

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

Committee Meetings & Annual Business Meeting
Student Success Building, 890 Auraria Parkway
June 5-6, 2013

WEDNESDAY, JUNE 5, 2013

Student Success Building, Trustees Boardroom, 440A

Academics & Student Affairs Committee: 11:00 a.m. – 12:30 p.m.

Finance Committee: 12:30 p.m. – 2:30 p.m.

Governance Committee: 2:30 p.m. – 3:30 p.m.

NEW Athletic Fields (corner of Old Colfax & 5th Avenue)

Athletic Fields Groundbreaking Ceremony: 4:00-5:00 p.m.

THURSDAY, JUNE 6, 2013

Student Success Building, Trustees Boardroom, 440A

Executive Session: 7:30 a.m. – 8:30 a.m.

Student Success Building, 400A

Public Meeting: 8:30 a.m. – 12:00 p.m.

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

Annual Business Meeting

Thursday, June 6, 2013

Executive Session: 7:30 a.m. – 8:30 a.m., SSB 440A (Trustees Boardroom)

Public Meeting: 8:30 a.m. – 12:00 p.m., SSB 400A

Student Success Building – 890 Auraria Parkway

I. CALL TO ORDER

II. EXECUTIVE SESSION:

An Executive Session may be held to confer with the Board's attorney for the purpose of legal advice concerning pending or imminent litigation, concerning specific claims or grievances or legal advice on specific legal questions, confidential pursuant to C.R.S §24-6-402 (3) (a) (II) (2012); 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) (2012).

III. CONSENT AGENDA:

- A. Approval of April 4, 2013 Board Meeting Minutes
- B. Office of Human Resources report of personnel actions which have occurred since the last Board Meeting on April 4, 2013

IV. CHAIR'S WELCOME:

- Introduce new Student Trustee (Seth Harris) and SGA members - *Jesse Altum*
- Introduce new Faculty Trustee (Dr. Juan Dempere) - *David Sullivan*

V. PRESENTATIONS:

- A. Debt Capacity – *Steph Chichester*
- B. Capital Campaign – *Erin Trapp*
- C. Branding – *Cathy Lucas*
- D. Trustee/Faculty Engagement on Educational Quality: Undergraduate Research Program Update – *Vicki Golich and Pamela Ansborg*
- E. FY2013-14 Budget Review – *Jinous Lari*

VI. REPORTS AND ACTION ITEMS:

- A. Chair's report: *Chair Rob Cohen*
 - i. Presidential Evaluation Committee (carry-in)
 - ii. Election of Officers
 - iii. Approval of 2013-2013 Meeting Schedule

- B. President's Report: *President Stephen Jordan*
 - Recognition of Natalie Lutes
- C. Legislative Report: *Christine Staberg, Capstone Group, LLC* (written report only)
- D. Governance Committee: *Trustee Melody Harris*
- E. Academics & Student Affairs Committee: *Trustee Terrance Carroll*
 - i. MSU Denver's Centers and Institutes Policy – *Vicki Golich*
 - ii. Removal of Appendix A from the Handbook of Professional Personnel – *Vicki Golich*
 - iii. Updated Tenure Rights – Chapter XII – *Vicki Golich*
 - iv. Revised Handbook Chapter VI – *Vicki Golich*
 - v. Recommendation for Tenure Upon Appointment – *Vicki Golich and Luis Torres*
 - vi. Recommendations for Emeritus Status – *Vicki Golich and Luis Torres*
- F. Finance Committee: *Trustee Dawn Bookhardt*
 - i. Proposed FY2013-14 Budget (Revenue and Expenses) – *Jinous Lari*
 - a. Proposed FY2013-14 Student Charges (Undergraduate and Graduate) – *Jinous Lari*
 - b. Proposed FY2013-14 Revenue and Expenses – *Jinous Lari*
 - ii. Student Affairs Board Proposed FY2013-14 Budget – *Anthony Sylvester*
- G. Faculty Senate Report: *Professor Kamran Sahami, President*
- H. Student Government Report: *Laura Noe, President*
- I. Alumni Report: *Alumni Representative Rob Morrill*
- J. AHEC Report: *Trustee Dawn Bookhardt*
- K. 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 April 4, 2013

VIII. PUBLIC COMMENT:

IX. ADJOURNMENT

METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES
Thursday, April 4, 2013
Board Minutes

EXECUTIVE SESSION

Chairman Cohen read the Trustees into **Executive Session**, and asked for a motion. The motion was made and seconded and **unanimously approved**. The Board entered into Executive Session at 7:59 a.m. At 9:14 a.m., the Board meeting was reconvened.

CALL TO ORDER

The Board of Trustees meeting was **called to order** at 9:14 a.m. by Chairman Rob Cohen. He was joined by Vice Chair Lucero, Trustee Bookhardt, Trustee Carroll, Trustee Hanzlik, Trustee Pogge, and Trustee Robinson. Faculty Trustee David Sullivan, Alumni Representative Rob Morrill, Student Trustee Jesse Altum were also in attendance, along with Provost Vicki Golich and Board Secretary Loretta P. Martinez, various faculty, administrators and staff.

CONSENT AGENDA

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

REPORTS AND ACTION ITEMS

A. Chair's Report. Chairman Cohen stated that over the last few months, he has spent a lot of time with Trustees and administration to gather input into what the Board's priorities should be over the next year, specifically with the upcoming retreat in mind. Chair Cohen requested faculty and administration to begin thinking about their ideas so that the Board can incorporate their input in planning those areas that the Board will be working on over the next year. In speaking with other Trustees, it became clear that there were common themes which could be categorized into two strategic initiatives.

One is academic and student success, which Chairman Cohen acknowledged is a core mission of the institution. He cautioned that when working on strategic initiatives—in this institution or in any business—there is sometimes a tendency to stray away from core missions because of the assumption that core missions are going to get done. Nothing gets done, he said, by assumption; it takes effort and strategic thinking. Specifically, in academic and student success, the challenges are how to maintain and grow the institution's enrollment, how to retain students, how to graduate students, and finally how to move them out into the community where they can find jobs and help make a difference in the world. A lot of discussion in yesterday's committee meetings was focused on that and on the huge impact of online learning in this high-tech world.

A second priority is leadership transition, or succession planning, at every level in the institution, including for the Board of Trustees. Chairman Cohen stressed there was no cause for concern

over anyone leaving the institution. To do its job well, the Board needs to plan for effective and efficient leadership transitions.

Chair Cohen then turned to an Action Item authorizing the President to negotiate multi-year contracts for the men and women head basketball coaches. The environment is competitive, and this would give the President the authority to negotiate those contracts in the way that makes the best sense for the institution. The Chairman asked for a **motion to authorize** the President to negotiate multi-year contracts for head basketball coaches. Vice Chair Lucero **moved for approval, with a second** by Trustee Bookhardt, which was **unanimously approved**.

The Chair reported that the Board has been looking at various alternative meeting schedules to resolve the current schedule's conflict with faculty meetings. The Board will continue to review this matter and expects to bring a new schedule to the June meeting.

The Chair then turned to the President's Report, to be presented by Provost Vicki Golich.

B. President's Report. Provost Golich reported on several athletic events, in addition to Sunday's National Championship Game, for which a Welcome Back Rally will be held on Wednesday, April 10, with Trustee Hanzlik as emcee, in front of the Student Success Building. Derrick Clark, Men's Head Basketball Coach, was named Division II Coach of the Year, and Senior Center Jonathan Morris to the All American Second Team. There will be a groundbreaking ceremony for the new field site on April 17; President Jordan specifically said that this move by the Trustees has paved the way for a new athletic complex for varsity and intramural sporting events and MSU Denver academic programs, and Provost Golich added it will also provide access for the community.

U.S. Supreme Court Justice Sonia Sotomayor will be coming to campus for an Auraria Center event entitled "An Evening of Hispanic Cultural History and Success" on May 2 from 7:00 to 8:30. Justice Sotomayor recently released her memoir, "My Beloved World."

Spring Commencement is scheduled for May 19 at 9:00 a.m. at the current athletic fields.

Last month the Colorado Commission on Higher Education launched its Colorado Measures website which indicated that MSU Denver graduates who stay in Colorado to work earn, out of the gate, more than graduates of CU Boulder and of CSU. The report used data from nearly 62,000 graduates from 2006 to 2010 to provide a look at first-year earnings of graduates of public two-year and four-year institutions as well as three private colleges in the state. The website is intended to inform parents and students as they research which colleges they want to attend.

MSU Denver's Reserve Officer Training Corps and two other Colorado Army ROTC programs have been named as among the best in the country. Sharing in the MacArthur Award for 2011/12 school year are the ROTC programs at MSU Denver, Colorado School of Mines, and CU Boulder.

The 2013 campus climate survey concluded last month with well above average participation rates. The overall participation rate was 43%, which is nearly 20% over the norm for full-time faculty, and for staff it was 64%. Results will be tallied by ModernThink, the firm that conducted the survey, and will be provided this summer.

MSU Denver's Associate Vice President of Extended Campus Carol Svendsen has been working with the Denver Botanic Gardens on a Spring 2014 course based on the urban botanical university. This is the result of an idea brought to both the Botanic Gardens and the University by Trustee Dawn Bookhardt. The Denver Botanic Gardens has developed the curriculum and MSU Denver will be the only institution offering the course for academic credit with Professor Jackson Lamb from the HTE program, working with Denver Botanic Garden's Director of Horticulture.

C. Legislative Report. Christine Staberg is at the Capitol for the Long bill; Provost Golich advised a written legislative update from The Capstone Group is in Board members' packets. Highlights of the update are that MSU Denver is supportive of the community college effort to grant certain four-year degree programs that are not offered by other institutions of higher education. The bill has passed the Senate and is currently in the House Education Committee. President Jordan has testified at the Senate Education Committee, and General Counsel Loretta Martinez will provide information to the House Education Committee on Monday.

The Asset bill has passed both chambers and is awaiting the Governor's signature. The bill is effective upon signature and the Colorado Department of Higher Education is finalizing their direction to institutions for the implementation of Asset. The Department of Higher Ed will have its own affidavit that will be part of the online application for COF funding for all students. President Jordan thanks our Trustees for their courage in voting on the non-resident tuition rate which provided a critical framework for the passage of this bill.

The conceal/carry-on-campus bill was pulled by its sponsor on the Senate floor when it became clear there were not enough votes to pass it. President Jordan thanks all those who worked to support that bill.

Provost Golich turned to newly tenured faculty, and reported that there are 16 funded sabbaticals this year and emeritus status is being granted to three faculty. Also, emeritus status is being granted to an administrator, Vice President Natalie Lutes who is an alumni of MSU Denver and has been with the University for over 35 years, moving up from positions such as budget analyst to the position of Vice President. Her leadership of Finance, Administration and Facilities was instrumental in the University's expansion and addition of the Student Success Building and the Hotel and Hospitality Learning Center. Under her guidance, the University has sustained throughout the economic downturn with limited resources, has created a five-year financial accounting plan that was approved by CCHE, has expanded the MSU Denver neighborhood, initiated the addition of new athletic fields, is a strong presence in the Rocky Mountain Athletic

Conference, has served as President of the HLC at Metro Board, Treasurer of the MSU Denver Board of Trustees, and as Treasurer of ARMAC.

This concluded the President's Report and the Legislative Report. The Chairman thanked Provost Golich for her reports and asked for a **motion to approve** Vice President Lute's emeritus status. Trustee Bookhardt **moved for approval, with a second** by Trustee Hanzlik, which was **unanimously approved**.

D. Governance Committee. Trustee Pogge deferred to General Counsel Loretta Martinez for the Action Item relating to the appointment of Jon Robinson, who serves on the Foundation Board, to the Board of Directors for HLC@Metro, Inc. General Counsel Martinez explained that the vacancy on the Board of Directors for HLC@Metro, Inc., was created by the recent resignation of Diedra Garcia. The MSU Denver Board of Trustees is the board that authorizes appointments to the corporation board, and the recommendation is that Jon Robinson be appointed. Trustee Pogge asked for a **motion to approve** the appointment of Jon Robinson to the Board of Directors for HLC@Metro, Inc. Trustee Robinson **moved for approval, with a second** by Trustee Bookhardt, which was **unanimously approved**.

E. Academics and Student Affairs Committee. Vice Chair Lucero reported that the committee had a very successful meeting yesterday and thanked everyone who was able to attend. Discussion included program fees and online learning. Vice Chair Lucero asked Dr. Torres to present to the Board the Action Item relating to the approval of tenure, emeritus status, and sabbatical recommendations.

Dr. Torres stated that it is with great pleasure that the committee recommends some fantastic faculty for tenure and for promotion from Assistant Professor to Associate Professor. There are 31 recommendations for tenure and of those, 30 recommendations for promotion from Assistant to Associate Professor. Dr. Torres noted that the 31st already has status as Associate Professor. During the entire process of review, Dr. Torres stated that it was very exciting to see the great innovations and excellence in teaching and service exemplified by these faculty members. Many are engaged in prestigious venues nationally and internationally, and publish within their disciplines. Dr. Torres mentioned a few examples who exemplify the work of these 31.

Vice Chair Lucero thanked Dr. Torres, and asked for a **motion to approve** Action Item IV.E.i, approval of tenure, emeritus status, and sabbatical recommendations. Student Trustee Altum **moved for approval, with a second** by Trustee Carroll, which was **unanimously approved**.

Chairman Cohen congratulated the faculty and stated that their accomplishments are very impressive.

Vice Chair Lucero stated that the committee had great presentations at its meeting yesterday with regard to three areas: approval of various new minors and concentrations, a proposed bachelor degree program, and archiving of programs. Vice Chair Lucero asked for a **motion to approve**

Action Items IV.E.ii., IV.E.iii., IV.E.iv., and IV.E.v. Trustee Carroll **moved for approval, with a second** by Trustee Bookhardt, which was **unanimously approved**.

Chairman Cohen thanked Vice Chair Lucero for her report and turned to Finance Committee.

F. Finance Committee. Trustee Robinson reported that this is the time of year where the institution's planning cycle is entered, and the Finance Committee is reviewing how the current year's fiscal budget is finishing and, based on that, starting to build parameters for the budget for next year. The dynamic variable at this time of year is Spring enrollment.

Jinous Lari referred the Trustees to the summary on page 48 in the Board packet. She stated that enrollment is a main factor for building the next fiscal year's budget.

Another factor in budget building is remedial courses for students who are not college ready. They are sent to CCD to finish remedial courses and then come back to MSU Denver. At the highest, there were 858 FTE in FY '11.

With state support decreasing, tuition becomes the main source of revenue for the institution. A strategic enrollment standing committee meets monthly and investigates the reasons that enrollment is declining. This committee is setting goals to make sure that enrollment numbers are maintained and is looking into ways to grow enrollment, looking at Summer session and ways the institution can use all its resources to increase enrollment, evaluating the University's application acceptance policy and admission windows, how to leverage supplemental academic instruction to increase retention. Provost Golich serves on this committee, along with others from Financial Aid, Accounting, and Institutional Research.

Ms. Lari showed a slide of March estimates, and indicated the adjustment needed for the budget for this year. On the tuition side, the adjustment needs to be reduced by \$2 million due to enrollment shortfalls. CCHE allows the transfer of spending between COF and Fee for Service this year. She stated that an additional \$487,000 in state support is expected as a one-time supplement, which will go toward aviation equipment, resulting in a net decline of \$2,500,000 in state funds. The \$3 million reduction in tuition can be separated to the state fund reserve so that cuts on the expense side are unnecessary.

The auxiliary fund side is also experiencing some enrollment shortfalls, which results in \$1,200,000 less in revenue. Ms. Lari explained that the current year revenue estimates reviewed above are the numbers that will be used to build next year's budget.

Trustee Robinson summarized by stating that the institution is faced with a \$3 million shortfall. Enrollment was somewhere between 400 and 500 students lower than the forecast. The economy is a factor, as are demographic trends and competition from other institutions of higher education. The challenge is to focus on the importance of enrollment and ensure the institution is doing the right things to remain competitive in the marketplace. The \$3 million shortfall was covered by reserves which allow approval of a FY12/13 budget that does not have additional

cuts, but Trustee Robinson noted that the reserves are resources that would have been available for other uses. Trustee Hanzlik stated that the reserves were based on enrollment being higher in previous years than was budgeted for.

Chairman Cohen asked for a **motion to approve** the revised FY12/13 budget. Trustee Bookhardt **moved for approval, with a second** by Trustee Hanzlik, which was **unanimously approved**.

Ms. Lari noted that an additional \$1,983,000 is expected for next fiscal year in COF and Fee for Service. With the goal of developing tuition revenue for next year, three different scenarios were presented: Increasing the resident undergraduate student tuition by 9%, 8%, or 7%, and the non-resident undergraduate student by 5%. Nine percent is the maximum proposed in the University's Financial Accountability Plan approved by CCHE in 2010. Tuition rates for master's programs is under review, but it is not expected that rates will increase by more than 9%.

Ms. Lari reviewed a slide comparing the percentage of tuition increase over current fiscal year with other institutions of higher education in Colorado, based on the most recent information. Even with an increase of 9%, MSU Denver still has the lowest tuition rate. MSU Denver also has the lowest combined tuition and fees.

Ms. Lari reviewed the parameters for next fiscal year, such as faculty promotion and post-tenure reviews, bringing faculty and administrators to 85% of CUPA for equity adjustment, salary increases of 2% for both faculty and administrative, and 1% additional, which was an initiative brought to the Board last year to have 50% above and 50% below the CUPA average; fringe benefit increases for all three categories, faculty, administrative, and classified personnel. Setting aside over \$1 million for health care reform, and perhaps a 5% incremental increase for materials and supplies. There are mandatory increases related to AHEC and library, perhaps some for scholarship. Some upgrades are needed in IT infrastructure.

Additional revenue components that will be available for next year include \$1,983,000 from state support, with the 9% increase on resident side. Another \$7,400,000 is expected in tuition revenue. With the new Asset bill, students in the non-resident category are anticipated to have flat enrollment. Overall, a total of \$9,400,000 additional revenues are expected to be available.

Trustee Robinson stated that a tuition increase is always so difficult because the burden falls on the students. However, even with a tuition increase of 9%, MSU Denver remains 17% lower in tuition and fees than the next lowest institution. Additionally, state support is \$10 million less than it was previously. The largest allocation of resources is to faculty and staff, and rightly so, Trustee Robinson stated. They are the jewel of what this institution delivers. The Board has a policy of sustaining, to the extent possible, the data percentages in terms of the CUPA average, with 50% above and 50% below.

Trustee Robinson stated that the budget plan as presented is focused on enrollment and it is the Committee's hope not to have to revise any of the numbers because of flat enrollment. Trustee Robinson stated that there are millions of dollars of requests against the \$2.3 million available for distribution, and that those requests will be reviewed through the normal procedures.

Chairman Cohen asked for a **motion to approve** the parameters for the FY13/14 budget. Vice Chair Lucero **moved for approval, with a second** by Trustee Bookhardt, which was **unanimously approved**.

The Chair thanked Trustee Robinson for her report and turned to the Faculty Senate.

G. Faculty Senate Report

Dr. Kamran Sahami reported that the Faculty Senate continues its work on the flexible curriculum initiative and is continuing to streamline the curriculum process as well.

The budget committee will be performing an analysis on the effects of the new summer policy. Faculty are very concerned that the new scheme will actually reduce revenue, reduce enrollment and graduation rates, and are reviewing a study done showing the trends in that direction.

The Senate passed a resolution with a vote of 57 to 13 to ask the Board to open up the books for Metro so that Faculty Senate can examine the actual itemized expenditures of the institution. The resolution was jointly written by Faculty Senate and Student Senate, but was tabled by SGA, to be considered later.

Dr. Sahami said he is happy to hear about the renewed focus on the institution's core mission, and Faculty Senate looks forward to working with the Board. One of the key ways they can do that, he said, is by understanding where expenditures are made and how they're prioritized.

Chairman Cohen asked the reason that the SGA tabled the resolution. Simon Ayesse, representing the SGA, answered that while the student government appreciates the opportunity to participate in shared governance, they feel comfortable with the information received and confident that more information will come in the future, and so have chosen not to take action on the resolution at this time.

Chairman Cohen inquired of Dr. Samahi what information the Faculty Senate feels it isn't getting, and Dr. Samahi answered that to be able to evaluate how money is being spent and what faculty need to do in terms of shared governance, to evaluate waste and to make priorities, faculty needs to review actual expenditures made by each department.

George Middlemist from the Finance Office stated that the information is public record and available to everyone. Mr. Middlemist offered to sit with Faculty Senate in order to understand the information being requested by Faculty Senate. Dr. Sahami answered that Faculty Senate wants to see actual expenditures in departments, by office.

Chair Cohen asked that Faculty Senate take the matter through the established process, first meeting with the President and if, after doing that, Faculty Senate believes they still haven't gotten the information they want, then meeting with the Finance Committee. If after meeting with the Finance Committee Faculty Senate still hasn't gotten the information requested, then they should come to the Board.

Vice Chair Lucero suggested that the name of the resolution be corrected as the issue is no longer a joint resolution. Dr. Sahami stated he would correct that.

H. Student Government Report

Simon Ayesse reported that the Student Government election process is underway and elections will be held next week. Student Government has proposed a new constitution with the goal of simplifying the document so that it is more accessible.

The Student Fee Review Committee has approved all department program fees for the coming year.

Student Government has organized a town hall meeting on April 16 to have public dialogue about the topic of food trucks on campus. Representatives from UCD, CCD, AHEC, and SafeCab will attend. Trustee Carroll inquired whether food trucks are currently allowed on campus. Mr. Ayesse answered they are, but with fairly significant restrictions that have frustrated students, and the year-round businesses on campus are concerned about competition from the food trucks. Student Trustee Altum added that he worked to create the policy change that would allow as many food trucks as possible to come onto campus because of the limitations in what was offered for food on campus, and the long lines.

Chairman Cohen thanked Mr. Ayesse for his report, and turned to the Alumni Report.

I. Alumni Report

Alumni Representative Rob Morrill reported that the Alumni Association is working on the Alumni Imperative, the focus of which is to strengthen the link among alumni, the Alumni Association, and the student body, in the hopes that the more connected students are while they're on campus, the greater their involvement will be once they've graduated. The second focus of the Alumni Imperative is to expand the role of alumni in the fundraising process.

Chairman Cohen thanked Alumni Representative Morrill for his report and turned to AHEC.

J. AHEC Report.

Trustee Bookhardt reported that at the recent AHEC meeting, easements associated with the AHEC parking structure that will be located at 5th and Walnut were discussed. This new parking structure has progressed through schematic design with the Design Review Team and construction is on schedule. Groundbreaking is scheduled for July 2013.

The Chairman thanked Trustee Bookhardt for her report and turned to the Foundation Report.

K. Foundation Report

Erin Trapp reported that the Foundation's current Chair, Jerome Davis, will be stepping down at the end of the year. The Foundation recognizes that one-year terms aren't ideal and are transferring to two-year terms. Jim Mulligan will serve as Chair with the first two-year term.

The nominating committee is actively recruiting new members, especially in the areas of athletics and aviation. If anyone has any suggestions, please give those to Ms. Trapp or Mr. Mulligan.

Steve DeVisser, CFO and COO of the Foundation, has been out on medical leave for almost three months, which underscored the need Chairman Cohen spoke of at the beginning of the meeting having transition plans in place and, Ms. Trapp added, plans for a backup system for the short term. There have been some reporting challenges to HLC@Metro, Inc. in Mr. DeVisser's absence, such as a couple of unfulfilled pledges. Several gifts in the seven-figure range are outstanding.

The Center for Visual Arts had a dedication a few weeks ago, and an event tonight was organized by three of Foundation members. Arts funding has been extremely slow to recover from the recession, Ms. Trapp reported, as the needs in social programs and higher education are so high. The Foundation hopes to get the last bit of CVA funding paid off soon.

The Foundation is working closely with Trustee Isenberg to revitalize the HLC campaign. Gifts are coming in, but Ms. Trapp reported that the Foundation is generally having to ask for more to get the same level of gift as previously, having asked for less, and noted that that seems to be a trend across the board.

On the federal grant side, more than \$3.5 million in grants were received in the fiscal year, slightly down from last year.

Ms. Trapp concluded her report and stated that the Foundation is looking forward to the next retreat. Chairman Cohen thanked her, and stated that the committee reports and action items are concluded.

INFORMATION ITEMS

A. Office of Human Resources of Personnel Actions for the Board's information which have occurred since the last Board meeting on February 7, 2013 was included in the Board materials.

PUBLIC COMMENT

There was none.

ADJOURNMENT

Chairman Cohen officially **adjourned** the meeting at 10:44 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 April 4, 2013.**

BACKGROUND: Report of personnel actions which have occurred since the last Board agenda of April, 2013. Initial appointments of non-temporary faculty and administrators, tenure, promotions, emeritus status, honorary degrees, and sabbatical leaves which require Board approval.

