

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

Business Meeting

Thursday, February 19, 2015

Public Meeting: 7:30 a.m. – 8:00 a.m., SSB 440A
Student Success Building – 890 Auraria Parkway

- I. CALL TO ORDER**

- II. CHAIR'S WELCOME:**

- III. CONSENT AGENDA:**
 - A. Approval of December 5, 2014 Board Meeting Minutes

- IV. ACTION ITEMS:**
 - A. Approval of New Minors (Rae Shevalier)
 - i. Brewing Science
 - ii. Italian
 - iii. Advertising and Promotion
 - iv. Sports Media
 - B. Approval to Discontinue Program (Rae Shevalier)
 - i. Center for Effective Interventions

- V. DISCUSSION ITEM:**
 - A. Board Committee Assignments

- VI. PUBLIC COMMENT:**

- VII. ADJOURNMENT**

**METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES MEETING
Friday, December 5, 2014**

EXECUTIVE SESSION:

Chairwoman Michelle Lucero read the Trustees into **Executive Session** at 7:35 a.m., and asked for a motion. The motion was made and seconded, and **unanimously approved**.

CALL TO ORDER:

The Board of Trustees meeting was **called to order** at 9:30 a.m. by Chairwoman Michelle Lucero. She was joined by Vice Chair Dawn Bookhardt, Past Chair Rob Cohen, Trustee Jack Pogge, Trustee Ellen Robinson, Trustee Terrance Carroll, and Trustee Bill Hanzlik. Faculty Trustee Kenn Bisio, Student Trustee Joe Boss, and Alumni Representative Judy George were also in attendance, along with President Stephen Jordan, Board Secretary Loretta Martinez, Treasurer George Middlemist, various faculty, administrators and staff.

CHAIR'S WELCOME & REPORT:

Chair Lucero reported that Trustee Robinson's and Trustee Harris's terms are coming to an end, this Board meeting being their last. The Trustees were thanked for their commitment and service to MSU Denver.

Chair Lucero noted that key discussions from the Board retreat included:

- Partnering closely with the Foundation, its Board, and Board meetings
- Upcoming celebrations of MSU Denver's 50th Anniversary
- Resources and finances of the University, and changing student demographics
- Funding of big-ticket projects on the horizon, such as the AES Building
- Requirements of, and opportunities presented by, HB 1319
- Financial support from the state and other sources
- The need for consistent data with regard to strategic enrollment
- An update on the institution's HSI designation
- Student housing
- Shared governance, Board participation on President Jordan's Shared Governance Task Force

The Chair announced that at the February 2015 Board work session, the Finance Committee will give their report on online learning; the University's Holiday Card to the City is scheduled for December 6 at St. Cajetan's; Fall Commencement will begin at 2:00 on December 14 and approximately 850 to 900 graduates are expected; the Dr. Martin Luther King Business Social Responsibility Luncheon will be held at Marriott City Center on January 16.

CONSENT AGENDA:

The first order of business was the **approval of the Consent Agenda**. Chair Lucero asked for a **motion to approve** the following items:

- A. Approval of September 30, 2014 Special Board Meeting Minutes
- B. Office of Human Resources report of personnel actions which have occurred since the last Board Meeting on September 30, 2014

Trustee Carroll **moved for approval, with a second** by Chair Pogge. The motion was **unanimously approved** for all items.

ACTION ITEMS:

A. Academic & Student Affairs Committee.

i. Approval of New Certificates and Programs.

Trustee Carroll reported that the Academic and Student Affairs Committee recommends approval of several new Certificates and Programs listed on the Board meeting agenda, which include the Brewing Science Certificate (Undergraduate), Health Data Science Certificate (Post-baccalaureate), Wellness Coaching Certificate (Post-baccalaureate), and the Bachelor of Arts in Elementary Education.

Trustee Carroll requested approval of the new Certificates and Programs. Past Chair Cohen **moved for approval, with a second** by Vice Chair Bookhardt. The motion was **unanimously approved**.

ii. Archiving of Certificates and Programs.

Trustee Carroll reported that the Academic and Student Affairs Committee recommends archiving the Sport Industry Operations Certificate (Undergraduate), in which no students are currently enrolled, and the Teacher Preparation Content Area Programs, made obsolete by the new Bachelor of Arts in Elementary Education.

Trustee Carroll **moved for approval, with a second** by Trustee Robinson. The motion was **unanimously approved**.

B. Approval for Tenure Upon Appointment and Full Professor rank for Dr. Michael J. Kolb, Director of the Center for Faculty Development, and Professor, Anthropology (Carry-in).

Vice Chair Bookhardt **moved for approval, with a second** by Trustee Pogge. The motion was **unanimously approved**.

PRESENTATIONS:

A. HB14-1319 Update.

President Jordan acknowledged and thanked those who contributed their time and efforts on behalf of the University in developing a new base-funding allocation model for higher education,

as called for by HB14-1319. Vice President Kreidler distributed a draft funding model recommended by an Executive Advisory Group (EAG). The EAG was to make recommendations to the Colorado Commission on Higher Education (CCHE) on how to create a funding mechanism that is transparent and understandable for Colorado taxpayers, provides greater tuition predictability, with a goal of ensuring both accessible and affordable higher education for residents, and that harmonizes with CCHE's Master Plan.

