

METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES
Committee Meetings & Business Meetings
April 7-8, 2016

Thursday, April 7, 2016

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

Executive Session (**closed session**): 7:15 a.m. – 8:00 a.m. (*Breakfast provided*)

Governance Committee Meeting: 8:00 a.m. – 8:45 a.m.

Finance Committee: 8:45 a.m. – 10:15 a.m.

Academic & Student Affairs Committee: 10:15 a.m. – 12:00 p.m.

Friday, April 8, 2016

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

Trustee Breakfast (reunion): 7:30 a.m. – 8:45 a.m. (*Breakfast provided*)

Location: Student Success Building, Room 400 (Foundation Boardroom)

Public Meeting: 8:45 a.m. – 12:30 p.m.

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

Business Meeting

Friday, April 8, 2016

Public Meeting: 8:45 a.m. – 12:30 p.m.

Student Success Building

890 Auraria Pkwy, Suite 400 (Foundation's Boardroom)

- I. CALL TO ORDER**
- II. AWARDS PRESENTATION: (15 min)**
- A. John W. Nason Award for Board Service on behalf of the Association of Governing Boards – presented by Dr. Charles Ambrose, President, University of Central Missouri and member of the President's Council of the Association of Governing Boards
- III. CHAIR'S WELCOME & REPORT: (30 min)**
- A. Recognition of outgoing Trustee - Dawn P. Bookhardt
 - B. Report from Governance Committee
 - Elections of Board Officers
 - Committee Assignments
 - Board Meeting Schedule 2016-2017
 - C. Upcoming BOT Events:
 - AGB National Conference on Trusteeship: April 17-19, 2016
- IV. CONSENT AGENDA: (1 min)**
- A. Approval of December 3, 2015 Ad Hoc P3 Committee Minutes
 - B. Approval of December 4, 2015 Business Meeting Minutes
 - C. Approval of February 4, 2016 Special Work Session Minutes
 - D. Office of Human Resources report of personnel actions which have occurred since the last Board Meeting on December 4, 2015
- V. PRESENTATIONS:**
- A. Board Oversight of Educational Quality & Student Success:
 - i. Hispanic Serving Institution (HSI) Report – *Esther Rodriguez and Luis Torres (30 min)*
 - ii. AACSB Accreditation Celebration – *Ann Murphy (10 min)*
 - B. Budget Update – *Steve Kreidler (20 min)*
- VI. REPORTS & ACTION ITEMS:**
- A. President's Report: *President Stephen Jordan (20 min)*
 - B. State Legislative Report: *Christine Staberg, Capstone Group, LLC (10 min)*

- C. Federal Legislative Report: *Mike Dino, Patton Boggs (10 min)*
- D. Finance Committee: *Trustee Jack Pogge (5 min)*
- E. Academic & Student Affairs Committee: *Trustee Terrance Carroll*
 - i. Approval of Faculty Emeritus Recommendation – *Luis Torres (5 min)*
 - ii. Approval of Sabbatical Leave Recommendations – *Luis Torres (5 min)*
 - iii. Approval of Phase One Proposal Bachelor of Science Environmental Engineering – *Joan Foster, Sandra Haynes, and Zsuzsa Balogh (5 min)*
 - iv. Approval of Phase One Proposal Bachelor of Science Computer Engineering – *Joan Foster, Sandra Haynes, and Mingli He (5 min)*
 - v. Approval of Handbook Recommendation: Workplace Bullying Policy – *Myron Anderson (5 min)*
- F. Faculty Trustee Report: *Trustee Kenn Bisio (3 min)*
- G. Student Trustee Report: *Trustee Maria Garibay Campos (3 min)*
- H. Alumni Report: *Alumni Representative Judy George (3 min)*
- I. Faculty Senate Report: *Sheila Rucki, President (3 min)*
- J. Student Government Report: *Christian Solano, President (3 min)*
- K. Foundation Report: *Trustee Bill Hanzlik (3 min)*

VII. INFORMATION ITEMS:

- A. Human Resources report of personnel actions which have occurred since the last meeting on December 4, 2015 for the Board of Trustees' information

VIII. PUBLIC COMMENT

IX. ADJOURNMENT

METROPOLITAN STATE UNIVERSITY of DENVER
AD HOC P3 COMMITTEE MEETING
Thursday, December 3, 2015

I. CALL TO ORDER: The meeting was called to order at approximately 11:45 a.m.

The meeting was chaired by Board Vice Chair Dawn Bookhardt. She was joined by Trustee Elaine Berman, Trustee Barb Grogan, Trustee Jack Pogge, Trustee Bill Hanzlik, Trustee Terrance Carroll and Board Chair Michelle Lucero. Faculty Trustee Kenn Bisio, Student Trustee Maria Garibay Campos, and Alumni Representative Judy George were also in attendance, along with President Stephen Jordan, Provost Vicki Golich, Board Secretary Loretta Martinez, Foundation Chairman Jim Mulligan, VP Steve Kreidler, VP John Burtness, and AVP Cathy Lucas.

II. DISCUSSION ITEMS:

Board Secretary Loretta Martinez stated that this ad hoc meeting of the P3 committee is called for the purpose of discussing the due diligence findings regarding the CHU campus. Secretary Martinez outlined that President Jordan and staff will provide an overview of the opportunities and challenges identified through their due diligence. The University is in the process of negotiating with CHU, and she reminded those present that although the committee is meeting in a public session, MSU Denver and CHU have entered into a confidentiality agreement and that the Trustees can elect to meet in executive session to discuss privileged information and contract negotiations.

President Jordan thanked the Trustees for the opportunity to present an overview of the due diligence process as well as a recap of progress in negotiating with CHU, from the start to where negotiations stand today. He reported that the University engaged Jones Lang LaSalle to do a comprehensive assessment of the condition of the CHU campus and its buildings. Additionally, a survey and an appraisal of the property have been completed.

An academic team has toured the campus to assess classrooms and begin considering curricula that might eventually be housed in those classrooms. The Theater department visited the theater on campus to determine whether the facility could become an active component of MSU Denver's Theater program.

President Jordan reported that, on Monday, he updated Councilman Flynn on negotiations and the Councilman expressed his views and concerns. Meetings with key members of the Denver legislative delegation were held, and they have indicated they are prepared to support the University in speaking with the Mayor to discuss potential sources of funds

President Jordan expressed to the delegation his concerns about proposed changes to the HB 1319 funding formula and, in particular, how it creates a disincentive for the University to move

forward with the CHU program. Because so much of the revised formula will be based on the prior year's budget, the University would receive no recognition for the new students it would be taking on. President Jordan stated that he also met with Representative Duran and JBC staff.

President Jordan reported that the facilities are in serviceable to poor condition and will require significant capital infusion to make satisfactory. In order to fully utilize the classrooms that are currently available and bring the campus up to what is defined as "capacity," within existing facilities there are some millions of dollars' worth of capital improvements that would be required prior to using the facilities.

Two of the resident halls are of little value in addressing the needs of today's student. One of the halls is likely a complete teardown; the other could be left empty to be reconfigured as classroom or administrative space at a later time.

If the University were to operate at the campus, 500 parking spaces are estimated to be required, which would require an additional 3.5 acres of land. As the campus grows, parking needs increase, but parking depletes land that might otherwise be built upon.

The terms of the original vision of a partnership with CHU included their continued use of part of the campus for their programs and their desire to retain 18 acres of the parcel. If the Board decides to go forward, President Jordan suggested that a day certain be agreed to by which CHU ends its physical presence on the campus.

The three financial pro formas indicate, first, that if MSU Denver simply maintains the campus while CHU and DSST use it, it would cost the University \$2.5 to \$3 million per year. It will be critically important to determine MSU Denver's goals with respect to the property and whether the institution is ready to commit to making the improvements that are necessary before students can be moved onto the campus and begin taking classes.

Second is a capacity assessment which calculates that if MSU Denver were to utilize all the different classrooms on the CHU campus, the campus would accommodate 1,800 students, assuming 25 students per classroom. If all 1,800 students were residents, the University would lose an estimated \$5 million each year.

Third is an analysis that estimates, within the total capacity, what niche the campus would have to offer in order for the University to attract a sufficient number of students to make the campus operations break even. The assessment concludes that approximately 10% of the 1,800 students would have to be Western Undergraduate exchange students coming in at 1.5 times the University's resident rate, and 20% of the students would have to be full-paying non-residents, equating to 30% of the total population being non-residents. That number is roughly equivalent to the 21,000 total non-resident students on the MSU Denver campus today.

President Jordan suggested the Board list its goals for the campus, and determine whether to continue negotiating with CHU in order to accomplish those goals.

In response to Trustee Berman, President Jordan reported that he had visited with Tom Boasberg of DPS. Mr. Boasberg expressed great enthusiasm in MSU Denver having a presence on the campus because of the boost he feels it would provide in their postsecondary enrollment rates from DSST, Kennedy, Lincoln, and Kunzmilller, the magnet Arts school. Mr. Boasberg sees a clear benefit to southwest Denver and to those schools, and would like MSU Denver to consider offering concurrent enrollment for their students and bring them onto the campus.

Board Chairwoman Lucero requested that the Trustees meet in executive session after the presentations in order to synthesize all the information presented.

Board Vice Chairwoman Bookhardt asked if the due diligence revealed what the appraised value of the property is if the 18 acres that CHU wishes to retain are included. Vice President Kreidler responded that portion of the property was not appraised as part of the University's due diligence.

President Jordan noted that Student Government was extremely supportive of the program, and stated that the students believe it would provide a big enhancement to the University's Hispanic Serving Institutions initiative. They were also excited about the possibility of creating the Urban Farming program at the campus. Two of the students are from southwest Denver neighborhoods and they believe that MSU Denver's presence on the campus would assist in cultivating students from neighborhoods around the campus, helping them see that college really is possible. Their opinion is that having University involvement with the schools, spending time in the schools and working with students, would make a real difference in providing students with the support and advice they need.

Student Trustee Garibay Campos added that the neighborhoods around the campus would also provide an opportunity for University students in Teacher Education to work in an underprivileged area. Also, it could enhance the University's Hispanic Serving Institutions initiative. Concurrent enrollment would provide a great first step into college because oftentimes, she said, minority students lack role models who can help guide them into college. Board Chair Lucero asked how many students had attended the meeting, and Ms. Garibay Campos stated there were approximately 20.

Board Secretary Martinez explained that the team working on the academic due diligence had to, by necessity, wait to begin their review until the campus building and facilities were assessed. Additionally, there was no counterpart at CHU who the team could work with on joint academic programming. She and Vice President Kreidler began to meet regularly with President Van Liew and CHU's attorney Sam Cheris, and requested an academic contact at CHU. At that point CHU introduced them to Doug Bjerkaas, former CFO for CHU who is now their academic consultant, and they have met with him. If the Board decides to proceed, she said, academic due diligence, programming, planning, and idea generation would be thoroughly investigated.

Provost Golich believes there is mission alignment between MSU Denver and CHU, and that it would be possible for MSU Denver to offer academic programs at CHU if they were phased in. Prior to that, however, a vibrant campus and academic community would need to be in place, along with the types of student support services that MSU Denver currently offers on its campus.

There is the possibility that courses could be offered in the library on the CHU campus. Provost Golich cautioned that it would be critical to provide full-time faculty to teach courses at the CHU campus so that students have access to support staff as well as faculty, exactly as they do on MSU Denver's campus. It would be incumbent upon the University to avoid the perception that faculty at the MSU Denver campus is better than faculty at the CHU campus, and Provost Golich believes it would be important for faculty from both campuses to attend department meetings as a whole.

It would be difficult, if not impossible, she said, to have a sufficient number of faculty delivering courses on the CHU campus as well as on MSU Denver's campus at the very beginning. The most likely scenario is that MSU Denver would cannibalize students from its existing campus in the short term, and then begin to draw students from the neighborhoods surrounding CHU in the longer term.

Equally important would be conducting a market analysis to ensure that the University delivers courses and programs that are relevant to the students who would be drawn to the CHU campus. In the short term, high-demand and critical-path general studies courses could be offered.

Provost Golich stated that Dean Hind has an exciting idea of developing a center for the development of international teacher education on the CHU campus, which would draw students from around the world.

Two other possibilities for the campus are leveraging the resources at DSST, such as their science labs, enabling MSU Denver to offer Science courses in the evenings and on weekends, and creating a center for Chicano studies, working with the Hispanic Serving Institutions task force. The Speech Language Hearing Sciences Program would be greatly enhanced by having a soundproof clinic, and perhaps one could be built at CHU. The entire Speech Language Hearing Sciences Program could then be housed on the CHU campus.

Board Secretary Martinez added that in the August 20, 2015, letter of intent, CHU referred to pioneering some joint academic programming with MSU Denver, including a business park/incubator tying into academics. MSU Denver will not be able to offer joint academic programming with CHU in the short term, as the accreditation process involves many steps to gain approval from various external entities, which must be completed sequentially. The approval process for adding a campus would be similar to that of DIME. In the short term, parallel programs could be offered at the CHU campus.

Provost Golich said that Doug Bjerkaas, CHU's academic consultant, indicated that CHU would be interested in MSU Denver teaching some of their students for which they would pay MSU Denver.

Board Chair Lucero asked if the University is required to do the joint academic programming. Board Secretary Martinez answered that it is not. President Jordan added that the joint academic programming piece referred to in the LOI could be interpreted in two ways: One is, beyond the joint program in Business, did CHU mean that MSU Denver would have a joint program at CHU, or was CHU inquiring into whether joint curriculum could be developed that overlaps so that a student at MSU Denver can go to Japan with Teikyo and have an international experience and find essentially the same curriculum in place, and then go to some other university in some other country and find the same thing. This latter idea is what President Jordan believes CHU was exploring, and one that he, too, feels is interesting. On the other hand, creating multiple degree programs would not serve the interests of MSU Denver as it simply recreates the academic arrangement on the Auraria campus. The first idea involves creating opportunities for students to have an international academic experience while being assured that, at the school they are going to, the credits are going to count and fit in with their degree program.

Board Secretary Martinez asked Vice President Kreidler to present his report on facilities and finance.

Vice President Kreidler reported that the University engaged Jones Lang LaSalle to evaluate the condition of the facilities and estimate the costs associated with renovating them. The oldest building on campus was built in 1890, and the newest building was built in 1963. It appears from due diligence that very little maintenance has been done to the buildings since 1963. All the systems are past their useful life, though some are still operating and serviceable.

A Phase I Environmental study was conducted. Vice President Kreidler said that a Phase I study involves a review of records and a site inspection, but does not include invasive environmental testing. Rather, it is intended to determine whether an invasive investigation, a Phase II Environmental Site Assessment, should be conducted. Board Secretary Martinez added that a Phase II study was not recommended by the inspectors.

The facilities team also completed an ALTA survey that confirmed that the front 15 acres of the campus does not have any serious encumbrances relative to development.

With regard to utility services, the campus has a central heating system that includes underground tunnels running below the campus related to its steam-run boiler system, which includes three boilers. One of the boilers is past its useful life and has been decommissioned but not hauled away. One is well past its useful life, but still in use. The third is new.