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

APPOINTMENTS

Mr. Nathan R. Solheim, Web Content Manager, Annual Salary: \$50,000.00 – Effective March 25, 2013. (ADMINISTRATIVE)

Ms. Nona Shipman, Outreach & Recruitment Manager, Annual Salary: \$44,000.00 – Effective April 15, 2013. (ADMINISTRATIVE)

Mr. Benjamin Portie, Head Women's Golf Coach, Annual Salary: \$41,050.00 at .50FTE – Effective April 24, 2013. (ADMINISTRATIVE)

Mr. Altaf Siddiqui, Assistant Director of Data and BRM, Annual Salary: \$58,000.00 – Effective May 1, 2013. (ADMINISTRATIVE)

Ms. Leah H. Parker, Marketing/Administrative Assistant, Annual Salary: \$35,000.00 – Effective May 1, 2013. (ADMINISTRATIVE)

Mr. Kevin Buchholz, Photography Lab Manager, Annual Salary: \$50,000.00 – Effective May 13, 2013. (ADMINISTRATIVE)

Mr. Prabodh Telang, IT Security Administrator, Annual Salary: \$85,000.00 – Effective May 15, 2013. (ADMINISTRATIVE)

Ms. Julianna S. Hernandez, New Student Orientation Coordinator (Bilingual), Annual Salary: \$41,000.00 – Effective May 20, 2013. (ADMINISTRATIVE)

Mr. Jake Beaudrie, Scholarship Counselor-Financial Aid, Annual Salary: \$42,500.00 – Effective May 20, 2013. (ADMINISTRATIVE)

Ms. Jane Weinberg, Office Coordinator for School of Professional Studies, Effective April 29, 2013. (FROM Administrative Assistant – SPS and OWOW TO Office Coordinator - SPS)

Mr. Mark Kochesky, Welcome Desk Coordinator, Annual Salary: \$45,000.00 – Effective May 6, 2013. (ADMINISTRATIVE)

Ms. Michaela Clemens, Human Subjects Protection Program Coordinator, Annual Salary: \$55,000.00 – Effective May 7, 2013. (ADMINISTRATIVE)

Ms. Heather Ligrani, Extended Campus Coordinator, Annual Salary: \$47,000.00 – Effective May 13, 2013. (ADMINISTRATIVE)

Dr. Michael Ketterer, Chair - Professor of Chemistry, Annual Salary: \$110,500.00 – Effective July 1, 2013. (TENURED/FACULTY)

Dr. Larry Curry, Professional in Residence, Annual Salary: \$50,774.00 – Effective August 13, 2013. (Category I – Tenure Track TO Category II – Visiting)

AGENDA ITEM: Undergraduate Research Program Update

BACKGROUND:

Undergraduate research, considered a “high impact educational practice,” is defined as inquiry, investigation, or artistic expression/performance conducted by an undergraduate student that makes an original intellectual or creative contribution to the discipline. At MSU Denver, undergraduates conduct research under the mentorship of faculty, sometimes in teams and sometimes pursuing individual projects. The Undergraduate Research Program, housed within the Applied Learning Center, promotes, supports, and celebrates faculty and student engagement in undergraduate research activities. These undergraduate research experiences enhance students’ preparedness and competitiveness for future employment and the pursuit of advanced degrees.

ANALYSIS:

In 2011, the Undergraduate Research Program was formally established as one of the three (now four) programs housed within the Applied Learning Center. At the time, several departments (e.g. Psychology and Biology) had active undergraduate research programs, and many faculty members across the University were actively mentoring undergraduate students in original research. In acknowledgment of these activities that were already taking place, the mission of the Undergraduate Research Program was established to bring visibility and support to ongoing activities and to grow undergraduate research opportunities. The primary means of realizing that mission have been: 1) mini-grant programs to support student-initiated and faculty supervised research projects, and 2) the annual Undergraduate Research Conference: A Symposium of Scholarly Works and Creative Projects.

The second annual Undergraduate Research Conference took place on Friday May 3, 2013, and the program featured 170 student presentations representing 34 different majors. Eighty-five faculty mentors gave generously of their time to serve as mentors to these undergraduate researchers (10 more than in the previous year), and over 50 faculty members volunteered to review abstracts, to select conference award finalists, and/or to serve as moderators. Members of the community volunteered to judge the student finalists for best poster presentation and best oral presentation.

The President’s Award for Best Poster Presentation was awarded to Caitlin McConnell (Psychology—Lesley Hathorn, mentor) for “Reading Comprehension: Reading Rate as a Predictor of Student Success,” and the Provost’s Award for Best Oral Presentation was awarded to Sharon Wharton (Human Development—Lisa Badanes, faculty mentor) for “Stressed and Depressed: The Role of Self-Compassion in College Students’ Well Being.”

RECOMMENDATION:

This is an information item only. No action is required.

AGENDA ITEM: **Nomination and Election of Board Officers**

BACKGROUND:

Pursuant to Article III, Section A, of the Bylaws of the Board of Trustees, officers of the Board shall be elected at the annual meeting of the Board. All officers shall be elected by a vote of the majority of a duly constituted quorum of the Board.

RECOMMENDATION:

Nomination shall be accepted from the floor and a vote of the Trustees shall be held to elect the Board Chair and Vice Chair. The one-year term of office of the Chair and Vice Chair shall begin at the conclusion of the annual meeting. The current Board Secretary, Loretta P. Martinez, shall continue to serve at the pleasure of the Board.

Due to retirement of the current Board Treasurer, Natalie Lutes, the Board hereby elects George Middlemist as the Treasurer of the Board of Trustees and to serve in this capacity at the pleasure of the Board.

AGENDA ITEM: **Adoption of Annual Meeting Schedule for 2013-2014**

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 Governance Committee recommends that the Board adopt either Option 1 or Option 2 of the attached Board and Committee meeting schedule for 2013-2014.

Proposed Board of Trustee Meeting Schedule 2013-2014

OPTION 1 (2 DAY / HALF DAY MORNINGS)

Thursday, September 5, 2013	Board Retreat (7:30 AM – 7:30 PM)
Friday, September 6, 2013	Board Retreat (7:30 AM – 12:00 PM)
Wednesday, December 4, 2013	Committee Meetings (7:30 AM – 12:30 PM)
Thursday, December 5, 2013	Board Meeting (7:30 AM – 12:00 PM)
Thursday, February 6, 2014	Optional Special Work Session
Wednesday, April 2, 2014	Committee Meetings (7:30 AM – 12:30 PM)
Thursday, April 3, 2014	Board Meeting (7:30 AM – 12:00 PM)
Wednesday, May 7, 2014	Committee Meetings (7:30 AM – 12:30 PM)
Thursday, May 8, 2014	Board Meeting (7:30 AM – 12:00 PM)
Wednesday, June 4, 2014	Committee Meetings (7:30 AM – 12:30 PM)
Thursday, June 5, 2014	Board Meeting (7:30 AM – 12:00 PM)

OPTION 2 (1 DAY)

Thursday, September 5, 2013	Board Retreat (7:30 AM – 7:30 PM)
Friday, September 6, 2013	Board Retreat (7:30 AM – 12:00 PM)
Thursday, December 5, 2013	Board & Committee Meetings (7:30 AM – 5:00 PM)
Thursday, February 6, 2014	Optional Special Work Session
Thursday, April 3, 2014	Board & Committee Meetings (7:30 AM – 5:00 PM)
Thursday, May 8, 2014	Board & Committee Meetings (7:30 AM – 5:00 PM)
Thursday, June 5, 2014	Board & Committee Meetings (7:30 AM – 5:00 PM)

Dear Trustees,

Last month, MSU Denver celebrated many milestones.

In one week's time, we hosted the signing of the ASSET bill in our Student Success Building, and Supreme Court Justice Sonia Sotomayor was on campus for both a public and private event. During the signing Gov. Hickenlooper cited MSU Denver as "one of the most innovative schools in the nation." While on campus, the Supreme Court Justice referred to MSU Denver as "the people's university."

Two weeks later, I had the pleasure of attending the annual First Lady's Luncheon in Washington D.C. with two of our undocumented students – Oscar Juarez and Sonia Gutierrez, as the guest of Sen. Mark Udall's spouse Maggie Fox. Fox invited us to attend the luncheon to highlight the need for Congress to pass comprehensive immigration reform and the DREAM Act.

On May 29, the Hotel and Hospitality Learning Center was selected as a Downtown Denver Partnership award winner at their 52nd Annual Awards Dinner. Earlier this spring, the Hotel and Hospitality Learning Center was recognized by Westword in their "Best of" issue, as "Best Innovation in a School Building," and the SpringHill Suites Denver Downtown received the LoDo District's New Business Award.

When I came to MSU Denver eight years ago, I used City University of New York (CUNY) as an example of the kind of preeminent urban institution we should aspire to be. Trusteeship Magazine, the publication of the Association of Governing Boards (AGB), has published "A Tale of Two Cities: Using public/private partnerships to create higher education opportunities." The piece, written by me and my counterpart at CUNY at AGB's request, focuses on how our institutions have forged unique community/business connections that are essential in this era of dwindling state support for higher education. To be recognized side by side with CUNY shows our strides in attaining preeminence.

This report offers a snapshot of some of our academic programs that are providing a transformative experience to our students and the community. I hope you will enjoy learning more about these programs and our top-notch faculty and staff who are an integral part of them.

Sincerely,

Stephen M. Jordan, Ph.D.
President

AASCU home page features MSU Denver story on solar furnace

A good deal of the higher education world now knows about the solar furnace built by MSU Denver's Aaron Brown, assistant professor of mechanical engineering technology, and his students.

The University is currently the featured member on the home page of the American Association of State Colleges and Universities (AASCU) with a link to the MSU Denver Newsroom story about the device.

The furnace is largely made up of 144 aluminum cans. It was built by Brown and a group of engineering students for last year's Undergraduate Research Conference. Recently he donated the device to a nonprofit in Denver's low-income Westwood neighborhood and he and his students plan on building five more this summer to demonstrate to the community how the units can cut energy bills.

Excel Pre-Collegiate Program wraps up a successful year

MSU Denver's Excel Pre-Collegiate Program (EPCP) wrapped up its 2012-13 campaign to encourage students to pursue post-secondary education and will launch a major retention effort in the fall.

EPCP served a record 1,174 students this academic year at five Adams County high schools compared to 699 the year before. The 68 percent increase stems from a determined effort to contact students and having a designated place at each school where students can talk to MSU Denver counselors about life after high school, says Excel Director Cynthia Armendariz.

One of the major goals for next year is the Succeed @ MSU Denver retention effort to support students from the Adams County schools. It will consist of monthly workshops on issues such as transitioning from high school to college, financial and time management, and career services as well as social gatherings. A peer-mentoring program will pair incoming freshmen with MSU Denver students who attended their high school.

The Excel Pre-Collegiate Program follows a recommendation by the Hispanic Serving Institution (HSI) Taskforce to expand a similar initiative that serves students in Denver Public Schools interested in attending MSU Denver. The objective, among others, was to create a pipeline of diverse high school students to MSU Denver, supporting the University's quest to receive HSI designation from the federal government.

During the school year, the Adams County schools were visited by an EPCP counselor each week. They provided advice about a range of higher education options and institutions, not just MSU Denver. Armendariz says 286 students from the five schools applied to the University for the fall semester and 70 to 80 have confirmed that they are MSU Denver-bound.

Investigations into stress, reading's effect on cheating bring top honors to student researchers

One student investigated the relationship between stress and depression. The other looked into reading ability and attitudes toward cheating. And both took top honors in separate categories in the 2nd annual Undergraduate Research Conference on May 3.

Best Oral Presentation went to Sharon Wharton, a senior human development major, who was mentored by Lisa Badanes, an assistant professor of psychology. Caitlin McConnell, a senior psychology/criminal justice major, won the Best Poster Presentation. She was mentored by Lesley Hathorn, an associate professor of psychology.

This year's event attracted 170 presentations, some involving multiple students, says Karina Hultgren, undergraduate research program coordinator.

Wharton, the oral presentation winner, looked into the role self-compassion—basically giving yourself a break—plays in the link between stress and depression. She surveyed a sample of 192 Introduction to Psychology students and analyzed the data, aided by Badanes. "The people least likely [to be depressed] have low stress and high self-compassion," Wharton says. "People with the most risk for depression have a high number of stressors and low self-compassion." But even respondents who reported a good deal of stress, but with high-self compassion, "scored just below the clinical cutoff for depression," she says.

"Her presentation was graduate-level caliber," says Badanes. "Her grasp of the material and her ability to understand the results and disseminate them was very high."

McConnell wondered if there was a relationship between a student's ability to read and understand information and their willingness to cheat. Guided by Hathorn—who calls McConnell "the best research assistant I ever had"—she administered a reading and vocabulary test to 91 Introduction to Psychology students to determine their grade-level ability. McConnell also asked them to complete a survey that measured their attitudes toward cheating in a variety of situations, including test taking.

The researchers wondered whether students who struggle to read might be tempted to cut corners to keep up with their coursework. That's not the case, the data shows. "The hypothesis that reading rates would influence willingness to cheat is not supported," her poster says.

But the research produced a surprising twist: More students with higher vocabularies said cheating on an exam is justifiable, while those with lower vocabularies said it isn't. "Not at all what we were expecting," McConnell says. "But there it is."

Business sense: Student-entrepreneurs win innovation awards

The five MSU Denver student-entrepreneurs recognized last week have diverse plans but a common interest—to run their own businesses.

And they got a boost last Wednesday when they received Start Me Up Entrepreneur Awards from the University's Center for Innovation (CFI). The winners, chosen by a panel of faculty members and center staff, each will receive help and direction from business professionals.

"These were all students from our classes [last semester] who have entrepreneurial models they are trying to move forward," says center Director Mick Jackowski. "These are the stars of our courses."

Here are the winners, their professional mentors and brief descriptions of their businesses:

Adrian Barragan – Denver Fashion Truck (Ron Olsen, Insight Professional Services)

Barragan, a junior studying communication design, was named Entrepreneur of the Year, the top award that carries a \$1,000 prize. As a student in the center's Artrepreneurship course, Barragan learned how to apply the basics of business to his love of art. Next month, he and wife, Desiree, will launch their Denver Fashion Truck, a mobile boutique offering handmade fashion and accessories, small works of art, vintage items and modern lifestyle gifts.

Luna Cash – Tetra Arts (Marcus Weathersby, Colorado Business Loan Agency)

Cash is a founder of Tetra Incendia, a collaboration of performers who merge theatre, performance art, dance, and circus. It has evolved into Tetra Arts, a nonprofit that celebrates art and expression through four main components: performance, (theatrical productions, event entertainment and event coordination); education (workshops, circus training, and one-on-one instruction); community (organizing fundraisers, youth programming, etc.) and merchandise (costuming, fire and non-fire props, and other circus products).

Aaron Grimes – Better Choices Food Cart (Travis Luther, Law Father)

As a personal trainer, Grimes knows what it takes to be healthy. So his food cart/grill serves healthy options such as high-quality hotdogs and turkey and veggie burgers. He had a "soft launch" last year, setting up at microbrew festivals and youth sports games, and hopes to expand this year.

Jonathan Fessler – Fessler Masonry (Kimberly Lucas, Goldstone Partners Inc.)

Fessler, an established small business owner and father of two young boys, turned to the Center for Innovation in order to grow his masonry business. Classes such as Creative Problem Solving and Artrepreneurship encouraged Fessler to see and represent himself as both an artist and an entrepreneur. His company offers custom stone masonry services.

Catherine Schwab – Rise n' Rise Entertainment (Michael Katz, Corporon & Katz)

Schwab, who is on an internship this semester in Zambia, is co-founder of Rise n' Rise Entertainment, which aims to promote Zambian artists and musicians. This year, the company plans to launch several projects, including a mural, a video blog and a street-art project, to develop its reputation and a portfolio for future clients.



MEMORANDUM

To: MSU Denver Board of Trustees
From: Christine Staberg, Partner
Date: May 20, 2013
Re: 2013 State Legislative Recap

A busy and tense legislative session followed a Democratic sweep at the November 2012 election. Gun control, environmental issues, union proposals, and changes to the election process dominated the session. The legislature also passed a measure that will significantly change K-12 school finance funding, contingent on passage of a \$1B tax increase expected on the November 2013 ballot. MSU Denver actively tracked 61 bills this legislative session including Medicaid expansion as allowed under the Affordable Care Act and other health care related measures. For a full list and final status, check <http://www.coloradocapitolwatch.com/bill-tracker-votes/0/79/2013/0/>. I've outlined a few priority issues below, but as always, please be in touch with questions about any of the issues debated this legislative session.

Budget

Following the December revenue forecast, the JBC debated adding funding to higher education institutions through the supplemental process. Debate ensued over how to distribute approximately \$9 million; ultimately the JBC voted to put the extra one-time funding in and distribute through the formula agreed to by institutions in Fall 2012.

In keeping with the Governor's request, the FY 13-14 long bill approved by the legislature included a \$30 million base operating increase for higher education in addition to increased state support for need-based financial aid. When the March revenue forecast came in higher than expected, the Governor's office cautioned against spending on base-building (given the source of increased revenues could prove to be one-time in nature) and thus an investment in controlled maintenance and capital projects came in to play for the first time in many years.

AHEC was the beneficiary of \$4 million in capital funding to start the renovation of the library, and \$1.6 million in controlled maintenance funds. The total funding request for the library is \$24

million. The AHEC funding was very contentious because it was a late addition by the Joint Budget Committee (rather than a project recommended for funding by the Capital Development Committee) and generated heated debate on the floor. Governor Hickenlooper toured the AHEC Library with Rep. Crisanta Duran on April 29, and the Capital Development Committee will tour the library and other campus projects on May 21.

Policy Issues

HB 1001/Advanced Industries Acceleration Act

MSU Denver provided input on the House Democrat's top legislative priority, seeking to align Colorado's attempts to support the advanced industries with federal opportunities.

HB 1226/Concealed Carry on Campus

HB 1226 was pulled by the sponsor on the Senate floor, when it became clear that there were not enough votes to pass it. HB 1226 garnered national attention, and opponents invested in a paid media campaign, flying in individuals from out of state to testify, and creation of third-party groups such as *Students for Concealed Carry* to work against the bill.

SB 33/ASSET

The bill passed the legislature and was signed in to law at a large event held at MSU Denver's Student Success Center on April 29. The Colorado Department of Higher Education is handling student affidavits and is currently working on a model for distribution of the funds allocated by the legislature.

SB 165/Community Colleges Limited Number Bachelor Degrees

MSU Denver supported the Community College effort to grant authority to CCCS to offer certain 4-year degree programs in areas where those degrees are not offered by other public institutions of higher education. The other 4-year institutions adamantly opposed the bill. SB 165 passed the Senate, but was killed in the House Education Committee. Committee members asked that impacted stakeholders meet over the interim to reach an agreement on this issue.

SB 199/Higher Education Revenue Bond Intercept Program

The State Treasurer's Office worked with higher education institutions to craft this measure, which will decouple the bond intercept program from an institutions' fee for service contract amount and creates a credit and coverage test. MSU Denver specifically had encountered challenges with the prior system, and supported SB 199.

SB 218/Grants for Bachelors of Applied Science Degrees

Introduced by Sen. Rollie Heath based on a concept discussed with MSU Denver, SB 218 would have provided a state funding match for grant dollars pledged by key industries for the development of BAS degrees to serve an identified workforce. The bill passed the full Senate and the House Education Committee but was PI'd in the House Appropriations Committee when state funds for set aside could not be agreed upon.

Teacher licensure

MSU Denver has been involved in discussions with Senator Mike Johnston about reforming Colorado's K-12 teacher and principal licensure process. A 100+ page bill draft was circulated late in the session, but stakeholder input made it clear that more work needed to be done on the proposal prior to introduction, and thus the sponsors are working with the Donnell Kay Foundation on a stakeholder process over the interim and targeting introduction of a significant proposal in 2014. Governor Hickenlooper and Senator Johnston recently penned an op-ed published in the Denver Post to announce this effort.

BOT appointments

The Senate Education Committee recommended Board of Trustee members Bill Hanzlik and Jack Pogge for reappointment to the MSU Denver Board, and the full Senate confirmed their appointments unanimously.

2013 Events

1/22/13	MSU Denver Legislative Reception/HLC
3/14/13	MSU Denver caucus at the Capitol (Aviation/Manufacturing focus)
4/12/13	Men's basketball team tribute – Senate and House floor recognition
4/12/13	MetroLEADS at the Capitol – presentation by Speaker Mark Ferrandino
4/29/13	Gov. Hickenlooper tour AHEC Library
4/29/13	ASSET bill signing at MSU Denver Student Success Building
5/02/13	Sotomayor VIP reception
5/21/13	CDC tour Auraria campus Library, Student Success Bldg, 7 th Street, Athletic Fields, HLC
TBD 4/17	OWOW presentation to Joint House/Senate Agriculture Committees – resch from

2013 SESSION SINE DIE REPORT May 08, 2013

MSU Denver tracking report: <http://www.coloradocapitolwatch.com/bill-tracker-votes/0/79/2013/0/>.

2013 Session Facts

Democrat/Republican split in House of Representatives: 37/28
Democrat/Republican split in the Senate: 20/15
Number of bills introduced during the 2013 Legislative Session: 619
Number of bills signed by the Governor as of 5/08/13: 185
Number of bills vetoed as of 5/08/13: 0
Last day for the Governor to act: June 5, 2013

After a tense election that brought in 33 new legislators, and switched the House to Democrat control, expectations were set for a session with a more partisan tone and leadership that sought to win big on issues that failed under Republican leadership. Issues like civil unions and the ASSET bill which were very contentious in past years, garnered a few Republican supporters

willing to cross the aisle and took less time to debate. The emergence of new hot button issues such as gun control, immigration, energy policy and changes to the elections process set off tempers and warring headlines, and kept legislators at the Capitol many late evenings.

One issue in particular captivated the Capitol and set the divisive, partisan tone that permeated the rest of the session. After the mass shootings in Aurora and Newtown, Connecticut, the Democrats pursued a gun control package that ended up being one of the toughest in the nation. For weeks, gun control legislation garnered protests inside and outside the Capitol building, long committee hearings, lengthy floor work, and heated exchanges among members. The tenor of the debate on gun control led to increased partisanship and divisiveness over bills that in other circumstances may not have been controversial.

The legislature was also put on the spot with the passage of Amendment 64 in November 2012. The ballot measure, which legalized recreational marijuana, included a provision that the regulatory framework for the measure had to be established by July 1, 2013. A taskforce appointed by the Governor met for long hours and made recommendations to a legislative committee, which resulted in introduction of a package of legislation that was debated until the final day of the session. All three pieces of marijuana legislation, including a bill to assess a 15% excise and sales tax on marijuana passed the House and Senate with strong bipartisan support.

FY 2013-14 Budget Process

For the first time since the recession, the Joint Budget Committee had additional revenues available and acted to increase funding for public schools, higher education, safety net programs, state infrastructure, and to increase the state's reserve. However, one noticeable item that wasn't initially funded was the Governor's top priority project, the repurposing of Ft. Lyon into a rehabilitation facility for veterans and homeless persons. After several setbacks, the measure was ultimately funded through an amendment added to another measure in the final week of the session.

Unlike last year, the budget did not receive wide bipartisan support. In the Senate, not one Republican voted in favor of the budget. On the other hand, House Minority Leader Waller worked hard to give members of his caucus a reason to vote for the budget. He worked with Speaker Ferrandino to craft a deal to fully pay off the \$142 million FPPA loan the state took out in the 1970's. The House amended version of the budget received 10 Republican votes. The Governor touted the following items included in the budget or the School Finance Act:

- Increase funding to K-12 education by \$210.2M. Funding for an additional 3,200 preschool slots and \$3 million for a Governor's initiative is aimed at improving the recruitment and retention of teachers in hard to serve districts. The state's contribution to higher education was increased by \$31 million, and an additional \$5 million added in need-based financial aid.
- A 2% salary survey increase for state employees, representing the first raise for state workers in five years.
- \$7.5 million for additional mental health placements and school based mental health services as well as \$19.8 million for a statewide mental health crisis system

- Enhancing safety net services by appropriating \$5 million for mandatory reporting of elder abuse, \$13.5 million to decrease the developmental disabilities waiting list, and an additional \$13.3 million for the Governor's "Keeping Kids Safe and Families Healthy 2.0," comprehensive child welfare plan that funds strengthening prevention and intervention services, improving public awareness, and enhancing training and technology for child welfare professionals.
- With \$188 million in one-time revenues, the JBC used \$44.9 million to fund 70 controlled maintenance projects, \$93.7 million for new projects including \$5 million to complete the Capitol Dome restoration, and \$4 million to jumpstart the renovation of the library on the Auraria campus.
- Increased the state reserve from 4% to 5%.

Jobs, Jobs, Jobs or an Attack on Business?

For the past two years, when a bill was opposed by either business or consumer interests, it was likely to pass one chamber and be killed in the other chamber due to the majority split. However, with Democrats in the majority in the House and Senate, Colorado's business community knew they would be playing defense on many bills introduced. A diverse coalition of business organizations put up a formidable defense to the significant number of bills that were seen as anti-business. Organizations including the Colorado Competitive Council, CACI, Colorado Contractors Association, NFIB, Douglas County Business Alliance, and Colorado Concern, were able to successfully amend three anti-business bills to make them more palatable. HB 1292, was this year's version of a preference bill which required any contractors who bid on state contracts to prove at least 80% of their employees are residents of Colorado. The business community was able to get all of their amendments adopted onto the bill except the amendment addressing radius. SB 018, which disallowed businesses from making hiring decisions based on credit score was amended to the point that many business organizations took a neutral position. The last success was amending the expansion of the family medical leave act in Colorado, HB 1222. As introduced, the bill would have allowed an employee to take up to six months of family medical leave, for a very broad description of family members who weren't dependents. The bill was ultimately narrowed to include only domestic partners and those in a civil union (the federal FMLA doesn't cover these categories).

Two pieces of legislation that threatened businesses of all sizes were killed by a combination of effective lobbying and pressure from the Governor's office. HB 1227, the Wage Theft Act, would have created criminal penalties for those accused and found guilty of wage theft. However, there were lots of holes in the bill so the sponsor killed it in its first committee. Representative Singer did promise to bring the bill back next year after working with all pertinent stakeholders in the interim. In the waning days of session, after the bill passed the House, HB 1304 was laid over by sponsor Senator Guzman. The bill would have allowed union workers in a defensive lock out to collect unemployment benefits. Governor Ritter, considered a labor friendly Governor, vetoed a similar bill in 2009.

Business interests did not prevail on HB 1136, which allows compensatory and punitive damages in cases of discrimination against employers with less than 15 workers. Although an amendment was added in the House to place caps on total compensatory and punitive damages that can be

awarded, there is no limit to the total amount of plaintiff's attorney's fees. The business community was disappointed that Governor Hickenlooper signed the measure in to law this week.

A New Look at Transportation Priorities

Legislation related to transportation was fairly light this year. HB 1110 was the result of an 18 month stakeholder process facilitated by the Governor's Energy office. The bill reworks the alternative fuel taxing system, and adding a \$50 fee on electric vehicles. The EV fee will be split \$30 to the HUTF to pay for road and bridge work and \$20 to a fund to build EV charging infrastructure. The legislature also approved an update and extension to the state tax credit available for alternative fuel vehicles.

