



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

Committee and Board Meetings Schedule

September 13-14, 2018

Thursday, September 13, 2018

Jordan Student Success Building, Suite 440A (Trustees' Boardroom)

8:00 a.m. – 9:00 a.m. **Governance Committee** (*Breakfast available at 7:30 a.m.*)

9:00 a.m. – 11:00 a.m. **Finance Committee**

11:00 a.m. – 12:15 p.m. **ASA Committee** (*To-go lunches provided for Trustees.*)

Friday, September 14, 2018

Jordan Student Success Building, Suite 440A (Trustees' Boardroom)

7:30 a.m. – 8:15 a.m. **Executive Session** (*Breakfast available at 7:00 a.m.*)

Jordan Student Success Building, Suite 420 (CAVEA Theater)

8:30 a.m. – 11:30 a.m. **Public Business Meeting** (*To-go lunches provided for Trustees.*)



METROPOLITAN STATE UNIVERSITY of DENVER BOARD OF TRUSTEES

Friday, September 14, 2018

Executive Session: 7:30 a.m. – 8:15 a.m. (*Suite 440A - Trustees' Boardroom*)

Public Meeting: 8:30 a.m. – 11:30 a.m. (*Suite 420 - CAVEA Theater*)

Jordan Student Success Building | 890 Auraria Pkwy., 4th Floor

I. CALL TO ORDER

II. EXECUTIVE SESSION

An Executive Session may be held in consideration of appointment or employment of a public official or employee or the dismissal, discipline, promotion, demotion, or compensation of, or the investigation of charges or complaints against an employee, pursuant to C.R.S. § 24-6-402(3)(b)(I)(2018); to discuss specialized details of security arrangements or investigations, including defenses against terrorism, both domestic and foreign, and including where disclosure of the matters discussed might reveal information that could be used for the purpose of committing, or avoiding prosecution for, a violation of the law, pursuant to C.R.S. §24-6-402(3)(a)(IV)(2018); and to conference with an attorney representing the state public body concerning disputes involving the public body that are the subject of pending or imminent court action, concerning specific claims or grievances, or for purposes of receiving legal advice on specific legal questions, pursuant to C.R.S. § 24-6-402(3)(a)(II)(2018).

III. CHAIR'S WELCOME & REPORT *(5 min.)*

- A. Welcome New Faculty Trustee, Chris Harder
- B. Board of Trustees and Foundation Board Joint Retreat: October 25-27, 2018 at Devil's Thumb Ranch

IV. CONSENT AGENDA *(2 min.)*

- A. Approval of May 4, 2018 Board of Trustees Meeting Minutes
- B. Office of Human Resources report of personnel actions for the Board's approval, which have occurred since the last Board Meeting on Friday, May 4, 2018

V. PRESENTATIONS

- A. Capital Renewal Projects – *Tina Wells & Sarah Harman (40 min.)*
- B. Educational Quality and Student Success: Student Success and High Impact Practices – *Dr. Rhonda Eaker & Dr. Elizabeth Parmelee (20 min.)*
- C. Prosperity Denver – *Cathey Finlon (15 min.)*

VI. REPORTS & ACTION ITEMS

- A. President's Report – *President Janine Davidson (20 min.)*

- B. State Legislative Report – *Christine Staberg, The Capstone Group, LLC (10 min.)*
- C. Finance Committee – *Trustee Wendy Dominguez (5 min.)*
 - i. Fiscal Year 2018-19 Phase II Base Budget Revision
- D. Academic & Student Affairs Committee – *Trustee Elaine Gantz Berman (5 min.)*
 - i. Renaming the Faculty Senate Diversity Committee Post-Doctoral Fellows (FSDCPDF) Program
 - ii. Approval of Phase One Review Process for New Degree Programs: Bachelor of Arts, Sound and Vision, College of Professional Studies
- E. AHEC Board Report – *Trustee Elaine Gantz Berman (5 min.)*
- F. Foundation Report – *Trustee Jim Mulligan (10 min.)*
- G. Faculty Trustee Report – *Trustee Chris Harder (5 min.)*
- H. Alumni Representative Report – *Trustee Judy George (5 min.)*
- I. Student Trustee Report – *Trustee Lacey Hyde (5 min.)*
- J. Faculty Senate Report – *Matt Makley, President (5 min.)*
- K. Student Government Report – *Justin Darnall, President (5 min.)*

VII. INFORMATION ITEMS (1 min.)

- A. Human Resources report of personnel actions for the Board’s information, which have occurred since the last Board Meeting on Friday, May 4, 2018

VIII. PUBLIC COMMENT (5 min.)

IX. ADJOURNMENT



Christopher Harder, Ph.D.
Faculty Trustee

Chris Harder was elected to the MSU Denver Board of Trustees in 2018.

Dr. Harder is an Associate Professor of Mathematics in the Department of Mathematical and Computer Sciences. He is a Metro alumnus who went on to get his Ph.D. in Applied Mathematics at the University of Colorado Denver. Chris also spent time as a postdoctoral researcher at Brazil's National Laboratory for Scientific Computing before returning to MSU Denver. From Lakewood, Chris grew up running and biking on the trails around the metro area as well as skiing, hiking, and fishing all around Colorado.

2018 MSU Denver Joint Board Retreat Information

A detailed retreat agenda is being developed and will be distributed when finalized.

Retreat Dates: October 25, 2018, 12:00 p.m. – October 27, 2018, 8:00 a.m.

Retreat Location: Devil's Thumb Ranch
 3530 County Road 83
 Tabernash, CO 80478

Board of Trustees & Foundation Board Joint Retreat Schedule	
Board of Trustees Retreat Schedule	
Thurs., Oct. 25 th	Arrive at Devil's Thumb Ranch by Noon
Thurs., Oct. 25 th ; 12:00 p.m. – 1:30 p.m.	Welcome and Lunch
Thurs., Oct. 25 th ; 1:30 p.m. – 5:00 pm	BoT Meeting
Thurs., Oct. 25 th ; 6:30 p.m. – 9:00 pm	Cocktail Reception & Dinner
Fri., Oct. 26 th ; 7:30 a.m. – 8:30 a.m.	Breakfast
Fri., Oct. 26 th ; 8:30 a.m. – 12:00 p.m.	BoT Board Meeting
Joint Retreat Schedule (Board of Trustees & Foundation Board)	
Fri., Oct. 26 th ; 12:00 p.m. – 1:00 p.m.	Joint Lunch
Fri., Oct. 26 th ; 1:00 p.m. – 5:00 p.m.	Joint Meeting
Fri., Oct. 26 th ; 6:00 p.m. – 9:00 p.m.	Joint Dinner/Social Event
Sat., Oct. 27 th ; 7:00 a.m. – 8:00 a.m.	Joint Breakfast
Sat., Oct. 27 th	BoT members depart after joint breakfast
Foundation Board Retreat Schedule	
Sat., Oct. 27 th ; 8:00 a.m. – 11:30 a.m.	Foundation Board Meeting
Sat., Oct. 27 th ; 11:30 a.m. – 12:30 p.m.	Foundation Board Working Lunch
Sat., Oct. 27 th ; 2:00 p.m.	Foundation Board Meeting Ends

METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES MEETING
(including Academic and Student Affairs Committee Meeting)
Friday, May 4, 2018
MINUTES

I. EXECUTIVE SESSION:

Chairman Jack Pogge read the Trustees into Executive Session at 7:30 a.m. and asked for a motion. The motion was made and seconded, and unanimously approved.

II. CALL TO ORDER:

The Board of Trustees meeting was called to order at approximately 8:30 a.m. by Chairman Pogge. He was joined by Vice Chairwoman Barb Grogan, Trustee Elaine Berman, Trustee Wendy Dominguez, Trustee Michelle Lucero, Trustee Jim Mulligan, and Trustee Jeff Shoemaker. Faculty Trustee Kenn Bisio, Student Trustee Lacey Hyde, and Alumni Representative Judy George were also in attendance, along with President Janine Davidson, Assistant Board Secretary Nick Stancil, Treasurer George Middlemist, Assistant Secretary to the Board Melinda Olivarez, various faculty, administrators, and staff.

III. CHAIR'S WELCOME & REPORT:

A. Adoption of 2018-2019 Board of Trustees Meeting Schedule.

Trustee Mulligan **moved for approval** of the 2018-2019 Board of Trustees Meeting Schedule, with a **second** by Trustee Lucero. The motion was **unanimously approved**.

B. Recognition of Faculty Trustee Kenn Bisio.

President Janine Davidson and the Board of Trustees thanked Faculty Trustee Kenn Bisio for the many significant contributions he has made to the University and for his service on the Board. A retrospective of Trustee Bisio's work will be displayed at the Denver Art Museum in 2020.

C. Academic and Student Affairs (ASA) Committee Meeting Minutes.

ASA Committee Chairwoman Elaine Berman called the meeting to order at approximately 8:50 a.m., as part of the regular business meeting of the Board of Trustees.

IV. INFORMATION ITEMS:

A. Office of Human Resources report of personnel actions for the Board's information which have occurred since the last Board meeting on February 9, 2018.

V. CONSENT AGENDA:

A. Approval of February 9, 2018 Board of Trustees meeting minutes.

B. Office of Human Resources revised report of personnel actions for the Board's approval which have occurred since the last Board meeting on February 9, 2018.

C. Approval of Recommendations for Tenure Upon Appointment (carry-in).

Chairman Pogge said that recommendations for approval of tenure upon appointment include one for Dr. Jessica Ritter and one for Dr. Daniel Lair.

D. Approval of Faculty Tenure Recommendations (carry-in).

Provost Golich said that each of the 22 candidates for tenure has done remarkable work. Many have international reputations. Earning tenure is earning a property right, Provost Golich said, and it is appropriate to honor this momentous time in faculty members' lives.

Trustee Lucero **moved for approval** of the Consent Agenda, with a **second** by Trustee Mulligan. The motion was **unanimously approved**.

VI. REPORTS & ACTION ITEMS: (taken out of order)

A. State Legislative Report.

Christine Staberg and her team are tracking 81 bills related to higher education, and an additional 47 related to K-12 education. Legislators have until Monday morning to add bills, before they adjourn on Wednesday evening.

The biggest priority for MSU Denver, HB 1322 on the budget, was signed into law by the Governor last week. The budget included a 9.4% increase to MSU Denver under the state's funding formula for higher education, which is equivalent to approximately \$4.9 million. That brings total state funding for MSU Denver to approximately \$56.5 million. Last year Ms. Staberg and her team worked with the DOHE and the commissioners to request a change in the allocation of, or the weight given to, the Pell factor. As a result, MSU Denver's allocation of Pell funds grew to \$565,000 under the formula this year.

There was also a 9% increase in financial aid made available to MSU Denver students, which is equivalent to approximately \$1.7 million.

The JBC also approved \$7 million for the Colorado Opportunity Scholarship Initiative (COSI), which is now a partnership with the Denver Scholarship Foundation. There are three full-time staffers at MSU Denver who are funded through that allocation. They provide specifically student support services.

The Long Bill included a 3% cap on in-state tuition.

Built on findings from a council led by Chemistry Professor Emily Ragan on operationalizing open education resources, HB 1331, the Open Educational Resources (OER) legislation, was signed into law last week. It provides one additional FTE and \$660,000 to develop OER resources at all institutions of higher education. MSU Denver and its students took a leading role in chairing the committee that created this legislation and in advocating for it as a state funding priority.

Ms. Staberg's team helped draft HB 1332, which puts \$2 million into a grant pot with the Department of Higher Education (DOHE) for teacher education programs. MSU Denver will apply for a grant from this program. This is money that is referred to as the "teacher shortage

package.” The money is intended to address the teacher shortage in K-12 as well as higher education, and to provide alternative licensure for teachers.

The budget also contained Level 1 controlled maintenance, which covers two projects on the Auraria Higher Ed Complex: One in the Admin Building and one in the 7th Street Classroom Building.

Two items that were in the Governor’s request were not approved: One was a \$5 million request for career and technical education, and the other was the Emergency Completion and Retention grant.

Institutions of higher education requested additional funds from the legislature, separate and outside of the funding formula. Initially, the JBC set aside \$18 million. That was later lowered to \$16.8 million, with distribution to be determined. Senate Bill 262 was sponsored by the Speaker of the House and Senator Bob Gardner. The funding being sought is dedicated to delivery of Master Plan goals. President Davidson testified in support of the bill. If the bill does pass, MSU Denver would receive one-time funding of \$2.5 million.

Legislation to make it unlawful to sell academic assignments online was proposed by Accounting Professor Greg Clifton. The bill, HB 1252, passed the House and Senate and is on its way to being signed by the Governor.

In a conversation with a member of the legislature at the University’s Legislative Reception, Professor Elizabeth Hinde mentioned the need for fingerprinting and background checks for students in educator preparation programs. As a result of that conversation, the legislator drafted SB 229 the following morning. MSU Denver was the only higher education institution to introduce this legislation, although deans in educator preparation programs at other institutions did testify in support of it. The Colorado Bureau of Investigation and the Colorado Department of Education (CDE) will provide technical support to higher education institutions in this initiative, and the Federal Bureau of Investigation has voiced its support and has preliminarily signed off on the initiative as well.

HB 1189 was initiated to fund teacher and educator preparation programs. The bill requested \$200,000 in funding, with a private match by the Rose Foundation. Ms. Staberg and her team noticed that additional moneys were becoming available as other budget-related initiatives failed. They were able to triple the original amount and there is now a pot of \$600,000 in grants that will be administered through the CDE. This brings the total amount of grants available to institutions of higher education to \$2.6 million.

SB 86 began as a blockchain bill. After the budget passed, it became a vehicle for additional money for cybersecurity programs. The Governor’s office made a recommendation on funding higher education institutions. Although other institutions were to receive funding in SB 86, MSU Denver was not among them. The University pressed to have its name added as well. President Davidson was very helpful, Ms. Staberg said, in creating the case that MSU Denver should receive assistance in financing its developing Cybersecurity program. Dr. Davidson

testified in support and as a result, MSU Denver will receive \$1. Million in increments of \$30,000 over five years, which will fund MSU Denver's Cybersecurity program. 10% of the allocation will fun toward scholarships for students in the Cybersecurity program. That bill is on third reading in the House and will go back to the Senate for concurrence, with amendments.

VII. PRESENTATIONS:

A. Clean River Design Challenge.

Trustee Shoemaker introduced the Clean River Design Challenge. MSU Denver's One World One Water Center, the Colorado School of Mines, and UCD, partnered with The Greenway Foundation in a competition intended to raise awareness and find innovative solutions to urban trash that eventually finds its way into urban waterways.

Lauren Berent from The Greenway Foundation said that as part of the competition, students in the Fall Semester were to research and design a system to retrieve trash from streams. In the Spring Semester, their assignment was to build a full-scale prototype of that system. Teams received a \$1,000 reimbursement to build the full-scale prototype. Eighteen students originally signed up; five were invited to participate in the Spring Semester project of building a full-scale prototype; and two of those completed a model which was presented to the judges at the end of the year. The teams presented their prototypes to the Greenway Foundation Board.

VIII. REPORTS & ACTION ITEMS: (continued)

B. Finance Committee Report.

Trustee Dominguez said that Finance Committee discussed the following items:

i. Internal Audit Presentation. Students in Accounting analyzed the Study Abroad programs to identify key risks and other issues. No significant risk associated with the programs was identified; however, the students found that the processes used to create and support the programs could be improved. They recommend that the Office of International Studies, Accounting Services, and faculty work together to create more meaningful reports to be used by faculty.

ii. Tuition Window Analysis. The Committee discussed the effectiveness of the tuition window, originally created to help retain and assist students in graduating earlier by taking a fuller load of classes. The data seems to indicate that the tuition window is not providing the intended incentive. In an effort to avoid unintended consequences by limiting or eliminating the window, the Committee asked staff, students, and other key stakeholders to study the issue further and bring their recommendations to the Board meeting in September.

iii. Fiscal Year 2018-19 Tuition and Fee Rates. Staff have recommended that the Board increase tuition by 3%, the cap allowed by the Long Bill, and increase fees by an average of 14.7%. A new \$45-per-semester fee to support the mental health needs of the University's students is a significant factor in the fee increase. Students approved this increase by a 72-to-28 margin. The Finance Committee recommends that the Board approve the tuition and fee increases.

iv. Fiscal Year 2018-19 Initial Base Budget. Staff presented the initial base budget. Spending decisions have been moved to September when a more accurate estimate of enrollment is available. Staff recommends approval of a base budget that would cover mandatory cost increases in the amount of \$3.9 million, and the Finance Committee recommends that the Board approve the initial base budget.

v. Student Affairs Fee Allocation for Fiscal Year 2018-19. The Student Affairs Fee, its allocation, and changes to its funding, are managed by Student Government. Members of Student Government recommended changes to the allocation of the Student Affairs Fee to cover mandatory cost increases. The Finance Committee recommends that the Board approve the changes to the allocation of the Student Affairs Fee.

vi. The Hotel and Learning Center bonds were refinanced on April 4, 2018. The new bonds are structured with an advance interest rate swap that will take place in September 2020. The new interest rate will be 2.45%, with swap fees of approximately 65 basis points, totaling 3.10%. The current rate is approximately 4.4%, so this refinancing represents a cash savings of approximately \$7.4 million over the life of the bonds, or a \$5.4 million net present value savings.

