METROPOLITAN STATE COLLEGE *of* DENVER
BOARD OF TRUSTEES
Meeting
REVISED AGENDA for
November 3, 2010

8:00 a.m. – 8:30 a.m. Executive Session
8:30 a.m. – 12:00 Open Meeting
Tivoli Center - Room 320

I. CALL TO ORDER

II. EXECUTIVE SESSION

An Executive Session may be held to confer with the Board's attorney for the purpose of:

- **getting legal advice concerning pending or imminent litigation, specific claims or grievances or legal advice on specific legal questions, confidential pursuant to C.R.S §24-6-402(3)(a)(II)(2009); and**
- **personnel matters, confidential pursuant to C.R.S §24-6-402(3)(b)(I)(2009).**

III. APPROVAL OF MINUTES

A. Approval of Special Meeting (August 17, 2010) Minutes
B. Approval of September 1, 2010 Minutes

IV. REPORTS

A. Chair's Report - Chair Rob Cohen
B. AHEC Board – Trustee Maria Garcia Berry
C. President – Dr. Stephen Jordan
D. Legislative Report – Capstone Group, LLC
E. Student Government – Student Government Assembly President Sammantha O'Brien
F. Finance Committee – Trustee Ellen Robinson
G. Academic and Student Affairs Committee – Trustee Antonio Esquibel
H. Foundation Report – Vice President Carrie Besnette Hauser
I. Faculty Senate – Professor Kamran Sahami, President
J. Council of Chairs – Professor Greg Watts, President
K. Alumni – Alumni Representative Eric Peterson

V. ACTION ITEMS

A. Nomination and Election of Secretary to the Board of Trustees

B. Nicaragua: Land of Lakes and Volcanoes Study Abroad Course

C. Approval of the College's Financial Accountability Plan (FAP)

VI. CONSENT ITEMS

A. Office of Human Resources Report of Personnel Actions which have occurred since the last Board meeting of September 1, 2010

VII. INFORMATION ITEMS ***(Requires no approval by the Board of Trustees)***

A. Office of Human Resources report of personnel actions for the Board's information, which have occurred since the last Board meeting on September 1, 2010

VIII. ADDITIONAL ITEMS

XI. PUBLIC COMMENT

X. ADJOURNMENT

METROPOLITAN STATE COLLEGE *of* DENVER
BOARD OF TRUSTEES

Special Board Meeting
August 17, 2010
7:30-8:30 a.m.

Writer's Square
1512 Larimer Street
7th Floor Conference Room

CALL TO ORDER

The Special Meeting was called to order by Chair Cohen at 7:34 a.m.

ATTENDANCE

Chair Cohen, Trustees Esquibel, Robinson, Hanzlik, Bookhardt, Nees, and Kammack were in attendance. Vice Chair Lucero and Trustees Phelan and Garcia-Berry attended telephonically.

Guests in attendance included Stephanie Chichester, Mike Polumbo, Bob Swerdley, Fred Marienthal, Scott Beck, David Packard, Navin Dimond, and Gene Commander. Doug Ammons attended telephonically.

ACTION ITEM

Resolution 2010-S01: Approval of Incorporation of Special Purpose Corporation

General Counsel Martinez introduced all of the legal and financial advisors present who had been working on the legal and financial structure of the Hotel/Hotel Learning Center (HLC). She stated that the Special Purpose Corporation the Board was being asked to approve is a very common structure for governmental entities to utilize. It will be a non-profit, and a wholly owned subsidiary of Metro State. This structure will ensure that risk is controlled as much as possible for Metro State and ensure the lowest possible cost for financing the project. The Board will pass the articles and bylaws, and if those are to be amended in the future, it will only occur with the Board's consent. Metro State's Board of Trustees will also name the Board members of the Special Purpose Corporation. A preliminary Board is recommended, to include a Trustee and a Foundation Board member, but the Board membership will evolve as the project focus shifts from development and construction to operations. Three staff members are recommended to the preliminary Board; General Counsel Martinez, Vice President Lutes and Vice President Besnette Hauser. Those are positional Board memberships, not individual. Any successors would take on those roles. General Counsel noted that down the line a bit, an authority will need to be created to issue the bonds. The authority will be created via contract and will report to the Special Purpose Corporation and Metro State. The financial plan and the final legal structure will be brought before the Board at the September meeting. Contracts with the flag (Marriott), the operator (Sage Hospitality) and the builder (Mortensen) will be with the Special Purpose Corporation rather than with Metro State. The Special Purpose Corporation will be the borrower of the proceeds of the bonds and the contracting entity with private partners. It will not be the operator of the Hotel Learning Center, however. For the Board of Trustees, as guarantors of the entire debt service, it is one obligation for both the Hotel and the HLC. The investors who purchase the bonds take the risk of a potential default on the project. The articles and bylaws of the Special Purpose Corporation specifically indicate that those obligations are not of the college. In looking at various structures, it was concluded that the college would assume the risk involved in order to assure the college's ownership of the facility in perpetuity so that if something happened in the relationship with the operator, the college would be able to either assure it's continued use as a hotel and learning center for students or change its use to something that benefits the college in another way.

Vice President Lutes discussed the feasibility studies and charts. The first feasibility study was done in 2007, and the second in 2010. The second study was done as potential bond purchasers would want a more recent study, and it provided a good confidence level in the figures. The estimates for revenue and expenditures were within a percent of each other. The interest rate will be approximately five percent or about $3 million per year. The HLC will pay about 25% of that and the operations of the hotel will be responsible for the remaining 75%. Projections show that after five years, the institution's part will be covered by hotel operations revenue. The first year will be the costliest as operations will not have begun yet.

