Thursday, May 4, 2017

Location: Student Success Building, Suite 440 (Trustees Boardroom)
Governance Committee: 7:30 a.m. – 8:30 a.m. (breakfast provided)
Finance Committee: 8:30 a.m. – 10:30 a.m.
Academic & Student Affairs Committee: 10:30 a.m. – 12:30 p.m. (to go lunch provided for Trustees)

Friday, May 5, 2017

Location: Student Success Building, Suite 440 (Trustees Boardroom)
Executive Session: 7:30 a.m. – 9:00 a.m. (breakfast available at 7:00 a.m.)

Location: Student Success Building, Room 400
Public 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 the 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 pursuant to C.R.S. §24-6-402(3)(b)(I)(2016); to conference with an attorney representing a state public body concerning disputes involving the public body that are subject to pending or imminent court action, concerning specific claims or grievances, or for purposes of receiving legal advice on special legal questions pursuant to C.R.S. §24-6-402(3)(a)(II)(2016); to discuss matters required to be kept confidential by federal law or rules or state statues, pursuant to C.R.S. §24-6-402(3)(a)(III)(2016); and in consideration of nominations for the awarding of honorary degrees, medals, and other honorary awards by the institution and consideration of proposals for the naming of a building or a portion of a building for a person or persons. C.R.S. § 24-6-402(3)(a)(VIII)(2016).

III. CHAIR’S WELCOME & REPORT:
A. Recognition of President Stephen M. Jordan
B. Adopt Board Meeting Schedule 2017-2018
C. Committee Assignment Changes
D. AGB National Conference on Trusteeship Recap

IV. CONSENT AGENDA:
A. March 10, 2017 Board of Trustees Meeting Minutes
B. Office of Human Resources report of personnel actions which have occurred since the last Board Meeting on March 10, 2017
C. Award of Honorary Degree Posthumously: Nicholas Richling and David Muniz

V. PRESENTATIONS:
A. Board Oversight of Educational Quality & Student Success:
   i. Outstanding Students Presentation - Dr. Vicki Golich, VP of Academic & Student Affairs/Provost

VI. REPORTS & ACTION ITEMS:
A. President’s Report: President Stephen Jordan
   i. Approval of Emeritus Status for Administrator (carry-in)
B. State Legislative Report: Christine Staberg, Capstone Group, LLC
C. Finance Committee: Trustee Wendy Domínguez
   i. Fiscal Year 2017-18 Initial Base Budget
   ii. Fiscal Year 2017-18 Tuition and Fee Rates
   iii. Student Affairs Fee Allocation for FY 2017-18
D. Academic & Student Affairs Committee: Trustee Elaine Gantz Berman
   i. Faculty Tenure Recommendations (carry-in)
   ii. New Major Program:
iii. New Minor Programs:
   1. Human Resource Management Minor, College of Business
   2. Japanese, College of Letters, Arts and Sciences
   3. Leisure Tourism and Corporate Travel, Hospitality, Events, and Tourism

iv. New Certificates:
   1. Bilingual Education Specialist Certificate – School Educator, School of Education
   2. Bilingual Education Specialist Certificate – Agency/Nonprofit, School of Education

v. Discontinued Programs:
   2. Human Performance and Sport Major with Concentration in Sport Industry Operations and Human Performance and Sport Major with Concentration in Adult Fitness and Exercise Science
   3. Land Use Major Bachelor of Arts and Bachelor of Science, College of Letters, Arts, and Sciences

vi. New School:
   o School of Hospitality, Events and Tourism (HEaT)

E. Governance Committee: Trustee Terrance Carroll (5 minutes)
   i. Administrative Policymaking Policy

F. AHEC Board Report: Trustee Elaine Gantz Berman

G. Foundation Report: Trustee Jeff Shoemaker

H. Faculty Trustee Report: Trustee Kenn Bisio

I. Alumni Representative Report: Representative Judy George

J. Faculty Senate Report: Matt Makley, President

K. Student Government Report: Liz Milewski, President

VII. INFORMATION ITEMS:
   A. Human Resources report of personnel actions which have occurred since the last meeting on March 10, 2017 for the Board of Trustees’ information

VIII. PUBLIC COMMENT

IX. ADJOURNMENT
**2017-2018 Board of Trustees Meeting Schedule**

Monday, July 24, 2017  
President & Trustees Only Retreat (8:00AM – 8:00PM)

Thursday, September 7, 2017 
Trustees Retreat and Board Meeting* (7:30 AM – 9:00 PM)

Friday, September 8, 2017 
Joint Retreat with Foundation Board (7:30 AM – 2:00 PM)

Thursday, December 7, 2017  
Committee Meetings (7:30 AM – 12:30 PM)

Friday, December 8, 2017 
Board Meeting (7:30 AM – 12:30 PM)

Thursday, February 8, 2018 
Committee Meetings (7:30 AM – 12:30 PM)

Friday, February 9, 2018 
Board Meeting (7:30 AM – 12:30 PM)

Thursday, March 8, 2018 
Special Work Session (7:30 AM – 12:30 PM)

Thursday, May 3, 2018 
Committee Meetings (7:30 AM – 12:30 PM)

Friday, May 4, 2018 
Board Meeting (7:30 AM – 12:30 PM)

*An off-cycle Finance and ASA Committee Meeting will precede the board meeting.

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 of Trustees Meeting
Friday, May 5, 2017

Chair’s Report

Revised May 5, 2017
Wendy Dominguez, 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

AES Project Team
  Jack Pogge
  Barb Grogan

HLC Project Team
  Walter Isenberg

Healthcare Programs
  Michelle Lucero
  Elaine Gantz Berman

Alumni Engagement
  Jeff Shoemaker

HSI Project Team
  Wendy Dominguez
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 Chair Jack Pogge, Trustee Elaine Berman, Trustee Terrance Carroll, Trustee Wendy Dominguez, Trustee Barb Grogan, Trustee Jeff Shoemaker, Trustee Bill Hanzlik, Student Trustee Daniel Day, 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. EXECUTIVE SESSION:
Chairwoman Michelle Lucero read the Trustees into Executive Session at 8:00 a.m., and asked for a motion. The motion was made and seconded, and unanimously approved.

III. CHAIR’S WELCOME & REPORT:
Chair Lucero announced that Trustee Shoemaker has replaced former Trustee Hanzlik as liaison to the Foundation Board. The election of officers usually held in the spring is being deferred until either the September or December meeting. The meeting packet contains a schedule of proposed Board meetings, and the Chair asked Trustees to review the schedule, especially the optional dates of the Board Retreat, and inform Assistant Secretary Warren if they have conflicts.

IV. CONSENT AGENDA:
A. February 14, 2017 Board of Trustees Meeting Minutes
B. December 9, 2016 Board of Trustees Meeting Minutes
C. Office of Human Resources report of personnel actions which have occurred since the last Board Meeting on December 9, 2016.

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

V. PRESENTATIONS:
A. Board Oversight of Educational Quality & Student Success.
   i. Civic Engagement. Dr. Mark Potter, Assistant Vice President. Dr. Potter stated that since 2005, when President Jordan joined the University, community engagement has been a priority of the University. It is formalized into the University's Strategic Plan and referenced in its mission statement. This emphasis on community engagement is reflected in many initiatives that have involved partnerships with the community such as the Athletic Fields, CAVEA, the Hospitality Learning Center, and others.
Dr. Potter pointed out the role that community engagement plays with regard to student learning, and specifically, the importance of civic learning. The term "community engagement" is being used to refer to the mutually beneficial partnerships that the University has with the community, either government, non-profit organizations, school districts, or industry. "Civic engagement" is an outgrowth of community engagement, and leads to the possibility of opportunities for students to be civicly engaged. On a smaller scale are relationships among departments and between individual faculty and opportunities that lead to service learning.

Dr. Potter referred to a recent program wherein MSU Denver students worked with a community agency that provides shelter to homeless youth, and identified many ways students could be engaged with that agency to advance their own learning, through programs including athletics, the arts, service learning courses, and student organizations.

Civic engagement is a national priority, in that democracy as a political system requires ongoing renewal. In a healthy democracy, citizens are part of problem-solving and the best solutions are informed by and come from the community in which those solutions are to be applied.

Faculty Senate is considering University outcomes for civic-mindedness and civic engagement, including the importance of being inclusively aware, and of promoting the common good.

Students are able to learn commitment and the disposition of caring. Civic engagement and civic learning overlaps significantly with skills required for career preparation, including leadership, political analysis and judgment, and teamwork. Employer surveys reflect that these skills are extremely important to employers. Civic engagement enhances a student's own marketability and their success in multiple applications.

The University has a number of service-learning courses in which students are expected to serve in the community as part of their learning, and then tie those experiences into their learning. Since the fall of 2014, the University has had a service-learning course designation, which established a curriculum against which students could be assessed. In the fall of 2014, there were four course sessions in the designation. Last semester, there were 19, and this semester there were 29 courses offered with the service-learning designation. Faculty are to be credited with the success and growth in this area, along with the support of staff in the Applied Learning Center.

Dr. Potter summarized the results of a 2015 survey measuring the outcomes of service learning, in which student respondents wrote very positively about their experiences in service learning.

Trustee Dominguez asked if service learning is part of the core curriculum. Dr. Potter responded that service-learning courses are not mandated, but faculty hope to eventually make it almost inevitable that a student enrolled in any major will pass through at least one service-learning course during their time at the University. Chairwoman Lucero added that employers appreciate an ability to communicate, the ability to manage conflict, and possession of good judgment. Service learning enriches the community, as well as the student individually. Trustee
Dominguez stated her support of eventually making service learning a requirement for graduation.

B. School of HEaT. Provost Golich said that at the Board's retreat last September, several goals were discussed, including the creation of the School of Hospitality, Tourism, and Events ("HEaT"). An executive summary of a proposed financial plan for the School is presented for the Board's review. Trustee Isenberg was consulted and contributed significantly to this plan. Provost Golich said that the goal of the proposal is to expand upon the hospitality program and increase its visibility in the community.

Trustee Berman inquired as to what distinguishes a school from a department. Provost Golich responded that prior to its becoming a university in 2012, Metropolitan State College of Denver was internally segmented into schools. After the change to a university, a committee undertook drafting policy regarding the definition of "school" versus "department" within the University. A "school" has departments that are closely related in a major. The University's policy states that, "Schools with a single disciplinary academic program may be stand-alone or reside in a College, created within the constraints of existing resources, and aligned with the strategic direction of the University.”

The School of HEaT is a carefully phased program which would begin in the School of Professional Studies, and over time, move to being a stand-alone school or college.

President Jordan added that institutions typically elevate programs to the level of being a "school" to increase visibility nationally and locally. The financial plan for the School of HEaT accounts for all the elements in this multi-year plan including, in the last phase, a freestanding, nationally prominent school of hospitality, designed to attract a significant number of non-resident students from a multi-state region.

Vice President Kreidler thanked Professor Krugman and Nate Grimm for their work on the financial plan, which covers a ten-year time period and considers all the costs associated with moving a department to a school and then elevating that school to a nationally recognized program of excellence.

The injection of donor dollars over the ten-year period will allow the University to bring the program to financial break-even, with a very modest growth in student enrollment. There are approximately 400 FTE students in the School of HEaT, and the number of full-time faculty, department chairs, and ancillary faculty would allow the program to essentially double in size, with only 1.5% growth, or approximately 17% over ten years.

Vice President Kreidler recommended that hiring for the program not begin until donations total $2 million. Trustee Isenberg is leading the effort to raise those funds.

President Jordan added that $1 million would be set aside and held by the Foundation as a reserve against the gift plan that is part of the financial plan. The reserve would not be used in
any year unless the gift proposal falls short. The reserve would generate income which could be used for other purposes.

Mr. Burtness said that a catalyst for this initiative was a gift from Foundation Board member Navin Dimond. In his gift agreement, Mr. Dimond challenged the University to envision the hospitality program as a leading program in the region and to place milestones around the gift to help stimulate the University in that direction.

Trustee Isenberg has taken strong leadership of fundraising efforts, and Mr. Burtness outlined several pledges received by the University to launch this program over its first three or four years. Those pledges may be solidified by the May meeting of the Board of Trustees.

There have also been conversations with a potential donor regarding a gift that would provide long-term, sustained funding for the school, and Mr. Burtness said that that gift may be brought to closure in the next few months.

President Jordan said that the financial plan includes an income stream on the service side as submitted by Trustee Isenberg, as a permanent part of the revenues of the hospitality program.

Trustee George said that Alumni Association members consider the Hotel Learning Center a premier asset for bringing guests to the campus to visit the facility and give them an opportunity to explain the program and its tremendous financial success.

Professor Krugman explained that Phase I of the plan included revising what had been a curriculum of one umbrella department, Hospitality, Tourism & Events, which had four concentrations (Hotel Management, Restaurant Management, Tourism Management, Event and Meeting Management), and developing them into majors. The Board adopted those changes, and Phase I is complete. Beginning in fall of 2017, the Department of Hospitality, Tourism & Events will offer bachelor's degrees in Hotel Management, Restaurant Management, Tourism Management, Event and Meeting Management, and two degrees in Brewing Operations and Craft Brewing and Pub Management.

President Jordan noted that a brewing industry group has just released names of the first ten institutions nationally that it is accrediting in Brewery, and MSU Denver was chosen as one of those ten.

Professor Krugman said that Phase II of the initiative includes the establishment of the School of HEaT within the College of Professional Studies. This will provide an opportunity to bring in the faculty and administrative support needed to support a major school, and this phase will include establishment of an advising center for students and alumni.

In 2020, Phase III will include establishment of majors in Hotel and Restaurant Management, and Events and Meeting Management, which will allow further enrichment of the curriculum.
Professor Krugman said that a national search for a dean will be launched soon, and that the plan has been very carefully tiered. She thanked everyone for their support in developing it over the last three years.

Trustee Berman thanked Professor Krugman for her leadership and vision in this initiative.

President Jordan noted that if the Board approves the plan in May, then the search for a dean would be launched. The new dean would start in the academic year 2018-19, coinciding with the first year of the School within the College of Professional Studies. He stated that it is the intent of Trustee Isenberg to identify candidates for dean who are known throughout the industry to help ramp up the national reputation of the school.

Chairwoman Lucero said that more information will be shared at upcoming committee meetings.

