

METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES
Committee Meetings & Board Meeting
February 6-7, 2013

Wednesday, February 6, 2013

Student Success Building, Trustees Boardroom, 440A

Finance Committee: 12:30 p.m. – 2:00 p.m.

Academics & Student Affairs Committee: 2:00 p.m. – 4:00 p.m.

Governance Committee: 4:00 p.m. – 5:00 p.m.

Thursday, February 7, 2013

Student Success Building, 400A

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

Public Meeting: 9:00 a.m. – 12:00 p.m.

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

Board Meeting

Thursday, February 7, 2013

Executive Session: 7:30-9:00, SSB 440A

Public Meeting: 9:00-11:00, 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); concerning the acquisition of property as a gift, confidential pursuant to C.R.S. § 24-6-402 (3) (a) (I) (2012).

III. CONSENT AGENDA:

- A. Approval of November 29, 2012 Board Meeting Minutes
- B. Office of Human Resources Report of Personnel Actions for the Board's information which have occurred since the last meeting on November 29, 2012
- C. Tenure for Dr. Mark Potter

IV. PRESENTATIONS:

- A. Dashboard Presentation – *Ellen Boswell and Natalie Lutes*
- B. OWOW Update - *Tom Cech, Director*

V. REPORTS AND ACTION ITEMS:

- A. Chair's report: *Vice Chair Michelle Lucero*
- B. President's Report: *President Stephen Jordan*
- C. Legislative Report: *Christine Staberg, Capstone Group, LLC*
 - President Stephen Jordan
 - Asset legislation
 - Ban on weapons on campuses
- D. Governance Committee: *Trustee Melody Harris*
- E. Academics & Student Affairs Committee: *Vice Chair Michelle Lucero*
- F. Finance Committee: *Trustee Ellen Robinson*
- 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*

VI. INFORMATION ITEMS:

- A. Office of Human Resources of Personnel Actions for the Board's information which have occurred since the last meeting on November 29, 2012

VII. PUBLIC COMMENT:

VIII. ADJOURNMENT

METROPOLITAN STATE COLLEGE of DENVER
BOARD OF TRUSTEES
Thursday, November 29, 2012
Board Minutes

The Board of Trustees meeting was **called to order** at 9:13 a.m. by Board Vice Chair Michelle Lucero. She was joined by Trustee Bookhardt, Trustee Pogge, Trustee Robinson, and Trustee Isenberg. Trustee Carroll joined the meeting via telephone. Faculty Trustee Sullivan, Student Trustee Altum, and Alumni Representative Morrill were also in attendance, along with President Jordan and Board Secretary Loretta P. Martinez, various faculty, administrators and staff.

The first order of business was the **approval of the Consent Agenda**. Vice Chair Lucero asked for a **motion to approve** the consent agenda, deferring item D.ii, the History and Culture of Egypt study abroad course, and item E, removal of Appendix A from the Handbook for Professional Personnel. Trustee Robinson moved, **with a second** by Student Trustee Jesse Altum and Trustee Carroll. The motion was **unanimously approved**.

Vice Chair Lucero asked Dr. Jordan to introduce two speakers whose presentations at today's meeting will emphasize and exemplify courage.

Special Presentations: Dr. Jordan expressed appreciation to Representative Crisanta Duran for being an outstanding advocate of MSU Denver. Rep. Duran was invited to this Board meeting but was called unexpectedly to the Capitol and is unable to join the Board today.

Dr. Jordan stated that, last summer, when the University had begun the process around the Colorado undocumented student tuition proposal and the Attorney General opined against it, Congressman Polis on his own initiative, requested that the Congressional Research Service (CRS) review the proposal from their perspective. Upon its review, the CRS agreed with the University, that undocumented students are paying a fee for service and not receiving a public benefit. Dr. Jordan introduced Sue Windels, representing Congressman Jared Polis, and Stephanie Davila-Syner, representing Congresswoman Diana DeGette.

Sue Windels stated that education is Congressman Polis's number one issue, having served on the State Board of Education prior to becoming a congressman and also having opened two New America Schools to help undocumented students get their high school diplomas. Ms. Windels said that Congressman Polis sends his congratulations and his thanks to Metro for being so bold and courageous in pursuing this issue.

Stephanie Davila-Syner stated that Congresswoman DeGette sends her support and her thanks for Metro having taken the lead in pushing this critical issue forward.

Vice Chair Lucero expressed the deep appreciation of the Board, faculty, and students for the work of the congresspersons.

Vice Chair Lucero then turned to the presentation of the 2012 Brand Audit.

2012 Brand Audit: Cathy Lucas reminded the Board that Sector Brands was hired to undertake a brand audit for the University, following the institution's name change in July 2012, and introduced Chuck Gross of Sector Brands. Mr. Gross reported on the results of the audit.

Mr. Gross stated that this is the third audit in which Sector has been involved; the prior ones were completed in 2009 and 2006, and the three-year interval has yielded a good amount of data. Sector Brands' assignment was to conduct brand research, including the University's shortened name, its tag line, its image, awareness of its top programs and awards. Among the stakeholders surveyed were students, faculty, staff, alumni, the Board of Trustees, the Foundation Board, the Community Cabinet, a large focus group in the Latino community, and employers who had hired either an intern or graduate of the institution. Some interviews were one on one; an online survey gathered over 2000 responses.

The reputation of the institution continues to grow stronger. More than 70% of internal and external audiences rate it Good to Excellent. 60% of internal and 50% of external audiences believe the institution's reputation has been enriched over the last three years due to Dr. Jordan's leadership, the name change, adding the word 'University,' outreach to the Latino community, new buildings, graduate programs, and increased marketing. Lingering stigmas are open enrollment and educational quality.

The institution's image in the Latino community is that MSU Denver is welcoming and nurturing, as compared to how this audience feels treated at other institutions. However, some Latino students view MSU Denver as a fallback choice, and not a first-tier choice of schools. They do believe MSU Denver is a critical institution for members of their community to get out of poverty by earning a degree.

The institution's reputation with employers is rising as well. Most believe the University is moving in the right direction, especially in the last three years. The name change and the University's stance on undocumented students have put MSU Denver in the spotlight and employers are hearing more about it. On the flip side, however, some view the institution as serving students who wouldn't be able to go to college elsewhere, and believe that "if it costs less, it can't be as good."

A cornerstone of preeminence is pride. 90% of alumni, faculty, and staff, and 85% of students report that they are proud to be connected to this institution.

Mr. Gross summed up the core messages of the survey as follows:

Internally the majority agree that MSUD provides a high quality education. The Latino community has concerns about retention and graduation rate. Employers are not familiar enough with the University to judge the quality of its education.

