

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

Committee Meetings & Business Meeting
Student Success Building
890 Auraria Parkway, Denver, CO

June 4-5, 2015

Thursday, June 4, 2015

Presidential Evaluation Committee (**Michelle, Dawn and Rob only**): 7:30 a.m. – 9:30 a.m.
Student Success Building, Legal Conference Room 440J

Academics & Student Affairs Committee: 7:30 a.m. – 9:00 a.m. (*Breakfast provided*)
Student Success Building, Trustees Boardroom 440A

Finance Committee: 9:00 a.m. – 10:00 a.m.
Student Success Building, Trustees Boardroom 440A

Friday, June 5, 2015

Executive Session (**closed session**): 7:30 a.m. – 10:00 a.m. (*Breakfast provided*)
Student Success Building, Trustees Boardroom 440A

Public Meeting: 10:00 a.m. – 12:30 p.m. (*To-go lunches provided for Trustees at 12:30 p.m.)*
Student Success Building, Foundation Boardroom 400

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

Annual Business Meeting

Friday June 5, 2015

Executive Session: 7:30 a.m. – 10:00 a.m.

Public Meeting: 10:00 a.m. – 12:30 p.m.

Student Success Building, 890 Auraria Parkway
Suite 400 (Foundation Boardroom)

I. CALL TO ORDER

II. EXECUTIVE SESSION:

An Executive Session may be held to confer with the Board's attorney for the purpose of legal advice concerning pending or imminent litigation, concerning specific claims or grievances or legal advice on specific legal questions, confidential pursuant to C.R.S §24-6-402 (3) (a) (II) (2014); in consideration of appointment, employment, dismissal, demotion, discipline, investigation of charges, investigation of complaints, promotion or compensation of a public official or employee, confidential pursuant to C.R.S § 24-6-402 (3) (b) (I) (2014).

III. CHAIR'S WELCOME & REPORT:

- A. Adoption of Board Meeting Schedule for 2015-16
- B. Update Conflict of Interest Forms: *Loretta Martinez*
- 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: *Loretta Martinez*
- D. Proposed Revisions to Naming Rights Policy: *Loretta Martinez and John Burtness*
- E. Presidential Retirement Contribution

IV. CONSENT AGENDA:

- A. Approval of May 8, 2015 Board Meeting Minutes
- B. Office of Human Resources report of personnel actions which have occurred since the last Board Meeting on May 8, 2015

V. PRESENTATIONS:

- A. Strategic Plan Re-fresh: *Cathy Lucas, Chief of Staff, Associate to the President for Marketing and Communications and Pat Sanaghan, Strategic Planning Consultant*
- B. Board Oversight of Educational Quality:
 - i. Veterans and Military Students Presentation: *Braelin Pantel, Associate Vice President, Student Engagement and Wellness*

- ii. Equity in Excellence Presentation: *Vicki Golich, Provost and VP of Academic and Student Affairs*
- C. Shared Governance Task Force Update: *Winston Grady-Willis, Chair, Africana Studies and Braelin Pantel, Associate Vice President, Student Engagement and Wellness*

VI. REPORTS & ACTION ITEMS:

- A. President's Report: *President Stephen Jordan*
- B. Academic & Student Affairs Committee: *Trustee Terrance Carroll*
- C. Finance Committee: *Trustee Jack Pogge*
 - i. Approval of Student Affairs Board (SAB) FY2015-16 budget allocation – *Steve Kreidler*
- D. Handbook Revisions: *Nicole Tefft and Steve Kreidler*
- E. Alumni Report: *Alumni Representative Judy George*
- F. Faculty Trustee Report: *Trustee Kenn Bisio*
- G. Student Government Report: *Patricia Ordaz, President*
- H. AHEC Report: *Vice Chair Dawn Bookhardt*
- I. HLC@Metro, Inc. Report: *Vice Chair Dawn Bookhardt*
- J. Foundation Report: *Trustee Bill Hanzlik*

VII. INFORMATION ITEMS:

- A. Human Resources report of personnel actions for the Board's information which have occurred since the last meeting on May 8, 2015

VIII. PUBLIC COMMENT:

IX. ADJOURNMENT

AGENDA ITEM: **Adoption of Annual Meeting Schedule for 2015-2016**

BACKGROUND:

Pursuant to Article IV, Section B, of the Bylaws of the Board of Trustees, the annual meeting schedule and location of Board meetings shall be adopted by majority vote.

RECOMMENDATION:

The Chair of the Board recommends that the Board adopt the attached Board and Committee meeting schedule for 2015-2016.

**Metropolitan State University of Denver
2015-2016 Schedule for Board of Trustees**

Thursday, September 17, 2015 Friday, September 18, 2015	Committee Meetings (7:30 AM – 12:30 PM) Board Meeting (7:30 AM – 12:30 PM)
Thursday, October 15, 2015 Friday, October 16, 2015	Board Retreat (7:30 AM – 9:00 PM) Joint Board Retreat (7:30 AM – 1:30 PM) <i>Devil Thumbs Ranch, Winter Park</i>
Thursday, December 3, 2015 Friday, December 4, 2015	Committee Meetings (7:30 AM – 12:30 PM) Board Meeting (7:30 AM – 12:30 PM)
Thursday, February 4, 2016	Special Work Session (7:30 AM – 12:30 PM)
Thursday, April 7, 2016 Friday, April 8, 2016	Committee Meetings (7:30 AM – 12:30 PM) Board Meeting (7:30 AM – 12:30 PM)
Thursday, May 5, 2016 Friday, May 6, 2016	Committee Meetings (7:30 AM – 12:30 PM) Board Meeting (7:30 AM – 12:30 PM)

Board meetings are held at the Student Success Building, 890 Auraria Parkway, 4th Floor.
For information about board meetings, please contact Carrie Warren, Assistant Secretary
to the Board of Trustees at (303) 352-4493 or ctwarren@msudenver.edu

ARTICLE VIII

CONFLICT OF INTEREST

All decisions of the Board and its members must be made solely on the basis of a desire to promote the best interests of the University. A conflict of interest exists when a Board member has or represents interests that may compete with or be adverse to those of the Board and the University. A conflict of interest exists not only when there is any benefit, direct or indirect, received by such Board members or their affiliates, in connection with the official actions of the Board and University, but also when the Board or University interests are, or could be, adversely affected by a conflict of interest or perception or appearance of a conflict. Although Board members may have allegiances to and associations with other outside interests, their paramount fiduciary obligation is to serve the best interests of the Board and the University. All conflicts of interest must be fully disclosed and the interested Board member shall refrain from participation in and consideration of the proposed matter.

Each Board member shall maintain on file a statement with the Secretary identifying: all business or other undertakings in which such Board member has a direct or substantial financial interest; all contracts and/or contract proposals with the University; or, that to the best of the Board member's knowledge after diligent inquiry, no such financial interests exist.

Trustee Conflict of Interest Disclosure Statement

Under Article VIII Conflict of Interest, of the Bylaws of the Board of the Trustees of Metropolitan State University of Denver, a Trustee must disclose all businesses or other undertakings in which he or she has a direct or substantial financial interest that may compete with or be adverse to the interests of the Board or the University or that could create the perception or appearance of a conflict of interest. If no such interests exist, a Trustee must state that to the best of his or her knowledge, after diligent inquiry, no such businesses or other undertakings exist.

For purposes of this disclosure, "business" means any corporation, limited liability company, partnership, sole proprietorship, trust or foundation, or other individual or organization carrying on a business, whether or not operated for profit. For purposes of this disclosure, "financial interest" means a substantial interest held by an individual which is: (a) An ownership interest in a business; (b) A creditor interest in an insolvent business; (c) An employment or a prospective employment for which negotiations have begun; (d) An ownership interest in real or personal property; (e) A loan or any other debtor interest; or (f) A directorship or officer position in a business.

☐ I state, to the best of my knowledge, after diligent inquiry, that I have no direct or substantial financial interest in any business or other undertaking that has or is likely to create a conflict of interest with the Board's or University's interests.

☐ I have a direct or substantial financial interest in one or more businesses or other undertakings that does business with the University, could compete with or be adverse to the interests of the Board or University or could create the perception or appearance of a conflict of interest, as described here below:

Signature

Printed Name

Date

AGENDA ITEM: Resolution to Adopt In-State Tuition Policies in Compliance with Colorado HB 15-1294 and the Veterans Access, Choice and Accountability Act of 2014

BACKGROUND:

In 2014, Congress passed the Veterans Access, Choice and Accountability Act of 2014 (Choice Act), 38 U.S.C. sec. 3679, which in relevant part required all states to provide in-state tuition classification to:

- Military veterans who live in the state at the time of enrollment in the institution regardless of the length of time they resided in the state prior to enrolling and are using GI Bill educational benefits at the institution within 3 years of discharge.
- dependents of military veterans using transferred or other GI Bill benefits within three years of the veteran's discharge.

The penalty for non-compliance is disapproval of the education program at a public institution to receive veterans with GI Bill benefits.

Colorado HB 15-1294 requires the governing boards of each state institution of higher education to adopt a policy granting in-state tuition to military veterans in compliance with the Choice Act, as may be amended, and as determined by the United States Department of Veterans Affairs. HB 15-1294 goes further than the Choice Act in also requiring institutions to offer in-state tuition benefits to veterans after they have exhausted GI Bill benefits so long as the veteran student continues to reside in Colorado and remains continuously enrolled.

ANALYSIS:

Colorado law currently requires institutions of higher education to grant in-state tuition to honorably discharged veterans of the Armed Forces of the United States if they meet for any length of time the presumptions and rules for maintaining a domicile in Colorado. The same statutory section allows institutions to adopt policies that grant in-state tuition to dependents of military veterans. Colorado law does not presently require the use of GI Bill benefits as a prerequisite to obtaining in-state tuition classification.

At MSU Denver, we presently offer in-state tuition to military veterans meeting the statutory requirements of Colorado law and to their dependents who meet certain requirements.

HB 15-1294 is essentially our legislature's indication that Colorado intends to comply with the Choice Act by July 1, 2015. Due to the large number of states that could not become compliant by the July 1, 2015 deadline, the Secretary of Veterans Affairs issued a waiver of implementation on May 15, 2015 extending the compliance deadline for states until January 1, 2016.

RECOMMENDATION:

Staff recommends that the Board adopt the following resolution:

Be it hereby resolved by the Board of Trustees of Metropolitan State University of Denver that it adopts 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.

AGENDA ITEM: Approval of Proposed Revisions to Naming Rights Policy: Policy Governing the Naming of Facilities, Endowed of the Positions and Honorary Grants

BACKGROUND: MSU Denver Foundation Naming Opportunities Task Force presented its initial findings with respect to their charge at the Foundation's Board Retreat last fall. The charge to this Task Force was to update the current existing MSU Denver Naming Policies that were revised in August, 2013 to conform to best standard practices as adopted by other major Colorado institutions, as well as by our national peers.

The Endowed positions were recommended not only by the Provost and Deans, but were determined through market analysis of other higher education institutions.

