

**METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES**

Committee Meetings & Business Meeting
Student Success Building, 890 Auraria Parkway
April 3-4, 2014

Thursday, April 3, 2014

Student Success Building, Trustees Boardroom, 440A

Academics & Student Affairs Committee: 7:30 a.m. – 9:30 a.m.

Finance Committee: 9:30 a.m. - 11:00 a.m.

Friday, April 4, 2014

Student Success Building, Trustees Boardroom, 440A

Executive Session: 7:30 a.m. – 9:00 a.m.

Student Success Building, 400A

Public Meeting: 9:00 a.m. – 12:00 p.m.

**METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES**

Business Meeting

Friday, April 4, 2014

Executive Session: 7:30 a.m. – 9:00 a.m., SSB 440A (Trustees Boardroom)

Public Meeting: 9:00 a.m. – 12:00 p.m., SSB 400A

Student Success Building – 890 Auraria Parkway

I. CALL TO ORDER

II. EXECUTIVE SESSION:

An Executive Session may be held to confer with the Board's attorney for the purpose of legal advice concerning pending or imminent litigation, concerning specific claims or grievances or legal advice on specific legal questions, confidential pursuant to C.R.S §24-6-402 (3) (a) (II) (2013); concerning the acquisition of property as a gift, confidential pursuant to C.R.S. § 24-6-402 (3) (a) (I) (2013); in consideration of appointment or employment of a public official or employee or the dismissal, discipline, promotion, demotion, or compensation of, or the investigation of charges or complaints against, pursuant to C.R.S. § 24-6-402(3)(b)(I)(2013).

III. CHAIR'S WELCOME:

IV. CONSENT AGENDA:

- A. Approval of December 6, 2013 Board Meeting Minutes
- B. Approval of February 21, 2014 Special Work Session Minutes
- C. Office of Human Resources report of personnel actions which have occurred since the last Board of Trustees Meeting on December 6, 2013

V. PRESENTATIONS:

- A. Board Oversight of Educational Quality
 - i. Equity in Excellence Presentation (MacDonald/Del Castillo)

VI. REPORTS AND ACTION ITEMS:

- A. Chair's report: *Chair Michelle Lucero*
- B. President's Report: *President Stephen Jordan*
- C. State Legislative Report: *Christine Staberg, Capstone Group, LLC*
- D. Academics & Student Affairs Committee: *Trustee Terrance Carroll*
 - i. Approval of Tenure and Sabbatical Recommendations (Torres)
 - ii. Schools-to-Colleges Policy (Information Item) (Golich)
 - iii. Approval of New Minors and Concentrations in the School of Professional Studies (Shevalier/Haynes/Murphy)
 - iv. Approval of New Degree Programs (Shevalier/Haynes/Foster)

- v. Approval of Archiving of Minors and Certificates (Shevalier)
- E. Finance Committee: *Trustee Jack Pogge*
 - i. Approval to Use FY 2013-14 Reserve Funds
 - ii. Approval of Assumptions for the Development of FY 2014-15 Budgets
- F. Handbook Revisions: *Nicole Tefft and Loretta Martinez*
- G. Faculty Senate Report: *Kamran Sahami, President*
- H. Student Government Report: *Anthony Sylvester, Vice President*
- I. AHEC Report: *Trustee Dawn Bookhardt /EVP Barb Weiske*
- J. Foundation Report: *Trustee Bill Hanzlik*

VII. INFORMATION ITEMS:

- A. Human Resources report of personnel actions for the Board's information which have occurred since the last meeting on December 6, 2013

VIII. PUBLIC COMMENT:

IX. ADJOURNMENT

METROPOLITAN STATE COLLEGE of DENVER
BOARD OF TRUSTEES
Friday, December 6, 2013
Board Minutes

EXECUTIVE SESSION

Chairman Rob Cohen read the Trustees into **Executive Session**, and asked for a motion. The motion was made and seconded, and **unanimously approved**. The Board entered into Executive Session at 7:30 a.m. At 8:41 a.m., the Board meeting was reconvened.

CALL TO ORDER

The Board of Trustees meeting was **called to order** at 8:41 a.m. by Chair Cohen. He was joined by Vice Chair Lucero, Trustee Bookhardt, Trustee Carroll, Trustee Hanzlik, Trustee Harris, and Trustee Pogge. Faculty Trustee Dempere, Alumni Trustee Morrill, and Student Trustee Harris were also in attendance, along with President Jordan, Board Secretary/General Counsel Martinez, Treasurer Middlemist, various faculty, administrators and staff.

CONSENT AGENDA

The first order of business was the **approval of the Consent Agenda**. Chairman Cohen asked for a **motion to approve**. Trustee Pogge **moved for approval, with a second** by Trustee Bookhardt. The motion was **unanimously approved**.

CHAIR'S WELCOME

The Chair called for the presentation on Board Oversight of Educational Quality.

PRESENTATIONS

A. Board Oversight of Educational Quality

i. Faculty Recognition, MSU Denver's CASE U.S. Professor of the Year. Provost Golich introduced Dr. Lunden MacDonald, Modern Languages Department Chair. Dr. MacDonald nominated Dr. Ann Williams, professor of French at MSU Denver, for the "U.S. Professor of the Year" Award presented by the Council for Advancement and Support of Education, and hosted by the Carnegie Foundation for the Advancement of Teaching. President Jordan noted that of approximately 1.5 million professors in the U.S. who are eligible, Dr. Williams was chosen and presented this distinguished award. Dr. Williams, a professor at MSU Denver for 23 years, spoke to the importance of the Humanities throughout a student's life, affecting all aspects of their lives. Dr. Williams received a standing ovation for her outstanding achievement.

ii. Equity in Excellence. Provost Golich spoke about MSU Denver's Equity Scorecard initiative, undertaken as part of the State's Equity in Excellence program. Equity in Excellence was designed to close the college achievement gaps in the retention and graduation rates of Latino and other students of color and ethnicities, as compared to white students. Provost Golich introduced Dr. Lunden MacDonald, who co-chairs the Equity Scorecard project with Dr. Ramon

del Castillo, Department Chair of Chicana/o Studies. Dr. MacDonald reported that the state's agenda includes the goals of helping close achievement gaps and increasing the attainment of degrees and certificates by 1,000 across the state of Colorado.

The University of Southern California Rossier School of Education Center for Urban Education (CUE) is the agency guiding Equity in Excellence. The project is data based but with a big difference from prior methods of accumulating data. Dr. MacDonald noted that graduation numbers are typically aggregated, a practice which can hide patterns of racial inequity. By disaggregating the data by race and ethnicity, with the goal of promoting awareness and solutions, actual student circumstances are revealed. At MSU Denver, educational core issues and student services were researched as possible causes of the achievement gap. Further inquiries will be made and the Equity Scorecard report, with strategies to close the achievement gaps, will soon be available on the MSU Denver website.

B. Metrics. VP Steve Kreidler reviewed the latest iteration of the Scorecard. The goals in the Scorecard are drawn from MSU Denver's Strategic Plan. The Trustees' Scorecard will, going forward, be published on a quarterly basis and will reflect the analyses and actions undertaken by the University for each issue. VP Kreidler noted that additional issues can be added to the Scorecard to be analyzed, as needed and as required by state and federal government. He stated that disaggregation of data, as mentioned by Dr. MacDonald, is equally valuable here in accurately portraying the metrics in the Scorecard.

The current performance themes presented in the Scorecard are:

Theme 1: Student and Academic Success
Theme 2: Community Engagement and Regional Stewardship
Theme 3: University Culture
Theme 4, University Resources

Trustee Robinson noted that one of the reasons there are so many different charts in the Scorecard is that MSU Denver's student population come to higher education from so many different circumstances: some students work and attend classes part-time, others are full-time freshmen, and this is one of the reasons that the disaggregation of data is so important. President Jordan agreed, stating that more than 7,000 students are admitted to MSU Denver every year. This year's first-time freshman class was 1,600, and the remainder fall into one of the other categories. Additionally, President Jordan reported that growth in the student population at MSU Denver over the last few years has been among students who are 24 years old or older, who are typically working and/or have families, and attend classes part-time.

Trustee Harris suggested that this metric is a value proposition for MSU Denver at the state and national levels. President Jordan said that in the institution's voluntary system of accountability, the metric is being measured and is being promoted in its response to the President's Initiative. Together with Mike Dino and his firm, President Jordan is leading a national lobbying effort along with more than 50 other urban institutions whose student populations are non-traditional.

Chairman Cohen thanked VP Kreidler, Trustee Robinson, and others who've worked on the Scorecard, and called for the presentation on Significant State and Federal Higher Education Developments.

C. Significant State and Federal Higher Education Developments. Mike Dino, Senior Policy Adviser from the firm of Patton Boggs, LLP, joined President Jordan in presenting this information item. President Jordan reported that they had met with Senator Michael Bennett's staff and believes the Senator is very supportive of recommended changes to the Pell grant and student loans.

Mr. Dino stated that President Jordan is perceived in Washington as being a very progressive leader who is taking higher education in the direction that leadership wants it to go, in terms of making higher education more accountable, more affordable, and more accessible. The leadership in Washington on both sides of the aisle wants to ensure that institutions of higher education are taking measures to ensure that graduates find employment after receiving their degree.

Mr. Dino reported that the President's blueprint for making higher education more affordable suggests report cards for colleges and universities indicating their progress on this goal. In a document Mr. Dino and President Jordan are preparing to be sent to the White House on behalf of the University, they will suggest that institutions be given the opportunity to self-police in this regard. Additionally, the administration is concerned that students understand the implications of taking out a loan. Mr. Dino stated that the document also highlights the measures MSU Denver is taking to ensure students are better consumers of higher education, in terms of which classes they take and in understanding how they will repay their student loans.

Mr. Dino reported that if sequestration (automatic budget cuts) continues, Pell grants will continue to be debated in Washington. Sequestration will also affect project financing, especially projects utilizing Build America bonds. Some members of Congress are pushing for massive tax reform, and all types of public financing would be scrutinized. Private activity bonds might be eliminated altogether, and charitable tax deductions and municipal finance tax exemptions would be debated.

President Jordan stated that leadership at MSU Denver and many other urban institutions would like a modification of Pell grants to allow students to use part of their credits during the summer semester. Given the non-traditional student population of most urban institutions, this change would enhance institutions' ability to achieve their retention and graduation goals. The change would not add more money to the Pell grant program, and it would benefit students in planning their own individual budgets as well as allowing students to use the grant more effectively.

Mr. Dino stated that in their response to the President's blueprint, workforce development and the connection between community colleges, four-year institutions and ultimately jobs, was emphasized. He said that President Jordan highlighted to the Department of Education the

important role played by MSU Denver and other urban institutions in serving the non-traditional student. MSU Denver is seen by the DOE, by its congressional delegation, and by the administration as a great resource having the right answers.

President Jordan reported that the Governor has recommended a \$100 million increase to appropriations for higher education. He expressed appreciation on behalf of all higher education institutions, including MSU Denver, for that increase. The Governor's recommendation puts \$40 million into financial aid and \$60 million into the operating budgets of institutions of higher education. Of the \$40 million, \$5 million would go, for the first time, to merit-based aid, \$5 million would go into work-study, and the remaining \$30 million into need-based aid. That \$30 million component, together with the work-study component, President Jordan stated, will have a very significant impact on MSU Denver and on the community colleges, who together will be the largest beneficiaries of those increases.

The \$60 million component equates to an approximate 11% increase to the general fund appropriations for operating budgets of institutions of higher education. The Governor's recommendation is to apply that 11% increase equally to every institution. President Jordan expressed concern about this method of distribution as it creates inequity in funding among institutions within the same sector. For example, comparing MSU Denver to other institutions with similar student profiles and similar missions, MSU Denver will realize approximately \$265 per student, while other institutions will realize significantly more, up to \$806 per student at Adams State University. Additionally, the Governor is asking boards to hold tuition to 6% or less, which in MSU Denver's case would generate another \$320 per student, again a significantly lower amount than would be realized by its peer institutions.

President Jordan explained that this inequity in funding is important to correct now, because when state appropriations climb back up to \$750 million, performance contracts will go into effect. If there has not been equity in funding among institutions with similar missions and similar student profiles, an unlevelled playing field is created for the achievement of performance contracts. Because of the disparity in funding, MSU Denver would be significantly disadvantaged in its ability to provide support services to its students as compared to all other institutions.

President Jordan reiterated the significance of the Governor's commitment to higher education as indicated by the \$100 million increase in appropriations, but suggested that its distribution across the board at 11% be reconsidered.

REPORTS AND ACTION ITEMS

A. Chair's Report. Chair Cohen congratulated the Men's Basketball Team for having become the first Division II team to win 3 and 1 in the NIT Tournament, beating three Division I foes, which has never happened before.

CARRY-IN ITEMS

Approval of Name for the Athletic Complex. Chair Cohen reported that the donor of the gift approved at the September Board retreat has formally requested a name for the new Athletic Complex. Chair Cohen asked for a **motion to approve** the name “The Regency Athletic Complex at MSU Denver.” Trustee Robinson **moved for approval, with a second** by Trustee Hanzlik. The motion was **unanimously approved**.

Resolution Regarding the Appropriate Role of Faculty Trustee. Resolution No. 12062013 was distributed to the Board (appended to these minutes). By way of background, Chair Cohen stated that Faculty Trustee Dempere had made numerous requests under the Colorado Open Records Act, stating that he (Dr. Dempere) was requesting such information as a Trustee. Chair Cohen stated that the Board of Trustees agrees with the right of an individual to make CORA requests; however, the Board can only act as a body. Without the specific consent of the Board, a Trustee may not act as an individual giving the impression that he is acting as a representative of the Board.

Chair Cohen stated that Dr. Dempere’s CORA requests had been costly and onerous, and that it was inappropriate to use the University’s communications systems to reach thousands of recipients, informing them of what Dr. Dempere characterized as ‘investigations’ of the University. Chair Cohen asked for the comments of other Trustees.

Trustee Harris stated that, as a result of Dr. Dempere’s e-mail, she had received numerous inquiries from the community asking why the Board was conducting an investigation into their own institution. In the meeting of Governance Committee yesterday, Trustee Harris warned Dr. Dempere that a trustee may not act in a single capacity under the name of the Board of Trustees. Trustee Harris stated she is wholly supportive of the resolution being brought forward today.

Dr. Dempere stated that the resolution comes as a complete surprise to him; he had spent several hours yesterday with his colleagues and the resolution was not mentioned. He also stated that at the beginning of his Board position as Faculty Trustee, he had invited all the Trustees to communicate with him in the hopes of working together more cooperatively.

Dr. Dempere quoted from the Trustees’ policy manual, maintaining that he had acted in an exemplary manner as Faculty Trustee. He acknowledged sending e-mails to thousands of recipients, but argued that his investigations into the University are no different than the investigations regarding graduation rates being carried out by Professor Ramon del Castillo in the Equity in Excellence project.

Dr. Dempere stated that he had not received any communication from other Trustees regarding his CORA requests until now. With regard to the resolution, Dr. Dempere stated that terms used in the resolution must be defined: ‘reasonable interference’ as compared to ‘unreasonable interference,’ what is ‘not excessive’ as compared to ‘excessive requests,’ and what is ‘not costly’ as compared to ‘costly.’

Dr. Dempere also stated that he included an opt-out provision in his e-mails.

Dr. Dempere referred to the statement in the resolution that the Board can only act as a body, and noted that, in an e-mail he had received from Chair Cohen last night, the Chairman referred to drafting the resolution. Dr. Dempere asked whether Chair Cohen's drafting of the resolution was not an example of a single trustee acting on behalf of the Board of Trustees.

Dr. Dempere stated that on August 29, 2013, President Jordan informed him that the Presidential Evaluation Committee of the Board of Trustees would be in charge of the Faculty Trustee's performance on the Board of Trustees. In an e-mail to Secretary Martinez, Dr. Dempere asked where and when this decision had been made, because Dr. Dempere's review of the Faculty Trustee bylaws did not indicate that the Faculty Trustee would be evaluated by this committee. Dr. Dempere didn't receive an answer and so placed a request under CORA, sending a copy to other Trustees and to fellow faculty members. He did not share the answer he received, which was that no decision by the Board of Trustees was made. Dr. Dempere stated that when he pointed out that evaluation of the Faculty Trustee by the Presidential Evaluation Committee was a violation of the bylaws and of Colorado Revised Statutes, Chair Cohen stated that it had been his decision. Dr. Dempere again asked if this was not an example of a single trustee acting on behalf of the Board.

Dr. Dempere referred to the provision of the resolution requesting that he refrain from any future activities not befitting the appropriate role of a Trustee, and stated that the resolution must therefore define what is appropriate for him to do and what is not.

Dr. Dempere requested that the Board reconsider passing the resolution, stating that in his opinion it was in the best interests of the institution not to pass the resolution. Dr. Dempere stated that his response to the resolution was the best he could do in the few minutes he had since receiving a copy of the resolution.

