A low-angle photograph of a modern glass skyscraper, likely a University of Colorado building, reaching towards a clear blue sky. The building's facade is composed of large glass panels and white structural elements. A small 'CU' logo is visible on a higher floor.

# **Welcome to the Excellence in Leadership Core Session- Serving the Full University System**

December 5, 2025



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

# Group Agreements

I will acknowledge that I am both a leader and a learner in this space.

I will not make assumptions about other people's identities.

I will agree that what is shared here stays here (within policy), and what is learned here leaves here.

I will be accountable for the impact of my actions and words.

Be curious, not judgmental & patient with yourself and others.

As one CU, we recognize & respect differences, assume best intent, are present, accept lack of closure, & create space for everyone without speaking for them.

In order to be strength based & solution focused, we will act with active listening, self-representation & willingness to share so that we treat others how they/we want to be treated.



# Virtual Logistics



Use the raise hand feature.



Message Rebecca or Ashley with anonymous questions.



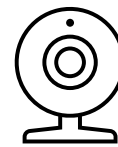
Utilize the chat feature.



Stay on mute.



Use reactions/emojis.



Be on camera as much as possible.



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# Excellence in Leadership Program Objectives

- Gain a greater understanding of all aspects of how CU functions as an organization.
- Cultivate a community among university leaders.
- Sharpen knowledge and insight to improve leadership capabilities within our diverse university environment.



# Agenda

8:00 - 8:15	<b>Welcome</b> Ashley Eschler
8:15 – 9:15	<b>CU Board of Regents</b>
9:15 – 9:25	<b>Break</b>
9:25 – 10:25	<b>Panel &amp; Small Group Discussions</b> Unified for Excellence: How Centralized Services Elevate Campus Work
10:25 – 10:45	<b>Closing</b> Ashley Eschler



University of Colorado

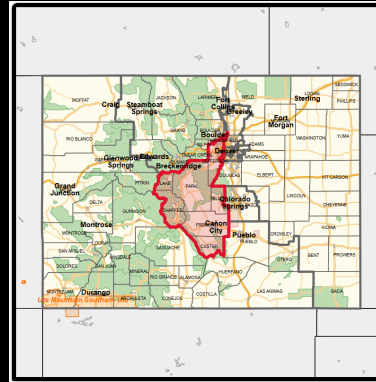
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# Board of Regents and University Counsel

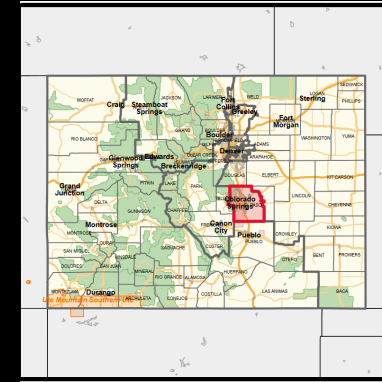
**Erica Weston**  
*Deputy University  
Counsel System  
Administration*



**Nolbert Chavez**  
*CU Regent  
7<sup>th</sup> Congressional  
District*



**Ken Montera**  
*CU Regent  
Vice Chair  
5<sup>th</sup> Congressional  
District*



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# The Board of Regents

***Vice Chair Ken Montera and Regent Nolbert Chavez  
Deputy Counsel Erica Weston***



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# Legal Origin

“There shall be nine regents of the university of Colorado who shall be elected in the manner prescribed by law for terms of six years each.”

- Art. IX, Section 12, Colo. Const.