The theater and the library are the only buildings on campus with central air conditioning. The bottom two floors of Pancratia Hall are air-conditioned, as is one floor in Machebeuf.

Trustee Berman asked which of the buildings CHU wishes to retain. Vice President Kreidler answered that CHU wishes to retain Pancratia Hall, a four-story building with two floors of classrooms and two floors of very small resident hall rooms. CHU wants to use that building to teach their ESL program and their bachelor's and master's degree programs, and use the 110 beds on the top two floors to house their students. Board Secretary Martinez added that CHU would be leasing back the building while MSU Denver maintains it, but negotiations on a lease have not been initiated. She will prepare a form of proposed lease.

Vice President Kreidler said that the storm, sewer, and water lines are inadequate for growth and the lines are old. They are in acceptable condition at city tie-ins.

The major lease on the campus is with DSST, which has four acres of land and an option for two more acres on which to build their cafeteria. CHU has a lease with Denver Public Schools for the use of CHU's cafeteria. The lease with Southwest Early College, which is located in Pancratia Hall, expires in June of 2016. At that point, CHU would occupy that space. The lease with Summit Middle School, located in the bottom half of Machebeuf Hall, ends in June. Summit Middle School is expected to move, but it has not yet secured a new location and will likely request an extension to allow it to remain on campus.

There are also several leases of cell and communication equipment located on rooftops, which are income-producing.

The building conditions assessment indicates the minim amounts required to bring facilities up to OSHA, ADA, and safety standards and for information technology infrastructure. Part of that cost is attributable to the fact that the University would have to build its own maintenance plant.

Safety and structural issues that require immediate attention include roofing and broken sidewalks.

In response to a question from Trustee Grogan, Vice President Kreidler stated that safety concerns identified by the inspectors include issues like loose railings and parapets on roofs that don't exist, lighting on the campus that needs to be improved. The cost of issues not yet identified is unknown.

Asbestos exists in buildings throughout campus, he said, as well as lead paint and lead stain. The budget for any renovation project on the campus is increased 20% to cover asbestos and lead abatement.

The 54 classrooms contained in the administration building, library, and Machebeuf Hall would have to be supplied with AV equipment, IT, and furniture.

The lease with DSST allows it to operate at its location on the CHU campus for 50 years. DSST does not currently have a cafeteria, and they don't have the land for the additional parking they require. Trustee Berman noted that they do have a brand-new building.

Vice President Kreidler said that transportation between the campuses should be a manageable issue. Light rail runs from the Pepsi Center to the Englewood Station, and the team has explored purchasing three shuttles which would operate on 15-minute increments from the Englewood Station to campus and back. Cathy Lucas added that City Council has expressed interest in expanding light rail in the area of the campus, and possibly helping the University with its transportation needs.

Vice President Kreidler stated that the University's financial advisor has provided her opinion letter that the acceptance of the gift would not impact the University's financial ratios or change its credit rating. President Jordan said that the addition of the campus as an asset won't negatively impact the University, but the operating losses over an indeterminate term probably would.

As part of accepting CHU's gift, the University must receive approval sequentially from these external entities: The Colorado Department of Higher Education, the Colorado Commission on Higher Education (CCHE), the Office of State Planning and Budgeting, the Capital Development Committee, and the Joint Budget Committee. In addition, it must receive accreditation by the Higher Learning Commission. All those steps must occur before the University is able to fully accept the gift. The next meeting of the CCHE is in March, and it could take three to six months for them to render their opinion.

Vice President Kreidler said that the Office of State Architecture has made it clear that none of the buildings on the CHU campus will qualify for controlled maintenance loan requests for 15 years, unless the University runs legislation.

Vice President Kreidler listed potential issues that are unknown at this point. They include utility systems, underground systems, building code compliance, life safety, and ADA compliance. An invasive structural evaluation in the buildings was not undertaken. The costs for storm, sewer, and water lines is unknown. A Phase II environmental study was not undertaken. All the systems are past their useful life, but their near- or long-term costs are unknown. A study of wells and water rights was not undertaken. The cost of demolition is unknown.

This concluded the public meeting. Board Vice Chair Bookhardt read the Trustees into Executive Session at 1:18 p.m., and asked for a motion. Trustee Grogan made a **motion** to convene in Executive Session, which was **seconded** by Trustee Carroll and **unanimously approved**.

I. ADJOURNMENT: Executive session was adjourned at approximately 2:00 p.m.

**METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES MEETING
Friday, December 4, 2015**

EXECUTIVE SESSION:

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

I. CALL TO ORDER:

The Board of Trustees meeting was called to order at 9:00 a.m. by Chairwoman Michelle Lucero. She was joined by Vice Chairwoman Dawn Bookhardt, Past Chair Rob Cohen, Trustee Elaine Berman, Trustee Terrance Carroll, Trustee Barb Grogan, Trustee Bill Hanzlik, and Trustee Jack Pogge. Faculty Trustee Kenn Bisio, Student Trustee Maria Garibay Campos, 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:

Recognition of Trustee Robert L. Cohen. Chairwoman Lucero announced that Trustee Cohen's term as a member of the Board of Trustees will end this month. The Board of Trustees and President Jordan thanked Trustee Cohen for his many years of service to Metropolitan State University of Denver, noting the host of positive changes he has effected at the University. President Jordan said that Trustee Cohen's leadership, mentorship, and wisdom will be missed.

III. CONSENT AGENDA:

A. Approval of September 18, 2015 Board Meeting Minutes. Trustee Carroll **moved for approval** of the Consent Agenda, **with a second** by Trustee Berman. The motion was **unanimously approved**.

B. Approval of Office of Human Resources report of personnel actions which have occurred since the last Board Meeting on September 18, 2015. Trustee Carroll **moved for approval, with a second** by Trustee Berman. The motion was **unanimously approved**.

IV. PRESENTATIONS:

A. Department of Higher Education Update. Vice Chairwoman Bookhardt welcomed Lieutenant Governor Joseph Garcia, and congratulated him on his new position at WICHE.

The Lt. Governor said that he has been visiting with the governing boards of higher education institutions, and thanked the Board of Trustees for their service to and guidance of MSU Denver. He spoke about the state's goals in re-drafting its Master Plan for institutions of higher education, which were (1) to increase the attainment of high-quality postsecondary credentials across all disciplines; (2) improve student support services through basic skills education and reduce the average time to graduation of all students; and (3) reduce degree attainment gaps

between white students and students of color. Additionally, the Commission was charged with restoring fiscal balance by developing resources through an increase in state funding. Twenty years ago, the approximately two-thirds of the cost of a student's education was paid for by the state, and one-third by the student. Today, those ratios have flipped. Education must be kept affordable, the Lt. Governor said, and that can't be done if institutions are so reliant on tuition dollars.

The state created a goal of closing the degree attainment gap by 66% in Colorado. As the institution enrolling the largest number of undergraduate students, MSU Denver plays an important role in achieving that goal. In the past, the state was unsuccessful in retaining and graduating students of color. Today, MSU Denver successfully serves many students of color, part-time students, adult learners, and low-income students. The Lt. Governor said his number-one priority is to close the degree attainment gap. MSU Denver is successfully closing the gap, but it needs the participation of partners. The state is bringing together a group of stakeholders from K-12 education and business, to work on a collective impact strategy to help communities determine how to improve the success of first-generation and minority students in their communities.

The Colorado Progress Report, in draft form, is based on each institution's performance under the performance guidelines agreed to a few years ago. Lt. Governor Garcia said that overall, institutions have achieved approximately 80% success in achieving the goals they identified. MSU Denver's performance is very strong. Its population is 37% students of color, and one-third first-generation college students. MSU Denver is a university of opportunity, and the state needs, and must sustain, institutions like MSU Denver. It must invest, and that's where challenges have arisen. The Lt. Governor said that he agrees that the level of funding for MSU Denver has not been what was needed for the institution to be as successful as its leaders envision. He added, however, that from the 2013/14 budget year to the 2015/16 budget year, MSU Denver received a nearly 26% increase in its general fund allocation, and a 43% increase in need-based financial aid.

In May 2014, HB 1319 was signed into law. It required a new base funding formula for allocation of state funds among state institutions of higher education. Lt. Governor Garcia said that the Department of Higher Education worked diligently to develop a formula that would work better than the old allocation methodology, which was inadequate because it relied too heavily on history in rewarding enrollment. The Lt. Governor commended Vice President Kreidler for being a strong advocate for MSU Denver and for being a positive, constructive voice in the process of developing the funding model. The allocation formula has been modified to reduce the volatility of concern among institutions. Last year, poor performers gained. Next year, even the best performers will potentially lose money. The changes in the allocation formula were made in an effort to simplify, to change the admission factor, and to moderate the impact of enrollment change. Unfortunately, that does not work to MSU Denver's advantage, however, at flat funding, under the new model, MSU Denver would still gain more than any other institution than it would have under the old allocation formula.

The bad news, he said, is that the Governor's proposed budget cuts higher education funding by 3%. Because of those cuts, MSU Denver's state allocation would be reduced by approximately \$443,000, or .93%, the smallest reduction faced by any governing board.

HB 1319 also required a new tuition policy recommendation. The policy to be developed must ensure both accessible and affordable higher education, enhance the quality of educational programs, strengthen the financial position of institutions, and do all of this while maintaining the relative fiscal integrity of the institution.

With regard to the resolution that the Board of Trustees will consider today on the Hospital Provider Fee, the Lt. Governor said that the Governor has for years advocated changing the fee into an Enterprise Fund, which would potentially make more money available for higher education. He urged the Board to strongly voice their support of the change.

Vice Chair Bookhardt thanked Lt. Governor Garcia, and said that the institution is grateful for the additional funding it has received over the last two years. MSU Denver, she said, is opposed to changes in the funding formula. The original model was a step in the right direction, and changing the formula annually is bad public policy. MSU Denver largely serves low-income, first-generation, Pell-eligible, and minority students, and its success is critical to the state in achieving its Master Plan goals, as well as federal attainment goals. The Vice Chair expressed the Board's support of the model as originally designed and agreed to by the ten state institutions of higher education.

The Lt. Governor stated that he recognizes that MSU Denver doesn't gain as much as it would have under the original model, but other institutions won't be as negatively impacted as they would have been. He suggested that if a sufficient number of institutions object to the formula, they can appeal to have it changed. He pointed out that Colorado awards the highest percentage of any state, 60%, to institutions serving Pell-eligible students.

Trustee Berman wished Lt. Governor Garcia the best of luck in his new position. She asked him to recognize the crisis in higher education funding in Colorado, and encouraged him to lead courageously as he moves out of his current position. The Lt. Governor said that the public has to be convinced that higher education is worth investing in, and in turn convince their elected officials of its importance. If the public understood that the current workforce is getting grayer, but the future workforce – the people who will be supporting us in the future -- are getting browner, the importance of having a better educated population in a state whose population is 30% minority, would be clear, and supporting the institutions that serve low-income and underrepresented populations would become a priority.

Past Chair Cohen thanked the Lt. Governor for his time, and stated that he appreciates the difficult task he faced in balancing the needs of ten institutions while dealing with balancing the budget given the limited money available to our state. The Board, he said, has a fiduciary responsibility to the institution, and Trustees are concerned about the funding formula largely because of their fiduciary duty. He added that it's acceptable for intelligent people to disagree

when what they're doing is in the best interests of the state or, in this instance, the institution. One of the biggest concerns about the formula, he said, is that several years ago there was recognition that MSU Denver was not being funded fairly as compared to other institutions, and the state agreed that its funding would be caught up through a process of leveling. Then the downturn came and the University's funding ratcheted back to the formula that existed before. Its funding still hasn't been caught up and the situation has been continually punted down the road. The Trustees' concern is that there should have been a leveling before the new funding model was applied.

The Lt. Governor responded that he understood, and pointed out that the bill prevented any sort of leveling because of the guardrails it contains. Also, he said, the institutions that are allocated more money are also in much more tenuous financial positions.

Past Chair Cohen stated that he hopes MSU Denver has led the way for the other state institutions of higher education. State funds were not used by MSU Denver to build the Student Success Building, the AES Building, or its athletic fields. Ultimately, he said, higher education will be underfunded in Colorado until the state revises its tax laws.

Trustee Grogan thanked the Lt. Governor and inquired whether a plan exists for how funds from the Hospital Provider Fee, if successfully changed to an Enterprise Fund, would be distributed. Lt. Governor Garcia responded that there is not a plan, that it will be a product of negotiating with legislators to gain support for the fix. If the fee is not changed to an Enterprise Fund, fewer dollars will be available this year and in the future, he said, and added that, in any event, the Hospital Provider Fee is not a fix for higher education's funding woes.

Vice Chair Bookhardt asked if the fix will impact safety-net hospitals, and the Lt. Governor responded that it will impact their ability to be compensated for the care they provide. They will still have to provide that care, but will have to find the revenue elsewhere. It could mean increasing what they collect from a full-pay patient.

Vice Chairwoman Bookhardt thanked Lt. Governor Garcia, and asked that the Board resolution regarding the Hospital Provider Fee be considered next.

B. Carry-in Item. Resolution regarding Hospital Provider Fee. Board Secretary Martinez read into the record the Resolution Regarding the Hospital Provider Fee and Its Impact on Availability of State Funds for Higher Education. Trustee Grogan **moved** that the resolution **be approved**, which was **seconded** by Trustee Carroll and **unanimously approved**.

C. *The Vision, The Struggle: How Metropolitan State University of Denver Began.* Cathy Lucas introduced Robert Bowen who presented his book *The Vision, The Struggle: How Metropolitan State University of Denver Began* and gave a presentation on the history of MSU Denver, emphasizing the important role that its students have always played.

Vice Chairwoman Bookhardt thanked Mr. Bowen.

D. Title IX Campus Compliance. Board Secretary and General Counsel Martinez said that there is a lot of political and legislative activity at both the federal and the state level surrounding Title IX compliance. Staff at MSU Denver has built the support infrastructure that MSU Denver needs in this regard. MSU Denver is on the cutting edge of doing everything possible to support Title IX.

In 1972, Title IX was largely about equal participation in athletics. Today, it encompasses sexual harassment, the Violence Against Women Act, the Clery Act, stalking, and other issues. Institutions of higher education are obligated to comply with Title IX in many ways. MSU Denver consulted with its federal lobbyist and assisted legislators in determining whether they wanted to support legislation regarding Title IX.

Braelin Pantel reported that the University has been working on Title IX compliance on many different fronts. Her team's work is focused on providing resources, support, and empathy. Her team's directive is to (1) end the discrimination; (2) prevent its recurrence; and (3) remedy the effects of harm inflicted on the victim and on the community/campus as a whole. This is accomplished through having a process in place to investigate any allegation thoroughly, impartially, promptly, and equitably.

