

METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES
Board Meeting Schedule
March 9-10, 2017

Thursday, March 9, 2017

Location: Student Success Building, Suite 440 (Trustees Boardroom)

Finance Committee: 8:00 a.m. – 8:45 a.m. (*breakfast provided*)

Academic & Student Affairs Committee: 8:45 a.m. – 10:00 a.m.

Presidential Transition Ad-Hoc Committee: 10:00 a.m. – 11:30 a.m.

Friday, March 10, 2017

Location: Student Success Building, Suite 440 (Trustees Boardroom)

Executive Session: 7:30 a.m. – 9:00 a.m. (*breakfast available at 7:00 a.m.*)

Location: Student Success Building, Room 400

Public Meeting: 9:00 a.m. – 11:30 a.m.

METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES

Friday, March 10, 2017

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

Public Meeting: 9:00 a.m. – 11:30 a.m.

Student Success Building, 890 Auraria Pkwy, Room 400

I. CALL TO ORDER

II. EXECUTIVE SESSION:

An Executive Session may be held for consideration of the 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 pursuant to C.R.S. §24-6-402(3)(b)(I)(2016); and to conference with an attorney representing a state public body concerning disputes involving the public body that are subject to pending or imminent court action, concerning specific claims or grievances, or for purposes of receiving legal advice on special legal questions pursuant to C.R.S. §24-6-402(3)(a)(II)(2016).

III. CHAIR'S WELCOME & REPORT:

IV. CONSENT AGENDA:

- A. February 14, 2017 Board of Trustees Meeting Minutes
- B. December 9, 2016 Board of Trustees Meeting Minutes
- C. Office of Human Resources report of personnel actions which have occurred since the last Board Meeting on December 9, 2016

V. PRESENTATIONS:

- A. Board Oversight of Educational Quality & Student Success:
 - i. Civic Engagement, *Dr. Mark Potter, AVP for Undergraduate Studies*
- B. HEaT, *Steve Kreidler, VP of Admin, Finance & Facilities/CFO; Dr. Vicki Golich, VP of Academic & Student Affairs/Provost; and John Burtness, VP of University Advancement /President & CEO of Foundation*

VI. REPORTS & ACTION ITEMS:

- A. President's Report: *President Stephen Jordan*
- B. State Legislative Report: *Christine Staberg, Capstone Group, LLC*
- C. Finance Committee: *Trustee Barbara Barnes Grogan*
- D. Academic & Student Affairs Committee: *Trustee Elaine Gantz Berman*
 - i. Faculty Emeritus Recommendations
 - ii. Faculty Sabbatical Recommendations
 - iii. Phase One Review Process for Non-Degree Cluster of Graduate Music Courses
 - iv. Phase One Review Process for Master of Science in Cybersecurity
 - v. Phase One Review Process for Master of Science in Clinical Behavioral Healthcare, Addiction Counseling Concentration
 - vi. Discontinue Concentration – College of Letters, Arts, and Sciences: Biology

BA/BS Medical Technology Concentration

vii. Discontinue Concentration – College of Letters, Arts, and Sciences: Modern
Languages Major – German Concentration

E. Foundation Report: *John Burtness, President & CEO of Foundation*

F. Faculty Trustee Report: *Trustee Kenn Bisio*

G. Alumni Report: *Trustee Judy George*

H. Faculty Senate Report: *Matt Makley, President*

I. Student Government Report: *Liz Milewski, President*

VII. INFORMATION ITEMS:

A. Human Resources report of personnel actions which have occurred since the last meeting
on December 9, 2016 for the Board of Trustees' information

VIII. PUBLIC COMMENT

IX. ADJOURNMENT

METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES MEETING
Tuesday, February 14, 2017
MINUTES

I. CALL TO ORDER:

The Board of Trustees meeting was called to order at 1:30 a.m. by Chairwoman Michelle Lucero. She was joined by Vice Chairman Jack Pogge, Trustee Elaine Berman, Trustee Terrance Carroll, Trustee Wendy Dominguez, Trustee Barb Grogan, Trustee Walter Isenberg, Trustee Jim Mulligan, and Trustee Jeff Shoemaker. Faculty Trustee Kenn Bisio and Alumni Representative Judy George were also in attendance, along with President Stephen Jordan, Board Secretary Loretta Martinez, Treasurer George Middlemist, Assistant Secretary Carrie Warren, various faculty, administrators and staff.

II. EXECUTIVE SESSION:

Chairwoman Michelle Lucero read the Trustees into Executive Session at 1:00 p.m., and asked for a motion. The motion was made and seconded, and unanimously approved.

III. CHAIR'S WELCOME & REPORT:

A. New Trustee Oath of Office (James Mulligan). Board Secretary Loretta Martinez administered the oath of office to James Michael Mulligan who will serve as Board Trustee. Mr. Mulligan fills the seat vacated by former Trustee Bill Hanzlik.

B. Presidential Search. Chairwoman Lucero said that President Jordan's retirement had been announced in September. Many projects have been undertaken under President Jordan's watch, including the Hispanic Serving Institute initiative, accreditation preparation, shared governance work, and the opening of the AES Building -- all of which will be exciting milestones to come.

In September, the search process for a new president began. A committee was formed, comprised of community members, Foundation members, students, alumni, administrators, and Trustees, and was chaired by Past Board Chair Rob Cohen. Chairwoman Lucero thanked Mr. Cohen, Trustees Barb Grogan and Jack Pogge, Foundation and community members Roy Alexander, Marti Awad, and Jon Robinson; Deputy Provost Dr. Sandra Haynes, Vice President Braelin Pantel, Faculty Senate President Matt Makley, Dr. Shawn Worthy, student representative Cristian Solano, Speaker of the House Crisanta Duran, and community member Gloria Schoch. They were supported, Chair Lucero said, by an amazing internal team: Cathy Lucas and Carrie Warren, without whom the work could not have been done.

Georgia Yuan of AGB Services was engaged as consultant for the search process, and Chair Lucero said that Ms. Yuan's guidance had been excellent. In all, 68 applications were received. Ms. Yuan told Chair Lucero that the pool of applicants was the most diverse pool she had yet

seen. The pool included both sitting presidents and past presidents. From that pool, ten candidates were interviewed, including three past presidents and two sitting presidents, along with a number of other diverse candidates. Three candidates were brought in as semifinalists and several panels were held with internal stakeholders. Chairwoman Lucero thanked those who participated in the panels.

After gathering all the information presented to it, the Board met a couple weeks ago in Executive Session to choose Dr. Janine Davidson as the sole finalist for the MSU Denver presidency.

C. Trustee Comments. Vice Chair Pogge thanked Chairwoman Lucero. He said that the quality of all the applicants was outstanding, but Dr. Davidson clearly stood out throughout the process.

Trustee Grogan thanked President Jordan and the Board for their extraordinary leadership and the members of the Search Committee -- one of the very finest -- for their work. She said that Cristian Solano was an unbelievable asset in the search process. She expressed her excitement that Dr. Davidson will follow in President Jordan's footsteps.

Trustee Berman said that at the beginning of the process the Trustees were concerned that a candidate of Dr. Jordan's caliber could be identified. Dr. Davidson's references, she said, came from top-level people throughout the United States. Chairwoman Lucero noted that the Board will honor President Jordan at a future meeting of the Board of Trustees.

President Jordan complimented the Board and added that members of the Search Committee had done an outstanding job. Dr. Davidson formerly taught at George Mason University -- an urban, public institution similar to MSU Denver. Dr. Davidson has an exceptional skillset, he said, which includes an exceptional ability to listen and to frame and present issues in a manner that makes them manageable for others. President Jordan noted that Dr. Davidson has amazing energy. Dr. Davidson's professional history has prepared her well to interact very effectively with the legislature and the U.S. Department of Education. She shares the same passion for MSU Denver's mission and the community it serves, and believes in the promise of an MSU Denver education. President Jordan congratulated the Board and said he is excited about the many successful initiatives he knows will be led by Dr. Davidson.

IV. ACTION ITEM:

A. Presidential Appointment (carry-in). Vice Chairman Pogge **moved to appoint** Dr. Janine Davidson as the next President of MSU Denver, whose term will begin following President Jordan's retirement in July 2017. The motion was **seconded** by Trustee Dominguez. A **roll call vote** on the motion was taken, as follows:

Trustee Isenberg: Aye.
Advisory non-voting Faculty Trustee Bisio: Aye.
Trustee Mulligan: Aye.
Trustee Grogan: Aye.
Vice Chairman Pogge: Aye.
Trustee Berman: Aye.
Trustee Carroll: Aye.
Trustee Dominguez: Aye.
Advisory non-voting Alumni Representative George: Aye.
Trustee Shoemaker: Aye.
Chair Lucero: Aye.

