

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

**Wednesday, December 5, 2007
9:00 a.m. – 11:20 p.m.
Tivoli Student Union Room 320
Auraria Campus**

AGENDA

- I. CALL TO ORDER**
- II. EXECUTIVE SESSION**
 - a. The Board may convene into Executive Session for the purpose of discussing personnel matters in accordance with 24-6-402(3)(b)(I), C.R.S. or to possibly confer with the Board's attorney to receive specific advice on legal questions in accordance with 24-6-402(3)(a)(II), C.R.S.**
- III. APPROVAL OF MINUTES**
 - a. Approval of November 7, 2007 Board Meeting Minutes**
- IV. REPORTS (OPTIONAL)**
 - a. Chair's Report - Chair Adele Phelan**
 - b. AHEC Board – Trustee Maria Garcia Berry**
 - c. President – Dr. Stephen Jordan**
 - d. Student Government – Student Government Assembly President Jack Wylie**
 - e. Finance Committee – Trustee John Osborn**
 - f. Academic and Student Affairs Committee – Chair Adele Phelan**
 - g. Public-Private Partnerships – Trustee Ellen Robinson**
 - h. Foundation Report - Trustee Ellen Robinson**
 - i. Faculty Senate – Dr. Hal Nees, President**
 - j. Council of Chairs – Mr. Greg Watts**
 - k. Alumni – Alumni Representative**
- V. PRESENTATIONS**
 - a. Linda Curran, Interim Provost and Vice President for Academic Affairs: Information on the Pay for Performance Agenda Item**
- VI. ACTION ITEMS**

The following item(s) are recommended by the Office of Academic Affairs:

a. Pay for Performance Proposal and Hybrid Option

The following item(s) are recommended by the Office of Legal Counsel:

b. Support for Legislation Providing In-State Tuition for Colorado High School Graduates

VII. CONSENT ITEMS

The following items are presented by the Office of Human Resources

a. Personnel Items

VIII. INFORMATION ITEMS

The following items are presented by the Office of Human Resources

a. Personnel Items

The following items are presented by the Office of the President

b. President's Written Report to the Board

IX. PUBLIC COMMENT

X. REQUESTS FOR FUTURE AGENDA ITEMS

**XI. ADJOURNMENT TO FROSTY'S FEAST HOLIDAY LUNCHEON;
TURNHALLE**

AGENDA ITEM:**EXECUTIVE SESSION****BACKGROUND:**

The Board may convene into Executive Session for the purpose of discussing personnel matters in accordance with 24-6-402(3)(b)(I), C.R.S. or to possibly confer with the Board's attorney to receive specific advice on legal questions in accordance with 24-6-402(3)(a)(II), C.R.S.

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

Wednesday, November 7, 2007
8:00 a.m. – 12:00 p.m.
Tivoli Student Union Room 320
Auraria Campus

MINUTES

I. CALL TO ORDER

- a. The meeting was called to order at 8:10 am.

Trustees Present:

Trustee Phelan, Trustee Garcia Berry Trustee Butler, Trustee Tonner, Trustee Lucero, Trustee Robinson, Trustee Esquibel, Trustee Osborn, Faculty Trustee Gene Saxe, Student Trustee Kevin Harris

Trustees Absent

Trustee Martinez

Metro State Personnel Present:

Stephen Jordan, President; Lee Combs, General Counsel Myron Anderson, Associate to the President for Diversity; Linda Curran, Interim Provost and Vice President for Academic Affairs; Natalie Lutes, Vice President for Administration and Finance; Steve Beaty, Interim Vice President for Information Technology; Carrie Besnette, Vice President for Institutional Advancement; Cathy Lucas, Associate Vice President for Communications; Joan M. Foster, Associate Provost for Institutional Planning; John Cochran, Dean, School of Business, Sandra Haynes, Dean, School of Professional Studies; Kathy Heyl, Assistant Dean, School of Professional Studies; Hal Nees, Faculty Senate President;; Brandi Saturley, Administrative Assistant to the President; and others.

II. EXECUTIVE SESSION

- a. The Board convened into Executive Session for the purpose of discussing personnel matters in accordance with 24-6-402(3)(b)(I), C.R.S. or to possibly confer with the Board's attorney to receive specific advice on legal questions in accordance with 24-6-402(3)(a)(II), C.R.S.
- b. The Board returned to open session at 8:59 am.

III. APPROVAL OF MINUTES

- a. Approval of September 5, 2007 Board Meeting Minutes
- i. The minutes were **approved** as recorded. The Motion **passed unanimously**.

IV. REPORTS (OPTIONAL)

a. Chair's Report - Chair Adele Phelan:

- i. Trustee Phelan reminded BOT Members of the upcoming Pay-for-Performance study session and remarked briefly on the legislative budget process.

b. AHEC Board – Trustee Maria Garcia Berry:

- i. Trustee Berry remarked that the most significant issue currently facing AHEC is the need for Auraria to overcome a \$30m deficit in Science Building funding as a result of the budget recommendations from the Governor. The Master Planning Committee will meet tomorrow to finalize the 2008 legislation.

c. President – Dr. Stephen Jordan

- i. President Jordan discussed funding issues and Trustee Garcia Berry noted the need for modeling student fee support, researching other higher education building funding models, and developing proactive Board policies. Jordan noted the different foundation and endowment environments of Metro State as compared to other institutions.
- ii. Legislative report:
 1. Capstone representative Mary Marchun provided an overview of the ongoing work around funding issues and capital development. Metro State is working on securing sponsors for five or six individual measures in addition to the capital development budget issues.
- iii. Leadership Exchange:
 1. President Jordan and VP Besnette participated in the Chamber of Commerce's Leadership Exchange in Phoenix Arizona. One hundred fifty business leaders, including Governor Ritter and Mayor Hickenlooper participated. One of the highlights of the trip included a keynote from the President of Arizona State University. These remarks clearly demonstrated how Maricopa County and the City of Scottsdale have supported funding the economic and capital development of the institution.
- iv. The Department of Administration and Finance is completing a RFP for a Metro State branded debit card that will double as a new student ID. This card would be available to all students and allow them to receive financial aid funds directly to their bank accounts. Jordan anticipates working with downtown vendors and to review bids by 2008.
- v. Jordan announced that the next Board meeting would culminate at the Frosty's Feast fundraiser luncheon. All Board members were invited to attend to allow Metro State to thank them for their

service and participate in an event organized by hospitality staff and students.