When learning of an incident, the team's priorities are to:

- 1) Provide safety. The team makes an immediate assessment of any ongoing threat that might be present, and works closely with its police partners.
- 2) Determine health or medical needs. The team refers victims of sexual assault to the Sexual Assault Nurse Examiners (SANE) at Denver Health, who are specially trained.
- 3) Provide support, through the Counseling Center or The Phoenix Center at Auraria.
- 4) Provide academic accommodations that satisfy the Title IX requirement that students have equal access to education.

Laura Roth said that in the reporting process, the team ensures they are not re-victimizing the person. They ensure that the victim is given a handbook to review at a later time and empowers the victim to make decisions. They explain upfront what the University's obligations are with regard to reporting. The team has an agreement with the Denver Police Department whereby the victim will not have to repeat their story to the police.

The investigation process encompasses a 60-day timeline. They ensure that the victim understands that the information gained through the reporting process is shared with both parties. The team informs the parties that retaliation constitutes an additional violation. The victim may choose whether and to whom they wish to report an incident. There is a dedicated Title IX investigator. Both parties have access to an advocate or an adviser, and the investigation

considers a preponderance of the evidence. Once the investigation is complete, a decision is made and the case is adjudicated. Both parties have a right to appeal the decision.

Ms. Roth said that the team's goal is to prevent sexual violence on campus by setting out clear policies concerning what's expected of students, clear communication with students through various channels, and cultivating a campus culture of care and concern. Online training for students was recently launched.

Dr. Morehouse reported that collaboration and a team approach is utilized. MSU Denver's Sexual Misconduct Policy was updated to comply with the Violence Against Women Act. Under the Act, the University is required to establish a timeline for coordinators and deputy coordinators. Deputy coordinators have been identified in each college, who understand their roles and responsibilities in investigating complaints filed by students against faculty or staff. All the coordinators have been trained to conduct investigations.

Dr. Morehouse said that through a collaborative effort of various representatives on campus, a survey was developed in an effort to prevent incidents of sexual violence on campus, and to inform students of the resources available to them for reporting sexual violence. The survey can be reviewed at msudenver.edu/climate/survey2015/studentsurveyonsexualviolence.

The complaint process has been automated, giving the team an opportunity to track the type of sexual misconduct complaints filed, allowing it to perform longitudinal studies to see the number of various types of incidents that have occurred and correlate them with training of faculty and staff in an effort to determine whether the trainings have reduced the incidence of various types of complaints. All faculty, staff and student employees must attend mandatory training on the prevention of sexual harassment.

Trustee Grogan said that it's very important for the Board to have information on Title IX compliance and expressed her appreciation for the presentation. She requested that the Board be provided with gross aggregate numbers and insight reports to know how significant the problem is and what the trend lines are. President Jordan stated that that information will be assembled in a summary report and distributed to the Board. Trustee Grogan requested that the matter be placed on the agenda periodically.

E. Board Oversight of Educational Quality and Student Success.

i. MSU Denver CARE Team's Approach to Promoting Student Safety and Wellbeing. Provost Golich stated that words and rhetoric do matter, and behavioral intervention teams (BITs) were created by universities in response to campus shootings. At MSU Denver, the University created CARE (Consultation, Assessment, Referral, and Education), an environment where students feel supported.

Kelli Frank, CARE Team Coordinator/Case Manager, reviewed the CARE team's purpose, which is to provide early assessment and referral when a student's behavior is flagged as concerning, risky, or potentially harmful to self, others, or the community. The team undertakes

a good faith review of available information, suggests a reasonable course of action to mitigate risk, and helps students persist in their studies. An ethic of care and attention to safety underpins the process.

Dr. Gail Bruce Sanford, Executive Director of the Counseling Center, said that a student's behavior may be indicative of a larger issue. The CARE process allows skilled professionals to assess and act, and students receive individualized case management for complex challenges. Ms. Frank added that an individualized response, based on the situation, may include meeting with the student, referring them to on- or off-campus resources; formal assessment of a threat; notifying local authorities; conducting welfare checks at the student's residence; communicating with emergency contacts; and providing ongoing support.

CARE works collaboratively with the Tri-Campus Intervention Team. Trustee Berman asked what else needs to be done to keep the campus safe. Dr. Bruce Sanford said that continued, regular communication is critical. When a threat is identified, the CARE team carries out its statutory obligation of hospitalizing the person. Continued therapy is helpful in keeping the person from acting out. Ms. Frank added that the team works very closely with its police partners.

V. REPORTS & ACTION ITEMS:

A. President's Report. President Jordan reported that last month, Marketing major and student veteran John Johnston, along with Communications and Broadcasting major Jason Griffin, competed at the International Collegiate Sales Competition organized by Florida State University. This was the very first year that MSU Denver students had entered the competition, which included 120 students from 16 university sales programs across the nation. Mr. Johnston placed in the top one-third of students nationally. MSU Denver's Sales program is the only program in Colorado recognized nationally by the Sales Education Foundation's list of Top Universities for Professional Sales Education.

Also last month, Photojournalism student Alyson McClaran won first prize in the Associated Collegiate Press National Photo Competition which, according to Trustee Bisio, is the Pulitzer Prize for Photojournalism among college and university students. Trustee Bisio said that placing first in the nation, with all colleges and universities across the nation competing, is a great honor for Ms. MacClaren and for MSU Denver.

President Jordan noted that a great urban institution engages with its community. Toward that end, in October, MSU Denver hosted the final leg of the 6th Annual Rocky Mountain BEST (Boosting Engineering, Science, and Technology) Robotics Competition. Twenty-eight local middle and high school teams arrived at MSU Denver to pit their robots against one another for the local title. In this year's contest, the teams played Pay Dirt, a mining game in which robots maneuvered through different levels of a mine, extracting different ores, each of which represented a different point value. DSST Byers Middle School won the competition game and St. Mary's Academy won the best overall award. The competition has grown exponentially over its first six years. It is supported exclusively by volunteers. A number of MSU Denver students

and professors from the Aviation and Aerospace Science, Engineering Technology, Industrial Design, and Marketing departments donated their time as mentors and judges of the event.

One week from today MSU Denver will graduate 1,375 students at its annual fall commencement, which is an increase of 7% over last fall's 1,287 graduates. Of this year's graduating class, 31% are students of color. The top five majors represented are Biology, Criminal Justice, Psychology, Accounting, and Management. President Jordan stated that he looks forward to spending the morning with Trustees in celebrating this momentous occasion.

On December 14 President Jordan will make a presentation to the Capital Development Committee, and the JBC hearing is set for January 6. Institutions were paired for the JBC hearings, and he is partnered with President Foster.

In addition, the University will host its annual Legislative Reception on January 27 from 5:30 to 7:30 at the World Indoor Airport Labs at MSU Denver.

Other upcoming events include the Holiday Card to the City from 7:30 to 9, at the King Center, tomorrow and Saturday night. A reception will be held at St. Cajetan's from 5:30 to 7. The event is an amazing performance with over 200 students and faculty performing.

On January 15, the 25th Annual Dr. Martin Luther King Peace Breakfast will be held in the Tivoli Turnhalle from 7:30 to 10:00 a.m.

B. State Legislative Report. Christine Staberg reported that beyond the \$20 million cut to higher education, there are many additional cuts in the Governor's proposed budget. K-12 education is more than \$200 million short of its constitutional requirement for funding. In light of the level of economic activity in Denver, it's ironic that the state is struggling with its budget. The Governor is advocating for a change in the Hospital Provider Fee, and if it is successfully changed to an Enterprise Fund, it will free up some money this year and next budget year.

Ms. Staberg pointed out that in the 2016 session, with Governor Hickenlooper being a Democrat, the Senate will be controlled by Republicans by a one-seat margin, 17-18; and the House by Democrats, by a bigger margin. 2016 is an election year and the effect of split chambers is significant. Elected officials will be busy positioning for next November. All of the major leadership positions in the House and Senate will be vacated by the end of 2016.

In addition, the JBC and the Capital Development Committee are both split; each has three Republicans and three Democrats. Both committees have a large number of rural legislators, and it will be important to educate their members.

In the Capital Development Committee, the AES is big news. Ms. Staberg will update them with regard to the athletic fields and remind them of the capabilities of CAVEA. JBC will be focused on the joint funding formula. She has had significant conversations with legislators regarding this. Final decisions will not come together until the first week of April.

In response to a question from Trustee Berman, Ms. Staberg said that, if it's successful, the Hospital Provider Fee could provide upwards of \$400 million. The Hospital Provider Fee is a fee that hospitals voluntarily pay, and the federal government matches those funds. Trustee Berman asked if the Colorado Hospital Association is advocating the change. Ms. Staberg said they are.

C. Federal Legislative Report. Mike Dino reviewed key policy issues and personnel changes in Washington. The former No Child Left Behind Act, now known as Every Student Achieves, has passed two delegates voted against reauthorization of the Elementary and Secondary Education Act, leaving some uncertainty about where they will stand on higher education.

The Higher Education Act is important because it deals with funding of financial aid for students; the Pell grant should be funded at the level it's been at, as well as adjusting for inflation. Flexibility in Pell grant rules will provide more assistance for students. It's possible in the Higher Education Act that there will be some workforce development programs that will allow four-year institutions such as MSU Denver to become eligible for workforce development funding that will continue to support the University's HLC and AES programs.

The Higher Education Act is instrumental in dealing with student loan defaults and legislators will be more critical of institutions that have more student loan defaults. Mr. Dino said that his team wants to ensure that the Act won't penalize an institution like MSU Denver that has more of a non-traditional student population.

Senator Bennet serves on the Senate HELP Committee, which has asked for comments on various white papers dealing with consumer information, risk sharing, and accreditation. The University has provided its comments on, in particular, the white paper on risk sharing. The Committee wants to hold universities accountable for defaults in student loans. The University expressed in its response that risk sharing is inequitable in universities in an urban environment that serve more non-traditional and part-time students.

The HELP Committee has also been dealing with campus sexual assaults. The Campus Accountability and Safety Act on the federal level is intended to put more emphasis on institutions' responsibility for dealing with sexual assaults and policies on campuses. MSU Denver supports this but, again, wants to ensure that the Committee's decisions don't unjustly penalize non-residential institutions in an urban environment.

The Department of Education announced the Obama administration's Second Chance Pell Pilot program, which will test new models allowing incarcerated Americans to receive Pell grants. Mr. Dino said that he hopes to hear by the end of the year that this will provide an opportunity for the University to partner with the Denver Women's Correctional Facility to offer bachelor's programs in Human Services and Hospitality Learning to prisoners, using Title IV student aid dollars. This would provide a unique way to use the Pell grant and work in partnership with the correctional facility.

The Department of Labor has decided that under the Fair Labor Standards Act they will change the regulations on which employees will be allowed to receive overtime pay. The rule proposes to set the standard salary level at the 40th percentile of weekly earnings for full-time, salaried workers. As a result, all employees making approximately \$50,000 or less in 2016 would be eligible for overtime. The University has about 350 employees in that category, and Mr. Dino's team will try to gain more insight as to the impact on its budget, as will President Jordan when he meets with the Department of Labor's Wage and Hour Division.

The Department of Education's College Scorecard came out in September. It compares students' earnings, graduate student debt, and borrowers' repayment rates at each institution. The University expressed concern about the data and scores used in the Scorecard because it lacks key information about part-time and transfer students, which account for a large portion of the University's student population.

D. Finance Committee.

i. Approval of Fiscal Year 2015-16 Tuition Rate for General CLAS Graduate Level Cluster Courses. Trustee Pogge said that the Finance Committee recommends approval of the tuition rate for cluster courses in the College of Letters, Arts and Sciences. The courses are graduate level courses. The new tuition rate would be \$57.20 per hour. As there were no questions, Trustee Pogge **moved** for approval of the Fiscal Year 2015-16 Tuition Rate for General CLAS Graduate Level Cluster Courses. The motion was **seconded** by Trustee Hanzlik and **unanimously approved**.

ii. Approval of Fifth Supplemental Bond Resolution. Trustee Pogge stated that the Fifth Supplemental Bond Resolution authorizes the issuance of Institutional Enterprise Revenue Bonds for the AES Building. The bonds can be issued in one or more series in the maximum aggregate principal amount of \$35 million. Trustee Pogge **moved** for approval of the Fifth Supplemental Bond Resolution. The motion was **seconded** by Trustee Carroll and **unanimously approved**.

Trustee Pogge reported that three student audit reports were presented yesterday. The audits covered MSU Denver's compliance with the Affordable Care Act, the employee onboarding process, and compliance with the student program fee collection.. The University is in compliance on all three of those issues, and Trustee Pogge commended the students for the great job they did in conducting and reporting on the audits.

A report on the first quarter financial position of the University indicates that fall enrollment is down 4% from the prior year, but a balanced budget is expected. The audit would normally be completed by now, but the State Auditor's Office hasn't reviewed it due to timing delays.

E. Academic and Student Affairs Committee.

i. Approval of Phase One Review Process for New Degree Programs. Trustee Carroll **moved** for approval of the Phase One Review Process for New Degree Programs to include a

Bachelor of Arts in Entrepreneurship, Bachelor of Arts in Global Business Studies, and Bachelor of Science in International Business. The motion was **seconded** by Trustee Berman and **unanimously approved**.

ii. Approval of New Certificate Programs. Trustee Carroll **moved** for approval of New Certificate Programs to include the Individualized Supervised Practice Pathway (ISPP) Nutrition Graduate Certificate Program, and the Urban Agriculture Certificate. The motion was **seconded** by Trustee Hanzlik and **unanimously approved**.

iii. Approval of New Concentrations. Trustee Carroll **moved** for approval of New Concentrations to include the Legal Environment of Business Concentration for Management Degree Program. The motion was **seconded** by Trustee Pogge and **unanimously approved**.

iv. Approval of New Minors. Aging Services Leadership Minor, Urban Agriculture Minor, Rhetoric, Composition, and Professional Writing Minor, Sustainability Studies Minor. The Aging Services Leadership Minor would allow our students to be involved in administrative positions within long-term care facilities. Trustee Carroll **moved** for approval of New Minors, which was **seconded** by Trustee Hanzlik and **unanimously approved**.

v. Approval of Discontinued Concentrations and Certifications. Trustee Carroll **moved** for Approval of Discontinued Concentrations and Certifications, including the Domestic Violence Counseling Concentration within Human Services Major, Event Management Concentration within HLC Major, Gerontology Concentration within Sociology Major, Family Support Certificate within Social Work Major, French Basic Competency Certificate within Modern Languages Major, German Basic Competency Certificate within Modern Languages Major, and Spanish Basic Competency Certificate within Modern Languages Major. The motion was **seconded** by Trustee Pogge and **unanimously approved**.

F. Naming and Sponsorship Policies. John Burtness reviewed discussions with the Board with regard to naming policies. At the Joint Boards Retreat, there was further discussion about the naming and sponsorship policies. Mr. Burtness referred the Board to the proposed new draft of the policy governing naming facilities, endowment positions and other grants, as well as a new draft policy governing sponsorships.

Mr. Burtness said that his office will work in close collaboration with the General Counsel's office as well as Finance and Accounting. Procedures for both policies will be put together as well. Mr. Burtness recommended that the policies governing naming and sponsorship be accepted as presented.