Vice President Kreidler noted that the EAG-recommended model was well received by CCHE, and that the participant institutions were congratulated on having the most robust process and final model to date. The ten participating public institutions of higher education have signed a letter in support of the newly developed fiscal 2015-16 funding allocation model.

HB 1319 directs that certain factors, or metrics, be incorporated within the funding model, but leaves it to the process teams to place weights and values on them.

Lieutenant Governor Joe Garcia stated that he would not accept a model giving every institution an equal percentage of the additional higher education funds recommended by the Governor. Under the 2015-16 funding model, MSU Denver would receive 16.4% of the 10% additional funding. Some institutions' percentage share was below 10%, and a provision was added to the model to bring those schools' share up to 10%, for one time only. \$15 million additional funds will be requested for the one-time adjustment. The bill required that no school could receive more than 5% of the average increase, nor less than 5% decrease from the average. Using the 10% additional funding for this year as an example, no school would get less than a 5% decrease and no school would get more than a 15% increase. For 2015-16, these "bumpers" apply to MSU Denver and UNC, which results in MSU Denver receiving \$15 million instead of the \$16.4 million it would be eligible for under the model. After five years, this provision expires. Discussion with the Commission included using the one-time funds as grants, instead, to further the Master Plan.

Overall, MSU Denver would receive more funding from this model as compared to the flat funding model. However, MSU Denver is only \$525 away from being tied for last place in funding per FTE student. The model is intended to gradually move MSU Denver up the ladder, with the help of the one-time adjustment. Board Secretary Loretta Martinez cautioned that the amount of additional funding, and the amount of any boost funds, are still in flux.

President Jordan requested the Board's guidance on the University's positions relative to various legislative policies that will be discussed in the legislature, especially as regards the inclusion of non-resident students in the formula.

B. Board Oversight of Educational Quality.

i. Financial Aid Basics.

President Jordan acknowledged and thanked Judi Diaz-Bonacquisti for her service to the University, particularly her leadership in the Hispanic-Serving Institution initiative which has been critical to the University. President Jordan congratulated Ms. Diaz-Bonacquisti on her new position as Vice President at Community College of Denver.

Ms. Diaz-Bonacquisti presented an update on MSU Denver's financial aid process. She reported that approximately \$160 million in financial aid is disbursed to 17,000 to 18,000 students each year. In the last year, \$32 million in Pell grants were awarded to 10,000 students. Students are heavily dependent on work study programs, but they currently serve only about 200 students at MSU Denver.

The financial aid process at MSU Denver begins with students completing their Free Application for Federal Student Aid ("FAFSA"). The FAFSA application is submitted to the federal government and, based on a formula intended to serve students whose need for financial aid is most critical, the student's "expected family contribution" is determined.

Each year the CCHE approves MSU Denver's budget, based on a number of factors including the "cost of attendance," which includes books and supplies, transportation, living expenses, and room and board. The cost of attendance, less the expected family contribution, results in "need," as used by the Financial Aid office at MSU Denver. That money is used to leverage and support students in their academic endeavors at MSU Denver.

Ms. Diaz-Bonacquisti provided a comparison of the cost of attendance for a resident student living at home with their parents, and a resident student living independently, leasing an apartment. The difference in cost of attendance in that scenario is \$5,000.

A review of Pell-eligible students revealed that students with an expected family contribution of zero were retaining at rates higher than students in middle-income brackets. The Financial Aid office is analyzing how to better support those middle-income students.

Included within financial aid are various scholarships available to students.

The Office of Financial Aid is partnering with a third-party vendor, \$ALT, to educate students in financial literacy. Nearly 4,000 students are taking advantage of the program, which provides personalized loan repayment and debt counseling services. On average, graduates of MSU Denver have about \$25,000 in student loan debt. By having a clear understanding of what they can expect to earn in their field following graduation, students are better able to balance their budgets now. Ms. Diaz-Bonacquisti reported that the \$ALT program has helped resolve 1,371 delinquent accounts.

Financial literacy of students is also very important to the University, because a default rate equal to or greater than 30% for the three most recent consecutive years, or 40% in any one year, will eliminate the institution from Title IV funding.

President Jordan noted that reports circulating in Washington indicate that the Senate may cut Pell grants by \$2 million, which would dramatically impact the resources available to students.

C. 2014 Defined Contribution Pension Plan Performance Review Report.

Tim Greene, Associate Vice President for Retirement Plan Administration, reported that the defined contribution pension plan will be 20 years old this year. At its inception, 80% of employees of the four participating schools were enrolled in PERA. Now, 80% participate in the defined contribution pension plan, or about 3600 employees among the four institutions.