The motion was **unanimously approved**.

Dr. Davidson expressed her excitement at having been named the new President of MSU Denver, and said that she fully supports the student-focused mission of the University, its accessibility, affordability, and diversity. She is excited to get started later this year and learn more about this wonderful campus.

V. PUBLIC COMMENT:

There were no public comments.

VI. ADJOURNMENT:

Chairwoman Lucero asked for a motion to adjourn the Board of Trustees meeting. The motion was made and seconded, and unanimously approved. The meeting officially adjourned at 1:50 p.m.

METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES MEETING
Friday, December 9, 2016
MINUTES

EXECUTIVE SESSION:

Chairwoman Michelle Lucero read the Trustees into Executive Session at approximately 8:00 a.m., and asked for a motion. The motion was made and seconded, and unanimously approved.

I. CALL TO ORDER:

The Board of Trustees meeting was called to order at approximately 9:20 a.m. by Chairwoman Lucero. She was joined by Vice Chairman Jack Pogge, Trustee Elaine Berman, Trustee Terrance Carroll, Trustee Wendy Dominguez, Trustee Barb Grogan, Trustee Bill Hanzlik, and Trustee Jeff Shoemaker. Faculty Trustee Kenn Bisio, Student Trustee Daniel Day, and Alumni Representative Judy George were also in attendance, along with President Stephen Jordan, Board Secretary Loretta Martinez, Treasurer George Middlemist, Assistant Secretary Carrie Warren, various faculty, administrators, and staff.

II. CHAIR'S WELCOME & REPORT:

A. Trustee Recognition: William (Bill) Hanzlik (2009 to 2016). The Trustees and President Jordan thanked Trustee Hanzlik for his years of service.

B. Retreat Update. Chair Lucero reviewed the joint retreat held between the Board of Trustees and the Foundation Board in October. Before the joint portion of the retreat, the Trustees gave an update on the status of the presidential search and related transition plans, the Board's plans for 2017, and metrics associated with the Strategic Plan. As the metrics are updated, the Board is able to measure progress toward goals and change course when needed. Other initiatives of the University were discussed, including strategic enrollment.

The Trustees then joined the Foundation Board in a joint retreat. Chair Lucero noted that it is rare that the governing board of an institution meets for a retreat with its foundation board, and that the University has benefited from this arrangement since it began approximately two years ago. Program groups work together in coordination, and Chair Lucero stated that the two boards have recognized their strategic alignment. Additional time is required at the joint retreat to jointly discuss programs and program successes, reports-out, and the determination of joint priorities going forward. The joint retreat ended with "Fundraising 101." Chairwoman Lucero stated that future leaders will all need to be effective fundraisers.

C. Presidential Search Update. Chairwoman Lucero thanked the members of the Presidential Search Committee for their excellent work which began back in September. There has been a lot of work associated with the process and she expects much more work going forward. The committee met Monday, December 5, for the full day, and selected applicants for airport interviews to be conducted over the course of three days in early January. The candidates are diverse and the committee is pleased with the candidates selected. Committee members will

be calling listed references for applicants. Chair Lucero stressed the importance of continuing confidentiality in this process, stating that many applicants have reiterated how important it is to them that their candidacy be kept private, a request that will be upheld.

From this process, the committee will select a group of semifinalists in mid- to late-January, who will be invited to Denver to visit with representatives of the broader MSU Denver community. Following that, a finalist will be selected who will be brought to the campus for open meetings. The Search Committee is on schedule as originally outlined by Chairwoman Lucero, and the next president of the University is expected to be named in February of 2017.

D. Upcoming Events:

i. Fall Commencement: December 16, 2016 - Denver Coliseum. Fall Commencement will be held December 16, which is a Friday. Trustees were encouraged to attend.

ii. AGB National Conference on Trusteeship: April 1-4, 2017 - Dallas, TX. The AGB National Conference on Trusteeship will be held April 1 through 4, in Dallas. Chair Lucero asked Trustees to inform Assistant Secretary Warren as to whether they will attend the conference.

(out of order):

V. REPORTS & ACTION ITEMS:

A. President's Report. President Jordan reported that it is evident that the University's reputation as the transformational institution has grown in the community, among its students, and throughout higher education in general. He cited several examples of this, which included:

A grant was awarded by the National Science Foundation as part of its Innovative Technology Experiences for Students and Teachers program to Assistant Professor of STEM Education, Janelle M. Johnson. The grant is intended to help equip students who historically have not had access to the training necessary for entry into the STEM fields. The program will create a year-long immersive training and residencies for elementary and middle school teachers in select Denver metro school districts.

The University won an "Excellence and Innovative Award" from the American Association of State Colleges and Universities (ASCU). This award honors member institutions for excellence and innovation in major areas of campus life and leadership. MSU Denver's Department of Hospitality, Tourism and Events received the Regional and Economic Development Award at ASCU's annual meeting in Miami, Florida, on October 30. The award highlighted the collaboration between Marriott International and Sage Hospitality by building the combined SpringHill Suites Denver Downtown Hotel and Hospitality Learning Center, one of only 11 such facilities in the country. Additionally, Hospitality, Tourism and Events Department Chair, Carol Krugman, joined the elite ranks of her profession as one of five inductees into the Convention Industry Council Hall of Leaders. Inductees are chosen for their leadership, ideas and innovation, influence in risk-taking, but above all, they are recognized as forward thinkers who have made a difference and shaped their industry.

On November 17, Denver Mayor Michael Hancock and community members met to recognize the very best in Denver's buildings and features, among which MSU Denver stood proudly. At the 2016 Mayor's Design Award Ceremony, 17 projects were honored for excellence in architecture, design, and place-making. MSU Denver's state-of-the-art athletic complex was named in the sustainability style category which recognizes projects that promote sustainability, green building, and new energy technologies.

History Professor and Department Chair Jim Drake received two awards for his 2015 *Pacific Historical Review* article, "A Divide to Heal the Union: The Creation of the Continental Divide." The article explores the development and significance of the idea of the Continental Divide. Drake received the Louis Knott Kuntz award for being the most deserving contribution to the *Pacific Historical Review*. Professor Drake also received the annual Ray Allen Billington Prize from the Western History Association for the best article published in any scholarly journal on Western American history.

MSU Denver Associate Professor of Art, Carlos Fresquez, received the 25th Civil Rights Award by NEWSED Community Development Corporation. Dr. Fresquez's work is currently being featured at the Center for Visual Arts, biennial COLLECTIVE NOUNS: MSU Denver Art Faculty Exhibition. One of his works is an appropriation of the Converse "Chuck Taylor All-Star" brand, replacing the text with "Chicanos" and "Avanzan" circumscribed within the iconic logo, flanked by the words "Run Strong." At more than eight feet tall and painted directly onto the gallery wall to recall the ubiquity of billboard messaging, Dr. Fresquez says that the piece is a sociopolitical call to move forward together and to see art everywhere, every day.

Students and alumni have also recently been demonstrating the value of an MSU Denver degree, President Jordan said. Photojournalism senior Sara Hertwig's photos of the Dakota Access Pipeline protests were recently featured on the National Press Photographers Association Instagram. Since 1946 the NPPA has been dedicated to the advancement of visual journalism and to promoting its role as a vital public service.

The MSU Denver Student Affiliate Chapter of the National Council of Teachers of English received the Student Affiliate Chapter Excellence Award for the fourth consecutive year. English Education majors Mariana Martinez, Allison Joyce, and Mary Damron accepted the award at the NCTE Annual Conference in Atlanta on November 20. NCTE is devoted to improving the teaching and learning of English and Language Arts at all levels of education.

President Jordan provided an update on University events that have occurred since the national Presidential election in November. Immediately after the election, the University distributed a post-election message calling for unity and emphasizing the University's commitment to open and respectful dialogue and a diversity of opinions. President Jordan emphasized in the message that nothing in the presidential election had changed the University's commitment to its core values of community, access, diversity, and respect, nor does it change the University's commitment to support all members of its community.

During the following week, a student march on campus came to the President's office. President Jordan met with 100 of MSU Denver students who were marching in support of the University's ASSET students. President Jordan stated that the University will continue to support undocumented students, and will continue to support and advocate policies and practices at the state and national level in support of the DREAM Act and in support of comprehensive immigration reform. Shortly thereafter, President Jordan joined university presidents across the country in signing the Pomona College Letter, a statement in support of deferred action for childhood arrivals of undocumented immigrant students, and signed a similar letter with the American Association of State Colleges and Universities. At the same time, departments across the University collaborated to address student concerns.

