**METROPOLITAN STATE UNIVERSITY of DENVER**

**BOARD OF TRUSTEES MEETING**

**Friday, May 10, 2019**

**MINUTES**

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**I. CALL TO ORDER:**

Chairman Jack Pogge read the Trustees into Executive Session at 7:30 a.m., and asked for a motion. The motion was made and seconded, and unanimously approved.

**II. EXECUTIVE SESSION:**

The Board of Trustees business meeting was called to order at approximately 8:30 a.m. by Chairman Pogge. He was joined by Vice Chairwoman Barb Grogan, Trustee Wendy Dominguez, Trustee Marissa Molina, Trustee Jim Mulligan, and Trustee Russell Noles. Faculty Trustee Chris Harder was also in attendance, along with President Janine Davidson, Board Secretary David Fine, Treasurer George Middlemist, Assistant Secretary Melinda Olivarez, various faculty, administrators, and staff.

**III. CHAIR'S WELCOME & REPORT:**

A. Introduction of New Trustees Russell Noles and Marissa Molina

Chair Pogge introduced new Trustees Russell Noles and Marissa Molina and welcomed them to the Board.

**IV. CONSENT AGENDA:**

A. Approval of February 8, 2019 Board of Trustees Meeting Minutes

B. Office of Human Resources revised report of personnel actions for the Board's information which have occurred since the last Board meeting on February 8, 2019.

C. Approval of Faculty Tenure and Promotion Recommendations

Provost Golich recommended 24 faculty members for tenure and promotion to associate professor. Due to time constraints, she highlighted only a few of the faculty members.

* Professor Jessica Weiss from the Department of Art chaired the Faculty Senate Academic Policies Committee in an exemplary manner.
* Randi Brazeau, Department of Earth and Atmospheric Sciences, is working on the Urban Horticulture Program with Denver Botanic Gardens. Her department, the Department of Industrial Design, and the Department of Communications Arts and Sciences, are working together to bring veggie boxes into food deserts this summer.
* Azure Avery in the Department of Physics is an alumni who has returned to teach at MSU Denver. She has arranged internships and co-op work at NREL for her students.
* Professor Kristen Lyons in the Department of Psychological Sciences started a book club focused on evidence-based research on the retention of students.
* Dr. Rosemarie Allen from the Department of Special Education, Early Childhood and Culturally and Linguistically Diverse Education, is an educator whose primary focus is on the equitable treatment of all children. Dr. Allen’s work has been recognized on television and in print publications.
* Professor Janelle Johnson, Secondary Education, K-12 Education and Educational Technology, has brought in nearly $3 million of grant work focused on improving K-12 teachers.

Trustee Grogan **moved for approval** of the Consent Agenda, with a **second** by Trustee Mulligan. The motion was **unanimously approved**.

D. Approval of Recommendations for Tenure Upon Appointment

Provost Golich stated that two highly qualified faculty, Michele Trujillo, Ph.D., and Kathryn Whitmore, Ph.D., are entering the Department of Special Education, Early Childhood and Culturally and Linguistically Diverse Education, and recommended that both be granted tenure upon appointment.

Trustee Mulligan **moved for approval** of the recommendations for tenure upon appointment, with a **second** by Trustee Grogan. The motion was **unanimously approved**.

**V. PRESENTATIONS:**

A. Enrollment Update

Will Simpkins, Vice President of Student Affairs, presented an update on enrollments at MSU Denver. Dr. Simpkins’ office is collecting data on the trend over the last two years in particular. Fall and Spring enrollment head counts at the University have been declining since 2010. This is in line with other non-selective regional comprehensive institutions across the nation. The Budget Office currently proposes a conservative 3% decline in head counts for Fall 2019.

Of the 14,640 applications received to date for the coming Fall semester, nearly 8,500 have been admitted. By this Fall semester, the University will have instituted an auto-admit process (the University’s “Just Say Yes” initiative) through which prospective students can self-report their academic and test scores, and based on that information a conditional admissions decision will be made. The goal is to dramatically reduce the drop-off between applications, admissions, and enrollments.

The majority of applicants to MSU Denver are from Colorado. As part of its efforts to achieve HSI designation, the University became more strategic and proactive with the high schools it was working with, and those efforts have continued. EAB/Royall, a recruiting service that the University contracts with, has helped it with campaigns in-state and in select out-of-state regions where there is a known interest in MSU Denver. The University has a search campaign that reaches out to high school sophomores and juniors, and of those targeted by the campaign, over 13,000 students have responded and requested information about MSU Denver. This effort will result in a positive impact on enrollment numbers in two or three years, Dr. Simpkins said.