The University's focus on diversity expands beyond socioeconomic and age. This is the University that provides more access to learning opportunities for individuals with disabilities

and an inclusive and supportive environment for the GLBT community, and instructors who teach here come from diverse backgrounds.

As regards the institution having a community impact and being a vital resource to Colorado's economy, interpretation varied. Some respondents quoted the number of alumni who stay in Colorado; others looked at the personal transformation of students. Close to half of respondents believe MSUD is a vital resource contributing to overall workforce development and that MSUD provides relevant courses and degrees.

The University's best known academic programs today are Teacher Education, Criminal Justice, Hotel and Hospitality Learning. Aviation and Aerospace is well known internally but externally only 25% know about it, which indicates work to be done there. The Center for Urban Education and other initiatives are not as well known.

The University's most important impact on Colorado is giving an opportunity to students who otherwise couldn't attend college, accessibility and affordability of a high-quality education; educating the workforce of tomorrow; and having the most graduates.

Mr. Gross's top line recommendations based on the data gathered from the survey is as follows:

- Strengthen the focus on high quality by emphasizing the quality of instructors, class instruction and programs.
- Expand the definition of diversity by showcasing a broader range of individuals, people with disabilities, BLGT, and courses and programs reflecting diversity.
- Clarify the institution's impact in three key ways:

Impact on Students' Lives. Make sure the story doesn't end with "MSUD is where you go if you couldn't go elsewhere." Demonstrate the outcomes of the students who graduate here, as a result of graduating from this University. Move to the outcome and provide more highlights of personal outcomes.

You fuel Colorado's economy. Be more specific and clear about the partnerships and broader impact you have on industry.

MSUD is an Urban Land Grant institution committed to addressing real-world urban problems. Demonstrate real-world problems and solutions and your impact in specific areas. Connect MSUD to owning urban, real-world issues.

- Move forward the descriptors "bold," "courage," and "leadership." MSUD has always been an early adopter and pioneer. Demonstrate this more as part of your brand.
- Move from "real world" to "relevant." MSUD has become a very relevant institution; your stance on undocumented students is one way you put yourself on the front page.

Leverage that. Do this related to diversity. The workplace is becoming more diverse; this is the institution where students have more diverse classrooms. That's a benefit, so play that up. Demonstrate the tangible impact you have on "relevant."

- Own "urban" in a bold new way. Be bold and declare the University a center for urban excellence. What goes on here doesn't only impact the students; it impacts the city, it becomes a model for other places locally, nationally, and internationally.
- Consider changing the tag line. Evaluate "We Educate Colorado." It's not inspirational enough and does not capture the deep commitment the University has on the community.
- Enhance Latino and cultural marketing and leverage those connections. Demonstrate them as role models for this University. Demonstrate not just that you have HIS as a commitment, but share those stories. Expand beyond the Latino community to other communities; share personal stories as well.
- Shore up internal audiences. Be ambassadors for the University; be continually updated with what's going on here so you can be ambassadors. Keep Board members updated on what's going on here in terms of awards, impact, transformational stories. Get more of MSUD out into the community by telling the MSUD story.

Mr. Gross then responded to questions regarding the survey. Board comments included how to get out the word to employers about the quality and external audiences of MSU Denver's education.

Mr. Gross summed up by saying that the key takeaways from this research and analysis are that the focus should be on the quality of education offered at MSU Denver, the impact it has on the student, and the impact the graduate and the University have on the community.

Vice Chair Lucero asked what the next steps are. Ms. Lucas responded that they include addressing a new tag line, working on a campaign to enhance brand, using a variety of marketing ideas in a more integrated approach. She estimated that she would have something to share with the Board at its February or April meeting.

ACTION ITEMS

Performance Contract with CCHE. Dr. Jordan reminded the Board that the Colorado Commission of Higher Education is charged with developing a Master Plan for Colorado postsecondary education and ensuring such plan is implemented through Performance Contracts. At the Board's Retreat on October 18, 2012, the Board met with CCHE Commissioners, Lieutenant Governor Joe Garcia and Dr. Matt Gianneschi to discuss statewide performance indicators and the performance contract process. Subsequently, General Counsel and President Jordan met with Commissioners Haynes, Scott and Dr. Gianneschi to finalize a set of indicators. The conversations focused on changes to two indicators: Indicator 3.5, and the distinction between our Indicators 1.7 and 3.1, which are critical to work in tandem.

President Jordan requested that the Board adopt the proposed Performance Contract indicators and extend to President Jordan the latitude to make whatever adjustments become necessary subject to the final decisions of the Commission. President Jordan stated he does not believe any changes would be substantive but that if they become substantive, he would return to the Board for input and guidance. Vice Chair Lucero asked for a **motion to approve** the Performance Contract with CCHE. Trustee Pogge moved, **with a second** by Student Trustee Jesse Altum. The motion was **unanimously approved**.

Delegation of Approval of Selected Curricular Items per Section 5.3 of Trustees Policy Manual. President Jordan stated that the Board of Trustees Governance Committee has undertaken a review of the 2007 Trustee Policy Manual to try to determine what items the Board is currently required to approve that could be delegated, to allow the Board to focus its time in Board meetings on important policies and direction-setting. President Jordan and Provost Golich requested a temporary delegation of authority to the President to approve certain curricular items listed in Section 5.3 of the 2007 Trustee Policy Manual.

Vice Chair Lucero asked for a **motion to approve** the recommendation that the Board approve a delegation of authority to the President to approve certain curricular items per Section 5.3 of the Trustees Policy Manual. This delegation shall end if and when new policies for approval of curricular items are adopted by the Board or at such time as the Board may designate, whichever is earlier. Trustee Carroll moved, **with a second** by Trustee Bookhardt. The motion was **unanimously approved**.

Student Fee Policy. Trustee Robinson stated that this item stems from a statutory requirement to confirm that the institution has a student fee policy and requiring that an updated policy for any new or changes in student fees and their approval process be submitted to the Department of Higher Education. There have been no changes to the institution's approval process; changes to the document were minor and did not require student government approval. The Finance Committee recommends approval of the attached Student Fee Policy. Vice Chair Lucero asked for a **motion to approve** the attached Student Fee Policy. Trustee Robinson moved, **with a second** by Student Trustee Altum. The motion was **unanimously approved**.

REPORTS AND ACTION ITEMS:

Legislative Report: President Jordan introduced Mike Dino, the University's federal legislative liaison, from the firm of Patton Boggs. Mr. Dino stated that Metro's initiatives were wonderfully received in Washington, particularly its decision regarding undocumented students. Additionally, Mr. Dino's firm has been working on the emerging HSI issues, trying to educate Colorado's delegation as well as the Department of Education, on alternative criteria that might help emerging institutions like MSU Denver and accredit them appropriately.