Vice President Besnette Hauser stated that a full overview of the fundraising campaign structure will be provided at the Board's October Retreat, so the piece she discusses today is only a part of a larger picture. Their goal is to raise $10 million. If displacement of the ball fields is factored in, it could be a $10-12 million range. The tennis courts are included in the project costs, but the ball fields would be an additional expense. In-kind gifts, such as kitchen equipment for the HLC, would offset costs and reduce the amount of debt. While the hotel will be 'flagged' (Marriott), the HLC can have a host of competing brands inside. Walter Isenberg of Sage Hospitality has volunteered to lead the raising of the $10 million. He looked at the hospitality industry and broke it down into ten separate 'buckets'. An industry captain or two will take responsibility for each $1 million bucket. Each set of co-chairs will have a committee to assist them in raising the funds. A significant grant proposal will be submitted to the Marriott Foundation as well. Stimulus funds allowed the hiring of a campaign director with resources and experience. Dr. Jordan and Walter Isenberg are going out and speaking to major boards and economic development corporations, such as the Visit Denver Board. She said that the response from the community has been overwhelmingly supportive.

Chair Cohen summarized the next steps that will take place at the September 1 Board Meeting and came back to what the Board was being asked to approve at this Special Meeting. He drew the Board's attention to the resolution creating a Colorado non-profit corporation called HLC @Metro, Inc. to own the project and provide the financing, construction, improvement, operation and management of the project. The Board will also be approving the initial Board of Directors of HLC @Metro, to include Metro State's Vice President for Administration and Finance (Natalie Lutes), General Counsel (Loretta Martinez), Vice President for Institutional Advancement (Carrie Besnette Hauser), Metro State Trustee Dawn Bookhardt, and Metro State Foundation Board member Ms. Diedre Garcia, who owns her own construction company and is very well respected in the construction industry. Trustee Garcia Berry moved for approval of the creation of HLC @Metro, its articles and bylaws and the initial Board of Directors. Trustee

Bookhardt seconded the motion. Chair Cohen asked for Board members attending telephonically to voice their votes, which was followed by a verbal vote from those present. The creation of HLC @Metro, its articles and bylaws and Board of Directors were **approved unanimously**. Chair Cohen thanked the staff and the external professionals who really pulled together to make this all happen on a short timeline.

ADJOURNMENT

The Special Meeting was adjourned at 8:31 a.m.

METROPOLITAN STATE COLLEGE *of* DENVER
BOARD OF TRUSTEES
Meeting

September 1, 2010
9:30 a.m.
Tivoli Center - Room 320

CALL TO ORDER
The meeting was called to order at 9:35 a.m.

ATTENDANCE
Chair Cohen, Vice Chair Lucero, Trustees Phelan, Robinson, Esquibel, Nees, and Alumni Representative Grimes were in attendance. Trustees Garcia-Berry and Hanzlik attended telephonically. Trustees Harris and Bookhardt were excused.

EXECUTIVE SESSION
The Board moved into executive session at 9:38 a.m. The open meeting reconvened at 10:20 a.m.

APPROVAL OF MINUTES
Trustee Esquibel moved for approval of the June 2, 2010 Board meeting minutes. Trustee Lucero seconded the motion. The minutes were **unanimously approved.**

SPECIAL PRESENTATION
Amendments 60 & 61 and Proposition 101 (Tamra Ward, Senior Vice President for Public Affairs and Communications, Denver Metro Chamber of Commerce)
Ms. Ward stated that Coloradans for Responsible Reform is an issue committee created to work to defeat Amendments 60 & 61 and Proposition 101. The campaign Web site is donthurtcolorado.com. Ms. Ward said that on the surface the measures seem like a good answer, but in reality, they would be devastating to Colorado if approved. The committee has about 200 endorsing organizations currently, and that number is growing daily. Economists have calculated the numbers for them and found that in addition to the 110,000 jobs already lost to the recession, another 73,000 primary jobs will be lost should these measures be approved. About half of those will be from private business and half from critical public service functions of state and local governments. In addition to those, Colorado would lose 8,000 classroom teachers. That means larger class sizes. Amendment 61 would make it impossible to go to the bond market to finance projects such as the Hotel and Hospitality Learning Center, roads, bridges, prisons, etc. If Amendment 61 passes, Colorado will be the only state with such a law. The proposals together will create a $4.2 Billion dollar deficit for state and local governments, and the proponents provide no options for making up that deficit. Specifics contributing to that

deficit include reductions in school revenues from property tax reductions, the road repair fee when one registers a vehicle is reduced drastically, so the 126 structurally deficient bridges in Colorado will not be repaired. Rural telecommunications in Colorado will be impacted by the passage of Proposition 101 as a fund created by telephone taxes would disappear. It will also overturn all of the voter-approved property tax limits in place since 1992, so local governments and schools would have to recalculate their spending limits. School Districts would also lose access to short-term cash flow notes, which are provided by the Treasurer's office because property tax revenues are collected in lump sums and school districts often don't have enough cash for day-to-day operations. Schools would need to re-arrange calendars which would impact businesses, as parents would also have to shuffle their schedules. Ms. Ward indicated the campaign against these measures will focus on the lost jobs, mostly from small businesses in construction, contracting, and healthcare, and those in the public sector in K-12 and higher education and prisons. Ms. Ward asked the Board of Trustees to join with other institutions in the higher learning community and take a formal action in opposition to Amendments 60 and 61 and Proposition 101.

Trustee Phelan moved to endorse the defeat of the measures. Trustee Esquibel seconded the motion. Chair Cohen directed the Board to review a draft Resolution stating the Board's position against Amendments 60 and 61 and Proposition 101. There was some discussion of the statutes regulating state agencies regarding political statements and spending state funds in support of or against ballot initiatives, and which groups affiliated with Metro State (i.e. the Alumni Association) could work in support of or against ballot initiatives. The SGA was urged to use the "Blue Book" for any educational material reflecting the pro side since proponents and their funders, to date, have been somewhat mysterious. Chair Cohen called for a vote, and the Board **voted unanimously to oppose Amendments 60, 61 and Proposition 101**.

