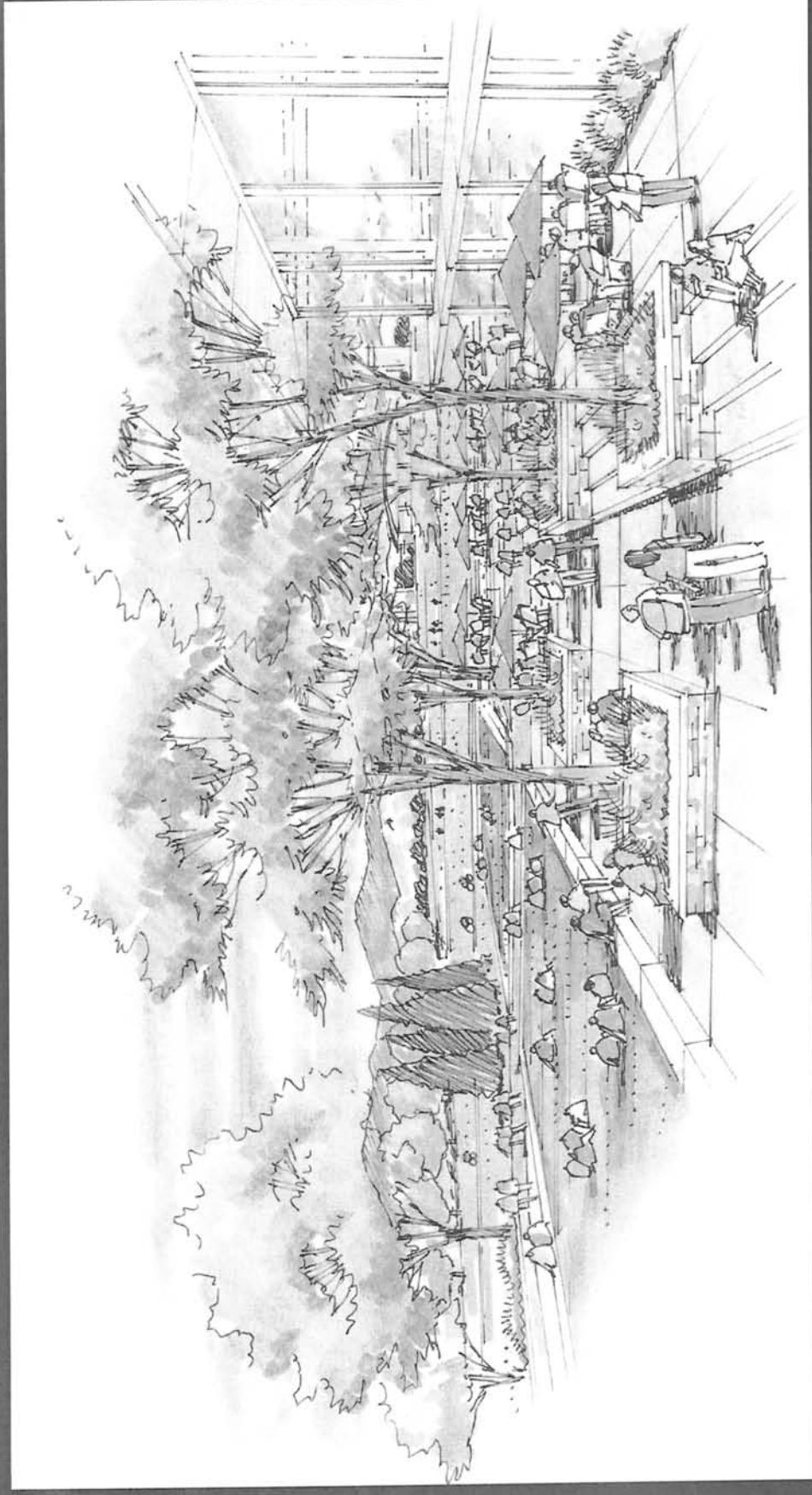
# New Plaza Entry & Overlook



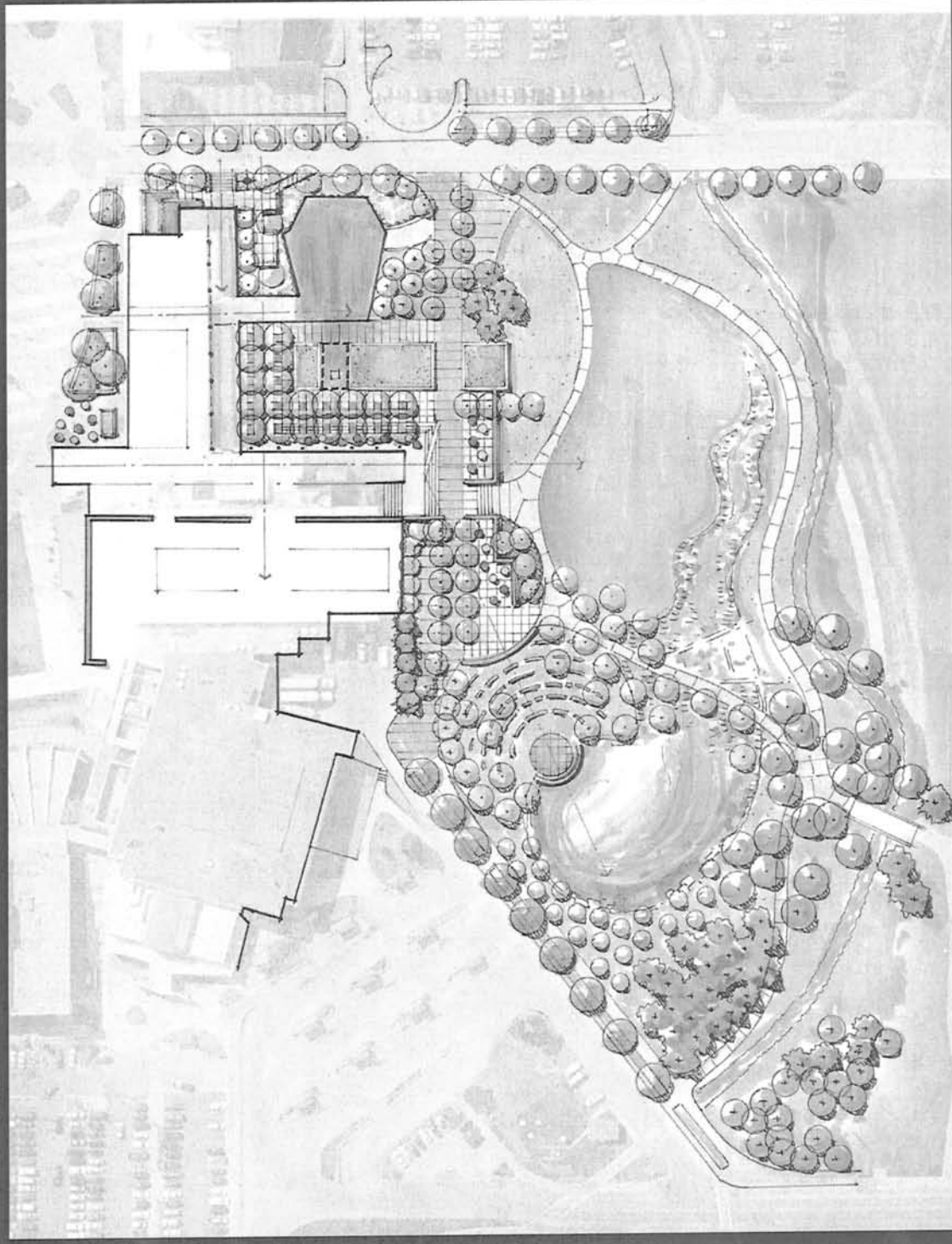
# LSC South Entry



# View Looking West From Main Terrace



# Project Integration into the Great Lawn



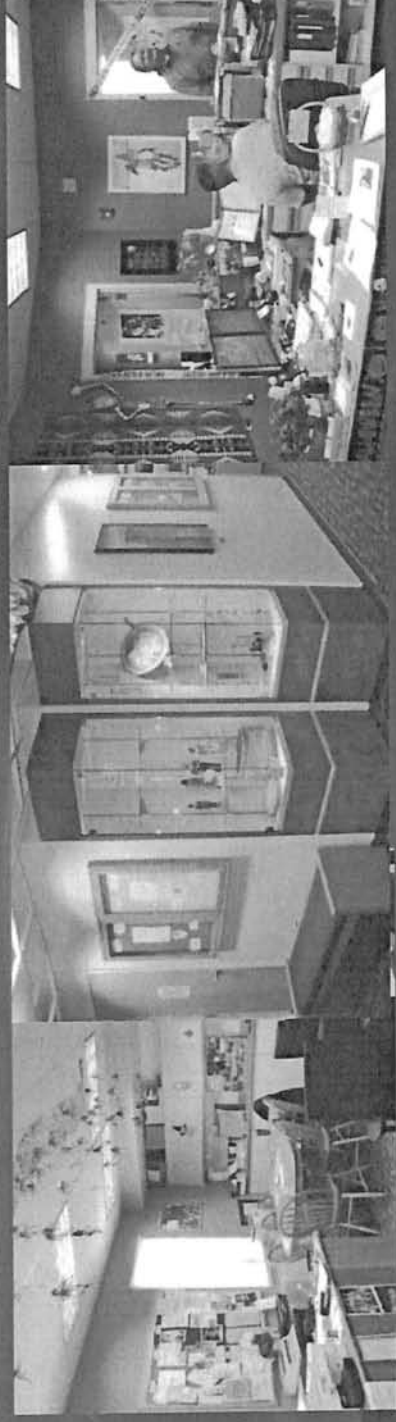


# Improve Building Infrastructure and Systems

- Exterior additions and renovations will provide a substantial change in both the visual quality and energy performance of the exterior skin
- Building envelope upgrades will improve the comfort through upgraded window systems, increased insulation and moisture control
- Upgrades would be expected to decrease utility costs by 20-30%
- The mechanical systems in the building are over 50 years old, well beyond their life expectancy
- Life safety and accessibility deficiencies will be also corrected with this project

# Organize and Highlight Student Diversity programs

- Special connections within the existing building are disjointed
- Student Diversity Programs, which exemplify the Land Grant Mission are difficult to find and lack adequate space
- Revitalization will clarify circulation, incorporate vertical spatial connections between each level & organize student programs to better accommodate needs





# Targeted Growth

40,000 gross s/f of new space has been carefully assessed to ensure that it has a clear purpose and can be shared to the greatest extent possible

- Ballroom
- Dining and Food Services
- Meeting rooms
- Offices for new Service Partners
- Student spaces
- Building Infrastructure



# Thank you for your interest



Questions or suggestions?

Contact Information:

[mike.rush@colostate.edu](mailto:mike.rush@colostate.edu)

[mike.ellis@colostate.edu](mailto:mike.ellis@colostate.edu)

970 491-6395

# FACULTY COUNCIL

Report from the Athletic Director

April 3, 2012

Clark Building

Presenter: Jack Graham –Director of Athletics

*Addendum II*



- I. Analysis of Student Fees
- II. Analysis of Institutional Support
- III. Expenditure Report: How the Athletic Department Spends its Budget
- IV. Revenue Report:
  - Sources
  - Comparative Analysis
  - Analysis of Shortfalls
- V. Other Matters
- VI. Q&A