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# Unusual Legal Entity

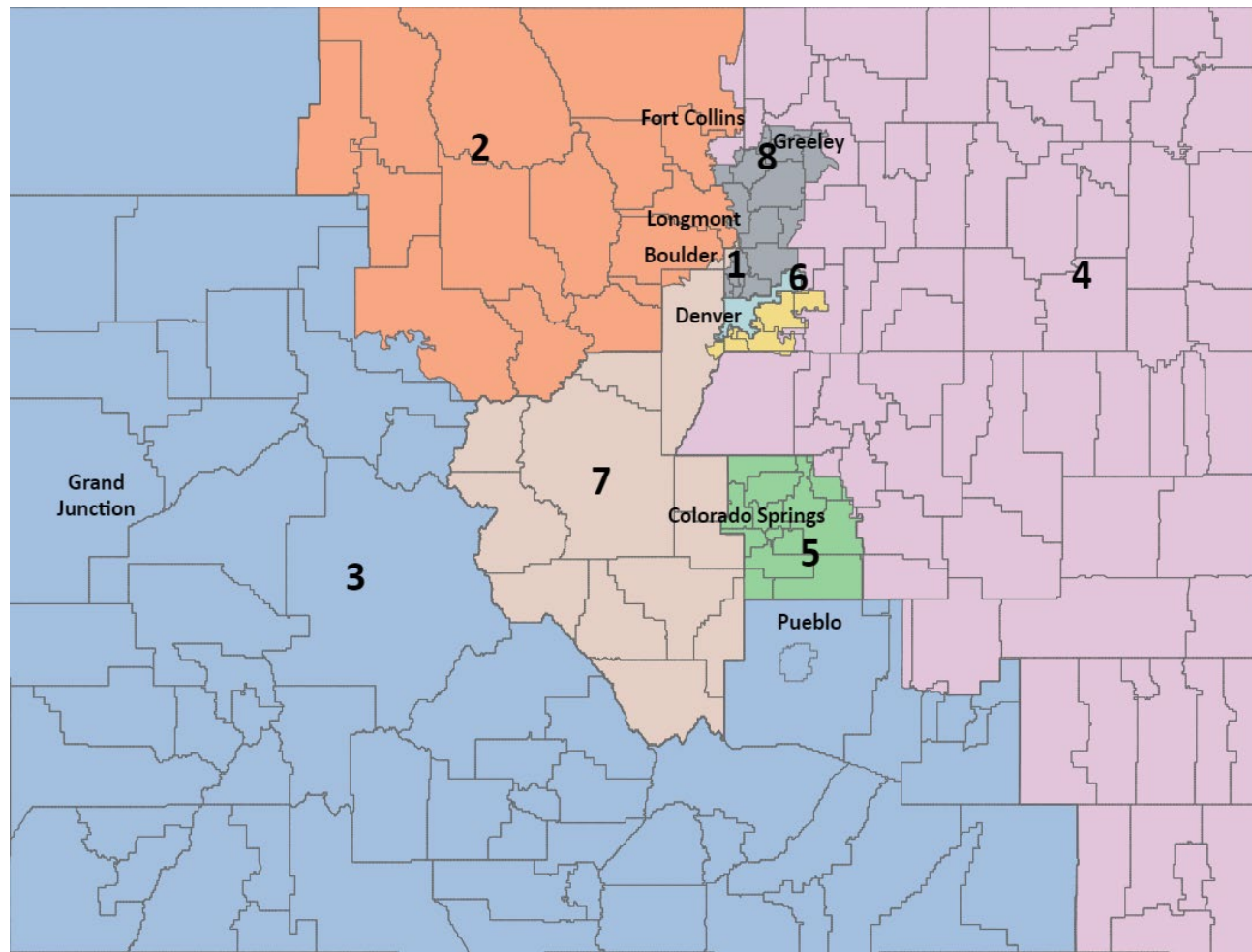
Only elected governing board of an institution of higher education in Colorado.

Only 4 governing boards are directly elected (Colorado, Michigan, Nebraska, Nevada).

Unique in our constitutional structure in that it exists independently of both the legislative and executive branches.



# District Map



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz

# Current Regents



**Callie Rennison**  
Chair, 2nd Congressional District, Democrat, Current Term 2021-27



**Ken Montero**  
Vice Chair, 8th Congressional District, Republican, Current Term 2025-31



**Nolbert Chavez**  
7th Congressional District, Democrat, Current Term 2021-27



**Elliott Hood**  
At Large, Democrat, Current Term 2025-31



**Wanda James**  
1st Congressional District, Democrat, Current Term 2023-29



**Frank McNulty**  
4th Congressional District, Republican, Current Term 2023-29



**Ray Scott**  
3rd Congressional District, Republican, Current Term 2025-31



**Ilana Dubin Spiegel**  
6th Congressional District, Democrat, Current Term 2021-27



**Mark VanDriel**  
8th Congressional District, Republican, Current Term 2023-29



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# Legal Status as Body Corporate

- Board “shall constitute a body corporate.”
  - Art. IX, Section 12, Colo. Const.
- Body corporate = Board can only act as a board
- Unless the Board specifically determines otherwise, no individual regent can act or speak for the Board.
  - Laws of the Regents, Art. 2.A.5(C)