The Tri-Institutional DREAMer Resource Day Event was held to respond to immigration questions and to identify resources available to students on and off campus. An Activism United Forum was formed for students to gather and seek guidance on counseling services and academic support. This past Wednesday, a new "Frequently Asked Questions" document was added to the President's website. The document answers a wide range of questions for students wondering about their future at this University. The students asked the administration to declare MSU Denver a sanctuary campus. President Jordan stated that "sanctuary campus" is a term in wide use today but one that has no clear meaning. He clarified that MSU Denver will continue to defend the privacy of student records up to and through the requirement of a court order before divulging a student record. The University will not physically resist lawfully appointed enforcement officers from carrying out their duty, but it will protect the privacy of its students and it will create an open and respectful university environment in which free speech is valued, and will disagree with those who use language to make personal attacks on our students, faculty, and community members.

Chairwoman Lucero stated that the Trustees wished to state a resolution encompassing the actions outlined by President Jordan. Trustee Grogan noted her pride in President Jordan's response to student concerns. With great joy, she said, Trustee Grogan **moved** that the Trustees strongly affirm President Jordan's message to the MSU Denver community conveying the University's wholehearted support of undocumented students and call for unity and respect, and reaffirming MSU Denver's commitment to diversity. Trustee Grogan **further moved** that the Board express its own continuing commitment to MSU Denver's undocumented students and to providing affordable, accessible, and quality education and opportunities for all MSU Denver students. The motion was **seconded** by Trustee Dominguez, and unanimously approved.

Through an RFP process this summer for state and federal relations contracts, the University chose The Capstone Group as its state legislative liaison, and Holland & Knight for its federal liaison. The University is required to conduct the RFP process every five years.

Fall commencement will be held at the Denver Coliseum. This will be another record-breaking graduating class, with 1,550 bachelor's-degree graduates. This exceeds last year's record of 1,375 graduates. This year's graduating class includes 552 students of color, of which 322 are Latino students and 22 are ASSET students. Forty-two students have completed their master's degrees: 22 in Teaching and 20 in Accountancy. Two graduation ceremonies will be held

beginning at 9:00 a.m. for graduates of the College of Letters, Arts, and Sciences and the School of Education, and at 2:30 p.m. for the College of Business and College of Professional Studies. The top five majors are, in order, Biology, Psychology, Criminal Justice, Criminal Justice and Criminology, Management, and individualized degrees. President Jordan expressed his hope that Trustees will attend either or both of the ceremonies.

Tomorrow night is the University's Holiday Card to the City, from 7:30 to 9:00 p.m. at the King Center. A reception at St. Cajetan's will precede the event from 5:30 to 7:00 p.m. President Jordan asked that reservations be submitted to Assistant Secretary Warren.

The 25th Annual Dr. Martin Luther King Peace Breakfast will be held January 13 from 7:30 to 10:00 a.m. in the Tivoli Turnhalle.

The University will host its annual legislative reception on February 8 from 5:30 to 7:30 p.m. at the Regency Athletic Complex, and President Jordan encouraged all trustees to attend.

A moment of silence was observed in memory of faculty members Dr. Eric Ball, Dr. Madison Holloway, Dr. Vincent de Baca, and MSU Denver students Tyler Despres and Joseph Yinger, who passed away this year.

(out of order):

C. Federal Legislative Report. Jennifer McGee and David Fine from Holland & Knight, LLP, were welcomed as the University's new federal legislative liaisons. Ms. McGee outlined their strategic plan to contact legislators and delegations in the Departments of Education, Commerce, and Defense in Washington, D.C., and bringing recognition of awareness of MSU Denver's many impressive achievements including nearing its goal of achieving HSI status, its Advanced Manufacturing and AES initiatives, its teacher prep program, and many others.

(out of order):

III. CONSENT AGENDA:

A. Approval of September 9, 2016 Board Meeting Minutes.

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

V. REPORTS & ACTION ITEMS (continued):

B. State Legislative Report. Christine Staberg reported that her group visited with congressional candidates before the election. There are close to 30 new members of the legislature, some of whom are alums of MSU Denver or have close family members with experience at MSU Denver. Kevin Grantham was elected as Senate president, and Lucia Guzman remains Senate minority leader. Kevin Lundberg and Dominic Moreno are newly appointed members of the Joint Budget Committee, of which Senator Lambert is chairman. The JBC is again three Democrats and three Republicans, and a majority vote is needed to pass measures. Senator Moreno comes from the House and has a good amount of positive experience with MSU Denver and its issues. Representative Crisanta Duran, a strong supporter of MSU

Denver, was elected Speaker of the House. Concurrent enrollment will be an important issue in this legislative session.

(out of order):

IV. PRESENTATIONS:

A. Board Oversight of Educational Quality and Student Success.

i. Building STEM Excellence in our Community with Center for Advanced STEM Education. Provost Golich introduced Dr. Hsiu-Ping Liu and Dr. David Ruch, who reported on the Center for Advanced STEM Education (CASE), intended to promote STEM excellence at MSU Denver and to build a STEM-ready K-12 pipeline in the community.

Its programs include the Colorado Wyoming Alliance for Minority Participation for MSU Denver students, the Summer Science Institute for local middle school outreach, the Summer Science Scholars intended for local high school outreach, and Advanced Placement Summer Institute, BlueStamp Engineering where national organizations present at the MSU Denver campus. Dr. Ruch said that Dr. Liu has brought many outside people onto campus with the AP Summer Institute, generating significant revenue which is then funneled directly to student scholarships and used to fund other opportunities for students.

Dr. Liu reported that the program, funded by NSF, helps minority students in STEM fields to graduate in a timely manner and prepare them for jobs or post-graduate programs. Discipline-specific advisors and one-on-one tutoring are offered. Most importantly, Dr. Liu said, two new initiatives are being implemented: Building cohort relationships for students, and a textbook lending program. Most of the students in the program require financial aid but they rarely receive aid in time to purchase textbooks, so the new initiative allows them to borrow the textbooks.

Dr. Liu stated that she is passionate about research, and believes it the best way for students to learn their content knowledge and motivate them to learn as well as to sharpen their critical thinking. In the past two years, 21 research projects were funded with \$14,000 from NSF and from Provost Golich and Dean Foster who donated some of their program funds to support the projects. Students are also encouraged to present their research results at different conferences, and can receive support for travel.

Chair Lucero thanked Dr. Liu for her presentation, and stated that her passion for the students is obvious and that she is making a tremendous difference.

Trustee Shoemaker asked to meet with Dr. Liu later to discuss how his summer program for K-12 through college-age children might interface with the Summer Science programs.

B. Brand Audit. Cathy Lucas, Chief of Staff and Associate to the President for Marketing & Communications, said that the brand audit, which is part of the "Tell the MSU Denver Story," a part of the Strategic Plan, is the metric that allows the Department of Communication to measure the success of its marketing and communication efforts, as well as engage with its stakeholders to demonstrate that the University is still reaching its brand promise. She

introduced Kevin Raines and Gregory Hornbach from Corona Insights, the company that completed the audit.

Mr. Raines reported that 2,800 people in four different groups were consulted in conducting the audit to understand the University's brand: Faculty and staff, current students, alumni, and business leaders. In-depth interviews were held with 20 business leaders from different industries.

The top-level findings of the audit showed that the overall image of MSU Denver has moved from an average of 70 percent positive in 2013 to 76 percent positive in 2016, which represents significant progress. Current students are very positive, and alumni are extremely positive, indicating that their degrees are transferring well to the workplace. Faculty and staff views were also positive, but less so than other constituents. Mr. Raines says this is typical, as internal audiences are generally more critical than are external audiences.

In speaking to business leaders, MSU Denver was compared to a competitor set of four other universities. One of the general findings of the audit was that people rated a university more highly if they have more familiarity with it. The majority of the business leaders were not familiar with specifics for any of the five schools, including MSU Denver. This represents a good opportunity to claim MSU Denver's branding. The business leaders wanted to hear about specific programs at MSU Denver that would benefit their business directly, and inquired about graduates' workforce readiness.

The strengths of MSU Denver, as identified by the business leaders interviewed, were affordability, flexibility, and practical skills. They also cited the University as playing a key role in the revitalization of the downtown area. Impressions of the University are changing for the better, from that of a school of last resort, to a university that offers an affordable, quality education.

Mr. Raines said that the primary challenge for the University going forward is to take further steps toward its aspirational goal of becoming the preeminent public urban university without sacrificing the gains it has made in its current market niche of being a good educational value.