VI. REPORTS & ACTION ITEMS:

A. President's Report. President Jordan said that the University's reputation has continued to reflect the transformational effect the University has on its students and the community. Just last Wednesday at the Regency Athletic Complex, MSU Denver received the Denver and Colorado Tourism Hall of Fame 2016 Tourism Star from Visit Denver. This award is a reflection of the great work of Dr. Anthony Grant and the rest of the Athletics Department on the NCAA Spring Sports Council last May. A representative of the NCAA joined Dr. Anthony Grant to receive that award, President Jordan said.

One World One Water received a $200,000 five-year grant from the Schoch Foundation which serves the Denver metro area and Grand County, and supports hands-on environmental programs such as those that protect our water supply. The grant will help fund administrative and other operational expenses of the center.

The Hotel and Hospitality Learning Center has already had a significant impact on student learning. The public-private partnership that made the facility possible is yielding even greater benefits. The board of directors at HLC@Metro, Inc., the University's wholly owned subsidiary for the corporation which owns the hotel, unanimously authorized the transfer of $2 million from its net profit reserves to the MSU Denver Foundation. The Foundation has allocated $1 million of that to go toward scholarships. The other $1 million is allocated toward the HEaT plan.

In addition, the Foundation recently allocated $50,000 to allow Esther Rodriguez, Associate to the President for the HSI Initiative, to match with school districts to create scholarships, and Ms. Rodriguez matched that $50,000 with another $50,000 in one week. Following her initial success, the Foundation allocated another $50,000 to her and matched that as well. The transfer from HLC@Metro, Inc., in accordance with the original MOU, demonstrates the value of MSU Denver's first public-private partnership, clear collaboration between the University, its Foundation, Sage Hospitality, and its partner, Marriott International. Half the funds will be used for scholarships for students and the other half for the HSI Initiative.
As a part of the University's efforts around shared governance, approximately 40 ACE Fellows, the premier higher education fellowship program around the country, came to MSU Denver and worked with the University on shared governance. Their final report is expected next month, in Washington, D.C. They are putting together their next class of Fellows for next year, and Dr. Zsuzsa Ballogh from the Department of Civil Engineering Technology and Board Secretary and General Counsel to the University, Loretta Martinez, have been selected as Fellows for this next year.

Trustee Kenn Bisio has initiated a rotating exhibit of student photography on the wall on the 4th floor of the SSB.

This week President Jordan met with the new executive director of the Colorado Department of Higher Education, Dr. Kim Hunter Reed, who formerly served as Deputy Assistant Secretary of Education for Higher Education under President Obama. They shared a lengthy conversation about the state of funding of higher education and, in particular, MSU Denver. President Jordan shared metrics showing that nearly 60% of Pell grant recipients attend MSU Denver and Mesa University, yet those institutions receive $2,000 per student less than the next lowest-funded institution. Dr. Jordan emphasized the importance of first-generation, low-income students referred to in the Department's Master Plan, and suggested aligning funding with the Master Plan. President Jordan stated that it was a very good conversation, and he believes Dr. Hunter Reed has a clear understanding of the issue.

President Jordan gave his last spring update to the campus community on Wednesday and provided updates on the four priorities he outlined at the Fall Welcome Back Orientation: Accreditation, AES, HSI, and shared governance, as well as an update on funding from this year's legislative session.

Next week, MSU Denver's new president, Dr. Janine Davidson, Provost Vicki Golich, Chief of Staff Cathy Lucas, and President Jordan will be in Washington, D.C. for the ACE annual meeting and conference. The University's lobbyist, Holland and Knight, has coordinated meetings with most of the Colorado delegation, as well as senior education advisers: Senator Lamar Alexander, Congresswoman Virginia Foxx, and Congressman Bobby Scott, who are the key people who will be driving the reauthorization of the Higher Education Act. President Jordan believes the meetings will contribute to a smooth presidential transition at MSU Denver.

President Jordan presented a draft of a letter he proposes sharing with the immediate Colorado congressional delegation on behalf of the Board of Trustees, stating support of Congressman Coffman's bill, H.R. 496, the BRIDGE Act, to Bar Removal of Individuals who Dream and Grow our Economy, and asked that Trustees review the letter and share feedback and suggestions with him.

The University's Advocacy Program, MSU Denver Champions, has been launched. This program is for passionate supporters, students, alumni, business and community leaders, and Trustees, willing to serve as advocates to inform and influence public policy decisions that affect
the University. MSU Denver Champions will create a strong, collective voice on behalf of the University. It launched in coordination with last month's Homecoming and has nearly 100 Champions signed up. Its goal is to have 500 by June 30. President Jordan invited the Trustees to join MSU Denver Champions.

B. State Legislative Report. In Ms. Staberg's absence, President Jordan reported that the JBC met Tuesday to make decisions regarding higher education. MSU Denver worked with Mesa University and the community colleges to increase the component of the funding formula relating to the Pell grant. Their efforts were unsuccessful and the JBC adopted the staff recommendation to continue the formula as is, accepting the $20 million recommended by the Governor. That equates to an increase of approximately $200,000 in state funding for the University. The Committee did, however, adopt a provision to send back to the Higher Education Coordinating Board, to ask for a review of the issue of first-generation students and whether the formula accurately reflects the positions in the Commission's Master Plan with respect to first-generation, low-income students, and to report back to them at the next legislative session.

The legislature is over budget by approximately $500 million, without taking into consideration any impacts on Medicaid that may result from the current actions of Congress. It is expected that many of their decisions to balance the budget will be revisited, and may result in the proposed $20 million allocation to higher education being reduced. The last update from revenue projections will be received on March 20 and based on those, the budget will be finalized. The introduction of the budget bill is expected to occur in the last week of March.

C. Finance Report. Trustee Grogan reported that the first item of discussion at yesterday's meeting of the Finance Committee, was state funding of higher education and the campus budget update.

Vice President Kreidler presented an overview. He reported that if the assumed $20 million for higher education holds, the $211,000 the University would realize is less than a 1/2 of 1% increase in its state funding, a relatively small amount relative to its costs. He said that state funding is unlikely to increase over the years. Student enrollment and efforts to attract transfer students are the elements that the University has some control over to make a difference in its bottom line.

The Budget Task Force identified $3.5 million of mandatory costs that the University is contractually or legally obligated to pay, which include its standing commitment to pay higher than minimum salaries for employees. At the Board's May meeting, the proposed budget for July 1 will be presented. It will include the tuition rate increases that will be necessary to cover those mandatory cost increases. At the Board's September meeting, when final enrollment numbers are available, the Board will vote on the budget.

Each state institution has a tuition rate cap, Vice President Kreidler said. MSU Denver's is 7%. The Budget Task Force has been modeling various scenarios using a more modest rate cap of 5 and 6%. MSU Denver's tuition rates are approximately $1,200 lower than the next least
expensive institution in the state. A tuition rate cap in the range of 5 or 6% provides the opportunity to cover costs and not overburden students.

The major construction projects underway at this time include completion of the 4th floor of the AES Building, the buildout of the DIME Denver location, and buildout for the operation of the Brewing Sciences program in the old Tivoli building. Those three projects total approximately $9.3 million in aggregate. Approximately $2.7 million has been set aside for the brewing project. Current cash sources of approximately $6.6 million have been identified, which will allow the projects to proceed at a rapid pace.

Over the next six years, the income from the University's public-private partnership with DIME, and income from tenants, are expected to generate approximately $1.6 million of income over time. In seven years, $3.6 million is expected to be recaptured.

D. Academic & Student Affairs Committee. Trustee Berman reported that the Academic and Student Affairs Committee met yesterday and is presenting seven action items, including the recommendation to approve nine faculty emeritus nominations, and 21 faculty sabbaticals for this coming year. Also recommended for approval are the Phase One Review Process for Non-Degree Cluster of Graduate Music Courses; Phase One Review Process for Master of Science in Cybersecurity; Phase One Review Process for Master of Science in Clinical Behavioral Healthcare, Addiction Counseling concentration; the Discontinuance of the Biology B.A./B.S. Medical Technology Concentration in the College of Letters, Arts, and Sciences; and the Discontinuance of the German Concentration in the College of Letters, Arts, and Sciences.

Trustee Shoemaker moved for approval the faculty emeritus and faculty sabbatical recommendations (agenda items D.i and ii.), with a second by Trustee Carroll. The motion was unanimously approved.

Trustee Shoemaker moved for approval the recommendations for the Phase One Review Process for Non-Degree Cluster of Graduate Music Courses; the Phase One Review Process for Master of Science in Cybersecurity; and Phase One Review Process for Master of Science in Clinical Behavioral Healthcare, Addiction Counseling concentration (agenda items D.iii, iv., and v.), with a second by Trustee Carroll. The motion was unanimously approved.

Trustee Shoemaker moved for approval the recommendations for the Discontinuance of the Biology B.A./B.S. Medical Technology Concentration in the College of Letters, Arts, and Sciences; and the Discontinuance of the German Concentration in the College of Letters, Arts, and Sciences (agenda items D.vi. and vii.) with a second by Trustee Carroll. The motion was unanimously approved.

Trustee Berman noted that each of the items was discussed in great detail during yesterday's committee meeting. MSU Denver will be on the cutting edge in offering the degree in cybersecurity. In the metro Denver area, only DU offers this degree, and at a much higher tuition rate.
Chair Lucero congratulated Dr. Anthony Grant on his recent hire of Tracy Chao as coach of Women's Soccer, expressing her excitement to have Ms. Chao join the MSU Denver team.

E. **AHEC Board Report.** Trustee Berman reported on the items that being worked on by the AHEC Board, which include:

1. The AHEC Board passed a resolution officially supporting a connector or walkway between the Auraria Campus and downtown. The lack of a walkway creates safety issues.

2. The students formed a task force to review use of the commercial space and shared space in the Tivoli Center and discussed institutional identity.

3. The AHEC board held a retreat and reviewed the whole purpose and governance structure for AHEC, and is now exploring the concept of AHEC operating more along the lines of a city manager, or back office. This would mean that the institutions would take ownership of most of the buildings on campus, would have assets to leverage, and would have a modified role concentrating on shared services and infrastructure, including the operation of the Tivoli, parking, and other campus resources.

The CFOs of the various institutions will meet, and a recommendation is expected at either the May or June meeting. Trustee Berman stated that, if Trustees have suggestions or feedback, now would be a good time to share those, outside the meeting. The AHEC board showed great interest in looking at whether there may be a more efficient model.

Trustee Grogan inquired whether AHEC in involved in the redesign of the DCPA. President Jordan responded that representatives from campus have served on the citizens' group that's been working on the redesign. It was that effort that brought forth the discussion about linking the new DCPA and the Auraria Campus. The funding source for the bridge would be the City's new bond issue. The Downtown Denver Partnership has put the bridge or walkway as their third three priority on a list of ten. Visit Denver also put it on their priority list.

F. **Foundation Report.** Mr. Burtness welcomed Trustee Shoemaker as liaison to the Foundation Board.

The Foundation and Office of University Advancement are finalizing an agreement with Hartway, Inc., a regional distributor of advanced manufacturing machines, and an agreement with them guarantees two, and possibly three, CNC machines which perform what was formerly called metalwork, but which is now automated. The value of these machines is in the range of $750,000, but they will only be on loan to the University and will be refreshed with new models every few years.

This is a new model for keeping equipment up to date, which is always a struggle for universities. Mr. Burtness reported that Hartway represents several more companies, and those companies have contacted the University regarding similar arrangements with regard to software and tooling equipment. These agreements to house loaned equipment, as well as gifts of tools...
and software, create a win-win for the University. The arrangement has essentially satisfied much of the original goal of raising $10 million for equipment, as the cash to purchase the equipment is no longer needed because the equipment will be obtained through other means.

Negotiations with Lockheed Martin to negotiate the final terms of a seven-figure gift are in process. The gift agreement states that the gift may not be used for construction costs of the building, but it will be an important gift for the AES initiative and for the Advanced Manufacturing Sciences Institute. A sizeable portion of that gift will be used to purchase a new 3D printer; the remainder will go into program funding. Details of the gift should be finalized in the next week.

Year-to-date fundraising totals are at $3.5 million, which is already ahead of the total raised last year. Mr. Burtness is confident that this year's total will be somewhere in the $6 to $7 million range which will be ahead of the Foundation's Strategic Plan effort.

The Foundation Board is hosting the Second Annual Summer Soiree on June 10, 2017, and Trustee Berman and Jim Mulligan, together with Marti Awad, Ferd Belz, and Marilee Utter from the Foundation Board, are spearheading fundraising efforts. Last year's Soiree had 49 table sponsors and a total of $182,000. At this time, there are 125 sponsors and funds raised total $128,000, putting the Foundation well on its way toward its goal of raising approximately $250,000. The costs of the Summer Soiree will be underwritten by the Foundation and a donation from the University budget. One hundred percent of the proceeds will go to the new endowment in the names of Dr. Steven and Ruthie Jordan, and will create an endowed fund in perpetuity, providing more access to scholarships for students. This is another way of renewing and remembering the legacy of Dr. Jordan and Ruthie Jordan.

So far, HLC@ Metro, Inc. is the largest sponsor of the Summer Soiree, with a donation of $25,000. A vice president and senior staff have collectively contributed to a $10,000 table. Trustees are invited to participate in whatever way they can.

Trustee Berman expressed her hope that each Board member will attend and either purchase or fill a table. She reminded Board members that when they're out and about, to suggest that people buy a couple of tickets, or invite them to sit at their table.

Mr. Burtness stated that the Foundation has a renewed emphasis on planned giving. So far there are a couple million dollars in new commitments in the pipeline, but Mr. Burtness believes there could be $3 or $4 million in the pipeline by fiscal year-end.

The call center has been increased from 14 phones to 20 phones in the phone bank. There is a full team of people making calls, with continued success. Much of the time, alumni want to talk to a student about their life, their career and their future. The students enjoy the interpersonal and networking connections. Mr. Burtness believes the coming year will also be successful in terms of alumni engagement and support.
President Jordan noted that Vice President Kreidler participated on a panel at the ASCU Annual Meeting. Other university presidents participating on the panel expressed their frustrations over the cost of replacing old machinery at their institutions. When Vice President Kreidler described the model being used by MSU Denver, many of the other panelists approached him to inquire about it. President Jordan said that in addition to the summative value of the machines, the tools, and the software, the University's students will really be the beneficiaries of always learning on new machinery.