Mr. Dino spent time over the last year with the FAA, fostering a partnership between MSU Denver's Aviation and Aerospace program and the FAA, and believes that MSU Denver is seen as one of the top aerospace and aviation institutions in the country. He will continue to encourage that relationship.

Mr. Dino said that collaboration is key to winning grants, and that MSU Denver's programs in Teacher Training, especially Urban Teacher Training, and its partnership with DPS stand it in good stead. STEM programs too will continue to evolve as they relate to higher education policy. Metro's degree programs, especially the Hotel and Hospitality Learning Center, are capturing a lot of attention in Washington as there is a lot of consternation in Washington over what college graduates are getting for what they pay to go to school and over what a degree is actually worth.

Mr. Dino said that, as regards the Fiscal Cliff, if the tax hikes aren't extended and the proposed cuts go through, the nation will be sent into another recession. The cut to higher education in general would be about \$153 million; financial aid would lose about \$140 million. The FDSL program would take a hit of about \$90 million and some of Metro's buildings were built with Build America bonds, so the subsidy would be cut by 7.6% under sequestration. Pell grants and the Student Loan Reserve Fund are not part of the sequestration.

In the new year, Mr. Dino believes that higher education reauthorization will be debated, which will be a big deal in terms of policy related to the STEM sciences, Pell grants, student debt, and possibly even the Dream Act as relates to immigration reform. Workforce and technical training legislation will probably be introduced this year. Accreditation is a big issue, mostly for nonprofits and online education which Metro does some of; but also the newer concept of massive, open, online courses. Congress is interested in looking at how to establish more accountability in that area.

Trustee Robinson asked if any of our delegation is on the committees negotiating on the Fiscal Cliff. Mr. Dino responded that Senator Bennett has been working closely with a small group of senators.

Vice Chair Lucero thanked Mr. Dino and called on Christine Staberg.

Ms. Staberg reported that the election resulted in the Senate makeup staying the same (20 Democrats and 15 Republicans); a few brand-new members were welcomed. There was a dramatic change in the House (37 Democrats and 28 Republicans), and an approximate 75% turnover on House committees. Ms. Staberg's team spent time over the summer and fall getting to know the new candidates and educating them on MSU Denver. Representative Crisanta Duran was selected for the JBC and Ms. Staberg has been providing her lots of information about the higher education budget and its impact here at Metro.

Ms. Staberg reminded the Board that the state budget for higher education is still hundreds of millions of dollars behind where it was a few years ago.

In the 2013 session, Ms. Staberg anticipates that the ASSET bill will be a top issue, and extensive discussions are under way now about what the bill should look like. Judy Diaz Bonacquisti, General Counsel Loretta Martinez, and President Jordan have all provided input on that legislation. There isn't yet a draft of the bill but Ms. Staberg will provide one as soon as it has been drafted.

Vice Chair Lucero thanked Ms. Staberg and turned to the Academics & Student Affairs Committee report.

Academics & Student Affairs Committee. Vice Chair Lucero reported that the discussion in yesterday's committee meeting was very engaging and that the committee is working on educational quality and student outcomes.

President's Report. President Jordan noted that the University's Holiday Card to the City will be held on Saturday, December 8, with over 300 performers. Sunday, December 16, is commencement at the Colorado Convention Center. Noel Gisel, who graduated from MSU Denver's Alternative Teacher Licensure Program, and who teaches Spanish at East High School, was awarded the World Language Teacher of the Year Award at the American Council in teaching of foreign language in Philadelphia, Pennsylvania. MSU Denver students clenched the top spot in the Rocky Mountain Regional Ethics Poll. Mark Hirshberger, a senior soccer player, was named Capital One Division Team All America of the Year for soccer. Mark has a 3.91 GPA and a double major in Business Marketing and Business Management.

President Jordan commended the Board for MSU Denver having received the NEWSSED Community Development Civil Rights Award, citing a host of initiatives that welcome and support students of color.

Vice Chair Lucero turned the meeting over to Trustee Robinson, and left the meeting.

Finance Committee Report. Vice Chair Robinson thanked President Jordan for his report and reported that the Finance Committee met in executive session to review the financial audits. The committee reviewed five different internal audits that 2+2 Masters in Accounting students oversee. The students identified meaningful risks, evaluated how to mitigate those risks, penetrated throughout the institution so that all different types of strategic and operational controls were evaluated, and did a great job of presenting to the committee. It was also the first one-year follow-up on a few of the audits with follow-up recommendations, and all the recommendations had been followed up on to the committee's satisfaction.

The Finance Committee also updated the Scorecard, and Vice Chair Robinson believes that by the next meeting the Committee will have a Scorecard that can be used at meetings.

Vice Chair Robinson turned to the Faculty Senate report, calling on Kamran Sahami.

Faculty Senate Report: Dr. Sahami reported that the Faculty Senate continues to work on a model for summer classes and pay, and are also in the midst of an all-faculty vote change to the Senate constitution to allow the representation of Category 2 and affiliate faculty on the Senate. The Faculty Senate is also working out the details and implementation of a new grading policy going into effect in the fall of 2013 which will limit the number of times students can replace their grades to 18 units. A review has begun of approximately 95 faculty portfolios for retention, tenure, and promotion.

Vice Chair Robinson thanked Dr. Sahami and turned to the Student Government Report.

Student Government Report: Laura Noe reported that Student Government has hosted Spirit Tuesdays, and is organizing several political events to talk about issues happening at the Capitol, and is reviewing the policy on food truck vendors as well as the policy on smoking on campus. Student Government is also investigating with AHEC more affordable parking options for students on campus. Vice Chair Robinson thanked Ms. Noe and asked for the Alumni Association report.

Alumni Report: Rob Morrill noted that Homecoming will occur before the Board's next meeting, and will include a number of great events. Vice Chair Robinson thanked Trustee Morrill and turned to the AHEC report.

AHEC Report: President Jordan thanked the AHEC staff, citing the terrific manner in which they handled a recent assault on a police officer on campus. Vice Chair Robinson turned to the Foundation report.

Foundation Report: VP Erin Trapp reported on several campaigns the Foundation Board is working on, and also noted that there will be a "First Friday" celebration at the Center for Visual Arts next Friday. Vice Chair Robinson thanked Ms. Trapp and turned to Trustee Isenberg.

INFORMATION ITEMS

Trustee Isenberg reported that the Hospitality Learning Center and the Hotel are doing extremely well. The Hotel is ahead of its projected revenue by over \$500,000 in its first four months of operations and is consequently ahead of its projected profits by \$400,000 for the same period. Also, sufficient cash flow is expected to be generated through the end of the year to pay the bond payments. The hotel is achieving close to 60% occupancy at \$159, and occupancy was budgeted at 50% at a rate of \$95.