ANALYSIS: The primary changes to the draft policy and the current policy are:

1. The current policy gives the University President the ability to approve gifts at the \$500,000 level and below. The draft policy changes this amount to \$1MM, but all gifts accepted by the University President must be in consultation with the Foundation Board Committee or officers.
2. The current policy states the duration of the naming recognition shall be limited to 25 years. The draft policy states a maximum of 25 years for external facilities (such as buildings) and 10 years for internal facilities (such as rooms) and first-right of-refusal (ROFR) may be given under certain circumstances and only in certain extraordinary situations will the University consider terms longer than 25 and 10 years respectively.
3. The draft policy now requires a minimum funding amount for endowed positions. However, the draft policy does state that the minimums will be reviewed on a regular basis to allow for adjustments based on the prevailing current market. The current endowment agreement will allow for a clause that would address the issue if for some reason future circumstances are such that the University can no longer use this endowment in the way it was originally intended, the Foundation Board of Directors in consultation with the University reserve the right to redirect those funds in another manner taking into consideration the original intent of the donor and promising that the donor's name will continue to be recognized somehow in perpetuity.
4. All Honorary Naming Rights must be approved by the Foundation Board and the Board of Trustees and have a maximum of 15 years or less for external and 7 years or less for internal.
5. Active politicians, university members, Board of Trustees and Foundation Board members are not eligible for honorary grants until at least 12 months after they have ceased to serve in such position.

The Foundation staff will prepare the actual procedures to be followed with the acceptance of all gifts associated with the naming of facilities, endowed positions and honorary grants. These procedures will take into account the Foundation's "Gift Acceptance Policy Guidelines, the University's "Other Revenue Generating Programs Policy" and with the Auraria Higher Education Center (AHEC) campus-wide policies regarding the naming of shared facilities, areas and spaces as developed by the Policy Development and Shared Operations Committee (PODSOC).

RECOMMENDATION:

The Naming Opportunities Task Force recommends Board approval of the draft Policy Governing the Naming of Facilities, Endowed of the Positions and Honorary Grants.

Proposed Revisions to Naming Policy

Policy Governing the Naming of Facilities, Endowed Positions and Honorary Grants

Section 1: Overview

I. Purpose

This Policy Governing the Naming of Facilities, Endowed Positions and Honorary Grants (the Policy on Naming Rights) relates to programs and facilities solely funded by Metropolitan State University of Denver and should be read in conjunction with the Metropolitan State University of Denver Foundation, Inc. "Gift Acceptance Policy Guidelines", the Metropolitan State University of Denver "Other Revenue Generating Programs Policy" and "Policy on Sponsorships¹", and with the Auraria Higher Education Center campus-wide policies regarding the naming of shared facilities, areas and spaces as developed by the Policy Development and Shared Operations Committee.

II. Introduction

In fulfilling its mission, the University receives support from individuals, corporations, foundations, nonprofit organizations and other donors.

Support in the form of donations allows the University to minimize its dependence upon public funding, and to maximize its autonomy through the creation of its own wealth.

Provision for naming rights enables the University to:

- honor those who have rendered outstanding service to the institution; and/or
- recognize those who make a prominent and/or permanent investment in the University through donations.

Naming rights may be granted in relation to:

- the name of a building, part of a building, a complex, and any other University facilities;
- schools, departments, and centers;
- an academic position, an academic program, and a lecture or series of lectures; and
- a scholarship, and a prize or award.

III. Fitness Clause

Naming rights may only be offered to those whose service and/or generosity to the University:

- advance the academic mission of the University;
- are consistent with the core values of the University;
- further the capacity of the University to meet its objectives; and
- enhance the growth and reputation of the University.

IV. Aims of the Policy on Naming Rights

The Policy on Naming Rights is designed to:

- support the development of an active culture of recognition;
- provide a comprehensive framework within which to administer naming rights; and
- provide incentives for companies, individuals and other donors to support the University.

Section 2: Policy on Naming Facilities

The naming of a building, part of a building, a complex, and any other University facilities or portions of facilities (Facilities) shall be governed by the following:

- A Facility can reflect the name of any person or entity subject to the Fitness Clause.
- Gifts in excess of \$1MM must be approved by the University's Board of Trustees. Gifts under \$1MM may be accepted by the President of the University after consultation with the Board of Trustees of the Metropolitan State University of Denver Foundation, Inc. (Foundation Board) or a committee of the Foundation Board.
- Gifts should generally cover 50% of construction costs of a Facility; however a higher or lower percentage may be applied dependent upon the prestige associated with the Facility, the uniqueness of a Facility's location, the uniqueness of the role played by the Facility, and/or the uniqueness of construction costs associated with a Facility. Minor deviations may be approved by the University President, while significant deviations will need to be approved by the body designated to approve the gift set forth above.
- Naming rights shall have a maximum term of 25 years for external Facilities and 10 years for internal Facilities. A right of first refusal to the renaming of a Facility may be given under certain circumstances. Only, in certain extraordinary situations will the University consider terms longer than 25 and 10 years respectively.

Section 3: Policy on Naming Endowed Positions

The naming of any academic position, an academic program, a lecture or series of lectures, a scholarship, or a prize or award (Endowed Positions) shall be governed by the following:

- An Endowed Position can reflect the name of any person or entity subject to the Fitness Clause.
- The endowment levels below indicate the minimum funding required from donors. Each chair, professorship or other endowment may need to be funded at a higher level to meet the needs of a specific program:
 - \$25,000 minimum for partial Endowed Scholarship
 - \$150,000 minimum for a Full Endowed Scholarship (amount to be adjusted as necessary to address future changes in tuition)
 - \$100,000 Lectureship
 - \$500,000 Professorship
 - \$1.5MM Chair
 - \$1.5MM Program
 - \$3MM Center/Institute
 - \$5MM Department
 - \$10MM School or CollegePrice may be higher based on prestige and visibility
- All endowed position minimums will be reviewed on a regular basis (at least every 3 years) to

allow for adjustments based on the prevailing current market.

Section: 4 No Dollar/Honorary Naming Rights Policy

The naming of any Endowed Positions or Facilities without an associated donation to the University or its foundation (Honorary Grant) shall be governed by the following:

- Any eligible natural person can receive an Honorary Grant, subject to the Fitness Clause. No company, or other forms of entities can receive Honorary Grants.
- The University may honor those in the community who deserve recognition, by naming a Facility or Endowed Position after such person without requiring any donation to the University. However, the University recognizes any Honorary Grant imposes an opportunity cost on the University's ability to raise funds in connection with the naming of such Facility or Endowed Position. Consequently, all Honorary Grants should be carefully considered and any decision to offer an Honorary Grant should weigh the opportunity cost against the desire of the University community to honor the grantee.
- Active politicians, university members, and Board of Trustee and Foundation Board members are not eligible for Honorary Grants until at least 12 months after they have ceased to serve in such position.
- Honoree naming rights shall have a maximum term of 15 years or less for external Facilities and Endowed Positions and 7 years or less for internal Facilities.
- Any Honorary Grant must be approved by the Foundation Board and the Board of Trustees.

¹In development

Metropolitan State University of Denver Foundation Naming Rights Policy

This policy relates to programs and facilities solely funded by Metropolitan State University of Denver and should be read in conjunction with the Metropolitan State University of Denver Foundation, Inc. “Gift Acceptance & Investment Policy Guidelines” and “Policy on Sponsorships” and with the Auraria Higher Education Center (AHEC) campus-wide policies regarding the naming of shared facilities, areas and spaces as developed by the Policy Development and Shared Operations Committee (PODSOC).

I. Introduction

In fulfilling its mission, the University receives support from individuals, corporations, foundations, nonprofit organizations and other donors.

Support in the form of donations allows the University to minimize its dependence upon public funding, and to maximize its autonomy through the creation of its own wealth.

Provision for naming rights enables the University to:

- honor those who have rendered outstanding service to the institution; and/or
- recognize those who make a prominent and/or permanent investment in the University through donations.

Naming rights may be offered to those whose service and/or generosity to the University:

- advance the academic mission of the University;
- are consistent with the core values of the University;
- further the capacity of the University to meet its objectives; and
- enhance the growth and reputation of the University.

Naming rights may be granted in relation to:

- the name of a building;
- part of a building;
- a complex;
- facilities;
- schools;
- departments;
- centers;
- an academic position;
- an academic program;
- a lecture or series of lectures;
- a scholarship;
- a prize or award; and
- other options.

Metropolitan State University of Denver Foundation Naming Rights Policy

II. Aims of the Policy

The Policy on Naming Rights:

- supports the development of an active culture of recognition;
- provides a comprehensive framework within which to administer naming rights;
- provides incentives for companies, individuals and other donors to support the University; and
- recognizes that the taxation status of a donation directly affects an entity's entitlement to, or qualification for, naming rights.

III. Eligible Parties

Financial Contributors

The University may at any time receive and consider an approach from any source to make a donation in exchange for naming rights.

Entities who support the University through donations are entitled to request negotiation of naming rights.

All financial contributions are not automatically designated for a naming opportunity.

Honoring Service to the College

The decision to honor exceptional service is entirely at the discretion of the University.

In rare, and outstanding cases, the University may name a physical structure whether a complete building or part of a building, complex or other facility, an academic program or position, a scholarship, award, prize or other approved option in honor of an individual who has rendered extraordinary service.

Consideration of such an honor will not normally occur until at least two years have elapsed following the person's last involvement with the University.

IV. Authority

Naming opportunities, with staff recommendations, will be presented and reviewed by the Foundation Board. For gifts valued at less than \$500,000, the Board of Trustees authorizes the University President, at his/her discretion, to approve naming rights for all proposed honorary names of University facilities, properties or units owned and operated by the University. The President may refer to the Board of Trustees naming rights requests, including those where an actual or perceived conflict of interest may exist or those from within certain industries. For gifts valued at \$500,000 or greater, the Board of Trustees must review and approve naming rights.

V. Responsibility for Implementation

The president of the University and the Vice President for Advancement and External Relations are responsible for implementing the Board of Trustees' decisions in conformance

Metropolitan State University of Denver Foundation Naming Rights Policy

with this policy.

VI. Naming Conventions

Naming of Building, Parts of Buildings, Complexes and other Facilities

A building, part of a building, complex or other facility may be supported in whole or in part through funds received as donations.

Proposals will be assessed on an individual basis and the entitlement to naming rights determined accordingly.

A building, part of a building, complex or other facility may be named for a donor for a minimum donation as determined by the Board of Trustees.

When considering naming a building, part of a building, complex or other facility, the value of the gift in relation to the capital cost of the structure should be considered. Generally, naming rights should be considered if the value of gift covers half or more of the estimated initial cost or, in the case of an existing structure or area, a substantial portion of the insurable value. Normally, meeting more than half of the capital cost of a building, part of a building, complex or other facility may warrant consideration of granting naming rights to a donor. However, because cost is not the only factor of consideration, the greater-than-half-the-cost requirement is only used as a rule of thumb.

The initial duration of the naming recognition shall be limited to a maximum of 25 years, and may allow for an extended naming recognition period after the then-current relationship and reputational information has been reviewed.

An appropriate plaque will acknowledge the donation.

Naming of Academic Positions, Programs, Lectures, Scholarships, Awards and Prizes and other Options

Academic positions, programs, lectures, scholarships, awards and prizes and other options may be funded in whole or in part through funds received as donations.

Proposals will be assessed on an individual basis and the entitlement to naming rights determined accordingly.

Academic positions, programs, lectures, scholarships, awards and prizes and other options may be named for a donor for a minimum donation as determined by the Board of Trustees.

Generally, a faculty position may be named in honor of a donor who has contributed all or a substantial part of the full costs relating to its establishment, and will contribute sufficient recurrent or endowed funding to maintain the position or substantially maintain the position for at least ten years.

