

**METROPOLITAN STATE UNIVERSITY of DENVER**  
**BOARD OF TRUSTEES**  
Committee Meetings & Business Meetings  
**September 17-18, 2015**

**Thursday, September 17, 2015**

***Location: Student Success Building, 890 Auraria Pkwy, Suite 440, Denver, CO 80204***

Executive Session (**closed session**): 7:30 a.m. – 8:30 a.m. (*Breakfast provided*)

Academics & Student Affairs Committee: 8:45 a.m. – 10:15 a.m.

Finance Committee: 10:15 a.m. – 11:45 a.m.

**Friday, September 18, 2015**

***Location: Regency Athletics Complex, 1600 West Colfax, Denver, CO 80204***

Public Meeting: 8:00 a.m. – 12:00 p.m. (*To-go lunches provided for Trustees at 12:00 p.m.*)

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

**Business Meeting**

Friday September 18, 2015

Public Meeting: 8:00 a.m. – 12:00 p.m.

**Regency Athletics Complex  
1600 West Colfax, Denver, CO 80204**

**I. CALL TO ORDER**

**II. CHAIR’S WELCOME & REPORT:**

- A. Athletics Spotlight
- B. Upcoming Board events

**III. CONSENT AGENDA:**

- A. Approval of June 5, 2015 Board Meeting Minutes
- B. Office of Human Resources report of personnel actions which have occurred since the last Board Meeting on June 5, 2015
- C. Approval of Amended Sabbatical Period

**IV. PRESENTATIONS:**

- A. Board Oversight of Educational Quality:
  - i. Student Success Collaboration Demonstration, *James Lyall and Ned Muhovich*
  - ii. Higher Learning Commission Accreditation Process, *Nate Grimm*
- B. End of Year Budget Summary, *Steve Kreidler*
  - i. Update on CCHE Tuition Setting Policy
  - ii. Update on Proposed Changes to Funding Formula
- C. 2015-16 Census & Student Enrollment Projections, *Steve Kreidler*
- D. HLC@Metro Inc., End of Year Report, *Nate Grimm*

**BREAK**

**V. REPORTS & ACTION ITEMS:**

- A. President’s Report: *Provost Vicki Golich*
- B. Academic & Student Affairs Committee: *Trustee Terrance Carroll*
  - i. Approval of New Program: Detroit Institute of Music Education (DIME), *Joan Foster*
  - ii. Approval of Phase One Review Process for New Degree Programs: College of Letters, Arts, and Sciences, *Joan Foster*
    - o Bachelor of Arts in Geography
    - o Bachelor of Science in Geospatial Sciences
    - o Bachelor of Science in Applied Geology
    - o Bachelor of Fine Arts in Art Education
  - iii. Approval of Phase One Review Process for New Degree Programs: College of Professional Studies, *Sandra Haynes*
    - o Bachelor of Science in Fire and Emergency Response Administration
    - o Bachelor of Science in Health Information Systems
    - o Bachelor of Science in Brew Pub Operations

- Bachelor of Science in Brewery Operations
  - Bachelor of Science in Event and Meeting Management
- iv. Approval of Graduate Offerings in Nutrition and English, *Bernice Harris*
- v. Approval of Phase One Review Process for New Graduate Degree Programs:
  - Master of Business Administration with concentrations in Data Analytics, Strategic Business, and Accounting, *John Hathorn and Ann Murphy*
  - Master of Health Administration (MHA), *Nancy Sayre and Sandra Haynes*
- C. Ratification of Detroit Institute of Music Education (DIME) Academic Partnership Agreement, *Steve Kreidler*
- D. Finance Committee: *Trustee Jack Pogge*
- E. Handbook Revisions: *Nicole Tefft*
  - i. Chapter V, Subsections C. and D. - Student Ratings of Instruction Process
  - ii. Chapter V, Subsection C.4.h. - Faculty Evaluation Process
- F. Faculty Trustee Report: *Trustee Kenn Bisio*
- G. Student Trustee Report: *Trustee Maria Garibay Campos*
- H. Alumni Report: *Alumni Representative Judy George*
- I. Faculty Senate Report: *Sheila Rucki, President*
- J. Student Government Report: *Christian Solano, President*
- K. AHEC Report: *Vice Chair Dawn Bookhardt*
- L. Foundation Report: *Trustee Bill Hanzlik*

**VI. INFORMATION ITEMS:**

- A. Human Resources report of personnel actions which have occurred since the last meeting on June 5, 2015 for the Board of Trustees' information

**VII. PUBLIC COMMENT**

**VIII. ADJOURNMENT**

**METROPOLITAN STATE UNIVERSITY of DENVER  
BOARD OF TRUSTEES  
Annual Business Meeting  
Friday, June 5, 2015**

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**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, seconded, and unanimously approved.

**I. CALL TO ORDER:**

The Board of Trustees meeting was called to order at 10:15 a.m. by Chairwoman Michelle Lucero. She was joined by Vice Chairwoman Dawn Bookhardt, Trustee Elaine Berman, Trustee Terrance Carroll, Trustee Barb Grogan, Trustee Bill Hanzlik, Trustee Walter Isenberg, and Trustee Jack Pogge. Faculty Trustee Kenn Bisio and Alumni Representative Judy George were also in attendance, along with President Stephen Jordan, Board Secretary Loretta Martinez, Treasurer George Middlemist, Assistant Secretary Carrie Warren, various faculty, administrators and staff.

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

**A. Adoption of Board Meeting Schedule for 2015-16.** The schedule of Board and committee meeting dates for 2015-16, distributed at the last Board meeting, was adopted.

**B. Update Conflict of Interest Forms.** Board Secretary Loretta Martinez requested that Board members complete and sign the Trustee Conflict of Interest Disclosure Statement. Ms. Martinez requested that Board members inform staff whenever changes in their business relationships occur that could conflict with their position as a Board Trustee.

**C. Resolution to Adopt In-State Tuition Policies in Compliance with Colorado HB 15-1294 (Save Act) and the Veterans Access, Choice and Accountability Act of 2014.** In 2014, the Veterans Access, Choice and Accountability Act was passed by Congress, requiring states to provide in-state tuition classification to military veterans and their dependents using GI Bill educational benefits within three years of their discharge from the armed services. In compliance with that legislation, Colorado passed HB 15-1294 which additionally requires institutions to grant in-state tuition to veterans and their dependents after their GI Bill benefits have been exhausted, so long as the veteran student continues to reside in Colorado and remains continuously enrolled. Colorado law does not require the use of GI Bill benefits as a prerequisite to veterans and their dependents obtaining in-state tuition classification. MSU Denver has been nationally recognized as a veteran-friendly institution. Were MSU Denver found to be not in compliance with this legislation, its veteran students would become ineligible to receive GI Bill education benefits and the institution would be faced with a \$4 million loss per semester. Ted Jimenez from the Registrar's Office and a recipient of GI Bill benefits, said that the new legislation extends in-state tuition eligibility to veterans' dependents. The Registrar's Office estimates 20 students (the exact number is unknown until the students provide their VA

documentation) at MSU Denver would be impacted by the new legislation. Since some veterans' dependents may not otherwise have considered attending college, the extension of benefits to dependents may serve as a catalyst for their enrollment.

Trustee Grogan made a **motion to adopt** a policy granting in-state tuition to eligible military veterans and their eligible dependents in compliance with Colorado HB 15-1294 and the Veterans Access, Choice and Accountability Act of 2014 (Choice Act), 38 U.S.C. sec. 3679, as amended, and as determined by the United States Department of Veterans Affairs. The **motion was seconded** by Vice Chairwoman Bookhardt, and was **unanimously approved**.

**D. Proposed Revisions to Naming Rights Policy.** Vice President Burtness reviewed proposed changes to the naming rights policy recommended by the Foundation's Naming Opportunities Task Force. The policy revisions are intended to keep pace with best standard practices adopted by peer institutions. The proposed changes include (1) giving the University President the ability to accept gifts of up to \$1 million, but requiring the President to consult with both Boards prior to accepting a gift of \$1 million or more; (2) capping the duration of naming recognition to 25 years for external facilities and ten years for internal facilities. Under certain circumstances, a right of first refusal may be granted, and under extraordinary circumstances the University may consider naming recognition rights for a period longer than 25 years (external) or ten years (internal); (3) minimum funding requirements for endowed positions would be reviewed on a regular basis to allow for adjustments based on the prevailing market, with the added provision that in circumstances under which the endowment can no longer be used as originally intended, the funds could be redirected in keeping with the donor's original intent, and the donor's name would be recognized in perpetuity; (4) the requirement that honorary naming rights be approved by both Boards, and that honorary naming rights be granted for a maximum of 15 years (external), and seven years (internal); and (5) making ineligible for honorary grants any active politician, University member, or member of either Board until 12 months after they have ceased serving in such position.

Vice President Burtness stated that the proposed changes will simplify the policy. Board Secretary Martinez noted several questions that the policy changes raise, such as all the possible inclusions under "internal" facilities; deviation from the policy's standard of 50% of the construction costs of a project, especially when the project is as large as the AES Building, for example; the effect of capping the amount of time for which naming rights are granted as compared to the practices of sister institutions; and the effect of the differences in cost and duration between sponsorships and naming rights.

Vice Chair Bookhardt asked that future drafts of the policy clarify the meaning of "costs," and whether design costs or artwork, for example, are included. Board Secretary Martinez suggested that fundraising goals be added as a consideration in this regard. Trustee Grogan stated that the policy should lay out the procedure to be followed in the unfortunate circumstance that naming rights must be revoked by the University.

Trustee Hanzlik congratulated the group for their progress toward revising the policy. Chair Lucero asked if the Trustees agree that, until the policy has been reviewed and discussed at the Joint Board Retreat, Vice President Burtness be given authority to act according to the general directions set out in Section 3 of the revisions with regard to naming endowed positions. The Board agreed. Vice President Burtness stated that Trustees will be given the opportunity to compare sponsorship guidelines with naming rights guidelines.

Chairwoman Lucero requested that the Task Force continue working on the policy and periodically bring further revisions to the Board that include the changes mentioned by Trustee Grogan, Board Secretary Martinez, and Vice Chair Bookhardt, and that discussion of the policy be added to the agenda for the Joint Board Retreat. A final vote on the policy will be held following the Joint Retreats.

**E. Presidential Retirement Contribution.** The annual evaluation of President Jordan was conducted in Executive Session, and the Board grants President Jordan the base increase requested, which is equal to the base increase extended to administrative staff. Chair Lucero requested a motion approving the 2015-16 retirement contribution for President Jordan in the amount of \$95,000. Vice Chair Bookhardt **moved for approval**, with a **second** by Trustee Carroll. The motion was **unanimously approved**.

**F. Carry-in item.** Vice Chair Bookhardt stated that the Board met in Executive Session with regard to the matter involving MSU Denver vs. Dr. Juan Dempere. Based on review, discussion, and consideration of the entire file and the ongoing hearing officer's record, Vice Chair Bookhardt **moved** that the decision of the hearing officer **be approved, with a second** by Trustee Hanzlik. The motion was **unanimously approved**.

### **III. CONSENT AGENDA:**

**A. Approval of May 8, 2015 Board Meeting Minutes.** Vice Chair Bookhardt **moved for approval** of the Consent Agenda, **with a second** by Trustee Hanzlik. 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 May 8, 2015.** Trustee Pogge **moved for approval, with a second** by Vice Chair Bookhardt. The motion was **unanimously approved**.

### **IV. PRESENTATIONS:**

**A. Strategic Plan Refresh.** The University's Strategic Plan, now three years old, serves as the University's guiding vision. The Plan, a living document, has been updated in a process co-chaired by Cathy Lucas and Sheila Rucki, with input from over 350 MSU Denver stakeholders. Ms. Lucas and Pat Sanaghan of The Sanaghan Group, an organizational consulting firm, presented the updated Plan, entitled "A 2020 Vision: 2015-2020 Strategic Plan."

Mr. Sanaghan congratulated the University for being one of only a handful of institutions that have revisited and updated their strategic plan. The updated Plan is shorter than the original one

and adds another strategic theme, “Telling the MSU Denver Story.” The Plan reflects refreshed goals and metrics tied to each goal. Progress made toward achieving those metrics will be provided in quarterly reports to the Board. In his work with the University, Mr. Sanaghan said he was impressed by the sense of pride and purpose expressed by members of the University community. He noted that when students enter MSU Denver, they have a diminished perspective on their future, but by the time they go through the process, the possibilities are endless. The University meets students where they are and changes the narrative.

Chairwoman Lucero stressed the importance of the metrics being consistent with the University’s reports to the State. Vice President Kreidler said that the Board will be provided with a document listing 31 metrics, which will automatically display whenever an update is made. The Board will also receive metrics relating to critical pieces of the Scorecard. Vice Chairwoman Bookhardt requested that the reports be provided on a quarterly basis.

Chair Lucero thanked everyone involved in the process, and stated that the Board looks forward to receiving the metrics.

**B. Board Oversight of Educational Quality.**

**i. Veterans and Military Students Presentation.** Braelin Pantel and Lauren Sullivan highlighted the services and programs offered by MSU Denver to support its veteran students. Efforts are being made to centralize support services for military-affiliated students at the University, and the Veteran and Military Student Center was established in fall 2014. Additionally, Priority Registration will be offered to veterans for the summer semester. The Military Credit Transfer Package will offer eligible veterans and service members up to 15 credit hours based upon their prior learning and military training. Ms. Pantel stated that specialized scholarships for veterans who’ve exhausted their benefits would greatly enhance the University’s veteran support services.

Chairwoman Lucero voiced her strong support of the group’s work and said that the veterans’ initiatives contribute greatly to the University’s efforts toward inclusivity. President Jordan encouraged Trustees to attend Veterans Graduation ceremonies in the spring, in recognition of their service and of their educational achievements.

**ii. Equity in Excellence Presentation.** Provost Golich reviewed the background of the Equity in Excellence program, and updated the Board on progress made since its inception one year ago. MSU Denver is the only university that has completed the third round of USC’s equity scorecard work identifying gaps in the graduation rates of African American/Black and Hispanic/Latino students. By 2017, the University’s Equity in Excellence program intends to increase the graduation rate for African American/Black students and Hispanic/Latino students to 44%. Progress will be monitored through annual analysis of six-year graduation data disaggregated by race/ethnicity. Four areas are targeted: First Year Success; Academic Advising; Department of Mathematics and Computer Science; and the Metro Summer Scholars Program. The program will continue to support efforts in those four areas and will identify new areas to target. Data from student cohorts of 2007, 2008, and 2009 will be analyzed to determine

and understand trends. Provost Golich said that the programs will positively affect the students who start in 2016. Recommendations were implemented in the current year. President Jordan said that when he arrived at MSU Denver in the summer of 2005, the Equity Task Force was just completing its first study to identify the problems. Now, with the third round of the study, strategies are being assessed to rectify the problems. The three years' worth of data creates a good baseline against which to measure progress. President Jordan added that until 2012 when the Student Success Building was complete, there was not 100% participation in FYS; thus, 2012 could be the point at which some differences become apparent.

Trustee Isenberg inquired as to whether the data includes students who transfer to another university, who should be identified as successes rather than failures. Provost Golich answered that those students are tracked in the voluntary system of accountability. Trustee Isenberg stressed the importance of capturing the correct metric, that tracking from which institution the student graduated is less important than the fact that they did graduate. President Jordan stated that the biggest delimiter is the fact that the only measure employed by the Department of Education is full-time first-time students. Trustee Carroll cautioned that the numbers are deceptive. Chair Lucero asked whether this issue is being addressed through the University's federal lobby. President Jordan stated that he has met with the Secretary and Undersecretary many times to discuss the issue, and they may be prepared to accept the voluntary system of accountability as an alternative.

Provost Golich stated that the Equity in Excellence process is now institutionalized; and the efforts that are in place, and some new areas, will continue to be supported.

**C. Shared Governance Task Force Update.** President Jordan noted that the initiative regarding Shared Governance came out of the Board's retreat last fall. The report of the Shared Governance Task Force was developed based on a survey administered to all MSU Denver employees and enrolled students, a series of focus groups and document review. Based on the task force's findings, Dr. Grady-Willis and Ms. Pantel articulated a number of key recommendations including: Establishing a discourse of trust; prioritizing communication; decentralizing policy and decision-making structures; increasing opportunities for people's voices to be heard; assessing current governance structures; increasing access to Board of Trustees and trustee engagement. The board will review the Shared Governance Task Force's recommendations in more depth at its retreat in October.

Ms. Pantel reviewed the process undertaken by the Task Force in creating its recommendations. Dr. Grady-Willis said the recommendations are intended to kick start discussions around shared governance in the coming year. The issue of historical mistrust was addressed in two of the recommendations. Communication was considered a component of trust, and Dr. Grady-Willis said that the nature of communication on campus requires change to create meaningful opportunities for faculty, staff, and students to have their voices heard and to ensure that issues are fully vetted before decisions are made.



The findings of the Task Force reflect an environment in which decision-making occurs more often at the unit level. The recommendations of the task force include assigning the President's Cabinet oversight of institution-wide decisions.

Dr. Grady-Willis and Ms. Pantel highlighted other key recommendations from the task force including: establishing a discourse of trust; prioritizing communication, including revising the statement of shared governance to better reflect its meaning at MSU Denver; increasing opportunities for people's voices to be heard; studying current governance structures; increase access to the Board of Trustees and enhancing trustee engagement.

Because the findings of the task force are being delivered during the summer when many faculty and staff are off campus, the task force urged that action be deferred until fall. The report recommends identifying an independent project manager to coordinate the process going forward. It was suggested that the Board of Trustees review the recommendations of the Shared Governance Task Force in more depth at its fall retreat. President Jordan stated that a series of the recommendations of the task force are specific to the Board of Trustees. Chair Lucero asked what the next steps of the Board should include. President Jordan said one recommendation is that members of the Board meet with the community, with faculty, or hold an open forum to provide community members the opportunity to come in and ask about current issues.

Vice Chair Bookhardt expressed her interest in meeting with faculty, and suggested that a few Board members could spearhead engagements with the University community. She added that doing some outreach before the Retreat would create a more meaningful dialogue at the Retreat. Chairwoman Lucero asked that the recommendations be added as an agenda item for the Retreat.

## **V. REPORTS & ACTION ITEMS:**

**A. President's Report.** President Jordan reported that 50<sup>th</sup> Anniversary celebrations will officially kick off July 3 at the annual Independence Eve celebration in Civic Center Park. As many as 100,000 people are expected to attend. The dedicated website for the Anniversary will have profiles of individuals who have been important to the University, a list of events, and other things.

The University has been working on an initiative with the Department of Music and owners of a company called the Detroit Institute of Music Education. Tami Door from the Downtown Urban Partnership brought the opportunity to MSU Denver. It is a public-private partnership to create a program in playing and/or managing modern, or rock, music. It would be a component of the Department of Music under the existing degrees already approved by North Central. The initiative represents an opportunity to bring the program to Denver. MSU Denver would be the Institute's national partner. President Jordan will visit the program that is in operation in Detroit, and hopes to work toward a contractual agreement.

The entrepreneurs forming the Institute have done similar programs with a number of universities in Great Britain. The Institute has its own facility in Detroit, and MSU Denver would provide curriculum and faculty for the program, accreditation, and access to financial aid.

The programs would be operated under one tuition rate so that students could easily move between cities. The programs eventually could have as many as 500 to 1,000 students at several locations in the U.S.

President Jordan reported that the Colorado Department of Higher Education launched a new resource designed to help students determine what, where, and how long to study. Called “Ed Pays,” it features an interactive data tool and companion report that assesses graduates’ median earnings according to field of study, type of degree earned, and the institution from which the degree was earned. The earnings of graduates of MSU Denver is fourth highest as compared to graduates of the 13 Colorado public institutions assessed. One year after graduation, the median income for MSU Denver grads was \$34,901 compared to the statewide median income of \$33,091 for all graduates with bachelor’s degrees. When viewed within the context of tuition cost and the fact that MSU Denver’s tuition and fees continue to be the lowest, the value proposition is clear.

The first international competition at the Regency Athletic Complex was held a week ago, a scrimmage between women’s national soccer teams from Costa Rica and Colombia. The World Cup begins this weekend and continues through June and July.

President Jordan thanked Trustees for attending both Commencement ceremonies. The Coliseum was filled with 9,000 people for each event. The venue worked very well, and the University will continue holding commencement ceremonies there for at least the next five years.

The Colorado chapter of the Society for Professional Journalists honored Trustee Kenn Bisio as Educator of the Year. Trustee Bisio has taught at MSU Denver since 1994, and is widely known for his passionate teaching style.

**B. Academic and Student Affairs Committee.** Trustee Carroll reported that the Committee met and received a very positive update on the University’s progress toward reaching its HSI goal by 2018.

**C. Finance Committee.** Trustee Grogan introduced members of the Student Affairs Board, who presented the Committee with their recommendations on how their fees should be allocated. Faculty advisers ensure the recommendations meet policy requirements. Trustee Grogan congratulated the students for making a very thorough and thoughtful presentation, and asked for a motion to approve the recommendations of the Student Affairs Board. Chairwoman Lucero moved for approval, with a second by Trustee Berman. The motion was unanimously approved.

**D. Handbook Revision.** Nicole Tefft requested approval of proposed revisions to the Handbook of Professional Personnel regarding Administrators and Faculty. The revisions will reflect the new evaluation process and rating scale. Vice Chairwoman Bookhardt moved for approval, with a second by Trustee Isenberg. The motion was unanimously approved.

**E. Alumni Report.** Judy George reported that members of the Alumni Association discussed governance, best structure, and the requirement of 75% attendance at meetings. Trustee George stated that the members of the Association are very focused on outcome, and thanked Vice President Burtness for being a key participant and adviser with regard to implementation of the Association's initiatives. Chair Lucero thanked Trustee George, and said that time permitting, a presentation from the Alumni Association would be added to the Retreat agenda.

**F. Faculty Trustee Report.** Trustee Bisio reported that possible dates for the faculty meet and greet are Tuesday, September 1; Wednesday, September 2; or Thursday, September 3. Trustee Bisio will work to organize the meeting and keep Trustees updated.

**G. Student Government Report.** Patricia Ordaz introduced incoming SGA leaders Cristian Solano, President, and Maria Garibay Campos, Student Trustee. Both students thanked the Board for the decisions which have enhanced their educational opportunities. Chair Lucero welcomed the incoming leaders, and thanked Ms. Ordaz for her leadership.

**H. AHEC Report.** Vice Chair Bookhardt reported that the AHEC board met May 27 and discussed the Wellness Center program plan, designed to be contained within the CU Denver neighborhood at the intersection of Speer and Auraria Parkway, along 12<sup>th</sup> Street. CU Denver students voted to increase their fees to enable construction of the Wellness Center.

The compensation committee made its final report and recommendation that the CEO of AHEC receive a title change by way of legislative action. The recommendation and a salary plan were approved.

Plans for the King Center and Visual Arts Building were reviewed.

A proposed smoking policy is being implemented following a comprehensive survey which reflected that students are very clear that they do not want smoking of any sort on campus.

The AHEC budget for 2015-16 was approved.