Trustee Dominguez **moved for approval** of the increases in tuition and fees, the initial base budget for FY 2018-19, and the Student Affairs Fee allocation as outlined in the May 3, 2018 meeting agenda of the Finance Committee, with a **second** by Trustee Mulligan. The motion was **unanimously approved**.

C. AHEC Board Report.

Trustee Berman said that the AHEC Board will tour several shared buildings prior to its next meeting. President Davidson added that there was a presentation about the scope of the deferred maintenance on all the AHEC buildings, which totals roughly \$80 million. AHEC is working on a different legislative strategy to fund the deferred maintenance. In the past, the three institutions on campus approached the legislature separately and funding the deferred maintenance ended up being nobody's top priority. President Davidson stressed that AHEC is responsible solely for upkeep – not updates – of the buildings on campus. MSU Denver has formed a council for infrastructure to systematically attack the issue of deferred maintenance. Trustee Berman said that the council will make a presentation at the next AHEC meeting in terms of how to address the deferred maintenance.

D. Foundation Report.

Trustee Mulligan provided an update regarding the Foundation's progress toward meeting its fundraising goals. Trustee Berman asked if information for the past year could be provided in future updates, alongside current goals and collections.

Trustee Mulligan announced three new staff members on the Advancement team: Brett Befus is AVP for Development; Megan Conklin has been hired as Executive Director of Corporate and Foundation Relations; and Katie Mnichowicz was hired as Alumni Coordinator.

E. Faculty Trustee Report.

Trustee Bisio expressed his desire to work with the incoming Faculty Trustee on several initiatives, including tuition reimbursement for which a pilot will be launched in Summer. Trustee Bisio said that he has consulted Faculty Senate President Matt Makley and members of the Faculty Senate Executive Committee, and as part of shared governance would like the Provost and the President to be voting members of Faculty Senate.

F. Alumni Representative Report.

Alumni Trustee Judy George reported that already, alumni giving has reached 94% of its goal for this calendar year. This represents the highest dollar amount of alumni gifts in the history of the institution.

G. Student Trustee Report.

Student Trustee Lacey Hyde stated that Student Government wrote to the legislature in support of Open Educational Resources.

Elections for Student Government were held recently, and Ms. Hyde was elected again to be Student Trustee for next year.

H. Faculty Senate Report.

Matt Makley reported that Faculty Senate had concluded its business for the 2017-18 year.

Steve Kreidler announced that Dr. Makley was re-elected Faculty Senate President.

I. Student Government Report.

Student Government President, Josh Gardner, announced that this will be his last year to represent Student Government.

Justin Darnall is the incoming SGA President. Mr. Darnall is an Honor Society inductee, and he sends his best wishes to the Board.

J. President's Report.

President Davidson provided an update on the themes laid out at last year's Welcome Home event, which included five areas of focus: strengthening student success; addressing shrinking resources; investing in people; delivering on the promise; and leading inclusively with intention.

Strengthening student success. Commencement ceremonies will be held next Friday at the Denver Coliseum at 9:00 a.m. and again at 3:00 p.m.

An estimated 1,757 students will graduate, which includes 1,586 undergraduates and 171 graduate students. Of those, 616 are students of color, 397 are Latino students, 98 are veterans. 535 graduates will be the first in their families to graduate from college. Alexander Jones, an 18-year-old Computer Science major, is graduating from high school at the same time that he graduates from college. He did this through the concurrent enrollment program MSU Denver offers through DPS.

As their senior project, three graduating Engineering students teamed up with medical professionals to design and 3D-print a new kind of cast. The technology for cast-making has not changed in nearly 200 years.

CBS-4 did a story about Connor Cottrill, who will graduate and who placed first in the Wild Ale Competition at the National Homebrew Competition in April. He will advance to the national round of judging in Portland. The Colorado Craft Brewery sponsors the College Beer Championship. Four finalists are picked for the nationwide competition. MSU Denver is one of only seven schools in the country accredited with Master Brewers of the Americas.

President Davidson invited Dr. Anthony Grant, Athletics Director, to speak to the many successes of student-athletes.

Dr. Grant said that student-athletes performed very well this year. A majority of athletic competitions are currently being wrapped up. Men's and Women's Track completed the season in the conference championship, but unfortunately did not have any NCAA qualifiers.

Men's and Women's Tennis are currently the conference regular season and tournament champions, for the second time in a row. The Men's Tennis program advanced to the NCAA Regional Tournament where they were unfortunately knocked out in the first round against Midwestern State, the number-one team in the region, but it was an outstanding performance by the student-athletes in Men's Tennis, Dr. Grant said.

Baseball is competing this weekend at Colorado Mesa University and vying for seeding in the conference tournament to be held next weekend. The highest seed is likely to be between Colorado School of Mines and Colorado Mesa University.

Softball is in the conference tournament, competing against Colorado Mesa University at this moment. The team won its first round against Colorado School of Mines yesterday.

The Athletic Scholarship Auction is scheduled for June 1 at the Grand Hyatt Pinnacle Room. Individual tickets are \$100; tickets for a table are \$1,000. Registration will be open until the 25th of this month. All the proceeds go to supporting student-athletes and scholarships.

Relative to Alumni Representative George's report on the Rockies 50/50 Raffle, Dr. Grant said that it is one example of how the Athletics presence in the community is an opportunity to elevate the entire University. That was an opportunity to sell raffle tickets at 81 home games. Dr. Grant commended Advancement and Alumni Relations folks for making this partnership grow. The University is guaranteed \$100,000 regardless of the number of tickets sold. The University also receives publicity at Coors Field. Its logo is shown around the ballpark and PSAs are made throughout the games. Athletics has partnered with students and the Alumni Association, and Dr. Grant said that it will expand into even more areas throughout the University in the next year

President Davidson reported that the Precision Flight Team is at the SAFECON National Collegiate Flight Team Competition. Their attendance was made possible through donor support.

Addressing Shrinking Resources. President Davidson said there will be more opportunities this summer to try for more public funding. She said the administration will engage the Board, faculty, and staff in pursuing those opportunities.

President Davidson spoke about the “C2 Hub,” or the “Classroom-to-Career Hub,” and circulated a draft of the plan. The basic message to legislators is that MSU Denver is the place to invest in in order to move the needle on the Master Plan. Rather than simply requesting additional funding, the C2Hub details the initiatives toward which any additional state funds would be applied.

Investing in People. President Davidson said that faculty and staff are absolutely essential to the success of students and delivery on the University’s mission here. She said that her administration remains steadfast in its commitment to MSU Denver becoming a destination of choice for faculty, staff, and students.

Among the Advisory Councils formed by President Davidson, a Health and Wellness Council is looking at ways to make the University an even better place. All the Advisory Councils have startup teams and are starting to roll out recommendations to President Davidson and her cabinet.

In addition to the new additions to the Office of Advancement mentioned by Trustee Mulligan, President Davidson announced that Barbara Beatty was selected from a national search to become the second full-time Ombuds for the University.

President Davidson said that the administration is in the final stages of hiring a Vice President of Student Affairs whose job it will be to flesh out President Davidson’s vision and connect it with the Roadways concept initiated by Provost Golich.

The search for a new Director of EO is still underway. The position will now report to the General Counsel.

The search for the Dean of HeAT is officially launching this summer. The candidate for this position will require a blend of industry experience and academic experience and they will also serve as the key fundraiser for this school.

President Davidson said that each year a cadre of faculty and staff are honored with Distinguished Service Awards and Faculty Senate Teaching Excellence Awards. This year those awards go to:

Gail Bruce Sanford, Director of the Counseling Center for 21 years
Cheryl Sipe from classified staff who has served at the University for over 22 years
Ellen Slatkin, a lecturer in the History department who has taught for over two decades

Matt Makley delivered the Faculty Senate Teaching Excellence Awards to:

Chris Keelin from Music; Affiliate awardee
Ali O'Brien, Education Cat II awardee
Corey Sell, Elementary Education tenure-track awardee;
Sue Barnd, Physical Education tenured awardee;

A new award, the Presidential Recognition Award, went to Joan Foster.

President Davidson announced that Dr. Lupe Martinez is retiring after 33 years of service to the University.

Leading Inclusively with Intention. Inclusive Leadership is the secret sauce for innovation and problem-solving in a large, talented, and diverse institution, President Davidson said.

In September President Davidson announced the creation of Advisory Councils to tackle these high-priority challenges facing the university, and to surface big, new ideas. They're in startup mode and have been working hard, reaching out to faculty, staff, students, and community members to gather information that will help to continuously address problems at the University and also to continuously innovate.

President Davidson launched the Inclusive Leadership Initiative this spring with a full-day summit in February. Nearly 100 leaders across campus attended, brainstorming about shared governance, and how to operationalize shared governance into this new idea of inclusive leadership. Coordination, over conflict, is the underlying goal. This ongoing initiative will help the University thrive.

Delivering on the promise of Dr. Stephen Jordan. President Davidson said that the University continues to work on the initiatives brought forward by Dr. Jordan. There is tremendous support for the University's DACA students, with an outstanding team that has collaborated to provide myriad services, such as counseling, legal, and monetary assistance.

Last month MSU Denver received the Downtown Denver Partnership Award for its Aerospace and Engineering Sciences Initiative. The 25-member jury voted unanimously for the state-of-the-art facility, which opened last summer. The prestigious award celebrates organizations, events, and initiatives that make a positive impact on Denver. Winning projects contribute to building a unique, vibrant, and diverse downtown Denver. The Greenway Foundation also received their award at that event for their work on the Riverpoint Building in Confluence Park.

President Davidson recognized those who were involved in her Presidential Collaboration and Teamwork Award. The work of these individuals was cross-disciplinary and provides a model that can be scaled to other endeavors at the University. The awards went to:

Jenn Capps, interim dean of the College of Professional Studies
TJ De Cino, Director of Aeronautics and Aerospace Systems Laboratories

Leone Dick, Chief of Staff to the Vice President of Administration
Jeff Forrest, Chair, Department of Aviation and Aerospace Science
Joan Foster, Chair, College of Letters, Arts, and Sciences
Aaron Gordon, Professor, Department of Mathematical and Computer Sciences
Sandra Haynes, former Deputy Provost
Mingli He, Chair, Department of Engineering and Engineering Technology
Stephen Jordan, former President of MSU Denver
Richard Krantz, Chair, Department of Physics
Steve Kreidler, Vice President for Administration and Finance
Cathy Lucas, Vice President of Strategy, Chief of Staff
Abel Moreno, Chair, Department of Computer Information Systems
Sean Nesbitt, former Director, Facilities Planning
Randy Owens, Lecturer, Department of Aviation and Aerospace Science
Robert Park, Lockheed Martin, Endowed Director, Advanced Manufacturing Sciences Institute
Ken Phillips, Associate Professor, former Chair, Department of Industrial Design
Richard Pozzi, former Chair, Department of Engineering and Engineering Technology
Ted Shin, Professor, Chair, Department of Industrial Design
Jerry Shultz, Department of Math and Sciences
Tina Wells, Director of Facilities

President Davidson nominated Stephen Jordan as President Emeritus of Metropolitan State University of Denver. His accomplishments during his 12-year tenure were many, but President Davidson highlighted Dr. Jordan's guidance in the evolution of the institution from a local college to a nationally recognized university; helping to establish three colleges, one school, and launched five master's programs.

President Davidson **moved for approval** the nomination of Stephen Jordan for President Emeritus of MSU Denver. Chair Pogge **seconded** the motion. The motion was **unanimously approved**.

IX. PUBLIC COMMENT:

There were no public comments.

X. ADJOURNMENT:

Chairman Pogge asked for a motion to adjourn the Board of Trustees meeting. Trustee Mulligan **moved** to adjourn, and Trustee Lucero **seconded** the motion. The motion was **unanimously approved**, and the meeting officially adjourned at approximately 11:50 a.m.

**Attachment A to Minutes of Board of Trustees Meeting
Friday, May 4, 2018**

**ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES
Friday, May 4, 2018**

I. CALL TO ORDER:

As part of the Board of Trustees meeting held Friday, May 4, 2018, Chairwoman of the Academic and Student Affairs (ASA) Committee Elaine Berman called the ASA Committee meeting to order at approximately 9:00 a.m.

II. APPROVAL OF MINUTES:

A. Approval of December 7, 2017 Academic and Student Affairs Committee Meeting Minutes.

B. Approval of February 8, 2018 Academic and Student Affairs Committee Meeting Minutes.

Trustee Mulligan **moved for approval** of the December 7, 2017 and February 8, 2018 ASA Committee meeting minutes, with a **second** by Trustee Dominguez. The motion was **unanimously approved**.

III. ACTION ITEMS:

A. Approval of Faculty Emeritus Recommendations (carry-in).

Dr. Bill Henry, Associate Vice President of Faculty Affairs, stated that, according to the Handbook for Professional Personnel, all faculty who have completed ten years or more of full-time service at the University are eligible at the time of their retirement for an emeritus title. Candidates for this honor are nominated by their departments, and their applications must substantiate their length of service, excellence in teaching, other contributions to the University, and their nomination must be endorsed by the tenured faculty of the department, the Chair, the Dean, and the Provost, who then forwards her recommendations to the President. The applications are then presented to the Board of Trustees for final approval. This year there are ten candidates for emeritus status.

B. Approval of Phase One Review Process for New Degree Program: Bachelor of Science, Banking, College of Business.

Dr. Chad Harris, Associate Vice President for Curriculum and Academic Effectiveness, said that the Bachelor of Science in Banking will leverage the University's connections in the industry and will reduce on-the-job training, placing MSU Denver graduates at the forefront of this industry. The job outlook is positive, particularly in Denver, with annual growth of 2% beyond the 39,000 employees currently employed in the industry. The degree will require some additional affiliate faculty for the first five years of the program.

C. Approval of New Minor Programs.

i. Computer Security, Department of Mathematical and Computer Sciences.

Dr. Harris said the new minor in Computer Security is housed in the Mathematical and Computer Sciences Department and will complement the new interdisciplinary bachelor's degree in Cybersecurity. The new minor represents six courses that contribute to the interdisciplinary major. The job market is very strong in this area, Dr. Harris said.

Trustee Berman asked if it will be difficult to find faculty to teach in this area, given the demand in the job market. Dr. Harris said that because the B.S. Cybersecurity already exists, the University does not anticipate the need for additional faculty or resources in the minor program. MSU Denver is the only institution of higher education in Colorado that offers a bachelor's degree in Cybersecurity and the minor in Computer Security.

President Davidson stated that MSU Denver is taking a creative interdisciplinary approach to the program. The B.S. is jointly offered by the Departments of Criminal Justice and Criminology, Computer Information Systems, and Mathematical and Computer Sciences. The Department of Criminal Justice and Criminology will house and administer the tri-college, multidisciplinary program. There is great demand for graduates with Cybersecurity. Most faculty members teaching in this area at MSU Denver are experts in cybersecurity.

ii. Human Development and Family Studies, Department of Psychology.

Dr. Harris said that this new minor, housed in the Department of Psychology, will complement a major that already exists in the Department. The minor will examine life from conception to death, and it is expected to help meet the projected 14% increase in social and community service occupations that exist relative to the job market. It is not anticipated that additional faculty or resources will be needed.

D. Approval of New Certificates.

i. Engineering Manufacturing Certificate Program, Department of Engineering and Engineering Technology.

Dr. Harris said that the Certificate in Engineering Manufacturing will address a number of needs for skilled manufacturing positions and will help particularly with quality assurance and extractive manufacturing. No new resources or courses are needed for this certificate.

Trustee Berman asked Dr. Harris to explain what a certificate is and whether they have prerequisites. Dr. Harris responded that certificates are designed to provide concentration within an area. Typically, a minimum of 15 credit hours are required in addition to the associated program. Certificates are also offered by community colleges, but in different areas than MSU Denver, so the programs are not redundant. Students are given additional hours for working on the job while earning their certificate.

ii. Instructional Technology Undergraduate Certificate Program and Post-Baccalaureate Certificate Program, Department of Secondary Education, K-12 Education & Educational Technology.