Metropolitan State University of Denver Foundation Naming Rights Policy

Generally, if the cost of an academic program, award, prize, lecture or a series of lectures is met by a donor, consideration will be given to naming the academic program, award, prize, lecture or series of lectures after the donor as long as full funding for the academic program, award, prize, lecture or a series of lectures is maintained.

The duration of the recognition—whether in perpetuity or for a named period—will be determined by the University in consultation with the donor or someone designated by the donor at the time of the donation.

VII. Rescinding Recognition

Namings shall enhance both the University's and the donor's reputation. If a naming is deemed to no longer be in the best interest of Metropolitan State University of Denver or the donor, it is possible that the naming may be revoked by the University, the donor and/ or the donor's family following consultation with the Vice President of Advancement and External Relations.

Final rescission of a naming must be approved by the Board of Trustees.

Should a building be demolished or replaced and the former name is no longer appropriate, then a request for a new name may be considered. Where possible, the Vice President of Advancement and External Relations or the President will contact a family member and/or the appropriate contact person for the former namesake to inform them of the decision to demolish or replace the facility. It may be appropriate to place a plaque in, or on, a new building to indicate that it occupies the site of a building formerly known by another name. Requests of this nature should be directed to the Vice President of Advancement and External Relations for approval.

When it is requested that a named physical entity within a building be relocated within the same building or to a different building and the new facility or room will serve the same original purpose, requests should be directed to the Vice President of Advancement and External Relations for consideration.

VIII. Agreements

Once a naming rights scenario is developed and mutually accepted, the Campaign Pledge Form must reflect an agreement that states:

- the amount donated;
- the balance to be donated;
- the terms of payments;
- the nature and duration of recognition;
- the terms and procedures for rescission of recognition and includes:
- the terms and procedures for rescission of recognition;
- the signature of donor; and
- the signatures of the University's president and the Metropolitan State University of Denver Foundation's executive director.

Metropolitan State University of Denver Foundation Naming Rights Policy

No permanent signage shall be put into place honoring an individual pledge until approved by the President or Board of Trustees. In general, the term of all pledges should be between three to five years, on average, although exceptions to this can be made on a case-by-case basis in the judgment of the Vice President of Advancement and External Relations.

In the case of acceptance of a gift from a corporate entity, if the gift is considered a sponsorship, or a “mixed gift” containing both sponsorship and charitable elements, signage should be put into place as soon as the Pledge Agreement has been executed and the first check received and accepted by the Foundation.

The Pledge Agreement is considered a legal document and the University reserves the right to use legal methods to collect on a donor’s commitment, except in the case of an employee who is a donor. In that case, the employee is not required to continue to honor the pledge should they terminate employment with the University.

AGENDA ITEM: Retirement Contribution

BACKGROUND: Pursuant to the Presidential Employment Agreement, the Board may make a retirement contribution to the Base Plan and Excess Plan during one or more of the optional one year contract renewals provided for in the agreement. The first of three optional one year contract renewals will begin July 1, 2015, and no amount of retirement contribution is presently specified for the renewal period.

RECOMMENDATION:

A motion from the Board on this matter would be appropriate.

**METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES MEETING
Friday, May 8, 2015**

EXECUTIVE SESSION:

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

I. CALL TO ORDER:

The Board of Trustees meeting was called to order at 9:00 a.m. by Chairwoman Michelle Lucero. She was joined by Vice Chairwoman Dawn Bookhardt, Past Chair Rob Cohen, Trustee Elaine Berman, Trustee Barb Grogan, Trustee Bill Hanzlik, 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:

Board Secretary Loretta Martinez reviewed the proposed schedule of Board meeting dates for 2015-16, noting that approval of the schedule will be requested at the June meeting of the Board.

III. CONSENT AGENDA:

A. Approval of April 14, 2015 Board Meeting Minutes. The first order of business was the **approval of the Consent Agenda**. Vice Chair Bookhardt **moved for approval, 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 April 14, 2014. Trustee Pogge **moved for approval, with a second** by Vice Chair Bookhardt. The motion was **unanimously approved**.

IV. PRESENTATIONS:

A. Board Oversight of Educational Quality

i. Center for Faculty Excellence Presentation. Provost Vicki Golich stated that the Center for Faculty Excellence (CFE), formerly known as the Center for Faculty Development, supports the professional growth and development of all faculty members in teaching, scholarly activities, and service. Provost Golich introduced Dr. Michael Kolb, Director of CFE. Dr. Kolb said that the CFE's mission is to develop and sustain the University's most fundamental asset: its faculty. Faculty represent the collective heart of the institution, as well as its collective memory, Dr. Kolb said. The Center promotes academic excellence, cross-disciplinary collaboration, state-of-the-art teaching and learning, and early career development.

Provost Golich stated that the Center for Faculty Excellence is one example of how the University continues improving educational quality.

Chair Lucero thanked the Provost and Dr. Kolb for their update and called for the budget update.

V. REPORTS & ACTION ITEMS:

A. President's Report. President Jordan said that, due to the record number of graduates, two ceremonies for Spring Commencement will be held at the Denver Coliseum. The graduating class of 1,195 students includes 619 students of color, making this the most diverse population of graduates thus far. 384 Latino students will graduate with their bachelor's degree, an 18% increase in Latino graduates over last year. Four ASSET students will also graduate. Approximately ten percent of this year's class will graduate with honors. Chair Lucero encouraged Trustees to attend commencement ceremonies.

President Jordan congratulated Chairwoman Lucero for being recognized as a 2015 Trailblazer Honoree of the Latinas First Foundation. Chair Lucero added that two of the young women benefiting from the Foundation's support expressed their thanks to the MSU Denver Board of Trustees for the opportunities afforded them through the ASSET program.

Mayor Hancock, City Council member Judy Montero, and Trustee Bill Hanzlik joined more than 250 attendees at the recent Regency Athletic Complex ribbon-cutting ceremony. Mayor Hancock referred to MSU Denver as the "Best Urban University in the Nation," noting the University's complete transformation over the years.

The recent AES dinner and reception were a great success, and brought a lot of attention to the AES Initiative. It was clear that the Governor and the Lieutenant Governor support the initiative. President Jordan acknowledged Jim Mulligan and Trustee Barb Grogan, and Trustee Grogan in turn thanked John Burtness and his staff for their hard work in making the evening a success.

B. State Legislative Report. Christine Staberg reported that the Governor signed legislation funding the second and final state portion of the University's AES Initiative in the amount of \$14.8 million. Capital construction funding requests are unlikely to be approved over the next several years due to increasing complexity in the state's budget.

With regard to implementation of HB 1319 establishing a funding formula for higher education, there was major pushback from the general assembly focused on the underrepresented minority factor. As the result of extensive lobbying, agreement was reached whereby the underrepresented minority factor was taken out of the funding formula and rolled into the Pell-eligible factor. The effect to the University is the same; however CFOs of the higher education institutions as well as the Department will carefully watch over the summer to ensure that funding for underrepresented minorities is maintained at adequate levels. MSU Denver was awarded more than \$50 million; the appropriation in the year prior was \$43 million. The largest percentage increase to any institution was 14.8%. in addition, there was a \$15.2 million increase

to need-based financial aid, which was an element that was not included in the Governor's initial budget.

Through the efforts of Ms. Staberg, President Jordan, and others, SB 72 was defeated by a 7 to 2 bipartisan vote in the Senate Education Committee. Three of the bill's sponsors ultimately voted against it. The bill proposed changing MSU Denver's admissions policy from "modified open" to "moderately selective," effectively changing the University's mission.

The House Education Committee unanimously approved a bipartisan bill to provide in-state tuition for veterans in Colorado or their eligible dependents. In 2014, the federal government updated the federal Veterans, Access, Choice and Accountability Act requiring all public education institutions to expand benefits and provide in-state tuition to veterans and dependents living in their states. HB15-1294 aligns Colorado statute with new federal requirements. With this bill, Colorado public colleges and universities will secure more than \$55 million in federal financial aid under the GI Bill. The bill has been signed into law.

Ms. Staberg and her team successfully lobbied to amend HB 1274, requiring the creation of integrated career pathways for critical industries in Colorado, to include a connection to four-year institutions. The bill was passed and is awaiting signature by the Governor.

Ms. Staberg's team also was successful in amending a bill prior to its introduction that had to do with the National Western Stock Show/CSU campus. After working with the City and County of Denver to address the University's concerns, the bill was amended and introduced as HB 1344, and passed through the general assembly with bipartisan support.

Ms. Staberg and her group, as well as faculty, supported HB 1233 establishing a respite care task force with faculty to study the dynamics of supply and demand with regard to respite care services in Colorado.

HB 1033 creates an independent strategic planning group to identify and review the significant long-term issues posed by the aging of Colorado's population and recommends concrete steps and legislation to improve how public and private organizations respond to the challenges.

The reappointments to the Board of Trustees of Trustee Terrance Carroll and Chair Michelle Lucero were confirmed, as were the appointments of Trustee Elaine Berman and Trustee Barbara Grogan.

Two important issues failed at the end of the session, Ms. Staberg said. One proposed a plan to securitize PERA contributions, and the second was a proposal to convert the hospital provider fee from a cash fund to an enterprise so that the money from the hospital provider fee would be removed from TABOR calculations. Although the hospital provider fee proposal failed, it did highlight the imminent threat of tax refunds triggered by the TABOR cap.

In response to a question from Trustee Berman, Ms. Staberg said that HB 1274 requires collaboration to define career pathways in areas that are priorities for the state, including aerospace and aviation. In an effort to remove obstacles to earning a four-year degree, the bill was amended to include the acceptance by four-year institutions of credits earned at two-year institutions. Four-year institutions will be required to accept certain courses for transfer. President Jordan said that the theme of workforce development is being addressed nationally.

President Jordan thanked Ms. Staberg for the University's successful year in the legislature. Chair Lucero also thanked Ms. Staberg, and called for the Academic and Student Affairs report.

C. Academic and Student Affairs Committee.

i. Approval of Tenure and Emeritus Recommendations. Provost Golich reviewed recommendations for tenure, highlighting a number of faculty members. Trustee Hanzlik and Chair Lucero agreed that each of the candidates for tenure are exceptional. Vice Chair Bookhardt made a **motion to approve** the granting of tenure, **with a second** by Trustee Berman, which was **unanimously approved**.

Provost Golich then reviewed recommendations for emeritus status. Trustee Hanzlik made a **motion to approve** the granting of emeritus status, **with a second** by Vice Chair Bookhardt, which was **unanimously approved**. Chair Lucero congratulated the faculty

ii. Approval of Phase One Review Process for New Undergraduate Degree Programs. Provost Golich requested approval of the Phase One Review Process for curriculums for two new degree programs, the Bachelor of Science in Advanced Manufacturing Sciences, and the Bachelor of Science in Sustainable Systems Engineering. Vice Chair Bookhardt made a **motion to approve** the Phase One Review Process for the Bachelor of Science in Advanced Manufacturing Sciences and the Bachelor of Science in Sustainable Systems Engineering, **with a second** by Trustee Pogge, which was **unanimously approved**.