**I. HLC @ Metro, Inc. Report.** Vice Chair Bookhardt reported that a proof of concept regarding the Metropolitan Grill was presented at the April HLC board meeting. The proposal included extensive plans approved by the Hospitality, Tourism and Events department and Sage, to restructure the student-run restaurant into a full-time, fully staffed restaurant to be operated by Sage. The new structure will free up academic time to provide more instruction and less administration, and the Hotel will benefit from the net income of the restaurant as well as the additional amenity to the property. The restaurant will serve the Hotel. Approval was given to administrative staff to complete the term sheet outlining key facts of the agreement. Upon completion, it will be shared with the HLC Board and a Management Agreement will be created. The unprecedented success of the Hotel's operations and the challenges associated with fundraising for the capital portion of the HLC project necessitated updates to the HLC @ Metro,

Inc. MOU. Key points of the MOU initially required the Foundation to raise \$11.5 million on behalf of HLC @ Metro, Inc., to offset cost of bonds associated with the academic side of the project. It also required that 50% of funds received by the Foundation be allocated toward scholarships and that the Foundation keep an additional two full bond payments in reserve. The current status is that the HLC @ Metro board requested that a committee be established including members from each of the governing boards in order to complete and update the MOU.

In a show of good faith, Red Robin was released from its lease in 2014 and the space has remained vacant. There is a proposal for the creation of a beer industry program for use of that space which would provide a very visible location for this new program. The program will include equipment for a brewery kitchen and other academic purposes. Another component of this proposal involves product testing and quality assurance for microbrews.

The current hotel operations in the third quarter FY15 are three years ahead of the original pro forma. Net income after all FY15 debt service payments have been made will be \$180,000; cash flow from operations is \$540,000. Occupancy is at 82%. The average daily rate is \$167 and the revenue per available room is \$137.

**J. Foundation Report.** Trustee Hanzlik thanked Vice President Burtness for all his efforts over the nine months he has been with the Foundation, and stated that the Foundation's major focus is on funding the AES Building and its interior requirements.

**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 May 8, 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 Hanzlik **moved for approval**. The motion was **unanimously approved** and the meeting officially adjourned at 12:54 p.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 June 5, 2015.**

**BACKGROUND:**                      Report includes appointments of non-temporary faculty and administrators, 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. Corey Oxenbury, Help Desk Technician, Annual Salary: \$44,000.00– Effective June 22, 2015. (ADMINISTRATIVE)

Mr. David Rodriguez, Office Assistant- College of Professional Studies Advising Office, Annual Salary: \$36,000.00– Effective July 1, 2015. (ADMINISTRATIVE)

Ms. Mai Linh Nguyen, Front-End Web Designer, Annual Salary: \$52,000.00– Effective July 1, 2015. (ADMINISTRATIVE)

Ms. Laura Church, Lab Coordinator- Colorado Center for Medical Laboratory Science, Annual Salary: \$26,417.00– Effective July 1, 2015. (ADMINISTRATIVE)

Mr. Devin Green, Help Desk Technician, Annual Salary: \$44,000.00– Effective July 6, 2015. (ADMINISTRATIVE)

Mr. Gregor Mieder, Coordinator Immigrant Services Program, Annual Salary: \$47,000.00– Effective July 6, 2015. (ADMINISTRATIVE)

Mr. Jesse Sfetas, Colorado Helps Advanced Manufacturing Program (CHAMP) Program Associate, Annual Salary: \$38,000.00– Effective July 6, 2015. (ADMINISTRATIVE)

Ms. Thuy Nguyen, Human Resources Generalist, Annual Salary: \$42,000.00– Effective July 6, 2015. (ADMINISTRATIVE)

Ms. Sarah Harman, Director, Center for Advanced Visualization and Experiential Analysis, Annual Salary: \$78,000.00 at 0.75FTE– Effective July 15, 2015. (ADMINISTRATIVE)

Mr. Evan Minuskin, College Completion Coordinator, Annual Salary: \$41,500.00– Effective July 20, 2015. (ADMINISTRATIVE)

Ms. Hadiyah Arasteh, Coordinator of Tutoring and Early Alert, Annual Salary: \$51,000.00– Effective July 20, 2015. (ADMINISTRATIVE)

Ms. Kathryn Baldwin, Coordinator of Transfer Student Success and Persistence, Annual Salary: \$50,500.00– Effective July 20, 2015. (ADMINISTRATIVE)

Ms. Koreeña Montoya, Excel Retention Coordinator, Annual Salary: \$48,554.00– Effective July 20, 2015. (ADMINISTRATIVE)

Ms. Meredith Flynn, Instructional/ePortfolio Designer, Annual Salary: \$57,871.00– Effective July 20, 2015. (ADMINISTRATIVE)

Mr. Drew Negley, Academic Advisor- College of Professional Studies, Annual Salary: \$42,000.00– Effective August 1, 2015. (ADMINISTRATIVE)

Mr. Jesse Lunsford, Academic Advisor- College of Professional Studies, Annual Salary: \$42,000.00– Effective August 1, 2015. (ADMINISTRATIVE)

Mr. Brian Sevier, Associate Dean, School of Education, Annual Salary: \$95,000.00– Effective August 3, 2015. (ADMINISTRATIVE)

Ms. Jennifer Miles, Gallery Manager, Annual Salary: \$51,500.00– Effective August 3, 2015. (ADMINISTRATIVE)

Mr. Joseph La Violette, Laboratory Coordinator- Hospitality, Tourism and Events, Annual Salary: \$40,000.00– Effective August 3, 2015. (ADMINISTRATIVE)

Mr. Michael Wery, Administrative Services Assistant, Social Work, Annual Salary: \$37,500.00– Effective August 3, 2015. (ADMINISTRATIVE)

Mr. Andrew Mejia, Assistant Men's Soccer Coach, Annual Salary: \$5,100.00– Effective August 10, 2015. (ADMINISTRATIVE)

Ms. Melissa Charloe, Assistant Women's Soccer Coach, Annual Salary: \$10,563.00– Effective August 10, 2015. (ADMINISTRATIVE)

Ms. Kristin Barnett, Assistant Athletic Trainer, Annual Salary: \$39,369.00– Effective August 10, 2015. (ADMINISTRATIVE)

Dr. G. Anthony Grant, Director, Intercollegiate Athletics, Annual Salary: \$135,000.00– Effective August 17, 2015. (ADMINISTRATIVE)

Mr. Benjamin LeDoux, Identity and Account Management Security Specialist, Annual Salary: \$56,700.00– Effective August 17, 2015. (ADMINISTRATIVE)

Ms. Brandi Rideout, Assistant Director of Alumni Programs, Annual Salary: \$55,000.00– Effective August 17, 2015. (ADMINISTRATIVE)

Ms. Hannah Williams, International Admissions Counselor, Annual Salary: \$37,786.00– Effective August 17, 2015. (ADMINISTRATIVE)

Mr. Jose Macias, Accounting Technician- Art, Annual Salary: \$44,800.00– Effective August 17, 2015. (ADMINISTRATIVE)

Mr. Matthew Hooley, Graduation Evaluator, Annual Salary: \$45,000.00– Effective August 17, 2015. (ADMINISTRATIVE)

Ms. Tonya Peregrin, Executive Assistant, Office of the President, Annual Salary: \$90,000.00– Effective August 17, 2015. (ADMINISTRATIVE)

Ms. Vanessa Santana, Retention and Success Advisor, Annual Salary: \$41,355.00– Effective August 17, 2015. (ADMINISTRATIVE)

Dr. Anahi Russo, Assistant Professor of Women’s Studies, Annual Salary: \$54,086.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Ananda Paudel, Assistant Professor of Mechanical Engineering Technology, Annual Salary: \$71,226.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Ms. Andrea Borrego, Assistant Professor of Criminal Justice & Criminology, Annual Salary: \$55,740.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Brenden Kendall, Assistant Professor of Communication, Arts & Sciences- Rhetoric, Annual Salary: \$53,606.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Christine Pink, Assistant Professor of Anthropology, Annual Salary: \$53,295.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Ellen Spitler, Assistant Professor of Secondary, K-12 and Education Technology, Annual Salary: \$56,500.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Mr. James Drake, Assistant Professor of Hospitality, Tourism & Events, Annual Salary: \$70,000.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Jessica Weiss, Assistant Professor of Art, Annual Salary: \$50,892.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Joshua Martin, Assistant Professor of Chemistry, Annual Salary: \$55,518.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Maureen Flynn, Assistant Professor of Psychology, Annual Salary: \$54,270.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Patricia Surman, Assistant Professor of Music, Annual Salary: \$50,925.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Richard Russell, Assistant Professor of Accounting, Annual Salary: \$103,941.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Sanaa Riaz, Assistant Professor of Anthropology, Annual Salary: \$53,295.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Corey Sell, Assistant Professor of Elementary Education & Literacy, Annual Salary: \$56,000.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Mr. Don Byron, Assistant Professor of Music, Annual Salary: \$50,925.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Gabrielle Katz, Assistant Professor of Earth & Atmospheric Science, Annual Salary: \$53,444.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Steven Beaty, Professor of Mathematics, Annual Salary: \$97,410.00 – Effective August 10, 2015. (TENURED FACULTY)

Dr. Angela Busila, Assistant Professor of Accounting, Annual Salary: \$103,941.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. David Bechtold, Assistant Professor of Management, Annual Salary: \$91,268.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

#### **APPOINTMENTS (Category II to Category I)**

Dr. Julio Proano, Assistant Professor of Electrical Engineering Technology, Annual Salary: \$74,198.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Meredith Jeffers, Assistant Professor of Modern Languages, Annual Salary: \$53,443.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Randi Brazeau, Assistant Professor of Earth & Atmospheric Science, Annual Salary: \$57,138.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)



Dr. Samuel Jay, Assistant Professor of Communications, Arts & Sciences- Rhetoric, Annual Salary: \$52,946.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Vida Melvin, Assistant Professor of Biology, Annual Salary: \$56,284.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

Dr. Karam Adibifar, Assistant Professor of Sociology, Annual Salary: \$52,072.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

**APPOINTMENTS (Category III to Category I)**

Ms. Darcy Beery, Assistant Professor of Technical Communications, Annual Salary: \$52,356.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

**APPOINTMENTS (Administrator to Category I)**

Dr. Janelle Johnson, Assistant Professor of Secondary, K-12 and Education Technology, Annual Salary: \$60,000.00 – Effective August 10, 2015. (TENURE-TRACK FACULTY)

**AGENDA ITEM:** Approval of Amended Sabbatical Period

**BACKGROUND:**

The Board of Trustees in the April, 2015 meeting approved Sabbatical Leaves for faculty for this current academic year, 2015-2016. Dr. Ella Maria Ray of Africana Studies was approved for a Sabbatical during the Spring 2016 semester. Subsequently, she has requested that she be approved for an amendment of the Sabbatical period, from Spring 2016 to the following, full academic year of 2016-2017. We are forwarding this item for the Board of Trustees consideration. One semester sabbatical leaves are at full pay or half pay for the academic year.

**RECOMMENDATION:**

In consideration of providing the best possible academic study opportunities to Dr. Ella Maria Ray per her justification in her amended sabbatical leave request, it is recommended the Board of Trustees approve the amended sabbatical leave request.

**AGENDA ITEM:** Higher Learning Commission Accreditation Process

**BACKGROUND:**

MSU Denver is accredited by the Higher Learning Commission (HLC), <https://www.hlcommission.org>, one of seven regional accrediting agencies that operate in the U.S. It is recognized by the Council of Higher Education Accreditation (CHEA), [www.chea.org](http://www.chea.org), with regard to standards and procedures, and by the Department of Education for Title IV and other federal funding purposes—most significantly for MSU Denver, for federal financial student aid. MSU Denver was first accredited by the HLC in 1971, and has been continuously accredited since then. The last reaffirmation of accreditation was in 2007-2008, and the next reaffirmation date is 2016-2017. The HLC relies on a peer-review process.

**UPDATE:**

To prepare for our peer-review site visit in April of 2017, we must write an assurance argument (this used to be called a “self-study”) and complete federal compliance documents. Both are due in the summer of 2016. This is a university-wide process. A University HLC Accreditation Steering Committee has taken the lead, co-chaired by AVP for Curriculum and Academic Effectiveness Bernice Harris and Budget & Financial Analyst Nate Grimm. A writing team was assigned for each of the five criteria and one was assigned to complete the federal compliance and assumed practices documents. A seventh team is taking responsibility for campus-wide communication about the process. The Steering Committee intends to have drafts of the assurance argument ready for department chairs to review in December and for VPs and deans to review in January. Ultimately, it will be ready for President Jordan and his Chief of Staff to review in March, and it will be submitted to MSU Denver’s Board of Trustees for the April, 2016 meeting.

**AGENDA ITEM:** End of the Year Budget Summary

**BACKGROUND:**

***Full year main campus enrollment status:***

For the full year 2014-15, undergraduate FTES decreased by 2.74% or 453.77 FTES. Resident FTES decreased by 3.36% or 550.43 FTES and non-resident FTES increased by 17.45% or 86.67 FTES. This does include summer 2014, which had an increase of 8.6% in FTES.

***Budget update:***

**Operating – Educational and General (E&G)**

**Revenue** – MSU Denver is ending the fiscal year with a positive fund balance of nearly \$8.9 million available for one-time allocations due to:

- Nearly \$726K higher tuition revenue than anticipated, which is the net result of \$64K higher tuition revenue than estimated and \$660K less remedial reimbursement than projected to CCD.
- Under Other Than Tuition Revenue (OTT) we have ended the year with higher than anticipated installment payment plan charges, recoveries, and interest income.
- Lastly, our total bad debt was \$402K lower than anticipated due to our increased effectiveness in collecting our outstanding receivables from students and the process improvement initiated by the Bursar's Office relating to insurance adjustments from the provider.

**Expenses** – Overall, spending was less than anticipated for the university in comparison to the budgeted amounts. The University set aside \$1.6 million in one-time reserve for enrollment shortfalls. In the first year of the Summer Revenue Sharing expenses were less than estimated. Additionally, the University had nearly \$5 million in vacancy savings.

**Fund Balance** – From the total E&G fund balance of \$17.8 million, only \$8.9 million is available for one-time allocations in fiscal year 2016. From the remaining, approximately \$5 million is for the summer revenue sharing, and around \$1.5 million belongs to ICRs and program fees. Additionally, nearly \$2.5 million has been set aside for year-end GASB adjustments.

**Operating – Business Enterprise (Auxiliary) Funds**

**Revenue** – In summary, total revenue for Business Enterprise Funds was about 2% higher than expected. This is due mainly to higher revenue from Sales and Services of Auxiliary Enterprise from the Health Center and an increase in Other Revenues, including interest, across many programs.

**Expenses** – In total, the expenses in the Business Enterprise Funds were \$7 million lower than the anticipated amount. This is a result of:

- Reduced spending across almost all programs.
- Originally estimated the need of \$1 million for the SSB cooling system which was not completed in FY15.
- \$4.7 million in anticipated expenses for the Athletics Complex were funded from alternative sources.

**Fund Balance** - The fund balance for all Business Enterprise funds is \$36,410,037. Of that, \$15 million is designated for the Metro Bond Fee. Approximately \$10 million is in the University's Administrative Service Recharge (ASR) account, of which \$1.7 million is committed to the University's initiatives and \$8.3 million of this amount is set aside as University reserve. This onetime reserve represents nearly 4.6% of the University's total operating budget. The remaining \$10 million is maintained by the self-supporting programs that generate the revenue, such as the Graduate Programs, Nursing Programs, and Extended Campus.

The next table summarizes the end of the fiscal year 2014-15 budget to actuals:

		<u>Educational &amp; General</u>			<u>Auxiliary</u>		<u>Consolidated</u>
		Actual FY2014	FY2015 Revised Budget	Actual FY2015	FY2015 Revised Budget	Actual FY2015	Actual FY2015
1	Revenues (Appropriated & Auxiliary)						
2	Tuition & Fees	96,683,951	99,238,400	99,964,231	24,482,691	24,539,896	124,504,127
3	COF Stipend	29,074,090	32,487,448	32,248,782			32,248,782
4	Fee For Service	10,155,923	11,193,745	11,432,411			11,432,411
5	Indirect Cost Recoveries	277,685	284,321	308,521			308,521
6	Program Fees	1,057,076	1,718,020	1,755,608			1,755,608
7	Other Appropriated Revenue and Fees	4,748,900	3,697,643	4,369,416			4,369,416
8	Sales & Services of Educational Depts.				404,973	437,956	437,956
9	Sales & Services of Auxiliary Enterprises				2,748,778	2,917,113	2,917,113
10	Other Auxiliary Revenue and Fees				5,322,271	5,542,639	5,542,639
11	Subtotal Fiscal Year Revenue	141,997,626	148,619,577	150,078,970	32,958,713	33,437,604	183,516,574
12							
13	Bad Debt	(2,870,986)	(2,352,666)	(1,950,201)	(474,269)	(474,452)	(2,424,653)
14	Less Scholarship Allowance	(44,309,541)	(45,000,000)	(46,463,714)	(8,500,000)	(8,404,520)	(54,868,234)
15	Total Base Revenue	94,817,099	101,266,911	101,665,055	23,984,444	24,558,631	126,223,686
16							
17	Add Previous Fiscal Year Fund Balance	11,128,569	11,900,599	11,900,599	34,779,584	34,779,584	46,680,183
18							
19	Total Available Funds	105,945,668	113,167,510	113,565,654	58,764,028	59,338,215	172,903,870
20							
21	Operating Expenses						
22	Instruction	71,276,617	85,319,838	73,706,737			73,706,737
23	Public Service	18,567	24,854	15,268			15,268
24	Academic Support	15,746,996	18,252,683	17,244,956			17,244,956
25	Student Services	15,350,029	14,658,012	14,664,608			14,664,608
26	Institutional Support	18,598,600	21,412,973	18,114,965			18,114,965
27	Operation of Plant	11,037,005	11,757,296	10,832,913			10,832,913
28	Auxiliary Enterprise Expenditures				26,432,535	25,086,810	25,086,810
29	Scholarship & Fellowship	5,535,308	5,474,372	5,676,398	2,889,529	2,608,741	8,285,138
30	Less Scholarship Allowance	(44,309,541)	(45,000,000)	(46,463,714)	(8,500,000)	(8,254,646)	(54,718,360)
31	Mandatory & Non-Mandatory Transfers	791,488	1,267,482	1,978,899	9,304,983	3,487,273	5,466,173
32	Total Operating Expenditures	94,045,069	113,167,510	95,771,030	30,127,047	22,928,178	118,699,209
33							
34	Other Adjustments:						
35	GASB Accounting Adjustments	(2,637,549)		(2,449,810)			(2,449,810)
36	ICRs and Program Fees	(1,096,072)		(1,480,955)			(1,480,955)
37	Summer 14 Revenue Sharing Fund Balance	(2,748,784)		(2,383,775)			(2,383,775)
38	Summer 15 Estimated Revenue Sharing			(2,600,000)			(2,600,000)
39	Return to Programs				(28,636,982)	(36,410,037)	(36,410,037)
40	Fund Balance available for one-time allocations	5,418,194	-	8,880,084	-	-	8,880,084





# Tuition Policy Framework, Philosophy & Values

Colorado Commission on Higher Education

September 3, 2015

Diane Duffy, Chief Financial Officer  
Todd Haggerty, Lead Analyst



**COLORADO**  
Department of  
Higher Education

# *Tuition Policy: What We Hope to Accomplish Today*

Based on  
your  
direction  
at the  
CCHE  
retreat:

DHE staff developed a tuition policy framework, philosophy and values:

Value #1 - State Investment in Higher Education

Value #2 - Tuition Impact on Students and Families

Value #3 - Flexibility for Institutions

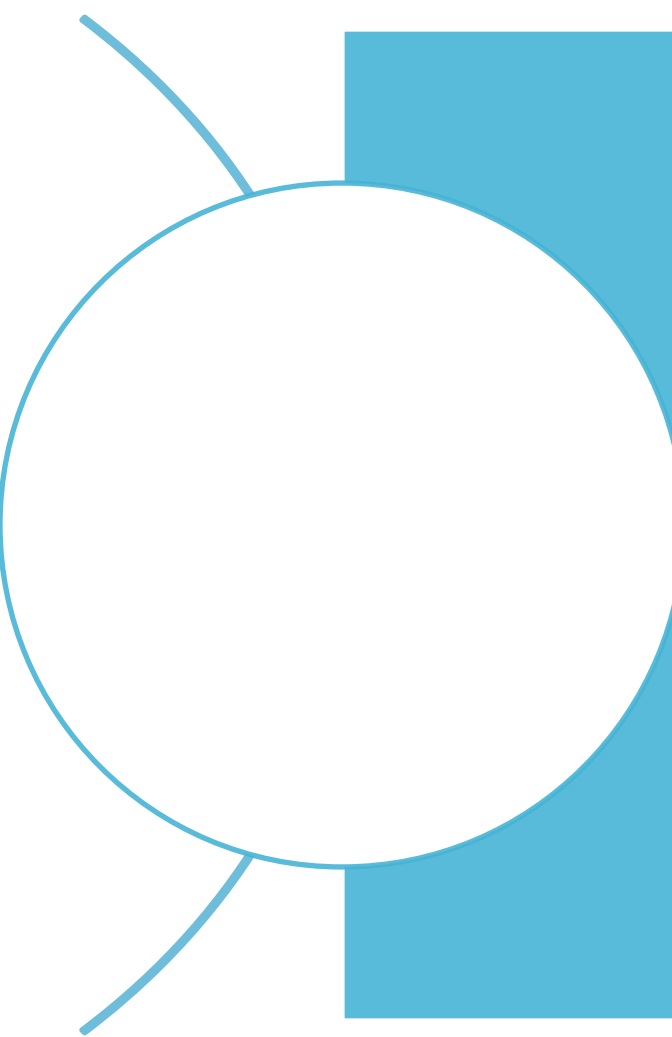
Value #4 - Accountability and Meeting Completion Goals

Staff seeks your feedback and approval of the tuition policy framework.

DHE staff can develop a 2016 Legislative proposal to seek statutory authority from the General Assembly to authorize CCHE, working in consultation with the governing boards, to develop and implement a process to determine tuition increase limits including a process for governing boards to request flexibility from tuition increase limits, through a tuition accountability plan.

Staff seeks your feedback and approval to move forward with stakeholder discussions over the next 8 weeks working to gain consensus on the proposed process and potential legislation.