By way of background, governing board representatives and college and university plan administrators worked with the CCHE and the Legislative Audit Committee in 2003 to review fiduciary oversight material and propose language to help clarify management and fiduciary oversight responsibilities for higher education governing boards. This led to the passage of House Bill 04-1007, which details four requirements to assure governing board fiduciary oversight. These requirements include (1) that participants in the plan will have access to investment alternatives that have a range of risk, benefits, and cost; (2) that the governing body will have the ability to monitor the fund sponsor's performance, including but not limited to, the returns earned on each investment alternative or pool and the total fees and expenses charged; (3) that the governing board will periodically review each fund sponsor and compare the sponsor's performance to other sponsors of Optional Retirement Plans (ORPs) available to public employees in the state; and (4) that the governing board shall conduct a periodic review of the financial viability and attractiveness of combining any ORP established by the governing board with the plans established by other governing boards. If the governing board complies with these four requirements, HB 04-1007 states that the governing board, its members, agents, employees, and plan administrators shall have no liability to participants in the plan.

Early in 2014, a statewide ad-hoc Colorado Higher Education ORP Performance Review Committee contracted with Innovest Portfolio Solutions, LLC, an independent retirement benefits consulting firm, to address the first three requirements of HB 04-1007. The committee discussed the fourth requirement and concurred that each of the higher education ORPs differed in enough ways that each plan should continue as a separate IRS-approved governmental ORP.

VALIC converted to a mutual fund platform that was completed by all four universities that participate in this ORP. The platform went live on January 15, 2014. As noted in earlier ORP Reports, VALIC was collecting more administrative fees than most of the other vendors. That trend is also noted in the 2014 report for those institutional plans still on the standard governmental platform. The mutual fund platform has fewer fund choices (26), but still maintains diverse alternatives, and eliminates their administrative fees. VALIC's total expenses will then be very close to those charged by TIAA-CREF and Fidelity.

Mr. Greene continues to work with representatives from all three fund sponsors to determine if the administrative fees and individual fund fees can be lowered.

The defined contribution pension plan has been re-qualified by the IRS, through 2015, with no additional amendments.

Chair Lucero thanked Mr. Greene, and called for the President's Report.

REPORTS:

A. President's Report.

President Jordan reported that he was invited by Lockheed Martin to attend the Orion launch. The trip also provided opportunities to highlight MSU Denver's AES Initiative with legislators and business leaders in Florida. President Jordan pointed out the importance of the University's relationship with Lockheed Martin and its positive impact on students. Lockheed Martin and other companies have invested in MSU Denver and have employed its graduates, and President Jordan expressed his appreciation for the very privileged position this has afforded the University.

The Denver Post ran an op-ed written by President Jordan about the AES Initiative, and KOA-Radio ran a live interview with President Jordan covering MSU Denver's partnership with the space industry. President Jordan will attend Colorado Space Day at the Museum of Nature and Science, and will provide an update on the AES Initiative at the January 9 coalition meeting.

MSU Denver was one of only 123 universities nationwide to be named a 2015 STEM Jobs Approved Colleges, and the only Colorado university named on that list. Factors used to evaluate STEM Jobs Approved Colleges include total enrollment, number of STEM majors, average size of STEM classes, program alignment with high growth/high-paying STEM jobs, STEM job placement following graduation, and the diversity of STEM graduates and faculty. Additionally, MSU Denver's top-quality degree programs are among some of the most affordable. The University has experienced a 26% increase in STEM enrollment and a 95% increase in students of color in STEM since 2006. The Denver Business Journal recently ran an article on MSU Denver's recognition as one of the 123 nationwide STEM Jobs Approved institutions.

Military Times last month ranked MSU Denver the 32nd Best College for Vets in 2015, and MSU Denver was the top rated of all four-year schools serving veterans in Colorado. In addition to evaluating schools and veterans-focused operations, Military Times also considered more than a dozen different measures of academic success, quality, and rigor. MSU Denver's ranking surpassed those of a number of schools, including the University of San Diego, the University of Texas at San Antonio, and UC Boulder.

In October, President Jordan was elected chair-elect of the American Association of State Colleges and Universities, an organization of 400 state-supported colleges and universities that offer degree programs.

President Jordan and Vice President Kreidler have been collaborating to create an Urban Universities Coalition to lobby Congress and the federal government on issues important to

urban institutions, and will travel to Washington, D.C. next week to promote the importance of urban universities and the role they will play in resolving many of the nation's most difficult problems. The Urban Universities Coalition will officially launch on Thursday of next week, President Jordan stated.

Fall Commencement will be held December 15. It is expected that 800 to 900 students will attend. Over 30 percent of the graduating class are students of color. The top five major degrees being awarded are in Biology, Criminal Justice, Psychology, Management, and Art.

President Jordan expressed his thanks and congratulations to the Board, faculty, and staff for their role in increasing by 55% the number of degrees awarded by MSU Denver over the last nine years. Over the same time period, the ratio of degrees awarded to FTE students has steadily increased, to the point where the ratio is now over 21%.

President Jordan stated that MSU Denver will host the legislative reception at the Hotel/Hospitality Learning Center on January 27, and stressed the importance of this opportunity for Trustees to discuss a variety of issues with legislators, and in particular the HB 1319 funding formula.

In recognition of the accomplishments of MSU Denver employees over the last few years, President Jordan granted administrative leave to employees for Friday, January 2.

President Jordan reported that, as part of the University's efforts to reduce its permanent budget by \$1.2 million, the Center for Creative Innovation will be brought to a close. The program, developed to provide personalized business advising to creative entrepreneurs, was intended to become self-sustaining but has relied on University funding in excess of \$100,000 annually. Two full-time staff members will be appointed to other positions within the University, and \$117,000 will be reallocated to another area within the institution. The basic curriculum as developed by the Center for Creative Innovation is now housed in the College of Business, where it will continue as a cross-disciplinary program, using the entrepreneurial spirit and education at the University.