Discussion between Chair Cohen and Dr. Dempere ensued.

Chair Cohen told Dr. Dempere that the issue is not personal, that he respects and admires Dr. Dempere and respects his role as a member of the faculty and as Faculty Trustee. The decision regarding the resolution was not Chair Cohen's to make, he said. Rather, he presented the information to the Board, gave Dr. Dempere the opportunity to respond, and the Board as a whole will today determine what action to take. Chair Cohen asked for comments. Hearing none, he asked for a **motion** regarding Resolution No. 12062013. Trustee Harris **moved for approval of Resolution No. 12062013, with a second** by Trustee Bookhardt. The motion was **unanimously approved**.

Chair Cohen called for the President's Report.

B. President's Report. President Jordan reported that he recently provided testimony to the Capital Development Committee on the AES Building, and requested \$20 million of state funding, which includes \$5 million for next fiscal year. The proposal framed the vision of the

AES Building and was accompanied by letters of support from the City and local businesses, including Lockheed Martin, Colorado Business Space Roundtable, Colorado Association of Advanced Manufacturing, Colorado Space Coalition, and Paul Washington, Director of the Economic Development Office for the City and County of Denver. President Jordan expressed appreciation to those entities for their strong support of the AES Building.

MSU Denver has recently been referred to in publications and honored with awards, including the following:

- Company Week, an online business publication, wrote a compelling article on MSU Denver's initiative and its importance to Colorado and its workforce;
- The Anti-Defamation League has selected MSU Denver and the Board of Trustees to receive a 2014 Civil Rights Award on February 6, citing the leadership taken by MSU Denver in the advancement of civil rights through its special non-resident tuition rate that led to significant policy discussion and ultimately the approval of the ASSET Bill;
- In March 2014, the American Association of Hispanics in Higher Education will present MSU Denver with its most prestigious award, "Outstanding Support of Hispanic Issues in Higher Education";
- Last month, Military Times ranked MSU Denver No. 50 in the nation for four-year schools serving student veterans. This year, for the first time, Military Times also considered more than a dozen different measures of academic success, quality, and rigor as reported by schools themselves and the Education Department to develop its rankings, and MSU Denver's ranking surpassed the rankings of a variety of well-known public and private institutions including UC Berkeley, Texas A&M, University of San Antonio, and George Washington University;
- MSU Denver was also included in the most recent edition of "Creative Colleges, A Guide for Actors, Artists, Dancers, Musicians and Writers," by Elena Loveland, "Super Colleges 2013." MSU Denver was the only institution between Dallas and the west coast to be included;
- The Hospitality Learning Center earned this year's "Colorado Best Project Safety Winner" from the ENR Mountain States Association. President Jordan stated that Mortenson Construction Company follows an amazing safety program and that this recognition is well deserved.

While continuing to build the institution's reputation, President Jordan reported, there are still enrollment fluctuations, as mentioned by VP Kreidler. Enrollment is down about 4% this week. The Admissions and Marketing Communications departments are working together on what is hoped will be quick fixes, and an Enrollment Management Council is developing longer-term strategies. The administration will be consulting with Royal & Co. to increase out-of-state enrollment, and President Jordan will continue to keep the Board apprised.

President Jordan reported on upcoming events, including:

- The Holiday Card to the City, tonight and tomorrow night. The concert includes approximately 300 students performing music from around the world;
- On December 15, over 1400 students will graduate in Fall commencement;
- MSU Denver will host the annual legislative reception at the Hospitality Learning Center on January 22 and President Jordan expressed his hope that Trustees will attend this important event;
- Daz Bog is offering a unique holiday gift, “Roadrunner Blend,” the official coffee of MSU Denver. A portion of the proceeds will support scholarships for MSU Denver.

C. State Legislative Report. Chair Cohen referred the Board to page 25 of their packets, the 2014 state legislative preview written by Christine Staberg.

D. Federal Legislative Report. Mike Dino noted that a budget bill for the Department of Defense had not yet been passed, which is usually a benchmark and typically easily passed, and the debt ceiling expires February 7. MSU Denver experienced some issues during the last government shutdown in the fall, and Mr. Dino’s firm will continue to monitor events that might indicate another shutdown is going to occur. In its attempts to deal with sequestration, Congress is considering raising revenue through additional airline fees. Mr. Dino will report back on that matter.

Mr. Dino reported that President Obama is already taking actions toward his efforts to make college more affordable. Today he’ll announce that the administration will continue to promote competition and innovation in higher education, and will waive some financial aid requirements so that colleges and universities can conduct, observe, control experiments, expand competency-based education, dual enrollment programs, and prior learning assessments. MSU Denver may be able to take advantage of some of these initiatives.

Mr. Dino’s firm has been working with MSU Denver on a Department of Aviation petition which would allow a partnership with the Colorado Northwest Community Colleges to provide flight training and ground-school training. Mr. Dino hopes to have some response to the petition in early February.

Mr. Dino and President Jordan have been coordinating with the State with regard to the national Advanced Manufacturing Initiatives and will continue to do that as more opportunities become available. The new Aerospace Building was mentioned, Mr. Dino said, and is certainly an important element of this national manufacturing initiative that’s been under way for a few years.

President Jordan noted, with regard to MSU Denver’s partnership with the Rangely Campus, that both institutions view the partnership as a huge win. Rangely has a significant fleet of planes, which MSU Denver does not. New FCC criteria require significantly more hours in simulators; MSU Denver has simulators and Rangely does not. The partnership will provide an opportunity for Rangely’s students to use MSU Denver’s simulators and also to then matriculate into MSU Denver’s four-year program. It will allow MSU Denver students to get flight time hours using

Rangely's planes. Both institutions see the exchange as mutually beneficial. President Jordan thanked Mr. Dino for his help in making this partnership possible.

E. Academics and Student Affairs Committee. Trustee Harris reported that Dr. Potter had visited with the Committee yesterday about the Carnegie Foundation Community Engagement Classification that MSU Denver is working toward. The classification is an elective designation, and is awarded to institutions that demonstrate "documentation of institutional practice, including levels of engagement, self-assessment, and a commitment to continuous quality improvement." The next award of this classification will be in 2015.

Trustee Harris recommended approval of the creation of a Department of Nutrition, a certificate program in outdoor recreation leadership, and a proposed degree program in Early Childhood Education, for which the Academics and Student Affairs Committee approved Phase 1. Trustee Harris asked Provost Golich for comments on these action items.

Provost Golich reported that the Nutrition program is currently part of the Department of Health Professions. The Human Nutrition–Dietetics track has grown from 26 majors when it was introduced in 2008 to 430 today. Provost Golich stated that the Board is being asked to approve the creation of a Department of Nutrition.

The certificate program for outdoor recreation leadership also comes out of the Department of Health Professions. No increased cost to the institution for this certificate program is expected. The certificate will increase the marketability of students enrolled in such fields as recreation, human services, physical education, elementary and secondary education, environmental science and land use. Students might elect to pursue this certificate while earning an academic degree, or they might return to college to pursue the certificate as an added credential.

The Colorado Commission on Higher Education until recently prohibited state colleges and universities from offering a bachelor's degree in early childhood education. The commission reversed its position in 2012, and now several schools are planning to create such degree programs. Provost Golich said that MSU Denver is the first to propose a full degree program. With the Trustees' approval to move forward, the next step will be to conduct a comprehensive curriculum review, and then the preparation and submission of a curriculum proposal.

Trustee Hanzlik stated that all three programs indicate high demand and future job growth and he fully supports approval of the programs. Trustee Harris noted that Trustee Robinson had inquired as to the cost implications of the programs and stated that costs are fairly minimal for all three programs.

Chair Cohen asked for comments or questions. Hearing none, he asked for a **motion to approve** (1) the creation of a new Department of Nutrition, (2) a new certificate program in outdoor recreation leadership, and (3) the Department of Teacher Education to further explore a bachelor's degree program in early childhood education. Trustee Harris **moved for approval, with a second** by Trustee Hanzlik. The motion was **unanimously approved**.

CARRY-IN ITEM

Award of Honorary Degree Posthumously to Ryan Riley. Dean Joan Foster presented a request from the English Department that Mr. Ryan Riley be awarded an honorary bachelor of arts degree posthumously at Fall commencement, December 15, 2013. Mr. Riley, a recent veteran, was killed in a car accident after returning home from his military service. He had completed 84 hours toward his degree, and the Department was very impressed with his talent and abilities.

Chair Cohen thanked Dean Foster, and asked the Board to **approve** the award of an honorary degree posthumously to Ryan Riley. The Board **unanimously approved**.

F. Finance Committee.

i. FY13-14 Budget Update. Trustee Robinson reported that the Board had set aside a reserve to cover such contingencies as periods of declining enrollment. Enrollment has been down for the Fall semester, and there is concern about the decline continuing. The resulting revenue shortfall is recognized in the budget, and the Committee has approved the use of the reserve that was set aside to cover the shortfall. \$2.3 million was the amount set aside, VP Kreidler said, and the actual shortfall for the year is \$1.8 million, which will avoid the need to make cuts.

Chair Cohen asked for a **motion to approve** use of the reserve and the permanent change to the budget reflecting that use. Trustee Robinson **moved for approval, with a second** by Trustee Pogge, which was **unanimously approved**.

ii. Approval of proposed budget for the full build-out of the Athletics Complex.

Trustee Robinson reported that an overall cost estimate for the new Athletics Complex has been completed, and the Committee has identified sufficient cash reserves and cash flow streams from the student bond fee designated for such purposes to cover the cost of completing the Athletics Complex. The \$23 million estimate would include the ability to borrow up to \$4 million through debt financing.

VP Kreidler reported that the request for use of debt in the maximum amount of \$4 million currently has the following offsets:

- The Foundation has already raised \$1.3 million in pledges toward that goal, but the total amount of pledges won't be received up front;
- Value engineering on the facility and in-kind donations have not yet been evaluated;
- A potential \$1 million donor has been identified who, in addition to cash, would be able to bring in-kind donations;
- Additional requests have been made totaling \$1,830,000;
- Sponsorships are targeted at \$1.1 million over five years;
- Naming rights are still available to donors for various parts of the Athletics Complex.

VP Kreidler stated that debt would only be used if the total of value engineering, in-kind donations and cash donations does not reach the \$4 million mark, and VP Kreidler believes that if any borrowing is necessitated, it will be at a much lower level than the maximum of \$4 million.

Chair Cohen asked for a **motion to approve** the proposed financing options to complete the Athletics Complex. Trustee Robinson **moved for approval, with a second** by Trustee Bookhardt, which was unanimously approved.

iii. Nomination of HLC@Metro, Inc. Board Members. Trustee Robinson stated that the special-purpose corporation, HLC@Metro, Inc., created by the Board of Trustees in 2010 to own and operate the Hotel/Hospitality Learning Center, has five vacant positions on its board of directors. The HLC@Metro, Inc., board of director's requests the Board of Trustees elects VP Steve Kreidler and Ms. Carolyn Wollard as directors. Chair Cohen asked for a **motion to approve** the election of VP Steve Kreidler and Ms. Carolyn Wollard to the board of directors of HLC@Metro, Inc. Trustee Robinson **moved for approval, with a second** by Trustee Bookhardt, which was **unanimously approved**.

G. Governance Committee. Trustee Harris reported that the Governance Committee has been reviewing succession of Trustees and Board leadership. Currently Trustees' terms end very close to one another. The Committee is working on a plan that would ultimately be presented to the Governor to spread out the terms of Trustees and help the Board better work through its leadership succession.

Governance Committee recommends that a standing committee for facilities be created. At the next Board meeting, Trustee Harris will present recommended changes to the Bylaws regarding the creation of that committee, as well as changes with respect to leadership succession.

Trustee Harris reported that Governance Committee also recommends creation of an ad hoc committee to create a leadership succession plan for the institution.

H. Faculty Senate Report. Sheila Rucki, Secretary of the Faculty Senate, read into the record Dr. Kamran Sahami's Faculty Senate Report. President Jordan stated that he and Dr. Rucki met with regard to Item 3 in Dr. Sahami's report, relating to allegations of intimidation over the School of Business's recent vote on the pursuit of accreditation. President Jordan's view is that the pursuit of accreditation is the prerogative of the school and department seeking that accreditation, and noted that the current issue in the School of Business was being debated when President Jordan arrived at MSU Denver eight years ago. President Jordan and Dr. Rucki will meet again after the first of the year and will report back to the Board on the outcome.

I. SGA Report. Laura Noe reported that SGA has been reviewing its programs over the last semester in an effort to measure their effectiveness, and their engagement and representation of students. SGA has a voluntary Runners program in which students in the classroom discuss University issues and ask for input from students. SGA is moving toward a survey-based

program in which students hand out surveys in their classrooms. SGA then evaluates responses in the surveys so that they can better serve students when sitting on boards and committees and meeting with administrators.

SGA is also reviewing its Freshman Council and is considering changing its name to First Year Council. They would like to involve more non-traditional and transfer students.

Ms. Noe reported that she and Student Trustee Seth Harris are working with the Capstone Group and Cathy Lucas to organize a legislative advocacy team. In the Spring semester, team members will lobby at the Capitol for higher education initiatives and MSU Denver.

In October SGA sent 15 student government representatives to a national conference in Chicago. SGA has a goal of increasing voter turnout from 12 to 15%. It was reported at the national conference that the average turnout for student elections is only 4%. Ms. Noe pointed out that election turnout at MSU Denver is already three times the national average.

SGA is rolling out an academic department liaison program in which one student representative will be assigned to each academic department. SGA hopes that having one student representative/contact person for each academic department will improve communication.

Chair Cohen thanked Ms. Noe for her report and called for the Alumni Report.

J. Alumni Report. Alumni Representative Rob Morrill reported that Jamie Hurst has joined MSU Denver as Director of the Annual Fund. Ms. Hurst is currently completing her JD. Tanida Ruampant has joined staff as Associate Director of Alumni Relations. Ms. Ruampant was part of alumni relations at CSU for 12 years.

The board recently elected Judy George to her second term as President, Scott Applegate as Vice President, and Joe Sanchez as Secretary and Treasurer.

Mr. Morrill noted that Homecoming will be February 10 through 15, and will include presentation of awards to alumni members and will also recognize the History Committee which is dedicated to creating a living history of the University's past through interviews with faculty, students and staff, including former Governor Roy Romer and President Jordan.

K. AHEC Report. Trustee Bookhardt reported that AHEC held its annual board of directors' workshop on October 10 at the Brown Palace Hotel. The session discussion was titled "Auraria Campus: Defining the Next Frontier," which allowed the Auraria Executive Committee to highlight its upcoming development strategies within neighborhoods, defining institutional priorities for the coming year. Various opportunities in the shared core neighborhood were considered, along with a review of the 2013/14 goals. Also discussed were areas for exploration, including a discussion of funding opportunities, the Auraria Foundation role, and other related topics.

L. Foundation Report. Trustee Hanzlik stated that at the Board retreat, the Foundation established three task forces. The first was to determine funding priorities. The second task force was formed to review Foundation structure and governance, and the third was formed to conduct a search for vice president. The Foundation hired Carolyn Wollard to assist the board and staff and to evaluate its internal staffing organization. Its objectives are to evaluate other foundations' legal and operational structures, recommend whether to maintain or change that structure, and to define board member roles, among other things.

The Foundation board will be identifying its role in identifying more public/private partnership opportunities, and the goal is to have this completed by June 2014.

INFORMATION ITEM. *(Requires no approval by the Board of Trustees)*

Office of Human Resources of Personnel Actions for the Board's information which have occurred since the last Board meeting on September 20, 2013. Chair Cohen noted that the Human Resources report of personnel actions are included in the Board packet.

PUBLIC COMMENT. Chair Cohen noted a written request for public comment, and asked if there was public comment from the floor. There being none, Chair Cohen invited Dr. Dempere to make his comments. Dr. Dempere apologized, stated he had no public comments and had inadvertently signed in the wrong place.

ADJOURNMENT

Chairman Cohen officially **adjourned** the meeting at 11:10 a.m.

RESOLUTION No. 12062013

A RESOLUTION OF THE BOARD OF TRUSTEES OF METROPOLITAN STATE
UNIVERSITY OF DENVER REGARDING THE APPROPRIATE ROLE OF TRUSTEE

WHEREAS, it has come to the Board of Trustees' attention that Faculty Trustee Juan Dempere has promulgated approximately 40 requests for information to the University under the Colorado Open Records Act (CORA) and an unknown number to external agencies regarding the University since assuming office in July 2013; and

WHEREAS, with regard to many of these requests Dr. Dempere quotes provisions of the Trustee's policy manual concerning the Board's role and then states that he is requesting such information as a Trustee for the purpose of "monitoring" the institution; and

WHEREAS, in a recent email sent to thousands of recipients Dr. Dempere again identifies himself as a Trustee and states that he is conducting numerous "investigations" of the University and invites recipients to suggest additional investigations for him to conduct; and

WHEREAS, while the Board agrees with the fundamental premise of CORA regarding transparency in government and its applicability to the University, the Board does not condone the following activities of Dr. Dempere:

- Any representation or implication that he is acting on behalf of the Board of Trustees in any of his activities;
- Any "investigation" of the University;
- Unreasonable interference with the business operations of the administrative units of the University through promulgation of excessive requests under CORA that are costly to respond to and process;
- Inappropriate use of the University's communications systems to reach thousands of unwitting recipients requiring their time and effort to read, respond, or delete.