D. Finance Committee. Trustee Pogge invited Vice President Kreidler to present the proposed budget.

i. Approval of Fiscal Year 2015-16 Tuition and Fee Rates. Vice President Kreidler thanked the members of the Budget Task Force who collectively voted 100% in favor of the proposed budget. Vice President Kreidler pointed out that the number of degrees awarded at MSU Denver increased from 2,182 ten years ago to 3,650. Ninety-seven percent of students attending MSU Denver are Colorado residents. MSU Denver continues to offer the best possible value in education, charging students approximately \$1,200 per year less in tuition and fees than the next lowest-cost university.

The University will receive 13% more need-based state financial aid this year compared to last year, and other money that students do not have to repay flows from Pell grants, gifts and donations, financial aid from the student-approved Metro bond fee, institutional financial aid,

and \$8 million of free tuition available through the tuition window available to students taking 12 to 18 credit hours per semester.

The University's current debt coverage ratio on bond obligations relative to the bond fee is 1.61. Following issuance of the bonds for the AES building, the ratio will be 1.131. Vice Chair Bookhardt asked if the ratio dipped in '14. Vice President Kreidler answered that it did go down slightly and that is attributable to a decline in enrollment.

Trustee Berman asked if the transfers to MSU Denver from community colleges have graduated with an associate's degree. President Jordan stated that the majority are transferring without an associate's degree. These students are designated as "transfers," according to a nationally accepted definition. Provost Golich added that when students transfer in and earn the hours required for their associate's degree, the student goes back to the community college to be awarded their degree. The community college is allowed to count them as a graduate, the University counts them as a transfer, and when they graduate from the University, the University counts them as well.

Chair Lucero congratulated Vice President Kreidler and his team for the excellent financial synopsis they prepared.

Vice President Kreidler reviewed the history of state funding of higher education, and stated that the Governor and Lieutenant Governor have stated they are committed to restoring MSU Denver's funding base to pre-Recession levels. Total state support for MSU Denver dropped from \$3,075 per FTE in FY09 to \$2,214 per FTE in FY13. MSU Denver received the least state support per FTE in FY14-15, and will remain lowest after the new funding formula outlined in HB 1319 is applied.

The 14.8% increase in funding realized by MSU Denver yields an additional \$680 per student, while the 11% increase at Adams State yields an additional \$1,685 per student. Despite the fact that MSU Denver received the highest percentage increase in the formula, the disparities in state funding between the University and the other state institutions continue to grow because the formula is only applied to the incremental new money. Mesa University receives approximately 22% more funding per student than MSU Denver, and Adams State receives 3.1 times more. Vice President Kreidler researched the average differential between the cost to operate a small college in a rural area, compared to a large institution. In the six-state region studied, the differential was 1.7%, or a 70% higher cost to operate the small school.

The disparities in the formula, he explained, are based on historic reasons. \$8.8 million would have to be added to MSU's base budget, and all other institutions held at their current base levels, in order for MSU Denver to be tied for last in state support per FTE, instead of being dead last. Without the \$8.8 million infusion, it would take years for MSU Denver to be tied for last, and not last.

Additionally, MSU Denver's funding under the new funding formula is almost entirely based on credit hour production, and is dependent not only on MSU Denver's performance, but also on what the performance of all the other state institutions. If enrollment at MSU Denver grows by 3%, but at all the other institutions it grows by 4%, although MSU Denver is doing a little bit better in the formula, it is not catching up. At the rate at which the University gains, based on the University's base level of state funding, it would take five years to catch up to Mesa University, and that assumes that enrollment would remain level.

President Jordan stated that the formula was designed to be a redistributive formula based on the same set of institutions. In order to implement the formula, because it would have such a profound impact on a number of institutions, Adams at one level and Northern Colorado at another, bumpers had to be added to the formula so that in the first five years, no institution can go up or down more than five percent. As an example, if the barriers weren't in place, UNC would've been allocated \$6 million less than they were this year, and MSU Denver would have clearly been the biggest beneficiary of that \$6 million, pushing its percentage up to 20%. At the end of the five-year period, President Jordan said, there will be a strong push to change the formula.

Past Chair Rob Cohen underscored President Jordan's comments. Past Chair Cohen stated that, in five years, new legislators and a new Governor won't have any knowledge of the fact that some years ago, Governor Hickenlooper agreed to catch the University's base funding up, which never happened. In the fifth year of the new funding formula when the 5% bumpers are removed, it will be incumbent upon the Board of Trustees and others associated with the University to bring this historical fact to the attention of the new Governor and state legislators. MSU Denver's state funding was disproportionately cut and should be re-set disproportionately to bring its funding to parity with the other state institutions. Chair Lucero suggested to Vice President Kreidler that a history of facts such as these be added to the synopsis.

It is the recommendation of the Finance Committee to increase tuition by 5%, instead of 6% as discussed at last month's Board meeting. This equates to approximately \$250 per year for a student taking 30 hours per year. Additionally, some fees are increasing due to adjustment for inflation, and a new campus recreation fee passed by a student vote of 800 for and 300 against, freeing up money that was in the student activity fee. Other fees voted on and approved this year were a new \$5 per semester fee for improvements to the central campus, and a \$90 per semester RTD pass fee.

The increase in revenues for FY15-16 is estimated at \$7,370,340 and flows from tuition, state support, and "other than tuition" revenue. Business enterprises, or items that must pay for themselves, are expected to increase by approximately \$324,662. The total increase in the operating budget is estimated at \$7,695,002.

The Budget Task Force worked diligently to align the budget with the Strategic Plan, and 90% of all new moneys will be allocated to student and academic success, which includes support of the University's faculty and enhancement of student services. The Task Force focused on improving

enrollment, retention, and graduation. Of these, retention currently poses the greatest challenge to the University. The Task Force proposes a \$2 million allocation to improve student services.

Vice President Kreidler reported that the University conducted a survey that asked students who left the University before graduating (1) the reason they left, and (2) what things the University could have done that would have influenced the student to stay. There were a variety of reasons why students left, but the most often cited factor that could have influenced the student to stay was advising. Advising was listed as being more important to students than cost. In an effort to stabilize enrollment, the Task Force recommends investing \$2 million in new positions that are directly involved in advising.

Chair Lucero asked Secretary Martinez to review the Board's statutory authority to set tuition rates. Ms. Martinez stated that the legislature historically granted the Board of Trustees very broad authority to set tuition policy, which is the key factor in establishing a budget. However, that authority was constrained over time through the Long Bill, and last year the legislature set a 6% cap on tuition increases.

Secretary Martinez and Vice President Kreidler were contacted by Dennis Jones, President of the National Center for Higher Education Management Systems, regarding tuition-setting policy. Mr. Jones' firm was the consulting firm that designed the funding formula in HB 1319. Ms. Martinez reported that it appears the CCHE will take up the issue of tuition-setting policy next year. On behalf of the Lieutenant Governor and CCHE, Mr. Jones is gathering current practices, and he inquired as to the main concerns of the Board in setting policy. Ms. Martinez shared with Mr. Jones one important way the Board influences policy setting is by hiring the CEO of the University, who plays an integral role in tuition-setting policy and who this year modified the Budget Task Force's recommended tuition increase. Mr. Jones asked whether the Board takes into consideration the impact that increased tuition will have on students. He also asked if the Board is concerned with the relationship between employee compensation and staying competitive.

President Jordan stated that Mr. Jones understands the net price issue and the relationship between tuition price and financial aid. Vice President Kreidler noted that he serves as CFO advisor to the CCHE and will be attending their monthly board meeting this afternoon, at which they have dedicated an hour to discuss tuition-setting policy.

Returning to the proposed budget, Vice President Kreidler reported that in addition to an investment in retention, enrollment, and graduation, the Task Force wants to invest in faculty and in positioning the University to compete for future candidates.

The employer share of the annual health benefit will be increased to 65%, representing additional faculty compensation that is not taxed.

Vice President Kreidler explained the impact that TABOR refunds pose to the University. Revenue that flows into the general fund counts toward the TABOR limit that would trigger tax refunds, and one of the items funded by general fund moneys is higher education.

The state has not funded public education at constitutionally required levels since 2012. The negative factor, or the amount by which the state is not funding public education, is approaching a billion dollars. The state does not want the negative factor to get any larger than it is, and in FY16, the State Education Fund will contribute \$815 million toward maintaining the negative factor at its current level. In 2017, the fund will no longer have sufficient money to maintain the negative factor and will need \$525 million from the general fund, from which higher education is funded. Based on current projections for FY16 which begins July 1, 2016, the state will face a \$150 million shortfall in the general fund and as a result will likely cut capital construction funding and could decrease its funding of higher education.

Trustee Pogge **moved to approve** the recommended FY2015-16 initial base budget. The **motion was seconded** by Vice Chair Bookhardt and unanimously approved.

Trustee Pogge **moved to approve** the recommended tuition increase of 5%, and the recommended increase in student fees. The **motion was seconded** by Vice Chair Bookhardt. Chair Lucero asked if there was any discussion. Trustee Berman inquired as to the impact of increased tuition on enrollment, at a time when enrollment is declining. Vice President Kreidler stated that there is no evidence that an increase in tuition correlates with a drop in enrollment. Trustee Pogge said that among the state institutions, no other option is as affordable as MSU Denver. He would argue in favor of a 6% tuition increase due to the likelihood that the additional percentage will be unavailable in the future for a variety of reasons.

President Jordan said that nationally, institutions making demonstrable improvements in retention and graduation are those that have surrounded their students with support services. MSU Denver has one-half the number of support services of its comparator institutions, and this is particularly true in academic and financial aid advising. The proposed tuition increase represents the University's one opportunity to change the metric on retention and graduation, and he added that the increase will be offset by another year of projected declining enrollment.

Past Chair Cohen agreed that setting tuition is one of the most important duties of the Board. In relative terms, MSU Denver is a great value, but the student body at MSU Denver differs from other institutions, and the measurement of tuition as a "percentage increase" is misleading. If an institution offers the lowest tuition in the state, it must have a higher tuition percentage to realize the same relative dollar increase. The reality is that the University must increase tuition in order to offer student services. Students have participated in the process and directly shared their feelings about the increases in tuition and fees. Past Chair Cohen stated that he supports the proposed tuition increase. Trustee Hanzlik added that the reduced amount of state support from FY17 forward must also be taken into account.

Morgan Sweney, Vice President of Student Government, commented that student leaders discussed the need for the tuition increase with the Budget Task Force, and they understand that the proposed tuition increase of five percent will allow the University to provide improved student support services. Chair Lucero thanked the students for their involvement in the discussion around the budget.

Trustee Berman thanked the Board and students for the discussion, and stated that the manner in which higher education is funded is shameful. Chairwoman Lucero thanked Trustee Berman and stated that the Board welcomed her courageous attitude.

The **motion to approve** the recommended tuition increase of 5% and the increase in student fees, having been made and **seconded**, was **unanimously approved**.

Chair Lucero thanked Vice President Kreidler and his team.

E. Faculty Trustee Report. Faculty Trustee Kenn Bisio reported that:

- Faculty would like to know whether competing institutions are losing students; if so, whether they are losing students for the same reasons as MSU Denver, and what steps are they taking.
- Faculty would also like to know what the price per student would be in 2020 if MSU Denver were a private institution.
- Faculty would like to teach at high schools as part of a concurrent enrollment program.
- Faculty are concerned about underrepresented faculty on campus through the FRIP and Top Hires and how faculty are counted within them.
- Faculty inquired whether students in the Four Corners area could be recruited and offered in-state tuition.
- Faculty would like to add Kaiser Permanente as an option for health insurance.

