

PRESIDENT'S CABINET MEETING

Monday, February 22, 2016

9 – 11 a.m.

President's Office –SSB 440A

Present: James Lyall, Chief Information Officer; Carol Svendsen, Associate Vice President for Extended Campus; Braelin Pantel, Dean of Students; Sandra Haynes, Dean of the College of Professional Studies; Joan Foster, Dean of the College of Letters, Arts and Sciences; Vicki Golich, Provost and Vice President for Academic and Student Affairs; Cathy Lucas, Chief of Staff and Associate to the President for Marketing and Communications; Sheila Rucki, Faculty Senate President; John Kietzmann, COA President; Steve Kreidler, Vice President for Administration, Finance and Facilities; Christian Solano, Student Government Assembly President; Anthony Grant, Athletic Director; President Jordan; Myron Anderson, Associate to the President for Diversity; Percy Morehouse, Executive Director of Equal Opportunity; Loretta Martinez, General Counsel and Secretary to the Board of Trustees; John Burtness, Vice President for University Advancement; George Middlemist, Associate Vice President for Administration, Finance and Facilities; Ruth Ann Nyhus, Council of Chairs.

Absent:

Substitutions: Dr. Abel Moreno for Ann Murphy, Dean of the College of Business; Brett McPherson for Emily Davies, Assistant Director of Communications; Brett Sevier, Associate Dean, for Elizabeth Hinde, Dean of the School of Education.

Guests: Leone Schulz, Director, Team DELTA; Morgan Swaney, Business Intelligence Specialist

AGENDA

President Jordan's Announcements: The Alumni had a great event over the weekend where some great stories were shared.

1. Approval of minutes from January 11, 2016

Dean Foster moved for approval of the minutes, the motion was seconded and a voice vote was held. The minutes were **approved unanimously**.

2. University Priorities (Jordan)

Dr. Jordan noted that we brought 27 items to the Board with a SWOT analysis on each, and linked to the priorities of the Strategic Plan. We asked the Board to rank them into three buckets. Those items we should refine and spend more time on and that could be successful are in Bucket A. Those that would not be successful at this time are in Bucket C. Some of these items could move to other buckets as conditions change. Some examples of Bucket C items are those that need General

Fund appropriations which will not be likely available for several years. Components related to health and safety could move forward. Those that are of interest but may not be quite ready are in Bucket B. Those items may be able to move into Bucket A if circumstances change, or circumstances could move them to Bucket C. In some cases the Trustees were divided, and when that occurred the item ended up in Bucket B.

The process involving 27 items ended up with 17 items in Bucket A. The Board was very clear that Bucket A items are important and that the University should spend more time on those items. The Board liked the analysis that was done that included the total fiscal cost.

The Board was divided into two groups and staff. Each did prioritizations. Both groups returned with their rankings and compared the alignment of their rankings. There was pretty good consistency, with only maybe four items up for negotiation. The Trustees found the exercise helpful. Dean Foster suggested a second list of those initiatives that generate revenue. Dean Haynes added that we should align the form with the procedure for new initiatives. Dr. Jordan would like the initiatives and the analysis of them online for everyone to access.

CHU in Bucket 3 (update)

The Board spent a lot of time on CHU at their December meeting. A counter proposal was made. After the due diligence investigation, it was determined there would be tremendous cost at the outset to operate the campus; we said that due to those expenses we didn't think we could accept the gift under the conditions offered and sent a counter-proposal. There was a meeting, and they took it to their Board in Japan in January. In late January Dr. Jordan followed up with them. He heard back that they would look at other alternatives first. He replied that he understood, but that we remain interested. That is how CHU ended up in Bucket C for now. They could come back to us and begin the process again.

President Jordan asked for feedback from Cabinet on any of the priority items listed to go to VP Kreidler.

3. Student Health Center (Golich, Pantel)

The Health Center is also in Bucket C. Does it make sense to continue to offer our own insurance package with the passage of the ACA? The Trustees think we should put the initiative on hold for at least two years due to the changing marketplace. The health initiative could proceed without the Center being a part of that. Ms. Pantel said that no major changes are coming. The process has brought to light some improvements we can make, including communication pieces to students, and improved access to resources. Assistance with determining eligibility for Medicaid is one example. Academic advisors and Admissions will help with informing students. Dr. Jordan noted that students with dependents need to look at the plans carefully in order to select the best one

for their situation. There are a number of vacancies in the Health Center right now but they are working hard to fill them quickly.