# *The Statutory Charge*

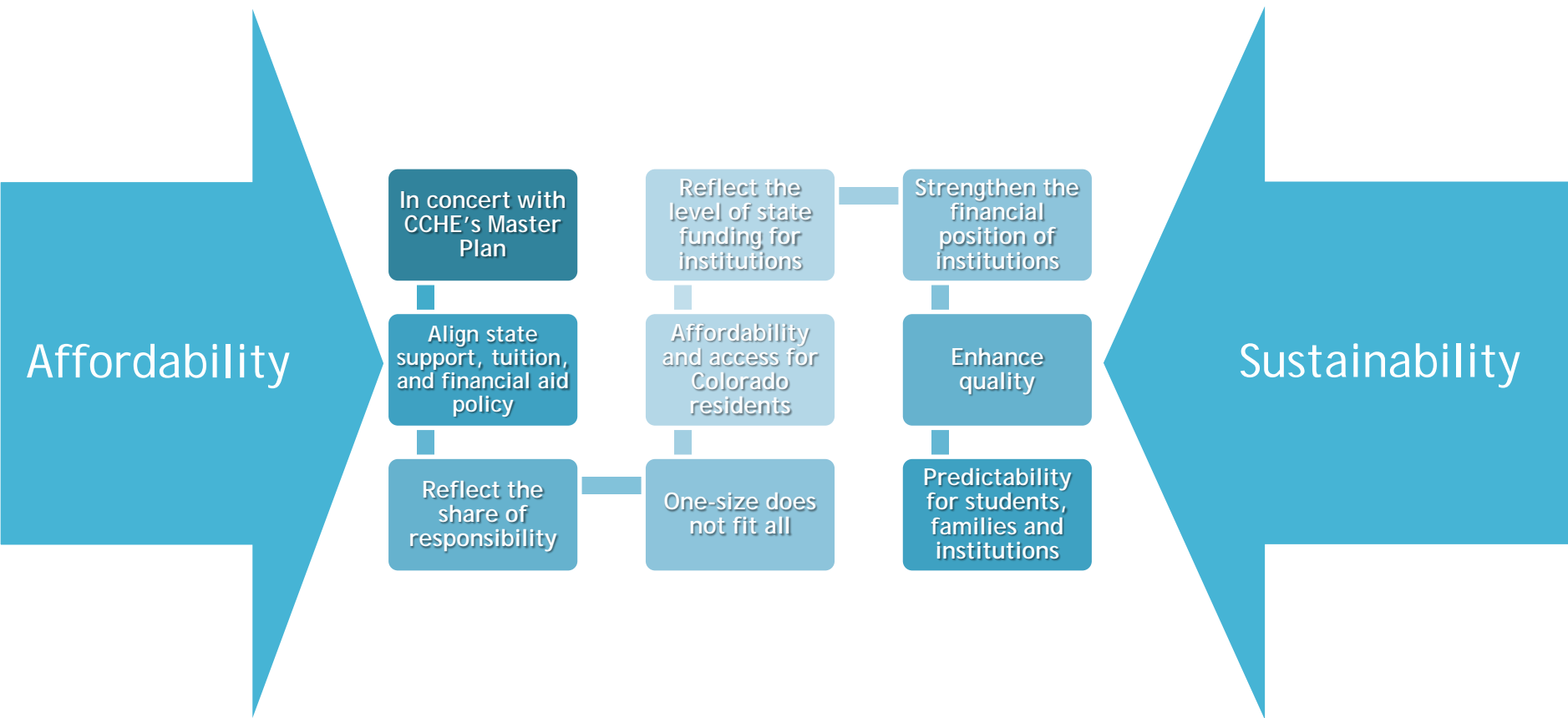


C.R.S §23-18-306 (5)...(5) The general assembly finds and declares that it is vital that Colorado's higher education system is accessible and affordable for all Coloradans. The institutions' tuition policies are an important component of ensuring both the affordability and sustainability of Colorado's higher education system. With the expiration of tuition policies implemented pursuant to recent legislation, it is imperative that the commission and the governing boards of state institutions of higher education, as well as other interested parties, work cooperatively to structure an ongoing tuition policy for the state. Therefore, by November 1, 2015, the commission shall submit to the joint budget committee and to the education committees of the house of representatives and the senate tuition policies that ensure both accessible and affordable higher education for Colorado's residents. The tuition policies must also reflect the level of state funding for institutions and the need of each institution to enhance the quality of educational programs and offerings and strengthen the financial position of the institution. The commission shall develop the tuition policy recommendations in consultation with the governing boards of the institutions and other interested parties using an inclusive and transparent process.

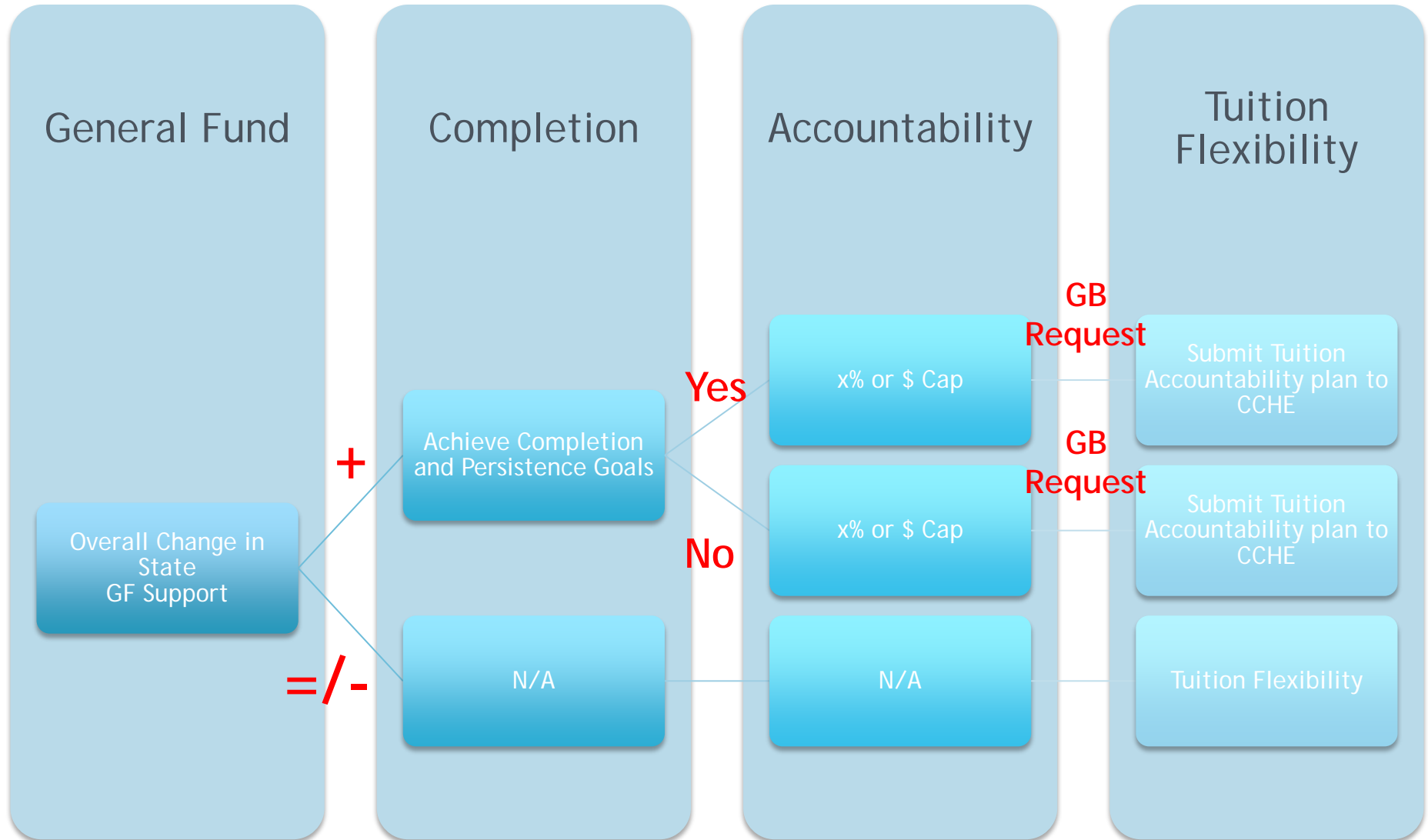


# *Tuition Policy Background:*

## *Principles*

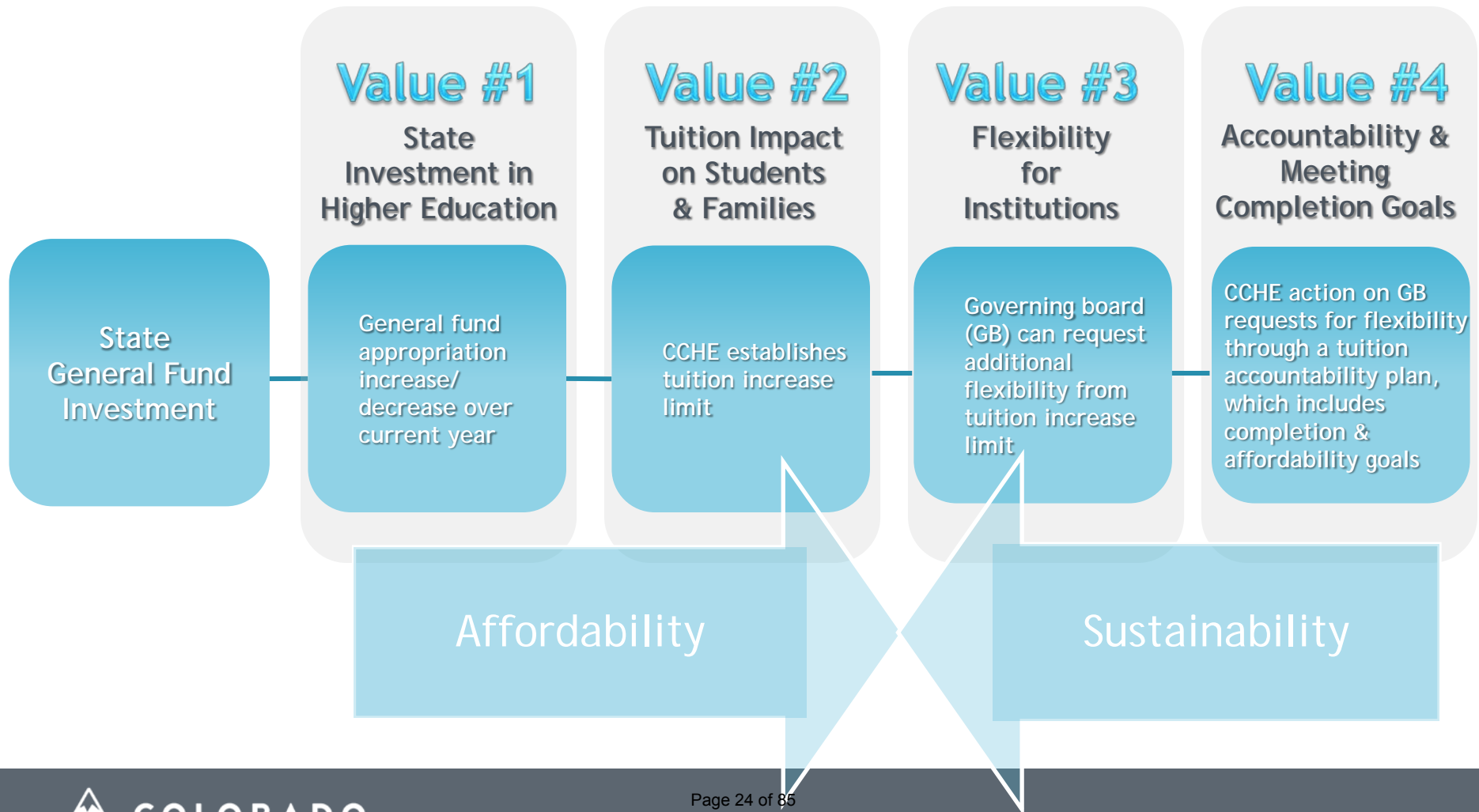


# Tuition Decision Tree



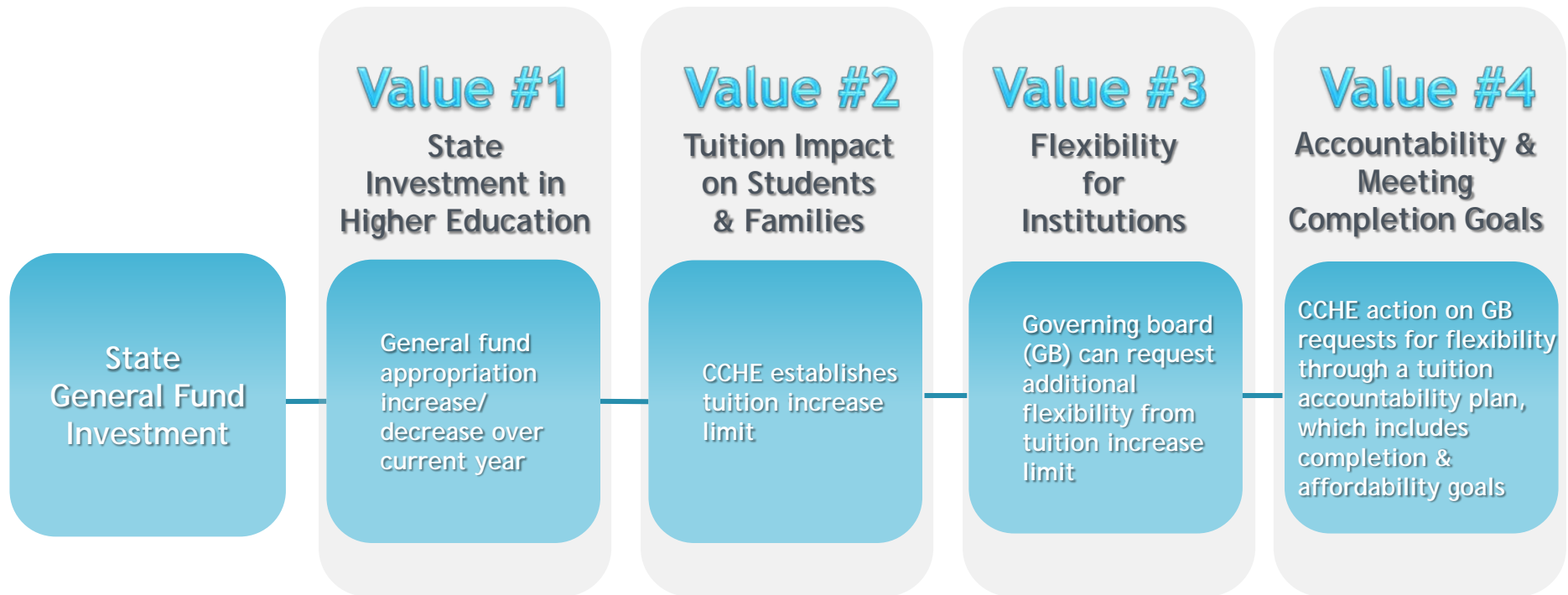
# *Tuition Policy Framework:*

## *Philosophy and Values*



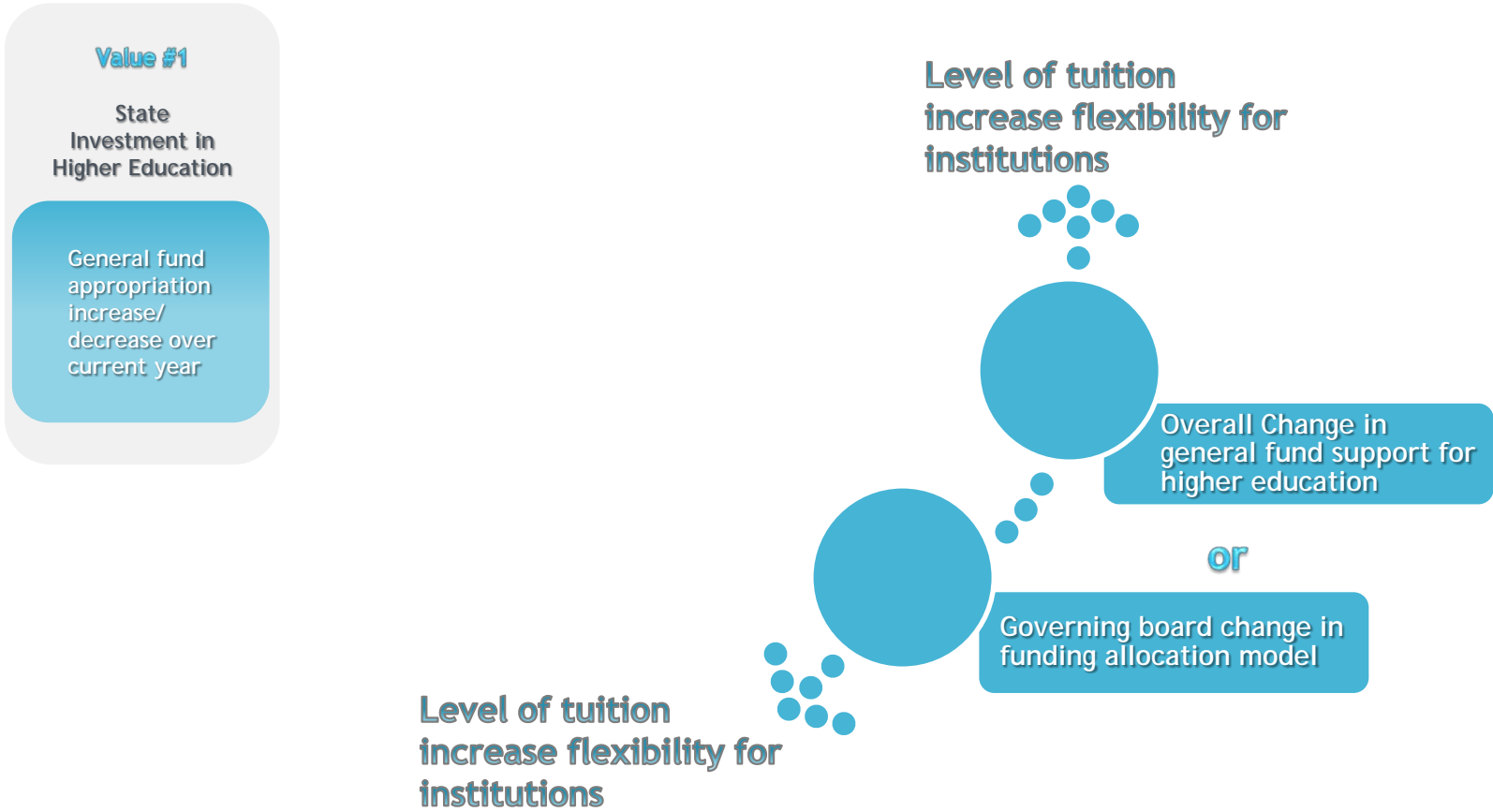
# Tuition Policy Framework:

## Philosophy and Values *(Discussion Draft, 9/3/15)*



# Tuition Policy Framework:

## State Investment in Higher Education



# Tuition Policy Framework:

## CCHE Establishes Tuition Increase Limit

### Value #2

Tuition Impact  
on Students  
& Families

CCHE establishes  
tuition increase  
limit

### Example #1

Mandatory  
Costs X  
Inflation



Change in  
General  
Fund



Tuition  
Increase  
Limit

### Example #2

General  
fund  
growth  
above X

Tuition  
Increase  
Limit



Change in  
Median  
Family  
Income



Inflation

### Example #3

If General  
fund  
growth



Inflation



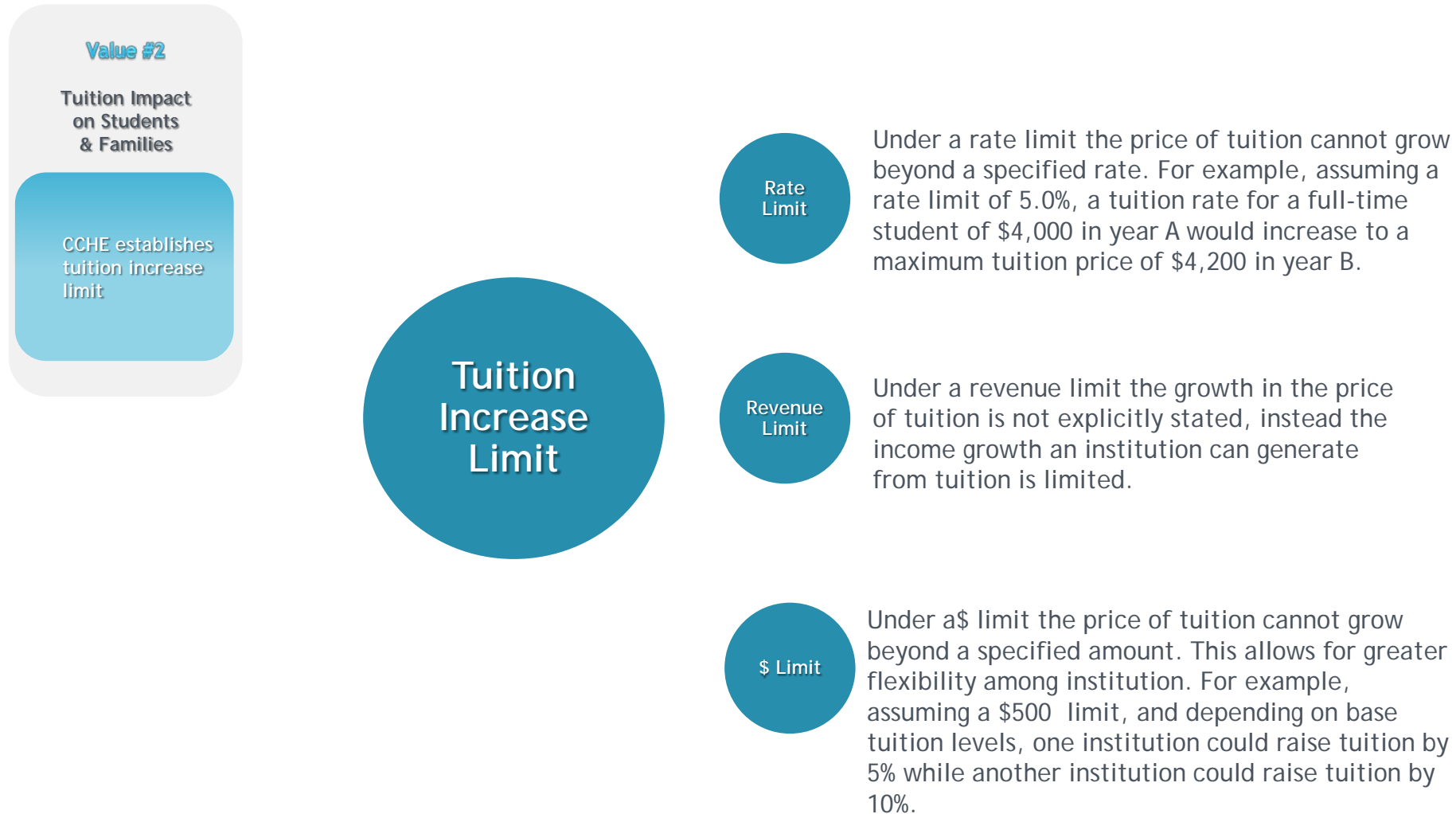
Enrollment  
Growth



Tuition  
Increase  
Limit

# Tuition Policy Framework:

## CCHE Establishes Tuition Increase Limit



# Tuition Policy Framework:

## CCHE Establishes Tuition Increase Limit

### Value #2

Tuition Impact  
on Students  
& Families

CCHE establishes  
tuition increase  
limit

Rev Generated from a 1% increase on base UG resident tuition (30 credit hours)		
State Institution	Base 14-15 Undergraduate Resident Tuition	1% Increase
Mines*	\$14,790	\$148
CU B	\$9,048	\$90
UCD	\$8,760	\$88
CSU-FC	\$7,868	\$79
UCCS	\$7,710	\$77
CMU	\$6,812	\$68
UNC	\$6,024	\$60
CSU-P	\$5,824	\$58
FLC	\$5,544	\$55
WSCU	\$5,539	\$55
ASU	\$5,160	\$52
MSU-D	\$4,973	\$50
CCCS	\$3,747	\$37



