

**Approved Meeting Minutes**  
**Board of Trustees for Adams State University**  
**December 16, 2016**  
**Adams State University**  
**Richardson Hall**  
**Alamosa, Colorado 81101**

The Board of Trustees for Adams State University convened a regular meeting on December 16, 2016, on the campus of Adams State University, Richardson Hall, room 3-200.

**I. Call To Order** The meeting was called to order by Chair Arnold Salazar at 10:00 a.m.

**II. Roll Call**

Board of Trustees

Chair Arnold Salazar – Present  
Vice Chair Rogers – Present  
Trustee Farley – Present  
Trustee Lueck – Present  
Trustee Pryor – Present  
Trustee LeRoy Salazar – Present

Trustee Simpson – Present  
Trustee Singletary – Present  
Trustee Wright – Present  
Faculty Trustee Benson – Present  
Student Trustee Owsley – Present

ASU Staff, Students, and Others

Leslie Alvarez – Psychology/Title V  
Charlotte Bobicki – Sen. Bennet’s Office  
Eric Carpio – Student Services  
Kurt Cary – Administration & Finance  
Stephanie Cramblet – Computing Services  
Ed Crowther – HAPPSS  
Kevin Daniel – Computing Services  
Margaret Doell – Academic Affairs  
Jefferson Geiger – Valley Courier  
Robert Glover – Computing Services  
Chris Gilmer – Academic Affairs  
Mallory Grimsrud – Student  
Karla Hardesty – Enrollment Management  
Heather Heersink – Administration & Finance

Matt Hildner – Pueblo Chieftain  
Lori Laske – Alumni Office  
Tammy Lopez – ASU Foundation  
Ken Marquez – Student Services  
Larry Mortensen – Athletics  
Matt Nehring – Mathematics/Physics  
Beverlee J. McClure – President  
Tracy Rogers – Human Resources  
Walter Roybal – Extended Studies  
Jessica Salazar – Atty. General’s Office  
Stephanie Scoville – Atty. General’s Office  
Victor Soe – Institutional Effectiveness  
James Trujillo – Office of the President  
Julie Waechter – Office of the President

Prior to continuing with the meeting, President McClure introduced Stephanie Scoville, Senior Assistant Attorney General from the Colorado Attorney General's Office, who will be replacing Jessica Salazar as general counsel for the Board of Trustees and Adams State University.

## **Agenda Resumes**

### **III. Approval of Agenda**

Chair Arnold Salazar called for a motion to approve the agenda. President McClure asked for Action Items VII-D and E to be reordered so the *Approval of the Tuition Rate for the Gilder Lehrman Courses* agenda item be read prior to the *Resolutions/Presentation* agenda item, and renumbered accordingly. She also asked for the addition of an Information Item to be listed as VIII-L – *Colorado Municipal League Town-Gown Initiative*. Trustee Rogers moved to approve the agenda as amended. Trustee Singletary seconded. The motion passed unanimously.

### **IV. Public Comment**

No one signed up for public comment.

### **V. Approval of Consent Agenda**

Chair Arnold Salazar called for a motion to approve the consent agenda items as submitted, which included the following:

- Approval of the October 14, 2016, Board of Trustees regular meeting minutes

Trustee Singletary moved to approve the Consent Agenda as submitted. Trustee LeRoy Salazar seconded the motion. The motion passed unanimously.

### **VI. Action Items**

#### **A. Approval of First Quarter Financials, Period 3**

Trustee Simpson, Chair of the Board of Trustees Audit and Finance Committee, and Heather Heersink, Assistant Vice President for Administration and Finance, presented the First Quarter Financials, Period 3, for the Board's consideration for approval. The Board was provided a consolidated balance sheet and income statement. The comparative income statement provided a summary of revenues and expenses, comparing Period 3 of fiscal year 2017 to Period 3 of fiscal year 2016. Fiscal year 2017 revenues and expenditures are consistent overall with budget, based on this analysis.

The Board was informed that a shift of revenues and expenses will be seen in the future as a result of the decision to eliminate open enrollment in the Extended Studies program. This decision occurred after Period 3, and the full effect will not be seen until enrollments have shifted to other formats and salary expense is paid out on the existing courses.

The Board was also given updated Composite Financial Index ratios for FY16. Due to changes in State Appropriations Capital, the institution's score fell, despite better operational financial

performance. Information was also provided explaining changes in the net position without the effect of fluctuations in State Appropriations Capital. This analysis took the changes in Net Position referenced in the fiscal year 2015 financial statement audit finding “Deteriorating Financial Condition,” but added fiscal year 2016 figures, taking out both State Appropriations Capital and depreciation on the state buildings. This showed an improvement from \$2,203,232 in fiscal year 2015 to \$468,335 in fiscal year 2016.