The University remains committed, President Jordan stated, to engaging the State's creative, cultural, and entrepreneurial sectors.

B. State Legislative Report. (This report was provided after HB14-1319 due to time constraints.)

Christine Staberg reported on developments in the state legislature. The midterm elections made a significant impact. Four of the six JBC members are new to the committee and, as there is a 3/3 party line split, a tie vote of 3/3 dies. A majority, bipartisan vote is required to move any bill out of JBC. Of the 100 members of the legislature in January 2015, 54 will have been in office for two years or less. Ms. Staberg's team acted proactively, interviewing candidates even before they were elected, to do outreach and education with them.

The JBC met yesterday and heard about the HB 1319 funding model for the first time, so work is just beginning, Ms. Staberg reported. Ultimately, the legislature decides whether any additional money goes into higher education and if so, how much stays inside the formula. The request was that \$60.6 million be inside the formula and \$15 million be outside the formula, in the form of boost funds. Another \$30 million was requested from the general fund for the Colorado Scholarship Initiative. Senator Lambert, chairman of the JBC, asked why that amount shouldn't just be put into COF instead.

The JBC, the Capital Development Committee, and the legislature, all have to weigh in on the Aerospace Engineering Science (AES) Building request. They have included it in their initial recommendation, but that really is only a starting point, Ms. Staberg reported. The AES Building and the budget are top priorities for Ms. Staberg's team. They will also be very engaged in the Scholarship Initiative and financial aid, which is a critical issue for students.

In response to a question from Past Chair Cohen regarding the likelihood of the HB 1319 funding model being passed by the JBC on to the legislature, Ms. Staberg stated that members of the JBC had raised good, valid questions about the model. Having support from all the institutions for the model presented is very significant. She believes the framework of the formula is solid. Senator Lambert indicated his desire to make explicit that non-resident students could not be counted in the model, but Ms. Staberg noted that that would require a bill. She also stated that the JBC is wrestling with the request for moneys outside the formula. On the record, legislators were excited overall with the funding model, stating that it's more transparent and better represents their intention, but they have questions about the decisions that have been made and where the funds will go.

C. Federal Legislative Report.

Mike Dino stated that Pell grants remain a contentious item relative to the overall budget process. Congress has yet to approve a budget for FY2015 for the nation. Democrats believe, with regard to Pell grants, that there's a major surplus of \$4 billion, and would like to move \$2 billion of that amount to other education programs. The Republicans, on the other hand, do not want to move the surplus. If there are cuts to the Pell program, they would not affect grants for the coming year. Mr. Dino's firm will continue to monitor the issue for the University.

Priorities will shift in the 114th Congress with Republicans taking the majority in the Senate. Two major items affecting the University will be considered by this Congress: the Elementary and Secondary Education Reauthorization, and the Higher Education Reauthorization. Members of both houses have stated that the Elementary and Secondary Education Reauthorization will take priority and be considered first.

Additionally, both sides of the aisle will continue to pursue legislation relative to campus sexual assaults, an issue that has received wide media attention.

The White House was very impressed with the University's Brother-2-Brother program which dovetails with the President's My Brother's Keeper initiative, focusing on issues faced by boys

and men of color. MSU Denver is the only campus in the country with a Brother-2-Brother program, and the Administration asked to be kept updated with regard to the program.

The issue of Hispanic Serving Institutions and MSU Denver's accomplishments and continuing efforts with respect to that Initiative was also raised in President Jordan's meetings at the White House. Mr. Dino and President Jordan will continue working with Congresswoman DeGette and her staff, who have taken a particular interest in the Initiative. The hope is that MSU Denver will receive federal funding with regards to the Initiative before the funding threshold is reached.

The Department of Education continues to have lots of interest in MSU Denver, and especially in its progress as an urban institution in an urban environment. Secretary Duncan visited the University in May. Mr. Dino's firm weighed in on the college rating system, and expects the system will likely be implemented in 2015.

Mr. Dino is working diligently to educate Colorado's congressional delegation and in particular Senator-elect Gardner and Congressman-elect Buck, about MSU Denver, education for veterans and many other related issues.

Additional issues that Mr. Dino expects will be discussed in the coming year include streamlining of the FAFSA process, the implementation of year-round Pell grants, the student loan program and the burden of student loan debt on graduates in the work force, and immigration reform may be used as a leverage point on appropriations. President Jordan added that the University is committed to providing front-end and ongoing training to students about the impact of student loans. There have been discussions about giving financial aid offices the authority to limit the amount students borrow.

Mr. Dino congratulated Gwendolyn Mami and the University's Office of Sponsored Research and Programs, for its work in pursuing grants, including the Department of Health and Human Services award of a Social Work grant in the amount of \$1.3 million over three years; the Department of Labor Youth Career Connect grant of \$725,000 over four years; and the Department of Education's continuing award over the next two years in the approximate amount of \$4.7 million.

Chair Lucero thanked Mr. Dino for his presentation, and called for the Finance Committee report.

