METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES
Annual Board Meeting Schedule
May 5-6, 2016

Thursday, May 5, 2016
Location: Student Success Building, Suite 440 (Trustee Boardroom)
Finance Committee: 7:30 a.m. – 9:35 a.m. (Breakfast provided)
Academic & Student Affairs Committee: 9:45 a.m. – 11:00 a.m.
Governance Committee: 11:15 a.m. – 12:00 p.m.

Friday, May 6, 2016
Location: Student Success Building, Suite 440 (Trustee Boardroom)
Executive Session (closed session): 7:30 a.m. – 8:45 a.m. (Breakfast provided)

Location: Student Success Building, Room 400 (Foundation Boardroom)
Annual Board Meeting: 9:00 a.m. – 12:00 p.m.
I. CALL TO ORDER

II. EXECUTIVE SESSION:

An Executive Session may be held for consideration of appointment or employment of a public official or employee or the dismissal, discipline, promotion, demotion, or compensation of, or the investigation of charges or complaints against, pursuant to C.R.S.§24-6-402(3)(b)(I)(2015) and to confer 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)(2015).

III. CHAIR’S WELCOME & REPORT:

A. New Trustee Oath of Office (Wendy Dominguez and Jeff Shoemaker)
B. Nomination and Election of Board Officers
C. Board Meeting Schedule 2016-2017
D. Committee Assignments
E. HLC@Metro, Inc. Board Appointment (Wendy Dominguez)
F. AGB National Conference on Trusteeship Recap
G. Recognition of Deputy Provost Luis Torres

IV. CONSENT AGENDA:

A. Approval of April 8, 2016 Board Meeting Minutes
B. Office of Human Resources report of personnel actions which have occurred since the last Board Meeting on April 8, 2016

V. PRESENTATIONS:

A. Board Oversight of Educational Quality & Student Success:
   i. New Retention Initiatives (2014 Forward): Lori Kester and Mark Potter

VI. REPORTS & ACTION ITEMS:

A. President’s Report: President Stephen Jordan
B. State Legislative Report: Christine Staberg, Capstone Group, LLC
C. Finance Committee: Trustee Jack Pogge
i. Approval of Fiscal Year 2016-17 Initial Base Budget
ii. Approval of Fiscal Year 2016-17 Tuition and Fee Rates
iii. Approval of Student Affairs Fee Allocation for FY 2016-17
iv. Approval of Student Fee Plan Revisions

D. Academic & Student Affairs Committee: Trustee Elaine Berman
   i. Approval of Faculty Tenure Recommendations
   ii. Approval of Phase One Review Process for New Degree Programs: College of Professional Studies
       1. Bachelor of Science in Cyber Security
       2. Bachelor of Science in Hotel Management
       3. Bachelor of Science in Restaurant Management
       4. Bachelor of Science in Travel and Tourism Management
       5. Bachelor of Arts in Sport Management
       6. Bachelor of Science in K-12 Physical Education
       7. Bachelor of Science in Exercise Science
       8. Bachelor of Science Healthcare Professional Services
       9. Bachelor of Arts in Construction Project Management
   iii. Approval of New Concentrations within the Computer Information Systems Major in the College of Business
       1. Business Analytics
       2. Information Systems Security Concentration
   iv. Approval of New Concentrations for the Bachelor of Arts in Music in the College of Letters, Arts, and Sciences
       1. Commercial Music Performance
       2. Commercial Songwriting
       3. Music Industry Studies

E. Foundation Report: Trustee Bill Hanzlik
F. Faculty Trustee Report: Trustee Kenn Bisio
G. Alumni Report: Trustee Judy George
H. Faculty Senate Report: Sheila Rucki, President
I. Student Government Report: Amanda Pippit, SACAB Representative

VII. INFORMATION ITEMS:
    A. Human Resources report of personnel actions which have occurred since the last meeting on April 8, 2016 for the Board of Trustees’ information

VIII. PUBLIC COMMENT

IX. ADJOURNMENT
AGENDA ITEM: Nomination and Election of the Board Chair and Vice Chair

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

RECOMMENDATION:

Nominations shall be accepted from the floor and a vote of the Trustees shall be held to elect the Board Chair and Vice Chair. The one-year term of office of the Chair and Vice Chair shall begin at the conclusion of the annual meeting. The current Secretary and Treasurer shall continue to serve in their respective offices at the pleasure of the Board.
AGENDA ITEM: Adoption of Annual Meeting Schedule for 2016-2017

BACKGROUND:

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

RECOMMENDATION:

The Chair of the Board recommends that the Board adopt the attached Board and Committee meeting schedule for 2016-2017.
## Metropolitan State University of Denver
### 2016-2017 Board of Trustees Schedule

<table>
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<tr>
<th>Date</th>
<th>Event Description</th>
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<tr>
<td>Thursday, September 8, 2016</td>
<td>Committee Meetings (7:30 AM – 12:30 PM)</td>
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<td>Friday, September 9, 2016</td>
<td>Board Meeting (7:30 AM – 12:30 PM)</td>
</tr>
<tr>
<td>Thursday, October 20, 2016</td>
<td>Board Retreat (7:30 AM – 9:00 PM)</td>
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<tr>
<td>Friday, October 21, 2016</td>
<td>Joint Board Retreat (7:30 AM – 1:30 PM)</td>
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<td>Thursday, December 8, 2016</td>
<td>Committee Meetings (7:30 AM – 12:30 PM)</td>
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<td>Friday, December 9, 2016</td>
<td>Board Meeting (7:30 AM – 12:30 PM)</td>
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<td>Thursday, February 9, 2017</td>
<td>Special Work Session (7:30 AM – 12:30 PM)*</td>
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<td>Thursday, March 9, 2017</td>
<td>Committee Meetings (7:30 AM – 12:30 PM)</td>
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<td>Friday, March 10, 2017</td>
<td>Board Meeting (7:30 AM – 12:30 PM)</td>
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<td>Thursday, May 4, 2017</td>
<td>Committee Meetings (7:30 AM – 12:30 PM)</td>
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<tr>
<td>Friday, May 5, 2017</td>
<td>Board Meeting (7:30 AM – 12:30 PM)</td>
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Board meetings are held at the Student Success Building, 890 Auraria Parkway, 4th Floor. For information about board meetings, please contact Carrie Warren, Assistant Secretary to the Board of Trustees at (303) 352-4493 or ctwarren@msudenver.edu
BOARD OFFICERS
Chair, Michelle Lucero
Vice Chair, Jack Pogge
Secretary, Loretta P. Martinez
Treasurer, George Middlemist

Executive/Presidential Evaluation

Governance Committee (staff: L. Martinez)
Terrance Carroll, Chair
Barb Grogan
Wendy Dominguez
Student & Faculty Trustees (at their choosing)

Academic and Student Affairs Committee (staff: V. Golich)
Elaine Gantz Berman, Chair
Bill Hanzlik
Walter Isenberg
Jeff Shoemaker
Michelle Lucero
Student & Faculty Trustees (at their choosing)

Finance Committee (staff: S. Kreidler)
Jack Pogge, Chair
Wendy Dominguez
Barb Grogan
Terrance Carroll
Student & Faculty Trustees (at their choosing)

MSU Denver representative to the Auraria Board of Directors
Elaine Berman

MSU Denver representative to the MSU Denver Foundation Board
Bill Hanzlik

HLC@Metro, Inc.
Steve Kreidler, President and Director
Wendy Dominguez
Loretta P. Martinez, Secretary/Treasurer and Director

Revised 05/04/16
John Burtness, Director
Bob Fanch, Director
Evan Makovsky, Director
Jon Robinson, Director
Andre van Hall, Director
Joe Vostrejs, Director

Metropolitan State College of Denver Roadrunner Recovery & Reinvestment Act Finance Authority
Stephen M. Jordan, Chair and Director
Jeff Shoemaker
Barb Grogan

George Middlemist, Alternate for Stephen M. Jordan
Wendy Dominguez, Alternate for Jeff Shoemaker
Jack Pogge, Alternate for Barb Grogan

MSU Denver Foundation Initiatives—Board Champions

Naming Opportunities Task Force
Bill Hanzlik

AES Project Team
Jack Pogge
Barb Grogan

HLC/Craft Brewing Program
Walter Isenberg

Healthcare Programs
Michelle Lucero
Elaine Gantz Berman

SWAT (P3s)

Revised 05/04/16
AGENDA ITEM: HLC@Metro, Inc. Board of Directors Election

BACKGROUND:

On August 19, 2010, the Board of Trustees established a special purpose corporation called HLC@Metro, Inc. to own and operate the Hotel/Hospitality Learning Center. The Board of Trustees approves the appointment of the HLC@Metro, Inc. nine-member board. The bylaws of the corporation indicate the board has representation from the Board of Trustees, the University, the Metropolitan State University of Denver Foundation, Inc. Board and industry experts.

Dawn Bookhardt has served her full number of terms as trustee for MSU Denver, and thus, as the MSU Denver Board of Trustees representative on the HLC@Metro, Inc. board, she must be replaced.

ANALYSIS:

Appointed as Dawn Bookhardt’s successor on the MSU Denver Board of Trustees, Wendy Dominguez brings extensive financial experience to the MSU Denver board. Wendy is the President and co-founder of Innovest Portfolio Solutions LLC. Her clients include some of the largest public and private sector retirement plans in the Rocky Mountain Region, as well as many large Foundations, Endowments and wealthy families.

Trustee Dominguez, similar to Ms. Bookhardt, will provide robust financial oversight to the HLC@Metro, Inc. board if she is chosen to serve as the MSU Denver Board of Trustees representative.

AUTHORITY:

Pursuant to §3.02 of the HLC@Metro, Inc. Bylaws, the Board is required to review and approval appointments to the HLC@Metro, Inc. Board of Directors.

RECOMMENDATION:

Staff of HLC@Metro, Inc. recommends Board of Trustee approval for the appointment of Wendy Dominguez to the Board of Directors of HLC@Metro, Inc.
I. CALL TO ORDER:
The Board of Trustees meeting was called to order at 9:00 a.m. by Chairwoman Michelle Lucero. She was joined by Vice Chairwoman Dawn Bookhardt, Trustee Elaine Berman, Trustee Terrance Carroll, Trustee Barb Grogan, Trustee Bill Hanzlik, and Trustee Jack Pogge. Incoming Trustee Wendy Dominguez, Faculty Trustee Kenn Bisio, Student Trustee Maria Garibay Campos, and Alumni Representative Judy George were also in attendance, along with President Stephen Jordan, Board Secretary Loretta Martinez, Treasurer George Middlemist, Assistant Secretary Carrie Warren, various faculty, administrators and staff.

II. AWARDS PRESENTATION:
A. John W. Nason Award for Board Service. Dr. Charles Ambrose, President of the University of Central Missouri and member of the President’s Council of the Association of Governing Boards (AGB), presented the John W. Nason Award for Board Service to the Board of Directors of Metropolitan State University of Denver. MSU Denver’s Board exhibits “exceptional leadership and initiative, unusual courage, and significant achievement,” Dr. Ambrose said.

During WWII, John Nason worked to ensure that interned Japanese college students were able to complete their degrees, Dr. Ambrose said. Similarly, the MSU Denver Board’s actions which culminated in Colorado’s ACCESS legislation, today provides an affordable tuition rate for undocumented students.

Chairwoman Lucero and the Trustees thanked Dr. Ambrose, stating it was a great honor to receive the award.

III. CHAIR’S WELCOME & REPORT:
A. Recognition of outgoing Trustee Dawn P. Bookhardt. The Trustees and President Jordan thanked Vice Chair Bookhardt for her years of service and stated that she was instrumental in several initiatives, most notably the Hotel Learning Center initiative, the name change of the University, and the undocumented student initiative.

B. Report from Governance Committee
   • Elections of Board of Trustee Officers will occur at the May meeting. Chair Lucero reviewed committee assignments.
   • The Board Meeting Schedule for 2016-2017 is incorporated herein by reference and will be finally determined at the May board meeting.

C. Upcoming BOT Events:
   • AGB National Conference on Trusteeship will be held April 17-19, 2016.
IV. CONSENT AGENDA:

A. Approval of December 3, 2015 Ad Hoc P3 Committee Minutes.

B. Approval of December 4, 2015 Business Meeting Minute.

C. Approval of February 4, 2016 Special Work Session Minutes.

D. Office of Human Resources report of personnel actions which have occurred since the last Board Meeting on December 4, 2015.

Trustee Carroll moved for approval of the Consent Agenda, with a second by Trustee Pogge. The motion was unanimously approved.

V. PRESENTATIONS:

A. Board Oversight of Educational Quality & Student Success.
   i. Hispanic-Serving Institution Report. Provost Golich introduced Dr. Luis Torres, who will be retiring later this year after many years of service to the University, and Esther Rodriguez, co-chairs of the Hispanic Serving Institution Task Force. Dr. Torres and Ms. Rodriguez presented the task force’s final report covering the period between 2015 and 2018. The HSI Task Force was formed in June 2015 to identify strategies by which MSU Denver could achieve its goal of earning HSI designation by the fall of 2018 from the U.S. Department of Education. HSI designation requires Hispanic student enrollment of 25% FTE; currently, MSU Denver is at 20 percent. Earning the HSI designation will enable MSU Denver to better serve and represent the Latino population of the University and the state.

   Three target populations of prospective and existing populations were identified: (1) the preK-12 pipeline and recent high school graduates; (2) transfers, military veterans, and adult students; and (3) retention of currently enrolled MSU Denver students. Accordingly, the Task Force was divided into three groups to research one of the three given populations.

   Dr. Torres reviewed key themes that the Task Force focused on. Ms. Rodriguez said that data indicates that a student’s likelihood of transferring to a four-year institution correlates to choice of major, attending on a full-time versus a part-time basis, familiarity with the college process and experience, the ability to navigate, first-generation status, and financial considerations related to full-time versus part-time enrollment. Full-time attendance positively impacts the likelihood of degree completion.

   She presented the Task Force’s recommendations for strategic institutional support of Hispanic students.

   Trustee Grogan asked if MSU Denver provides concurrent enrollment with high schools, and Ms. Rodriguez stated that it does. Provost Golich said that the program has not been in existence for a sufficient amount of time to be able to identify trends.
President Jordan brought up the components of cost of attendance, and the provision of college courses in high school. Leadership is investigating the possibility of embedding MSU Denver into Denver area high schools with high percentages of Latino students, together with providing a stipend to attend MSU Denver, on the condition that the student completes the college course.

Ms. Rodriguez said that the recommendations of the Task Force are for the University to develop transfer pathways from community colleges with high Hispanic enrollments; create dual learning programs with community colleges in targeted MSU Denver majors (already being done in Nursing and Aviation); explore transfer centers in all areas of the state; review policies carefully for their impact on enrollment; identify strategies to move students from part time to full time. Cost is the highest barrier to Latino students’ access to college, she said, which indicates the need for need-based scholarships, grants, and other financial aid, and early notification of financial aid awards. President Jordan said that this is the first year that award notifications were sent out by the University in March.

Dr. Torres said that if ASSET students were eligible for Pell grants as well as for work-study, it would provide a much closer connection to the University. Trustee Grogan pointed out that many students already work and asked how they can also participate in work-study. Dr. Torres said the hope is that the student would work in a work-study scenario instead of working outside the University. President Jordan added that the data bear out the fact that students engaged in work-study persist to graduation at higher rates than those who work outside the university setting.

President Jordan announced that he has asked Ms. Rodriguez to lead the HSI Implementation Task Force to help MSU Denver achieve HSI status. She will be coordinating, as a special assistant to the president, the efforts of the Implementation Task Force to ensure that the goals of the University in this regard are reached.

ii. AACSB Accreditation Celebration. Dean Ann Murphy spoke about the extensive process involved in achieving AACSB accreditation in the College of Business. AACSB accreditation represents the highest standard of achievement for business schools. Fewer than five percent of business programs worldwide have earned AACSB accreditation. Many top global corporations recruit exclusively from AACSB-accredited schools. AACSB accreditors review faculty qualifications and support given to faculty, such as resources for professional development. Chair Lucero and the Board congratulated Dean Murphy and the faculty on earning this important accreditation for the School of Business.

B. Budget Update. Vice President Kreidler reported that the projected decline in enrollments will be lower than previously thought; however, the budget will still include conservatively estimated enrollments. The Budget Task Force will meet to consider tuition rates in light of student needs and the needs of the University, and will bring its recommendations to the Board. Mandatory cost increases must be covered without changes to the budget, subject to changes that arise out of the Budget Task Force meeting and to President Jordan’s review of the budget.
Students provide 74% of all the revenue that is received by the University. President Jordan said that when he worked in the Governor’s Office, the state paid 75% and 25% was paid by the student. Vice President Kreidler said that this bears out the importance of student enrollment numbers on the University’s financial viability. While state funding is important, he said, the University must fight to maintain and grow its enrollment.

The budget for the coming year is expected to be flat, other than mandatory cost increases, which will be reviewed at next month’s meeting. In August, once the number of students enrolled for the Fall semester is known, staff will return to the Board for changes to the budget.

Trustee Berman asked if online students pay the same tuition as students who attend on campus. Vice President Kreidler said that they do, and that only a few students take courses solely online. Almost 20% of credit hours are provided online, and nearly all of the students taking those courses are doing so in an attempt to make their schedules work. Trustee Berman asked that online courses be considered in the drive to increase enrollment numbers, and Vice President Kreidler said that they will be. A search for an online program director is under way. The hope is to get three full degree programs online, beta-test them, and then see how many more programs can be rolled out, Vice President Kreidler said. Because MSU Denver is a non-residential campus, 93% of its students come from the seven-county metro area. Trustee Berman asked when the Board should expect a report from the Online Task Force. Provost Golich answered that once the program director is hired, Online Council will have a report with projections ready in the fall. Trustee Berman stated that this area represents a huge opportunity for increased enrollment to the University. Vice President Kreidler responded that the University has committed a significant amount of its resources toward this area.