# Board Powers



Establish the Mission of the University of Colorado



Exercise General Supervisory Powers



Enact Laws and Policies for the University



Appoint and Evaluate the President



Appoint and Evaluate the Secretary of the Board, the University Counsel, the University Treasurer, and the Associate Vice President for Internal Audit



# Examples of Board Functions

Award Tenure
Revoke Tenure
Approve Degree Programs
Approve Tuition and Fees
Approve Budget
Approve Naming of Facilities
Revoke Degrees
Delegate Authority to System and Campus Officials
Shared Governance



# Regent Committee Structure

- **Standing Committees**
  - Meet quarterly
  - Make recommendations to Board

## Finance Committee

- Fiscal stability
- Facilities and operations

## Governance Committee

- Regent Law and Policy review
- Regent retreats

## University Affairs Committee

- Educational missions of campuses
- Regent awards

## Audit Committee

- Financial statement integrity
- Internal control structure
- Risk assessment



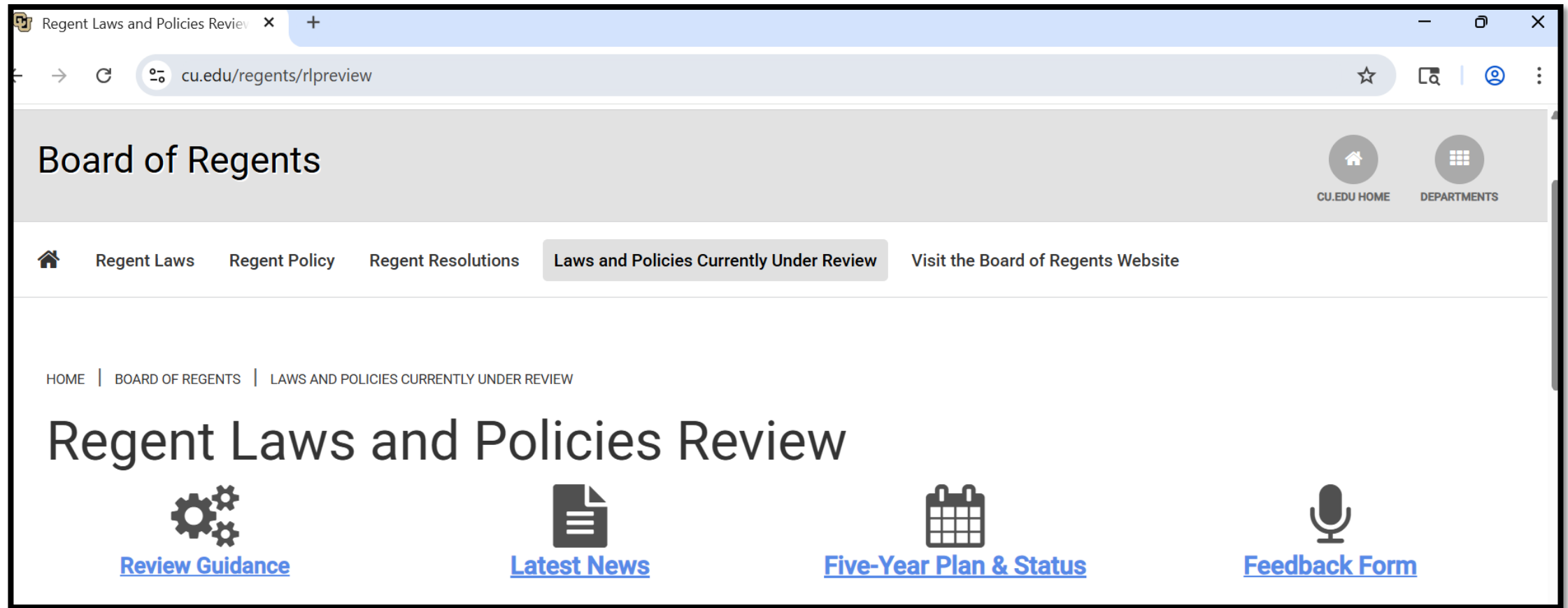
# Powers Delegated

Generally, Regents can delegate their powers **except**:

- Central policymaking; and
- Supervisory responsibilities.