D. Finance Committee.

Trustee Pogge reported there were no action items, and called on Vice President Kreidler to present the budget report.

i. Finance and Budget Report.

Vice President Kreidler reported that the Budget Task Force, in identifying the \$1.2 million to be permanently cut from the budget, determined that one-time cash left over from last year will not

be used to pay for permanent budget items. Given the enrollment shortfall this year, the Budget Task Force decided that the budget should be cut to match revenues.

Vice President Kreidler presented a list of metrics and measures identified by the Board as being critical to its ability to make informed decisions. The categories of metrics and measures include educational quality/student success, financial reports from the University and Foundation, State funding and legislation, federal financial aid and legislation, University culture, and other reports covering personnel actions. Vice President Kreidler presented a grid of the metrics and measures and the month(s) of the Board meetings at which each will be reported on to the Board. He stated that the Scorecard will continue to be used, but key performance indicators will be re-created to match the funding model developed in response to the requirements of HB 1319.

E. Faculty Trustee Report.

Faculty Trustee Kenn Bisio presented current concerns and ideas of faculty that had emerged at both the Faculty Retreat and in meetings with faculty. These include:

- Faculty would like faculty ethnicity rates to match those of students. One suggestion was to bring faculty into the University's targeted opportunity programs.
- During the Summer 2014 semester, some faculty members were not added to the Human Resources database in time for them to be paid until the end of August.
- Financial aid disbursements are not reaching students quickly enough to enable them to enroll in Summer courses.
- The Summer 2015 semester is being extended, which conflicts with faculty members' scholarly activities that typically occur between the end of spring and beginning of summer.
- Faculty discussed the viability of a year-round academic calendar, which could improve student retention, positively impact the University's Hispanic Serving Institution Initiative, and enable students to graduate in three years, optionally, instead of four.
- Performing Arts faculty requested additional space, and suggested the King Center as a possibility.
- Faculty would like to have Kaiser Permanente added as an option to their healthcare plan, along with Blue Cross Blue Shield.
- Faculty utilizes CAPP reports in advising, and the current curriculum process requires substantial adjustments to CAPP reports when a course title changes. The process could be improved if a different course number were assigned, which would also reduce the paperwork burden on both faculty and the Registrar's office.
- Faculty expressed their gratitude for the Educational Technology Center and for Diane Watkins, who is the only person available to oversee and assist faculty in posting reviews and promotions on Digital Measures. Faculty suggest additional administrative support be made available to Ms. Watkins.

F. Student Trustee Report.

Student Trustee Joe Boss thanked the Board of Trustees on behalf of students in the Hospitality Promotions class. They recently completed their 10th Annual Frosty's Feast Luncheon, which raises money for student clubs as well as the Food for Thought charity. There were half as many

invitees as in prior years and yet the event raised \$14,914, making this year the most successful to date.

G. Alumni Report.

Alumni Representative Judy George reported that the Alumni Association board is excited about its alliance with the Foundation, and looks forward to learning from the experiences of Jim Mulligan, Chair of the Foundation Board, about its year-long process of planning and reinventing the Foundation.

The Alumni Association has formed a task force that will evaluate where it has been, where it is now, and where it would like to be, similar to the analysis undertaken by the Foundation. The Alumni Association is working with a consultant in its efforts, has created a comprehensive list of alumni in the area and sent a letter to each inviting them to join the task force.

H. Faculty Senate Report.

Faculty Senate President Sheila Rucki reported that the Faculty Senate, along with Council administrators, and non-classified staff have formed a Diversity Task Force to evaluate the effects of the University's registration policies on students of color and other under-represented groups, in an effort to ensure that registration policies are not negatively impacting these students. Faculty Senate will report on this matter by March.

Faculty Senate is working on revisions to its Bylaws to accommodate the addition of the School of Education, and have taken this opportunity to evaluate representation of each community. The Rules Committee developed a robust manner of dividing up committee seats to ensure that every group of faculty is represented, and their recommended rules will go into effect in the Spring.

Faculty Senate passed a resolution supporting the University's position relative to HB 1319 legislation. Faculty Senate have always promoted the interests of Metro's students and believed that the funding mechanisms of the state have systematically put them at a disadvantage. The resolution, which passed with 97% of votes, reflects Faculty Senate's perspective on funding.

I. Student Government Report.

Patricia Ordaz, President of Student Government Assembly (SGA), reported that SGA has restructured and merged positions and is updating its policies and procedures manual to be consistent with their revised constitution.

SGA created a project management system in which SGA members take ownership in developing a project plan and execute their plan using official resource allocation.

Ms. Ordaz reported that a new program was created by SGA, the Community Involvement Alliance (CIA), replacing the Runners Program. The new program has three pillars: Professional Development, Volunteerism, and Social Events. The program was created to encourage sophomore to senior student involvement, during sensitive points, where students receive

specific instructions that fall under the three pillars. Participants in the program also give announcements in the classroom as part of the Professional Development pillar, continuing the concept that was originally part of the Runners program.

SGA coordinated several events this semester, including a drive to encourage people on campus to participate in the organ and tissue donor registry. This year's drive was held in honor of Alex Aldridge, a student who passed away last year due to medical complications. More than 300 people registered at the drive, which resulted in one student being matched to a person needing a transplant.