NOW, THEREFORE, BE IT AFFIRMATIVELY STATED BY THE BOARD OF TRUSTEES OF METROPOLITAN STATE UNIVERSITY OF DENVER THAT:

- 1) The Board of Trustees does not authorize or condone the above described activities of Faculty Trustee Dempere and requests that he refrain from the inappropriate activities detailed above and any future activities not befitting the appropriate role of a Trustee; and
- 2) The Board can only act as a body and any single trustee cannot represent that he or she is acting on behalf of the Board without specific consent of the Board.

PASSED AND ADOPTED at a Board Meeting this 6th day of December, 2013.

BOARD OF TRUSTEES OF METROPOLITAN
STATE UNIVERSITY OF DENVER

{SEAL}

By 
Robert L. Cohen, Chair

By 
Loretta P. Martinez, Board Secretary

METROPOLITAN STATE UNIVERSITY *of* DENVER
BOARD OF TRUSTEES
Friday, February 21, 2014
Special Work Session Minutes

EXECUTIVE SESSION

Chairman Rob Cohen read the Trustees into **Executive Session** and asked for a motion. The motion was made and seconded, and **unanimously approved**. The Board entered into Executive Session at 7:30 a.m. At 8:33 a.m., the Special Work Session was reconvened.

CALL TO ORDER

The Board of Trustees meeting was **called to order** at 8:33 a.m. by Chair Cohen. He was joined by Vice Chair Lucero, Trustee Carroll, Trustee Hanzlik, and Trustee Pogge. Faculty Trustee Dempere and Student Trustee Harris were also in attendance, along with President Jordan, Board Secretary/General Counsel Martinez, Treasurer Middlemist, various faculty, administrators and staff.

BOARD GOVERNANCE ISSUES

a. Election of Officers. At the Board's annual meeting on June 6, 2013, a decision was made by the Board to retain current Board officers and postpone election of new officers until the Board had had the opportunity to study and determine an appropriate succession model for Trustee terms and officer positions. Chairman Cohen and Trustee Harris were asked to form an ad hoc committee and, having received the input of the trustees, formulated the following structural changes to the board:

- the term of the Chair will be for two years;
- prior to moving into the position of Chair or Vice-Chair, a trustee will chair a committee;
- the Vice-Chair will move into the position of Chair at the end of their term as Vice-Chair;
- At the end of their term as Chair, the past Chair will continue to serve for the period of one year.

A spreadsheet showing various board term scenarios was distributed. An approval of term extensions, and specifically the terms of Michelle Lucero, Dawn Bookhardt, and Jack Pogge, will be requested from the Governor's office. If approval is given, the bylaws will be amended to reflect the changes. General Counsel Martinez added that the bylaws will also be amended to reflect that the Board's annual meeting is held in December.

Chair Cohen recommended the following slate of officers:

- Vice-Chair Lucero be elected as Chair for a term running from today (February 21, 2014) through December 31, 2015, and for a year following that as Past Chair;
- Trustee Bookhardt be elected as Vice-Chair for the same term, moving into the position of Chair beginning January 1, 2016, and ending December 31, 2017.

During this period of time, trustees interested in leadership will have the opportunity to chair a committee.

Chair Cohen asked for a **motion to seek approval** from the Governor for changes to certain board terms. Trustee Robinson **moved for approval** of the proposed term changes, and Trustee Carroll **seconded the motion**, which was **approved unanimously**.

Trustee Robinson **moved** to nominate and elect Michelle Lucero to serve as Chair for a term running from February 21, 2014, through December 31, 2015, and for one year following that as Past Chair. Trustee Carroll **seconded the motion**, which was **approved unanimously**, Vice-Chair Lucero abstaining.

Trustee Robinson **moved** to nominate and elect Dawn Bookhardt to serve as Vice-Chair for a term running from February 21, 2014, through December 31, 2015, moving into the position of Chair beginning January 1, 2016, and ending December 31, 2017. Trustee Carroll **seconded the motion**, which was **approved unanimously**.

The Board of Trustees and President Jordan thanked Past Chair Cohen for his exemplary leadership and tireless service to the University, and welcomed Michelle Lucero as the new Chair of the Board.

Chair Michelle Lucero thanked the Board and stated that she will have made appointments or reappointments of chairs of committees in time for the April meeting.

Amendments to the bylaws will be made after approval by the Governor's office of the Board's recommendations.

STATE OF STRATEGIC PLAN

a. Student and Academic Success. Chair Lucero called for an overview of the state of the Strategic Plan.

i. Student Enrollment and Retention. Provost Golich reported that the decline in MSU Denver's enrollment and retention rates are reflective of a national trend among similar institutions. Sixty percent of the students at MSU Denver are transfer students coming from another institution of higher education. Over the last two years, the Strategic Enrollment Management Council has been meeting weekly to collect demographic data regarding the number of students graduating from high schools and community colleges, and those attending two- and four-year colleges and universities in the region. Additionally, data is being collected as to the number of applicants to MSU Denver, the number of students admitted, the number attending orientation sessions, and the number enrolling in courses. Through the University's thorough Strategic Enrollment Management Plan, this and other data regarding first- and second-year students is analyzed to assist departments to build schedules that better serve the students' needs, and to assist other campus units in advising, financial aid, activities, and support services.

MSU Denver has recently implemented an intent-to-enroll fee and an early end date for registration, both of which will inform the campus earlier as to incoming students and their needs.

Additionally, a number of best practices have been adopted to fully support students. Among the programs showing great success are the Supplemental Academic Instruction program, the Brother-to-Brother program, and the First-Year Success program.

Provost Golich asked the Board for their help in identifying the metrics that are meaningful to MSU Denver and the Board. Trustee Robinson asked that more attention be focused on retention, and that first-time-to-the-institution enrollment be evaluated separately from retention. Also with regard to retention, Trustee Robinson asked for more cohort research so that the reasons that students give for leaving the institution are collected and are made more meaningful when looked at collectively. Provost Golich thanked Trustee Robinson for her suggestions. She noted that the University is doing cohort research with its Equity in Excellence program, but that it covers only one cohort from 2006. The University now has the mechanism, through the software developed by the University of Southern California, to look more in-depth into various cohorts, but the process will take time. A budget request has been submitted that would provide a staff person who would interview students leaving the institution.

Trustee Hanzlik thanked Provost Golich for her work with ASSET students, and noted that ASSET students in particular face financial difficulties, especially with regards to government programs. He asked if there is any way to stay a step ahead and provide these students with the additional support they need. Provost Golich noted that, as a group, ASSET students are taking more credit hours and have higher GPAs than other students on average. Current staffing levels are inadequate to provide the support needed. Trustee Robinson asked if there are budget items that could be significantly reshaped.

Chair Lucero added that it's difficult to measure which programs are making a real difference when so many programs are initiated at the same time. Provost Golich reported that in the Success Coaching program, 71% of 336 students were retained from last fall into the spring. Through Supplemental Academic instruction, the pass rate in English has grown from 71% to 88%. The Brother-to-Brother program is an effort to support primarily African American men but also men in other underrepresented groups as well. Upon entering that program, the average GPA was 2.22. At the end of fall, their average GPA was 2.5 and their cumulative GPA was 2.6. Upon entering the program, participants were taking on average 11.8 credit hours, and that average is now 12.1 credit hours. One of the participants has graduated; 83% are in good academic standing. Trustee Carroll requested more information on the Brother-to-Brother initiative and noted that, in the absence of resources, community partnerships could be formed to support the program.

Provost Golich stated that these successful initiatives aren't sustainable without resources. Trustee Robinson said it would be helpful to know why the other 29% of students in the Success

Coaching program were not retained. Trustee Carroll stated that the Success Coaching program might benefit from engaging the University's alumni network.

Chair Lucero thanked Provost Golich and the Board, and summed up the direction given by the Board as drilling down on the distinction between retention and first-time enrollment, along with a request for reports on the success of various programs to enable the Board to prioritize them. The Chair then asked for the report on collegiate structure.

ii. Collegiate Structure. Provost Golich stated that after the campus became a university, the question of collegiate structure was raised. A group of representatives from faculty, staff, and the Student Government Assembly, investigated the distinction between colleges, schools, centers, and institutes. The primary focus was to support student success and to increase visibility. The administrative costs of creating a new academic unit, estimated to be approximately \$400,000, must be weighed against the enhanced value to the student of smaller, more clearly delineated academic units. The goal is for students to find their academic homes more easily and for those units, because of their narrower focus, to provide enhanced advising and support services to students. This in turn should lead to increased attraction and retention of students, persistence to graduation, and to alumni who are more satisfied with their collegiate experience.

President Jordan added that by rethinking the collegiate structure and aligning departments around key economic clusters, a more relevant curriculum and integrated concept is created. When the institution mirrors the cultural components of the city, the community is drawn in and the educational experience of the student is enhanced. As to what the new academic units will be called, President Jordan stated that 'centers' exist within a school or college; 'institutes' exist across. In general, colleges would represent a broader array of disciplines, and a school would consist of a more narrowly defined group of disciplines.

Chair Lucero suggested that by starting with the goal, the structure will follow, and that the first goal is to make it easy for students to navigate and know what their requirements are going to be. Secondly, through marketing, the institution informs the community that it graduates the second highest number of Class A teachers, for example. Past Chair Cohen stated that once the basic definitions are made, the units be put in place and then, through marketing and public relations, brought to the community. Trustee Robinson noted that a big piece of branding is name, and that name is very important in terms of presentation.

Provost Golich asked the Board what other academic clusters should be considered. President Jordan mentioned Nursing as one example, and reported that the University held a community briefing on nursing specifically. Approximately 70 people from the community came to hear what MSU Denver is doing in the area of health care.

Chairwoman Lucero thanked everyone for their participation and said that the discussion will continue in the Academic and Student Affairs committee. She then called for the report on institutional resources.

b. Institutional Resources.

i. Bond Capacity. VP Steve Kreidler reported that MSU Denver maintains a strong A1 rating from Moody's. At the June Board meeting, the institution's financial advisers, Stephanie Chichester of North Slope Capital, and Lee White from George K. Baum, gave presentations on the bonding capacity of the University, which is approximately \$123 million. While maintaining its current ratings, the University could issue an additional \$53 million of debt.

President Jordan stated that the University could, if the Board determined there was a strategic value to be gained, increase its debt capacity to \$147 million, issuing an additional \$76.5 million of debt, and maintain an A2 rating. The difference in the cost of capital between A1 and A2 ratings is approximately 15 to 25 basis points.

VP Kreidler pointed out the distinction between the institution's debt capacity while maintaining A1 or A2 ratings, and its ability to service debt. Using current streams of revenue, the University would be unable to service \$53 million of debt. Seventy percent of the revenue generated through the Student Bond Fee is dedicated to servicing debt and paying for capital expenditures. The Student Bond Fee is based on head count, which is down 1,357 students from last spring to this spring. Additionally, the University receives a federal subsidy through the Build America Bonds for the debt issued for the Student Success Building. Due to sequestration, the subsidy is decreasing and the University is paying more out of funds that were already committed. These two components, student head count and the decreasing federal subsidy, will continue to change right up to the day that additional debt is issued. Bonding capacity and ability to service debt would also be impacted by bond interest rates at the time of issuance. Past Chair Cohen pointed out that it's prudent to be in the position of being able to take on more debt by having excess capacity and stated that the right blend of setting goals on fundraising through the Foundation and avoiding debt on capital infrastructure will be critical going forward. He pointed out that funders want to fund capacity, not debt service.

ii. Student Housing. VP Kreidler then provided an update on the University's analysis of student housing. A market demand survey provided by Anderson Strickler demonstrates demand for 1800 beds. Various housing models were presented in the report, from the University building and managing housing, to referring students to a private project. Staff will be studying the impact that housing may have on attracting and retaining students and other positive outcomes for students. President Jordan added that providing housing could relate to strategic components such as attracting non-resident and international students, which would positively impact the University's operating budget. Provost Golich added that dining halls serving students, faculty, and staff, may have a positive impact as well.

Construction costs are largely impacted by the amenities built into residence halls, VP Kreidler stated. President Jordan suggested that in determining the feasibility of a housing project and in the interest of keeping construction costs to a minimum, co-curricular activity be integrated into the academic spaces immediately adjacent to residence halls.

Past Chair Cohen stated that the most important question is whether, by providing housing, the University is hurt or helped in accomplishing its mission. Trustee Robinson agreed, and urged caution in taking on additional debt and in establishing what impact, if any, housing has on retention. President Jordan stated that it's only at the 1,000 to 1,500-bed capacity that the institution would receive the full impact of providing housing, and that leadership is analyzing the issue within that context. Trustee Carroll expressed concern about whether housing fits with the University's mission as an urban land grant institution. Trustee Hanzlik stated that if housing attracts non-resident students to the Aerospace program, for example, an additional revenue stream would be created. VP Kreidler added that a new revenue stream would have a positive impact on the University's bond capacity.

iii. Aerospace and Engineering Science Program. President Jordan reported that the Capital Development Committee met this week and approved their priority list of 31 projects for capital funding for the entire state. Funding is subject to the March revenue projections and approval by the JBC and the Governor. The Aerospace and Engineering Science Building is number 21 on the priority list. The University anticipates that construction of this building would be funded in equal proportions by the State, the University, and industry partners. The schedule for construction is dependent on the timing of State funding, major leadership gifts, and the bond market's response to the University's bonds.

At the beginning of this project, University leadership met with industry leaders in the aerospace and advanced manufacturing trades. Given their input, faculty developed a curriculum tailored to the specific needs and recommendations given by industry leaders. A second meeting was held this week at which the proposed curriculum was presented to the same industry leaders. President Jordan reported that they were very impressed with the product, with MSU Denver's faculty, and their reaction to the program was overwhelmingly positive and supportive. The next step would be to discuss with each of them their commitment to fund the AES Building. Carolyn Wollard and her staff are working on identifying industry leaders most likely to have an interest in funding the building, including the first group, which would be given a naming opportunity.

VP Kreidler stated that with regards to the University's portion of the total cost, timing of donor gifts relative to construction poses a potential issue. Discussion concerning strategies for financing the project followed.

Chair Lucero stated that the Facilities Committee and Finance Committee will continue discussions relative to the project, and the proposed curriculum will be evaluated by Academic and Student Affairs.

iv. Fiscal Year '14 and '15 Budget. VP Kreidler reported that the drop in enrollment that occurred over the past year will have a \$3 million impact on the budget. He noted that every percent decrease in credit hour production translates to a loss of revenues to the University of approximately \$1 million.

A budget task force model was created that will provide an open and transparent method of inputting needs for the coming year. With regard to potential revenues, VP Kreidler stated that additional revenue of approximately \$10 million is expected, assuming flat enrollment for next year, the Governor's proposed 6% tuition increase and 11% across-the-board allocation. Increases in mandatory costs – AHEC, health insurance, among many others – total \$2.6 million thus far, without considering costs associated with multiyear contracts. As revenues and expenses change, VP Kreidler will bring updates to the Board.

The four major divisions of the University are in the process of bringing forward their funding priorities. Those funding priorities will be evaluated in terms of whether they support the Strategic Plan, of which retention is a major component, and then recommendations will go to the President and on to the Board for finalization.

Chair Lucero thanked VP Kreidler, and called for a short break.

(A break was taken.)

IV. FOUNDATION BOARD UPDATE. Trustee Hanzlik introduced Jim Mulligan, Chair of the Foundation Board. Mr. Mulligan, a partner in the law firm Snell & Wilmer, reported on the reorganization being undertaken by the Foundation. The Foundation's goal is to become an effective and sustainable fundraising arm of the University. Leadership's objectives are to establish a purpose-based operation with a focus tied to the University's Strategic Plan; to develop an effective leadership structure among the Foundation Board, the University's Board of Trustees, and the Alumni Association; and to reorganize the Development Office of the Foundation.

Mr. Mulligan reported that the Board has created a task force to launch a national search for a very high-level CEO experienced in fundraising. Past Chair Cohen cautioned the Board of Trustees that the salary range for this caliber of CEO will be high, but that it is reflective of the direction in which the University wishes to take its Development Office. Mr. Mulligan added that the cost will be outweighed by the corresponding return on investment.

As part of the reorganization of the Development Office, staff is developing protocols for fundraising. The Foundation Board is working to engage the Alumni Association in its fundraising efforts. Mr. Mulligan thanked Carolyn Wollard and her staff for all of their work in redeveloping the Development Office, which has changed its name to University Advancement.