Dr. Harris said that the Instructional Technology Undergraduate Certificate Program and Post-Baccalaureate Certificate Program of 18 credits will be housed in the Department of

Postsecondary Education. The certificate provides teachers information in designing instructional materials, as well as additional education in instructional design and technology. The certificate will be the only fully-online, non-graduate instructional certificate in Colorado. It will require one affiliate faculty member. The need for full-time faculty will be assessed along with program demand.

iii. Aging Services Leadership (ASL) Certificate Program, Department of Health Professions.

Dr. Harris stated that the Aging Services Leadership Certificate, housed in the Health Services Department, will have a requirement of 24 hours. It will prepare students for careers in health services, particularly jobs associated with the rapidly growing aging population. Jobs in health services are projected to grow an additional 18% over the next eight years. No additional faculty or resources are requested with this certificate.

Dr. Amy Dore created the certificate program based off the minor. She stated that the program will enhance the capability of students entering Education or serve as an add-on to Education. The three fastest growing occupations in the occupational health field are CNAs, home health aides, and nursing health aides; however, the pay for these occupations is below the median salary. This program will provide students access to jobs at the executive level. Colorado has the third fastest-growing population in the nation of residents aged 65-plus. This would be the only program of its kind, and would enhance the Health Care Institute's unique, competitive niche.

E. Approval of New Concentrations.

i. Nutrition Science Pre-Healthcare Concentration, Department of Nutrition.

Dr. Harris said that the Nutrition Science Pre-Healthcare Concentration program within the Nutrition major will be geared toward preparing students for graduate studies in Nutrition, or for jobs in health care professions such as physician's assistant, physical therapist, or M.D. Its emphasis will be on nutrition as well as the basic sciences. Colorado State University is the only other institution providing pre-med studies with a concentration in nutrition. This certificate program will provide a pathway to graduate education, as well as to jobs beyond that of registered dietician. No additional resources are being requested for this concentration.

Dr. Harris said that the Pre-Healthcare Concentration is similar to a pre-med program but will provide pathways to other clinical health professions.

ii. Clinical and Counseling, Psychology Concentration, Department of Psychology.

Dr. Harris said that the Clinical and Counseling, Psychology Concentration, will provide pathways for students to pursue graduate studies or careers requiring mental health training. The concentration focuses on foundational psychology coursework, along with training in research methodologies and statistics. Its focus is unique from the Mental Health Counseling Concentration in the Human Services Department and differs from training in Social Work, focusing on progressing into graduate education within Psychology as well as into mental health. No new resources are required for this concentration. CSU, Adams State, Western State, and Mesa University also offer clinical and counseling psychology concentrations; however, MSU

Denver has many students majoring in Clinical and Counseling Psychology. This concentration will allow them to focus on future studies in the area.

F. Approval of Early Childhood Special Education Endorsement, Department of Special Education, Early Childhood, and Culturally and Linguistically Diverse Education.

Dr. Harris said that the Early Childhood Special Education Endorsement provides a secondary licensure to the initial teaching license. The license is required to teach special education, and state and federal mandates require all school districts in Colorado to offer special education services beginning at age 3. This program also allows those already teaching to obtain a post-baccalaureate endorsement. The need in DPS for special education teachers is high.

Trustee Berman asked if the endorsement will increase salary. Dr. Rebecca Canges, Assistant Professor of Special Education, responded that although some school districts have considered an increase, there is no evidence that salaries for special education teachers have actually increased.

Trustee Berman **moved for approval** of Action Items A through F, with a **second** by Trustee Mulligan. The motion was **unanimously approved**.

IV. DISCUSSION ITEMS:

A. Faculty Report on Promotions to Full Professor.

Provost Golich said that each of the 32 faculty members recommended for promotion from associate to full professorship are doing wonderful things, and that they have national as well as international reputations.

B. Academic and Student Affairs Unit Review Reports 2017-18.

Dr. Harris said that the review process is fairly extensive. The programs conduct a self-evaluation of what they are doing, what their outcomes are, if they are meeting their goals, and if additional resources are needed. The review is a robust analysis, similar to academic review except that support services are being reviewed as well.

Dr. Harris said the Excel Program reflects the mission of MSU Denver. It is a precollegiate program that provides activities to develop a connection to the campus and other peers, build a community, and support students through their higher education experience.

The University has built partnerships with select high schools in Adams County and Aurora Public Schools. At the same time that the Excel program empowers students to continue their postsecondary education, it also creates a pipeline to MSU Denver.

Students in the program recognize the benefits of the support they are receiving. The program has collected anecdotal evidence and student testimonials; however, assessment of the program confirming students' reports has not been tracked.

A new Director of Assessment has been hired, Kim Barron, who is already working with the Excel program and other student support services to assist them in identifying measurable outcomes and the collection of information needed to track the programs' effectiveness.

Dr. Harris said that the Excel program focuses on the recruitment of students. After they enter the University, they are introduced to other wraparound services designed to help them navigate their higher education experience. The Excel program was part of the University's HSI Initiative that began several years ago.

C. Information Technology Services.

Dr. Harris stated that the reputation of the Help Desk and IT Services has improved greatly and is viewed very positively now. He congratulated the Math Department for making that culture shift. Managing IT on the campus is a daunting task, he said, given that there are multiple institutions on one campus and the involvement of AHEC. The concerns that arose from this review centered around the coordination of the Help Desk and liaisons identified in specific areas, so that when a call comes in, it is routed to the appropriate person in a reasonable amount of time. Hardware and software repair of student computers was also raised as a concern. IT Services is working toward becoming a designated Mac repair, at least on student computers. Trustee Berman stressed the importance of focusing on this area as technology touches everything.

D. Student Academic Success Center.

Dr. Harris said that the Student Academic Success Center covers a number of different areas: the Tutoring Program, Supplemental Instruction, federal Trio, Student Support Services, the Scholar Success Program, Brother to Brother, Immigration Services, Fostering Success Program, Transfer Student Success are all related to MSU Denver's mission of supporting underserved populations. The services are appreciated by the students. Ensuring that materials are handed out that list the services that are available, along with assessment of the services, are concerns.

E. Reorganization.

Provost Golich said that there is a national narrative that stresses a focus on first-year students. However, more than half of MSU Denver's students are transfer students. The reorganization referred to is a plan to shift from only the First-Year Student Success Program to what a program called "Roadways." The idea behind Roadways is to make sure every single student who is first time on this campus has outreach and support.

Provost Golich said that when she first came to MSU Denver, there were no services for homeless students in spite of it being an urban institution. So the Fostering Success Program was created to support foster and homeless youth. In just the last year, the program just went from serving six students to 30. The need for a sense of belonging is acute among emancipated foster-care students and homeless students. The Fostering Success Program provides them a cohort and peer group so that they have a place to go to get help.

President Davidson added that the national narrative referring to the "traditional college experience," or students who graduate high school and right away begins their freshman year, is not the norm. Because the myth of the traditional college experience persists, data and measures of what constitutes a good school is based on what happens to that cohort. Fifty-six percent of MSU Denver students are transfer students. President Davidson stated that MSU Denver is going to actively challenge the national narrative about the traditional college experience and the

measure of a “good school.” MSU Denver cares not only about a small cohort of traditional students, but all of its students, and will provide wraparound services that have been assessed and scaled for all of its students.

Trustee Berman suggested that the Board read page 36 of 38 describing concerns and recommendations.

F. Student Activities.

Dr. Harris stated that student organizations, events and programming, volunteering, fraternities, sororities, student travel, and leadership, all fall under Student Activities which help students engage on the campus with other students. Students have reported that their involvement helps things open up as they become more active.

Student Activities is a unique area because Auraria is a tri-institutional campus, with activities occurring and resources needed that are in competition. Although this also complicates aspects associated with budgeting, it also provides a potential opportunity for students to become involved and develop skills in the process.

Dr. Harris said that the correct assessment of these extracurricular activities is critical to enhancing the student experience and student retention.

V. ADJOURNMENT.

The meeting of the ASA Committee was adjourned at approximately 10:00 a.m., and the Board of Trustees returned to its regular business meeting.

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, May 4, 2018.**

RECOMMENDATION:

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

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.

APPOINTMENTS:

Administrators

Camille Gregory, Compliance Officer, Effective April 16, 2018.

Amanda Miracle, Interim Equity Specialist, Effective April 16, 2018.

Melissa Moore, General Biology Lab Assistant, Effective April 16, 2018.

Donna Ries, Administrative Assistant of CIS, Effective April 16, 2018.

John Babcock, Assistant Director of Orientation, Transition and Retention, Effective May 7, 2018.

Borja Horacio, Orientation Coordinator of Family, Spanish and Special Programs, Effective May 7, 2018.

Megan Conklin, Executive Director of Corporate and Foundation Relations, Effective May 7, 2018.

Courtney Copp, Facility Operations and Membership Specialist, Effective May 7, 2018.

Nicholas Grissom, Call Center Coordinator, Effective May 7, 2018.

Katie Mnichowicz, Alumni Relations Coordinator, Effective May 7, 2018.

Leslie Nelson, Team Lead Consultant, Effective May 7, 2018.

Johanna Snow, Interim Strategy Project Manager, Effective May 7, 2018.

Brett Befus, Associate Vice President for University Advancement/Campaign Director, Effective May 21, 2018.

Alexandra Dirks, Assistant to the Associate Vice President of Enrollment Management, Effective May 21, 2018.

Janelle Henderson, Assistant Director, TRiO High School Upward Bound, Effective May 21, 2018.

Jonathan McCann, Construction Project Manager, Effective May 21, 2018.

Dan McCann, Equity Specialist Coordinator, Effective May 21, 2018.

Cora Potter, Interim Special Events and Protocol Coordinator, Effective May 21, 2018.

Kate Burns, Academic Advisor and Retention Specialist, Effective June 4, 2018.

Nancy Hernandez, Equity Specialist Coordinator, Effective June 4, 2018.

Heather Link-Bergman, CVA Communications Manager, Effective June 4, 2018.

Donna Lynch, Interim Career Counselor, Effective June 4, 2018.

Timothy Meeks, Civic Engagement Program Manager, Effective June 4, 2018.

Kyrie Merline, Coordinator of Community Engagement and Outreach, Effective June 4, 2018.

Gabriel Christie, Instructional Accessibility Manager, Effective June 18, 2018.

Daniel Haupt, Academic Advisor and Retention Specialist, Effective June 18, 2018.

Jill Lange, Academic Department Coordinator, Effective June 18, 2018.

Daniel Lefe, Admissions and Data Operations Analyst, Effective June 18, 2018.

Nga Nguyen, Accounts Payable Specialist, Effective June 18, 2018.

Ashlae Shepler, Digital Media Specialist, Effective June 18, 2018.

Corinne Anaya, Accounts Payable Specialist, Effective July 2, 2018.

Evan Chianese, Peer Mentoring Specialist, Effective July 2, 2018.

Alphonso Greathouse, Interim Grants Administrative Coordinator, Effective July 2, 2018.

Allison Morgan, ALP Coordinator, Effective July 2, 2018.

Jonathan Colon, Records Specialist, Effective July 16, 2018.

Lindsay Coulter, Employee Engagement and Communication Specialist, Effective July 16, 2018.

Rebecca Marques-Guerrero, Coordinator of Early Clinical Experiences and Partnerships, Effective July 16, 2018.

Tyler Mounsey, Director of Government Relations, Effective July 16, 2018.

Ione Priest, Accessibility Technology Manager, Effective July 16, 2018.

Blanca Ruiz, Peer Mentoring Specialist, Effective July 16, 2018.

Susan Archuleta, Interim Grants Community Liaison, Effective July 23, 2018.

Kia Cha, Accounts Payable Specialist, Effective July 23, 2018.

Jeremy Johnston, Interim First Assistant Men's Basketball Coach, Effective July 23, 2018.

Araceli Cortez, Human Resources Associate, Effective July 30, 2018.

Nathan Lake, Interim Director of Athletics Communication, Effective July 30, 2018.

Jacque Williams, Interim Director of Client Services, Effective July 30, 2018.

Tim Murphy, Bank Reconciliation Accountant, Effective August 1, 2018.

Will Simpkins, Vice President of Student Affairs, Effective August 6, 2018.

Anthony Calhoun, Senior EDW Architect, Effective August 6, 2018.

Brandon Cole, Interim Second Assistant Men's Basketball Coach, Effective August 6, 2018.

Chris Harder, Budget and Fiscal Manager, Effective August 6, 2018.

Robert White, Marketing Services Specialist, Effective August 6, 2018.

Colin Schneider, Transfer Evaluator, Effective August 13, 2018.

Caly Hedlund, Counselor/Processor, Effective August 20, 2018.

Billy Herman, Associate Dean, College of Business, Effective August 20, 2018.

Faculty

Devika Banerji, Assistant Professor of Communications, Arts & Sciences, Effective August 1, 2018.

Leslie Boyd, Assistant Professor of Art, Effective August 1, 2018.

Theresa Buxton, Chair, Associate Professor of Nursing, Effective August 1, 2018.

Yunkyung (Jacob) Cho, Assistant Professor of Management, Effective August 1, 2018.

Michele Clark, Assistant Professor of Management, Effective August 1, 2018.

Dawn Clement, Assistant Professor of Music, Effective August 1, 2018.

Kelly Conroy, Assistant Professor of Modern Languages, Effective August 1, 2018.

Gina Cook, Assistant Professor of International Business, Effective August 1, 2018.

Ya (Anna) Dai, Assistant Professor of Finance, Effective August 1, 2018.

Lori Darnel, Assistant Professor of Social Work, Effective August 1, 2018.

Lincoln Davie, Assistant Professor of Health Professions, Effective August 1, 2018.

Thomas (TJ) De Cino, Assistant Professor of Aerospace, Effective August 1, 2018.

Jonathan Dyhr, Assistant Professor of Biology, Effective August 1, 2018.

Anna Gleisberg, Assistant Professor of Gender, Women and Sexualities Studies, Effective August 1, 2018.

Tanya Greathouse, Assistant Professor of Social Work, Effective August 1, 2018.

Di Jia, Assistant Professor of Criminal Justice, Effective August 1, 2018.

Viktor Kiss, Assistant Professor of Computer Information Systems, Effective August 1, 2018.

Nursen Konuk, Assistant Professor of Mathematical and Computer Sciences, Effective August 1, 2018.

Daniel Lair, Chair, Associate Professor of Communications, Arts and Sciences, Effective August 1, 2018.

Elizabeth Macy, Assistant Professor of Music, Effective August 1, 2018.

Jessica Ritter, Professor of Social Work, Effective August 1, 2018.

Anthony Rivas, Assistant Professor of Human Services, Effective August 1, 2018.

Alfredo Sanchez, Assistant Professor of Journalism, Effective August 1, 2018.

Siva Santhanam, Assistant Professor of Communications, Arts and Sciences, Effective August 1, 2018.

Erin Seedorf, Assistant Professor of Health Care Management, Effective August 1, 2018.

Vicky Seehusen, Assistant Professor of Computer Information Sciences, Effective August 1, 2018.

Natascha Seideneck, Assistant Professor of Art, Effective August 1, 2018.

Joseph Velasquez, Assistant Professor of Industrial Design, Effective August 1, 2018.

Marcia Walsh-Aziz, Assistant Professor of Communications, Arts and Sciences, Effective August 1, 2018.

Karen Wenzel, Assistant Professor of Health Professions, Effective August 1, 2018.

Devon Wright, Assistant Professor of Africana Studies, Effective August 1, 2018.

RECOMMENDATION FOR TENURE UPON APPOINTMENT

Theresa Buxton, Chair, Associate Professor of Nursing, Effective August 1, 2018.

Daniel Lair, Chair, Associate Professor of Communications, Arts and Sciences, Effective August 1, 2018.

Jessica Ritter, Professor of Social Work, Effective August 1, 2018.

Conferral of Emeritus

Glenn Morris, Affiliate Faculty of Human Performance and Sports.