REPORTS

Chair's Report - Robert Cohen

Chair Cohen stated his appreciation for the work of former Chair Phelan. He also expressed gratitude for the leadership of Alumni Representative Grimes, for whom this is the last Board of Trustees meeting, as her term ends September 15, 2010. Chair Cohen made a few announcements. He noted the dedication of the new Science Building, he asked all in attendance to support the Plain and Fancy Ball on September 25th, he reminded the Trustees of their Retreat on October 8 and 9, 2010, he reminded everyone of the groundbreaking for the Student Success Building later this year, and that Fall Commencement is on December 19th. Chair Cohen relayed his perspective on becoming Chair in an economic downturn. While others may think there are many problems, he sees great opportunity to make a difference over the next several years. He is excited to tell the story of all that is going on at Metro State.

AHEC Board – Trustee Maria Garcia Berry

At the last AHEC Board meeting, Trustee Garcia Berry believed there was a meeting of the minds and all the institutions were comfortable with the movement of the tennis courts and the creation of a multi-purpose field near the Administration Building off 5th Street near Parking Lot G. The Master Plan Committee will re-visit the issue of public-private space and how it fits in with the campus. The search for the Executive Vice President of AHEC is continuing. One hundred sixty five applications have been submitted. Interim Chancellor Wartgow of UCD, who knows this campus very well, will have the opportunity to give input.

President – Dr. Stephen Jordan

President Jordan also saw an emerging consensus on the movement of the tennis courts and development of the recreational field from the three Auraria Presidents in their last meeting. A recreational field in front of the Tivoli will maintain some open space and be shared by the three institutions. He thanked Trustee Garcia Berry for her leadership as Chair of AHEC's Planning Committee. The Governor's Strategic Planning Group met and reviewed all of the subcommittee reports. The Mission Subcommittee agreed that there is a misalignment between the emerging populations that will be accessing higher education in Colorado and the number and nature of higher education institutions in Colorado. There are too many research universities and not enough regional comprehensives. A number of elements were added to the conclusions of the Mission Subcommittee. Included in the report was a charge to the Commission on Higher Education to examine, within 18 months, the missions of UNC, UCD, and UCCS to see if some changes should be made to move them toward serving those upcoming populations with less focus on being research universities. They also asked the Commission to look at the Auraria Campus to see if it continues to serve the purpose it should, or if the configuration of institutions should be changed. They also encouraged the Governing Boards to actively participate and have regular dialog with the Commission on Higher Education. Part of those conversations should be looking at collaboration on degrees and courses, and considering mergers, both at Governing Board and institutional levels. The Strategic Planning Group is taking input from around the state, but first, they will test out their presentation at a MetroLeads meeting. President Jordan reiterated the importance of the Campus Climate Survey, and Metro State's intent to build off the results to chart the future directions of the college. Recommendations and ideas will be utilized by the new Strategic Planning Committee, which has been charged with developing a new strategic plan.

Legislative Report – Capstone Group, LLC (no report)

President Jordan stated that the next significant milestone is September 20, when the next revenue projection occurs.

Student Government – Student Government Assembly President Sammantha O'Brien

Jesse Altum, Speaker Pro Tem of the SGA Senate gave the report for Sammantha O'Brien. Mr. Altum shared the SGA's mission and goals, developed at their retreat the previous weekend. The new mission of the SGA is to organize and advocate on behalf of the Metro State student body, to maximize the value and quality of the college experience. Their new vision statement is to inspire the campus community that values diversity, integrity, leadership, and excellence. The SGA also set six goals, each with sub-goals. Mr. Altum provided the main categories, which were to build more student involvement, increase the student body's voice - more toward the community than the campus - and relationship building with the campus, the community, and the state. Another goal is campus improvement, for assets held by Metro State and AHEC. Others include academic improvement, increasing faculty research, accountability, the honors program, increasing advisorship, recognition programs, and internal improvements within SGA. He brought some pamphlets on the Runners Program, which is off to a very successful start. At the 45th Birthday Party, SGA unveiled the new Rowdy mascot costume. SGA, along with UCD, hosted Senator Michael Bennet, who spoke about higher education, financial aid, and the state. SGA plans to host other candidates as well prior to the November elections in order to increase the student vote. SGA will also work with the Denver Election Commission to procure an early voting location on campus. Five new bike racks will be placed on 10th Street. Their calculator rental program will be run by the Auraria Library, and NTI Texas Instruments has donated 35 calculators. SGA will fund 40 calculators. They hope the other Auraria institution's SGAs will also fund calculators as students from all three institutions will benefit from the program. Every year Texas Instruments will donate calculators based on enrollment in math classes. The SGA is also working on a school fight song contest.

Finance Committee – Trustee Ellen Robinson

Trustee Robinson reported that the Finance Committee had had its first meeting and the dates for future meetings will be available shortly. They are waiting to see outcomes from the exigency committee, CCHE's report, and the effects on next year's budgets.

Academic and Student Affairs Committee – Trustee Antonio Esquibel

Trustee Esquibel reported that the Academic and Student Affairs Subcommittee met by teleconference last week. They are recommending approval of the London and Tranatlantic Slave Trade Study Abroad Course.

Public-Private Partnerships – Trustee Dawn Bookhardt

No report.

Foundation Report - Trustee Rob Cohen (report given by Vice President Carrie Besnette Hauser)

Ms. Besnette Hauser reported in lieu of the new representative from the Foundation Board, yet to be determined. She stated that a more comprehensive report from Institutional Advancement would be addressed later in the agenda. The Foundation Board held its retreat on June 22, 2010. They worked on a fundraising strategy for the Hotel and Hospitality Learning Center (HLC) with Walter Isenberg. Posinelli Shughart, PC has been conditionally retained as legal counsel for the Foundation. The paperwork is in process. The investment committee met this week and meets again before the next full meeting of the Foundation Board on September 21, 2010. They are looking at investment strategies and endowments.

Faculty Senate – Professor Kamran Sahami, President

The Faculty Senate meets next week. Dr. Sahami described two items they will be working on. First, over the last year, many have worked on the implementation of the General Studies program and its curriculum and assessment system. Second, Faculty Senate will revisit grading policies, specifically a plus/minus grading to move the college more in line with other state institutions of its size. He thanked the Board on behalf of the faculty for the salary adjustments, saying that they sent a very powerful message to the faculty.