**G. Faculty Trustee Report.** Trustee Kenn Bisio reported that the Journalism Department in the College of Professional Studies has embarked on a project to exhibit their photos on a rotating basis in the fourth-floor hall of the SSB Building. The Summit Photography Workshop paid for instructors to teach a workshop, one of which was a former director of photography at National Geographic. Half of the faculty that taught the workshop were from the Pulitzer Center. Forty-five Photography students from around the country attended. MSU Denver Photojournalism student Sara Hertwig won the award that granted her the money to attend a workshop with the lighting guru, Dave Black. Alyson McClaran and Aaron Atencio also have work exhibited in the hallway.

Chairwoman Lucero asked if the students might be interested in having their work auctioned at the Summer Soiree. Professor Bisio said he believes they would be behind the idea.

Trustee Shoemaker told Trustee Bisio that he and his wife sponsored a table at the Summer Soiree but will be unable to attend, and stated that they would like to have their table filled with students. He suggested that Trustee Bisio choose ten of the most deserving students. Trustee Bisio thanked Trustee Shoemaker.

Trustee Bisio reported that the issue that faculty had with summer payments has been resolved, and this summer they will be paid in July and August instead of in August and September. Aaron Johnson, who represents affiliate faculty on Faculty Senate, is trying to get affiliate faculty on regular monthly pay as well.

Trustee Bisio will be speaking with Vice President Kreidler regarding faculty who are pursuing their terminal degree, to identify sources of financial assistance from the University, as well as possible tuition reimbursement for the children of faculty who attend MSU Denver.

**H. Alumni Report.** Trustee George said that the Alumni Association approved the final version of its application and membership documents, all of which are available online now. She read the mission statement of the Association. "The MSU Denver Alumni Association promotes the long-term welfare of the University and serves as a political and philanthropic force in the life of the University. We are seeking a diverse group of volunteer leaders to serve on the Association board of directors to represent our diverse alumni population and to increase alumni engagement in support of strategic goals of critical importance to the University: Student success, building positive awareness of MSU Denver and its alumni, alumni identification, cultivation, and involvement, and legislative advocacy in partnership with the Champion Program."
Trustee George congratulated the team who worked on Homecoming activities and the awards brunch at which President Jordan received his letter jacket, which was followed by campus tours and the launch of the Mug Club. The initial idea came from members of the Alumni Association staff. For alumni, there is a one-time lifetime fee of $25; faculty and staff, a fee of $55; and for all others, a one-time lifetime fee of $100. The launch was very well attended and was followed by a reception and basketball games.

There are approximately 1,432 current Alumni donors, resulting in a total of $224,076.

Applications to serve on the Alumni Board are coming in from people who have not previously served. The deadline for applications is March 31, and applications will be reviewed at the board's March meeting and new board members selected at that time.

The Alumni Association is partnering with the LearnOn Program, spearheaded by Mary Ann Watson. LearnOn is another community benefit that brings alumni and other members of the community back to the University.

I. Faculty Senate Report. Dr. Makley thanked Trustees Berman, Grogan, Pogge, and Chairwoman Lucero for attending the Faculty Senate meeting in February, stating that it raised the morale of faculty greatly. Having the opportunity to dialog was helpful, and he is receiving lots of positive feedback from his colleagues. Chairwoman Lucero said that it was their honor to attend.

Dr. Makley said that Provost Golich and the Center for Faculty Excellence have been reviewing the summative peer review, and have determined that the current practice is not cost-effective. They will make suggestions for improving it and will make themselves available to academic departments so that when we departmental guidelines are written, a structure for peer reviews can be built into them.

The University has a good General Studies program, with student learning outcomes in place that have all been assessed. It has data from each category of the assessment. Growth of the General Studies courses is being reviewed, as there are currently more General Studies courses than there were in 2011 when there was an effort to recreate the General Studies program. In previous correspondence, the HLC warned against unmitigated growth within the General Studies. Faculty Senate voted approval of a temporary moratorium on General Studies courses, and a task force from Faculty Senate was formed to review the growth in General Studies courses. The task force expects to have a report in May and Dr. Makley hopes to be able to share it with Trustees at the next meeting.

A Faculty Senate resolution was passed at the last meeting to show the Senate's support of all students. Dr. Makley will meet with Cathy Lucas to determine the most efficient way of distributing the resolution to students. The resolution stated Faculty Senate's commitment to support students in whatever way they can, and to do whatever they can to make each student's experience on this campus what it should be and worth what they are paying.
Trustee Grogan asked Dr. Makley to share the resolution electronically with Trustees.

Trustee Berman thanked Dr. Makley for his leadership and representation on Faculty Senate, and said that the relationship between Faculty Senate and the Board is strong.

President Jordan expressed his personal appreciation of Faculty Senate's vigilance with regard to General Studies and its willingness to consider whether it needs to be revised in some way or not. General Studies courses are critical to students' success, and President Jordan thanked the Senate for their efforts. He also expressed his thanks to Faculty Senate for their resolution supporting the University's students. He emphasized its importance to students, and said that the resolution will serve as a tool that he can use to demonstrate the unity across the University community in its belief that it is important to provide access to people of all faiths, religions, and nationalities.

Trustee Grogan asked if the Board's resolution regarding this matter had been made public. Dr. Makley stated that Faculty Senate was inspired by the Board's resolution and the editorial that was published in The Denver Post.

Trustee Shoemaker suggested that it would be very helpful if at least once a year the full Board could sit with the Faculty Senate and have a conversation, to listen and learn about faculty's important issues.

J. Student Government Report. SGA President Liz Milewski reported that Student Government has conducted several activism and advocacy trainings for students, and will hold another this Saturday for students and community members. The trainings are intended to teach participants how to give testimonies in calling congressional leaders. A training was held a few weeks ago and approximately 30 students attended. Five MSU Denver students spoke on the floor of the Capitol against Senator Williams' bill, which was killed.

Student Government elections will take place the second week of April.

Ms. Milewski reported that students are excited about the SSB remodel, and feedback has been that it has created a much warmer atmosphere.

Chairwoman Lucero thanked Ms. Ms. Milewski and Student Government for their leadership.

VII. INFORMATION ITEMS.
A. Human Resources report of personnel actions which have occurred since the last meeting on December 9, 2016, for the Board of Trustees' information.

VIII. PUBLIC COMMENT.
There were no public comments.
Dean Foster reported that she had just come from a meeting of the Colorado Space Coalition hosted by the Denver Metro Chamber. Forty to 50 people attended, including top leaders in the space and research industry, representatives of research universities, and members of the congressional delegation. The first item of discussion was growing Colorado aerospace and partnerships with MSU Denver. Dirk Wallander showed pictures of the new AES Building and talked about collaborating with students. Joe Rice from Lockheed Martin, a University alum and Metro Denver Champion, said that they are working on the Orion mockup with the students at MSU Denver. He emphasized collaboration. The event provided great publicity for the University with the leaders in the space industry. Chairwoman Lucero thanked Dean Foster for her encouraging report.

IX. ADJOURNMENT.
Chairwoman Lucero asked for a motion to adjourn the Board of Trustees meeting. The motion was made and seconded, and unanimously approved. The meeting officially adjourned at 11:18 a.m.
AGENDA ITEM: Office of Human Resources report of personnel actions for the Board’s approval which have occurred since the last Board Meeting on Friday, March 10, 2017.

BACKGROUND: Report includes appointments of non-temporary faculty and administrators, and awards of tenure, conferral of Emeritus status, awards of honorary degrees and sabbatical leaves which require Board approval.

RECOMMENDATION: The President recommends Board of Trustee approval of the following personnel actions.

APPOINTMENTS

Ms. Lisa Kirscht, Individualized Degree Specialist, Annual Salary: $60,000.00, - Effective February 13, 2017. (ADMINISTRATIVE)

Mr. Jeffrey Keil, Linux, Systems Technician, Annual Salary: $58,000.00, - Effective February 20, 2017. (ADMINISTRATIVE)

Ms. Sarah Debbek, Instructional Technology Specialist, Annual Salary: $55,000.00, - Effective February 20, 2017. (ADMINISTRATIVE)

Mr. Michael Marquez, Equity Assistant Specialist, Annual Salary: $50,000.00, - Effective February 20, 2017. (ADMINISTRATIVE)

Ms. Traci McBee Rowe, Director of Donor Engagement, Annual Salary: $79,000.00, - Effective February 20, 2017. (ADMINISTRATIVE)

Ms. Alejandra Perez-Urkoski, Government Relations Manager, Annual Salary: $54,000.00, - Effective March 6, 2017. (ADMINISTRATIVE)

Ms. Jocelyn Galindo, Administrative Assistant, Annual Salary: $40,000.00, - Effective March 6, 2017. (ADMINISTRATIVE)

Ms. Malebo Marutle, Accounts Payable Specialist, Annual Salary: $46,000.00, - Effective March 6, 2017. (ADMINISTRATIVE)

Ms. Tracy Chao, Head Women’s Soccer Coach, Annual Salary: $53,000.00, - Effective March 6, 2017. (ADMINISTRATIVE)
Ms. Terry Bower, Director of Innovative Learning, Annual Salary: $90,000.00, - Effective March 6, 2017. (ADMINISTRATIVE)

Ms. Jessica Kirkpatrick, Financial Aid Counselor – Debt Management, Annual Salary: $38,000.00, - Effective March 6, 2017. (ADMINISTRATIVE)

Ms. Marcy Baltz, Admissions Counselor, Annual Salary: $39,000.00, - Effective March 20, 2017. (ADMINISTRATIVE)

Mr. David Harper, Admissions Counselor, Annual Salary: $35,000.00, - Effective March 20, 2017. (ADMINISTRATIVE)

Ms. Leslie Rodriguez, Veteran Certifying Official, Annual Salary: $45,500.00, - Effective March 20, 2017. (ADMINISTRATIVE)

Mr. Anthony Scalia, Transfer Admissions Counselor, Annual Salary: $39,000.00, - Effective March 20, 2017. (ADMINISTRATIVE)

Ms. Erin Miller, Office Coordinator, Annual Salary: $55,000.00, - Effective March 20, 2017. (ADMINISTRATIVE)

Megan Fowler, Interim Administrative Assistant, Annual Salary: $49,000.00, - Effective March 20, 2017. (ADMINISTRATIVE)

Mr. Kyle Garrity, Accounting Tech III, Annual Salary: $42,096.00, - Effective April 3, 2017. (ADMINISTRATIVE)

Ms. Shannon Campbell, Director of Graduate Studies, Annual Salary: $115,000.00, - Effective April 3, 2017. (ADMINISTRATIVE)

Mr. Scott Surine, Interim Director of Brand Strategy, Annual Salary: $90,000.00, - Effective April 3, 2017. (ADMINISTRATIVE)

Mr. Juan Gallegos, Brother to Brother Coordinator, Annual Salary: $42,500.00, - Effective April 11, 2017. (ADMINISTRATIVE)

Ms. Lisa LaMunyon, Bank Reconciliation Accountant, Annual Salary: $48,000.00, - Effective April 17, 2017. (ADMINISTRATIVE)

Ms. Kim Prewitt, ITAM Specialist, Annual Salary: $50,000.00, - Effective April 17, 2017. (ADMINISTRATIVE)

Ms. Rose Williams, Interim Academic Assistant, Annual Salary: $39,000.00, - Effective April 17, 2017. (ADMINISTRATIVE)
Ms. Maureen Winter, Donor Engagement Coordinator, Annual Salary: $44,500.00, - Effective April 17, 2017. (ADMINISTRATIVE)

Ms. Anna-Liisa Breit, Desktop Support Liaison, Annual Salary: $51,000.00, - Effective May 1, 2017. (ADMINISTRATIVE)

Mr. Stephen Cheesman, Contracts Administrator, Annual Salary: $46,000.00, - Effective May 1, 2017. (ADMINISTRATIVE)

Mr. Pat Cheng, Desktop Support Liaison, Annual Salary: $51,000.00, - Effective May 15, 2017. (ADMINISTRATIVE)

Mr. Michael Maley, Staff Psychologist, Annual Salary: $64,700.00, - Effective June 5, 2017. (ADMINISTRATIVE)
AGENDA ITEM: Fiscal Year 2017-18 Initial Base Budget

BACKGROUND:

Pursuant to the Long Bill (Senate Bill 17-1254), the total state appropriation for Higher Education has increased by $20.5 million for fiscal year 2017-18. This amount is allocated as follows:

- $16 million for the Governing Boards
- $631K for other local district and area technical colleges
- Nearly $3.8 million for need based financial aid

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 only by $211,602 for FY17-18 or a .4% increase.

The initial base budget process includes projections and allocations for the additional tuition revenue, as well as FY2017-18 State Support. The Budget Task Force (BTF) has recommended an increase of $16.60 per credit hour.

AUTHORITY:

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

ANALYSIS:

Educational and General-E&G

Additional E&G Revenue:
Similar to the previous fiscal year, the BTF, with the President’s approval, has proposed to defer any new allocations to fall 2017 when more accurate enrollment information is available. The additional E&G revenue would cover the total of $2,912,492 in mandatory costs and the remaining $3,483,012 would be held in contingency until the second phase of the budget cycle.

The next table summarizes the FY 2017-18 proposed E&G Budget if enrollment remains the same as FY 2016-17:
**RECOMMENDATION:**

The Finance Committee recommends Board of Trustees approval of the Fiscal Year 2017-18 Initial Base Budget.
AGENDA ITEM: Fiscal Year 2017-18 Tuition and Fee Rates

BACKGROUND:

The Budget task Force has considered several factors before proposing the next year’s tuition and fee rates:

- The University’s mission to provide high-quality and accessible education for our students.
- The recent enrollment declines and the University’s effort to increase credit hour production in future years and to remain competitive.
- The level of state support in Colorado and its decline during the past few years plus future implications of HB 1319 and potential for better performance based allocation of state support.
- The Joint Budget Committee (JBC) has recommended the maximum tuition rate increases for each governing board, which for MSU Denver is 7%.

AUTHORITY:

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

ANALYSIS:

State Supported Programs

Resident:

- The recommended tuition rate is $253.80 per credit hour, or at $16.60 increase from $237.20, which represents a 7 percent increase from the 2016/17 academic year.
- The total tuition and mandatory fees for undergraduate resident students is proposed to be $587.21, or a $29.67 increase from previous academic year.
- The total cost for a full time undergraduate student is proposed to be 3,690.76, which is an increase of $226.11 per semester.