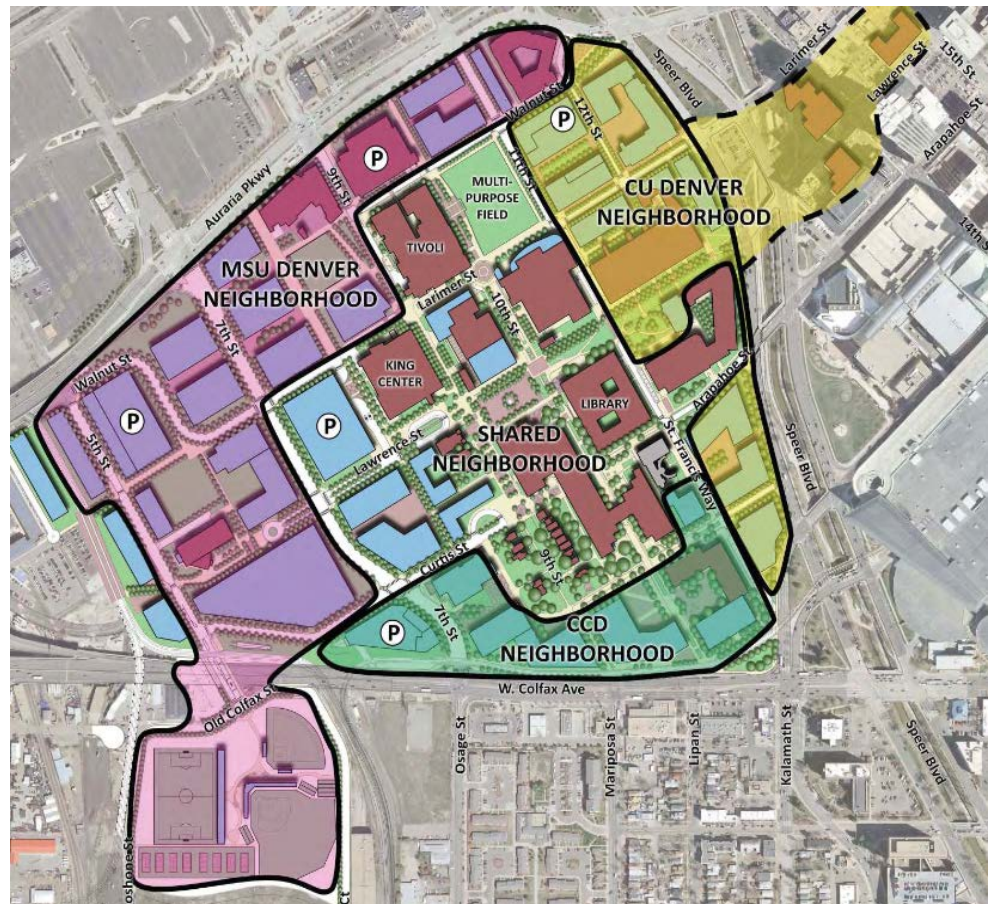
AGENDA ITEM: Capital Renewal Projects

BACKGROUND:

The Auraria Higher Education Center (AHEC) was conceived 40 years ago as the centralized operations and maintenance unit for the campus, managing buildings, grounds, and other core functions, and leaving administration of academic programs to each of the three institutions of higher education housed on the campus. Over the years, however, the AHEC role has evolved, with the institutions playing a larger role in developing and managing their own campus “neighborhoods.”

For MSU Denver, this shift in responsibility has resulted in allocating significant resources to planning, building, and maintaining neighborhood buildings and other amenities, as well as assuming increased responsibility for classroom upgrades and maintenance. In addition, the main core of campus buildings and their associated infrastructure has 40 years of deferred maintenance that are becoming a significant issue for AHEC, MSU Denver and the other institutions.

The deferred maintenance, along with developing our own neighborhoods, has impacted not just our budget, but our ability to meet academic and student support needs. The map here illustrates the campus layout. The area highlighted in purple represents the MSU Denver neighborhood, both planned and developed. The area that is not highlighted represents the Auraria shared core, those lands and buildings that are still shared by all three institutions.



Auraria Campus Core:

The Auraria Higher Education Center (AHEC) has prepared a capital renewal request to the state and submitted it to the Colorado Department of Higher Education for nearly \$73 million. This request is intended to address the utility infrastructure, mechanical system maintenance, controlled maintenance, and all other types of building maintenance that has been deferred. The capital renewal request is phased over four years, addressing the following issues each year:

- Year 1 – Campus-wide Utility Infrastructure
- Year 2 – HVAC Infrastructure
- Year 3 – ADA, Life Safety, Code and Building Function Replacement
- Year 4 – Replacement of Building Components, such as deficient windows and roofs and inefficient lighting systems.

Currently, the institutions contribute \$1.9 million per year to address the deferred maintenance issues facing the Auraria shared core. This is not enough funding to address the myriad of issues that the buildings face after 40 years of use, and puts at risk our ability to provide strong academic and student support services. The following table lists the buildings in which MSU Denver has occupancy: each core building and MSU Denver Neighborhood Building, identified cost of capital renewal needs, MSU Denver’s percent of occupancy in that building, the percentage of credit hours taught by MSU Denver in each building and the type ownership.

Building	Estimated Capital Renewal	Percent of Building assigned to MSU Denver	Percent of Credit Hours*	Ownership Type <ul style="list-style-type: none"> • Ownership • Conceptual Ownership • Shared Core
Arts Classroom	\$3,222,716	50%	3.08%	AHEC Shared Core
Central Classroom	\$2,856,547	100%	12.6%	AHEC Shared Core
King Center	\$2,178,625	44%	11.46%	AHEC Shared Core
PE/Event Center	\$5,562,312	100%	3.02%	AHEC Shared Core
Plaza	\$3,349,439	80%	12.10%	AHEC Shared Core
Science	\$1,388,628	50%	12.34%	AHEC Shared Core
5 th Street Hub	\$1,007,620	9%	0.00%	AHEC Shared Core
7 th Street Classroom	\$647,876	100%	2.93%	AHEC Shared Core
Boulder Creek	\$2,924,044	49%	0.86%	Future Conceptual Ownership: CCD
Cherry Creek	\$4,133,438	10%	1.85%	Conceptual Ownership: CCD
West Classroom	\$3,189,749	100%	15.08%	AHEC Shared Core
Rectory	\$139,954	100%	0.00%	AHEC Shared Core
Tivoli	TBD	54%	0.02%	AHEC Shared Core
Administration Building	\$3,657,828	78%	6.48%	Future Conceptual Ownership: MSU Denver

Building	Estimated Capital Renewal	Percent of Building assigned to MSU Denver	Percent of Credit Hours*	Ownership Type <ul style="list-style-type: none"> • Ownership • Conceptual Ownership • Shared Core
Aerospace and Engineering Sciences	TBD	100%	5.45%	Ownership: MSU Denver
Hospitality Learning Center	TBD	100%	2.17%	Ownership: MSU Denver
Jordan Student Success Building	TBD	100%	4.13%	Ownership: MSU Denver
Regency Athletic Center	TBD	100%	0.00%	Ownership: MSU Denver
* - Does not include the modular classrooms, where a small percentage of our classes are taught.				

The table begins to illustrate complexities involved in ongoing service to our students as we are navigating the complex challenges of deferred maintenance and capital renewal for the historic shared campus. We are also recognizing unintended political and fiscal consequences of the campus neighborhood model having introduced not only ownership but also conceptual ownership. We must ensure that, both with AHEC and on our own, we are adequately understanding and budgeting for our buildings to deliver safe and reliable environments for education throughout all lifecycle phases of renewal and repair.

Continued on reverse.



Board of Directors: 9 Voting Members

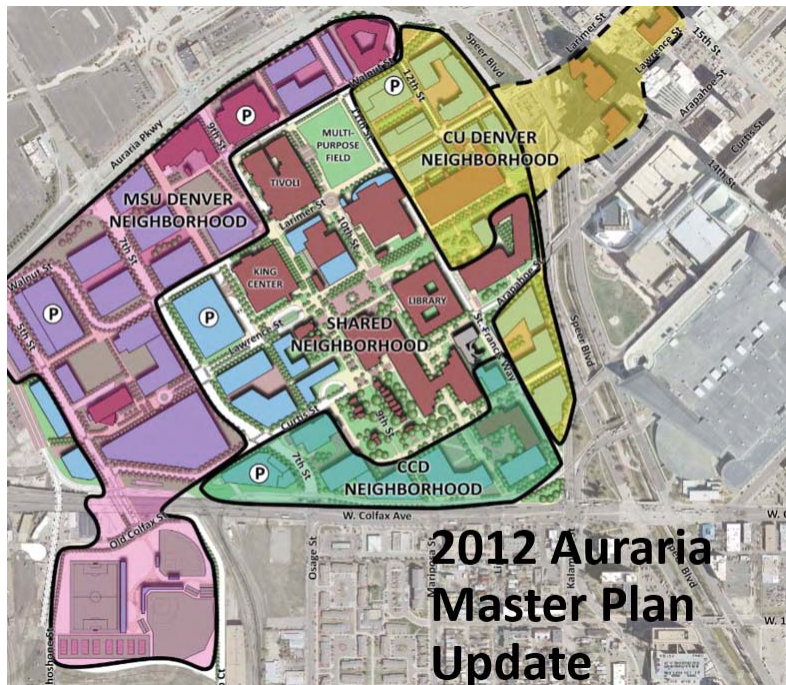
- Three are appointed by the Governor of Colorado
- Two are from *each* of the three educational institutions
 - One is the institution's chief executive (President, Chancellor)
 - One is appointed by the institution's governing body

MSU Denver is responsible for 2 out of 9 votes on Auraria Board

Additionally, there are two non-voting members

- One is elected from the Student Advisory Committee to the Auraria Board
- One is elected from the Faculty Advisory Committee to the Auraria Board

Types of Auraria Neighborhood Building Ownership



Owned

Institutional development is executed through ground lease within its neighborhood footprint.

Shared Core

Collectively-owned through AHEC, subject to space sharing.

Conceptually-Owned

Collectively-owned but assigned to a neighborhood institution that can vacate other users.

AHEC's CURRENT CAPITAL RENEWAL REQUEST: \$73M

Year 1 Campus-wide Utility Infrastructure

Year 2 HVAC Infrastructure

Year 3 ADA, Life Safety, Code and Building Function Replacement

Year 4 Replacement of Building Components, such as deficient windows and roofs and inefficient lighting systems

- ✓ *Capital Renewal is the budget category of state funds that addresses deferred maintenance. This is differentiated from Capital Construction and Control Maintenance.*
- ✓ *These four renewal projects are projected to generate operating cost savings of approximately \$4M annually. Savings will be reinvested into campus renewal.*

ANNUAL STATE BUDGET CYCLE

- **JULY** Submissions for the upcoming fiscal year are due to Colorado Department of Higher Education (CDHE).
- **SEPT-OCT** CDHE and Colorado Commission of Higher Education (CCHE) prioritize the list of capital requests.
- **BY FEB 15** Capital Development Committee prioritizes recommendations for funding capital construction, capital renewal and control maintenance budget requests to JBC.
- **END OF MARCH** JBC drafts long bill for review and approval by the House and the Senate.
- **MAY** Governor signs the Long Bill, the state budget.



Student Success and High-Impact Practices



1

What are High-Impact Practices?

- American Association of Colleges and Universities (2008)
- Eleven practices that have been documented to “increase rates of student retention and student engagement”
- Further study has found that underserved and underrepresented groups showed larger gains in engagement and deep learning
- Gains intensify with multiple HIPs



2

Applied Learning Center



MSU Denver offers many of the HIPs. Several are housed in the Applied Learning Center.



- Internships
- Service Learning
- Undergraduate Research
- Civic Engagement

What is Student Success?*

- Civic Minded
- Ready to Meet Career Expectations
- Ready to Meet Graduate School Expectations

The goal of the Applied Learning Center (ALC) is to produce graduates who are civic minded and ready to meet career and graduate school expectations.

* From the 2015-2020 Strategic Plan Refresh

Incompatible Goals?

Civic Minded: Should higher education focus on preparing involved and engaged citizens?

Employer Expectations:
Should our focus be on job training?



Civic Skills *

- ❖ Consensus building/Collaboration
- ❖ Policy formation and analysis
- ❖ Communication skills
- ❖ Leadership
- ❖ Critical thinking
- ❖ Assessing feasibility of change
- ❖ Research/Analysis
- ❖ Conflict management



* Core Competencies in Civic Engagement

Developed by the Center for Engaged Democracy Core Competencies Committee

Skills Employers Seek*

- ❖ Ability to work on a team
- ❖ Problem solving
- ❖ Communication skills (written)
- ❖ Work ethic
- ❖ Communication skills (verbal)
- ❖ Leadership
- ❖ Initiative
- ❖ Analytical skills
- ❖ Flexibility/Adaptability
- ❖ Detail-oriented
- ❖ Interpersonal skills



National Association of Colleges and Employers

* NACE Job Outlook 2017 report

Hmm?



Civic Skills

- ❖ Consensus building/Collaboration
- ❖ Policy formation and analysis
- ❖ Communication skills
- ❖ Leadership
- ❖ Critical thinking
- ❖ Assessing feasibility of change
- ❖ Research/Analysis
- ❖ Conflict management

Employer List

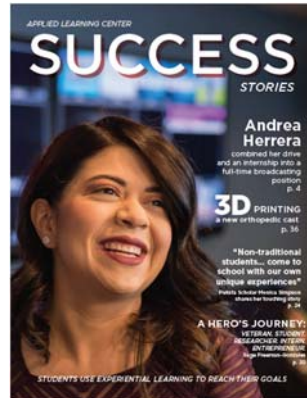
- ❖ Ability to work on a team
- ❖ Problem solving
- ❖ Communication skills (written)
- ❖ Work ethic
- ❖ Communication skills (verbal)
- ❖ Leadership
- ❖ Initiative
- ❖ Analytical skills
- ❖ Flexibility/Adaptability
- ❖ Detail-oriented
- ❖ Interpersonal skills

Remarkably Similar!

Applied Learning Center Success Magazine

Spring 2018 Project

Hired student interns
to tell the success
stories of students
who had engaged
in High-Impact
Practices



Highlights: Internships

Eva Price had several internships (page 15) that helped her decide what she wanted to do for a career.

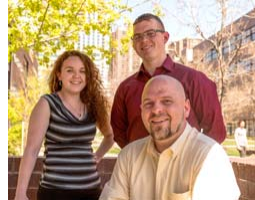
"I got to learn about the profession I was entering. I got to learn about the people who did what I wanted to do."

1/3 of MSU Denver internships result in full-time job offers.

88% indicate that their internship was helpful or very helpful in preparing for their career.

Highlights: Undergraduate Research

Josh Kenning, Michaela Beadles and Dan Skousen created an orthopedic cast using 3-D printing (page 36).



They presented at the Undergraduate Research Conference to a packed room that included a reporter from CBS4 News. This led to contacts from medical and marketing companies.

"I have been interviewing for positions as a design engineer and when you can talk about doing research, going to conferences and evaluating your work, you crush the competition."

Josh Kenning

Highlights: Service Learning

Sophia Felder (page 9) did a service learning project for a Spanish class at Museo de las Americas that led to a paid job there.



"Service learning is a great opportunity for people to learn something new and apply it to a job or put that skill on a resume."

Highlights: Community Engagement

Puksta Scholar, Kevin McQuirk (page 12) came to college in part due to the mentoring of a CU Boulder Puksta Scholar. Now he gives back by mentoring younger students to get them interested in MSU Denver and STEM.



"I try to help students become effective learners and transitioners, to be the best they can be."

Classroom to Career Hub

The Applied Learning Center will be one of the core units in the new C2C Hub at MSU Denver. Our goal is to continue to provide opportunities for Experiential learning that enhance the academic experience and prepare students for careers.



Other High-Impact Practices

There are many ways that students gain experience and develop civic-mindedness.

Study Abroad – Office of International Studies

Honors

CAMP

Individualized Degrees

Writing Center

American Democracy Project Activities

Student Activities and Leadership Programs

Applied Learning Center

Administration Building Ste. 325
msudenver.edu/appliedlearningcenter
303-615-1333

Thank you for your support

DENVER COLLEGE/TECHNICAL SCHOOL SUCCESS FACT SHEET

The Challenge Facing the City of Denver:

By the year 2020, 74% of jobs in Denver will require a postsecondary degree. However, less than half of current Denver residents 25 years and older have a bachelor’s degree or higher.

- Obstacles preventing Denver residents from obtaining a postsecondary degree include:
 - A widespread belief that college is not financially possible, and
 - A failure to complete degree programs because of financial, social and academic pressures.
- Failure to complete a degree is especially harmful because students are saddled with debt, but then have no postsecondary credential in Denver’s competitive job market. Additionally, students who complete their degree with excessive debt have difficulty meeting the cost of living in Denver.

The Solution:

In response, a proposal would ask Denver voters in November 2018 to approve a dedicated funding stream for college access and success programs through a sales tax increase of less than one penny on ten dollars that would generate more than \$10 million annually and sunset in 12 years.

THE PROPOSAL	
Objective	Expand access to post high school education for Denver residents and increase their education completion rates. This investment in Denver residents will enhance their economic security and mobility, and strengthen Denver’s workforce and economy.
Proposed Election	November 2018
Source of funds	Less than 0.1% sales tax (i.e., less than one cent on ten dollars), with a 12-year sunset
Use of funds	<i>Pay-for-Performance model</i> --Partial reimbursement of college access and success expenditures (e.g., scholarships, wraparound services, etc.) made by nonprofit organizations
Eligible students	Denver residents for 36+ months and have a high school diploma or GED; attend a not for profit in-state, accredited college, university, community college or technical school; demonstrate satisfactory academic progress
Accountability	Seven-member board appointed by Mayor and City Council, with annual financial and student-results reported to Mayor, Council and Auditor. Board subject to open meetings and open records laws.