Chair Lucero asked that all the different enrollment initiatives be presented together at the May meeting of the Academic and Student Affairs Committee. Provost Golich agreed to provide that.

Vice President Kreidler that the Joint Budget Committee will keep higher education funding flat, without a cut, and the amount of money going into need-based scholarship funds will be increased. Compared to the other state institutions, MSU Denver is 12th out of 12 in cost of tuition and fees, $1,200 lower than the next institution.

VI. REPORTS & ACTION ITEMS:
A. President’s Report. President Jordan reported that the Phi Beta Kappa Honor Society issued its inaugural Excellence in Community College Transfer Honor Roll last week, which identifies the top four-year colleges and universities in the U.S. that create dynamic pathways to support community college transfer. MSU Denver is the only Colorado institution to make the national ranking.

Last month, President Jordan hosted 20 state college and university presidents last month for the American Association of State Colleges and Universities annual board meeting. Since then, President Jordan has received follow-up inquiries from two institutions to learn more about the
University’s public-private partnerships and how those institutions might develop similar programs of their own.

MSU Denver’s relationship with DIME continues to flourish. The program received approvals from Colorado, Michigan, and the Higher Education Learning Commission to begin coursework in August. Approval of the National Association of Schools of Music is expected in May. DIME Detroit is currently registering students and anticipates 150 students at its inaugural class. MSU Denver students and faculty were recently given the opportunity to perform a sound check with The Who at that band’s performance in Denver, which effectively announced the program to the public.

A letter of intent is expected in the next couple of weeks regarding a site for DIME Denver in LoDo, which would roll out in Fall 2017 with an estimated enrollment of 150 students. DIME Detroit will be in its second year at that point, with enrollment expected to be 300-plus students. President Jordan said that there have also been conversations about an international model of DIME for online instruction.

President Jordan announced that Dr. Luis Torres will receive the National Association for Chicana and Chicano Studies Scholar Achievement award. Dr. Torres served in the past as the organization’s national chair. He has co-chaired MSU Denver’s Hispanic-Serving Institutions Initiative since its inception, growing enrollment of Hispanic students from approximately 13% in 2008 to 22% today, advancing the University’s goal of 25% Latino students. Additionally, Dr. Torres was instrumental in MSU Denver’s efforts to create a tuition structure that would allow undocumented students to pay in-state tuition rates.

MSU Denver received an award for its Regency Athletics Complex from the Downtown Denver Partnership, for “transforming and restoring a previously unused plot of land to a 13-acre field of dreams, enhancing health and wellness among MSU Denver’s athletes and the downtown community, adding an amenity that encourages academic excellence among students, and fosters connections with downtown Denver.” President Jordan added that the Complex also provides a walking path and a field where children from surrounding neighborhoods play organized sports. 5,000 kids have been hosted from the metro Denver area on the fields.

MSU Denver will host the 2016 NCA Division II Spring Sports Festival on May 16 through 21. Events will feature national championships in men’s and women’s tennis, softball, men’s and women’s golf, and women’s lacrosse. The Division II national championships are the only place where six champions will be crowned in one city in one day, and it will be a celebration of the achievements of more than 1,100 student athletes. He invited the Board to join in that week’s events.

Dr. Anthony Grant stated that the festival will host thousands of student athletes from 80 institutions across the country, giving MSU Denver great exposure. He stressed the scope and importance of the event and asked the Board to help spread the word and said that volunteers for the event are needed. The opening ceremony will be at Sports Authority Field at Mile High, and
the culminating ceremonies will be at Skyline Park. Chair Lucero asked Dr. Grant to send the link of the video about the event to Board members. President Jordan added that MSU Denver has, through Senator Bennett’s office, invited President Obama to attend.

Commencement is Saturday, May 14, and there will be two ceremonies. Board members were asked to attend one of the ceremonies.

The Summer Soiree will be held Saturday, June 4, in front of the Student Success Building and the Tivoli, and will be the culminating event of the University’s 50th Anniversary celebration.

B. State Legislative Report. Christine Staberg reported that the budget has been consuming legislators’ time. The last time Ms. Staberg presented an update to the Board in November, the Governor reluctantly suggested a $20 million cut to higher education due to the requirement that he submit a balanced budget. As the JBC went through its figure-setting process with updated revenue forecasts and by shifting funds from one item to another, it was able to keep funding for higher education flat. The JBC made changes to the funding formula suggested by the Department of Education and the Commission on Higher Education, including (1) changing the recommendation on funding and weighted credit-hours and adding some funding back to the weighted credit-hours side, which was a real plus for MSU Denver; and (2) reducing the weight given for non-resident students to 30%, a significant improvement over last year’s model which proposed a 100% weight. Although state funding of higher education will remain flat, because of the HB 1319 formula and the changes made to the formula by the JBC, three institutions, including MSU Denver, actually saw increases in funding. Since HB 1319 passed, MSU Denver has been the biggest winner of the 12 state institutions, in the midst of pressure from other institutions to eliminate the formula. Ms. Staberg does not believe that changes to the formula will be static next year.

The JBC took action with regard to tuition which it included in the Long bill finalized in the Senate yesterday. This action creates a precedent of the legislature and the JBC playing an active role in tuition-setting, and the University will need to take an active role in initiating discussions regarding tuition with them.

The Department of Education and the Commission on Higher Education had requested the JBC not to take action on tuition and leave it to institutions, working together with the Department and the Commission. The JBC felt that constituents would hold the legislature accountable for its actions with regard to tuition.

In the House, nine amendments to the Long bill were proposed. The majority of them had to do with tuition, suggesting putting more state money in to reduce tuition, but money is not available to actualize that. As are the vast majority of amendments to the Long bill, these amendments were intended to send a message.

Bill 1420 to change the hospital provider fee into an enterprise has been introduced and come through its first committee in the House. It is pending. A companion bill, HB 1421, would take the money freed up and allocate it (1) to transportation, (2) to restore a cut to the severance tax
that was made last year, (3) to money for K-12 education, and (4) to money for higher education.  
The bill would connect to the September 2016 revenue forecast and distribution based on HB 
1421.  The issue is still on the table and Ms. Staberg estimates it has approximately a 10% 
chance of being passed.  There is bipartisan support in the House for the bill.

Ms. Staberg’s team is tracking 68 bills, 49 of which relate to K-12 education because it tends to 
overlap higher education.  Experts from MSU Denver’s campus have testified at the Capitol 
regarding the 68 bills, on issues ranging from rainwater, admissions, homeless students’ access 
to higher education, concurrent enrollment, and others.  President Jordan testified in the House 
Judicial Committee with regard to safety issues.

President Jordan asked Ms. Staberg about the possibility of a conflict in supporting the hospital 
provider fee and the initiative for a constitutional amendment being forwarded by Dan Ritchie. 
Ms. Staberg said she believes it is possible to support both and, because many pieces of the issue 
remain undecided, MSU Denver should keep its options open and support both initiatives until 
more is known.

Trustee Berman said that different figures have been published regarding the amount of revenue 
that would be generated from the HPF.

Ms. Staberg said that the forecasters feel they have a huge margin of error, in the realm of zero to 
$1 billion.  The figure is likely to change with each new iteration of the revenue forecast.

C.   Federal Legislative Report.  Mike Dino from Patton Boggs reported that there has been 
no activity on reauthorization of the Higher Education Act.  The President’s budget supports an 
increase to the Pell grant.  Year-round Pell grants and workforce development funding are on 
hold until there is a new President and Congress.  The President’s new budget, however, does 
promote free community college, as well as two-year assistance for schools that serve minority 
students or are part of the minority-serving institution initiative.

Congress is far behind where it should be in terms of moving through the budget for this fiscal 
year.

Mr. Dino’s firm has visited Washington, D.C. several times with President Jordan.  There is a lot 
of turnover and transition in Washington.  They visited with Colorado’s delegation.  The White 
House Office of Community Engagement were very complimentary of MSU Denver, this Board, 
and of President Jordan.

Mr. Dino and President Jordan also discussed the Pell grant for DACA, or “deferred action for 
childhood arrivals,” students and inquired whether the Department of Education might be able to 
do a pilot program.  They will continue to work with Dr. Torres on that.  President Jordan and 
the Trustees will be going to Washington, D.C. in about ten days, and Mr. Dino will prepare 
talking points.

The regulation of drones and how they relate to college campuses is a big issue in Washington. 
A current amendment to the FAA bill includes the requirement for agent training in drone
programs, and another amendment would allow the use of drones in colleges by faculty, students, and staff.

The Beer Industry Program was highlighted in the Washington visit. Funding for the program was requested from the National Science Foundation.

President Jordan added that six new people were around the table in Washington at the discussion regarding pilot programs on Pell grants for undocumented students. His feeling is that there is little energy for the initiative in Washington at this time, until the Supreme Court deals with DACA.

E. (out of order) Academic & Student Affairs Committee. Provost Golich commended upon the faculty members who will achieve emeritus status and be awarded. Of the 21 faculty members who President Jordan has agreed should be receiving promotions, Provost Golich highlighted the accomplishments of several, including:

Dr. Ann Diker, Nutrition, who was awarded the Emerging Leader Alumni Award from the College of Health & Human Sciences at CSU, an award given to alumni who demonstrate superior leadership and make important contributions to society in health and well-being;

Dr. Robert Hancock in Biology, also known as the “Bug Professor” on NPR. His research focuses on mosquitoes and West Nile virus epidemics. He has published in various journals, and he has done remarkable service work;

Cherise Leiter in Music, who has worked diligently to incorporate Jazz Theory and has contributed curriculum to incorporate into the DIME program;

Dr. Cynthia Lindquist, chair of the Special Education, Early Childhood, Culturally and Linguistically Diverse Education department, who received the Professional Studies Teaching Award in 2013; and

Dr. Hsiu-Ping Liu, Biology, who leads the Colorado Alliance for Minority Participation Students, a program for STEM-discipline students. She has developed a new course in Biology, leads the Center for Advanced STEM Education, and directs the Center for Math, Science, and Environmental Education. This Center serves African American, Hispanic, Pacific Islander, and Native American students.

i., ii. Approval of Faculty Emeritus Recommendation and Approval of Sabbatical Leave Recommendations. Trustee Carroll moved for approval, with a second by Trustee Berman. The motion was unanimously approved.

iii., iv. Approval of Phase One Proposal Bachelor of Science Environmental Engineering and Approval of Phase One Proposal Bachelor of Science Computer Engineering. Trustee Carroll moved for approval, with a second by Trustee Berman. The motion was unanimously approved.
v. Approval of Handbook Recommendation. Dr. Myron Anderson stated that MSU Denver has a system in place to assess its climate, with the goal of promoting a healthy workplace for staff and faculty. National data shows that 35% of adult Americans report bullying or being bullied at work, 50% report witnessing bullying in the workplace. At MSU Denver, 28.3% agree or strongly agree that they have experienced bullying on campus; 42.4% report witnessing bullying of others. Dr. Anderson stated that this is a shared responsibility for the institution, and this policy to promote a healthy climate and workplace was developed over a two-year process. He asked that the Board approve the workplace bullying policy. Trustee Berman moved for approval of the policy, with a second by Trustee Carroll. The motion was unanimously approved.

Trustee Berman stated that Dr. Anderson will present the policy again in a year to review how it is working. While she supports the policy, she said she hopes the policy won’t stifle free speech.

Chair Lucero asked for comments from the audience with regard to the policy in light of the protracted discussions about the policy change yesterday. There were none. Handbook recommendation on the policy.

D. (out of order) Finance Committee. Trustee Grogan stated that the University is going to be modifying and redesigning some of its interior spaces in the Student Success Building. She said the redesigns really honor students by enhancing their space. Trustee Grogan noted that this project is funded entirely through student fees.

Vice President Kreidler said that in response to students’ requests for gathering spaces that foster a sense of community, the Finance Committee has developed plans to design student-focused community spaces within the Student Success Building that will help reinforce MSU Denver’s identity.

Vice President Kreidler outlined the proposed design changes. The hardscaped plaza in front of the Student Success Building will be made more inviting by adding a two-story canopy.

Vice President Kreidler reported that the Aerospace and Engineering Sciences Building is scheduled to open Fall 2017.

F. Faculty Trustee Report. Faculty Trustee Kenn Bisio said that faculty are working on a family leave act. Other discussions with faculty centered around plans and ideas for future sabbaticals.

Alyson McClaran, who won the 2015 Photo Excellence Award from the Associated Collegiate Press, has won the Damon Runyon Award sponsored by the Denver Press Club, which will be presented to her on September 16, 2016, at the downtown Hilton Hotel. She is the first photojournalist to receive the award in its 22-year history.
The Board applauded Ms. McClaran’s accomplishments. Trustee Grogan moved that the Board send its official congratulations to Alyson McClaran. The motion was seconded by Trustee Carroll and unanimously approved.

G. Student Trustee Report. Student Trustee Maria Garibay Campos reported that Student Government organized and held two large events, the first, “We Won’t Be That Campus,” relating to its goal of increasing awareness of sexual assault among University students. The Phoenix Center and the Counseling Center, among others, participated in the event. The second event was the Student Fee Fair organized by the Student Affairs Board, and this educational event was held to inform students where their student fees are allocated.

Excellent feedback was received about both events.

H. Alumni Report. Alumni Representative Judy George stated that the Alumni Association has made the engagement of more alumni and the promotion of alumni giving their number-one goal. The base of alumni is 85,000, and approximately 75,000 of those live in Colorado. In 2014, alumni donors numbered 892. Last fiscal year the number grew to 1,200 alumni donors, and by the end of this fiscal year the number is expected to grow to between 1,500 and 1,800.

Departments and majors appear to form the basis of alumni’s main allegiance to the University. Ms. George said the team’s success will be measured by the engagement of additional alumni and donors.

I. Faculty Senate Report. Sheila Rucki presented her report which includes a proposal related to reducing faculty workload by one class per year for full-time faculty. Faculty Senate conducted an analysis of peer institutions and the expectations of faculty rooted in the Strategic Plan and concluded that by reducing faculty workload, faculty would have more opportunity to accomplish measures that will contribute to the Strategic Plan. The specific proposal of Faculty Senate will be presented to President Jordan in the near future.

President Jordan added that the issue has been looked at from different perspectives, the Provost considered ideas for pilot programs, and there have been attempts to implement ideas concerned with reducing workload. He said that this methodology and the Provost’s methodology on a larger scale all have a cost associated with them and added that the issue is an active agenda item. Part of the pressure, he said, has related to the growth of master’s degree programs at the University.

J. Student Government Report. Cristian Solano reported that a delegation of Student Government was funded to attend Student Power in Washington, D.C., and will be creating a workshop for general audiences.

SGA is working on a project with the Student Government Coalition across the state to mobilize students to pressure legislators to support students through higher education funding.
Through a task force composed of students, faculty, and staff, SGA is continuing to support undocumented students and conducting training.

SGA is encouraging students to become more civically engaged by encouraging them to vote.

Mr. Solano congratulated Student Trustee Garibay Campos who was nominated for the Student Involvement and Leadership Award.

SGA founded the Student Organizations Council this year and has been successful in helping student organizations to collaborate.

**K. Foundation Report.** Mr. John Burtness reported that approximately $18 million in funding requests are currently under consideration. The Foundation Board and the Trustee Board are looking into the HSI mission and will likely launch an initiative with the HIS theme.

Approximately 20 tables for the Summer Soiree have been confirmed so far.

**VII. INFORMATION ITEMS:** *(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 December 4, 2015.

**VIII. PUBLIC COMMENT:**
There were no public comments.

**IX. ADJOURNMENT:**
Chair Lucero asked for a motion to adjourn the Board of Trustees meeting. Trustee Carroll moved to adjourn, and Trustee Grogan seconded the motion. The motion was unanimously approved and the meeting officially adjourned at 12:40 p.m.
AGENDA ITEM: Office of Human Resources report of personnel actions for the Board’s approval which have occurred since the last Board Meeting on April 8, 2016.

BACKGROUND: Report includes appointments of non-temporary faculty and administrators, tenure with promotion which require Board approval.