Chair Arnold Salazar called for a motion to accept the First Quarter Financial, Period 3 as presented. Trustee Simpson moved the motion. Trustee Pryor seconded the motion. The motion passed unanimously.

## **B. Degree Work Budget Request**

Karla Hardesty, Director of Marketing and Enrollment Management, and Kevin Daniel, Chief Information Officer, presented information regarding the *Degree Works* one-time budget request in the amount of \$152,092.41 for implementation and hardware. The Degree Works Implementation Team was briefly introduced, and the Board was reminded that Degree Works is a comprehensive, web-based academic advising and degree auditing tool that will assist both faculty and students in navigating curriculum requirements for academic programs.

Director Hardesty explained that Degree Works technology will replace the outdated Banner CAPP (Curriculum, Advising and Program Planning) module, which is no longer supported or updated by *Ellucian*. Licensing has been secured; however hardware, implementation services, and trainings are needed. Implementation and training services will occur over a 9-month period at an estimated cost of \$137,799. Hardware costs are estimated at \$14,293.41. It was explained this is a one-time expense, with the total to be assessed to the general fund. Two-thirds of the total cost of implementation will be taken from the current fiscal year, and the remainder assessed during the 2017-18 fiscal year.

The Board asked various question, including budget concerns, training timeline, costs savings, implementation date, etc. Chair Arnold Salazar called for a motion to approve the Degree Works Budget request as presented. Trustee Rogers moved the motion. Trustee Farley seconded the motion. The motion was approved unanimously.

## **C. Authorization of the National Center for Historically Underserved Students**

Chris Gilmer, Vice President for Academic Affairs, and Trustee Pryor presented a proposal to allow Adams State University to pursue formal incorporation and non-profit status for the *National Center for Historically Underserved Students*.

The Board was reminded a think tank for the Center was held on November 13-15, 2016, with more than 25 participants from minority-serving institutions and advocacy groups from across the nation attending to discuss groundwork for the charter. As a result, a Declaration on the Rights of Historically Underserved Students was developed and signed by every participant. *The National Association for Developmental Education* has shared the Declaration with its 6,000 members, and positive feedback has been received, with several other institutions and organizations expressing interest in joining the Center. Alcorn State University has offered to host a second think tank in the spring of 2017 to continue work on the Center and strategic planning.

The Board discussed particulars of the recent think tank event and reviewed the proposed resolution at length, including funding, timelines, resources, participation, etc. Chair Arnold Salazar called for a motion to adopt the proposed resolution as presented. Trustee Singletary moved the motion. Trustee Pryor seconded.

Trustees, Farley, Lueck, and Simpson revised the motion, suggesting changes to the proposed language as follows:

*The Board of Trustees of Adams State University herein endorses further development of the National Center for Historically Underserved Students and authorizes the president or her designee to pursue the establishment of the Center as an affiliate of Adams State University in anticipation of grant, foundation, and/or private donor financial support. Further, the Board authorizes the president to obtain protection of the name and concept. It is to be recognized the intent of the Center is to enhance and support the statutory mission of Adams State University.*

Chair Arnold Salazar called for approval of the revised motion. The motion passed by unanimous consent.

#### **D. Approval of Tuition Rate for Gilder Lehrman Courses**

Dr. Ed Crowther, Chair of the Department of History, Anthropology, Philosophy, Political Science, Spanish, presented information regarding a tuition rate for *Gilder Lehrman* courses. He explained Adams State University has collaborated with the *Gilder Lehrman Institute* in New York to provide an *M. A. in Humanities: United States History* program at a rate of \$600 per course. He also provided additional historical background on the partnership with the Institute. He further explained the course is being reassigned from the Extended Studies area to the regular campus, thus requiring Board approval for the tuition rate.

Chair Arnold Salazar called for a motion to approve the tuition rate for the Gilder Lehrman courses as presented. Trustee Wright moved the motion. Trustee Pryor seconded. The motion passed unanimously.

#### **E. Resolutions/Presentations: Farley, L. Salazar, J. Salazar**

Chair Arnold Salazar announced Trustee Farley's and Trustee LeRoy Salazar's terms will be ending on December 31, 2016, and both will be leaving the Board. He also announced Jessica Salazar will be leaving her role as general counsel for the Board of Trustees and Adams State University. He read a written resolution and presented a plaque to each, acknowledging their involvement in board activities throughout their appointments, and for their continuing support to the community and to the State of Colorado.