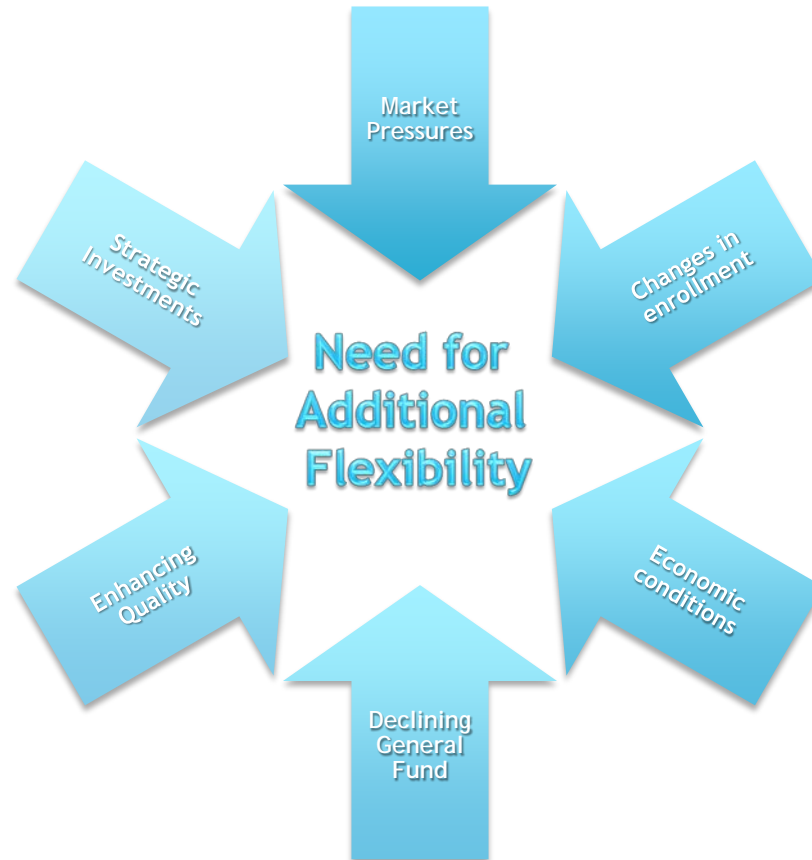
# Tuition Policy Framework:

## Flexibility for Institutions

### Value #3

#### Flexibility for Institutions

Governing board (GB) can request additional flexibility from tuition increase limit



# Tuition Policy Framework:

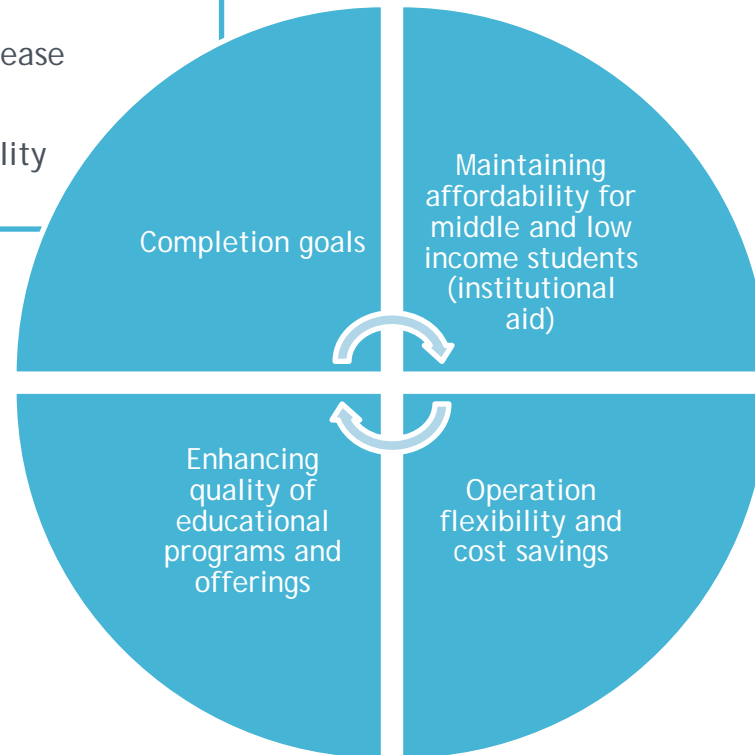
## Accountability & Meeting Completion Goals

### Value #4

#### Accountability & Meeting Completion Goals

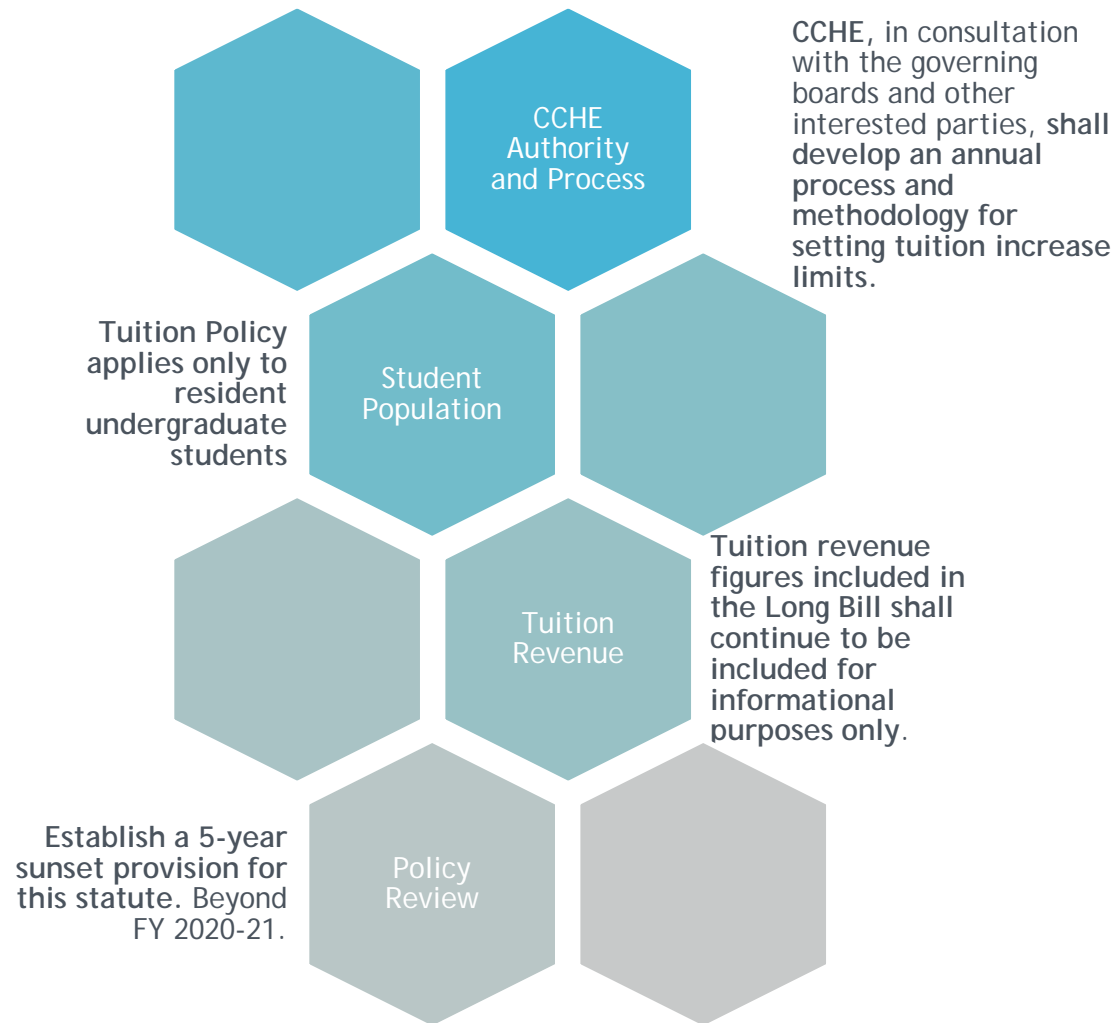
CCHE action on GB requests for flexibility through a tuition accountability plan, which includes completion & affordability goals

- CCHE action on request for tuition increase flexibility (Tuition Accountability Plan)

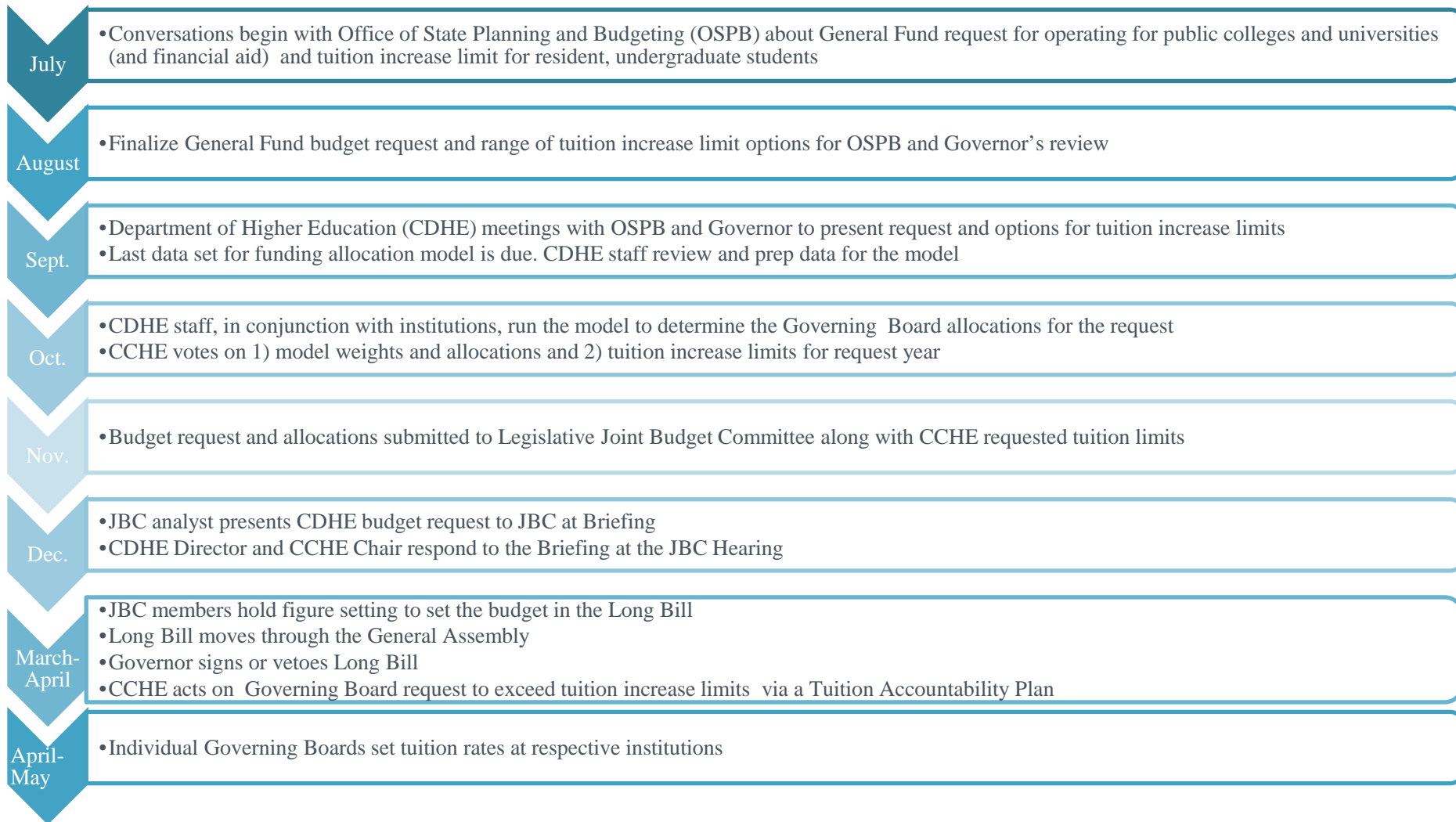


# *Tuition Policy Framework:*

## *Potential Statutory Authority to Develop and Implement CCHE Tuition Policy*



# Calendar: State Operating Budget Request, Governing Board Allocations, and Tuition



# *Tuition Policy: What We Hope to Accomplish Today*

Based on  
your  
direction  
at the  
CCHE  
retreat:

Staff seeks your feedback and approval of the tuition policy framework :

---

Value #1 - State Investment in Higher Education

---

Value #2 - Tuition Impact on Students and Families

---

Value #3 - Flexibility for Institutions

---

Value #4 - Accountability and Meeting Completion Goals

---

Staff seeks your feedback and approval to move forward with stakeholder discussions over the next 8 weeks working to gain consensus on the proposed process and potential legislation.

DHE staff can develop a 2016 Legislative proposal to seek statutory authority from the General Assembly to authorize CCHE, working in consultation with the governing boards, to develop and implement a process to determine tuition increase limits, including a process for governing boards to request flexibility from tuition increase limits through a tuition accountability plan.

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# *Tuition Policy: Next Steps*

September 9	CCHE Standing Committee on Fiscal Affairs and Audit
September 15	CFO Meeting
September 24	CEO Meeting
Sept /Oct	Meetings with OSPB and Governor
Sept/Oct	Meetings with Key Legislators, especially JBC members
October 5	CCHE Conference Call - Update on Tuition Policy
October 8-9	Governing Board Summit
October 14	CCHE Standing Committee on Fiscal Affairs and Audit
October 15	CCHE Conference Call - Update on Allocations and Tuition
October 20	CFO Meeting
October 22	CEO Meeting
October 29	CCHE Meeting - Action on Funding Allocations and Tuition Policy Recommendation





# Higher Education Funding Allocation Model Update

Colorado Commission on Higher Education  
September 3, 2015

Todd Haggerty, Lead Analyst 1319



**COLORADO**  
Department of  
Higher Education

# *Overview*

Background on the higher education funding allocation model

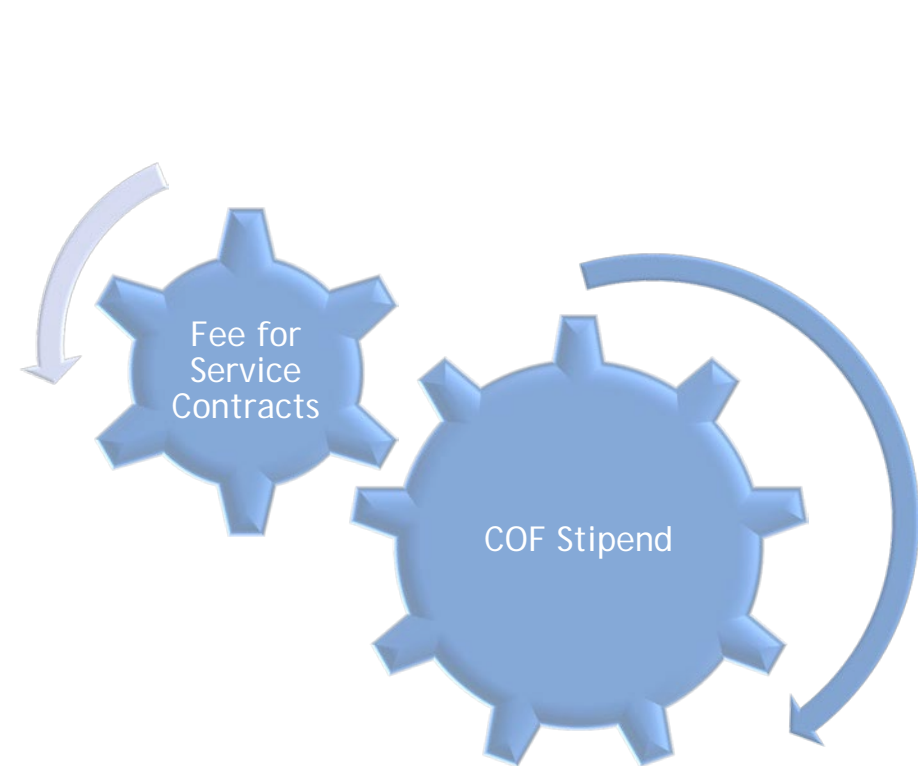
The model review process

Model changes under consideration

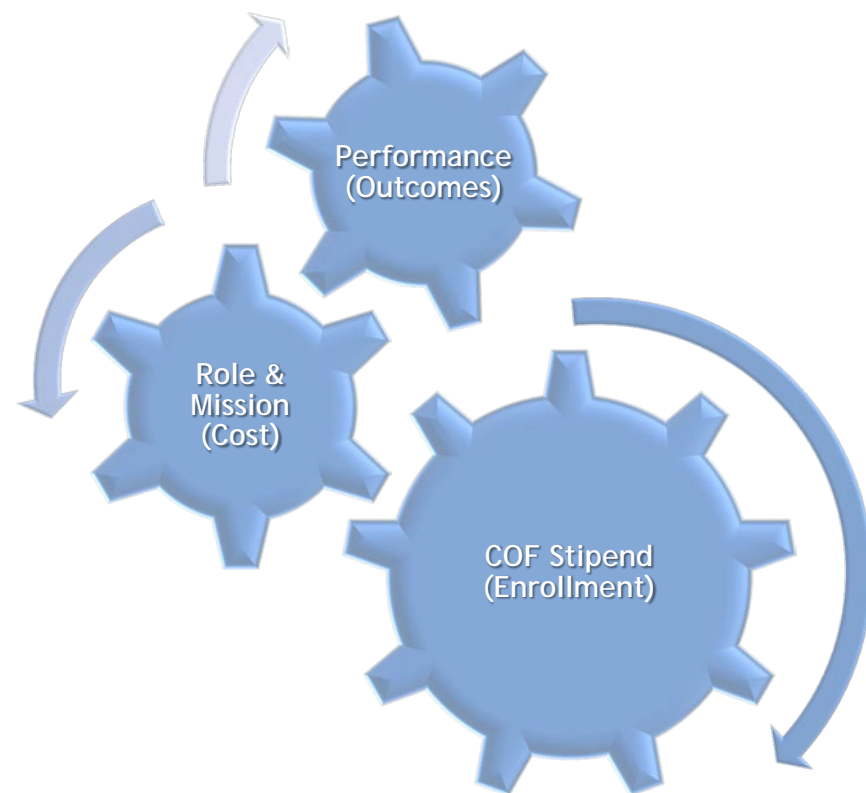


# *Higher Education Finance in Colorado:*

## *Before and After HB 14-1319*



**Before: 2004-2014**



**After: 2015**

# Higher Education Funding Allocation Model

## Model Process

STATE OPERATING FUNDS FOR PUBLIC INSTITUTIONS OF HIGHER EDUCATION

Less

LOCAL DISTRICT  
JUNIOR  
COLLEGES

GOVERNING  
BOARD  
SPECIALTY  
EDUCATION  
PROGRAMS

AREA  
VOCATIONAL  
SCHOOLS

Equals

TOTAL STATE APPROPRIATIONS

HB 14-1319 Model

COF STIPEND  
(ENROLLMENT)

ROLE & MISSION  
(COST)

PERFORMANCE  
(OUTCOMES)

# *Higher Education Funding Allocation Model*

## *Summary of Model Components*

### The College Opportunity Fund Stipend

- A per-student stipend for new and continuing resident students going to college in Colorado.

### Role & Mission Factors

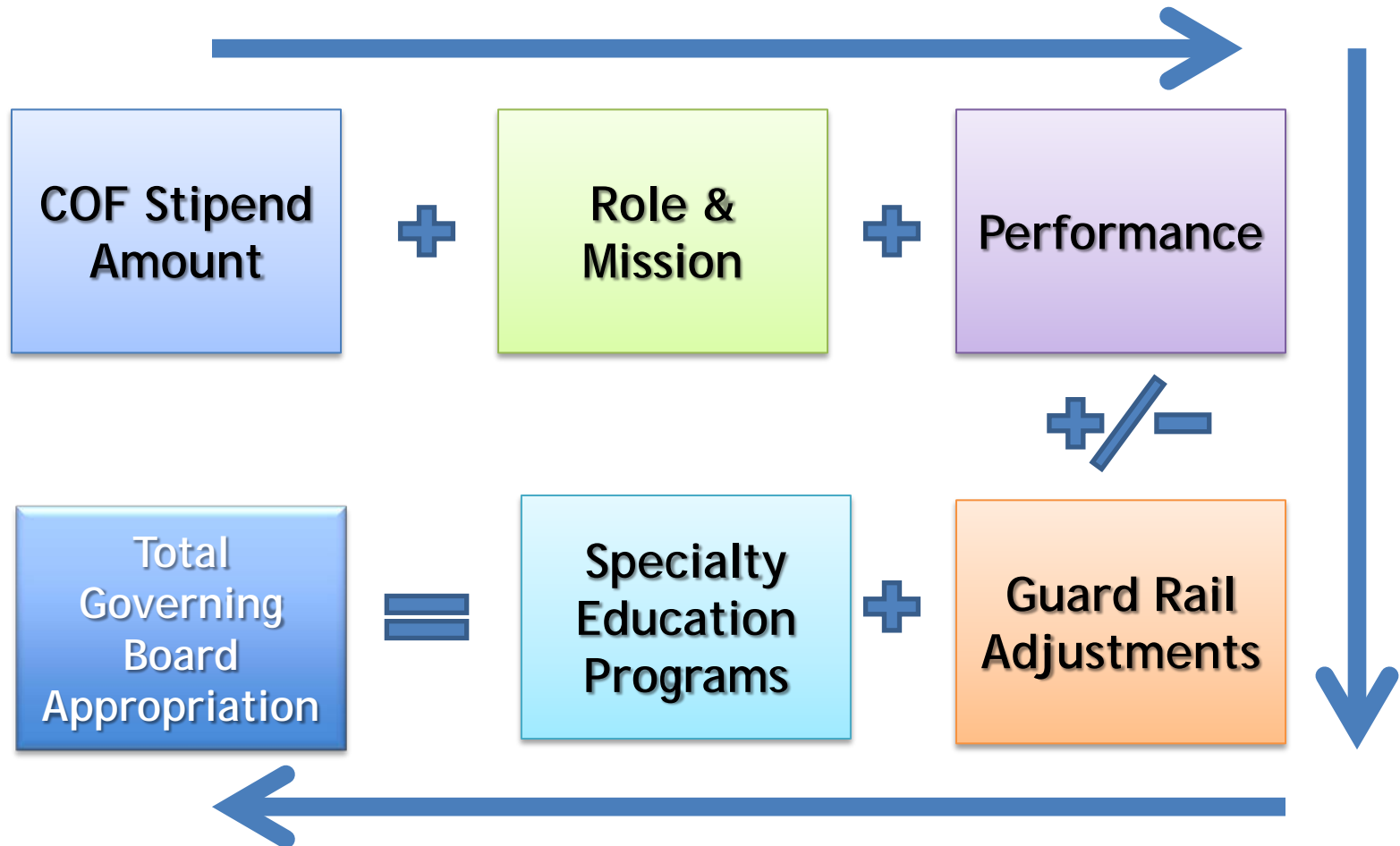
- A formula that funds institutional role and mission based on course completions and the costs of providing those courses. Additional funding provided for services to support low income students.

### Performance Metrics

- Outcomes-based measurement rewarding institutions for the: (1) degrees and certificates produced; and, (2) student progression to a degree or certificate. Funding is provided based on both total number of production and production relative to institution size.