Ms. Ordaz stated that each year in November, SGA collaborates with Student Engagement and Wellness to provide students who use the services of the Food Bank with a basket containing ingredients to prepare a typical Thanksgiving meal and a gift certificate for a turkey. This year 60 baskets were distributed and, for the first time, no student was left on a waiting list.

SGA also provides students with hot breakfasts, energy drinks, and snacks during finals week in Fall and Spring semesters.

This semester SGA has recommitted to serving its community, representing students' voices by sitting on numerous University committees. SGA garnered an estimated \$15,000 in sponsorships. Ms. Ordaz expressed her pride in the accomplishments of SGA and looks forward to projects to come.

J. AHEC Report.

Vice Chair Bookhardt reported that the Auraria Board held its annual workshop on October 9. Discussion focused on the Auraria Campus Forward Momentum. 2014-15 goals were distributed and reviewed for endorsement. AHEC highlighted its plans for each of the institutions, providing plans based on the Master Plan for AHEC neighborhoods, defining next steps in development, and AHEC's priorities. Vice Chair Bookhardt reported that the jointly owned North Classroom is close to being fully occupied by UC Denver, and the Cherry Creek South Classroom is almost 100% CCD-occupied. Goals included MSU Denver becoming the primary occupant of the shared Administration Building, and the shared core was also discussed with respect to collective facilities beyond the King Center and the Arts Building identifying future priorities for shared spaces.

President Jordan added that UC Denver is considering building its own recreation center and that their students will vote in the spring on an annual fee of \$480 to cover the costs of the rec center.

K. Foundation Report.

Trustee Hanzlik congratulated Foundation President John Burtness for doing a great job in his new position. The Foundation Board met in November and officially launched its reorganized structure with the following subgroups:

- Jon Robinson will lead the HLC project team will focus on raising funds for new programs and scholarships.

- Dominic Lloyd will lead the AES project team, which will focus on raising the \$20 million of private support needed to build the new building.

The Foundation is interested in continuing conversations with the University regarding potential initiatives related to both healthcare and the arts, to determine whether the Foundation should take a more proactive role in the development at this time. Trustee Hanzlik stressed the necessity of a protocol to determine resources to be pursued and a coordinating schedule.

The Naming Opportunities Task Force will continue review and updating its policies with regard to naming and amounts required for endowments and facilities, and will report to the Trustees in the spring.

Committees of the Foundation Board will include an Executive Governance and Nominating committee and an Audit/Finance/Investment committee. The Foundation welcomes the participation of members of this Board in any of these groups. Chair Lucero encouraged Trustees' participation in these strategic teams.

L. Shared Governance Task Force Report.

Braelin Pantel reported that the Shared Governance Task Force (SGTF), comprised of 16 members from faculty, administrators, classified staff, and students, met in November and began discussion around the scope and focus of the SGTF, how best to engage the broader MSU Denver community in those discussions, the Task Force's current structure and the functions of its constituency groups, whether there are overlaps, and significant differences among the purposes of those groups. Members of SGTF agreed that civility will remain a constant throughout its work.

INFORMATION ITEM: *(Requires no approval by the Board of Trustees)*

A. Office of Human Resources revised report of personnel actions for the Board's information which have occurred since the last Board meeting on September 30, 2014.

Chair Lucero informed the Trustees of the information item and advised them to review it at their leisure.

PUBLIC COMMENT: There were no public comments.

ADJOURNMENT:

Chair Lucero asked for a motion to adjourn the Board of Trustees meeting. Trustee Carroll **moved for approval, with a second** by Vice Chair Bookhardt. The motion was **unanimously approved** and the meeting officially adjourned at 12:28 p.m.

AGENDA ITEM: Approval of Minor in Brewing Science

BACKGROUND:

This minor allows students currently majoring in Biology, Chemistry or Biochemistry to develop content knowledge in brewing science in order to take advantage of the high demand for trained brewing professionals.

ANALYSIS:

Two commissioned, external studies and a 30-member industry advisory board all support the need for a program in brewing science. This 21-credit-hour minor emphasizes the biological and chemical components of brewing beer; is comprised of all new courses, designed with industry input; and assigned a new course prefix BVG to facilitate program data collection. Courses will be taught by existing faculty and industry professionals, and take place in the newly-constructed brewing science laboratory and classroom in the Tivoli Building as well as existing classrooms and laboratories. Several courses in the minor are restricted to students 21 years of age or older.

Required Courses: 21 credit hours

BVG 3010 Beers of the World	3
BVG 3350 Brewing Operations Seminar	3
BVG 3810 Sensory Quality Analysis of Beer and Wine*	3
BVG 4010 Beer Styles and Service	3
BVG 4220 Fermentation Science*	3
BVG 4350 Brewing Science*	3
BVG 4810 Brewing Quality Analysis	3

**Prerequisites BIO 2400 General Microbiology and CHE 2100 Intro to Organic and Biological Chemistry. Students majoring in Biology, Chemistry or Biochemistry can complete the prerequisite courses in the major.*

RECOMMENDATION:

Staff recommends approval of the minor in Brewing Science.