This “prosperity initiative,” would create a city-funded nonprofit organization that uses a pay-for-performance model with an income based sliding scale award. It will leverage taxpayer dollars with privately raised funds. Specifically, these funds will be available to existing non-profit organizations devoted to providing high school graduates with educational opportunities at accredited Colorado technical schools, community colleges, and universities. These organizations will be motivated to assure success for their selected students in the pursuit of post high school educational opportunities because their efforts will also be partially reimbursed.

Prosperity Initiative Specifics:

Who would qualify for reimbursement?

Nonprofit organizations that serve individuals who:

- are up to age 25 with a high school diploma or GED
- have continuous Denver residency for more than 36 months before their first course
- attend a regionally accredited, not-for-profit or public postsecondary institution in Colorado; and,
- have already demonstrated Satisfactory Academic Progress (SAP) as determined by their postsecondary institution.

Eligible students must have completed the Free Application for Federal Student Aid (FAFSA) or a similar measure of financial need as determined by the organization, and funds will be available for reimbursement on a sliding scale similar to the Denver Preschool Program.

How would the reimbursement for organizations work?

Nonprofit organizations that provide tuition grants and support services would be eligible to apply twice each year for reimbursement grants from the city-funded nonprofit for eligible students they supported in the prior academic year. That application must include a complete list of the eligible students along with the amount spent on tuition grants and support services for each student. The dollar amount of support services can be a proportional average of the total amount spent on students by the non-profit organization.

The city-funded nonprofit would set a sliding scale of reimbursement up to 75% of total costs, with reimbursement rates established by a governing board of directors comprised of city council members and mayoral appointees. Grantee organizations cannot apply for more than six years of support for a student pursuing a bachelor's degree or more than three years of support for a student seeking technical certification or an associate degree.

If a student has more than one scholarship, the city-funded nonprofit can issue reimbursements to multiple organizations for the same student up to a combined total to be established by the governing board.

Organizations are required to submit a list of eligible individuals that the dollars helped support. The grantee organizations must track students' progress towards a degree and report this information annually to the city-funded nonprofit.

How does the policy define "support services" and bolster these programs?

The city-funded nonprofit will define support services in the same way that the federal TRIO program defines them, as wrap-around services designed to increase college student persistence and graduation. Services include:

- Academic tutoring, advice and assistance in postsecondary course selection, and graduation coaching;
- Assistance with student financial aid, resources for locating public and private scholarships, and assistance in completing financial aid applications;
- Education or counseling services designed to improve student financial and economic literacy;
- Assistance for students enrolled in certificate and two-year programs in applying for admission to, and obtaining financial assistance for, enrollment in two-year and four-year programs;
- Individualized counseling for personal, career and academic information, activities, and instruction designed to acquaint students with career options;
- Exposure to cultural events and academic programs; and,
- Mentoring programs.

MAIL CONTRIBUTIONS TO:
Prosperity Denver
1660 Lincoln Street, Suite 1800
Denver, CO 80264

Vote YES on Prosperity Denver

Our Chance to Close the Opportunity Gap for Denver Students



This November, Denver Voters can give thousands of Denver residents the opportunity to attain additional education after high school. For far too many of our smart, talented Denver students, the door to higher education is closed – not because of academic ability – but because they lack the funds to enroll.

The people of our city understand that providing the opportunity for limited income students to continue their education is a shared responsibility – which will produce lasting benefits not just to students, but to the city as a whole for decades to come.

The Challenge

- By 2020, 74% of Denver jobs will require a postsecondary degree or certificate
- But less than 50% of Denver residents 25 and older have an education beyond high school
- Denver Public Schools' (DPS) graduates are prepared to go on to higher education – but many lack the basic financial resources needed to enroll, and complete, education beyond high school

Together, we can close this opportunity gap.

The Solution

Prosperity Denver will open the door to higher education for thousands of Denver's young people.



For more information, visit www.prosperitydenver.com

Paid for by Prosperity Denver

Vote YES on Prosperity Denver



Modest Investment with Major Impact

Prosperity Denver will open the door to higher education for thousands of Denver's young people by creating a dedicated funding stream through a .08% Denver sales tax (**amounting to less than a penny on a \$10 purchase**). The new funding will underwrite scholarships, based on a sliding income scale, for eligible Denver residents up to the age of 25 who have lived in our city for at least 36 months. Students with a high school diploma or GED may attend a Colorado-accredited public or nonprofit university, community college or technical college. **Prosperity Denver** funds the full range of higher-education opportunities available to Denver's students.

Strong Accountability for Every Dollar Invested

Prosperity Denver pays for success! It operates on a model in which Denver nonprofits will be reimbursed when students show success (also known as pay for success).

Nonprofit organizations that serve Denver students will be reimbursed for student success to help even more students pursue a post high school education. This approach motivates students, educational institutions and scholarship organizations to ensure our kids don't just get *to* college, but they get *through* college.

Prosperity Denver will be governed by a seven-member board appointed by the Mayor and City Council who will determine the annual scholarship awards based on sales tax projections.



Benefits our City

Beyond the lasting benefit to every student who enrolls and successfully completes an education after high school, are the benefits to Denver as a whole. Completing education past high school provides a path to an independent, successful and empowered life.

Prosperity Denver invests in the future of young people throughout our city – and will pay dividends to families, neighborhoods, our economy and our quality of life for decades to come!

Denver residents with a postsecondary certificate or degree have more job opportunities, earn higher salaries, experience lower unemployment, and support Denver's economy by paying more taxes to support local services.

For more information, visit www.prosperitydenver.com

Paid for by Prosperity Denver



YES! I want to help close the opportunity gap for Denver students



Endorse our initiative

The Prosperity Denver campaign may use my name and/or my organization's name as a supporter of the initiative.

Please list as: _____

- Fax to 303-592-5460, or
- Scan and email to justin@prosperitydenver.com, or
- Endorse online now <https://www.prosperitydenver.com/endorse-the-campaign>



Make a contribution

- Email klind@philanthropyexpert.org for more information, or questions about other methods of payment, or
- Donate online today <https://www.prosperitydenver.com/donate>

Please make checks payable to:

Prosperity Denver
1660 Lincoln Street, Suite 1800
Denver, CO 80264

Prosperity Denver is an issue committee registered with the Denver City Clerk. Unlimited contributions from individuals, foundations, LLCs, LLPs and corporations are legal and acceptable. Campaign contributions are not deductible for income tax purposes.

Tax ID Number: 82-5376332



Request a presentation

- Call 720-508-7007 for more information, or
- Request online <https://www.prosperitydenver.com/request-a-speaker>



Cathey M. Finlon

Cathey McClain Finlon is most widely recognized as a highly successful woman business owner and her tremendous contributions to the Denver community. She has nearly three decades of experience in marketing and advertising. She joined Kuper Advertising in 1985 as a minority partner. Finlon purchased the agency outright in 1988 and moved it to Denver under the name McClain Finlon. In 2007, its 25th year, the agency reached a size ranking in the top 100 advertising agencies in America. The agency became known for the best and brightest personnel working for the top national clientele. Leading the way as one of the few woman-owned advertising agencies in the U.S., McClain Finlon steadily attracted clients including Xcel Energy, Johns Manville, Head Sports, Colorado resorts like Keystone, Breckenridge, Vail and Crested Butte, tech companies like Sun Microsystems, JD Edwards and big brands like Western Union, Dell, Qwest and Dex.

As a measure of Finlon's commitment to community, McClain Finlon donated its services to many non-profit organizations including the Denver Art Museum, Dumb Friends League, Colorado Outward Bound School, Junior Achievement, Special Olympics, Denver Scholarship Foundation, Wish for Wheels and Steppin' Out for Kids. McClain Finlon donated about \$3 million dollars of advertising and marketing services to the Denver Zoo, which included the development of their logo.

Finlon was an early supporter of the revitalization of lower downtown Denver, purchasing two properties home to the agency, one in LoDo and one in the Ballpark Neighborhood. McClain Finlon is recognized for creating the Ballpark Neighborhood Security Newsletter to work with the District 6 police, business and property owners and city council to assure improvements in the district. The Ballpark Neighborhood property at 2340 Blake Street received the Community Preservation Award from the Denver Historical Commission at the same time that the agency was received the Inc. Inner City 100 award.

Finlon serves on many boards of directors, including the prestigious American Association of Advertising Agencies, The Children's Hospital, Denver Art Museum, Denver Public Schools Foundation and the advisory board of the University of Denver Daniels College of Business and Colorado Economics Future Panel. She has also served as past chair of the Denver Metro Chamber of Commerce as well as Junior Achievement. Other board appointments include Colorado Outward Bound School, National Repertory Orchestra, Alliance for Contemporary Art, World Trade Center and past chair of the Denver Advertising Federation.

In addition, she has served on two elite think tanks at University of Denver, which have recently studied the economic policies of Colorado and the state's constitution.

Finlon has been honored with many awards and much recognition. A few include AdWeek's and AdAge Top 100 U.S. Agencies in 2007; BtoB Magazine, Top 100 Most Influential Business to Business leaders in America; Denver Advertising Federation, Lifetime Achievement Award, Professional of the Year; ColoradoBiz Magazine's 2007 Top Professional Services Company; ranked No. 2 in ColoradoBiz Magazine 2005-2007 Top 100 Woman-Owned companies; Denver Business Journal's Outstanding Women in Business winner in 2006; a Girl Scouts' Woman of Distinction; and more than 450 creative and marketing awards, including five Clios.

Finlon has been married to Dick more than 30 years. They share a passion for traveling, fitness and cycling and have cycled throughout Europe, Asia, Africa and the U.S. Finlon has climbed 26 of Colorado's 14,000-foot peaks. Cathey McClain Finlon was born February 24, 1946 in Latrobe, Pennsylvania. She received her bachelor's degree in fine arts from the College of Wooster in Wooster, Ohio and received her master's degree in English from Penn State, in her home town.



Tyler Mounsey
Director of Government Affairs
Strategy Branch

For the past several years, Tyler Mounsey has served as the legislative liaison for two state agencies representing the interests of Coloradans at the State Capitol. Most recently, he worked with all 31 higher education public institutions to secure record levels of funding for post-secondary education.

Prior to this role, he served in a similar capacity for the Department of Regulatory Agencies and also as head of Governor Hickenlooper's Office of Constituent Services. In addition to his time as part of the administration, Tyler's career spans almost two decades of working with campaigns and government on every level. In 2016, he served as State Political Director for Hillary Clinton in Colorado and traveled domestically and abroad with President Obama. During his time at MSU Denver, he hopes to focus his time to increase funding, promote diversity, and improve accessibility for current and future Roadrunners.

He graduated from American University in Washington, DC with a BA in Political Science. While not originally from Colorado, he has definitely made this state his home. He dons his favorite Colorado Flag belt buckle every day, occasionally paired with his favorite Colorado flag bowtie. In fact, outside of Roadrunner Red Fridays, he can be found with a bowtie on most days. When not working in the office or shopping for new bowties, Tyler spends his time with his wife and their two-year old daughter.

ROADRUNNERS ATHLETICS UPDATE Board of Trustees Meeting: 9/14

G. Anthony Grant, Ph.D.



1



Head Coaches

- Men's Basketball – Michael Bahl
- Women's Basketball – Tanya Haave
- Volleyball – Jenny Glenn
- Baseball – Ryan Strain
- Softball – Annie Van Wetzinger
- Men's Soccer – Jeremy Tittle
- Women's Soccer – Tracy Chao
- Men's and Women's XC – Trent Mack
- Men's and Women's Track & Field – Janis Christopher
- Men's & Women's Tennis – Josh Graetz
- WGOLF – Stef Ferguson



2



Athletics Senior Leadership Team

- Director of Athletics – G. Anthony Grant
- Assoc. AD/SWA Student Services – Erin Hiltner
- Assoc. AD/External Relations – John Kietzmann
- Assoc. AD/Compliance – Mike Bazemore
- Assistant AD Facility Operations – Jerrid Oates
- Head Athletic Trainer – Steph Begley
- Business Manager – Elaine Becks



Athletics Mission Statement:

MSU Denver athletics is committed to impacting the lives of student-athletes and developing future leaders by providing a championship caliber experience that emphasizes excellence in academics, in athletics and in the community.

Vision Statement:

The MSU Denver Athletics Department will be recognized nationally as the premiere athletic department in Division II both athletically and academically.



Our Values: The Roadrunner Way

- **Education:** We will support the academic mission of the institution through athletics and cultivate an environment that emphasizes personal development and lifelong learning.
- **Excellence:** We will relentlessly pursue success in every endeavor, and consistently produce the highest quality results in all areas.
- **Integrity:** We will be honest, trustworthy, and display high moral character in all that we do.
- **Accountability:** We will hold ourselves to a higher standard of conduct. As Roadrunners we will represent ourselves, our teams, the athletic department, the institution and our alumni in a manner that is consistent with our core values.
- **Respect:** We will celebrate a climate of mutual respect and diversity by recognizing each individual's contribution to the team.
- **Tradition:** We will respect and honor those that have come before us and build upon our tradition of success in order to further instill a sense of pride in Roadrunners Athletics. We are a part of something greater than ourselves.
- **Community:** We are a community encompassing our teams, the athletic department, the university, alumni, friends of Roadrunners athletics, and the surrounding Denver metropolitan area. We will cultivate a welcoming and supporting family environment within the athletic department, while also striving to positively impact the lives of others within the broader community.

Roadrunners 7 Pillars of Success

- Academic Excellence and Student- Athlete Development (T.1: G.2&3)
 - Student-Athlete Welfare
 - Student Success
- Competitive Excellence
- Rules Compliance
- Fiscal Responsibility/Maximizing Fundraising and Revenue Generation Opportunities (T.4: G.2&3)
- Community Engagement (T.4: G.3) (T.5: G.2)
- Telling the Roadrunner Story (T.5)
- Culture of Inclusion (T.3: G.2)

2017-18 HIGHLIGHTS



Academic Excellence

MSU Denver Graduation Rates

Cohort Year	All Students	Student-Athletes GSR	Student-Athletes ASR
2011-12	28%	48%	65%
2010-2011	20%	43%	62%
2009-10	25%	48%	63%
2008-09	24%	48%	65%
2007-08	26%	50%	64%
2006-07	25%	39%	64%
2005-06	21%	56%	67%
2004-05	20%	43%	62%
2003-04	21%	47%	54%
2002-03	22%	34%	51%

- Fall 2017- Semester GPA 3.22
 - AD Honor Roll = 90 student-athletes
 - Term GPA of 4.0 = 11
- Spring 2017- Semester GPA 3.27
 - AD Honor Roll = 85 student-athletes
 - Term GPA of 4.0 GPA = 18
- 2017-18 Cumulative GPA: 3.25



Academic Excellence

- **RMAC Academic Player of the Year**
 - Josh Graetz
 - Men's Tennis
- **66 Academic All-RMAC Honorees**
 - Baseball (8)
 - Men's Basketball (4)
 - M/W Cross Country T&F (20)
 - Men's Soccer (3)
 - M/W Women's Tennis (7)
 - Softball (6)
 - Women's Basketball (5)
 - Women's Golf (3)
 - Women's Soccer (6)
 - Volleyball (4)

Competitive Excellence

- **NCAA Appearances (3)**
 - Volleyball
 - Women's Basketball
 - Men's Tennis
- **RMAC Tourn. Championships (2)**
 - Men's Tennis, Women's Tennis
- **RMAC Coaches of the Year (3)**
 - Tanya Haave, Women's Basketball
 - Barrett Elkins, M/W Tennis
- **RMAC All-Sports Cup Standings**
 - 4th Place (16th consecutive year in top 5) – **Learfield Ranking (134) - AREA FOR IMPROVEMENT**
- **41 All-RMAC Honorees**
 - Baseball (4)
 - Men's Basketball (1)
 - Men's Soccer (3)
 - M/Women's Tennis (11)
 - Softball (3)
 - Women's Basketball (3)
 - Women's Golf (2)
 - Women's Soccer (3)
 - Volleyball (5)
 - M&W Cross Country/Track & Field (1)

Competitive Excellence

Major Individual Awards

- Josh Graetz(Men's Tennis), Man of the Year
- Josh Graetz(Men's Tennis), Player of the Year
- Alex Pessoa (Women's Tennis), Player of the Year
- Alex Pessoa (Women's Tennis), Freshman of the Year
- Koryna Wright (Softball), Freshman of the Year

Community Engagement

- Big Brothers/Big Sisters
- CASA
- Coaches vs. Cancer
- DigPink
- Food for Thought
- Friends of Jaclyn
- GoldCrown Youth Clinics
- Make-A-Wish
- Roadrunners Give Back Day
- Sports Made Possible
- Teal Day
- We Back Pat
- Team Up for Trey

New Initiatives/Accomplishments/Personnel Changes 2017-18

- **Facility Enhancements**
 - PE Building General
 - General Locker Room and Bleacher Renovation (2018-19)
 - Sound System Upgrade
 - Regency Athletic Complex
 - Carpet Installation in Locker Rooms
 - New Signage and Branding
 - New Equipment in S&C Room
- **Other**
 - Record Setting Year Academically
 - Rockies Partnership
 - Re-negotiation of Apparel Deal
 - Cohen Scholarship
 - Red and Blue Fund
 - Budget Adjustments
 - Awarded bids to host NCAA Regional & National Championships
 - XC Regional 2018 & 2020
 - SB Nat'l Champ 2019, 2021, 2022
 - VB Nat'l Champ – Fall 2019
- **New Staff/Changes**
 - Assoc. AD - Compliance
 - VB Assist.
 - Men's Basketball Assist.
 - MSOC Assist.
 - WSOC Assist.
 - SB Assist.
 - Director of Athl. Comm.
 - Marketing Services Specialist
- **Vacant Positions**
 - M/W Tennis (FILLED AUG. 20th)

Areas of Emphasis

- **Educate:** Educate and Graduate Student-Athletes at a high rate.
 - Provide a high level student-athlete experience.
 - Develop leaders and prepare them for life after college.
- **Compete:** Compete for and Win Championships.
- **Engage:** Engage and Positively Impact our Surrounding Community (service).