The Foundation Board created a task force to determine funding priorities. As part of University Advancement's best practices, requests for funding will be run through a series of tests to determine whether the Foundation can, with certainty, commit to funding.

A governance task force was also created to clarify the structure of the Board and its role. Mr. Mulligan is in the process of re-interviewing current Foundation Board members to confirm their interest in continuing to serve on the board.

Past Chair Cohen thanked Mr. Mulligan for ensuring that the Foundation supports the institution's goals. Mr. Mulligan stated that the mission of the Foundation is driven by the University's Strategic Plan, and that to be most effective, the Foundation Board needs a five-year budget horizon, identification of stakeholders, and the opportunity to work collaboratively to identify all possible sources of funds – student fees, philanthropy, state or federal funds or grants, allocations, P3s, and revenue partnerships – and would like to be part of the team that would determine the amount of funding required from each potential source.

Chair Lucero thanked Mr. Mulligan, Carolyn Wollard, and Trustee Hanzlik for their efforts in transforming University Advancement.

V. LEGISLATIVE UPDATE

Christine Staberg stated that, judging by the initial vote from the Capital Development Committee (CDC), the Aerospace and Engineering Science Building is in good standing at this point in time. In order to accomplish the entire CDC list, an additional transfer of \$130 million for capital construction would be needed. MSU Denver is working on that effort in coalition with other institutions of higher education. The JBC will have an initial vote on capital projects prior to its receiving the March revenue forecast on March 20. The revenue forecast provides the information needed to determine whether \$130 million will be available for capital construction. The JBC would then vote a second time after receiving the March revenue forecast and would then close the budget. Following that, the long bill is introduced and passes through the entire legislature and on to the Governor. Ms. Staberg said she will be providing updates to the Board throughout the process.

Speaker Mark Ferrandino has indicated an interest in viewing higher education funding differently, and a proposal from him is anticipated within the next few weeks. President Jordan said he believes the Speaker is interested in a comprehensive, substantive solution to higher education funding.

Ms. Staberg said that her group is currently monitoring 35 bills. Senate Bill 114 would allow CSU Global to offer comprehensive online baccalaureate programs. Previously, by statute, they were only allowed transfers. Community colleges raised concerns with the way the bill was introduced. SB114 went into committee yesterday and was amended. For in-state students, CSU Global would not be able to directly accept freshmen unless they were 23 years of age or older. Another amendment added “moderately selective” as their criteria for admission of in-state students. A review of the approval process by CCHE was also added for any new programs that are approved going forward. Ms. Staberg believes the bill is likely to move forward. President Jordan stated that the amendments, if unchanged, adequately address the concerns of the University and community colleges.

Ms. Staberg reported that House Bill 1154, brought by Representative Fisher, would require the community college system to have one salary level for all faculty, and would define “full time” as 30 hours. This would result in significant financial implications to the community college

system. The bill passed out of its first committee and will go to the Appropriations Committee. The fiscal note on the bill is \$87 million. The bill is not expected to make it out of Appropriations. President Jordan said that the bill requires community colleges to pay adjunct faculty at a rate equivalent to full-time faculty and provide adjunct faculty the same benefits as full-time faculty. However, the bill does not require that adjunct faculty have the same responsibilities as full-time faculty. Ms. Staberg added that the bill was funneled through the House State Affairs Committee rather than the traditional channel for bills relating to education.

VI. ACTION ITEMS.

i. Approval of DCPD Amendment. General Counsel Martinez stated that this action item was presented in Executive Session.

Chair Lucero asked for a **motion to approve** Amendment XVI of the DCPD. Trustee Carroll **moved for approval** of the amendment, and Trustee Pogge **seconded the motion**, which was **approved unanimously**.

b. Exception to Severance Pay Policy and Ratification of Release and Settlement Agreement. General Counsel Martinez stated that the Board was briefed on this action item in Executive Session.

Chair Lucero asked for a **motion to approve** the exception to severance pay policy and ratification of release and settlement agreement. Trustee Carroll **moved for approval** of the exception and ratification, and Trustee Pogge **seconded the motion**, which was **approved unanimously**.

ADJOURNMENT

Chair Lucero officially **adjourned** the meeting at 11:48 a.m.

AGENDA ITEM: **Office of Human Resources report of personnel actions for the Board's approval which have occurred since the last Board of Trustees Meeting on December 6, 2013.**

BACKGROUND: Report includes initial appointments of non-temporary faculty and administrators.

RECOMMENDATION: It is recommended by Metropolitan State University of Denver that the Board of Trustees approve the following actions.

APPOINTMENTS

Ms. Jennifer Thome, Assistant Director of Student Media, Annual Salary: \$46,500.00 – Effective December 2, 2013. (ADMINISTRATIVE)

Ms. Gloria Kochan, Program Associate of Center for Urban Education, Annual Salary: \$38,000.00 – Effective December 2, 2013. (ADMINISTRATIVE)

Ms. Jamie Hurst, Director of Annual Fund, Annual Salary: \$66,000.00 – Effective December 9, 2013. (ADMINISTRATIVE)

Ms. Stephanie Abell, Assistant Director of Student Activities, Annual Salary: \$43,000.00 – Effective January 2, 2014. (ADMINISTRATIVE)

Ms. Virginia Visconti, Service Learning Coordinator, Annual Salary: \$53,000.00 – Effective January 2, 2014. (ADMINISTRATIVE)

Ms. Nancy L. Stalf, Academic Department Coordinator, Annual Salary: \$52,000.00 – Effective January 2, 2014. (ADMINISTRATIVE)

Ms. Sharon Simpson, Project Navigator-Engineering Technology, Annual Salary: \$47,000.00 – Effective January 2, 2014. (ADMINISTRATIVE)

Mr. Shifeng (Steven) Long, Senior Project Manager-Engineering Technology, Annual Salary: \$58,000.00 – Effective January 2, 2014. (ADMINISTRATIVE)

Dr. Mark Francis, Graduate Field Placement and Advisor Coordinator, Annual Salary: \$55,000.00 – Effective January 2, 2014. (ADMINISTRATIVE)

Ms. Lisa Nelson, Coordinator for Conflict Resolution Services, Annual Salary: \$46,500.00 – Effective January 2, 2014. (ADMINISTRATIVE)

Ms. Stacy Sturdy, Gallery Manager, Annual Salary: \$40,000.00 – Effective January 2, 2014. (ADMINISTRATIVE)

Mr. Andrew Tobin, Nursing Program Specialist, Annual Salary: \$42,000.00 – Effective January 2, 2014. (ADMINISTRATIVE)

Ms. Heather Collins, Arts Advising, Recruitment and Retention Specialist, Annual Salary: \$47,000.00 – Effective January 2, 2014. (ADMINISTRATIVE)

Dr. Will Mellion, College Completion Specialist, Annual Salary: \$45,470.00 – Effective January 6, 2014. (ADMINISTRATIVE)

Ms. Rowan Velasquez, Fitness Specialist, Annual Salary: \$40,000.00 – Effective January 7, 2014. (ADMINISTRATIVE)

Ms. Amanda Sayler, Systems Analyst/Developer, Annual Salary: \$55,000.00 – Effective January 13, 2014. (ADMINISTRATIVE)

Mr. Benjamin Layman, Student Organization Specialist, Annual Salary: \$39,000.00 – Effective January 15, 2014. (ADMINISTRATIVE)

Ms. Cletus Theissen, Grant Writer for OSRP, Annual Salary: \$60,000.00 – Effective February 1, 2014. (ADMINISTRATIVE)

Ms. Elena Foster, Assistant Director, Peer Study, Annual Salary: \$49,860.00 – Effective February 1, 2014. (ADMINISTRATIVE)

Ms. Michele Pruitt, Assistant to the Dean and Project Manager, Annual Salary: \$53,900.00 – Effective February 1, 2014. (ADMINISTRATIVE)

Mr. Justin Mayhall, VA Certifying Official, Annual Salary: \$43,000.00 – Effective February 3, 2014. (ADMINISTRATIVE)

Ms. Jessica Walters, Financial Aid Counselor, Annual Salary: \$39,500.00 – Effective February 6, 2014. (ADMINISTRATIVE)

Ms. Sarah Julion, Human Resources Generalist, Annual Salary: \$40,000.00 – Effective March 10, 2014. (ADMINISTRATIVE)

Ms. Anum Siddiqi, Financial Aid Counselor, Annual Salary: \$39,500.00 – Effective March 17, 2014. (ADMINISTRATIVE)

Ms. Darlene Eckhardt, Tax Accountant, Annual Salary: \$45,000.00 – Effective March 1, 2014.
(ADMINISTRATIVE)

Ms. Maryum Pelot, Graduate Admissions Coordinator, Annual Salary: \$41,000.00 – Effective
March 1, 2014. (ADMINISTRATIVE)

AGENDA ITEM: **Approval of Tenure and Sabbatical Recommendations**

BACKGROUND: The processes for the granting of tenure and sabbatical leave has been concluded, pursuant to §3.3 of the Trustees Policy Manual.

RECOMMENDATION: The President and Provost/Vice President of Academic and Student Affairs recommends the Board of Trustees approve the following tenure and sabbatical requests:

RECOMMENDATIONS FOR TENURE (35)

Dr. Michael Bizeau	Health Professions
Dr. Dawn Apryl Brodersen	Management
Mr. Aaron Brown	Engineering Technology
Ms. Lynann H. Butler	Human Services
Dr. Katia G. Campbell	Communication Arts & Sciences
Dr. William J. Carnes	Management
Dr. Lorretta Chávez	Special Education, Early Childhood and Culturally and Linguistically Diverse Education
Dr. Clark D. Dollard	Math & Computer Sciences
Dr. Amy K. Dore	Health Professions
Dr. Cynthia Gillette Dormer	Health Professions
Dr. Rebecca Forgash	Sociology and Anthropology
Dr. Adam J. Graves	Philosophy
Dr. David Lynn Hoffman	Management
Dr. Ibon Izurieta	Modern Language
Dr. Alexis Karris Bachik	Psychology
Dr. Daniel A. Krasner	Philosophy
Mr. John Scott Lubinski	Theatre
Dr. Kathleen Luttenegger	Elementary Education and Literacy
Dr. Barbara A. McKenzie	Special Education, Early Childhood and Culturally and Linguistically Diverse Education
Dr. Elizabeth R. McVicker	Management
Dr. Mona Mocanasu	Math & Computer Sciences
Ms. Kelly Monico	Art
Ms. Christine Z.J. Noel	Accounting
Dr. Megan E. Paciaroni	Engineering Technology
Dr. Nina Radojevich-Kelley	Management
Dr. Todd C. Reimer	Secondary, K-12 and Educational Technology

Dr. LaTra Tracy Rogers	Social Work
Mr. Shaun T. Schafer	Journalism and Technical Communication
Dr. Peter J. Schimpf	Music
Dr. Justin Stephens	History
Dr. Craig A. Svonkin	English
Ms. Tara Tull	Human Services
Dr. Nicole S. Vowles	Marketing
Mr. Roger S. Wotkyns III	Journalism and Technical Communication
Dr. Hsin-Te Yeh	Secondary, K-12 and Educational Technology

RECOMMENDATIONS FOR SABBATICAL (19)

Dr. Antonio Bellisario	Earth & Atmospheric Science
Dr. Su-Jane Chen	Finance
Dr. Grant Denn	Physics
Dr. James Drake	History
Dr. Biswadip Ghosh	Computer Information Systems
Dr. Lesley Hathorn	Psychology
Dr. Rey Hernández-Julián	Economics
Dr. Brian Hutchinson	Philosophy
Dr. Cynthia Kuhn	English
Ms. Cherise Leiter	Music
Dr. Cynthia Lindquist	Special Education, Early Childhood and Culturally and Linguistically Diverse Education
Dr. Vijay Mascarenhas	Philosophy
Dr. Jacqueline McLeod	Africana Studies
Ms. Lisa Ortiz	Journalism and Technical Communication
Dr. Aaron Richmond	Psychology
Dr. Steven Rissman	Health Professions
Dr. Susan Schelble	Chemistry
Mr. Whitney Traylor	Management
Dr. Peter Vigil	Special Education, Early Childhood and Culturally and Linguistically Diverse Education

AGENDA ITEM: Schools-to-Colleges Policy

BACKGROUND:

On July 2012, Metropolitan State College of Denver became – by statute – Metropolitan State University of Denver. MSU Denver sought this change to enhance the value of its degrees conferred upon graduates. The campus seldom, if ever, talked about what might happen to its internal structure once University status was achieved. Nevertheless, almost immediately upon being granted statutory authority to become a University, the question was raised, “Would/should our Schools now be Colleges since we are a University?”

President Jordan tasked Provost Golich with the responsibility to review, analyze, and recommend an answer to this question. She convened a group that included representation from the Schools (Deans and Faculty), the Faculty Senate, Faculty volunteers, Council of Chairs, and the Student Government Assembly. The team

- Researched how other institutions of higher education regarding definitions of Schools and Colleges and found very little guidance; only Boise State University and Eastern Washington University had any documents with such definitions;
- Examined several of our comparator institutions – urban, public, comprehensive, regional universities – to see if an organizational or structural pattern could be identified; one could not; and
- Held 11 focus groups during Spring 2013 with approximately 25 participants from faculty and staff.

ANALYSIS:

With this information in hand, a set of criteria emerged around which the team developed definitions of Schools and Colleges appropriate for MSU Denver (see attached DRAFT Policy and Procedure Document). In summary, a college or school

- Must be able to demonstrate that the new unit can accomplish functions and activities as effectively as already existing structure(s);
- Be easy to navigate by students;
- Align with the MSU Denver mission and Strategic Plan;
- A School would house multiple closely-related degree programs and faculty; a College would offer more diverse programming, while still constituting a collection of related disciplines;
- New units should be fiscally sustainable and have the appropriate organizational capacity in terms of staffing and support, e.g., advising, physical space;
- Must be sensitive/responsive to any relevant regulatory issues from government(s), accrediting agencies, professional organizations, etc.;
- New unit should increase the visibility of the unit so as to enhance the potential to
 - ✓ attract a diverse student population
 - ✓ attract high quality faculty and staff
 - ✓ increase the amount of external funds through grant writing and/or fundraising
 - ✓ provide a greater focus on the educational mission of the unit;
 - ✓ align with regional economic development and workforce needs; and

- Should be of the appropriate size – create a critical mass of faculty, staff, and students *and* accommodate a logical grouping of disciplines.

Dean Haynes and Provost Golich presented the status information to the Student Government Assembly. The response was quite positive. The SGA representatives indicated their key interests. They want

- Clear, easy-to-follow navigation tools to facilitate their graduation;
- Obvious, easy-to-find course rotations for majors; and
- Clearly delineated calendar indicating when courses are offered on a regular basis.

Equipped with this information, the Schools-to-Colleges Transitions Task Force drafted a Policy and Procedures document along with a rubric to help review committees evaluate proposed Schools and Colleges and a template to use for comparative purposes (see attached “Rubric” and “Comparative Template”). These documents were shared with the campus-at-large in @MSU Denver Stories in February and May 2013 with the understanding that further review and input would be sought in Fall 2013.

Based on feedback from across the campus, the Task Force finalized the DRAFT document and sent a survey to students, staff, and faculty asking whether or not they thought the current MSU Denver’s Schools should be “grandfathered” in to automatically becoming Colleges.

The Task Force recommends that the

- Current academic Schools – Letters, Arts, and Sciences, Professional Studies, and Business – become Colleges effective July 1, 2014 (recognizing that, over time, new Schools and Colleges will be proposed and approved that will involve the reorganization of the currently existing Schools); and
- DRAFT Schools and Colleges Policy/Procedure – along with the accompanying Rubric and Comparator Template – be adopted by MSU Denver and approved by the Board of Trustees.

The Task Force wishes to emphasize the fact that proposals for new academic units – be they Schools or Colleges – should begin locally, with faculty and staff, and that the process of establishing new Schools or Colleges will be flexible and will evolve over time. That said, the Task Force recognizes that a School of Education – based on the recommendations in the *Academic Restructuring Report of 2009* and with significant financial support from a Federal Title III Grant – is in the works and is expected to be implemented no later than Academic Year 2015-2016. A School of the Arts is in the works for implementation in a similar time frame after serving as a “trial run” for the new college/school policy in the current academic year.