Another key piece of legislation was SB 048 by Representative Tyler and Senator Todd. The bill allows local governments to use HUTF monies to invest in transit. The construction community was concerned that with so little funding for roads as is, the bill would divert even more money away from it. The House amended the bill to cap the amount of HUTF for operations of a transit project at 15%. This year's preference bill, HB 1292, was a perfect example of collaboration and cooperation. The business and contracting industry were able to work successfully with the sponsors and proponents to significantly amend the legislation to address contractor's concerns about the initial proposal.

As it becomes more and more apparent that the current gas tax funding mechanism for the HUTF isn't sustainable, the legislature was urged this session to explore alternatives. Move Colorado, a non profit transportation advocacy organization, hosted weekly presentations for the Joint Transportation Committees on topics including: Alternative Funding Options/Tolling, VMT, Congestion Pricing, and P3's; Economic Development Benefits of Transportation; Transit and RTD; and the Farm to Market Movement. The interim Transportation Legislative Review Committee will continue these presentations through the summer and are contemplating a possible ballot measure in 2014 to raise Colorado's gas tax which has been stagnant since 1992.

Oil – Gas – Energy

The oil and gas industry expected to be the target of far left anti-oil and gas legislation this year, however, rural electric associations and cooperatives were surprised that the environmental industry also pushed a significant increase in the renewable energy portfolio requirements a month before session was set to end.

With the support of the Governor's office and administration, industry was fairly effective at either defeating or watering down attacks on Colorado's oil and gas industry and the oversight authority of the Oil and Gas Conservation Commission (OGCC). HB 1273, which created additional funding for local government oil and gas oversight activities, as well as HB 1275 that would require a Front Range oil and gas health study, were both killed in committee due to questions of cost and effectiveness. HB 1316 attempted to direct the commission to adopt uniform statewide groundwater sampling rules as opposed to the mix they have currently. The bill passed the House and its first Senate committee, however, it was killed on the Senate floor with the help of pro-industry Democrats.

One of the biggest threats to industry was HB 1267 by Representative Foote and Senator Jones, which increased maximum penalties for oil and gas violations. Industry agreed that the fines should be higher, however, they didn't agree with the level of fine. The introduced bill placed a minimum fine of \$5,000 a day for gross violations and a \$15,000 daily fine for others. Industry was able to strip off the minimum fine on the Senate floor. This was a bill that industry was willing to compromise on, however, the House and Senate couldn't agree on the elimination of the minimum fine so the bill ended up dying on the calendar. Representative Foote is also sponsoring HB 1269 which as introduced wouldn't allow those in the oil and gas industry to serve on the OGCC. However, opponents successfully added an amendment that would allow industry representatives to serve on the Commission after disclosing any financial interest in oil and gas operations. The amendment was stripped in a Senate committee though so Republicans and five Democrats voted to kill the bill on the Senate Floor. Another notable bill was SB 202, which originally mandated the addition of 30 oil and gas inspectors so facilities could be inspected annually. The JBC was able to fund 14 inspectors only, and the annual inspection requirement was stripped from the bill. .

Yet, even given the extraordinary slate of controversial issues this session, no bill ignited the passion and length of debate more than SB 252. SB 252 sponsored by Senate President Morse and Speaker Ferrandino, originally required that Rural Electric Associations and Cooperatives reach a 25% renewable energy portfolio by 2020. The bill also imposes new distributed generation requirements on cooperative electric associations that effectively will require utilities to subsidize customer-owned generation through higher rates charged to those who cannot afford their own generation. This action replaces a 2007 agreement which set the standard at 10% by 2020 and treated all electric cooperatives equally. The bill was introduced on April 3rd and passed the House and Senate by May 1st. During this time the Senate and House spent days debating the bill. An amendment was added in the House to lower the required renewable energy portfolio to 20% by 2020 instead of 25%, but was still opposed by rural co-ops, the agriculture community and REA consumers. The bill passed the Senate and House and is expected to be signed.

The legislature also approved a number of measures to promote the use of alternative fuel vehicles, including SB 126 ensuring access to electric vehicle charging to apartment and HOA residents, and SB 70 regarding state fleet vehicles.

Colorado's New School Finance Act

Colorado's School Finance Act has not been updated in twenty years. Over the past two years, a diverse group of stakeholders, convened by the Colorado Children's Campaign, has worked to bring ideas to the table on the best way to reform and modernize Colorado's School Finance Act. It was important to all those involved that any increased funds be coupled with reform measures. SB13-213 sponsored by Senators Johnston and Heath and Representative Hamner was introduced March 8th with a diverse list of supporters including Colorado Succeeds, Together Colorado, Democrats for Education Reform, the Charter School Institute, Denver Metro Chamber of Commerce, Stand for Children, Mile High United Way, various school districts, the Denver Area School Superintendents Council, and many others. The bill did a

number of things including: employing a student based budgeting model; replacing the single count date with average daily attendance; investments in ECE and full day kindergarten; greater transparency over school and district budgets; better funding equity among schools to ensure every student; whether in a traditional or charter school, has the resources to succeed; increased funding for special education and gifted and talented services; and additional funding to support successful implementation of recent Colorado reforms and reward outstanding educators. The House and the Senate both passed the bill on party-line votes. The Governor will sign the bill in the coming week. However, this bill will not be enacted without the passage of a ballot measure in November to increase taxes to fund public education.

Telecommunications Reform

After last year's attempt to reform telecommunications policy was killed, industry stakeholders returned this year with a more narrowly targeted effort in HB 1255. The bill, which enjoyed bipartisan sponsorship, sought to codify the exemption of certain internet protocol enabled services from oversight by the Public Utilities Commission. There were amendments in the House to further clarify that the PUC retained authority over 9-1-1 services. The bill had overwhelming support in the House, passing committee unanimously and the House floor with 62 yes votes, 0 against and 3 excused. However, the Senate President didn't allow the bill to be read over the desk of the Senate because he was preparing his own telecom bill. SB 287 was introduced on April 29th, heard in its first committee on Wednesday May 1st, and on the Senate floor Friday May 3rd. The bill was an attempt to divert funds from the high cost fund to subsidize rural broadband services throughout the state. The bill was opposed by a majority of industry and business stakeholders including AT&T, CenturyLink, Verizon Wireless, Comcast, CACI, Colorado Competitive Council, Club 20, Action 22, and the Denver Metro Chamber of Commerce. After the bill passed second reading in the Senate on Friday evening, Senator Steadman called for a roll call vote on SB 287 during the committee of the whole report. The bill died on the roll call vote although President Morse voted on the prevailing side and requested the committee of the whole report, including SB 287 be reconsidered at another time. On Monday morning, President Morse asked that SB 287 lay over until May 10th. On the last day of session, President Morse read HB 1255 across the desk and it was heard at the microphone and killed by the State, Veterans and Military Affairs Committee.

A New Focus on Mental Health and Human Services

From the beginning of this year, Governor Hickenlooper made it clear that two of his main priorities would be directing resources towards strengthening Colorado's child welfare and mental health services. The Governor's mental health initiatives were drafted into the following pieces of legislation:

- HB13-1181: Tobacco Cash Fund Programs (Increased funding to certain mental health programs in DHS)
- HB13-1296: Civil Commitments and Taskforce
- HB13-1306: Mental Health Taskforce
- SB13-007: Eliminate Repeal of CCJJ
- SB13-244: Substance Abuse Trend and Response Taskforce
- SB13-266: Coordinated Behavioral Health Crisis Response

HB13-1296 created a Civil Commitment Statute Review Committee in the Department of Human Services which will study and prepare recommendations about consolidation of mental health and alcohol and substance abuse disorder statutes concerning civil commitments. The Governor's office originally floated a significant rewrite of the civil commitment statutes earlier in the session in response to the Aurora movie theater shooting, but stakeholders balked at the 100 + page rewrite and asked for a formal process to review these critical issues. One priority, HB 1306, the Mental Health Taskforce, was killed in the Senate. The bill would have created a mental health and fire arms taskforce that was set to advise the legislature on issues related to the loss and restoration of the right to purchase and possess firearms by persons who struggle with mental illness and substance abuse, and are therefore considered dangerous to the health and safety of the community. Many legislators were concerned that the taskforce was too overreaching. The last piece of the Governor's mental health package was SB 266 by Representatives Kraft-Tharp and Young and Senators Aguilar and Nicholson, which approves the development of a statewide behavioral health crisis response system. The system will have five pieces: a 24 hours crisis hotline, walk-in crisis services and stabilization units, a mobile crisis service, a public information campaign, and residential and respite crisis services.

Various pieces of legislation to strengthen services, prevention, and treatment for neglected and abused children in the state were passed this session with bipartisan support. Collaboration of stakeholders was key to making sure the spotlighted child welfare legislation was passed. HB 1271 by Representative Singer and May will create a committee to develop an implementation plan for a statewide child abuse reporting hotline. SB 255 by Senators Newell and Kefalas will make changes to the current Child Fatality Review process. It requires CDPHE and CDHS to review individual child fatality cases and coordinate trends and make recommendation to prevent future fatalities. The JBC also made child welfare services a funding priority. The JBC also ran a bill, which passed, to implement the Title IV-E waiver in DHS. It will allow the department to use funds from the waiver to pay for certain child abuse and neglect interventions in Colorado's counties. Lastly, in response to the passage of Amendment 64, Senators Newell and Kerr introduced SB 278 to create a definition for a "drug endangered child" and create a nexus with the child abuse and neglect statutes. The bill was the subject of some controversy because of the updated definitions. However, various amendments alleviated concerns.

Medicaid Expansion in Colorado

In the last three years the nation and the state have undergone huge changes in healthcare and insurance. Colorado acted to create the Colorado Health Benefits Exchange previously, and this year, Senator Aguilar and Speaker Ferrandino introduced SB 200 to increase Medicaid eligibility in Colorado as allowed under the ACA. The bill increased Medicaid eligibility for Coloradans with incomes up to 133% of the federal poverty line (up from 100% FPL previously). The expansion is expected to provide coverage to an additional 189,000 Coloradans, and enjoyed unanimous support from stakeholders at the Capitol, from business groups and Chambers to those who advocate for consumers. The bill passed the House and Senate on nearly party-line votes, with freshman Republican Larry Crowder joining the Democrats to support the bill.

From January 9th to May 8th

During opening day speeches, Speaker Ferrandino and the Senate President promised to work hard to deliver on their agenda. The Speaker made it clear that his priorities were economic development, child welfare reform, access to mental health services, gun control, and oil and gas regulation. President Morse encouraged his members to aggressively pursue their priorities. The pronouncements seemed lofty at the time, however, the 69th General Assembly delved into all of those issues and more during the 120-day session with lots of determination. Minority Leaders Waller and Cadman outlined their desire for collaboration, bipartisanship, and civility; unfortunately, that didn't come to fruition this session. Divisiveness and heated tempers seemed to rule more often than not.

Capitol regulars are already pondering what this year's hard-hitting agenda signals for the 2014 session. A non-election year will give legislators a chance to relax a bit during the interim and start putting together bill proposals much earlier than last year, and the 33 freshman legislators might face a smoother road with more experience working with their colleagues, Capitol staff and stakeholders. It is likely that pieces of legislation pushed in 2013 without success will be back, including increased regulation on oil and gas, repeal of the death penalty, foreclosure reform, the wage theft act, and marijuana regulation clean up.

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AGENDA ITEM: MSU Denver Centers, Institutes, and Academies Policy

BACKGROUND:

Until now, MSU Denver has not had a policy that defines what constitutes a Center, an Institute, or an Academy on campus. Nevertheless, the campus has established several Centers; currently, there are no Institutes or Academies on campus. The attached policy was developed through an iterative process of discussions among faculty, the Academic and Student Affairs Senior Leadership team, and the President's Vice Presidents Group. It was reviewed by President's Cabinet and subsequently revised. On November 5, 2012, it was unanimously approved by the President's Cabinet for implementation.

ANALYSIS:

As MSU Denver continues to expand, modify, or revise its curricular and degree offerings to be relevant to 21st Century needs, it is important to distinguish among the variety of units which exist to support academic, research, teaching, and service activities. That is the purpose of this new policy. The policy includes the procedures to follow for Centers, Institutes, and Academies to be (a) created, (b) evaluated, and (c) renewed or discontinued.

This is an important step in the institutionalization of these potentially critical units to campus.

RECOMMENDATION:

The Academic & Student Affairs Committee recommends approval of the Centers and Institutes Policy.

Centers, Institutes, and Academies

Authority: Board of Trustees

Proponent: Provost and Vice President of Academic and Student Affairs

Approval Date: Unanimous President's Cabinet Approval, November 5, 2012

Implementation Date:

Revision Date(s):

Date Originally Implemented:

Scope: Centers, Institutes, and Academies at Metropolitan State University of Denver

Definitions:

Academic Departments focus on providing coursework that leads to an academic degree.

While they provide student support and varying amounts of community outreach, their primary role is to provide solid, post-secondary curriculum that is fully vetted through the University's curriculum process. The primary role of Centers and Institutes is to enrich the University by their focus on services beyond providing disciplinary coursework leading to a degree. [NOTE: **Academic Departments** are not subject to the remainder of this policy. This definition is provided here as a point of contrast to the definitions of **Centers, Institutes, and Academies** below.]

Centers focus on academics, non-academic services, or a combination and offer a highly responsive means for increasing the institution's capacity to provide relevant, timely, and cost-effective support to regional stakeholders on- or off-campus. **Centers**

- Are organizational units
 - That reside within one or more Departments, Schools, or Colleges;
 - They might also serve as an extension of the Provost's, a Vice President's, or the President's Office;
- Are characterized by their flexible goals and structure, and specific functions;
- Typically, do not offer degree programs but may offer certificates or a minor; and
- May be funded externally (e.g., by grants or contracts), by University funding, or a combination of funding sources.

Institutes are distinguished from Centers by their interdisciplinary approach to addressing issues of academic and/or public interest that *require* encompassing ideas and personnel from a variety of Departments, Schools, or Colleges. **Institutes**

- Engage in a wide range of research, public service, and instructional activities in areas of broad concern;
- Reside within one or more Schools, Colleges, or as an extension of the Provost's, a Vice President's, or the President's Office; **Institutes** may be independent of these academic structures; and
- May offer a major, minor, certificates, and/or offer non-academic services.

Academies focus on academics and are formed for the purpose of advancing disciplines. Like academic centers, they are organizational units, which may reside within one or more Departments, Schools, or as an extension of the Provost's, a Vice President's, or the President's

Office, or they may be independent of these academic structures. Likewise, they are designed to add flexibility and further the mission of the University.

Affiliation of Centers, Institutes, and Academies with the University connotes performance of the activity in the name of and with the endorsement of the University.

University Centers, Institutes, and Academies promote internal and external recognition of the University's activities, and provide opportunities for students, staff, and faculty to extend the mission of the University.

Policies Governing Centers, Institutes, and Academies

Centers, Institutes, or Academies established under the Metropolitan State University of Denver name or using its resources will

1. Be able to define its focus to on- and off-campus populations, including the identification of interdepartmental collaboration and connection to the MSU Denver mission.
2. Comply with the accompanying procedures for establishment, approval, operation, reporting, and evaluation.
3. Conform to all federal, state, and University regulations related to fiscal management and practice, exercise fiscal accountability, and provide an annual report of activity and accounts.
4. Be reviewed three years after founding and on a seven-year cycle thereafter, similar to that used to review academic programs. Normally, reviews would be conducted by the MSU Denver Program Review Committee or a separate committee that it identifies augmented by additional members that have expertise appropriate to the Center's or Institute's purpose. If an "off-cycle, focused review" is required for some reason, the Provost will appoint a subcommittee of the Program Review Committee to conduct the review and make necessary recommendations. [NOTE: Any Center or Institute (no Academies exist at this time) in place as of the time this policy is adopted and implemented must comply with the definitions contained herein. If they do not, they must change their names to align with the definition or provide a strong rationale for keeping the original identifier; the latter can only be approved by the President, and there is no appeal. This process will be completed no later than the end of Academic Year 2015-2016.]
5. Each Institute, Center, or Academy will be administered by a Director or a Coordinator. If the Center, Institute, or Academy constitutes a distinct unit with a broad mission, it will be administered by a Director. If the Center, Institute, or Academy is a subordinate unit within a Department with a specific, limited mission, it will be administered by a Coordinator. The President or designee appoints the Director or Coordinator, after consultation with the search committee and/or the advisory board, if any, and the Provost. Coordinators and Directors shall, at a minimum, be expected to fulfill the following job responsibilities:
 - a. Establish a Center, Institute, or Academy vision and goals which support the University mission;
 - b. Prudent financial management of the Center, Institute, or Academy, ensuring fiscal stewardship;
 - c. Assurance that the Center, Institute, or Academy operates in accordance with all relevant federal, state, and University laws, regulations, and policies;
 - d. Appropriate consultation with the advisory board (if one exists);

- e. Preparation of an Annual Report for the immediate supervisor, the Provost and, if relevant, the Board of Trustees;
 - f. Preparation of the self-study for the Center's or Institute's periodic review;
 - g. Undergo individual personnel evaluation in accordance with campus policies and procedures.
6. Centers, Institutes, and Academies are encouraged to establish advisory councils with community representatives.
7. Administration of finances of the Center, Institute, or Academy
- a. Except for that portion from the state, budget will normally be handled through auxiliary funds or by the Metro State Foundation;
 - b. State support will be managed according to relevant campus budgetary policies and procedures;
 - c. Any indirect funds (F&A) from grants for a Center, Institute, or Academy will be allocated and managed according to campus policies and procedures.
8. Establish a name in accordance with the MSU Denver naming policy. Centers, Institutes, and Academies existing at the time of implementation of this policy shall follow the process delineated in item 4 above.

Procedures for Establishing a New Center, Institute, or Academy

1. Establishment of a new Center, Institute, or Academy requires a proposal that responds to the following questions:
- a. **Statement of General Purpose/Rationale**
 - i. Why is the new Center, Institute, or Academy needed?
 - ii. What organizations in the community already exist to serve these needs? What is the justification for Metro State University of Denver to provide similar services?
 - iii. Why is the present organizational structure not able to accommodate these needs?
 - iv. How will the new Center, Institute, or Academy serve as a campus and/or community resource?
 - v. What are the results of a review of similar institutes nationally with respect to purpose, administrative structure, proposed activities, accomplishments, and funding sources? This section should also address the leadership role such a Center, Institute, or Academy would play in the creation and configuration of new knowledge and/or in addressing the needs of un- or underserved community constituencies.
 - b. **Statement of Mission Alignment**
 - i. How does the Center/Institute/Academy mission support the University mission?
 - c. **Description of activities will the Center, Institute, or Academy promote.**
 - d. **Description of Institutional Capacity**
 - i. What resources – personnel, physical, financial – are already present to support the creation and sustaining of the proposed Center, Institute, or Academy?
 - ii. What, if any, unique advantages does the campus have because of its geographic location, mission, or other characteristic/quality?
 - e. **Relationship to Other University Entities**
 - i. Which programs, administrative units, schools, other Centers, Institutes, or Academies will be involved in the proposed new Center, Institute, or Academy?
 - ii. What effect will the Center, Institute, or Academy have on existing administrative

- units, schools, academic departments, and/or other Centers, Institutes, or Academies academically, operationally, and financially?
- iii. What is the relationship of the Center, Institute, or Academy to the initiator's home department(s)/unit(s)?
 - iv. Are there other college units that are performing the same or similar function and if so, what is the justification for a new entity?
- f. **Description of Organizational Administrative Structure**
- i. What is the proposed organizational structure of the Center, Institute, or Academy?
 - ii. What will be the responsibilities of the Coordinator or Director? Who will be the founding Coordinator or Director? Outline the job responsibilities and hiring criteria, e.g.,
 - ◆ What are the appropriate credentials for the Coordinator/Director?
 - ◆ Should this person be a tenure-line faculty member with reassigned time/12-month contract or should this person be an exempt administrator?
 - iii. Who are the unit's founding members and how does their expertise relate to its purpose?
 - iv. What are the rights, responsibilities, and benefits of participation in the Center, Institute, or Academy?
 - v. Will the Center, Institute, or Academy have an Advisory Council(s)?
 - ◆ For what purpose(s)?
 - ◆ Will it/they be internal, external, or a combination?
 - ◆ How will members be selected?
 - ◆ What kinds of terms/term limits will there be?
 - ◆ What would the roles and responsibilities of the Advisory Council(s) be?
- g. **Resource Implications –Physical and Financial**
- i. What operating support from the University is required for this Center, Institute, or Academy to be functional on an ongoing basis?
 - ii. What support for the Center, Institute, or Academy will be derived from non-University sources?
 - iii. What physical resources are needed? Include a comprehensive overview related to
 - ◆ space and facilities;
 - ◆ computer and telecommunications needs;
 - ◆ library collections and/or services; and/or
 - ◆ other equipment.
 - iv. What financial resources are needed? Include a comprehensive overview related to
 - ◆ What are the plans for financing the Center, Institute, or Academy for the first three years and for at least seven years thereafter? Specifically address the anticipated personnel, operating, space, equipment, and other costs and how they will be supported.
 - ◆ If the plan depends on full support from state funding, please justify. What will happen if state resources are no longer available?
 - ◆ If the plan calls for fundraising, grant-writing, or other external funds, please provide a brief list of potential opportunities for such external support. What happens if external funds are no longer available?

- h. **Curriculum** – As noted above, normally, Centers and Academies will be non-degree granting entities. Nevertheless, they may be involved in delivering non-credit courses, specialized courses and/or coordinating the delivery of a major or minor; Institutes may deliver a degree program. If the Center, Institute, or Academy offers any of these, describe what plans, if any, are there to create non-credit courses, specialized courses, coordinate/offer a minor program, or propose a degree program
 - i. **Communication plans** and procedures with various publics and constituents.
 - i. Describe communication plans and procedures with various publics and constituents.
- 2. Proposal Review for Approval:
 - a. Center, Institute, or Academy initiators must send their formal proposal to a review committee designated by the Provost, appropriate Vice President, or President, who will review for completeness and make a preliminary recommendation.
 - b. Credit-bearing curriculum can only be offered if approved by the appropriate academic unit and according to established campus policies and procedures, including relevant Faculty Senate Committees. [Normally, non-credit curricula does NOT require Senate approval.]
 - i. If the proposal includes academic credit offerings, the review committee chair will send the proposal, accompanied by her/his review, to the Faculty Senate President, within four weeks of receipt of the formal proposal, who will consult with appropriate Senate standing committees and either
 - ◆ Forward the package to the Provost (accompanied by a Senate recommendation); or
 - ◆ Return the proposal (accompanied by questions, commentary, and/or suggestions) to the proposers/AVP ACP for further development.The Faculty Senate President has six weeks in which to formulate the Senate's recommendation and forward it to the Provost. If either the AVP ACP or the Senate President has not completed her/his recommendation within the allotted time, the recommendation will be automatically sent forward to the next step of review.
 - ii. If the proposal does not include academic offerings or after the Faculty Senate review, the packet is sent to the Provost, appropriate Vice President, or President for final approval.
 - iii. The complete package will be forwarded to the President for action, along with a letter of intent identifying the University's obligations and responsibilities to the Center, Institute, or Academy.
 - iv. The Provost, appropriate Vice President, or President must complete her/his determination within four weeks.
 - v. The final decision regarding establishment of a Center, Institute, or Academy resides with the President of the University, who may consult with the Board of Trustees at his/her discretion depending on the nature of the proposed Center, Institute, or Academy. Normally a Center, Institute, or Academy will be granted a charter that governs its operation that will be reviewed every seven years. The document used for the establishment of a center, institute, or academy will serve as the charter for that entity.

AGENDA ITEM: Removal of Appendix A from the Handbook for Professional Personnel

BACKGROUND:

Appendix A (attached as part of this agenda item) currently is part of Metropolitan State University of Denver's *Handbook for Professional Personnel*. It has served as an important guideline for determining rank upon hiring tenure-line faculty. We seek approval from the Board of Trustees to remove Appendix A from the *Handbook* and recommend it be replaced with the three attached documents: (1) *Protocols for Hiring Faculty*, which will live in the Provost's Office; (2) Minimum Requirements for Rank Upon Appointment; and (3) Hiring Rank Change Form.

This request and recommendation is based on the following reasons:

- As a part of the *Handbook*, any change must be approved by the Board of Trustees. Credentials appropriate to hiring at various ranks can change for a variety of reasons with some frequency; recommended changes generally derive from accreditation agencies or professional disciplinary organizations. The distinctions among many of these credentials can be confusing to those unfamiliar with the discipline; therefore, decisions about credentials required for rank at hire are best left to disciplinary faculty.
- Appendix A was designed to ensure fairness in hiring. Because we are recommending that this section be moved into hiring protocols for faculty, the standards established and assurance of fairness would still exist.
- Appendix A has always been intended and states it is to be used to determine "only the minimum degree level required for hiring at rank, in the absence of truly exceptional circumstances."
- By removing this section from the University's *Handbook*, discipline-specific faculty – in consultation with their colleagues, Deans, the Faculty Senate Academic Policy Committee, and the Provost – can make needed changes in credentials/qualifications more expeditiously.
- Removal should ease the workload on everyone – from those involved in faculty searches to the Trustees – while still providing an appropriate set of guidelines for hiring at rank.

This recommendation began as part of the discussions related to the revisions of MSU Denver's faculty evaluation process, and further conversations with the Vice Presidents, the Faculty Senate, and the President's Cabinet. It has also been discussed with and approved separately by the School Deans, the AVP of Human Resources, and the EEO Director.

In addition, Faculty Senate Handbook Representatives voted in favor of removing Appendix A initially on September 19 (FS President Sahami) and September 20 (VP Ortiz) respectively. This was after they invited the Provost to present the rationale for the change to the Faculty Senate on September 19, 2012; the Senate approved its removal on September 19, 2012.

The issue was brought to the Board's ASA Committee on November 28, 2012 as an Action item (III.B. Appendix A Removal). The Faculty Trustee expressed concern and indicated the Faculty Senate did not want Appendix A removed until the hiring protocol document(s) was complete. The issue was tabled.

Since then, the three documents have been created or adapted, vetted through the Academic and Student Affairs Senior Leadership Team, the Faculty Senate Welfare Committee, the Faculty Senate as a whole, and the Vice-President's Group.