The entire Board thanked Trustee Farley, Trustee LeRoy Salazar, and Jessica Salazar for their dedication and wished them the very best for the future. The resolutions passed by unanimous consent.

*\*\*Note: The following was taken out of order by Board approval\*\**

### **VIII. Information Items**

#### **B. Professional and Workplace Satisfaction Program**

Dr. Leslie Alvarez, Professor of Psychology and Professional Development Activity Director, presented information regarding steps being taken to complete initiatives set in Goal 3 of the ASU 2020 Strategic Plan, and addressed concerns noted in the 2015 comprehensive "*Safety and*

*Fairness at ASU: A Study*” report. She informed the Board of the inception of the Professional Advancement & Workplace Success (PAWS) Program, which provides professional development opportunities in effective leadership to faculty and staff across campus.

She reviewed various goals set by the PAWS program, which include: facilitating equity-minded communication; cultivating a leadership skillset; encouraging action and innovation; creating team cohesiveness; information management; consistency and compliance; teaching and innovation; and wellness. She listed various outcomes, explaining how they are linked to the ASU 2020 Strategic Plan, and explained funding for the program’s workshops.

The Board thanked Dr. Alvarez and the PAWS group for their hard work and dedication.

*\*\*Note: The following was taken out of order by Board approval\*\**

### **E. ASU 2020 Strategic Plan Update**

Matt Nehring, Professor of Physics, provided a semi-annual ASU 2020 Strategic Plan Update. He highlighted various strategic initiatives in each of the five goals noting various achievements and items in progress linked directly to the 2016-17 academic year.

The Board asked various questions of Professor Nehring and thanked him and all those involved in developing the Plan.

*\*\* The meeting recessed at 11:54 a.m. to allow members of the Board to attend lunch\*\**

The meeting reconvened at 1:30 p.m. with the following Board members present:

Chair Arnold Salazar	Trustee Simpson
Vice Chair Rogers	Trustee Singletary
Trustee Farley	Trustee Wright
Trustee Lueck	Faculty Trustee Benson
Trustee Pryor	Student Trustee Owsley
Trustee LeRoy Salazar	

## **Agenda Resumes**

### **A. Proposed 2017-18 Board of Trustee Meeting Schedule**

The Board reviewed the proposed 2017-18 Board of Trustee meeting schedule and briefly discussed logistics, including the upcoming Denver meeting/*Day at the Capitol* event, and the annual meeting/retreat. The Board was reminded the 2017 meeting/retreat date is June 22 – 23, and will be held in Del Norte, CO, at the *The Windsor Hotel*.

The proposed 2017-18 Board of Trustees meeting schedule will be presented at the February 2017 board meeting for consideration for approval.

### **C. December Graduation Demographics and Student Outcomes Data**

Victor Soe, Senior Analyst in the Department of Institutional Effectiveness, presented demographic information regarding the graduating class, student outcomes, and peer institutions.

He reported the number of fall 2016 graduates and highlighted various demographics for both undergraduate and graduate students. He noted a balanced gender ratio at the undergraduate level and a higher proportion of females at the graduate level. He provided additional information for the graduating class, including income level, first-time students, athletes, residency, etc. He said 39% of the undergraduate class and 22% of the graduate class were from minority groups.

He reviewed the metrics used to measure student outcomes and achievements, which include fall-to-fall and freshman-to-sophomore retention rates, gender, ethnicity, financial aid received, etc., and provided comparative data for each category. Additionally, he showed the Board how to navigate the student outcomes via the Institutional Effectiveness webpage.

The Board asked various questions regarding the presentation and thanked Dr. Soe for his continued work to provide more usable data.

### **D. Federal Compliance Report**

Karla Hardesty, Director of Marketing and Enrollment Management, provided information about the Federal Compliance Report that is required of Adams State's Assurance Argument for accreditation with the Higher Learning Commission. She briefly reviewed each category and steps needed to fulfill requirements of the report, which included: assignment of credits; program length and tuition; records of student complaints; publication of transfer policies; practices for verification of student identity; Title IV program responsibilities; required information for students and public; advertising and recruitment materials; student outcome data; and state and accrediting agencies' standings.

The Board asked questions regarding the requirements, including timelines, submittal process, etc., and thanked Director Hardesty for the information.

*\*\*Note: The following was taken out of order by Board approval\*\**

### **L. Colorado Municipal League Town and Gown**

Heather Brooks, Alamosa City Manager, presented information regarding a new state-wide initiative called *Town-Gown*, led by the Colorado Municipal League. The purpose of the initiative is to discuss campus-town relationships and the importance of forging close relationships with each other. Membership of the *Town and Gown Committee* is comprised of city managers whose city or town hosts a four-year college. Activities and best practices related to communities with a four-year institutions will be shared with the group, as will data collection sharing.