Colleges and Schools

Authority: Board of Trustees

Proponent: Provost and Vice President of Academic and Student Affairs

Approval Date: President's Cabinet, 02.10.14

Implementation Date:

Revision Date(s):

Date Originally Implemented:

Scope: Colleges and Schools at Metropolitan State University of Denver

Definitions

Colleges and **Schools** share certain characteristics:

- Increase the visibility and competitive advantage of the **College** or **School** so as to enhance the potential to
 - Attract a diverse student population,
 - Increase the opportunity to solicit external funds through grant writing or fundraising,
 - Provide greater focus on the educational mission of the unit,
 - Make it easier for students to navigate a path to degree completion, and
 - Create an academic identity that enhances opportunities for collaboration among student and faculty groups.
- Provide a home to a logical collection of Academic Departments and/or programs – and also possibly to Centers, Institutes, or Academies – which
 - Deliver effective educational curricula through degree majors, minors, General Studies, or service courses to students;
 - Align with the MSU Denver Vision, Statutory Mission, and Strategic Plan;
- Accomplishes functions and activities effectively;
- Is responsive to any relevant regulatory issues from government(s), accrediting agencies, professional organizations, etc.; and
- Demonstrates fiscal sustainability and has the appropriate organizational capacity in terms of staffing and support, e.g., advising, physical space, equipment, etc.

Where they differ is as follows:

Normally, a **School** should house

- A small number of closely-related academic programs and faculty, or
- A single disciplinary academic program if the designation “School” would:
 - Place the program at a competitive advantage by aligning with national norms,
 - Assist the program in competing for external resources, such as naming opportunities,
 - Position the program to better compete with similar programs at like institutions, and/or,
 - Align the program with the perception of the community and/or the expectations of accrediting bodies.

Schools with a single disciplinary academic program may be stand-alone or reside in a College, created within the constraints of existing resources, and aligned with the strategic direction of the University.

A **College** would offer more diverse programming through a collection of related disciplines, programs, and departments; this could also include one or more schools.

Policies Governing Colleges and Schools

Colleges and Schools established under the Metropolitan State University of Denver name or using its resources will:

1. Be able to define its focus to on- and off-campus populations, including the identification of interdepartmental collaboration and connection to the MSU Denver mission.
2. Comply with the accompanying procedures and process for establishment, approval, operation, reporting, and evaluation as outlined in the Appendix of this document.
3. Conform to all federal, state, and University regulations related to fiscal management and practice, exercise fiscal accountability, and provide an annual report of activity and accounts.
4. Each **College or School** will be administered by a Dean or Director. The President or designee appoints the Dean or Director, after conclusion of the approved search process. Deans and Directors will, at a minimum, be expected to fulfill the following job responsibilities:
 - a. Establish a College or School vision and goals which support the University mission;
 - b. Demonstrate prudent financial management of the College or School, ensuring fiscal stewardship;
 - c. Provide assurance that the College or School operates in accordance with all relevant federal, state, and University laws, regulations, and policies;
 - d. Offer appropriate consultation with the advisory board (if one exists);
 - e. Prepare an Annual Report for the immediate supervisor, the Provost and, if relevant, the Board of Trustees;
 - f. Undergo individual personnel evaluation in accordance with campus policies and procedures.
5. Colleges and Schools are encouraged to establish advisory councils with community representatives.
6. Administration of finances of the College or School
 - a. State support will be managed according to relevant campus budgetary policies and procedures;
 - b. Any indirect funds (F&A) from grants for a College or School will be allocated and managed according to campus policies and procedures;
 - c. Except for that portion from the state, budget will normally be handled through auxiliary funds or by the MSU Denver Foundation.
7. Establish a name in accordance with the MSU Denver naming policy.

Procedures for Establishing a New College or School

1. Establishment of a new College or School requires a proposal that responds to the following questions:
 - a. **Statement of General Purpose/Rationale**
 - i. Why is the new College or School needed?
 - ◆ Please use this section to address the leadership role the proposed College or School would play in the creation and configuration of new knowledge or in addressing the needs of un- or underserved community constituencies.
 - ◆ Please describe any other activities the College or School would promote that would add value to MSU Denver.
 - ii. How will the new College or School serve as a campus or community resource?
 - iii. Using the template provided, summarize how the proposed College or School compares to similar Universities with respect to purpose, administrative structure, proposed activities, accomplishments, and funding sources?
 - b. **Statement of Mission Alignment**
 - i. How does the College or School mission support the University mission?
 - c. **Institutional Capacity and Resource Implications**
 - i. What resources – personnel, physical, financial – are already present to support the creation and sustaining of the proposed College or School?
 - ii. What additional resources – personnel, physical, financial – do you anticipate needing to support the creation and sustaining of the proposed College or School?
 - iii. What plans, if any, are there for seeking support for the College or School from non-MSU Denver sources?
 - iv. What plans, if any, are there for generating internal revenues through self-support type programs, e.g., Master's Degrees or cash funded programs?
 - v. What, if any, unique advantages does the campus have because of its geographic location, mission, or other characteristic/quality?
 - vi. What efficiencies do you anticipate would accompany the establishment of the proposed College or School? (e.g., shared or better lab facilities, collaborative grant funding, improved public presence, etc.)
 - vii. Please describe any other benefits you believe might accrue MSU Denver as a result of creating this new academic unit?
 - viii. Please delineate the anticipated size of the proposed new unit, including total annual CHP and total number of students potentially served.
 - d. **Relationship to Other University Entities**
 - i. Which programs or administrative units will be included in the proposed new College or School? Describe the curricular advantages to becoming a College or School. Using the provided template, list the offerings to be delivered from the proposed College or School.
 - ii. What effect will the College or School have on existing administrative units academically, operationally, and financially?
 - iii. If the proposal is for a School, with what College does it seek association?
 - iv. How might academic units “live” within separate Schools or Colleges and share common interests in delivering a curriculum related to economic clusters in the region – e.g., aerospace and advanced manufacturing – collaborate through a Center or Institute?
 - e. **Description of Organizational Administrative Structure**
 - i. What is the proposed organizational structure of the College or School?
 - ii. Will the College or School have an Advisory Council(s)? If so, why? Describe desired composition of members, e.g., how many external community members from which kinds of

- agencies, corporations, not-for-profits, governmental groups, etc.?
- f. **Demonstrated Consultation with Affected Academic Units**
 - i. All proposals will be reviewed by the delineated levels of review.
 - ii. Attach a recommendation from affected departmental faculty, Chairs, and Deans indicating their support or non-support of the proposed College or School. The recommendation should include
 - ◆ a vote count of the departmental faculty for or against the proposal,
 - ◆ a rationale for the support/non-support from the Chair
 - ◆ a rationale for the support/non-support from the Dean
 - iii. As noted in the Policy below, final decisions reside with the President or the Board of Trustees (does 'or' need clarification?). No level of review prior may execute a "veto" of the proposal; recommendations are expected to provide important information to the review panel regarding the overall support for the proposed change(s).
2. Review for Proposal Approval:
- a. College or School initiators must send their formal proposal to a review committee designated by the Provost or President, who will review for completeness and make a preliminary recommendation within four weeks of the submission request. The review committee to be comprised of
 - i. One Academic Dean,
 - ii. One Council of Chairs Representative,
 - iii. One Faculty Senate Representative,
 - iv. One Classified Staff Representative,
 - v. One Council of Administrators Representative,
 - vi. One Enrollment Services Representative,
 - vii. One faculty member from each existing College or School,
 - viii. One Student Government Representative from each existing College or School, and
 - ix. One representative from Finance and Administration (the VP or designee).
 - x. There should be no overlap with proposing Departments.
 - b. The Provost and President will complete her/his determination within the deadlines established below (assuming the proposal is submitted by the first Friday of October).
 - c. Proposals can be revised and resubmitted following recommendations of review levels.
 - d. The final decision regarding establishment of a College or School resides with the Board of Trustees and the President of the University.

Process for Considering Academic Reorganization

Level of Review	Process	Deadline ¹
Department(s)/Unit(s)	<ul style="list-style-type: none"> • Prepare proposal • Coordinate with other departments/units 	• October 1
↓		
Dean	<ul style="list-style-type: none"> • Notifies Provost that a Review Committee is required upon receipt of proposal • Reviews proposal • Requests further information or revisions if needed • Prepares recommendation • Forwards to Provost 	• November 1
↓		
Provost	<ul style="list-style-type: none"> • Designates Review Committee and forwards proposal 	• November 1
↓		
Review Committee	<ul style="list-style-type: none"> • Reviews proposal • Requests further information or revisions if needed • Prepares recommendation • Forwards to Provost 	• December 15
↓		
Provost	<ul style="list-style-type: none"> • Reviews proposal • Requests further information or revisions if needed • Prepares recommendation • Forwards to President 	• February 1
↓		
President	<ul style="list-style-type: none"> • Reviews proposal and all recommendations • Forwards to Board of Trustees if approved, or returns to Dean if not approved 	• March 1
↓		
Board of Trustees	<ul style="list-style-type: none"> • Final approval 	• Spring BOT meeting

¹ Proposals submitted by established timeline will be guaranteed to proceed through the process as listed. Proposals submitted later than the established timeline will be reviewed as expeditiously as possible.

Rubric: Evaluation of Transition Proposal - 2013

Criteria	Benefits	Concerns
a. Statement of General Purpose/Rationale		
i. Clearly defines the need for this change in organizational structure. Includes <ul style="list-style-type: none"> a description of the leadership role the proposed college or school would play in the creation of knowledge or advancement of its field, and/or how it will meet un- or underserved needs of community constituencies a description of any other activities it would promote and how these will add value to MSU Denver 		
ii. Identifies how the new College or School will serve as community resource.		
iii. Identifies ways in which a change in structure would increase the visibility and competitive advantage of the College or School. Compares similar universities with respect to purpose, administrative structure, proposed activities, accomplishments, and funding sources.		
b. Statement of Mission Alignment		
i. Describes how the new College or School's mission supports the university's mission.		
c. Institutional Capacity and Resource Implications		
i. States the resources (personnel, physical, financial) that are already present to create and sustain the		

Rubric: Evaluation of Transition Proposal - 2013

proposed College or School.		
ii. States the additional resources needed (personnel, physical, financial) that are anticipated to be needed to support creating and sustaining the proposed College or School		
iii. States plans, if any, for seeking support from non-MSU Denver sources		
iv. States plans, if any, for generating internal revenues through self-support type programs		
v. Describes the unique advantage, if any, that the campus has because of its geographic location, mission, or other characteristic/quality		
vi. Describes efficiencies anticipated that would be achieved by the creation of the proposed college or school		
vii. Describes other compelling benefits that might accrue MSU Denver as a result of creating this new academic unit		
viii. Clearly describes size of the proposed new unit, including total annual CHP and total number of students potentially served		
d. Relationship to Other University Entities		
i. Identifies the programs or administrative units that will be included in the proposed new College or School.		
ii. Describes the effect the College or School will have on existing administrative units academically,		

Rubric: Evaluation of Transition Proposal - 2013

operationally, and financially		
iii. If the proposal is for a School, states College which with it seeks association, or, states strong rational for why the school should be a stand-alone entity.		
iv. Describes ways in which new structure will promote collaboration with other academic units to deliver curriculum related to economic clusters in the region		
e. Description of Organizational Administrative Structure		
i. Provides the proposed organizational structure of the College or School. Includes proposed organizational chart.		
ii. If the new College or School will have an Advisory Council(s), the proposal describes the rationale, desired composition and purpose. If no advisory council is proposed, provides a rational.		
f. Demonstration of Consultation with Affected Academic Units		
i. Proposal is reviewed by delineated levels of review		
ii. Recommendations from affected departmental faculty, Chairs, and Deans are included and indicate their support		
Recommendation, and additional comments (when applicable)		

Instructions: Fill in the cells with information about your department/major/program/discipline (you can use the Department of Music's version as a model). This information can help the campus make informed decisions about how we want to move forward with organizing/re-organizing MSU Denver now that we are a University.

(Insert Unit Name)

If desired, you may delete institutions that do not house your discipline, or that house your discipline as only a portion of a Dept (i.e., Music could exclude a "Department of Music and Theatre").

AGENDA ITEM: **New Minors and Concentrations:** Architecture Minor

BACKGROUND:

The Department of Engineering Technology, housed within the School of Professional Studies, presents the Architecture Minor to the Board of Trustees for approval per Section 5.3 of the Trustees Policy Manual. This minor has been approved by the School of Professional Studies Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

Along with mathematics, the Architecture Minor is one of two recommended minors for students pursuing a Bachelor of Science in Civil Engineering Technology. The addition of the Architecture Minor would enhance the marketability of Civil Engineering Technology graduates, since civil engineers often have to work closely with architects. The minor is also designed to be compatible with the Master of Science in Architectural Engineering program at the University of Pécs with which MSU Denver has a partnership and transfer agreement. As a result, any of the Civil Engineering Technology graduates with the minor in Architecture would be guaranteed admission to the Master of Science in Architectural Engineering program with graduation within three semesters at the University of Pécs.

The Architecture Minor includes the following coursework:

ARCH 2001 - Introduction to Architecture (3)
ARCH 2002 - Architectural Design-Studio I (3)
ARCH 2003 - Building Structures (3)
ARCH 3001 - Architectural Interior Design (3)
ARCH 3002 - Architectural Design-Studio 2 (3)
ARCH 3003 - Digital Presentations in Architecture (3)

Total Credit Hours: 18

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval of the new Architecture Minor.

AGENDA ITEM: **New Minor and Concentrations:** Sales Minor

BACKGROUND:

The Department of Marketing, housed within the School of Business, presents the Sales Minor to the Board of Trustees for approval per Section 5.3 of the Trustees Policy Manual. This minor has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The Sales Minor offers non-business majors that require a minor an opportunity to add a sales component to their degree program. The Sales Minor offers an additional career option as a sales engineer for students with technical majors, such as: engineering technology, physics, chemistry, biology, mathematics, and computer science. Other non-technical, business-to-business sales positions do not require a technical background, but do expect a baccalaureate degree with experience and training in sales. These positions include sales representatives for wholesale and manufacturing companies; retail sales; sales of securities, commodities, and financial services; insurance sales; advertising sales; and sport sales.

The Sales Minor includes the following coursework:

Required Courses:

MKT 3000 - Principles of Marketing
MKT 3160 - Sales Management
MKT 3250 - Personal Selling
MKT 4250 - Advanced Selling

Subtotal: 12 credit hours

Plus 6 elective credit hours:

MKT 3100 - Retail Marketing
MKT 3300 - Marketing of Services
MKT 3550 - Sport Sales
MKT 3610 - Business-to-Business Marketing
MKT 3810 - Electronic Marketing
MKT 3980 - Internship
MKT 4520 - Seminar in Marketing Management

Subtotal: 6 credit hours

Total: 18 credit hours

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval of the new Sales Minor.

AGENDA ITEM: **New Minors and Concentrations:** Bachelor of Science in Computer Information Systems: Application Development Concentration

BACKGROUND:

The Department of Computer Information Systems, housed within the School of Business, presents the Application Development Concentration within the Bachelor of Science in Computer Information Systems to the Board of Trustees for approval per Section 5.3 of the Trustees Policy Manual. This program has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The Department of Computer Information Systems proposes to replace the recently archived CIS certificate programs with several concentrations within the Bachelor of Science in Computer Information Systems. The concentrations help to guide students in selecting upper-division electives and appear as a concentrated body of coursework on the students' transcripts. Students will still have the option of completing the degree without an area of concentration as is currently offered.

The Bachelor of Science in Computer Information Systems: Application Development Concentration includes the following coursework:

Required Courses:

CIS 2110 - Structured Problem Solving in Information Systems
CIS 3050 - Fundamentals of Systems Analysis and Design
CIS 3060 - Database Management Systems
CIS 3145 - Business Application Development with Visual Basic
CIS 3230 - Telecommunication Systems and Networking
CIS 4050 - Systems Analysis and Design

Subtotal: 18 credit hours

Courses Required for Application Development Concentration

CIS 3030- Business Web Page Development
CIS 4060 - Advanced Database Management Systems
CIS 4160 - Advanced Programming Seminar

Subtotal: 9 credit hours

Total: 27 credit hours

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval of the new Application Development Concentration within the Bachelor of Science in Computer Information Systems.

AGENDA ITEM: **New Minors and Concentrations:** Bachelor of Science in Computer Information Systems: Database Development and Administration Concentration

BACKGROUND:

The Department of Computer Information Systems, housed within the School of Business, presents the Database Development and Administration Concentration within the Bachelor of Science in Computer Information Systems to the Board of Trustees for approval per Section 5.3 of the Trustees Policy Manual. This program has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The Department of Computer Information Systems proposes to replace the recently archived CIS certificate programs with several concentrations within the Bachelor of Science in Computer Information Systems. The concentrations help to guide students in selecting upper-division electives and appear as a concentrated body of coursework on the students' transcripts. Students will still have the option of completing the degree without an area of concentration as is currently offered.

The Bachelor of Science in Computer Information Systems: Database Development and Administration Concentration includes the following coursework:

Required Courses:

CIS 2110 - Structured Problem Solving in Information Systems
CIS 3050 - Fundamentals of Systems Analysis and Design
CIS 3060 - Database Management Systems
CIS 3145 - Business Application Development with Visual Basic
CIS 3230 - Telecommunication Systems and Networking
CIS 4050 - Systems Analysis and Design

Subtotal: 18 credit hours

Courses Required for Database Development and Administration Concentration

CIS 3460 - Data Warehousing and Mining
CIS 4060 - Advanced Database Management Systems
CIS 4260 - Database Administration

Subtotal: 9 credit hours

Total: 27 credit hours

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval of the new Database Development and Administration Concentration within the Bachelor of Science in Computer Information Systems.