- vi. Commencement is Sunday December 16, and all Board members are invited to attend. There will be a luncheon around 12:00, robing at 1:00 and the ceremony will begin at 2:00 pm.
- vii. President Jordan followed up on a question posed by Trustee Martinez at the previous Board meeting regarding enrollment trends of nontraditional students. In general, nontraditional student enrollment is down at all institutions. The available research indicates a decline of approximately 12 – 15% over the last two years in Community College enrollment of students age 25+, which has subsequently impacted nontraditional enrollment at Metro State.
- viii. Jordan asked Board members to check their calendars for the best date for a Tri-Board retreat (MSCD Board, Foundation Board and Alumni Board). The dates considered were January 26, March 1 or March 8.
- ix. Metro State was ranked third of only eight selected institutions designated to offer a bachelors degrees in FAA-approved air traffic controller training. Eighteen schools in all were considered, and letters sent by Senator Wayne Allard in behalf of Metro State were critical to this accomplishment.
- x. President Jordan was elected Chair of the NCAA Division II President's Council. He will serve as the spokesperson for all Division II Schools, preside over the President's Council meetings, the convention and annual meeting, as well as serve as a member of the NCAA's executive committee.

d. Student Government – Student Government Assembly President Jack Wylie

- i. The SGA is working with SACAB's Andrew Bateman to secure support from Representative Judd on the student textbook legislation. Over 1200 signatures and 200 handwritten letters have been collected in support. President Jordan remarked that he had reviewed the draft and applauded the efforts of the student body. SGA President Jack Wylie noted that there might be a draft available for formal Board support at the December Board meeting.

e. Finance Committee – Trustee John Osborn

- i. Trustee Osborn reported that the agenda items before the Board today are brought forward with Finance Committee approval, and noted that the College is reviewing purchase options for modular buildings that will hold classroom and office space.

f. Academic and Student Affairs Committee – Chair Adele Phelan

- i. Chair Phelan reported that the agenda items before the Board today are brought forward with Academic and Student Affairs Committee approval. Dr. Thobani will be providing a more

comprehensive update on Metro State's Global Initiatives program in the spring.

g. Public-Private Partnerships – Trustee Ellen Robinson

- i. Trustee Robinson provided an update on the P3 (Public-Private Partnerships) committee, noting that the committee had met twice and had added Foundation Board member Marilee Utter to the committee. Trustee Robinson also reported on the Foundation Board meetings, noting that discussions included the Metro State hotel.

h. Faculty Senate – Dr. Hal Nees, President

- i. Dr. Nees provided an update on the Pay for Performance initiative and noted that an all-faculty vote will occur in the near future. The faculty Senate has two meetings left before the end of the semester. President Nees also asked the Board to devote some time to better understanding the retirement options of Metro State employees, particularly those of PERA and the defined contribution plans. Chair Phelan responded that such conversations should begin in the Finance Committee.

i. Council of Chairs – Mr. Greg Watts:

- i. Greg Watts reported that a committee charged with developing a formal Council of Chairs structure has been meeting and will be providing a report to the President in the near future.
- ii. Chairs are working on developing a component of the Pay for Performance structure as it relates to Chair evaluations, and they will present that subsequent to the all-faculty Pay for Performance vote.

j. Alumni – Alumni Representative Eric Peterson, President of the Alumni Board of Directors:

- i. Eric Peterson reported that the Alumni Board is working on the fundraising event called the Apprentice Challenge. More information is available by following the Apprentice Challenge link on the Metro State homepage. Ten students are finalists and they will be divided into two teams. On December 4, the kick off event will occur at the Molson Coors Boardroom at 17th and Lawrence. The Apprentice Challenge will focus around group projects helping the community. The project will culminate on May 1st, with a “Board Room” finale in which a live audience will vote for the winner.
- ii. Peterson also reported that there are several new Alumni Board members: Carmen Carrillo, the Deputy Director of Denver Human Services; Captain Tracie Keesee of the Denver Police; Cassandra Johnson, business manager of the Hope Center and Kyle Christman, a business and marketing professional.

V. PRESENTATIONS

- a. Barbara Weiske and Mike Clark provided a discussion of Bookstore textbook pricing. They presented data from the store's Buyback program and savings generated as a result. Faculty Trustee Saxe requested that bookstore officials notify professors when they order less than the requested amount of books, as well as when titles are substituted for newer editions.

VI. ACTION ITEMS

- a. **Foundation Board Memorandum of Understanding**
 - i. Trustee Robinson prefaced this agenda item with an overview of the Foundation's intent of the MOU for spousal travel. Instances in which the President's spouse will travel in behalf of the College will be pre-approved by the Board Chair. The Internal Auditor will review post-travel information. President Jordan will also provide travel updates in his report to the Board.
 - ii. This item was **approved**. The Motion **passed unanimously**.
- b. Support for Legislation Enabling Auraria Institutions to Implement Campus Master Plan
 - i. This item was **approved**. The Motion **passed unanimously**.
- c. Fiscal Year 2008 MSCD Operating Budget Update
 - i. This item was **approved**. The Motion **passed unanimously**.
- d. Trustee Conflict of Interest Policy
 - i. This item was **approved**. The Motion **passed unanimously**.

VII. CONSENT ITEMS

- a. Personnel Items
 - i. This item was **approved**. The Motion **passed unanimously**.
- b. Change to Personnel Handbook
 - i. This item was **approved**. The Motion **passed unanimously**.

VIII. INFORMATION ITEMS

- a. Updated Academic Program Review Schedule
- b. Academic Program Review Report for Programs reviewed During AY 2006-07
- c. Institutional and Program Responses to the 2005-06 Academic Program Review Questions and Recommendations
- d. Modular Building Purchase
- e. Personnel Items
- f. President's Written Report to the Board

IX. PUBLIC COMMENT

- a. N/A

X. REQUESTS FOR FUTURE AGENDA ITEMS

- a. Communications Plan Update in 2008**

XI. ADJOURNMENT

- a. The meeting was adjourned at 10:45 am.**

AGENDA ITEM: Proposals for Pay-for-Performance Plan and Award Committee Structure

BACKGROUND:

The Board of Trustees has proposed to set aside an annual budget line item equal to 8% of the total faculty compensation to be used to reward on a yearly basis those faculty who perform at a high level. A “Pay-for-Performance” plan proposal was presented to the Trustees at a non-voting Study Session during November 2007.