Non-Resident:

Standard Non-Resident

- The Budget Task Force (BTF) has proposed keeping the Standard Non-resident rate flat. Currently, MSU Denver ranks tenth (from 12 four-year institutions) in the state of Colorado in affordability for non-resident students. The BTF will establish a sub-committee to review and propose a strategic plan for non-resident students and tuition.
- Total cost for full-time undergraduate non-resident students, including mandatory fees, is $10,074.76.
The next chart shows the changes in tuition and mandatory fee rates for resident and non-resident students:

<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>FY17 Rate</td>
</tr>
<tr>
<td>Tuition</td>
</tr>
<tr>
<td>Mandatory Fees</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td><strong>Non-resident</strong></td>
</tr>
<tr>
<td>FY17 Rate</td>
</tr>
<tr>
<td>Tuition</td>
</tr>
<tr>
<td>Mandatory Fees</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

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

- The WICHE-WUE rate is proposed to increase by $27.90 from $468.30 to $496.20 per credit hour (at 150% of resident rate).

**Cash Funded Programs**

The cash funded academic programs, or Learning Centers, are responsible for recommending a tuition rate based on program needs, peer comparisons, and maintaining overall affordability. The tuition rate for Extended Campus mirrors the state supported tuition rates.

**Tuition for Undergraduate Programs**

<table>
<thead>
<tr>
<th>Program</th>
<th>FY 2016-17</th>
<th>FY 2017-18</th>
<th>Change</th>
<th>%</th>
<th>Charged at:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Accelerated and Traditional Nursing</td>
<td>$452.90</td>
<td>$452.90</td>
<td>$0.00</td>
<td>0.00%</td>
<td>Per Credit Hour</td>
</tr>
<tr>
<td>2 Extended Campus- Resident</td>
<td>$237.20</td>
<td>$253.80</td>
<td>$16.60</td>
<td>7.00%</td>
<td>Per Credit Hour</td>
</tr>
<tr>
<td>3 Extended Campus- Non-resident</td>
<td>$785.80</td>
<td>$785.80</td>
<td>$0.00</td>
<td>0.00%</td>
<td>Per Credit Hour</td>
</tr>
<tr>
<td>4 DIME- Detroit</td>
<td>$14,199.00</td>
<td>$14,625.00</td>
<td>$426.00</td>
<td>3.00%</td>
<td>Annual</td>
</tr>
<tr>
<td>5 DIME- Denver</td>
<td>$0.00</td>
<td>$14,625.00</td>
<td>$14,625.00</td>
<td>New</td>
<td>Annual</td>
</tr>
</tbody>
</table>

**Tuition for Graduate Programs**
Student Fees

Mandatory Fees:

**MSU Denver Fees**
Over the last five years, the student fee supported programs have been significantly impacted by mandatory personnel expenses, inflation, and declining enrollment. Many years of increased expenses and minimal fee adjustments have resulted in a total estimated need of about $1 million in additional revenue. In order to begin addressing this issue, the Budget Task Force recommends increasing by 5% the Student Affairs fee, Health Services and Immunization fee, Athletics fee, and Bond Fee. Additionally, 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 $35.00 per semester from $30.00.

**Pass-through Fees**
AHEC has proposed a CPI increase for their fees of 2.7%. They have also proposed to decrease the RTD Bus Pass fee by $1 to $105 per semester. Finally, the students voted to increase the Phoenix Center fee by $1.00 to $3.00 per semester.

The table below shows the changes per fee at 15 credit hours:

<table>
<thead>
<tr>
<th>Graduate Credit Hour Increase</th>
<th>FY 2016-17</th>
<th>FY 2017-18</th>
<th>Change</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Resident Tuition</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Accountancy</td>
<td>$456.70</td>
<td>$456.70</td>
<td>$0.00</td>
<td>0.00%</td>
</tr>
<tr>
<td>3 Teachers Education</td>
<td>$357.20</td>
<td>$364.30</td>
<td>$7.10</td>
<td>2.00%</td>
</tr>
<tr>
<td>4 Social Work</td>
<td>$425.45</td>
<td>$455.20</td>
<td>$29.75</td>
<td>7.00%</td>
</tr>
<tr>
<td>5 LAS Cluster Courses</td>
<td>$357.20</td>
<td>$364.30</td>
<td>$7.10</td>
<td>2.00%</td>
</tr>
<tr>
<td>6 Health Administration</td>
<td>$515.00</td>
<td>$525.00</td>
<td>$10.00</td>
<td>1.90%</td>
</tr>
<tr>
<td>7 Business Administration</td>
<td>$456.70</td>
<td>$456.70</td>
<td>$0.00</td>
<td>0.00%</td>
</tr>
<tr>
<td>8 Nutrition (ISPP)</td>
<td>$375.00</td>
<td>$375.00</td>
<td>$0.00</td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>9 Non Resident Tuition</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Accountancy</td>
<td>$997.40</td>
<td>$988.60</td>
<td>($8.80)</td>
<td>-0.90%</td>
</tr>
<tr>
<td>11 Teachers Education</td>
<td>$493.40</td>
<td>$503.30</td>
<td>$9.90</td>
<td>2.00%</td>
</tr>
<tr>
<td>12 Social Work</td>
<td>$595.60</td>
<td>$637.30</td>
<td>$41.70</td>
<td>7.00%</td>
</tr>
<tr>
<td>13 LAS Cluster Courses</td>
<td>$493.40</td>
<td>$503.30</td>
<td>$9.90</td>
<td>2.00%</td>
</tr>
<tr>
<td>14 Health Administration</td>
<td>$540.00</td>
<td>$550.80</td>
<td>$10.80</td>
<td>2.00%</td>
</tr>
<tr>
<td>15 Business Administration</td>
<td>$997.40</td>
<td>$988.60</td>
<td>($8.80)</td>
<td>-0.90%</td>
</tr>
<tr>
<td>16 Nutrition (ISPP)</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$0.00</td>
<td>0.00%</td>
</tr>
</tbody>
</table>
Program Fees
The following program fees have already been approved by the students and are presented to the Board for approval:

<table>
<thead>
<tr>
<th>Program</th>
<th>FY 2017-18</th>
<th>FY2016-17</th>
<th>Change</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>New</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Computer Science</td>
<td>$4.00</td>
<td>$ -</td>
<td>$4.00</td>
<td>Cover lab upgrades and maintaining mobile devices</td>
</tr>
<tr>
<td>2 Recreation Professions</td>
<td>$2.00</td>
<td>$2.00</td>
<td>$0.00</td>
<td>Cover the cost of equipment</td>
</tr>
<tr>
<td>3 Restaurant Management</td>
<td>$33.00</td>
<td>$33.00</td>
<td>$0.00</td>
<td>Eliminating HTE Fee and charging to major</td>
</tr>
<tr>
<td>4 Tourism Management</td>
<td>$6.00</td>
<td>$6.00</td>
<td>$0.00</td>
<td>Eliminating HTE Fee and charging to major</td>
</tr>
<tr>
<td>5 Hotel Management</td>
<td>$6.00</td>
<td>$6.00</td>
<td>$0.00</td>
<td>Eliminating HTE Fee and charging to major</td>
</tr>
<tr>
<td>Existing Fees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 HTE Fee</td>
<td>$ -</td>
<td>$20.00</td>
<td>$20.00</td>
<td>Eliminating HTE Fee and charging to major</td>
</tr>
<tr>
<td>7 Event Planning</td>
<td>$6.00</td>
<td>$4.00</td>
<td>$2.00</td>
<td>Access to event leadership online resources</td>
</tr>
<tr>
<td>8 Human Performance &amp; Sport</td>
<td>$5.00</td>
<td>$5.00</td>
<td>$0.00</td>
<td>Adding several programs to existing fee: Athletic Training, Exercise Science, Health Education, Physical Education, and Sport Management</td>
</tr>
</tbody>
</table>

Student Health Insurance
The 2017-18 student health insurance renewal process for the coming year was recently completed. The new rate for the full year is $2,556 which is a $210 decrease over the FY16-17 rate.

DIME Repeated Course Fee
The DIME degree programs are run as cohort models. Some students may not complete a class on the first attempt and will be required to repeat the class. In order for MSU Denver at DIME
to run a cost-effective cash funded program that ensures the programs is affordable to students with access to federal aid and scholarships, we propose the repeated course fees will be the 25% of the annual cost per credit hour charge multiplied by the number of credit hours for that class.

**Prior Learning Assessment Charge**
Prior learning assessment (PLA) is the process by which an individual’s experiential learning is assessed and evaluated for purposes of granting college credit. Students are currently charged half of the student’s portion of undergraduate tuition per each credit hour they are granted through PLA. Since the cost to the University is the same regardless of the number of credit hours assessed, the department is requesting to change the fee from a credit hour charge to a per course charge. The new rate would be half of the resident tuition at three credit hours per course assessed.

**Transcript Fee**
The Registrar’s Office is requesting to increase the fee for walk-up transcript requests from $10 to $15. This increase will offset the additional resources needed to provide the walk-up service versus the online request process. The online transcript would cost would remain $10.

**RECOMMENDATION:**
The Finance Committee recommends Board of Trustees approval of the Fiscal Year 2017-18 Tuition and Fee Rates.
AGENDA ITEM:  Student Affairs Fee Allocation for FY 2017-18

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 and no proposals for new programs were received for FY2017-18.

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.

ANALYSIS:
Based on the information available regarding the potential fee increase and enrollment trends for the University, the Budget Office estimated the net effect on the total Student Affairs Fee allocation could be a revenue increase between 1% and 3%. The SAB prepared three allocation scenarios for a 1%, 2%, and 3% increase in revenue. Based on the Fall Semester enrollment information available as of census, the appropriate scenario will be determined.

Proposal #1:

<table>
<thead>
<tr>
<th>Student Organization</th>
<th>2016-17 Budget</th>
<th>Change</th>
<th>FY17-18 Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue Available for Allocation:</strong></td>
<td>2,512,449</td>
<td>56,627</td>
<td>2,569,076</td>
</tr>
<tr>
<td>Auraria Early Learning Center</td>
<td>41,344</td>
<td>3,656</td>
<td>45,000</td>
</tr>
<tr>
<td>Career Services</td>
<td>296,839</td>
<td>2,460</td>
<td>299,299</td>
</tr>
<tr>
<td>Club Sports</td>
<td>32,000</td>
<td>5,000</td>
<td>37,000</td>
</tr>
<tr>
<td>CVA</td>
<td>52,000</td>
<td>5,000</td>
<td>57,000</td>
</tr>
<tr>
<td>GLBTS</td>
<td>136,605</td>
<td>1,675</td>
<td>138,280</td>
</tr>
<tr>
<td>Music</td>
<td>66,213</td>
<td>6,000</td>
<td>72,213</td>
</tr>
<tr>
<td>Student Activities</td>
<td>500,383</td>
<td>7,000</td>
<td>507,383</td>
</tr>
<tr>
<td>Student Engage. and Wellness</td>
<td>393,107</td>
<td>-</td>
<td>393,107</td>
</tr>
<tr>
<td>Student Government</td>
<td>169,500</td>
<td>-</td>
<td>169,500</td>
</tr>
<tr>
<td>Student Media</td>
<td>388,085</td>
<td>-</td>
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<tr>
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<td>-</td>
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<tr>
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<td>198,742</td>
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<tr>
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<td>84,031</td>
<td>6,500</td>
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<tr>
<td>Women’s Services</td>
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<tr>
<td><strong>TOTAL</strong></td>
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Proposal #2:

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</thead>
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<td>82,064</td>
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<tr>
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<tr>
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<tr>
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<td>Student Engage. and Wellness</td>
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</tr>
<tr>
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</tr>
<tr>
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<td>Women’s Services</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,512,449</strong></td>
<td><strong>82,064</strong></td>
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Proposal #3:

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<tr>
<td>Career Services</td>
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<td>24,000</td>
<td>320,839</td>
</tr>
<tr>
<td>Club Sports</td>
<td>32,000</td>
<td>5,000</td>
<td>37,000</td>
</tr>
<tr>
<td>CVA</td>
<td>52,000</td>
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<td>58,000</td>
</tr>
<tr>
<td>GLBTS</td>
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<td>1,675</td>
<td>138,280</td>
</tr>
<tr>
<td>Music</td>
<td>66,213</td>
<td>8,000</td>
<td>74,213</td>
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<td>Student Activities</td>
<td>500,383</td>
<td>17,541</td>
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</tr>
<tr>
<td>Student Government</td>
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<td>-</td>
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</tr>
<tr>
<td>Student Media</td>
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<td>-</td>
<td>388,085</td>
</tr>
<tr>
<td>Student Org. Funding</td>
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<td>-</td>
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</tr>
<tr>
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<td>Theatre</td>
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<td>Women’s Services</td>
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<td>13,735</td>
<td>104,835</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,512,449</strong></td>
<td><strong>107,500</strong></td>
<td><strong>2,619,949</strong></td>
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</tbody>
</table>

**RECOMMENDATION:**

The Finance Committee recommends Board of Trustees approval of the Student Affairs Fee Allocation for FY 2017-18.
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Accomplishments

Student Fee Fair

The Board and the directors of the programs understood one thing: students do not know all that is available to them when they enroll at MSU Denver. We continued to implement the annual Student Fee Fair to inform the students of the fee-funded programs. With the following goals:

- Working collaborative across campus with other fee-funded programs to bring a fun and interactive environment to educate students about fee-funded programs.
- To identify students' needs and plan accordingly for future programs/events.
- To engage and retain students.

On March 1st, MSU Denver students got to experience the second Student Fee Fair. We continued to educate the student body on fee-funded departments/activities in hopes that we would get more involvement. We had over 150 students attend the event and had 13 Student Affairs Fee funded programs in participation. Additionally, Athletics, Health Center at Auraria, Phoenix Center, etc. could also be found at the event. Our attendance was down from last year, but we hope to identify areas of success from the two Student Fee Fairs organized thus far to make future Student Fee Fairs as successful as possible.

Membership

The 2016-2017 Student Affairs Board was comprised of the following members.