More than 8,000 senior applications were received in Fall 2018 which is also attributable to the University’s partnership with EAB/Royall.

A new marketing program has been launched to increase transfer applications and is showing promising results.

On October 30, MSU Denver participated in the first “Free Application Day” organized by the DOHE, and over 2,000 applications were received in one day. The sheer number of applications received in one day significantly affected the University’s ability to process them in a timely manner. Moving to the “Just Say Yes” campaign will allow students to be admitted more quickly.

President Davidson noted that many applicants list MSU Denver as their backup, second- or third-choice, school. The initiatives listed by Dr. Simpkins address that issue. Also, the Alumni Association is addressing it through a program in which alumni return to their high schools to speak about their experiences while at MSU Denver.

The University’s financial aid chat-bot has had over 1,000 distinct interactions since it was launched in January 2019. Many of those interactions occurred after 5:00 p.m. or on Saturdays, making the University’s financial aid information available at times convenient to students.

In Fall 2020, MSU Denver will join the national common application for university admissions system. By then, the University will have the auto-admit procedure in place and be able to respond in a timely manner to the increased number of applications. The national common application for university admissions system will direct all applications which indicate MSU Denver to the University.

B. Board Oversight of Educational Quality & Student Success – Graduate Studies: Where Excellence and Innovation Converge

Dr. Shannon Campbell, director of Graduate Studies, stated that graduate programs at MSU Denver were created beginning in Fall 2010, in response to recommendations of the HSI Task Force. The graduate programs are self-sustaining and self-supporting; they receive no state support. From each program’s tuition revenues, it must pay the University 2% for dad debt, 10% for ASR (University services such as financial aid), and 3% to the Office of Graduate Studies. After five years of being successful, that percentage increases to 7%. The remainder is retained by the program for its operations. Some programs have large staffs to assist with retention, but others that are starting up rely more heavily on Dr. Campbell’s office to do some of those things.

Trustee Dominguez asked how many graduate students are enrolled at MSU Denver. Dr. Campbell said that there are just under 1,000 total. Cash-funded graduate programs exist in the U.S. The benefit as compared to a traditional funding model, Dr. Campbell said, is that it offers flexibility, forces innovation, and imposes a sense of accountability not found in other graduate programs. This unique funding model, she said, makes the graduate program responsible for everything from student satisfaction and retention, financial accountability, every aspect of what tuition is used for, as well as marketing of the program.

Dr. Campbell said that the programs were developed very strategically. Extensive research is conducted prior to onboarding a program to analyze potential growth in the field. Using a best practices approach, a program must prove its viability and sustainability upfront. It is then presented to the academic deans, who determine which programs will go forward. National, state, and local demographics are studied. President Davidson added that the University adds programs because of a need in the state, or because other institutions are not offering it. As an example, MSU Denver offered the first cybersecurity program at both the undergraduate and the graduate levels. Many of the graduate programs were chosen because students surveyed in the HSI initiative indicated they needed them in order to excel in their fields.

**VI. REPORTS & ACTION ITEMS**

A. President’s Hails & Farewells

President Davidson thanked Trustee Noles and Trustee Molina, both new to the Board, for the contributions they have already made.

This is National Public Service Week. President Davidson attributed the success of the Campus Master Plan to Barb Weiske, who is retiring from her position as CEO of the Auraria campus. Ms. Weiske has been at the campus for 40 years.

Dr. Robert Hazan will retire in July after having served 32 years as a professor in the department of Political Science.

President Davidson thanked Dr. Matt Makley, who is stepping down as Faculty Senate President. Dr. Makley introduced Dr. Katia Campbell who will serve as the next president of Faculty Senate.

President Davidson stated that George Middlemist was honored yesterday at the Faculty and Staff BBQ.

President Davidson introduced Larry Sampler, who will replace Mr. Middlemist, upon his retirement, as the University’s CFO.

President Davidson announced that the University applied for and was included in the first cohort of First Forward Institutions by the Center for First-Generation Student Success, an initiative of NASPA – Student Affairs Administrators in Higher Education and the Suder Foundation. The First Forward designation recognizes institutions of higher education that have demonstrated a commitment to improving experiences and advancing outcomes of first-generation college students.

Commencement will be held next Friday, May 17.

The C2 Executive Update is coming up on June 6.

President Davidson will present a TEDx talk on September 12 in a daylong TED event featuring University faculty, staff, students and alumni, among others.

B. State Legislative Update

This legislative session ended last Friday, and Ms. Staberg and her team monitored over 100 bills on behalf of MSU Denver, and 70 bills in the K-12 arena.