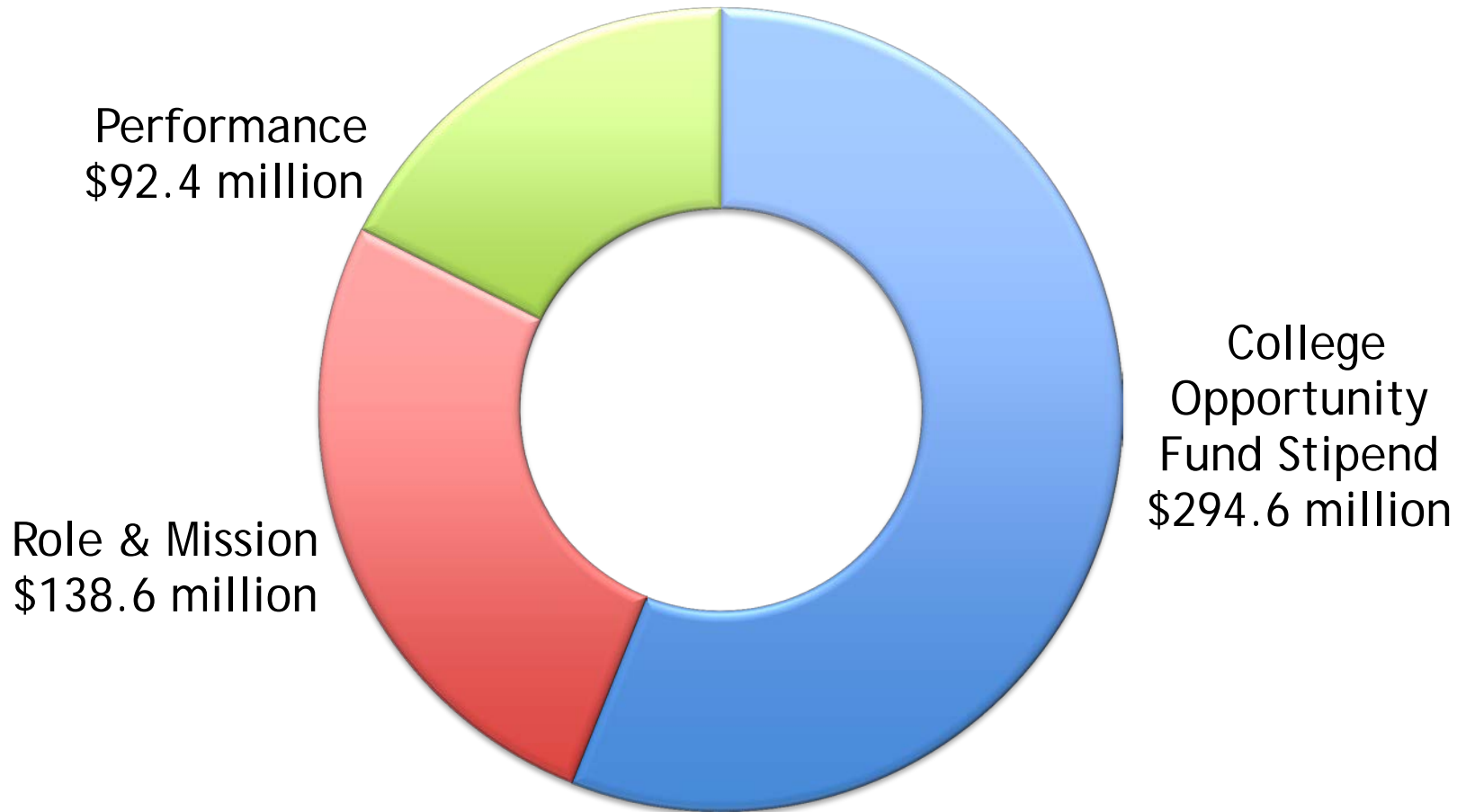
# Higher Education Funding Allocation Model

## Final Allocations

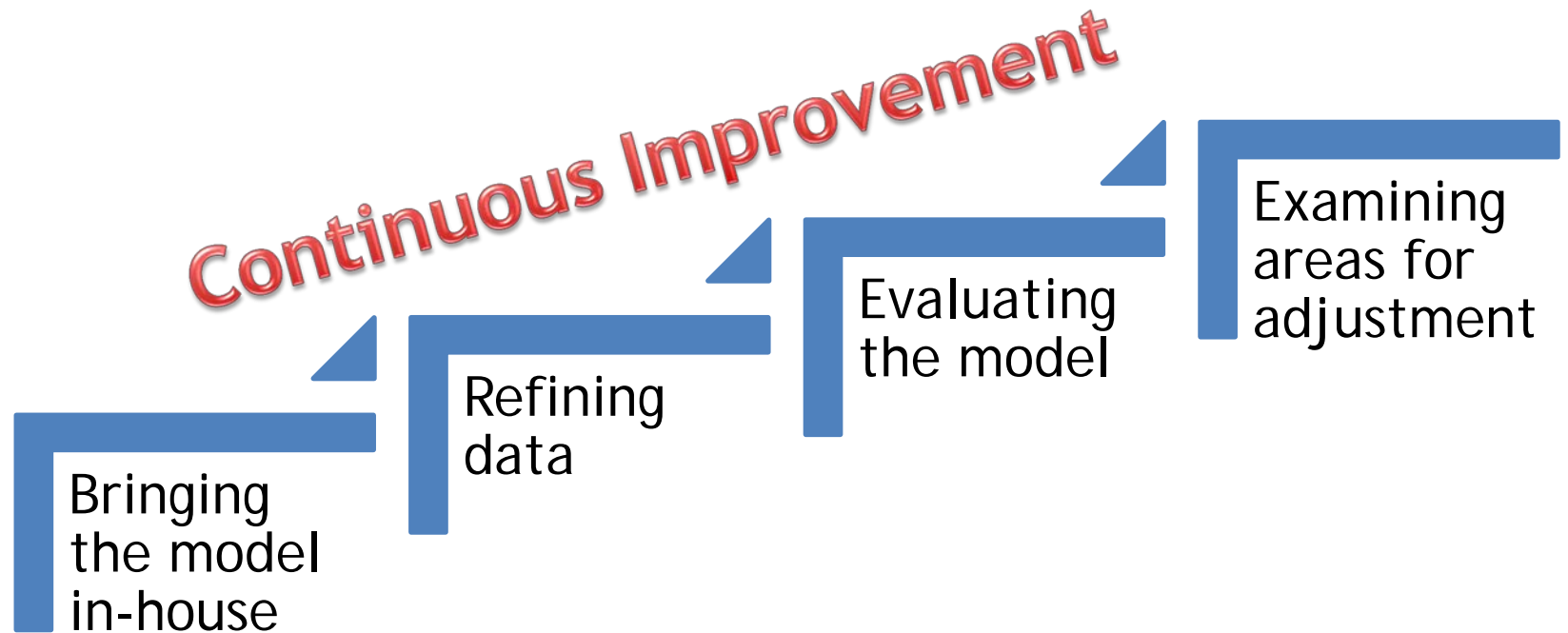


# *Higher Education Funding Allocation Model*

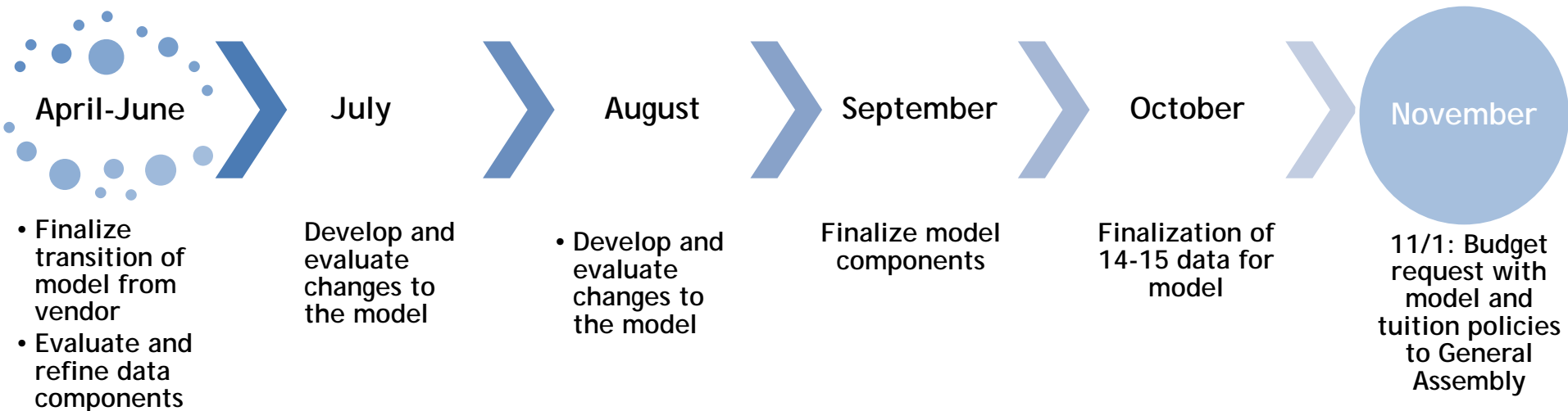
## *Summary of Model Components (Fiscal Year 2015-16)*



# Higher Education Funding Allocation Model Review Process

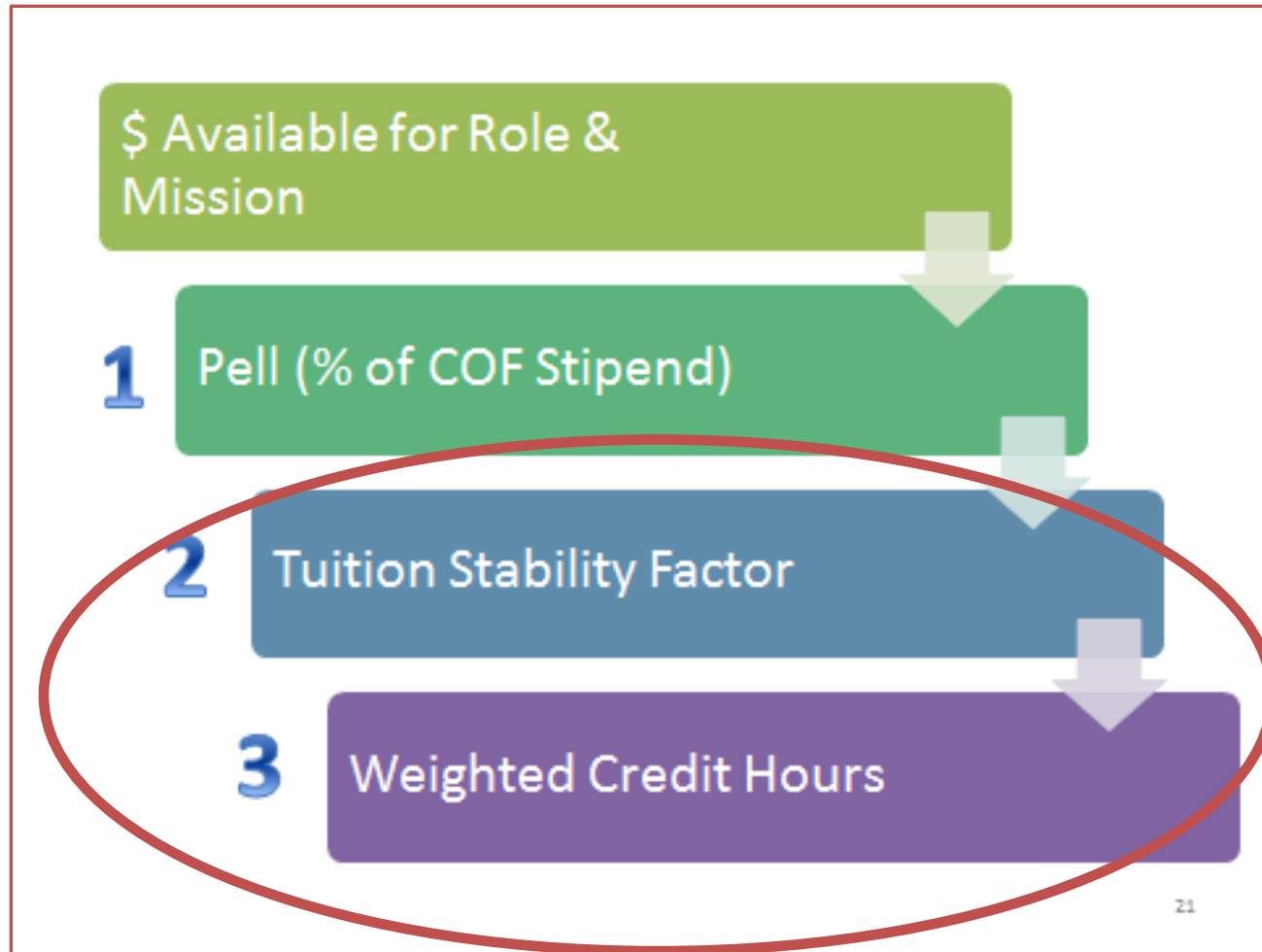


# Higher Education Funding Allocation Model Review Process



# Higher Education Funding Allocation Model

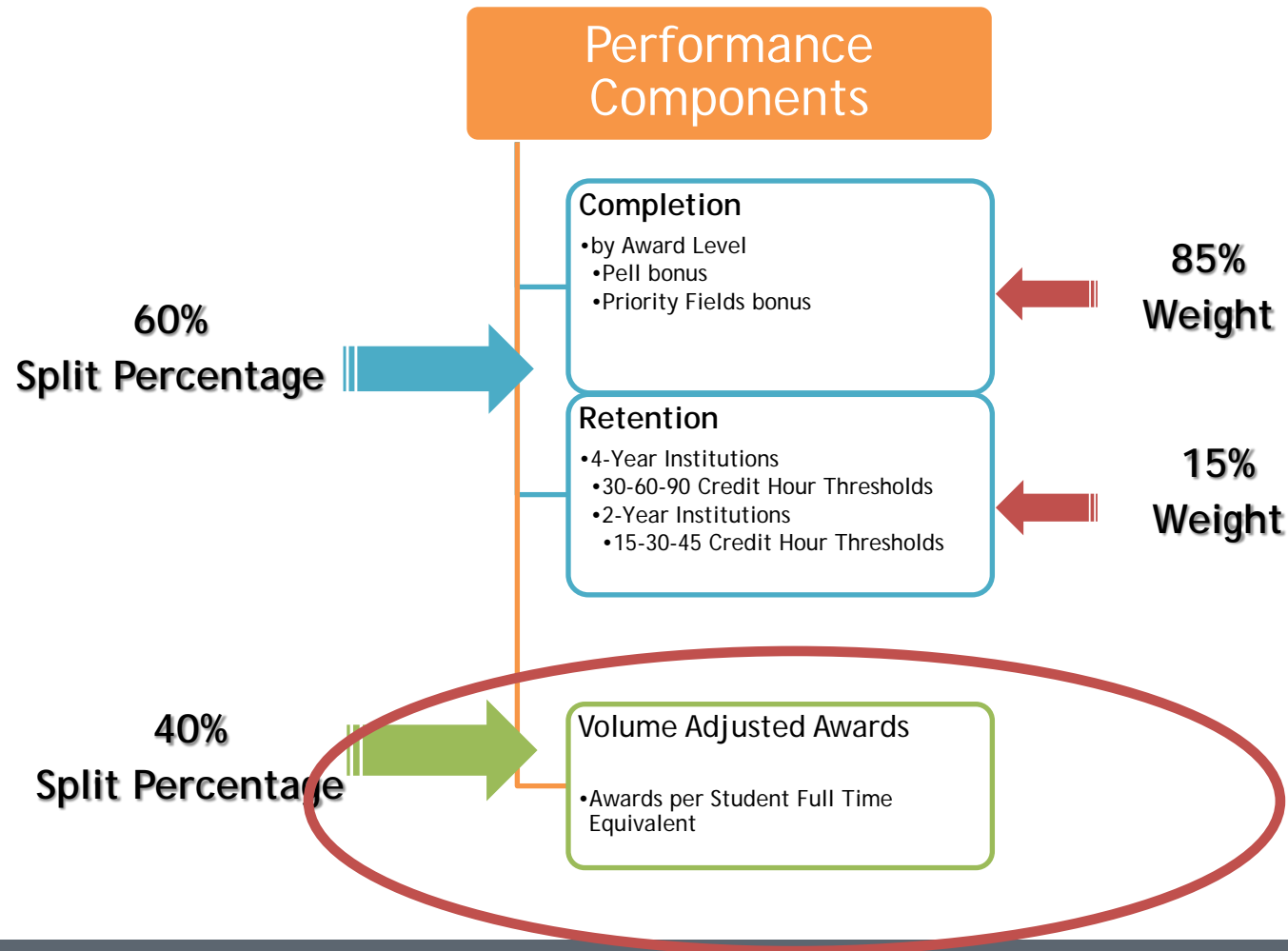
## 1.0 Framework—Role & Mission



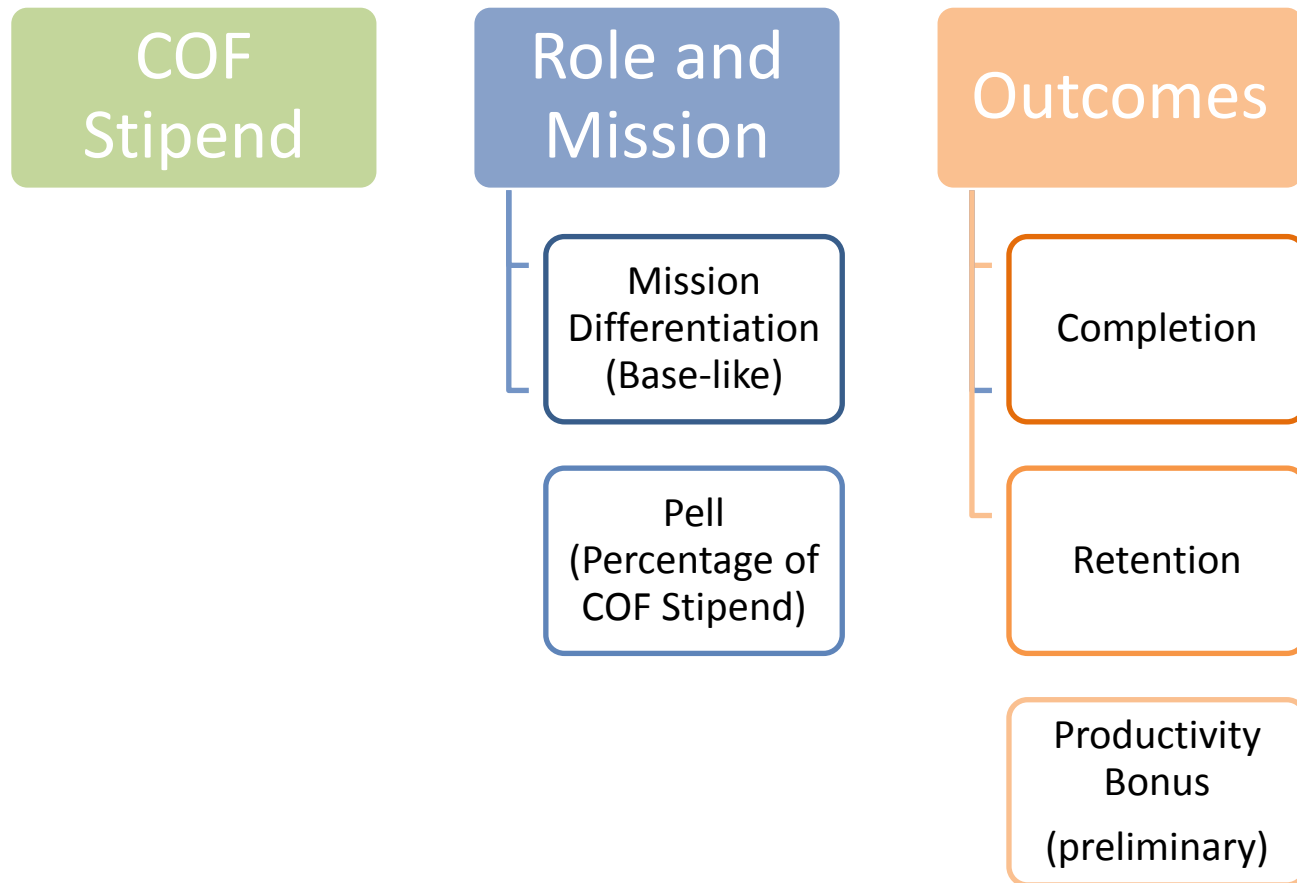


# Higher Education Funding Allocation Model

## 1.0 Framework—Performance



# *Higher Education Funding Allocation Model 2.0 Framework—changes under consideration*



**AGENDA ITEM:** HLC@Metro, Inc., End of the Year Report

**BACKGROUND:**

June 30<sup>th</sup> marked HLC@Metro, Inc.'s third fiscal year of operation and has continued to cement the favorable position that it has enjoyed since its inception. Below has been provided brief updates on the status of the project:

***Financial:***

The hotel has consistently outperformed the initial projections set forth prior to its opening and Fiscal Year 2015 was no different. The hotel ended the year with net income of \$250,000, after the payment of all debt service for HLC@Metro, Inc., and accounting of all non-cash activities such as depreciation. The hotel flowed through approximately \$1.8 Million to the various reserves and holding accounts. Operating metrics have been included below:

	<b>2015</b>	<b>2014</b>	<b>Difference</b>
Occupancy	82.7%	79%	<b>+3.7%</b>
Average Daily Rate	\$169.59	\$155.80	<b>+\$13.79</b>
Revenue Per Available Room	\$140.20	\$123.12	<b>+\$17.08</b>

The increased metrics above translate to over \$1.1 Million in additional gross revenue; enabling the hotel to end the year with a net profit for the first time since its inception. It is projected that this growth will continue for the next one to two years before additional hotel inventory will come online within the near vicinity, at which point it is expected that the hotel's performance will level off.

***New for FY15:***

**Renewal and Replacement Reserve Withholding**

Within the original agreement included as part of the HLC bond issuance, was a requirement to withhold five percent of gross hotel revenues for future capital expenses (renewal and replacement reserve). Due to the favorable financial position of the hotel, a proposal was completed based on the desire to provide a premier guest and student experience throughout the life of the project by funding a larger amount of the depreciation of the building, furniture, fixtures, and equipment.

At the July HLC@Metro, Inc. board of directors meeting, the members unanimously approved a schedule which gradually increases the withholding percentage from five percent in 2015 to eight percent in 2019. The estimated net monetary effect of this change is an additional \$650,000 available for capital expenses by 2019.

**Academic Restaurant Restructure**

In early spring, a proof of concept was engendered outlining a potential shift in the structure of the 'student-run restaurant' located in the academic side of the HLC. This proposal suggested that the management of the restaurant shift from the academic department, open only during select hours, to Sage who would operate the restaurant during normal business hours.

The purpose of this proposal was multi-faceted and boasted support from all three effected parties: HLC@Metro, Inc., MSU Denver's Hospitality Tourism and Events (HTE) department, and Sage Hospitality. Previously, the HTE department was the sole 'manager' of the restaurant and it was used solely as an academic classroom; offering students hands-on training in a restaurant atmosphere. However, due to the limited hours of operation and mainly campus-based customers, the HTE department expressed that the restaurant was not a true representation of a typical restaurant. Within the proposal, there were included guidelines that ensure the academic program will not lose any educational opportunities, while additionally providing, not only an additional amenity to the hotel guests, but also an additional revenue source for HLC@Metro, Inc.