AGENDA ITEM: Approval of Minor in Italian

BACKGROUND:

Students pursuing a minor in Italian gain both linguistic proficiency and cultural awareness through the study of Italian language, civilization, literature, art and film. The program is suited to complement a wide array of academic concentrations, including but not limited to language and literature, cultural studies, business and international relations, hospitality and food, music and opera, art and design.

ANALYSIS:

In the past seven years, over 30 students have constructed a minor in Italian through the MSU Denver Center for Individualized Learning's Individualized Degree Program. This level of interest indicates the need for a formalized minor offered through the Department of Modern Languages. All courses in this 21-credit-hour minor have been offered at least once, and have met enrollment goals of 20+ students in introductory courses and 10-15 students in intermediate and advanced courses. No new resources are required at this time; however, as enrollment increases one new affiliate faculty member will be needed.

Required Courses: 15 credit hours

ITA 2010 Intermediate Italian I*	3
ITA 2020 Intermediate Italian II	3
ITA 2110 Italian Reading and Conversation	3
ITA 3140 Advanced Italian Grammar	3
ITA 3250 Readings in Italian Literature	3

Elective Courses: Select 6 credit hours

ITA 3010 Italian Culture through Film	3
ITA 3110 Advanced Conversation	3
ITA 3310 Contemporary Italy: Culture and Society	3

**Prerequisites ITA 1010 Elementary Italian I/one year high school Italian/equivalent and ITA 1020 Elementary Italian II. Students may use ITA 1020 to fulfill the General Studies Oral Communication requirement.*

RECOMMENDATION:

Staff recommends approval of the minor in Italian.

AGENDA ITEM: Approval of Minor in Advertising and Promotion

BACKGROUND:

This minor is intended for students who have a non-marketing major and who want to add some study of business from a marketing perspective to their degree program. The minor introduces students to the elements of integrated marketing communications such as advertising, sales promotions, personal selling, and public relations, and gives students the opportunity to develop practical skills in advertising and promotional strategies.

ANALYSIS:

A Spring 2014 analysis of job listings in the Denver area shows a significant number of advertising agencies posting entry level positions for applicants with advertising, marketing communication, or promotion degrees. MSU Denver's Marketing Department currently employs two professors with teaching and research experience in advertising and promotion, and offers a range of courses in these fields. This 18-credit-hour minor is comprised of existing courses taught by existing faculty. No new resources are required.

Required Courses*: 12 credit hours

MKT 3000 Principles of Marketing	3
MKT 3110 Advertising Management	3
MKT 4300 Social Media Marketing	3
MKT 3120 Promotional Strategy	3

Elective Courses*: Select 6 credit hours

MKT 3180 Green Marketing	3
MKT 3190 Social Marketing	3
MKT 3250 Personal Selling	3
MKT 3300 Marketing of Services	3
MKT 3310 Consumer Behavior	3
MKT 3500 Sports Marketing	3
MKT 3710 International Marketing	3
MKT 3750 Multicultural Marketing	3
MKT 3980 Internship in Marketing	3
MKT 4110 Reputation and Brand Management	3
MKT 4520 Seminar in Marketing Management	3

Alternate Courses*: Students may take one of the following courses to replace an elective course.

ART 1531 Studio Foundation: 4D	3
COM 2430 Intro to Media Production	3
JRN 1010 Intro to journalism and Mass Media	3
JRN 2700 Fundamentals of Public Relations	3
SPE 2400 Electronic Media and Society	3

**Courses may have pre-requisites; students must meet with an advisor to select course sequences.*

RECOMMENDATION:

Staff recommends approval of the minor in Advertising and Promotion.

AGENDA ITEM: Approval of Minor in Sports Media

BACKGROUND:

This minor provides skills that will increase employment opportunities in the field of sport media. Students in this minor will take a common core of courses related to Sport Industry Operations and courses related to news media. Students will continue to hone their skills in elective courses in technical communication, journalism, and human performance and sport.

ANALYSIS:

The Sport Media minor combines strengths in Sport Industry Operations, Journalism, and Technical Communication for students interested in cultivating the skills to work in sport news media, team media relations, and external communication positions within the sport industry. Currently students develop this minor through the MSU Denver Center for Individualized Learning's Individualized Degree Program. Experience indicates that it is prudent to create a formal minor which will be housed in the College of Professional Studies. This 24-credit-hour minor is comprised primarily of existing courses and one new course, JRN 3130 Sports Writing. No new resources are needed.

Required Courses: 12 credit hours

HPS 2050 Intro to Sport Industry Operations	3
HPS 3100 Sport Industry Media Operations	3
JRN 1100 Journalism Fundamentals	3
JRN 2100 Reporting	3

Elective Courses: Select 12 credit hours; at least 6 credit hours must be upper-division

COM 2400 Basic Video Editing	3
COM 2420* Basic Single Camera Video Production	3
HPS 2070 Sport Venue Operations	3
HPS 2730 Sport in Society	3
HPS 3650 Technology and Social Media in Sport Industry	3
HPS 3990 Field Experience in Human Performance and Sport	1-3
JRN 2600 Intro to Photojournalism	3
JRN 2700 Fundamentals of Public Relations	3
JRN 3130 Sports Writing	3
JRN 3300 Multimedia Journalism I	3
JRN 3400 Short-form Feature Articles	3

**Prerequisite COM 2400 Basic Video Editing*

RECOMMENDATION:

Staff recommends approval of the minor in Sports Media.