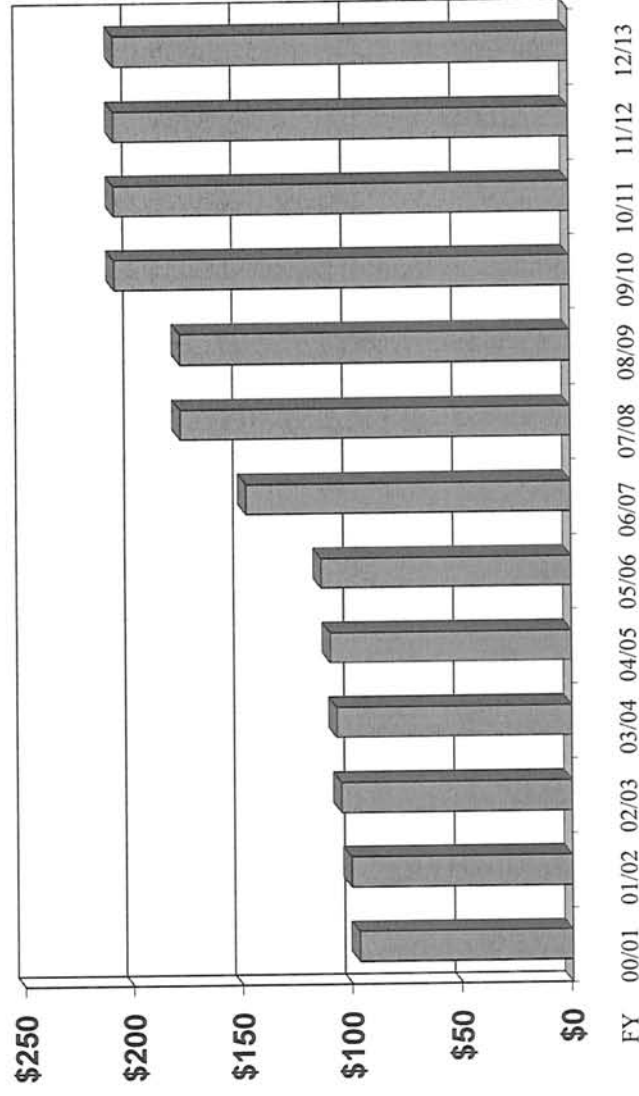
# I. Analysis of Student Fees



## Student Fees: Current and Recent History

Our Fall and Spring Undergraduate student body pays Student Fees of \$103.85 per semester, \$207.70 annually. Nothing is paid in the Summer Term.

History of Annual Student Fees



The Athletic Department is not requesting an increase to Student Fees for the 12/13 Academic Year.



# Value Derived from Student Fees

Our student body derives meaningful value from the student fees paid to our Athletic Department. The value comes in a variety of forms.

1. **All-Sports Pass:** All undergraduate students receive free admission to all intercollegiate athletic events including:

Football  
Men's Basketball  
Women's Basketball  
Women's Volleyball  
All Other CSU Athletic Programs (16 in total)

- Many other universities charge for an All-Sports Pass. Our comparative universe reflects a range from \$25 to \$394 for the Pass.
- Meaningful entertainment value is derived from our free admission.
- Our athletic programs have the power to generate meaningful pride and loyalty for CSU; and they can unify our community. It is difficult to place a value on these attributes, but they are real.

