



## **BOARD OF GOVERNORS** *of the* **COLORADO STATE UNIVERSITY SYSTEM**

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### **Colorado State University System Final Report on Stakeholder Input Provided by Diane Evans and Dick Robinson**

#### **I. Introduction**

At the December 16, 2008 Working Session of the Board of Governors, consensus was reached to divide the previous dual position of Chancellor/President. As such, the Board concurred that it would be beneficial to engage the stakeholders of the system to seek their input regarding the desired qualities and attributes that should be sought in a Chancellor candidate.

#### **II. The Process**

The Board Chair, Douglas L. Jones, asked Diane Evans, as a member of the Executive Committee and 5 year board member, and Dick Robinson, former board member and chair of the board, alumnus, and donor, to be co-chairs in leading an effort to provide for stakeholder input from throughout the state of Colorado.

Dr. Stephen Portch, Chancellor Emeritus of the University of Georgia, was engaged by the Board as an advisor to assist in securing stakeholder input and in providing insights into the role and responsibilities of Chancellors in other systems across the nation.

The Co-chairs then developed the following process and schedule which was implemented and concluded on Wednesday, February 11, 2009.

Stakeholder Open Forums were held on the following dates:

- Pueblo – CSU-Pueblo campus - January 28, 2009
- Sterling – Northeastern Junior College campus – January 30, 2009
- Denver – Denver Metro Chamber of Commerce – February 9, 2009
- So. Metro Denver – So. Metro Chamber of Commerce – February 9, 2009
- Video Conferences – February 9, 2009 at the following cities:
  - Durango, Grand Junction, Alamosa
- Ft. Collins – CSU-Ft. Collins campus – February 10, 2009
- State Capitol – Old Supreme Court Chambers – February 11, 2009

### **III. Information and Invitation**

A. Press: Notification was provided to all press within the geographic areas of the specific meeting sites.

B. E-Mail: Using the core base from both the Ft. Collins and Pueblo campus infrastructure, email notices were sent to the following constituencies of both campus locations:

- Alumni
- Cooperative Extension
- Athletics

In addition to the campus constituencies, several agricultural groups, i.e.: Farm Bureau, Cattleman's Association, Colorado Livestock Association, Colorado Wheat Association, and others, were asked to distribute the schedules to their memberships.

C. Direct Mail: Within the relevant areas, letters were sent to:

- County Commissioners
- School Boards
- State Elected Officials
- Business and Community leaders

D. Governing Board Website: All information pertaining to the stakeholder open forums was posted on the board website. Also provided on the website was an online communication link as an opportunity for individuals who were unable to attend a forum to provide input.

### **IV. Focus Groups**

Elected officials (state, county, municipal, school districts)

Alumni from both campus locations

Community leaders

Campus Community:

- Professional Staff
- State Classified Staff
- Faculty Council
- Student Leaders
- Campus Foundations
- Senior Administrators
- Donors
- Deans
- Athletics
- Agencies – Extension, Experiment Stations, Forest Service

### **V. The Question**

“What do you feel the Governing Board should consider as desired characteristics and background for the CSU System Chancellor?”

The responses are intended to inform the board as it proceeds in defining the roles and responsibilities of; they will also assist a search committee in developing the job description, desired characteristics and preferred background of candidates. Finally, the responses will help inform the interview and selection process.

## **VI. Observation on Process**

- The stakeholder sessions were mixed as to attendance, but all reflected a high level of interest in the Chancellor persona and the future of the System and its institutions.
- The conversations were both candid and robust, indicating a widespread interest in taking the CSU System to the next level.
- The consistency of the input around key attributes noted was worthy
- The stakeholders had many questions about the respective roles of the Chancellor and the Presidents.

While most of the comments were specific to the question, other questions were raised by constituencies that addressed:

- Questions about the reporting structure of Presidents to Chancellor: (some felt the presidents should report directly to the Board; others felt that good management would have Presidents reporting to the Chancellor).
- Questions regarding the prudence of engaging a Chancellor in this fiscal environment (some felt it was unwise; others thought it was essential).
- Questions about the background of the Chancellor (some felt strongly it should include academic experience; other did not think that should be a prerequisite).

## **VII. Synopsis of Input Received from Stakeholders**

### **A. Desired Background**

- A combination of academic credentials and/or intellectual abilities sufficient to command the respect of the faculty along with the management skills sufficient to earn the respect of the Governor, legislature, donors, and the state-wide business community.
- An ability to advocate vigorously for higher education as a critical component of the quality of life and of economic development in Colorado.
- An ability to garner resources from multiple sources (including the state, the federal government, private giving, and entrepreneurial activities). A proven resource gatherer.

- A good understanding of academic values and the creative culture of higher education.
- A demonstrated experience with operating in a political environment on local, state, regional, and federal levels. Knowledge of the political process in Colorado preferred.
- A commitment to appropriate and meaningful shared governance, including with the Board, university presidents, and appropriate governance groups.
- An interest in and the ability to advance the reputation of the university system at the local, state, regional, national, and international levels.
- A demonstrated ability to foster pride and loyalty through building a sense of community throughout the system.
- An ability to recruit, develop, and retain high quality presidents at the institutions and to have a team concept with the Presidents.

#### B. Desired Characteristics

- Strong core values, including impeccable integrity, wise judgment, fairness, a commitment to transparency, and basic trustworthiness.
- Interpersonal and communication skills, including listening skills that are effective with all stakeholders.
- Confident and self-secure; competitive yet collaborative; tough-minded yet warm-hearted.
- Entrepreneurial and non-bureaucratic; consensus building by nature; yet decisive in decision-making when needed; willingness to have data informed decision making.
- Comfortable with complexity, ambiguity, challenges to authority, and high visibility.
- A non-partisan statesperson who can be a compelling ambassador for higher education, who can build robust alliances, and who can be an “influence broker” for public policy in Colorado.
- Strong work ethic, boundless determination, and a sense of humor.
- A passion for the purposes of higher education.

### VIII. Summary

The stakeholder input will be invaluable as the Board of Governors proceeds with a process to secure a compelling candidate to be the Chancellor of the Colorado State University System. While there were some variations in the views of different groups about the desired background, there was widespread agreement about the desired qualities and characteristics. The Board of Governors has been well-served in its willingness to seek stakeholder input.