AGENDA ITEM: **New Minors and Concentrations:** Bachelor of Science in Computer Information Systems: Network Systems and Administration Concentration

BACKGROUND:

The Department of Computer Information Systems, housed within the School of Business, presents the Network Systems and Administration Concentration within the Bachelor of Science in Computer Information Systems to the Board of Trustees for approval per Section 5.3 of the Trustees Policy Manual. This program has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The Department of Computer Information Systems proposes to replace the recently archived CIS certificate programs with several concentrations within the Bachelor of Science in Computer Information Systems. The concentrations help to guide students in selecting upper-division electives and appear as a concentrated body of coursework on the students' transcripts. Students will still have the option of completing the degree without an area of concentration as is currently offered.

The Bachelor of Science in Computer Information Systems: Network Systems and Administration Concentration includes the following coursework:

Required Courses:

CIS 2110 - Structured Problem Solving in Information Systems
CIS 3050 - Fundamentals of Systems Analysis and Design
CIS 3060 - Database Management Systems
CIS 3145 - Business Application Development with Visual Basic
CIS 3230 - Telecommunication Systems and Networking
CIS 4050 - Systems Analysis and Design

Subtotal: 18 credit hours

Courses Required for Network Systems and Administration Concentration

CIS 3280 - LAN and WAN Systems for Business

and two of the following:

CIS 3500- Information Systems Security
CIS 4280- Network Installation and Administration
CIS 4281 -Network Installation and Administration with UNIX/Linux

Subtotal: 9 credit hours

Total: 27 credit hours

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval of the new Network Systems and Administration Concentration within the Bachelor of Science in Computer Information Systems.

AGENDA ITEM: **New Minors and Concentrations:** Bachelor of Science in Computer Information Systems: Web Development and Administration Concentration

BACKGROUND:

The Department of Computer Information Systems, housed within the School of Business, presents the Web Development and Administration Concentration within the Bachelor of Science in Computer Information Systems to the Board of Trustees for approval per Section 5.3 of the Trustees Policy Manual. This program has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The Department of Computer Information Systems proposes to replace the recently archived CIS certificate programs with several concentrations within the Bachelor of Science in Computer Information Systems. The concentrations help to guide students in selecting upper-division electives and appear as a concentrated body of coursework on the students' transcripts. Students will still have the option of completing the degree without an area of concentration as is currently offered.

The Bachelor of Science in Computer Information Systems: Web Development and Administration Concentration includes the following coursework:

Required Courses:

CIS 2110 - Structured Problem Solving in Information Systems
CIS 3050 - Fundamentals of Systems Analysis and Design
CIS 3060 - Database Management Systems
CIS 3145 - Business Application Development with Visual Basic
CIS 3230 - Telecommunication Systems and Networking
CIS 4050 - Systems Analysis and Design

Subtotal: 18 credit hours

Courses Required for Web Development and Administration Concentration

CIS 3030 - Business Web Page Development
CIS 3500 - Information Systems Security
CIS 4030 - Web Site Administration

Subtotal: 9 credit hours

Total: 27 credit hours

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval of the new Web Development and Administration Concentration within the Bachelor of Science in Computer Information Systems.

AGENDA ITEM: **New Minors and Concentrations:** Master of Professional Accountancy:
Internal Auditing Concentration

BACKGROUND:

The Department of Accounting, housed within the School of Business, presents the Internal Auditing Concentration within the Master of Professional Accountancy to the Board of Trustees for approval per Section 5.3 of the Trustees Policy Manual. This program has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

MSU Denver is developing an Internal Audit Academy and has proposed a five-year business plan to the Institute of Internal Auditors. Part of this business plan includes developing an Internal Audit Concentration for the Master of Professional Accounting program.

In addition to the accounting core, the Master of Professional Accountancy: Internal Auditing Concentration includes the following coursework:

Required Courses:

ACCM 5800 - Applied Internal Auditing
ACCM 5901 - Internal Audit Projects

Subtotal: 6 credit hours

Plus 12 credit hours from the following courses:

ACCM 5300 - Seminar in Accounting Information Systems
ACCM 5200 - Contemporary Auditing Issues
ACCM 5650 - Legal Elements of Fraud
ACCM 5810 - Data Analysis for Fraud and Litigation
ACCM 5980 - Master's Accounting Internship
ACCM 6580 - Financial Statement Analysis and Quantitative Methods
ACCM 6600 - Occupational Fraud

Subtotal: 12 credit hours

Total: 18 credit hours

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval of the new Internal Auditing Concentration within the Master of Professional Accountancy.

AGENDA ITEM: **New Minors and Concentrations:** Bachelor of Science in Management:
Entrepreneurship Concentration

BACKGROUND:

The Department of Management, housed within the School of Business, presents the Entrepreneurship Concentration within the Bachelor of Science in Management to the Board of Trustees for approval per Section 5.3 of the Trustees Policy Manual. This program has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The proposed concentration is represents a suggested block of courses that has been part of the Management Major advising sheet for at least five years. Students have been systematically advised to take these blocks of courses to better focus their studies. The proposed concentration formalizes what has been standing practice in the Department of Management.

This concentration will help students to better prepare for employment in a specialized field/sub-discipline within the practice of management. A competitive market analysis shows that none of the institutions along the Front Range offer a degree specifically in Small Business/Entrepreneurship.

The Bachelor of Science in Management: Entrepreneurship Concentration includes the following coursework:

Required Courses:

MGT 3020 - Entrepreneurs: Cases and Studies
MGT 3220 - Legal Environment of Business II
MGT 3530 - Human Resources Management
MGT 3550 - Operations Management
MGT 3820 - International Business
MGT 4530 - Organizational Behavior

Subtotal: 18 credit hours

Courses Required for Entrepreneurship Concentration

MGT 3850 - Global Entrepreneurship
MGT 4420 - Entrepreneurial Business Plan Writing
MGT 4850 - Organizational & Management Consulting

Subtotal: 9 credit hours

Entrepreneurship Concentration Electives – Students select two courses from below:

FIN 3320 - Entrepreneurial finance
MGT 3240 - Employee & Human Resource Law

MGT 4050 - Purchasing & Supply Chain Management
MGT 4640 - Employee Training & Development
MKT 3010 - Marketing Research
MKT 3310 - Consumer Behavior
MKT 3350 - Personal Selling
MKT 3120 - Promotional Strategy
MKT 3810 - Electronic Marketing

Subtotal: 6 credit hours

Total for Management Degree with Entrepreneurship Concentration: 33 credit hours

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval of the new Entrepreneurship Concentration within the Bachelor of Science in Management.

AGENDA ITEM: **New Minors and Concentrations:** Bachelor of Science in Management:
Operations and Supply Chain Management Concentration

BACKGROUND:

The Department of Management, housed within the School of Business, presents the Operations and Supply Chain Management Concentration within the Bachelor of Science in Management to the Board of Trustees for approval per Section 5.3 of the Trustees Policy Manual. This program has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The proposed concentration represents a suggested block of courses that has been part of the Management Major advising sheet for at least five years. Students have been systematically advised to take these blocks of courses to better focus their studies. The proposed concentration formalizes what has been standing practice in the Department of Management.

This concentration will help students to better prepare for employment in a specialized field/sub-discipline within the practice of management. A competitive market analysis shows that none of the institutions along the Front Range offer a degree specifically in Operations &/or Supply Chain Management.

The Bachelor of Science in Management: Operations and Supply Chain Management Concentration includes the following coursework:

Required Courses:

MGT 3020 - Entrepreneurs: Cases and Studies
MGT 3220 - Legal Environment of Business II
MGT 3530 - Human Resources Management
MGT 3550 - Operations Management
MGT 3820 - International Business
MGT 4530 - Organizational Behavior

Subtotal: 18 credit hours

Courses Required for Operations and Supply Chain Management Concentration

MGT 4050 - Purchasing and Supply Chain Management
MGT 4550 - Project Management
MKT 3410 - Marketing Logistics

Subtotal: 9 credit hours

Operations and Supply Chain Management Concentration Electives – Students select two courses from below:

CIS 3490 - Managing Business Information with Enterprise Systems

CIS 4410 - Management Information Systems
MET 1010 - Manufacturing Processes
MET 1310 - Principles of Quality Assurance
MET 2310 - Quality Assurance: Statistical Methods
MGT 3230 - International Business Law
MKT 3610 - Business-to-Business Marketing
MKT 3910 - New Product Development
SPE 3170 - Interpersonal Negotiation

Subtotal: 6 credit hours

Total for Management Degree with Operations and Supply Chain Management
Concentration: 33 credit hours

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval of the new Operations and Supply Chain Management Concentration within the Bachelor of Science in Management.

AGENDA ITEM: **New Minors and Concentrations:** Bachelor of Science in Management:
Human Resource Management Concentration

BACKGROUND:

The Department of Management, housed within the School of Business, presents the Human Resource Management Concentration within the Bachelor of Science in Management to the Board of Trustees for approval per Section 5.3 of the Trustees Policy Manual. This program has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The proposed concentration represents a suggested block of courses that has been part of the Management Major advising sheet for at least five years. Students have been systematically advised to take these blocks of courses to better focus their studies. The proposed concentration formalizes what has been standing practice in the Department of Management.

This concentration will help students to better prepare for employment in a specialized field/sub-discipline within the practice of management. A competitive market analysis shows that only half of the institutions along the Front Range offer a degree in Human Resources Management.

The Bachelor of Science in Management: Human Resource Management Concentration includes the following coursework:

Required Courses:

MGT 3020 - Entrepreneurs: Cases and Studies
MGT 3220 - Legal Environment of Business II
MGT 3530 - Human Resources Management
MGT 3550 - Operations Management
MGT 3820 - International Business
MGT 4530 - Organizational Behavior

Subtotal: 18 credit hours

Courses Required for Human Resource Management Concentration

MGT 3240 Employment and Human Resource Law
MGT 4620 Performance Management and Reward Systems
MGT 4640 Employee Training and Development
MGT 4660 Employee Selection

Subtotal: 12 credit hours

Human Resource Management Concentration Electives – Students select one course from below:

FIN 3450 - Retirement Planning and Employee Benefits

MGT 4030 - Organization Development & Change
MGT 4550 -Project Management
MGT 4610- Labor/Employee Relations
MGT 4750- Advanced Topics in Management
MGT 4830- Workforce Diversity
MGT 4850 - Organizational Management & Consulting

Subtotal: 3 credit hours

Total for Management Degree with Human Resource Management Concentration:
33 credit hours

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval of the new Human Resource Management Concentration within the Bachelor of Science in Management.

AGENDA ITEM: **New Degree Program:** Bachelor of Science in Biochemistry – School of Letters, Arts & Sciences

BACKGROUND:

The Department of Chemistry, housed within the School of Letters, Arts, and Sciences, presents the Bachelor of Science in Biochemistry to the Board of Trustees for approval per Section 5.3 of the Trustees Policy Manual. This program has been approved by the School of Letters, Arts, and Sciences Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The Bachelor of Science in Biochemistry offers students a focused, intensive education in the natural sciences and in the field of biochemistry. This major will better serve students who are presently pursuing either a double major in biology and chemistry or a biology major with a chemistry minor. The degree program will prepare students for both the workplace and for graduate school. The careers that it prepares students for include pharmaceuticals, biomedical science and research in biochemistry, biotechnology, bioengineering, biophysics and chemical biology. No minor is required with this major.

The addition of a biochemistry major is a natural evolution that most chemistry departments nationwide are undergoing, as biochemical and biomedical careers become an increasingly large portion of careers in chemistry. This proposed program ties together primarily existing resources into a new format that offers our students a competitive and comparable degree.

Letters of support for this program were received from the departments of Biology and Mathematical and Computer Sciences. Enrollment projections are modest in the first two years with the predominant enrollment increases occurring in years three through five as new students learn about the program. As such, resource needs are also modest since much of the coursework already exists. The chemistry department already has a biochemistry laboratory with capacity for extra class sections.

The Bachelor of Science in Biochemistry includes the following coursework:

Required Major Courses:

CHE 1800 - General Chemistry I (4)
CHE 1810 - General Chemistry II (4)
CHE 1850 - General Chemistry Lab (2)
CHE 3100 - Organic Chemistry I (4)
CHE 3120 - Organic Chemistry I Lab (2)
CHE 3110 - Organic Chemistry II (3)
CHE 3130 - Organic Chem. II Lab (2)
CHE 3000 - Analytical Chemistry (3)
CHE 3010 - Analytical Chem. Lab (2)
CHE 3250 - Physical Chemistry I (4)
CHE 3280 - Physical Chemistry Lab I (2)
CHE 4310 - Biochemistry I (4)

CHE 4320 - Biochemistry II (3)
CHE 4350 - Biochemistry Lab (1)
CHE 4950 - Senior Experience in Chemistry (3)

Required Non-Chemistry Courses:

Biochemistry is by its nature an interdisciplinary area of study, and the required coursework reflects that reality, offering a complete education in the biochemical, biomedical, and technical fields. The student must satisfy the non-chemistry course requirements below.

BIO 1080 - General Biology I (3)
BIO 1081 - General Biology II (3)
BIO 1090 - General Biology I Lab (1)
BIO 1091 - General Biology II Lab (1)
BIO 3050 - Cell and Mol. Biology (4)
BIO 3600 - General Genetics (4)

MTH 1410 - Calculus I (4)
MTH 1420 - Calculus II (4)

Select one of these two options:

Option 1:

PHY 2010 - College Physics I (4)
PHY 2020 - College Physics II (4)
PHY 2030 - College Physics I Lab (1)
PHY 2040 - College Physics II Lab(1)

Option 2:

PHY 2311 - General Physics I (4)
PHY 2321 - General Physics I Lab (1)
PHY 2331 - General Physics II (4)
PHY 2341 - General Physics II Lab (1)

Total Credit Hours: 38 upper division, 77 total

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval of the new Bachelor of Science in Biochemistry degree program.

AGENDA ITEM: **New Degree Program:** Bachelor of Arts in Early Childhood Education –
School of Professional Studies

BACKGROUND:

The Department of Special Education, Early Childhood and Culturally and Linguistically Diverse Education, housed within the School of Professional Studies, presents the Bachelor of Arts in Early Childhood Education to the Board of Trustees for approval per Section 5.3 of the Trustees Policy Manual. This program has been approved by the School of Professional Studies Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The Colorado Commission on Higher Education (CCHE) recently reversed its 1986 decision prohibiting educator preparation programs at institutions of higher education from offering bachelor's degrees in Early Childhood Education.

A degree in early childhood education would increase the number and variety of required courses and field experiences in early childhood education offered at MSU Denver. Teachers' levels of education and coursework have been directly related to the quality and effectiveness of early childhood classrooms. With the national emphasis on school readiness, this major is a timely addition to the university. Offering this degree will most likely increase the number of students in the MSU Denver's Early Childhood Education program. Head Start, Qualistar, Colorado Department of Education (CDE), Colorado Department of Human Services (CDHS), National Association for the Education of Young Children (NAEYC), Denver Preschool Program, and other stakeholders in early childhood education have indicated that a marker of program quality is having teachers who have an undergraduate degree in early childhood education.

Many non-profit early childhood programs have been mandated to increase their number of highly qualified staff. For example, new federal Head Start regulations require that 50% of their early childhood teachers have bachelor's degrees by 2013. Head Start programs are offered in many of the Colorado public schools. According to the Lt. Governor's Head Start Collaboration Director, only 12% of early childhood teachers in Colorado hold a bachelor's degree in early childhood education. Members of Colorado's professional educational community frequently convey that early childhood educators who want to pursue a bachelor's degree would prefer one in early childhood education and sometimes leave the state to do so.

Currently there is not an undergraduate program in the state of Colorado for teacher candidates who wish to work exclusively with children birth to age five. The proposed degree will offer a non-licensure component that includes efficient transfer of community college courses, ensures a quality rating for employers, and through the addition of specialized coursework and practicum experiences, increases the quality of early childhood preparation at MSU Denver.