# Regent Laws and Policies Review



# Policy Hierarchy

Regent Law

Regent Policy

Administrative Policy Statement (APS)

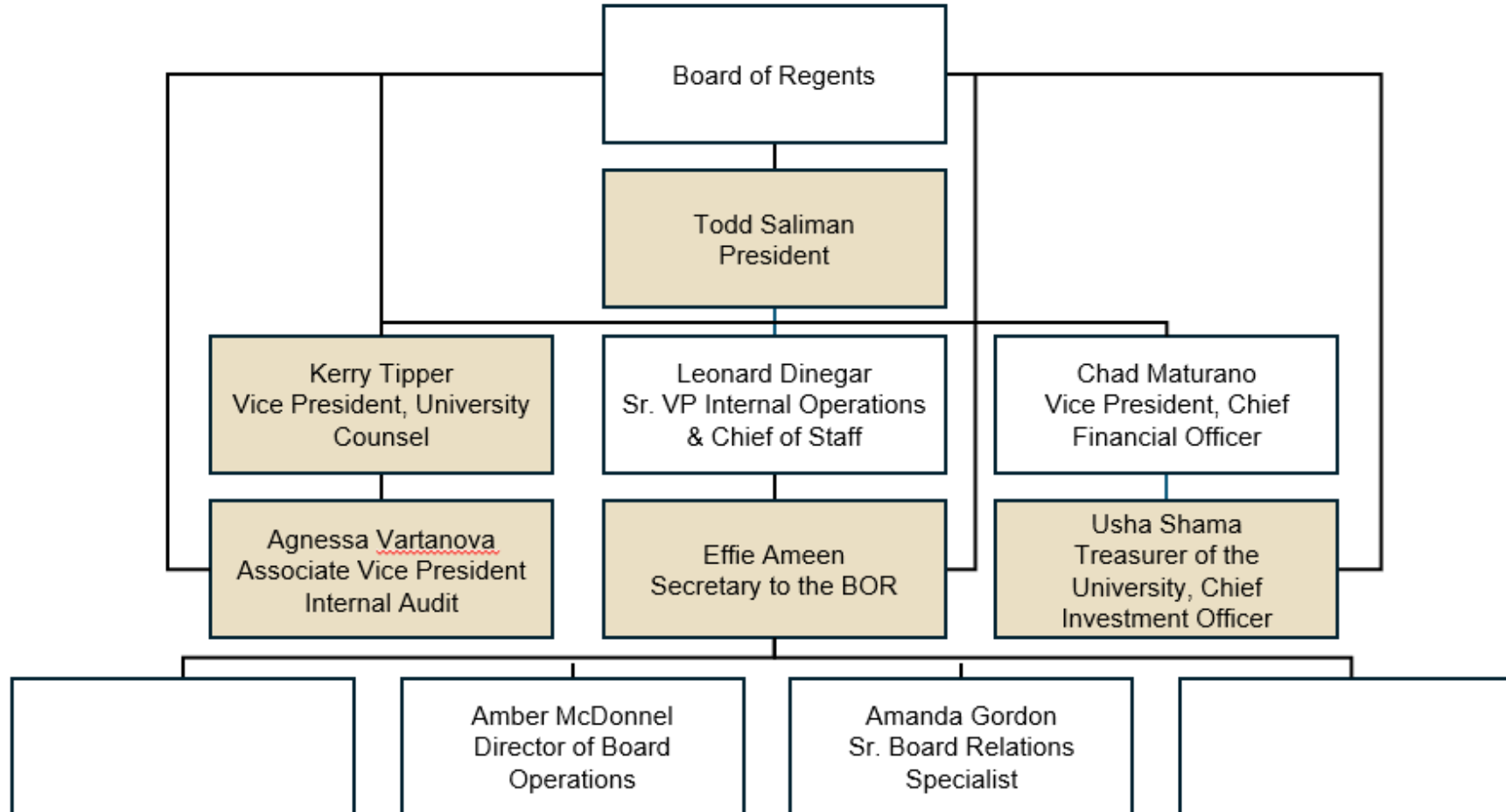
Campus Policy

College Unit



# Board Direct Reports

University of Colorado  
Board of Regents  
Office of the President

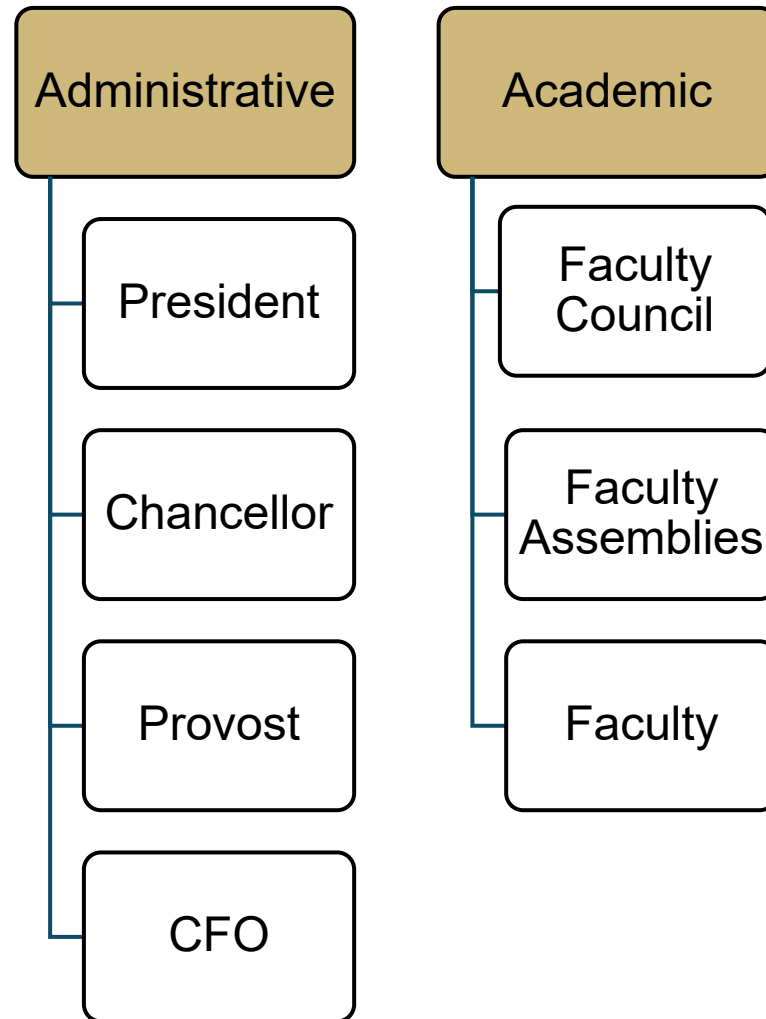


# Shared Governance

“The [Board] is the governing board charged with the governance of the university. It is a guiding principle of the shared governance recognized by the Board of Regents that the faculty and the administration shall collaborate in major decisions affecting the academic welfare of the university.”

- Regent Law, Art. 5.A.1

# Shared Governance



# Faculty, Staff, Student Representatives to Board

- Chairs of:
  - the Faculty Council,
  - University Staff Council, and
  - Intercampus Student Forum