4. Team DELTA (11 am - Kreidler, Leone Schulz, Morgan Swaney)

VP Kreidler noted that accurate and informative data is a challenge. Pulling data from multiple data sets is problematic. Some were seeking analysis but receiving a table instead. The three main areas that people contacted for data were Institutional Research, IT and Advancement. The goal is to allow people to get the data at their desktops in two to three years from now. Leone and Morgan are going to introduce a new unit that is called DELTA, Driving Effective Leadership in Transformation and Analytics.

Ms. Schulz noted that we are looking at some automated data. They are working with IT to create this change. Data governance is being addressed in the data consortium, a new group with a monthly meeting. People are responsible for data, but are not owners of it now. The changes will take several years to complete. The largest impacts have been in IR. IR used to create reports; IT did support functions. Now IR will focus on federal and state reporting and have joined with IT. IT leads automated reporting and leads data integrity and governance. Data requests will be handled through Team DELTA.

James Lyall said this is a long-term transition. It's a big philosophical shift as well. The struggles are to correct at the source level.

There are two branches of DELTA: transformation and analytics.

They are there to support effective decision making with data and analysis.

The Policy Administrator position is hoped to start in March. The policy project includes an online policy database. There will be a policy committee.

Morgan Swaney works on the analytics side, in the Business Intelligence Unit.

Requests can sometimes be vague and they will help to find what you are looking for and why. They create surveys and do analysis. They specialize in data visualization. They will be using a software application called Tableaux. You will need to get that software from IT so you can interact with the data.

Otherwise it will look like a static pdf.

Project Management is Leone Schultz.

Process Transformation is Mike Wolf.

Policy Administration – coming soon.

Discussion

Reports that come out at certain times every year on a cycle will be sent out, for example, post census.

Carol Svendsen asked James Lyall about the errors in source data. Accuracy and completeness will be checked; often it is in input that omissions or errors are made. Error reporting notices will go out. Complete information in the system is the basis for good data. VP Kreidler said we are trying to provide one place to

call for data. If you have an hypothesis you'd like to test, this is the place to test it. They are third party neutral, they have the data, they can look at external peer reviewed data, studies and analysis.

Myron Anderson asked about confidential data. Ms. Swaney said that cannot be reached online. Anything confidential will be sent password protected. Mr. Lyall said that they have worked with the policy ITS committee on a draft of a data classification policy, which will drive the classification of the data. There would be institutionally available data, and publicly available data. Results will be banked in an online library. Mr. Lyall warned about working with vendors who may be trying to get hold of confidential student data by evites, etc. The unit will treat each requestor like a client and will think of themselves as data concierges.

5. Regular Occurring Updates

A. President's update (Dr. Jordan)

Dr. Jordan stated that the Governor put together a Task Force after their trip to Switzerland. The Swiss have 94% youth employment. In the last 15 years they have aligned their K-12 and university systems in pursuit of this. Their system takes them through the equivalent of our sophomore year; then they go to University or to an apprenticeship program, a two – year program that leads to a job; or a 3-4 year apprenticeship that leads to a job or a university program in applied sciences. Students who do the 3-4 year apprenticeship that leads to applied sciences have formal instruction 2 days a week while they work 3 days a week. Economic sectors in Switzerland have come together and determined the curriculum for their sector. Businesses are paying for their apprenticeships. They see this as a way of moving new young talent into their industries. All of this is proportional as well; the larger the company, the larger their apprenticeship program. DPS is moving toward an apprenticeship model for some of their students. The Swiss do not give academic credit for work; instead students take the full course load of the university's applied sciences program. We are looking at an apprenticeship program in Instructional Technology with DPS. We have a draft of curriculum. The Governor may push for this initiative. Two things are necessary to make this work; business needs to be intimately involved. They need to engage in partnership with education. There are some Swiss companies that have opened here in Colorado and intend to start apprenticeship programs. This requires looking at long-term business needs. Dr. Jordan said when he talked to Swiss students, he was most impressed with the fact that they said they were applying what they learned on the job every day. The program really comes out of the historic culture of the guilds. They have been at this for about 15 years now and had to re-write some laws. The Swiss have also experienced significant immigration; the immigrants have been able to access these programs and get to work. Vocational education has a negative connotation here in the US. This model could be a positive change to that system.

Dr. Jordan turned to the budget. Changes to the funding formula approved as HB 1319 are a concern. For us, it is about the long-term. We have had some conversations about this with Mesa. We are approaching the half way mark of the legislative session. The Spring Update will be March 16th in the King Center.