ISSUE:

The Pay-for-Performance plan proposal presented to the Trustees at the November 2007 Study Session includes provisions to address several issues that, if not resolved, will undermine the intent and functioning of the proposed new system. The proposal presented at the November 2007 Study Session also included three options for the Pay-for-Performance Award Committee structure and process. Several Board members raised concerns about the complexity of the three proposed options, as well as the “learning curve” associated with their proper functioning. In response to these concerns, the administration has developed a “hybrid” award committee structure and process that is based on elements of the three previous options. The hybrid proposal is described in more detail under Sections II. B. and C. of the attached briefing document.

RECOMMENDATION:

The administration recommends that the Board of Trustees approve the Pay-for-Performance Plan and hybrid Award Committee Structure as described in the attached briefing document, for implementation by the College’s administration.

PAY-FOR-PERFORMANCE BRIEFING – METRO STATE BOARD OF TRUSTEES

I. Background:

- A.** The Pay-for-Performance Initiative began with the Board’s goal of **achieving more differentiation in the distribution** of the Metro State faculty annual merit raises.
- B.** Dr. Jordan saw the opportunity to address a bigger issue: the need to **create a faculty compensation philosophy**. Such a compensation philosophy would, ideally:
 1. improve the College’s ability to compete for the best faculty at the point of hiring (through **competitive starting salaries**)
 2. create incentives for faculty to stay at Metro State (i.e., **increase faculty retention** and control the costs associated with faculty turnover, such as the time and expense of faculty searches for replacement faculty); and
 3. **create performance incentives**, simultaneously rewarding high-performing faculty and providing monetary incentives for all faculty to work toward achieving their highest potential.
- C. Pay-for-Performance Committees were convened and charged, to work closely with the consultants (UM Global HR) hired by the Board of Trustees. Based on the research and guidance provided by the consultants, it was understood that any faculty compensation proposal must include these elements:**
 1. **The annual faculty evaluation system needs to be changed.** The existing system of departmental evaluation guidelines carried with it the widespread belief that it was not equitable in terms of comparable rigor across metro State’s academic departments.
 2. **Issues of equity in faculty base salaries need to be addressed.** The existing faculty performance evaluation system was systematically misused to address base salary equity issues. Together with the Handbook change which specified that a “C” evaluation was no longer considered an acceptable faculty performance rating for post-tenure review, these factors contributed to a lack of differentiation in the distribution of the Metro State faculty annual merit raises.
 3. **Inversion in faculty salaries** that occurred as a consequence of higher starting salaries needs to be addressed. The decision to hire faculty at 100% of the CUPA mean salary for the discipline meant that newer faculty salaries were higher than salaries of faculty hired only a few years before in the same disciplines.
 4. Funding is not sufficient to support a base-building incentive plan. Therefore, **the Pay-for-Performance plan must be non-base-building.**
 5. To ameliorate future salary inequities and to retain market competitiveness, **an annual market adjustment to faculty base salaries will be necessary.** These funds will come from the annual state appropriation for this purpose.
 6. Funding is not sufficient to support distribution of faculty salaries around a higher CUPA percentile (e.g., the 70th percentile). Therefore, **the goal is to have faculty salaries at Metro State distributed around the 50th percentile, or “CUPA mean”,** for the academic disciplines at Metro State.

D. It was acknowledged at the outset that there are issues that will need to be discussed and resolved on a case-by-case basis. These include:

1. using CUPA is not feasible for all academic departments at Metro State;
2. the CUPA peers themselves are also under discussion/development;
3. The base-building, or market, adjustment that the state allows each year will need to be reduced slightly to (a) fund equity adjustments, and (b) to keep the Pay-for-Performance set-aside (currently ~\$2.1 million) at 8% of the total faculty compensation base.

E. Actions taken (or needed) to address one or more of the issues above include the following:

1. **Faculty retention** – the dollar value of promotion is increased, from \$1,500 to \$4,000 at the associate step, and from \$2,200 to \$6,000 at the full professor step.
2. **Equity, Part I** (addresses salary compression across ranks) – see attached charts, which show, for associate and full professors, the distribution of faculty salaries before and after the increases in the \$ value of promotion, PLUS the equity adjustments made to the salaries of senior faculty below 85% of the CUPA mean salaries for their disciplines (taking into account their recent annual evaluation scores).
3. **Equity, Part II** (addresses salary inversions) – During the FY 2007-08, initial adjustments were made to increase the base salaries of assistant professors hired two-three years ago, when starting salaries were held at 90% of the CUPA mean for an academic discipline.
4. **Equity, Part III** (will further address salary compression across ranks) – During the FY 2008-09, additional adjustments need to be made to increase the base salaries of associate and full professors whose salaries still lag behind, either because of departmental evaluation guidelines that are not comparably rigorous across disciplines, and/or the misuse of the annual evaluation exercise to address salary equity issues.
5. **Attracting and hiring a high-quality faculty – starting salaries are now set at 100% of CUPA means for the academic discipline.**
6. **Other salary issues related to base compensation:**
 - a. **Summer compensation has been restored to pre-budget-reduction levels** and opportunities for full-time-faculty to teach in the summer are increased.
 - b. **Department chair compensation levels are under review and a proposal is being considered to increase chair stipends** commensurate both with their current levels of responsibility as well as the increased accountability demanded by a successful P4P implementation.

II. Recommendations:

- A. The administration recommends that the Board of Trustees approve the Pay-for-Performance concept, as presented at the November BOT study session (a copy is attached). The concept is described on pp.1-2 of the attached proposal, and includes the descriptions of the Appeals process, Standing P4P Oversight Committee, and the P4P Committee on pp. 6-7.
- B. For the P4P Award Committee structure, the administration recommends a “hybrid” option based on elements of Options One, Two, and Three described on pp. 4-6 in the attached P4P proposal that was provided at the November BOT study session.