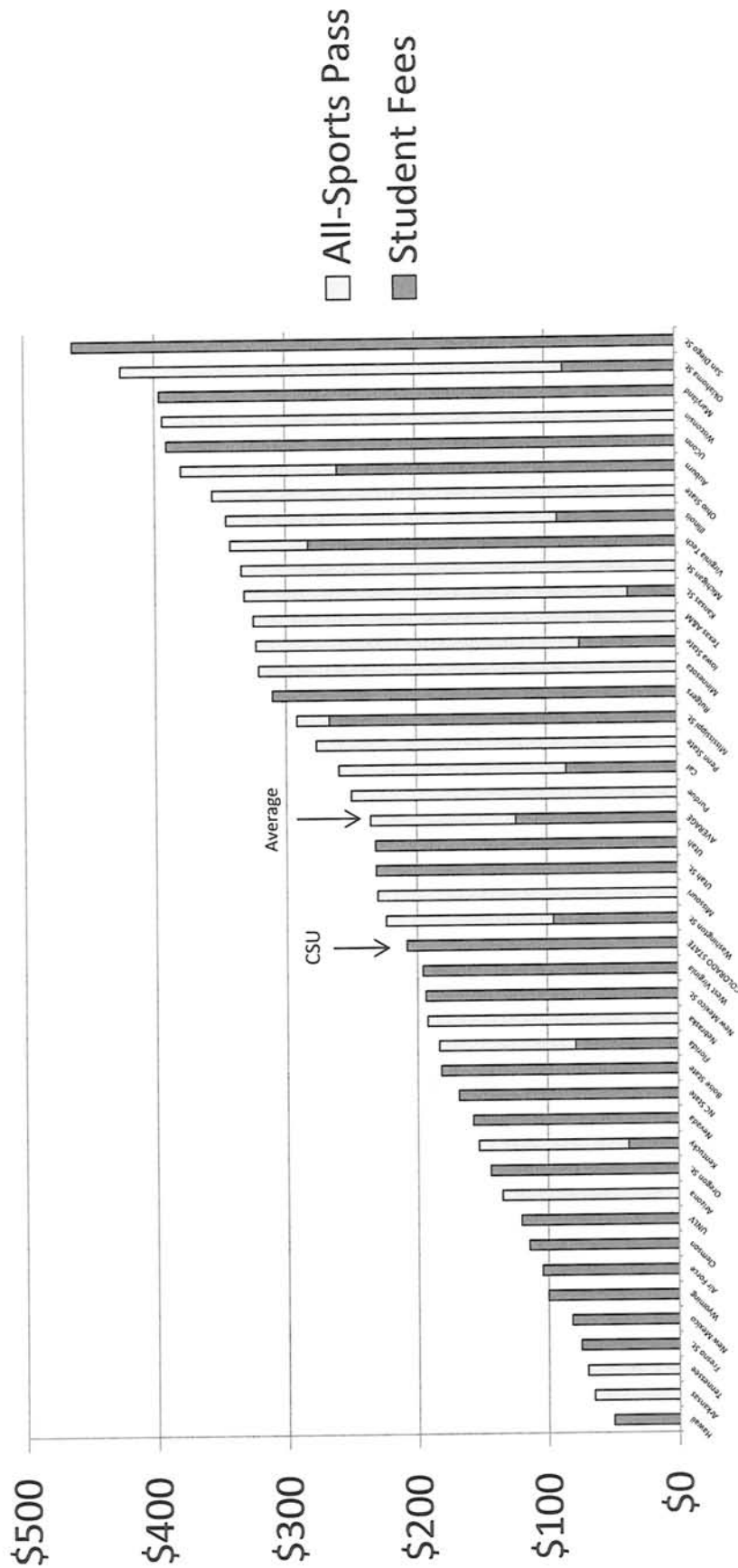


## Value Derived from Student Fees (cont.)

2. CSU's Intercollegiate Athletic Programs deliver meaningful opportunities to increase "Top of Mind" awareness of CSU to the rest of the country. Athletics can make CSU a "household name" and a familiar brand. The value we derive from this includes:
  - a. Name recognition of CSU enhances the value of our diplomas.
  - b. Increased out-of-state applicants and enrollment:
    - Drives our business model.
    - Protects the financial security of our University.
    - Helps to keep in-state tuition levels affordable.
    - Protects the land grant mission of CSU.
3. Athletics facilitates engagement with our alumni ... frequently alumni plan their return trips to campus around athletic events. Social engagement with our alumni enhances our opportunities to raise money for our University.
4. Around Athletics, our students frequently develop strong ties and loyalty to our University producing a long-term connection to CSU. Over time this can evolve into strong alumni engagement ... which fulfills the circle of giving back.



# Comparative Analysis of Student Fees



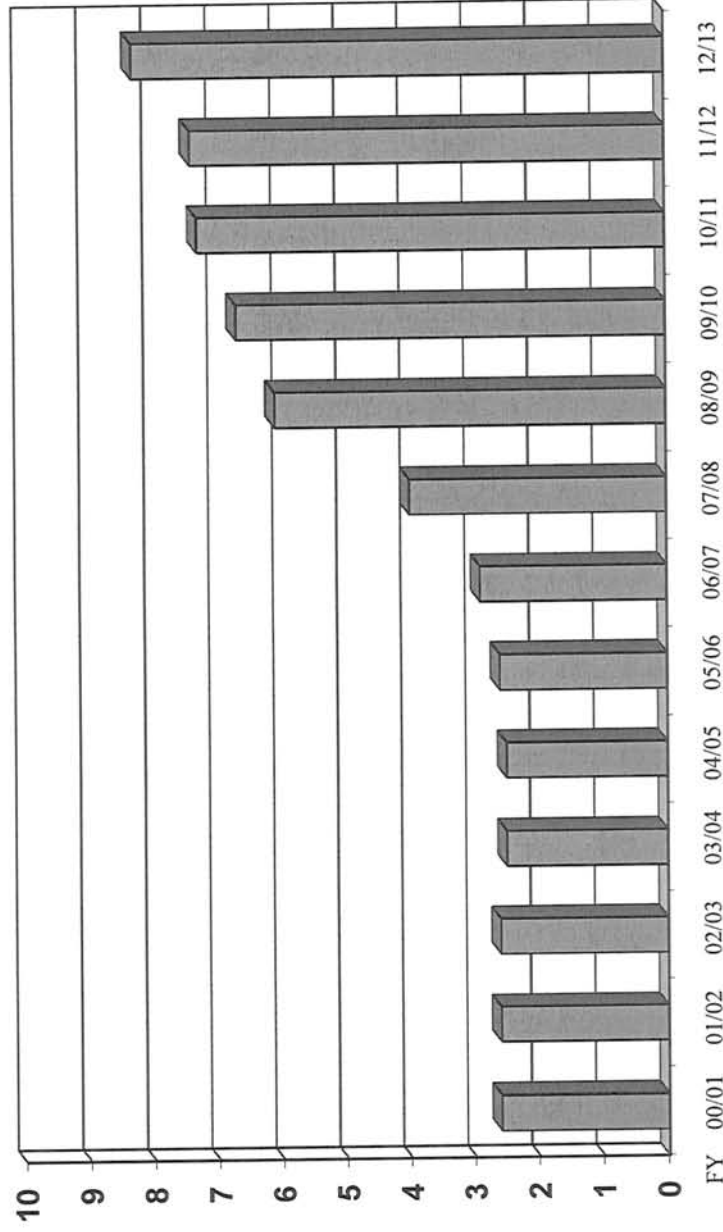
The sum of our Student Fee plus All-Sports Pass (\$0) is ~ 12% below the average of this universe. Optimally, we would prefer a Student Fee structure that is a combination of a lower Student Fee for all students with an optional All-Sports Pass. Over time and with enhanced athletic success, this may be possible.