Council of Chairs – Professor Greg Watts, President

No report.

Alumni – Alumni Representative Gerie Grimes

Ms. Grimes updated the Board on the search for the Executive Director of Alumni Relations and the Alumni Association. Interviews are occurring this week and next week. Their Annual Meeting is September 14, 2010. They will bring eight new members onto the Board and new officers as well. Jim Garrison is recommended for President, Cassandra Johnson for Vice President, Victoria Hannu for Secretary, and Judy George for Treasurer. Eric Peterson, the past president, will be taking her place as Alumni Representative to the Board of Trustees.

ACTION ITEMS

Third Supplemental Resolution to Master Enterprise Bond Resolution

General Counsel Martinez stated that legal and financial advisors for the Hotel and Hospitality Learning Center (HLC) were present, and there would be a couple short presentations on the design development of the hotel and the financing of the project.

Lisa Lorman of Metro State's Facilities group began with the design. The schematic design package was completed at the end of August. Ground breaking is anticipated to be in February of 2011. The construction schedule will run for 17 months. The opening will be in July or August of 2012. There are three fundamental components to the project. The hotel portion is located along Auraria. The HLC portion will be at the intersection of 12th and Walnut, and the parking structure will be to the west, forming a triangular shape on the site. The total square footage is 126,000, with the hotel being 86,000 of that. The conference center will be10,000 square feet, and includes the kitchen. The HLC is 28,000 square feet. Traffic will flow into the property from Auraria at the 12th street entrance and flow to a plaza with access to the parking garage for the hotel, and exits back onto Auraria. The hotel is six stories with a brick exterior. The conference center is all glass, and is raised so vehicles may pass underneath. The primary entrance to the HLC faces what is currently the soccer fields, back toward campus. There is also a service drive on the backside of the HLC for fire department access, deliveries, etc.

Stephanie Chichester of North Slope Capital, the financial advisor, presented an overview of the plan of finance for the project. The team is working to get the transaction into the market as early as a month from now with the lowest borrowing cost while minimizing risk. The project is $45 million and the debt service reserve fund requirement is equal to one year's maximum annual debt service. Interest borrowed during construction is estimated at $5.5 million. There are also $1 million in issuance certificates. There is a cushion provided for interest rates moving around prior to getting to the market. The financing is for 32 years. Principal repayment begins in 2013, the first full year of operations of the hotel, and runs through 2042. Bonds will be a mix of tax exempt, Build America and recovery zone bonds, depending on market conditions at the time of sale and what provides the lowest interest rate. The financing is secured by net revenues from the hotel. The HLC portion of the debt will be repaid from gift revenue. Debt service will climb and level off in the sixth year. The hotel and conference center are self-supporting. The HLC is not supported by hotel revenues and will cost $10 million, needing $12 million in bonds. Once that debt is paid off, project cash flows will improve by about $800,000 per year. She has been assured that the county assessor will determine that the property is exempt from property taxes, which will decrease the deficit and move the project to a small surplus after 5 years. Ms. Chichester expects to have credit packages out to the rating agencies in the next two weeks to get a rating on the transaction. Mortenson will provide a guaranteed maximum price by the end of September, and the transaction will be ready for the market.

Trustee Robinson requested updates at every Board meeting on the progress of the fund raising for the HLC portion of the project since it is repaid with gift revenue.

Fred Marienthal, attorney with Kutak Rock, serving as bond and disclosure counsel on the transaction , presented on the Third Supplemental Bond Resolution and the agreements therein. The special purpose corporation, HLC@Metro, Inc., approved at the Special Meeting of the Board, will serve as the owner/operator of the project. One of the first things this resolution does is to approve a ground lease between Metro State and AHEC. Metro State will then sub-lease the ground to HLC@Metro, Inc., which allows the owner/operator to build and operate the facility. The second document in the

Resolution is an intergovernmental agreement between Metro State and HLC@Metro, Inc. to create the Metropolitan State College of Denver RoadRunner Recovery and Reinvestment Act Finance Authority, which will issue the debt. It is a better platform from which to issue the bonds. It is also a cleaner structure for the franchise agreement with Marriott, and the management agreement with Sage Hospitality. Mr. Marienthal noted that the bonds issued may be taxable or tax exempt, depending upon instruments chosen, and that the bonds will be either a fixed or variable rate. It could be a mix of those depending upon market conditions. The resolution also authorizes, if a variable rate option is chosen, the use of an instrument, such as an interest rate exchange agreement or interest rate swap agreement, to control exposure to rising interest rates. The resolution also appoints North Slope Capital as the financial advisor and pricing agent.

It was clarified that the RoadRunner Finance Authority is an entity specific to this project, and is not an ongoing entity.

Trustee Robinson moved for approval of the Third Supplemental Resolution to the Master Enterprise Bond Resolution. Trustee Esquibel seconded the motion. A vote was taken and the Third Supplemental Resolution was **approved unanimously**. Chair Cohen thanked all the staff and consultants who worked so hard to bring us to this point.

Appointment of Board Members and Alternates to Finance Authority Board
Chair Cohen stated that the recommended Board members and alternates for the RoadRunner Finance Authority Board are: Rob Cohen and President Jordan, and alternates Ellen Robinson (for Rob Cohen) and George Middlemist (for President Jordan). Trustee Esquibel moved for approval of the Board members and alternates. Trustee Robinson seconded. The motion was **approved unanimously**.

CONSENT ITEMS
The Consent Items below were approved by the Board in an aggregated vote. Trustee Phelan moved for approval of all three Consent Items. The Board **unanimously approved** them.

- **Office of Human Resources Report of Personnel Actions which have occurred since the last Board meeting of June 2, 2010**
- **Study Abroad Course: London and the Trans-Atlantic Slave Trade**
- **FY2011 State Appropriated Non-Base Allocation**

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

Office of Human Resources report of personnel actions for the Board's information, which have occurred since the last Board Meeting on June 2, 2010
No discussion

Office of Institutional Advancement Year End Report for 2009-10
Vice President Besnette Hauser stated that the Institutional Advancement Report is broad in scope, addressing all the activities that constitute advancement. New Foundation Board members will be announced at the next full meeting. Development achieved 123% of their goal. Faculty and staff have donated over $100,000. They achieved a hundred percent in giving from all three Boards as well. Net new funding from grants is over $6 million.