Vice Chair Bookhardt requested a motion approving the policies. Trustee Carroll **moved** for approval of the naming and sponsorship policies as presented. The motion was **seconded** by Trustee Pogge and **unanimously approved**.

G. Faculty Trustee Report. Faculty Trustee Kenn Bisio announced that Steven Reno will be returning to the campus and Trustee Bisio would like to offer other faculty the opportunity to meet with him.

H. Faculty Senate Report. Sheila Rucki reported that Faculty Senate has been involved in making policy revisions. She directed the Board's attention to the second page of her report, University Culture, which lists the issues Faculty Senate voted on. The only issue that Faculty Senate voted to reject is the Bullying Policy listed on page 2 of Ms. Rucki's report under "University Culture." Ms. Rucki offered to meet with Trustees if they have questions concerning that.

I. Student Trustee Report. Student Trustee Maria Garibay Campos said that ending sexual assault is a primary goal of SGA. Toward that end, SGA has enlisted the help of students in a pledge to end sexual assault.

SGA hosted a Take Back The Night and Campus Safety Walk on November 5. Students identified places on campus where additional lighting is needed or where something is broken.

At a recent SGA Night, students were provided a simulator in which they experienced the feeling of driving under the influence or driving while texting.

SGA is working to increase student awareness of SGA and that it is there to help them with whatever needs they have.

SGA has engaged more student organizations and has had good turnouts. It has been able to allocate a significant amount of its funds to student organizations.

J. Student Government Report. Cristian Solano reported that Student Government is working to prevent sexual violence and aired the film *The Hunting Ground*.

The Take Back the Night event was very successful.

Finals are next week, and there will also be a meeting with the Colorado Student Government Coalition regarding the role students can play in improving state funding of higher education.

Student Government is filling two new senator positions. Mr. Solano thanked the Office of Human Wellness, The Phoenix Center, Institute of Wellness Studies, GLBT Student Services, the Auraria Police Department, President Jordan, and Provost Golich for their help in alleviating some of the concerns brought by students earlier this month.

K. Alumni Report. Alumni Representative Judy George reported that the Board of Directors' membership expectations have been met. They include a leadership commitment, and its bylaws were changed to support that. An acceptance form to acknowledge the responsibilities of leadership to support the University in this manner was developed. The Alumni Foundation

recognizes the necessity of having a motivated board of directors, eager to serve as ambassadors for the University, and providing leadership. The path forward toward a fully engaged alumni population begins with a dedicated board whose members provide leadership, participation, and financial contributions to the Alumni Association and MSU Denver. Ms. George commended and thanked staff in the Alumni Office for their hard work and dedication.

L. Foundation Report. Trustee Bill Hanzlik underscored Lt. Governor Garcia's message, stating that the importance of MSU Denver's Foundation cannot be overstated. Prior to its redesign, it was raising approximately \$1.40 for every dollar that it spent. He congratulated Mr. Burtness and his staff, and stated that the University has assets worth approximately \$16 million.

Several new project teams are hard at work. These include the healthcare project team, a possible new P3 healthcare center for the campus, and the craft beer and restaurant programs at HLC. The AES project team, chaired by Dominic Lloyd and Trustee Grogan, are hard at work.

Various Board members are engaged in discussions surrounding gifts to the potential Colorado Heights project.

Alumni Office and Advancement is working with the alumni database and is surpassing goals.

Advancement and Marketing and Communications is working on MSU Denver's 50th Anniversary. Trustee Hanzlik asked Trustees to mark their calendars for June 4. He once again congratulated Mr. Burtness for his leadership, stating that great things are coming from the Foundation. Mr. Burtness noted that the June 4 event will be called the "Summer Soiree."

VI. INFORMATION ITEM: *(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 18, 2015.

VII. PUBLIC COMMENT:

There were no public comments.

VIII. ADJOURNMENT:

Chair Lucero asked for a motion to adjourn the Board of Trustees meeting. Trustee Carroll **moved to adjourn**, and Trustee Pogge **seconded the motion**. The motion was **unanimously approved** and the meeting officially adjourned at 12:30 p.m.

**METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES SPECIAL WORK SESSION
Thursday, February 4, 2016**

I. CALL TO ORDER:

The Board of Trustees special work session was called to order at 7:30 a.m. by Chairwoman Michelle Lucero. She was joined by Vice Chairwoman Dawn Bookhardt (over the phone), Trustee Barb Grogan, Trustee Bill Hanzlik, and Trustee Jack Pogge. Faculty Trustee Kenn Bisio, Student Trustee Maria Garibay Campos, 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. GOALS OF WORK SESSION:

President Jordan stated that zero-based budgeting is very time consuming and requires a tremendous effort on the part of staff. President Jordan said that Vice President Kreidler suggested implementing a process whereby the group would review and rate programs according to whether they are achieving their strategic goals and determine what, if any, changes are needed. Greater efficiencies can be gained, but the feasibility of implementing changes is related to the University's current complement of personnel.

A. Colorado Heights University Update. President Jordan reported that in January he had exchanged e-mails with Ryuichiro Iwanami, who is the chairman of the board of trustees of Colorado Heights University ("CHU"), mentioned that the Board was holding this retreat to determine priorities, and asking if Mr. Iwanami had had the opportunity to take the Board's proposal back to his board. He responded that CHU's board has made a determination that they'd like to look at other opportunities for the property but could be interested in revisiting the Board's proposal in the future depending on circumstances. President Jordan assured Mr. Iwanami that he understood and that the Board remains interested.

Legislators have inquired of the Mayor what support the City might be able to provide if MSU Denver were to proceed on the initiative. President Jordan and his administration will continue efforts such as this so that they are prepared to move quickly if CHU responds favorably to the proposal.

B. DIME Detroit Update. President Jordan reported that HLC had responded very positively to the University's proposal and approval is expected. While there's a delay of a semester, the program is still on track to add an additional location with courses now expected to begin in the fall. The administration has been notified that North Central Association of Colleges and Schools will approve MSU Denver's delivery of the program in Detroit. In the

meantime, the group is attempting to locate an older warehouse-type building in Denver that could be rehabilitated for the eventual DIME Denver location.

Chairwoman Lucero asked if the delay changes any of the financials in the Board packet. Vice President Kreidler answered that it does not because the pro forma is on a rollout basis. "First year" will be the first year of operations, and so forth. Vice President Kreidler thanked Faculty Trustee Kenn Bisio for making available his connections in the local music industry, and said that he believes those contacts will support the initiative publicly and hopefully philanthropically.

C. Potential Gift to the School of Hospitality. President Jordan stated that the following topic relating to a potential gift to the School of Hospitality is confidential. The income generated from this potential would bring the School of Hospitality to life, allowing the University to recruit for a director of the School, create an endowed position in Hospitality Entrepreneurship, and ensure that the Center is available for students and graduate students to receive referrals and updating on job opportunities across the country. Although there is a verbal commitment for the gift, many details remain to be worked out regarding the legal structure and timing of the gift. The intent of all parties is that Metro not incur any startup costs in terms of potential future calls for revenue. The arrangement would involve a three-way partnership among the patron, the University, and the Foundation.

D. Apprenticeship Programs. President Jordan reported that he was in Switzerland last week with a delegation led by Governor Hickenlooper. Their goal was to look at the Swiss model of apprenticeships and how the model could be applied in Colorado. President Jordan had the opportunity to discuss how this might be structured in Colorado and the role played by community colleges and universities such as MSU Denver.

President Jordan, Dean Foster and Dean Haynes met yesterday with John Kennedy and are collaborating on creating an apprenticeship program and combined bachelor of science degree in construction. A survey of employers and employees is being conducted to determine the value of the program. Mr. Kennedy is already rolling out a program with 50 apprentices that he would like to place in his company.

President Jordan feels that MSU Denver's undertakings in this regard align with Nancy McCallin's vision. Essentially, a student would have a number of days of real apprentice work in a company and one or two days of academic coursework delivered by MSU Denver at that site that would fill in both general education and Science and Math and would be transferable toward the student's bachelor's degree. Whether some of the coursework might be done online hasn't yet been determined.

Under the Swiss model, large corporations run their own apprenticeship programs, and a ratio of apprentices to the corporation's total employee base is usually evident. It's one method by which Swiss corporations bring employees into their company. The apprenticeship programs are largely driven by associations that create apprenticeships for their economic cluster. While

President Jordan has spoken with Mr. Kennedy about placing a program in his company, there would be the opportunity for other employers in the same business to place apprentices in their companies.

Representatives of labor are included in the process. Participation is not mandated, and in Switzerland, they influence the rates the apprentices are paid and the rates at which they enter their field. The curriculum is determined by the cluster in which the apprentice works.

On average, President Jordan said, the cost per apprenticeship student in Switzerland is \$25,000 per year.

III. DISCUSSION:

A. Current and Proposed Project Initiatives

i. New Colleges, Schools, & Institutions. Board Secretary Martinez asked each Trustee to choose one initiative about which they would like more information. Mr. Kreidler said that if all of the initiatives on the “Summary of MSU Denver 27 Proposed Initiatives” were begun at one time, the total projected cost would be \$98 million over five years. Each of the proposed initiatives, he said, represents a viable project. They are fluid, with new ideas such as the apprenticeship programs, coming in continuously. He hopes that this process will allow Trustees the opportunity to reflect on the initiatives and how they align with the University’s capacity and the objectives of its strategic plan.

Vice President Kreidler explained the system of rating and the spreadsheet showing each project’s net revenues against its expenses.

If the initiatives in the bottom line of “Fiscal Year Five” were launched at once, the budget would have to grow by \$11.4 million in ongoing operation and maintenance costs for that item to occur. If No. 14 (Colorado Heights University) is taken out, that number drops to \$5 or \$6 million of net new annual operating costs. Under the column “One-Time Startup,” removing the \$16 million under Colorado Heights University and \$50 million under AES, still leaves it in the \$30 million range. Vice President Kreidler noted that some important comments from Provost Golich were inadvertently omitted, but those comments are available separate from the proposals.

Trustee Grogan thanked Vice President Kreidler for the clarity of how the proposals were presented. She asked why proposals such as the AES Building, which are already under way, were included. Vice President Kreidler responded that although the AES Building, for example, is already under way and committed to, it’s important to see that in the context of everything else, it will require \$2.3 million not currently in the budget to operate it every year.

Trustee Grogan asked if there are projects other than AES that are committed to. Board Secretary Martinez answered that DIME Detroit is one. The University has the option of folding that agreement if the program doesn’t receive accreditation or isn’t working out after a couple of years.

President Jordan added that he believes the same is true of the School of Hospitality, Events and Tourism; Beer Industry Program; Fully Online Programs; DIME Detroit; DIME Denver; AES; Achieving HSI; and One World One Water (OWOW) Center. The gift for OWOW was accepted on the basis that the University would pick up the cost after five years. Chair Lucero asked if the University is contractually obligated to continue the OWOW Center or if the agreement was only that the Board would assess it after five years. Board Secretary Martinez said she would review the agreement and report back on the question. Provost Golich mentioned that \$200,000 was raised for OWOW last year.

President Jordan added Advanced Manufacturing to the list of programs already under way and reminded that AES can only be operated by way of the Advanced Manufacturing program. While the AES Building is on the list of projects underway, the backflow project is not. Trustee Pogge asked about the King Center. President Jordan responded that the King Center is a multi-use facility operated by all three institutions, and is an AHEC priority. He doesn't feel that it is, however, this institution's highest priority at this time and said that the Board has a choice on the position it wants to take going forward.

Trustee Grogan inquired as to the Physical Education building. President Jordan said that the Physical Education building project is only about enhancing the academic space, which is controlled by MSU Denver. Intercollegiate athletics and education aside, the PE building is an academic building and is in need of renovation for the academic programs there. Those renovations would be at the cost of the University. On the recreation side, the other two institutions could choose not to participate and then the University would be running the recreation program for the use of its students and staff alone.

Board Secretary Martinez said that although initiatives on the list may be projects that are under way, they may not represent the highest priorities. Their implementation might have to be staged; they may not all be immediate starts. Vice President Kreidler agreed, saying there may be so many initiatives thrown into Bucket A that the University can't afford them all, or may not have enough people or time to do them. That doesn't mean, however, that they can't all be done. As an example, he said, the University is committed to the Beer Program, but part of that proposal is to do a \$4 million renovation. It may turn out that the Beer Program has to be scaled back and the renovations not done. President Jordan added that the prioritization process does not mean that dollars are being earmarked for a program or that the program is approved. It only means that the Board feels that a program has efficacy and that they are committed to it.

Trustee Grogan said that the Board should be grounded in the reality of where the University is in terms of budget and capacity, and by which are the right things to do strategically. President Jordan noted that placing proposals in Bucket A doesn't necessarily mean they are going to be completed this year. They are strategically important to the Board and the University, and time and effort is going to be put into achieving them within a reasonable timeframe, even if that is over a multiple-year period. Vice President Kreidler said that no automatic way exists of placing an initiative into an "absolute go" category. Rather, if everything on the list were considered, some of the initiatives may have to be accomplished first for another to be effective. How the

initiatives are going to be achieved remains to be seen. But after receiving the Board's input, the initiatives will move on to the Budget Task Force. The Task Force is charged with creating a budget not for just one year, but for the next five years. They will determine what sources and revenues are likely to be available, where revenues can be found that don't currently exist, and whether some other project must be given up.

Trustee Pogge inquired as to the distinction between a school and an institute. President Jordan answered that in general, a college is a broad array of disciplines, and a school normally has a narrower focus of related disciplines. Institutes, as used by MSU Denver, are meant to bring departments across colleges together around a focused area like Aerospace. Centers are normally programs that are specialties unique within a department or particular college. These distinctions shape the public's perception of an institution's breadth of disciplines.

Provost Golich added that when the Board was focused on the institution becoming a university, its main concern was what a degree from Metro would mean to the student. President Jordan said that broadening the number of schools and colleges is a way of signaling to the public and to students that the institution has a focus around a certain group of academic disciplines, and makes it easier for students to navigate.

Chair Lucero asked for additional information on the renovations to the Administrative Building. President Jordan said that the building is called the "Administration Building" because at one time, the Auraria Higher Education Center's administration was located there. While the three institutions initially jointly owned the building, in trading space, the other institutions are moving out of it and it is becoming mostly MSU Denver's. In order to accommodate the programs MSU Denver wishes to house there, renovations are required, and estimates are based on the University's experiential dollar amount per square foot for renovations. It is as yet unknown what programs will go into each space because AHEC's police department is still housed in the building and intends to build a new building for its police department.

Vice President Kreidler stated that, relating to the discussion previously about "schools" and "colleges," revenue from enrollment growth was not factored into calculations if the proposal wasn't specific about it. For example, administrators believe enrollment can be grown through the Health Care Institute; however, they haven't yet gotten to the point that they can project the percentage by which enrollment will grow, or in which programs, so that revenue can be anticipated compared to the direct teaching cost and overhead that comes with it. In cases like that, his team opted not to throw in guesses but rather to wait for the Board's direction following this meeting, as to areas in which Trustees wish to grow enrollment, which would correspondingly shrink those areas' red bottom lines.