* Indicates a voting member

<table>
<thead>
<tr>
<th>Name</th>
<th>SAB Position</th>
<th>Email Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richy Ramos</td>
<td>Chair</td>
<td><a href="mailto:Rramos21@msudenver.edu">Rramos21@msudenver.edu</a></td>
</tr>
<tr>
<td>Garrett Coulter</td>
<td>Vice-Chair*</td>
<td><a href="mailto:gcoulter@msudenver.edu">gcoulter@msudenver.edu</a></td>
</tr>
<tr>
<td>Stephanie Tennison</td>
<td>Student Member*</td>
<td><a href="mailto:stennis@msudenver.edu">stennis@msudenver.edu</a></td>
</tr>
<tr>
<td>Ianna Rasberry-Jenkins</td>
<td>Student Member*</td>
<td><a href="mailto:Irasber1@msudenver.edu">Irasber1@msudenver.edu</a></td>
</tr>
<tr>
<td>Fathia Mohamed</td>
<td>Student Member*</td>
<td><a href="mailto:Fmohame2@msudenver.edu">Fmohame2@msudenver.edu</a></td>
</tr>
<tr>
<td>Filmon Merid</td>
<td>Student Member*</td>
<td><a href="mailto:Filmon.merid@gmail.com">Filmon.merid@gmail.com</a></td>
</tr>
<tr>
<td>Diane Davis</td>
<td>Faculty Member*</td>
<td><a href="mailto:Ddavi102@msudenver.edi">Ddavi102@msudenver.edi</a></td>
</tr>
<tr>
<td>Angie Cole</td>
<td>Secretary</td>
<td><a href="mailto:Acole31@msudenver.edu">Acole31@msudenver.edu</a></td>
</tr>
<tr>
<td>Chip Hagan</td>
<td>Advisor</td>
<td><a href="mailto:Vhagan1@msudenver.edu">Vhagan1@msudenver.edu</a></td>
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<tr>
<td>Cipriana Patterson</td>
<td>Advisor</td>
<td><a href="mailto:Cpatte17@msudenver.edu">Cpatte17@msudenver.edu</a></td>
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</tbody>
</table>
Goals and Objectives

Our goals were identifying the departments and areas that were succeeding, but being held back from reaching their full potential due to limited funding. We also strived to identify departments that are advocating for students who are struggling due to personal reasons/finances, so that we could further support these departments therefore helping our struggling students to be retained and so their education would not suffer.

At the beginning of the fiscal year, the Board submitted questions tailored specifically to each department. These questions were to identify areas of strengths and weaknesses identified by each department internally.

This year an objective of SAB was to get clear and concise structuring around the entire process because there have been holes in the previous structuring, planning, and execution.

Our goal was to increase funding to departments that are retaining students, fulfilling the student’s needs, and improving their educational journey.

Student Fee Fair Goal was to inform and educate students about fee-funded programs available to the student body.

Summary

The Student Affairs Board’s (SAB) voting members came to a decision on the proposed budget allocation for the 2017-2018 fiscal year. This report included information regarding specific departments and how these conclusions were reached.

The Board created three enrollment changes scenarios: Increase in enrollment at 1%, 2%, and 3%.

<table>
<thead>
<tr>
<th>Revenue:</th>
<th>Proposal 1</th>
<th>Proposal 2</th>
<th>Proposal 3</th>
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</thead>
<tbody>
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<td>Assuming:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue Change (Enrollment + Fee Inc)</td>
<td>1.00%</td>
<td>2.00%</td>
<td>3.00%</td>
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<td>FY16-17 Revenue Estimate</td>
<td>2,890,500</td>
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<td>2,890,500</td>
</tr>
<tr>
<td>Revenue Inc. from Enrollment and Fee Inc.</td>
<td>28,905</td>
<td>57,810</td>
<td>86,715</td>
</tr>
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</table>
SAB decision this year for money allocation was easier to decide due to the projected increase in enrollment. We first started to identify the departments that were advocating for the students the most, and decided to give those departments priority regarding increases. While we could not give every department a 100% of requested increases, we allocated funds that we thought would be beneficial to the departments while making sure not to favor any single department.

Department Allocations

The detailed information below provides proposed funding increases and funding decreases specific to each department.

Background and Requests

<table>
<thead>
<tr>
<th>Program</th>
<th>2016-17 Budget</th>
<th>2016 Roll Forward</th>
<th>FY 2017-2018 Request Increase</th>
<th>Total Request</th>
</tr>
</thead>
<tbody>
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<td>Auraria Early Learning</td>
<td>$ 41,344</td>
<td>$ 73.10</td>
<td>$ 3,656</td>
<td>$ 45,000</td>
</tr>
<tr>
<td>Career Services</td>
<td>$ 291,339</td>
<td>$ 25,004.20</td>
<td>$ 26,460</td>
<td>$ 323,299</td>
</tr>
<tr>
<td>Club Sports</td>
<td>$ 32,000</td>
<td>$ 1,155.60</td>
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<td>$ 37,000</td>
</tr>
<tr>
<td>CVA</td>
<td>$ 52,000</td>
<td>$ (2,230.16)</td>
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<td>$ 58,000</td>
</tr>
<tr>
<td>LGBTQ</td>
<td>$ 136,605</td>
<td>$ 2,819.54</td>
<td>$ 1,675</td>
<td>$ 138,280</td>
</tr>
<tr>
<td>Music</td>
<td>$ 66,213</td>
<td>$ 1,416.08</td>
<td>$ 9,000</td>
<td>$ 75,213</td>
</tr>
<tr>
<td>Student Activities</td>
<td>$ 500,383</td>
<td>$ 47,682.37</td>
<td>$ 27,500</td>
<td>$ 527,883</td>
</tr>
<tr>
<td>Student Engagement</td>
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<tr>
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<td>$ 169,500</td>
<td>$ 77,999.40</td>
<td>-</td>
<td>$ 169,500</td>
</tr>
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</table>
Proposed Allocations

Auraria Early Learning Center
Program Director: Mary McCain and Emily Nelson

<table>
<thead>
<tr>
<th>Increase in Enrollment</th>
<th>SAB Decision</th>
<th>Allocation</th>
<th>% Of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
<td>3,656</td>
<td>45,000.00</td>
<td>1.8%</td>
</tr>
<tr>
<td>2%</td>
<td>3,700</td>
<td>45,044.00</td>
<td>1.7%</td>
</tr>
<tr>
<td>3%</td>
<td>3,700</td>
<td>45,044.00</td>
<td>1.7%</td>
</tr>
</tbody>
</table>

The Auraria Early Learning Center explained eloquently how the Student Affairs fee they receive goes directly back to the students in the form of a stipend at the end of each semester. The Board sees how this positively impacts the students it serves. The Early Learning Center asked for a $3,656 increase so they would be able to provide more stipend money to help alleviate the burden of higher childcare cost, and accommodate the increase in minimum wage.

Career Services
Program Director: Bridgette Coble

<table>
<thead>
<tr>
<th>Increase in Enrollment</th>
<th>SAB Decision</th>
<th>Allocation</th>
<th>% Of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
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<td>299,299.00</td>
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<tr>
<td>2%</td>
<td>24,000</td>
<td>320,839.00</td>
<td>12.4%</td>
</tr>
<tr>
<td>3%</td>
<td>24,000</td>
<td>320,839.00</td>
<td>12.4%</td>
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</table>
The $26,460 career services requested was to shift a PT position to FT, Stem Field Specialist. It was decided to give Career Services $2,460 for the 1% increase in enrollment because the $26,460 requested would have taken too much out of the budget. The Board was given under the 1% enrollment. We felt this department was advocating for students, and should have received at least some funding. Under the 2% & 3% increase we felt there was enough money to fund this position.

**Goals & Accomplishments (applies to ’15-’16):**
1) Partnered with Applied Learning Center to help educate incoming transfer students.
2) Relaunched faculty/staff newsletter.
3) Increased traffic to the office by 40% by maintaining “Job Spot” area in front of the office.

**Club Sports**
Program Director: N/A (managed by Kameron Garrett & Dr. Anthony Grant, Interim)

<table>
<thead>
<tr>
<th>Increase in Enrollment</th>
<th>SAB Decision</th>
<th>Allocation</th>
<th>% Of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
<td>5,000</td>
<td>37,000.00</td>
<td>1.4%</td>
</tr>
<tr>
<td>2%</td>
<td>5,000</td>
<td>37,000.00</td>
<td>1.4%</td>
</tr>
<tr>
<td>3%</td>
<td>5,000</td>
<td>37,000.00</td>
<td>1.4%</td>
</tr>
</tbody>
</table>

Due to the increase in budget allocations, The Board received this year, we felt this was a valuable department that deserved the requested funding. The presentation given by Club Sports was exceptional, and key in making our decision. We think this department offers our students the same experience other universities offer, but it is important to note that sports on this campus generally are not celebrated. We decided to help Club Sports make this shift and increase involvement & presence on campus.

**Center for Visual Arts**
Program Director: Cecily Cullen

<table>
<thead>
<tr>
<th>Increase in Enrollment</th>
<th>SAB Decision</th>
<th>Allocation</th>
<th>% Of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>5%</td>
<td>5,000</td>
<td>57,000.00</td>
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<tr>
<td>4%</td>
<td>5,000</td>
<td>57,000.00</td>
<td>2.2%</td>
</tr>
<tr>
<td>3%</td>
<td>6,000</td>
<td>58,000.00</td>
<td>2.2%</td>
</tr>
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</table>
The Center for Visual Arts (CVA) creates a space where our students can not only showcase their artwork, but also learn skills needed to curate museum and art galleries as well to advance art education. They requested additional funding so they could hire more student-workers as well as increase hours for current employees. With Denver’s art scene on the rise we thought this request of an increase would be valuable and beneficial for our students.

Goals & Accomplishments:
1) 3,445 students attended tours, lectures, & workshops. (Not certain what increase that is from the previous year.)
2) 4 annual exhibits for graduating BFA students. In Fall ’16 they allowed BFA of Communication Design to participate leading to increased numbers of participants each year, approximately 35.
3) Newly added artist residency program (beginning Jan. ’17) will allows artists a 6-month residency & tools/equipment not easily accessible otherwise.

LGBTQ Student Resource Center
Program Director: Steve Willich

<table>
<thead>
<tr>
<th>Increase in Enrollment</th>
<th>SAB Decision</th>
<th>Allocation</th>
<th>% Of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
<td>1,675</td>
<td>138,280.00</td>
<td>5.4%</td>
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<tr>
<td>2%</td>
<td>1,675</td>
<td>138,280.00</td>
<td>5.3%</td>
</tr>
<tr>
<td>3%</td>
<td>1,675</td>
<td>138,280.00</td>
<td>5.3%</td>
</tr>
</tbody>
</table>

The LGBTQ Student Resource Center did not ask for much of an increase this year. The minor increase was approved on all levels of enrollment so that salaries could be increased to keep up with the 2% cost of living increase. We see the value & accomplishments this department has made, and thought it was a modest and appropriate request. It is important to note that all 3 intuitions fund this department, with MSU as the primary contributor. UCD contribution this year are $38,700 & CCD contributions are $12,300.

Institute of Women’s Studies and Services
Program Associate Director: Stephanie Martin

<table>
<thead>
<tr>
<th>Increase in Enrollment</th>
<th>SAB Decision</th>
<th>Allocation</th>
<th>% Of Total</th>
</tr>
</thead>
<tbody>
<tr>
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<td>11,836</td>
<td>102,936.00</td>
<td>4.0%</td>
</tr>
<tr>
<td>2%</td>
<td>12,000</td>
<td>103,100.00</td>
<td>4.0%</td>
</tr>
<tr>
<td>3%</td>
<td>13,735</td>
<td>104,835.00</td>
<td>4.0%</td>
</tr>
</tbody>
</table>
While one might think that IWSS caters to the female population, that is simply not the case. IWSS offers scholarships, workshops, & raises awareness around social justice issues that do not necessarily target females specifically. Due to this, The Board believes IWSS is going above & beyond for ALL students, and not any specific group. The increase requested was to cover mini-grants, a salary increase for Retention & Success Advisor, to cover benefits for that position, and to further stock & maintain the food pantry.

Goals & Accomplishments:
1) This year they have had a total attendance of 5,164 attendees through events & co-sponsored events.
2) 26 community collaborations across local, state, and national organizations.
3) Has had a 24.4% increase in students served this year versus last year.

Music Activities Committee
Program Director: Peter Schimpf

<table>
<thead>
<tr>
<th>Increase in Enrollment</th>
<th>SAB Decision</th>
<th>Allocation</th>
<th>% Of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
<td>6,000</td>
<td>72,213.00</td>
<td>2.8%</td>
</tr>
<tr>
<td>2%</td>
<td>6,000</td>
<td>72,213.00</td>
<td>2.8%</td>
</tr>
<tr>
<td>3%</td>
<td>8,000</td>
<td>74,213.00</td>
<td>2.8%</td>
</tr>
</tbody>
</table>

The decision to increase funding was based upon the Music Department’s presentation solely. The tools, resources, and information presented showcased the diligence and extreme effort this department uses to go above and beyond providing an array of opportunities to better the student’s education. The Visiting Artist Series set up by Music is a diverse group of artists catering and appealing to our diverse student body.

Student Activities
Program Director: Angela LeValley

<table>
<thead>
<tr>
<th>Increase in Enrollment</th>
<th>SAB Decision</th>
<th>Allocation</th>
<th>% Of Total</th>
</tr>
</thead>
<tbody>
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<td>17,541</td>
<td>517,924.00</td>
<td>19.8%</td>
</tr>
</tbody>
</table>

The Board decided to give Student Activities an increase in each percentage bracket because we visually see the impact that they have on this campus.
They provide the students with on-campus entertainment and events to help with the stress of classes and day-to-day life. The leadership program that comes out of their office is invaluable to the students involved, and helps propel them forward in all aspects of their lives.

Goals & Accomplishments:
1) Had one of the highest turns-outs of all departments through sponsored & co-sponsored events, over 10,000 in fall semester alone.
2) Averaging 4 volunteer opportunities for community engagement each month.
3) Students involved with Student Activities are 2 times more likely to graduate, and hold an average GPA of 3.05 versus 2.62 of students uninvolved in the program or similar programs.

Student Engagement and Wellness
Program Director: Braelin Pantel

<table>
<thead>
<tr>
<th>Increase in Enrollment</th>
<th>SAB Decision</th>
<th>Allocation</th>
<th>% Of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
<td>-</td>
<td>393,107.00</td>
<td>15.3%</td>
</tr>
<tr>
<td>2%</td>
<td>-</td>
<td>393,107.00</td>
<td>15.2%</td>
</tr>
<tr>
<td>3%</td>
<td>3,000</td>
<td>396,107.00</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

The Board sees the value in Student Engagement and Wellness, and sees the positive impact they have on campus. However, the goals from last year were not achieved that this department put forward, and based upon several student stories regarding customer service & the food bank, we felt that an increase was not justified. The Board hopes in the coming fiscal year this department will better achieve their goals and advocate for students to the highest degree.