The state budget provided for a 13% across-the-board increase in state funding of higher education. Ms. Staberg noted that the state is unlikely to make that high of an investment in higher education after this year. All indicators point to much tougher times ahead. Ms. Staberg advocated for tuition flexibility for MSU Denver, and it was the only institution that was granted that flexibility.

MSU Denver and Mesa University worked together on funding for paid internships. A bill was drafted, but the JBC ultimately forced a choice between existing work-study funding and funding of the new pilot program. While the pilot program is very exciting, existing work-study funding could not be sacrificed, Ms. Staberg said.

More than $18 million is coming to AHEC for capital renewal projects, and Ms. Staberg thanked Barb Weiske and her team. President Davidson noted that a failure in the HVAC system left the University without heat for a time, at the same time that she was testifying to the CDC. A thank you note will be sent to the legislators who were so prescient and who acted in the nick of time with the $18 million.

Mr. Mounsey updated the Board on HB 1196, state financial aid for ASSET students.

Ms. Staberg and her team lobbied against a bill that would have required institutions to have fixed tuition rate contracts, which did not pass. Other institutions were concerned about it as well. This Board would have to have approximately $17 million in additional state funding in order to guarantee a tuition rate for the next four years. While the concept is laudable, the public investment has not been there to back it up. The legislature decided it would not move forward.

HB 1187 will provide $250,000 for three years through the School Counselor Corps Program to help students complete the FAFSA form. As soon as the bill came out, Ms. Staberg and her team talked about how the University’s admissions people could help students in high school to complete their forms to maximize their opportunity of getting financial aid.

Under current law, Colorado students lacking lawful immigration status can already qualify for in-state tuition, providing they meet specific requirements. HB 19-1196 will make such students, including ASSET students, also eligible for certain Department of Higher Education financial-assistance programs.

During the 2015-16 academic year, approximately $50 million in federal dollars went unclaimed because Colorado students did not complete or submit a FAFSA. HB 19-1187 aims to increase the state’s student-aid application rates by providing funding to the state Board of Education, which will then allocate funds to educate providers to help low-income students and families complete and submit federal or state student-aid applications.

An interim committee for higher education was approved, to look especially at cost. Ms. Staberg’s team has reached out to the legislators who initiated that and asked if an interim committee can be hosted here on campus.

SB 95 requires the Department to do a five-year study of the funding formula and make recommendations for changes in the formula. Now that it has passed, Ms. Staberg’s team will be very involved with the DOHE in making a formal study and returning to the legislature with recommendations.

C. Governance Committee

 i. Proposed 2019-2020 Board of Trustees Meeting Schedule

Mr. Fine asked for a motion to approve the proposed Board of Trustees meeting schedule, which was discussed in the Governance Committee meeting yesterday.

Vice Chairwoman Grogan **moved** to approve the meeting schedule, and Trustee Mulligan **seconded** the motion. The motion was **unanimously approved.**

 ii. Proposed 2019-2020 Board of Trustees Committee Appointments

Mr. Fine reported that Nick Stancil and Dr. Sheila Rucki informed Governance Committee of three new policies yesterday, each of which were approved by the Governance Committee: the shared governance statement; the policy on discrimination, sexual misconduct, and retaliation; and the policy on student conduct, disciplinary action, and due process.

D. Finance Committee

Trustee Dominguez reported that Finance Committee had a robust meeting yesterday. Administrative staff and the academic accounting department presented two internal audits and there was an important conversation about the University’s budget.

The Committee heard an audit presentation on hourly time reporting controls. The current process needs to become more efficient, and the internal controls over time reporting need to be strengthened. The University’s professional staff will work to improve segregation of duties with some of the HR and payroll functions, and to improve the processes for entering and approving time. Mr. Middlemist will update the Finance Committee at its September meeting on the progress that has been made to address the auditors’ recommendations.

The committee also received an audit presentation from Phil Boyer regarding registration holds placed on student accounts. The audit identified a number of barriers to student registration, including pre-registration, financial, and advising holds. Many of the University’s holds are designed to manage student behavior rather than positively incentivize students. The auditors recommend that we take a deeper look at how holds are used. University staff will be looking at potential changes to balance due and collection holds to make them more aligned with the University’s financial capabilities as well as revising the pre-registration holds to make them a more positive experience.

 i. Fiscal Year 2019-20 Tuition and Fee Rates

There was a strong conversation in Finance Committee about the University’s budget. Staff are recommending that the University increase resident and non-resident tuition by 3%. Staff also recommend closing the tuition window by 50%. The state has provided the University an additional $7 million in funding. Staff recommends increasing mandatory fees by 5% and approving the proposed information technology fee that was approved by a student referendum. The specific tuition and fee changes are included in the Board book. Through the increased tuition and fees, closing the tuition window, and the additional state funding, the University will be able to meet its mandatory cost increases, invest in existing faculty and staff, and invest in high-impact practices to improve student retention and graduation.