B. Theme I – Student and Academic Success

i. Education Quality (Golich)

Dr. Golich noted that HLC approval for DIME came through. She congratulated Dr. Bernice Harris. The Masters of Health Administration and MBA programs will be reviewed. The Assurance Argument for HLC is close to completion and will be shared more broadly. Lori Kester and Mark Potter are working together well to co-chair the Retention Steering Committee. There are now four sub-groups working on issues. The HSI Report is complete.

1. HSI Update (Torres)

No report.

C. Theme II – Urban Land Grant University

i. MSU Denver Neighborhood update (Kreidler)

No report.

D. Theme III – University Culture

i. Campus Climate (Anderson)

No report.

E. Theme IV – University Resources

i. Budget Update (Kreidler)

No report.

ii. Advancement/Fundraising (Burtness)

No report.

F. Telling the MSU Denver Story

i. Strategic Communications and Branding (Lucas)

There is a Caucus on Wednesday on Health Professions; Thursday there will be a guest column on public-private partnerships in AGB magazine by Dr. Jordan. Cathy's team and Braelin's team have worked together on a newsletter to students called the Runner. New ads are out featuring new alumni. The next round of new ads will start in April. They are hearing good things anecdotally.

UPDATES

Loretta Martinez – there are April and May BOT meetings only this year, no June BOT. Think about what you need, send titles.

Joan Foster – passed out the spring Visual Arts calendar. Tomorrow night there is a concert by a string quartet. The spring musical starts this weekend. It is pretty humorous. Cookie Hetzel received a lifetime achievement award this weekend. When she came here, Theater was a student club.

Carol Svendsen- has 313 students in concurrent enrollment with majors in hospitality. They applied to USDOE to be an experimental site for Pell Grants with such students.

John Kietzmann-COA – had Steve Reno talk about Shared Governance. The steering committee of the COA as a proactive measure returned \$2300 of their \$2800 budget to MSU due to budget cuts. He thanked everyone for participating in Homecoming. There were 12 games in three days between all the sports. The Athletics Auction will have Rod Smith April 6th at the Grand Hyatt.

Braelin Pantel – The Runner, the new weekly student newsletter; there is no new and special process for that, things on the events calendar go there automatically. There's a student story, and an alumni story. They are seeking nominations for award winners at commencement to speak. It is a self-nomination process since they have to speak in public, and sometimes they need a nudge. Deadline is March 4th.

Cristian Solano – SGA elections are underway. Faculty recommendations are needed for candidates this year. Deadlines are mid-March. They are reviewing proposed fees. The student affairs fee fair will inform students what it pays for tomorrow. They will host a sexual assault prevention event as well as a comic-con like event this spring. Dr. Jordan asked about more students driving due to lower gas prices and the implications for the RTD vote. Cristian will report back on that.

Sandra Haynes –has an EAB kickoff for Royale today; the hope is to increase enrollment strategies. The Tivoli Brewery will have new handles on the beer taps made by industrial design.

James Lyall – Blackboard Analytics project will kick-off this Wednesday, February 24th. When complete, this will provide insight into the use and utilization of Blackboard for students, faculty, Deans, and others. We have also started the project to upgrade the EAB Student Success Collaborative to the next version, which will allow students to schedule appointments online with advisors, financial aid, and other offices.

Myron Anderson – Rachel B. Noel events this year are March 2 and 3. The Visiting Professors this year are Wellington and Wilma Webb. They will speak with classes and on publicly on campus at St. Cajetan's and at the Shorter Community AME Church. He

passed out a postcard about the event. The Student Experience Survey is running right now, and ends on Friday at midnight. The results data will go the website.

Abel Moreno for Dean Murphy –The College of Business achieved AACSB accreditation. They were notified on Monday, February 15th.

Brian Sevier for Dean Hinde- One of the Early Childhood faculty, Professor Rosemary Allen, was named by Urban Spectrum as an “African American Who Makes A Difference”.

Steve Kreidler – the AES construction is going well and is on track. We have retained a firm for some improvements to redesign the first floor a bit; places for students to plug in, add RoadRunner colors; we continue to work on the Neighborhood MasterPlan. We have five finalists for the HR Director position. We have two good Policy candidates as well. We are facing a mid-year budget cut due to enrollment being down. The Budget Task Force is looking at 16-17 as well, when we will likely be looking at cuts again.

Dr. Jordan – saw Tami Door of the Downtown Denver Partnership the other day and she said that business sees our brand as the innovators. He thinks that is a big compliment and a big change from eleven years ago when we were told we were inward looking and not engaging the city.