## II. Analysis of Institutional Support

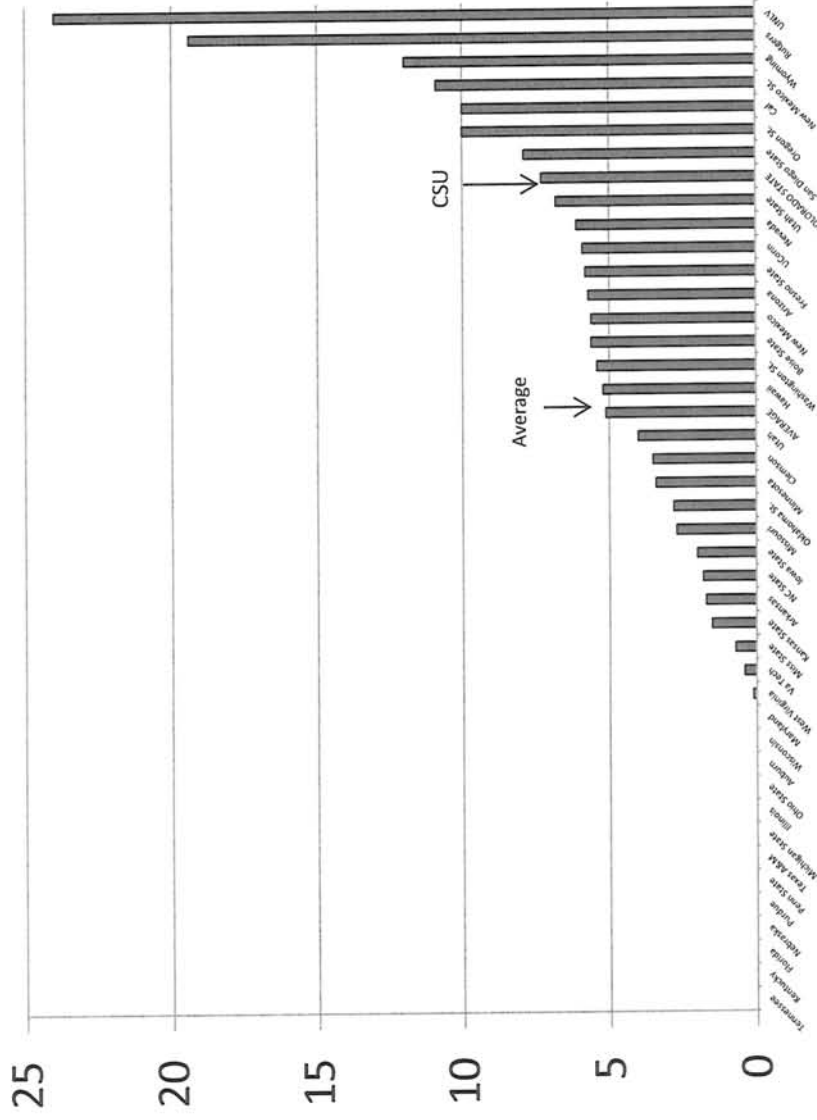
## Current and Recent History of Institutional Support



Generally, the Institutional Support received by the Athletic Department has been approximately equal to the cost of our scholarships. Because both in-state and out-of-state tuition have gone up, the amount of Institutional Support we receive has gone up. Additionally, in FY 12/13, the cost of a scholarship is likely to increase to reimburse student-athletes for the cost of attendance.



## Comparative Analysis of Institutional Support



Institutional support is \$7.3 million, \$2.2 million above the average of this universe (43% above the average).



# III. Expenditure Report

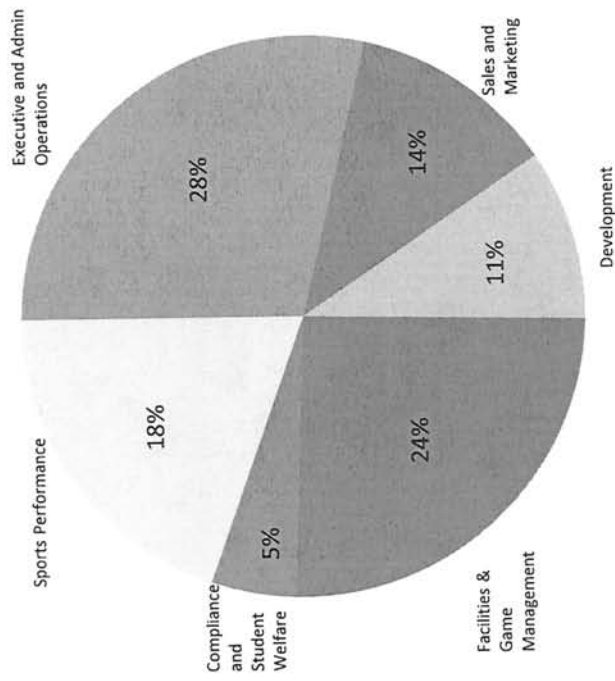
- How the Athletic Department Spends its Budget
- (1) Department Expenses & Analysis
  - (2) Athletic Programs' Expenses & Analysis
  - (3) Total Department Report



# Athletic Department Expense Report & Analysis

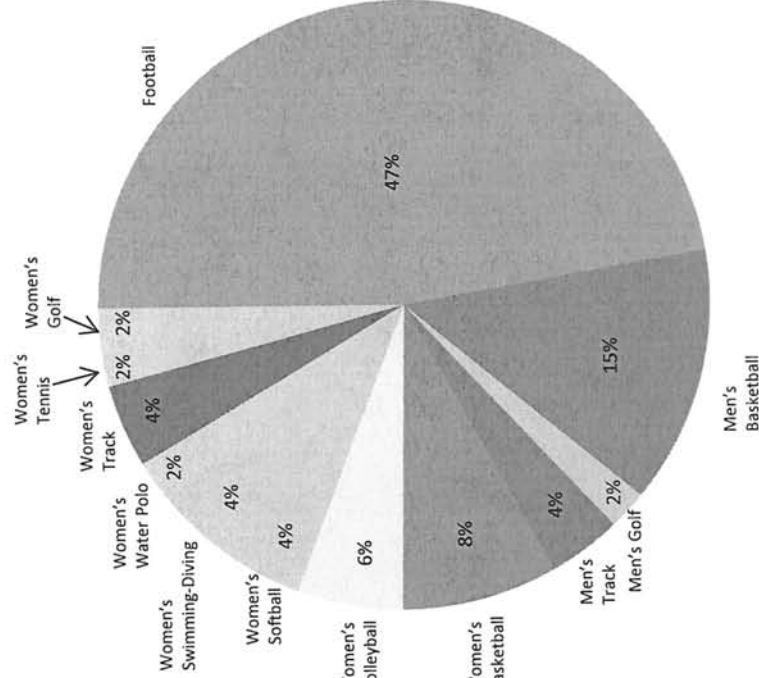
## Department Report

<u>Department Division</u>	<u>FY 12 Projected Expenses</u>	<u>Percent</u>
1. Executive and Admin Operations	\$2,050,000	28%
2. Sales and Marketing	1,000,000	14%
3. Development	800,000	11%
4. Facilities and Game Management	1,800,000	24%
5. Compliance and Student Welfare	350,000	5%
6. Sports Performance	<u>1,400,000</u>	<u>18%</u>
Total	\$7,400,000	100%