Trustee Noles **moved** to approve the FY 2019-2020 tuition and fee rates.

Vice Chairwoman Grogan **seconded** the motion. The motion was **unanimously approved.**

 ii. Fiscal Year 2019-20 Initial Base Budget

Trustee Dominguez said that the committee also discussed the 2019/2020 initial base budget. The University is proposing the use of the additional revenues to meet the mandatory cost increases over $4 million and deferring making compensation decisions until the September Board meeting. Staff recommended investing $1.6 million of the revenues generated by closing the tuition window in some high-impact practices around student retention and graduation. The remaining $2.6 million estimated to be generated from closing the tuition window will be researched this summer and the University will make additional recommendations to the Board in September on how to allocate those funds. Staff will be analyzing the impact that these investments will have on student outcomes over the next two years to determine if the investment will be the best use of these funds, or if an adjustment should be made. Details of the initial base budget recommendations are in the packet.

Trustee Mulligan **moved** to approve the FY 2019/2020 initial base budget, and Vice Chairwoman Grogan **seconded** the motion. The motion was **unanimously approved.**

 iii. Student Affairs Fee Allocation for FY2019-20

The final action of the committee was approval of the student affairs fee allocation for FY2019/’20. Braedan Weart, Vice President of SGA, presented the students’ recommendation for the student affairs fee, which is a mandatory fee that supports programs and activities that support the University’s students. The Student Affairs Board oversees the allocations, and evaluates and monitors the success of the programs.

Trustee Noles **moved** to approve the student affairs fee allocation for FY2019/2020, and Trustee Mulligan **seconded** the motion. The motion was **unanimously approved.**

E. Student Government and Student Trustee Reports

John Andres introduced the new SGA president, Danielle Holmes; the new vice president, Braedan Weart; and the new student trustee, Adetilewa Awosanya.

F. Academic & Student Affairs Committee

 i. Approval of Faculty Emeritus Recommendations

Provost Golich requested the Board’s approval of the following recommendations for faculty emeritus status:

* Dr. Russ Barrows from Chemistry
* Dr. Iliya Georgiev from Mathematical and Computer Sciences
* Dr. Marilyn “Cookie” Hetzel from Theater
* Linda Stroup from Nursing
* Tara Tull from Human Services and Counseling

Trustee Mulligan **moved** to approve the recommendations of faculty emeritus status, and Vice Chair Grogan **seconded** the motion. The motion was **unanimously approved.**

Provost Golich requested the Board’s approval of the following curricular programs:

 ii. Approval of New Outdoor Recreation Concentration in the Recreation Professions Major, B.A., College of Professional Studies

 iii. Approval of New Undergraduate Certificate Program: Spacecraft

Flight Operations, College of Professional Studies

 iv. Approval to Convert Nutrition Science Concentration to Nutrition

Science Major, B.S., College of Professional Studies

 v. Approval of Phase One Review Process for New Degree Programs:

Bachelor of Science in Lifestyle Medicine, College of Professional

Studies

Trustee Noles **moved** to approve the curricular proposals, and Trustee Mulligan **seconded** the motion. The motion was **unanimously approved.**

G: Foundation Report

Christine Marquez-Hudson provided an update on MSU Denver’s Foundation. On March 21, the MSU Denver Day of Giving, nearly $91,000 was raised, which is nearly double the amount raised last year of $57,000. A number of different crowd-funding campaigns were going on that day, and students and faculty were involved in projects that supported their own programs. The Foundations team would like to continue to increase fundraising over the next year.

Total cash and pledges in the door currently total almost $4.5 million. Planned gifts committed this year total $3,610,000. The Foundation team is close to achieving its established goals for the year: at 87% for donor visits, 89% for retained donors, 79% for alumni donors, and 75% for engaged alumni. It hopes to hit all its goals by the end of the fiscal year, June 30. Almost $21.5 million is in the major gift pipeline, and $47,000 was raised through the Rockies Raffle. The Alumni Association will partner with the Rockies again this year on the Rockies Raffle.

Over the last 45 days, proposals of $1 million have been submitted. Working with Dean Hinde, the School of Education Trauma Informed Teacher Training has submitted proposals to the Buell Foundation, The Denver Foundation, Gary Community Investments, and Rose Community Foundation. This program will benefit students suffering from incidents of trauma, and the training will be available to teachers who are already teaching in schools.