PUBLIC COMMENT

Vice Chair Robinson opened the meeting to public comment. Hearing none, she asked for a **motion to adjourn**.

ADJOURNMENT

After a motion by Trustee Isenberg and a second by Student Trustee Jesse Altum, the Board Chair officially **adjourned** the meeting at 11:17 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 November 29, 2012.**

BACKGROUND: Report of personnel actions which have occurred since the last Board agenda of November, 2012. Initial appointments of non-temporary faculty and administrators, tenure, 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

Ms. Raenea Gomez, Graduation Evaluation, Registrar, Annual Salary: \$45,000.00 – Effective November 19, 2012. (ADMINISTRATIVE)

Ms. Genet Sebehat, Assistant Director of Admissions, Annual Salary: \$55,000.00 – Effective November 19, 2012. (ADMINISTRATIVE)

Ms. Kendra Heinrich, Assistant to the Registrar, Annual Salary: \$42,303.00 – Effective November 19, 2012. (ADMINISTRATIVE)

Ms. Farrah Danielle Forrest, Prior Learning Specialist, Center for Individualized Learning, Annual Salary: \$42,500.00 – Effective January 2, 2013. (ADMINISTRATIVE)

Mr. Brian J. Elizardi, College Completion Specialist, Center for Individualized Learning, Annual Salary: \$42,500.00 – Effective January 2, 2013. (ADMINISTRATIVE)

Ms. Annie Miller, Field Coordinator - Human Services, Annual Salary: \$51,000.00 – Effective January 2, 2013. (ADMINISTRATIVE)

Ms. Jennifer Dechant, Data Specialist - Administration, Finance & Facilities, Annual Salary: \$44,000.00 – Effective January 14, 2013. (ADMINISTRATIVE)

Ms. Susan R. Lowrance, Director, Center for Advanced Visualization & Experiential Analysis, Annual Salary: \$114,000.00 – Effective February 1, 2013. (ADMINISTRATIVE)

Mr. George M. Kilpatrick, University Ombuds Officer, Annual Salary: \$80,000.00 – Effective March 1, 2013. (ADMINISTRATIVE)

Mr. Alexandre Toussaint, Lab Coordinator - Aviation & Aerospace Science, Annual Salary: \$45,000.00 – Effective January 2, 2013. (ADMINISTRATIVE)

Ms. Hanh Tran, Payroll Specialist, Annual Salary: \$40,800.00 – Effective January 7, 2013. (ADMINISTRATIVE)

RECOMMENDED FOR TENURE

Dr. Mark Potter, Associate Professor of History/Associate Vice President for Academic and Civic Engagement.

AGENDA ITEM: **Tenure recommendation for Dr. Mark Potter, Associate Vice President for Academic and Civic Collaboration, and Associate Professor, Department of History**

BACKGROUND:

Pursuant to Chapter V. § G.9. of the Handbook for Professional Personnel, the President may recommend to the Trustees that an academic administrator be awarded tenure upon appointment as an academic administrator if:

- 1) The administrator has been previously tenured at a regionally accredited, baccalaureate-granting institution of higher education; and
- 2) The immediate supervisor of the academic administrator, as well as the chair and tenured faculty in the affected department, are consulted and are provided an opportunity to vote and make a written recommendation.

The above two requirements of the Handbook have been satisfied. Dr. Potter has served as a tenured Associate Professor in the Department of History and Chair of the Department of History at the University of Wyoming in Laramie. Dr. Potter joined the University in 2008 as the Director of Faculty Development. He has now been appointed by the Provost to the position of Associate Vice President for Academic and Civic Collaboration and it is recommended that he be granted tenure upon such appointment.

The attached documentation demonstrates that proper procedures have been followed in forwarding this request.

RECOMMENDATION:

It is recommended by the President of Metropolitan State University of Denver that the Board of Trustees approve tenure for Dr. Mark Potter at the rank of Associate Professor in the Department of History.

To: President Stephen Jordan
From: Vicki L. Golich, Ph.D.
Provost and Vice President for Academic Affairs
Date: January 14, 2013
Re: Tenure Recommendation for Dr. Mark Potter, Associate Vice President for Academic and Civic Collaboration



I am very pleased to recommend awarding tenure for Dr. Mark Potter, who, as of January 2, assumed the position of Associate Vice President for Academic and Civic Collaboration in my office. He served as the Director of the Center for Faculty Development since 2008, until he was hired to his present position as the result of an internal search.

According to the *Handbook for Professional Personnel*, section V.G.9, "Faculty Tenure for Academic Administrators," tenure may be awarded to academic administrators based on the following guidelines:

- a. The President may recommend to the Trustees that an academic administrator be awarded tenure upon appointment as an academic administrator if:
 - (1) The administrator has been previously tenured at a regionally accredited, baccalaureate-granting institution of higher education; and
 - (2) The immediate supervisor of the academic administrator, as well as the chair and tenured faculty in the affected department, are consulted and are provided an opportunity to vote and make a written recommendation.

These guidelines have been met for this recommendation.

In a memo of December 21, 2012, Dr. Steve Leonard, Chair of the Department of History, stated that "the tenured members of the History Department have voted to offer [Dr. Potter] a tenured position in the department at the associate professor rank." Dean Joan Foster also gives a persuasive endorsement in her letter of January 10, 2013. She commends his accomplishments as a teacher, a highly productive scholar, and a strong contributor to service.

Dr. Mark Potter received his Ph.D. in History from the University of California at Los Angeles in 1997. He began his tenure-track career as Assistant Professor in 1998 at the University of Wyoming, earning tenure and promotion to the rank of Associate Professor in 2004. He served as Chair of the Department of History from 2005 until 2008, when he left the University of Wyoming to accept the position of Director of the Center for Faculty Development with us at MSU Denver. Throughout the period as Director, his performance was truly excellent. He established the Center and supported the faculty in numerous ways to improve their teaching and their scholarly activities. I chaired the Faculty Evaluation Task Force, which transformed and enhanced the evaluation of faculty, and Dr. Potter as a member was instrumental in many of the improvements the Task Force made to the review process.

Dr. Potter's record of scholarly activities is impressive and exceeds the requirements for a tenured Associate Professor, the rank I am recommending. He is highly regarded as a History scholar and has been active at MSU Denver in this area even though his position was as an administrator, not as a professor. In 2003 he published his book, *Corps and Clienteles: Public Finance and Political Change in France, 1688-1715*, with Ashgate Press. He continues an active research agenda of presentations and publications. Since arriving at MSU Denver he has presented in prestigious venues including at the American Association of State Colleges and Universities. He has recently published refereed articles in his field of History as well as on pedagogy and faculty development. During the last three years he has also taught at least one course per year in the History Department and has therefore kept current in teaching. He has received very good student ratings of instruction.