RECOMMENDATION:

The Academic & Student Affairs Committee recommends the removal of Appendix A from the University *Handbook* and conforming changes to the *Handbook*. “Appendix A” will be replaced by the three new documents attached, which will live in the Provost’s Office Academic and Student Affairs Policy Manual and be posted on the web along with other policies, procedures, and related forms.

APPENDIX A: Minimum Degree Level and College Teaching Requirements for Rank Upon Appointment (Used for Initial Hiring Only)

NOTE: This appendix identifies only the minimum degree level required for hiring at rank, in the absence of truly exceptional circumstances, as determined at the Provost's discretion pursuant to written criteria, and considering accreditation standards for a particular program and the institution. Subject to final approval by the Vice President for Academic Affairs, each academic department will identify in writing the fields of academic study related to the curriculum currently delivered by the department. This departmental document, which must be in place before any position can be authorized or searched, will be used to establish in advance, before a search is initiated, what fields of study will qualify as "related" for purposes of the position. The written list of related fields for each department may be revised any time a position is authorized. However, it must be reviewed by the department at the beginning of each academic year.

RANK	MINIMUM FULL-TIME COLLEGE TEACHING EXPERIENCE
Instructor	No
Assistant Professor	No
Associate Professor	Currently holds rank as an Associate Professor at a regionally-accredited baccalaureate-granting
Professor	Currently holds rank as an Full Professor at a regionally-accredited baccalaureate-granting

Keys to abbreviations on Education (minimum degree level) and Experience Chart

Education

B – Bachelor's Degree

M – Master's Degree

MFA – Master of Fine Arts

MSW – Master of Social Work

D – Doctoral Degree

Experience

'+ Stand-alone number' – years of relevant
professional or industry work experience

ABD – All But Dissertation

JD – Juris Doctorate

FIELD	INSTRUCTOR	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROFESSOR
Accounting	M	M + 5	D; or JD and M	D; or JD and M
Aerospace Science	B + 5; or M+3; or D; and FAA or industry accredited certification	M + 4; or D; and FAA or industry accredited certification	M + 4; or D; and FAA or industry accredited certification	M + 8; or D; and FAA or industry accredited certification
African American Studies	M	D	D	D
Anthropology	M	D	D	D

Art (New Media)	B + 3	M (Art) + 6 or MFA	M (Art) + 6 or MFA	M (Art) + 6 or MFA
Art Education	M or MFA	MFA or ABD	MFA + 6 or D	MFA + 10 or D
FIELD	INSTRUCTOR	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROFESSOR
Art History	M	D	D	D
Art Studio	M	MFA	MFA	MFA
Biology	M	D	D	D
Chemistry	M	D	D	D
Chicano Studies	M	D	D	D
Communications (Speech, Language, Hearing Sciences)	M	D	D	D
Computer Information Systems	M	ABD	D	D
Computer Science	M	D	D	D
Criminal Justice and Criminology	M + 3	ADB + 4; JD + 4; or D + 4	JD + 4; or D + 4	JD + 4; or D + 4
Earth Sciences (Geology and Geography)	M	D	D	D
Economics	M	ABD	D	D
Engineering Technology	M	M + 4; or D	M + 4; or D	M + 4; or D
English (all fields except Creative Writing)	M	D	D	D
English (Creative Writing)	M (English or Dramatic Arts)	MFA or D	MFA or D	MFA or D
Entrepreneurship	B + 10 or M + 6	D in Entrepreneurship or related field or ABD in Entrepreneurship or related field.	D in Entrepreneurship or related field.	D in Entrepreneurship or related field.
Finance	M	ABD	D	D
Health Care Management	M	ABD	D	D
Health Education Services (Integrated Therapeutic Practices)	M	M + 4; or ABD	M + 4; or D	M + 4; or D
History	M	D	D	D
Hospitality,	B + 3	M + 6	M + 6	M + 6

FIELD	INSTRUCTOR	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROFESSOR
Human Performance & Sport (Adult Fitness and Exercise Science)	M	ABD	D	D
Human Performance & Sport (Athletic Training)	M + NATA BOC Certification	M + NATA BOC Certification + 5; or D + NATA BOC Certification	M + NATA BOC Certification + 5; or D + NATA BOC Certification	M + NATA BOC Certification + 5; or D + NATA BOC Certification
Human Performance & Sport (K-12 Physical Education)	M	ABD	D	D
Human Performance & Sport (Sport Industry Operations)	M	ABD	D	D
Human Services (General, Mental Health, Domestic Violence, and High Risk Youth)	M	ABD	D	D
Human Services (Nonprofit Organization Administration)	M	M	M	M
Human Services (Addictions Studies)	M	D; or M + NAADAC + CACIII or equivalent	D; or M + NAADAC + CACIII or equivalent	D; or M + NAADAC + CACIII or equivalent
Industrial Design	B + 2	M + 4	M + 4	M + 4
Journalism	B + 6	M + 6	M + 6	M + 6
Legal Studies (Management)	JD and passed Bar Exam	JD and passed Bar Exam; or ABD	JD and passed Bar Exam; or D	JD and passed Bar Exam; or D
Management	M	ABD	D	D
Marketing	M	ABD	D	D
Mathematical Sciences	M	D	D	D
Meteorology	M	D	D	D
Modern Languages	M	D	D	D

Music (Artist Performers, Conductors and Composers)	M; or B + significant local recognition	ABD; or M + significant local recognition	D; or M + significant regional recognition	D; or M + significant national recognition
FIELD	INSTRUCTOR	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROFESSOR
Music (except Artist Performers, Conductors and Composers)	M	ABD	D	D
Nursing (Classroom Faculty)	M + RN	M + RN + 6; or M + RN + 4 + current professional certification; or D + RN	M + RN + 6; or M + RN + 4 + current professional certification; or D + RN	M + RN + 6; or M + RN + 4 + current professional certification; or D + RN
Nursing (Clinical & Laboratory Faculty)	B + RN	M + RN + 6; or M + RN + 4 + current professional certification; or D + RN	M + RN + 6; or M + RN + 4 + current professional certification; or D + RN	M + RN + 6; or M + RN + 4 + current professional certification; or D + RN
Nutrition	M	ABD	D	D
Philosophy	M	ABD	D	D
Physics	M	D	D	D
Political Science	M	D	D	D
Psychology	M or enrolled in a doctoral program	D	D	D
Radio/TV	B + 5	M + 5	M + 5	M + 5
Reading	M	ABD	D	D
Recreation Professions	M	ABD	D	D
Social Work (Field Coordinator)	MSW + 2	MSW + 6	MSW + 6	MSW + 6
Social Work (except Field Coordinator)	MSW	MSW + ABD	MSW + D	MSW + D
Sociology	M	D	D	D
Speech	M	D	D	D
Teacher Education	M	ABD	D	D
Technical Communications	B + 8	M + 6; or D	M + 6; or D	M + 6; or D
Theatre (Relevant work experience must be professional)	B + 8	MFA + 3; or M + 4; or D + 2	MFA + 4; or M + 5; or D + 3	MFA + 5; or M + 6; or D + 4
Women's Studies	M	D	D	D

Documents to Replace “Appendix A”

1. Protocols for Searching/Hiring Faculty (Categories I – III)
2. Hiring Rank Change Form
3. Minimum Requirements for Rank Upon Appointment



PROTOCOLS FOR SEARCHING/HIRING FACULTY (CATEGORIES I – III)

- I. MINIMUM REQUIREMENTS FOR RANK UPON HIRING PROTOCOLS
 - A. This is the official University document which defines
 - 1. the protocols to be used in searching for and hiring faculty and
 - 2. the process for making changes to the “Minimum Requirements for Rank Upon Appointment” (see attached).
 - B. It shall be included in the Academic Policy Manual, which is retained in the Provost’s Office.
- II. PROCESS FOR MAKING CHANGES TO MINIMUM REQUIREMENTS FOR RANK UPON HIRING PROTOCOLS
 - A. Changes to the “Minimum Requirements for Rank upon Hiring” shall be made as needed.
 - 1. Any and all proposed changes shall originate from the Department, receiving the support of a majority of all Category I faculty in the Department, through the Department Chair using the “Request to Modify Minimum Requirements for Rank upon Hiring” Form (see attached [when approvals are finalized, form will be made in to an electronic completable form hosted on the web and linked via the url]).
 - 2. The form will be processed, in order, by the Department Chair, the Dean, and finally the Provost.
 - 3. Any level prior to the Provost that does not recommend the change must provide their rationale on the form.
 - B. The Provost has final approval of changes to “The Minimum Requirements for Rank upon Hiring.”
- III. OBTAINING PERMISSION TO SEARCH FOR CATEGORY I FACULTY
 - A. The Dean will work with the Department Chair to determine faculty needs for the Department.
 - B. The Dean will prioritize the needs within their unit and provide that list with a rationale for each hire to the Provost.
 - C. The Provost will determine the overall needs of ASA and allocate lines as supported by the budget.
 - D. Once the search is approved, all faculty positions shall be entered into People Admin to create a new position and/or update and modify a current position (see attachment for People Admin faculty position description workflows).
- IV. PRE-RECRUITMENT (See “Best Practices Guide for Diversifying Applicant Pools” hereinafter referred to as “EO Best Practices Guide”)
 - A. Elect/Select a Search Committee
 - B. Submit the search committee roster through People Admin.
 - C. Prior to screening applicants, the Department Chair and Search Committee shall be charged on search and screening requirements by the EO office or their designate.
 - D. The Search Committee has primary responsibility for initial recruitment, application screening, and identification of a group of finalists for the faculty position.
 - E. All members of the Search Committee must maintain confidentiality of the search process.

V. RECRUITMENT

A. Position Announcement

1. In consultation with departmental faculty, the Department Chair shall write the position announcement which must include the following:
 - a. A description of the position, including major responsibilities and proposed rank of the position.
 - b. A list of qualifications for the position, including “minimum” and “preferred” qualifications such as required degrees and experience.
 - Required qualifications are the “Minimum Requirements for Rank upon Hiring” which are only used for initial hiring and not for eligibility for tenure and/or promotion.
 - Preferred qualifications are experiences tied to the specific position responsibilities.
 - c. Instructions on how applicants apply and what materials must be provided.
2. The following must be included in all ads for tenure-line faculty:
 - a. The date on which review of applications will begin.
 - b. This statement: “The University is particularly interested in applicants who have experience working with students from diverse backgrounds and a demonstrated commitment to improving access to higher education for under-represented groups. Metropolitan State University of Denver is an equal opportunity employer and encourages women and minorities to apply.”

B. The Department forwards the announcement to the appropriate Dean.

1. Once the Dean has approved the announcement, it is forwarded to the Deputy Provost.
2. Once approved at that level, the announcement may be advertised.

C. Positions must be advertised nationally for a minimum of 30 days prior to the first review of applications.

VI. DIVERSITY/EQUAL OPPORTUNITY ISSUES

A. **Before** announcing a tenure-line faculty position, consider whether the position should be offered as a FRIP to a known ABD underrepresented candidate or TOP to a recognized expert or a known underrepresented candidate.

B. Before the initial screening of the applicants, each search committee will elect one member to be the Diversity Advocate. The person may be a member of the search committee – or a volunteer MSU Denver faculty member.

C. The Diversity Advocate will:

1. Contact minority/protected group caucuses of professional organizations.
2. Talk with faculty and staff who are members of minorities/protected populations for help in identifying applicants or additional ways to reach different populations.
3. Make or assist others in making personal calls across the country to colleagues who can identify potential applicants.
4. Make certain all rubrics and interview questions include experience or interest in serving a diverse student body.

D. For additional resources and websites to assure diverse applicant pools refer to EO Best Practices Guide.

VII. SCREENING AND SELECTION (See EO Best Practices Guide)

A. **Matters pertaining to the evaluation and selection of applicants are confidential.** All Search Committee discussions and information about anyone in the pool cannot be shared except with the Department Chair, Dean, or EEO. A candidate’s letters of recommendation and transcripts are to

- be available only to the Search Committee, Chair or equivalent, Dean, and EEO. The professional vitae, letter of interest, and statements of research and teaching philosophies of semi-finalists may be shared with other faculty during on-campus interviews.
- B. Screening criteria must be based on the stated qualifications in the position announcement and developed PRIOR to the initiation of applicant screening.
 - C. The Search Committee must develop a rubric to determine, prioritize, and document search criteria to be used for screening application materials including a record keeping mechanism to indicate why an applicant was moved forward or rejected. The screening documents are placed on People Admin.
 - D. The first screening of the applicants is based on meeting required qualifications.
 - 1. Screen the applicants on the basis of meeting the required qualifications as listed in the position announcement.
 - 2. Submit the list of applicants that are “qualified,” and the list of applicants that are “not qualified” through People Admin.
 - E. If the pool of applicants from the screening using the required qualifications is not sufficiently diverse, then EEO may discuss the pool with the Dean and/or search committee.
 - F. The second screening is based on the preferred qualifications and uses the rubric constructed prior to the initiation of the screening (see above).
 - 1. The qualified (remaining) candidates are screened by all of the members of the search committee using the rubric, placing their scores on People Admin. This process results in a ranking of the candidates.
 - 2. Preferably 3 candidates are chosen for on campus interviews.
 - G. If the pool of applicants from the screening using the required qualifications is not sufficiently diverse, EEO may discuss the pool with the Dean and/or the Search Committee.
 - H. The Search Committee has the option to conduct either telephone or video conference interviews with all of the semi-finalists prior to determining the finalists for campus visits. The use of either type of interview has to be consistent with all of the semi-finalist candidates.
 - I. All semi-finalists must be informed in a courteous and timely manner about the progress of the search.

VIII. CAMPUS VISIT

- A. Identify candidate finalists
 - 1. Typically, three finalists are interviewed on campus per position; however, depending on the pool of applicants and with the Dean’s approval, more or fewer than three may be interviewed.
 - 2. The forms selecting the interviewees are submitted through People Admin for approval by EEO.
 - 3. **All communication with semi-finalists must be from the Chair of the Search Committee except:**
 - a. Administrative coordinators may contact semi-finalists on behalf of the Search Committee Chair for issues related to travel, application materials, etc.
 - b. Once the successful finalist has been selected and negotiations have begun, only the Dean may communicate with the candidate.
 - 4. The Search Committee will develop questions which relate to the position and are based upon the position description. See “See EO Best Practices Guidelines for Asking Questions During the Search Process.”
 - 5. Should a finalist for a position be currently employed by the University, that candidate should refrain from attending any events involving other finalists.
 - 6. If an applicant has a disability and requests reasonable accommodation, consult with the EEO.

7. Carefully design the interview process and campus visit to eliminate bias toward any specific candidate.
8. Develop as closely as possible a replicated campus visit schedule for each departmental candidate which should include the following:
 - a. meeting with the Dean or associate Dean and Department Chair or equivalent,
 - b. formal interview with the Search Committee,
 - c. faculty presentation
 - d. campus tour
 - e. schedule and reserve appropriate meeting rooms for interviews
 - f. confirm interviews and campus visits with letters, including an information packet about the position, program/center
 - g. explain the composition of the interviewing committee to interviewee.
9. Arrange for transportation to and from airport and hotel. Select a search committee member to escort the candidate to and from interviews.
10. All faculty involved in interviewing must review the "See EO Best Practices Guidelines for Asking Questions During the Search Process."
11. Campus visits normally include other members of the Department in addition to the search committee and Department Chair as well as meetings with appropriate administrators. Broad participation is desirable; however, in soliciting input from colleagues following the interviews, be aware that not everyone will be able to attend all candidate visits. Keep that in mind when taking feedback from colleagues into account. All members of the search committee should be present at formal interview events (interview with committee, formal presentations.) If a committee member misses a candidate's visit, it may be necessary for the committee member to recuse him/herself from submitting strengths and weaknesses.

IX. CHECKING REFERENCES

- A. Reference checks are optional except for the finalists. Checks may be done before or after the finalists visit campus. At least three references must be contacted for the candidate selected for the position prior to making an offer.
- B. Request finalist's permission before contacting the finalist's references, and any additional references as deemed necessary by the hiring authority.
- C. If the Dean and/or Search Committee decide to contact references other than those provided by the applicant, permission to contact other references must first be obtained from the applicant.
- D. Use "Reference Check" form from "EO Best Practices Guide" to ensure consistency of questions and documentation of reference checks.
- E. If references are not available or cannot be reached, the search committee Chair should contact the EEO before proceeding.

X. MAKING A FINAL RECOMMENDATION

- A. Collect and review documentation from interviews, reference checks, and written materials, relating the material to established criteria.
- B. The Search Committee and the Department Chair should prepare an evaluation of all semi-finalists who visited campus, including specific information on each. This should include a narrative comparing each of the semi-finalists strengths and weaknesses on the basis of teaching, research, the university mission, and discipline's stated criteria.

- C. Submit the unranked candidates with the strengths and weaknesses of each to the Chair who will submit it to the Dean for review along with recommendation on awarding service credit, if applicable.
- D. The Dean will consult with both the Search Committee and the Department Chair before the finalist is selected. The Dean will make the final selection based on the consultation with the Search Committee, Department Chair, review of application materials, and the Dean's interviews of the candidates.
- E. EEO Form 7 will be submitted to indicating the selection.
- F. Once the successful candidate has been selected, EEO must certify the search before any other steps are undertaken.

XI. MAKING THE OFFER

- A. Once the successful candidate has been selected, only the Dean or designee may communicate with the candidate.
- B. The Search Committee or Department Chair will work with the Dean to submit a salary assessment.
- C. The Dean's office will draft the written offer letter to be sent to the candidate under the signature of the Dean.

XII. DOCUMENTING THE SEARCH

- A. Keep all applications and materials submitted/requested in connection with a search, electronic or hard copy is acceptable. These may be kept in one file.
- B. Keep official minutes of Search Committee meetings.
- C. Ensure that the documentation on People Admin provides a rationale for Search Committee decisions and recommendations.
- D. Documentation that must be retained in the Department for 3 years after the search is completed.

XIII. HIRING of CATEGORY II FACULTY (See Chapters IV and VI of the MSU Denver Handbook for Professional Personnel)

- A. The search, screening and interview process for Category II (full time temporary) faculty is the same as for Category I (tenure/tenure track faculty) with the following exception:
- B. In the case of Category II faculty being appointed for one year the search is typically local and advertised for a minimum of 20 days.

XIV. HIRING OF CATEGORY III (AFFILIATE/PART-TIME FACULTY) FACULTY PAID ON PER CREDIT HOUR BASIS

- A. Faculty paid on a per credit basis shall normally be hired from the Department Appointment pool.
- B. The President or his/her designee may approve an appointment of an individual who is not a member of the Pool if the appointing authority provides, in writing, compelling reasons to do so.
- C. Department Appointment Pools
 - 1. Each Department Chair shall develop a pool of instructors qualified to teach in the Chair's Department.
 - 2. Each Department Chair, in consultation with the Equal Opportunity Director and Dean, shall determine those applicants who qualify for inclusion in the pool, considering all applications, both solicited and unsolicited, and shall place qualified candidates in the Department's pool for a minimum of three years.
 - 3. The Equal Opportunity Director, in consultation with the Department Chair, will announce positions and advertise in appropriate periodicals throughout Colorado, and will contact local

and statewide programs, organizations, and agencies, requesting applications by qualified persons in order to add such individuals to the Department's pool.

4. The Equal Opportunity Director may permit the Department Chair to choose instructors from the pool without first advertising if the pool is sufficiently large and diverse, there is no underutilization of protected classes, and the Department demonstrates a good faith effort to meet University affirmative action goals.
- D. The Department Chair or a committee may screen applicants. If a committee is used in the process, the Department Chair should review their recommendations and make separate recommendations.
- E. Formal interviews are optional in the part-time faculty hiring process. Refer to the EEO Best Practices Guide for information and procedures for interviews.
- F. If formal interviews are to be conducted, submit the applicants interviewed form.
- G. Schedule a time to bring the applicant to the Equal Opportunity Office to complete the Exit Interview Form.
- H. If formal interviews are not going to be conducted, submit the hired form with a summary giving reasons why the individuals chosen were the best qualified.

N.B. Any and all proposed changes below must originate from the department and receive the support of a majority of all Category I faculty (tenured and tenure-track) in that department.

Initiating Department: _____ Phone: _____ Email: _____

Field: _____

Rank	Current Minimum Degree + Experience (from Current Rank-at-Hiring Guide)	Proposed / Revised Minimum Degree + Experience
Cat III Affiliate		
Cat II (specify title: _____)		
Assistant Professor		
Associate Professor		
Professor		

Keys to abbreviations to be used in Minimum Degree + Experience Chart

Education

B – Bachelor's Degree
M – Master's Degree
MFA – Master of Fine Arts
MSW – Master of Social Work
ABD – All But Dissertation
D – Doctoral Degree

Experience

'+ Stand-alone number' – years of relevant professional or industry work experience

Chair, Department or Program Director Date
RECOMMENDED NOT RECOMMENDED

Dean or Associate Dean Date
RECOMMENDED NOT RECOMMENDED

Chair, Academic Policy Committee Date
RECOMMENDED NOT RECOMMENDED

Provost Date
RECOMMENDED DENIED

Departmental Vote Results
(all Cat I Faculty)

AP Committee Vote Results

Justification of Proposal from Each Level: Explain all proposed changes, addressing how each change serves the needs of the department, the student body, and the mission of the University.

Departmental Faculty Justification:

Department Chair Justification:

Dean/Associate Dean Justification:

Chair, Faculty Senate Academic Policy Committee Justification:

Provost Justification:

Justification of Recommending Against Proposal (for Dean, Academic Policies Committee, or Provost only)

Dean/Associate Dean Justification:

Chair, Faculty Senate Academic Policy Committee Justification:

Provost Justification:

**Minimum Requirements for Rank Upon Appointment
(Used for Initial Hiring Only)**

NOTE: This document identifies only the minimum credentials and University teaching experience required for hiring at rank. Its goals are twofold: That MSU Denver hire faculty

1. who hold credentials appropriate to the expectations asked of them and
2. whose minimum credentials at hiring are sufficient for earning tenure if they are hired in to a tenure-track line and perform as expected in the areas of teaching, scholarly activities, and service.

On rare occasions, and only in cases of truly extraordinary circumstances, the Provost may permit exceptions to these requirements based on written criteria from the department, and in consideration of accreditation standards for a particular program and the institution.

Subject to final approval by the Dean and by the Provost and Vice President for Academic Affairs, an academic department may modify the minimum requirements for rank upon appointment according to the processes delineated in the Protocols for Hiring Faculty and in conjunction with the Hiring Rank Change Form.

Subject to final approval by the Dean and by the Provost and Vice President for Academic and Student Affairs, each academic department will identify in writing the fields of academic study related to the curriculum currently delivered by the department. This departmental document, which must be in place before any position can be authorized or searched, will be used to establish in advance, before a search is initiated, what fields of study will qualify as “related” for purposes of the position. The written list of related fields for each department may be revised any time a position is authorized. However, it must be reviewed by the department at the beginning of each academic year.

RANK	MINIMUM FULL-TIME UNIVERSITY TEACHING EXPERIENCE OR TIME IN RANK
Instructor	No Minimum
Assistant Professor	No Minimum
Associate Professor	Currently holds rank as an Associate Professor at a regionally-accredited baccalaureate-granting institution of higher education
Professor	Currently holds rank as a Full Professor at a regionally-accredited baccalaureate-granting institution of higher education

Keys to abbreviations used in Education (minimum degree level) and Experience Chart

Education

B – Bachelor’s Degree
M – Master’s Degree
MFA – Master of Fine Arts
MSW – Master of Social Work
ABD – All But Dissertation
D – Doctoral Degree
JD – Juris Doctorate

Experience

‘+ Stand-alone number’ – years of relevant professional or industry work experience

FIELD	INSTRUCTOR	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROFESSOR
Accounting	M	M + 5	D; or JD and M	D; or JD and M
Aerospace Science	B + 3 + FAA Certification	M + 4+ FAA Certification	M + 4 + FAA Certification	M + 4 +FAA Certification
Afrikana Studies	M	D	D	D
Anthropology	M	D	D	D
Art (New Media)	B + 3	M (Art) + 6 or MFA	M (Art) + 6 or MFA	M (Art) + 6 or MFA
Art Education	MA +3; or MFA + 3	MFA +3; or D + 3	MFA + 6; or D + 6	MFA + 10; or D + 10
Art History	M	D	D	D
Art Studio	M	MFA	MFA	MFA
Biology	M	D	D	D
Chemistry	M	D	D	D
Chicano Studies	M	D	D	D
Communications (Speech, Language, Hearing Sciences)	M	D	D	D
Computer Information Systems	M	ABD	D	D
Computer Science	M	D	D	D
Criminal Justice and Criminology	M + 3	M + 6; or JD + 4; or D + 4	M + 6; or JD + 4; or D + 4	M + 6; or JD + 4; or D + 4
Earth Sciences (Geology and Geography)	M	D	D	D
Economics	M	ABD	D	D
Engineering Technology	M	M + 4; or D	M + 4; or D	M + 4; or D
English (all fields except Creative Writing)	M	D	D	D
English (Creative Writing)	M (English or Dramatic Arts)	MFA or D	MFA or D	MFA or D
Finance	M	ABD	D	D
Health Care Management	M	ABD	D	D
Health Education Services (Integrated Therapeutic Practices)	M	M + 4; or ABD	M + 4; or D	M + 4; or D
History	M	D	D	D
Hospitality, Tourism and Events	B + 3	M + 6	M + 6	M + 6

FIELD	INSTRUCTOR	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROFESSOR
Human Performance & Sport (Adult Fitness and Exercise Science)	M	ABD	D	D
Human Performance & Sport (Athletic Training)	M + NATA BOC Certification	M + NATA BOC Certification + 5; or D + NATA BOC Certification	M + NATA BOC Certification + 5; or D + NATA BOC Certification	M + NATA BOC Certification + 5; or D + NATA BOC Certification
Human Performance & Sport (K-12 Physical Education)	M	ABD	D	D
Human Performance & Sport (Sport Industry Operations)	M	ABD	D	D
Human Services (General, Mental Health, Domestic Violence, and High Risk Youth)	M	ABD	D	D
Human Services (Nonprofit Organization Administration)	M	M	M	M
Human Services (Addictions Studies)	M	D; or M + NAADAC + CACIII	D; or M + NAADAC + CACIII	D; or M + NAADAC + CACIII
Industrial Design	B + 2	M + 4	M + 4	M + 4
Journalism	B + 6	M + 6	M + 6	M + 6
Legal Studies (Management)	JD and passed Bar Exam	JD and passed Bar Exam; or ABD	JD and passed Bar Exam; or D	JD and passed Bar Exam; or D
Management	M	ABD	D	D
Marketing	M	ABD	D	D
Mathematical Sciences	M	D	D	D
Meteorology	M	D	D	D
Modern Languages	M	D	D	D
Music (Artist Performers, Conductors and Composers)	M; or B + significant local recognition	ABD; or M + significant local recognition	D; or M + significant regional recognition	D; or M + significant national recognition

FIELD	INSTRUCTOR	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROFESSOR
Music (except Artist Performers, Conductors and Composers)	M	ABD	D	D
Nursing	M + RN	M + RN + 6; or M + RN + 4 + current professional certification; or D + RN	M + RN + 6; or M + RN + 4 + current professional certification; or D + RN	M + RN + 6; or M + RN + 4 + current professional certification; or D + RN
Nutrition	M	ABD	D	D
Philosophy	M	ABD	D	D
Physics	M	D	D	D
Political Science	M	D	D	D
Psychology	M or enrolled in a doctoral program	D	D	D
Radio/TV	B + 5	M + 5	M + 5	M + 5
Reading	M	ABD	D	D
Recreation Professions	M	ABD	D	D
Social Work (Field Coordinator)	MSW + 2	MSW + 6	MSW + 6	MSW + 6
Social Work (except Field Coordinator)	MSW	MSW + ABD	MSW + D	MSW + D
Sociology	M	D	D	D
Speech	M	D	D	D
Teacher Education	M	ABD	D	D
Technical Communications	B + 8	M + 6; or D	M + 6; or D	M + 6; or D
Theatre (Relevant work experience must be professional)	M	MFA + 3; or M + 4; or D + 2	MFA + 4; or M + 5; or D + 3	MFA + 5; or M + 6; or D + 4
Women's Studies	M	D	D	D

AGENDA ITEM: **Updated Chapter XI and XII Concerning Tenure Rights**

BACKGROUND:

In 2003, the Board of Trustees adopted changes to the existing Handbook for Professional Personnel involving, among other things, processes and appeal procedures for termination, layoff, relocation and salary reductions of tenured faculty members. In 2004, several named faculty members (Saxe, et. al.) as well as the College Federation of Teachers, a labor organization representing many faculty members who teach at the University, sued the University seeking to invalidate the handbook changes as violations of their substantive due process rights and for breach of contract. The case was not finally resolved until 2009 when the Denver District Court found that certain of the changes were invalid because they were retrospective changes to vested rights.