There are two primary reasons for recommending this “hybrid” option instead of Options One, Two, or Three as described in the attached document on pp. 4-5:

1. The development of a set of “core” (common) departmental evaluation guidelines is not yet complete. Therefore, issues of comparability across academic departments and schools will exist during this first round of award nominations.
2. It will take at least one round of evaluation and consideration of P4P nominations for the P4P Award Committee(s) to gain requisite knowledge and experience. This is important to provide the necessary oversight and accountability, and to ensure a solid foundation for the P4P award process. **The necessity for the continued existence of this hybrid option should be reconsidered in a few years.**

C. The proposal for a “hybrid” option includes the following elements:

1. The **department chairs** in each of the three schools (Letters, Arts & Sciences, Business, and Professional Studies) shall make **initial recommendations regarding P4P award levels (I, II, and III)** for individual faculty in each of their departments. These chair recommendations shall be forwarded to the deans.
2. **Each of the three deans shall consider the chairs’ recommendations** in their respective schools, and **shall meet with the other deans to discuss broad comparability** across the three schools. In consultation with the provost, **the deans shall make final award determinations for Level I awards**. The deans shall make recommendations for Level II and Level III awards.
3. The deans’ recommendations for Level II and Level III awards shall be forwarded to a College-Wide P4P Award Committee for consideration.
4. The **College-Wide P4P Award Committee shall consider the deans’ Level II and Level III recommendations**, and shall in turn forward the Committee’s recommendations to the provost.
5. **The provost shall consult with the Senate Budget Committee prior to making final award determinations for Level II and Level III P4P awards. The provost shall consider the College-wide P4P Award Committee’s recommendations when making final individual award determinations for Level II and Level III P4P awards.** The provost shall take on the final responsibility and accountability for consistency in P4P awards granted across the College. (Additional oversight during the P4P process shall be provided by the Handbook requirement that each dean review with the department chair individual faculty members’ annual evaluations in all four performance evaluation areas.)

D. Additional requirements: because department chairs play a crucial role in both the annual departmental evaluations of their faculty as well as the initial P4P award level recommendations, **it is imperative that the issues of chair compensation and working conditions be addressed**. The Provost, in consultation with the Executive Council of Chairs and the deans, has proposed increased compensation levels for chairs. Equally crucial is a program of chair mentorship and leadership development that specifically addresses support for chairs at Metro State who eventually step back among the faculty they have evaluated for a number of years. The three deans have taken a leadership role in identifying and implementing a high-quality program of chair mentorship during the spring 2008 term.

Pay for Performance Plan Description

Background:

The President and Board of Trustees will set aside an annual budget line item equal to 8% of the total tenured and tenure-track faculty compensation (salary and benefits) to be used to reward yearly those who perform at a high level (the FY2009 estimated total is \$2,100,000). Currently we have 372 tenured and tenure-track faculty members. The Pay for Performance (P4P) awards are not base-building for the faculty members' salary; the awards will be equally divided and added to the faculty member's paycheck on a monthly basis for the fiscal year following the evaluation for which the award was given. This award payment will stop with the beginning of the next fiscal year, but additional Pay for Performance awards can be earned each fiscal year.

The Board of Trustees will direct that the dollar amount equal to 8% of the total tenured and tenure-track faculty compensation be included as part of the College's general fund budget. It will be set aside in the annual budget specifically for P4P and therefore cannot be used to increase faculty base salaries. As tenured and tenure-track salaries increase, the budget will increase to maintain the pool at 8% of the total tenured and tenure-track faculty compensation. The Chair of the Board of Trustees, Adele Phelan, has indicated a willingness to support the concept of including these funds in an exigency policy.

A faculty member will be eligible for tenure and promotion if they receive "meets standards" in all areas in their departmental evaluation.

The members of the P4P Committee estimate, based on past performance, that approximately 90% of the faculty members would be eligible for some level of P4P award. This is an estimate only, representing the informed opinion of the members of the P4P Committee.

If some version of a P4P plan is not approved by the faculty and the Board, the budget allocation for P4P may either be reallocated for other uses, or the Board may choose to implement their own faculty P4P plan without further faculty participation.

Source of the Funds for P4P:

In FY2008, the President and the Trustees agreed to set aside roughly \$1 million in institutional funds for the first half of the 8% budget line for P4P. The remaining 4% (estimated at \$1.1 million) will be included in the 2008-09 operating budget to make up a total estimated \$2.1 million. Again, it is important to note that the dollar amount of this fund will grow as the number of tenured and tenure-track faculty increases, and base salaries increase, in order to maintain the fund at 8% of the faculty's total salaries and benefits.

Equity and Parity:

The President has taken action to address equity and parity issues, and has announced the creation of a standing equity/parity committee to continually address these concerns. This is not part of Pay for Performance, but is intended to address pay inequities at Metro State. The Interim Provost, Dr. Linda Curran, has solicited proposals for the structure of this committee and will soon share the committee structure with the College community. The Board of Trustees understands the need to provide the needed funds for equity and parity adjustments.

Base building:

All tenured and tenure-track faculty members will be eligible for increases to base. The process for faculty members to earn salary increases will change with the implementation of P4P. Each department will revise their departmental evaluation guidelines in each of the four evaluation areas (teaching, advising and student support, college and community service, and scholarship) from the current A-F grades to three new categories: “needs improvement”, “meets standards”, and “exceeds standards”. The change from A - F to the three new categories was completed during October 2007 in order for the first P4P awards to be distributed in 2009; this is because the basis for 2008 evaluations must be in place by the start of calendar year 2008.

In addition, by December 31, 2008, the College will work to develop a common set of guidelines that will be used as the “core” in departmental evaluation guidelines. Departments will still be able to add discipline-focused standards to the common set of guidelines.