The Bachelor of Science in Early Childhood Education includes the following coursework:

General Studies Requirements:

Written Communication

ENG 1010 Composing Arguments

ENG 1020 Freshman Composition: Analysis, Research, and Documentation
Oral Communication
SPE 1010 Public Speaking

Quantitative Literacy
MTH 1610 Integrated Mathematics I

Historical
HIS 1210 American History to 1865 OR
HIS 1220 American History since 1865

Natural and Physical Sciences
SCI 2610 Integrated Natural Science I
SCI 2620 Integrated Earth Systems

Arts and Humanities
ENG 1100 Introduction to Literature
ART/MUS 3060 Art and Music for Elementary Teachers (Cross-listed)

Social and Behavioral Sciences I
GEG 1000 World Regional Geography (Global)

Social and Behavioral Sciences II
PSY 1001 Introduction to Psychology

Courses Required for the Major:

ECE 2350 Introduction to Early Childhood Education (3)
ECE 2370 Curriculum for the Young Learner (3)
ECE 2500/NUT 2500 Health, Safety and Nutrition (Cross-listed) (3)
ECE 2600 The Exceptional Child (3)
ECE 2950 Developmentally Effective Practice 1: Birth-Age 5 (3)
ECE 3120 Early Literacy Development: Birth- Age 5 (3)
ECE 3140 Math and Science: Birth -Age 5 (3)
ECE 3150 Developmentally Effective Practice II: Literacy Instruction K-3 (3)
ECE 3330 Creativity and Expressive Arts for the Young Child (3)
ECE 3350 Documentation and Assessment in Early Childhood Education (3)
ECE 3500 Teaching with Children's Literature (3)
ECE 3600 Curriculum in Inclusive Settings (2)
ECE 3610 Teaching Children in Poverty (3)
ECE 3750 The Young Culturally and Linguistically Diverse Learner (3)
ECE 3860 Cultural Socialization of Children (3) (Multicultural)
ECE 4000 Working with Struggling Readers and Writers: PK- 3 (3)
ECE 4310 Working with Families and Communities (2)
EDT 3020 Educational Technology for Early Childhood Educators (2)
PSY 1800 Developmental Educational Psychology (3)
PSY 3240 Infancy (3)

PSY 3340 Cognitive Development and Learning (3)
PSY 3350 Psychology of Social Development (3)
SOC 1010 Introduction to Sociology (3)

Additional Courses for Teacher Licensure Concentration:

ECE 4340 Elementary Math Methods: K- 3 (3)
ECE 4370 Developmentally Effective Practice III: Content Area Instruction (K-3)
ECE 4390 Student Teaching and Seminar (Preschool through Third Grade) (12)
MTH 2620 Integrated Math II (3)
MTL 3600 Mathematics for the Elementary Curriculum (3)
RDG 3110 Foundations of Literacy Instruction: PK-6 (3)

Total: 126 credit hours

Additional Courses for Non-Licensure Concentration:

ECE 2360 Infants and Toddlers I (3)
ECE 3360 Infants and Toddlers II (3)
ECE 3340 Administration of Early Childhood Programs (4)
ECE 4350 Senior Experience in Early Childhood Education (3)
Electives Selected by student (12)

Total: 124 credit hours

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval of the new Bachelor of Arts in Early Childhood Education degree program.

AGENDA ITEM: **Archiving of Minors and Certificates:** Network Communications Minor

BACKGROUND:

Per Section 5.3 of the Trustees Policy Manual, the Department of Engineering Technology within the School of Professional Studies requests approval from the Board of Trustees to archive the Network Communications Minor. Archiving this minor has been approved by the School of Professional Studies Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The Network Communications Minor is being archived due to lack of student enrollment. There are currently no students enrolled in the program.

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval for archiving the Network Communications Minor.

AGENDA ITEM: **Archiving of Minors and Certificates:** Training and Organizational Development Minor

BACKGROUND:

Per Section 5.3 of the Trustees Policy Manual, the Department of Journalism and Technical Communication within the School of Professional Studies requests approval from the Board of Trustees to archive the Training and Organizational Development Minor. Archiving this minor has been approved by the School of Professional Studies Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The Training and Organizational Development Minor, consisting of three concentrations, has fewer than 10 declared students and has not shown signs of growth for the past three years. Program review consultants for Journalism and Technical Communication recommended that the certificate be archived. Letters of support have been provided from the departments of Communication Arts and Sciences and teacher education, which also offer coursework in the minor.

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval for archiving the Training and Organizational Development Minor.

AGENDA ITEM: **Archiving of Minors and Certificates:** Accounting Certificate

BACKGROUND:

Per Section 5.3 of the Trustees Policy Manual, the Department of Accounting within the School of Business requests approval from the Board of Trustees to archive the Accounting Certificate. Archiving this certificate has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The accounting certificate program was designed to allow students with a bachelor's degree in business to complete the educational requirements for CPA licensure. Effective July 1, 2015, the CPA educational requirements will increase substantially, rendering the existing certificate program inadequate. Enhancing the certificate program would essentially lead to a duplication of the curriculum for the Master of Professional Accountancy (MPAcc) program.

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval for archiving the Accounting Certificate.

AGENDA ITEM: **Archiving of Minors and Certificates:** Database Specialist Certificate

BACKGROUND:

Per Section 5.3 of the Trustees Policy Manual, the Department of Computer Information Systems within the School of Business requests approval from the Board of Trustees to archive the Database Specialist Certificate. Archiving this certificate has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

This certificate is being archived because the Department of Computer Information Systems has replaced certificates with Areas of Concentration within the Bachelor of Science in Computer Information Systems.

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval for archiving the Database Specialist Certificate.

AGENDA ITEM: **Archiving of Minors and Certificates:** End User Support Specialist Certificate

BACKGROUND:

Per Section 5.3 of the Trustees Policy Manual, the Department of Computer Information Systems within the School of Business requests approval from the Board of Trustees to archive the End User Support Specialist Certificate. Archiving this certificate has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

This certificate is being archived because the Department of Computer Information Systems has replaced certificates with Areas of Concentration within the Bachelor of Science in Computer Information Systems.

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval for archiving the End User Support Specialist Certificate.

AGENDA ITEM: **Archiving of Minors and Certificates:** Information Systems Analyst Certificate

BACKGROUND:

Per Section 5.3 of the Trustees Policy Manual, the Department of Computer Information Systems within the School of Business requests approval from the Board of Trustees to archive the Information Systems Analyst Certificate. Archiving this certificate has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

This certificate is being archived because the Department of Computer Information Systems has replaced certificates with Areas of Concentration within the Bachelor of Science in Computer Information Systems.

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval for archiving the Information Systems Analyst Certificate.

AGENDA ITEM: **Archiving of Minors and Certificates:** International Business Certificate

BACKGROUND:

Per Section 5.3 of the Trustees Policy Manual, the School of Business requests approval from the Board of Trustees to archive the International Business Certificate. Archiving this certificate has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

This interdisciplinary certificate is being archived because the School of Business has modified its International Business Concentration to replace the certificate.

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval for archiving the International Business Certificate.

AGENDA ITEM: **Archiving of Minors and Certificates:** Network Specialist in Information Systems Certificate

BACKGROUND:

Per Section 5.3 of the Trustees Policy Manual, the Department of Computer Information Systems within the School of Business requests approval from the Board of Trustees to archive the Network Specialist in Information Systems Certificate. Archiving this certificate has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

This certificate is being archived because the Department of Computer Information Systems has replaced certificates with Areas of Concentration within the Bachelor of Science in Computer Information Systems.

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval for archiving the Network Specialist in Information Systems Certificate.

AGENDA ITEM: **Archiving of Minors and Certificates:** Programmer/Analyst in Information Systems Certificate

BACKGROUND:

Per Section 5.3 of the Trustees Policy Manual, the Department of Computer Information Systems within the School of Business requests approval from the Board of Trustees to archive the Programmer/Analyst in Information Systems Certificate. Archiving this certificate has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

This certificate is being archived because the Department of Computer Information Systems has replaced certificates with Areas of Concentration within the Bachelor of Science in Computer Information Systems.

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval for archiving the Programmer/Analyst in Information Systems Certificate.

AGENDA ITEM: **Archiving of Minors and Certificates:** Web Developer in Information Systems Certificate

BACKGROUND:

Per Section 5.3 of the Trustees Policy Manual, the Department of Computer Information Systems within the School of Business requests approval from the Board of Trustees to archive the Web Developer in Information Systems Certificate. Archiving this certificate has been approved by the School of Business Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

This certificate is being archived because the Department of Computer Information Systems has replaced certificates with Areas of Concentration within the Bachelor of Science in Computer Information Systems.

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval for archiving the Web Developer in Information Systems Certificate.

AGENDA ITEM: **Archiving of Minors and Certificates:** Network Communications Certificate

BACKGROUND:

Per Section 5.3 of the Trustees Policy Manual, the Department of Engineering Technology within the School of Professional Studies requests approval from the Board of Trustees to archive the Network Communications Certificate. Archiving this certificate has been approved by the School of Professional Studies Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The Network Communications Certificate is being archived due to lack of student enrollment. There are currently no students enrolled in the program.

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval for archiving the Network Communications Certificate.

AGENDA ITEM: **Archiving of Minors and Certificates:** Geotechnology Systems Certificate

BACKGROUND:

Per Section 5.3 of the Trustees Policy Manual, the Department of Earth and Atmospheric Sciences within the School of Letters, Arts, and Sciences requests approval from the Board of Trustees to archive the Geotechnology Systems Certificate. Archiving this certificate has been approved by the School of Professional Studies Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The Geotechnology Systems Certificate is being archived for the following reasons:

- the certificate does not comply with federal regulations concerning gainful employment;
- some courses are no longer offered on a regular basis due to faculty retiring; and
- low student interest in the certificate program.

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval for archiving the Geotechnology Systems Certificate.

AGENDA ITEM: **Archiving of Minors and Certificates:** Engineering Fundamentals Certificate

BACKGROUND:

Per Section 5.3 of the Trustees Policy Manual, the Department of Engineering Technology within the School of Professional Studies requests approval from the Board of Trustees to archive the Engineering Fundamentals Certificate. Archiving this certificate has been approved by the School of Professional Studies Curriculum Committee, the Faculty Senate Curriculum Committee, and the Faculty Senate.

ANALYSIS:

The Engineering Fundamentals Certificate is being archived due to lack of student enrollment. There are currently no students enrolled in the program.

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval for archiving the Engineering Fundamentals Certificate.

AGENDA ITEM: Use of FY 2103-14 Reserve Funds

Spring 2014 Enrollment status:

As of the Spring 2014 census, total state-funded FTE decreased by 3.57% from Spring 2013. Total resident students decreased by 370.46 FTE, which represents 2.54%. Non-residents decreased by 175.06 FTE or 26.66%. This decrease is mainly due to ASSET students converting from non-resident to resident students. From the total resident students, 315 are ASSET students accounting for 3,003 Credit Hour Production (CHP). In Spring 2013, there were 264 Colorado High School students, for a total of 1,935 CHP. For Spring 2014, we have seven students that are Colorado High School/GED students with 24 CHP.

ANALYSIS:

FY2013-14 General Fund Revenue Update

The total tuition revenue estimate has been revised to consider the decreased enrollment for Spring 2014. Based on the current enrollment information, the university must further reduce its tuition revenue projections by \$1,232,000 for the fiscal year. This is in addition to the \$1,865,329 reduction that was presented in the November BOT meeting. The amount set aside in FY 2013-14 for the enrollment shortfall will not be sufficient to cover the total reduction due to the decrease in enrollment. The university has currently exhausted all of its undesignated General Fund reserve. Therefore, an additional estimated \$765K will need to be covered from alternate reserves. The following tables summarize the above projection and proposed use of nearly \$3.1 million of the reserve to cover the shortfall for the fiscal year:

Summary of FY2013-14 Adjustments:

Tuition Revenue	\$ Amount
November estimated adjustment	\$(1,865,329)
February estimated adjustment	\$(1,232,000)
Total estimated adjustments	\$(3,097,329)

Reserve Summary:

Enrollment shortfall reserve-FY14	\$2,332,512
Add from undesignated	\$573,163
Add remaining from fringe pool reserve	\$191,654
Total reserve used toward enrollment shortfall	\$3,097,329

Due to the enrollment shortfall, we are also projecting a decrease of approximately \$2.5 million in COF Stipends. The University has requested that the JBC convert this amount to Fee For Service funding, which would ensure that we maintain the State Support budget of \$39 million.

AUTHORITY:

Pursuant to §4.1 of the Trustees Policy Manual, the Board is required to review and approve fiscal year budgets.

RECOMMENDATION:

The Finance Committee recommends to the Board of Trustees approval of the Revised FY 2013-14 Operating Budget for the MSU Denver as presented and the use of \$765K from alternate reserve.

AGENDA ITEM: **Assumptions for the Development of the FY2014-15 Budgets**

BACKGROUND:

It is recommended that the Budget Task Force use the following revenue projection and mandatory expenditures to develop the FY2014-15 Budget.

ANALYSIS:

Revenue and Mandatory Expenses

Educational and General (E&G- General Fund):

For FY 2014-15 the Governor, JBC and Senate Bill14-001 are currently proposing an 11% across-the-board increase over FY 2013-14 in base appropriations for all institutions of higher education while imposing a restriction on maximum tuition increases of 6%. Since the February budget update, our estimates for FY 2014-15 have remained the same. There are still discussions around the above proposal and the Long Bill is expected to be introduced on March 24th.

On March 13th, Speaker Mark Ferrandino, Rep. Chris Holbert and Sens. Keith Lambert and Nancy Todd introduced HB 1319 –“Outcomes Based Funding Model for Higher Education”. This bill will not go into effect until 2015-16 and repeals the current provision in statute for Fee For Service (FFS) contracts recreating significant changes in a new section of the statutes. The new model is focusing on an outcome funding incentive formula by using the following metrics: 1) low enrollment/small schools funding 2) research funding 3) graduate services, 4) number of degrees awarded, and 4) proposing additional COF Stipend for students at lower income level to help Colorado’s historically underserved and at-risk students access a college education.

The University must build its FY 2014-15 budget using various scenarios. Assuming flat enrollment, the 6% tuition increase will bring us an estimated \$5 million in tuition revenue after replenishing the \$765K of reserves disbursed for fiscal year 2013-14. The \$4.3 million increase in state funding and the tuition increase equate to an estimated total of \$9.2 million in additional revenue.

Should enrollment decrease rather than stay flat as is being assumed, the budget will change quite drastically. For example, every 1% decrease in enrollment would result in a \$1 million loss in revenue. Current trends for the fall semester indicate an increase in applications and acceptances over this time last year. However, it is much too early to project fall enrollment trends. MSU Denver will continue to monitor this critical factor in budgeting scenarios.

Preliminary analysis of the University's projected *mandatory expense increase* is thus far a total of \$2.6 million per the following (other items are still being added):

AHEC Allocation	\$385,000
Library	\$184,382
Possible Classified Compensation increase (2.5% +1% merit)	\$430,000
Classified PERA increase	\$ 90,000
Est. Classified Health Insurance increase (final not yet available)	\$104,000
CHEIBA Increase (for Faculty and Administrators)	\$280,000
Faculty and Administrators PERA increase	\$186,000
Estimated Bad Debt increase	\$202,000
Land	\$360,000
Estimated Faculty promotions, tenures, and post tenure reviews (PTRs)	\$357,120
On-going contract obligations	under study-TBD

Please note the above total does not include any salary increases for Faculty and Administrators, or the CUPA adjustments. For example, a 1% increase in Faculty and Administrators' salary means an additional \$850K increase in compensation.

After considering the above anticipated mandatory costs, there would be an estimated \$6.5 million remaining in new revenue.

AUTHORITY: Pursuant to §4.1 of the Trustees Policy Manual, the Board is required to review and approve fiscal year budgets.

RECOMMENDATION:

The Finance Committee recommends to the Board of Trustees approval to charge the Budget Task Force to build the FY2014-15 Operating Budget using various scenarios with the aforementioned estimated revenue and mandatory costs.

AGENDA ITEM: **Revisions to Handbook for Professional Personnel Regarding Military Family Medical Leave**

ISSUE:

For compliance purposes, the current language in the Handbook for Professional Personnel requires revisions to incorporate changes in law regarding FMLA leave entitlements for military families. The National Defense Authorization Act for FY 2008 (“NDAA”), Public Law 110-181, amended the FMLA to provide two types of military family leave for FMLA eligible employees. The new FMLA regulations include these two types of military family leave referred to as “qualifying exigency leave” and “military caregiver leave.”

BACKGROUND:

The Handbook Committee has held several discussions regarding these revisions. Members of the Committee then presented and discussed with the constituent groups through shared governance and have received support throughout the University. It has been discussed in general terms with the Vice Presidents, at the President’s Cabinet, at the Council of Administrators, Classified Council, Faculty Senate, General Counsel, Equal Opportunity Office and with deans and department chairs. The impact on the departments of the University should be minimal.

ANALYSIS:

The current Handbook language does not include specific information regarding FMLA leave entitlements for military families which include “qualifying exigency leave” and “military caregiver leave.” According to the Family Medical Leave law, employers are obligated to notify their employees of their rights under this law.

Specific wording to be added is as follows:

Family and Medical Leave Act (FMLA) of 1993, to include:
Parental Leave, Family Medical Leave, Personal Medical Leave,
and Military Family Leave

Military Family Leave. Employees with a spouse, son, daughter, or parent on active duty or call to active duty status in the National Guard or Reserves in support of a contingency operation may use their 12-week leave entitlement to address certain qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain

counseling sessions, and attending post-deployment reintegration briefings. FMLA also includes a special leave entitlement that permits eligible employees to take up to 26 weeks of leave to care for a covered service member during a single 12-month period. A covered service member is a current member of the Armed Forces, including a member of the National Guard or Reserves, who has a serious injury or illness incurred in the line of duty on active duty that may render the service member medically unfit to perform his or her duties for which the service member is undergoing medical treatment, recuperation, or therapy.