ADDITIONAL ITEMS
There were no additional items.

PUBLIC COMMENT
There was no public comment.

ADJOURNMENT
The meeting adjourned at 12:09 p.m.

Board of Trustees Committee Appointments
FY 2010-11

Academic and Student Affairs Committee

- Antonio Esquibel, Chair
- Adele Phelan
- Michelle Lucero
- Melody Harris
- Student & Faculty Trustees (at their choosing)

Finance Committee

- Ellen Robinson, Chair
- Dawn Bookhardt
- Antonio Esquibel
- Student & Faculty Trustees (at their choosing)

Presidential Evaluation Committee

- Michelle Lucero, Chair
- Rob Cohen
- Adele Phelan

Metro Representative to the Auraria Board of Directors

- Maria Garcia Berry

Metro State Foundation Board

- Bill Hanzlik

Hotel/Hospitality Learning Center Committees

- **HLC @ Metro, Inc.**
  - Natalie Lutes, President/Director
  - Diedra A. Garcia, First Vice President/Director
  - Carrie Besnette, Second Vice President/Director
  - Loretta P. Martinez, Secretary/Treasurer/Director
  - Dawn P. Bookhardt, Director
- **Metropolitan State College of Denver Roadrunner Recovery & Reinvestment Act Finance Authority**
  - Stephen M. Jordan, Chair/Director
  - Robert L. Cohen, Vice Chair/Director
  - Dawn P. Bookhardt, Secretary/Treasurer/Director
    - Ellen Robinson, Alternate for Robert L. Cohen
    - George Middlemist, Alternate for Stephen M. Jordan
    - Natalie P. Lutes, Alternate for Dawn Bookhardt

President's Written Report to the Board

November 3, 2010

General Studies Revision Earns Praise from HLC

The Higher Learning Commission (HLC) two-day focused site visit on the revision of the General Studies Program ended with praise for the College's revised program and assessment plan, according to Joan Foster, chair of the General Studies Taskforce and dean of the School of Letters, Arts and Sciences.

The College should receive a written report of the HLC's findings and recommendations in approximately one month.

"At their exit interview, Hyman and Dunn noted the dedication and hard work of the General Studies Taskforce and its collaboration with the Faculty Senate and the General Studies Committee," says Foster. "They were impressed with the solid communication of taskforce efforts with the faculty and especially the visits that the taskforce and committee members made to academic department meetings."

Metro State is expected to submit a progress report to the HLC in July 2012, which needs to include:

- Evidence of a complete plan for assessment
- Status report on the implementation of the curriculum
- Evidence of academic advisors of students on the revised program
- Evidence of communication of the changes to the feeder schools
- Evidence of incentives, rewards and recognition of faculty who excel in General Studies
- Evidence of how we are enforcing our General Studies rules

Foster says that the General Studies Taskforce will continue to meet periodically to discuss implementation and to determine the best communication strategies with the faculty regarding the new program. "And we'll continue to offer workshops for both the proposers and evaluators of the course proposals."

Department of Education Grant Will Fund Academic Support Services and Framework For A School of Education

A $1.8 million grant will enable Metro State to establish a framework for the formation of a School of Education.

The five-year grant from the "Strengthening Institutions" program of the U.S. Department of Education's Office of Postsecondary Education, was awarded to Metro State to expand its capacity to serve low-income students. Metro State applied to use the funding in two primary areas: academic support services and establishing a framework for the formation of a School of Education.

"With the formation of a (stand-alone) School of Education, Metro State can establish a dedicated support structure to enhance its teacher education programs," says Provost and Vice President of Academic Affairs Vicki Golich. "As one of the top producers of teachers in Colorado, this change will allow the College to respond to market demands while better addressing student needs."

Metro State's Teacher Education Program is the state's the largest urban-based source of teachers. The Teacher Education Department is currently housed in SPS. The formation of a stand-alone School of Education will provide the administrative structure that the department needs to effectively manage its complex role, which involves complying with regulations from the Colorado Department of Education, the Colorado Department of Higher Education, the legislature and accrediting bodies. Teacher Education serves 10 percent of the student body at any time.

For the School of Education framework portion of the grant, the first year will be spent looking at best practices among similar schools. Subsequent years will be spent determining the most efficient allocation of resources and personnel. Costs associated with restructuring in the form of a School of Education would result not only in benefits to Metro State students, but also in long-term benefits to the broader community constituency.

"As state higher education appropriations decline, external funding sources become increasingly important," says Executive Director of the Office of Sponsored Research and Programs Gwendolyn Mami. "The grant process has become increasingly competitive, proposals must clearly articulate with a sound and measurable implementation strategy."

Golich was quick to praise the grant-writing team of Dean Sandra Haynes and Associate Vice President of Academic Affairs for Curriculum and Assessment Sheila Thompson. "The grant team was diligent in identifying key needs and growth opportunities, while establishing targeted goals and objectives to move Metro State forward," says Golich. "The College is thrilled we secured this grant, and it could not have come at a better time."

Areas for enhanced academic support will focus on improving enrollment, retention and graduation of underserved populations. Elements within the program address systemic technology needed to more effectively track admissions and student retention through the use of new management software, which will be combined with faculty and staff training.

"Implementing these new systems will facilitate better targeted communication to groups of students, while tracking their interactions with advisors in order to identify potential risk factors," says Thompson.

Metro State was the only public institution in Colorado awarded the grant funding under the Strengthening Institutions program. Many initial aspects of the five-year grant are focused on research and planning, but others will come to life when the Student Success Building opens in 2012.

Backfill Project Update: Draft of Timeline Released
A tentative timeline for the two phases of the Metro State Backfill Project has been set.