Trustee Hanzlik asked about revenue and graduate programs. Vice President Kreidler responded that \$1 million is being shown for graduate programs. The graduate programs all end up paying for themselves, but do have a start-up period. So, in effect, the \$1 million suggested from one-time funds would work as a revolving fund to ensure that start-up funds are available for the first few years of a graduate program until they reach breakeven, at which time the program would

pay that sum back to the general fund. Thus far, he said, each graduate program has done very well and are not only funding themselves, but some are generating sufficient revenue to help support some of the undergraduate programs in those areas.

Provost Golich added that, in order for a graduate program to be approved, it must demonstrate that it will generate revenue. Both OWOW and HLC will have graduate programs that after three to five years, should be generating revenue. The current graduate programs are generating sufficient revenue to enable the University to hire a Director of Graduate Studies, which will help in demonstrating that MSU Denver has a graduate culture. Provost Golich suggested that the original intent was that graduate programs should support their own investment as well as their undergraduate programs.

President Jordan agreed, stating that from a strategic standpoint, graduate programs are great for the University and ought to be a real focus in the future, and ramped up for the University's continued success. Thanks to the screening process developed by Provost Golich, he said, pilot graduate programs have worked very well, and the graduate programs generate revenue.

Chairwoman Lucero asked if, now that the University has some empty space available, such as in the Administration Building, will some of the programs that were formerly put off now become more viable. Provost Golich answered that yes, they will, such as possibilities for lab space for the Health Care Institute. Chair Lucero asked if there is a cost to trading space with one of the other institutions on campus. Vice President Kreidler answered that it is a wash. President Jordan said that general classroom space was not designed for the specialty programs the University is moving toward. So the swap doesn't really help in those cases, and much of the renovations have to do with re-creating general classroom space.

Trustee Grogan asked if staff believe there are opportunities to expand that would allow the University to raise more money that aren't reflected in the prioritization. President Jordan said that, in addition to the School of Hospitality, the whole goal of the proposal in the Tivoli is to create a partnership that will generate revenue, as does the AES program's partnerships with Lockheed Martin and United.

Faculty Trustee Bisio stated that a Center for Graduate Studies should be a priority. Provost Golich suggested it be added under "Funding New Graduate Programs," since at this point there are only three graduate programs. President Jordan said that a center will come about as a function of how the University's graduate programs are grown.

Chairwoman Lucero asked if the PE Education Center and Title IX issues should be put at the top of the list. President Jordan answered that while the University must be attendant to Title IX issues, any issues can be handled as small projects, without re-doing the entire building. Provost Golich agreed, and stated that for now, the biggest issues are the locker rooms and security, in terms of there being too many entrances and exits in the building.

Vice President Kreidler said that the parking lot expansion will quickly generate net revenue and pay for itself. It's on the list, he said, but there hasn't been a conversation to commit to do it. A third party will put up the initial money, but it hasn't been determined whether a parking lot is the best use of the space. Trustee Pogge asked if it will be surface parking or a garage. Vice President Kreidler answered that there is only enough space for surface parking. Alternatives for the space have not been brought forward. Trustee Grogan said that while alternatives are being contemplated, a parking lot could generate income.

Board Secretary Martinez followed up on the earlier question from Chair Lucero with regard to the agreement on the OWOW Center. The original intent was to make OWOW self-sustaining through the use of the University's resources as well. There is a section in the agreement entitled "Continuation," and it references a decision point, which is this year, for determining whether the program is sustainable. She pointed out that there is a program in place. President Jordan stated that OWOW has been the one center that has achieved its academic purposes with an academic minor. It has developed the University's local and national reputation as the expert on water. OWOW was held up as an example of what the University hoped CAVEA and the Center for Innovation would become when those centers were struggling. With OWOW's new director, usage has ramped up tremendously and it beginning to fulfill the vision of it as the place people could come to solve problems. He said that he believes it has been a real success.

Provost Golich said that \$200,000 was raised for OWOW last year, on top of the amount of the gift.

Chairwoman Lucero concluded that one of its intangible assets is reputation. President Jordan noted that OWOW has brought together stakeholders in water quality issues nationally, and CAVEA provided a particularly useful forum in which they could meet. Those groups have been valuable partners of the University. He said that faculty participation in the OWOW Center has been broadly distributed. Dean Haynes added that water quality as relates to beer brewing will be part of the Beer Industry Program.

Faculty Trustee Bisio stated that he believes the OWOW program will play an increasingly important role in coming years. He said that the water supply of the Navajo Nation has been found to contain significant levels of lead, and Faculty Trustee Bisio with OWOW would like to create a social documentary about the issue. Things like that could put the OWOW Center on the map, he said.

(A break was taken, after which the Trustees formed two groups to discuss program prioritization.)

Trustee Grogan stated that her group felt that Advanced Manufacturing, Health Care, and Hospitality all had a sense of urgency. The other two are important, she said, and the Trustees would like staff to continue working on them.

None of the items should be thrown off the list, and priorities could change at any moment. The Grand County proposal seemed the least viable, but the Trustees would not rule it out.

President Jordan said it's unlikely that state money will be available for several years to complete the PE Center/Athletics, and Art is a higher priority than PE. However, since there are Title IX implications, an asterisk was added to the PE Center proposal to note that those issues should be brought into compliance, and they should be completed as individual projects.

Trustee Grogan said that after hearing from Student Trustee Garibay Campos as to the importance to students of the Student Success Building, her group felt that it should be a priority, and the money is there to do it. The King Center is state funded, and all three campuses participate in it. But her group had some concern about it occurring.

The Administration Building has space that could be used for the Aviation School and it would draw more attention because it would actually be seen.

Alumni Representative George asked why Aviation is not in the new building. President Jordan answered that its current location works; however, Advanced Manufacturing requires a much bigger space. Aviation couldn't fit into the new building.

Vice President Kreidler said that the PE Center is complicated because it's an AHEC building. The estimate of \$12 million to rebuild the things the University would like, would be borne by MSU Denver and was arrived at without consulting the other universities. The academic programs for Athletics is weighed in. The PE Center remains a shared building, owned and operated by AHEC, and Vice President Kreidler voiced concern over investing \$12 million into a building not solely owned and operated by the University.

Students may support the PE Center, though, and so staff would like to hear whether Trustees would like to hear more detail about it.

Chair Lucero asked if the group could reach consensus on the items that the two groups did not agree on.

Trustee Grogan said that her group felt strongly that Strategic Enrollment and HSI were top priorities.

Her team agreed that CAVEA is an A-class facility that needs to be kept as such, and strongly supports it.

Campus Health Care needs much more analysis, she said. Students' health is important to the Board, but the group felt they didn't have sufficient information.

OWOW was rated A by her team due to the respect and notoriety it has brought the University. They felt that it provides a program that's in the right place at the right time because of the

quickly emerging issues surrounding water, and that it could be used to create more focused investment perhaps some contributions.

President Jordan said that OWOW has played a real leadership role in establishing an interdisciplinary minor and over 100 students are minoring in Water. They're majoring in some other area and feel they can leverage their major with an understanding of water issues. Many of those students are majoring in AES. The center has been a model for the University's other centers in terms of engaging with community, and Tom Cech has done an exceptional job of bringing people in and creating reputation. Trustee Grogan agreed, and stated the University has the ability to leverage the reputation of the center.

Alumni Representative George asked if the University has the finances and wherewithal to leverage OWOW. President Jordan said that a better job needs to be done of raising money to support its operations, and that \$220,000 of revenue was generated this year by the center. How long the University will have to subsidize the center is unknown, but President Jordan believes it is a decreasing subsidy and that while it is being subsidized, the reputation of the center as an important place to come to get help on water issues is rising significantly. Tom Cech, he said, is highly regarded not only locally, but nationally.

Trustee Pogge asked if the center is being actively marketed. Foundation President Burtness said that a more focused effort at fundraising for the center is needed. It currently has a grant. CSU's water program will be moving to the National Western Complex in a few years and will create competition for OWOW, so now is the time to invest in the center.

Dean Foster added that the center is integrated into academic areas such as Faculty Trustee Bisio's social documentary and the environmental sciences, but also in theater. The Theater department created and performed an improvisational play for K-12 schools and water festivals, acting out the entire water cycle. The University's community outreach in the K-12 market is very important.

Faculty Trustee Bisio noted the importance of the OWOW center being strategically located in Colorado and said that an entirely new course of study is emerging in geopolitical and environmental studies.

RATINGS OF PROPOSALS. Chairwoman Lucero asked the teams for consensus.

OWOW Center. The teams agreed that OWOW should receive an A rating.

Campus Health Services. Because it needs much more analysis, the teams agreed that Campus Health Services should be placed in the C bucket for the time being.

CAVEA. Chair Lucero said that she feels strongly that CAVEA should be an A in order to protect it as an investment with massive potential. President Jordan said that it was unfortunate that the University struggled for the first year and a half with the center's technology, and

credited John Beeble, chair of Saunders Construction Company, for personally contacting the subcontractor and insisting they fix it. It's clear now that investments are needed to bring the center's technology up to date. DMDI from Chicago came to the University to meet regarding installing in the Student Success Building a component of the cyber security center that's going to be headquartered in Colorado Springs. They also discussed using CAVEA as a nationwide network of people in cyber security issues.

Vice President Kreidler added that CAVEA also has a huge connection to everything the University will be doing with AES, including three-dimensional visualization and prototyping.

Chairwoman Lucero asked for consensus from the teams on CAVEA, and it was decided it should receive an A.

King Center. The teams agreed to place the King Center in the C bucket. President Jordan said that Performing Arts clearly needs space, but that is absolutely tied to the state's general fund. All three institutions will need to agree to make it a priority, and he agreed that it's a problem that can't be solved in the near term.

PE/Athletics Center. Chairwoman Lucero asked for consensus on the PE/Athletics center. The teams agreed that it should be placed in the C bucket with the caveat that the Title IX issues be corrected now.

College of Arts and the School of Social Work. Chair Lucero said that her team had rated both the College of Arts and the School of Social Work as B's. The other team rated them as C's. Trustee Pogge said there was nothing wrong with the ideas, but rather the criteria moved them to a lower priority. Provost Golich said that both the College of Arts and the School of Social Work have strong foundations for being able to move forward. The School of Social Work has more promise to generate revenue. The College of Arts is always going to be subsidized by the University, but the groups of people who put together the proposals did so in enormous good faith, she said, and they've been waiting for a very long time. Provost Golich advised them both that they should start out as a school within the college and then phase into stand-alone, and both are working on that.

President Jordan stated that the University should provide the collegiate mirror image of the Denver Center for the Performing Arts located just across the street. He agreed that moving to a College of Arts is unnecessary to create visibility. However, as a music program inside Arts, DIME may create a revenue source that could be used to accomplish the goals of a school of art. So while there is an opportunity to finance it, it will take time to get the first two programs up and running.

Chair Lucero asked for consensus on the College of Arts, and the teams gave it a B rating.

Faculty Trustee Bisio pointed out its relationship to the Center for the Visual Arts, and Trustee Grogan agreed that that is the core of what the University does.

Alumni Representative George stated that demand for the graduate program in Social Work is huge, and that it has a long waiting list for admission. Provost Golich agreed and said that a master's degree in social work is a requirement to work in the field. MSU Denver is the lowest cost institution, and offers both a BOW and MAW fully online.

Dean Foster added that there is demand in the field for the degree. Students completing their BOW at MSU Denver can complete their MAW in only one additional year. A lot of internal work is needed in the School of Social Work.

The teams agreed that understanding the internal problems in the School of Social Work should be rated A.

SUMMARY. Board Secretary Martinez thanked the Trustees. She said that 17 proposals had ended up in the A bucket, 3 in B, and 7 in C.

Vice President Kreidler stated that staff will concentrate on the A items, refining financial pieces and strategies to acquire funds, and consulting with all the appropriate stakeholders campus wide. Then the proposal will be built into the five-year budgeting process, looking at expected expenses over time so that each proposal can be looked at from a longer-term perspective. Although state funding and enrollment can't be predicted, staff can analyze how each investment should play out over time. Most initiatives invested in won't generate revenue for their first five to seven years. Also, it takes students a while to be hired following graduation and then to give feedback on how well the University is doing. He said that staff will concentrate on the 17 proposals in the A bucket and try to make them the best possible proposals going forward.

Chair Lucero added that further discussion will be needed to determine how the Board will be kept apprised of progress on the proposals, adding that committees might be the best solution.

Trustee Grogan thanked the leadership team for the process and said it was fabulous for educating the Board. She expressed her appreciation for the enormous time and energy invested, and said she strongly believes in the importance of this work, and hopes that Trustees' comments are taken in context.

President Jordan thanked the Trustees and commended staff for the great job they'd done on the process. It will help staff and leadership to better determine where to spend its time so that there is a constant agenda of improvement going on in the University, moving it toward its vision of excellence. As stated earlier, some of the proposals in the A group may not come to fruition, but they deserve exploration. And some of the things in C may get pushed up in priority. President Jordan stated his appreciation of the Board in sharing their vision of what is most important for the University.

Chairwoman Lucero agreed that the discussion has been extremely valuable. She asked about the issue of establishing a threshold dollar amount for items on which the President could take

action before consulting the Board. Vice President Kreidler recommended that \$250,000 per project be the threshold below which President Jordan could act on his own in order to move quickly.

Chair Lucero requested that Finance Committee make a recommendation and present it to the Board. She wished to wait until the full Board is together to complete the discussion and make a determination.

NOTICES. Ms. Lucas announced that Jean Galloway will be contacting Trustees regarding the Summer Soiree to see if you may have a good candidate for a sponsorship, or if your own organization might be able to contribute to sponsorships as well.

Foundation President Burtness added that the first sponsor was Denver Water, for \$10,000. Additionally, Denver Water just renewed its annual support of \$20,000.

Board Secretary Martinez reminded Trustees that information had been sent to each of them regarding the AGB Conference and requested that RSVPs be made as soon as possible. The Board will be recognized with the John W. Nason Award for Board Service at the National Conference on Trusteeship in mid-April. An AGB representative will present the award in person at the Board's meeting on the April 8th and there will be some media around that, with former Board members attending a "mini reunion" breakfast.

ADJOURNMENT. The meeting adjourned at 11:37 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 4, 2015.**

BACKGROUND: Report includes appointments of non-temporary faculty and administrators, sabbatical leaves, and conferral of emeritus status which require Board approval.