# Athletic Department Expense Report & Analysis

## Athletic Programs



Athletic Program	# of Scholarships	FY 12 Projected Expenses	Percent
<b>Men's Programs</b>			
1. Football	85.00	\$ 8,300,000	47%
2. Men's Basketball	13.00	2,600,000	15%
3. Men's Golf	4.50	350,000	2%
4. Men's T&F, C.C.	12.60	650,000	4%
Subtotal	115.10	\$11,900,000	68%
<b>Women's Programs</b>			
1. Women's Basketball	15.00	\$ 1,400,000	8%
2. Women's Volleyball	12.00	1,150,000	6%
3. Women's Softball	12.00	700,000	4%
4. Women's Swimming-Diving	14.00	700,000	4%
5. Women's Water Polo	8.00	400,000	2%
6. Women's T&F, C.C.	18.00	750,000	4%
7. Women's Tennis	8.00	350,000	2%
8. Women's Golf	6.00	350,000	2%
Subtotal	93.00	\$ 5,800,000	32%
Totals	208.10	\$17,700,000	100%



# Athletic Department Expense Report & Analysis

## Total Department

	FY 12 Projected Expenses	Percent
Department Expenses		
1. Executive and Admin Operations	\$2,050,000	9%
2. Sales and Marketing	1,000,000	4%
3. Facilities and Game Management	1,800,000	8%
4. Compliance and Student Welfare	350,000	1%
5. Sports Performance	1,400,000	6%
Total	\$7,400,000	28%
Men's Programs		
1. Football	\$ 8,300,000	33%
2. Men's Basketball	2,600,000	10%
3. Men's Golf	350,000	1%
4. Men's Track & Field, Cross Country	650,000	3%
Subtotal	\$11,900,000	47%
Women's Programs		
1. Women's Basketball	\$ 1,400,000	6%
2. Women's Volleyball	1,150,000	5%
3. Women's Softball	700,000	3%
4. Women's Swimming-Diving	700,000	3%
5. Women's Water Polo	400,000	2%
6. Women's Track & Field, Cross Country	750,000	4%
7. Women's Tennis	350,000	1%
8. Women's Golf	350,000	1%
Subtotal	\$ 5,800,000	25%
Total Athletic Program Expense	\$17,700,000	72%
Total Athletic Department Expense	\$25,100,000	100%



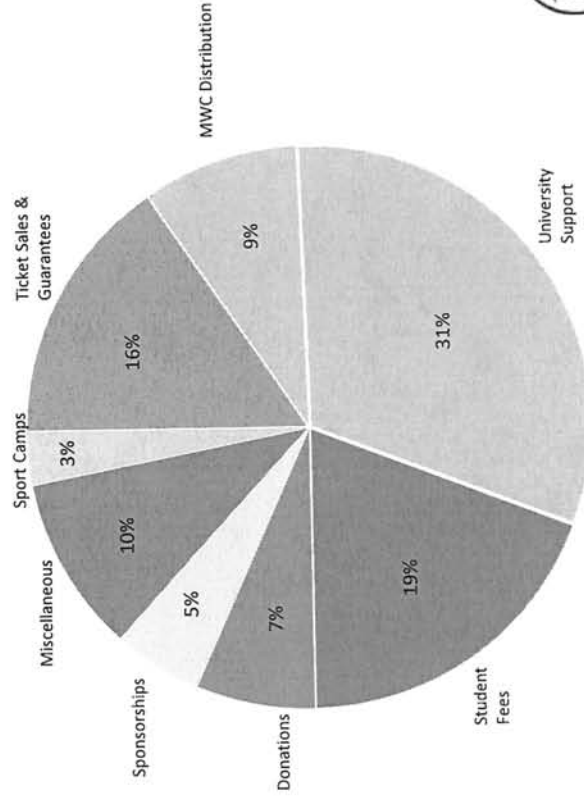
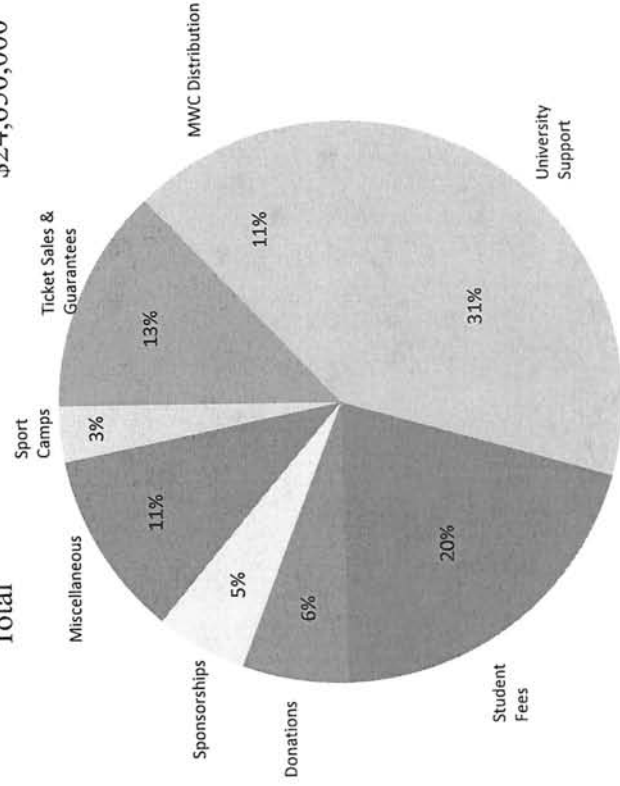
# IV. Revenue Report

- (1) Sources of Revenue
- (2) Comparative Analysis of Budget to Other MWC Universities
- (3) Analysis of Shortfalls



# Revenue Report – Sources of Revenue

Sources of Revenue	FY 12 Projected		FY 13 Budget	
	Revenue	Percent	Revenue	Percent
1. Ticket Sales and Guarantees	\$ 3,200,000	13%	\$ 4,100,000	16%
2. MWC Distribution	2,600,000	11%	2,300,000	9%
3. University Support	7,600,000	31%	8,300,000	31%
4. Student Fees	5,000,000	20%	5,000,000	19%
5. Donations	1,500,000	6%	1,800,000	7%
6. Sponsorships	1,300,000	5%	1,350,000	5%
7. Miscellaneous	2,650,000	11%	2,700,000	10%
8. Sport Camps	800,000	3%	800,000	3%
<b>Total</b>	<b>\$24,650,000</b>	<b>100%</b>	<b>\$26,400,000</b>	<b>100%</b>