She discussed best practices between the City of Alamosa and Adams State University that could be implemented, such as a welcome from the Mayor of Alamosa to incoming ASU students, down payment assistance programs to new staff relocating to the Valley, broadband and legislative partnerships, etc. She emphasized the potential benefits that could be realized with a strong partnership between the City and Adams State.

City Manager Brooks highlighted the work that has been accomplished through the Value-Added Agriculture and Healthcare Sector Partnerships, the Valley Initiative Partnerships Group, etc., and how these initiatives are strengthening partnerships and communication throughout the Valley. Additionally she thanked the Board and the institution for their willingness to partner on capital construction projects such as the Richardson Avenue and Water Main Projects. A proclamation will be read by the City of Alamosa at an upcoming city council meeting in appreciation for the willingness to partner and to show the City's ongoing support.

The Board thanked City Manager Brooks for her presentation and for the City's willingness to cooperate and collaborate with projects that benefit students, residents, and the Valley.

## **Agenda Resumes**

### **F. Adams Outcomes Update**

Dr. Beez Schell, Chair of the Department of Human Performance and Physical Education, and Dr. Carol Guerrero-Murphy, Emeritus Professor of English and Liaison for Diversity and Inclusion, explained in order to move forward with the *Pathways Project*, institutional learning outcomes need to be identified. The Board was reminded the Pathways Projects is a multi-year, campus-wide project designed to increase student engagement, retention, and graduation rates by redesigning the current curriculum and assessment. Dr. Schell and Dr. Guerrero-Murphy reviewed the process and methodology used to identify learning outcomes for Adams State, known as "*Adams Outcomes*," including resources from the Association of American Colleges and Universities (AAC&U), campus-wide surveys, etc., and prioritizing those outcomes most important to the institution.

The Board asked various questions and thanked Dr. Alvarez and Dr. Guerrero-Murphy for their hard work.

### **G. Community & Economic Development Report**

Trustee Wright provided information regarding ongoing community and economic development efforts, including the Value-Added Agriculture Sector Partnerships related to hemp production and manufacturing, locally grown organic feed and fertilizer, and products that address water conservation, such as locally grown quinoa. President McClure added efforts are underway to develop specific branding for the entire San Luis Valley that can be used to market Valley agricultural products and develop a sense of place, value, and pride. ASU business marketing students are working on part of the branding effort. Additionally, she reported Adams State University hosted a Hemp Symposium November 5, 2016, that was attended by over 300 people from across the state and was very well received.

Trustee Wright reported Unmanned Aerial Vehicle (UAV) interests remain, however progress is slow. Trustee Pryor reported a draft of a bill is being presented by legislators to designate the San Luis Valley and Chaffee County as high altitude aerial testing sites for the Department of Public Safety functions and emergency operations, which will further assist in the building of the UAV industry in Colorado. On March 15-16, 2017, a conference will be held in Chaffee County with members of law enforcement and UAV industry representatives to discuss further possibilities for the use of unmanned aircraft.

The Board discussed various aspects of the UAV industry, Value-Added Agriculture, branding, etc., and how these efforts have fostered new conversations with farmers and business leaders from all parts of the Valley.

## **H. Athletic Report**

Larry Mortensen, Athletic Director, introduced student athlete Mallory Grimsrud, a junior from Montana who was recently named All American by the American Volleyball Coaches Association. She works as an Upward Bound instructor, campus math tutor, and with the City of Alamosa during the summer. Ms. Grimsrud briefly provided additional background and answered questions from the Board.

Director Mortensen provided a summary of athletic events, including ASU's Cross Country/Track and Field team winning their 51<sup>st</sup> NCAA National title, Track and Field Program of the Year, and Coach Damon Martin awarded "Coach of the Year."

He informed the Board of an initiative the *Grizzly Club* has worked on to recognize Adams State and the City of Alamosa for ASU Cross Country/Track and Field's accomplishments. Permission has been granted by the City of Alamosa and the Colorado Department of Transportation to erect a "*City of Champions*" monument that will list all national championships, titles, All-Americans, etc.

Additionally, he provided information regarding student athlete graduation rates, reporting the current student athlete graduation rate is 41%. The student athlete academic success rate is 44%, which includes first-time students, transfer students, and non-scholarship student athletes. The Board was reminded of the importance of academic scholarships for athletes, which allows continued recruitment of successful student athletes.

The Board asked various questions of Director Mortensen, including recruitment efforts, and thanked him for this report.