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

APPOINTMENTS

Mr. Joel Hughes, Web Developer, Annual Salary: $54,600.00 - Effective April 1, 2016. (ADMINISTRATIVE)

Mr. Eric Kratzer, Director of Digital Marketing Strategy, Annual Salary: $113,000.00 - Effective April 4, 2016. (ADMINISTRATIVE)

Mr. William Kendal, Senior Instructional Designer, Annual Salary: $70,000.00 - Effective April 4, 2016. (ADMINISTRATIVE)

Mr. Dennis Smith, Junior Course Developer, Annual Salary: $56,000.00 - Effective April 4, 2016. (ADMINISTRATIVE)

Ms. Elizabeth Moore, Administrative Assistant, Annual Salary: $41,000.00 - Effective April 18, 2016. (ADMINISTRATIVE)

Mr. Jeremy VanHooser, Diversity Coordinator, Annual Salary: $50,158.00 - Effective April 18, 2016. (ADMINISTRATIVE)

Mr. Anthony Sisneros, Foundation Accountant, Annual Salary: $54,000.00 - Effective May 1, 2016. (ADMINISTRATIVE)

Mr. Joshua Mackey, HR Director, Annual Salary: $143,088.00 - Effective May 9, 2016. (ADMINISTRATIVE)

Ms. Blair Quiring, Office and Events Coordinator, Annual Salary: $51,000.00 - Effective May 16, 2016. (ADMINISTRATIVE)

Ms. Erin Brogan, Program Support & Outreach Coordinator, Annual Salary: $49,302.00 - Effective May 16, 2016. (ADMINISTRATIVE)

Recommended for Tenure and Promotion to Associate Professor (36)

Dr. Carla Elise Aguilar Music
Dr. Sally Baalbaki  Marketing
Dr. Shelby M. Balik  History
Dr. Philip E. Bernhardt  Secondary, K-12 and Educational Technology
Mr. Derren P. Duburguet  Aviation and Aerospace Science
Dr. Benjamin Dyhr  Mathematics & Computer Sciences
Dr. Joseph P. Hasley  Computer Information Services
Dr. Jeffrey R. Helton  Health Professions
Dr. Michael Thomas Hengst  Music
Dr. Lin Huang  Engineering Technology
Dr. Graham Stefan Ignizio  Modern Languages
Dr. Laresh Jayasanker  History
Dr. Ting Jiang  Sociology and Anthropology
Dr. Malinda Etzler Jones  Special Education, Early Childhood and Culturally and Linguistically Diverse Education
Mr. Brian M. Kelley  Theatre
Dr. Mark I. Koester  Mathematics & Computer Sciences
Ms. Carol L. Krugman Maller  Hospitality, Tourism and Events
Dr. Dawn R. Matera Bassett  Social Work
Dr. Cristina Miguez Cruz  Modern Languages
Dr. Consuelo Elizabeth Mendez-Shannon  Social Work
Dr. William M. Monsour III  Communication, Arts and Sciences
Dr. Carolyn Ann Morrison  Special Education, Early Childhood and Culturally and Linguistically Diverse Education
Dr. Denise Mowder  Criminal Justice and Criminology
Dr. Douglas Mpondi  Africana Studies
Dr. Andrew Pantos  English
Dr. Jessica L. Parker  English
Dr. Anna Ropp  Psychology
Dr. Nancy K. Sayre  Health Professions
Dr. Kristin S. Scherrer  Social Work
Mr. Duane Bruce Swigert  Engineering Technology
Dr. Hope N. Szypulski  Nursing
Dr. Bradley L. Thompson  Music
Dr. David L. Weiden  Political Science
Dr. Todd Raymond Yokley  Sociology and Anthropology
Dr, Kathryn S. Young  Secondary, K-12 and Educational Technology
Dr. Weiqing Zhu  Mathematics & Computer Sciences
AGENDA ITEM: New Retention Initiatives (2014 Forward)

BACKGROUND:
MSU Denver has embraced retention as a University-wide responsibility. A Retention Task Force was created in 2015 to identify needed changes and coordinate the numerous projects and initiatives designed to improve student retention. Most recently, the Retention Task Force has identified retention goals through 2020, with the overall goal of reaching 80% Fall-to-Fall retention among all undergraduates. Action teams of the Retention Task Force are now focusing on strategy, communications, evidence, and policy in order to meet the goals.

ANALYSIS:
Improved student retention at the undergraduate level is a nationwide imperative. Increasingly, practitioners know which retention strategies work. The challenge often is in implementation, and that challenge is compounded at MSU Denver due to resource constraints and our unique student population. Nonetheless, the University has made a concerted and broad-based effort to implement the changes and initiatives needed to improve retention. Retention efforts at MSU Denver touch on the entire student life-cycle, from recruitment and admissions through graduation, and are mentioned in the sections that follow.

RECRUITMENT AND ADMISSIONS:
• Implemented Ellucian Recruiter system, which allows the admissions office to create dynamic communication plans with students to improve recruitment and let students know where they are in the admissions process. The system also contains an online admissions application, which is more user-friendly than the previous online application and has a much improved user interface.
• Working with Education Advisory Board (EAB) Royall service to allow MSU Denver to compete more aggressively in the marketing and recruitment of new and transfer students; the launch is occurring in late April.
• Working to implement Transfer Equivalency Self Service (TESS), which will allow all incoming transfer students the ability to run transcript evaluation analysis on demand.
• Filled the following three new admissions positions:
  Campus Visit Coordinator - the Campus Visit Coordinator has allowed us to offer additional campus events and programs, such as our upcoming Admitted Student Day, and to improve the campus visit experience for students, community college advisors, high school counselors, etc.
  Transfer Admissions Counselor - the Transfer Admissions Counselor has allowed us to visit community colleges outside of Denver and in several other states more frequently. In addition, the position has allowed us to have one representative assigned to each local community college, which enables us to spend more time at each school and enhance our relationships with them.
  Document/Imaging Coordinator - the Document/Imaging Coordinator position has allowed us to improve the turnaround time on the imaging and indexing of
documents we receive from one to two weeks to three to five days. The result is improved customer service from our admissions processing center.

As of April 19, 2016 for Fall 2016 we are up 5% in admissions applications and 10% in accepted students.

ENROLLMENT

- Began sending text notifications to remind students to register for courses and sign up for orientation. Text messages appear to be having a positive impact. During the recent text campaign, student sign-up for new student orientation went from three (3) participants to over 80 participants within 36 hours of sending the text, which was unheard of in the past.
- Filled two new financial aid positions, including one position dedicated to the financial aid front counter in order to ensure excellent customer service.
- Working to secure a contract to allow for a more dynamic and personalized scholarship search and awarding process.
- Moved to single sign-on for almost all student-facing software interfaces. Single sign-on allows student to use the same username and password when accessing MSU Denver online services, including registration, financial aid information, email, and the learning management system.
- Reinstating bridge programs to prevent "summer melt" (losing students during the summer) both between high school and the first year and between the first and second years of college.

As of April 19, we are up 38.1% in FTE (full-time equivalent) enrollment for Fall 2016

PERSISTENCE/RETENTION

- Hired a total of 15.5 full-time equivalent advisors across the Colleges/School to provide proactive, intrusive advising. Advisors now case-manage students from the time of acceptance, making it more likely that students and advisors will establish relationships conducive to persistence. New advising positions and when they were filled include:
  - College of Letters, Arts and Sciences - Eight Advisors (January 16)
  - College of Professional Studies – Four Advisors (March 2015/August 2015)
  - College of Business – Two-and-a-half Advisors (March 2015)
  - School of Education – One Advisor (October 2015)
- Implemented EAB Student Success Collaborative (SSC). The upgrade to SSC Campus will allow advisors to closely monitor student progress throughout their lifecycle at MSU Denver.
- Implementing SSC Guide (mobile application), which allows advisors to send dynamic push notifications to students to ensure they stay on track with their educational plan.
- Offering one-time financial support (Roadrunner Grant) to students who need limited financial assistance to help clear past due balances in order to continue future registration.
• Implementing a pilot Business Meta Major that will provide a guided pathway through the first year to students who are either declared Business majors or who think they might be Business majors.

• Participating as one of 44 institutions in AASCU's Reimagining the First Year. This initiative entails identifying and bringing to scale changes in curriculum, student support, and faculty engagement in first-year teaching that will improve student success in the first year.

• Working to incorporate high impact practices throughout the curriculum. High impact practices are known to have positive effects on learning and retention and include internships, study abroad, undergraduate research, service learning, first year experiences, and capstone experiences.

GRADUATION:

• Implemented Ellucian Degree Works in order to outline a clear path to graduation for students. Degree Works allows advisors and students to lock in a student’s academic plan and allows students to run on-demand degree audits to see any outstanding courses that are required to complete a degree program.

• Expanding financial literacy for students, which includes more notice on loan forgiveness programs, informed loan borrowing, and more up-to-date information on financial aid eligibility.

• Developing a central, enterprise data warehouse to provide a University report catalog to improve information and reporting across the institution. This project is coordinated by the newly created Data Consortium, which will align University Data Definitions and Reporting requirements. Increased data integrity will allow the University to define “retention” and “graduation” more accurately and, ultimately, support students’ progress to graduation.
AGENDA ITEM: Fiscal Year 2016-17 Initial Base Budget

BACKGROUND:
The initial base budget process includes projections and allocations for the additional tuition revenue, as well as FY2016-17 State Support. The Budget Task Force has recommended a total additional budget of $3,308,831 to cover mandatory base increases and previously approved allocations per the following information.

Educational and General-E&G

Additional E&G Revenue:
Since fiscal year 2011-12, student FTE has declined by over 14% resulting in a loss of around $18 million in base revenue annually. This has also lead to mid-year base budget reductions in both fiscal year 2014-15 and fiscal year 2015-16. Rather than have a third year of mid-year budget reductions, the Budget Task Force, with the President’s approval, has proposed to defer any new allocations to fall 2016 when more accurate enrollment information is available. The Budget Task Force has recommended an assumption of around a 6% enrollment decrease to be conservative. They have also recommended a 9% tuition increase. The net result will cover all mandatory base increases plus maintaining the established CUPA minimum for Faculty and Administrators.

Table below summarizes FY 2016-17 proposed E&G Budget:

<table>
<thead>
<tr>
<th></th>
<th>Revised FY 2015-16</th>
<th>Estimated FY2016-17</th>
<th>Estimated Inc (Dec)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Educational &amp; General</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Tuition &amp; Program Fees</td>
<td>$101,154,554</td>
<td>103,201,783</td>
<td>2,047,229</td>
</tr>
<tr>
<td>3 State Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 State Support-COF Stipend</td>
<td>30,939,040</td>
<td>32,248,782</td>
<td>1,309,742</td>
</tr>
<tr>
<td>5 State Support-Fee For Service</td>
<td>19,214,359</td>
<td>19,166,219</td>
<td>(48,140)</td>
</tr>
<tr>
<td>6 Subtotal State Support</td>
<td>$50,153,399</td>
<td>51,415,001</td>
<td>1,261,602</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Other Than Tuition Revenue (OTT)</td>
<td>4,620,643</td>
<td>4,620,643</td>
<td>-</td>
</tr>
<tr>
<td>9 Total Educational &amp; General Revenue</td>
<td>$155,928,596</td>
<td>159,237,427</td>
<td>3,308,831</td>
</tr>
</tbody>
</table>

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

RECOMMENDATION:
The Finance Committee recommends Board of Trustees approval of the Fiscal Year 2016-17 Initial Base Budget.
AGENDA ITEM: Fiscal Year 2016-17 Tuition and Fee Rates

BACKGROUND:

Pursuant to the Long Bill (House Bill 16-1405), the total state appropriation for Higher Education will remain at the same level in the General Fund as FY15-16. A revised version of HB 14-1319 was used to allocate the total appropriation to the institutions. This resulted in MSU Denver’s appropriation increasing by $1,261,602 for FY16-17 or a 2.5% increase.

Beginning in fiscal year 2016-17, the bill (SB 10-003) which gave Governing Boards flexibility in setting tuition, will no longer be in place. Tuition revenue will now be part of each institution’s state appropriation. The Joint Budget Committee (JBC) added the maximum tuition rate increases for each governing board to the Long Bill as a footnote which for MSU Denver is 9%.

Undergraduate Tuition Rates

Resident:

- The proposed resident tuition rate increase represents a $19.60 per credit hour increase (or 9%) from $217.60 to $237.20 per credit hour. Total tuition is capped at $2,846.40 for 12 to 18 credit hours per semester.
- Total cost for undergraduate resident students, including mandatory fees, is capped at $3,464.65 for 12 to 18 credit hours per semester. The net tuition and fee increase is 7.93% for a student taking 15 credit hours per semester.

<table>
<thead>
<tr>
<th>Proposed Resident Tuition Change</th>
<th>FY16 Rate</th>
<th>FY17 Rate</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per Credit Hour</td>
<td>$217.60</td>
<td>$237.20</td>
<td>$19.60</td>
</tr>
<tr>
<td>Per Semester @ 15 Credit Hours</td>
<td>$2,611.20</td>
<td>$2,846.40</td>
<td>$235.20</td>
</tr>
</tbody>
</table>

Non-Resident:

Standard Non-Resident

- The Budget Task Force (BTF) has proposed keeping the Standard Non-resident rate flat. Currently, MSU Denver ranks seventh in the state of Colorado in affordability for non-resident students. The BTF has established a sub-committee to review and propose a strategic plan for non-resident tuition.
- Total cost for undergraduate non-resident students, including mandatory fees, is capped at $10,047.85 for 12 to 18 credit hours per semester.

Non-Resident, Western Interstate Commission for Higher Education and Western Undergraduate Exchange (WICHE-WUE)
• The WICHE-WUE rate is proposed to increase by $26.40 from $438.90 to $465.30 per credit hour (at 150% of resident rate).

Non-resident, Colorado High School/GED
• MSU Denver has identified two remaining students in this category. Once these students are no longer attending, the University will sunset this rate. The tuition rate for FY17 is $370.20 per credit hour.

<table>
<thead>
<tr>
<th>Annual Tuition &amp; Fees: Total Proposed Changes @ 30 CH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Resident</strong></td>
</tr>
<tr>
<td>FY16 Rate</td>
</tr>
<tr>
<td>---------------------</td>
</tr>
<tr>
<td>Tuition</td>
</tr>
<tr>
<td>Mandatory Fees</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Non-Resident</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16 Rate</td>
</tr>
<tr>
<td>---------------------</td>
</tr>
<tr>
<td>Tuition</td>
</tr>
<tr>
<td>Mandatory Fees</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Cash Funded Undergraduate Programs
Extended Campus
• Will mirror the above undergraduate tuition and fee changes with 9% for Resident and flat for Non-resident.

Accelerated and Traditional Nursing Programs
• The tuition rate is proposed to increase by $8.90 per credit hour (or 2%) from $444.00 to $452.90.

Student Mandatory Fees
The administration recommends increasing all MSU Denver fees by the 2015 Consumer Price Index (CPI) actual value for Denver Boulder Greeley reported by the State of Colorado which is 1.2%. AHEC has also proposed a CPI increase for their fees. However, each agency is allowed to define the CPI rate they use as long as it is consistent. AHEC has determined to use the percentage reported by the U.S. Bureau of Labor Statistics for the first half of 2015 which is .8%. The student fees included in the increase are:

Current fee increases by CPI:
• Student Affairs Fee - from $41.10 to $41.60 for Part-time and from $66.40 to $67.20 for Full-time.
Athletic Fee – Increase the fee from $35.15 per semester to $35.60.
Health Services Fee – Increase from $32.95 per semester to $33.30.
Metro Bond Fee – Increase from $20.90 to $21.10 per credit, per semester, capped at $254.40 for 12 to 18 credit hours from the $250.80 FY16 amount.
AHEC Facilities Bond Fee- from $38.25 to $38.55 per credit hour, capped at $78.21 for 12 to 18 credit hours from the $77.60 the FY 16 amount.
Tivoli Park Fee – from $5.00 per semester to $5.04.

Increases Requiring Student Approval:
- Auraria Campus students voted to continue the RTD bus and light rail pass program, which involved an increase to the RTD fee from $97 to $106 per semester.
- The Campus Recreation Fee was approved by student vote in April 2015, which included pre-approved increases in both FY 2016 and FY 2017. This fee will be increasing to $30.00 per semester from $25.00.
- Additionally, a proposal to make the Phoenix Center fee permanent and increase it from $2.00 per semester to $3.00 went to referendum. The number of votes approving the fee did not meet the 3% of student body requirement and, therefore, the fee proposal did not pass. This fee will expire starting Fall 2018 or fiscal year 2018-19, unless an extention is approved by the students.

<table>
<thead>
<tr>
<th>Student Mandatory Fees at 15 CH</th>
<th>FY2016-17</th>
<th>FY2015-16</th>
<th>Change</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 MSU Denver Fees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Student Affairs Fee</td>
<td>$67.20</td>
<td>$66.40</td>
<td>$0.80</td>
<td>1.20%</td>
</tr>
<tr>
<td>3 Athletic Fee</td>
<td>$35.55</td>
<td>$35.15</td>
<td>$0.40</td>
<td>1.10%</td>
</tr>
<tr>
<td>4 Campus Rec Fee</td>
<td>$30.00</td>
<td>$25.00</td>
<td>$5.00</td>
<td>20.00%</td>
</tr>
<tr>
<td>5 Health Services Fee</td>
<td>$33.35</td>
<td>$32.95</td>
<td>$0.40</td>
<td>1.20%</td>
</tr>
<tr>
<td>6 Immunization Fee</td>
<td>$2.10</td>
<td>$2.10</td>
<td>$0.00</td>
<td>0.00%</td>
</tr>
<tr>
<td>7 Metro Bond Fee</td>
<td>$253.80</td>
<td>$250.80</td>
<td>$3.00</td>
<td>1.20%</td>
</tr>
<tr>
<td>8 Pass Through Fees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Tivoli Park/Quad</td>
<td>$5.04</td>
<td>$5.00</td>
<td>$0.04</td>
<td>0.80%</td>
</tr>
<tr>
<td>10 RTD Pass</td>
<td>$106.00</td>
<td>$97.00</td>
<td>$9.00</td>
<td>9.30%</td>
</tr>
<tr>
<td>11 AHEC Facilities Bond Fee</td>
<td>$78.21</td>
<td>$77.60</td>
<td>$0.61</td>
<td>0.80%</td>
</tr>
<tr>
<td>12 Clean Energy Fee</td>
<td>$5.00</td>
<td>$5.00</td>
<td>$0.00</td>
<td>0.00%</td>
</tr>
<tr>
<td>13 Phoenix Center Fee</td>
<td>$2.00</td>
<td>$2.00</td>
<td>$0.00</td>
<td>0.00%</td>
</tr>
</tbody>
</table>
Graduate Tuition Rates
Over the last five years, the existing programs have increased the number of resident students from 199 to 329. However, the number of non-resident students has never exceeded 16 in total for all three programs. For FY16-17, the programs are still focusing on having the most affordable resident tuition rate. However, they are also adjusting their non-resident rates to be more competitive and encourage growth in the non-resident student population.