Key Dates

- Hall of Fame – Saturday, Oct. 13th
- NCAA Cross-Country Regional Meet, Wash. Park – Saturday, Nov. 17th
- Homecoming Weekend – February 15th-16th
- SAAC Rowdy Awards – TBD
- NCAA Softball National Championships – Thursday, May 23rd – Monday, May 27th
- Athletics Scholarship Auction, Friday, May 31st

GO ROADRUNNERS!!!

THE CAPSTONE GROUP LLC
PUBLIC AFFAIRS STRATEGIES

TO: Capstone Clients

FROM: The Capstone Group

DATE: 9/4/2018

RE: Colorado's 2018 Ballot Initiatives

Overview

Ballot initiatives, which make changes to the constitution or statute, can be proposed by the citizens or by the Colorado General Assembly. In odd years, ballot initiatives are limited to issues under Article X, Section 20 of Colorado's Constitution, also known as the Taxpayer's Bill of Rights (TABOR), meaning the only changes that can occur are related to creation of a new tax, tax rate increase, extension of a tax, emergency taxes, increase in the assessment rate, bond issuance, or any other policy that results directly in a net revenue gain. In even years, like 2018, there are no restrictions to the types of ballot initiatives that can be brought. Since 2010 citizen brought initiatives have been denoted by numbers and legislature initiated proposals have been denoted by letters.

Once a citizen-initiated ballot proposal is submitted, the Office of Legislative Legal Services and the Legislative Council Staff hold a review and comment hearing with the two proponents. Feedback may or may not be incorporated and then a revised proposal is submitted and reviewed again in a public hearing. Next, the title setting process begins with the Title Board determining the ballot title and submission clause. The Title Board may choose to decline to set the title if there is more than one subject to the proposal. There are processes for re-hearings of Title Board hearings and to appeal decisions. Then proponents have six months from title setting to gain 98,492 valid signatures on their petitions. A sample of signatures are verified and then the initiatives are placed on the ballot. The latest possible deadline to submit signatures is August 6, 2018, three months before the election. The Secretary of State's office has to verify the signatures by September 5th, or 30 days from when the signatures are received.

In 2016, Colorado voters approved Amendment 71, which requires petitions with changes to the Colorado Constitution to have signatures from 2% of voters from all 35 State Senate districts and to pass by 55% to become effective.

There will be seven citizen led ballot initiatives and six legislative referred measures on the November ballot.

Referred Amendments to the Colorado Constitution

Amendment A (No Exception to Involuntary Servitude Prohibition): Seeks to remove the exception to Colorado's constitutional ban on slavery. An identical concurrent resolution passed in 2016 and Amendment T was placed on the ballot but failed by a few thousand votes. The language on the 2018 ballot will read, "Shall there be an amendment to the Colorado Constitution that prohibits slavery and

THE CAPSTONE GROUP LLC
PUBLIC AFFAIRS STRATEGIES

involuntary servitude as punishment for a crime and thereby prohibits slavery and involuntary servitude in all circumstances?" This question was referred by HCR18-1002. Proponent's Organization and Website: Abolish Slavery Colorado - <https://abolishslaveryco.org/>. There is no active opposition campaign at this time.

Amendment V (Reduce Age Qualification for Members of the General Assembly): Seeks to lower the minimum age qualification for members of the Colorado General Assembly from 25 years to 21 years. This question was referred from SCR17-001. At this time, there is no campaign in support or opposition to Amendment V.

Amendment W (Election Ballot Format for Judicial Retention Elections): Seeks to shorten the ballot language for judges seeking retention to their office by consolidating questions on the ballot. This will appear as Amendment W on the ballot. This question was referred by HCR18-1001. At this time, there is no campaign in support or opposition to Amendment W.

Amendment X (Industrial Hemp Definition): Seeks to change the definition of industrial hemp from a constitutional definition to a statutory definition. The current definition of industrial hemp is: "the plant of the genus cannabis and any part of such plant, whether growing or not, with a delta-9 tetrahydrocannabinol concentration that does not exceed 0.3 percent on a dry weight basis." This question was referred by SCR18-003. At this time, there is no campaign in support or opposition to Amendment X.

Amendment Y (Congressional Redistricting) and Amendment Z (State Legislative Redistricting): Seeks to change the way state and federal redistricting is done after each census. If approved by voters, the measures would set out a process for drawing state and congressional districts by creating independent redistricting commissions of citizen members with equal representation from major parties and unaffiliated members. The commission would be required to create politically competitive districts and would be prohibited from gerrymandering. Nonpartisan staff would draw 3 maps for the commissions to consider. The Colorado Supreme Court would review the chosen map. These questions were referred by SCR18-004 and SCR18-005. Proponent's Organization and Website: Fair Maps Colorado - <http://fairmapscolorado.com/>. There is no active opposition campaign at this time.

Citizen Initiated Amendments to the Colorado Constitution

Amendment 73 (Establish Income Tax Brackets and Raise Taxes for Education): Seeks to create the TABOR exempt Quality Public Education Fund. This fund would be used to supplement General Fund PK-12 funding. The initiative would raise the corporate income tax rate from 4.63% to 6%. It would also raise the income tax rate on a graduated scale for people earning more than \$150,000. The higher rate would be between 5% and 8.25%. New revenues would be placed in the Quality Public Education Fund. It also changes the residential assessment rate for property taxes to 7% and the commercial assessment rate at 24%. The measure places spending requirements for the new revenue to be spent on the per pupil funding base and categorical funding. It would also set these amounts to adjust for inflation. This initiative proposes changes to the state constitution. Proponent's Organization and Website: Great Schools Thriving Communities - <http://www.greatschoolsthivingcommunities.org/> Opponent's Organization: Don't Turn Colorado Into California – No active website.

THE CAPSTONE GROUP LLC
PUBLIC AFFAIRS STRATEGIES

Amendment 74 (Just Compensation for Reduction in Fair Market Value by Government Law or Regulation): Seeks to prohibit the reduction in fair market value of private property by government action unless the government provides just compensation. Under current law, damaging or taking private property is prohibited. The initiative is brought by farmers who see their incomes drop when governments prohibit oil and gas development and the farmers cannot receive money from their mineral rights. This initiative proposes changes to the state constitution. Proponent's Organization and Website: Colorado Farm Bureau - <https://www.coloradofarmbureau.com/>. Opposition Organizations and Website: Save Our Neighborhoods and Colorado Municipal League - <https://www.cml.org/>.

Amendment 75 (Campaign Finance Amendment): Seeks to prevent the outsize influence of large donations of \$1 million or more where these donations or loans are made by candidates to their own campaigns or committees or other committees for electioneering purposes. The initiative proposes changes to the state constitution. Proponent's Organization: Stop Buying Our Elections. No active opposition campaign at this time.

Citizen Initiated Amendments to Colorado Statute

Proposition 109 (Authorize Bonds for Transportation Projects): Seeks to authorize the issuance of transportation bonds for a maximum principal amount of \$3.5 billion and a maximum repayment of \$5.2 billion over 20 years. The initiative seeks to authorize these bonds without increasing taxes or fees. The funds should be used to pay for transportation infrastructure projects, not maintenance. Proposition 109 identifies 66 transportation projects across all 15 of Colorado's transportation regions that the Initiative would pay for. This initiative proposes changes to Colorado statutes. Proponents Organization and Website: Fix Our Damn Roads/The Independence Institute - <https://i2i.org/>. No active opposition at this time.

Proposition 110 (Transportation Funding): Seeks to increase funding for transportation through increasing sales taxes and to authorize the issuance of transportation bonds. It seeks to do this by increasing the state sales and use tax by 0.62% between 2019 and 2039. The increased revenue from the sales tax will be split 45% to the State Highway Fund; 20% of the revenue goes to cities for transportation projects and 20% goes to counties for transportation projects; 15% goes to fund multimodal projects around the state. This initiative proposes changes to Colorado statutes. Proponents Organization and Website: Lets Go Colorado - <https://www.lets gocolorado.com/> Opponents Organization and Website: Don't Turn Colorado Into California – No active website.

Proposition 111 (Payday Loans): Seeks to create a maximum annual interest that a pay day loan company may charge. Seeks to set the maximum annual interest rate for payday loans at 36%. This initiative proposes changes to Colorado statutes. Proponent's Organization and Website: Stop Predatory Pay Day Loans - <https://www.stoppredatorypaydayloans.org/>. No active opposition campaign at this time.

Proposition 112 (Setback Requirement for Oil and Gas Development): Seeks to require new oil and gas sites to be set back from homes, schools, hospitals and other structures by at least 2,500 feet. It is currently set at a minimum of 500 feet for homes and 1,000 feet for schools. The setback requirement would also be required for "vulnerable areas" such as playgrounds, water sources, and public parks.

THE CAPSTONE GROUP LLC
PUBLIC AFFAIRS STRATEGIES

Federal lands would be exempted from these setback requirements. This initiative proposes changes to Colorado statutes. Proponent's Organization and Website: Colorado Rising - <https://corising.org/>
Opponent's Organization and Website: Protect Colorado - <https://www.protectcolorado.com>

THE CAPSTONE GROUP LLC
PUBLIC AFFAIRS STRATEGIES

Officially on the Ballot – November 2018

Referred from the General Assembly

- Amendment A: Prohibit Slavery and Involuntary Servitude in All Circumstances
- Amendment V: Lower Age Requirement for Members of the State Legislature
- Amendment W: Election Ballot Format for Judicial Retention Elections
- Amendment X: Industrial Hemp Definition
- Amendment Y: Congressional Redistricting
- Amendment Z: Legislative Redistricting

Citizen Initiatives – Amendments to the Constitution

- Amendment 73: Funding for Public Schools
- Amendment 74: Compensation for Reduction in Fair Market Value by Government Law or Regulation
- Amendment 75: Campaign Finance Amendment

Citizen Initiatives - Statutory

- Prop 109: Authorize Bonds for Highway Projects
- Prop 110: Authorize Sales Tax and Bonds for Transportation Projects
- Prop 111: Limitations on Payday Loans
- Prop 112: Increased Setback Requirement for Oil and Natural Gas Development

AGENDA ITEM: Fiscal Year 2018-19 Phase II Base Budget Revision

RECOMMENDATION:

The Finance Committee recommends Board of Trustees approval of the Fiscal Year 2018-19 Phase II Base Budget.

BACKGROUND:

In May 2018, the Board of Trustees approved the Phase I initial base budget increase of \$7,515,696. This increase included additional state support, a tuition increase of 3%, and assumed flat enrollment. The Phase I budget allocation included only the mandatory cost increases of \$3,394,530. All other budget allocations, including Faculty and Staff compensation and the Branch priorities, are deferred until after Fall Census when actual enrollment information is available. As of August 18, 2018, total state-funded undergraduate headcount is expected to be down by about 1.7%. Actual enrollment rates will be available after fall census.

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:

The decreased enrollment has reduced the total base budget increase available for allocation to \$5,757,420. After considering the mandatory costs from Phase I, the total available for Phase II allocations is \$2,362,890. The total adjustments to the available revenue are shown in Table 1.

Continued on reverse.

Table 1
Change in Revenue Available for Allocation from Phase I

		Phase I	Phase II
Estimated Additional Tuition Revenue		2,656,970	898,694
State Support			
COF Stipend		2,312,556	2,312,556
Fee for Service (FFS)		2,546,170	2,546,170
Non-base Allocations:*			
	C2 Hub (SB18-262)	2,570,967	1,558,654
	Cybersecurity (SB 18-086)		300,000
Subtotal State Support		7,429,693	6,717,380
Total Tuition & State Support		10,086,663	7,616,074
Less:			
	Designated/Non-base for C2 Hub	2,570,967	1,558,654
	Designated/Non-base for Cyber Coding	-	300,000
	Mandatory Allocation in Phase I	3,394,530	3,394,530
Remaining for Allocation in Phase II		4,121,166	2,362,890

** Note: the final one-time budget allocation from the state for Senate Bill 18-262 was reduced from approximately \$2.57 million to about \$1.56 million. An additional \$300,000 in one-time budget was allocated in Senate Bill 18-086 for cybersecurity and cyber coding for State records.*

Proposed Additional E&G allocations:

The Budget Task Force (BTF) FY18-19 Phase II recommendation includes both base and non-base allocations. Due to decreased revenue from the enrollment shortfall, the BTF unanimously proposed no Across the Board (ATB) base salary increases in fiscal year 2018-19 for Faculty and Administrators. However, the BTF’s proposal still attempts to meet the financial needs of all employee classes through a one-time stipend. The BTF recommends allocating \$2,362,890 in base and \$2,000,000 in one-time as follows:

- Continued Investment in the University’s Talent Resource:
 - Base budget allocation: \$1,425,890
 - Maintain CUPA comparison minimum percentage for Faculty based on years-of-service: \$1,034,929
 - Maintain CUPA comparison minimum at 92% of average for Administrators: \$390,961
 - One-time budget allocation: \$2,000,000
 - Faculty and Administrative one-time stipend of \$2,000: \$1,798,000
 - Professional Development for Affiliate Faculty: \$202,000
- Replenish Base Institutional Reserve: \$937,000

AGENDA ITEM: Renaming the Faculty Senate Diversity Committee Post-Doctoral Fellows (FSDCPDF) Program

RECOMMENDATION:

The Academic and Student Affairs Committee recommends Board of Trustees approval of the renaming of this program and waive the requirement for such a naming to occur only after an individual has been gone from the University for a year.

BACKGROUND:

The program was designed in a collaborative process that included the Faculty Senate Diversity Committee (FSDC) and the Provost's Office. Dr. Flemon's unflinching efforts to parse out how MSU Denver's existing programs for diversifying faculty were – or were not – working was critical to our designing this new program. In addition, analyses conducted by Dr. Flemon and the FSDC revealed the fact that we needed to intervene in the pipeline of hiring faculty at MSU Denver. As a result of some hiring practices unique to MSU Denver, many tenure-line faculty were hired after serving many years as Category II or III faculty. Although national searches were conducted in good faith, departmental faculty often felt most comfortable with hiring someone they knew – the faculty already working in the department. Since most of those faculty were white, we ended up exacerbating the problem of not having a faculty that reflected our student body or the demographics of the Denver region.

The research literature consistently points to the importance of having faculty (and staff) serve as role models for underrepresented populations in the classroom. When minority students see someone who looks like them in front of a classroom, who has earned a doctorate, they realize that they can achieve their own personal and professional goals in a very powerful way.

Our first two FSDCPDF faculty are well on their way toward earning the opportunity to become tenure-line faculty at MSU Denver. Although the program is very new and we, therefore, have no longitudinal data regarding how this will work, I am excited about this program. It aligns with similar programs across the country at other public comprehensive regional universities.

**AGENDA ITEM: Approval of Phase One Review Process for New Degree Programs:
Bachelor of Arts in Sound and Vision, College of Professional Studies**

RECOMMENDATION:

The Academic and Student Affairs Committee recommends Board of Trustees approval of the Bachelor of Arts in Sound and Vision in the College of Professional Studies.

BACKGROUND:

The proposal recommends developing a new bachelor's degree in the Journalism and Technical Communication Department in conjunction with MSU Denver at DIME. The purpose of the new degree, titled Sound and Vision, is to teach students how to prepare visuals, including video, photography, social media and graphics, for musical artists and the burgeoning commercial music industry. The course work reflects the specific knowledge and skills that students will need to become successful creators and producers of visual media for musicians and the commercial music industry.