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

APPOINTMENTS

Mr. Luis Sandoval, Excel Pre-Collegiate Coordinator, Annual Salary: \$50,500.00 - Effective November 2, 2015. (ADMINISTRATIVE)

Ms. Crystal Ball, Desktop Support Liaison, Annual Salary: \$49,000.00 -Effective November 15, 2016. (ADMINISTRATIVE)

Ms. Cecilia Cowart, Front Office Manager, Applied Learning Center, Annual Salary: \$47,000.00 - Effective November 16, 2015. (ADMINISTRATIVE)

Ms. Megan Hughes, Honors Program Director, Annual Salary: \$85,000.00 - Effective November 16, 2015. (ADMINISTRATIVE)

Ms. Stacey Defore, Director of Government Relations and University Events, Annual Salary: \$88,000.00 - Effective November 16, 2015. (ADMINISTRATIVE)

Ms. Kelsey Aspegren, Accessibility Accommodation Specialist, Annual Salary: \$40,000.00 - Effective November 16, 2015. (ADMINISTRATIVE)

Mr. Patrick Wise, Coordinator of Intervention Services and Assessment, Annual Salary: \$35,500.00 - Effective November 16, 2015. (ADMINISTRATIVE)

Ms. Jacqueline Granados, Excel Pre-Collegiate Counselor, Annual Salary: \$40,000.00 - Effective December 1, 2015. (ADMINISTRATIVE)

Mr. John Myers, Learning Spaces Specialist, Annual Salary: \$53,000.00 - Effective December 1, 2015. (ADMINISTRATIVE)

Mr. Mark Baccei, Coordinator of Supplemental Instruction, Annual Salary: \$53,000.00 - Effective December 7, 2015. (ADMINISTRATIVE)

Ms. Debra Rohr, Transfer Evaluator, Annual Salary: \$42,000.00 - Effective December 7, 2015. (ADMINISTRATIVE)

Ms. Lori Kester, Associate Vice President Enrollment Management, Annual Salary: \$125,000.00 - Effective December 7, 2015. (ADMINISTRATIVE)

Mr. Keno Nagasa, Supplemental Instruction Specialist, Annual Salary: \$42,000.00 - Effective December 7, 2015. (ADMINISTRATIVE)

Ms. Brandy Swanson, Advising Coordinator for Training and Development, Annual Salary: \$52,000.00 - Effective December 7, 2015. (ADMINISTRATIVE)

Mr. Joel Hughes, Web Application Specialist, Annual Salary: \$52,000.00 - Effective December 7, 2015. (ADMINISTRATIVE)

Ms. Tiffany Bathrick, Benefits Coordinator, Annual Salary: \$41,000.00 - Effective December 14, 2015. (ADMINISTRATIVE)

Ms. Copeland Jones, Financial Aid Counselor, Annual Salary: \$40,000.00 - Effective January 4, 2016. (ADMINISTRATIVE)

Mr. Ronan O'Shea, Assistant Director of Met Media, Annual Salary: \$47,000.00 - Effective January 4, 2016. (ADMINISTRATIVE)

Ms. Christine Amoresano, Dual Enrollment Coordinator, Annual Salary: \$46,000.00 - Effective January 4, 2016. (ADMINISTRATIVE)

Ms. Monica Garcia-Fry, Financial Aid Counselor, Annual Salary: \$40,000.00 - Effective January 4, 2016. (ADMINISTRATIVE)

Mr. Lisken Seader, Accessibility Coordinator, Annual Salary: \$55,000.00 - January 4, 2016. (ADMINISTRATIVE)

Mr. Michael Marquez, Brother to Brother/Fostering Success Program Coordinator, Annual Salary: \$43,000.00 - Effective January 4, 2016. (ADMINISTRATIVE)

Ms. Rachel Green, Assistant Director of GLBT Student Services, Annual Salary: \$43,000.00 - Effective January 4, 2016. (ADMINISTRATIVE)

Ms. Karen Becker, CLAS Academic Advisor and Retention Specialist, Annual Salary: \$46,000.00 - Effective January 4, 2016. (ADMINISTRATIVE)

Ms. Anna Hegedus, CLAS Academic Advisor and Retention Specialist, Annual Salary: \$40,000.00 - Effective January 4, 2016. (ADMINISTRATIVE)

Ms. Copeland Jones, Financial Aid Counselor, Annual Salary: \$40,000.00 - Effective January 4, 2016. (ADMINISTRATIVE)

Mr. Paul Encinias, CLAS Academic Advisor and Retention Specialist, Annual Salary:
\$45,500.00 - Effective January 18, 2016. (ADMINISTRATIVE)

Ms. Nataliia Keller, CLAS Academic Advisor and Retention Specialist, Annual Salary:
\$43,000.00 - Effective January 18, 2016. (ADMINISTRATIVE)

Mr. Toan Nguyen, Financial Aid Counselor, Annual Salary: \$40,000.00 - Effective January 18, 2016. (ADMINISTRATIVE)

Mr. Matthew Forcella, CLAS Academic Advisor and Retention Specialist, Annual Salary:
\$43,500.00 - Effective January 18, 2016. (ADMINISTRATIVE)

Ms. Samantha Borrego, CLAS Academic Advisor and Retention Specialist, Annual Salary:
\$43,000.00 - Effective January 18, 2016. (ADMINISTRATIVE)

Mr. Bradley Jacobson, CLAS Academic Advisor and Retention Specialist, Annual Salary:
\$46,501.00 - Effective January 18, 2016 (ADMINISTRATIVE)

Ms. Jennifer Kilian, CLAS Academic Advisor and Retention Specialist, Annual Salary:
\$40,000.00 - Effective January 18, 2016. (ADMINISTRATIVE)

Ms. Julie Reyes, Human Subject Protection Program Manager, Annual Salary: \$65,000.00 -
Effective January 21, 2016. (ADMINISTRATIVE)

Ms. Dorinda Naas, Financial Aid Counselor, Annual Salary: \$44,000.00 - Effective February 1, 2016. (ADMINISTRATIVE)

Ms. Kelly Betters, External Scholarship and Relations Counselor, Annual Salary: \$41,000.00 -
Effective February 1, 2016. (ADMINISTRATIVE)

Ms. Megan Baker, Assistant Director of New Student Orientation, Annual Salary: \$53,500.00 -
Effective February 1, 2016. (ADMINISTRATIVE)

Mr. Tan Bui, Senior Associate Director, Admissions for Internal Operations, Annual Salary:
\$69,401.00 -Effective February 8, 2016. (ADMINISTRATIVE)

Ms. Karen Malone, Classification and Compensation Specialist, Annual Salary: \$53,000.00 -
Effective February 10, 2016. (ADMINISTRATIVE)

Ms. Brenda Diaz-Olivas, Academic Advisor, College of Professional Studies, Annual Salary:
\$42,000.00 - Effective February 15, 2016. (ADMINISTRATIVE)

Mr. Eduardo Navarro, Desktop Support Liaison, Annual Salary: \$46,000.00 - Effective February 15, 2016. (ADMINISTRATIVE)

Ms. Margaret Puryear, Interim Director, Student Learning Outcomes Assessment, Annual
Salary: \$80,000.00 – Effective March 1, 2016. (ADMINISTRATIVE)

Mr. Zachariah Ruff, Interim Reconciliation Accountant, Annual Salary: \$49,000 – Effective March 1, 2016. (ADMINISTRATIVE)

Mr. John Oseth, Development Researcher, Annual Salary: \$50,000.00 – Effective March 7, 2016. (ADMINISTRATIVE)

Mr. Michael Rager, Title IX Investigator/Student Conduct Specialist, Annual Salary: \$52,000.00 – Effective March 7, 2016. (ADMINISTRATIVE)

Ms. Jenny Glenn, Head Women's Volleyball Coach, Annual Salary: \$65,000.00 – Effective March 10, 2016. (ADMINISTRATIVE)

Ms. Rakhee Shastry, Applications Developer, Annual Salary: \$52,000.00 – Effective March 14, 2016. (ADMINISTRATIVE)

Ms. Faith Fitzgerald, Administrative Assistant, Annual Salary: \$35,222.00 – Effective March 16, 2016. (ADMINISTRATIVE)

Mr. Frederick Steeve, Applications Developer, Annual Salary: \$58,000.00 – Effective April 4, 2016. (ADMINISTRATIVE)

Ms. Emily Willan, Assistant to the Associate Vice President for Enrollment Services, Annual Salary: \$55,000.00 – Effective April 11, 2016. (ADMINISTRATIVE)

Ms. Regina (Jeanne) Burkhart, Staff Psychologist, Annual Salary: \$65,500.00 – Effective May 13, 2016. (ADMINISTRATIVE)

RECOMMENDATIONS FOR SABBATICAL (24)

Ms. Lisa Abendroth – Fall 2016
Dr. Peggy Anderson – Spring 2017

Dr. Susan Bertelsen – Spring 2017
Dr. Aaron Brown – Fall 2016
Dr. Cindy Carlson – Spring 2017
Dr. Cynthia Church – Spring 2017
Dr. Amy Eckert – Spring 2017
Dr. Andrew Evans – Fall 2016
Dr. Rebecca Forgash – AY 2016-2017
Dr. Adam Graves – Spring 2017
Dr. Christina Huber Peters – Fall 2016
Mr. Jackson (John) Lamb – Spring 2017
Dr. Hsiu-Ping Liu – AY 2016-2017
Dr. Gerard Morris – Fall 2016
Dr. Alexandre Padilla – AY 2016-2017

Art
Special Ed, Early Childhood, Culturally
and Linguistically Diverse Ed.
Human Performance & Sport
Engineering Technology
English
Biology
Political Science
Earth & Atmospheric Science
Sociology and Anthropology
Philosophy
Economics
Hospitality, Tourism & Events
Biology
Computer Information Systems
Economics

Dr. James Reid – AY 2016-2017
Dr. Carmen Sanjurjo – Fall 2016

Philosophy
Secondary, K-12 and Educational
Technology
Industrial Design

Mr. Ted Shin – Fall 2016
Dr. Paul Sidelko – AY 2016-2017
Dr. David Sullivan – AY 2016-2017
Dr. Craig Svonkin – Fall 2016
Dr. Xiansheng Tian – Fall 2016
Dr. Wendolyn Weber – Fall 2016
Mr. Jacob Welch – Spring 2017

History
Philosophy
English
History
English
Theatre

RECOMMENDATIONS FOR EMERITUS STATUS (9)

Dr. Bruce J. Degi	Professor Emeritus English
Dr. Elsie G. Haley	Professor Emeritus – English
Ms. Lynn L. Kaersvang	Professor Emeritus – Social Work
Dr. James T. Loats	Professor Emeritus – Mathematics
Mr. Sheldon Steinhauser	Associate Professor Emeritus – Sociology and Anthropology
Dr. Leslie A. Swetnam	Professor Emeritus – Elementary Education and Literacy
Dr. Mary Ann Watson	Professor Emeritus – Psychology
Dr. Milton J. Wieder	Professor Emeritus – Chemistry
Dr. George Donovan	Professor Emeritus – Mathematics

AGENDA ITEM: Presentation of the Hispanic-Serving Institution (HSI) Task Force Report and Recommendations

BACKGROUND:

Title V of the federal Higher Education Act defines a Hispanic-Serving Institution (HSI) as an accredited, degree-granting, not-for-profit postsecondary institution with at least 25 percent Hispanic undergraduate full-time equivalent (FTE) enrollment. Achieving HSI status will ensure that MSU Denver student enrollment better reflects the population in our surrounding service area, including equitably educating and serving Hispanic students. In addition, HSIs are eligible to compete for Federal resources to develop academic and support services to improve education for all MSU Denver students, including improved access, recruitment, transfer, retention, and completion needs of the growing Hispanic student population of our area.

MSU Denver's HSI Task Force was convened in June 2015 and charged by President Stephen Jordan with identifying strategies to achieve the university's goal of earning federal designation as a Hispanic-serving institution (HSI) by fall 2018. Presenters will summarize the findings and recommendations of the HSI Task Force report that was submitted to President Jordan in January 2016.

ANALYSIS:

The report focused on three target populations for increased recruitment, enrollment, and degree completion of Hispanics: 1) The preK-12 pipeline, including recent high school graduates; 2) Transfer students, adults, and military veterans; and 3) Currently enrolled students.

Presenters will summarize the findings of the HSI Task Force's three working subcommittees, grouped around the target populations, based on an extensive review of research, institutional data, and demographic trends. The presenters will conclude with the set of recommendations made up of strategies, investments, and policies – 21 in all – aimed at meeting the Federal requirements for HSI designation by fall 2018. The recommendations are grouped into five categories:

- > **Institutional infrastructure**
- > **Outreach to PreK-12 schools**
- > **Transfer and enrollment policies**
- > **Financial aid**
- > **Advocacy and policy development**

AGENDA ITEM: Approval of Faculty Emeritus Recommendations

BACKGROUND:

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

Recommendations for Emeritus Status (9)

Dr. Bruce J. Degi	Professor Emeritus – English
Dr. George Donovan	Professor Emeritus – Mathematics
Dr. Elsie G. Haley	Professor Emeritus – English
Ms. Lynn L. Kaersvang	Professor Emeritus – Social Work
Dr. James T. Loats	Professor Emeritus – Mathematics
Mr. Sheldon Steinhauser	Associate Professor Emeritus – Sociology and Anthropology
Dr. Leslie A. Swetnam	Professor Emeritus – Elementary Education and Literacy
Dr. Mary Ann Watson	Professor Emeritus – Psychology
Dr. Milton J. Wieder	Professor Emeritus - Chemistry

RECOMMENDATION:

The Academic and Student Affairs Committee recommend that the Board of Trustees approve the Faculty Emeritus Recommendation.

AGENDA ITEM: Approval of Faculty Sabbatical Leave Recommendations

BACKGROUND:

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

Recommendations for Sabbatical (24)

Ms. Lisa Abendroth – Fall 2016	Art
Dr. Peggy Anderson – Spring 2017	Special Ed, Early Childhood, Culturally and Linguistically Diverse Ed.
Dr. Susan Bertelsen – Spring 2017	Human Performance & Sport
Dr. Aaron Brown – Fall 2016	Engineering Technology
Dr. Cindy Carlson – Spring 2017	English
Dr. Cynthia Church – Spring 2017	Biology
Dr. Amy Eckert – Spring 2017	Political Science
Dr. Andrew Evans – Fall 2016	Earth & Atmospheric Science
Dr. Rebecca Forgash – AY 2016-2017	Sociology and Anthropology
Dr. Adam Graves – Spring 2017	Philosophy
Dr. Christina Huber Peters – Fall 2016	Economics
Mr. Jackson (John) Lamb – Spring 2017	Hospitality, Tourism & Events
Dr. Hsiu-Ping Liu – AY 2016-2017	Biology
Dr. Gerard Morris – Fall 2016	Computer Information Systems
Dr. Alexandre Padilla – AY 2016-2017	Economics
Dr. James Reid – AY 2016-2017	Philosophy
Dr. Carmen Sanjurjo – Fall 2016	Secondary, K-12 and Educational Technology
Mr. Ted Shin – Fall 2016	Industrial Design
Dr. Paul Sidelko – AY 2016-2017	History
Dr. David Sullivan – AY 2016-2017	Philosophy
Dr. Craig Svonkin – Fall 2016	English
Dr. Xiansheng Tian – Fall 2016	History
Dr. Wendolyn Weber – Fall 2016	English
Mr. Jacob Welch – Spring 2017	Theatre

RECOMMENDATION:

The Academic and Student Affairs Committee recommend that the Board of Trustees approve the Faculty Sabbatical Leave recommendations.