"The College community needs to know that this project is coming soon," says Sean Nesbitt, director of facilities planning and space management. According to Nesbitt, the draft schedule was the general contractor's first attempt to lay out the timeline, working around the academic calendar. "The timeline uses weekends and breaks as much as possible. Now we'll work directly with departments on refining it the best we can, so as to not be too much of an inconvenience."

In addition to creating more classrooms, the project will consolidate as much as possible the three schools' programs into certain buildings and equitably distribute space among the schools. When finished, Letters, Arts and Sciences will be in Central Classroom; Professional Studies in West Classroom; and Business in the Administration Building.

Phase I of the project will begin in November with preconstruction activities, and will start in earnest in January of 2011 with construction on the 4th floor of the Administration Building. As this phase proceeds, it will include construction and relocations in the Central Classroom, West Classroom and King Center as well.

Preconstruction activities for Phase II will begin in February of 2012. Actual construction won't begin until April, after which the Student Success Building should be finished. In addition to construction of classrooms, this phase involves moving a number of departments into the Central Classroom after the current occupants move to the Student Success Building, as well as renovations and/or relocations in the Administration Building, Arts Building and West Classroom.

A six-month break between the end of Phase I in November 2011 and the beginning of construction activities in April of 2012 is planned. "We're pretty confident that there won't be any overlap of the two phases and that faculty, staff and students will get a break from all the work and activity," Nesbitt says.

New Alumni Committee Leads to Donation to CVA's Art Builds Communities Program
They've only been in existence since last month, but already the Art Education Advisory Committee for the Art Builds Communities (ABC) program at the Center for Visual Art has scored a significant donation.

Whole Foods Market – Glendale, 870 So. Colorado Blvd., will donate 5 percent of its net sales from Wednesday, September 15 to the ABC program. 5 Percent Day is a long-running community outreach program at Whole Foods. Each store – there are 300 total – holds four 5 percent days per year.

ABC provides hands-on visual art/ multicultural art lessons to inner-city youth, ages 6-12 years old. The program encompasses 12 different projects that are multicultural in nature. The workshops are held at locations provided by ABC's partners: the Colorado I Have a Dream Foundation, the Boys and Girls Clubs, the Bridge Project and Girls Inc.

Center for Urban Connections Hosts Project Homeless Connect

On October 29, from 8 a.m. to noon, Metro State's Center for Urban Connections (CUC) hosted the 10th Project Homeless Connect (PHC) in conjunction with Auraria Campus, UCD and CCD. The one-day event was presented by Denver's Road Home and Mile High United Way. It is held twice a year in Denver. This year it was held in the PE Events Center.

During the event, homeless individuals and families - and those at risk of becoming homeless - are invited to come and access needed services, such as medical attention, identification and birth certificates, legal aid, employment and housing assistance, haircuts, clothing, food and much more.

Working with the homeless can be a new experience for some students, according to Randi Smith, assistant professor of psychology and co-director at the CUC.

"Often, my students are hesitant, nervous before the experience--either because they don't think they have the skills to be helpful or because they are worried about the homeless clients being erratic or dangerous," says Smith, who has participated in several PHC events when they were held at the Pepsi Center and at Coors Field. "Then, after the event,the students glow with satisfaction that they *have* been helpful, and the stereotypes and concerns that they harbored about the homeless clients have been blown away," she adds.

A whole range of individuals and families come to PHC. Homelessness has spread to more and more people, especially families, since the economic downturn.

"This is a fabulous opportunity for Metro State. We sit in the heart of downtown Denver, in close proximity to homeless shelters and to people in need. We have a soup kitchen on campus, and homeless students who attend our classes," says Smith. "So hosting this event makes perfect sense and hopefully will be the beginning of an ongoing partnership with Denver's Road Home and the Mile High United Way."

In addition to Metro State, participating sponsors included: Denver's Road Home, Mile High United Way, Regis University, CCD, CU Denver, and Auraria Higher Education Center.

New Content Management System in the Works for College Websites

Using programs like Dreamweaver and HTML is like breathing for some Web authors, but for nontechnical support employees charged with making changes to their department's website, the use of such Web tools can be complex and time-consuming. For those authors, a new Web Content Management System (WCMS) will make life easier.

The Office of College Communications, in collaboration with Information Technology, is spearheading the WCMS, the largest Rightsizing with Technology project, which aims to provide a campus-wide and consistent method for website design, template creation and site maintenance.

The system will directly impact how common information, such as the academic calendar, campus directories, events calendars and press releases, can be updated. The process will be more efficient and easier.

Other benefits to using WCMS include:

- ability to schedule content publication or deletion ahead of time
- integrated tools to allow easier publishing of photos, video content, post and share documents
- streamline hand-off of web author responsibilities as departments experience turnover/reassignment
- publish once, view via multiple modes (i.e., web and mobile)

Director of Web Communications Chris Mancuso, the project lead, says, "An important outcome for the project is that nontechnical support authors will be able to update their site from any modern browser. The benefit of placing control with Web authors in the departments is that it will free up technical teams to work on more strategic processes and initiatives."

Humorist Gustavo Arellano is Castro Distinguished Visiting Professor

Noted author and humorist Gustavo Arellano has been selected to be the 2010 Richard T. Castro Distinguished Visiting Professor. Events during the professorship, themed ¡Social Satire, Social Justice y el Chiste!, will be held November 14-16 at various locations on and off campus.

Arellano is best known for writing ¡Ask a Mexican!, a nationally syndicated column that enjoys a circulation of over 2 million in 39 newspapers across the United States, appearing locally in *Westword*.

He is also the newly appointed managing editor of *OC Weekly*, an alternative newspaper in Orange County, Calif.; a contributing editor of the *Los Angeles Times* op/ed pages; radio host on KPFK-FM 90.7 in Southern California; and author of two books, Orange County: A

Personal History and ¡Ask a Mexican!. His ¡Ask a Mexican! column is a 2006 and 2008 Association of Alternative Weeklies award winner.