## **I. President's Report**

President McClure reported that the 2<sup>nd</sup> Annual Community Holiday Party held at the President's Residence was a huge success. Over 120 people from across the Valley attended. She presented information regarding the Shared Governance Organization Chart and related Policy Approval Flow Chart, explaining the methodology and the process of gathering information from constituent groups across campus. She said the flow chart process ensures individuals who may be impacted by a policy have the opportunity to provide feedback prior to approval.

She reported outreach visits to Valley school boards continues, with the most recent visit to Sierra Grand School District in Blanca, CO. She informed the Board of an upcoming Capital Development Committee meeting taking place in Denver on December 20, 2016, and of the development of a Facilities Master Plan that will be presented to the Board for review in mid-spring 2017. Additionally, she reported the temporary appointment of new leadership to the Department of Nursing and the ongoing development of greater partnership opportunities with the San Luis Valley Regional Medical Center.

She asked Walter Roybal, Associate Vice President for Extended Studies-Academics, to provide a brief update on the Department of Extended Studies' progress in meeting the *Higher Learning Commission's* (HLC), expectations for the upcoming probation site visit in November of 2017.

Associate Vice President Roybal reported that areas of HLC concern are with non-compliance of Criterion Two, Core Component 2.A, and HLC's notice of "met with concern" of Criterion Two, Core Component 2.E. Specifically, the concerns outlined in the March 2016 probationary notification letter were related to faculty loads, including enrollment and number of sections taught; issues with online, semester-based courses meeting the federal definition of "distance education;" and overall institutional oversight and accountability of distance education programs and courses.

These concerns have been addressed through 1) the development, approval, and implementation of the 100-10-08 Overload Policy, which caps the number of sections and student enrollments that can be assigned to full-time and part-time faculty and instructors ; 2) the development of course review documents by the Academic Council and the Office of Extended Studies and the implementation of course reviews each semester which identify and require action on non-compliant courses that do not meet the federal definition of "distance education"; 3) the development of the Online Course Quality Assurance Form for Course Development and Approval in collaboration with the Academic Instructional Technology Center (AITC) and the implementation of course reviews prior to full approval, which requires review by AITC, the Extended Studies Director of Quality Assurance, and the appropriate academic department chair prior to the course being made available for registration; and 4) the inclusion of Extended Studies representation on the Academic Council to build greater accountability, collaboration, and support of undergraduate online programming toward meeting the statutory mission of Adams State University.

Prior to the November 2017 HLC site visit, evidence demonstrating the impact of the changes will be gathered to support Adams State's argument to have the probationary status lifted.

#### **J. Faculty Trustee Report**

Faculty Trustee Benson provided information about his role as Faculty Trustee Liaison on Faculty Senate. He informed the Board that members of Faculty Senate are willing to help the Board of Trustees in any manner possible to further the success of the institution. He said a resolution was approved at a recent Faculty Senate meeting which supports the efforts and processes being taken to achieve reaccreditation.

Additionally, he asked for feedback from the Board regarding a proposal to expand his role as Faculty Trustee to include Extended Studies faculty and Contingent Faculty members. The Board agreed to continue the discussion at the upcoming board retreat and asked Faculty Trustee Benson to provide some ideas to address the proposal.

#### **K. Student Trustee Report**

Student Trustee Owsley reported two Campus Impact Fund (CIF) proposals were presented to AS&F for consideration for approval. A community garden proposal was presented by the *ASU EARTH Group* and approved for funding. The second proposal was presented by the *ASU Spirit Police* for additional funding for tee shirt. The shirts will be used to increase school spirit and campus pride among students. This proposal was also approved.

He discussed results of a recent survey that evaluated how students receive information about campus events in order to plan future promotional efforts that will use avenues most used by students. He informed the Board of the AS&F 2020 Plan Evidence folder and of ongoing efforts to strengthen the partnership between ASU and the City of Alamosa for Homecoming events.

**IX. Executive Session**

Chair Arnold Salazar called for a motion to convene in executive session pursuant to §24-6-402(3)(b)(I) C.R.S. to discuss specific employment matters and and/or pursuant to §24-6-402(3)(a)(II) C.R.S. to meet with the Board's attorney to receive legal advice on specific legal questions. Trustee Wright moved the motion. Trustee Rogers seconded. The motion passed and the public was excused. Faculty Trustee Benson and Student Trustee Owsley were asked to participate in the executive session proceedings.

**Open Session**

**X. Adjournment**

Chair Arnold Salazar called for a motion to adjourn. Trustee Simpson moved the motion. Trustee Rogers seconded. The motion passed unanimously, and the meeting adjourned at 5:23 p.m.