The Journalism department discovered a glitch in Banner whereby students received fewer credits than were offered for three different classes. Trustee Bisio will contact other departments to alert them of the issue.

Trustee Bisio inquired whether a program could be developed at MSU Denver through which faculty could be trained by staff in Advancement to solicit funding from people working within their discipline.

F. Student Trustee Report. There was none.

G. Alumni Report. Alumni Representative Judy George reported that, in its efforts to increase recruitment, retention, and graduation, the Alumni Task Force has identified ten University-wide programmatic initiatives, each with its own metrics. Increasing annual fund support will be the key measure of success of the initiatives.

Ms. George thanked John Burtness, Cathy Lucas, Jamie Hurst, the Alumni Relations staff, and the Alumni Association board for their commitment to and support of the Alumni Task Force.

Chair Lucero thanked Ms. George for her report and suggested that the work of the Alumni Task Force be discussed at the Board Retreat.

H. Faculty Senate Report. Sheila Rucki reported that the Diversity Committee is leading an initiative to recruit a more diverse group of Ph.D.s and Ph.D candidates so that faculty better reflect student demographics.

At the meeting of the 2015-16 Faculty Senate, a new executive team was elected consisting of Dr. Rucki as President, Andy Bonham as Vice President, William Carnes as Secretary, and Kenn Bisio as Faculty Trustee to the Board.

I. Student Government Report. Patricia Ordaz stated that 1,182 students voted in the recent Student Government elections. Ten candidates were confirmed. Increases in several fees were approved.

J. AHEC Report. There was none.

K. Foundation Report. There was none.

L. Shared Governance Task Force Report. Braelin Pantel reported that the Task Force surveyed faculty, staff, and students, and formed focus groups in an effort to better understand aspirational perceptions of shared governance. The Task Force is working with a consultant, Dr. Steve Reno, for additional perspective and help in organizing the information the Task Force is collecting.

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 April 14, 2014.

PUBLIC COMMENT:

There were no public comments.

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 11:20 a.m.

AGENDA ITEM: **Office of Human Resources report of personnel actions for the Board's approval which have occurred since the last Board Meeting on May 8, 2015.**

BACKGROUND: Report includes appointments of 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

Ms. Stephanie Tierney, Budget and Office Manager, Marketing & Communications, Annual Salary: \$46,100.00 – Effective May 1, 2015. (ADMINISTRATIVE)

Mr. Thomas Ragland, Student Conduct Coordinator, Annual Salary: \$47,000.00 – Effective May 1, 2015. (ADMINISTRATIVE)

Mr. Jerry Martinez, Interim Associate Director of Financial Aid, Annual Salary: \$68,000.00 – Effective May 4, 2015. (ADMINISTRATIVE)

Mr. To-Quyen Tran, Network Technician, Annual Salary: \$43,000.00 – Effective May 4, 2015. (ADMINISTRATIVE)

Ms. Camelia Naranjo, Advising and Retention Coordinator, Annual Salary: \$44,000.00 – Effective May 4, 2015. (ADMINISTRATIVE)

Ms. Bernice Harris, Associate Vice President for Curriculum and Academic Effectiveness, Annual Salary: \$120,000.00 – Effective May 5, 2015. (ADMINISTRATIVE)

Ms. Erene Hilentzaris, Assistant Director of Admissions, Annual Salary: \$55,000.00 – Effective May 7, 2015. (ADMINISTRATIVE)

Mr. Kile Clabaugh, Project Assistant, Teaching with Primary Sources, Annual Salary: \$37,000.00 – Effective May 18, 2015. (ADMINISTRATIVE)

Ms. Lauren Barnett, Communications and Events Coordinator, Center for Visual Art, Annual Salary: \$50,000.00 – Effective May 18, 2015. (ADMINISTRATIVE)

Mr. Brett McPherson/Starr, Interim 50th Anniversary Content Coordinator, \$40,000.00 – Effective May 18, 2015. (ADMINISTRATIVE)

Ms. Lori McKinney, Service Learning Specialist, Annual Salary: \$51,000.00 – Effective May 20, 2015. (ADMINISTRATIVE)

AGENDA ITEM: Board Oversight of Educational Quality: Veterans and Military Student Services Presentation

BACKGROUND:

Veteran/military students have unique needs from their peers, particularly regarding the transition into higher education. Although many community organizations offer veterans services such as healthcare, career assistance, financial support, and otherwise, the primary onus to support the specific needs of student veterans rests on the colleges and universities where they enroll. Over the past several years, efforts have been taken to centralize support for military-affiliated students at MSU Denver. All services and initiatives are focused on supporting MSU Denver veteran and military-affiliated students in intentional ways.

ANALYSIS:

The following highlights some of the services and programs offered at MSU Denver for veteran and military-affiliated students:

- The Veteran and Military Student Center, Tivoli 243.
Established in the fall of 2014, the Center has two primary purposes:
(1) to be a point of access to many of the support services at MSU Denver that help students persist to graduation, such as tutoring, disability services, counseling, career services, and advising. (2) The second purpose of the Center is to be a space for student veterans to gather and to connect with each other for camaraderie and support.
- A dedicated Veteran and Military Student Support Services Coordinator.
The Coordinator is entirely focused on helping veteran and military students succeed. She is able to help students craft a plan to overcome the challenges that may present themselves, academic or otherwise. The Coordinator ensures that veteran and military-affiliated students are aware of and connected to applicable resources across campus and in the greater Denver community.
- Academic initiatives to support Veterans.
Two new academic initiatives have been recently implemented to support Veteran success
1) Priority Registration: starting this summer, students who are using the GI Bill or Tuition Assistance, a military program for eligible service members, will be given an opportunity to register for their classes earlier than the general student body. The GI Bill and Tuition Assistance require students only take classes required for their degree programs and these benefits have limited time windows for use, so this registration period is designed to ensure that these students are able to secure spots in the courses that they need while maximizing their benefits.
- Military Credit Transfer Package:
Veterans and military service members typically come to the University with significant military education and training under their belt. MSU Denver wants to honor the learning that they have already had, and if it aligns with our academic programs, grant academic credit for their prior learning. The new military credit package based upon rank, length of service and deployment, offers eligible veterans and service members up to 15 credit hours, including general studies and upper division credit. Veterans and service members may also be awarded additional credit based upon their specific military trainings by working with the Prior Learning Specialist.

2014-2015 Board of Trustees Update Report – June 5, 2015

2014-2015 STEERING COMMITTEE MEMBERS	Lunden MacDonald (chair), Myron Anderson, Bridgette Coble, Ramon Del Castillo, Perla Gheiler, Winston Grady-Willis, Greg Sullivan, David Ruch, Leone Schulz, Cynthia Nunez, Arlene Sgoutas, Morgan Swaney (student).
RESPONSIBILITIES/BACKGROUND/OBJECTIVES	During the 2014-2015 academic year, the Equity in Excellence Steering Committee facilitated work in each of the four areas that were the focus of inquiry in the 2014 Equity Scorecard report: First Year Success, Academic Advising, the Metro Summer Scholars Program, and the Department of Mathematics and Computer Science. The Steering Committee worked together with Guidance Teams comprised of representatives of these areas to identify future activities, events, departmental changes, practices, and other interventions that align with the EiE mission and that will aid in reducing the institution's equity gaps. The following report documents the current status of the EiE work, recommends further research needed to understand the achievement gaps identified in the Scorecard, suggests new areas of inquiry and offers timelines/milestones/metrics for measurement of outcomes.

Scorecard Goals

SCORE CARD GOAL #1: By 2017, the graduation rate for African American/Black students will be 44%.

SCORE CARD GOAL #2: By 2017, the graduation rate for Hispanic/Latino students will be 44%.

BACKGROUND NARRATIVE	MSU Denver’s 2012-2017 Strategic Plan identified a goal of increasing first-time, full-time six-year graduation rate to 44% from 21% by 2017; this goal was reinforced by Colorado’s Performance Contract with MSU Denver. For African American/Black students to achieve this goal we need to improve their graduation rates by 27% (based on the performance of first-time, full-time students in the 2006 cohort). For Latino students to achieve this goal we need to improve their graduation rates by 21% (based on the performance of first-time, full-time students in the 2006 cohort).	
FIRST YEAR SUCCESS		
GUIDANCE TEAM MEMBERS	Cynthia Baron, Lunden MacDonald, Cynthia Armendariz, Fabiola Mora, Lisa Grady-Willis, Yeng Lo (Student).	
RESPONSIBILITIES	The FYS Guidance Team facilitated inquiry in order to address EiE recommendations and assisted FYS in selecting activities, events, and departmental changes that align with the EiE mission and will aid in reducing the institution’s equity gap.	
SCORE CARD RECOMMENDATION: THE FYS PERSONNEL ARE TO BE COMMENDED FOR THEIR EFFORTS AT PROVIDING EQUAL SERVICES TO ALL PROGRAM PARTICIPANTS. MORE INTENTIONALITY TOWARD IDENTIFYING AND MEETING THE SPECIFIC NEEDS OF STUDENTS OF COLOR WHO PARTICIPATE IN FYS MIGHT ACTUALLY ATTRACT MORE STUDENTS TO THE PROGRAM AND ULTIMATELY IMPROVE RETENTION AND STUDENT SUCCESS.		
ACTION ITEMS TO ACCOMPLISH RECOMMENDATIONS		APPROX \$
1. <i>Intentional Collaboration by the FYS Advising and Student Success Coordinator</i> , Fabiola Mora, took place in Summer 2014 to reach out to Summer Scholars and Colorado Challenge participants and enroll them in FYS Learning Communities.		Ongoing communication and collaboration with both programs for intentional recruitment and seamless transition support.
2. <i>The Cultivating Connections Program</i> for FYS students was successfully launched in 2014 and expanded in 2015 by FYS faculty member, Lisa Grady-Willis, and FYS Advising and Student Success Coordinator, Fabiola Mora. The Cultivating Connections Program focuses on students of color using the approach of Affirming Identity, Building Community, and Cultivating Leadership. Students participate in interactive sessions designed to encourage increased participation in the MSU Denver campus community.		Faculty facilitator (Lisa Grady-Willis) Staff Support (Fabiola Mora and Antonia Garza) *A base-funded Program Coordinator position has been established to advance recruitment and retention and to support EiE initiatives.
		Course Release time *\$56,000.00

3. Additional culturally-specific programs sponsored by FYS include the Annual Latino Welcome Program and the Chinese New Year Celebration. In collaboration with the Office of Career Services and various Latina/o student organizations, FYS hopes to sponsor an ¡Adelante! leadership program targeted at Latina/o students in 2015.	Ongoing collaboration with identified programs and units throughout the institution.	
4. Undocumented Student Support Initiatives are also taking place in the form of a new student organization (RISE), Dreamer Day participation, and training for faculty and staff. A Lumina grant proposal to increase support for this population was successfully written, and collaboration with other key retention and enrollment departments on identifying retention strategies for undocumented students will also contribute to future movement in this area.	Ongoing communication, collaboration, and training for staff and faculty around supporting undocumented students. Further grant-writing will also continue to support these efforts.	\$500
5. Co-hosting of a Bilingual Family Campus Visit Day on November 14 th 2015 with Adams School District 50 focusing on Elementary- to High School-age students and their parents on considering MSU Denver as an accessible prospect for going to college.	Ongoing Collaboration with community partners	
6. Pilot Partnership Initiative with the MSU Denver Admissions Office and Denver Public Schools on a Spring High School Outreach Program focusing on 6 DPS High Schools.	Ongoing collaboration and development of high school outreach materials. Support from Marketing and Communications.	
7. Participation in the Faculty/Staff Cultural Competency Learning Community helped train staff to work with diverse student populations and identify areas of growth for FYS. Student Ambassadors engaged in and will continue to participate in cultural competence training including, identity development, micro aggressions, leadership, etc.	Coordinated training for FYS team and student staff. Training materials.	\$1000.00
POSSIBLE OUTCOME	By expanding these culturally-responsive initiatives and campus and community partnerships, such efforts will result in improved recruitment and retention numbers for students of color.	