AGENDA ITEM: Approval of Phase One Proposal for New Degree Programs: Bachelor of Science in Environmental Engineering

BACKGROUND:

The proposal recommends developing a new bachelor's degree in environmental engineering (EVE), with the goal of preparing students to address the unique challenges of this specialty in engineering. The degree program builds on the strengths of the Departments of Engineering and Engineering Technology, and Earth and Atmospheric Sciences. The degree reflects the need for a multidisciplinary approach to develop the very specific skill set necessary to function in this competitive realm. The new degree complements existing work in EAET and EAS while creating a new offering.

ANALYSIS:

The proposed EVE program is unusual in Colorado and would position MSU Denver in a lucrative position nationally.

The EVE degree was developed to prepare students for national engineering exams and to meet ABET accreditation standards, both of which contribute to program and program graduates' market ability. Demand for environmental engineers in Colorado and nationally is significant: the current employment marketplace contains hundreds of job postings for "environmental engineer." Furthermore, environmental engineering is rated as one of the top 20 jobs in the United States, with demand expected to grow more than 21 percent in the next 10 years. Student surveys and information from the EAET's Industry Advisory Board indicate strong interest in the EVE degree.

MSU Denver has sufficient faculty and instructional resources to "soft start" this new degree; however, the department requests a program coordinator to cover scheduling, assessment and accreditation activities. In order to meet ABET accreditation standards, the department will need two additional full-time faculty, to be hired in 2018 and 2019 respectively. The new Aerospace and Engineering Sciences building slated for 2017 will provide sufficient lab and classroom space to accommodate program growth.

Program course requirements:

RECOMMENDED Environmental Engineering Major

General Studies	Prerequisites	24	
Written Communication		6	Students may fulfill the multicultural and/or global diversity requirement by taking an approved course within one of the following categories: arts and humanities; historical; or social and behavioral sciences I and II
Oral Communication		3	
Arts and Humanities		6	
Historical		3	
Social and Behavioral Sciences I		3	
Social and Behavioral Sciences II		3	

Program Prerequisites - Quantitative Literacy and Natural Science Requirements			49	
CHE		1800/1801	5	Chemistry I & Lab
CHE		1810/1811	5	Chemistry II & Lab
BIO		1080/90	4	Biology I & Lab
BIO		1081/91	4	Biology II & Lab
BIO	2400		5	General Microbiology
PHY		2311/21	5	General Physics I & Lab (also fills GS requirement)
PHY		2331/41	5	General Physics II & Lab (also fills GS requirement)
MTH	1410		4	Calculus I (also fulfills GS requirement)
MTH	2410		4	Calculus II
MTH	2420		4	Calculus III
MTH	3420		4	Differential Equations

Core Courses			39	
CET	3320	at least junior standing or permission of instructor	3	Environmental Impact Statements
CET	3330	CHE 1100 or CHE 1800 with a grade of "C" or better, at least junior standing or permission of instructor	3	Environmental Technology Processes
ENV	1200	Minimum performance standard scores on reading, writing, and mathematics preassessment placement tests	3	Introduction to Environmental Science
ENV	2000	ENV 1200, CHE 1800, and CHE 1810	3	Applied Pollution Science
ENV	2100	Completion of General Studies requirements in Written Communication, Oral Communication,	3	Basic Water Sampling

		Quantitative Literacy, and Natural and Physical Sciences		
ENV/CET	3000	CHE 1810, CHE 1850, MTH 2410, ENV 1200	3	Environmental Engineering Fundamentals
ENV	4200	ENV 1200 and completion of General Studies	3	Environmental Policy and Planning
SSE	2150	PHY 2311 and MTH 2410 with "C" or better or permission of instructor	3	Mechanics of Static Systems
SSE	1040	NO	3	Life-Cycle and Systems Engineering - An Introduction
SSE	3160	SSE2150 AND MTH 3420 with 'C' or better grades or permission of instructor	3	Mechanics of Dynamic Systems
SSE	3185	SSE 3160 with grade "C" or better, or permission of instructor	3	Fluid Mechanics
SSE	2200	CHE 1100/1150 with 'C' or better grades or permission of instructor	3	Materials Science
SSE	4610	Departmental Permission, Senior Standing	3	Capstone: Thesis in Sustainable Development

Elective Courses			15	Students must take at least 13 credit hours of upper division electives from the following:
ENV	3400	ENV 1200 or GEG 1920; Completion of General Studies	3	Water Resources
ENV	4460	CHE 1800, CHE 1810, CHE 1850, ENV 2100, and ENV 3400	3	Advanced Water Quality
MTR or ENV	3100	ENV 1200 or MTR 2400	3	Air Pollution
ENV	3710	ENV 1200, BIO 1091, CHE 1800, and junior	3	Environmental Remediation

		standing; or permission of instructor		
GEL	3420	ENV 1200 and completion of General Studies	4	Soil Resources
ENV	4440	ENV 1200, BIO 1081, and BIO 1091; or permission of the instructor	3	Limnology
ENV	4450	ENV 1200, BIO 1081, and BIO 1091; or permission of the instructor	3	Stream Ecology
GEL	4150	GEG 1100 or GEG 1910 or ENV 3400	4	Hydrology
GEL	4250		4	Hydrogeology
ENV	3720	ENV 1200, BIO 1091, CHE 1800, and junior standing; or permission of instructor	3	Waste Management
ENV	4400	ENV 1200, GIS 2250, and ENV 4430; or permission of instructor	3	Landscape Ecology
ENV	4430	ENV 1200 and completion of General Studies	3	Habitat Planning
ENV	4500	ENV 1200, BIO 1091, CHE 1850, junior standing; or permission of instructor	3	Environmental Biogeochemistry
ENV	3730	ENV 1200, 9 hours coursework in any of the following Environmental Science, Geology, Physical Geography, Biology, Chemistry, and Meteorology courses, junior standing; or permission of instructor	3	Environmental Risk Assesment
CHE	3100		4	Organic Chemistry I

SSE	3300	<u>SSE2200, SSE3135 AND SSE3160 with 'C' or better grades, or permission of instructor</u>	4	Thermodynamics and Heat Transfer with Laboratory
SSE	4280	<u>SSE 3300, PHY 2310, and PHY 2320, with a grade "C" or better</u>	3	Advanced Energy
SSE	4160	SSE 3135 and SSE 3185 both with grades "C" or better, or permission of instructor	3	Geotechnical Engineering

Upper Division Hours
Total Credit Hours

42
127

RECOMMENDATION:

The ASA Committee recommends that the Board of Trustees approve the Phase One Proposal for the Bachelor of Science, Environmental Engineering degree program.

AGENDA ITEM: Approval of Proposal for New Degree Programs: Bachelor of Science in Computer Engineering

BACKGROUND:

The proposal recommends developing a new bachelor's degree in computer engineering (CEP), with the goal of preparing students to take advantage of this growing field in technology. The degree program builds on the strengths of the Departments of Engineering and Engineering Technology, and Mathematical and Computer Sciences. The degree reflects the need for a multidisciplinary approach to develop the very specific skill set necessary to function in this competitive realm. The new degree complements existing work in EAET and CS while creating a new offering.

ANALYSIS:

The proposed CEP program faces competition in Colorado. A number of public and private institutions offer similar degrees. The proposers believe, however, that the lower cost, smaller class sizes, and hands-on pedagogical approach at MSU Denver would make this a very attractive opportunity for students and benefit the state as well.

The CEP degree was developed to prepare students for national engineering exams and to meet ABET accreditation standards, both of which contribute to program and program graduates' market ability. Demand for computer engineers in Colorado and nationally is significant: the current employment marketplace contains hundreds of job postings for "computer engineer." At the time the proposal was written in February 2016, there were more than 1,000 jobs in the state of Colorado listed on monster.com. Student surveys and information from the EAET's Industry Advisory Board indicate strong interest in the CEP degree.

MSU Denver has sufficient faculty and instructional resources to begin this new degree this new degree in Fall 2017; however, the department requests a program coordinator to cover scheduling, assessment and accreditation activities. In order to meet ABET accreditation standards, the department will need two additional full-time faculty, to be hired in 2018 and 2019 respectively. The new Aerospace and Engineering Sciences building slated for 2017 will provide sufficient lab and classroom space to accommodate program growth.

The program consists of the following courses:

General Studies requirements, 24 credits

Written Communication	6 credits
Oral Communication	3 credits
Arts & Humanities	6 credits
History	3 credits
Social & Behavioral Sciences	6 credits

Program Prerequisites, 31 credits

CHE 1100 Chemistry & Lab	5 credits
PHY 2300/21 General Physics & Lab	5 credits (also meets General Studies requirements)
PHY 2331/41 General Physics & Lab	5 credits (also meets General Studies requirements)

MTH 1410 Calculus I	4 credits (also meets General Studies requirements)
MTH 2410 Calculus II	4 credits
MTH 3140 Linear Algebra	4 credits
MTH 3170 Discrete Math for Computer Science	4 credits

Core Courses, 67 credits

CPE (Computer Engineering) 1040 An Introduction	3 credits
CS 1050 Computer Science I	4 credits
CPE 1140 Circuit I	4 credits
CPE 1150 Circuit II	4 credits
CS 1400 Computer Organization I	4 credits
CS 2050 Computer Science II	4 credits
CPE 2145 Electronics	4 credits
CPE 2310 Digital Circuit I	3 credits
CPE 2350 Advanced Technical Programming	3 credits
CS 2400 Computer Organization II	4 credits
CPE 3330 Digital Circuit II	3 credits
CPE 3400 Signal & System	3 credits
CPE 3500 Semiconductor Device Fundamentals	3 credits
CPE 3620 Analog & Digital Communication	3 credits
CPE 4020 Digital Circuit III	3 credits
CPE 4320 Digital Filters	3 credits
CPE 4340 Interface Technique/Embedded System Design	3 credits
CPE 4370 Microcontroller	3 credits
CPE 4600 VLSI Circuit Design	3 credits
CPE 4700 Senior Design I	1 credit
CPE 4800 Senior Design II	2 credits

Upper Division Electives, 6 credits

CS 3700 Computer Networks	4 credits
CPE 3715 Control Systems Analysis	3 credits
CS 3750 Computer & Network Security	4 credits
CPE 3980 Internship	3 credits

CS 4000 Computer System Reliability	4 credits
CPE 4330 Data Communication	3 credits
CPE 4620 Advanced Communication Systems	3 credits
CPE 4710 Digital Control System Design	4 credits
CS 4760 Multimedia Technology	4 credits

RECOMMENDATION:

The Academic and Student Affairs Committee recommends the Board of Trustees approve the Phase One Proposal for the Bachelor of Science in Computer Engineering degree program.

AGENDA ITEM: Handbook Recommendation: Workplace Bullying Policy

BACKGROUND:

In reviewing the national landscape on workplace bullying and reviewing the results of the MSU Denver Campus Climate Survey, Dr. Percy Morehouse and Dr. Myron Anderson confirmed the need for MSU Denver to have a Workplace Bullying Policy.

Dr. Morehouse and Dr. Anderson led a 12 month inclusive process to develop a policy that included input from the Council of Administrators, Council of Chairs, Faculty Senate, Classified Staff Council, Presidents Cabinet, students, and was modeled after national research and best practices in workplace bullying policy. Although there were multiple opportunities for constituents to provide input in developing the policy, below are key milestones providing insight into the timeline and process.

1. Performed research on Workplace Bullying, Fall-Spring 2014
2. Policy draft recommended for approval by Vice Presidents, Fall, 2015
3. Presented policy draft to the President's Cabinet, Fall, 2015
4. Presented, a second policy draft to the President's Cabinet, Fall, 2015
5. Presented policy draft to the Council of Administrators and received approval Fall, 2015
6. Delivered policy draft to the Faculty Senate for review and to receive input, Fall, 2015
7. Presented policy draft to the Classified Staff Council and received approval Fall, 2015
8. Presented policy draft to the Council of Chairs and received input, Fall 2015, subsequently approved the policy.
9. Presented, a third policy draft to the President's Cabinet, Spring, 2016
10. Presented policy draft to the Handbook Committee and received input, Spring, 2016

The inclusive input and process is complete and we request that the Workplace Bullying Policy be included in the Handbook for Professional Personnel.

MSU Denver constituent Votes for or against the Workplace Bullying Policy:

Yes Vote

Classified Staff Council
Council of Administrators
President's Cabinet
Vice President's Cabinet
Council of Chairs

No Vote

Faculty Senate

*The Handbook Committee's vote is being confirmed

Issues to consider

1. More clarity on the definition of mandatory cooperation

ANALYSIS:

Workplace Bullying is defined as “repeated mistreatment: sabotage by others that prevented work from getting done, verbal abuse, threatening conduct, intimidation, & humiliation.” 35% of adult Americans (**an est. 53.5 million Americans**) report being bullied at work; an additional 15% witness it. In the 2007 national survey, respondents indicated that in only 1 in 5 bullying cases did the criteria for a status-based discrimination claim exist. In 80% of cases, the harassment was not illegal and could only be considered “plain cruelty.” (Workplace Bullying Institute, 2010). This data identifies a policy gap in regard to Code of Conduct and Harassment Policies, thus allowing bullying actions to take place which negatively influence the workplace climate.

MSU Denver has multiple data points which support the need for a Workplace Bullying Policy.

Qualitatively:

1. The 2014 Ombuds Office annual report identified a theme within the faculty indicating that most of the issues were relating to incivility, bullying and mobbing. These behaviors were described as a regular event among faculty and some staff.
2. The 2015 Ombuds data reflects a 27.7% of cases rise to the level of bullying.
3. The Office of Equal Opportunity has experienced past complaints under the “code of conduct” policy and when reviewed in more detail one could see a connection to bullying.
4. One of the Campus Climate Survey Qualitative themes was “Many employees expressed a great concern about the increase of bullying and favoritism and the development of a hostile work environment”.
5. In reviewing the Campus Climate Survey results, the campus climate task force recommended that the University research and analyze the “Bullying” data and suggest strategies for training, education and policy, toward resolution.

Quantitatively:

Below the results from two questions, from the Campus Climate Survey, which provide insight to the bullying activity at MSU Denver.

1. I have experienced Bullying directed toward me
28.3% agreed or strongly agreed with this statement
2. I am aware of others who have experienced Bullying
42.4% agreed or strongly agreed with this statement

Review of the national landscape on workplace bullying coupled with MSU Denver’s institutional data and the inclusive input from constituents from all levels of the University paints a very clear picture of the need for a Workplace Bullying Policy at MSU Denver.

Proposed MSU Denver Workplace Bullying Policy:

Description

This document describes the MSU Denver workplace bullying policy, which addresses all employees, including student employees, applicants for employment and others in the workplace environment, including members of the public.