Chair Lucero said that when the brand audit was conducted three years ago, several building blocks were identified, such as taking care of pay components, addressing faculty members' concerns about promotional opportunities, positioning students in a way so that they could recognize the University as a school of choice and not a school of last resort, preparing students to be workplace ready and tying them to the community. Those building blocks led to this audit's results, she said, and it will be important to ensure that they remain in place going forward. Also, the next level includes hitting the quality piece and ensuring that faculty and staff feel the same level of love and excitement about the University as students and alumni.

Trustee Berman added that another element to understanding MSU Denver's brand is the heartfelt endorsement of the University expressed whenever MSU Denver is mentioned.

V. REPORTS & ACTION ITEMS (continued):

D. Academic & Student Affairs Committee.

i. Trustee Delegation of Authority to the President to Approve Certain Curricular Items. Trustee Berman stated that the Academic & Student Affairs Committee is working to streamline its charge and identified some curricular items that could be better handled by the President. Trustee Berman **moved for approval** of a permanent delegation of authority to the President to approve, per Section 5.3 of the Trustee Policy Manual, certain curricular items to include new degree programs majors, new or additional titles (B.A., et cetera), new minors concentrations, certificates of completion, and discontinuation of specific programs. The motion was **seconded** by Trustee Shoemaker. The motion was **unanimously approved**.

ii. Academic & Student Affairs Committee Proposed Charge. Trustee Berman thanked Provost Golich for researching AGB and other academic and student affairs committees with regard to the Committee's review of its charge. Trustee Berman **moved for approval** the proposed charge amendment on page 13 of the meeting packet, with a **second** by Trustee Shoemaker. The motion was **unanimously approved**.

Chair Lucero noted that although discussion today regarding these issues has been limited, they were discussed in detail at yesterday's Committee meeting.

Trustee Berman stated that every seven years the University is required by statute to undergo a process of program reviews which include a review of space, interviews of faculty and students, staff resources, space, numbers of majors, and numbers of credit hours reported. Provost Golich identified those that seemed of critical or urgent importance. She referred to the process and the elements of the program reviews that are discussed with a private consultant who then meets with the department, the dean, the Provost, and with focus groups of students in a very thorough process.

Key issues include people, money, and space, with lack of space being cited most often. Provost Golich said the areas that are struggling the most are the Institute for Women's Studies and Services is currently housed in a small house on 9th Street that does not meet ADA compliance, and its staff are spread out across the campus due to the lack of space in the house.

Space concerns in the PE Event Center have been discussed for some time, but UCD has recently withdrawn from participating in the Rec Center programs. CCD students pay only \$4 for access to the Rec Center while MSU Denver students pay \$25. The building is old and requires extensive renovations. Trustee Shoemaker inquired as to the disparity in the amounts paid for access to the Rec Center. President Jordan stated that he met with the President of CCD last month and shared utilization statistics for the Center. Effective next academic year, CCD students will need to either vote to pay the same rates as MSU Denver students, or vote not to participate at all in the Rec Center programs. Alternatively, he suggested that perhaps an individual student at CCD could choose to join for \$70 per semester, which is far less than comparable private facilities. Once the CU Rec Center opens, it's likely that the Rec Center will be for MSU Denver students only. Trustee Shoemaker asked if he and Chair Lucero could continue discussion on this matter at a later time.

Provost Golich continued with the most pressing needs highlighted in the report, and said that the needs in the King Center, which is a tri-institutional space, for more space, are extreme. Trustee Berman brought up the issue of safety at the King Center, a topic which was discussed at the Committee meeting yesterday. Provost Golich said the concern centers around the costume shop in the King Center. MSU Denver students using the costume shop are appropriately supervised by University staff, but students from the other two institutions are using the space unsupervised. Dr. Jordan suggested putting the issue on a brief paper to the Auraria Executives and getting it on their meeting agenda. President Jordan noted that alternatives to the King Center have been investigated, including a partnership with the Denver Symphony Orchestra and use of space at the Denver Center for the Performing Arts, but neither proposal was feasible due to either cost or distance. A building exists on the Auraria campus that could conceivably be used, but its position on the list for capital improvements makes it an unlikely prospect.

Online learning is in the process of being resolved. The new AVP of Learning is closing out the search for a Director of Online Programs, who will then take over responsibility for developing a strategic plan by which MSU Denver offers online courses and programs.

Provost Golich said that another concern that is frequently voiced throughout the report is a lack of support in marketing and grant writing. She pointed out that MSU Denver is funded 51 cents on the dollar compared to other public institutions in Colorado, and that this has resulted in understaffing. Staff are doing the best they can under the circumstances.

E. Governance Committee.

i. Proposed Bylaw and Current BOT Committee Structure Amendments.

Trustee Carroll reported that the Governance Committee discussed proposed Bylaw changes. The Committee additionally discussed changes to the current BOT Committee Structure to be more similar to the model utilized by the Foundation. As a result, committees will become more aligned with the Board's specific Strategic Goals and Strategic Plan. Conversations regarding both matters will continue, but in the interim, changes to the Bylaws include clarification of the role of the Governance Committee, creation of an Executive Committee, and miscellaneous other small changes. A copy of the Bylaws, as well as a redlined copy detailing the recommended changes in the areas of Board leadership positions and their terms, including length and timing as well as additional changes to the current committee structure, are included in the meeting packet. Board Secretary Martinez noted that one additional change to the Bylaws has been made since revised meeting packets were circulated that incorporates the change to the Academic & Student Affairs Committee charge just approved by the Board. On page 20 of the Bylaws, a sentence has been added under Academic & Student Affairs Committee Affairs that reads: "A committee charter further details the purposes of the committee and is incorporated by reference herein."

Trustee Carroll **moved for approval** of the bylaw amendments, with a **second** by Trustee Dominguez. The motion was unanimously approved.

Trustee Carroll mentioned that the Committee is also reviewing the Board Policy Manual.

F. Finance Committee.

i. External Audit for FY2015-16 & Financial Ratios. Trustee Pogge reported that student auditors conducted a student audit of the University's financial statements. They reported their results to the Committee. Trustee Pogge congratulated the students on the phenomenal work they did.

CliftonLarsonAllen, LLP (CLA) conducted the annual audit of the financial statements of the University for fiscal year 2015-16. Vice President Steve Kreidler said that the results of the audit were presented at yesterday's Finance Committee meeting and an unmodified opinion was received. There were only three items that the audit brought to the Board's attention: One item is a carry-forward from last year. It relates to third-party vendors and is an issue faced by virtually every university in the country. The other two were very small items that were overlooked and that do not indicate a systems problem. The audit showed that quality assurance and accounting processes at the University are extremely good. The University's net position increased by about \$13 million. Net assets are at \$99.9 million. The University's financial ratios were reviewed. Its composite financial ratio index is strong (at 3), but is not a particularly high number. It indicates that there are sufficient resources to carry out the basic mission of the University, but to get to the next level of activities, as mentioned by President Jordan in this meeting, additional revenue sources must be identified. Trustee Pogge **moved** to accept the audited financial statements and report for fiscal year 2015-16, and Trustee Dominguez **seconded** the motion. The motion was **unanimously approved**.

(Trustee Shoemaker left the meeting.)

G. Foundation Report. Trustee Hanzlik reported that the Foundation board has completed a \$1.5 million gift from Mariner Kemper and family to create the first fully endowed chair at MSU Denver's School of Business.

An MSU Denver Foundation board member recently confirmed that he and his wife have made a seven-figure commitment to scholarship in their estate plans. A major donation to Athletics should be completed when President Jordan meets with the donor to finalize paperwork. Representatives of Lockheed Martin have stated that they are weeks away from making a substantial gift in support of the AES Building. An agreement is being finalized with a major manufacturing equipment company that would provide several advanced manufacturing machines, tools, and software to the University.

Last month President Jordan met with a donor in California who is considering a large and complex gift to support the Hospitality program.

Former Trustee Isenberg is working on a \$2 million gift that would provide seed funding for starting a new school for hospitality and tourism events, or HEAT. This includes a \$1 million proposal delivered by Former Trustee Isenberg to the Marriott Foundation last week. A new Advancement Team member, Kyle Blackland, and consultant Scott Lumpkin, are working together to build the University's "planned gift pipeline."

Project teams are working on three new priorities with staff focused on HSI, Alumni, and Athletics. continuing efforts related to the AES Building, the Advanced Manufacturing Science Institute, the Healthcare Initiative, and the HLC.

President Jordan noted that he had called Mariner Kemper to thank him and his family foundation for their very generous gift, which will create the first fully funded endowed professorship in the University's history. When PJ first met with Mr. Kemper, he stated that he and his family wished to do something for the University that would have a lasting impact on the community. The family is in business, and decided that scholarships would make the best gift.