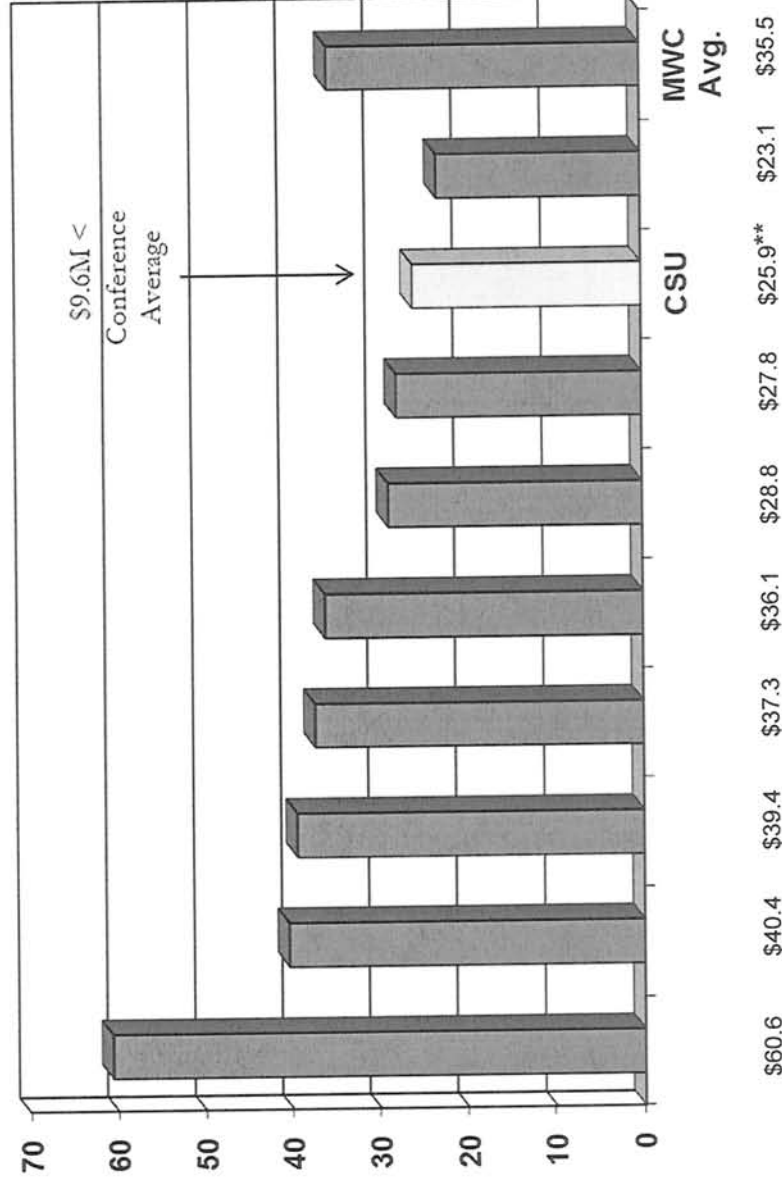


# Comparative Analysis of CSU's Athletic Department Budget to Other MWC Universities

# Comparative Analysis of CSU's Budget

Our Budget (Annual Expenditures) is ~ \$10M < MWC Average

Total Athletic Department Expenditures (FY11)