SCORD CARD RECOMMENDATION: PROVIDE MORE TRAINING, INSTRUCTION AND INFORMATION ON FYS PROGRAMMING, BACKGROUND, AND PARAMETERS TO FULL-TIME AND AFFILIATE FACULTY WHO TEACH IN THE PROGRAM.

ACTION ITEMS TO ACCOMPLISH RECOMMENDATIONS	SUPPORT NEEDED	APPROX \$
1. Improved FYS Faculty communications have been implemented via a FYS Faculty Resource Guide distributed every semester; it highlights curricular and co-curricular programs for faculty to integrate into their courses. Faculty incentives and opportunities are also advertised in the Resource Guide and through a FYS Faculty Newsletter that goes out to all MSU Denver faculty.	Support from academic departments in sharing FYS faculty development opportunities and incentives with faculty.	
2. FYS Faculty Welcome at beginning and FYS Faculty Celebration at end of each academic year provide fora to highlight opportunities/benefits for faculty. The Welcome serves as orientation for both first-time and returning faculty. A For Faculty By Faculty Workshop series sponsored by FYS has also supported faculty development. Periodic faculty strategy sessions provide additional opportunities for FYS faculty to dialogue about their experiences in FYS.	Ongoing collaboration/support from academic departments/colleges/schools to encourage faculty to take advantage of the orientation session designed for those teaching in the FYS Program.	
3. Communication in 2015 via the FYS Faculty Newsletter about participation of and retention success with students of color in FYS.	Spring 2015 Census Report from the Office of Institutional Research.	
4. Spring sponsorship of Cultural Competency in the Classroom Faculty Development Program with Eduardo Bonilla-Silva, open to all MSU Denver faculty – Friday, April 17 th , 2015.	Campus co-sponsorship, collaboration, and support in increasing faculty participation.	\$3000.00

5. Spring Faculty Roundtable in conjunction with Bonilla-Silva's Faculty Development Program.	Lunch.	\$500
POSSIBLE OUTCOME	Increased faculty awareness of the increasingly diverse student population at MSU Denver and the initiation of cultural competency training for MSU Denver faculty.	

SCORE CARD RECOMMENDATION: THE WEBSITE SHOULD BE UPGRADED WITH ASSISTANCE OF AN EXPERT WHO UNDERSTANDS BOTH WEB DESIGN AND STUDENT SERVICES TO CREATE A MORE USER-FRIENDLY DESIGN FOR FIRST-TIME-TO-COLLEGE STUDENTS AND/OR STUDENTS OF COLOR.		
ACTION ITEMS TO ACCOMPLISH RECOMMENDATIONS	SUPPORT NEEDED	APPROX \$
1. FYS Website has undergone branding revisions with Marketing and Communications around the theme of "Transformation." The FYS website will continue to be evaluated and improved upon in collaboration with Marketing and Communications.	Ongoing support from Marketing and Communications.	
2. The development of a parent resources section on the FYS website that will be translated into Spanish by an outsourced entity identified by Marketing and Communications.	Outsourced translation of website content.	
3. The development of a high school student resource page for potential students considering MSU Denver with specific marketing content to this population. Such content will be identified though collaboration with the DPS High School outreach pilot.	Collaboration with DPS and Adams 50 to identify user-friendly language and pertinent information to share with high school students and families.	
4. The use of more photos of students of color that reflect a diverse student population.	Greater emphasis on highlighting achievements of students of color through Marketing and Communications products and social media.	
POSSIBLE OUTCOME	Changes to the online image of FYS will be more appealing to prospective and current students who encounter images and language that more accurately reflect their transition to and cultural presence at the university; they may also be more appealing to parents and families considering MSU Denver as a school of choice.	

SCORE CARD RECOMMENDATION: A YEAR LONG MODEL SHOULD BE CONSIDERED INSTEAD OF THE ONE SEMESTER SET UP.		
ACTION ITEMS TO ACCOMPLISH RECOMMENDATIONS	SUPPORT NEEDED	APPROX \$
1. In 2015-16 FYS intends to offer 20 full-year learning community options.	Collaboration with academic departments to expand full year model.	
2. FYS course schedule has been more intentionally identifying major pathway courses for first-year students . This option also allows for a potential learning community cohort and pathways for majors.	Collaboration with academic departments and FYS Advisory Board to identify major pathway courses.	
POSSIBLE OUTCOME	Greater retention and more timely progress toward graduation.	

ACADEMIC ADVISING	
GUIDANCE TEAM MEMBERS	Ned Muhovich, Myron Anderson, Scott Bergman, Michelle Dupuis, Yee Tai (student)
RESPONSIBILITIES	The Academic Advising Guidance Team facilitated inquiry in order to address EiE recommendations and assisted Academic Advising in selecting activities, events, and departmental changes that align with the EiE mission and will aid in reducing the institution's equity gap.

SCORE CARD RECOMMENDATION: TO PROVIDE MORE CULTURALLY CONSCIOUS ADVISING, ALL ADVISORS IN THE ACADEMIC ADVISING CENTER SHOULD COMPLETE CULTURAL COMPETENCY TRAINING AND BE ENCOURAGED TO FOCUS ON MORE INTENTIONALITY WHEN WORKING WITH STUDENTS FROM CULTURALLY DIVERSE GROUPS.

ACTION ITEMS TO ACCOMPLISH RECOMMENDATIONS		SUPPORT NEEDED	APPROX \$
1. Formed Advisors Council to develop training materials		Provost (to charge group—received)	\$200
2. Develop plan to incorporate cultural competence into comprehensive training for all advisors.		Buy-in from deans	\$500
3. Tie advisor training outcomes to the institution’s goal outcomes.			
4. Hire advising trainer and include cultural competence prominently in the position description			
5. Hire 16 advisors/retention specialists in Colleges and School to enhance student experience and retention; hire additional financial aid and admissions staff.			\$1,800,323
6. Implement other recommendations from the NACADA audit with respect to training, etc.			
POSSIBLE OUTCOME	Comprehensive training program for all professional advisors that includes cultural competence as a cornerstone will enhance Academic Advising’s ability to support students of color and contribute to increased retention and graduation rates.		
DEFERRED ITEMS			

NACADA audit also recommends comprehensive advising training for faculty advisors.

SCORE CARD RECOMMENDATION: THE WEBSITE SHOULD BE UPGRADED WITH ASSISTANCE OF AN EXPERT WHO UNDERSTANDS BOTH WEB DESIGN AND STUDENT NEEDS TO CREATE A MORE USER-FRIENDLY DESIGN FOR FIRST TIME-TO-COLLEGE STUDENTS AND/OR STUDENTS OF COLOR.

ACTION ITEMS TO ACCOMPLISH RECOMMENDATIONS		SUPPORT NEEDED	APPROX \$
1. Redesign landing page with structure similar to Admissions, to more quickly direct students to resources.		Marketing & Communications.	
2. Provide translated materials.			
POSSIBLE OUTCOME	Redesign site to be congruent with current Marketing and Communications efforts.		
DEFERRED ITEMS			

Appointment scheduling or specific advisor contact information for students, regardless of discipline, credit hours, and proximity to graduation – possible in a future phase of Student Success Collaborative.

NACADA audit recommendation is to move some items envisioned for this site to student Success Hub (ConnectU portal upgrade in progress).

DEPARTMENT OF MATHEMATICS AND COMPUTER SCIENCE

GUIDANCE TEAM MEMBERS	Dave Ruch, Ramon Del Castillo, Bridgette Coble, Lindsay Packer.
RESPONSIBILITIES	The Math Guidance Team facilitated inquiry in order to address EiE recommendations and assisted Math in selecting activities, events, and departmental changes that align with the EiE mission and will aid in reducing the institution’s equity gap.

SCORE CARD RECOMMENDATIONS: REDUCE MATH ANXIETY & INCREASE CONFIDENCE

1. Continue efforts to uncover racial inequity issues in math courses at MSU Denver and develop strategies to resolve these inequities.
2. Develop a “Train the Trainers” model in cultural competence for student tutors.
3. Provide information to faculty on how to create equity-minded syllabi.

4. Engage in partnerships that help improve math skills of Denver youth.			
ACTION ITEMS TO ACCOMPLISH RECOMMENDATIONS		SUPPORT NEEDED	APPROX \$
The Math department is developing a stretch course for College Algebra. This course will run for two semesters and will keep students at MSU Denver who would typically be directed to CCD. Students of color are overrepresented in this group and the CCD courses are not preparing them to succeed in College Algebra. Outcomes will look at the number of students who passed College Algebra before the stretch course was developed and the number who pass after enrolling in the stretch course. This data will be disaggregated by race. The intent is to determine racial inequity in successful completion of College Algebra and to launch a specific response to resolve the issues.		Reassigned time for course development, modifications for peer study rooms, special peer study instructor training and salary. Data analysis of student outcomes.	Department summer revenue is covering the estimated \$8,000 costs for 2014-16.
The faculty development presentation by James Gray (see below) has launched ideas for training our student tutors and Student Success Tutoring Center staff. Guidance team members will also research and create a list of resources that can be utilized to integrate cultural competence into training tutors in the Math department and Student Academic Success Center.		See C below	See C below
The presentation by James Gray also launched ideas for enhancing syllabi.		No additional support needed at his time.	No costs associated with this effort at this time.
POSSIBLE OUTCOME	Implementation of stretch course for College Algebra and analysis of student outcomes disaggregated by race will inform future efforts to promote success and equity for students of color. The successful presentation by James Gray will contribute to the development of next step action items.		
DEFERRED ITEMS			
Engage in partnerships that help improve math skills of Denver youth; specifically, collaborate with local high schools to analyze curriculum and to promote a more successful high school-to-college transition in math classes.			

SCORE CARD RECOMMENDATIONS: ENHANCING DEVELOPMENTAL/BASIC SKILLS COURSES

1. Develop equity-minded advising strategies that promote the value of basic skill development.
2. Cultural Competence training for counselors and advising staff centered on how to reduce stereotype threat.

ACTION ITEMS TO ACCOMPLISH RECOMMENDATIONS		SUPPORT NEEDED	APPROX \$
Investigate potential resources available that can support enhanced training for advisors. Include ideas from James Gray presentation.		No additional support needed at his time.	No costs associated with this effort at this time.
POSSIBLE OUTCOME	The creation of a list of resources that can be utilized to integrate cultural competence into training for academic and faculty advisors as well as tutors in the Math department and Student Academic Success Center.		
DEFERRED ITEMS			
Develop equity-minded advising strategies that promote the value of basic skill development			

SCORE CARD RECOMMENDATIONS: FACULTY DEVELOPMENT & COURSE RELEVANCY

1. Provide campus-wide cultural competence training.
2. Provide information to Math faculty on inclusive pedagogy and how to make math relevant to students' lived experience.
3. Develop and implement a plan to hire Category II Math Lecturers who are culturally competent.