H. Faculty Trustee Report. Trustee Bisio was absent due to illness. Chairwoman Lucero asked that the Faculty Trustee report be held over to the next meeting when it can be given appropriate attention. President Jordan noted that Trustee Bisio has been working to have several large photographs installed along the hallway leading towards the President's Office.

I. Student Trustee Report. Trustee Daniel Day reported that SGA has increased student involvement with student organizations and may be able to do more. SGA has approved funding for 12 student organizations so far, to provide events, recruit, and for promotions. The events that were funded have been inclusive of all MSU Denver students and were successful in meeting their goals. Trustee Day thanked the leadership of the following student organizations for their hard work in presenting well-articulated proposals and in implementing institutional events: Human Services, Education, Organization, The Auraria Campus Student Dietetic Association, Journey Through Our Heritage, Sigma Sigma Sigma, Student Labor Action Project of Denver, and Casa Mayan for Aurarian Student Action. He said that the organizations have gone above and beyond in order to serve their fellow students by offering successful social and educational events, and have demonstrated that Student Government funding is being well managed. The Student Organization Council plans to hear debriefings from these organizations and wants to better understand the challenges they faced, such as in recruiting and issues with booking space. It also wants to showcase their successes in an effort to influence more student organizations to take advantage of Student Government funding. Increasing involvement in student organizations is an important objective, Trustee Day said, to raise awareness of and familiarity with MSU Denver, and is in line with the University's goal of becoming the preeminent public urban university.

L. Student Government Report. Liz Milewski reported that many students, especially undocumented students, had visited Student Government offices following the Presidential election on November 8. In response to their concerns, Student Government organized an event called "Here to Stay" that included third-party immigration lawyers, invited MSU Denver students, and partnered with CU Denver and CCD to invite their undocumented students and their families to get advice and generally assist students. Many students asked if they should even register for classes next semester, and they were encouraged to do so.

Ms. Milewski expressed Student Government's appreciation of the FAQs published by President Jordan and said that her office has seen a great reaction from students to the FAQs. They know they have the support of President Jordan and the Board of Trustees.

Chairwoman Lucero said that the true test of a leader is how they react in times of stress and fear, and that Ms. Milewski's and Trustee Day's reaction at this point in time has been extremely valuable and indicative of great leadership. Instead of throwing concerned students into a spiral, Trustee Milewski reacted in a positive way and took action to provide real information to concerned students.

President Jordan asked Ms. Milewski to convey to her colleagues the resolution made by the Board of Trustees today concerning their wholehearted support of all of the University's students.

J. Alumni Report. Alumni Representative Judy George stated that the Alumni Association Board will resume regular meetings in January 2017. In the meantime, two primary objectives are being worked on: Board member qualifications, expectations, and requirements, and a new key element will be new Board member orientation. New objectives include establishing appropriate governance to take on the three new strategic initiatives that are based on the University's initiatives and to begin building programs. The Alumni Association's purpose has been reconfigured to meet the needs not currently met through Alumni staff. Representative George said that members are enthusiastic about working as an active partner with the Foundation in this effort.

The strategic initiatives or programs that are now the responsibility of the Alumni Association Board are:

1. Student impact. Board members have shown an interest in investing in the efforts of current and prospective students. This initiative will allow the Board to explore mentoring, internship placement, recruitment and fundraising efforts in support of current students. This year the Board awarded \$50,000 in scholarships. It is also reorganizing so that the award of scholarships occurs earlier in the year so students can better plan.

2. Advocacy Program. The Alumni Association recognizes its role with regard to the University's brand, and will serve as advocates in the upcoming MSU Denver Champions Program with regard to recruitment, training, and education of alumni.

3. Annual event targeting alumni engagement. Options for an annual event include the current Homecoming celebrations, creating a standalone concert run tour, and/or establishing an alumni weekend. The goal is engagement of the University's 87,000 alums, most of whom are in the metro area. One idea is to bring alums back to campus for tours of, for example, the HLC and the Tivoli.

K. Faculty Senate Report. Faculty Senate President Matt Makley said that faculty fully endorse the Trustees' decision to hand over curricular decisions to President Jordan. Faculty currently uses Curriculog, a curriculum platform that allows simultaneous review and facilitates the process of proposing, reviewing, and maintaining curriculum. With this tool, faculty can be nimble and responsive to the needs of industry and of students.

Faculty Senate overwhelmingly voted in favor of the new Master of Health Administration Program, and classes are scheduled to begin in Spring 2017.

Dr. Makley will email the Faculty Senate Climate Survey to Trustees.

Dr. Makley said that Faculty Senate are enjoying a very nice working relationship with senior leadership and the Board, and they look forward to that continuing.

VI. INFORMATION ITEMS: *(Requires no approval by the Board of Trustees)*

- A. Office of Human Resources revised report of personnel actions for the Board's information which have occurred since the last Board meeting on September 9, 2016.

VII. PUBLIC COMMENT:

There were no public comments.

VIII. ADJOURNMENT:

Chairwoman Lucero asked for a motion to adjourn the Board of Trustees meeting. Trustee Pogge **moved** to adjourn, and Trustee Hanzlik **seconded** the motion. The motion was **unanimously approved** and the meeting officially adjourned at 12:10 a.m.

AGENDA ITEM: Office of Human Resources report of personnel actions for the Board's approval which have occurred since the last Board Meeting on December 9, 2016.

BACKGROUND: Report includes appointments of non-temporary faculty and administrators, and awards of tenure, conferral of Emeritus status, awards of honorary degrees and sabbatical leaves which require Board approval.

RECOMMENDATION: The President recommends Board of Trustee approval of the following personnel actions.

APPOINTMENTS

Ms. Haley Y. Kline, Verification Counselor, Annual Salary: \$40,000.00, - Effective November 21, 2016. (ADMINISTRATIVE)

Mr. Nikolaos Kouvaris, Counselor/Processor, Annual Salary: \$38,500.00, - Effective November 21, 2016. (ADMINISTRATIVE)

Ms. Lillian Marie Doty, Academic Department Coordinator, Annual Salary: \$20,000.00 - Effective November 21, 2016. (ADMINISTRATIVE)

Ms. Janis Christopher, Interim Head Track and Field Coach, Annual Salary: \$50,000.00, - Effective December 15, 2016. (ADMINISTRATIVE)

Ms. Diane Forgione, Senior Employee Relations Specialist, Annual Salary: \$70,000.00, - Effective December 19, 2016. (ADMINISTRATIVE)

Ms. Cynthia Gallegos, Interim Client Services Counselor, Annual Salary: \$38,000.00, - Effective January 3, 2017. (ADMINISTRATIVE)

Mr. David Haden, Associate Dean for Engagement and Wellness, Annual Salary: \$92,500.00, - Effective January 3, 2017. (ADMINISTRATIVE)

Xajés Martinez, Assistant Director, Annual Salary: \$47,500.00, - Effective January 3, 2017. (ADMINISTRATIVE)

Mr. Jesse Berry, Network Telephony Engineer, Annual Salary: \$65,000.00, - Effective January 3, 2017. (ADMINISTRATIVE)

Mr. James Reyes, Student Accounts Specialist, Annual Salary: \$38,000.00, - Effective January 3, 2017. (ADMINISTRATIVE)

Ms. Ashley Maloney, Call Center Coordinator, Annual Salary: \$ 47,000.00, - Effective January 3, 2017. (ADMINISTRATIVE)

Mr. Michael Heathcote, Human Subject Protection Program Manager, Annual Salary: \$62,000.00, - Effective January 3, 2017. (ADMINISTRATIVE)

Ms. Mary Meadows, Interim Assistant Director of Field Education, Annual Salary: \$36,000.00, - Effective January 3, 2017. (ADMINISTRATIVE)

Mr. Bill Henry, Interim Associate Vice President for Faculty Affairs, Annual Salary: \$110,000.00, - Effective January 3, 2017. (ADMINISTRATIVE)

Ms. Christina Botello, Records Specialist, Annual Salary: \$40,000.00, - Effective January 9, 2017. (ADMINISTRATIVE)

Ms. Ruya Norton, Social Media Strategist, Annual Salary: \$53,000.00, - Effective January 9, 2017. (ADMINISTRATIVE)

Mr. Robert Audretsch, MET Lab Assistant, Annual Salary: \$47,500.00, - Effective January 16, 2017. (ADMINISTRATIVE)

Ms. Erica Quintana-Garcia, Student Services Coordinator, Annual Salary: \$27,000.00, - Effective January 16, 2017. (ADMINISTRATIVE)

Ms. Nelly Minor, Financial Aid Counselor/Processor, Annual Salary: \$42,000.00, - Effective February 1, 2017. (ADMINISTRATIVE)

Ms. Charisma Martinez, Program Assistant, Annual Salary: \$45,000.00, - Effective February 1, 2017. (ADMINISTRATIVE)