Student Government Assembly
Program Director: Liz Milewski

<table>
<thead>
<tr>
<th>Increase in Enrollment</th>
<th>SAB Decision</th>
<th>Allocation</th>
<th>% Of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
<td>-</td>
<td>169,500.00</td>
<td>6.6%</td>
</tr>
<tr>
<td>2%</td>
<td>-</td>
<td>169,500.00</td>
<td>6.5%</td>
</tr>
<tr>
<td>3%</td>
<td>-</td>
<td>169,500.00</td>
<td>6.5%</td>
</tr>
</tbody>
</table>

Student Government Assembly asked for no increase in their budget, but did request the same amount allocated as last year. The current president, Liz Milewski, wanted the following administration to have the same funds available
to execute events and programs to continue to reach out to our extremely diverse population. Student Government’s presence can be seen on campus weekly, so the Board thought this request was reasonable and acceptable.

**Student Media (Met Media)**
Program Director: Steve Haigh

<table>
<thead>
<tr>
<th>Increase in Enrollment</th>
<th>SAB Decision</th>
<th>Allocation</th>
<th>% Of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
<td>-</td>
<td>388,085.00</td>
<td>15.1%</td>
</tr>
<tr>
<td>2%</td>
<td>-</td>
<td>388,085.00</td>
<td>15.0%</td>
</tr>
<tr>
<td>3%</td>
<td>-</td>
<td>388,085.00</td>
<td>14.8%</td>
</tr>
</tbody>
</table>

Met Media asked for a $2,915 increase as their iMac lease expense increased as well as salary increases for staff. However, the Board saw need for improvement in outreach to all students. It was decided to neither increase nor decrease their budget for the following year. Also, for their measurable goals, The Board did not feel enough goals had been met to justify an increase to a department that already takes up a large portion of the budget.

**Student Org Event Funding**
Program Director: Anesa Jenkins

<table>
<thead>
<tr>
<th>Increase in Enrollment</th>
<th>SAB Decision</th>
<th>Allocation</th>
<th>% Of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
<td>-</td>
<td>62,500.00</td>
<td>2.4%</td>
</tr>
<tr>
<td>2%</td>
<td>-</td>
<td>62,500.00</td>
<td>2.4%</td>
</tr>
<tr>
<td>3%</td>
<td>-</td>
<td>62,500.00</td>
<td>2.4%</td>
</tr>
</tbody>
</table>

Student Org Event Funding did not ask for an increase due to this current fiscal year’s requests from student organizations. The Board felt that this was justifiable, and decided to grant Student Org Event Funding request. We do hope student organizations will continue to grow, and in following years we hope to see this allocation grow as a sign of positive growth.

**Student Travel**
Program Director: Dave Bourassa

<table>
<thead>
<tr>
<th>Increase in Enrollment</th>
<th>SAB Decision</th>
<th>Allocation</th>
<th>% Of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
<td>7,500</td>
<td>206,242.00</td>
<td>8.0%</td>
</tr>
<tr>
<td>2%</td>
<td>8,189</td>
<td>206,931.00</td>
<td>8.0%</td>
</tr>
<tr>
<td>3%</td>
<td>12,000</td>
<td>210,742.00</td>
<td>8.0%</td>
</tr>
</tbody>
</table>
Student Travel was seen as a success this year. This department has a positive roll-forward, and the impact being made in students' lives in an invaluable one. We believe that our students should be able to experience the world outside of our community. Many of our students cannot afford these types of opportunities and relies on student travel for this type of enrichment. This department was fiscally responsible and prioritized requests for travel because of this the Board wanted to give an increase to this department in hopes more students would get the opportunity to attend conferences, retreats, seminars, etc.

**Theater**

Program Director: Marilyn Hetzel

<table>
<thead>
<tr>
<th>Increase in Enrollment</th>
<th>SAB Decision</th>
<th>Allocation</th>
<th>% Of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
<td>6,500</td>
<td>90,531.00</td>
<td>3.5%</td>
</tr>
<tr>
<td>2%</td>
<td>6,500</td>
<td>90,531.00</td>
<td>3.5%</td>
</tr>
<tr>
<td>3%</td>
<td>12,849</td>
<td>96,880.00</td>
<td>3.7%</td>
</tr>
</tbody>
</table>

The decision to increase funding to the Theater department was based on the need to fill the Costume Shop Manager position as well to the keep the NAST (National Association of Schools of Theater) accreditation. The Board loved that the Theater department has involvement from students from various departments not related to the arts. We wanted to give an increase in funding to this department in hopes that they will continue to generate professional experience as well as opening up the doors for new opportunities to students who have never participated in anything theater related. However, it was identified that this department has several different avenues for funding.
<table>
<thead>
<tr>
<th>Proposal 1</th>
<th>Proposal 2</th>
<th>Proposal 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Assuming:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue Change (Enrollment + Fee Inc)</strong></td>
<td>1.00%</td>
<td>2.00%</td>
</tr>
<tr>
<td><strong>FY16-17 Revenue Estimate</strong></td>
<td>2,890,500</td>
<td>2,890,500</td>
</tr>
<tr>
<td><strong>Revenue Inc. from Enrollment and Fee Inc.</strong></td>
<td>28,905</td>
<td>57,810</td>
</tr>
<tr>
<td><strong>12% Bad Debt &amp; ASR</strong></td>
<td>(350,329)</td>
<td>(353,797)</td>
</tr>
<tr>
<td><strong>Available to Allocate FY18</strong></td>
<td>2,569,076</td>
<td>2,594,513</td>
</tr>
<tr>
<td><strong>FY17 Allocation</strong></td>
<td>2,512,449</td>
<td>2,512,449</td>
</tr>
<tr>
<td><strong>Additional Available for Allocation</strong></td>
<td>56,627</td>
<td>82,064</td>
</tr>
</tbody>
</table>

### Student Organization

<table>
<thead>
<tr>
<th>Program</th>
<th>2016-17 Budget</th>
<th>FY2017-18 Request</th>
<th>Increase</th>
<th>Total Request</th>
<th>Change to Allocation</th>
<th>Total Allocation</th>
<th>% of Total</th>
<th>Change to Allocation</th>
<th>Total Allocation</th>
<th>% of Total</th>
<th>Change to Allocation</th>
<th>Total Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Auraria Early Learning Center</strong></td>
<td>41,344</td>
<td>3,656</td>
<td>45,000</td>
<td>3,656</td>
<td>45,000</td>
<td>1.8%</td>
<td>3,700</td>
<td>45,044</td>
<td>1.7%</td>
<td>3,700</td>
<td>45,044</td>
<td>1.7%</td>
</tr>
<tr>
<td><strong>Career Services</strong></td>
<td>296,839</td>
<td>26,460</td>
<td>323,299</td>
<td>2,460</td>
<td>325,759</td>
<td>11.7%</td>
<td>24,000</td>
<td>329,759</td>
<td>12.4%</td>
<td>24,000</td>
<td>329,759</td>
<td>12.4%</td>
</tr>
<tr>
<td><strong>Club Sports</strong></td>
<td>32,000</td>
<td>5,000</td>
<td>37,000</td>
<td>5,000</td>
<td>37,000</td>
<td>1.4%</td>
<td>5,000</td>
<td>37,000</td>
<td>1.4%</td>
<td>5,000</td>
<td>37,000</td>
<td>1.4%</td>
</tr>
<tr>
<td><strong>CVA</strong></td>
<td>52,000</td>
<td>6,000</td>
<td>58,000</td>
<td>5,000</td>
<td>63,000</td>
<td>2.2%</td>
<td>5,000</td>
<td>63,000</td>
<td>2.2%</td>
<td>6,000</td>
<td>58,000</td>
<td>2.2%</td>
</tr>
<tr>
<td><strong>GLBTS</strong></td>
<td>136,605</td>
<td>1,675</td>
<td>138,280</td>
<td>1,675</td>
<td>138,280</td>
<td>5.4%</td>
<td>1,675</td>
<td>138,280</td>
<td>5.3%</td>
<td>1,675</td>
<td>138,280</td>
<td>5.3%</td>
</tr>
<tr>
<td><strong>Music</strong></td>
<td>66,213</td>
<td>9,000</td>
<td>75,213</td>
<td>6,000</td>
<td>81,213</td>
<td>2.8%</td>
<td>6,000</td>
<td>81,213</td>
<td>2.8%</td>
<td>8,000</td>
<td>75,213</td>
<td>2.8%</td>
</tr>
<tr>
<td><strong>Student Activities</strong></td>
<td>500,383</td>
<td>27,500</td>
<td>527,883</td>
<td>7,000</td>
<td>534,883</td>
<td>19.7%</td>
<td>10,000</td>
<td>544,883</td>
<td>19.8%</td>
<td>17,541</td>
<td>544,883</td>
<td>19.8%</td>
</tr>
<tr>
<td><strong>Student Engage. and Wellness</strong></td>
<td>393,107</td>
<td>10,000</td>
<td>403,107</td>
<td>-</td>
<td>403,107</td>
<td>15.3%</td>
<td>-</td>
<td>403,107</td>
<td>15.2%</td>
<td>3,000</td>
<td>406,107</td>
<td>15.1%</td>
</tr>
<tr>
<td><strong>Student Government</strong></td>
<td>169,500</td>
<td>-</td>
<td>169,500</td>
<td>-</td>
<td>169,500</td>
<td>6.6%</td>
<td>-</td>
<td>169,500</td>
<td>6.5%</td>
<td>-</td>
<td>169,500</td>
<td>6.5%</td>
</tr>
<tr>
<td><strong>Student Media</strong></td>
<td>388,085</td>
<td>2,915</td>
<td>391,000</td>
<td>-</td>
<td>391,000</td>
<td>15.1%</td>
<td>-</td>
<td>391,000</td>
<td>15.0%</td>
<td>-</td>
<td>391,000</td>
<td>14.8%</td>
</tr>
<tr>
<td><strong>Student Org. Funding</strong></td>
<td>62,500</td>
<td>-</td>
<td>62,500</td>
<td>-</td>
<td>62,500</td>
<td>2.4%</td>
<td>-</td>
<td>62,500</td>
<td>2.4%</td>
<td>-</td>
<td>62,500</td>
<td>2.4%</td>
</tr>
<tr>
<td><strong>Student Travel</strong></td>
<td>198,742</td>
<td>12,000</td>
<td>210,742</td>
<td>7,500</td>
<td>218,242</td>
<td>8.0%</td>
<td>8,189</td>
<td>218,931</td>
<td>8.0%</td>
<td>12,000</td>
<td>210,932</td>
<td>8.0%</td>
</tr>
<tr>
<td><strong>Theatre</strong></td>
<td>84,031</td>
<td>12,849</td>
<td>96,880</td>
<td>6,500</td>
<td>102,380</td>
<td>3.5%</td>
<td>6,500</td>
<td>102,380</td>
<td>3.5%</td>
<td>12,849</td>
<td>105,229</td>
<td>3.7%</td>
</tr>
<tr>
<td><strong>Women’s Services</strong></td>
<td>91,100</td>
<td>13,735</td>
<td>104,835</td>
<td>11,836</td>
<td>116,671</td>
<td>4.0%</td>
<td>12,000</td>
<td>118,671</td>
<td>4.0%</td>
<td>13,735</td>
<td>118,835</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

**Total** | 2,512,449 | 130,790 | 2,643,239 | 56,627 | 2,569,076 | 100.0% | 82,064 | 2,594,513 | 100.0% | 107,500 | 2,619,949 | 100.0%
AGENDA ITEM: New Major Program: Extended Bachelor of Arts in Music Theory, College of Letters, Arts, and Sciences

BACKGROUND:
The extended BA in music theory will allow students to pursue the Bachelor of Arts with a concentration in music theory. This will allow students to pursue a degree that will focus on the analysis and formal structure of music. No minor outside of the music department is required. Students will complete core requirements including four classes and labs in Music Theory plus an additional course in Jazz Theory. Among the other required courses include two in Music History, two in conducting, four in Composing/Arranging, and four in Pedagogy.

ANALYSIS:
The extended BA would give our existing BA in Music students additional options for study using classes already offered in our department. No additional resources would be needed. Our existing music BA degree is a general, liberal arts program with an emphasis in music generally. This extended BA would add a music theory emphasis, which may help for students looking to continue on in graduate school (there are many Masters in Music Theory programs), and potentially makes the more employable in music publishing fields. As I mentioned, the program makes use of existing courses, and will help raise the number of students enrolled in our more specialized classes. We have had many students request a program like this stretching back for more than a decade.

RECOMMENDATION:
The ASA Committee recommends Board of Trustee approval of the Extended Bachelor of Arts in Music Theory, College of Letters, Arts, and Sciences.
AGENDA ITEM: New Minor Programs: Human Resource Management Minor, College of Business

BACKGROUND:
The Human Resource Management Minor provides non-Business majors a background and understanding of how to develop and maintain an organization’s human resource (HR) policies, practices, and programs. This is a 21 credit minor with a 12 credit core including, Legal Environment of Business, Organizational Management, Human Resource Management, and Employment and Resource Law. The remaining nine credits will be selected from an approved list of elective classes centered around labor relations, employee selection and training, and management.

ANALYSIS: This minor has been created in response to requests from students and advisors. This minor will assist in making non-business students more competitive in their chosen organizations by providing them with human resource management skills. The job outlook for human resource specialists is positive, with an anticipated growth rate of over five percent into 2024. No increase in personnel, space or equipment is anticipated with the addition of the minor.

RECOMMENDATION: The ASA Committee recommends Board of Trustee approval of the Human Resource Management Minor program in the College of Business.
AGENDA ITEM: New Minor Programs: Minor in Japanese, College of Letters, Arts and Science

BACKGROUND:
The 22 credit Minor in Japanese is designed to provide students with linguistic proficiency and cultural awareness. This is achieved via a required core of 16 Japanese language credits and six elective credits of language and cultural awareness topics. The addition of the minor will help in the potential future development of an Asian Studies program. The program is well suited to students in business and international relations, hospitality and food, music, theater, art and design, and language and literature.

ANALYSIS:
Japanese is the fastest growing program in the Department of Modern Languages. Enrollment in Japanese classes has increased 40% since AY 13-14. Current enrollment trends indicate that the lower division courses can feed upper division courses and sustain a minor. No additional faculty are currently required to add the Japanese minor. Employment impacts relative to the minor are difficult to predict depending on the chosen field of those students completing the minor. For direct applications such as a translator, the employment projection is very favorable with a projected increase of 29% through 2024.