Masters of Accountancy
- Master of Accountancy has two separate components to its tuition rate. For FY 17 the total charge is proposed to increase by 4.5% or $19.60 from $437.10 to $456.70 for resident. For non-resident, they are proposing an adjustment from $1,005.30 to $997.40.

Masters of Teaching Education and College of LAS Cluster Courses
- Master of Teaching Education and College of LAS Cluster Courses are proposing no increase to their resident tuition rate at $357.20. They are also proposing an adjustment from $782.45 to $493.40 for the non-resident rate.

Masters of Social Work
- Master of Social Work is proposing an increase of 6% or $24.10 from $401.35 per credit hour to $425.45 for resident. For non-resident, they are proposing a 32% adjustment from $879.20 to $595.60.

Masters of Health Administration
- The Masters of Health Administration is a new program that will begin admitting students in Spring 2017. The proposed initial tuition rates are $515.00 for resident and $540.00 for non-resident.

Masters of Business Administration
- The Masters of Business Administration is a new program that will begin admitting students in Spring 2017. The proposed initial tuition rates are the same as the Accountancy program at $456.70 for resident and $997.40 for non-resident.

Nutrition Individualized Supervised Practice Pathway (ISPP)
- The Nutrition ISPP is a new graduate level course that will be offered beginning in FY2016-17. The proposed initial tuition rates are $375.00 for resident and $500.00 for non-resident.
Program Fees
The following program fees have already been approved by the students and are presented to the Board for approval:

- Sustainable Systems Engineering Program Fee - the department has requested to include this program in the $16.00 per credit hour engineering fee to cover equipment needs.
- Beverage Management – the department has requested a new fee of $32 per credit hour to cover the cost of consumables in this new program.
- Event Planning - Event planning has become its own major. The new fee of $4 per credit hour will cover technology needs and consumables.
- Chemistry- increase of $8.44 to $15 per credit hour to cover rising cost of consumables and provide access to advanced instruments.
- Hospitality, Tourism, and Events – requesting an increase of $5 to $20 per credit hour to cover cost of consumables.

Student Health Insurance
The 2016-17 student health insurance renewal process for the coming year was recently completed. The new rate for the full year is $2,766 which is a $104 (or 3.5%) increase over the FY15-16 rate.

AUTHORITY:
Pursuant to §4.2 of the Trustees Policy Manual, the Board has the authority to set tuition and fees.

RECOMMENDATION:
The Finance Committee recommends Board of Trustees approval of the Fiscal Year 2016-17 Tuition and Fee Rates.
AGENDA ITEM: Student Affairs Fee Allocation for FY 2016-17

BACKGROUND:
The Student Affairs Fee is a mandatory, permanent student fee that is collected each semester from all undergraduate and graduate students taking at least one credit hour on the main campus. The collected fees go toward supporting programs and activities that the Student Affairs Board (SAB) has selected, evaluated, and monitored, and that the Cabinet recommends for approval. No new programs were added during FY15-16 and no proposals for new programs were received for FY2016-17.

For FY2016-17 the Student Affairs Board has prepared allocation scenarios for 3%, 4%, and 5% enrollment decreases all assuming the 1.2% CPI increase. In all three scenarios, the total budget available for allocation is decreasing. Based on the Fall Semester enrollment information available as of census, the appropriate scenario will be determined.

Proposal #1 at a 5% enrollment decrease: total allocation reduction $129,849:

<table>
<thead>
<tr>
<th>Student Organization</th>
<th>2015-16</th>
<th>Change</th>
<th>FY16-17 Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Available for Allocation:</td>
<td>2,591,129</td>
<td>(129,849)</td>
<td>2,461,280</td>
</tr>
<tr>
<td>Auraria Early Learning Center</td>
<td>39,760</td>
<td>-</td>
<td>39,760</td>
</tr>
<tr>
<td>Career Services</td>
<td>286,339</td>
<td>5,000</td>
<td>291,339</td>
</tr>
<tr>
<td>Club Sports</td>
<td>29,000</td>
<td>-</td>
<td>29,000</td>
</tr>
<tr>
<td>CVA</td>
<td>60,000</td>
<td>(10,000)</td>
<td>50,000</td>
</tr>
<tr>
<td>GLBTS</td>
<td>136,605</td>
<td>-</td>
<td>136,605</td>
</tr>
<tr>
<td>Music</td>
<td>74,213</td>
<td>(15,000)</td>
<td>59,213</td>
</tr>
<tr>
<td>Short-fall Reserve (Base)</td>
<td>5,000</td>
<td>(5,000)</td>
<td>-</td>
</tr>
<tr>
<td>Student Activities</td>
<td>527,883</td>
<td>(30,000)</td>
<td>497,883</td>
</tr>
<tr>
<td>Student Engage. and Wellness</td>
<td>418,607</td>
<td>(37,000)</td>
<td>381,607</td>
</tr>
<tr>
<td>Student Government</td>
<td>175,000</td>
<td>(10,000)</td>
<td>165,000</td>
</tr>
<tr>
<td>Student Media</td>
<td>391,000</td>
<td>(5,000)</td>
<td>386,000</td>
</tr>
<tr>
<td>Student Org. Funding</td>
<td>60,000</td>
<td>-</td>
<td>60,000</td>
</tr>
<tr>
<td>Student Travel</td>
<td>198,742</td>
<td>(7,000)</td>
<td>191,742</td>
</tr>
<tr>
<td>Theatre</td>
<td>96,880</td>
<td>(14,849)</td>
<td>82,031</td>
</tr>
<tr>
<td>Women's Services</td>
<td>92,100</td>
<td>(1,000)</td>
<td>91,100</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>2,591,129</td>
<td>(129,849)</td>
<td>2,461,280</td>
</tr>
</tbody>
</table>


Proposal #2 at a 4% enrollment decrease: total allocation reduction $104,265:

<table>
<thead>
<tr>
<th>Student Organization</th>
<th>2015-16 Budget</th>
<th>Change</th>
<th>FY16-17 Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Available for Allocation:</td>
<td>2,591,129</td>
<td>(104,265)</td>
<td>2,486,864</td>
</tr>
<tr>
<td>Auraria Early Learning Center</td>
<td>39,760</td>
<td>1,584</td>
<td>41,344</td>
</tr>
<tr>
<td>Career Services</td>
<td>286,339</td>
<td>10,500</td>
<td>296,839</td>
</tr>
<tr>
<td>Club Sports</td>
<td>29,000</td>
<td>3,000</td>
<td>32,000</td>
</tr>
<tr>
<td>CVA</td>
<td>60,000</td>
<td>(10,000)</td>
<td>50,000</td>
</tr>
<tr>
<td>GLBTS</td>
<td>136,605</td>
<td>-</td>
<td>136,605</td>
</tr>
<tr>
<td>Music</td>
<td>74,213</td>
<td>(15,000)</td>
<td>59,213</td>
</tr>
<tr>
<td>Short-fall Reserve (Base)</td>
<td>5,000</td>
<td>(5,000)</td>
<td></td>
</tr>
<tr>
<td>Student Activities</td>
<td>527,883</td>
<td>(30,000)</td>
<td>497,883</td>
</tr>
<tr>
<td>Student Engage. and Wellness</td>
<td>418,607</td>
<td>(28,000)</td>
<td>390,607</td>
</tr>
<tr>
<td>Student Government</td>
<td>175,000</td>
<td>(7,500)</td>
<td>167,500</td>
</tr>
<tr>
<td>Student Media</td>
<td>391,000</td>
<td>(5,000)</td>
<td>386,000</td>
</tr>
<tr>
<td>Student Org. Funding</td>
<td>60,000</td>
<td>2,500</td>
<td>62,500</td>
</tr>
<tr>
<td>Student Travel</td>
<td>198,742</td>
<td>(5,500)</td>
<td>193,242</td>
</tr>
<tr>
<td>Theatre</td>
<td>96,880</td>
<td>(14,849)</td>
<td>82,031</td>
</tr>
<tr>
<td>Women’s Services</td>
<td>92,100</td>
<td>(1,000)</td>
<td>91,100</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2,591,129</td>
<td>(104,265)</td>
<td>2,486,864</td>
</tr>
</tbody>
</table>

Proposal #3 at a 3% enrollment decrease: total allocation reduction $78,680:

<table>
<thead>
<tr>
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<th>Change</th>
<th>FY16-17 Allocation</th>
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<tbody>
<tr>
<td>Revenue Available for Allocation:</td>
<td>2,591,129</td>
<td>(78,680)</td>
<td>2,512,449</td>
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<tr>
<td>Auraria Early Learning Center</td>
<td>39,760</td>
<td>1,584</td>
<td>41,344</td>
</tr>
<tr>
<td>Career Services</td>
<td>286,339</td>
<td>10,500</td>
<td>296,839</td>
</tr>
<tr>
<td>Club Sports</td>
<td>29,000</td>
<td>3,000</td>
<td>32,000</td>
</tr>
<tr>
<td>CVA</td>
<td>60,000</td>
<td>(8,000)</td>
<td>52,000</td>
</tr>
<tr>
<td>GLBTS</td>
<td>136,605</td>
<td>-</td>
<td>136,605</td>
</tr>
<tr>
<td>Music</td>
<td>74,213</td>
<td>(8,000)</td>
<td>66,213</td>
</tr>
<tr>
<td>Short-fall Reserve (Base)</td>
<td>5,000</td>
<td>(5,000)</td>
<td></td>
</tr>
<tr>
<td>Student Activities</td>
<td>527,883</td>
<td>(27,500)</td>
<td>490,383</td>
</tr>
<tr>
<td>Student Engage. and Wellness</td>
<td>418,607</td>
<td>(25,500)</td>
<td>393,107</td>
</tr>
<tr>
<td>Student Government</td>
<td>175,000</td>
<td>(5,500)</td>
<td>169,500</td>
</tr>
<tr>
<td>Student Media</td>
<td>391,000</td>
<td>(2,915)</td>
<td>388,085</td>
</tr>
<tr>
<td>Student Org. Funding</td>
<td>60,000</td>
<td>2,500</td>
<td>62,500</td>
</tr>
<tr>
<td>Student Travel</td>
<td>198,742</td>
<td>-</td>
<td>198,742</td>
</tr>
<tr>
<td>Theatre</td>
<td>96,880</td>
<td>(12,849)</td>
<td>84,031</td>
</tr>
<tr>
<td>Women’s Services</td>
<td>92,100</td>
<td>(1,000)</td>
<td>91,100</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2,591,129</td>
<td>(78,680)</td>
<td>2,512,449</td>
</tr>
</tbody>
</table>
AUTHORITY:
Pursuant to §4.2 of the Trustees Policy Manual, the Board is required to review and approve distribution of student fee funds among various student activities.

RECOMMENDATION:
The Finance Committee recommends Board of Trustees approval of the Student Affairs Fee Allocation for FY 2016-17.
AGENDA ITEM: Student Fee Plan Revisions

BACKGROUND:

The Colorado Department of Higher Education (DHE) policies and procedures (VI.C.3.) require that all governing boards adopt a Student Fees Plan. The Plan should include a procedure for creating and adjusting student fees as well as the level of student participation in the process. Currently, the Student Fee Plan allows the University to increase student fees by mandatory costs without student vote. The only limitation is that the percent increase amount must be determined by “the state or other non-university agency”. However, the fee supported programs have many mandatory costs required by the University. Since the current language does not allow fee increases for University mandated changes, many of the programs have been negatively impacted. In order to address this issue, Administration, Finance, and Facilities has recommended, and the Student Fee Review panel has agreed, to modify the language in the Student Fee Plan to allow fee increases up to 5% without student referendum.

AUTHORITY:
Pursuant to §4.2 of the Trustees Policy Manual, the Board is required to review and approve actions regarding all student fees.

RECOMMENDATION:
The Finance Committee recommends Board of Trustees approval of the Student Fee Plan Revisions.
I. Introduction

In accordance with the Colorado Commission on Higher Education (CCHE) Student Fee Policy, this Student Fee Plan ("Plan") establishes University policy for implementing new student fees, increasing current student fees and changing the Plan itself. This Plan is effective fall 2016 and supersedes all previously approved MSU Denver Student Fee Plans.

II. Definitions (See Addendum for specific examples)

A. Fees: Any mandatory institution-wide charge assessed to individual students as a condition of enrollment in the University. They may be used for academic and non-academic purposes and they are charged each term. Fees exclude tuition, user fees, and charges for services.

B. Permanent Student Purpose Fees: Institution-wide fees that support University programs and facilities of a permanent nature, including but not limited to student centers, recreational facilities, intercollegiate athletics, child care centers, campus health services, contract health services, and permanent student programs such as student government and student activities. They are charged each term.

C. Non-Permanent Student Purpose Fees: Institution-wide fees that support specific non-instructional programs that are not within the definition of Permanent Student Purpose Fees such as RTD bus pass fee.

D. Instructional Program Specific Fees: Not institution-wide charges; these fees are assessed only to those students enrolled in a specific instructional program or class, to cover costs directly associated with that educational program, department or class.

E. Administrative Fees: Institution-wide fees used to provide administrative and support services not associated with a particular educational course or program.

F. Metro Bond Fee: Institution-wide fee that provides capital financing for the construction of a new Metropolitan State University Neighborhood.

G. AHEC Fees including AHEC Bond Fee: These are fees assessed by the Auraria Higher Education Center (AHEC) to all Auraria Campus students. MSU Denver collects such fees only as an agent of AHEC. AHEC Bond Fee is to repay bond obligations that are incurred for campus facilities. Under the AHEC policy, all new fee assessments are subject to an affirmative vote by the combined student bodies of the Auraria Campus.
H. **User Fees and Charges for Services:** Not institution-wide charges; paid by individual students to exercise a privilege or to receive a service provided by an auxiliary facility, and to cover the cost of delivering other specific services that are incidental to instructional activities for example, membership fees and fines or penalties.

I. **Administrative Costs:** These are not fees, but are charges to students, student groups, programs or departments for such services as maintenance, utilities or accounting services. Such costs are described on the attached addendum.

J. **Mandatory Costs:**

**Current Definition**

Fees can increase by an approved mandatory cost percent without student vote. These costs will be identified during the Spring by the State and identified on the attached addendum.

**Recommended Change**

Fees can increase by an approved mandatory cost percent, up to 5%, without student vote. These costs will be identified by the University during the budget cycle and can include any mandatory cost increases outside of the control of the fee supported program and identified on the attached addendum.

III. **Timelines for Fee Changes and Changes in Student Fee Plan**

A. **Permanent Student Purpose Fees, Instructional Program Specific Fees, Administrative Fees, Metro Bond Fee and Changes in Student Fee Plan:** Changes to these types of fees that exceed mandatory costs or new fees may be implemented once per year, effective at the beginning of the next fall term. The timeline below must be followed:

- **Fall Semester:** Identify new fees or necessary changes, including program fees. This should be completed by the department requesting the new fee or change. The department must coordinate with the appropriate Dean or Vice President and follow their internal process.

- **First day of class: spring semester** Written proposals for new fees or fee changes are due to the Budget Office for their information and the Provost’s Office for consolidation.

- **Last business day: January** Proposals distributed to Student Fee Review Panel and University Vice Presidents by the Provost’s Office.
Month of February
Review by Student Fee Review Panel, University Vice Presidents. Necessary notice given to students by Student Fee Review Panel.

Last business day: February
Recommendations are due to the Provost’s Office and all affected students from Student Fee Review Panel.

First two weeks: March
Complaint resolution procedure, if necessary.

Mid-March:
Consolidated recommendations are due to the University President from the Provost’s Office.

If no referendum is required (Program Fees and Administrative Fees):

First business day: April
Final recommendations are due to the Budget Office from the Provost’s Office to ensure the recommendations are presented to the Vice Presidents, the Cabinet and Board of Trustee Finance Committee and full Board for their approval.

If referendum is required:

Mid-April:
Student Government Assembly (SGA) places proposals approved by the University President on student ballot.

Last business day: April
Referendum results are due to the Provost’s Office, University President, and Budget Office from the SGA.

June:
Board of Trustee Finance Committee and Board of Trustees vote on fee changes. Subsequent notice is given to all students.

B. Non-Permanent Fees: Currently, all of the University’s Non-Permanent Fees are AHEC Fees and therefore follow the process under III.E. Any possible future Non-Permanent Fees may be implemented or changed once per year effective at the beginning of the next fall term. Proposals for these types of fee changes should follow the same timelines as mentioned in III.A.

C. Waiver of Timelines: For good cause, the University President may change the above timelines as necessary.
D. **AHEC Fees:** The Vice President of Administration, Finance, and Facilities will provide the SGA, the Budget Office, and the Provost’s Office with notice of AHEC decisions to add or change AHEC fees upon receipt of formal notice from AHEC. The University will work with AHEC to secure such notices as far in advance of the election as possible. Procedures to be followed are governed by the Auraria Higher Education Center Institutional Plan for Student Fees.

E. **Notice:** After final approval by the Board of Trustees, students will receive notice of new fees or fee changes at least thirty days in advance from the Provost’s Office. The notice shall specify:

1. The amount of the new fee or fee increase;
2. The reason for the new fee or fee increase;
3. The purpose for which MSU Denver will use the revenues from the fee or increase;
4. Whether the new fee or increase is temporary or permanent and, if temporary, the date on which it will be repealed.