AUTHORITY:

Pursuant to Chapter III of the Handbook for Professional Personnel, all policies and procedures set forth herein are subject to approval by the Board of Trustees.

RECOMMENDATION:

The Handbook Committee recommends that the Board of Trustees approve the proposed revisions to the Handbook for Professional Personnel.

AGENDA ITEM: **Office of Human Resources report of personnel actions for the Board's information, which have occurred since the last Board of Trustees Meeting on December 6, 2013.**

BACKGROUND: Report includes temporary appointments, resignations, terminations, retirements, transitional retirements, reassignments, reclassifications, leave without pay, non-renewal, and final sabbatical reports which are delegated to the President and do not require approval by the Board of Trustees.

INFORMATION: The following personnel items are presented to the Board of Trustees as information.

APPOINTMENTS

Dr. Jodie Benabe, Staff Psychotherapist, Annual Salary: \$53,000.00 – Effective November 15, 2013. (TEMPORARY/ADMINISTRATIVE)

Dr. Erin K. Bissell, Lecturer of Biology, Annual Salary: \$46,882.00 – Effective January 17, 2014. (CATEGORY II FACULTY)

Ms. Lori Sue Saiki, Lecturer of Nursing, Annual Salary: \$54,482.00 – Effective January 17, 2014. (CATEGORY II FACULTY)

Ms. Rebecca Cottrell, Lecturer of Modern Languages, Annual Salary: \$42,670.00 – Effective January 17, 2014. (CATEGORY II FACULTY)

Dr. Harvey B. Milkman, Scholar in Residence, Actual Salary: \$20,200.00 at 25%FTE – Effective February 1, 2014. (CATEGORY II FACULTY)

Ms. Paula Stephens, Lecturer of Human Performance and Sports, Actual Salary: \$11,656.00 at 25%FTE – Effective January 17, 2014. (CATEGORY II FACULTY)

Ms. Nicole Predki, Lecturer of Human Performance and Sports, Actual Salary: \$11,656.00 at 25%FTE – Effective January 17, 2014. (CATEGORY II FACULTY)

Ms. Leslie Merrill, Lecturer of Human Performance and Sports, Actual Salary: \$11,656.00 at 25%FTE – Effective January 17, 2014. (CATEGORY II FACULTY)

RESIGNATIONS

Dr. Christine M. Flug, Assistant Director, Center for Individualized Learning, Effective November 29, 2013.
(Accepted position outside of University)

Mr. George Selfridge, Collector of Student Accounts, Effective November 29, 2013.

(Accepted position outside of University)

Ms. Leslie McKay, Director of External Relations, Effective December 4, 2013.
(Position Abolished)

Ms. April Hagan, Academic Coordinator for TRIO, Effective December 11, 2013.
(Personal Reasons)

Mr. Ben Zastrocky, Director of Web & Instructional Technology, Effective December 16, 2013.
(Contract Ended)

Ms. Sheila Thompson, Associate Vice President of Academic Affairs Curriculum & Programs Development, Effective December 31, 2013.
(Contract Ended)

Ms. Suzanne Beach, Alternative Licensure Program Coordinator, Effective December 31, 2013.
(Accepted position outside of University)

Mr. Gavin Markovitz, Assistant Women's Volleyball Coach, Effective January 2, 2014.
(Accepted position outside of University)

Ms. Lauren Cain, Web Systems Manager, Effective January 3, 2014.
(Position Abolished)

Ms. Lindsey Terry, Assistant Women's Volleyball Coach, Travel, Strength & Conditioning Coordinator, Effective January 10, 2014.
(Accepted position outside of University)

Mr. Dustin T. Leffingwell, Transfer Counselor-Admissions, Effective January 10, 2014.
(Accepted position outside of University)

Ms. Lisa Lorman, Construction Project Manager, Effective February 28, 2014.
(Accepted position outside of University)

Ms. Stefanie M. Sarno-Sutrina, Assistant Director of Institutional Research, Effective March 14, 2014.
(Accepted position outside of University)

Ms. Porshai Campbell, Academic Assistant for Teacher Education, Effective March 28, 2014.
(Personal Reasons)

Mr. David Viramontes-Martinez, Web Developer, Effective March 28, 2014.
(Accepted position outside of University)

Dr. Julie Reyes, Assistant Professor of Anthropology, Effective May 30, 2014.
(Accepted position outside of University)

Dr. Sarah Grussing, Assistant Professor of Modern Languages, Effective May 16, 2014.
(Personal Reasons)

Mr. Gregory Dufford, Assistant Professor of Music, Effective May 16, 2014.
(Personal Reasons)

Dr. Hoyt Andres, Assistant Professor of Music, Effective May 16, 2014.
(Pursuing Degree)

RETIREMENTS

Ms. Judith Dalsky, Interpreter Coordinator, Effective December 31, 2013.

Dr. Harvey B. Milkman, Professor of Psychology, Effective January 1, 2014.

Ms. Emilia Paul, Associate Vice President, Dean of Student Life, Effective February 28, 2014.

Dr. Colby Hatfield, Individualized Learning Specialist, Effective February 28, 2014.

Mr. Brent W. Balazs, Professor of Aerospace Science, Effective May 16, 2014.

Dr. Vincent Z. C de Baca, Associate Professor of History, Effective May 31, 2014.

Dr. Kenneth W. Engelbrecht, Professor of Geography, Effective May 31, 2014.

Mr. Kenneth R. Phillips, Chair - Associate Professor of Industrial Design, Effective July 1, 2014.

Dr. Oneida J. Meranto, Professor of Political Science, Effective July 4, 2014.

Dr. Lawrence Worster, Interim Chair - Professor of Music, Effective July 30, 2014.

Dr. Mary Ann Watson, Professor of Psychology, Effective May 31, 2014.

PROMOTIONS

Ms. Heather Lindsey Carpenter, Assistant Director for Student Outreach and Recruitment, Annual Salary: \$52,000.00 – Effective December 1, 2013. (FROM Academic Advisor and Community Projects Coordinator (\$42,448.00) TO Assistant Director for Student Outreach and Recruitment (\$52,000.00)

Ms. Cipriana Patterson, Deputy Budget Director, Annual Salary: \$78,000.00 – Effective January 1, 2014. (FROM Assistant Director, Budget (\$71,057.00) TO Deputy Budget Director (\$78,000.00)

Ms. Stephanie Allen, Coordinator of Academic Advising – SPS, Annual Salary: \$46,984.00 – Effective January 2, 2014. (FROM Academic Advisor-PSP (\$40,856.00) TO Coordinator of Academic Advising – SPS (\$46,984.00))

Ms. Laura Dedmon, Development Writer, Annual Salary: \$40,323.00 – Effective January 2, 2014. (FROM Administrative Assistant for Advancement and External Relations (\$32,450.00) TO Development Writer (\$40,323.00))

Ms. Braelin Pantel, Acting Associate Vice President of Student Engagement & Wellness, Annual Salary: \$98,701.00 – Effective March 1, 2014. (FROM Assistant Dean of Student Life (\$61,019.00) TO Acting Associate Vice President of Student Engagement & Wellness (\$98,701.00))

RECOMMENDATIONS FOR PROMOTION TO ASSOCIATE PROFESSOR (35)

Dr. Michael Bizeau	Health Professions
Dr. Dawn Apryl Brodersen	Management
Mr. Aaron Brown	Engineering Technology
Ms. Lynann H. Butler	Human Services
Dr. Katia G. Campbell	Communication Arts & Sciences
Dr. William J. Carnes	Management
Dr. Lorretta Chávez	Special Education, Early Childhood and Culturally and Linguistically Diverse Education
Dr. Clark D. Dollard	Math & Computer Sciences
Dr. Amy K. Dore	Health Professions
Dr. Cynthia Gillette Dormer	Health Professions
Dr. Rebecca Forgash	Sociology and Anthropology
Dr. Adam J. Graves	Philosophy
Dr. Ibon Izurieta	Modern Language
Dr. Alexis Karris Bachik	Psychology
Dr. Daniel A. Krasner	Philosophy
Mr. John Scott Lubinski	Theatre
Dr. Kathleen Luttenegger	Elementary Education and Literacy
Dr. Barbara A. McKenzie	Special Education, Early Childhood and Culturally and Linguistically Diverse Education
Dr. Elizabeth R. McVicker	Management
Dr. Mona Mocanasu	Math & Computer Sciences
Ms. Kelly Monico	Art
Ms. Christine Z.J. Noel	Accounting
Dr. Megan E. Paciaroni	Engineering Technology
Dr. Nina Radojevich-Kelley	Management
Dr. Todd C. Reimer	Secondary, K-12 and Educational Technology
Dr. LaTra Tracy Rogers	Social Work

Dr. Shaun T. Schafer	Journalism and Technical Communication
Dr. Peter J. Schimpf	Music
Dr. Justin Stephens	History
Dr. Craig A. Svonkin	English
Ms. Tara Tull	Human Services
Dr. Nicole S. Vowles	Marketing
Dr. Rosemarie Walker	Chemistry
Mr. Roger S. Wotkyns III	Journalism and Technical Communication
Dr. Hsin-Te Yeh	Secondary, K-12 and Educational Technology

RECOMMENDATIONS FOR PROMOTION TO PROFESSOR (13)

Dr. Jeno Balogh	Engineering Technology
Dr. Zsuzsa Balogh	Engineering Technology
Dr. Susan Barnd	Human Performance & Sport
Dr. Layton Curl	Psychology
Dr. Marina Gorlach	English
Dr. Lisa Kindleberger Hagan	Psychology
Dr. Jason Janke	Earth & Atmospheric Science
Dr. Karen Lollar	Communication Arts & Sciences
Ms. Rebecca Gorman O'Neill	English
Dr. Jeffrey Price	Aviation & Aerospace Science
Dr. Mark Segall	Computer Information Systems
Dr. Jeffrey Simpson	Biology
Dr. Shawn Worthy	Human Services

REASSIGNMENTS

Ms. Brandi Scott, Coordinator of Supplemental Instruction, Annual Salary: \$44,730.00 – Effective February 17, 2014. (FROM Student Development Specialist (\$36,720.00) TO Coordinator of Supplemental Instruction (\$44,730.00))

Mr. Tich Nguyen, Network & Wireless Engineer, Annual Salary: \$64,360.00 – Effective February 1, 2014. (FROM CLASSIFIED TO ADMINISTRATIVE)

Mr. Robert Danek, SAN/NAS Admin & Data Center Operations Specialist, Annual Salary: \$73,000.00 – Effective February 1, 2014. (FROM CLASSIFIED TO ADMINISTRATIVE)

Mr. Bedri Gunc, Manager of Change Management, Storage & Infrastructure, Annual Salary: \$76,645.00 – Effective February 1, 2014. (FROM CLASSIFIED TO ADMINISTRATIVE)

Mr. Tuan Le, Windows System Administrator, Annual Salary: \$63,000.00 – Effective February 1, 2014. (FROM CLASSIFIED TO ADMINISTRATIVE)

Ms. Michele Ewoski, Graduation Evaluator, Annual Salary: \$45,470.00 – Effective February 1, 2014. (FROM CLASSIFIED TO ADMINISTRATIVE)

Dr. Amy Eckert, Interim Director of Honors Program, Annual Salary: \$80,000.00 – Effective January 2, 2014. (FROM FACULTY TO ADMINISTRATIVE)

Ms. Jane Mader , Academic Advisor – SPS, Annual Salary: \$43,000.00 – Effective March 1, 2014. (FROM Office Coordinator - SPS Dean's Office (\$46,920.00) TO Academic Advisor – SPS (\$43,000.00))

Ms. Kamilla Phillips, Assistant to the Director of Human Resources, Annual Salary: \$46,838.00 – Effective January 1, 2014. (FROM Assistant to the AVP and to the Director of Human Resources TO Assistant to the Director of Human Resources (Title Change Only))

Ms. Karina Hultgren, Alternative Licensure Program (ALP) Coordinator, Annual Salary: \$45,000.00 – Effective March 7, 2014. (FROM Applied Learning Coordinator (\$40,800.00) TO Alternative Licensure Program (ALP) Coordinator (\$45,000.00))

RECLASSIFICATIONS

Ms. Maureen Rudy, Coordination and Instructional Specialist, Annual Salary: \$34,175.00 – Effective October 1, 2013. (Salary increase due to change in job duties)

Ms. Elizabeth Schroeder, Coordination and Instructional Specialist, Annual Salary: \$41,175.00 – Effective October 1, 2013. (Salary increase due to change in job duties)

Ms. Brooke Gerber, Director of Special Events, Annual Salary: \$75,000.00 – Effective March 1, 2014. (Salary increase due to change in job duties)

SALARY ADJUSTMENTS

Ms. Debra Shuman, Student Insurance Supervisor, Annual Salary: \$60,000.00 – Effective January 1, 2014. (Salary increase due to counter offer)

Dr. Lunden MacDonald, Chair - Associate Professor of Modern Languages, Annual Salary: \$82,066.00 – Effective July 1, 2013. (Salary increase due to Faculty Salary Inversion)

Dr. Lesley Hathorn, Associate Professor of Psychology, Annual Salary: \$56,567.00 – Effective September 1, 2013. (Salary increase due to Faculty Salary Inversion)

Dr. Randyl Smith, Associate Professor of Psychology, Annual Salary: \$56,567.00 – Effective September 1, 2013. (Salary increase due to Faculty Salary Inversion)

Dr. Aaron Gordon, Professor of Mathematical and Computer Science, Annual Salary: \$93,391.00 – Effective September 1, 2013. (Salary increase due to Faculty Salary Inversion)

Dr. Peter Vigil, Associate Professor of Elementary Education, Annual Salary: \$59,812.00 – Effective September 1, 2013. (Salary increase due to Faculty Salary Inversion)

Ms. Kelly Felice, Associate Professor of Human Services, Annual Salary: \$61,341.00 – Effective September 1, 2013. (Salary increase due to Faculty Salary Inversion)

Dr. Steve Rissman, Associate Professor of Health Professions, Annual Salary: \$63,245.00 – Effective September 1, 2013. (Salary increase due to Faculty Salary Inversion)

Dr. Allison Cotton, Associate Professor of Criminal Justice and Criminology, Annual Salary: \$60,625.00 – Effective September 1, 2013. (Salary increase due to Faculty Salary Inversion)

Dr. Rey Hernandez, Associate Professor of Economics, Annual Salary: \$77,264.00 – Effective September 1, 2013. (Salary increase due to Faculty Salary Inversion)

Dr. Alexandre Padilla, Associate Professor of Economics, Annual Salary: \$77,264.00 – Effective September 1, 2013. (Salary increase due to Faculty Salary Inversion)

Dr. Mark Segall, Associate Professor of Computer Information Systems, Annual Salary: \$91,264.00 – Effective September 1, 2013. (Salary increase due to Faculty Salary Inversion)

Dr. Elizabeth Frederick, Associate Professor of Management, Annual Salary: \$85,265.00 – Effective September 1, 2013. (Salary increase due to Faculty Salary Inversion)

Dr. Jeffrey Lewis, Associate Professor of Marketing, Annual Salary: \$87,198.00 – Effective September 1, 2013. (Salary increase due to Faculty Salary Inversion)

LEAVE WITHOUT PAY WITH BENEFITS

Dr. Rebecca L. Paskind, Associate Professor and Social Work Program Student Coordinator, January 21, 2014 through August 2, 2014.

Dr. Haiyun Bian, Associate Professor of Mathematical and Computer Sciences, August 18, 2014 through May 16, 2015.

Dr. Adam J. Graves, Assistant Professor of Philosophy, August 18, 2014 through December 13, 2014.

REDUCTION IN FTE

Ms. Amy Bechtum, Grant Administrator, Annual Salary: \$76,283.00 from .75FTE to .50FTE – Effective January 2, 2014. (ADMINISTRATIVE)

TRANSITIONAL RETIREMENT

Dr. Lawrence Worster, Interim Chair - Professor of Music, Effective August 18, 2014.
(Retired July 31, 2014)

Dr. Oneida J. Meranto, Professor of Political Science, Effective August 18, 2014.
(Retired July 4, 2014)

Dr. Kenneth W. Engelbrecht, Professor of Geography, Effective August 18, 2014 through December 13, 2014.
(Retired May 31, 2014)

Mr. Kenneth R. Phillips, Chair - Associate Professor of Industrial Design, Effective August 18, 2014.
(Retired July 1, 2014)

Dr. Mary Ann Watson, Professor of Psychology, Effective August 18, 2014.
(Retired May 31, 2014)

Dr. Vincent Z. C de Baca, Associate Professor of History, Effective August 18, 2014.
(Retired May 31, 2014)