Ms. Laura Gorny, State and Federal Reporting Specialist, Annual Salary: \$55,000.00, - Effective February 6, 2017. (ADMINISTRATIVE)

Mr. Matt Griswold, Director of Online Programs, Annual Salary: \$111,171.00, - Effective February 6, 2017. (ADMINISTRATIVE)

Mr. Franklin Atkinson, Interim Annual Giving Manager, Annual Salary: \$43,000.00, - Effective February 6, 2017. (ADMINISTRATIVE)

Ms. Marisol Gomes, Front Desk Representative, Annual Salary: \$37,500.00, - Effective February 6, 2017. (ADMINISTRATIVE)

RECOMMENDATIONS FOR EMERITUS (9)

Dr. Jane Broida	Professor Emeritus – Health Professions
Dr. Catherine Curran	Professor Emeritus – Communication Arts and Sciences
Dr. Scott DeMuro	Professor Emeritus – Human Services
Ms. Kelly Felice	Professor Emeritus – Human Services
Dr. Madison Holloway	Posthumous Professor Emeritus - Management
Dr. Cynthia Lindquist	Professor Emeritus - Special Ed, Early Childhood, Culturally and Linguistically Diverse Ed.
Dr. Harvey Milkman	Professor Emeritus - Psychology
Dr. Margaret O'Neill-Jones	Professor Emeritus – Journalism and Technical Communication
Dr. Patricia Tucker	Professor Emeritus – Mathematical and Computer Sciences

RECOMMENDATIONS FOR SABBATICAL (21)

Dr. Zsuzsa Balogh – Spring 2018	Engineering Technology
Dr. Gregory S. Black – Fall 2017	Marketing
Dr. Christy Ann Carello – Spring 2018	Biology
Dr. Ann M. Diker – Fall 2017	Nutrition
Dr. Cynthia Gillette Dormer – AY 2017-2018	Nutrition
Dr. John T. Ethier – Fall 2017	Mathematical & Computer Science
Dr. Jennifer L. Gagliardi-Seeley – Spring 2018	Biology
Dr. Wayne Haga – Spring 2018	Computer Information Systems & Business Analytics
Dr. Robert G. Hancock – AY 2017-2018	Biology
Dr. Uwe Richard Kackstaetter – Fall 2017	Earth & Atmospheric Science
Dr. Kathleen C. Luttenegger – Fall 2017	Elementary Education & Literacy
Dr. Thomas J. McInerney – Fall 2017	History
Dr. Cristina Miguez Cruz – AY 2017-2018	Modern Language
Dr. Mona Mocanasu – Spring 2018	Mathematical & Computer Science
Ms. Kelly Monico – Fall 2017	Art

Dr. Chad R. Mortensen – Fall 2017	Psychology
Dr. Andrew R, Muldoon – Fall 2017	History
Dr. Adriana Nieto – Spring 2018	Chicana/o Studies
Dr. Anna Ropp – Spring 2018	Psychology
Dr. Randyl Dawn Smith – Spring 2018	Psychology
Dr. Pamela L. Troyer – Spring 2018	English

AGENDA ITEM: Board Oversight of Educational Quality & Student Success: Civic Engagement

BACKGROUND:

Under President Jordan's leadership, MSU Denver has intentionally and noticeably oriented itself to be community-facing. Community engagement is a critical component of the University's mission. Community engagement enhances the relevance of the institution in the community, and it creates a foundation for student success. This presentation will focus on the student success outcomes of community engagement.

ANALYSIS:

Community engagement encompasses reciprocal and mutually beneficial partnerships between the University and the larger community. These partnerships open up opportunities for our students to be civically engaged. Civically engaged students are actively engaged with differing perspectives in addressing common problems that affect the well-being of communities, the nation, and the world. Civic engagement overlays onto high impact educational practices that we know to be effective in propelling student success. These include service learning, undergraduate research, project-based learning, and capstone experiences. Additionally, civic engagement is important for preparing students for a life of informed and engaged participation in our globally connected democracy.

MSU Denver is placing renewed focus on civic engagement in conjunction with a handful of national movements such as the call to action and report, titled *A Crucible Moment*, from The National Task Force on Civic Learning and Democratic Engagement, initiatives from the American Democracy Project of the American Association of State Colleges and Universities, and Campus Compact's 30th Anniversary Civic Action Statement. As a signatory of the Campus Compact statement, MSU Denver is in the midst of writing a civic action plan to strengthen civic engagement and the civic learning outcomes of its students.

We go into the work of strengthening civic engagement with a strong foundation of activity, including service learning courses and volunteerism. There was also considerable activity on campus leading up to the November elections, and we know that our students vote in numbers greater than what is found at our peer institutions. We aim to institutionalize this already strong foundation by focusing in the future on professional development and assessment.

Executive Summary
Proposal for a School of Hospitality, Events and Tourism (HEaT)

The Department of Hospitality, Tourism and Events (HTE) has already received local and national recognition, both within academia and the professional community, as an innovator in curriculum development and execution. Since moving into the Hotel and Hospitality Learning Center facility in August 2012, HTE faculty and staff have been working assiduously to recruit and accommodate a growing number of students even more effectively, to capture new business opportunities, and to prepare the next generation of professionals to manage industry challenges such as globalization, sustainability, and rapidly changing consumer demands.

Based on an analysis of other national programs, key success factors or differentiators for the proposed **School of HEaT** are as follows:

- Only program in Colorado, and one of very few undergraduate programs nationally, currently offering Bachelor of Science degrees in four hospitality industry-related areas of practice: Hotel Management, Restaurant Management, Event and Meeting Management and Travel and Tourism Management.
- Additional innovative programs developed in response to industry needs include Bachelor of Science degrees in Brewing Operations, Craft Brewing and Pub Operations and both a minor and certificate in Urban Agriculture.
- Courses and programs that are taught by academics and practitioners with real world experience, highly regarded reputations and recognition within their respective professional fields (including prestigious international awards), long term local connections and significant professional networks
- High value courses and programs at reasonable cost, considerably lower than competitors
- Combined Hotel and Hospitality Learning Center, one of only 11 nationwide and the only facility of its kind in the region, enhanced by the location and high visibility of the SpringHill Suites in downtown Denver
- Opportunities for funding from grants and donors, such as the Dimond Fellowship program, that capitalize on our uniqueness as an institution and the unique attributes of our hard working students (e.g., high percentage of first generation college students)
- Robust entrepreneurial activities, capitalizing on market opportunities for new private/public partnerships, such as those currently in progress with the beer, travel and event industries.

Criteria noted in the MSU Denver colleges and schools policy document (*Policies Governing Colleges and Schools, p.2 -02/10/14*) note:

“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.”

The proposed **School of Hospitality, Events and Tourism (HEaT)** MSU Denver meets all of the above criteria. In addition, it will:

- Elevate the profile, reputation and visibility of MSU Denver’s current Department of Hospitality, Tourism and Events among industry professionals, potential donors and potential students
- Align the program with regional economic development and workforce needs, with a focus on fast-track management training opportunities for students
- Differentiate our degrees from those of other institutions, by offering industry-relevant, competitive, lower- cost, and high-value programs from which students graduate workforce-ready
- Create a more streamlined, flexible and industry relevant curriculum in each major
- Graduate future employees who contribute significantly to the success of the hospitality, events, and tourism industries in the greater Denver Metro area and beyond
- Develop partnerships with the community to aid in continuous improvement of the programs and enhance fundraising opportunities from both private and public sources and alumni

Now is the time to “turn up the **HEaT**,” by establishing a **School of Hospitality, Events and Tourism**, to capitalize on the recognition for excellence we have already earned, and invest in the transition that will take our students and our institution to the next level of preeminence. Transition to a School will further increase our visibility, prestige, and recognition, making our programs more competitive in the eyes of potential new donors and future students. We believe that a phased transition to a free standing School, remaining at the outset within the College of Professional Studies, is the most feasible, cost effective and efficient way to achieve this objective.

AGENDA ITEM: Faculty Emeritus Recommendations

BACKGROUND:

The processes for the conferring of emeritus status has been concluded, and we therefore submit the following recommendations for approval, pursuant to §3.3 of the Trustees Policy Manual.