IV. **Content of Proposals to Add Fees, Increase Fees, or Change the Fee Plan**

**A. Permanent, Non-Permanent, Administrative, and Instructional Program Specific:**

Proposals to add or change fees must be presented in writing and include the following information:

1. The name of the academic department, program, or unit of the University;
2. The reason for the addition or increase;
3. The dollar amounts for the new fee, charge, or increase;
4. The estimated revenue to be generated by the new fee or fee increase;
5. The estimated number of students who will be paying the fee;
6. The effective date of the new fee or fee increase;
7. A description of student participation, if any, in the development of the proposal;
8. The expiration dates for the new or changed non-permanent fees.

**B. MSU Denver Student Fee Plan:** Proposed changes in the MSU Denver Student Fee Plan must be presented in writing and include the following information:

1. The name of the person or office requesting the change;
2. The reason for requesting the change;
3. The estimated number of students who will be affected by the change, if applicable;
4. The proposed effective date of the change.

V. **Review and the University Approval Process**

**A. Proposal and Preliminary Approval Process:** Any member of the University community may submit requests for fee changes through the vice president with current or proposed spending authority for student fee revenue. The appropriate University Vice President’s preliminary approval is required before any proposal for implementing or
increasing MSU Denver student fees may be considered. Any written proposals to change the MSU Denver Student Fee Plan must receive the approval of the Provost’s Office before consideration. The approved preliminary proposals will be forwarded by the Provost’s Office, where they are assembled and forwarded to the Student Government Assembly’s Student Fee Review Panel and the University Vice Presidents in accordance with the above timelines.

B. **Student Fee Review Panel:** The SGA President will submit proposed new fees and increases in existing fees to a Student Fee Review Panel. The Student Fee Review Panel (Panel) will consist of three members of the SGA Finance Committee and two current students appointed by the SGA President who are not SGA members.

The Panel will issue a public notice to students within five working days after the receipt of the proposals, describing them and inviting comments and questions from students.

In the case of instructional program charges, the Student Fee Review Panel will issue the notice to the affected students and provide them a reasonable opportunity to express their views. The Student Fee Review Panel will receive information and data from appropriate MSU Denver administrative staff and program or department chairs as necessary to understand the proposals and respond to questions.

The Panel may accomplish the task of informing students and seeking their responses by any reasonable and unbiased means approved and paid for by SGA, including literature, news articles, student forums, surveys, and non-binding preference votes.

The Panel will receive comments and questions, and report the information received to the SGA and the Provost’s Office, together with the Panel’s written recommendation for or against the proposal.

The Panel’s written recommendation will be issued in accordance with the above timelines, and made available to students immediately. The University President will consider the recommendation in making a decision on the proposal.

C. **Election Required for Permanent and Non-Permanent Student Purpose Fees:** Any new or changes above mandatory costs for Permanent and Non-Permanent Student Purpose Fee will require a referendum by the SGA. The results of an election concerning these fees or increases will determine whether the proposed fee can be forwarded for approval. If the referendum passes by majority vote it will then be sent on to the Budget Office to be added to the agendas of the Board of Trustees Finance Committee and the full Board, which may approve or reject the fee or fee increase. No new fee, fee increase, or fee extension that is defeated by a vote of the student body may be resubmitted for a student vote until the following regularly scheduled election.

D. **Election Procedure:** Elections will be conducted by the MSU Denver Student Government Election Commission as follows:
1. The Commission and the Administration will publish notice of the election in the Metropolitan and ConnectU and post such information at the Office of Student Government. The notice will include the location of polling places or web site for online voting, the closing time of the polls, and full disclosure of non-biased factual information concerning the proposed fee increase;

2. The Commission will prepare the ballots;

3. On the election date, a member of the Commission will establish voting locations, if necessary;

4. Commission members will verify that each person who requests a ballot is a registered MSU Denver student who is eligible to vote;

5. Commission members will certify the results of the election to the University President and to the SGA;

6. Campaigning by the institution and student government will be restricted to providing factual information concerning the proposal.

E. Complaints Concerning Existing Fees: Any affected student may submit a complaint concerning existing fees by appealing in writing to the Student Fee Complaint Committee, c/o the Office of Academic and Student Affairs. Such complaints must be submitted within ten working days after the commencement of the term the fee is assessed against the student.

The Complaint Committee will be composed of three members appointed by the SGA President and three members appointed by the University Associate Vice President for Student Success. An appointee of the Provost’s Office or its designee will chair the Committee.

The Committee will hear the dispute, review the facts, and make a recommendation to the Provost’s Office or its designee within ten working days after receiving the complaint. In the event of a tie vote, proponents of each position may submit a statement. The Provost’s Office decision will be final. Fees will be waived only if a waiver is required by law or by University policy.

F. Complaints Concerning Proposed Fees: A potentially affected student may submit a complaint concerning a proposed new fee or fee increase by appealing in writing to the Student Fee Complaint Committee, as described above, within fifteen working days after the initial notice of the proposed fee or the recommended change. The Committee will hear the dispute as above, and address its recommendations or statements to the University President. The University President’s decision will be final in cases of proposed fees.

G. Student Opportunity to Address the Board: Students and their representatives shall be given the opportunity to present their concerns about student fees during any Board of Trustees meeting in which student fees or fee proposals are to be presented and/or discussed. Protocol requirements established by the Board of Trustees shall be observed by students making such presentations.
H. AHEC Fee Change Process: The approval process for AHEC fees follows the AHEC Institutional Plan for Student Fees. After new AHEC fees are approved, those fees must be approved by the MSU Denver Board of Trustees before the assessment of the fee is made.

VI. Identification and Itemization of Fees

A. Itemization of Fees: Student billing statements issued each term will disclose each fee assessed to the student. If Bond Fees are assessed, the statements will identify that portion of the general student fee that is applied to the repayment of the bonds.

B. Existing Fees and Standing Administrative Cost Charges are categorized in the addendum attached to this policy. The addendum shall be amended as fees and charges are added, discontinued, increased or decreased and does not require a change in the Plan.

ADDENDUM: FEE AND ADMINISTRATIVE COSTS

I. Fee Categories and Examples

A. Permanent Student Purpose Fees
   • Intercollegiate Athletics Fee
   • Student Affairs Fee
   • Health Services Fee
   • Immunization
   • Campus Recreation

B. Non-Permanent Student Purpose Fees
   • RTD Bus Pass Fee (AHEC Fee)
   • Clean Energy (AHEC Fees)
   • Phoenix Center

C. Administrative Fees
   • One Time Application Fee
   • One Time Matriculation Fee (This fee is used to offset the cost of orientation, graduation, and transcripts)

D. Program Specific Fees
   • May cover the following costs:
     o Consumable supplies/products
     o Specialized equipment and maintenance
     o IT approved software
E. AHEC Fees
   • Facility Bond Fee - (Student Union, Child Care Center, Student Lounges, Auraria Event Center)
   • Tivoli Park Facility

F. Metro Bond Fee
   • Student approved fee to provide capital financing for the construction of the University Neighborhood.

II. Administrative Costs

Metropolitan State University Administrative Costs

Programs funded by campus-wide mandatory student fees are subject to an Administrative Services Recharge (10%) and Bad Debt Expense (2%) totaling 12% of collected revenues, except as follows:

• AHEC Bond Fees  (2%)
• RTD Bus Pass Fee  $.45 / student
• Phoenix Center (2%)

Tri-institutional programs are assessed an additional Administrative Services Recharge of 7% on collected revenues by UCD and 10% on collected revenues by CCD.

III. Mandatory Costs

Current Definition
   As determined by the state or other non-university agency
   • Personnel costs (salary & benefits)
   • Risk Management premiums (worker’s comp, liability & property)
   • Utilities
   • Other (AHEC & Library support) or any costs mandated by the government

Recommended Definition
   Any cost a fee-supported program is required to incur due to changes implemented by the University, State, or other outside entity, including:
   • Inflation as defined by the Denver-Boulder-Greeley actual CPI rate for the previous year released in February
   • University-wide mandatory personnel costs (salary and benefit)
   • Risk Management premiums (workers compensation, liability, and property)
   • Utilities
   • AHEC & Library support
   • Any costs mandated by the government
AGENDA ITEM: Approval of Faculty Tenure Recommendations.

BACKGROUND:
The processes for the conferring of tenure has been concluded. Pursuant to §3.3 of the Trustees Policy Manual, the President has authority to recommend tenure approval to the Board of Trustees.

RECOMMENDATIONS FOR TENURE (36)

Recommended for Early Tenure and Promotion to Associate Professor

Dr. Carla Elise Aguilar  Music  
Dr. Sally Baalbaki  Marketing  
Dr. Shelby M. Balik  History  
Dr. Philip E. Bernhardt  Secondary, K-12 and Educational Technology  
Mr. Derren P. Duburguet  Aviation and Aerospace Science  
Dr. Benjamin Dyhr  Mathematics & Computer Sciences  
Dr. Joseph P. Hasley  Computer Information Services  
Dr. Jeffrey R. Helton  Health Professions  
Dr. Michael Thomas Hengst  Music  
Dr. Lin Huang  Engineering Technology  
Dr. Graham Stefan Ignizio  Modern Languages  
Dr. Laresh Jayasanker  History  
Dr. Ting Jiang  Sociology and Anthropology  
Dr. Malinda Etzler Jones  Special Education, Early Childhood and Culturally and Linguistically Diverse Education  
Mr. Brian M. Kelley  Theatre  
Dr. Mark I. Koester  Mathematics & Computer Sciences  
Ms. Carol L. Krugman Maller  Hospitality, Tourism and Events  
Dr. Dawn R. Matera Bassett  Social Work  
Dr. Cristina Miguez Cruz  Modern Languages  
Dr. Consuelo Elizabeth Mendez-Shannon  Social Work  
Dr. William M. Monsour III  Communication, Arts and Sciences  
Dr. Carolyn Ann Morrison  Special Education, Early Childhood and Culturally and Linguistically Diverse Education  
Dr. Denise Mowder  Criminal Justice and Criminology  
Dr. Douglas Mpondi  Africana Studies  
Dr. Andrew Pantos  English  
Dr. Jessica L. Parker  English  
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Dr. Anna Ropp</td>
<td>Psychology</td>
</tr>
<tr>
<td>Dr. Nancy K. Sayre</td>
<td>Health Professions</td>
</tr>
<tr>
<td>Dr. Kristin S. Scherrer</td>
<td>Social Work</td>
</tr>
<tr>
<td>Mr. Duane Bruce Swigert</td>
<td>Engineering Technology</td>
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<tr>
<td>Dr. Hope N. Szypulski</td>
<td>Nursing</td>
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<tr>
<td>Dr. Bradley L. Thompson</td>
<td>Music</td>
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<tr>
<td>Dr. David L. Weiden</td>
<td>Political Science</td>
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<td>Dr. Todd Raymond Yokley</td>
<td>Sociology and Anthropology</td>
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<tr>
<td>Dr, Kathryn S. Young</td>
<td>Secondary, K-12 and Educational Technology</td>
</tr>
<tr>
<td>Dr. Weiying Zhu</td>
<td>Mathematics &amp; Computer Sciences</td>
</tr>
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**RECOMMENDATION:**
The President recommends Board of Trustees approval for the Faculty tenure recommendations.
AGENDA ITEM: Phase One Review Process for New Degree Programs: College of Professional Studies - Bachelor of Science in Cyber Security

BACKGROUND:
The proposal recommends developing a new bachelor’s degree in Cyber Security that would provide students with in-depth knowledge and background in cybersecurity and practical skills in policy-making, managing cyber threats, and securing cyberspace. This would be the only interdisciplinary degree at MSU Denver that tailors content and pedagogy to students broadly trained in social/behavioral science, Computer Information Systems, and Computer Science. The proposed curriculum will respond to rapidly changing cyber workforce requirements. Graduates of the program would be job-ready to enter cybersecurity careers in an ever-fast growing field.

ANALYSIS:
The proposed bachelor’s degree in Cyber Security would fulfill an educational need and workforce gap for Colorado residents by providing interdisciplinary education and real world application in the cybersecurity industry in Colorado and across the nation/world. In recent years there have been several Executive Orders and Presidential Policy Directives issued calling for the protection of the critical infrastructure of the United States and the critical need for information sharing.

Congressional leaders specifically made a plea to all Colorado collegiate institutions to develop cyber security programs. Currently, only two institutions in Colorado offer a B.S. in Cybersecurity, Colorado Technical University (CTU) and the United States Air Force Academy (USAF). MSU Denver’s program would attract more students due to lower costs, less competitive program admissions requirements compared to both CTU and USAF, and attract a diverse body of students, including women and veterans. According to the Bureau of Labor and Statistics, more than 209,000 jobs in the U.S. are unfilled, and postings are up 74 percent over the past 5 years. The demand for security professional positions is expected to increase by 53 percent through 2018.

We do not request any new faculty lines in year one. In year two, we request one new faculty position. Additional faculty positions may be needed in each discipline, depending on the growth of the proposed major. In addition, the new program requests a half-time administrative assistant and half-time advisor for the new program, depending on the growth of the program in the future. As the program grows, CIS and CS will also need additional space for a separate computer lab and requests one 1000-square foot lab together.

Requirements for the program include the university general studies requirements, multicultural requirement, and courses in the Cyber Security major. Below is a list of required courses in the major:

Pre-Major Requirements:
- CIS/CSS: Introduction to Computers: 3-credits
- CJC 1010: Introduction to the Criminal Justice System: 3-credits

Total Credits for Pre-Major Requirements: 6-credits

Major Requirements:
- CIS 2010: Foundations of Information Systems: 3-credits
- CIS 2210: Structured Problem Solving in Information Systems: 3-credits
- CIS 3230: Telecommunication Systems and Networking: 3-credits
- CIS 3500: Information Systems Security: 3-credits
- CIS 4500: Information Systems Security Tools and Techniques: 3-credits
- CIS 4550: Information Systems Security Management and Information Assurance: 3-credits
- CJC 2001: Cyber Laws and Regulations: 3-credits
- CJC 2002: Law Enforcement and Investigation: 3-credits
- CJC 3210: White Collar Crimes: 3-credits
- CJC 3420: Organized Crime: 3-credits
- CJC 3470: Punishment and Society: 3-credits
- CJC 3800: Federal Law Enforcement and Terrorism: 3-credits
- CJC 4000: Internship: 3-credits
- CJC 4010: Capstone: 6-credits
- CSS 2050: Principles of Cybersecurity: 3-credits
- CSS 2051: Information Assurance: 3-credits
- CSS 2052: Network Security: 3-credits
- CSS 3050: Application Security: 3-credits
- CSS 3051: Forensics: 3-credits

Total Credits for Major Requirements: 63-credits

RECOMMENDATION:
The ASA Committee recommends Board of Trustee approval of the Phase One Proposal for the Bachelor of Science, Cyber Security degree program.
AGENDA ITEM: Phase One Review Process for New Degree Programs: College of Professional Studies - Bachelor of Science in Hotel Management

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

ANALYSIS:
The proposed HM program joins a rich academic tradition nationally, and comes at a time when hotel revenues are setting record marks. The degree has grown out of the experience with the existing Hotel Management concentration, the nationally recognized expertise of MSU Denver faculty, the request of the department’s advisory board, and following a move to add more rigor to the curriculum after receiving outside support from Rita and Navin Dimond.

Currently, Hotel Management is a concentration within the HTE degree. In 2014, the HTE department received a $1.5 million gift from Rita and Navin Dimond of the Stonebridge Companies to name the Hotel Management program, in order to enhance its growth, visibility and credibility within the industry. Conditions of this gift include updating and increasing the rigor of the current curriculum by adding classes in revenue management, hotel industry analytics and information technology. Hotel Management students must now pass the CHIA (Certification in Hotel Industry Analytics) exam. In addition, the department has agreed to make every effort to obtain accreditation from the Accreditation Commission for Programs in Hospitality Administration (ACPHA) in the future, once the Hotel Management program can meet the necessary requirements.

This degree program positions our students to take advantage of growth in the industry. Since “most full-service hotel chains hire candidates with a bachelor’s degree in hospitality or hotel management,” the need for the bachelor degree in hospitality/hotel management becomes all the more relevant. According to the Bureau of Labor Statistics’ Occupational Outlook Handbook, the occupation of lodging manager is expected to grow at a rate of 8% from 2014 to 2024, which is slightly higher than the average for all occupations, at 7%. The term “lodging manager” not only refers to a traditional general manager of a property, but also includes revenue managers, rooms/reservation/front desk managers, marketing, human resources, and sales and marketing managers.

A 2015 survey of lodging companies sponsored by the American Hotel & Lodging Association, found that 90.2% of their respondents who were salaried employees stayed with their employer for an average of at least five years or more. In addition, the same survey found that “an astounding majority, 79% of respondents, rate their overall job satisfaction higher than average.”

MSU Denver has sufficient faculty and instructional resources to start this new degree.