Arellano is also the recipient of the Los Angeles Press Club's 2007 President's Award and an Impacto Award from the National Hispanic Media Coalition.

CDHE Awards Grant to Adult Re-Entry Student Program

The Colorado Department of Higher Education has awarded the Center for Individualized Learning more than $35,000 in support of the Adult Re-entry Student Program.

"We have taken the lead on assisting adult re-entry students because of the center's capacity to advise adult students and the possibility that these students may find an individualized degree plan to be their most efficient route to degree completion," says Elizabeth Parmelee, director of the center, which acts as advocate and advisor for returning students. "We're excited that between 30 and 60 students will be able to receive (scholarship) awards."

The majority of the grant, $31,305, will be used to fund scholarships for returning adult students. The scholarships will be used for the spring 2011 semester in the amount of $1,000 for full-time students and $500 for part-time students. Students will not need to apply. The Center will identify eligible students, contact them and ask them to set up an appointment.

The center was also awarded an additional $4,000 to be used for adult re-entry student grants of $250 each for one-time emergency use to pay for books or balances that are due. Parmelee says the funds are really useful for the students because some may have small outstanding balances on their accounts that could prevent them for registering.

A major focus of this work – in addition to the support of individual students to ensure their success – is to gather data about the barriers to re-entry and the challenges that present themselves as students work toward degree completion. The center has also announced that Erika Church has joined the staff as the new re-entry coordinator. Her role is to assist returning adult students with any challenges that may appear (financial aid, transfer credits, etc.) and to advise them, regardless of their major/minor, to ensure that they are able to return to their studies successfully.

Soccer, Volleyball, and Cross Country Teams Nationally Ranked

The Metro State men's soccer team is ranked No. 24 in the nation and the women's soccer team is No. 14 in the National Soccer Coaches Association of America NCAA Division II polls. The Roadrunner women's volleyball team was ranked No. 18 in the American Volleyball Coaches Association poll. Only five other schools have both of their soccer teams ranked. In addition, the Men's Cross Country Team is ranked 16th.

Student Second in College history to Win Regional Singles Tennis Championship
Junior Lucio Cangiano became the second player in Metro State history to win the Intercollegiate Tennis Association Central Region singles championship on October 3rd in Kearney, Nebraska. The only other player to win the singles championship was Sascha Ruckelshausen in 2008. Four doubles pairs have won the doubles tournament.

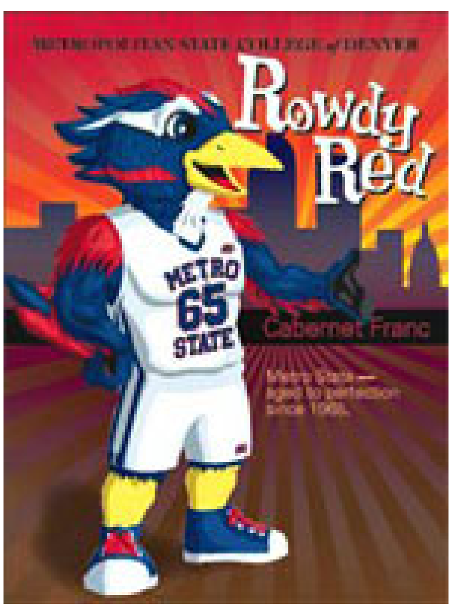
It is the third consecutive year Metro State has had a regional champion. After Ruckelshausen won in 2008, Georgie Perez and Scott Bradley won the doubles championship last fall. Cangiano advanced to the national championships held in Mobile, Ala.

Collectible Wine Celebrates 45th Anniversary, Raises Scholarship Funds
One employee has found a creative way to toast Metro State during its 45th Anniversary – one that will help students achieve their educational goals.

Bonacquisti Wine Company, an award-winning boutique winery owned by Associate Vice President for Enrollment Services Judi Diaz Bonacquisti and her husband Paul, has partnered with Metro State to offer Rowdy Red, a limited edition cabernet franc – with 100 percent of the profits supporting scholarships at Metro State.

"Denver's future is based, in part, on the success of our students, "says Diaz Bonacquisti. "I really believe that, and Paul and I are excited to help raise funds in this way. I hope it might challenge others to be creative in ways to give. Everyone can contribute in a way that best fits them, and together we can make a big difference."

Order Metro State Rowdy Red for $30 a bottle at http://www.denverwine.net/ or call 303-477-9463.   (It makes a great gift!)



AskIT Service to Offer More Personal Attention

Starting October 1, the campus community will notice a slight change when they contact the IT Call Center for assistance with their technology needs.

"The biggest benefit to the campus is the ability to provide better support for our students at a decreased cost to the college," says Camille Fangue, director of user services. "We're saving between $75,000 and $100,000 with these changes and it also provides a bigger opportunity for employing our students."

The center will now offer wait service for student laptops and mobile devices at its main Service Center location in WC 241 and in the Call Center in AD 480 on a walk-in and appointment basis. All calls will be taken by the on-campus Call Center staff.

The improved and expanded services, part of the College's Rightsizing with Technology initiative, will provide better service, more personal attention and extended hours, says Fangue. With the changes, the help desk is no longer 24 hours, but has extended hours to meet the high demand periods. The calls were previously answered by Presidium Learning on a 24-hour basis. "Our data has shown that we were receiving around 10 percent of our calls from 5 p.m. to 7 a.m., and most of those were for password resets. Individuals can do that on their own now," she says.

Student Competitions Provide Professional Experiences--and Prizes

Students in the Industrial Design Department are on a roll, according to Chair Kenneth Phillips. "We've had three students compete and place highly in two different international competitions, which are a fairly big deal in the design world," he says.

Nathan Tommer shared the bronze prize in an international student competition based out of Tokyo, Japan, for his design The Light Room. This year's Koizumi Lighting Design competition attracted 814 works from around the world. Four entries were selected as bronze prize winners. "The competition has gained attention as the world's foremost student lighting design competition," says Phillips. "These are great real-world experiences for our students."