ANALYSIS:

Recommendations for Emeritus Status (9)

Dr. Jane Broida	Professor Emeritus – Health Professions
Dr. Catherine Curran	Professor Emeritus – Communication Arts and Sciences
Dr. Scott DeMuro	Professor Emeritus – Human Services
Ms. Kelly Felice	Professor Emeritus – Human Services
Dr. Madison Holloway	Posthumous Professor Emeritus - Management
Dr. Cynthia Lindquist	Professor Emeritus - Special Ed, Early Childhood, Culturally and Linguistically Diverse Ed.
Dr. Harvey Milkman	Professor Emeritus - Psychology
Dr. Margaret O'Neill-Jones	Professor Emeritus – Journalism and Technical Communication
Dr. Patricia Tucker	Professor Emeritus – Mathematical and Computer Sciences

RECOMMENDATION:

The ASA Committee recommends Board of Trustees approval of the Faculty Emeritus recommendations.

AGENDA ITEM: Faculty Sabbatical Recommendations

BACKGROUND:

The processes for the conferring of sabbatical leaves have been concluded, and we therefore submit the following recommendations for approval, pursuant to §3.3 of the Trustees Policy Manual.

ANALYSIS:

Recommendations for Sabbatical (21)

Dr. Zsuzsa Balogh – Spring 2018	Engineering Technology
Dr. Gregory S. Black – Fall 2017	Marketing
Dr. Christy Ann Carello – Spring 2018	Biology
Dr. Ann M. Diker – Fall 2017	Nutrition
Dr. Cynthia Gillette Dormer – AY 2017-2018	Nutrition
Dr. John T. Ethier – Fall 2017	Mathematical & Computer Science
Dr. Jennifer L. Gagliardi-Seeley – Spring 2018	Biology
Dr. Wayne Haga – Spring 2018	Computer Information Systems & Business Analytics
Dr. Robert G. Hancock – AY 2017-2018	Biology
Dr. Uwe Richard Kackstaetter – Fall 2017	Earth & Atmospheric Science
Dr. Kathleen C. Luttenegger – Fall 2017	Elementary Education & Literacy
Dr. Thomas J. McInerney – Fall 2017	History
Dr. Cristina Miguez Cruz – AY 2017-2018	Modern Language
Dr. Mona Mocanasu – Spring 2018	Mathematical & Computer Science
Ms. Kelly Monico – Fall 2017	Art
Dr. Chad R. Mortensen – Fall 2017	Psychology
Dr. Andrew R. Muldoon – Fall 2017	History
Dr. Adriana Nieto – Spring 2018	Chicana/o Studies
Dr. Anna Ropp – Spring 2018	Psychology
Dr. Randyl Dawn Smith – Spring 2018	Psychology
Dr. Pamela L. Troyer – Spring 2018	English

RECOMMENDATION:

The ASA Committee recommends to the Board of Trustees approval of the Faculty Sabbatical recommendations.

AGENDA ITEM: Phase One Review Process for Non-Degree Cluster of Graduate Music Courses

BACKGROUND:

The proposal recommends that the MSU Denver Music Department offer for credit graduate courses targeting professional musicians and music educators. The courses included in the cluster would include: All State Choir, Dalcoze Eurhythmics, Orff-Schulwerk Levels I, II, III and other variable topics classes. These courses would assist current Music Educators meet continuing education requirements and would not be part of a degree program. The courses align with the University mission by providing development and enhancement of skills for music educators for the diverse, urban environment.

ANALYSIS:

Over the last six years, there have been approximately 90 music education graduates in Colorado. MSU Denver graduated 39 of these students in the past three years. Collectively, these students would be the target audience for the music education courses.

The identified courses have been previously offered by MSU Denver. However, because the institution does not have a graduate program in music education, credits have been granted through and credit hour production with associated tuition has been going to Adams State University. The cost analysis shows that for All State Choir and Dalcoze Eurhythmics courses a rate of \$75 per credit hour will match the current cost offered through Adams State University with a profit turned in the first year. For the Orff-Schulwerk and variable topics courses, profit is proposed in year three. The cost for those courses will be \$367 per credit hour. This is significantly lower than a similar program at Colorado State University (\$551). There is no request for additional faculty lines, facilities or equipment.

Admission Criteria:

As these are non-degree courses, the only admission criteria are a Bachelor's Degree or Permission of the Music Department.

RECOMMENDATION:

The ASA Committee recommend Board of Trustee approval of the Phase One Proposal for the Non-Degree Cluster of Graduate Music Courses.

AGENDA ITEM: Phase One Review Process for Master of Science in Cybersecurity

BACKGROUND:

The proposal recommends a Master's of Science degree in Cybersecurity. Specifically, two options are proposed, each targeting different types of students: Option 1, a 30 credit-hour social science based program for students seeking entry to mid-level cybersecurity jobs is and option 2, a 45 credit-hour computer information systems based program for students pursuing advanced cybersecurity jobs. The proposed curriculum is an interdisciplinary effort between the departments of Criminal Justice and Criminology, Computer Information Systems, and Computer Science and would provide students with the theory, policy, and skills to be job-ready leaders in cybersecurity.

ANALYSIS:

Six Colorado colleges and universities offer training in Cybersecurity. However, only University of Denver (DU) offers a Master's degree (both on campus and online). In fact, DU's graduate degree program is the only one that exists in the surrounding states of Arizona, New Mexico, Oklahoma, Nebraska and Utah. The cost for DU's program is approximately \$30,192 for the 2016-2017 school year for the on campus option and more for the online option. This is well above the cost for graduate education at MSU Denver.

The market for graduates is promising as over 11,000 cybersecurity job openings exist in Colorado and nearly 350,000 exist nationwide. Burning Glass Technologies identified that in the past five years, the demand for cybersecurity experts has grown 12 times faster than all other jobs in the United States. The program is poised to take advantage of the demand for cybersecurity experts and be uniquely positioned in the state to provide graduates for Colorado's workforce.

A total of three additional faculty lines are requested for the program (one each in the disciplines comprising the programs). One additional program assistant also would be needed in the first year of the program. No additional facility or equipment costs are anticipated. Cost projections show a net profit by year three of the program.

Program requirements are identified below:

Content Areas	Option 1	Option 2
Regulating Cybersecurity	3 credit	3 credit
Managing Cybersecurity (CIS)	15 credits	15 credits
Managing Cybersecurity (CS)		15 credits
Investigating Cyber Crimes and Criminals	6 credits	6 credits
Internship	3 credits	3 credits
Capstone	3 credits	3 credits
Total:	<i>30 credits</i>	<i>45 credits</i>

- **CJC 5000 Cyber Laws and Regulations** (3 credit hours)
- **CJC 5001 Investigating and Prosecuting Cybercrime** (3 credit hours)

- **CJC 5002 Federal Law Enforcement** (3 credit hours)
- **CIS 5010 Information Systems Principles** (3 Credit Hours)
- **CIS 5011 Security Risk Analysis and Risk Management** (3 credit Hours)
- **CIS 5012 Incident Detection and Response** (3 Credit Hours)
- **CIS 5013 Information Systems Forensics** (3 Credit Hours)
- **CIS 5014 Information Assurance & Knowledge Management** (3 Credit Hours)
- **CSS 5020 Cybersecurity Infrastructure** (3 Credit Hours)
- **CSS 5021 Foundations of Cybersecurity and Assurance** (3 Credit Hours)
- **CSS 5022 Network and Internet Security** (3 Credit Hours)
- **CSS 5023 Intrusion Detection and Prevention** (3 Credit Hours)
- **CSS 5024 Computer and Mobile Device Forensics** (3 Credit Hours)
- **CJC 6000 Internship in Cybersecurity** (3 credit hours)
- **CJC 6001 Capstone Research Project** (3 credit hours)

RECOMMENDATION:

The ASA Committee recommends Board of Trustee approval of the Phase One Proposal for the Master of Science in Cybersecurity.

AGENDA ITEM: Phase One Review Process for Master of Science in Clinical Behavioral Healthcare, Addiction Counseling Concentration

BACKGROUND:

The proposal recommends a Master of Science in Clinical Behavioral Healthcare, Addiction Counseling Concentration. The program will prepare students to directly apply for state licensure as a licensed addictions counselor with an emphasis on behavioral health. The program is designed to operate in a 30 person cohort model. The program is 60 credit hours and will take 2.5 to 3 years to complete. Delivery formats will include on campus, hybrid and distance learning.

ANALYSIS:

Statewide, MSU Denver is the only institution of higher learning to offer a Bachelor's degree in Human Services with a Concentration addictions counseling. Furthermore, surveys of graduates over the past 5 years, indicate that a high percentage are planning to pursue graduate education. While there are currently three programs in the state that offer a Master of Arts in Counseling, the proposed program would be the only one offering a Clinical Behavioral Healthcare degree and the only program specializing in Addictions Counseling.

According to the Bureau of Labor Statistics, employment of substance abuse and behavioral health counselors is projected to increase 31% from 2012 to 2022. Additionally, the future demand looks bright for MS graduates as many current addiction counselors are nearing requirement age.