A second application was to the Colorado Health Foundation and it would complement a recent application funded by the Health Resources and Services Administration for the support of DACA and ASSET students. The grant was a little over $3 million. The University submitted a grant to the Colorado Health Foundation that would support both the Health Resources and Services Administration and DACA students, for students who are studying health-related careers.

Some recent gifts have been received since the last Board meeting: Frank Day has made a $1.5 million gift to the School of HEaT. One-half of that gift is going to the Day Leadership Endowment, and one-half to the Day Leadership Academy. Approval of naming of the Day Leadership Academy will be brought to this Board at its September meeting. The Foundation team first wanted to bring the issue to the Foundation board at its May 23 meeting.

Dagmar Kress recently made a gift in kind to the Aviation Department of two Cessna 152 airplanes, to support the MSU Denver Precision Flight Team and MSU Denver Aerobatics Team in their practices, competitions, and promotional events. The Aviation Department will also be able to lease the planes out to others and generate revenue for the Department. President Davidson noted that the University’s Aerobatics Team ranked number one in the country last year. Dean Capps said that this is a pathway gift that will stimulate other gifts from people who have confidence in the sustainability of this program. Ms. Marquez-Hudson stated that an event is planned to celebrate this gift this fall and to encourage others to give.

Ms. Marquez-Hudson reported that the University recently received a $750,000 planned gift commitment which originated in the call center staffed by University students.

H. Alumni Representative Report

Ms. Marquez-Hudson delivered the Alumni Association report on behalf of Joe Rice.

The Alumni Association is partnering again with the Colorado Rockies on the 50/50 Raffle, which has raised over $47,000. More than 300 volunteer sellers have participated, which is a 71% increase over last year. The Association hopes to raise $500,000 by October.

In partnership with Admissions, the Alumni Association is launching an Alumni Ambassador program to assist with the University’s recruitment efforts. Ambassadors will be trained to serve as high school liaisons, staffing recruitment fairs and supporting orientation efforts.

The Alumni Association entered into a partnership with the Colorado Brewery Running Series and will help with ten different runs across Colorado this summer. It is anticipated that the partnership will generate between $10 and $15,000 for the University.

The Alumni Relations team also conducted an all-alumni survey in the Fall to solicit information on how alumni would like to be engaged, and what they are looking for in their post-graduate experience. More than 1,400 alumni participated, and the team would like to present its findings to the Board at a later date.

The Alumni Relations Team is launching a new engagement campaign in July to build the University’s brand and affinity for MSU Denver among its alumni. The campaign is called “Run This City.” There will be events, volunteer opportunities, and swag.

I. Faculty Trustee Report

Faculty Trustee Chris Harder reported that the Faculty Handbook Committee has approved the faculty discipline policy to be included in its bylaws. This policy is written to align with the President’s vision. Also approved were a policy regarding faculty promotion when serving in an administrative role, and an online policy. Jeff London was elected to another term with the Colorado Faculty Advisory Council with CDHE, and Trustee Harder was re-elected for another year as Faculty Trustee representative to the Board.

J. Faculty Senate Report

Matt Makley reported that the Curriculum Committee for Faculty Senate reviewed 130 curriculum proposals, and he thanked the Board for allowing faculty to steward the curriculum at the University. Dr. Makley introduced incoming Faculty Senate President, Dr. Katia Campbell, who has done work across the campus in equity and diversity and has been recognized by the provost and other colleagues for her excellent work.

K. Athletics Update

Two student-athletes were introduced to the Board: Rebecca Gonzales, Softball, who won the Conference Freshman Player of the Year Award. Ms. Gonzales is studying Accounting. She said that MSU Denver’s diversity was one of the biggest draws for her to come to the University. Kika Dazon, Women’s Golf, hit the first-ever hole-in-one during the National Conference Tournament.

L. President’s Report.

President Davidson mentioned an addition to the list of activities: on September 11, Roadrunners will support firefighters at Red Rocks who come out in their full gear and run the same number of steps as were in the Twin Towers.

DIME School had a ribbon-cutting and were featured on CBS News. The event received great media coverage.

**VII. INFORMATION ITEMS**

A. Human Resources report of personnel actions for the Board’s information, which have occurred since the last Board Meeting on Friday, February 8, 2019

B. Important/Exciting Upcoming Events and Engagement

**VIII. PUBLIC COMMENT**

There were no public comments.

**IX. ADJOURNMENT**

The Board of Trustees meeting was duly adjourned at approximately 11:30 a.m.