ACTION ITEMS TO ACCOMPLISH RECOMMENDATIONS		APPROX \$
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Contribute to planning of Celebration of Inclusive Excellence and promote relevant programs to Math faculty.		N/A	N/A
Math faculty will participate in a presentation by James Gray who teaches math at the Community College of Aurora and has engaged in inclusive practices within his department. His presentation will allow our faculty to learn more about resources available and strategies for making pedagogy more inclusive.		Honorarium for James Gray and snacks for participants	Estimated \$600 to be requested from University Diversity funds.
POSSIBLE OUTCOME	Math faculty will be more knowledgeable about cultural competence and inclusive pedagogy.		
DEFERRED ITEMS			
Develop and implement a plan to hire Category II Math Lecturers who are culturally competent. Math will be hiring Category II Math Lecturers for 2014-2015. We plan to incorporate an interview question on cultural competency for the hiring process.			

MSSP (BRIDGE PROGRAM) SUMMER SCHOLARS (TEMPORARILY SUSPENDED AND REPLACED BY SUMMER SPRING TO FALL 1ST YEAR TO 2ND YEAR RETENTION PROGRAM			
GUIDANCE TEAM MEMBERS	Lidia Alvarez, Perla Gheiler, Winston Grady-Willis, Donelyn Jones, Will Mellion, Tina Moses, Arlene Sgoutas		
RESPONSIBILITIES	The MSSP Guidance Team facilitated inquiry in order to address EiE recommendations and assisted MSSP in selecting activities, events, and departmental changes that align with the EiE mission and will aid in reducing the institution's equity gap.		
SPECIAL NOTES	The Guidance Team applauds the commitment on the part of MSU Denver's senior leadership to provide scholarship funding for students to participate in the program. The next iteration of the program is planned to be the <i>MSU Denver Bridge Scholarship Program</i> and will be re-implemented in summer 2016. Bridge will work to support both the Colorado Commission on Higher Education's Statewide Remediation Policy and the Denver Plan of the Denver Public Schools by structuring a set of collaborative relationships with community partners on and off campus. A key objective of the program is to implement a successful eight-week pre-collegiate summer scholarship program. To fulfill that objective, Bridge will involve concurrent enrollment for remediation and college success. There is also discussion of creating an Adult Summer Bridge program to support Adult students beginning (or returning) to their higher education careers. A separate stand-alone initiative will be the STEM summer bridge program.		
	For summer 2015, MSU Denver is introducing a pilot program, Summer Spring to Fall, which will serve students who have already experienced one or two years at MSU Denver, but who do not appear likely to return for another year. This pilot project is data-driven, utilizing information from the Noel-Levitz Predictive Analytics Model to determine which students are most likely to make the decision not to return to school. The pilot Summer Spring to Fall program will serve 35 students. Isaac Garcia noted that the "hope is to provide students with an intensive, holistic and proactive approach to student advising, advocacy, career exploration, and mentoring."		

SCORE CARD RECOMMENDATION: ALIGN THE RETENTION GOAL (CURRENTLY 65% IN 2014) FOR THE MSSP PROGRAM WITH THE INSTITUTION'S OVERALL RETENTION GOAL FOR FIRST-YEAR STUDENTS TO 75%. THIS MAY MEAN ADJUSTING THE PROGRAM TO BETTER MEET STUDENT NEEDS.			
ACTION ITEMS TO ACCOMPLISH RECOMMENDATIONS		SUPPORT NEEDED	APPROX \$
Bridge Program now in line with 75% retention rate for all programs of the Student Academic Success Center.			
The Noel-Levitz data can be used to identify Black and Latin@ students specifically to participate in the pilot program.			
POSSIBLE OUTCOME	Improved retention for students from sophomore to junior year.		

SCORE CARD RECOMMENDATION: DEVELOP AND PLAN MSSP CURRICULUM EARLIER IN THE YEAR.		
ACTION ITEMS TO ACCOMPLISH RECOMMENDATIONS	SUPPORT NEEDED	APPROX \$
Jessica Parker, English Department, will offer stretch composition course in the future.		
Communication, Arts and Sciences Department will offer specific courses in the future.		
Mathematics and Computer Sciences Department will offer relevant courses in the future.		
The Institute for Women's Studies and Services will pilot its newly developed Student Success Skills course during summer 2015.		

SCORE CARD RECOMMENDATION: UPDATE THE WEBPAGE TO PROVIDE MORE DETAIL REGARDING PROGRAM REQUIREMENTS, ADMISSIONS AND PROGRAM SELECTION PROCESSES; TRANSLATE INTO SPANISH APPROPRIATE SECTIONS THAT WOULD BE BENEFICIAL FOR PARENTS.		
ACTION ITEMS TO ACCOMPLISH RECOMMENDATIONS	SUPPORT NEEDED	APPROX \$
An effort will be made to update the web page in line with programmatic changes associated with rebranding as MSU Denver Bridge Scholarship Program.	Institution or program webmaster.	
Accordingly, once web page update has begun, a concomitant effort will be made to translate appropriate sections into Spanish.	Staff member fluent in Spanish	

SCORE CARD RECOMMENDATION: COMPLEMENT MSSP STRUCTURE AND COURSE OFFERINGS WITH OTHER PROGRAMMATIC CONTRIBUTIONS IN ORDER TO BETTER SUPPORT STUDENT SUCCESS, ESPECIALLY FOR STUDENTS OF COLOR.		
ACTION ITEMS TO ACCOMPLISH EACH RECOMMENDATION	SUPPORT NEEDED	APPROX \$
Consideration should be given to establishing a freestanding lecture component drawn from the Department of Chicana/Chicano Studies and the Department of Africana Studies.		
POSSIBLE OUTCOME	Motivating students through cultural engagement Confronting stereotype threat	

SCORE CARD GOAL #3: Every year between now and 2017, MSU Denver will collect six-year graduation data disaggregated by race/ethnicity to monitor progress towards achieving outcomes equity in graduation rates.

FIRST YEAR SUCCESS		
ACTION ITEMS TO ACCOMPLISH EACH RECOMMENDATION	SUPPORT NEEDED	APPROX \$
1. Collection of data by race and ethnicity on program participation in co-curricular student programs	Digital Student Participation Tracking System.	
2. Collection of data by race and ethnicity to identify a correlation between program participation and academic performance.	Reporting from Coordinator for Data and Assessment.	(In Kind)
3. Collection of qualitative data through a focus group on students of color who participated in the FYS program in Fall 2014 for program evaluation to determine student needs.	Faculty and Staff to facilitate focus groups and analyze data.	(Course Release x 2) 20/\$25.00=\$500 Amazon Gift Cards for student participants
POSSIBLE OUTCOME	Such data collection will allow for better-informed and more intentional program planning and development.	

SCORE CARD RECOMMENDATION: THE ACADEMIC ADVISING CENTER SHOULD DISAGGREGATE ITS ADVISING DATA.**ACADEMIC ADVISING**

ACTION ITEMS TO ACCOMPLISH EACH RECOMMENDATION	SUPPORT NEEDED	APPROX \$
1. Disaggregate outcome from SOAR.	New Student Orientation	
2. Disaggregate General Studies completion data.	ITS (Cognos reporting)	
3. Disaggregate Undeclared program data.		
4. Disaggregate previous University-wide advising surveys.	OIR	
POSSIBLE OUTCOME	Example outcome: additional outreach/resources for Undeclared students of color if analysis shows different patterns of major selection.	

Lessons Learned:

BACKGROUND NARRATIVE	As the EiE Steering Committee and Advisory Committee have worked to achieve the goals delineated in the Responsibilities/Background/Objectives sections above, we have learned valuable lessons that should inform our continuing efforts to achieve equity in serving all of our students to improve our retention and graduation rates for everyone.
LESSON #1	Identifying academic content and student affairs areas that will have the requisite impact on student success in the timeframe identified is critical.
OBJECTIVE	<p>Identifying target areas that will help us achieve the articulated goals. For example, Math was a great content area to target because we know it is one of those content areas where students postpone taking a foundational General Education Course, thus delaying their graduation and negatively affecting their retention.</p> <p>However, at least two (2) of the three (3) student affairs areas of focus we selected could only affect the six-year graduation rates (if all the recommendations are implemented by fall 2015) of a graduating class of 2021! Thus, we must identify student affairs and academic content areas that will improve the retention and graduation rates of students <i>who are already here</i> to achieve our goals of affecting retention and graduation by 2017.</p>
OUTCOME GOAL	To impact students who are on campus now to positively affect their retention and graduation rates.
POSSIBLE FUTURE TARGET AREAS	<ol style="list-style-type: none"> 1. Brother-to-Brother 2. Veterans Groups 3. ALANA 4. Fostering Success 5. Student Academic Success 6. Financial Aid
LESSON #2	To identify and implement useful recommendations is at least a two- if not a three-year process; one can only begin to analyze the impact of those changes then in the third or fourth year at the earliest.
OBJECTIVE	Continue to monitor progress and track student cohorts from 2006, 2007, 2008, and 2009 to assess impact.
OUTCOME GOAL	Improve retention and graduation rates for all students.

AGENDA ITEM: Shared Governance Task Force (SGTF) Presentation

BACKGROUND:

During the fall 2014 semester MSU Denver President Stephen M. Jordan assembled the Shared Governance Task Force (SGTF). The task force included eight tenured or tenure-line faculty members, four administrators, three students (with no more than two serving at one time) and two classified staff members. Beginning in late October, after solidification of its membership, the SGTF began the task of taking up the following charge that Dr. Jordan presented this multi-constituency group:

To review and recommend policies and actions that will develop a structure of effective shared governance at all levels of MSU Denver. This includes:

- Solicit feedback from elected governance leaders advisory group, as well as the MSU Denver community
- Review the shared principles of shared governance that were developed at the Sept. 2014 Board of Trustees retreat
- Solicit feedback, seek Best Practices from other institutions, and gather criteria for evaluating effective shared governance
- Have a transparent process that provides updates to the Board of Trustees, University community and relevant outside groups
- Draw upon key elements of the MSU Denver Strategic Plan — A Time for Transformation, and develop a value statement and guiding principles that demonstrate a commitment to effective shared governance
- Provide final recommendation of an effective shared governance structure to the MSU Denver Board of Trustees at the May, 2015 business meeting

For five full months members of the SGTF have endeavored to fulfill our responsibility to address the aforementioned charge.

ANALYSIS:

The SGTF engaged in a process of soliciting feedback from the University community that included a campus-wide survey and several focus groups. Based on the SGTF's analysis of this feedback, as well as data on governance at other institutions and its own deliberations, the group arrived at a set of findings that serve as a foundation for a number of recommendations. Members of the SGTF offer these recommendations for consideration by the President, Board of Trustees and the entire MSU Denver community during the 2015-2016 academic year. The recommendations follow these themes:

- General
- Establishing a Discourse of Trust
- Communication
- Policies and Decision-Making
- Voice
- Structure, Committees, and Existing Constituency Groups
- On the Board of Trustees
- Next Steps

The above recommendations include a governance values statement, concrete suggestions for a possible way forward next academic year and thoughts on an ongoing evaluation process.