The proof of concept was submitted to the HLC@Metro, Inc. Board of Directors at its April meeting and was approved unanimously. The administration of HLC@Metro, Inc., Sage Hospitality, and the HTE Department are currently completing the necessary legal, capital, and programmatic changes needed to implement the newly branded 'Degree: Metropolitan Food + Drink' restaurant. The opening of the restaurant is scheduled for September 15<sup>th</sup>.

### **Memorandum of Understanding**

An updated memorandum of understanding between HLC@Metro, Inc., MSU Denver, and MSU Denver's Foundation is in the process of being completed. The updates include better defined timelines for transfers from Hotel proceeds to the Foundation, the designated use of these proceeds, and the role of the Foundation in continual donation solicitation on behalf of HLC@Metro, Inc. to assist in debt service repayment. A work group was formed that has representation from the three affected parties and the MOU is projected to be completed before the end of the calendar year. As of June 30, 2015 no transfers had been completed.

**AGENDA ITEM:** Approval of Additional Location: Academic Partnership with Detroit Institute of Music Education (DIME) in Detroit, Michigan

**BACKGROUND:**

The University desires to launch a public private academic partnership with DIME in which the University will enroll students and offer courses and music degree programs at DIME's Detroit, Michigan location. The founders of DIME started a similar successful program in Great Britain several years ago with various British university partners and have now started a new college-level music program in the United States. DIME's goals in affiliating with MSU Denver would be to enable their music students to earn a bachelor's degree from an American university and to access financial aid and support services. MSU Denver will benefit from the affiliation by expanding the university's student base to include students that would otherwise be unable to earn a bachelor's degree from MSU Denver and by offering music degree programs that are in demand but are not currently offered by the University.

In Detroit, Michigan, DIME currently offers courses in popular music, or in other words, in rock and roll and other popular music genres. They also offer course work in song writing and the music industry itself. MSU Denver's music department currently focuses on classical and jazz music, so the programs developed jointly by DIME and MSU Denver will expand the University's music degree offerings. MSU Denver's music faculty and academic leadership are in the process of reviewing DIME's current curriculum and academicians from the University and DIME are working collaboratively to submit new degree programs through the University's curriculum process. Visits to DIME's facility in Detroit, Michigan have also occurred with MSU Denver music faculty members, academic leaders and University leadership participating. Work also is being done with MSU Denver's academic departments offering General Studies courses so that such courses can be offered online to Detroit based students. MSU Denver is a member of the State Authorization Reciprocity Agreement (SARA) that authorizes delivery of online courses to residents of Michigan. MSU Denver will hire faculty to deliver the courses and academic programs developed under the academic partnership agreement.

Board approval of this request to offer courses and degree programs at an additional location in Detroit, Michigan is required before the University can move forward with requesting approval of an additional location from our regional accreditor, the Higher Learning Commission (HLC) and also from our Music accreditor, the National Association of Schools of Music (NASM).

**RECOMMENDATION:**

The Academic and Student Affairs Committee recommends Board of Trustee approval of an additional location in Detroit, Michigan at which courses and music degree programs will be offered to students enrolled at MSU Denver in furtherance of the University's academic partnership with DIME

**AGENDA ITEM:** Approval of Phase One Review Process for New Degree Programs:  
**Bachelor of Arts in Geography**

**BACKGROUND:**

The proposal recommends changing the currently existing Geography concentration within the Land Use major and developing a stand-alone degree in Geography. This would improve advising and increase the job prospects of our students as employers don't know what a "Land Use" degree means, however they do understand what it means to have a degree in Geography. Geographers study Earth and its land, features, and inhabitants, ranging in scale from local to global. Geography is unique in bridging the social sciences and the natural sciences. Geographers pursue rewarding careers in education, business, government agencies, and nonprofit organizations. Within this major, students will select between a concentration in Physical Geography or Sustainability. The mission of the geography program is to provide a multidisciplinary education that integrates physical and social science with spatial analysis. This provides a foundation for understanding problems and implementing solutions to improve the quality of human-environment dynamics. The geography curriculum combines general courses in the natural and social systems of the landscapes of the Earth. The vital thread of human relationships to the environment links concentrations in Physical Geography and Sustainability.

**ANALYSIS:**

Geography is experiencing resurgence as an academic discipline by tackling issues of local, national, and global significance. Its conceptual frameworks for interdisciplinary and integrative research are appealing to students and employers. The US Department of Labor projects "much faster than average" growth, in excess of 20% or more, in jobs for geographers, geoscientists, cartographers, urban and regional planners, and other geographic professionals, with projected needs of upwards of 15,000 additional employees in each of these career fields between 2008-2018. Geographers use many tools and techniques in their work, and geographic technologies are increasingly important for understanding our complex world. They include Geographic Information Systems (GIS), Remote Sensing, and Global Positioning Systems (GPS). The proposed degree restructuring highlights faculty strengths by merging human and physical geography into physical geography and sustainability concentrations.

Currently, there are no LUS (Land Use) course offerings at MSU Denver despite having a Land Use degree. Land Use students must take GEG (Geography) classes to fulfill the graduation requirements. This is confusing and misleading for students and employers. An internet search revealed that only three (3) schools in the US offer a degree in Land Use, indicating that the Land Use terminology has become outdated. In addition, the majority of EAS faculty members have advanced degrees in the field of Geography not Land Use.

No additional resources will be required because these courses are already being offered in the Department of Earth and Atmospheric Sciences.

In addition to university General Studies requirements, the program consists of the following courses:

<b><u>Geography Required Core Courses</u></b>			<b><u>Credit Hours</u></b>
GEG	1000	World Regional Geography	3
GEG	1100	Introduction to Physical Geography	3
GEG	1300	Introduction to Human Geography	3
GEG	3360	Economic Geography	3
ENV	1200	Introduction to Environmental Science	3
GIS	1220	Introduction to Geospatial Sciences	3

GIS	2250	Geographic Information Systems	3
MTH	1210	Introduction to Statistics	4
<i>Geography Required Credits</i>			<i>25</i>

<b><u>Sustainability Concentration Required Courses</u></b>			<b><u>Credit Hours</u></b>
GEG	3600	Urban Geography	3
GEG	3610	Principles of Land Use Planning	3
GEG	3700	Urban Sustainability	3
GEG	3720	Global Sustainable Development	3
GEG	4700	Sustainability in Resource Management	3
ENV	4200	Environmental Policy and Planning	3
Sustainability Electives			18
GEG	4950	Internship in Geography	3
GEG	4970	Sustainability Practice Seminar	3
<i>Sustainability Required Credits</i>			<i>42</i>

<b><u>Physical Concentration Required Courses</u></b>			<b><u>Credit Hours</u></b>
GEG	3720	Global Sustainable Development	3
ENV	4430	Habitat Planning	3
GEL	1010	Physical Geology	4
GEL	3120	Geomorphology	4
GEL	3420	Soil Resources	4
GEL	4150	Hydrology	4
GIS	3250	Cartography	3
MTR	1400	Weather and Climate	3
MTR	2020	Weather and Climate Lab for Scientist	1
MTR	3330	Climatology	3
GEG	4950	Internship in Geography	3
GEG	4970	Sustainability Practice Seminar	3
Or			
ENV	4960	Global Environmental Challenges	3
Or			
ENV	4970	Environmental Field Studies	3
<i>Physical Geography Required Credits</i>			<i>38</i>

**RECOMMENDATION:**

The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One proposal for the Bachelor of Arts in Geography degree program.

**AGENDA ITEM:** Approval of Phase One Review Process for New Degree Programs:  
**Bachelor of Science in Geospatial Sciences**

**BACKGROUND:**

The proposal recommends developing a degree in Geospatial Sciences. Currently, the GIS courses reside as a concentration in the Land Use program. This makes it challenging for the students to find this degree option, understand which courses they need to take to complete the major and does not demonstrate to employers the content of their degree. The Geospatial Sciences major provides students with the theoretical knowledge and technical training to develop proficiency in Geographic Information Systems (GIS), remote sensing, Global Positioning Systems (GPS), cartography, and database systems in order to define and solve problems in the management, conservation, and improvement of natural and human environments.

**ANALYSIS:**

A strong demand exists for qualified geospatial scientists. In 2004, the US Department of Labor released a statement highlighting geospatial technology as one of the most important emerging and evolving fields in the technology industry. They report that jobs for Geoscientists are growing at a rate of 16%, with an expected 6,000 new positions becoming available in the 10 year period between 2012 and 2022. Geospatial science positions are available with governmental agencies and private industry. Planning firms, engineering companies, utilities, and transportation companies employ geospatial scientists. For the past several years, MSU Denver has been an important source of GIS experts for a number of major government agencies and private industry. Unfortunately, several course offerings did not fit well within the Land Use: GIS major. The Geospatial Sciences degree will better align with employer and student needs.

No additional resources will be required because these courses are already being offered in the Department of Earth and Atmospheric Sciences.

In addition to university General Studies requirements, the program consists of the following courses:

<b><u>Geospatial Sciences Required Courses</u></b>			<b><u>Credit Hours</u></b>
GEG	1100	Introduction to Physical Geography	4
GIS	1220	Introduction to Geospatial Sciences	3
GIS	2250	Geographic Information Systems	3
GIS	2710	Global Positioning Systems	2
GIS	3250	Cartography	3
GIS	4840	Remote Sensing	3
GIS	4850	Spatial Modeling in Raster	4
GIS	4860	GIS Applications	4
GIS	4870	Spatial Databases	3
MTH	1210	Introduction to Statistics	4
MTH	1120	College Trigonometry	3
CSS	1247	Introduction to Programming: Visual	
Basic			
Or			
CS	1050	Computer Science 1	4
GIS	4950	Internship in Geospatial Sciences	3
GIS	4890	Advanced GIS Project	3
Or			
GIS	4920	Senior Direct Study in Geospatial Sciences	2-6



Geospatial Sciences Required Major Credits 45-48

**Geospatial Sciences Electives – Select at least 9 hours Credit Hours**

CS	1050	Computer Science I	4
CSS	1247	Introduction to Programming: Visual Basic	4
GIS	3920	Directed Study in Geospatial Sciences	2-6
GIS	488X	Current Topics in GIS: Variable Topics	1-3
MTH	1410	Calculus I	4
MTH	3240	Environmental Statistics	4

Geospatial Sciences Electives Credits 9

**Geospatial Sciences Area of Interest**

Because Geospatial Sciences focus on using computer analysis and applications, students are required to develop competency in an area of interest. The plan may be modeled after existing minors and/or customized to meet unique student goals. Some examples of areas of interest include courses that focus on the Environment, Meteorology, Geography, Sustainability, Planning, Computer Science, Business, Marketing, Criminology, etc.

Geospatial Sciences Area of Interest Credits 18

**RECOMMENDATION:**

The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One proposal for the Bachelor of Science in Geospatial Science degree program.

**AGENDA ITEM:** Approval of Phase One Review Process for New Degree Programs:  
**Bachelor of Science in Applied Geology**

**BACKGROUND:**

The Geology degree is a concentration in the Land Use major but this caused unnecessary challenges for the students when they were trying to find it or determine which course they need to take. As a concentration within the Land Use major, students experienced pre-requisite problems or non-ideal course sequencing because they were constrained by the Land Use core courses. As a quick remedy for this growing area, it is currently being offered through the IDP incubator program. This enabled the implementation of a more rigorous degree plan for the core requirements, strengthening the degree. This proposal is to create a permanent Applied Geology degree to better prepare our students.

Fieldwork, one of the preeminent constituents of geology, is emphasized in this proposed Applied Geology major and a set of field courses are now required. The increased skill level for fieldwork is complimented by additional required course work in GIS and cartography. The Applied Geology major has a core of essential courses followed by a range of elective courses to meet a diverse set of student interests.

The mission of the Applied Geology program is to prepare students for entry into geoscience careers or graduate programs by providing access to critical content knowledge, applicable skills, and modes of thought. The objective of the program is to integrate a strong background in geology with applicable hands-on training through laboratory and fieldwork and interpretive data assessment. Geologists play an important role in identifying problems and finding solutions to an increased demand for energy and mineral resources, expansion of human activities into geologically hazardous areas, and other impacts to land, water, and air. Intimately involved in understanding geological processes of Earth, geologists are trained to investigate mountains, volcanoes, earthquakes, oceans, minerals, water, ancient life, oil, gas, precious metals, or even space. The Applied Geology degree (B.S.) combines coursework from multiple departments with a core of geology courses. This degree offers opportunities for national and international fieldwork, meaningful undergraduate research projects, and industry related internships.

**ANALYSIS:**

Over the last few years, the Department of Earth and Atmospheric Sciences has made significant strides in the teaching of geologic sciences with strong faculty and increased equipment enabling curricular improvement. Conversations with industry, other academia, and students have indicated that a newly emerging industry in the geosciences is providing an increasing number of employment opportunities. This is supported by the 2010 occupational outlook statistics published by the Bureau of Labor Statistics (BLS), which indicate a faster than average growth rate for all geoscience occupations. Geological and Petroleum Technician employment is predicted to increase by 2,400 positions in the 2012-2022 time period, providing strong employment prospects. Our ongoing expansion and involvement with other facilities necessitates a long overdue review and refinement of our current instructional goals in the Applied Geology degree.

No additional resources will be required because these courses are already being offered in the Department of Earth and Atmospheric Sciences.

In addition to university General Studies requirements, the program consists of the following courses:

<b><u>Applied Geology Major Required Core Courses</u></b>			<b><u>Credit Hours</u></b>
GEL	1010	Physical Geology	4
GEL	1030	Historical Geology	4
GEL	2530	Introduction to Field Methods	2
GEL	3050	Intro to Mineralogy and Optical Mineralogy	4
GEL	4450	Sedimentary Geology and Stratigraphy	4
GEL	4460	Structural Geology and Mapping	4
GEL	3120	Geomorphology	4
GEL	3530	Adv. Geology of the Colorado Plateau	2
GIS	1220	Introduction to Geospatial Sciences	3
GIS	2250	Geographic Information Systems	3
GEL	4950	Internship in Geology	3
GEL	4970	Undergraduate Research in Geology	4
<b><u>Applied Geology Core Credits</u></b>			<b><u>41</u></b>

**Mathematics Elective Courses** **select at least 7 hours**

**Chemistry and Physics Elective Courses** **select at least 6 hours**

<b><u>Applied Geology Elective Courses</u></b>			<b><u>Credit Hours</u></b>
GEL	1020	Geology of Colorado	3
GEL	3420	Soil Resources	4
GEL	3440	Energy and Mineral Resources	4
GEL	3510	Adv. Geology of Red Rocks Park and Vicinity	1
GEL	3520	Adv. Garden of the Gods – Front Range	2
GEL	3550	Adv. Geology of the Great Sand Dunes	2
GEL	3920	Directed Study in Geology	2-6
GEL	4050	Igneous and Metamorphic Petrology	4
GEL	4150	Hydrology	4
GEL	4250	Hydrogeology	4
ENV	3540	Adv. Geologic and Env. Hazards—Denver	2
ENV	3700	Mountain Environments	3
ENV	4000	Environmental Geology	3
ENV	4010	Environmental Hazards and GIS	3
GIS	3250	Cartography	3
GIS	4840	Remote Sensing	3
GIS	4860	GIS Applications	4
CET	3320	Environmental Impact Statements	3
<b><u>Applied Geology Electives</u></b>			<b><u>14</u></b>

**RECOMMENDATION:**

The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One proposal for the Bachelor of Science in Applied Geology degree program.

**AGENDA ITEM:** Approval of Phase One Review Process for New Degree Programs:  
**Bachelor of Fine Arts in Art Education**

**BACKGROUND:**

This proposal recommends the conversion of the current Bachelor of Fine Arts in Art with a concentration in Art Education to a Bachelor of Fine Arts in Art Education. By offering a Bachelor of Fine Arts in Art Education, students will be able to earn an undergraduate degree in the professional field of Art Education rather than earning a degree in Art with a concentration in Art Education. This change is more structural than anything else, with no changes planned to the Art Education curriculum itself at all.

Changes in the program description and course offerings for the new Bachelor of Fine Arts in Art Education are consistent with the program description as it exists now—it is simply changing from a concentration to a degree. Since the Bachelor of Fine Arts in Art degree is undergoing modifications this Fall, this was a good time to convert the Art Education concentration to a stand-alone degree. The catalog description will be submitted as a curriculum change by September 15 through the normal curriculum review process for new programs. No new classes in Art Education are planned. Studio art course content is being modified to better address resource needs and eliminate concentrations in the Art major.

**ANALYSIS:**

The conversion to a Bachelor of Fine Arts in Art Education directly supports students' goal of attaining initial licensure through the Colorado Department of Education or other teacher licensing agencies outside of Colorado. The conversion from a concentration to a degree will ensure that the focus of study would not be reduced to an emphasis or concentration, an important distinction for a student seeking a specific professional degree that leads to a career of teaching art at the K-12 level. If this proposal for conversion is approved, the major in Art Education would accompany the existing majors in the Department of Art which include Art, Art History, Theory and Criticism, and Communication Design. Three years ago, the department made a similar move to create separate degrees in Art History, Theory and Criticism and in Communication Design. At that time, distinct course prefixes were created (CDES, ARTH and ARTE), so the course prefix in ARTE has already been created and is already in use.

One advantage of the clear delineation of Art Education as a major is that it will reduce confusion for students when they seek advising or apply for graduation. As a concentration in a studio degree, art education students often get confused about what to write down for their major when they apply for graduation. Students will now simply declare their major in Art Education without having to declare a studio emphasis within a concentration within the Art major.

The Art Education concentration currently has a steady stream of 70-80 students, which can sustain a separate major from the other Art majors. The major will still be housed in the Art Department and will be closely related to other majors in that department.

The National Association of Schools of Art and Design (N.A.S.A.D.), which is the accrediting agency for the programs offered by the art department, has separate and specific guidelines for baccalaureate degrees in art education, and recommends the Bachelor of Fine Arts Degree. N.A.S.A.D. believes that "primary and secondary school art teachers who exhibit a high level of skills as artists and designers are generally more effective. Therefore, NASAD member institutions should focus their undergraduate teacher education efforts on BFA-type programs that provide the structure and sequence for a primary emphasis in studio work." A Bachelor of Fine

Arts in Art Education is a commonly offered bachelor's degree. This is the degree offered by the other NASAD-accredited institutions in Colorado. Of the two other NASAD accredited institutions in the region, Rocky Mountain College of Art and Design also offers the Bachelor of Fine Arts in Art Education and the University of Denver (Bachelor of Fine Arts: Art Education K-12). The conversion to a B.F.A. in Art Education will not impact existing programs as the degree requirements and curriculum will not be altered. All existing relationships with other departments, offices and programs will be sustained.

In 2013 the CDE conducted a review of the existing degree and found that the program met the standards for advancing the knowledge and skills of teachers and approved the program. The conversion to a B.F.A. in Art Education will not impact this approval because the degree requirements and curriculum will not be altered.

In Colorado, K-12 arts education is strong and the employment outlook for Art teachers is strong with 96.7% of the public schools offering formal arts education to their students. For example, the Denver Public Schools district reaffirmed a mill levy for continuing to offer elementary schools arts programs and an additional mill levy for secondary schools in 2012.

The conversion to a Bachelor of Fine Arts in Art Education from a Bachelor of Fine Arts with a concentration in Art Education will not require any additional resources. There are two full-time tenured/tenure-track faculty devoted to Art Education as well as one affiliate faculty. The current space and staff resources are adequate to continue offering the program.

**Proposed Curriculum:**

**Art Foundation Requirements: 18 credits**

- ART 1101- Studio Foundations: 2D
- ART 1141- Studio Foundations: Drawing
- ART 1501- Studio Foundations: 3D
- ART 1531- Studio Foundations: 4D
- ARTH 1600-World Art I: Art Prior to 1400
- ARTH 1700-World Art II: Art 1400-1900

**Post-Foundation Coursework: 18 credits**

- ARTH 2080- Art of the 20<sup>th</sup> and 21<sup>st</sup> Centuries
- ARTH XXXX- Upper Division Art History Elective
- ART 3101- Professional Practices I (1 cr.)
- ART 3701-Professional Practices II (2 cr.)
- ART 4101- Advanced Interdisciplinary Studio
- ARTH 4480- Art Theory and Criticism
- ART 4701- Studio Art Senior Experience

**Studio Art Coursework: 15 credits**

**General Studies: 33 credits**

**Art Education Coursework: 36 credits**

- ART 1505 The Visual Journal OR ARTH 2600 Reading and Writing Visual Culture (3 cr.)
- ARTE 3601 Introduction to Art Education (3 cr.)
- ARTE 3605- Creating an Inclusive Art Classroom (2 cr.)
- ARTE 4202- Elementary Art Education (3 cr.)
- ARTE 4203-Secondary Art Education (3 cr.)
- ARTE 4302- Field Experience: Art Education Elementary (1 cr.)

ARTE 4303-Field Experience: Art Education Secondary (1 cr.)  
ARTE 4701-Student Teaching and Seminar: Art Education K-12 (12 cr.)  
ARTH 3300 – Multiculturalism and American Art (3 cr.)  
EDS 3140-First Field Experience in Secondary Education (1 cr)  
RDG 3280- Teaching Content Literacy Skills (4 cr.)

Total: 120 credits

**RECOMMENDATION:**

The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One proposal for the Bachelor of Fine Arts in Art Education degree program.

**AGENDA ITEM:** Approval of Phase One Review Process for New Degree Programs:  
**Bachelor of Science in Fire and Emergency Response Administration**

**BACKGROUND:**

The proposal recommends developing a Bachelor of Science degree in Fire and Emergency Response Administration. The program incorporates essential and fire and emergency services administration, managerial issues in hazardous materials, organizational planning, and disaster planning and control to provide the knowledge, skills and leadership abilities necessary to uphold high professional standards emergency services, and to protect public safety, health, and welfare.

**ANALYSIS:**

The proposed FER program is unique in Colorado and would be one of only 12 bachelor's programs in the nation to meet the Fire and Emergency Services Higher Education (FESHE) curriculum guidelines. This program would also be unique in Colorado for requiring students to obtain Firefighter I, EMT Basic, and Hazardous Materials Operations Certificates as part of their degree, which will be accomplished through one of our partner community colleges. This requirement makes for especially strong articulation agreements. Demand for the FER program is high and was reiterated by the advisory board that met and ultimately led to the creation of this program. The demand for trained fire and emergency service administrators is high. For instance, the 2,000 seats for testing into the Denver Fire Department in 2014 filled in seven minutes. As part of the creation of this degree, MSU Denver representatives are working to secure guaranteed testing seats for our graduates.

In addition, the proposal included letters of support from the Denver City and County Fire Department, the City of Aurora Fire Department, the South Metro Rescue Authority, the City of Englewood and Community College of Aurora.

MSU Denver has sufficient faculty and instructional resources to "soft start" this new degree; in fact, six of the 13 courses have already been developed and offered as omnibus courses. In two years, the enrollment in those courses has grown 50 percent. The department can foresee additional hiring in Phase Two of the development of this program, but currently, no additional space, faculty or administrative staff is required.