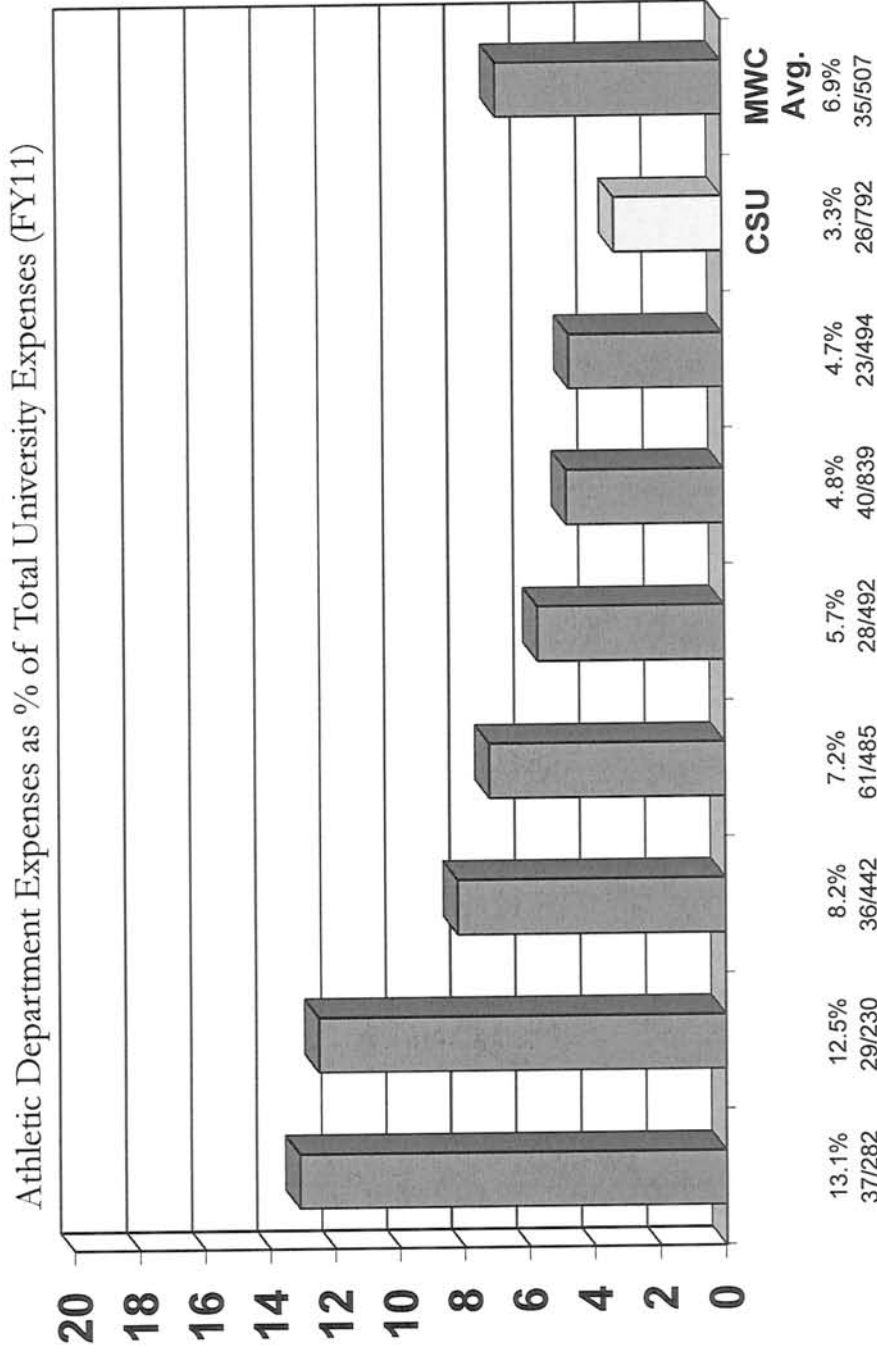


\*\* Using NCAA reporting basis; not consistent with Athletics' accounting practices



# Comparative Analysis of CSU's Budget

What We Spend on Athletics as a Percent of Total University  
Budgeted Expenses is the Lowest in the MWC



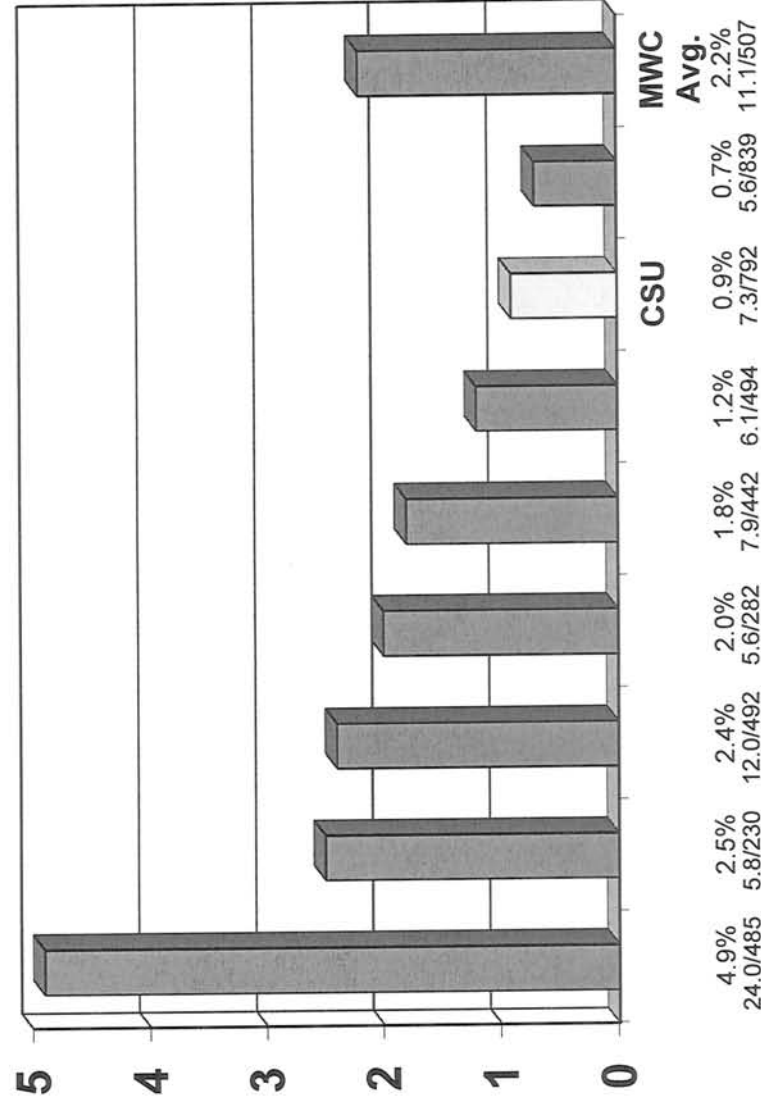
If we spent the Conference average dollars (\$35.5M), we would still be spending less than the Conference average ratio (4.5% vs. average of 6.9%). If we spent the average ratio (6.9%), our budget would be \$55M.



# Comparative Analysis of CSU's Budget

Ratio of Institutional Support of Athletics to Total University Expenses

(Based on 10-11 MWC Survey and Annual Reports on school websites)



CSU's Athletic Department receives institutional support that is well below the Conference average (less than half of the average).







# Comparative Analysis of CSU's Budget

## Analysis of Revenue Shortfall

Source of Revenue	CSU Revenue	Conference Average	Difference	CSU Ranking
Ticket Sales	2,929,000	5,268,000	2,339,000	9 <sup>th</sup>
Donations/Contributions	2,971,000	5,409,000	2,438,000	7 <sup>th</sup>
Game Guarantees	221,000	644,000	423,000	8 <sup>th</sup>
Concessions, Parking, Programs	397,000	823,000	426,000	8 <sup>th</sup>
Advertisements, Sponsorships	2,927,000	3,201,000	274,000	5 <sup>th</sup>
TOTAL	9,445,000	15,345,000	5,900,000	8 <sup>th</sup>

In addition to below average institutional support, developing the business capabilities of the Athletic Department present us with an opportunity to increase revenue and, therefore, additional annual expenditure dollars to support CSU Athletics.



## V. Other Matters

## Other Matters

1. New Football Coach and Staff
2. Basketball Coach
3. Rocky Mountain Showdown and Season Ticket Revenue
4. Conference Changes
5. Academic Progress Rate
6. Drug Testing



# Q & A