AGENDA ITEM: Proposed Student Affairs Fee Allocations for FY 2015-16

BACKGROUND:

The Student Affairs Fee is a mandatory, permanent student fee that is collected each semester from all undergraduate and graduate students taking at least one credit hour on the main campus. The collected fees go toward supporting programs and activities that the Student Affairs Board (SAB) has selected, evaluated, and monitored, and that the Cabinet recommends for approval. No new programs were added during FY14-15 and no proposals for new programs were received for FY2015-16. However, Campus Recreation will now be funded from a new dedicated fee that was approved by the students in April.

For FY2015-16 there will be an additional \$186,264 to allocate out to the fourteen remaining programs as a result of Campus Recreation moving to an alternative funding source. However, the net effect of the estimated 4% enrollment decrease and a 2.78% CPI increase to the fee is a reduction of \$91,910 to the total available SAB allocation:

Student Organization	2014-15 Budget	SAB	
		Recommended Change from FY15	FY2015-16 SAB Proposed Allocation
Revenue Available for Allocation	2,683,039	(91,910)	2,591,129
Auraria Early Learning Center	33,000	6,760	39,760
Campus Event Funding	55,000	5,000	60,000
Campus Recreation	283,174	(283,174)	
Career Services	304,615	(18,276)	286,339
Club Sports	24,000	5,000	29,000
CVA	43,000	17,000	60,000
GLBTS	80,605	56,000	136,605
Music	73,213	1,000	74,213
Student Activities	505,083	22,800	527,883
Student Engage. and Wellness	418,607	-	418,607
Student Government	180,000	(5,000)	175,000
Student Media	379,000	12,000	391,000
Student Travel	169,742	29,000	198,742
Theatre	94,000	2,880	96,880
Women's Services	40,000	52,100	92,100
Enrollment Shortfall reserve	-	5,000	5,000
TOTAL	2,683,039	(91,910)	2,591,129

RECOMMENDATION:

The Finance Committee recommends that the Board of Trustees approve the Proposed Student Affairs Fee Allocations for FY 2015-16.

AGENDA ITEM: Proposal for Approval of Handbook for Professional Personnel Revisions Regarding the evaluation process for Administrator employees (Section IX, Subsection B: Evaluation of Administrators)

ISSUE:

A request was made by Nicole Tefft, Director of Human Resources to revise the current language in the Handbook for Professional Personnel to include the changes which were put into effective in 2012 regarding the Administrator Evaluation process. The Council of Administrators in conjunction with the Human Resource Department worked together to develop a new evaluation process. This requires revising the language under existing Section IX as an amendment under Subsection A. **Policies and Procedures for Leaves of Absence – Faculty and Policies and Procedures for Leaves of Absence - Administrators**

BACKGROUND:

The current Handbook language outline the previous evaluation process and rating system. The Administrator 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:

VII. POLICIES AND PROCEDURES FOR ADMINISTRATORS: EVALUATION AND SPECIAL DESIGNATIONS

A. Evaluation of Administrators

1. General Policies

- a. An effective performance evaluation process recognizes and rewards outstanding performance and addresses areas for improvement. While accomplishing this, and if conducted fairly and objectively, the process will promote a healthy dialogue between the employee and the supervisor, which should provide an opportunity to clarify individual, departmental, and institutional goals; update and revise, if necessary, the job description; emphasize areas of importance and identify new directions; improve individual performance; and provide a basis for planning individual growth and development. If the evaluation process accomplishes this, it should lead to increased productivity and communication while positively improving the overall effectiveness and efficiency of the institution.

- b. All Administrative evaluations will include input from constituents using a 360 degree evaluation feedback system to assist the supervisor in the overall evaluation of the Administrator. Supervisors shall provide their own feedback as well as obtain feedback from subordinates, peers, faculty members, co-workers and customers as applicable. The employee shall provide the supervisor with a self-evaluation.
 - c. Administrators should be evaluated by their immediate supervisor with review and approval by the appropriate next level supervisor.
 - d. Under these provisions, all administrators must be formally evaluated in writing once each year. It is recommended that employees and supervisors meet informally during the year to discuss goals/progress prior to the evaluation.
 - e. The evaluation period shall be May 1 through April 30. Supervisors may conduct a preliminary performance review for a new employee between three and six months after initial employment. However, employees may request a preliminary performance review from their supervisors.
 - f. Performance reviews may be completed at any time under special circumstances, such as a substantial change in the employee's assignment, a change in the level of performance, disciplinary action, etc.
 - g. Disagreements between the supervisor and the employee will not be sufficient cause to interrupt the evaluation process.
2. The Planning and Evaluation Process
- a. The supervisor and the employee shall participate in at least one meeting for the purpose of planning and evaluation prior to April 30 of each year. A planning and evaluation meeting for new employees shall be held within 30 days after employment begins.
 - b. During the planning process, performance standards shall be established to serve as the basis for the employee's evaluation. The employee's job description shall be reviewed and revised if necessary with recommendations forwarded through the appropriate channels.
 - c. During the evaluation process, the supervisor evaluates the employee on each performance standard and discusses with the employee areas of strength and areas for improvement as defined by the performance plan.
 - d. Both parties shall sign the evaluation and the performance plan.

3. Performance Standards

- a. The key to the success of the subsequent evaluation is the determination of performance standards upon which the employee will be evaluated. The University defines core performance standards that employees will be evaluated on during the performance evaluation. In addition, the supervisor may define additional performance standards, which are position specific on the performance evaluation document.
- b. During the planning process, the importance of each performance will be assigned to the appropriate factor on the evaluation form.

4. Performance Review

- a. At the end of the review period, the supervisor will examine each factor and assign a numerical rating to each in writing.
- b. The supervisor must provide a written explanation for each standard rating and describe the areas of strength and those needing improvement under the comments section for each performance standard.
- c. The scale upon which the numerical rating is based as follows:

(5) Distinguished Far exceeds performance expectations on a consistent and uniform basis. Work is of exceptional quality in all essential areas of responsibility. In addition, makes an exceptional or unique contribution in achievement of unit, department and the University's objectives.

(4) Exceeding Expectations Consistently achieves performance expectations and *frequently* exceeds them. Demonstrates performance of a very high level of quality in all areas of responsibility.

(3) Meeting Expectations Consistently fulfills performance expectations and *periodically may* exceed them. Work is of high quality in all significant areas of responsibility.

(2) Below Expectations Frequently fails to meet expectations and improvement is needed in these areas.

(1) Fails to meet Expectations Consistently fails to meet expectations and improvement is needed in most aspects of this position

Any administrator retained in employment after receiving an overall rating less than Meeting Expectations must have a performance improvement plan developed by his/her supervisor. The supervisor must develop the performance improvement plan within 30 days of the completion of the evaluation process. The maximum period for improvement under a performance improvement plan is six months, at which time a decision on continuation of employment will be made.

Appeal Procedures

If an employee objects to the overall annual evaluation rating, the employee may appeal in writing to the next higher-level supervisor, stating areas of disagreement, within seven days of the evaluation review meeting. If the supervisor is a Vice President/Provost, the appeal will be directed to the President or the President's designee. The higher-level supervisor's decision must be made in writing to the employee within 14 days of the date the appeal was received. All decisions are final.

Performance Review Records

Upon completion of this process, the completed, signed and dated evaluation document, along with any appeal decisions will be forwarded to the Office of Human Resources for retention in the employee's permanent personnel record.

ANALYSIS:

The Handbook Committee has held several discussions regarding these revisions. Members of the Committee then presented and discussed with the constituent groups through shared governance and have received support throughout the University. It has been discussed with the Vice Presidents, at the President's Cabinet, at the Council of Administrators, Classified Council, Faculty Senate, General Counsel, the Equal Opportunity Office and with deans and department chairs. The impact on the departments of the University should be minimal since the procedures are already being followed and have been since 2012.

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 Administrator and Faculty categories.

AGENDA ITEM: **Office of Human Resources report of personnel actions for the Board's information, which have occurred since the last Board Meeting on May 8, 2015.**

BACKGROUND: Report includes resignations, retirements, reassignments, reclassifications, promotions and leave without pay, which are delegated to the President and do not require approval by the Board of Trustees.

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

RESIGNATIONS

Ms. Marissa Ferrari, Senior Director of Communications, Effective May 29, 2015.
(Personal Reasons)

Mr. Joshua Trinidad, Retention Coordinator, Effective May 29, 2015.
(Personal Reasons)

Ms. Nicole Thede, Assistant Professor of Nursing, Effective May 31, 2015.
(Personal Reasons)

Mr. Greg Watts, Chair and Professor of Art and Executive Director of Center for Visual Art, Effective June 30, 2015.
(Personal Reasons)

Ms. Krista Weber, Coordinator, Student Intervention Services, Effective May 26, 2015.
(Personal Reasons)

Ms. Carrie Ngai, Program Associate, CHAMP grant, Effective May 22, 2015.
(Personal Reasons)

Mr. Ryan Jones, Learning Spaces Specialist, Effective May 8, 2015.
(Accepted position outside of the University)

Ms. Allison Weihrauch, Coordinator of Student Academic Success and Scholar Success, Effective May 8, 2015.
(Personal Reasons)

Mr. Jesus Santoyo, Excel Pre-Collegiate Counselor, Effective April 27, 2015.
(Personal Reasons)

Dr. Michael Bizeau, Associate Professor of Nutrition, Effective May 31, 2015.
(Personal Reasons)

Dr. Haiyun Bian, Associate Professor of Computer Science, Effective May 31, 2015.
(Personal Reasons)

Dr. Claire Hay, Assistant Professor of Earth & Atmospheric Science, Effective May 31, 2015.
(Contract Ended)

RETIREMENTS

Ms. Lynn Kaersvang, Professor of Social Work, Effective May 31, 2015.

REASSIGNMENTS

Ms. Flora DeRobles, Graduation Evaluator, Annual Salary: \$45,000.00 – Effective May 1, 2015.
(FROM Technician II, Admissions Office (\$38,102.00) TO Graduation Evaluator (\$45,000.00))
(FROM CLASSIFIED TO ADMINISTRATIVE)

Ms. Cynthia Busch, Coordinator of Outreach, Annual Salary: \$50,000.00 – Effective April 20, 2015.
(FROM Interim Service Learning Coordinator (\$48,705.00) TO Coordinator of Outreach
(\$50,000.00)) (FROM INTERIM TO ADMINISTRATIVE)

Dr. Zoe Shevalier, Associate Professor of Sociology and Anthropology, Annual Salary: \$21,500.00 –
Effective May 1, 2015. (FROM Interim Associate Vice President for Curriculum and Academic
Effectiveness (\$118,606.00) TO Associate Professor of Sociology and Anthropology (\$21,500.00))
(FROM ADMINISTRATIVE TO FACULTY)

RECLASSIFICATIONS

Dr. Mark Potter, Associate Vice President for Undergraduate Studies, Annual Salary: \$120,000.00 –
Effective March 23, 2015. (SALARY INCREASE DUE TO INCREASE IN JOB
RESPONSIBILITIES)

PROMOTIONS

Ms. Janine Flores, Associate Director of Development-President's Society, Annual Salary:
\$70,000.00 – Effective May 1, 2015. (FROM Research Manager- Development (\$64,260.00) TO
Associate Director of Development-President's Society (\$70,000.00))

LEAVE WITHOUT PAY

Ms. Kristine Jones, Assistant Professor of Art, August 17, 2015 through May 15, 2016.