AGENDA ITEM: Approval to Discontinue Program: Center for Effective Interventions

BACKGROUND:

The Center for Effective Interventions was created in December, 2000, and was housed in MSU Denver's Department of Human Services. Operated through a contract with MST Services, LLC, and various client agencies in Colorado, New Mexico, Texas, Arizona and Oklahoma, the mission of the Center for Effective Interventions was to provide agencies with the requisite training for licensing in Multisystemic Therapy, a community-based strategy promoting positive social behavior and decreasing anti-social behavior in chronic, violent or substance-abusing juveniles ages 14-16 who are at risk for out-of-home placement.

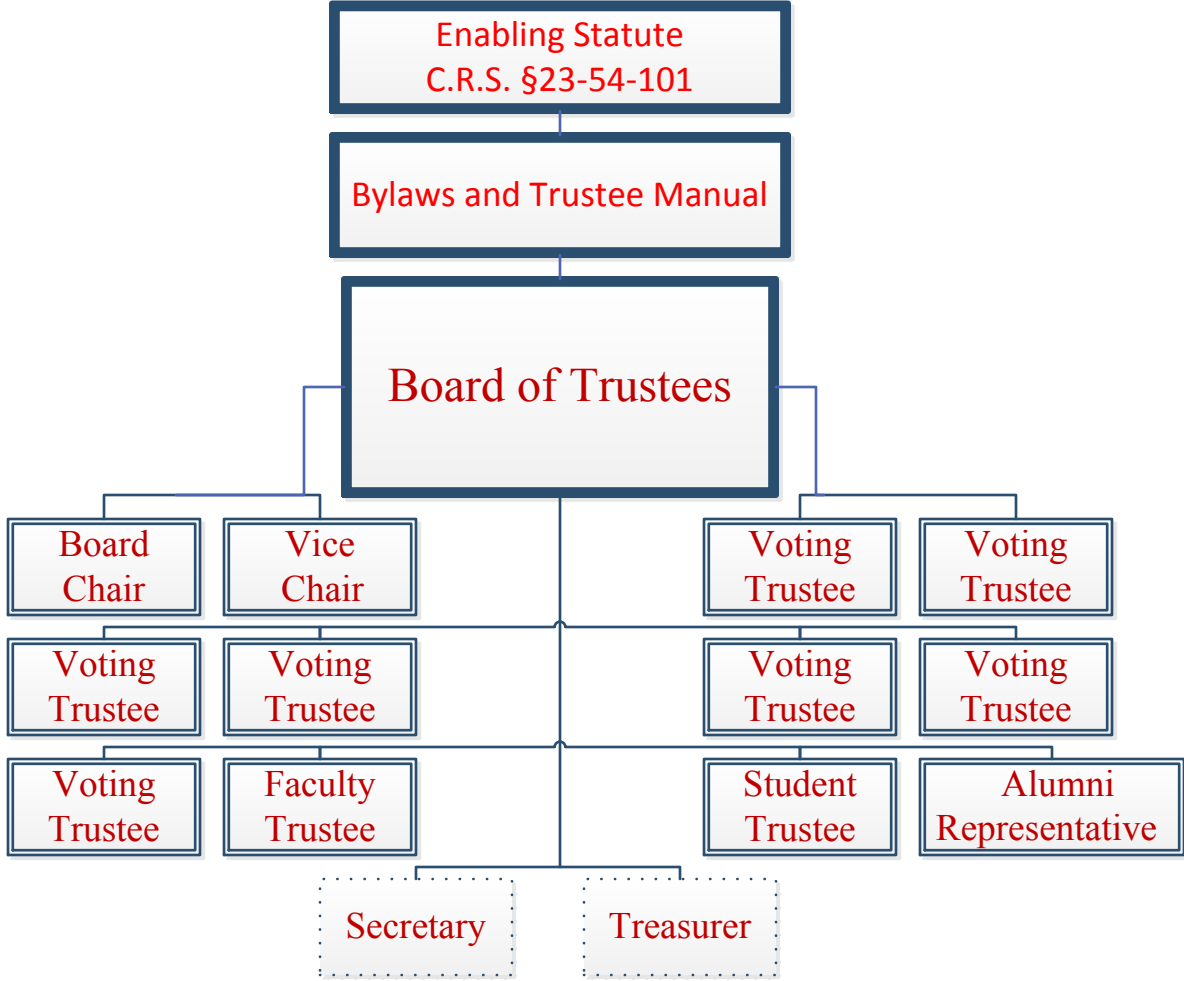
ANALYSIS:

A 2012 internal audit indicated the Center for Effective Interventions was experiencing difficulty recruiting and retaining qualified employees, maintaining adequate records, and maintaining a sufficient client base to support profitability. Steps to remedy these difficulties did not result in positive improvements. As a result, MSU Denver will discontinue this program.

RECOMMENDATION:

Staff recommends approval to discontinue the Center for Effective Interventions.

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Current Organizational Structure**



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 (E.g. P3s-Hotel/HLC, Name Change Initiatives, Undocumented Students Tuition Rate)

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