While the litigation was still pending in 2005, President Jordan established a committee to address faculty concerns and recommend changes to the handbook. The committee included named plaintiff Saxe, and the some of the recommendations that the committee made were ultimately adopted by the Board of Trustees. Despite these changes while the lawsuit was pending, and in light of the order of the Court in 2009 invalidating certain of the 2003 handbook changes, faculty leadership and the Federation's attorney continued to assert that certain handbook provision changes remain unaddressed. In 2011, President Jordan convened a task force to study what, if any, Handbook provisions needed modification in order to achieve compliance with the courts' orders in this case. The task force consisted of Provost Golich, Dean Foster, Deputy Provost Torres, General Counsel Martinez, Faculty Senate President Sahami, faculty members Slatkin, Saxe and Worster, and Federation attorney Goldhammer. The task force met for over a year, and ultimately agreed upon the revisions attached hereto which include revisions that the task force believes brings the University into compliance with the court orders in the litigation as well as revisions based upon best practices. The Faculty Senate has reviewed the changes and has approved this revision to the Handbook by a vote of 65 to 1.

RECOMMENDATION:

The Academic & Student Affairs Committee recommends the proposed changes to the University *Handbook* concerning tenure rights.

XII. TERMINATION OF FACULTY APPOINTMENTS

- A. Definitions and computation of time**
- B. Non-renewal of non-tenured faculty contracts**
- C. Dismissal of faculty for cause**
- D. Appeal of dismissal for cause**
- E. Layoff due to program reduction or elimination**
- F. Layoff due to financial exigency**
- G. Considerations for layoffs**
- H. Appeal of layoff**

The University may terminate the employment of a faculty member either through nonrenewal or through dismissal for cause or by layoff due to program reduction or elimination or financial exigency. Chapter XII of this Handbook sets forth the definitions, standards and procedures that govern termination of faculty.

A. Definitions

1. Faculty Types
 - a. Category I faculty hold a tenure line. There are two types of Category I faculty:
 - i. Probationary faculty members who have not yet been tenured and hold a contract for a one-year term.
 - ii. Tenured faculty members who hold a contract of continuing employment.
 - b. Category II faculty are full-time and non-tenured and hold one of the titles defined in Chapter IV.
 - c. Category III faculty are affiliate part-time faculty hired to teach part-time on a per credit hour basis for specific classes.
2. Termination of faculty appointments
 - a. Nonrenewal

Nonrenewal means not offering an additional contract to a faculty member who has been hired on a yearly or semester-by-semester basis at the expiration of the existing contract.

 - i. Probationary Category I faculty members may be non-renewed according procedures specified in Chapter V.
 - ii. Category II and Category III may be non-renewed for any legitimate reason or no reason and have no right of appeal except as provided in other university policies and procedures.
 - b. Dismissal
 - i. Dismissal means severing the employment contract, including a tenure contract, at any time for adequate cause.
 - ii. All Categories of faculty members may be dismissed for cause.
 - c. Layoff

Layoff means terminating a tenured faculty member due to a program

reduction or elimination or the declaration of financial exigency and the faculty member maintains certain rights of return.

d. Program Reduction and Elimination

Reducing the number of faculty in a program or eliminating the program for essentially educational reasons.

e. Financial Exigency

A financial exigency is an imminent financial crisis that threatens the survival of the institution as a whole and that cannot be alleviated by less drastic means. It involves the reduction of the number of tenured faculty members in the employment of the university.

3. Computation of time

All references to “days” means calendar days. The number of days specified for an act or process shall be extended during campus holidays or closures. The number of days specified for an act or process may be modified upon agreement of the faculty member and administration for good cause.

B. Nonrenewal of Non-Tenured Faculty Contracts

1. Grounds Unspecified for Nonrenewal of Non-Tenured Faculty.

a. Part-time, temporary and probationary faculty may not appeal a decision of nonrenewal. No reason need be given for the nonrenewal of the contract of a non-tenured faculty member in the final notification.

b. A faculty member who has been notified of a tenure denial is subject to the procedures specified in Section V of this Handbook.

2. Notice of Nonrenewal of Probationary Faculty.

a. Time of notice.

i. First Probationary Contract. In the case of a probationary faculty member’s first contract with the institution, notice of nonrenewal shall be given no later than March 15th of the academic year in which the contract is to expire.

ii. Additional Probationary Contracts. In the case of a probationary faculty member’s second through fifth year contract with the institution, notice of nonrenewal shall be given no later than the end of the Fall semester of the academic year in which the contract is to expire.

iii. Tenure Denial. In the case of a probationary faculty member who is not awarded tenure, notice of a terminal one year contract shall be given no later than the end of the academic year in which the tenure

decision was made in accordance with the procedures in Chapter V.

- b. Form of Notice. Notice shall be given in writing and shall be either delivered in person or by electronic transmission and by certified mail to the home address shown on personnel records of the institution.
- c. Source of Notice. The President has the responsibility for giving notice of nonrenewal.
- d. Content of the Notice. Notice shall inform the faculty member of the nonrenewal and of his/her right to a hearing and review, if any, pursuant to this Handbook.

C. Dismissal of Faculty for Cause

After the expiration of a probationary period, faculty members who attain tenure have permanent and continuous employment with the University and their service should be terminated only for adequate cause. Untenured faculty members with term appointments are subject to the same standard of adequate cause if the University seeks to dismiss them during such appointment period. "Adequate cause" is an appropriate standard under which to terminate faculty so long as the justification for dismissal involves behavior related directly and substantially to the fitness of the faculty member in his or her professional capacity as a teacher or researcher. Adequate cause refers especially to certain substantive grounds for dismissal, including but not limited to, demonstrated incompetence or dishonesty in teaching or research, substantial and manifest neglect of duty, personal conduct which substantially impairs the individual's fulfillment of his or her institutional responsibilities or incapacity. The following list of substantive grounds is not an exhaustive list, but is instead intended to assist decision makers in determining whether the contemplated dismissal is supported by adequate cause.

- 1. Grounds for dismissal constituting adequate cause:
 - a. Academic fraud or dishonesty (e.g., misrepresentation of academic credentials or professional contributions, falsification of research data or results, plagiarism or similar unethical behavior.)
 - b. A mental or physical disability which, even with reasonable accommodation, substantially interferes with the person's ability to perform the essential functions of the job. Dismissal under these grounds shall be in compliance with federal law which prohibits discrimination against disabled persons.
 - c. Neglect of duty (the willful and repeated nonperformance of duties or responsibilities reasonably required of faculty or willful and repeated noncompliance with reasonable directives of another that is within the authority of that person).
 - d. Unlawful conduct, commission of a crime or conviction of a felony or

acceptance of a guilty plea or a plea of nolo contendere to a felony that renders the faculty member unable or unfit to perform his or her duties.

- e. Incompetence (the inability to perform in a manner considered to be minimally adequate according to institutional standards).
 - f. Failure to meet material standards of performance included in this Handbook, written job descriptions, post-tenure performance improvement plans or other specific performance improvement plans or warnings instituted under this Handbook.
 - g. Unprofessional conduct as described in Article 2 if the nature, gravity, and/or frequency of the unprofessional conduct justifies dismissal.
 - h. Violation of university policies which apply to all employees and which are detailed in this Handbook if the nature, gravity and/or frequency of the violation justifies dismissal.
2. Professional Conduct, Ethics and Responsibilities of Faculty

a. Professional Conduct

Lists of specific unprofessional or unethical acts that would subject a faculty member to dismissal are inevitably incomplete or susceptible to overly broad or narrow interpretations. Therefore, faculty shall be guided by a common sense interpretation and application of the general standards of professional conduct summarized in this section relating to academic responsibilities and responsibilities to students, colleagues, staff and the University, as well as responsibilities as citizens. The University hereby adopts and incorporates by reference the AAUP's 1987 Statement on Professional Ethics as the standard against which faculty conduct will be measured.

3. Notice of Dismissal of Faculty for Cause.

- a. Time of Notice. Notice of dismissal for cause may be given at any reasonable time.
- b. Form of Notice. Notice shall be given in writing and shall be either delivered in person or by electronic transmission and by certified mail to the address shown on the personnel records of the institution.
- c. Source of Notice. The President has responsibility for giving notice of dismissal.
- d. Contents of Notice. The notice shall set out each ground claimed as

justification for the dismissal with reasonable particularity. In addition, the notice shall inform the faculty member of the effective date of the dismissal and of his or her right to a hearing and review pursuant to this Handbook.

4. Effective Date of Dismissal for Faculty.

- a. Salary and benefits remain in force until the effective date of dismissal.
- b. The effective date of a dismissal for cause is one of the following:
 - i. If no timely request for a hearing is made, the day following the day on which the time for requesting a hearing expires, or any subsequent day designated in the notice; or
 - ii. If the faculty member withdraws a timely request for a hearing, the day after the withdrawal.
 - iii. If a timely request for a hearing is made, the day on which the hearing officer makes an initial decision upholding the dismissal; or,
 - iv. If a timely request for a hearing is made and the hearing officer makes an initial decision reversing the dismissal, the date on which the Board of Trustees upholds the dismissal.
- c. If the Board of Trustees reverses the dismissal and a hearing officer's decision upholding the dismissal, the faculty member's salary and benefits shall be restored retroactively.

D. Appeal of the Decision of Dismissal for Cause

A faculty member who has been notified of a dismissal for cause may appeal the decision using the process described below.

1. Formal Review of Dismissal Decisions

- a. Hearing Officer Review
 - i. The affected faculty member is entitled, upon timely and complete application, to a full and fair hearing before a hearing officer in accordance with this Article 1. It is solely the faculty member's prerogative to decide whether to request a hearing before a hearing officer.

- ii. An application for hearing before a hearing officer is timely if it is delivered in writing to the office of the President within fourteen calendar days after the faculty member receives the notice of dismissal. The application must include the notice, a written reply thereto by the faculty member, and a written request for a hearing in accordance with this section. The written reply may be in the form of a letter or memorandum. A timely application for a hearing shall be deemed a request for all documents considered by the University President to be relevant to dismissal of the faculty member. Within fourteen days after the receipt of a timely application for hearing, the President shall make available to the faculty member all requested documents, subject to restrictions pertaining to the confidentiality of personnel records of other employees. The hearing officer shall be empowered to rule on all issues pertaining to the production of records.
- iii. Upon receipt of a timely application for hearing before a hearing officer, the faculty member and President shall select a hearing officer from a panel of individuals provided by a neutral external source (e.g., American Arbitration Association, Judicial Arbitrator Group, or the Colorado Office of Administrative Courts.) Three names from the panel will be chosen by lot, and the faculty member and the President shall each strike one name from the list and the remaining person will serve as hearing officer. The selection shall be made no more than fourteen days after the receipt of the list from the external source.
- iv. Costs for the hearing officer procedure, including the recording of the hearing, shall be borne by the University, except that the faculty member and the University shall each be responsible for expenses incurred at their individual requests during the grievance process, such as the expenses for transcripts, witnesses, and attorneys.
- v. The hearing is governed by the provisions of this subsection. The faculty member is entitled to the active participation of legal counsel of his or her own choosing and at his or her own expense. The President is entitled to legal counsel by the University's General Counsel's office. The hearing officer shall give notice of a hearing to be held within fourteen days after the hearing officer's initial appointment or at such other time as is agreed to by the faculty member and the administration. The notice of dismissal and the reply of the faculty member shall be deemed to be the pleadings for purposes of the hearing, except that the faculty member may amend his or her reply at any time at or

before the commencement of the hearing. The President, or his/her representative, shall bear the burden to go forward with evidence and the burden of persuasion, with respect to the grounds for dismissal stated in the notice. The burden of going forward with the evidence and the burden of persuasion rest upon the faculty member as to any affirmative assertion or allegation contained in the reply as amended, other than a denial of any ground or reason stated in the notice. No evidence may be admitted at the hearing which is not relevant either to a ground stated in the notice or to an assertion contained in the reply.

- vi. Upon conclusion of the hearing, the hearing officer shall have 35 days to make findings of fact and conclusions, and issue an initial decision.

- b. Trustees' Review

- i. The hearing officer shall promptly transmit the initial decision, along with the record and the findings of fact and conclusions, to the President of the College for review by the Trustees.
- ii. The Trustees shall review and take action on the decision of the hearing officer at its next regularly scheduled meeting or as soon as practicable.

E. Layoff of faculty due to program reduction or elimination not mandated by financial exigency

1. Layoff of faculty with an appointment of continuous tenure, or of a probationary appointment before the end of the specified term, may occur as a result of *bona fide* formal reduction or discontinuance of a program or department of instruction.
2. The decision to reduce or discontinue formally a program or department of instruction will be based essentially upon educational considerations as determined primarily by the faculty as a whole. Educational considerations do not include cyclical or temporary variations in enrollment. They must reflect long-range judgments that the educational mission of the institution as a whole will be enhanced by discontinuance.
3. In recognition of the importance of the faculty's expertise in academic decision making, and consistent with the recommendations of the AAUP, the Provost shall present all proposals to eliminate or reduce programs or departments for essentially educational reasons to a body elected by the faculty, currently the faculty senate. That elected body shall review the matter and shall report to both the President and the Board of Trustees.
4. If the Board of Trustees determines that faculty positions should be eliminated due to the reduction or elimination of an educational program, faculty members, including

tenured faculty, may be laid off in accordance with the Considerations for Layoff stated forth below. The Board of Trustees shall require that program changes that entail layoff of faculty be planned and justified sufficiently in advance to permit compliance with the Handbook's requirements on notice of layoff.

5. This section is subject to the provisions of the Notice of Layoff of Faculty below. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be proffered. If no position is available within the institution, with or without retraining, the faculty member's appointment may then be terminated, but only with provision for notice and/or severance detailed below.

F. Layoff of Faculty due to Financial Exigency

Faculty may be laid off due to a financial exigency as defined in this Handbook. This policy defines the rights and privileges to be accorded to tenured faculty when programs are reduced, reorganized, or terminated due to a financial exigency.

1. A financial exigency is an imminent financial crisis that threatens the survival of the institution as a whole and that cannot be alleviated, in the judgment of the Board of Trustees, by less drastic means. Examples of these events include, but are not limited to *significant* declining student enrollments, reductions in state appropriations, loss of other income, or some serious event or events requiring unanticipated major expenditure reductions.
2. Declaration of Financial Exigency: A financial exigency can be declared by the Board of Trustees after consideration of a recommendation by the President or on its own motion after considering the positions of the President and Faculty Senate as described below. In seeking a declaration of financial exigency the President shall make a presentation to the Board of Trustees concerning the reasons that the President believes a financial exigency exists. The President shall also describe the steps taken to evaluate and alleviate the financial condition of the university. The presentation shall include a review of all reasonable alternatives to a financial exigency.
3. Response to a Financial Exigency: The President shall develop a plan to respond to the exigency, considering the criteria below as appropriate in his or her judgment, and present it to the Faculty Senate for its review, comment, and recommendations, which shall also be presented to the Board of Trustees along with the President's plan. The President has the final responsibility for the development of the administration's plan presented to the Board of Trustees. The Faculty Senate may make a presentation to the Board of Trustees, giving the board an opportunity to hear the range of opinions and recommendations considered.
 - a. Educating students is the University's reason for existence and its highest priority. Consequently the response plan shall place priority on preserving and

supporting academic programs. The President should consider taking any of the approaches listed below, without limitation, prior to recommending layoff of tenured faculty:

- i. Offering cash funded courses and other options;
- ii. Offering early retirement and/or temporary leave programs;
- iii. Reductions in compensation; and
- iv. Program reduction or elimination.

4. Implementation of the Response Plan: For a response to be put into effect the Board of Trustees must approve the plan.

G. Considerations for Layoffs

1. In cases where faculty members are to be terminated due to program reduction or elimination or financial exigency, the following priority process shall be used:

- a. First, any part-time faculty;
- b. Second, any temporary faculty;
- c. Third, any probationary faculty; and
- d. Finally, and as a last resort, any tenured faculty.

2. Tenured faculty.

a. In reducing the number of tenured faculty, the department chairs and deans shall strive to maintain the viability of academic programs. Decisions regarding reduction of the tenured faculty within a program shall be based on the following information: length of service at the University, experience, department needs, affirmative action considerations, documented evidence of past performance, and other information appropriate to the decision. Recommendations regarding layoff of tenured faculty will be made to the Provost for review and recommendation and thereafter to the President for final decision. When a recommendation is made primarily on criteria other than seniority, the dean and the department chair must present a statement supporting the recommendation to the Provost.

b. Before layoff of a tenured faculty member, the institution, with faculty participation, will make every effort to place the faculty member in another suitable position within the institution.

c. In all cases of layoff of tenured faculty, the place of the faculty member affected will not be filled by a replacement within a period of three years, unless the affected faculty member has been offered reinstatement and a reasonable time in which to accept or decline it or the faculty member has notified the University that the faculty member has retired and will not return.

3. Notice of Layoff of Faculty.

a. Time of notice.

i. Tenured Faculty.

a. In the case of tenured faculty laid off because of program reduction or elimination not due to financial exigency, notice of layoff shall be given no later than one academic year prior to the layoff.

b. In cases of layoff due to financial exigency, tenured faculty shall be given notice as soon as practicable and severance shall be considered if institutional resources permit to give the faculty member a combination of notice and severance equal to one academic year.

i. Non-tenured faculty. Notice shall be given as soon as practicable.

b. Form of Notice. Notice shall be given in writing and shall be either delivered in person or by electronic transmission and by certified mail to the address shown on the personnel records of the institution.

c. Source of Notice. The President has the responsibility for giving notice of layoff.

d. Content of the Notice. Notice shall inform the faculty member of the effective date of the layoff and of his/her right to a hearing and review, if any, pursuant to this Handbook. The notice shall set out each ground claimed as justification for the layoff.

H. Appeal Procedure for Layoffs

1. Appeal Process:

Any tenured faculty member who has been notified of his or her layoff may appeal the decision using a hearing officer as described below. Failure to appeal as provided herein shall be deemed the faculty member's acceptance of the layoff decision and a waiver of his or her right to a hearing. This policy shall not prevent the faculty member from filing complaints to state and federal agencies responsible for enforcing the civil rights laws.

2. Stage One:

Within twenty-one calendar days after receiving a notice of layoff the affected faculty member may initiate an appeal of the decision by filing a notice of appeal. To be effective, the notice of appeal does not require detail and may be a simple notification of the appeal, without specific grounds stated. The notice of appeal must be received at the office of the President within this twenty-one day period, except that the President may, at his or her sole discretion and for demonstrated good reason, accept a late notice. A timely notice of appeal shall be deemed a denial of each and every ground for layoff. A timely notice of appeal shall be deemed a request for all documents considered by the President to be relevant to the selection of the individual faculty member for layoff.

3. Stage Two:

- a. The President shall notify the appealing faculty member of receipt of the appeal notice within seven days. Within fourteen days after receipt of the appeal notice, the President shall make available to the faculty member all requested documents, subject to restrictions pertaining to confidentiality of personnel records of other employees.
- b. The hearing officer shall be empowered to rule on all issues pertaining to the production of records.

4. Stage Three:

Twenty-one calendar days after the receipt of the requested records, the faculty member must submit a comprehensive appeal statement. This document shall outline the reason(s) for the appeal and shall fully set out his or her rebuttal.

5. Hearing Officer Review

Upon the President's receipt of a timely stage three comprehensive appeal statement, the faculty member and President shall select a hearing officer and a hearing shall be conducted and a decision rendered in accordance with section D of this Chapter.

- a. If more than one appeal arises from the layoff, the hearing officer may consider consolidating the hearings so long as consolidation is consistent with all parties' rights of due process of law and taking into account similarities among the comprehensive appeal statements.
- b. The notice of layoff, the notice of appeal and the comprehensive appeal statement shall be deemed to be the pleadings for purposes of the hearing.
- c. The Board's financial exigency declaration shall be affirmed by the hearing officer unless s/he finds that the decision was not based on substantial evidence.
- d. The hearing officer shall determine in the initial decision whether the university has violated the policies and procedures concerning layoff.

6. Trustees' Review

The transmittal of the initial decision of the hearing officer and the Trustees' review shall take place in accordance with D of this Chapter.

AGENDA ITEM: Revised Handbook Chapter VI (Category II Faculty Multi-Year Contracts)

BACKGROUND:

This new Chapter VI creates formal policies and procedures for the evaluation of Category II faculty and their reappointment procedures. It calls for their submission of a portfolio and explains the expected portfolio contents. It provides guidelines for multi-year contracts for Category II faculty and for possible promotion of a Lecturer to a Senior Lecturer. The chapter also calls for expectations to be developed for the hiring of Category III Affiliate Faculty and establishment of protocols for their Peer Observations.

ANALYSIS:

University Impact:

- 1. What section of the Handbook is the request for change located? Please identify all sections of the Handbook impacted by the proposed amendment.**

This request replaces the current Chapter VI: Salary Administration and Outside Activity, with a new Chapter VI: Policies and Procedures for Category II Faculty and Category III (Affiliate): Evaluation, Reappointment, and Promotion. Current Chapter VI therefore becomes the new Chapter VII, and all subsequent chapters are renumbered accordingly.

- 2. What is the current Handbook language?**

Chapter IV has language about Category II and Category III faculty in IV.G: Employment Contracts and Employment Status: Faculty. However, this section does not provide guidelines for evaluation, reappointment, or promotion of Category II faculty or multi-year contracts for them, or for peer observations of Category III faculty.

- 3. What is the change and/or preferred wording?**

The change to the Handbook is the addition of an entirely new chapter, Chapter VI; please see the attachment. As explained in #1, above, this also means the change in numbering of all subsequent chapters following the new Chapter VI.

- 4. Explain the rationale for this request.**

The Handbook for Professional Personnel has had guidelines for the evaluation, reappointment, and promotion of Category I tenure-track and tenured faculty. However, it has not provided guidelines for such procedures for Category II faculty or possible multi-year contracts for them or for peer observations of Category III faculty. This request attempts to rectify these shortcomings.

In addition, the new language in Chapter VI enables Category II faculty to apply for and receive multi-year contracts for up to three years. This became statutorily possible during the 2012 Colorado legislative session due to the passage of House Bill 1144, a bill that only Metropolitan State University of Denver lobbied for.

5. Why is existing policy no longer appropriate?

There is no existing policy or language addressing what this new Chapter VI will address.

6. How will the proposed amendment resolve the problem identified?

The proposal will resolve the lack of evaluation and reappointment procedures for Category II faculty. It will also for the first time establish guidelines for multi-year contracts, up to three years in duration, for eligible Category II faculty. It also calls for the establishment of expectations for Category III Affiliate Faculty and for peer observations.

7. What is the impact on any other departments/employees within the College?

These changes will impact all Category II and Category III faculty, as explained in the attachment. It will not impact Category I faculty except by implication that they may be called upon to assist in the implementation of these changes.

8. What other individuals or groups have you discussed the proposed amendment?

The initial language was developed by a committee led by the Director of the Faculty Development Center and included the three School Deans and a group of faculty; it was subsequently vetted by the Faculty Senate Welfare Committee, Faculty Senate, and the Vice President's group.

RECOMMENDATION:

The Academic & Student Affairs Committee recommends approval of the Revised Handbook on Chapter VI (Category II Faculty Multi-Year Contracts).