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

ACC 2010 - Principles of Accounting 3 cr
HTE 1040 – Hospitality Tourism and Events Fundamentals 3 cr
HTE 1533 - Food Fundamentals
HTE 2015 - Beverage Fundamentals 3 cr
HTE 2512 – Hotel Front Office 3 cr
HTE 3030 – Sustainable Tourism 3 cr
HTE 3250 - Managerial Accounting for Hospitality 3 cr
HTE 3522 – Hotel Housekeeping 3 cr
HTE 3550 - Human Resources in Hospitality 3 cr
HTE 3570 – Marketing for Hospitality 3 cr
HTE 3580 - Legal Aspects of Hospitality 3 cr
HTE 3652 – Hospitality Property Management 3 cr
HTE 3603 – Labor and Product Control 3 cr
HTE 4730 - Hospitality Negotiations and Sales 3 cr
HTE 4750 - Hospitality Leadership 3 cr
HTE 4800 - Hospitality Strategic Management 3 cr
HTL XXXX – Hotel Industry Fundamentals 3 cr
HTL XXXX – Hotel Industry Analytics 3 cr
HTL XXXX – Applied Hotel Management [Senior Experience] 3 cr

TOTAL 57 cr

Degree Completion Options (choose one):
Option I – minor in any related HTE concentration or major plus required electives to equal University 120 minimum
Option II – any combination of 29 HTE, BVG or EVT elective credits
Option III – any University minor and required electives to equal University 120 minimum

Required Courses, Hotel Management Minor and Certificate

Hotel Management Minor
HTL XXXX – Hotel Industry Fundamentals 3 cr
HTE 2515 – Hotel Front Office 3 cr
HTE 3522 – Hotel Housekeeping 3 cr
HTE 3550 – Hospitality Human Resources
HTE 3652 – Hotel Property Management 3 cr
HTE 4730 – Hospitality Negotiations and Sales 3 cr
HTE 4750 – Hospitality Leadership 3 cr

Total credits: 21

Hotel Management Certificate
HTE 2515 – Hotel Front Office 3 cr
HTE 3522 – Hotel Housekeeping 3 cr
HTE 3550 – Hospitality Human Resources
HTE 3652 – Hotel Property Management 3 cr
HTE 4730 – Hospitality Negotiations and Sales 3 cr
HTE 4750 – Hospitality Leadership 3 cr
Total credits: 18

RECOMMENDATION:
The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One Proposal for the Bachelor of Science, Hotel Management degree program.
AGENDA ITEM:  Phase One Review Process for New Degree Programs: College of Professional Studies - Bachelor of Science in Restaurant Management

BACKGROUND:
The proposal recommends developing a new bachelor’s degree, minor and certificate in Restaurant Management (RST), with the goal of preparing students to address the unique challenges of Restaurant management. The degree program builds on the strengths of the Department of Hospitality, Tourism, and Events, and reflects the very specific skill set necessary to function in this competitive realm. The degree represents a significant change in the past approach of treating each area within Hospitality, Tourism, and Events as slight variations on a theme. In the coming semesters, the BVG prefix will be expanded to cover many of the beverage courses and a new prefix, FSO, will be introduced for the Food Service-related courses in the next curriculum cycle.

ANALYSIS:
The proposed RST program joins a rich academic tradition nationally, and comes at a time when Restaurant revenues are setting record marks. The degree has grown out of the experience with the existing Restaurant Management concentration and the need to have an umbrella degree for Restaurant Management that can then support concentrations. The proposed concentrations within the new major are Food and Beverage Operations, Food Service Operations, and Beverage Operations.

Currently, Restaurant Management is a concentration within the HTE degree. The restaurant industry has seen significant growth in recent years, creating a demand for profession-specific content that the current HTE major cannot provide. RST’s core courses and elective options provide the credible degree the profession is requesting.

The specialization required in Restaurant Management is reflected in the certifications already incorporated in the existing concentration. These include Certified Culinarian, Serve Safe Food Handler Certification, Serve Safe Alcohol Handler Certification, and Serve Safe Food Allergen Certification. The department anticipates including the Cicerone Certified Beer Server certificate in the future. Completion of all these certifications within the RST program will make our graduates better prepared and highly competitive in the job market.

MSU Denver has sufficient faculty and instructional resources to start this new degree. The Hospitality Learning Center also allows for sufficient classroom space to meet anticipated demand.

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

**Required Courses, Restaurant Management Major**

**Major Core Requirements (36 credit hours)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 2010</td>
<td>Principles of Accounting*</td>
<td>3</td>
</tr>
<tr>
<td>HTE 1040</td>
<td>Hospitality Tourism and Events Fundamentals</td>
<td>3</td>
</tr>
<tr>
<td>HTE 1533</td>
<td>Food Fundamentals</td>
<td>3</td>
</tr>
<tr>
<td>HTE 1533</td>
<td>Beverage Fundamentals</td>
<td>3</td>
</tr>
<tr>
<td>HTE 3250</td>
<td>Managerial Accounting for Hospitality*</td>
<td>3</td>
</tr>
<tr>
<td>HTE 3550</td>
<td>Human Resources in Hospitality*</td>
<td>3</td>
</tr>
<tr>
<td>HTE 3570</td>
<td>Hospitality and Tourism Marketing*</td>
<td>3</td>
</tr>
</tbody>
</table>
Choose one of the following concentrations:

**Food and Beverage Operations**

**Food Service Operations**

**Beverage Operations**

**Concentration in Food and Beverage Operations** (27 credit hours)

HTE 1603 – Food Science | 3 hours
HTE 2613 – Food Production and Service I* | 3 hours
HTE 3613 – Wine Fundamentals^ | 3 hours

*Select three:

HTE 3683 – Beer and Spirits | 3 hours
HTE 4613 – Wines of the Old World*^ | 3 hours
HTE 4623 – Wines of the New World*^ | 3 hours
HTE 4633 – Wine and Food Pairing*^ | 3 hours

*Select three:

BVG 3220 – Cooking With Beer* | 3 hours
HTE 3643 – Healthy Cooking* | 3 hours
HTE 3813 – Baking and Pastry* | 3 hours
HTE 3833 – Garde Manger* | 3 hours

*Course has prerequisite(s) – students consult current catalog for specifics

^Minimum course enrollment age of 21

**Concentration in Food Service Operations** (27 credit hours)

HTE 1603 – Food Science | 3 hours
HTE 2613 – Food Production and Service I* | 3 hours
HTE 3643 – Healthy Global Cooking* | 3 hours
HTE 3813 – Baking and Pastry* | 3 hours
HTE 3833 – Garde Manger* | 3 hours
NUT 4210 – Community Nutrition* | 3 hours
UA 2735 – Urban Vegetable Farming* | 3 hours
UA 3875 – Urban Ag Cooking and Food Preservation | 3 hours
UA 3905 – Farm to Table Sustainability* | 3 hours

*Course has prerequisite(s) – students consult current catalog for specifics
Concentration in Beverage Operations (27 credit hours)
BVG 3010 – Beers of the World^ | 3 hours
BVG 3220 – Cooking with Beer* | 3 hours
BVG 4010 – Beer Styles and Service*^ | 3 hours
BVG 4950 – Enology: The Making of Wine*^ | 3 hours
HTE 3613 – Wine Fundamentals^ | 3 hours
HTE 3683 – Beer and Spirits^ | 3 hours
HTE 4613 – Wines of the Old World*^ | 3 hours
HTE 4623 – Wines of the New World*^ | 3 hours
HTE 4633 – Wine and Food Pairing*^ | 3 hours
*Course has prerequisite(s) – students consult current catalog for specifics
^Minimum course enrollment age of 21

Senior Experience course for all concentrations in Restaurant Management
HTE 4110 – Applied Restauran Operations: 3 credits

Additional 23 credits either as a minor of choice or electives

Required Courses, Restaurant Management Minor and Certificate

Restaurant Management Minor

- HTE 1533 - Food Fundamentals Credits: 3
- HTE 1603 - Food Science Credits: 3
- HTE 2613 - Food Production and Service I Credits: 3
- HTE 3550 - Human Resources in Hospitality Credits: 3
- HTE 3603 - Labor and Product Control Credits: 3
- NUT 2040 - Introduction to Nutrition Credits: 3

Subtotal: 18 credits

Select one of the following courses:

- BVG 3220 - Cooking with Beer Credits: 3
- HTE 3310 - Global Cuisine Credits: 3
- HTE 3623 - Food Production and Service II Credits: 3
- HTE 3643 - Healthy Cooking Credits: 3
- HTE 3813 - Baking and Pastry Credits: 3
- HTE 3833 - Garde Manger Credits: 3
- UA 3875 - Urban Agriculture Cooking and Preservation Methods Credits: 3

Subtotal: 3 credits

Total for Minor: 21 credits
Restaurant Management Certificate

- HTE 1533 - Food Fundamentals Credits: 3
- HTE 1603 - Food Science Credits: 3
- HTE 2613 - Food Production and Service I Credits: 3
- HTE 3550 - Human Resources in Hospitality Credits: 3
- HTE 3603 - Labor and Product Control Credits: 3
- NUT 2040 - Introduction to Nutrition Credits: 3

Subtotal: 18 credits

Select one of the following courses:

- BVG 3220 - Cooking with Beer Credits: 3
- HTE 3310 - Global Cuisine Credits: 3
- HTE 3623 - Food Production and Service II Credits: 3
- HTE 3643 - Healthy Cooking Credits: 3
- HTE 3813 - Baking and Pastry Credits: 3
- HTE 3833 - Garde Manger Credits: 3
- UA 3875 - Urban Agriculture Cooking and Preservation Methods Credits: 3

Subtotal: 3 credits

Total for Certificate: 21 credits

RECOMMENDATION:
The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One Proposal for the Bachelor of Science, Restaurant Management degree program.
AGENDA ITEM: Phase One Review Process for New Degree Programs: College of Professional Studies - Bachelor of Science in Travel and Tourism Management

BACKGROUND:
The proposal recommends developing a new bachelor’s degree, minor and certificate in Travel and Tourism Management (TTM), with the goal of preparing students to address the unique challenges of Travel and Tourism management. The degree program builds on the strengths of the Department of Hospitality, Tourism, and Events, and reflects the very specific skill set necessary to function in this competitive realm. The degree represents a significant change in the past approach of treating each area within Hospitality, Tourism, and Events as slight variations on a theme. To reflect this change, the department also proposes a new prefix, TTM, for courses.

ANALYSIS:
The proposed TTM program joins a rich academic tradition nationally, and comes at a time when Travel and Tourism dominates hiring. The degree has grown out of the experience with the existing Tourism Management concentration that is distinct from the generic Hospitality, Tourism and Events major.

Currently, Tourism Management is a concentration within the HTE degree. While related to the components of the hospitality industry (restaurants, events and hotel management), Travel and Tourism management is recognized as a distinct job category according to the U.S. Department of Labor.

According to both the World Tourism Organization\(^1\) and the World Travel Tourism Council\(^2\) the travel and tourism industry is the largest industry and employer in the world. According to the U.S. Department of Commerce, Office of Travel and Tourism Industries “direct spending by domestic and international travelers generates more than $900 billion in the nation’s economy. The [Travel and Tourism] industry also represents one of America’s largest employers, accounting for more than ten million direct and indirect jobs.” The U.S. Travel Association also reports that in 2015 the travel and tourism industry generated salaries and wages for over $221 billion, with federal, state and local tax revenue reaching a record $141.5 billion.

In Colorado, the above mentioned figures and statistics are even higher with the travel and tourism industry representing the second largest employer in the state. Visit Denver reports that, whereas tourism growth across the United States has been around 15% since 2005, over the same ten-year period Denver and Colorado have experienced a 48% increase. In the year 2015 alone, the city of Denver hosted more than 15.4 million overnight visitors that contributed almost $5 billion to our economy and supported more than 51,000 jobs. The entire state of Colorado has also been benefiting from this positive trend with overall tourism expenditure at $17.3 billion, state and local tax revenue at a record $977 million, and tourism and travel related jobs in excess of 150,000.

A major competitive advantage of the proposed new degree is an exponential growth of traditional travel agent positions, while the use of online travel booking tools, such as Expedia, Orbitz, and online travel agencies is decreasing, due to persistent, continuing, and growing fraud.

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\(^1\) World Tourism Organization (2016) Who We Are [http://www2.unwto.org/content/who-we-are-0](http://www2.unwto.org/content/who-we-are-0) (Retrieved March 8, 2016).
scams, and complete lack of customer service. Lea Diele, Manager of Leisure Services at Cadence, confirmed this growing trend in an email: “Travel is coming back big time to travel advisors… with the amount of public information pertaining to fraud and sites like the one below that took clients’ money and now closed their doors with no recourse for the customer—is DRIVING clients to us once again. In Travel Weekly magazine there is an article saying that airlines are thinking of pulling their inventory out of the OTAs [online travel agency]…so much fraud”

MSU Denver has sufficient faculty and instructional resources to start this new degree. The Hospitality Learning Center also allows for sufficient classroom space to meet anticipated demand.

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

Required Courses, Travel and Tourism Management Major

**Required Courses** (36 credits)

- ACC 2010 – Principles of Accounting 3 cr*
- HTE 1040 – Fundamentals of HTE 3 cr
- HTE 3250 – Managerial Accounting for Hospitality 3 cr *
- HTE 3550 – Human Resources for Hospitality 3 cr *
- HTE 3570 – Hospitality & Tourism Marketing 3 cr*
- HTE 3580 - Legal Aspects of Hospitality 3 cr *
- HTE 4750 - Hospitality Leadership 3 cr *
- HTE 4800 – Hospitality Strategic Management 3 cr *
- MKT 3250 – Personal Selling 3 cr *
- TTM 1000 – Travel and Tourism Industries 3 cr
- TTM 1800 – Tourism Technology 3 cr
- TTM 3200 – Itinerary Design 3 cr

*Course requires prerequisite(s)

**Senior Experience Graduation Requirement**

- TTM 4700 – Study Abroad: Global Tourism 3 cr or
- TTM 4800 – Inbound Tourism 3 cr

Select one of the following two concentrations:

**Leisure Tourism:**

- TTM 3000 – Sustainable Tourism 3 cr
- TTM 3800 – Cruise Tourism 3 cr
- TTM 4100 – Adventure Travel 3 cr
- TTM 4200 – Ecotourism 3 cr
**Corporate Travel:**
- TTM 3400 – Corporate Travel 3 cr
- EVT 2010 – Event Industry 3 cr
- EVT 3100 – Corporate Meetings
- HTL XXXX – Hotel Industry Fundamentals 3 cr

**Leisure Tourism Minor**

**Required Courses**
- TTM 1000 – Travel and Tourism Industries 3 cr
- TTM 1800 – Tourism Technology 3 cr
- TTM 3000 – Sustainable Tourism 3 cr
- TTM 3200 – Itinerary Design 3 cr
- TTM 3800 – Cruise Tourism
- TTM 4100 – Adventure Travel 3 cr
- TTM 4200 – Ecotourism 3 cr
- TTM 4800 – Inbound Tourism 3 cr

Total: 24

**Elective course:**
- TTM 4700 – Study Abroad: Global Tourism 3 cr

**Corporate Travel Minor**

**Required Courses**
- ACC 2010 – Principles of Accounting 3 cr*
- EVT 2010 – Event Industry 3 cr
- HTE 3250 – Managerial Accounting for Hospitality 3 cr*
- HTL XXXX – Hotel Industry Fundamentals 3 cr*
- TTM 1000 – Travel and Tourism Industries 3 cr
- TTM 1800 – Tourism Technology 3 cr
- TTM 3200 – Itinerary Design 3 cr
- TTM 3400 – Corporate Travel 3 cr

*Course requires prerequisite(s)

Total: 24

**Travel Consultant Certificate**

**Required courses:**
- MKT 3250 – Personal Selling 3 cr*
- TTM 1000 – Travel and Tourism Industries 3 cr
- TTM 1800 – Tourism Technology 3 cr
- TTM 3200 – Itinerary Design 3 cr
- TTM 3800 – Cruise Tourism
- TTM 4100 – Adventure Travel 3 cr

*Course requires prerequisite(s)

Subtotal: 18
Choose two of the following courses:

- TTM 3000 – Sustainable Tourism 3 cr
- TTM 4200 – Ecotourism 3 cr
- TTM 4700 – Study Abroad: Global Tourism 3 cr
- TTM 4800 – Inbound Tourism 3 cr

Total: 24

**RECOMMENDATION:**
The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One Proposal for the Bachelor of Science, Travel and Tourism Management degree program.
AGENDA ITEM: Phase One Review Process for New Degree Programs: College of Professional Studies - Bachelor of Arts in Sport Management

BACKGROUND:
The proposal recommends developing a new bachelor’s degree in Sport Management (SPM) by converting an existing concentration in the Human Performance and Sport major into a standalone degree. The degree program builds on the strengths of the Department of Human Performance and Sport, and better reflects industry need and the specificity of the Sport Management program. The degree better illuminates what students in this specialty need, and what is being offered within the department, it eliminates confusion over what is contained in the degree, and allows for a more marketable degree.

ANALYSIS:
The proposed SPM degree is the logical outgrowth of the Sport Industry Operations concentration initiated in 1997. After undergoing updates, the curriculum was overhauled in 2013. The new curriculum, fully implemented in Fall 2014, aligns with the Commission on Sport Management Accreditation (COSMA) guidelines. There are 167 majors in the current concentration.

The program is currently seeking accreditation and has completed the candidacy stage. A site review will occur in Fall 2016 or Spring 2017. If successfully completed, the program would receive full accreditation. This accreditation from COSMA would be useful as a marketing tool and adds value to student degrees in the discipline. As the COSMA site notes, “Programs, students, employers, and the general public all benefit from the external verification of quality provided through COSMA’s accreditation process. They also benefit from the process of continuous quality improvement that is encouraged by COSMA’s developmental approach to promoting excellence in sport management education.”

This would be the first COSMA-certified program in the state of Colorado, another advantage for MSU Denver in marketing this program.

To reflect the distinctive nature of this degree and separate it from the other programs in Human Performance and Sport, the program is also requesting a new prefix, SPM, for the degree.

MSU Denver has sufficient faculty, administrative and instructional resources to begin this new degree in Fall 2017.