RECOMMENDATION:
The ASA Committee recommends Board of Trustee approval of the Minor in Japanese program in the College of Letters, Arts, and Sciences.
AGENDA ITEM: New Minor Programs: Leisure Tourism and Corporate Travel

BACKGROUND:
The original one-size-fits-all Bachelor of Arts in Hospitality, Tourism and Events degree was designed to provide a foundation of general knowledge in four concentrations aligned with four interrelated professions: Hotel Management, Restaurant Management, Tourism Management and Event Management. Adhering to the philosophy that this general hospitality knowledge degree should include courses from all four areas, as well as courses specific to each concentration, the current HTE major locks students into 63-66 proscribed credit hours of required courses plus a three credit senior experience course. As a result, students in one HTE concentration are not able to minor in another concentration within the department.

The Leisure Tourism Minor and Corporate Travel Minor, are programs designed for professionals wishing to seek a career in the largest industry and the largest employer in the world and the second largest employer in Colorado: the travel and tourism industry. These minors reflect part of the change from the one umbrella Hotel, Tourism and Events major to individual majors and associated minors.

The graduates of the degree and the minor will be able to:
- Acquire the skills needed for a career in the travel and tourism industry.
- Gain knowledge on the latest trends in the travel and tourism industry.
- Work in a variety of settings with diverse people from all walks of life.

ANALYSIS:
Leisure Tourism Minor and Corporate Travel Minor: Given the increasing demand for trained travel and tourism professionals in both the leisure and corporate sectors of the business, there are not enough available credit hours in the existing Tourism Management concentration to offer students the choice and flexibility they need to become competitive in the marketplace after graduation. A separate major, incorporating both Travel and Tourism was created. Specifically, the new major provides two distinct, yet related concentrations of study - leisure tourism and corporate travel management. The proposed minors offer students not majoring in Travel and Tourism the opportunity to gain expertise in Leisure Tourism and/or Corporate Travel, thereby enhancing their marketability. Other institutions offer hospitality programs with one or some travel/tourism courses, without a strict focus on travel and tourism. These minors, along with the new major, provide stand alone focused programs in this area. Additionally, there are many studies that clearly show a radical shift in leisure tourism and corporate travel consumer behavior and spending patterns. Increasingly, more vacation and business bookings have not been booked on the internet, but rather in a travel agency using the professional services and knowledge of travel counselors; therefore, these minors will provide a competitive edge for our students.

RECOMMENDATION:
The ASA Committee recommends Board of Trustee approval of the Minors in Leisure Tourism and Corporate Travel.
AGENDA ITEM: New Certificates: Bilingual Education Specialist Certificate – School Educator, School of Education

BACKGROUND:
The 18 credit Bilingual Education Specialist Certificate – School Educator is designed for licensed educators or pre-service teachers wanting more expertise in teaching bilingual students. It is specifically designed to for students enrolled in a teacher licensure program at MSU Denver or those who already hold a Colorado teaching license and wish to add a Bilingual Specialist Credential. This is a multi-disciplinary venture from Culturally and Linguistically Diverse Education at the Teacher Education Department, the Department of Modern Languages, and the Department of Chicano Studies.

ANALYSIS:
MSU Denver has set a goal of preeminence: Supporting programs that attract students with bilingual and multilingual skills will foster service to both professions and communities. In addition, the institution supports "college and career readiness." The existence of the Bilingual Education Specialist Certificate - School Educator will meet two targets: (1) Offer an academic track specifically aimed at incoming bilingual students interested in obtaining a teacher licensure; and (2) Provide future teachers the opportunity to be better qualified to teach bilingual mid- and high-school students, and gain expertise in teaching English language learners in both English and in Spanish. The employment projections for K-12 teachers is good with a six percent increase identified through 2024. The addition of the Bilingual Certificate in the students’ preparation should enhance opportunities in the marketplace.

RECOMMENDATION:
The ASA Committee recommends Board of Trustee approval of the Bilingual Education Specialist Certificate – School Educator program.
AGENDA ITEM: New Certificates: Bilingual Education Specialist Certificate – Agency/Non Profit, School of Education

BACKGROUND:
The 18 credit Bilingual Education Specialist Certificate – Agency/Non Profit is designed for advanced and Heritage speakers of Spanish to further develop their cultural and linguistic background in order to communicate with bilingual audiences. This is a multi-disciplinary venture from Culturally and Linguistically Diverse Education at the Teacher Education Department, the Department of Modern Languages, and the Department of Chicano Studies.

ANALYSIS:
This certificate is aimed at students who are not enrolled in a teacher licensure program but have bilingual skills. The minor will help with the application of those skills to the educational efforts conducted by non-profit organizations. As MSU Denver is an emerging Hispanic Serving Institution, this certificate will aid students in focusing their bilingual skills, regardless of major, in community service ventures. As such, it will provide future community organizers the opportunity to be better qualified at reaching bilingual audiences in both English and Spanish. No additional faculty resources are required.

RECOMMENDATION:
The ASA Committee recommends Board of Trustee approval of the Bilingual Education Specialist Certificate – Agency/Non Profit program.
AGENDA ITEM: Discontinued Programs: Hotel, Tourism & Events Major, Tourism Management Minor, and Concentrations in Hotel Management, Restaurant Management and Tourism Management

BACKGROUND:
The original one-size-fits-all Bachelor of Arts in Hospitality, Tourism and Events degree was designed to provide a foundation of general knowledge in four concentrations aligned with four interrelated professions: Hotel Management, Restaurant Management, Tourism Management and Event Management. Adhering to the philosophy that this general hospitality knowledge degree should include courses from all four areas, as well as courses specific to each concentration, the current HTE major locks students into 63-66 proscribed credit hours of required courses plus a 3 credit senior experience course. As a result, students in one HTE concentration are not able to minor in another concentration within the department. There is little room for a minor outside the department, as well, and minimal flexibility with electives. The creation of specific majors in Hotel Management, Restaurant Management and Travel and Tourism Management necessitates the discontinuation of those concentrations.

ANALYSIS:

Hotel Management: 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 accreditation from the Accreditation Commission for Programs in Hospitality Administration (ACPHA) in the future, once the Hotel Management program can meet the necessary requirements. These parameters will be more attainable within the structure of a dedicated hotel major and self-standing degree. Hotel Management major students will no longer be locked into an extended major (former degree required nine additional hours), and finally have the flexibility to choose a minor and/or electives according to their specific area of interest.

Restaurant Management: Similarly, given the breadth and depth of the current course offerings in both food and beverage, there are not enough available credit hours in the existing Restaurant Management concentration to offer students the choice and flexibility they need to become competitive in the marketplace after graduation. A separate degree with a streamlined core and focused concentrations is now required. The industry advisory council members have been asking for this, and with the proposed transition from a department to a School of Hospitality, Events and Tourism, it is the appropriate time to decentralize the existing umbrella degree.

Tourism Management: Given the increasing demand for trained travel and tourism professionals in both the leisure and corporate sectors of the business, there are not enough available credit hours in the existing Tourism Management concentration to offer students the choice and flexibility they need to become competitive in the marketplace after graduation. A separate major, incorporating both Travel and Tourism is now required. In addition to existing hospitality management courses, students will now have the opportunity to choose a focused concentration without having to sacrifice a minor and/or electives. Transition from a concentration to a major will allow for additional courses and broader and more effective program content. Specifically, it
will provide two distinct, yet related concentrations of study - leisure tourism and corporate travel management. The number one major competitive advantage that undoubtedly sets MSU Denver’s Travel and Tourism Management major, minors, and certificates apart from other baccalaureate and masters programs in Denver, Colorado, and the United States is that, to our knowledge, this proposed BS in Travel and Tourism Management will be the first standalone baccalaureate degree that incorporates both leisure tourism and corporate travel.

RECOMMENDATION:
The ASA Committee recommends Board of Trustee approval of the discontinuation of Hotel, Tourism & Events Major, Tourism Management Minor, and concentrations in Hotel Management, Restaurant Management and Tourism Management.
AGENDA ITEM: Discontinued Programs: Human Performance and Sport Major with Concentration in Sport Industry Operations, and Human Performance and Sport Major with Concentration in Adult Fitness and Exercise Science

BACKGROUND:
The HPS degree has existed as an umbrella degree housing concentrations including Adult Fitness and Exercise Science and Sport and Industry Operations. In an effort to enhance student options and align with a more recognizable structure and nomenclature, individual majors in Exercise Science and Sport Management were created. The creation of the majors necessitates discontinuation of the concentrations.

ANALYSIS:
The external program review of the Human Performance and Sport Department was conducted in January 2016. The primary comment from the reviewer, Dr. John Barnes, was:

“…that there would be benefit to move each of the three major emphases under the HPS degree to individual program status. My recommendation is based upon two factors: First, it would create different course prefixes for each area, allowing under-MSU policy - students from one HPS area to minor in another HPS area. This would enable the department to capture more student credit hour production and better serve the needs of some department major students. Second, outside the department, HPS as a whole has a sizable faculty. However, when observed as the smaller program areas, each area has a faculty size that is fairly small. Demonstrating smaller numbers of faculty will make it easier for each area - as a program - to argue more effectively for more faculty lines”.

In addition to the aforementioned recommendation, the creation of the individual majors and the name changes from the those of the concentrations (Adult Fitness and Exercise Science and Sport and Industry Operations) to those of the new majors (Exercise Science and Sport Management):

- More accurately reflect standard University nomenclature for the disciplines.
- Increase marketing and search-ability.
- Eliminate confusion among graduates, the public, and MSU Denver faculty.
- Eliminate confusion with accrediting agencies associated with the discipline.

RECOMMENDATION:
The ASA Committee recommends Board of Trustee approval of the discontinuation of Human Performance and Sport Major with concentration in Sport Industry Operations, and Human Performance and Sport Major with Concentration in Adult Fitness and Exercise Science.
AGENDA ITEM: Discontinued Programs: Land Use Major Bachelor of Arts and Bachelor of Science, College of Letters, Arts and Sciences

BACKGROUND:
The Department of Earth and Atmospheric Sciences (EAS) offered a degree in Land Use with four concentrations. The purpose of the discontinuation of the Land Use degree is to provide for the conversion of the Land Use umbrella degree into distinct degrees in Geography, Applied Geology, and Geospatial Sciences. This is necessary because:

- Student's degrees will reflect faculty expertise and strengths;
- The last External Program Review suggested this modification;
- Student's degrees will indicate Geography, Applied Geology, and Geospatial Sciences rather than outdated Land Use verbiage. This degree terminology models nationwide degree and workforce trends.

ANALYSIS:
This program discontinuation provides for the new programs which strengthens the existing EAS Curriculum by:

- Adjusting the course requirements to meet societal and workforce needs;
- Updating the degree titles to reflect current academic terminology;
- Revising concentrations to focus on the Department of Earth and Atmospheric Science faculty's strengths; and
- Addressing current research and employment trends.

The discontinuation of the umbrella Land Use Degree with separate concentrations provided for the creation of new degrees in Applied Geology, Geography and Geospatial Sciences. The Bureau of Labor Statistics projects faster to much faster than average growth in these areas. Also, as noted previously, the discontinuation allows for the new degrees, in which degree terminology models nationwide degree and workforce trends.

RECOMMENDATION:
The ASA Committee recommends Board of Trustee approval of the discontinuation of the Land Use Major Bachelor of Arts and Bachelor of Science.
AGENDA: New School: School of Hospitality, Events and Tourism (HEaT)

BACKGROUND:
The Department of Hospitality, Tourism and Events (HTE) has received local and national recognition, both in academia and in the professional community, as an innovator in curriculum development and execution. Since moving to the Hotel and Hospitality Learning Center facility in August 2012, HTE faculty and staff have worked assiduously to recruit and accommodate students even more effectively, to capture new business opportunities, and to prepare the next generation of professionals to manage industry challenges such as globalization, sustainability, and rapidly changing consumer demands. The next recommended step in the evolution of the program is the creation of a School of Hospitality, Events, and Tourism (HEaT) to expedite the growth and recognition of the hospitality programs and put our program on par with other preeminent HTE-type programs in the nation. This step is highly recommended by our industry advisory council.

ANALYSIS:
MSU Denver offers four full degrees in Hotel Management, Restaurant Management, Tourism Management, and Events Management that uniquely meet the needs of the workforce and provide support and talent for the top economic driver in the State of Colorado. Examination of 11 other national programs, with all but one under the moniker school or college, reveals the following list of key success factors or differentiators for the proposed School of HEaT:

- Only program in Colorado, and one of six undergraduate programs nationally, currently offering Bachelor of Science degrees in four hospitality industry-related areas of practice: Hotel Management, Restaurant Management, Event and Meeting Management, and Travel and Tourism Management.

- Additional innovative programs developed in response to industry needs include Bachelor of Science degrees in Brewing Operations, Craft Brewing and Pub Operations and both a minor and certificate in Urban Agriculture.

- Courses and programs that are taught by academics and practitioners with real world experience, highly regarded reputations and recognition within their respective professional fields (including prestigious international awards), long term local connections and significant professional networks.

- High value courses and programs at reasonable cost, considerably lower than competitors.

- Combined Hotel and Hospitality Learning Center, one of only 11 nationwide and the only facility of its kind in the region, enhanced by the location and high visibility of the Marriott SpringHill Suites in downtown Denver.

- Opportunities for funding from grants and donors, such as the Dimond Fellowship program, that capitalize on our uniqueness as an institution and the unique attributes of our hard working students (e.g., high percentage of first generation college students).

- Robust entrepreneurial activities, capitalizing on market opportunities for new private/public partnerships, such as those currently in progress with the beer, travel and event industries.

The proposed School of Hospitality, Events and Tourism (HEaT) at MSU Denver meets all of the criteria for a school at MSU Denver (Policies Governing Colleges and Schools, p.2 -02/10/14) including:
Being a single disciplinary academic program since the designation “School” would place the program at a competitive advantage by aligning with national norms;

Assisting the program in competing for external resources, such as naming opportunities;

Positioning the program to better compete with similar programs at like institutions; and

Aligning the program with the perception of the community.

Creating a School of HEaT will accomplish each of the above tasks as well as increase awareness of our degrees offering industry-relevant, competitive, lower-cost, and high-value programs from which students graduate workforce-ready.

Organizational Chart (See Attached)

The proposed School of Hospitality, Events and Tourism would initially be housed in the College of Professional Studies to maximize resources and minimize startup expenses for the new entity.

As a School within the College of Professional Studies, the initial organizational structure of HEaT will change minimally, replacing the current HTE department Chair with a Director, along with an additional administrative assistant. As funding becomes available to increase faculty, advising and administrative staff, and at such time as it is appropriate to consolidate the majors.