Thank you for considering my recommendation for granting faculty tenure as an administrator to Dr. Mark Potter. I am certain he will continue to provide excellent contributions to MSU Denver.

Distribution:

Dr. Steve Leonard, Chair, History Department
Dean Joan Foster
Human Resources

**President's Written Report to the Board
Board of Trustees Meeting February 7, 2013**

STEM Education Revolutionary Named 2013 Noel Professor

Freeman A. Hrabowski III, president of the University of Maryland, Baltimore County, has been named the 2013 Rachel B. Noel Distinguished Visiting Professor.

A STEM expert and advocate whose success promoting science and technology education was featured on 60 Minutes, Hrabowski has garnered national acclaim for transforming his mid-sized commuter school into one of the country's top producers of African American Ph.D.s in science and engineering.

His appearance at MSU Denver is in keeping with the University's emphasis on STEM subjects and track record for being the number one institution in the state for serving STEM students of color. Hrabowski will be on campus Monday, February 18, 2013. He will speak in the Tivoli's Multicultural Lounge at the following times: 9:30-10:45 a.m., 12:30-1:45 p.m. and 3:30-4:45 p.m.

He will also appear at the Noel Community Event at the Shorter Community A.M.E. Church, 3100 Richard Allen Ct., from 6 to 9 p.m. All MSU Denver community members are invited to attend the Noel events.

Born in Birmingham, Ala., Hrabowski participated in Martin Luther King, Jr.'s Children's March in 1963 and was jailed for five days. He was an academic prodigy, attending college at 15 and earning his Ph.D. at 24 in higher education administration and statistics.

In 1988, Hrabowski, working with billionaire philanthropist Robert Meyerhoff, developed the Meyerhoff Scholarship, which initially targeted high-achieving African American males—and has since expanded to all students—interested in STEM studies, research and advanced degrees. Combining a no-nonsense educational approach along with support and hands-on experiences, the Meyerhoff Scholarship has become a national model for graduating students in the critical STEM fields.

Hrabowski recently was named by President Barack Obama to head the newly created President's Advisory Commission on Educational Excellence for African Americans. In 2008, he was lauded as one of *America's Best Leaders* by *U.S. News & World Report*, which ranked UMBC the nation's #1 "Up and Coming" university the past four years (2009-12). *Time* magazine named him one of America's 10 Best College Presidents in 2009, and one of the "100 Most Influential People in the World" in 2012. In 2011, he received both the TIAA-CREF Theodore M. Hesburgh Award for Leadership Excellence and the Carnegie Corporation of New York's Academic Leadership Award, recognized by many as one of the nation's highest awards among higher education leaders.

Trapp on Temporary Leave to Help Biennial During Leadership Transition

Erin Trapp is on a two-month unpaid leave from her job as MSU Denver's vice president of advancement and external relations to lead Denver's Biennial of the Americas after the departure of the event's director.

Trapp, who joined MSU Denver last January, has cut back on her duties as VP until January 31 and her leave may be extended through February 28. She will oversee the staff and plans for this summer's Biennial, which will celebrate the culture, ideas and people of the Western Hemisphere. The lecture and public discussion part of the event will be July 16-19, while art exhibits will remain on display until Labor Day.

The previous director, Abaseh Mirvali, left the Biennial last month.

MSU Denver is a partner of the event, which will include a presentation on water and sustainability by Tom Cech, director of the One World One Water Center for Urban Water Education and Stewardship, Trapp says. She anticipates the University will contribute other intellectual resources to the Biennial as well, further raising MSU Denver's visibility. Trapp, who helped launch the first Biennial in 2010, is on its board of directors and plans to stay involved with the 2013 event after her leave ends.

Trapp worked for Mayor John Hickenlooper and former Mayor Guillermo Vidal as the deputy chief of staff. She was the director of the Denver's Office of Cultural Affairs and served as the director of commercial strategy at Denver International Airport.

"I'm really grateful to MSU Denver for allowing me to help with this important event," she says. "And I do think it will yield important benefits for the University."

Committee to Create 5-year Strategic Enrollment Plan

A Strategic Enrollment Management Committee (SEM) has been formed to support the enrollment and retention goals in MSU Denver's Strategic Plan, 2012-17: A Time of Transformation, and the University's approved Performance Contract with the Colorado Commission on Higher Education.

"The shifting demographics in Colorado will lead to more competition for students," says Vicki Golich, provost and vice president of academic and student affairs. "Other institutions, both in- and out-of-state, will compete for students."

The SEM committee's four goals are to:

1. Develop the infrastructure to support the delivery of quality academics in a mission-driven, student-centric environment.

2. Recruit: Attract a diverse pool of applicants, admitted and enrolled students from the seven-county metro area and beyond.
3. Retain: By 2017, increase student retention for first-time, full-time freshmen to 75 percent (up 9 points) and for full-time transfers to 85 percent (up 11 points). For first-time part-time students the goal is to increase retention to 70 percent (up 19 points).
4. Graduate: By 2017, increase the first-time full-time freshman and transfer student six-year graduation rates to 44 percent (up 23 points) and to 60 percent (up 16 points), respectively.

To create a feasible strategic enrollment plan, the SEM committee will develop and implement a student recruitment marketing strategy based on an analysis of data from the Western Interstate Commission for Higher Education (WICHE) and others regarding demographics relevant to the MSU Denver student population.

Associate Vice President of Enrollment Management Judi Diaz Bonacquisti is the committee chair.

The members are:

Director of Institutional Research Ellen Boswell
Dean of the School of Letters, Arts and Sciences Joan Foster
Dean of the School of Professional Studies Sandra Haynes
AVP for Student Success Randy Hyman
Alumni Association Executive Director Mark Jastorff
Associate to the President for Marketing and Communications/Chief of Staff Cathy Lucas
AVP for Administration and Finance/Controller George Middlemist
Interim Director of Enrollment Data Tina Moses
Dean of the School of Business Ann Murphy

“In the short term, the committee will discuss the enrollment-related practices/policies that are currently in place to support the Strategic Plan for next fall,” Diaz Bonacquisti says. “Longer term, we’ll establish our enrollment priorities for the next five years and create a full Strategic Enrollment Management Plan.

MSU Denver Names University Ombuds Officer

G. Michael Kilpatrick has been named director of MSU Denver’s newly established Ombuds Office. As the institution’s ombuds officer, Kilpatrick will be responsible for helping to resolve and educate the University community about workplace conflicts, grievances and complaints.