The proposed program consists of the following courses:

- HPS 2730  Sport in Society: 3 credits
- HPS 3990  Field Experience: 3 credits
- HPS 4660  Legal Liability for Physical Educators, Coaches and Administrators: 3 credits
- SPM 2050  Introduction to Sport Industry Operation: 3 credits
- SPM 2070  Sport Venue Operations: 3 credits
- SPM 2300  Sport Event Operations: 3 credits
- SPM 3100  Sport Industry Media Operations: 3 credits
- SPM 3200  Sport Governance and Policy: 3 credits
- SPM 3600  Sport Promotion: 3 credits
- SPM 3650  Technology and Social Media in Sport Industry: 3 credits
- SPM 4600  Organization and Administration of Sports: 3 credits
- SPM 4610  The Sport Enterprise: 3 credits
- SPM 4860  Seminar in Sport Industry: 3 credits
SPM 4890  Internship for Sport Industry Operations: 9 credits
SPM 4891  Professional and Career Development in Sport Industry: 3 credits
Approved electives: 9 credits
TOTAL 60 credits

RECOMMENDATION:
The Academic and Student Affairs Committee recommends Board of Trustees approval on the Phase One Proposal for the Bachelor of Arts in Sport Management degree program.
AGENDA ITEM: Phase One Review Process for New Degree Programs: College of Professional Studies - Bachelor of Science in K-12 Physical Education

BACKGROUND:
The proposal recommends developing a new bachelor’s degree in K-12 Physical Education (KPE) by converting an existing concentration in the Human Performance and Sport major into a standalone degree. The degree program is already an accredited concentration within the Department of Human Performance and Sport. The proposed degree would allow for better visibility for the program, a clearer path for students, and build upon the competencies of departmental faculty.

ANALYSIS:
The proposed K-12 Physical Education degree allows for better differentiate of the programs in the Department of Human Performance and Sport, which was pointed out by outside experts during the latest program review of the department earlier this year. Also, moving this concentration into its own major aligns with the department’s goal to better differentiate degrees within this field.

K-12 Physical Education is a unique specialty that is lost in the one-size-fits-all approach of concentration in Human Performance and Sport. This degree, which requires in excess of 120 hours for completion, also includes a significant student teaching portion, which makes KPE unique among the offerings in the department. This unique nature would be better reflected, more marketable to the public, and more clearly defined to students as a standalone major. There are approximately 80 majors in the existing concentration.

Students completing the current program graduate with a Colorado state teaching license in Kindergarten through 12th Grade Physical Education.

To reflect the distinctive nature of this proposed degree and separate it from the other programs in Human Performance and Sport, the program is also requesting a new prefix, KPE, for the degree. The curriculum of this accredited program would otherwise remain unchanged.

MSU Denver has sufficient faculty, administrative and instructional resources to begin this new degree in Fall 2017.

The proposed degree program consists of the following courses:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>HPS 2060</td>
<td>ER/First Responder and CPR</td>
<td>3 credits</td>
</tr>
<tr>
<td>HPS 3300</td>
<td>Anatomical Kinesiology</td>
<td>3 credits</td>
</tr>
<tr>
<td>HPS 3340</td>
<td>Physiology of Exercise</td>
<td>3 credits</td>
</tr>
<tr>
<td>HPS 4500</td>
<td>Motor Learning Development</td>
<td>3 credits</td>
</tr>
<tr>
<td>HPS 4660</td>
<td>Legal Liability for Physical Educators, Coaches and Administrators</td>
<td>3 credits</td>
</tr>
<tr>
<td>KPE 1601</td>
<td>Introduction to Physical Education</td>
<td>3 credits</td>
</tr>
<tr>
<td>KPE 1650</td>
<td>Methods of Physical Activity and Fitness Education</td>
<td>3 credits</td>
</tr>
<tr>
<td>KPE 1665</td>
<td>Methods of Outdoor Education</td>
<td>3 credits</td>
</tr>
<tr>
<td>KPE 1670</td>
<td>Curricular Aspects of Elementary Physical Education</td>
<td>3 credits</td>
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<td>KPE 2010</td>
<td>Curricular Aspects of Secondary Physical Education</td>
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<tr>
<td>KPE 2040</td>
<td>Methods of Individual/Dual Act, Level I</td>
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<td>KPE 2090</td>
<td>Methods of Individual/Dual Act, Level II</td>
<td>3 credits</td>
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<tr>
<td>KPE 3000</td>
<td>Methods of Teaching Health Programs</td>
<td>3 credits</td>
</tr>
<tr>
<td>KPE 3010</td>
<td>Exploring School Health Education</td>
<td>3 credits</td>
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</tbody>
</table>
KPE 3400  Methods of Teaching Secondary Physical Education: 3 credits
KPE 3410  Field Experience Secondary Physical Education: 6 credits
KPE 3460  Measurement and Evaluation of Human Performance: 3 credits
KPE 3500  Methods of Teaching Elementary Physical Education: 3 credits
KPE 3510  Field Experience Elementary Physical Education: 6 credits
KPE 4620  Adapted Physical Education: 3 credits

RECOMMENDATION:
The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One Proposal for the Bachelor of Science in K-12 Physical Education degree program.
AGENDA ITEM: Phase One Review Process for New Degree Programs: Bachelor of Science in Exercise Science

BACKGROUND:
The proposal recommends developing a new bachelor’s degree in Exercise Science (EXS) by converting an existing concentration in the Human Performance and Sport major into a standalone degree. The degree program is already a popular concentration in the Department of Human Performance and Sport. The proposed degree would allow for better marketing of an already exemplary program, better acknowledge MSU Denver’s standing as the host of the only accredited exercise science program in the Rocky Mountain region, and give a clearer path for students interested in this discipline.

ANALYSIS:
The proposed Exercise Science degree builds on a position of strength that has been somewhat obscured by the generic nature of a degree in Human Performance and Sport, which was pointed out by outside experts during the latest program review of the department earlier this year. Also, moving this concentration into its own major aligns with the department’s goal to better differentiate degrees within this field.

Separating Exercise Science into its own major also makes the degree more marketable and easier to find using common search engine terms. This eye on Search Engine Optimization may also make it easier to attract students to the program, and the department believes this will increase enrollment. There are approximately 275 majors in the existing concentration.

The current program is accredited through the Commission on Accreditation of Allied Health Education Programs (CAAHEP) and the Committee on the Accreditation for Exercise Science (CoAES). The American College of Sport Medicine is the sponsoring organization of CoAES, and this program is one of only 44 in the nation to receive this accreditation.

To reflect the distinctive nature of this proposed degree and separate it from the other programs in Human Performance and Sport, the program is also requesting a new prefix, EXS, for the degree.

MSU Denver has sufficient faculty, administrative and instructional resources to begin this new degree in Fall 2017.

The proposed degree program consists of the following courses:

- EXS 3780 Fitness Programs for Special Populations: 3 credits
- EXS 3790 Fitness Programming for Children, Adolescents and Older Adults: 3 credits
- EXS 3841 Comparative Fitness Programs: 3 credits
- EXS 4680 Advanced Fitness Assessment and Exercise Prescription: 3 credits
- EXS 4780 Community Fitness Testing and Program Planning: 3 credits
- EXS 4880 Internship for Adult Fitness: 10 credits
- HPS 1020 Skills and Methods of Teaching Weight Training: 3 credits
- HPS 1623 Prevention and Care of Athletic Injuries: 3 credits
- HPS 1640 Physical Fitness Techniques and Programs: 3 credits
- HPS 3300 Anatomical Kinesiology: 3 credits
- HPS 3340 Physiology of Exercise: 3 credits
- HPS 4660 Legal Liability for Physical Educators, Coaches and Administrators: 3 credits
- NUT 2040 Introduction to Nutrition: 3 credits
Students must also take one of the following courses:
- EXS 1440 Skills and Methods of Teaching Stress Management: 3 credits
- EXS 2890 Personal Training: Concepts and Applications: 3 credits
- EXS 4650 Exercise Electrocardiography: 3 credits
- EXS 4772 Performance Enhancement Specialist: 3 credits

**RECOMMENDATION:**
The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One Proposal for the Bachelor of Science in Exercise Science degree program.
AGENDA ITEM: Phase One Review Process for New Degree Programs – College of Professional Studies: Bachelor of Science in Healthcare Professional Services

BACKGROUND:
The College of Professional Studies is proposing a Bachelor of Science in Healthcare Professional Services. There are five million allied health care professionals in the U.S. who work in more than 80 different professions and represent approximately 60% of all health care providers. This number is likely to increase as jobs in the health care industry grow from 15.6 million to 19.8 million between 2010 and 2020. These allied health care providers, such as x-ray technicians and dental hygienists previously obtained an associate’s degree to practice. Now, degree creep is occurring in the allied health professions, whereby a Bachelor’s degree will be desired, or even required, such as for respiratory therapists (2,500 in the state of Colorado), and this creates an opportunity for MSU Denver. This new degree will create a career path for working allied health professionals who wish to advance into supervisory or teaching positions.

The degree program has been designed based on interviews with local employers and community colleges, market trends, research on out-of-state competitors, and primary data.

ANALYSIS:
The Bureau of Labor Statistics estimates that there will be 2.3 million new jobs in the healthcare industry between 2014 and 2024. Based on projections that 60% are from an allied health background, this translates into roughly 1,380,000 new jobs being held by allied health professionals in the United States. Locally, Denver Health Medical Center has over 6,000 employees, again a large portion of these are allied health professionals, as only 1,300 are nurses.

In Colorado, there are not any directly comparable undergraduate programs, particularly in the Denver metro region. Nationwide, there are other degree completion programs and these have been evaluated to propose this curriculum.

Retention of existing MSU Denver students is also a driver for this new degree, as the number of spaces to educate nurses cannot keep pace with the demand; and creating an alternative for students who cannot succeed in scientific or business rigor but want to continue in the service aspect of health operations will also help with retention.

The major will consist of 46 credits with all but two of the courses already offered at MSU Denver. Many of these students will possess an Associate’s degree in a clinical discipline and based on a prior articulation agreement with the Colorado community college system for Health Care Management, these students can waive the requirement for a minor, but must still meet the 120 credits overall.
Students must complete a course that meets the Global Diversity requirement and the Multicultural requirement. A grade of C or better is required for courses in this program to count toward a bachelor’s degree.

**Required Major Courses:**

**General Studies**

36

**HC Professional Services Major**

46

- HCM 3700 Health Disparities 3
- HCM 2010 Global Health 3
- HCM 3200 Managing Quality in HC 2
- HCM 3030 Health Care Jurisprudence 3
- HCM 3020 Management Principles in HC 3
- HCM 3500 Health Care Research Methods 3
- HCM 3600 Health Care Information Systems 3
- HCM 3650 Public Health 1
- HCM 3550 Leadership in Health Care 1
- ITP 3200 Ethics in Health Care 3
- ITP 3100 Health Education and Counseling 3
- ITP 2700 Holistic Health or Health Psychology 3
- HCM XXX Health Care Operations 3
- HCM XXX Evidence-based Health Care Delivery 3
- HCM 3980 Senior Experience 3
- HCM, ITP, or related approved HC Electives 6

**MTH Prerequisite MTH 1210 Intro to Statistics**

3

**Minor (waived for students with an Associate’s Degree related to health care)**

24

**General Electives (Upper Division)**

11

**Total**

120

**Program Learning Objectives**

The continuous improvement of the program will be driven by assessment of student performance against student learning objectives (SLOs). Data will be collected on a regular basis, analyzed, and changes made to the program as a result. Assessments will include direct (for example, course grades) and indirect (for example, surveys) measures.

The degree program’s student learning objectives are as follows:

**SLO1:** Evaluate megatrends and key drivers of the health care industry and assess how they influence health industry operations now and in the future.

**SLO2:** Conduct evaluation and research to plan, initiate or execute programs or initiatives in health care.

**SLO3:** Analyze and integrate theories and applications of patient care, disease management, and health delivery with a broader understanding of the industry dynamics.
SLO4: Demonstrate competence in communication skills, critical analysis, ethical decision-making and professional behaviors for health professionals.

SLO5: Advocate for health and health issues in an organization or community. Evaluate and apply principles of health care leadership.

RECOMMENDATION:
The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One Proposal for the Bachelor of Science in Healthcare Professional Services.
AGENDA ITEM: Phase One Review Process for New Degree Programs: College of Professional Studies Bachelor of Arts in Construction Project Management

BACKGROUND:
The Construction Project Management (CPM) baccalaureate degree emphasizes both theoretical and practical applications, providing MSU Denver students with a solid foundation in core skills, knowledge and dispositions to facilitate employability in management and professional positions in the construction industry. The curriculum was developed in consultation with a team of construction industry stakeholders and addresses the workforce needs identified by that group.

ANALYSIS:
The proposed bachelor’s degree in Construction Project Management would fulfill a unique educational need and establish a new degree pathway for Colorado residents. The CPM major will provide graduates with excellent employment potential through the degree program’s direct link to the construction industry. Leaders in the construction industry brought the concept of granting journeyman tradespeople credit toward a four-year degree to MSU Denver. The degree will allow for granting college credit for completed four-year construction trade DOL registered apprenticeships and Journeyman’s credentials. That distinction is a major reason to anticipate the growth of the program as it provides a unique opportunity for tradespeople to pursue a baccalaureate degree. The establishment of this pathway will create a new pipeline of students and provide another way for MSU Denver to assist underserved student populations. This will also serve as a step toward adapting the European apprenticeship model into the US higher education system, which is strongly supported by leadership at MSU Denver and the federal government.

The need for qualified workers for professional positions in the construction industry is well documented. Data contained in the 2016 Associated General Contractors (AGC) Construction Outlook survey results for Colorado indicate a continued need for a growing construction workforce in Colorado. 84% of construction industry employers surveyed expect an increase in employee headcount, with 26% of respondents anticipating an increase of 26% or more. 52% of respondents are having a hard time filling both salaried and craft worker positions. Additionally 32% predict that it will become more difficult to find and hire qualified construction professionals.

Further evidence of a substantial regional workforce demand for individuals who have earned this type of degree is seen in the results of an informal survey that was distributed to high-level leadership of Colorado construction companies. Distributed with the help of the Presidents of the Rocky Mountain chapter of the Associated Builders and Contractors and the Associated General Contractors of Colorado, the survey indicated strong support for the type of degree proposed here. Construction company leaders viewed the degree concept very favorably. Out of 44 total responses only 3 respondents had no interest, 8 saw some benefit, 22 viewed it favorably and 11 felt that it was critical for the future growth of their company and that employees with this type of training would be very valuable.

Regarding resource implications, the multi-disciplinary nature of the CPM degree allows a unique opportunity for a “soft start.” Since almost all of the core and concentration courses already exist and are part of their home department’s curriculum, the initial staffing and instructional impact should be minimal. There will not be an initial need for additional faculty since all CPM courses
except three will be taught by other departments as part of their normal course offerings. The CPM degree will be housed in the Advanced Manufacturing Sciences Institute, which will be the home department for all new courses for the CPM program. The three AMS courses specific to the CPM major will require appropriate affiliate faculty with a Master’s degree in a relevant discipline as those courses are needed. The Director of the Advanced Manufacturing Sciences Institute will serve as the director for this program and the AMS Institute staff will service the CPM major as well.

**Program Description and Course Offerings:**
The Construction Project Management (CPM) B.A. is a multi-disciplinary major created to support a workforce initiative for the Construction Industries. A Minor is required (minors may not include those with the following prefixes: ACC, CIS, FIN, MKT, MGT). Students should consult with an advisor prior to selecting their minor. There is a list of recommended minors for the CPM major.

Students with a completed U.S. Department of Labor (DOL) Office of Apprenticeship (OA) four-year Registered Construction Trades Apprenticeship and journeyman’s credentials are awarded a block of 30 lower division semester credits that may be used in lieu of the required minor.

**Elective Courses** - students are required to take elective courses to complete their major and fulfill the graduation requirement of 120 credits. The number of elective credits required varies depending on the minor selected.

**General Studies Courses:**
Six Credits General Studies - Written Communication Specified Selections below:
- ENG 1010- 3 credits - Composing Arguments OR
- ENG 1009- 3 credits - Introduction to Composition, Part 2 AND
- ENG 1020- 3 credits - Freshman Composition: Analysis, Research, and Documentation

Three credits General Studies – Oral Communication:
- SPE 1010- 3 credits - Public Speaking

Four Credits General Studies - Quantitative Literacy Specified Selection below:
- MTH 1210- 4 credits - Introduction to Statistics

Six Credits General Studies - Arts and Humanities
- PHI 3360- 3 credits - Business Ethics
- PHI 3370- 3 credits - Computers, Ethics, and Society

Three credits General Studies – Historical - No specified selection
Six Credits General Studies-Natural and Physical Sciences - No specified selection
Three Credits General Studies-Social and Behavioral Sciences I
- CET 3120- 3 credits - Engineering Economy

Three credits General Studies - Social and Behavioral Sciences II
- SPE 3760- 3 credits - Diversity and Communication in the U.S. **Multicultural Course**

**GS Subtotal:** 34  12 Upper Division Credits
Core Courses:
AMS 1010- 3 credits Survey of Advanced Manufacturing and Workplace Preparation
AMS 3000- 3 credits Workplace Safety (New Course)
AMS 3980- 9-12 credits Industry Internship (New Course) *
AMS 4700- 3 credits Team Project Experience (New Senior Experience Course)
CET 3100- 3 credits Construction Methods
CET 3110- 3 credits Construction Estimating
CIS 2010- 3 credits Foundations of Information Systems
COM 2610- 3 credits Introduction to Technical Writing
MGT 3000- 3 credits Organizational Management

CPM Core total: 24-36* (58-70 total with GS)

* The industry internship is required for students that do not bring in the apprenticeship credits noted above. The internship must be an approved construction industry placement.