<p>Base Building Funds</p> <p>(Determined by the State of Colorado each year and has varied between 0% and almost 3.5%)</p>		
Needs Improvement	Meets Standards	Exceeds Standards
Determined by the Department Chair		

Faculty members will receive an increase to their base salaries with the following conditions. The faculty member will receive the maximum base amount available if he/she at least “meets standards” in all four areas (teaching, advising and student support, college and community service, and scholarship). If they are found to need improvement in a specific area the increase to the faculty member’s base salary will be reduced by the percentage allocated to that area during the annual faculty member goal

November BOT Study Session, page 3

setting process (teaching: 50%; advising and student support: 10% – 20%, college and community service: 10% – 20%, scholarship: 10% – 30%, or the allocation set by the faculty member during the annual goal setting process for faculty members. These percentages reflect the usual ranges for faculty workload). In order to improve performance, it is expected that the Center for Faculty Development will assist those who do not “meet standards” in one or more of the evaluation areas (teaching, advising and student support, college and community service, scholarship).

Non-base-building component:

Those who “exceed standards” in one or more of the four evaluation areas and at least “meet standards” in all four areas may nominate themselves to be considered for P4P. The expectation is that approximately 50% of the total P4P funds will be distributed to teaching, 10% – 20% to advising and student support, 10% – 20% to college and community service, and 10% – 30% to scholarship. The nomination process will be simple and will not involve more than one or two pages.

The P4P award will be paid out on an annual basis according to the determination selected by the faculty member (i.e. 10 month vs. 12 month). The categories for P4P are “excellent” (Level I), “exceptional” (Level II), and “extraordinary” (Level III), with increasing standards and payouts for each level. Faculty members may receive an award in one or more of the evaluation areas. The P4P Evaluation Committees (determined by which option is selected) will determine where faculty members “fall” in the P4P categories without attention to the amount to be paid for the award. Following the experience of the first year or two it is anticipated that a specific amount may be determined for those faculty members who qualify for the different categories. It is highly likely the P4P award will be included in PERA calculations for retirement once PERA has reviewed the P4P Plan, but this will need to be confirmed. Funds will be paid into the defined contribution plans at the same rate as established by College policy.

A person's previous performance or previous awards will not be considered for P4P awards. The current year's results will be the only time period considered when making an award decision for that year. A rating of “exceeds standards” does not guarantee that the faculty member will receive a P4P award.

Department chairs are eligible for P4P funds and will be allocated a proportionate share from the total P4P pool to establish a Chair P4P merit pool, based on a new evaluation area established by the chairs.

Faculty members with reassigned time or who are on a sabbatical will be evaluated for P4P awards based on the goals of their reassigned time or sabbatical, as presented by the faculty member and by the evaluator's assessment of the reassigned time.

Pay for Performance Funds		
Excellent (Level I)	Exceptional (Level II)	Extraordinary (Level III)
Determined by one of the Options Listed Below (Department Chairs will recommend or determine the award in all options)		

Options: (There are three options):

The nomination process will be simple, involving a one or two-page form to be used in conjunction with the annual evaluation materials.

(Option One) College Wide Committee:

Pay for Performance Funds		
Excellent (Level I)	Exceptional (Level II)	Extraordinary (Level III)
Determined by the Pay for Performance Award Committee	Determined by the Pay for Performance Award Committee	Determined by the Pay for Performance Award Committee
(Department Chairs will recommend the level of the P4P award to the P4P Committee)		

- **This option utilizes a College-wide committee.**
- The P4P Evaluation Committee will have sixteen members, with eight representatives from LAS and four each from SCOB and SPS, to reflect the expected workload. Of the sixteen members on the committee, four will be appointed by the Faculty Senate, eight by the deans of the schools, and four by general election in each of the schools.
- One of the four appointed by the school dean will be a department chair.
- Chairs will make a recommendation to the P4P Evaluation Committee concerning the level that a faculty member should receive for a P4P award (I, II, or III).

- It will be the Committee's responsibility to maintain fairness and transparency in the selection process by demonstrating due diligence in the awards and reporting to the College the nature of the outcome.

(Option Two) Combination:

Pay for Performance Funds		
Excellent (Level I) Determined by the Department Chair (or as an option a department committee)	Exceptional (Level II) Determined by the School P4P Award Committee	Extraordinary (Level III) Determined by the College P4P Award Committee
(Department Chairs will recommend the level to the P4P Committees)		

- This option involves a “combination approach”, with Level One P4P awards being determined by the department chair, Level Two P4P awards by a school committee and Level Three P4P awards by a college-wide committee.
- Faculty members will only receive the dollar amount associated with the highest award that they achieve within an evaluation area, and will be notified once the amount for the award has been determined. However, they may still receive an award in more than one evaluation area.

(Option Three) Existing Decision System:

Pay for Performance Funds		
Excellent (Level I) Determined by the Department Chair	Exceptional (Level II) Determined by Department Chair	Extraordinary (Level III) Determined by the Department Chair
Recommendations for base increases and P4P Awards will be reviewed by the School Dean and the Provost.		

- **This option is modeled after the existing evaluation decision system.**
- Department chairs would recommend the level of the P4P award for each faculty member and the award would be approved by the school dean.
- The Provost/Vice President for Academic Affairs would review the awards in some manner, and make a decision as to the award level.
- There would not be any P4P Award Committee.

P4P Award Committee:

There may be a P4P Award Committee that will determine the level of award. Depending on the option selected, this committee will be structured as in Option One or Option Two. The currently existing P4P Committee will not serve to determine awards to faculty members.

Other areas affected:

Among the areas affected by P4P are retention, tenure and promotion (RTP), post-tenure review (PTR), and the current peer and student evaluation of faculty. During 2008 the Faculty Senate, with input from all faculty members, and the College administration will work to revise the PTR and RTP processes to fit the new evaluation system.

The role of both student and peer evaluations needs to be addressed directly by the College and the results of those processes will flow to both annual evaluations and P4P.

Faculty members, department chairs, deans, and administrative personnel will need to be educated on the P4P plan if it is implemented.

Appeals:

Faculty members may appeal an annual evaluation as per the existing policies in the Handbook for Professional Personnel. If option three is selected the appeal process will be as currently contained in the Handbook. An appeal (Options One and Two) for a decision of the P4P Committee(s) shall be decided by an individual appointed by the Provost/Vice President for Academic Affairs, by the Chair of the Faculty Senate Welfare Committee, and by a department chair appointed by the Council of Chairs. The decision of this Committee shall be final.