The curriculum for the Sound and Vision program was developed after researching existing programs at universities and colleges across the US and included consultation with numerous industry experts in Denver and other parts of the country. The hands-on emphasis of the curriculum allows students to apply theory and techniques to various aspects of visual production that specifically relate to the music industry. The experience and knowledge gained from the course work and community internships will help produce well-rounded, creative, technically strong and collaborative graduates. Students in this major will work closely with majors in the three existing DIME degree programs. A majority of the degree program includes existing journalism and technical communication courses. There are nine new courses included in the proposal.

ANALYSIS:

The importance of integrating visual media with commercial music continues to grow. Although statistical data to support this point is not profuse, the evidence is becoming more obvious. The proliferation of music videos, social media postings and visual media to support music is increasingly important in the music, television and general entertainment industry.

In this day and age, all types of music are consumed on screen-based devices such as phones, iPads and desktops; hence, a major trend is the convergence of music, video and delivery platforms producing a phenomenon whereby each entity buys into the other's content. Specifically, the three market leaders spearheading this media convergence include YouTube, which has moved into streaming; Spotify's newly created partnership with Hulu; and Apple's entrance into film, video and television production.

YouTube is the dominant platform for music videos. According to CEO Susan Wojcicki, more than one billion hours of content are consumed on the platform every single day as of March 2017. One of the most popular types of YouTube content is music videos. An April 2018 online report from Music Business Worldwide, confirms that YouTube continues to be the most

dominant streaming platform in the worldwide music business. YouTube now features niche music video channels, and at this writing, has launched live streaming of select music events.

Other music businesses have branched out to the video performance arena. For instance, Live Nation has partnered with Yahoo to bring live concerts to subscribers. Anschutz Entertainment Group (AEG), one of the largest music entertainment companies in the world, has its own YouTube subscription channel at which live concert tours are available. Facebook has started commissioning documentaries, live events, unscripted and scripted series. The company has indicated that it will rely heavily on professional, contributed video content. Qello Concerts, a digital streaming music subscription service, specializes in on-demand concert films and music documentaries. Qello licenses long-form concerts, documentaries, behind-the-scenes footage and interviews from both major and independent music labels. Other outlets include Comcast, which offers its viewers music videos as part of its subscription service, and Denver-based AXS TV network that broadcasts diverse musical programming and concerts on a daily basis.

Recently, the Corporation for Public Broadcasting awarded a grant to NPR affiliate KUVU to develop an “urban alternative” radio station that appeals to diverse audiences in the 18-34 demographic. Among its features will be video programming of live, in-studio performances and artist interviews that will be aired on a new RMPBS HD2 channel. VuHaus, based in Denver, partners with almost a dozen NPR affiliates to provide video collections of artist performances at partner radio stations.

Workforce demand for jobs in which students with this degree might obtain employment is based upon Bureau of Labor Statistics (BLS) for 2016. Occupations in the general video production field for Colorado and the nation include the following:

- Film and video editors annual mean wage nationwide is \$82,190, while the median wage is \$62,760
- Film and video editors annual mean wage in the Denver area is \$78,380; median wage is \$51,590
- Producers and directors nationwide average \$93,840; the median wage for this group is \$70,950
- The Colorado mean for producers and directors is \$64,910; the median is \$56,360
- Denver area mean for producers and directors is \$79,140; the median is \$60,420
- 1680 producers and directors were employed in Colorado

Overall, the BLS estimates faster than average growth for film/video editors, camera people, producers and directors than for all other occupations. An 11% growth until 2024 is forecast for film/video editors and camera people, while producers and directors can expect a 9% growth during the same period. Bachelor’s degrees are required for most entry-level positions in these professions.

Because many media and companies currently rely upon freelance or third party visual production, self-employment opportunities provide other viable workforce options.

MSU Denver and DIME have sufficient space for the proposed course offerings. Faculty and instructional resources in the Department of Journalism and Technical Communication will

provide the means to start this new degree. As enrollment in the degree increases, additional funding (noted in the Phase One) will be necessary.

The degree description and specific course requirements appear below.

Sound & Vision Major, B.A.

The Sound & Vision degree provides students with the theoretical and practical experience required to design, write, edit, and produce visual media for use in the music business and ancillary industries. Students apply knowledge and skills learned to produce a variety of music-oriented video programs. In addition, students learn how to create and manage content for social media sites that highlight, promote and publicize commercial musical artists and other activities related to the music industry.

General Studies Courses

Six Credits General Studies- Written Communication

The following General Studies courses are highly recommended for all Sound and Vision majors.

- ENG 1010-03 Composing Arguments
- OR

- ENG 1009-03 Stretch Composing Arguments B
- ENG 1020-03 Research and Argument Writing

Three credits General Studies- Quantitative Literacy

- MTH 1080-003 Mathematics for Liberal Arts

Three credits General Studies – (Oral Communication)

- CAS 1010-003 Public Speaking

Three credits General Studies – (Historical)

- HIS 1220-003 - American History since 1865

Six Credits General Studies- (Natural and Physical Sciences)

- NUT 2040-003 Introduction to Nutrition
- PHY 3620-003 Sound and Music (no prerequisite, but high school algebra needed)

Three Credits General Studies- (Social and Behavioral Sciences I)

- JRN 1010-003 Introduction to Journalism and Mass Media

Three Credits General Studies- (Social and Behavioral Sciences II)

- ANT 2330-003 Cross-Cultural Communication (also MC)

Nine Credits General Studies- (Arts and Humanities)

- ENG 2850-003 International Film (also GD)
- MUS 1050-003 History of Rock and Roll

GS Subtotal: 33

Sound & Vision Core Courses

- COM 1050-003 Survey of Music, Video and Film
- COM 1450-003 Media Literacy and Communication
- COM 2400-003 Basic Video Editing
- COM 2420-003 Basic Single Camera Video Production

- COM 3400-003 Intermediate Video Editing
- COM 3440-003 Scriptwriting for Video
- COM 3485-003 Motion Graphics for Video
- COM 3490-003 Budgeting and Planning Video for Music Production
- COM 3540-003 Mobile and Social Media Communication
- COM 3580-003 Making Media Social
- COM 3590-003 Streaming Media Technologies
- COM 3785-003 Media Law for Video Producers in the Music Industry
- COM 3800-003 Audio for Video Production
- COM 3980-003 Internship in Video Production for the Music Industry
- COM 4401-003 Advanced Video Editing
- COM 4402-003 Video Editing for Music Soundtracks
- COM 4420-003 Advanced Single Camera Video Production
- COM 4425-003 Producing the Music Video
- COM 4430-003 Directing and Lighting for Video
- COM 4460-003 Multi-Camera Production for Music Performance
- COM 4780-003 Professional Capstone Project (Senior Experience)
- JRN 2600-003 Beginning Photojournalism
- JRN 2615-003 Creating Content for Music Promotion and Social Media
- JRN 3440-003 Television Production (permission from instructor)
- MUS 1890-003 Domestic Music Market
- MUS 2880-003 Self-Employment Skills in Music

Sound & Vision Core Subtotal: 78 (111 total with 33 GS credits)

Sound & Vision Elective Course Options

Students must take nine (9) elective credits to complete their major. The recommended electives below have been selected to expand the breadth of knowledge and skills for Sound and Vision students and will provide the necessary amount of credits to meet graduation requirements. Students should consult with an advisor prior to selecting electives.

- ARTH 1500-003 Art and Visual Literacy
- COM 2430-003 Introduction to Media Production
- COM 2450-003 Basic Interactive Production
- COM 2800-003 Introduction to Audio Production
- COM 3420-003 Intermediate Single Camera Video Production
- JRN 2700-003 Fundamentals of Public Relations
- JRN 3600-003 Intermediate Photojournalism (prerequisite JRN 2600)
- JRN 3610-003 Photo Editing I (prerequisite of JRN 3600)
- MKT 2010-003 Marketing Around the Globe
- MUS 2888-003 International Music Market (prerequisite MUS 1890)

33 General Studies credits

78 Core course credits

9 Elective credits
120 Total credit hours in the major

Foundation Board Report

SEPTEMBER 14, 2018

1



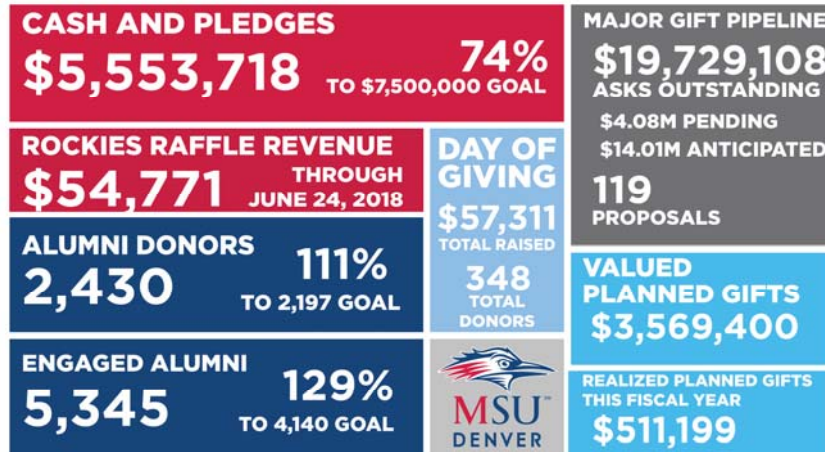
Dashboards, Goals and Performance

2



UNIVERSITY ADVANCEMENT

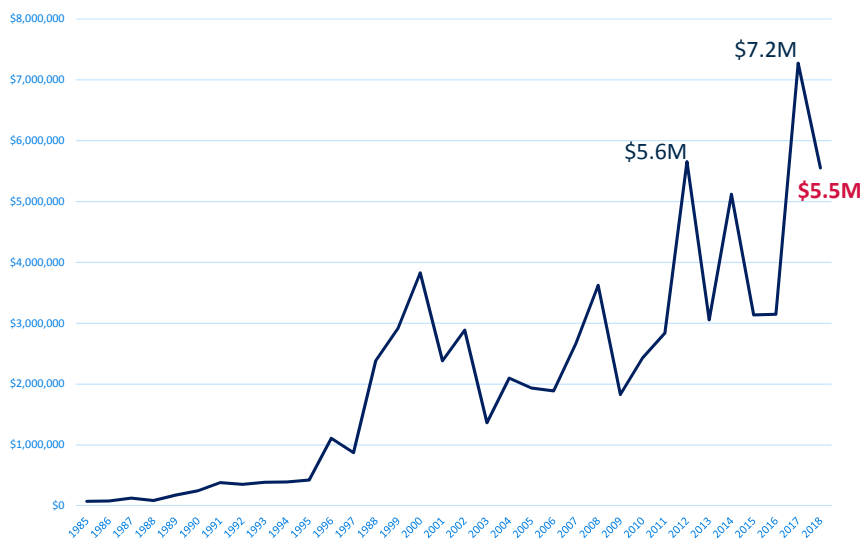
FINAL GIFTS AND COMMITMENTS FY18



Advancement FY18 Goals

1. Meet or exceed **\$7,500,000** in cash and pledges, gifts-in-kind, athletic sponsorships as well as revenue from special events for the year ending June 30, 2018
- ✓ Exceed **2,197 alumni donors** for the year ending June 30, 2018
- ✓ Exceed **4,140 engaged alumni** for the year ending June 30, 2018
- ✓ For the five months ending June 30, 2018 at least **90% of the time, gifts will be processed and acknowledged within 72 hours or three business days of receiving donations**
- ✓ Improved cross-functional data accuracy and reporting

3

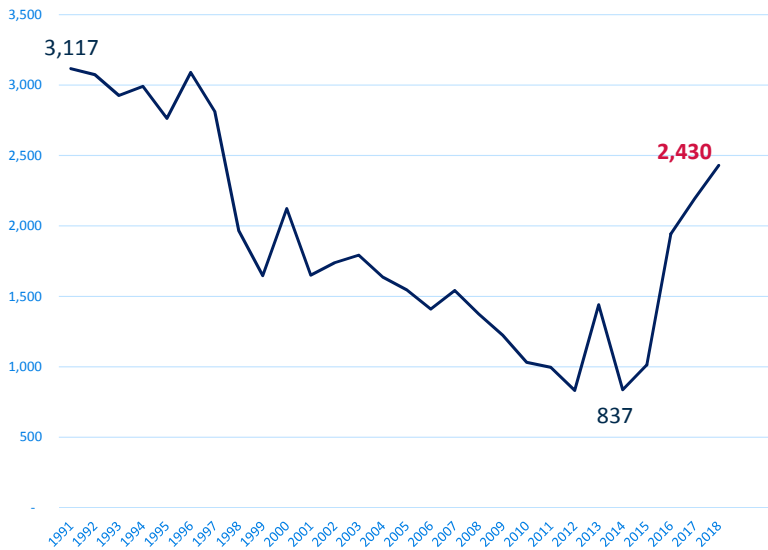


Historic Fundraising

- Final FY18: **\$5.5M** is third largest fundraising year on record
- **\$7.2M** is largest fundraising year on record (FY17)
- **\$5.6M** is the second largest fundraising year on record (FY12)
- 10-year fundraising average: **\$3.8M** (FY08-17)
- 5-year fundraising average: **\$4.3M** (FY 13-17)
- Largest single gift: \$1.5M

4

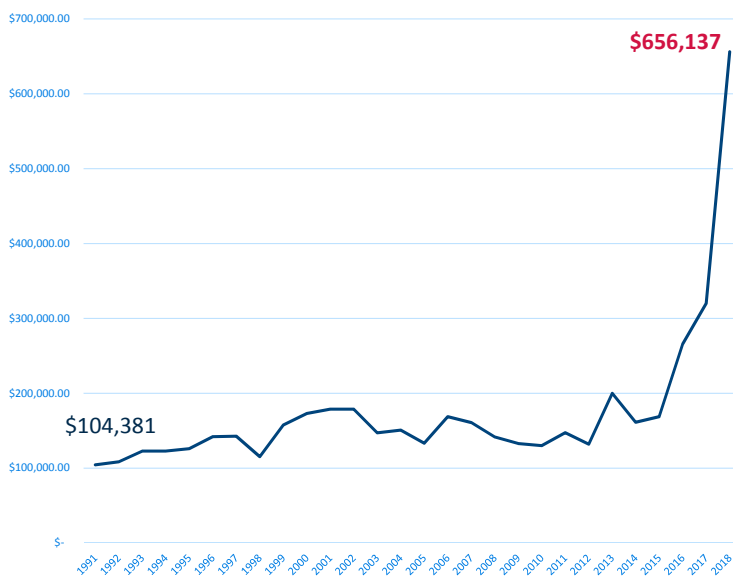




Historic Alumni Giving

- Final FY18: 2,430 alumni donors greatest amount of alumni donors since 1997
- 3,117 is the most alumni donors on record (FY91)
- 837 is the fewest alumni donors on record (FY14)
- 190% growth in alumni donors since FY14

5



Historic Alumni Giving

- Final FY18: \$656,137 is greatest amount of money raised from alumni donors on record
- \$104,381 is the least amount raised from alumni donors on record (FY91)
- 3rd consecutive year of setting new alumni giving record
 - \$265,859 in FY16
 - \$320,545 in FY17
 - \$656,137 in FY18
- 307% growth in alumni giving since FY14

6



University Advancement FY19 Goals

Established goals for FY19:

1. **800** in-person visits/meetings by University Advancement staff*
2. Increase donor retention by **15%***
 - An increase in donor retention by 15% will result in 1,550 total retained donors
3. **2,650** alumni donors
 - 9% increase from FY18
 - Larger than established 2020 Strategic Plan goal of 2,636
4. **6,000** engaged alumni
 - 12% increase from FY18
 - Larger than established 2020 Strategic Plan goal of 4,388

* New metrics that better align with industry best-practices for building a sustainable fundraising enterprise

UNIVERSITY ADVANCEMENT

FY19 GIFTS, COMMITMENTS AND ACTIVITIES THROUGH AUGUST 9, 2018

TOTAL COMMITTED FY19: CASH, PLEDGES & VALUED PLANNED GIFTS
\$291,947

DONOR VISITS
77 **9%**
 TO 800 GOAL

RETAINED DONORS
381 **24%**
 TO 1,550 GOAL

ALUMNI DONORS
444 **17%**
 TO 2,650 GOAL

ENGAGED ALUMNI
651 **12%**
 TO 6,000 GOAL

MAJOR GIFT PIPELINE
\$29,400,844
 ASKS OUTSTANDING
\$5.5M PENDING
\$23.9M ANTICIPATED
148
 PROPOSALS

ROCKIES RAFFLE REVENUE
\$98,719 SEASON TOTAL
 THROUGH AUGUST 6

**NEW PLANNED GIFTS
 VALUED THIS FISCAL**
\$0



Budget, Financials & Univ. Support

9

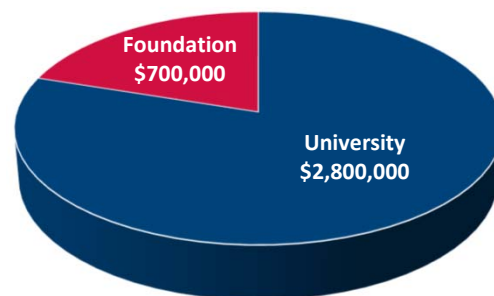
University Advancement Budget

University Advancement has a total annual fundraising and engagement budget of \$3,500,000