- Report to the Board at regular meetings
  - Matters of interest to their constituencies

➤ **Regent Policy 2.E**

# Regent Meetings

- 5 regular meetings (2 days)
- 4 tentative special meetings (half days)
- Winter and summer retreats
- Committee meetings (quarterly)
- Short special meetings as needed



# Keeping Up with the Board

## BOARD OF REGENTS

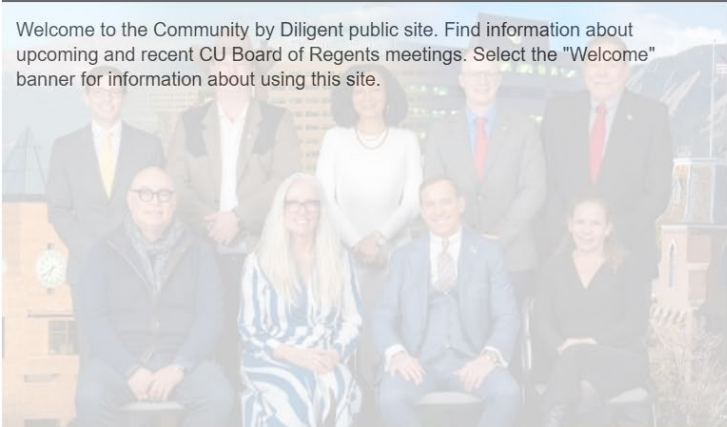
The Board of Regents is an elected board charged constitutionally with the general supervision of the university and the exclusive control and direction of all funds of and appropriations to the university, unless otherwise provided by law. The Board consists of nine Regents serving staggered six-year terms, one elected from each of Colorado's eight congressional districts and one from the state at-large. The Regents select their own chair and vice chair.