In addition to university General Studies requirements, some of which can be met through program pre-requisites, the program consists of the following courses:

**Required Courses**

FER 3000 Applications of Fire Research	3
FER 3110 Comm Risk Reduction for FER Services	3
FER 3140 Fire and Emergency Services Admin	3
FER 3200 Fire Prevention, Organization and Management	3
FER 3430 Personnel Dev. for FER Services	3
FER 3480 Political and Legal Found. for Fire Protection	3
FER 4790 Internship (Senior Experience)	3
SUBTOTAL	21

Elective Courses: 15 credits from the following

FER 4100 Analytical Approaches to Public Fire Protection	3
FER 4130 Disaster Planning and Control	3
FER 4220 Fire Dynamics	3
FER 4260 Fire Investigation and Analysis	3
FER 4310 Fire Protection Structures & Systems	3
FER 4420 Fire Related Human Behavior	3
FER 4510 Managerial Issues in Hazardous Mat.	3
HSP 1010 Introduction to Human Services and Community Resources	3
HSP 2330 Ethical and Legal Issues in a Helping Profession	3
HSP 3220 Conflict Resolution and Decision Making	2
HSP 3450 Crisis Intervention	3
HSP 4290 PTSD and Trauma Informed Care	1
MGT 3000 Organizational Management	3
MGT 4530 Organizational Behavior	3
PSC 3020 Introduction to Public Administration	3
PSC 3170 Leadership Studies	3
CAS 3100 Business and Professional Speaking	<u>3</u>
SUBTOTAL	15

Additional Requirements: 33 credit hours must be taken at an approved, accredited institution and transferred to MSU Denver.

Firefighter I	9
EMT Basic Certificate	12
Hazardous Materials Operations Certificate	<u>12</u>
TOTAL	69

**RECOMMENDATION:**

The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One proposal for the Bachelor of Science in Fire and Emergency Response Administration degree program.



**AGENDA ITEM:** Approval of Phase One Review Process for New Degree Programs:  
**Bachelor of Science in Health Information Systems**

**BACKGROUND:**

The proposal recommends developing a Bachelor of Science degree in Health Information Systems. The program meets a burgeoning market opportunity by combining lessons learned in a limited, Individualized Degree Program offering that has grown unwieldy in response to student demand and industry need.

**ANALYSIS:**

The proposed Bachelor of Science in Health Information Systems program would leverage much of the existing catalog, combined with four new courses, to create a major that is competitive with other institutions in Colorado and help meet rising national demand. It would have the further advantage that MSU Denver is the only undergraduate health care management program in the region with fully dedicated access to its own full electronic medical record and patient accounting applications, providing invaluable “hands-on” opportunity for students.

Health care is the fastest growing industry in the United States. By 2020, it is estimated that health care will account for more than 20 percent of the Gross Domestic Product and will become the largest annual national expenditure at about \$4.6 trillion. Information technology in this field has been slow to meet demand. This program is designed to meet the growing need for trained professionals in the field of Health Information Systems. Internet employment postings for jobs in health informatics have increase 53 percent in a five-year period since the passage of the Health Information Technology for Economic and Clinical Health Act in 2009. As noted, this program was developed through the IDP process and this experience is represented in the course offerings. The program blends key health care management content with existing Computer Information Systems curriculum to ready students for today’s market.

At least one new Category II or tenure-track faculty position is needed to implement this proposal. The desired candidate would have an M.S. or Ph.D. in Health Information Systems. A six-credit hour release would be needed for a program director for at least two years. This program would require no additional support staff.

Faculty time would be needed to develop four new courses, Fundamentals of Health Care Data, Electronic Medical Record Applications and Support, Health Information Technology applications, and Analytical Techniques in Health Care Data.

**RECOMMENDATION:**

The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One proposal for the Bachelor of Science in Health Information Systems degree program.

**AGENDA ITEM:** Approval of Phase One Review Process for New Degree Programs:  
**Bachelor of Science in Brew Pub Operations**

**BACKGROUND:**

The proposal recommends developing a new bachelor's degree in Brew Pub Operations. The goal of this degree is to prepare students for the unique challenges inherent in these brewery science operations. The degree program builds on the strengths of the Department of Hospitality, Tourism, and Events, and reflects the skill sets necessary to function in the growing industry of public house operations designed around small breweries. This degree capitalizes on the explosion in domestic beer production by providing the training specific to operating breweries in conjunction with the food service aspect of brewpubs. While related to the Brewery Operations proposal, each demands a specific set of skills to ensure successful outcomes.

**ANALYSIS:**

Colorado is at the forefront of the national growth of the craft brewing industry, ranking among the top states for the number of breweries, per capita production, economic impacts and excise taxes, according to the Colorado Brewers Guild and the Brewers Association, a national organization headquartered in Colorado.

Brewpubs have become a significant aspect of Colorado's culture and economy. Regional tourism has benefited from the economic impacts of the craft brewing industry on the state of Colorado, including both breweries and brewpubs. Through the buying and selling of goods in Colorado, the industry recorded total economic benefits of \$704 million in 2012, growing to \$826 million in 2013.

Converting mostly raw materials inputs such as hops and water into the craft beers sold domestically and internationally, the industry tallied \$249 million in direct value added in 2013. In 2012 and 2013, an estimated 4,493 and 5,014 people worked in the brewery and restaurant sides of the business. Despite the high state of growth, brewing industry partners of MSU Denver have reported a need for trained employees in; brewing, brewery operations, sales and distribution, brew pub management, and related support positions.

Presently, there is a "Brewing Industry Operations" major being piloted through Individualized Degree Programs (IDP). At present (Fall 2015) there are 15 students enrolled in the IDP "Brewing Industry Operations" and 95 students enrolled in Beverage (BVG) courses. This pilot program has included industry advisors who have worked to develop a comprehensive curriculum that will not only provide the industry with trained employees, but will in time serve the broader vision of enhancing the quality of craft brewing in Colorado. Through the piloting of the Brewing Industry Operations major, two more distinct B.S. degrees have emerged and are being proposed.

The start-up costs of these programs include a "Beer Director" staff/faculty position, a lab assistant position, lab equipment, renovation of the former Red Robin space in the Hospitality Learning Center, equipment maintenance and consumables. Total cost for all items is approximately \$380,000, which covers both proposed brewery degree programs.

**RECOMMENDATION:**

The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One proposal for the Bachelor of Science in Brew Pub Operations degree program.

**AGENDA ITEM:** Approval of Phase One Review Process for New Degree Programs:  
**Bachelor of Science in Brewery Operations**

**BACKGROUND:**

The proposal recommends developing a new bachelor's degree in Brewery Operations. The goal of this degree is to prepare students for the unique challenges inherent in a brewery science operation. The degree program builds on the strengths of the Department of Hospitality, Tourism, and Events, and reflects the skill sets necessary to function in the growing industry of small breweries. This degree capitalizes on the explosion in domestic beer production by providing the training specific to operations of a standalone brewery. While this proposal is related to a proposed degree in Brew Pub Operations, each demands a specific set of skills to ensure successful outcomes.

**ANALYSIS:**

Colorado is at the forefront of the national growth of the craft brewing industry, ranking among the top states for the number of breweries, per capita production, economic impacts and excise taxes, according to the Colorado Brewers Guild and the Brewers Association, a national organization headquartered in Colorado.

Craft breweries have become a significant aspect of Colorado's culture and economy. Regional tourism has benefited from the economic impacts of the craft brewing industry on the state of Colorado, including both breweries and brewpubs. Through the buying and selling of goods in Colorado, the industry recorded total economic benefits of \$704 million in 2012, growing to \$826 million in 2013.

Converting mostly raw materials inputs such as hops and water into the craft beers sold domestically and internationally, the industry tallied \$249 million in direct value added in 2013. In 2012 and 2013, an estimated 4,493 and 5,014 people worked in the brewery and restaurant sides of the business. Despite the high state of growth, brewing industry partners of MSU Denver have reported a need for trained employees in; brewing, brewery operations, sales and distribution, brew pub management, and related support positions.

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The start-up costs of these programs include a "Beer Director" staff/faculty position, a lab assistant position, lab equipment, renovation of the former Red Robin space in the Hospitality Learning Center, equipment maintenance and consumables. Total cost for all items is approximately \$380,000, and this covers both planned degree programs.

**RECOMMENDATION:**

The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One proposal for the Bachelor of Science in Brewery Operations degree program.

**AGENDA ITEM:** Approval of Phase One Review Process for New Degree Programs:  
**Bachelor of Science in Event and Meeting Management**

**BACKGROUND:**

The proposal recommends developing a new bachelor's degree and a new minor in event and meeting management (EMM), with the goal of preparing students to address the unique challenges of the growing field of event and meeting management. The degree program builds on the strengths of the Department of Hospitality, Tourism, and Events, and reflects the very specific skill set necessary to function in this competitive realm. The degree represents a significant change in the past approach of treating each area within Hospitality, Tourism, and Events as slight variations on a theme. In recognition of this difference, the department is also proposing a new prefix, EVT, for the EMM-specific courses.

**ANALYSIS:**

The proposed EMM program is rare nationally and would position MSU Denver to serve a growing industry. The degree has grown out of the experience with the existing Events concentration, the nationally recognized expertise of MSU Denver faculty, and the request of the department's advisory board.

Currently, Events is a concentration within the HTE degree, and students in this concentration represent 51 percent of the current majors in the department. While related to the components of the hospitality industry (hotel, food, and beverage) and associated with tourism, event and meeting management is recognized as a distinct job category – separate from hospitality – according to the U.S. Department of Labor. With the advent of a globally accepted body of knowledge and competency standards in 2010-11, the requirements for pre-professional education and training demand profession-specific content that the current HTE major cannot provide. EMM's core courses and elective options provide the credible degree the profession is requesting.

The only area institution with more than one event management course is Johnson & Wales University, which includes a baker's dozen of event management related courses in its Bachelor's of Science in Sports, Entertainment & Event Management. Nationally, there are fewer than 10 universities with similar event management programs.

This degree program positions our students to take advantage of growth in EMM. These comments were regularly echoed by the advisory board, and affirmed by U.S. Bureau of Labor Statistics (BLS) data. In 2012, there were 94,299 meeting, convention and event planners employed across the country, according to the BLS. This number was forecast to grow 33 percent by 2022, resulting in 31,300 new positions.

MSU Denver has sufficient faculty and instructional resources to start this new degree. Both current faculty members in the Events concentration, as well as the Chair of the HTE department, hold the Certified Meeting Professional designation. A future full-time faculty line will benefit the major as soon as one becomes available.

In addition to university General Studies requirements, some of which can be met through program pre-requisites, the program consists of the following courses:

**Required Courses, Event and Meeting Management Major**

ACC 2010 Principles of Accounting	3
EVT 2010 Event Industry	3
EVT 2020 Event Project Management	3

EVT 3000 Event Catering Strategies	3
EVT 3010 Event Support Systems	3
EVT 3100 Corporate Meetings	3
EVT 3200 Conventions and Trade Shows	3
EVT 4000 Event Industry Internship*	3
EVT 4010 Managing An Event*	3
EVT 4020 Event and Meeting Contracting	3
EVT 4030 Risk Management for Meetings And Events	3
EVT 4100 Special Events and Weddings	3
EVT 4200 Global Meetings and Events	3
HTE 1040 Introduction to Hospitality, Tourism, And Events	3
HTE 3250 Managerial Accounting for Hospital.	3
HTE 3550 Human Resources for Hospitality	3
HTE 3570 Hospitality & Tourism Marketing	3
HTE 4800 Hospitality Strategic Management	3
TOTAL	51

\* Students take either EVT 4000 or 4010 for Senior Experience

Required Courses, Event & Meeting Management Minor

EVT 2010 Event Industry	3
EVT 2020 Event Project Management	3
EVT 3000 Event Catering Strategies	3
EVT 3010 Event Support Systems	3
EVT 4020 Event and Meeting Contracting	3
EVT 4030 Risk Management for Meetings And Events	3

Elective Courses in the minor (students choose two)

EVT 3100 Corporate Meetings	3
EVT 3200 Conventions and Trade Shows Development	3
EVT 4100 Special Events and Weddings	3
EVT 4200 Global Meetings and Events	3
TOTAL	24

**RECOMMENDATION:**

The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One proposal for the Bachelor of Science in Event and Meeting Management degree program.

**AGENDA ITEM:** Approval of Graduate Offerings in English and Nutrition

**BACKGROUND:**

MSU Denver is requesting approval to deliver graduate courses in two areas—areas where MSU Denver does not have graduate degree programs. Because they are graduate courses in areas where we do not have graduate programs already approved by the Higher Learning Commission, our regional accrediting body, these clusters of courses will have to go to them for approval prior to our offering them.

**ANALYSIS:**

The Colorado Department of Higher Education has asked MSU Denver to develop a cluster of graduate courses in English so that greater numbers of high school teachers in Colorado can be qualified to teach concurrent enrollment courses. “Concurrent enrollment” courses are college-level courses offered typically at a high school, and the courses meet high school graduation requirements as well as provide students with inexpensive access to transcribed college credits. Students can then use these credits to begin achieving their post-secondary goals while still in high school. Community colleges in Colorado are providing a significant number of these courses for high school students. If more high school teachers were qualified to offer these courses, more Colorado high school students could benefit from this early entry into post-secondary education. To be qualified to teach first-year college level-courses for community colleges, one must have a graduate degree and at least 18-graduate hours in the discipline one expects to teach. Most high school teachers get graduate degrees in education and thus are not qualified to teach a content area for a community college. There is now an increased interest among high school teachers to acquire what is needed to qualify them to offer these courses. Initially, these courses will be offered to metro-Denver high school teachers in a hybrid format. Ultimately, they will be offered online so that high school teachers across Colorado can take them.

The proposed courses, all of which have an explicit focus on cultural competence, address the University’s role in the education of high school teachers of English literature and writing. Because this is a course cluster that emphasizes all aspects of academic writing and its instruction, these courses address issues of access to higher education, a prime mission of the University. Courses to be offered include:

ENG 5510 College-Writing: Theories and Inclusive Practices  
ENG 5010 Language and Linguistic Diversity  
ENG 5310 Visual Rhetoric and Writing  
ENG 5710 Cultural Concepts in Film Adaptation  
ENG 5810 Rhetoric of Diversity  
ENG 5210 Multicultural Literature for Young Readers

Many of MSU Denver’s Human Nutrition-Dietetics graduates would need the option of becoming a Registered Dietitian (RD). In the field of nutrition, RDs are food and nutrition experts who are qualified to provide professional services in a variety of settings. The employment of RDs is projected to grow 21 percent between 2012 and 2022, which is faster than the average for all professions. MSU Denver’s Human Nutrition-Dietetics (HND) major began in 2008. The nutrition department also supports a Didactic Program in Dietetics (DPD) which is

incorporated into the HND major. In 2008, the DPD was granted candidacy for accreditation by the Accreditation Council for Education in Nutrition (ACEND) and in 2014 was granted full accreditation for a term of seven year following a self-study and site visit. To be an RD, one must complete a bachelor's degree at a regionally accredited college or university, complete a didactic program in dietetics coursework accredited by the Accreditation Council for Education in ACEND, complete an ACEND-accredited supervised practice program and pass a national exam. The nutrition department will offer a graduate practicum in nutrition as an ACEND-accredited supervised practice experience to enable its graduates to acquire the RD status.

Proposed new graduate course:

NUT 5900 Advanced Practicum in Dietetics

**RECOMMENDATION:**

The Academic and Student Affairs Committee recommends Board of Trustee approval for the Graduate Offerings in English and Nutrition.

**AGENDA ITEM:** Approval of Phase One Review Process for New Graduate Degree Program: **Master of Business Administration with concentrations in Data Analytics, Strategic Business, and Accounting**

**BACKGROUND:**

The proposal recommends developing a Master of Business Administration (MBA), with concentrations in Data Analytics, Strategic Business, and Accounting. The MBA degree is a staple of the US economy, with one of the largest number of degrees conferred per year in the US. While the market for MBA programs could be considered mature, the MBA “product” continues to change to meet changing market needs and new programs continue to enter the market successfully. The MBA is useful for students with undergraduate degrees in business to grow their knowledge of all aspects of business and move into management and decision making roles. The MBA is also seen as a way for students with non-business undergraduate degrees to change careers or progress into management roles.

**ANALYSIS:**

With the average cost of MBAs ranging from \$40,000 to \$60,000 a year for full time (MBA Programs.org), students must consider the quality of the program, the reputation of the university, the opportunity cost of not working or reducing work during the program, and perception of the degree among potential employers. The issue of value creates an opportunity for MSU Denver, as we can provide a degree program that costs less, allows students to continue to work, and is supported by a strong and growing reputation in the state. A competitively priced MBA provides opportunities for underserved students to progress in the job market. Our proposal is to begin with three concentrations, one general that will appeal to a broad base of students (Strategic Business), one specific, to attract students interested in a quickly changing and growing field (Data Analytics), and one functional, that leverages current coursework and graduate-level students (Accounting).

Data analytics is a specific skill area that is in high and growing demand. “Big Data” is identified as one of three opportunities to provide high-need specialized education (Education Advisory Board). Based on interviews with local professionals, this is an area that is experiencing high demand and low supply in the Denver market. Graduates from this program would qualify for data analyst roles, which comprise 48% of big data job postings (Education Advisory Board), or data-literate manager roles, which range from jobs managing data analysts, to jobs managing other functional areas that are data intensive, such as marketing. In the Denver area, industries such as high tech/telecommunications, sports, and healthcare all have jobs in data analytics (interviews, Monsterjobs.com, Education Advisor Board).

A survey of MSU Denver alumni shows that 65% of respondents rate a part-time evening format as either their top or second choice. 70% of those interested in an MBA would take two to three classes per semester and complete the degree in two to three years. Respondents who intend to enroll in an MBA program in the future express a strong preference for a concentration in Strategic Management (3.62 on a 5 point scale) or a general MBA (3.23). When rating the reasons for selecting a future MBA program, the three most important are accreditation of program (4.73 on a 5 point scale), price (4.7), and quality of faculty (4.65). If AACSB accreditation is achieved by the College of Business this year, the MBA would also receive that accreditation.



The MSU Denver MBA will be positioned as the value-leader in the Colorado market. While a lower price than competitors is part of this strategy, it does not indicate being “lowest cost”. Instead, the combination of quality through small class sizes and experiential learning and lower price creates an overall value for the student. This positioning leverages MSU Denver's current strengths, which in turn enables us to primarily target our alumni, who already have a strong affinity with MSU Denver. The two major learning goals for the MBA program center around the increasing need for managers to have both analytic skills and soft skills.

MSU Denver has sufficient faculty and instructional resources to start classes in Spring 2017. The College of Business graduate committee proposes the hiring of a full-time program coordinator in Spring 2016 in order to establish program processes and infrastructure. The plan includes adding two additional faculty lines in the third year of the program (2018-19), with the addition of another in 2020-21.

Students will complete 27 hours of required core courses, plus select at least one area of concentration (three courses, nine credit hours). In addition, students will complete a one-credit hour “cornerstone” course at the beginning of their program, leading to a total credit hour requirement of 37 hours for an MBA degree. The course formats will include a mixture of evening in-class, online, and hybrid.

#### Required Courses

MBA 5000 MBA Cornerstone	1
ACCM 5050 Accounting Concepts	3
CIS 5000 Information Systems Strategy and Planning	3
ECON 5000 Managerial Economics	3
FIN 5000 Corporate Finance	3
MGT 50XX Operations and Supply Chain Management	3
MKT 5000 Marketing Management	3
MGT 50XX Business Law and Ethics	3
MGT 50XX Global Business	3
MGT 6XXX Strategic Management Seminar	<u>3</u>
	27

#### Concentration Courses

MGT 6XXX Strategic Leadership and Corporate Strategy	3
ACCM 5400 Strategic Cost Management	3
MKT 50XX Strategic Marketing	3
FIN 50XX Strategic Finance	3
CIS 60XX Practical Business Analytics	3
CIS 60XX Computing for Analytics	3
Any existing courses in the MPAcc program	3

#### **RECOMMENDATION:**

The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One proposal for the Master of Business Administration with concentrations in Data Analytics, Strategic Business, and Accounting, new graduate degree program.

**AGENDA ITEM:** Approval of Phase One Review Process for New Graduate Degree Program: **Master of Science in Health Administration (MHA)**

**BACKGROUND:**

The proposal recommends developing a Master of Science degree in Health Administration (MHA). The program incorporates a robust curriculum comparable to other healthcare management graduate programs; small class sizes and specialty tracks as differentiators; flexible courses in the classroom, in the evenings, hybrids and online so that students can continue with their careers; focused on competencies, real-world experiences and networking with the local healthcare community.

**ANALYSIS:**

The proposed MHA program is uniquely positioned to meet the needs of MSU Denver undergraduates and the greater Denver urban area. Based on the lower-cost of MSU Denver and the program moving away from the traditional format of cohort-based, full-time students, the MHA will have significant market advantages.

While the economy lost more than 3 million jobs in the past decade, health care jobs have increased by more than 2.8 million. Along with being stable, the sector is large and growing—13 percent of America's workforce is in the health sector, and in the next decade it is estimated that an additional 4.2 million jobs will be added to the industry. Mirroring the large role that health care plays in the national economy, the Health Care and Social Assistance sector is currently the largest employer for both the Denver-Aurora metropolitan statistical area (MSA) and the state of Colorado as a whole. Of the top twenty fastest growing occupations in Colorado, over a third belong to the health care sector. Statewide demand for health care sector jobs also shows that the majority of these openings are in the Denver area. Health care delivery systems, such as hospitals and physician practices, provide the majority of Colorado's health and wellness jobs.

Students who work in the management of healthcare organizations eventually need a Master's degree for career advancement. In 2010, the median salary of medical and health services managers was \$84,270 per year. The highest 10% of medical and health services managers earn more than \$127,830, typically those with a Master's degree. According to one recruiting web site, a health administrator with an MHA can make up to \$105,200/year, while a health administrator with a Bachelor's degree makes an average of \$66,900/year.

Originators of this program estimate enrollments based upon perceived demand from our primary target market (alumni), a desire to manage the program efficiently, and limited resources for marketing and recruitment. It is anticipated that there will be three types of students: 1) those taking occasional classes entering and exiting the program based on work and family demands; 2) those taking a full-time load (six or seven credits a semester); and 3) those taking an accelerated load to complete the degree as quickly as possible. Enrollments will drive credit hour production and revenue generation as outlined in the Projected Enrollment/CHP and Break Even Analysis spreadsheets. Projected enrollments have taken into consideration students leaving the program, students graduating, and new student enrollment.

This program is predicated on a cap of 30 students per class, operating in classes that meet for eight-week periods during the semester; faculty paid at the assistant professor level; and classes taught by existing faculty with backfill of the undergraduate program and, after hiring, teaching by new and existing faculty.

It is estimated that in the next few years the program would need a minimum of three new faculty members to meet accrediting agency requirements. Initial administrative duties would be handled by a 50 percent reassignment time for a full-time faculty member, leading to a full-time director. An additional field/internship coordinator/adviser would be needed in the third year of the program. One full-time staff person would be needed to support the program. Initially, one classroom and office space for new faculty members and a program assistant would be required. As courses are phased in, additional classroom space may be needed.

**RECOMMENDATION:**

The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One proposal for the Master of Science in Health Administration new graduate degree program.