- \$2,800,000 from the university
- \$700,000 from the Foundation

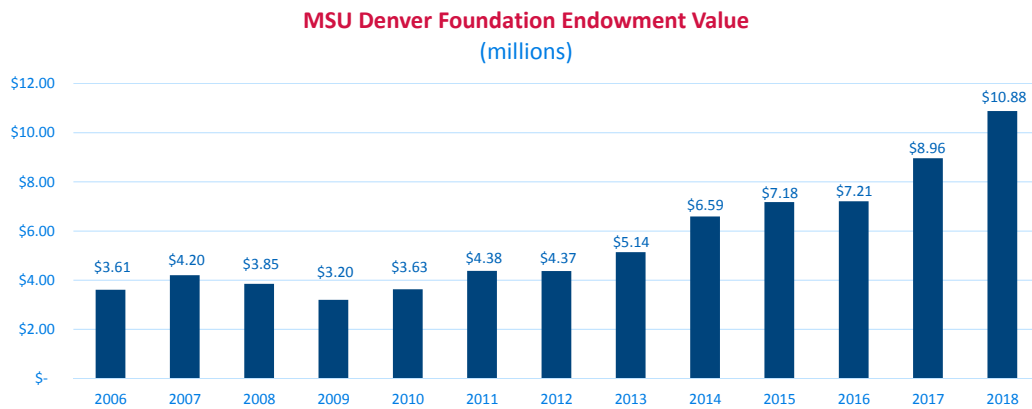
Cost to Raise \$1.00

- FY18 – \$0.63
- FY17 – \$0.48
- FY16 – \$1.11



10

Endowment Value



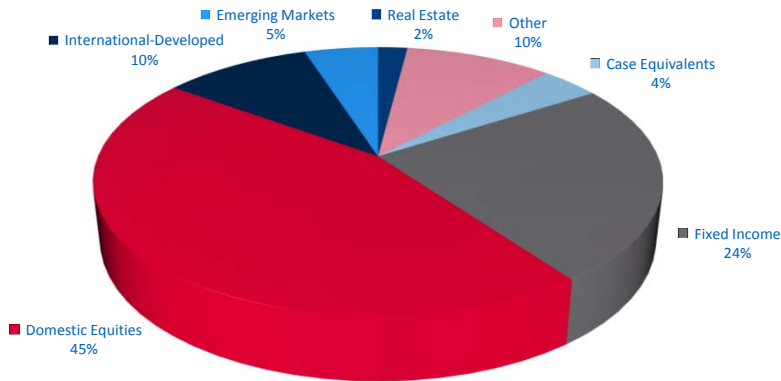
11

Endowment Comparison: Colorado Public Institutions

University	Endowment Value (2017)	Undergraduate Enrollment (2017)	Value per Student
University of Colorado (system)	\$ 1,220,000,000	49,697	\$ 24,548.77
Colorado State University	\$ 330,200,000	25,688	\$ 12,854.25
Colorado School of Mines	\$ 286,000,000	4,757	\$ 60,121.93
University of Northern Colorado	\$ 82,000,000	9,503	\$ 8,628.85
Colorado Mesa University	\$ 24,000,000	11,044	\$ 2,173.13
CSU Pueblo	\$ 21,000,000	3,819	\$ 5,498.82
Adams State University	\$ 15,911,000	2,014	\$ 7,900.20
Western State University	\$ 15,418,000	1,899	\$ 8,119.01
Ft. Lewis College	\$ 11,362,000	3,356	\$ 3,385.58
MSU Denver	\$ 10,880,000	19,544	\$ 556.69

12

Endowment Asset Allocation and Return



Annualized net investment returns:

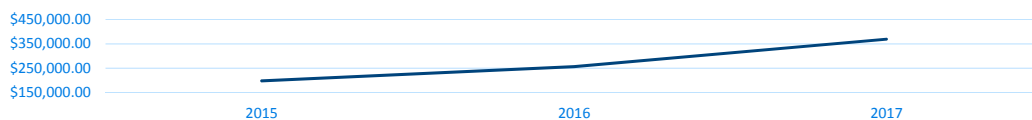
1-year = 8.28%
 3-year = 6.17%
 5-year = 6.85%
 10-year = 4.25%

For periods ending June 30, 2018

13

Endowment Distribution-Foundation to MSU

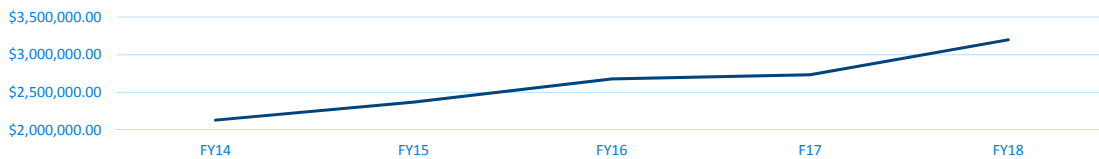
TYPE	12/31/2015	12/31/2016	12/31/2017
Scholarship	\$189,195.71	\$227,921.50	\$300,620.48
Multiple	-	\$16,986.12	\$50,145.17
Fellowship	-	-	\$4,686.01
Lectureship	\$589.44	\$600.05	\$622.25
Professorship	\$3,793.03	\$3,905.62	\$4,062.32
Other	\$4,595.76	\$6,993.80	\$9,237.10
TOTAL	\$198,173.94	\$256,407.09	\$369,373.33



14

Total Distribution. Foundation to MSU

TYPE	FY14	FY15	FY16	FY17	FY18
Scholarships	\$938,792.03	\$998,851.39	\$1,262,617.90	\$1,276,496.78	\$1,613,341.36
Programs	\$583,992.81	\$418,426.09	\$570,019.60	\$621,227.42	\$804,955.78
University Payroll	\$420,871.93	\$715,702.93	\$576,195.69	\$486,342.92	\$440,510.62
Foundation Payroll	\$186,468.56	\$236,505.39	\$268,771.21	\$348,420.11	\$339,554.45
TOTAL	\$2,130,125.33	\$2,369,485.80	\$2,677,604.40	\$2,732,487.23	\$3,198,362.21



University Advancement Updates

Development Assessment

- President Davidson has contracted w/ Marts & Lundy for a University-wide Development Assessment
 - Assessment led by Don Fellows- Leader, Higher Education Practice at Marts & Lundy
- The Assessment will include review, analysis, and report regarding:
 - Advancement Organizational Model and Structure
 - Advancement Staff and Operations
 - Major Giving
 - Foundation Board
 - Campus-wide culture of Philanthropy
 - Priorities/Big Ideas
- On site visit will occur in September. Report delivery in anticipated prior to Nov. 30

17

VP for Advancement Search

- Search Chair is Elizabeth Hinde, Dean, School of Education.
- Aided by search firm, Storbeck/Pimentel & Associates with Alberto Pimentel, Managing Partner is point of contact.
- A video was produced to respond to potential candidates concerns about the position. See, [here](#).
- Draft timeline: Interviews in September and Offer/Acceptance in October.

18

New Faces in Advancement



Brett Befus
Associative Vice President



Katie Mnichowicz
Alumni Relations Coordinator



Megan Conklin
Executive Director of Corporate
& Foundation Relations



Steven Hartman ('18)
Development Associate

New Faces of the Foundation Board



Chris M. Smith
Former CEO of Cochlear Limited



Heather Bulk
CEO & Co-Founder of the SAS
Family Companies:
• Special Aerospace Services, LLC
• SAS Manufacturing, LLC
• Rocket Apparel, LLC



Jeremy Ostermiller
CEO & Co-Founder of Edison
Interactive



Laura English
VP & CFO of Kaiser Permanente,
Colorado

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, May 4, 2018.**

BACKGROUND:

Report includes appointments of temporary faculty and administrators, faculty promotions, leaves without pay, administrative leaves, resignations, nonrenewal of probationary faculty members, terminations, denial of early tenure applications/offers of seventh-year terminal contracts, and transitional retirements, which are delegated to the President and do not require approval by the Board of Trustees.

APPOINTMENTS:

Cindy Price, Alternative Licensure Program Lecturer, Effective July 1, 2018.

Anna Persson, Alternative Licensure Program Lecturer, Effective July 1, 2018.

Andre Adeli, Lecturer of Criminal Justice, Effective August 1, 2018.

Kelsey Asplin, Lecturer of Health Professions, Effective August 1, 2018.

Kristen Atkinson, Lecturer of Social Work, Effective August 1, 2018.

David Blanks, Lecturer of Philosophy, Effective August 1, 2018.

Saonti Chakraborty, Lecturer of Physics, Effective August 1, 2018.

Perri Corvino, Lecturer of Social Work, Effective August 1, 2018.

Shellee Dyer, Lecturer of Engineering, Effective August 1, 2018.

David Farrell, Lecturer of Music, Effective August 1, 2018.

Alex Fayman, Lecturer of Finance, Effective August 1, 2018.

Paul Harrison, Lecturer of Accounting, Effective August 1, 2018.

Honor Heer, Lecturer of Mathematical and Computer Sciences, Effective August 1, 2018.

Kristina Kesselring, Lecturer of Accounting, Effective August 1, 2018.

Dagmar Kress, Lecturer of Aerospace, Effective August 1, 2018.

Laurel Lane, Lecturer of Marketing, Effective August 1, 2018.

Anthony Lopez, Lecturer of Accounting, Effective August 1, 2018.

Shawn Margesson, Lecturer of Social Work, Effective August 1, 2018.

Sara Morris, Lecturer of SOE, Effective August 1, 2018.

Karina Packer, Lecturer of Social Work, Effective August 1, 2018.

Alycia Palmer, Lecturer of Chemistry, Effective August 1, 2018.

Brittany Plaven, Lecturer of Health Professions, Effective August 1, 2018.

Terri Robinson, Lecturer of Health Professions, Effective August 1, 2018.

Adam Schor, Lecturer of Finance, Effective August 1, 2018.

Jennifer Seman, Lecturer of History, Effective August 1, 2018.

Stina Soderling, Lecturer of Gender, Women and Sexualities Studies, Effective August 1, 2018.

Judith Strathearn, Lecturer of Africana Studies, Effective August 1, 2018.

Ann Sullivan, Lecturer of Social Work, Effective August 1, 2018.

Arlene Supple, Lecturer of Marketing, Effective August 1, 2018.

Marie Terry, Lecturer of Mathematical and Computer Sciences, Effective August 1, 2018.

SEPARATIONS:

Paul Allison, Director of Application Services, Effective April 20, 2018.

Andrew Tobin, Nursing Program Specialist, Effective April 26, 2018.

Melanie Trenary, Office Manager, Effective April 26, 2018.

Dino Hernandez, Executive Director of MSU Denver Foundation, Effective April 27, 2018.

John McDuffie, Academic Advisor, Effective April 30, 2018.

Kathy Rigsby, Equity Specialist Coordinator, Effective April 30, 2018.

Xajes Martinez, Assistant Director of LGBTQ Student Resource Center, Effective May 3, 2018.

Christian Fierro, Campus Visit Coordinator, Effective May 4, 2018.

Lisa Nelson, Coordinator of Student Conflict Resolution Services, Effective May 9, 2018.

Sam Dancis, Academic Advisor and Education Coordinator for TRiO, Effective May 7, 2018.

Debbie Ciancio, IV-E Child Welfare Stipend Coordinator, Effective May 17, 2018.

Andrew Swanson, Accessibility Technology Specialist, Effective May 17, 2018.

Michael Reuther, Desktop Systems Engineer, Effective May 18, 2018.

Audrey Jones, Transfer Admissions Counselor, Effective May 29, 2018.

Nikolaos Kouvaris, SAP/Imaging Processor, Effective May 31, 2018.

Nannette McGuigan, ALP Coordinator, Effective May 31, 2018.

Alejandra Myerston Castillo, ESL and Student Success Specialist, Effective May 31, 2018.

Sean Abbott, Security and Identity Administrator, Effective June 4, 2018.

Kenny Tripp, Assistant Men's Basketball Coach, Effective June 15, 2018.

Angela Ballou, Grants and Financial Aid Accountant, Effective June 29, 2018.

Michael Cullinan, Business Intelligence Reporting Specialist, Effective June 29, 2018.

Joshua Mackey, CHRO & Executive Director of Human Resources, Effective June 29, 2018.

DeAnna Torrez, Collections Advisor, Effective June 29, 2018.

Gordon Loui, Director of Strategic Partnerships and Community Engagements, Effective June 30, 2018.

William Railey, Associate Director of Development for Athletics, Effective June 30, 2018.

Shantel Torres, Records Specialist, Effective July 2, 2018.

Mauro Villasenor, Human Resources Associate, Effective July 4, 2018.

Patrick Fay, Associate Director of Admissions, Effective July 5, 2018.

Lucas Gabriel, First Assistant Men's Basketball Coach, Effective July 5, 2018.

Abigail Rolph, Director of Media Relations, Effective July 18, 2018.

Barrett Elkins, Head M&W Tennis Coach, Effective July 31, 2018.

Patsy Hernandez, Director, ITS Business Services, Effective July 31, 2018.

Jesus Quintana Martinez, CAMP Recruiter, Effective August 1, 2018.

Steve Kreidler, VP of Administration, Finance and Facilities, Effective August 31, 2018.

Trina Chambers, Alternative Licensure Program Instructor, Effective May 31, 2018.

Fred Plahuta, Alternative Licensure Program Instructor, Effective May 31, 2018.

Darlene Sampson, Lecturer of Social Work, Effective May 31, 2018.

Scott Saechenyi, Analytical Chemistry Lab Instructor, Effective May 31, 2018.

Qiongqi Xiao, Assistant Professor of Finance, Effective May 31, 2018.

Don Byron, Assistant Professor of Music, Effective June 30, 2018.

Carolyn Morrison, Associate Professor of Special Education, Effective June 30, 2018.

Adrian Shopp, Professional in Residence, Effective June 30, 2018.

Angela Busila, Assistant Professor of Accounting, Effective July 31, 2018.

Jennifer Cappa, Lecturer of Biology, Effective July 31, 2018.

Rick Crosser, Professor of Accounting, Effective July 31, 2018.

Tanya Gatlin, Associate Professor of Aerospace Sciences, Effective July 31, 2018.

Bong Jeong, Associate Professor of Computer Information Systems, Effective July 31, 2018.

Cathy Stilwell, Lecturer of Social Work, Effective July 31, 2018.

Meenakshi Venkataraman, Lecturer of Social Work, Effective August 15, 2018.
Esther Hannon, Family Literacy Program Coordinator, Effective April 16, 2018.
Nancy Stalf, Academic Department Coordinator, Effective May 31, 2018.
Carol Svendsen, Senior Associate for Special Projects, Effective September 7, 2018.
Joice Gibson, Lecturer of Music, Effective May 31, 2018.
Timothy Gould, Professor of Philosophy, Effective May 31, 2018.
Michael Ketterer, Professor of Chemistry, Effective May 31, 2018.
Jean Lundy, Associate Professor of Speech, Hearing and Language Sciences, Effective May 31, 2018.
Nancy Moke, Associate Professor of Human Services, Effective May 31, 2018.
Tara Tull, Lecturer of Human Services, Effective May 31, 2018.
Diane Carroll, Associate Professor of Special Education, Effective June 30, 2018.
Margaret Fraser, Professor of Teacher Education, Effective June 30, 2018.
Carol Jenson, Professor of Health Professions, Effective June 30, 2018.
Lupe Martinez, Associate Professor of Elementary Education, Effective June 30, 2018.
Luis Torres, Interim Chair of Communications, Arts and Sciences, Effective June 30, 2018.
Elizabeth Frederick, Associate Professor of Management, Effective July 31, 2018.
Linda Stroup, Chair, Professor of Nursing, Effective July 31, 2018.
William Emerson, Professor of Math, Effective August 10, 2018.
Clayton Ramon Griffin, Associate Professor of Finance, Effective August 31, 2018.

TRANSITIONAL RETIREMENT:

Robert Amend, Professor of Journalism, Effective September 1, 2018 – June 30, 2019.
Marilyn Hetzel, Chair, Professor of Theater, Effective September 1, 2018 – June 30, 2019.
Linda Marangia, Professor of Social Work, Effective September 1, 2018 – June 30, 2019.
Thomas McInerney, Professor of History, Effective September 1, 2018 – June 30, 2019.