The Board holds five regular board meetings each year. The Board acts only at public meetings called in accordance with the state open meetings requirements and board laws and policies.


For more information, please contact the board office at [CUBoardofRegents@cu.edu](mailto:CUBoardofRegents@cu.edu) or visit the Board of Regents [website](#).

### WELCOME


Welcome to the Community by Diligent public site. Find information about upcoming and recent CU Board of Regents meetings. Select the "Welcome" banner for information about using this site.



### LIVE STREAM



### DOCUMENT LIBRARY



### TODAY'S MEETINGS

No Meetings Today

### UPCOMING MEETINGS

- Special Board Meeting - Dec 03 2025
- Audit Committee - Dec 10 2025
- Governance Committee - Jan 22 2026

### RECENT MEETINGS

- Regular Board Meeting - Nov 06 2025
- Finance Committee - Oct 29 2025
- Governance Committee - Oct 23 2025
- University Affairs Committee - Oct 21 2025
- Special Board Meeting - Oct 08 2025
- Regular Board Meeting - Sep 18, 2025



# Questions



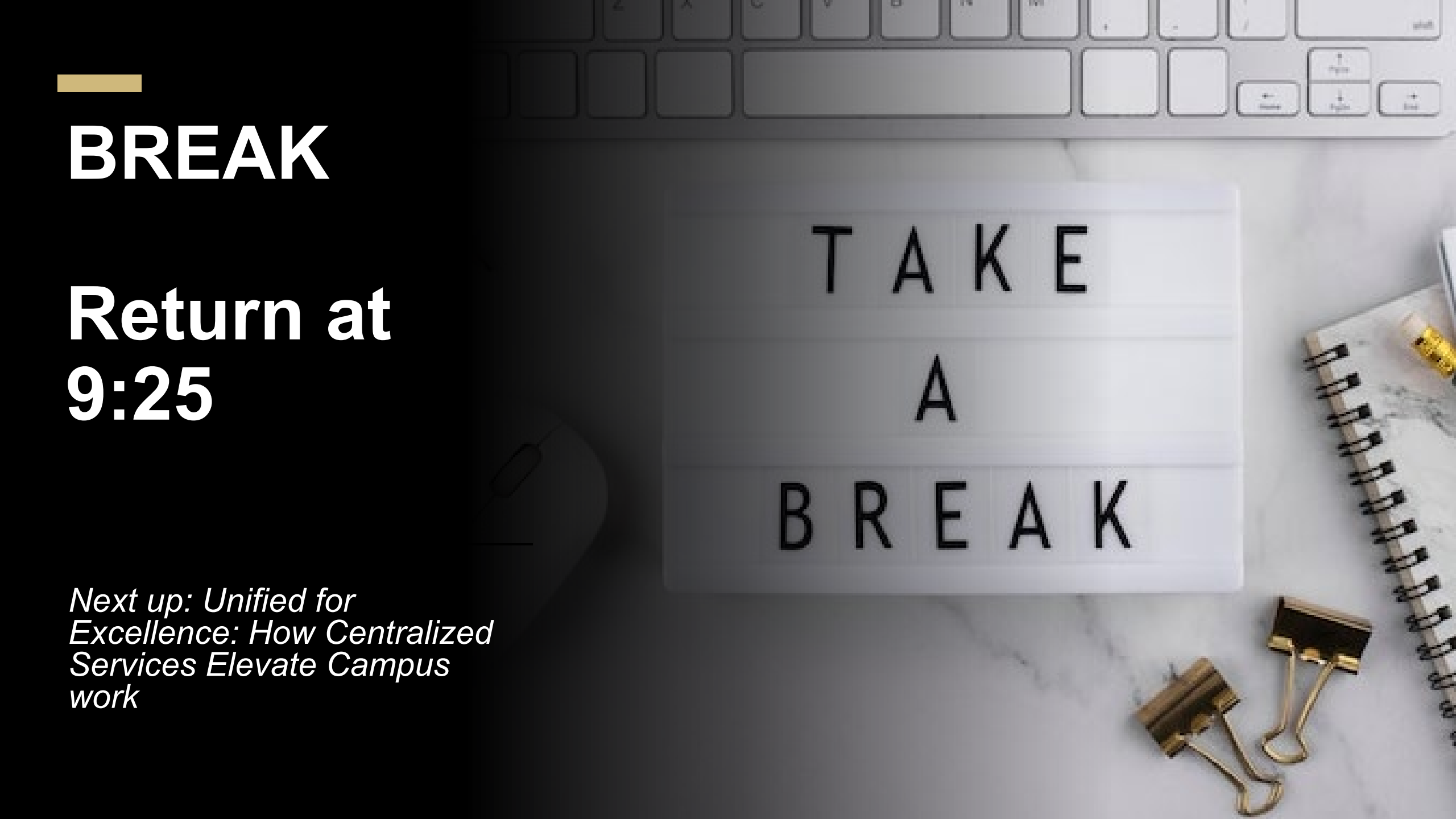
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# BREAK