**AGENDA ITEM:** Ratification of Academic Partnership Agreement with the Detroit Institute of Music Education (DIME)

**BACKGROUND:**

The President, senior leadership and faculty have spent the last several months exploring a potential academic partnership with the Detroit Institute of Music Education (DIME) to offer new degree programs in popular music for students who enroll at MSU Denver under the terms of the partnership.

The essential terms of the agreement recommended by the President, senior leadership and faculty include a six year contract with a defined revenue and expense sharing agreement; duties and obligations of MSU Denver and DIME to collaboratively deliver the jointly developed academic coursework at DIME's facility in Detroit, Michigan; the hiring of faculty and personnel necessary to deliver the desired academic programs; and marketing of the programs and enrollment and support of students interested in the programs. The academic partnership agreement is ultimately contingent upon the University receiving Higher Learning Commission (HLC) and National Association of Schools of Music (NASM) accreditation.

**RECOMMENDATION:**

The President recommends that the Board ratify the Academic Partnership Agreement with DIME.

**AGENDA ITEM:** Approval of Changes to the Handbook for Professional for Chapter V, Subsections C. and D.: POLICIES AND PROCEDURES FOR TENURE-TRACK FACULTY: REAPPOINTMENT, TENURE, PROMOTION, POST-TENURE REVIEW, AND EMERITUS STATUS (**Student Ratings of Instruction Process**)

**ISSUE:**

A request was made by Vicki Golich, Ph.D., Provost/Vice President of Academic and Student Affairs to revise the current language in the Handbook for Professional Personnel regarding the Student Ratings of Instruction process. The SRI Taskforce and the Provost worked together to develop the proposed language change. In addition to the Task Force membership this proposal has been discussed with President Jordan, General Counsel Loretta Martinez and the Academic Deans. The purpose of the request is to clarify language to make use of Student Ratings of Instruction clearer and more explicit.

**BACKGROUND:**

The current Handbook language outlines the previous student ratings of instruction system. The Student Ratings of Instruction process needed to be clarified and the language in the handbook needs to be modified to ensure that the language regarding the evaluation process and rating scale are more explicit.

Specific wording to be changed to the following:

**Change #1:** *Create new Section V.C.1.b(2)(c) in the Handbook for Professional Personnel as follows:* “Shows that the faculty member has read, reflected upon, and addressed student comments contained in his or her SRI evaluations in a relevant narrative.” [Inserted below in italics to show new language. NOTE: what is now Section “c” would become Section “d.”]

:

(2) Narrative Statement:

- (a) Presents a reflective self-assessment, highlights accomplishments, and indicates plans for the future;
- (b) Should present one’s best case to disciplinary colleagues and to colleagues across the University community;
- (c) *Shows that the faculty member has read, reflected upon, and addressed student comments contained in his or her SRI evaluations in a relevant narrative;* and
- (d) Is expected to be cumulative and to grow in length from one iteration to the next. Accordingly, length expectations for narratives are as follows:
  - (i) 2<sup>nd</sup> year: 1-3 pages
  - (ii) 3<sup>rd</sup> year: 2-5 pages
  - (iii) 6<sup>th</sup> year: 3-8 pages
  - (iv) For promotion to Professor: 3-8 pages
  - (v) For Post Tenure Review: 1-3 pages

***Change #2 & 3: Create a new Section V.D.1.b. and a new Section V.D.1.c., in the Handbook for Professional Personnel as follows:*** [Inserted below in italics to show new language. NOTE: what are now Sections “b - f” would become Sections “d - h.”

**D. Roles and Responsibilities**

Persons at all levels are responsible for ensuring that all policies, procedures, and criteria involved in the review procedure are as follows:

1. Responsibilities common to each level of review: Each level of review
  - a. Must maintain the strictest confidentiality: Except as may be allowed by the open records law (C.R.S. §24-72-201, et seq.) or if granted permission by the faculty member, access to faculty Portfolios is limited to the candidate, the members of all recommending bodies, the President, the appropriate University staff, the Trustees, and the Appeals Committee as required;
  - b. *Must show sensitivity when evaluating both the numerical SRIs and the subjective student comments (to the extent that they may be reviewed by individual reviewers) that may be related, explicitly or implicitly, to personal characteristics of faculty members. Any overt or subtle statements or other signs of racism, sexism, ageism, heterosexism, cisgenderism, or xenophobia must be completely ignored. In reviewing numerical SRIs, reviewers must ignore patterns that may emerge regarding scores for ‘Faculty Contribution to the Course’ which may reflect personal bias. Examples include SRI scores that appear lower (or higher) than other criteria of faculty evaluation might suggest (e.g., peer observations, faculty narrative, or supplemental materials supplied by students such as letters of appreciation). In reviewing subjective student comments, appropriate sensitivity must be maintained when observing even the slightest hint of bias about any personal characteristics of faculty members, as opposed to substantive comments that relate directly to the “Course as a Whole” and “Faculty Contribution to the Course;*
  - c. *Must adhere to the requirements of Section V.D.1.b above, and also the provisions of the Academic and Student Affairs’ “Instructions for Portfolio Reviewers;*
  - d. May ask for information not presented in the Portfolio by submitting a written request to the Provost with a copy sent to the faculty member at the same time. The faculty member will be provided copies of the correspondence to and from the Provost and have the opportunity to respond according to Sections V.C.1.b(5)(a)(iv) or V.D.1.b. Such Provost-approved additional information shall become part of the faculty member’s Portfolio;
  - e. Shall review the Portfolio using departmental guidelines to determine the recommendations to be included in the Letter of Review;
  - f. Shall write a Letter of Review as defined in Section V.C.2., and submit the Letter of Review to the candidate’s Portfolio no later than the first day of the next review level so that all previous review levels, the Faculty Candidate, and subsequent reviewers have access to it;

- g. Shall retain a record of procedures, actions, votes (in the case of review committees), recommendations, and comments until time limits for appeals have expired; and
- h. Shall forward the complete Portfolio to the subsequent level of review according to the published Procedural Calendar.

**ANALYSIS:**

The proposed changes are recommended from the Student Ratings of Instruction Task Force convened by President Jordan in 2013 and co-chaired by Luis Torres and James Simmons. The only changes herein are to strengthen the language against bias or discrimination in the proposed new Section V.D.1.b. The Faculty and the Task Force wanted to ensure that faculty candidates for tenure or promotion reflected on the Student Ratings of Instruction they received on the one hand, and were protected from unfair bias or discrimination by reviewers on the other hand. The recommended change in language seeks to achieve these two goals. The proposed amendments require that faculty candidates for tenure or promotion reflect on the Student Ratings of Instruction they receive; this will provide valuable information to reviewers regarding how seriously faculty have taken the SRIs received. In addition, the proposed amendments make it clear that any discrimination by reviewers is not permissible, thus protecting faculty from such behavior.

**AUTHORITY:**

Pursuant to C.R.S. § 23-54-101, *et seq.* (2002) of the Trustees Policy Manual, the Board is required to establish policies designed to enable the College to perform its statutory functions in a rational and systematic manner.

**RECOMMENDATION:**

The Handbook Committee recommends that the Board of Trustees approve the proposed revisions to the Handbook of Professional Personnel regarding the Student Ratings of Instruction process.

**AGENDA ITEM:** Approval of Changes to Handbook for Professional Personnel for Chapter V, Subsection C.4.h.: POLICIES AND PROCEDURES FOR TENURE-TRACK FACULTY: REAPPOINTMENT, TENURE, PROMOTION, POST-TENURE REVIEW, AND EMERITUS STATUS (**Faculty Evaluation Process**)

**ISSUE:**

A request was made by Layton Curl, Ph.D., Professor and Department Chair of Psychology to revise the current language in the Handbook for Professional Personnel regarding the Faculty Evaluation process. The Council of Chairs, Faculty Senate Executive Committee, the School/College Deans and the Provost worked together to develop the proposed language change. This requires revising the language under existing Chapter V as an amendment under Subsection C.4.h. POLICIES AND PROCEDURES FOR TENURE-TRACK FACULTY: REAPPOINTMENT, TENURE, PROMOTION, POST-TENURE REVIEW, AND EMERITUS STATUS.

**BACKGROUND:**

The current Handbook language outlines the previous evaluation process and rating system. The Faculty evaluation process has changed significantly and the language in the handbook needs to be modified to reflect new evaluation process and rating scale.

***Specific wording to be changed to the following:***

V.C.4.h - Guidelines should be reviewed annually, but only updated if deemed necessary. If department guidelines are changed, the Chair must submit the current department guidelines and revised department guidelines, highlighting and explaining the rationale for any changes, to the school Committee of Department Chairs, the school Dean, and Provost for approval no later than March 1st of each year. The Provost may make revisions to such guidelines. The revised guidelines will be effective immediately for faculty hired in the next academic year. For untenured faculty members, the revised guidelines will be effective upon completion of their tenure/early tenure review. For tenured faculty members, the revised guidelines will be effective upon completion of their next significant evaluation (i.e., promotion or post-tenure review) or immediately, if the next significant evaluation is more than three years away. Under extremely rare circumstances, changes can be made effective immediately (triggered, for example, by discipline-specific accreditation standards) if a majority of tenure-line faculty in an academic department and the relevant School or College Dean agree such changes are needed and reasonable.

**ANALYSIS:**

The current Handbook passage requires an immediate implementation of changes to faculty evaluation guidelines. This makes the thoughtful revision of guidelines problematic and results in shifting standards for faculty members to achieve tenure, promotion, or a successful post-tenure review. Furthermore, the time period afforded to achieve a new standard varies, depending on the date of a faculty member's next review. The existing policy was not intended to create continually shifting evaluation guidelines, nor the scenario described above. The



proposed amendment will ensure that the evaluation guidelines faculty members receive for tenure do not change until their tenure/early tenure review. Additionally, tenured faculty will be afforded a minimum of 3-years to adapt to revised guidelines. Finally, the amended passage permits an immediate change, in extraordinary circumstances.

**AUTHORITY:**

Pursuant to C.R.S. § 23-54-101, *et seq.* (2002) of the Trustees Policy Manual, the Board is required to establish policies designed to enable the College to perform its statutory functions in a rational and systematic manner.

**RECOMMENDATION:**

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

**AGENDA ITEM:** Office of Human Resources report of personnel actions for the Board's information, which have occurred since the last Board Meeting on June 5, 2015.

**BACKGROUND:** Report includes appointments, resignations, retirements, reassignments, reclassifications, salary adjustments, promotions and leave without pay with benefits, 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. Sarah Cozzini, Interim Loan Counselor, Annual Salary: \$42,000.00– Effective July 1, 2015. (TEMPORARY/ADMINISTRATIVE)

Mr. Ricardo Sarabia, Interim Financial Aid Counselor, Annual Salary: \$40,000.00– Effective July 22, 2015. (TEMPORARY/ADMINISTRATIVE)

Ms. Sarah Renshaw, Lecturer of Art, Annual Salary: \$45,803.00– Effective August 17, 2015. (CATEGORY II FACULTY)

Dr. Jennifer Immich, Lecturer of Earth and Atmospheric Sciences, Annual Salary: \$51,424.00– Effective August 17, 2015. (CATEGORY II FACULTY)

Ms. Chereka Dickerson, Lecturer of English, Annual Salary: \$47,295.00– Effective August 17, 2015. (CATEGORY II FACULTY)

Mr. David Mitchell, Lecturer of English, Annual Salary: \$47,295.00– Effective August 17, 2015. (CATEGORY II FACULTY)

Dr. Kelly Conroy, Lecturer of Modern Languages, Annual Salary: \$45,641.00– Effective August 17, 2015. (CATEGORY II FACULTY)

Mr. Jonathan Schauble, Lecturer of Mathematical and Computer Science, Annual Salary: \$51,013.00– Effective August 17, 2015. (CATEGORY II FACULTY)

Ms. Kathryn Williams, Lecturer of Mathematical and Computer Science, Annual Salary: \$51,013.00– Effective August 17, 2015. (CATEGORY II FACULTY)

Mr. Joseph Ulatowski, Lecturer of Philosophy, Annual Salary: \$46,016.00 at 0.50FTE – Effective August 17, 2015. (CATEGORY II FACULTY)

Dr. Jennifer Martin, Lecturer of Social Work, Annual Salary: \$50,269.00– Effective August 17, 2015. (CATEGORY II FACULTY)

Dr. Tonya Porter, Lecturer of Social Work, Annual Salary: \$50,269.00– Effective August 17, 2015. (CATEGORY II FACULTY)

Mr. Randal Owen, Lecturer of Aviation and Aerospace Science, Annual Salary: \$57,283.00 at 0.50FTE – Effective August 17, 2015. (CATEGORY II FACULTY)

Ms. Ashley Nason, Visiting Instructor of Art, Annual Salary: \$45,804.00 at 0.50FTE – Effective August 17, 2015. (CATEGORY II FACULTY)

**APPOINTMENTS (Category II-Lecturer) to (Category II-Senior Lecturer ONLY)**

Mr. Philip Skaff, Senior Lecturer of Nutrition, Annual Salary: \$60,261.00 – Effective August 17, 2015.

Ms. Tammy Kerr, Senior Lecturer of Elementary Education, Annual Salary: \$51,210.00 – Effective August 17, 2015.

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

Dr. Sara Jackson, Lecturer of Earth and Atmospheric Sciences, Annual Salary: \$51,424.00 – Effective August 17, 2015.

Ms. Elham Salemi, Lecturer of Finance, Annual Salary: \$87,685.00 – Effective August 17, 2015.

Dr. Irina Grichtchenko, Lecturer of Biology, Annual Salary: \$50,655.00 – Effective August 17, 2015.

Dr. Cynthia Erickson, Lecturer of Psychology, Annual Salary: \$48,843.00 – Effective August 17, 2015.

Dr. Michael Rhoads, Lecturer of Psychology, Annual Salary: \$48,843.00 – Effective August 17, 2015.

Ms. Jessica Moore, Visiting Assistant Professor of Art, Annual Salary: \$46,677.00 – Effective August 17, 2015.

Mr. Jeffrey Cozart, Lecturer of Aviation and Aerospace Science, Annual Salary: \$57,283.00 at 0.50 FTE – Effective August 17, 2015.

Ms. Karen Wenzel, Lecturer of Health Professions, Annual Salary: \$52,428.00 at 0.50FTE – Effective August 17, 2015.

Mr. Alan Bauer, Lecturer of Mechanical Engineering Technology, Annual Salary: \$67,770.00 at 0.50FTE – Effective August 17, 2015.

Mr. Thomas Rudman, Lecturer of Mechanical Engineering Technology, Annual Salary: \$67,770.00 at 0.50FTE – Effective August 17, 2015.

Ms. Susan Gills, Lecturer of Nutrition, Annual Salary: \$57,761.00 – Effective August 17, 2015.

Dr. Jeffrey Ogle, Lecturer of Philosophy, Annual Salary: \$46,016.00 at 0.50FTE – Effective August 17, 2015.

Mr. Scott Kerkmans, Instructor of Hospitality, Tourism and Events, Annual Salary: \$76,506.00 – Effective August 17, 2015.

Ms. Sharon Lundstrom, Instructor of Nursing, Annual Salary: \$61,144.00 – Effective August 17, 2015.

Mr. Richard Strong, Lecturer of Communication, Art & Sciences, Annual Salary: \$44,610.00 – Effective August 17, 2015.

Mr. Peter Friesen, Lecturer of Music, Annual Salary: \$44,108.00 – Effective August 17, 2015.

## **RESIGNATIONS**

Mr. Mark Stamper, Lecturer of Music, Effective June 23, 2015.  
(Personal reasons)

Ms. Jennifer Burhorn, STEPS Program Manager, Effective June 30, 2015.  
(Grant ended)

Dr. Alexis Newton, Assistant Professor of Nursing, Effective June 30, 2015.  
(Personal reasons)

Ms. Katherine Miller, Interim Manager, Co-Curricular Program, Effective June 30, 2015.  
(Interim appointment ended)

Mr. Dwight Gentry, Brother-to-Brother Coordinator, Effective June 30, 2015.  
(Interim appointment ended)

Mr. Ken Parsons, Head Men's Soccer Coach, Effective June 30, 2015.  
(Accepted position outside of University)

Ms. Chelsey Baker-Hauck, Senior Marketing Director, Effective June 30, 2015.  
(Personal Reasons)

Mr. Lloyd Moore, Assistant Director- Benefit Services, Effective June 30, 2015.  
(Accepted position outside of University)

Mr. Mark Claiborne, Lab Coordinator, Industrial Design, Effective June 30, 2015.  
(Personal Reasons)

Mr. Matthew Cross, Lecturer of Meteorology, Effective July 1, 2015.  
(Personal reasons)

Ms. Rita Contreras, Interim Assistant to Associate Vice President of Marketing & Communications, Effective July 3, 2015.  
(Accepted position outside of University)

Mr. Eric Dunker, Director, Extended Campus, Effective July 10, 2015.  
(Accepted position outside of University)

Mr. Prabodh Telang, Information Technology Security Administrator, Effective July 14, 2015.  
(Accepted position outside of University)

Ms. Janell Lindsey, Director of Special Initiatives for Alumni Relations, Effective July 17, 2015.  
(Accepted position outside of University)

Ms. Abby Wilson, 'C' code Counselor, Effective July 24, 2015.  
(Personal reasons)

Ms. Amy Dinise-Halter, Assistant Director of New Student Orientation, Effective July 31, 2015.  
(Accepted position outside of University)

Ms. Laura Cline, Interim Associate Vice President of University Advancement Operations, Effective August 7, 2015.  
(Personal reasons)

Ms. Mita Johnson, Assistant Professor of Health Services, Effective August 6, 2015.  
(Personal reasons)

Ms. Melinda Wilding, CAVEA Technician, Effective August 11, 2015.  
(Personal reasons)

Dr. Jeanne Jacobs, Coordinator of Supplemental Instruction, Effective August 12, 2015.  
(Personal reasons)

Dr. Tamara Goldstein, Associate Professor of Music, Effective August 12, 2015.  
(Personal reasons)

Ms. Jennifer Garner, Associate Professor of Art, Effective August 17, 2015.  
(Accepted position outside of University)

Ms. Caitlin Mobley, Applied Learning Coordinator, Effective August 21, 2015.  
(Accepted position outside of University)

Mr. Matthew Rooney, Music Department Business Manager, Effective August 21, 2015.  
(Personal reasons)

Mr. Paul Morales, Loan Counselor, Effective August 21, 2015  
(Accepted position outside of University)

Mr. Terian Turner, Interim Academic Coordinator, TRIO Upward Bound, Effective August 26, 2015.  
(Personal reasons)

Ms. Kathleen Rigsby, Director of Region VIII Equity Assistance Center, Effective August 31, 2015.  
(Personal reasons)

Ms. Mary Lou Lawrence, Office Coordinator & Administrative Assistant- CAVEA, Effective August 31, 2015.  
(Personal reasons)

Mr. Jerry Martinez, Interim Associate Director of Financial Aid- Operations, Effective September 10, 2015.  
(Personal reasons)

Ms. Breinne Hamilton, Disability Coordinator, Effective September 15, 2015.  
(Personal reasons)

## **RETIREMENTS**

Dr. Thomas Vogt, Assistant Professor of Chemistry, Effective June 30, 2015.

Mr. Corwin Doug Hurst, Professional in Residence of Accounting, Effective August 31, 2015.

Ms. Susan Joseph, Program Specialist- School of Education, Effective September 30, 2015.

### **REASSIGNMENTS**

Ms. Jacqueline Bullard, Financial Aid Accountant, Annual Salary: \$60,000.00 – Effective July 1, 2015. (FROM Grants and Contracts Accountant (\$54,165.00) TO Financial Aid Accountant (\$60,000.00))

Mr. Jeremy Tittle, Interim Head Men's Soccer Coach, Annual Salary: \$54,930.00 – Effective July 1, 2015. (FROM Assistant Men's Soccer Coach (\$5,100.00) TO Interim Head Men's Soccer Coach (\$54,930.00))

Ms. Darlene Pielack, Course Developer, ITS, Annual Salary: \$52,134.00 – Effective July 1, 2015. (FROM IT Professional III (\$5,100.00) TO Course Developer, ITS (\$54,213.00))

Ms. Brandy Schooler, Graduation Evaluator, Annual Salary: \$45,000.00– Effective August 1, 2015. (FROM Transfer Evaluator (\$43,689.00) TO Graduation Evaluator (\$45,000.00))

Mr. Christopher Brown, Academic Advisor- College of Professional Studies, Annual Salary: \$42,000.00– Effective August 1, 2015. (FROM Financial Aid Counselor (\$43,184.00) TO Academic Advisor- College of Professional Studies (\$42,000.00))

Mr. Joseph Cao, Academic Advisor- College of Business, Annual Salary: \$45,000.00– Effective August 1, 2015. (FROM Administrative Assistant III (\$43,738.00) TO Academic Advisor- College of Business (\$45,000.00))

Mr. Dean Wilson, Assistant Director of Financial Aid- Data Systems, Annual Salary: \$57,077.00– Effective August 1, 2015. (FROM Financial Aid Counselor (\$40,400.00) TO Assistant Director of Financial Aid- Data Systems (\$57,077.00))

Ms. Miriam Pereira, Interim Associate Dean for Personnel and Student Affairs, College of Letters, Arts & Sciences, Annual Salary: \$96,172.00– Effective August 3, 2015. (FROM FACULTY TO ADMINISTRATOR)

### **RECLASSIFICATIONS**

Ms. Vonda Knox, Program Coordinator- Sociology & Anthropology Department, Annual Salary: \$46,093.00 – Effective June 1, 2015. (FROM Academic Assistant in Sociology & Anthropology (\$41,616.00) TO Program Coordinator- Sociology & Anthropology Department (\$46,093.00))

### **SALARY ADJUSTMENTS**

Ms. Kathy Heyl, Associate Dean of College of Professional Studies, Annual Salary: \$122,024.00 – Effective July 1, 2015. (Salary increase due to change of CUPA comparator)

## **PROMOTIONS**

Ms. Amber Paugh, Senior Academic Advisor- School of Education, Annual Salary: \$48,000.00 – Effective July 1, 2015. (FROM Academic Advisor- School of Education (\$40,982.00) TO Senior Academic Advisor- School of Education (\$48,000.00))

Mr. Kevin Taylor, Director, ITS Application Services, Annual Salary: \$132,000.00 – Effective July 1, 2015. (FROM Associate Director, ITS Application Services (\$106,050.00) TO Director, ITS Application Services (\$132,000.00))

Mr. Michael Hart, Director, Infrastructure Services and Chief Information Security Officer, Annual Salary: \$137,000.00 – Effective July 1, 2015. (FROM Director, IT Facilities, Asset Management and Network (\$101,823.00) TO Director, Infrastructure Services and Chief Information Security Officer (\$137,000.00))

Mr. James Lyall, Chief Information Officer/Associate Vice President of Academic & Student Affairs, Annual Salary: \$169,727.00 – Effective July 1, 2015. (FROM Chief Information Officer/Associate Vice President of Academic Computing (\$147,589.00) TO Chief Information Officer/Associate Vice President of Academic & Student Affairs (\$169,727.00))

## **LEAVE WITHOUT PAY WITH BENEFITS**

Dr. Lisa Badanes, Assistant Professor of Psychology, August 17, 2015 through November 7, 2015.