Revised Handbook Chapter VI

VI. POLICIES AND PROCEDURES FOR CATEGORY II FACULTY AND CATEGORY III (AFFILIATE): EVALUATION, REAPPOINTMENT, AND PROMOTION

A. Overview of Performance Reviews and Reappointment: Like Category I faculty, Category II and Category III faculty (hereinafter referred to as Affiliate) are subject to the norms and expectations of academic freedom befitting an institution of higher education. Furthermore, they serve as contingent faculty appointed for defined terms. Per Chapter IV, Category II faculty are hired most often to teach full-time under contracts of a duration from between one and three years; Affiliate faculty are hired to teach on a per-credit-hour basis for specific classes, as needed, usually on a semester-by-semester basis. Category II faculty and Affiliate faculty are eligible for reappointment at the discretion of the Dean and Department Chair, respectively, as delineated in B.2.vii. below. Decisions to reappoint are based upon the needs of the department or program and also take into consideration the candidate's qualifications and performance. Performance evaluation, therefore, is done in part to support reappointment decisions and in part to foster improvement among both Category II and Affiliate faculty members.

B. Evaluation:

1. Student Ratings of Instruction: Student Ratings of Instruction (SRIs) for courses taught by Category II faculty and by Affiliate faculty will be administered consistent with the practice for tenure-line faculty as outlined in Chapter V.
2. Performance measures in addition to SRIs are warranted to ensure that reappointment decisions are based on multiple appropriate sources of reliable data.

a. Category II Faculty

i. Peer Observations:

- (1) Peer Observations may be used for either summative or formative purposes. Only Summative Peer Observations **must** be included in Portfolios; Formative Peer Observations **may** be included as an additional artifact if the Category II faculty member chooses to do so.
 - (a) All Category II faculty will be observed, at a minimum, once in the first year of their employment as a Category II faculty member.
 - (b) Beyond this requirement, Departments will delineate in their Department Guidelines for Category II Faculty the number, type (summative or formative), and cycle of Peer Observations required for Category II faculty.
 - (c) All Summative Peer Observations of Category II faculty will be conducted by a trained Peer Observer.
- (2) Following the first year of employment, subsequent observation(s) may be required if there are indications that they are needed. Such indications may be, but are not limited to, low SRI scores, student comments on SRIs, or student comments or concerns brought to the Chair's attention.

- (3) A written record of Peer Observations, the format of which will be determined by the Department, should be kept on file in the Department.
- ii. In those cases where Category II faculty have reduced teaching-load agreements that specify duties in Scholarly Activities or Service (see Chapter V for definitions of Scholarly Activities and Service, and Chapter IV for conditions of such agreements), evaluations should encompass work in those areas of performance.
- iii. Any Category II faculty member who wishes to be reappointed will undergo a review by submitting a Portfolio to the Department Chair. Portfolios will include the following:
 - (1) Cover Sheet
 - (a.) Published by the Office of the Provost; and
 - (b.) Used to record recommendations for/against reappointment, promotion, or multi-year contracts.
 - (2) Narrative
 - (a.) Is a one-page statement describing how the faculty member has met expectations for assigned duties/responsibilities;
 - (b.) Presents a reflective self-assessment, highlights accomplishments, and indicates plans for the future;
 - (c.) Should present one's best case to disciplinary colleagues and administrative levels of review; and
 - (d.) If seeking promotion to Senior Lecturer or a Multi-Year Contract, should be noted in the first paragraph of the statement.
 - (3) Annotated *Curriculum Vitae* (see Chapter V for definition of "Annotated *Curriculum Vitae*")
 - (4) Student Ratings of Instruction per B.1. above
 - (5) Peer Observations as delineated above in B.2.a.i.
 - (6) Other documents as determined by the Department (course syllabi, exams, assignments, assessments, etc., evidence of scholarly activities or service)
- iv. Portfolios will be submitted using the same tool or format as Category I faculty and in accordance with the Academic Calendar.
 - i. Reappointment Recommendations
 - (1) The Department Chair will evaluate the Portfolio and write a letter – not to exceed two pages – recommending retention or nonretention to the Dean;
 - (2) The Dean will evaluate the Portfolio and the Department Chair's recommendation, and determine if the Category II faculty member should be reappointed.
 - (3) If either the Department Chair or the Dean recommends nonretention, the Portfolio and recommendations will be submitted to the Provost for a final decision regarding retention. All letters and decisions will become

part of the Category II faculty member's Portfolio and will be submitted in accordance with the Academic Calendar.

- b. Affiliate Faculty
 - i. Department Guidelines for Affiliate Faculty must establish expectations for Affiliate faculty members that fit their disciplinary or departmental needs.
 - ii. Peer Observations: Departments will specify in the Affiliate Department Guidelines the protocols to follow for Peer Observations of Affiliate Faculty. A written record of observations, the format of which will be determined by the Department, should be kept on file in the Department.
- C. Reappointment: Category II and Affiliate faculty reappointments are determined based on a combination of department needs and faculty member qualifications and performance. High performance does not guarantee reappointment.
- D. Multi-year Contracts for Category II Faculty:
 - 1. Some Category II faculty are eligible for contracts of up to three years in duration. Departments, in consultation with their Deans, determine which, if any, Category II faculty lines will be filled with faculty on multi-year contracts.
 - a. There is no "track" toward a multi-year contract.
 - b. Category II faculty who are hired to fill retreat lines are not eligible for multi-year contracts.
 - 2. A faculty member must serve a minimum probationary period of three successive one-academic-year contracts before being eligible for a multi-year contract. At the discretion of the Department, Category II faculty may be given credit toward eligibility for a multi-year contract if they have previously taught as an Affiliate faculty member. In such cases, the equivalent of one year credit as a Category II faculty member may be granted for every two years as an affiliate faculty member teaching a maximum allowable load of 18 credit hours per academic year. Credit for teaching loads of less than the allowable maximum for affiliate faculty will be prorated accordingly. Category II faculty are eligible to receive up to a maximum of two years of credit toward eligibility through affiliate teaching.
 - 3. A tenure-track or tenured faculty member who wishes to convert to a Category II faculty member may be given credit toward the three year eligibility period for a multi-year contract with each year of prior teaching counting as one year of eligibility.
 - 4. If a multi-year contract position is available, an eligible Category II faculty member can apply by submitting a Portfolio for comprehensive review.
 - 5. Category II faculty on a multi-year contract will only submit a Portfolio for comprehensive review during the final year of their contract but only if they wish to be considered for reappointment.
 - 6. There is no right of appeal for Category II faculty who do not receive multi-year contracts or renewal of multi-year contracts. However, it is important to note that Category II faculty

- a. Have the same rights as any MSU Denver employee to file a formal complaint to EO in cases of suspected discrimination and
 - b. Have the right to respond to any data/information that automatically becomes part of their Portfolios;
 - c. Have the right to lodge a complaint of professional misconduct.
- E. Promotion: If a Lecturer satisfies the conditions for promotion to Senior Lecturer established in Chapter IV of the *Handbook* (see Chapter IV),
 1. The faculty member will make a request for promotion to the Department Chair and submit a Portfolio for comprehensive review;
 2. The Department Chair will submit the recommendation for or against promotion to the Dean;
 3. The Dean will submit a recommendation for or against promotion to the Provost; and
 4. The Provost will approve or disapprove the recommendation for promotion.

AGENDA ITEM: **Recommendation for Tenure Upon Appointment and Full Professor rank for Dr. Michael Edward Ketterer, Chair, Department of Chemistry**

BACKGROUND:

Pursuant to Chapter V. § G.8. of the Handbook for Professional Personnel, tenure may be granted to a faculty member upon appointment subject to the following:

- a. Upon a request of a Chair or a Department Search Committee that a faculty candidate be awarded tenure upon appointment, a majority of the tenured faculty of the affected Department must recommend to support such a request. Any such candidate must meet the following criteria:
 - (1) The appointee was previously tenured at a regionally accredited, baccalaureate-granting institution of higher education; or
 - (2) The appointee has achieved recognized, outstanding distinction in public service or the private sector.
- b. If the tenured faculty members of the Department recommend that tenure upon appointment be awarded, that recommendation shall be reviewed by the Chair, the Dean, and the Provost, who shall each make a recommendation to the President.

The above two requirements have been satisfied as outlined in the attached memo.

RECOMMENDATION:

It is recommended by the President of Metropolitan State University of Denver that the Board of Trustees approve tenure upon appointment and full rank professor for Dr. Michael Ketterer.

May 16, 2013

To: President Stephen Jordan

From: Vicki L. Golich, Ph.D.
Provost and Vice President for Academic Affairs

Re: Recommendation for Tenure Upon Appointment and Full Professor rank for Dr. Michael Edward Ketterer

I am very pleased to recommend awarding tenure upon appointment and the rank of Full Professor for Dr. Michael Edward Ketterer, who has recently been appointed to serve as Chair of the Department of Chemistry. Dr. Ketterer's Curriculum Vitae is very impressive, and we are fortunate to have recruited him to MSU Denver as Chair and Professor.

According to a memo of May 7, 2013, by Prof. Wilton Flemon, Chair of the Search Committee, the six tenured faculty members of the Department of Chemistry have unanimously voted to offer Dr. Ketterer tenure upon appointment. They highlight his current status as a Full Professor at Northern Arizona University, his breadth of instruction including teaching in the Graduate Program, and the several awards he has received. The current Chair of the Department, Dr. Russ Barrows, in a memo dated May 9, endorses tenure upon appointment and rank of Full Professor for Dr. Ketterer. In addition, in a persuasive memo dated May 6, Dean Joan Foster emphasizes Dr. Ketterer's extensive research and intellectual contributions along with the award he received from NAU's College of Engineering and Natural Sciences as their Teacher of the Year. All three memos are attached along with Dr. Ketterer's Curriculum Vitae.

According to the *Handbook for Professional Personnel*, faculty tenure may be awarded to a professor under the following guidelines, in V.G.8, in part:

8. Tenure Upon Appointment/Immediate Tenure...

Upon a request of a Chair or a Department Search Committee that a faculty candidate be awarded tenure upon appointment, a majority of the tenured faculty of the affected Department must recommend to support such a request. Any such candidate must meet the following criteria:

- (1) The appointee was previously tenured at a regionally accredited, baccalaureate-granting institution of higher education; or

(2) The appointee has achieved recognized, outstanding distinction in public service or the private sector.

- a. If the tenured faculty members of the Department recommend that tenure upon appointment be awarded, that recommendation shall be reviewed by the Chair, the Dean, and the Provost, who shall each make a recommendation to the President....

Dr. Ketterer received his Ph.D. in Chemistry from the University of Colorado at Boulder in 1985. From 1985-1993 he served as a research chemist and as a Chemist at the National Enforcement Investigations Center in Denver, a background which makes him particularly well prepared to assist our students in developing their research skills. Since 1993 he has taught in tenure-track positions, having received tenure as an Associate Professor at Northern Arizona University in 2001, with promotion to Full Professor in 2005. Along with teaching duties, he has served as the Ombuds Coordinator since 2011.

Dr. Ketterer is truly distinguished in all areas as a professor. He teaches a broad range of courses, from the First Year Seminar, to a Chemistry Seminar, to Environmental Chemistry, and the graduate-level Advanced Analytical Chemistry. He indicates in his application letter that he has been actively involved in the recruitment and retention of students of color, serving as a Mentor in the University's NIH-funded Minority Access to Research Careers and Minority Student Development Program. As one method of reaching Hispanic students, he engaged in a study of Spanish to communicate better with students whose first language is Spanish. He is very active and productive in scholarly activities, with numerous professional conference presentations in prestigious national and international venues. He is widely published, with over 60 publications since beginning his teaching career. Dr. Ketterer has been particularly successful in writing successful grant applications, receiving awards for a variety of projects including the creation of scientific facilities and for soil and water studies. He has engaged in numerous service activities for major committees central to shared governance.

Thank you for considering my recommendation for granting tenure upon appointment as a Full Professor for Dr. Michael Edward Ketterer.

AGENDA ITEM: **Recommendation for Emeritus Status for Dr. Gudrun Clay,
Dr. Rodolfo Garcia, and Dr. Alain Ranwez**

BACKGROUND:

Pursuant to Chapter V. § J.1. of the Handbook for Professional Personnel, emeritus status may be granted to a faculty member subject to the following eligibility:

- a. All faculty who have completed ten years or more of full-time service at the University shall be eligible at the time of their retirement for an emeritus title equivalent to their highest professional rank.

The processes for the conferring of emeritus status have been concluded.

RECOMMENDATION:

It is recommended by the President of Metropolitan State University of Denver that the Board of Trustees approve emeritus status for:

- **Dr. Gudrun Clay** ***Professor Emeritus—German***
 - Department of Modern Languages; School of Letters, Arts and Sciences
40 years of service
- **Dr. Rodolfo “Rudy” Garcia** ***Professor Emeritus—Spanish***
 - Department of Modern Languages; School of Letters, Arts and Sciences
13 years of service
- **Dr. Alain Ranwez** ***Professor Emeritus—French***
 - Department of Modern Languages; School of Letters, Arts and Sciences
41 years of service



Vicki L. Golich
Provost / Vice President of
Academic and Student Affairs

Metropolitan State University of Denver
Campus Box 48 P.O. Box 173362
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303.556.5382 Phone
303.556.4558 Fax
vgolich@msudenver.edu

Memorandum

To: Dr. Stephen M. Jordan
President

From: Dr. Vicki L. Golich
Provost and Vice President for Academic Affairs

Date: May 17, 2013

Re: **Recommendations for Emeritus Status**

After reviewing the nominations for Emeritus status, I am making the following recommendations:

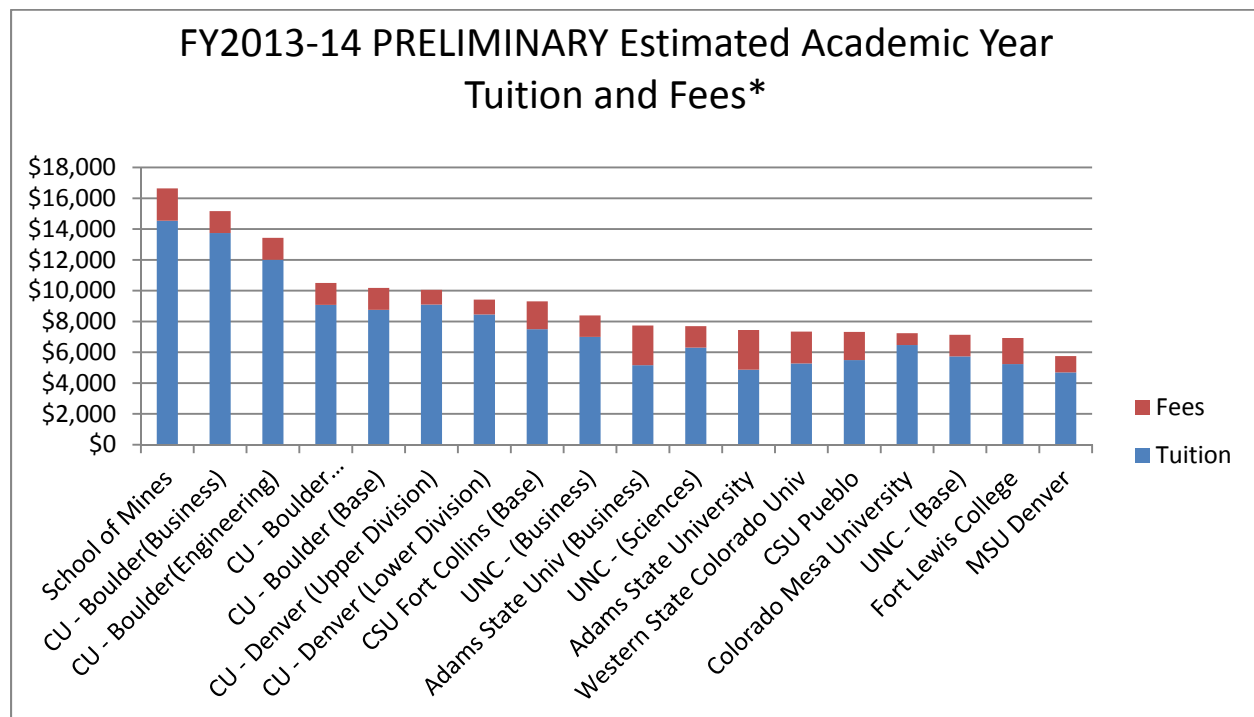
Dr. Gudrun Clay	Professor Emeritus: Modern Languages-German
Dr. Rudy Garcia	Professor Emeritus: Modern Languages-Spanish
Dr. Alain Ranwez	Professor Emeritus: Modern Languages-French

[Handwritten signature]
5/28/13

AGENDA ITEM: Proposed FY 2013-14 Student Charges

BACKGROUND:

Even though Colorado Higher Education will be receiving an increase in State funding in FY 2013-14, it is not sufficient to cover overall reductions in support in previous years and increase in costs. In order to recover from the past reductions, the majority of universities in Colorado will increase tuition. The proposed increases range from 5% to 16% with the average tuition increase equaling to \$565 per academic year for undergraduate resident students. MSU Denver, in accordance with its Financial Accountability Plan (FAP), is proposing a tuition increase of \$382 per academic year for undergraduate resident students. This increase will allow the University to fulfill its goals and initiatives outlined in the FAP of affordability and accessibility. While some universities have also reduced or closed their tuition windows to provide further financial relief to the institution, MSU Denver has maintained the window between 12 and 18 credit hours. This ensures accessibility and the timely graduation of students. MSU Denver remains the institution with the lowest tuition and fees in Colorado, providing our students with the greatest value in Colorado higher education.



* Information gathered from institutional CFO's and media sources and is subject to the institutional BOT approval.

ANALYSIS:

Undergraduate Tuition Rates

Resident:

In accordance with the University's maximum increase outlined in the Financial Accountability Plan (FAP), there is a proposed resident tuition rate increase of 9%, or \$16.10 per credit hour, capped at \$2,345.40 for 12 to 18 credit hours. The net impact of the proposed tuition increase and student fee changes results in a tuition and fee increase of 7.5% for a student taking 15 credit hours per semester.

The table below summarizes the above tuition fee increase for the Resident tuition rate:

Undergraduate Standard Resident - Student Share:					
	Semester			Academic Year	
At 15 hours	FY13	Proposed FY14		FY13	Proposed FY14
Tuition	2,152.20	2,345.40		4,304.40	4,690.80
Mandatory Fees	518.46	526.46		1,036.92	1,052.92
Total	2,670.66	2,871.86		5,341.32	5,743.72
\$ Change		201.20			402.40
% Change		7.50%			7.50%

Resident ASSET Bill qualified Students

Per SB13-033 (ASSET Bill), all MSU Denver undocumented students, as defined within this bill, are eligible for in-state tuition rates. The tuition rate for undocumented students equals that of the undergraduate resident tuition rate including its proposed increase of 9%. The net affect for these students is almost 30% reduction in tuition and fees from FY13.

Non-Resident

Standard Non-Resident

A tuition rate for all students qualifying as out-of-state is proposed to increase by 5% or \$33.30 per credit hour capped at \$8,392.20 for 12 to 18 credit hours. The net impact of the proposed tuition increase and student fee changes results in a tuition and fee increase of 4.8% for a student taking 15 credit hours per semester.

Undergraduate Out of State - Student Share:				
	Semester		Academic Year	
At 15 hours	FY13	Proposed FY14	FY13	Proposed FY14
Tuition	7,992.60	8,392.20	15,985.20	16,784.40
Mandatory Fees	518.46	526.46	1,036.92	1,052.92
Total	8,511.06	8,918.66	17,022.12	17,837.32
\$ Change		407.60		815.20
% Change		4.80%		4.80%

Colorado High School/GED

MSU Denver has identified approximately 10 students who have F1 or other visa status and therefore, do not qualify for the ASSET rate. Since they previously qualified for the CO High School rate, the University will grandfather this rate for current students, but will not process new students on this rate. The University is currently identifying these students and others and their anticipated graduation date to establish a time limit for this tuition rate. Once these students are no longer attending, the University will sunset this rate.

Western Interstate Commission for Higher Education and Western Undergraduate Exchange (WICHE-WUE)

The Western Undergraduate Exchange allows students from 14 western states to attend MSU Denver and pay 150 percent of the total in-state resident tuition. The participating states are: Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington and Wyoming. Student acceptance in this program is not guaranteed, but for students who meet all the requirements the savings is significant compared to standard non-resident tuition. The WICHE-WUE rate is projected to increase by 7.5%. This is consistent with the percent increase for resident total tuition.

Undergraduate WICHE-WUE - Student Share:				
	Semester		Academic Year	
At 15 hours	FY13	Proposed FY14	FY13	Proposed FY14
Tuition	4,623.36	4,958.16	9,246.72	9,916.32
Mandatory Fees	518.46	526.46	1,036.92	1,052.92
Total	5,141.82	5,484.62	10,283.64	10,969.24
\$ Change		342.80		685.60
% Change		6.70%		6.70%

Extended Campus will mirror the above undergraduate tuition and fee changes with 9% for Resident and 5% for Standard Non-resident.

Accelerated Nursing as presented to the board in the April budget assumptions is not proposing a tuition increase for FY 2013-14.

Student Mandatory Fees

Over the academic year, the total fee increase to the students was \$16. Increases in Student Fees are:

- Student Affairs Fee - It is proposed that there be a Consumer Price Index (CPI) increase of 2.0% from \$38.20 to \$38.95 for Part-time and from \$61.60 to \$62.85 for Full-time. This increase is based on an average of the 2012 actual CPI rate and the Colorado Legislative Council's 2013 March estimated CPI rate.
- The Student Government Assembly (SGA) approved two referendums in relation to student mandatory fees:
 - Phoenix Center - the continuation of the mandatory \$2 fee charged to all students.
 - Athletic Fee – Increase the fee from \$29.55 per semester to \$33.30.
- Auraria Campus students additionally voted to continue the RTD pass program, which involved an increase to the RTD fee from \$74 to \$77 per semester.

Graduate Tuition Rates

Masters of Accountancy

Masters of Accountancy has two components to accommodate the 3+2 program: 1) Tuition which is the same as Undergraduate rate and 2) Graduate Course Fee

- **Tuition:**
For the resident graduate tuition, the proposed tuition rate increase is the same as undergraduate program, with an increase of \$16.10 per credit hour or 9% (from \$179.35 to \$195.45), capped at 12 credit hours. For non-resident students this increase is \$33.30 per credit hour, which is the same as undergraduate program.
- **Graduate Course Fee:**
The proposed increase to the program fee is \$16.90 per credit hour or 9% (from \$187.90 to \$204.80), capped at 12 credit hours for both resident and non-resident students.

The tables below summarize the tuition and fee proposed increases for the Master of Accountancy for both resident and non-resident graduate students:

Masters of Accountancy Resident - Tuition and Fees				
	Semester		Academic Year	
		Proposed		Proposed
At 15 hours	FY 13	FY14	FY 13	FY14
Tuition	\$ 2,152.20	\$ 2,345.40	\$ 4,304.40	\$ 4,690.80
Graduate Course Fee	\$ 2,254.80	\$ 2,457.60	\$ 4,509.60	\$ 4,915.20
Mandatory Fees	\$ 518.46	\$ 526.46	\$ 1,036.92	\$ 1,052.92
Total	\$ 4,925.46	\$ 5,329.46	\$ 9,850.92	\$ 10,658.92
\$ Change		\$ 404.00		\$ 808.00
% Change		8.20%		8.20%

Masters of Accountancy Non-resident - Tuition and Fees				
	Semester		Academic Year	
		Proposed		Proposed
At 15 hours	FY 13	FY14	FY 13	FY14
Tuition	\$ 7,992.60	\$ 8,392.20	\$ 15,985.20	\$ 16,784.40
Graduate Course Fee	\$ 2,254.80	\$ 2,457.60	\$ 4,509.60	\$ 4,915.20
Mandatory Fees	\$ 518.46	\$ 526.46	\$ 1,036.92	\$ 1,052.92
Total	\$ 10,765.86	\$ 11,376.26	\$ 21,531.72	\$ 22,752.52
\$ Change		\$ 610.40		\$ 1,220.80
% Change		5.67%		5.67%

Masters of Teaching Education and Masters of Social Work

The proposed tuition increase is the same as undergraduate program at 9% for resident and 5% for non-resident students. This is an increase of \$29.50 per credit per semester (from \$327.70 to \$357.20) for resident students and an increase of \$37.25 per credit per semester for non-resident students.

The tables below summarize the above proposed increase for Masters of Teaching Education and Masters of Social Work:

Masters of Teacher Education and Social Work				
Resident - Tuition and Fees				
	Semester		Academic Year	
		Proposed		Proposed
At 15 hours	FY 13	FY14	FY 13	FY14
Tuition	\$ 3,932.40	\$ 4,286.40	\$ 7,864.80	\$ 8,572.80
Mandatory Fees	\$ 518.46	\$ 526.46	\$ 1,036.92	\$ 1,052.92
Total	\$ 4,450.86	\$ 4,812.86	\$ 8,901.72	\$ 9,625.72
\$ Change		\$ 362.00		\$ 724.00
% Change		8.13%		8.13%

Masters of Teacher Education and Social Work				
Non-resident - Tuition and Fees				
	Semester		Academic Year	
		Proposed		Proposed
At 15 hours	FY 13	FY14	FY 13	FY14
Tuition	\$ 8,942.40	\$ 9,389.40	\$ 17,884.80	\$ 18,778.80
Mandatory Fees	\$ 518.46	\$ 526.46	\$ 1,036.92	\$ 1,052.92
Total	\$ 9,460.86	\$ 9,915.86	\$ 18,921.72	\$ 19,831.72
\$ Change		\$ 455.00		\$ 910.00
% Change		4.81%		4.81%

Since the graduate programs have completed their third year, the University will conduct an analysis, beginning in Fall 2013, to determine the best tuition model to keep the program self-supporting while being affordable at a competitive rate.