Future:

Standing P4P Oversight Committee:

There will be a standing P4P Oversight Committee to assess P4P, seek input from the faculty members, and provide recommendations for improvement to the President, the Board of Trustees and the P4P Committee.

P4P will be reviewed annually by the P4P Oversight Committee. In addition, faculty members will be asked to vote on the continuation of the program at the end of the third year after implementation. The results of the vote, along with a recommendation provided by the Faculty Senate, will be reported to the Board of Trustees.

P4P Committee:

This Committee will be a continuation of the appointed P4P Committee and will continue to develop plans for the implementation of other needed reforms that are related to P4P.

P4P Award Committee:

Depending on the option selected and the final process determined there will be a P4P Award Committee established. The P4P Award Committee may not determine the award levels for the faculty member's performance in Option Three and Levels One and Two for Option Two.

(Note: this proposal was developed with the work of the P4P Committee, Vice President/Provost Linda Curran, Dr. Steve Beaty, UM Global HR and others)

AGENDA ITEM: Support for Legislation Providing In-State Tuition for Colorado High School Graduates

BACKGROUND:

This past summer, differences became apparent in the way state higher education institutions understood recent legislation that required applicants for state benefits to prove their “lawful presence” in Colorado (section 24-76.5-101 et seq., CRS, commonly referred to as “H.B. 1023”). Many, including Metro State, understood that since the status of unemancipated students under the age of 23 was deemed to be the parents’ status under the tuition classification statute, H.B. 1023 barred instate tuition for U.S. citizens under the age of 23 years, who were born in the U.S. to undocumented immigrants. Other institutions understood that since state tuition support was a benefit for the student not the parents, H.B. 1023 was not a bar to instate status unless the student himself or herself was undocumented.

Attorney General John Suthers ultimately issued a formal legal opinion, concluding that the latter view was correct; so long as the applicant’s parents could demonstrate their domicile in Colorado for at least twelve months in accordance with the tuition classification statute, any U.S. citizen would be eligible for in-state tuition.

But the opinion pointed out the hurdles these citizens would still face, in attempting to document their parents’ Colorado domicile. For example, the generally applicable guidelines under the tuition classification statute (Section 23-7-103, et seq, CRS) provide that payment of Colorado income tax is “highly persuasive evidence” that an individual is domiciled in Colorado, while non-payment of this tax is “highly persuasive evidence” of a non-Colorado domicile. Other factors outlined in the statute include, but are not limited to, Colorado employment, property ownership, vehicle registration and voter registration. To the extent that providing evidence addressing these factors may not be feasible for the U.S. born children of unauthorized immigrants, the outcome of the individual tuition classification decision may well be the same as if H.B. 1023 required proof of their parents’ lawful presence.

ANALYSIS:

The General Assembly has carved out several per se exceptions to the guidelines. For example, during the last session, Section 23-7-109 was enacted into law. This statute enables state and local offices of economic development to include in-state tuition for the children of relocating employees as part of an incentive for companies to relocate all or part of their operations to Colorado. Also, the statute allows institutions of higher education to offer in-state tuition status for their children to prospective faculty employees willing to relocate to Colorado.

The College proposes that there should be a similar exception for all U.S. citizens who graduate from Colorado high schools and who are themselves clearly residents of Colorado. Colorado state senator Sandoval shares this view. She asked us for assistance

in drafting proposed legislation, and for our support. The College provided the attached language, which will be presented to the legislative drafting office. We are requesting a resolution of support from the Board of Trustees.

RECOMMENDATION:

The staff recommends the Trustees adopt the following resolution:

RESOLVED, that the Board of Trustees of Metropolitan State College of Denver supports proposed legislation to award in-state tuition status to all U.S. citizens who graduate from a Colorado high school, and who attended high school in Colorado for three continuous years immediately prior to enrollment in a Colorado institution of higher education.

DRAFT 11-8-07

Article 7 of Title 23 is amended by the addition of a new section, as follows:

23-7-110. Tuition Classification for United States Citizens who attend and graduate from Colorado High Schools

Notwithstanding any other provisions of this article to the contrary, any student who was born in the United States and who graduated from a Colorado high school will be classified as an in-state student for tuition purposes if the student attended high school in Colorado for three continuous years immediately prior to enrollment in a Colorado institution of higher education.

AGENDA ITEM: Personnel

ISSUE: Report of personnel actions which have occurred since the last Board agenda of October 5, 2007.

BACKGROUND: Appointments and Promotions which require approval by the Board.

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

APPOINTMENTS

Ms. Julie Sharer-Price, Administrative Assistant to the President, \$45,500.00 – November 1, 2007 through June 30, 2008. (ADMINISTRATIVE)

Ms. Jill McCartney, Assistant Athletic Director for Compliance & Academic Services, \$45,000.00 – November 8, 2007 through June 30, 2008. (ADMINISTRATIVE)

Ms. Deborah B. Cross, Executive Assistant to the Vice President for IA and Foundation, \$44,000.00 – November 12, 2007 through June 30, 2008. (ADMINISTRATIVE)

Ms. Mai Rose Allmeyer, Financial Aid Counselor, \$39,500.00 – November 15, 2007 through June 30, 2008. (ADMINISTRATIVE)

Ms. Shannon Webber, Financial Aid Counselor, \$39,500.00 – November 19, 2007 through June 30, 2008. (ADMINISTRATIVE)

Ms. Cynthia Nunez, Assistant Director of Admissions, \$43,000.00 – December 3, 2007 through June 30, 2008. (ADMINISTRATIVE)

Ms. Jennifer Pinnell, Director of Development for Individual and Planned Gifts, \$72,000.00 – November 27, 2007 through June 30, 2008. (ADMINISTRATIVE)

Ms. Cassetta Phillips, Tecnology Training Manager, \$47,000.00 – November 1, 2007 through June 30, 2008. (ADMINISTRATIVE)

Ms. Cathy Ditamore, Manager for Information Services for Development & Alumni, \$57,000.00 – December 3, 2007 through June 30, 2008. (ADMINISTRATIVE)

PROMOTIONS

Ms. Kimberly Clark, Associate Registrar, \$57,000.00 – November 1, 2007 through June 30, 2008. (ADMINISTRATIVE – from Assistant Registrar to Associate Registrar)

Mr. Derrick Haynes, Director, Student Academic Success, \$60,000.00 – November 5, 2007 through June 30, 2008. (ADMINISTRATIVE)

Dr. Ann Murphy, Associate Dean, School of Business, \$108,000.00 – December 1, 2007 through June 30, 2008. (ADMINISTRATIVE – from Interim Appointment to Regular Appointment)

Dr. Joan L. Foster, Dean, Letters, Arts and Sciences, \$110,000.00 – December 1, 2007 through June 30, 2008. (ADMINISTRATIVE – from Interim Appointment to Regular Appointment)

AGENDA ITEM: Personnel

ISSUE: Reporting of personnel actions, which have occurred since the last Board agenda of October 5, 2007.