## Return at 9:25

*Next up: Unified for  
Excellence: How Centralized  
Services Elevate Campus  
work*



TAKE  
A  
BREAK

# **Unified for Excellence: How Centralized Services Elevate Campus work**



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# Centralized Services



## Advancement Operations

Raychel Roy

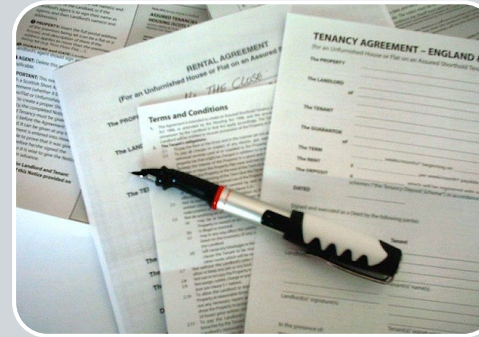
Associate Vice  
President for  
Central  
Advancement



## Employee Services

Lisa Landis

Associate Vice  
President  
Employee  
Services



## Procurement Service Center

Ed Mills

Associate Vice  
President &  
Chief  
Procurement  
Officer



## University Information Services

Scott Munson

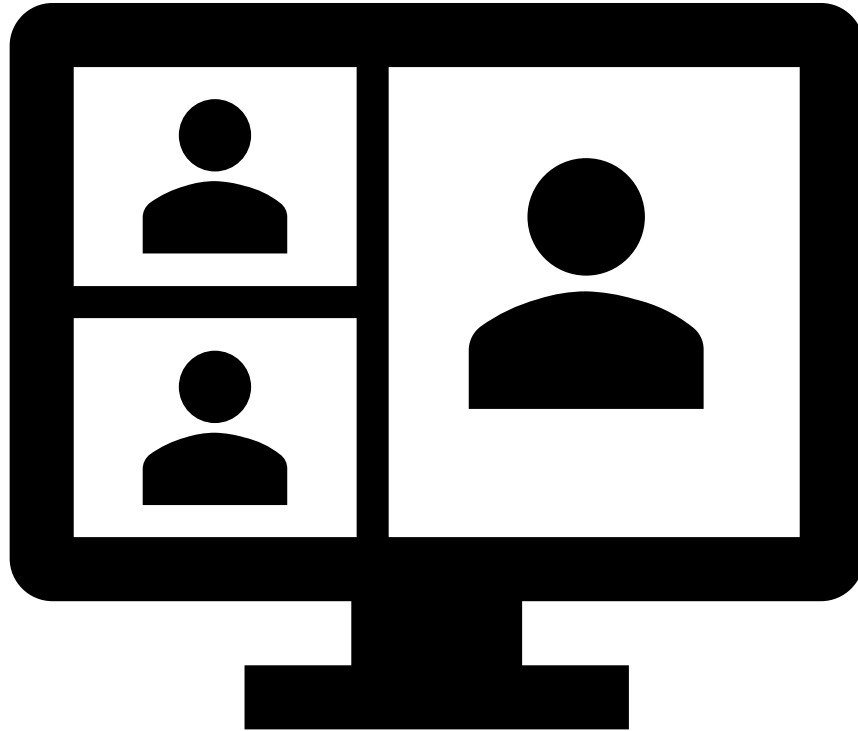
Associate Vice  
President and  
Chief Information  
Officer



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# Breakout Groups



- Fellows ask any question you want.
- Leaders will rotate to new room after 10 minutes.