Computer Information Systems Concentration:
CIS 2110- 3 credits Structured Problem Solving in Information Systems
CIS 3050- 3 credits Fundamentals of Systems Analysis and Design
CIS 3060- 3 credits Database Management Systems
CIS 3145- 3 credits Business Application Development
CIS 3490- 3 credits Managing Business Information with Enterprise Systems
CIS 4260- 3 credits Database Administration
CIS 4410- 3 credits Management Information Systems

CIS Concentration Subtotal: 21 credit hours (79-91 total with core and GS)
(Elective courses may not include those with the following prefixes: ACC, CIS, FIN, MKT, MGT)

Management Concentration:
MGT 2210- 3 credits Legal Environment of Business I
MGT 3220- 3 credits Legal Environment of Business II
OR
MGT 3240- 3 credits Employment and Human Resource Law
MGT 3530- 3 credits Human Resources Management
MGT 3550- 3 credits Operations Management
MGT 3XXX- 3 credits Risk Management (New Course)
MGT 4050- 3 credits Purchasing & Supply Chain Management
MGT 4550- 3 credits Project Management

MGT Concentration Subtotal: 21 credit hours (79-91 total with core and GS)
(Elective courses may not include those with the following prefixes: ACC, CIS, FIN, MKT, MGT)

**RECOMMENDATION:**
The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One Proposal for the Bachelor of Arts, Construction Project Management degree program.
AGENDA ITEM: New Concentration within the Computer Information Systems Major in the College of Business: Business Analytics

BACKGROUND:

The proposal recommends adding a Business Analytics concentration to the Computer Information Systems Major. This concentration requires an additional 9 semester hours of coursework, allowing students to emphasize in a high-demand area within the field of Information Systems.

ANALYSIS:

The field of business analytics continues to grow to the point that by 2018 “the United States alone could face a shortage of 140,000 to 190,000 people with deep analytical skills, as well as 1.5 million managers and analysts with the know-how to use the analysis of big data to make effective decisions” (McKinsey Global Institute’s Big Data: The Next Frontier for Innovation, Competition, and Productivity).

The Department of Computer Information Systems and Business Analytics currently has sufficient existing faculty and resources to teach the courses required for this concentration. This concentration supports the University’s mission by preparing students for careers and graduate work in a technological society.

Business Analytics Coursework:

- CIS 3350 - Knowledge Discovery and Data Mining Credits: 3
- CIS 3460 - Data Warehousing and Mining Credits: 3
- CIS 4370 - Data Science and Big Data Credits: 3

Total for Concentration: 9 semester hours

RECOMMENDATION:
The Academic and Student Affairs Committee recommends Board of Trustee approval of the Business Analytics concentration within the Computer Information Systems major in the College of Business.
AGENDA ITEM: New Concentration within the Computer Information Systems Major in the College of Business: Information Systems Security Concentration

BACKGROUND:
The proposal recommends adding a concentration in Information Systems Security to the Computer Information Systems Major in the College of Business. This concentration requires an additional 9 semester hours of coursework, allowing students to emphasize a high-demand area within the field of Computer Information Systems.

ANALYSIS:
This proposal responds to the recommendation by the program’s accrediting body to provide more coverage of security topics in the information systems curriculum. Security continues to be a growing concern in all technology fields.

The Department of Computer Information Systems and Business Analytics currently has sufficient existing faculty and resources to teach the courses required for these concentrations. These concentrations support the University’s mission by preparing students for careers and graduate work in a technological society.

Information Systems Security Coursework:

- CIS 4500 - Information Systems Security Tools and Techniques Credits: 3
- CIS 4550 - Information Systems Security Management and Information Assurance Credits: 3
- CIS 4280 - Network Installation and Administration Credits: 3
  OR
- CIS 4281 - Network Installation and Administration Credits: 3

Total for Concentration: 9 semester hours

RECOMMENDATION:
The Academic and Student Affairs Committee recommends Board of Trustee approval of the Information Systems Security concentration within the Computer Information Systems major in the College of Business.
AGENDA ITEM: New Concentration for the Bachelor of Arts in Music in the College of Letters, Arts, and Sciences: Commercial Music Performance

BACKGROUND:
The College of Letters, Arts and Sciences is proposing a Bachelor of Arts in Music with a concentration in Commercial Music Performance. This is a new concentration for the existing B.A. in Music and is being developed to serve the partnership between MSU Denver and DIME at our recently approved (by our regional accrediting body, the Higher Learning Commission) new location at DIME in Detroit.

ANALYSIS:
This concentration represents a new area of focus for our institution and the Department of Music. The degree curriculum has been jointly developed by MSU Denver faculty and the DIME-Detroit staff. The Higher Learning Commission has already approved Detroit as an Additional Location. Because of MSU Denver’s participation in NC-SARA (National Council for State Authorization Reciprocity Agreements), we can offer online courses in Michigan, and we have a statement of authorization from the state of Michigan to have a physical presence there.

Students who audition and are admitted to the program will select an instrument, such as keyboards, drums, bass, guitar, or voice, and concentrate on gaining skills for performance in the commercial music industry. They will study with well-known performers in the commercial music industry, all of whom will be functioning as MSU Denver faculty.

This degree will include all General Studies requirements as required by other MSU Denver degrees. General Studies courses will be taught by members of the MSU Denver faculty hired in accordance with all MSU Denver hiring policies. General Studies courses will be offered online, through a hybrid format, or in person by faculty members living in Detroit and teaching in the DIME facility. Because DIME classes are taught in the cohort model, general studies will be geared specifically to DIME-Detroit students.

This new concentration is designed to prepare students directly for careers in performance in the music industry upon graduation. An August, 2013 report released by the Anderson Economic Group for Crain’s Detroit Business indicated that in Detroit music is a $1.15 billion industry. Over 7,000 people are employed in the Detroit music industry at 486 industry businesses plus over 400 bars, restaurants and other businesses featuring musical performances. Also, significant numbers of job opportunities exist throughout the U.S.

Institutions delivering similar programs are rare in the U.S. and our DIME partners indicate that there is a significant need for this type of instruction. Student interest already seems strong, and DIME anticipates an initial enrollment of 150-190 students in MSU Denver’s new degree options there in Fall 2016. For the most part, these are students who otherwise might not attend a college or university.
**Required Major Courses:**

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<tr>
<th>Course Description</th>
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<td>MUS 0020 Recital Attendance (six semesters)</td>
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<td>MUS 1110 and 1120 Music Theory I and Music Theory I Lab</td>
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<td>MUS 1130 and 1140 Music Theory II and Music Theory II Lab</td>
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<td>MUS 161B Class Piano I</td>
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<td>MUS 3020 Jazz Styles – America’s Music</td>
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<td>MUS 3050 Musics of the World</td>
<td>3</td>
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<tr>
<td>MUS 3810 Ensembles (five semesters)</td>
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<tr>
<td>MUS xxxx* Techniques and Improv I</td>
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<tr>
<td>MUS xxxx* Techniques and Improv II</td>
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<td>MUS xxxx* Live Performance Workshop (two semesters)</td>
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<td>MUS xxxx* Pre-Production (two semesters)</td>
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<td>MUS xxxx* Session Styles I</td>
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<td>MUS xxxx* Intermediate Techniques and Improv I</td>
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<td>MUS xxxx* Advanced Techniques and Improv I</td>
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<tr>
<td>MUS xxxx* Advanced Techniques and Improv II</td>
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<tr>
<td>MUS xxxx* Group Recital (two semesters)</td>
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<td>MUS xxxx* Domestic Music Market</td>
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<td>MUS xxxx* Personal Expression</td>
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<td>MUS xxxx* Techniques Practicum</td>
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<td>MUS xxxx* Commercial Composition &amp; Arranging</td>
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<td>MUS xxxx* Senior Recital</td>
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<td>MUS xxxx* Professional Performance Capstone</td>
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<td>Electives</td>
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<tr>
<td>General Studies</td>
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</tr>
</tbody>
</table>

Total 120

*These courses are still being developed.

**RECOMMENDATION:**
The Academic and Student Affairs Committee recommends Board of Trustee approval of the new concentration for the Bachelor of Arts in Music in Commercial Music Performance.
AGENDA ITEM: New Concentration for the Bachelor of Arts in Music in the College of Letters, Arts, and Sciences: Commercial Songwriting

BACKGROUND:
The College of Letters, Arts and Sciences is proposing a new concentration for the Bachelor of Arts in Music – Commercial Songwriting. This is a new concentration for the existing B.A. in Music and is being developed to serve the partnership between MSU Denver and DIME at our recently approved (by our regional accrediting body, the Higher Learning Commission) new location at DIME in Detroit.

ANALYSIS:
This concentration represents a new area of focus for our institution and the Department of Music. The degree curriculum has been jointly developed by MSU Denver faculty and the DIME-Detroit staff. The Higher Learning Commission has already approved Detroit as an Additional Location. Because of MSU Denver’s participation in NC-SARA (National Council for State Authorization Reciprocity Agreements), we can offer online courses in Michigan, and we have a statement of authorization from the state of Michigan to have a physical presence there.

Students who audition and are admitted to the program will select an instrument, such as keyboards, drums, bass, guitar, or voice, and concentrate on gaining skills for performance in the commercial music industry. They will study with well-known performers in the commercial music industry, all of whom will be functioning as MSU Denver faculty.

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<td>MUS xxxx* Lyric Writing</td>
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<td>MUS xxxx* Advanced Lyric Writing</td>
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<td>MUS xxxx* Domestic Music Markets</td>
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<tr>
<td>MUS xxxx* Foundations of Songwriting (two semesters)</td>
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<tr>
<td>MUS xxxx* Live Songwriting Workshop (two semesters)</td>
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<tr>
<td>MUS xxxx* Electronic Music Composition</td>
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<td>MUS xxxx* Notation and Chart Writing</td>
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<td>MUS xxxx* Group Performance Instruction (four semesters)</td>
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<td>MUS xxxx* Song Arrangement (two semesters)</td>
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<td>MUS xxxx* Advanced Songwriting</td>
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<td>MUS xxxx* Publishing and Copyright Law</td>
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</tr>
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**RECOMMENDATION:**
The Academic and Student Affairs Committee recommends Board of Trustee approval of the concentration for the Bachelor of Arts in Music in Commercial Songwriting.
AGENDA ITEM: New Concentrations for the Bachelor of Arts in Music in the College of Letters, Arts, and Sciences: Music Industry Studies

BACKGROUND:
The College of Letters, Arts, and Sciences is proposing a new concentration for the Bachelors of Arts in Music - Industry Studies. This is a new concentration for the existing B.A. and is being developed to serve the partnership between MSU Denver and DIME at our recently approved (by our regional accrediting body, the Higher Learning Commission) new location at DIME in Detroit.

ANALYSIS:
This concentration represents a new area of focus for our institution and the Department of Music. The degree curriculum has been jointly developed by MSU Denver faculty and the DIME-Detroit staff. The Higher Learning Commission has already approved Detroit as an Additional Location. Because of MSU Denver’s participation in NC-SARA (National Council for State Authorization Reciprocity Agreements), we can offer online courses in Michigan, and we have a statement of authorization from the state of Michigan to have a physical presence there.

Students who audition and are admitted to the program will select an instrument, such as keyboards, drums, bass, guitar, or voice, and concentrate on gaining skills for performance in the commercial music industry. They will study with well-known performers in the commercial music industry, all of whom will be functioning as MSU Denver faculty.

This degree will include all General Studies requirements as required by other MSU Denver degrees. General Studies courses will be taught by members of the MSU Denver faculty hired in accordance with all MSU Denver hiring policies. General Studies courses will be offered online, through a hybrid format, or in person by faculty members living in Detroit and teaching in the DIME facility. Because DIME classes are taught in the cohort model, general studies will be geared specifically to DIME-Detroit students.

This new concentration is designed to prepare students directly for careers in performance in the music industry upon graduation. An August, 2013 report released by the Anderson Economic Group for Crain’s Detroit Business indicated that in Detroit music is a $1.15 billion industry. Over 7,000 people are employed in the Detroit music industry at 486 industry businesses plus over 400 bars, restaurants and other businesses featuring musical performances. Also, significant numbers of job opportunities exist throughout the U.S.

Institutions delivering similar programs are rare in the U.S. and our DIME partners indicate that there is a significant need for this type of instruction. Student interest already seems strong, and DIME anticipates an initial enrollment of 150-190 students in MSU Denver’s new degree options there in Fall 2016. For the most part, these are students who otherwise might not attend a college or university.

Required Major Courses:

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<th>Required Major Courses</th>
<th>Total Credits</th>
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Metropolitan State University of Denver  
Board of Trustees Meeting  
Friday, May 6, 2016  

**Action Item**

**MUS 0020 Recital Attendance (five semesters)**  
0  

**MUS 1000 Introduction to Music**  
3  

**MUS 1010 Essential Music Theory Skills**  
2  

**MUS 1110 and 1120 Music Theory I and Music Theory I Lab**  
4  

**MUS 1130 and 1140 Music Theory II and Music Theory II Lab**  
4  

**MUS 161B Class Piano I**  
1  

**MUS 3020 Jazz Styles – America’s Music**  
3  

**MUS 3050 Musics of the World**  
3  

**MUS 3810 Ensembles (six semesters)**  
6  

**MUS xxxx* Repertoire and Hit Song Analysis**  
2  

**MUS xxxx* Domestic Music Market**  
3  

**MUS xxxx* Artist Discovery and Development**  
3  

**MUS xxxx* Group Performance Instruction I**  
2  

**MUS xxxx* Group Performance Instruction II**  
2  

**MUS xxxx* Self-Employment Skills in Music**  
3  

**MUS xxxx* Income Streams**  
2  

**MUS xxxx* International Music Industry**  
3  

**MUS xxxx* Establishing an Artist**  
3  

**MUS xxxx* Live Tour Management**  
3  

**MUS xxxx* Artist Deal Suite**  
3  

**MUS xxxx* The Politics of Artists and Repertoire**  
3  

**MUS xxxx* Contract and Deal Negotiation**  
3  

**MUS xxxx* Managing an Established Act**  
3  

**MUS xxxx* Record Label Operations**  
3  

**MUS xxxx* Event Production and Management**  
3  

**MUS xxxx* Fundamentals of Record Production**  
3  

**MUS xxxx* Publishing and Copyright Law**  
3  

**MUS xxxx* Industry Case Study Research**  
3  

**MUS xxxx* Professional Capstone Project**  
3  

**Electives**  
5  

**General Studies**  
33  

**Total**  
120  

*These courses are still being developed.

**RECOMMENDATION:**

The Academic and Student Affairs Committee recommends Board of Trustee approval of the Phase One Proposal for the New Concentration for the Bachelor of Arts in Music in the College of Letters, Arts, and Sciences - Music Industry Studies.
AGENDA ITEM: Office of Human Resources report of personnel actions for the Board’s information, which have occurred since the last Board Meeting on Friday, April 8, 2016.

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

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

RESIGNATIONS

Ms. Barbara Mckenzie, Associate Professor of Special Ed, Effective May 31, 2016. (Personal reasons)

Mr. Jason Dougherty, Lecturer of Music, Effective May 31, 2016. (Accepted position outside of University)

Mr. Jerry Davidson, Lecturer of Computer Information Systems, Effective May 31, 2016. (One year contract ended)

Ms. Ellie Salemi, Lecturer of Finance, Effective May 31, 2016. (One year contract ended)

Ms. Christina Lambert, Clinical Placement Manager, Effective April 14, 2016. (Accepted position outside of University)

Ms. Vicki Leal, Interim Director of Enroll Data Management, Effective April 30, 2016. (Interim Appointment ended)

RETIREMENTS

Ms. Margaret (Peggy) O’Neill Jones, Professor of Technical Communications, Effective June 30, 2016

TRANSITIONAL RETIREMENT

Dr. Patricia Tucker, Professor of Computer Science. Effective August 1, 2016 through July 31, 2017.
RECLASSIFICATIONS

Mr. Russell Reynolds, Director of Testing Services, Annual Salary: $65,000.00 - Effective March 7, 2016 (FROM Assistant Director of Testing Services ($54,026.00) TO Director of Testing Services ($65,000.00))

Mr. Paul Hitchcock, Affirmative Action Application Systems Specialist, Annual Salary: $46,962.00 - Effective March 7, 2016 (FROM Admin Assistant to Pres/EO ($46,575.00) TO Affirmative Action Application Systems Specialist ($46,962.00))

Ms. Ellen Sunbury, Admissions Coordinator, Annual Salary: $42,000.00 - Effective March 7, 2016 (FROM Academic Assistant for Teacher Ed ($37,370.00) TO Admissions Coordinator ($42,000.00))

Ms. Hannah Flasch, Dean’s Assistant and Operations Coordinator, Annual Salary: $46,962.00 - Effective March 7, 2016 (FROM Operations Assistant ($38,885.00) TO Dean’s Assistant and Operations Coordinator ($46,962.00))

Ms. Marlee Kobzej, Assistant Director of College of Business, Annual Salary: $61,363.00 - Effective March 7, 2016 (FROM Coordinator, Masters ACC Program ($51,510.00) TO ($61,363.00))

Mr. Joel Hughes, Web Developer, Annual Salary: $54,600.00 - Effective March 7, 2016 (FROM Web Application Specialist ($52,000.00) TO Web Developer ($54,600.00))