Program Fees

The following program fees have already been approved by the students and are presented to the Board for approval:

- Theater Department - \$3.00 increase to \$5.00 per credit hour
- Psychology Program - \$.84 increase to \$1.00 per credit hour
- Math Peer Study – establishing new fee of \$90.00 per class per student
- Journalism Program - \$1.50 increase to \$3.00 per credit hour
- Integrated Therapeutic Practices Program - establishing new fee of \$1.00 per credit hour
- Human Performance and Sports Program - \$3.33 increase to \$5.00 per credit hour
- Criminal Justice & Criminology Program – establishing new fee of \$1.00 per credit hour
- Art Department Program (ARTH and ARTE) - \$3.63 increase to \$10.00 per credit hour
- Art Department Program (ART and CDES) - \$9.63 increase to \$16.00 per credit hour
- Aviation & Aerospace Science Program - \$12.01 to \$20.00 per credit hour

AUTHORITY:

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

RECOMMENDATION:

The Board of Trustees Finance Committee recommends to the Board of Trustees for approval of the FY 2013-14 Estimated Initial Operating Budget for MSU Denver as presented.

Metropolitan State University of Denver
Proposed Undergraduate Tuition Schedule for Fall 2013, Spring 2014, and Summer 2014
Student's Share of Tuition

Table A

STANDARD RESIDENT					
Credit Hours	FY 2013 Rates	9.00% Increase	Proposed FY 2014 Rates	% Change	Incremental Credit hour Change
1	\$179.35	\$16.10	\$195.45	9.00%	
2	\$358.70	\$32.20	\$390.90	9.00%	\$195.45
3	\$538.05	\$48.30	\$586.35	9.00%	\$195.45
4	\$717.40	\$64.40	\$781.80	9.00%	\$195.45
5	\$896.75	\$80.50	\$977.25	9.00%	\$195.45
6	\$1,076.10	\$96.60	\$1,172.70	9.00%	\$195.45
7	\$1,255.45	\$112.70	\$1,368.15	9.00%	\$195.45
8	\$1,434.80	\$128.80	\$1,563.60	9.00%	\$195.45
9	\$1,614.15	\$144.90	\$1,759.05	9.00%	\$195.45
10	\$1,793.50	\$161.00	\$1,954.50	9.00%	\$195.45
11	\$1,972.85	\$177.10	\$2,149.95	9.00%	\$195.45
12	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$195.45
13	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$0.00
14	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$0.00
15	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$0.00
16	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$0.00
17	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$0.00
18	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$0.00

STANDARD NONRESIDENT					
Credit Hours	FY 2013 Rates	5.00% Increase	Proposed FY 2014 Rates	% Change	Incremental Credit hour Change
1	\$666.05	\$33.30	\$699.35	5.00%	
2	\$1,332.10	\$66.60	\$1,398.70	5.00%	\$699.35
3	\$1,998.15	\$99.90	\$2,098.05	5.00%	\$699.35
4	\$2,664.20	\$133.20	\$2,797.40	5.00%	\$699.35
5	\$3,330.25	\$166.50	\$3,496.75	5.00%	\$699.35
6	\$3,996.30	\$199.80	\$4,196.10	5.00%	\$699.35
7	\$4,662.35	\$233.10	\$4,895.45	5.00%	\$699.35
8	\$5,328.40	\$266.40	\$5,594.80	5.00%	\$699.35
9	\$5,994.45	\$299.70	\$6,294.15	5.00%	\$699.35
10	\$6,660.50	\$333.00	\$6,993.50	5.00%	\$699.35
11	\$7,326.55	\$366.30	\$7,692.85	5.00%	\$699.35
12	\$7,992.60	\$399.60	\$8,392.20	5.00%	\$699.35
13	\$7,992.60	\$399.60	\$8,392.20	5.00%	\$0.00
14	\$7,992.60	\$399.60	\$8,392.20	5.00%	\$0.00
15	\$7,992.60	\$399.60	\$8,392.20	5.00%	\$0.00
16	\$7,992.60	\$399.60	\$8,392.20	5.00%	\$0.00
17	\$7,992.60	\$399.60	\$8,392.20	5.00%	\$0.00
18	\$7,992.60	\$399.60	\$8,392.20	5.00%	\$0.00

RESIDENT ASSET BILL					
Credit Hours	FY 2013 Rates	9.00% Increase	Proposed FY 2014 Rates	% Change	Incremental Credit hour Change
1	\$179.35	\$16.10	\$195.45	9.00%	
2	\$358.70	\$32.20	\$390.90	9.00%	\$195.45
3	\$538.05	\$48.30	\$586.35	9.00%	\$195.45
4	\$717.40	\$64.40	\$781.80	9.00%	\$195.45
5	\$896.75	\$80.50	\$977.25	9.00%	\$195.45
6	\$1,076.10	\$96.60	\$1,172.70	9.00%	\$195.45
7	\$1,255.45	\$112.70	\$1,368.15	9.00%	\$195.45
8	\$1,434.80	\$128.80	\$1,563.60	9.00%	\$195.45
9	\$1,614.15	\$144.90	\$1,759.05	9.00%	\$195.45
10	\$1,793.50	\$161.00	\$1,954.50	9.00%	\$195.45
11	\$1,972.85	\$177.10	\$2,149.95	9.00%	\$195.45
12	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$195.45
13	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$0.00
14	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$0.00
15	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$0.00
16	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$0.00
17	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$0.00
18	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$0.00

WICHE-WUE				
Credit Hours	FY 2013 Rates	Proposed FY 2014 Rates	Incremental Credit hour Change	
1	\$362.03	\$389.18		
2	\$724.06	\$778.36	\$389.18	
3	\$1,086.09	\$1,167.54	\$389.18	
4	\$1,448.12	\$1,556.72	\$389.18	
5	\$1,810.15	\$1,945.90	\$389.18	
6	\$2,172.18	\$2,335.08	\$389.18	
7	\$2,534.21	\$2,724.26	\$389.18	
8	\$2,896.24	\$3,113.44	\$389.18	
9	\$3,258.27	\$3,502.62	\$389.18	
10	\$3,620.30	\$3,891.80	\$389.18	
11	\$3,982.33	\$4,280.98	\$389.18	
12	\$4,344.36	\$4,670.16	\$389.18	
13	\$4,437.36	\$4,766.16	\$96.00	
14	\$4,530.36	\$4,862.16	\$96.00	
15	\$4,623.36	\$4,958.16	\$96.00	
16	\$4,716.36	\$5,054.16	\$96.00	
17	\$4,809.36	\$5,150.16	\$96.00	
18	\$4,902.36	\$5,246.16	\$96.00	

NONRESIDENT CO HIGH SCHOOL/GED*				
Credit Hours	FY 2013 Rates	Proposed FY 2014 Rates	Incremental Credit hour Change	
1	\$ 279.86	\$ 305.05		
2	\$ 559.72	\$ 610.10	\$ 305.05	
3	\$ 839.58	\$ 915.15	\$ 305.05	
4	\$ 1,119.44	\$ 1,220.20	\$ 305.05	
5	\$ 1,399.30	\$ 1,525.25	\$ 305.05	
6	\$ 1,679.16	\$ 1,830.30	\$ 305.05	
7	\$ 1,959.02	\$ 2,135.35	\$ 305.05	
8	\$ 2,238.88	\$ 2,440.40	\$ 305.05	
9	\$ 2,518.74	\$ 2,745.45	\$ 305.05	
10	\$ 2,798.60	\$ 3,050.50	\$ 305.05	
11	\$ 3,078.46	\$ 3,355.55	\$ 305.05	
12	\$ 3,358.32	\$ 3,660.60	\$ 305.05	
13	\$ 3,431.72	\$ 3,740.60	\$ 80.00	
14	\$ 3,505.12	\$ 3,820.60	\$ 80.00	
15	\$ 3,578.52	\$ 3,900.60	\$ 80.00	
16	\$ 3,651.92	\$ 3,980.60	\$ 80.00	
17	\$ 3,725.32	\$ 4,060.60	\$ 80.00	
18	\$ 3,798.72	\$ 4,140.60	\$ 80.00	

* Tuition increase of 9% (\$25.19 per credit hour) has been calculated for the Colorado High School/GED Non-Resident Category.

Metropolitan State University of Denver
Proposed Undergraduate Fees Schedule for Fall 2013, Spring 2014, and Summer 2014

Table B

Credit Hour	FY 2013 Fees	Student Affairs Fee	Intercollegiate Athletics	Health Services	Immuniz Fee	AHEC Facilities Bond Fee	Metro Bond Fee	Clean Energy Fee	RTD Bus Pass	Phoenix Center Fee	Total Preliminary FY 2014 Fees
		a	b						c		
1	238.98	38.95	33.30	31.20	2.00	37.23	19.80	5.00	77.00	2.00	\$ 246.48
2	258.78	38.95	33.30	31.20	2.00	37.23	39.60	5.00	77.00	2.00	\$ 266.28
3	278.58	38.95	33.30	31.20	2.00	37.23	59.40	5.00	77.00	2.00	\$ 286.08
4	307.70	38.95	33.30	31.20	2.00	46.55	79.20	5.00	77.00	2.00	\$ 315.20
5	327.50	38.95	33.30	31.20	2.00	46.55	99.00	5.00	77.00	2.00	\$ 335.00
6	370.70	62.85	33.30	31.20	2.00	46.55	118.80	5.00	77.00	2.00	\$ 378.70
7	401.87	62.85	33.30	31.20	2.00	57.92	138.60	5.00	77.00	2.00	\$ 409.87
8	421.67	62.85	33.30	31.20	2.00	57.92	158.40	5.00	77.00	2.00	\$ 429.67
9	441.47	62.85	33.30	31.20	2.00	57.92	178.20	5.00	77.00	2.00	\$ 449.47
10	461.27	62.85	33.30	31.20	2.00	57.92	198.00	5.00	77.00	2.00	\$ 469.27
11	481.07	62.85	33.30	31.20	2.00	57.92	217.80	5.00	77.00	2.00	\$ 489.07
12	518.46	62.85	33.30	31.20	2.00	75.51	237.60	5.00	77.00	2.00	\$ 526.46
13	518.46	62.85	33.30	31.20	2.00	75.51	237.60	5.00	77.00	2.00	\$ 526.46
14	518.46	62.85	33.30	31.20	2.00	75.51	237.60	5.00	77.00	2.00	\$ 526.46
15	518.46	62.85	33.30	31.20	2.00	75.51	237.60	5.00	77.00	2.00	\$ 526.46
16	518.46	62.85	33.30	31.20	2.00	75.51	237.60	5.00	77.00	2.00	\$ 526.46
17	518.46	62.85	33.30	31.20	2.00	75.51	237.60	5.00	77.00	2.00	\$ 526.46
18	518.46	62.85	33.30	31.20	2.00	75.51	237.60	5.00	77.00	2.00	\$ 526.46

a- Student Affairs Fee a proposed 2% CPI Increase (.75 increase up to 5 credit hours and \$1.25 increase for 6 credit hours and higher)

b-Intercollegiate Athletics Fees student approved increase of \$3.75 from \$29.55 to \$33.30

c- \$3 student approved increase for the AHEC RTD Buss Pass Fee

Metropolitan State University of Denver
Board of Trustees Meeting
Thursday, June 6, 2013

Agenda Item VI.F.i.a.
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Action Item

Metropolitan State University of Denver
Proposed Undergraduate Tuition and Fees Schedule for Standard Rates Fall 2013, Spring 2014, and Summer 2014
Effective Fall 2013

Table C

Credit Hours	<u>Resident Tuition</u>				<u>Student Fees</u>				<u>Total Cost Resident</u>			
	Fall 2012	9% Incr Fall 2013	Dollar Change	Percent Change	Fall 2012	Fall 2013	Dollar Change	Percent Change	Fall 2012	Fall 2013	Dollar Change	Percent Change
1	179.35	195.45	16.10	9.00%	238.98	246.48	7.50	3.10%	418.33	441.93	23.60	5.60%
2	358.70	390.90	32.20	9.00%	258.78	266.28	7.50	2.90%	617.48	657.18	39.70	6.40%
3	538.05	586.35	48.30	9.00%	278.58	286.08	7.50	2.70%	816.63	872.43	55.80	6.80%
4	717.40	781.80	64.40	9.00%	307.70	315.20	7.50	2.40%	1,025.10	1,097.00	71.90	7.00%
5	896.75	977.25	80.50	9.00%	327.50	335.00	7.50	2.30%	1,224.25	1,312.25	88.00	7.20%
6	1,076.10	1,172.70	96.60	9.00%	370.70	378.70	8.00	2.20%	1,446.80	1,551.40	104.60	7.20%
7	1,255.45	1,368.15	112.70	9.00%	401.87	409.87	8.00	2.00%	1,657.32	1,778.02	120.70	7.30%
8	1,434.80	1,563.60	128.80	9.00%	421.67	429.67	8.00	1.90%	1,856.47	1,993.27	136.80	7.40%
9	1,614.15	1,759.05	144.90	9.00%	441.47	449.47	8.00	1.80%	2,055.62	2,208.52	152.90	7.40%
10	1,793.50	1,954.50	161.00	9.00%	461.27	469.27	8.00	1.70%	2,254.77	2,423.77	169.00	7.50%
11	1,972.85	2,149.95	177.10	9.00%	481.07	489.07	8.00	1.70%	2,453.92	2,639.02	185.10	7.50%
12	2,152.20	2,345.40	193.20	9.00%	518.46	526.46	8.00	1.50%	2,670.66	2,871.86	201.20	7.50%
13	2,152.20	2,345.40	193.20	9.00%	518.46	526.46	8.00	1.50%	2,670.66	2,871.86	201.20	7.50%
14	2,152.20	2,345.40	193.20	9.00%	518.46	526.46	8.00	1.50%	2,670.66	2,871.86	201.20	7.50%
15	2,152.20	2,345.40	193.20	9.00%	518.46	526.46	8.00	1.50%	2,670.66	2,871.86	201.20	7.50%
16	2,152.20	2,345.40	193.20	9.00%	518.46	526.46	8.00	1.50%	2,670.66	2,871.86	201.20	7.50%
17	2,152.20	2,345.40	193.20	9.00%	518.46	526.46	8.00	1.50%	2,670.66	2,871.86	201.20	7.50%
18	2,152.20	2,345.40	193.20	9.00%	518.46	526.46	8.00	1.50%	2,670.66	2,871.86	201.20	7.50%

Resident Tuition is shown net of COF Stipend

Credit Hours	<u>Non-Resident (Standard) Tuition</u>				<u>Student Fees</u>				<u>Total Cost Non-Resident (Standard)</u>			
	Fall 2012	5% Incr Fall 2013	Dollar Change	Percent Change	Fall 2012	Fall 2013	Dollar Change	Percent Change	Fall 2012	Fall 2013	Dollar Change	Percent Change
1	666.05	699.35	33.30	5.00%	238.98	246.48	7.50	3.10%	905.03	945.83	40.80	4.50%
2	1,332.10	1,398.70	66.60	5.00%	258.78	266.28	7.50	2.90%	1,590.88	1,664.98	74.10	4.70%
3	1,998.15	2,098.05	99.90	5.00%	278.58	286.08	7.50	2.70%	2,276.73	2,384.13	107.40	4.70%
4	2,664.20	2,797.40	133.20	5.00%	307.70	315.20	7.50	2.40%	2,971.90	3,112.60	140.70	4.70%
5	3,330.25	3,496.75	166.50	5.00%	327.50	335.00	7.50	2.30%	3,657.75	3,831.75	174.00	4.80%
6	3,996.30	4,196.10	199.80	5.00%	370.70	378.70	8.00	2.20%	4,367.00	4,574.80	207.80	4.80%
7	4,662.35	4,895.45	233.10	5.00%	401.87	409.87	8.00	2.00%	5,064.22	5,305.32	241.10	4.80%
8	5,328.40	5,594.80	266.40	5.00%	421.67	429.67	8.00	1.90%	5,750.07	6,024.47	274.40	4.80%
9	5,994.45	6,294.15	299.70	5.00%	441.47	449.47	8.00	1.80%	6,435.92	6,743.62	307.70	4.80%
10	6,660.50	6,993.50	333.00	5.00%	461.27	469.27	8.00	1.70%	7,121.77	7,462.77	341.00	4.80%
11	7,326.55	7,692.85	366.30	5.00%	481.07	489.07	8.00	1.70%	7,807.62	8,181.92	374.30	4.80%
12	7,992.60	8,392.20	399.60	5.00%	518.46	526.46	8.00	1.50%	8,511.06	8,918.66	407.60	4.80%
13	7,992.60	8,392.20	399.60	5.00%	518.46	526.46	8.00	1.50%	8,511.06	8,918.66	407.60	4.80%
14	7,992.60	8,392.20	399.60	5.00%	518.46	526.46	8.00	1.50%	8,511.06	8,918.66	407.60	4.80%
15	7,992.60	8,392.20	399.60	5.00%	518.46	526.46	8.00	1.50%	8,511.06	8,918.66	487.60	5.70%
16	7,992.60	8,392.20	399.60	5.00%	518.46	526.46	8.00	1.50%	8,511.06	8,918.66	567.60	6.70%
17	7,992.60	8,392.20	399.60	5.00%	518.46	526.46	8.00	1.50%	8,511.06	8,918.66	647.60	7.60%
18	7,992.60	8,392.20	399.60	5.00%	518.46	526.46	8.00	1.50%	8,511.06	8,918.66	727.60	8.50%

Academic Year (Fall and Spring) at 15 Credit Hours

Resident	4,304.40	4,690.80	386.40	9.0%	1,036.92	1,052.92	16.00	1.5%	5,341.32	5,743.72	402.40	7.50%
Nonresident	15,985.20	16,784.40	799.20	5.0%	1,036.92	1,052.92	16.00	1.5%	17,022.12	17,837.32	815.20	4.80%

Metropolitan State University of Denver
Board of Trustees Meeting
Thursday, June 6, 2013

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Action Item

Metropolitan State University of Denver
Proposed Graduate Tuition Schedule for Fall 2013, Spring 2014, and Summer 2014

Table D

Masters in Accountancy

RESIDENT														
Tuition						Graduate Fee					Total Rate			
Credit Hours	FY2013 Tuition Rates	9.00% Tuition Increase	Proposed FY2014 Tuition Rate	% Change	Tuition Incremental Credit hour Change	FY2013 Graduate Course Fee Rates	9.00% Fee Increase	Proposed FY2014 Fee Rate	% Change	Fee Incremental Credit hour Change	FY2014 Total Rates	Total Increase	Proposed FY2014 Rate	% Incremental Credit hour Change
1	\$179.35	\$16.10	\$195.45	9.00%		\$187.90	\$16.90	\$204.80	9.00%		\$367.25	\$33.00	\$400.25	9.00%
2	\$358.70	\$32.20	\$390.90	9.00%	\$195.45	\$375.80	\$33.80	\$409.60	9.00%	\$204.80	\$734.50	\$66.00	\$800.50	9.00%
3	\$538.05	\$48.30	\$586.35	9.00%	\$195.45	\$563.70	\$50.70	\$614.40	9.00%	\$204.80	\$1,101.75	\$99.00	\$1,200.75	9.00%
4	\$717.40	\$64.40	\$781.80	9.00%	\$195.45	\$751.60	\$67.60	\$819.20	9.00%	\$204.80	\$1,469.00	\$132.00	\$1,601.00	9.00%
5	\$896.75	\$80.50	\$977.25	9.00%	\$195.45	\$939.50	\$84.50	\$1,024.00	9.00%	\$204.80	\$1,836.25	\$165.00	\$2,001.25	9.00%
6	\$1,076.10	\$96.60	\$1,172.70	9.00%	\$195.45	\$1,127.40	\$101.40	\$1,228.80	9.00%	\$204.80	\$2,203.50	\$198.00	\$2,401.50	9.00%
7	\$1,255.45	\$112.70	\$1,368.15	9.00%	\$195.45	\$1,315.30	\$118.30	\$1,433.60	9.00%	\$204.80	\$2,570.75	\$231.00	\$2,801.75	9.00%
8	\$1,434.80	\$128.80	\$1,563.60	9.00%	\$195.45	\$1,503.20	\$135.20	\$1,638.40	9.00%	\$204.80	\$2,938.00	\$264.00	\$3,202.00	9.00%
9	\$1,614.15	\$144.90	\$1,759.05	9.00%	\$195.45	\$1,691.10	\$152.10	\$1,843.20	9.00%	\$204.80	\$3,305.25	\$297.00	\$3,602.25	9.00%
10	\$1,793.50	\$161.00	\$1,954.50	9.00%	\$195.45	\$1,879.00	\$169.00	\$2,048.00	9.00%	\$204.80	\$3,672.50	\$330.00	\$4,002.50	9.00%
11	\$1,972.85	\$177.10	\$2,149.95	9.00%	\$195.45	\$2,066.90	\$185.90	\$2,252.80	9.00%	\$204.80	\$4,039.75	\$363.00	\$4,402.75	9.00%
12	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$195.45	\$2,254.80	\$202.80	\$2,457.60	9.00%	\$204.80	\$4,407.00	\$396.00	\$4,803.00	9.00%
13	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$0.00	\$2,254.80	\$202.80	\$2,457.60	9.00%	\$0.00	\$4,407.00	\$396.00	\$4,803.00	9.00%
14	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$0.00	\$2,254.80	\$202.80	\$2,457.60	9.00%	\$0.00	\$4,407.00	\$396.00	\$4,803.00	9.00%
15	\$2,152.20	\$193.20	\$2,345.40	9.00%	\$0.00	\$2,254.80	\$202.80	\$2,457.60	9.00%	\$0.00	\$4,407.00	\$396.00	\$4,803.00	9.00%

NONRESIDENT														
Tuition*						Graduate Fee					Total Rate			
Credit Hours	FY2013 Tuition Rates	5.00% Tuition Increase	Proposed FY2014 Tuition Rate	% Change	Tuition Incremental Credit hour Change	FY2013 Graduate Course Fee Rates	9.00% Fee Increase	Proposed FY2014 Fee Rate	% Change	Fee Incremental Credit hour Change	FY2013 Total Rates	Total Increase	Proposed FY2014 Rate	% Incremental Credit hour Change
1	\$666.05	\$33.30	\$699.35	5.00%		\$187.90	\$16.90	\$204.80	9.00%		\$853.95	\$50.20	\$904.15	5.88%
2	\$1,332.10	\$66.60	\$1,398.70	5.00%	\$699.35	\$375.80	\$33.80	\$409.60	9.00%	\$204.80	\$1,707.90	\$100.40	\$1,808.30	5.88%
3	\$1,998.15	\$99.90	\$2,098.05	5.00%	\$699.35	\$563.70	\$50.70	\$614.40	9.00%	\$204.80	\$2,561.85	\$150.60	\$2,712.45	5.88%
4	\$2,664.20	\$133.20	\$2,797.40	5.00%	\$699.35	\$751.60	\$67.60	\$819.20	9.00%	\$204.80	\$3,415.80	\$200.80	\$3,616.60	5.88%
5	\$3,330.25	\$166.50	\$3,496.75	5.00%	\$699.35	\$939.50	\$84.50	\$1,024.00	9.00%	\$204.80	\$4,269.75	\$251.00	\$4,520.75	5.88%
6	\$3,996.30	\$199.80	\$4,196.10	5.00%	\$699.35	\$1,127.40	\$101.40	\$1,228.80	9.00%	\$204.80	\$5,123.70	\$301.20	\$5,424.90	5.88%
7	\$4,662.35	\$233.10	\$4,895.45	5.00%	\$699.35	\$1,315.30	\$118.30	\$1,433.60	9.00%	\$204.80	\$5,977.65	\$351.40	\$6,329.05	5.88%
8	\$5,328.40	\$266.40	\$5,594.80	5.00%	\$699.35	\$1,503.20	\$135.20	\$1,638.40	9.00%	\$204.80	\$6,831.60	\$431.40	\$7,263.00	6.31%
9	\$5,994.45	\$299.70	\$6,294.15	5.00%	\$699.35	\$1,691.10	\$152.10	\$1,843.20	9.00%	\$204.80	\$7,685.55	\$511.40	\$8,197.00	6.65%
10	\$6,660.50	\$333.00	\$6,993.50	5.00%	\$699.35	\$1,879.00	\$169.00	\$2,048.00	9.00%	\$204.80	\$8,539.50	\$591.40	\$9,130.90	6.93%
11	\$7,326.55	\$366.30	\$7,692.85	5.00%	\$699.35	\$2,066.90	\$185.90	\$2,252.80	9.00%	\$204.80	\$9,393.45	\$671.40	\$10,064.85	7.15%
12	\$7,992.60	\$399.60	\$8,392.20	5.00%	\$699.35	\$2,254.80	\$202.80	\$2,457.60	9.00%	\$204.80	\$10,247.40	\$751.40	\$11,000.00	7.33%
13	\$7,992.60	\$432.90	\$8,392.20	5.00%	\$0.00	\$2,254.80	\$202.80	\$2,457.60	9.00%	\$0.00	\$10,247.40	\$831.40	\$11,078.80	8.11%
14	\$7,992.60	\$466.20	\$8,392.20	5.00%	\$0.00	\$2,254.80	\$202.80	\$2,457.60	9.00%	\$0.00	\$10,247.40	\$602.40	\$10,849.80	5.88%
15	\$7,992.60	\$499.50	\$8,392.20	5.00%	\$0.00	\$2,254.80	\$202.80	\$2,457.60	9.00%	\$0.00	\$10,247.40	\$602.40	\$10,849.80	5.88%

*Tuition part of the Master of Accountancy should be the same as the undergraduate rate; therefore, the increase is 9% for Resident and 5% for Non-Resident.