The background of the slide is a photograph of a mountain range, likely in Colorado, with snow-capped peaks and rocky slopes. In the foreground, a portion of a brick clock tower is visible, featuring two large circular clock faces. The word "Closing" is superimposed in a large, bold, black font over the center of the image.

# Closing



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# Reflection

- One thing you are taking from today.
- One thing you are curious about.

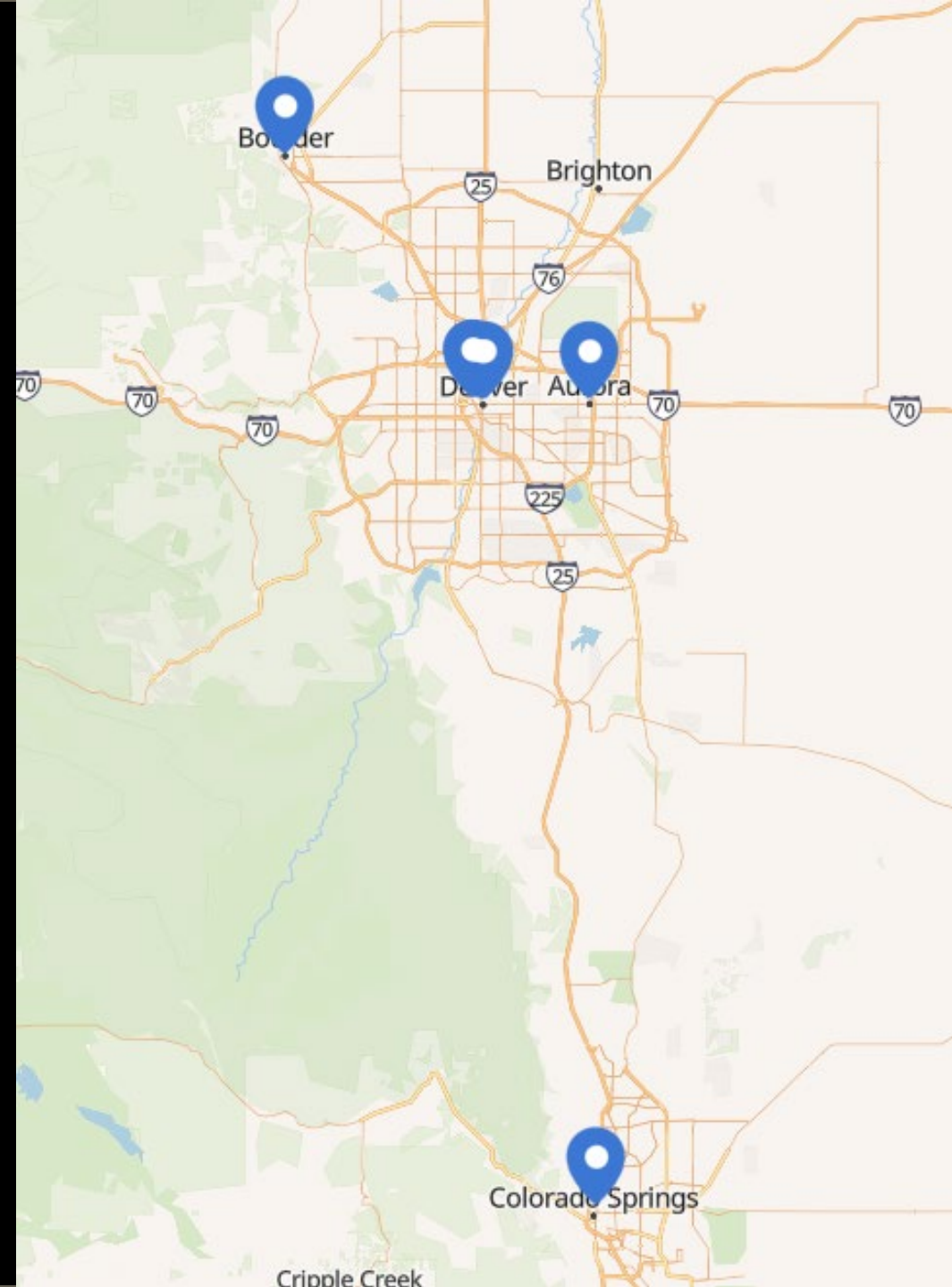


# **Connected Community – December**

*No assignment*

# Next Sessions

- January 24: CU Boulder
- February 11: Gov't Relations



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**Thank you!  
Please  
give us  
feedback.**



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