Policy Statement

MSU Denver shall provide a secure work environment for all employees free from bullying, and will not tolerate any behavior in the workplace that constitutes bullying activity as defined in this policy. Bullying may be directed toward an employee by a manager; co-worker, subordinate, appointing authority, vendor, contractor or member of the public. Bullying conduct may be challenged even if the complaining party is not the intended target of the conduct.

This policy is not intended to, and will not be applied in a way that would violate rights and responsibilities with regard to academic freedom and freedom of expression, nor will it be interpreted in a way that undermines a supervisor's authority to appropriately manage their work unit.

This policy prohibits retaliation against employees who report potential workplace bullying or participate in the investigation of the complaint.

Any employee violating this policy will be subject to corrective or disciplinary action, up to and including dismissal.

Definition

Unwanted **repeated aggressive behavior** that manifests as verbal abuse, conduct that is threatening, humiliating, intimidating, or acts of sabotage that interfere with work, consequently creating a hostile, offensive and toxic workplace. For more detail, please see the Workplace Bullying Complaint Procedures.

Reporting

When an employee, including a student employee, believes that he or she is the target of behavior that they believe may satisfy the definition of workplace bullying, as defined in the University policy on bullying, the employee should report any and all incidents immediately to their supervisor, or the supervisor of the alleged bully.

Administrators and Classified employees have the right to report alleged bullying activity directly to Human Resources by submitting a written complaint with supporting documentation.

Tenured, Tenure Track, Category II and III faculty have the right to report alleged bullying activity directly to their Dean's Office by submitting a written complaint with supporting documentation.

Mandatory Cooperation

All employees, supervisors, managers, appointing authorities and agents of MSU Denver shall cooperate, unless there are extraordinary circumstances, (such as conflict of interest) with any investigative process or resolution, whether informal or formal, by the appropriate investigator. Any MSU Denver employee who fails to cooperate and/or attempts to impede participation in an investigation will be subject to disciplinary action, up to and including dismissal. To enable MSU Denver to achieve the goals of this policy, Human Resources and the Deans' Offices shall have access to all relevant and necessary information.

Non-retaliation

This policy prohibits retaliation against employees who report potential workplace bullying or participate in the investigation of the complaint. Any employee bringing a complaint under this policy, or assisting in the investigation of such a complaint, will not be adversely affected in terms and conditions of employment, nor dismissed because of the complaint. Anyone who

engages in retaliatory action will be subject to disciplinary action, up to and including dismissal. Retaliation is defined as activity that may dissuade a reasonable person from exercising his or her rights under this policy.

Employees who report alleged bullying complaints that they know are false may be subject to disciplinary action within the University, and/or external legal action from those they have falsely accused.

Confidentiality

To the extent feasible, information provided in the complaint and investigation process will be treated as confidential. However, MSU Denver will disclose information if deemed reasonably necessary to investigate and take appropriate corrective or disciplinary action, or to defend such corrective or disciplinary action, if required by law.

Witnesses

When an employee has witnessed or been made aware of behavior that they believe may satisfy the definition of workplace bullying (as defined in the University policy on bullying), the employee should report any and all incidents to their supervisor, or the supervisor of the alleged bully, Human Resources or the appropriate Dean's Office if a faculty member is involved.

Supervisors

When a supervisory level employee is notified about possible workplace bullying behavior he or she must immediately notify Human Resources or the appropriate Dean's Office if a faculty member is involved.

Training

In order to prevent and reduce the number of incidences of bullying, the University Offices of Equal Opportunity, Human Resources and Institutional Diversity will implement workshops for employees (including student employees) on what constitutes bullying, what the University's policies and procedures are, the employees' role in reporting incidents of bullying and how to access the grievance process.

Policy Review

The Offices of Equal Opportunity, Human Resources, Institutional Diversity and General Counsel shall review this policy on an annual basis and make updates as necessary.

RECOMMENDATION:

The Academic and Student Success Committee recommend to the Board of Trustees approval of the Workplace Bullying Policy.

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 4, 2015.**

BACKGROUND: Report includes appointments, resignations, retirements, reclassifications, promotions, and leave without pay, 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

Ms. Emily Brower, Lecturer of Nursing, Annual Salary: \$61,832.00 – Effective January 1, 2016 (CATEGORY II FACULTY)

Ms. Mallory Brunel, Lecturer of Nursing, Annual Salary: \$61,832.00 – Effective January 1, 2016 (CATEGORY II FACULTY)

Ms. Rebbecca Nemec, Lecturer of Nursing, Annual Salary: \$61,832.00 – Effective January 1, 2016 (CATEGORY II FACULTY)

Ms. Meenaksh Venkataraman, Lecturer of Social Work, Annual Salary: \$49,300.00 – Effective January 1, 2016 (CATEGORY II FACULTY)

Ms. Erin Bissell, Lecturer of Biology, Annual Salary: \$50,656.00 – Effective January 1, 2016 (CATEGORY II FACULTY)

Mr. John Schultz, Senior Lecturer of Anthropology, Annual Salary: \$55,836.00 – Effective January 1, 2016 (CATEGORY II FACULTY)

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

Ms. Sharon Tessier, Lecturer of Health Professions, Annual Salary: \$62,108.00 – Effective January 1, 2016 (CATEGORY II FACULTY)

Ms. Bobbie Kite, Lecturer of Health Professions, Annual Salary: \$81,092.00 – Effective January 1, 2016 (CATEGORY II FACULTY)

Mr. Parker Wilson, CCMLS Lecturer, Annual Salary: \$26,000.00 – Effective March 1, 2016 (CATEGORY II FACULTY)

RESIGNATIONS

Ms. Michelle Pacheco, Assistant Director of Admissions and Recruitment Services, Effective November 27, 2015.

(Accepted position outside of University)

Ms. Hilary Leftwich, Collector of Student Accounts, Effective November 30, 2015.

(Personal reasons)

Ms. Alma Rocha, Administrative Assistant to the TRIO Program, Effective November 30, 2015.

(Personal reasons)

Mr. Aman Abera, HSPP Analyst, Effective December 3, 2015.

(Position ended)

Mr. Brent Metzger, Admissions and Enrollment Marketing Coordinator, Effective December 4, 2015.

(Position ended)

Mr. Scott Lary, Senior Director, Marketing & Internal Communications, Effective December 4, 2015.

(Position ended)

Ms. Michaela Clemens, Human Subjects Protection Program Manager, Effective December 31, 2015.

(Personal reasons)

Mr. Yared Belete, Associate Director Admissions for Internal Operations, Effective December 31, 2015.

(Personal reasons)

Ms. Megan Krueger, Administrative and Advising Coordinator Department of Social Work, Effective January 4, 2016.

(Personal reasons)

Ms. Amiee Dixon, Study Abroad Advisor, Effective January 8, 2016.

(Personal reasons)

Ms. Laura Church, Lab Coordinator-CCMLS, Effective January 15, 2016.

(Accepted position outside of University)

Ms. Vanessa Santana, Retention and Success Advisor, Effective January 21, 2016.
(Personal reasons)

Ms. Lidia Alvarez, Tutor Coordinator, Effective January 27, 2016.
(Accepted position outside of University)

Mr. John Prater, General Professional 4, Effective February 10, 2016.
(Personal reasons)

Ms. Michelle Trotter, Accounting Tech 3, Effective February 12, 2016.
(Accepted position outside of University)

Ms. Thuy Nguyen, HR Generalist, Effective March 4, 2016.
(Accepted position outside of University)

Ms. Karen Malone, Classification and Compensation Specialist, Effective March 4, 2016.
(Personal reasons)

Ms. Amanda Sayler, Systems Analyst/Developer, Effective March 4, 2016.
(Personal reasons)

Mr. Cory Phare, Academic Advisor, Effective March 9, 2016.
(Personal reasons)

Ms. Nicole Tefft, Director of Human Resources, Effective March 11, 2016.
(Personal reasons)

Mr. Kyle O'Neal, IT Professional 1, Effective March 15, 2016.
(Personal reasons)

Ms. Brooke Sos, Program Assistant, Effective March 15, 2016.
(Personal reasons)

Ms. Jennifer Lehman, Executive Assistant to the Chief of Staff/Associate to the President,
Effective March 15, 2016.
(Personal reasons)

Ms. Sarah Steele, Physician Assistant, Effective April 7, 2016.

(Personal reasons)

Ms. April Rhymaun, Lecturer of Nutrition, Effective May 19, 2016.

(Personal Reasons)

RETIREMENTS

Mr. Gregori Reed, Director, Teacher Residence Program, Effective December 21, 2015.

Ms. Debbie Hendricks, Head Women's Volley Ball Coach, Effective January 31, 2016.

Ms. Jean Ethredge, Director, Mathematics Peer Study Program, Effective January 31, 2016.

Ms. Gail Garcia, Program Generalist, Effective February 26, 2016.

Ms. Dianna Blea-Hernandez, Administrative Assistant 3, Effective April 30, 2016.

Dr. Scott DeMuro, Associate Professor of Human Services, Effective May 31, 2016.

Dr. Marilyn Starrett, Professor, Effective June 30, 2016.

Ms. Bridget Collins-Sullivan, Director of Student Teaching, School of Education, Effective June 30, 2016

Mr. Gregory Geissler, Director of Special Projects and Private Grants, Effective June 30, 2016.

Dr. George Donovan, Professor of Math, Effective August 31, 2016.

TRANSITIONAL RETIREMENT

Dr. Barbara Barclay, Assistant Professor of Social Work. Effective August 1, 2016 through July 31, 2017.

Dr. Virginia Cruz, Associate Professor of Social Work. Effective August 1, 2016 through July 31, 2017.

Dr. R. William Baxendale, Professor of Biology. Effective August 1, 2016 through July 31, 2017.

RECLASSIFICATIONS

Mr. Tom Imiolczyk, Associate Director of Advising and Retention, Annual Salary: \$62,130 – Effective October 1, 2015 (FROM Academic Advisor (\$54,026) TO Associate Director of Advising and Retention (\$62,130))

Mr. Thomas Hernandez, Assistant Director of Financial Aid, Annual Salary: \$55,000 – Effective November 1, 2015 (FROM Scholarship and External Program Counselor (\$44,134) TO Assistant Director of Financial Aid (\$55,000))

Ms. Kari Talich, Business Intelligence Specialist, Annual Salary: \$47,000 – Effective November 1, 2015 (FROM Statistical Analyst (\$46,965) TO Business Intelligence Specialist (\$47,000))

Ms. Goldie Ector, Assistant Director of Financial Aid – Compliance, Annual Salary: \$56,500 – Effective November 1, 2015 (FROM Verification Counselor (\$41,265) TO Assistant Director of Financial Aid – Compliance (\$56,500))

Ms. Tina Moses, Senior Director, Student Persistence & Special Asst to the Assoc VP for Undergrad Studies, Annual Salary: \$84,840 – Effective November 1, 2015 (FROM Director of Student Persistence (\$75,750) TO Senior Director, Student Persistence & Special Asst to the Assoc VP for Undergrad Studies (\$84,840))

Ms. Leone Schultz, Director of the Office of Institutional Effectiveness, Annual Salary: \$97,500 – Effective November 1, 2015 (FROM Project Manager (\$88,375) TO Director of the Office of Institutional Effectiveness (\$97,500))

Mr. Patrick Fay, Assistant Director of Admissions, Annual Salary: \$49,000 – Effective December 1, 2015 (FROM Sr. Admissions Counselor (\$42,420) TO Assistant Director of Admissions (\$49,000))

Ms. Cipriana Patterson, Deputy Chief Budget Officer, Annual Salary: \$91,000 – Effective January 1, 2016 (FROM Deputy Budget Director (\$80,356) TO Deputy Chief Budget Officer (\$91,000))

Mr. Nathaniel Grimm, Deputy Budget Director, Annual Salary: \$80,119 – Effective January 1, 2016 (FROM Budget and Financial Analyst (\$69,669) TO Deputy Budget Director (\$80,119))

Ms. Darlene Eckhardt, Compliance Officer, Annual Salary: \$55,313 – Effective January 1, 2016 (FROM Tax Accountant (\$46,359) TO Compliance Officer (\$55,313))

Ms. Lyndsey Smith, Cashiering Specialist, Annual Salary: \$48,000 – Effective February 1, 2016 (FROM Cashier Specialist (\$42,032) TO Cashiering Specialist (\$48,000))

Ms. Angela Roberts, HR Generalist, Annual Salary: \$49,944 – Effective March, 1, 2016 (FROM HR Generalist (\$43,430) TO HR Generalist (\$49,944))

PROMOTIONS

Ms. Amber Mozet, Assistant to Director and Programs Manager, Annual Salary: \$56,560 – Effective January 1, 2016 (FROM Assistant to Director of Human Resources (\$56,560) TO Assistant to Director and Programs Manager (\$56,560))

Ms. Debbie Magana, Associate Director of Student Academic Success, Annual Salary: \$60,500 – Effective January 15, 2016 (FROM Classification and Compensation Specialist (\$50,500) TO Associate Director of Student Academic Success (\$60,500))

Mr. Jordan Hamilton, Desktop Systems Engineer, Annual Salary: \$55,000 – Effective February 1, 2016 (FROM IT Professional 2 (\$47,204) TO Desktop Systems Engineer (\$55,000))

Ms. Jennifer Phou, Assistant Bursar, Annual Salary: \$55,000 – Effective February 1, 2016 (FROM Accounting Technician 3 (\$43,675) TO Assistant Bursar (\$55,000))

Ms. Maryum Pelot, DIME Student Services Coordinator, Annual Salary: \$50,000 – Effective March 14, 2016 (FROM Graduate Admissions Counselor (\$42,238) TO DIME Student Services Coordinator (\$50,000))

PROMOTION TO PROFESSOR (21)

Dr. Myron Anderson	Secondary, K-12 and Educational Technology
Dr. Eric S. Ball	Chemistry
Dr. Antonio C. Bellisario	Earth & Atmospheric Science
Dr. Miri Chung	Secondary, K-12 and Educational Technology
Dr. Ann M. Diker	Nutrition
Dr. Brooke Evans	Mathematics & Computer Sciences
Dr. Robert G. Hancock	Biology
Dr. Lesley Hathorn	Psychology
Dr. Sandra D. Haynes	Human Services/Dean of CPS
Dr. Rey Hernandez-Julian	Economics
Mr. George G. King	Aviation & Aerospace Science
Ms. Cherise D. Leiter	Music
Dr. Cynthia L. Lindquist	Special Education, Early Childhood, Culturally and Linguistically Diverse Ed.
Dr. Hsiu-Ping Liu	Biology
Dr. Lunden Mann MacDonald	Learning Communities and FFS
Dr. Patricia A. McKenna	Mathematics and Computer Science
Mr. Ted T. Shin	Industrial Design
Dr. Randyl Dawn Smith	Psychology
Dr. Richard G. Wagner	Earth & Atmospheric Science
Mr. John J. Wanberg	Industrial Design
Dr. Brian S. Weiser	History

LEAVE WITHOUT PAY

Dr. Caleb Cohoe, Assistant Professor of Philosophy, August 12, 2014 through May 17, 2015.