Metropolitan State University of Denver
Proposed Graduate Tuition Schedule for Fall 2013, Spring 2014, and Summer 2014

Table E

Masters in Teacher Education and Social Work

RESIDENT					
Credit Hours	FY 2013 Rates	9.00% Increase	Proposed FY 2014 Rates	% Change	Incremental Credit hour Change
1	\$327.70	\$29.50	\$357.20	9.00%	
2	\$655.40	\$59.00	\$714.40	9.00%	\$357.20
3	\$983.10	\$88.50	\$1,071.60	9.00%	\$357.20
4	\$1,310.80	\$118.00	\$1,428.80	9.00%	\$357.20
5	\$1,638.50	\$147.50	\$1,786.00	9.00%	\$357.20
6	\$1,966.20	\$177.00	\$2,143.20	9.00%	\$357.20
7	\$2,293.90	\$206.50	\$2,500.40	9.00%	\$357.20
8	\$2,621.60	\$236.00	\$2,857.60	9.00%	\$357.20
9	\$2,949.30	\$265.50	\$3,214.80	9.00%	\$357.20
10	\$3,277.00	\$295.00	\$3,572.00	9.00%	\$357.20
11	\$3,604.70	\$324.50	\$3,929.20	9.00%	\$357.20
12	\$3,932.40	\$354.00	\$4,286.40	9.00%	\$357.20
13	\$3,932.40	\$354.00	\$4,286.40	9.00%	\$0.00
14	\$3,932.40	\$354.00	\$4,286.40	9.00%	\$0.00
15	\$3,932.40	\$354.00	\$4,286.40	9.00%	\$0.00

NONRESIDENT					
Credit Hours	FY 2013 Rates	5.00% Increase	Proposed FY 2014 Rates	% Change	Incremental Credit hour Change
1	\$745.20	\$37.25	\$782.45	5.00%	
2	\$1,490.40	\$74.50	\$1,564.90	5.00%	\$782.45
3	\$2,235.60	\$111.75	\$2,347.35	5.00%	\$782.45
4	\$2,980.80	\$149.00	\$3,129.80	5.00%	\$782.45
5	\$3,726.00	\$186.25	\$3,912.25	5.00%	\$782.45
6	\$4,471.20	\$223.50	\$4,694.70	5.00%	\$782.45
7	\$5,216.40	\$260.75	\$5,477.15	5.00%	\$782.45
8	\$5,961.60	\$298.00	\$6,259.60	5.00%	\$782.45
9	\$6,706.80	\$335.25	\$7,042.05	5.00%	\$782.45
10	\$7,452.00	\$372.50	\$7,824.50	5.00%	\$782.45
11	\$8,197.20	\$409.75	\$8,606.95	5.00%	\$782.45
12	\$8,942.40	\$447.00	\$9,389.40	5.00%	\$782.45
13	\$8,942.40	\$447.00	\$9,389.40	5.00%	\$0.00
14	\$8,942.40	\$447.00	\$9,389.40	5.00%	\$0.00
15	\$8,942.40	\$447.00	\$9,389.40	5.00%	\$0.00

AGENDA ITEM: FY 2013-14 Revenue Increases with Base and Non-Base Increased Expenses

BACKGROUND:

Attached for your review is the proposed FY 2013-14 Operating Budget per the budget parameters approved in the April 04, 2013 BOT meeting.

The annual budget allocation process includes the use of multiple funding sources as follows:

- State Funds
 - New Revenue from Tuition, College Opportunity Fund (COF Stipend), and Fee For Services (FFS).
 - Internal Reallocations.
 - Prior Year (FY2012-13) Estimated Fund Balance (for one-time expenses).
- Auxiliary Funds
 - Metro Bond Fee designated for Scholarships and for academic department equipment and the enhancement and renovations of classrooms (student approved).
 - Masters programs.
 - All other Auxiliary Revenues, such as Administrative Service Recharge (ASR Fund).

FISCAL ANALYSIS:

Operating and State Support Revenue

The Fiscal Year 2013-14 operating revenue estimates have been developed considering the following assumptions:

- No enrollment growth for undergraduate programs.
- A 9% tuition increase for undergraduate and graduate resident students and 5% tuition increase for undergraduate and graduate non-resident students.
- COF Stipend has increased from \$62 to \$64 per credit hour.
- The University will be implementing the ASSET Bill (SB 13-033).

The Operating Budget for FY2013-14 has been developed to distribute the following Base and Non-Base resources:

- \$9,700,096 new revenue from Tuition, COF Stipend, and Fee For Service for Base expenses.
- \$5,000,000 is for Non-Base allocations from the Fiscal Year 2012-13 estimated Fund Balance.
- \$2,802,165 is from internal reallocation.
- \$3,500,000 from Metro Bond Fee, of which \$2,500,000 is for students' scholarship and \$1,000,000 toward classroom and instructional equipment.

The following table shows summary components of additional Base revenue of \$9,700,096 available for MSU Denver Fiscal Year 2013-14 allocations:

			FY2012-13 Initial Budget	FY2012-13 SB-13-230 & April Est.	FY2013-14 Beginning Est. Budget	FY2013-14 Anticipated Change
1	Base State Support:					
2	College Opportunity Fund (COF)	\$	31,220,100	30,072,480	31,357,440	1,284,960
3	Fee For Service (FFS)		5,761,905	6,909,525	7,870,653	961,128
4	Subtotal Base State Support		\$ 36,982,005	36,982,005	39,228,093	2,246,088
5	Estimated Operating Revenue:					
6	Student Share of Tuition, Resident		86,674,123	82,510,510	89,936,457	7,425,947
7	Student Share of Tuition, Resident ASSET Bill				712,025	712,025
8	Tuition Revenue Non-Resident		7,455,715	7,795,253	8,200,012	404,759
9	Tuition Revenue Non-Resident Co High School/GED		338,453	1,143,632	54,909	(1,088,723)
10	Bad Debt (Contra Revenue)		(2,150,666)	(2,150,666)	(2,150,666)	0
11	Use of Reserved Fund-Base			3,018,896	3,018,896	0
12	Other Than Tuition Revenue (OTT)		4,694,676	4,694,676	4,694,676	0
13						
14	Subtotal Tuition Revenue and OTT		\$ 97,012,301	97,012,301	104,466,309	7,454,008
15						
16	Total Available for Base Allocation		\$ 133,994,306	133,994,306	143,694,402	9,700,096

Operating Expenses (Uses)

Recommended additions to the University's Base operating expenses by NACUBO's categories include \$4,037,979 toward Instruction, \$416,399 Academic Support, \$527,113 Student Services, \$1,264,103 Institutional Support, with \$2,332,512 for shortfall reserve. The following table summarizes the additional and total distribution of the University's estimated Base State Funds:

Summary of Proposed General Fund Base Budget for FY2013-14			State Support and General Funds			
			Base	New	Total Initial Base Budget	% of Total
1	Sources of Funds					
2						
3	State Support-College Opportunity Fund (COF) & Fee For Service (FFS)	\$	36,982,005	2,246,088	39,228,093	27.30%
4						
5	Est. Resident Tuition Revenue with 9% increase for FY14 & Flat Enrollment		82,510,510	8,137,972	90,648,482	63.08%
6	Est. Non-Resident Tuition Revenue with 5% increase for FY14 & Flat Enrollment		8,938,885	(683,964)	8,254,921	5.74%
7	Bad Debt (Contra Revenue)		(2,150,666)	0	(2,150,666)	-1.50%
8						
9	Other Than Tuition Revenue (OTT)		4,694,676	0	4,694,676	3.27%
10						
11	Use of Reserve to cover FY13 enrollment shortfall		3,018,896	0	3,018,896	2.10%
12						
13	Total of State Support and General Funds		\$ 133,994,306	9,700,096	143,694,402	100.00%
14						
15						
16	Uses/Distribution of Expenditures by NACUBO and Major Categories					
17						
18	Instruction	\$	70,005,886	4,037,979	74,043,865	51.53%
19	Academic Support		10,730,895	416,399	11,147,294	7.76%
20	Student Services*		14,441,885	527,113	14,968,998	10.42%
21	Institutional Support		15,698,262	1,264,103	16,962,365	11.80%
22	Operation and Maintenance of Plant (OMP)		3,375,824	10,221	3,386,045	2.36%
23	Scholarship		5,409,391	0	5,409,391	3.76%
24	Health Care Reform and Reserve		548,163	2,913,279	3,461,442	2.41%
25	AHEC		9,474,401	382,322	9,856,723	6.86%
26	Library		3,990,431	90,644	4,081,075	2.84%
27	Risk Management		319,168	58,036	377,204	0.26%
28						
29	Total Summary Distributions		\$ 133,994,306	9,700,096	143,694,402	100.00%

*Student Services category has been reduced by the amount of bad debt moved to the Contra Revenue.

The following table outlines New Base and Non-Base available sources for the estimated proposed FY 2013-14 budget distributions:

			Base New revenue	Base Internal Reallocation	Non-Base Prior Year Fund Balance	Total Available Base & Non-Base
1	Sources					
2	Tuition Increases	\$	7,454,008			7,454,008
3	COF Stipend and Fee For Services		2,246,088			2,246,088
4	Estimated Prior Year Fund Balance				5,000,000	5,000,000
5	Available Budget Reallocation for fringe pool and new positions			2,802,165		2,802,165
6	Total State and General Fund	\$	9,700,096	2,802,165	5,000,000	17,502,261

Institutional allocations of available State Funds for Base and Non-Base expenditures include \$8,156,205 in labor related expenditures and \$9,346,056 in other institution wide, reserved, and OCE expenditures for each Division per the following:

- A total of \$4,495,550 set aside for the faculty compensation increases and new positions using both new State Funds and internal reallocation per summary below:
 - Tenure/Tenure track faculty compensation totaling \$2,700,509 or 5.87% total increase.
 - A total of 3% increase including a 2% increase for inflation = \$870,746 and an additional 1% increase to move toward goal of 50% above and below CUPA = \$435,373
 - Equity adjustments for Faculty to 85% of CUPA = \$13,383
 - Promotions (33 from Asst. to Assoc.; 3 from Assoc. to Prof.) = \$183,000
 - Post-Tenure review (22 PTRs) = \$53,680
 - 3% Increase for the Summer Faculty = \$75,070
 - Fringe increase of \$1,069,257
 - Affiliate and Category II faculty a total of \$1,210,641 or 12.28% total increase.
 - Base funded Affiliate Faculty = \$500,000
 - 3% increase for Affiliate Faculty = \$359,417
 - Fringe benefit increase of \$351,224
 - All the above increases for affiliate faculty add up to 12.28% increase.
 - Six new base funded Tenure Track Faculty positions = \$510,000
 - New Base = \$170,000
 - Internal Reallocation = \$340,000
 - One new base Cat II (Internal Reallocation) = \$74,400
- Administrative compensation for a total of \$1,848,005 (New Base & Internal Reallocation)
 - 2% increase for inflation = \$429,525
 - Equity for Administrators to 85% CUPA = \$43,488
 - Fringe benefit increase = \$514,891
 - New Base = \$154,911

- Internal Reallocation = \$359,980
 - New staffing needs = \$800,101
 - Additional 11.7 Base FTEs to address staffing needs of various departments in order to continue progress in MSU Denver's strategic initiatives
 - IT competitive compensation adjustments (Internal Reallocation) = \$60,000
- Classified personnel for a total of \$1,231,883 (Base & Internal Reallocation)
 - 2% compensation increase = \$239,406
 - Merit increase (calculation of this merit increase is under evaluation and development) = \$258,648
 - Salary range adjustments (IT & Others) = \$239,695
 - New Base = \$211,621
 - Internal Reallocation = \$28,074
 - Internal reallocation fringe benefit increase = \$494,134
- Health Care Reform = \$580,767
- Enrollment Shortfall Reserve of \$2,332,512.
- AHEC base increase = \$382,322
- Library base increase= \$90,644
- Risk Management increase = \$58,036
- OCE distributions for each Division for a total of \$6,482,542, from this amount \$5,000,000 is Non-Base or One-time expenses. The majority of increases are for Academic Affairs' Professional Development, Academic Affairs' maintenance, Academic Computing Technology projects, site licensing and software, marketing and advertising efforts with a focus on enrollment, and Diversity awards.

The next table is a summary of FY 2013-14 proposed Base and Non-Base State Funds budget distributions:

FY14 Summary Additional State Funds Proposed Distributions		New	Internal Base Realloc	FTE	Non-Base Phase I	Total State Base and Non-Base
1	Uses/Requests:					
2	Labor/Personnel					
3	Faculty Compensation					
4	Tenure/Tenure-track Faculty (total of 5.87% Incr):					
5	Faculty Salary (2%)-Inflation, plus Benefits & Summer Fac.	945,816				945,816
6	1% Move CUPA Distribution toward 50%	435,373				435,373
7	Faculty Equity to 85% of CUPA, Promotions, PTRs, Tenures	250,063				250,063
8	Fringe Benefit Incr to 24% from 22% & CHEIBA annual	327,547	741,710			1,069,257
9	Base fund Affiliate fac. plus fringe Incr to 18.5% from 14.5%	500,000	351,224			851,224
10	3% Affiliate Fac Comp Incr.	359,417				359,417
11	New Full Time Faculty Positions & One NEW Cat,II	170,000	414,400	7.00		584,400
12	Subtotal Faculty Compensation	2,988,216	1,507,334	7.00	0	4,495,550
13	Administrator Compensation					
14	Salary - Inflation, plus Benefits plus Equity to 85% of CUPA	473,013				473,013
15	Increase fringe % to 24% of sal (from curr 22%) & CHEIBA	154,911	359,980			514,891
16	New Position-Benefit Data Technician-AFF	61,000		1.00		61,000
17	New Positions-ASA, includes Lab Coordinator, Acad. Advisors, & LAS Marketing & Comm Coord.		352,643	5.50		352,643
18	New Position-Academic Computing	66,250		1.00		66,250
19	New Position-President's, Marketing and Communication	110,000		1.00		110,000
20	New Position-President's, CAVEA Technical Support	79,300		1.00		79,300
21	New Positions and cont. support - AER	130,908		2.20		130,908
22	IT Competitive Compensation Adjustments		60,000			60,000
23	Subtotal Administrator Positions	1,075,382	772,623	11.70	0	1,848,005
24	Classified Staff Compensation					
25	Salary Across the Board (2%), plus benefits	239,406				239,406
26	Salary - Merit, plus benefits	258,648				258,648
27	Est. Salary Range Adjust (IT and Others) plus health Ins Inc	211,621	123,840			335,461
28	Increase fringe % to 29% of salary (from current 25%)		398,368			398,368
29	Subtotal Classified Positions	709,675	522,208	0.00	0	1,231,883
30	Health Care Reform					
31	Federal Reinsurance Fee (\$5.25/month/covered life)	207,000				207,000
32	Patient Centered Outcome Fee (\$2/year/covered life)	6,600				6,600
33	Reserve for Possible Penalties & fines; faculty	367,167				367,167
34	Subtotal Health Care Reform	580,767	0	0.00	0	580,767
35						
36	Subtotal Personnel Budget Requests	5,354,040	2,802,165	18.70	0	8,156,205
37	Non-Labor/Non-Personnel					
38	Other Institution Wide/Reserved					
39	AHEC; (Operating, Salary Incr and 2.0 new Officers)	382,322				382,322
40	Library	90,644				90,644
41	Risk Management	58,036				58,036
42	Enrollment Shortfall Reserve (for 2% enrollment decline)	2,332,512				2,332,512
43	Subtotal Other Institution Wide	2,863,514	0	0.00	0	2,863,514
44	OCE Incremental Inc (per 3-year average)					
45	Academic and Student Affairs (ASA)	913,284	0	0.00	1,707,607	2,620,891
46	President (PRS)	146,779	0	0.00	969,000	1,115,779
47	Advancement & External Relations (AER)	123,427	0	0.00	418,400	541,827
48	Admin, Finance and Facilities (AFF)	299,052	0	0.00	1,904,993	2,204,045
49	Subtotal of Divisional OCE (Non-Personnel) Requests	1,482,542	0	0.00	5,000,000	6,482,542
50						
51	Subtotal Non-Personnel Budget Requests	4,346,056	0	0.00	5,000,000	9,346,056
52						
53	Total FY 14 Budget Requests	9,700,096	2,802,165	18.70	5,000,000	17,502,261

Operating – Summary of All Auxiliary Funds

Per the following table, the total Auxiliary Revenue for FY 2013-14 is estimated to be \$34,866,788:

FY14 Auxiliary Revenue Estimate				
Assuming No Enrollment Growth for Undergraduate & 26.2% Increase for Graduate				
		FY2012	FY2013	FY2014
		Actuals	Projected	Projected
Student Affairs	\$	3,737,995	3,596,989	3,658,573
Athletics		1,501,819	1,459,337	1,636,827
Extended Campus		4,096,692	4,374,119	4,571,325
Health Center		5,770,089	5,365,229	5,365,229
Information Technology		352,184	-	-
Internet Fee		445,356	-	-
Admin Recharge		3,412,395	3,483,580	3,584,736
Accelerated Nursing		990,919	1,479,189	1,362,647
Metro Bond Fee				
70% Fund, Principal & Interest		7,419,559	7,502,923	7,502,923
20% Scholarship from Bond Fee		1,739,849	1,760,912	1,760,912
10% FF&E from Bond Fee		869,925	880,455	880,455
Subtotal Metro Bond Fee	\$	10,029,333	10,144,290	10,144,290
Masters Programs		1,343,245	2,142,435	2,887,197
Other		1,968,518	1,655,964	1,655,964
Total	\$	33,648,545	33,701,132	34,866,788

The total increase of around \$1.16 million is due in part to the following:

- Masters Programs Tuition and Enrollment Increases = \$744,762
- Extended Campus Tuition Increase = \$197,206
- Student Affairs Fee CPI Increase = \$61,584
- Athletics Fee Increase = \$177,490

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

RECOMMENDATION:

The Board of Trustees Finance Committee recommends to the Board of Trustees for approval of the FY 2013-14 Estimated Initial Operating Budget for MSU Denver as presented.



ALUMNI ASSOCIATION UPDATE

Robert Morrill

MSU Denver Alumni Association Board of Directors

June 2013

The Alumni Imperative

The Imperative is an organizational movement that calls for an Integrated Advancement Team that creatively nurtures and supports alumni engagement and philanthropy through University programming, communication, and philanthropic opportunities (time and treasure).

The Imperative will support the Alumni Discovery Program, which will affect and manage a significant shift in the philanthropic culture of MSU Denver by engaging alumni in a personal and purposeful way.

The Imperative will build relevant relationships internally that will grow and shape opportunities with MSU Denver alumni that have measurable, attainable outcomes including Roadrunner connections, financial support, and volunteer engagement.

The Imperative and Alumni Discovery fits within the Tri-Board retreat outcome of defining our goal to become a political and financial force for MSU Denver.

Excellent progress continues in building or strengthening the infrastructure to support all advancement functions.

Two staff visited University of California –San Diego for a first-hand look at their Discovery Team, Development/Alumni team, the annual fund operation and the data management systems.

Affinity License Plates

Collection of the MSCD plates from the DMV offices is underway. The new plates should be available by the end of June. The plate features the Roadrunner logo and MSU Denver as a word mark.

An aggressive marketing plan is being implemented by the Association.

Alumni Travel Program

The Golf Trip to Scotland has been cancelled. There was strong interest but no commitments.

The trip to Italy is successfully on its way. We will offer two trips next year and are building pre-trip programming to supplement the cultivation of relationships.

Career Services

The alumni career program continues to provide much needed services to our base, and increasingly is a partner across campus to serve our students. Again, demand is exceeding capacity, so we are seeking ways to provide outstanding service in creative ways.

Lindsey Day has resigned her position to pursue other opportunities. We are currently reviewing the best options to proceed in delivering the programs and services to our alumni. In the short term, we have contracted to make sure that the personal career counseling appointments can be met.

Commencement

The Class of '13 brings the total alumni base to nearly 76,000 (the official count will be finalized after grad audit this summer). The class is the largest in University history – an anticipated 1,860 graduates. The Alumni Association again sold flowers and gifts for graduates. We raised an estimated \$6,500 for the scholarship fund and Student Alumni Association.

Events team

We have created an Imperative Events Team which provides a standard format for the 160+ events that the Alumni Office supports or sponsors annually. The team will save significant human and financial resources for the Division, Foundation and Alumni Association.

Enrollment Management

We continue to seek opportunities to partner and to create programming that will support the recruitment and retention. At the last meeting, this report mentioned that this may take the shape of new programs and services, and will most definitely include the chance to have alumni involved as a group and individuals in the life cycle of alumni-in-training.

History Committee

We have secured the three departments to test the data collection process: Technical Communication, Accounting, and History. Each department has assigned a representative to work with the committee.

An academic component has been added with a special section in social documentary this fall. This class will have students work with the departments to build their histories.

We will host Governor Roy Romer on June 10 for an interview and tour of campus.

We are on track for our 200 interviews by the time MSU Denver turns 50 (2015-16).

Homecoming

Homecoming Saturday is February 15, 2014. Planning for 2014 is underway.

National Collegiate Philanthropy Day

MSU Denver led an effort to develop a tri-institutional committee to coordinate the day. The concept is to raise student awareness of the importance of philanthropy, and to raise scholarship funds. We will host a philanthropy day each semester.

Projects/Events on the horizon

- The 50th Anniversary is starting to ramp up for 2015-16
- The Plain & Fancy Ball discussions are underway. Among the topics, is what should the event look and feel like? Does it need a refresh? How to staff it?

Noteworthy:

Living and Addressable Alumni – 69,142*

Total alumni including deceased, no contact, no valid address YTD 74,303 *

*does not include the Spring Class of 2013

Active Emails – 34,763*

AGENDA ITEM: **Office of Human Resources report of personnel actions for the Board's information, which have occurred since the last Board Meeting on April 4, 2013.**

BACKGROUND: Report of personnel actions which have occurred since the last Board agenda of April, 2013. Temporary appointments, resignations, terminations, retirements, transitional retirements, reassignments, reclassifications, leave without pay, non-renewal, and final sabbatical reports which are delegated to the President and do not require approval by the Board.

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

APPOINTMENTS

Ms. Chuc Hua, Payroll Specialist, Annual Salary: \$44,316.00 at .50FTE – Effective April 1, 2013. (TEMPORARY/ADMINISTRATIVE)

Ms. Rita Bernice Contreras, Interim Assistant to the Associate to the President for Marketing & Communications/Chief of Staff, Annual Salary: \$60,000.00 – Effective April 22, 2013. (TEMPORARY/ADMINISTRATIVE)

RESIGNATIONS

Ms. Melanie Proulx, Central Registration/DDGrant - Registration/Project Coordinator, Effective March 31, 2013.
(Accepted position outside of University)

Ms. Kathryn Maas, Graduate Admissions Coordinator, Effective April 5, 2013.
(Accepted position outside of University)

Mr. Jacob Kasper, Coordinator for Student Conflict Resolution Services and Academic Integrity, Effective April 19, 2013.
(Accepted position outside of University)

Ms. Stefanie Gerber Darr, Gallery Manager, Effective April 19, 2013.
(Accepted position outside of University)

Ms. Audrey Lucero, Accounts Payable Specialist, Effective April 25, 2013.
(Personal Reasons)

Ms. Valorie Maes, VUB Site Coordinator, Effective April 30, 2013.
(Personal Reasons)

Ms. Angela Bender, Employment and Recruitment Manager, Effective April 30, 2013.
(Accepted position outside of University)

Ms. Carolina Robledo-Iregui, Scholarship Counselor, Effective April 30, 2013.
(Personal Reasons)

Ms. Koren Henson, PAT Assistant Coordinator for Data & Technology, Effective May 1, 2013.
(Personal Reasons)

Ms. Regina G. Presley, Academic Advisor - School of Business, Effective May 3, 2013.
(Accepted position outside of University)

Ms. Lindsey Day, Assistant Director of Alumni Career Services, Effective May 17, 2013.
(Accepted position outside of University)

Dr. Katherine M. Sauer, Assistant Professor of Economics, Effective May 18, 2013.
(Contract Ended)

Ms. Rebecca Meares, Interim Head Men's & Women's Tennis Coach, Effective June 28, 2013.
(Personal Reasons)

Ms. Kathy Clark, Certificate Minor Coordinator, Effective June 30, 2013.
(Contract Ended)

Ms. Barbara Hughes, BHS Program Coordinator & Academic Advisor, Effective July 20, 2013.
(Personal Reasons)

Dr. Theresa Miyashita, Assistant Professor of Human Performance and Sport, Effective August 1, 2013.
(Accepted position outside of University)

Dr. Ana Maria Medina, Assistant Professor of Modern Language, Effective August 1, 2013.
(Personal Reasons)

Ms. Katherine Deditz, Transfer Admissions Counselor, Effective August 9, 2013.
(Attending Graduate School)

Ms. Marilyn Hoffman, Employment Development/Outreach Coordinator, Effective June 30, 2013.
(Contract Ended)

RETIREMENT

Dr. Nancy S. Bailey, Professor of Reading, Effective May 18, 2013.

Dr. Sidney A. Freudenstein, Chair - Professor of Physics, Effective June 30, 2013.

Ms. Rona Cantor, Central Registration/Training Grants & Marketing Manager, Effective July 1, 2013.

Ms. Patricia H. Lohman, Director, Immigrant Student Services, Effective July 1, 2013.

Mr. James F. Cole, Lecturer of Political Science, Effective May 31, 2013.

Dr. John H. Monnett, Instructor of History, Effective June 30, 2013.

LEAVE WITHOUT PAY WITH BENEFITS

Dr. Lisa Badanes, Assistant Professor of Psychology, August 19, 2013 through November 8, 2013.

Dr. Haiyun Bian, Assistant Professor of Mathematical and Computer Sciences, August 19, 2013 through May 18, 2014.

Dr. Lawrence F. Glatz, Professor of German, August 1, 2013 through December 31, 2013.

REASSIGNMENTS

Ms. Samantha Kalinowski, Statistical Analyst, Annual Salary: \$54,678.00 – Effective March 1, 2013. (FROM CLASSIFIED TO ADMINISTRATIVE)

Mr. Christopher Kimmett, Unix Systems Programmer, Annual Salary: \$58,351.00 – Effective May 1, 2013. (FROM CLASSIFIED TO ADMINISTRATIVE)

Ms. Lorri Wray, Fiscal Manager and Budget Analyst for the President's Office, Annual Salary: \$61,500.00 – Effective April 1, 2013. (FROM Administration, Finance & Facilities Administrative Assistant (\$45,877.00) TO Fiscal Manager and Budget Analyst for the President's Office (\$61,500.00)

POSITION STATUS

Dr. Marilyn A. Hetzel, Chair - Professor of Theatre, Annual Salary: \$107,051.00 – Effective June 1, 2013. (Back from Sabbatical Leave and returning to Chair duties effective June 1, 2013)

TRANSITIONAL RETIREMENT

Dr. Sidney A. Freudenstein, Chair - Professor of Physics, Effective August 13, 2013.
(Retired June 30, 2013)