Note that in phase II an academic/career advisor is slated to be added to the School. The need for dedicated academic and career advising was identified by Stuart Mann, former Dean of the School of Hospitality at UNLV, who was contracted as part of the Dimond gift to determine next steps in elevating our hospitality programs to be among the best. In his report, he noted the mixed quality of advising among the faculty and recommended that a center of academic advising be created to relieve all faculty of the nuts and bolts of program and course advising. All staff advisors would be responsible for course and program recommendations as well as certifications of academic progress and graduation. Faculty would only focus on career advising.

With Carol Krugman’s retirement, the search of a director is slated to start this summer, budget pending. Given the intended high profile of our program, a director who is well connected in the hospitality industry, locally as well as nationally, for fund-raising and partnerships who has excellent management and leadership skills will be sought.

Budget (Will Bring to Meeting)

RECOMMENDATION:
The ASA Committee recommends Board of Trustees approval of the School of Hospitality, Events, and Tourism (HEaT).
School of Hospitality, Events, and Tourism

Current Organization Chart

Phase II Organizational Chart
AGENDA ITEM: Administrative Policymaking Policy

BACKGROUND:
For a number of years, the Board of Trustees and university staff have discussed the need to conform the Handbook for Professional Personnel and the Trustees Policy Manual to best practice. The essential charge of any such changes would be for the Board to retain its fundamental governance authority while delegating authority to the President, Provost and other university leaders to create and approve appropriate administrative and academic policies. Some progress has been made in this regard, but an overall structure designed to support comprehensive and compliant policymaking was lacking. Moreover, the statement in the Board Policy Manual that the Board has the “sole responsibility and authority” to formulate policy for the university, has never been changed to be consistent with the Board’s expressed desire to allow the President and senior leadership to create campus policies.

In 2014, a cross-operational Policy Management Taskforce was formed and developed a vision, goals, and process to streamline MSU Denver’s policy development process. A policy administrator, housed in the Office of Institutional Effectiveness (Team DELTA), was hired in 2016 to facilitate the policy development process by defining the roles and responsibilities of the various groups involved in the review and decision-making process and developing a centralized, searchable repository of University-wide policies. In addition to the specific university division with expertise in the policy area shouldering primary responsibility for drafting new or revised policies, any proposed policies are now reviewed by the university-wide Policy Advisory Committee, the University community, and President’s Cabinet prior to being presented to the President and Board for approval.

The policy on administrative policymaking (attached) was drafted to make explicit the Board’s delegation of its authority to the President for campus administrative policy making.

AUTHORITY:
Pursuant to Section 1.8 of the Trustees Policy Manual, the Board currently retains the “sole authority and responsibility” to formulate policy for the university. Section 7.1 of the Trustee Policy Manual, however, states that the President is responsible to the Board of Trustees and has general authority and responsibility for the university.

ANALYSIS:
Delegation of the Board’s current “sole” authority to formulate policies governing the University is necessary to effectuate the Board’s expressed desire to delegate its authority for certain policies to the President and other university administrators. The policy at issue delegates authority to the President to enact administrative policies governing the operations of the University. A University-wide policy advisory committee is now operational, and will ensure that policies formulated for the President’s approval will be developed in a consistent and transparent manner in compliance with applicable rules, regulations, and requirements. A commensurate policy on academic policy making will be forwarded to the Board in the Fall of 2017 to ensure that the Board’s intended delegation of authority covers both the administrative and academic policy making functions of the University. These two delegations will essentially obviate most existing sections of the Trustees Policy Manual, and further recommendations will be made for certain policies over which the Trustees desire to retain authority.
**RECOMMENDATION:**
The Governance Committee recommends Board of Trustees approval of the Administrative Policymaking Policy.

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**Revised Administrative Policymaking Policy**
Office of Institutional Effectiveness
*Revised April 20, 2017*
For Board of Trustees Review

**Introduction**
- **Title:** Administrative Policymaking  
- **Functional Area:** Administration and Operations  
- **Authority:** C.R.S. § 23-54-101, et seq. (2002) authorizes the Trustees of Metropolitan State University of Denver (MSU Denver) to establish rules and regulations to govern and operate the University and its programs. The Trustees retain authority to approve, interpret, and administer policies pertaining to the governance of the University. The Trustees grant authority to the President of MSU Denver to approve, administer, and interpret policies pertaining to the operation of the University.  
- **Purpose:** This policy defines the process to establish, amend, and archive policies governing the administration and operation of the University and its programs.  
- **Scope:** University policies and procedures apply to all members of the University community or a subset of all members of the University community, such as all employees or all students, as specified in a particular policy. Divisional and departmental policies and procedures not conflicting with University policies do not fall within the scope of this policy. Academic policies also do not fall within the scope of this policy.

**Roles and Responsibilities**
- **Authority:** President  
- **Responsible Executive:** Vice President for Administration  
- **Responsible Administrator:** Policy Administrator  
- **Responsible Office:** Office of Institutional Effectiveness  
- **Policy Contact:** Policy Administrator, policy@msudenver.edu  
- **Additional Roles and Responsibilities:**

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Trustees</td>
<td>The Board of Trustees approves, interprets, and administers policies pertaining to Board governance and operations.</td>
</tr>
<tr>
<td>Role</td>
<td>Description</td>
</tr>
<tr>
<td>-------------------------------------------</td>
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</tr>
<tr>
<td>President</td>
<td>The President approves, interprets, and administers policies pertaining to University governance and operations.</td>
</tr>
<tr>
<td>President’s Cabinet</td>
<td>The President’s Cabinet reviews proposed policies and revisions and recommends to the President whether a proposed policy should be approved. The President’s Cabinet reviews policy impact statements to recommend if a proposed policy should undergo development.</td>
</tr>
<tr>
<td>Responsible Executive</td>
<td>The Responsible Executive is the University officer or other authorized institutional official responsible for providing high-level oversight and stewardship of the policy.</td>
</tr>
<tr>
<td>Responsible Administrator</td>
<td>The Responsible Administrator is the University Officer or other authorized institutional official responsible for overseeing operation of and compliance with the policy. As the subject matter expert, the responsible administrator or designee drafts the proposed policy or revision, incorporates feedback from stakeholder groups, implements the policy once approved, and trains the campus community on the policy or revision.</td>
</tr>
<tr>
<td>Policy Administrator</td>
<td>The Policy Administrator oversees the University’s Policy Management Program and chairs the Policy Advisory Committee. This position supports policy developers and stakeholders by facilitating the policy development and review process; researching best practices on proposed policies; providing policy development tools and templates; communicating with the University community regarding proposed, approved, and archived policies; and maintaining the University’s policy library.</td>
</tr>
<tr>
<td>Policy Advisory Committee</td>
<td>The Policy Advisory Committee reviews policy proposals for currency, clarity, and consistency with other internal and external rules and regulations. The Policy Advisory Committee may also research best practices on proposed policies and assist policy owners with drafting policies and policy impact statements. The Policy Advisory Committee is comprised of policy experts from each of the main operational areas and shared governance groups.</td>
</tr>
</tbody>
</table>
Policy Contact | The policy contact is the individual position or office the University community should contact with questions on the policy.
---|---
Policy Stakeholder | Policy stakeholders are individuals or groups who are impacted by a particular policy and should provide feedback on those impacts during the policy development phase.
---|---
Responsible Unit | The Responsible Unit is the office, department, or organization responsible for overseeing or operating a policy. Responsible units are also responsible for communication, training, and assessment of policies overseen by that unit.

**Policy and Procedures**

- **Policy:**

  1. **Criteria**

     1.1 An administrative university policy will: (1) advance the university’s vision, mission, values, or strategic plan; (2) align university governance and operations with accreditation, legal or other externally imposed requirements; and/or (3) address an operational efficiency or institutional risk.

     1.2 Administrative university policies and procedures apply to all members of the University community or a subset of the University community, such as all employees or all students, as specified in a particular policy.

  2. **Principles**

     2.1 MSU Denver’s process to establish, amend, or archive administrative university policies will be consistent, well documented, and transparent.

     2.2 Impacted stakeholders, including students, faculty, staff, administrators, and other relevant constituent groups, will have the opportunity to participate in the review and deliberation process prior to the establishment, amendment, or archiving of an administrative university policy.

     2.3 Approved administrative university policies will be documented in a consistent, centralized, and readily searchable format.
2.4 Responsible units will communicate with and train the appropriate members of the University community when administrative university policies are established, amended, or archived.

2.5 Responsible units will review existing administrative university policies on a regular basis for currency, clarity, and consistency with other internal and external rules, regulations, and requirements.

2.6 Responsible units will assess the effectiveness of policies overseen by that unit, including training and communication of policies, on an ongoing basis.

2.7 Administrative university policies that are no longer relevant will be archived in a manner consistent with the State of Colorado’s and the University's records retention policy.

3. Approval

3.1 C.R.S. § 23-54-101, et seq. (2002) authorizes the Trustees of Metropolitan State University of Denver (MSU Denver) to establish rules and regulations to govern and operate the University and its programs. The Trustees are responsible for approving, interpreting, and administering policies pertaining University governance. The President of MSU Denver is responsible for approving, administering, and interpreting policies pertaining to the operation of the University.

4. Expedited or Interim Policies

4.1 The President may approve an interim administrative university policy when the standard time for review and approval is insufficient to address legal requirements or a significant institutional risk.

4.2 If approved, interim policies are active for one year, during which time the responsible office must complete the standard policy review and approval process.

4.3 Interim policies must be documented and published in a standard format consistent with approved policies.

4.4 Grammatical, technical, and legal changes may be made to policies to reflect current legal requirements and University branding and standards.

- Procedures:

- See MSU Denver Procedures for Establishing, Amending, and Archiving Administrative University Policies.
- **Definitions:**

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority</td>
<td>The individual or entity with the power or right to enforce and to make decisions regarding a particular policy.</td>
</tr>
<tr>
<td>Academic Policy</td>
<td>A statement of principles guiding the administration and operation of academic programs within the University. Academic programs include, but are not limited to: general education, degree programs, major, minor, certificate, and teacher preparation programs.</td>
</tr>
<tr>
<td>Administrative Policy</td>
<td>A statement of principles guiding the administration and operation of the University and its programs. The statement should include what is permitted or prohibited, what is required, or how issues will be handled. <em>NOTE: If viewers read only this section, they should know what the policy is and how it extends to the university. How-to procedures can be elaborated in the Procedures section.</em></td>
</tr>
<tr>
<td>Definitions</td>
<td>The meaning of any specialized terms included in a policy that may be subject to interpretation if undefined.</td>
</tr>
<tr>
<td>Functional Area</td>
<td>The broad, operational area to which the policy belongs, such as academic, administration, finance, human resources, information technology, and students.</td>
</tr>
<tr>
<td>Policy Contact</td>
<td>The title of the individual or office the university community should contact with questions on the policy.</td>
</tr>
<tr>
<td>Policy Number</td>
<td>An alphanumeric ID based on policy type designated by the policy office on approval.</td>
</tr>
<tr>
<td>Policy Steward</td>
<td>A policy steward provides oversight of a policy. Policy stewards include responsible executives, administrators, contacts, units, and stakeholders.</td>
</tr>
<tr>
<td>Procedure</td>
<td>The step-by-step actions required to operate or comply with the policy.</td>
</tr>
<tr>
<td>Purpose</td>
<td>The rationale for adopting the policy. The purpose may include the problem or conflict the policy is designed to resolve and should reference regulatory or legal reasons for the policy, if applicable.</td>
</tr>
<tr>
<td>Responsible Administrator</td>
<td>The title of the University officer or other authorized institutional official responsible for overseeing operation of and compliance with the policy.</td>
</tr>
</tbody>
</table>
Responsible Executive | The title of the University officer or other authorized institutional official responsible for providing high-level oversight and stewardship of the policy.
---|---
Sanction | Any penalties, such as disciplinary action and/or civil or criminal penalties, resulting from failure to comply with a policy.
Scope | The University population to whom the policy applies and under what conditions.
Title | A brief, descriptive heading for the policy.

**Related Information**
List other policies, procedures, forms, or information, such as legal or regulatory information, that should be cross-referenced.

- Related Policies and Procedures
  - Colorado Commission on Higher Education Policies and Procedures
  - Colorado Records Management Manual
  - Higher Learning Commission Criteria for Accreditation
  - MSU Denver Procedures for Establishing, Amending, and Archiving Policies
- Related Rules and Regulations
  - U.S. Code of Federal Regulations: Title 34 Education (Higher Education Act of 1965, as revised)
- Related Websites
  - ecfr.gov
  - policy.hlcommission.org/Policies/criteria-for-accreditation.html
  - highered.colorado.gov/Publications/Policies/
  - msudenver.edu/trustees/policies/
  - msudenver.edu/universitypolicy
- Related Resources
  - MSU Denver Policy Development Guide
  - MSU Denver Policy Writing Guide

**Policy History**
- **Effective:** 2007
- **Revised:** TBD
- **Revision Notes:** Replaces policy formulation policy and procedures included in the 2007 version of the Trustees Manual with regard to administrative policies.
Policy Review and Approvals

Policy Advisory Committee Review Date: 2/20/17

University Community Review Date: 2/27/17-3/20/17

President’s Cabinet Review Date: 4/17/17

Board of Trustees Approval Date:

**For Policy Office Use Only**

Policy Number:
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, March 10, 2017.

BACKGROUND: Report includes appointments of temporary faculty and administrators, faculty promotions, leaves without pay, administrative leaves, resignations, nonrenewal of probationary faculty members, and transitional retirements, which are delegated to the President and do not require approval by the Board of Trustees.

RESIGNATIONS

Ms. Emma Byers, Assistant Director – Office of Social Work Student Services, Effective March 10, 2017. (Personal Reasons)

Mr. William Carver, MET Lab Technician, Effective March 10, 2017. (Personal Reasons)

Ms. Stephanie Martin Shewfelt, Associate Director – Women’s Studies, Effective March 10, 2017. (Relocation)

Mr. Mark Cox, Senior Director of Marketing and Internal Communications, Effective March 24, 2017. (Personal Reasons)

Ms. Erica Quintana-Garcia, Interim DIME Coordinator, Effective March 31, 2017. (Personal Reasons)

Ms. Allison Morgan, Academic Advisor, Effective April 21, 2017. (Accepted a position outside of the University)

RETIREMENTS

Ms. Debra Gettings, Administrative Assistant III, Effective April 30, 2017