“Michael Kilpatrick is a seasoned ombuds officer who has built ombuds offices from the ground up as well as led small and large offices throughout his career,” explains Myron Anderson, associate to the president for diversity, who will oversee the office. “He has experience as a non-attorney litigator in workers' compensation defense...Kilpatrick is a member of the International Ombudsman Association and one of 87 Certified Organization Ombudsman Practitioners worldwide.”

The position was created based on the 2010 employee climate survey and the input from employees and was included in the 2012-17 Strategic Plan, A Time of Transformation, under the strategic theme institutional culture. According to the plan, the purpose of the office is to facilitate an anonymous process to hear issues and concerns of the faculty and staff in order to resolve conflicts individually and to achieve resolution at the lowest level.

Kilpatrick, who will start his new position March 1, currently is the principal at Fiat Lux/Ombuds Service Group. A certified organization ombudsman practitioner, Kilpatrick has served in various ombuds/mediator/facilitator capacities since 1992, including Bridgepoint Education and subsidiaries and the National Conflict Resolution Center in San Diego.

He holds a master of science degree in negotiation/conflict resolution from Creighton University, a master of theology degree from the University of Oxford and a bachelor of science degree in laws from Western State University College of Law in San Diego.

IT Strategic Planning Task Force Prepares for Survey in Early 2013

The 20-member task force supporting the strategic planning process for information technology services is getting organized to survey members of the MSU Denver community about their experiences with IT and how systems and services can better serve the goals of the University.

The task force, with representatives from all of the University's constituencies, has been meeting weekly since early October to discuss and plan how this process is to be conducted. Now, it is preparing “to hear from a large, representative group across campus before we make big decisions,” says Sandra Haynes, dean of the school of professional studies, who co-chairs the task force with Management Professor Rajendra Khandekar.

The survey and other outreach efforts are aimed at developing a comprehensive blueprint for IT that further integrates technology services into the fabric of the institution, envisions IT as a full partner with the University and not simply as a support group, and advances the goals of A Time of Transformation, MSU Denver's 2012-17 strategic plan.

Toward those ends, President Stephen Jordan charged the task force to facilitate the development of new shared governance and organizational structures, and to draft a strategic plan that may include themes such as customer service, data security, service reliability, infrastructure, communication and more.

“In this day and age when we are depending more and more on technology for our business side and for our teaching, we need an IT that can be very forward-looking and can help us stay current and even ahead of the game when it comes to changes,” Haynes says.

Here's a summary of the task force's accomplishments and plans:

- It has created a website to keep the University community informed. The site includes the original charge, task force membership, agendas, meeting minutes and regular progress reports;
- The task force has compiled documentation of past and current IT plans, policies, resources, business processes, organizational structures and the like. The purpose is to determine the evolution and current state of IT and to identify elements that have value and those that are outdated;
- The task force formed an ad hoc shared governance subcommittee to address issues such as technical challenges that need immediate attention. The idea is to allow the experts to deal with operational issues or, if necessary, bring in stakeholders to work with them on solutions – a model for the shared governance structure that will emerge from this initiative;
- Khandekar has led task force members through strategic planning exercises, the results of which will inform a survey of stakeholders throughout the University community. The questionnaire will probably go out in early February after scrutiny by the Institutional Review Board.

The stakeholder survey results, plus information from other sources, will be given to IT leaders and staff. Using this input and facilitation from the task force, they will develop the strategic plan and organizational and shared governance mechanisms for the future. The deadline to accomplish all this is summer 2013, though Khandekar hopes to see the work finished by April. “The task force members are working hard and are enthused about what they're doing...so I think we'll get it done by then.”

“The ideal result,” Haynes adds, “is that the University will have decided what kind of IT will work for us and we will have a plan to move toward that.”

Name-Change Promotion Boosts Alumni Association Scholarship Fund

Research indicated that the name change to Metropolitan State University of Denver would increase the value of an MSU Denver degree while eliminating the misperception that the institution is a community college.

The name change also provided an opportunity for the MSU Denver Alumni Association to build its scholarship fund.

This past fall, the alumni association offered diplomas and other items such as key chains, luggage tags, license plate frames and more featuring the University's new name. The items were

bundled into three packages of \$50, \$75 and \$100. A replacement diploma alone was \$20, which increased to \$30 on January 1.

As of January 4,796 packages/diplomas were purchased, bringing in \$14,298 for scholarships. The top seller, at 576 sold, was the diploma with the new name.

The association promoted the venture as a way to show Roadrunner pride and to donate to a worthy cause—MSU Denver scholarships. In all there were 685 unique donors and 491 first-time gift-givers.

Mark A. Jastorff, executive director of the alumni association, considers the program to be a success. “The fact that we added almost 500 new donors shows us a level of pride and engagement that we can really build on,” he says.

The packages are no longer available but the association will try to accommodate someone wanting to purchase an item or two. And you can expect more entrepreneurship from the association.

“Right now, we’re in the regroup stage,” Jastorff says. “We know we’re going to have some sort of offers in the future and maybe an online store...so alumni will be able to support the scholarship fund and promote their alma mater, too.”

MSU Denver Partners with StudyColorado to Boost Foreign Student Enrollment

MSU Denver is among 20 Colorado colleges and universities that are partnering with the state government and businesses to attract more international students to institutions of higher education in Colorado.

The initiative is called StudyColorado and its board of directors includes Cindy Anderson, the University’s assistant director of advising and director of international student services, and representatives from several other schools, the business community and the state departments of education and economic development. StudyColorado, which is housed in the state Department of Education, is developing a statewide higher education brand to promote Colorado colleges and universities to foreign students. The goal is to increase the number of international students and expand the countries of origin.

In effect, StudyColorado will serve as the international marketing department for member-institutions, directing students who want to study in the United States to the most appropriate

Colorado school for their field of interest. Once under way, the effort will be a significant benefit for all the schools and particularly for MSU Denver and other institutions with limited recruiting resources and staff, Anderson says.

“StudyColorado will be able to do that active recruiting, building relationships with the folks on the ground in those countries, and sort of sell Metro on our behalf,” Anderson says. “We’re

never going to have thousands of [international] students; that's not the goal...But there's a number we can comfortably target that's appropriate for Metro."

Between 1,100 and 1,200 students from 60 or so counties are studying at MSU Denver currently. Only about 150 of them hold F-1 visas, meaning they applied to the University in their home country and must leave the U.S. after completing their course of study. The majority of the other students with international backgrounds have come to the Denver metro area after being granted asylum by the federal government and are seeking permanent residency.

Besides StudyColorado, there are other University initiatives on behalf of international students.