BACKGROUND: Temporary Appointments, Resignations, Retirements and Reassignments which are delegated to the President and do not require approval by the Board.

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

TEMPORARY APPOINTMENTS

Mr. Arturo Rodriguez, Visiting Instructor of Chicano/a Studies, \$41,346.00 – September 24, 2007 through May 17, 2008. (TEMPORARY/FACULTY)

Ms. Rubab Sumar, Centralized Registration/DD Grant Fiscal Manager, \$33,949.00 – November 23, 2007 through June 30, 2008. (TEMPORARY/ADMINISTRATIVE)

Dr. Vicky Seehusen, Visiting Instructor of Computer Information Systems, \$28,260.00 – January 17, 2008 through May 17, 2008. (TEMPORARY/FACULTY)

Ms. Annette Lege, Visiting Instructor of Computer Information Systems, \$28,260.00 – January 17, 2008 through May 17, 2008. (TEMPORARY/FACULTY)

RESIGNATIONS

Ms. Sylvia Dawson, Assistant Professor of Journalism, effective December 31, 2007.

Mr. Winthrop B. Dyer, Head Coach of Men's and Women's Swimming and Diving, effective November 16, 2007.

Dr. Parris Neal, Chair, Professor of Engineering Technology Studies, effective May 17, 2008.

RETIREMENTS

Mr. Larry Lopez, Associate Professor of Management, effective December 31, 2007.

Dr. Charles Branch, Special Assistant to the Provost for Institutional Development, effective December 31, 2007.

REASSIGNMENTS

Dr. Richard Wagner, Interim Associate Vice President of Academic Affairs, effective December 1, 2007. (FROM FACULTY TO ADMINISTRATIVE)

Mr. Eriks Humeyumptewa, Coordinator of Academic Policy Oversight, \$56,266.00 – November 1, 2007 through June 30, 2008. (FROM CLASSIFIED TO ADMINISTRATIVE)

President's Written Report to the Board

Wednesday, December 5, 2007

The past month has seen lots of activity as faculty and staff wrap up the fall semester. Activities such as Global Initiatives, HSI, study-abroad and Pay for Performance have demonstrated the commitment and ability of Metro State employees. Below are some of the highlights of the ongoing successes at Metro State.

News, Accomplishments and Accolades

Lancaster Receives Lifetime Leadership Award: Dr. Maureen Lancaster, Director of Metro State's Center for Individualized Learning, recently was awarded the Eugene Sullivan Lifetime Leadership Award by the Adult Higher Education Association as recognition for her national leadership in the field of adult higher education.

Metro State Flight Team: The Metro State flight team did an outstanding job in the Regional SAFECON competition. Eric Peterson won the top scoring male contestant. The team came in third overall, with USAFA finishing first and Westminster second.

Metro State Professor to Publish an Economical Economics Textbook: Many talk about the high price of textbooks, but Dr. Gerald Stone, Emeritus Professor of Economics at Metro State, is doing something about it. His new book, *Core Economics*, will be released in Dec. 2007 by Worth Publishers. The PRICE will be *1/3 less than all major competitors*. The book will be the only 4-color, major-publisher offering that provides a significant price break. This break is offered because the book has 10 chapters fewer for Econ and 5 chapters fewer for micro- and macro-economics. The supplements for students and instructors are robust and complete; this is high quality text with a value price.

Faculty Member Published: Dr. Esrom Pitre, one of Metro State's second-year faculty members, has published his first book, *The Struggle for Black History: Foundation for a Critical Black Pedagogy in Education*. Associate Professor of Aviation and Aerospace Science **Kevin Kuhlmann** received an international award from the University Aviation Association at the 2007 UAA Fall Education Conference in San Jose, Calif. The William A. Wheatley award is granted each year to a professional collegiate-level educator who is a UAA member in good standing, has more than 10 years of experience in the aviation education profession and has made outstanding contributions to aerospace education. The award is made each year in memory of United Air Lines' William A. Wheatley, a dominant pioneer in the field of aviation education.

Biswadip Ghosh, assistant professor of computer information systems, was one of 120 professors and industry experts from around the world who attended Microsoft's Academic Days Conference on Business Applications, Relational Databases and Security, Nov. 1-4, aboard the Disney Wonder Cruise. The conference was also

sponsored by the Association for Information Systems and the Journal of Information Technology.

Chinese university officials visit Metro State; move new partnership forward: A group of delegates from Yunnan Radio and Television University (YNRTVU) in Kunming, China, are visiting campus this week, furthering a partnership with Metro State that was formalized in May of this year. During the luncheon a representative from Denver Mayor John Hickenlooper's office will present a proclamation declaring Nov. 29 to be Yunnan Radio and TV University Day in Denver. To read more about the Metro State visit to Kunming, go to

http://www.mscd.edu/~collcom/artman/publish/china_twv4060607.shtml . Or you can go to <http://tripto chinapresident.blogspot.com/> to read travelers' blogs of the trip.