Initial program costs would include approximately \$30,000 in computing and facility costs. A program administrator and advisor would be needed. No new tenure track faculty lines are requested but reassigned time is incorporated in the cost.

Proposed program:

Professional Orientation and Ethical Practice (3 credit hours)

Social and Cultural Foundations (Multicultural Counseling) (3 credit hours)

Development Across the Lifespan (3 credit hours)

Career Counseling Theory and Techniques (3 credit hours)

Theory and Techniques in Helping Relationships (3 credit hours)

Group Counseling Theory and Techniques (3 credit hours)

Psychopathology (3 credit hours)

Research and Evaluation (3 credit hours)

Addiction and Recovery (3 credit hours)

Addiction Counseling, Intervention and Prevention (3 credit hours)

Clinical Supervision and Advocacy (3 credit hours)

Diagnosis and Treatment Planning (3 credit hours)

Appraisal and Statistics (3 credit hours)

Psychopharmacology and Neurobiology (3 credit hours)

Family Systems and Addiction (3 credit hours)

Trauma-Informed Care (3 credit hours)

Principles of Integrative Behavioral Healthcare (3 credit hours)

Practicum (3 credit hours)

Internship I: Addiction Counseling (3 credit hours)

Internship II: Addiction Counseling (3 credit hours)

Internship III: Counseling – Elective (3 credit hours)

Internship IV: Counseling - Elective (3 credit hours)

RECOMMENDATION:

The ASA Committee recommends Board of Trustee approval of the Phase One Proposal for the Master of Science in Clinical Behavioral Healthcare, Addiction Counseling Concentration.

AGENDA ITEM: Discontinue Concentration – College of Letters, Arts, and Sciences:
Biology BA/BS Medical Technology Concentration

BACKGROUND:

In an effort to address student needs and workforce demands, Departments review offering. As part of such review, it has been deemed that the Biology Major with a Medical Technology Concentration be discontinued.

ANALYSIS:

It is proposed that the Medical Technology Concentration be discontinued for the following reasons: 1. The program name is incorrect for the field of medical laboratory sciences, 2. Students incorrectly think that able to enter the medical laboratory field after completing the concentration without additional education, 3. The enrollment in the program is very low, with only 4 students declared in the concentration.

RECOMMENDATION:

The ASA Committee recommends Board of Trustee approval of the discontinuation of the Biology Major – Medical Technology Concentration.

AGENDA ITEM: Approval to Discontinue Concentration – College of Letters, Arts, and Sciences: Modern Languages Major – German Concentration

BACKGROUND:

In an effort to address student needs and workforce demands, Departments review offering. As part of such review, it has been deemed that the Modern Languages Major with a German Concentration be discontinued.

ANALYSIS:

The German concentration in modern languages major has demonstrated (a) low levels of enrollment in the lower division classes that are not supplying sustainable numbers in upper division classes and (b) as such, an upper division class rotation that cannot offer diversely specialized classes, on an adequate rotation, to provide for reasonable graduation rates.

RECOMMENDATION:

The ASA Committee recommends Board of Trustee approval of the discontinuation of the Modern Languages Major – German Concentration.

AGENDA ITEM: Office of Human Resources report of personnel actions for the Board's information, which have occurred since the last Board Meeting on Friday, December 9, 2016.

BACKGROUND: Report includes appointments of temporary faculty and administrators, faculty promotions, leaves without pay, administrative leaves, resignations, nonrenewal of probationary faculty members, terminations, denial of early tenure applications/offers of seventh-year terminal contracts, and transitional retirements, which are delegated to the President and do not require approval by the Board of Trustees.

APPOINTMENTS

Ms. Jenny Allert, Lecturer of Nursing, Annual Salary: \$69,906.00 - Effective January 1, 2017.
(CATEGORY II FACULTY)

Dr. TJ De Cino, Lecturer of Aerospace Science, Annual Salary: \$82,330.00 - Effective January 1, 2017. (CATEGORY II FACULTY)

Ms. Nicole Furuiye, Lecturer of Human Performance & Sport Sciences, Annual Salary: \$50,106.00 - Effective January 1, 2017. (CATEGORY II FACULTY)

Ms. Summer Sides, Lecturer of Human Performance & Sport Sciences, Annual Salary: \$50,106.00 - Effective January 1, 2017. (CATEGORY II FACULTY)

APPOINTMENTS (Category III-Affiliate) to (Category II-Lecturer)

Dr. Cielle Amundson, Lecturer of English, Annual Salary: \$45,397.00 – Effective January 1, 2017. (CATEGORY II FACULTY)

Dr. Erin Bissell, Lecturer of Biology, Annual Salary: \$56,711.00 – Effective January 1, 2017. (CATEGORY II FACULTY)

Ms. DeAnna Johnson, Music Lecturer/DIME Campus Manager, Annual Salary: \$54,999.00 – Effective January 1, 2017. (CATEGORY II FACULTY)

Dr. Yuliya Malishkin, Lecturer of Nursing, Annual Salary: \$69,906.00 – Effective January 1, 2017. (CATEGORY II FACULTY)

Mr. Richard Ortner, Lecturer of Communication, Arts and Sciences, Annual Salary: \$44,610.00 – Effective January 1, 2017. (CATEGORY II FACULTY)

Ms. Melissa Stegeman-Roberts, Lecturer of Psychology, Annual Salary: \$46,410.00 – Effective January 1, 2017. (CATEGORY II FACULTY)

Dr. Douglas Van Dine, Lecturer of Education, Annual Salary: \$49,252.00 – Effective January 1, 2017. (CATEGORY II FACULTY)

RESIGNATIONS

Mr. Nick Maas, Head Cross Country Coach, Effective December 2, 2016.
(Accepted position outside of University)

Ms. Adrienne Pietz, Head Women's Soccer Coach, Effective December 16, 2016.
(Personal reasons)

Mr. Eric Kratzer, Director of Digital Marketing Strategy, Effective December 31, 2016.
(Personal reasons)

Mr. Michael Maza, Assistant Director of Field Education, Effective December 31, 2016.
(Personal reasons)

Ms. Jenae McCarty, Admission Counselor, Effective December 31, 2016.
(Personal reasons)

Mr. Jacob Custer, 2-D Art Support Staff, Effective December 31, 2016.
(Personal reasons)

Ms. Maryum Pelot, DIME Student Services Coordinator, Effective December 31, 2016.
(Accepted position outside of University)

Ms. Jacqueline Granados, Pre-Collegiate Counselor, Effective January 3, 2017.
(Accepted position outside of University)

Ms. Melissa Charloe, Assistant Women's Soccer Coach, Effective January 6, 2017. (Personal reasons)

Ms. Copeland Jones, Financial Aid Processor, Effective January 9, 2017. (Personal reasons)

Ms. Bethy Tessema, Admissions Counselor, Effective January 27, 2017.
(Personal reasons)

Ms. Michelle Brown, Associate Director of Admissions, Effective January 31, 2017.
(Personal reasons)

Ms. Marlee Kobzej, Assistant Director, Effective January 31, 2017.
(Personal reasons)

Ms. Tina Moses, Senior Director of Student Persistence, Effective January 31, 2017.
(Position eliminated)

Mr. Quan Tran, Coordinator of Divisional Data Management, Effective February 3, 2017.
(Personal reasons)

Mr. Michael McMahon, Multimedia Production Specialist, Effective February 6, 2017.
(Personal reasons)

Mr. Henry Nguyen, Accounting Technician IV, Effective February 7, 2017.
(Personal reasons)

Mr. Richard Strong, Lecturer of Communications, Arts and Sciences, Effective December 31, 2016. (Personal Reasons)

Ms. Kelly Felice, Associate Professor of Human Services, Effective August 31, 2017.
(Personal reasons)

RETIREMENTS

Mr. Mark Smith, CLAS Social Science and Human Performance, Effective December 31, 2016.

Ms. Brenda Sabo, Employer Relations Assistant, Effective December 31, 2016.

Ms. Rubina Satyal, Accounting Technician III, Effective January 3, 2017.

Ms. Emily Maestas, Program Assistant I, Effective January 31, 2017.

Ms. Mercedes Salazar, Administrative Assistant III, Effective March 31, 2017.

Ms. Charlotte Stone, Accountant III, Effective May 31, 2017.

Dr. Catharine Bishop, Associate Professor of Health Professions, Effective May 31, 2017.

Dr. John Hathorn, Professor of Accounting, Effective May 31, 2017.

Dr. Margaret Fraser, Professor of Teacher Education, Effective June 30, 2017.

LEAVE WITHOUT PAY

Dr. Jeffrey Lewis, Associate Professor of Marketing, January 2017 through December 2017.