Anderson says she is working closely with Ali Thobhani, executive director of the Office of International Studies, to expand short-term student and faculty exchanges between MSU Denver and higher education institutions overseas. Plans are also underway to promote social gatherings of international students, exchange students and anyone with an interest in global education.

Forrest Appointed to Colorado Division of Aeronautics Board of Directors

Governor John Hickenlooper has appointed Jeff Forrest, chair of MSU Denver's Department of Aviation and Aerospace Science, to the Colorado Division of Aeronautics board of directors.

The division, which is part of the Colorado Department of Transportation, was created in 1988 and is responsible for aviation development in Colorado. It promotes partnering with its public and private constituents to enhance aviation safety, aviation education and the development of an effective air transportation system through the administration of the Colorado Aviation Fund.

Members of the board represent specific statewide aviation interests. Forrest, whose term runs from this month through December 2015, says he will represent airport government agencies and stakeholders for the Colorado Eastern Slope area.

"I was selected due to my background in the industry (both as a pilot and aerospace employee), my academic background and my current position at the University," he says. "Of prime interest to the board is my ability to help leverage Colorado as a leader in both aviation and commercial space (aerospace) development."

Forrest holds several degrees, including a Ph.D. in computer and information science and two master's degrees in aviation management and space systems integration management. He is a 1991 graduate of MSU Denver's professional pilot program.

Flight Team Delivers Food, Toys to Vets Statewide

Call it the Christmas airlift. Fifteen members of the MSU Denver Precision Flight Team on December 2 flew to several small Colorado cities to deliver donated food and toys to VFW posts for veterans and their families.

This is the second year for the charity drive for the flight team, which partnered with the Colorado Aviation Business Association (CABA) and the Veterans of Foreign Wars - Colorado.

More than 3,500 pounds of donations were collected by the flight team and the CABA. Members of the flight team paid the \$300 to \$500 fee to rent each of the 13 planes, which took off from Centennial Airport.

“That is quite a bit of money for these students and they worked hard to make this a success,” says Tanya Gatlin ('96), assistant professor of aviation and aerospace science and flight team coach.

Josh Falgoust is co-captain of the flight team. “It makes me happy because I know I love Christmas,” he told CBS4 News. “I love waking up and seeing presents under the tree in the morning and opening them. To give that to some other kids who don't ordinarily get that makes me feel really good.”

AASCU Vice President MeHaffy Presents to MetroLeads: Peril and Promise in a New Age

The title of George MeHaffy's lecture and PowerPoint to the MetroLeads group last Friday was “Peril and Promise in a New Age.” And in his view, there's plenty of both facing higher education in the 21st century.

MeHaffy, the vice president for academic leadership and change at the American Association of State Colleges and Universities (AASCU) in Washington, D.C. said that lightning-fast changes in technology and new e-learning ventures are challenging traditional institutions. To meet the challenges, institutions must break out of legacy systems and redesign undergraduate education to school more students with greater learning outcomes at lower costs.

“If our institutions are not only going to survive but thrive in a new era, with reduced funding and higher expectations and in a hugely competitive environment, then what we have to do is create institutions that work really well,” he said in an interview.

The most recent of several initiatives MeHaffy has launched through AASCU is the Red Balloon Project, which is aimed at helping institutions restructure to respond to the rapidly changing circumstances of the new century. In a 2012 article for EDUCAUSEREVIEW online, he wrote, “Our university model is antiquated, we have too many similar traditional practices, our funding model depends on increasingly resistant consumers, our costs are rising at a rate greater than health care costs, our business model supports fewer students, and our institutions are not producing more graduates with greater learning outcomes.”

At the same time, he told MetroLeads, higher education is undergoing a technological revolution that challenges historic models of institutional organization and structure, teaching and learning and the concept of expertise.

On top of that are a host of new players in the higher ed marketplace. Venture capitalists, for example, are investing heavily in startups such as Udacity, Udemy and UniversityNow, expanding the e-learning environment. Massive Open Online Courses—MOOCs—are growing, and a number of colleges and universities are moving toward granting college credit for MOOC courses.

“We’re in a hyper-competitive environment,” he said. “We simply are not accustomed to this world.”

So, how can traditional institutions avoid what’s been called “disruptive innovation” caused by technology and competition? Mehaffy noted in an interview that each institution will have to chart its own course but cited three thematic areas that should be addressed:

- Pay close attention to student learning outcomes, both academic and beyond, and how those are measured;
- Innovation: “The understanding that we are not only a teaching organization, we are a learning organization... We have to constantly be innovating, experimenting, using data and being willing to assess ourselves for outcomes.”
- Course redesign: Develop flipped courses, hybrid courses, courses created by faculty and students. “Take those boundaries of ‘the course,’ which is this one experience, in one room, with four walls and one faculty and blow it up...you redesign in order to make sure you get the kind of learning outcomes you want.”

And, an institution also should consider this question: What does it do that cannot be done as well or better by others? For MSU Denver, it’s the connection with the community.

“No one else can come into the Denver area and work with nonprofit providers, community organizers, groups in the neighborhood—nobody else can build those kind of human relationships” in an online role, Mehaffy said.

And as Joan Foster, dean of the School of Letters, Arts and Sciences, noted, MSU Denver offers small and diverse classes that promote collaboration, an element of the “flipped course.”

“We can give ... students the opportunity to learn how to work in a team environment with different people, which is what businesses want... You just won’t get that in the MOOCs.”

Design Students Stretch into Aerospace

It's a safe bet that none of the students in John Wanberg's Advanced Industrial Design Studio class had ever flown in a gyrocopter. Yet, their semester project was to design cockpit components for the aircraft that would be both ergonomic and pleasing to the eye.

So after a semester of research, brainstorming, sketching and model-making, Wanberg's students presented their designs for control sticks, throttles, instrument panels, seats and more. Critiquing the presentations were Wanberg, an associate professor of industrial design, and Cobus Burger,

the U.S.-based dealer for Phenix Aviation, a Spanish company that produces gyrocopters and their components.

Burger contacted the Industrial Design Department "out of the blue" with the idea of having students design the control stick of the Phenix aircraft, Wanberg recalls. Wanberg built on the request, suggesting students tackle the interior, with a focus on ergonomics and aesthetics. Burger advised the students throughout the semester.

It turned out to be a win-win. The industrial design majors stretched their research, conceptualization and presentation skills while producing high-quality portfolio materials that will aid them in their careers after graduation. Phenix, which only has a small engineering team, got pro-bono cockpit designs. The best work may go into production, and the winning student would also be compensated with a gift card to a store of his or her choice.