Thursday's visit to campus includes a packed agenda for the Chinese guests, including discussions of four projects underway as part of the partnership. The projects under discussion include:

- Modern China, a four-week study-abroad course on modern Chinese history and culture, consisting of two weeks in Denver and two weeks in Kunming, taught by Associate Professor of History **Tian Xiaosheng**, and History Professor **Dolph Grundman**.
- An international documentary film to be developed jointly by Metro State and YNRTVU students as part of the senior-level photojournalism class, Social Documentary. Students will attend class and shoot footage in Denver and Kunming. The proposed course would be taught by **Kenn Bisio**, assistant professor of journalism and **Lisa Ortiz**, assistant professor of technical communication and media production.
- A short-term (one-to-two-week) faculty exchange program in which Assistant Professor and Director of Hospitality Entrepreneurship **Ray Moroye** and a faculty member from YNRTVU will travel to each other's institutions to lecture and share expertise, culminating in a jointly written journal article about the exchange.
- A longer-term (one-year) faculty exchange in which one faculty member from Metro State and one from YNRTVU will travel to the other institution to teach a course in their respective native language, and provide some teacher training and lectures on literature in their native language.

HSI Task Force invites College community to presentations: The public is invited and comments are encouraged at the Nov. 30 meeting of the Hispanic Serving Institution (HSI) Task Force. The meeting will run from 8:30 a.m. until 1 p.m. in St. Cajetan's and feature presentations from the six HSI subcommittees that have been working since August.

Math professor participates in NSF-funded 'wavelets' project: Professor and Associate Chair of Mathematics **David Ruch** has received \$76,700 of a nearly \$384,000 grant from the National Science Foundation (NSF) for the second phase of a collaborative research project to ultimately add a course on wavelets to the math curriculum at colleges around the country.

At 30 years old, wavelets are a relatively new topic in the field of mathematics. They are used by the FBI for storing, compressing and uncompressing digital images of fingerprints. Ruch will teach Wavelets in Applications at Metro State this spring semester. "It's a sophomore- and junior-level course," he said. "It will mostly be of interest to math majors, but physics and engineering tech students will be interested in it as well." Ruch also will attend national conferences to lead workshops for other professors on how to use the course and software. His first workshop will be held in January at the American Mathematics Society Conference in San Diego, Calif.

More than 900 turn out for 'Love, Sex, and Lies Checkup': More than 900 Auraria students, faculty and staff participated in "Love, Sex and Lies: An Intimacy Checkup," a screening event for relationship abuse held on Oct. 23-24. The event was organized by the Auraria Healthy Relationships Coalition (AHRC), an informal coalition of individuals and organizations representing the three educational institutions at Auraria. Its purpose is to develop campus-based responses to domestic violence and sexual assault. "Our goal was to create an opportunity for people who might not typically seek help for abuse within their relationships to comfortably access information and assistance," said Metro State alumna Birgit Moran, who founded AHRC. For four hours each day, 12 counselors provided mini-counseling sessions to most of the participants to review their surveys and discuss answers that identified possible abuse. The overwhelming response to the event also illuminated a lack in services available to people on campus who are in abusive relationships. "Our next step is to create a tri-institution campus organization that provides on-going support for healthy relationships," said Kathy Clark, certification and minor program coordinator for Metro State's Department of Social Work. "We'll be asking campus leaders for their support," she added.

Demosat Program: An out-of-this-world experience for students: Five students in Metro State's DemoSat program traveled to Cape Canaveral in August to witness liftoff of Space Shuttle Endeavour. The students got the chance thanks to the College's DemoSat, or demonstration satellite, program. Sponsored by NASA and funded by the Colorado Space Grant Consortium, it gives students a hands-on approach to tackling scientific missions. Applying classroom theory and some old-fashioned curiosity, students in the workforce development program work with program advisor and Mechanical Engineering Assistant Professor **Keith Norwood** to select, develop and implement projects to satisfy mission requirements handed down by NASA. "Many of these missions are related to current challenges NASA is having with something they are working on," says Norwood. "...in a sense [they] need a fresh, outside perspective that can often lead to creative solutions." For more information about the program, please contact Norwood at norwoori@mscd.edu or 303-556-2977. To review the DemoSat V mission, please visit www.bamssoftware.com/wiki/DemoSatV.

HSI Task force members visit other HSIs, attend HACU Conference: In October, small teams from Metro State's HSI Task Force visited four HSI universities--three in California and one in Illinois--to glean ideas of best practices to attaining the HSI

designation and truly serving the student population. The three California universities were all in the California State system: Cal State-Fullerton, -Los Angeles and -San Bernardino. Northeastern Illinois University is located in Chicago. Research on a fifth HSI, the University of Texas at San Antonio, was done on the Web. The surrounding communities of all five universities have Latino populations greater than the HSI-required 25 percent Latino student population and so did not have to actively pursue more Latino students, as Metro State must, to attain the designation. However, as Co-chair **Luis Torres** pointed out at the Oct.26 task force meeting, with Denver's and Colorado's Latino population burgeoning, "If we don't plan now, we won't be ready for the future." **HACU:** The task force members who visited Northeastern Illinois University were able to combine their visit with the 21st annual conference of the Hispanic Association of Colleges and Universities (HACU), Oct. 20-22 in Chicago. President Stephen Jordan and several faculty and administrators joined the team at the conference. Co-chair **Judi Diaz Bonacquisti** said that she'd like to develop a "HACU-Colorado" that could be a research center for Latinos and higher education in Colorado. Reports from the visiting teams will be posted at a later date on the HSI home page at <http://www.mscd.edu/president/hsi/>.

Roadrunners rule RMAC: Roadrunner netminder Rachel Zollner has been named the RMAC Defensive Player of the Year, Madison McQuilliams has earned RMAC Co-Freshman of the Year honors and head coach Danny Sanchez has been chosen RMAC Coach of the Year. As a team, Metro State ranks first in the RMAC in points (206), goals (71), assists (64) and goals against average (0.59). **Garrett Sadusky** (men's soccer) was named the RMAC Defensive Player of the Year and head coach Ken Parsons was named RMAC Coach of the Year. As a team, Metro State ranks first in the RMAC in points (169), goals (60), assists (49) and goals against average (0.87). **Julie Green-McFarland** (women's volleyball) became Metro State's all-time career kills leader (1,596) in a Nov. 2 match against Nebraska-Kearney. For more information about Roadrunner Athletics, go to www.gometrostate.com.

Video of Clinton Visit in Web Archive: A video of Presidential candidate Hilary Clinton's appearance on campus Tuesday, October 23, 2007, will be available in an archive format on the Metro State website.