It was a challenging assignment. Only one of Wanberg's students has a private pilot's license; the others had little, if any, experience sitting in a cockpit. So, the class visited the flight simulator in the Department of Aviation and Aerospace Science, dropped in on a meeting of the Colorado Springs chapter of the Experimental Aircraft Association and went to Rotors of the Rockies, a Broomfield helicopter flight training school, as part of their research.

"All of us want to design different things and go into different fields," says student Rachel Briggs. "We never thought we'd be designing for a gyrocopter but it was an opportunity to go outside of designing familiar items such as furniture or house wares.

"One of the good things about a project like this is they're coming into it fresh, so they don't have some of the preconceived notions of how it should look and how it should work," Wanberg says.

The students had a choice of developing designs for the control stick and throttle, the dashboard and controls, seating, or the exterior, both how it could look and how it could be used by, say, a police department for surveillance. "It had to feel good but also had to look good, so that it would be inviting to touch and to sit in and to use," Wanberg says.

For their final exam, the students explained their design concepts in a December 10 presentation that included installation of their model products in one of two cockpit mockups. They were graded on the quality of their oral presentation, their 2D or 3D depictions, and the aesthetics and applicability of their concepts.

AGENDA ITEM: Office of Human Resources report of personnel actions for the Board's information, which have occurred since the last Board Meeting on November 29, 2012.

BACKGROUND: Report of personnel actions which have occurred since the last Board agenda of November, 2012. Temporary appointments, resignations, terminations, retirements, transitional retirements, promotions, 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. Lauren Cain, Web Systems Manager, Annual Salary: \$45,000.00 – Effective December 10, 2012. (TEMPORARY/ADMINISTRATIVE)

Ms. Demetria Andrews, Temporary Veteran/Military Student Support Specialist, Annual Salary: \$38,500.00 – Effective January 2, 2013. (TEMPORARY/ADMINISTRATIVE)

Ms. Nicole Furuiye, Sports Industry Operations Instructor, Annual Salary: \$45,467.00 – Effective January 20, 2013. (CATEGORY II FACULTY)

Ms. Sharon Kellogg, Faculty, Alternative Licensure Program, Annual Salary: \$28,246.00 at .50FTE – Effective January 8, 2013. (CATEGORY II FACULTY)

Ms. Judith Zewe, Associate Vice President of Human Resources, Annual Salary: \$65,000.00 at .54FTE – Effective February 1, 2013. (ADMINISTRATIVE)

RESIGNATIONS

Ms. Molly Leamon, Faculty, Alternative Licensure Program, Effective January 7, 2013.
(Personal Reasons)

Ms. Sara Harper, Administrative Assistant for Center for Innovation, Effective December 4, 2012.
(Personal Reasons)

Ms. Alyssa Von Lehman Lopez, Grant Writer- OSRP and Development, Effective November 30, 2012.

(Accepted position outside of University)

Ms. Sarah Finstad, Lecturer of Criminal Justice & Criminology, Effective December 15, 2012.

(Contract Ended)

Ms. Cindy Adornetto, Lecturer of Earth and Atmospheric Sciences, Effective December 15, 2012.

(Contract Ended)

Mr. David Mallo, Lecturer of Social Work, Effective December 15, 2012.

(Contract Ended)

Mr. Robert Slay, Administrator, Family Center, Effective November 25, 2012.

(Accepted position outside of University)

Mr. Jay T. Loudon, Assistant Professor of Theatre, Effective December 31, 2012.

(Personal Reasons)

RETIREMENT

Ms. Judith L. Zewe, Associate Vice President of Human Resources, Effective December 31, 2012.

LEAVE WITHOUT PAY W/O BENEFITS

Dr. Erin Trapp, Vice President of Advancement and External Relations and Executive Director of the Foundation, January 1, 2013 through January 31, 2013.

Dr. Erick L. Erickson, Professor of Economics, January 31, 2013 through December 15, 2013.

LEAVE WITHOUT PAY WITH BENEFITS

Dr. Virginia McCarver, Assistant Professor of Communication Arts & Sciences, December 31, 2012 through August 15, 2013.

LEAVE WITH PAY WITH BENEFITS (Faculty Exchange Program to London)

Dr. Rebecca Ferrell, Professor of Biology, January 20, 2013 through August 15, 2013.

PROMOTIONS

Ms. Cynthia Armendariz, Director of Excel Programs - Enrollment Services, Annual Salary: \$70,927.00 – Effective January 2, 2013. (FROM Associate Director of Admissions (\$53,334.00) TO Director of Excel Programs - Enrollment Services (\$70,927.00)

Ms. Nicole Tefft, Director of Human Resources, Annual Salary: \$89,000.00 – Effective January 1, 2013. (FROM Assistant Director of Human Resources (\$74,187.00) TO Director of Human Resources (\$89,000.00)

REASSIGNMENTS

Mr. Mark Potter, Associate Vice President for Academic and Civic Collaboration, Annual Salary: \$105,000.00 – Effective January 2, 2013. (FROM Director of the Center for Faculty Development (\$88,434.00) TO Associate Vice President for Academic and Civic Collaboration (\$105,000.00)

Ms. Jasmine Nguyen, Records Specialist – Registrar, Annual Salary: \$38,000.00 – Effective January 2, 2013. (FROM Graduate Scholarship Counselor TO Records Specialist – Registrar (No Change in Salary)

Dr. Lunden MacDonald, Interim Director, Center for Faculty Development, Annual Salary: \$80,000.00 – Effective January 8, 2013. (FROM FACULTY TO ADMINISTRATIVE)

Dr. Marilyn A. Hetzel, Chair - Professor of Theater and Speech Communications, Annual Salary: \$82,347.00 – Effective January 1, 2013 to May 31, 2013. (Reduction to Faculty salary during Sabbatical)

Ms. Kamilla D. Phillips, Assistant to the AVP and to the Director of Human Resources, Annual Salary: \$45,920.00 – Effective January 1, 2013. (FROM Assistant to the AVP of Human Resources TO Assistant to the AVP and to the Director of Human Resources (Title Change Only)

RECLASSIFICATIONS

Ms. Cathy Lucas, Associate to the President for Marketing & Communications/Chief of Staff, Annual Salary: \$120,166.00 – Effective January 1, 2013. (Salary increase and Title change)

Dr. Alexis Newton, Chair - Assistant Professor of Nursing, Annual Salary: \$81,679.00 – Effective November 19, 2012. (FROM Assistant Professor of Nursing (\$62,830.00) TO Chair - Assistant Professor of Nursing (\$81,679.00)

Dr. Barbara Nelson, Professor of Nursing, Annual Salary: \$92,398.00 – Effective November 19, 2012. (FROM Chair – Professor of Nursing (\$100,098.00) TO Professor of Nursing, 12 MONTH FACULTY Contract (\$92,398.00)