Approximately 10 students in Assistant Professor John Wanberg's Industrial Design Advanced Studio and 20 mechanical engineering technology (MET) students in Professor Mingli Hi's class, are collaborating on a project this semester. Wanberg, who has helped his students on a number of fun projects including Team Speedracer, adds "Although we can't completely replicate real-world design scenarios in the classroom, we strive as best we can to give our students the ability to work with design constraints in the same way they would within an actual design office."

New Processes in the Faculty Senate Improve Efficiency, Access

The Faculty Senate has only three meetings under its belt for this academic year, but the body has already set its agenda for the year, thanks to the assistance of a Rightsizing with Technology project.

At their meeting on September 22, 88 members in attendance used "iClickers" to vote on and prioritize 34 issues they will work on throughout the year. The handheld technology that looks like a TV remote control allows members to press a button and have instant results shown on a voting screen. "I don't know how much time it would take to do this by hand," says Faculty Senate President Kamran Sahami. "This tool allows us to conduct procedural items more efficiently, and allows us to vote in a very efficient manner as opposed to the traditional ballot."

The tool also helps address a concern pointed out in the results of the Faculty Senate survey issued in spring 2010. "One of the biggest concerns noted on the survey has been the perception of intimidation in the senate so when it comes to matters of voting. The iClickers allow for anonymous votes. It is important to move the senate toward a more egalitarian space," he says.

Additionally, the issue of limited space, making for a tight fit at meetings, has been addressed this year. "We've added 50 percent more area to our meeting space in the Tivoli now, by securing all three rooms A, B and C. This is important, as we want to allow for the members to comfortably move about and access the microphones for debate and also allow space for anyone else interested in attending."

Provost and Vice President for Academic Affairs Vicki Golich has been a regular at the meetings. "The senate's general assembly is an open meeting. I think it speaks highly of our current provost that she is interested enough in faculty issues to be there every time," says Sahami, also an associate professor of physics.

Below are some of Faculty Senate's priorities for the year:

- Pay equity/Benefits and choice of benefits
- Tenure Rights
- Dossier process/Retention,Tenure and Promotion
- Campus climate/Communication
- Role of function of senate in shared governance

Coast Guard Helicopter Lands on Campus

Representatives from the Coast Guard paid Metro State a visit bringing along their helicopter. An HH-65 Dolphin helicopter landed on the Auraria Athletic Fields on October 14 as part of its community outreach, providing information about careers in the Coast Guard.

Although the programs like Coast Guard College Student Pre-Commissioning Initiatives have been in place for several years, there is still low awareness in non-coastal cities. The CSPI program was originally founded in 1989 to increase diversity among the officer representation in the Coast Guard. Today, interested students must attend a college where enrollment for students of color represent at least 25 percent or attend a college that is a member of the Hispanic Association of Colleges and Universities to be eligible for CSPI.

Metro State's fall 2010 census reported its students of color population at 28.4 percent, which will expand Coast Guard program opportunities at the College, including the Blue 21 Flight Initiative, providing a guarantee of an assignment to flight training upon completion of Officer Candidate School (OCS).

AGENDA ITEM: **Nomination and Election of Secretary to the Board of Trustees**

BACKGROUND: Pursuant to Articles II and III of the By-Laws of the Board of Trustees, the Secretary of the Board, who shall not be a member of the Board, shall be elected by the Board and shall hold office at the pleasure of the Board.

Pursuant to the Bylaws, the Secretary shall, among other duties, act as secretary at all meetings of the Board of Trustees and shall keep the minutes thereof; see that all notices required to be given by the Trustees are duly given and served; and shall be the custodian of the seal of the Board of Trustees and shall affix the same to any and all documents, the execution of which on behalf of the Board of Trustees under its seal, shall be duly authorized in accordance with law and the provisions of the By-Laws.

The Secretary also shall see that all reports, statements, and other documents required by law are properly kept and filed and, in general, shall perform all the duties incident to the office of Secretary and such other duties as may from time to time be assigned to such office by the Board of Trustees. The Board of Trustees may appoint Assistant Secretaries, who need not be members of the Board, to assist the Secretary in fulfilling his or her duties.

RECOMMENDATION: A vote of the Trustees shall be held to elect the Secretary who shall serve in this office at the pleasure of the Board.

BOARD OF TRUSTEES OF
METROPOLITAN STATE COLLEGE OF DENVER
RESOLUTION NO. 1132010

WHEREAS, the Bylaws of the Board of Trustees provide for the election of a Secretary to the Board who is not a member of the Board; and

WHEREAS, the Board of Trustees desires to appoint its General Counsel, Loretta P. Martinez, to serve as Secretary of the Board.

THEREFORE, BE IT RESOLVED that the Board of Trustees hereby elects Loretta P. Martinez as Secretary of the Board of Trustees and to serve in this capacity at the pleasure of the Board; and

BE IT FURTHER RESOLVED that the Board of Trustees directs Ms. Martinez to perform all duties indicated in the Bylaws as the duties of the Secretary; and

BE IT FURTHER RESOLVED that the Board of Trustees directs Ms. Martinez to develop recommendations regarding the infrastructure, records management and staffing needs of the Board of Trustees and to report to the Board on such recommendations no later than its February 2, 2011 regular Board meeting.

BOARD OF TRUSTEES OF
METROPOLITAN STATE COLLEGE OF
DENVER

By ______________________________
Robert L. Cohen
Chair, Board of Trustees

Date: ____________________________

AGENDA ITEM : Nicaragua: Land of Lakes and Volcanoes Study Abroad Course

BACKGROUND:

The Anthropology department, which is housed in the School of Letters, Arts and Sciences, proposes a three credit hour course titled "Nicaragua: Land of Lakes and Volcanoes" to be offered in Granada and Matagalpa, Nicaragua. The course ANT390 has been approved by the College Committee on International Education, the Office of International Studies, and the Office of Academic Affairs. The Board of Trustees must approve all new study abroad courses.

The proposed course is designed to provide students an opportunity to apply anthropological principles previously learned in the classroom to a cross-cultural understanding of Nicaragua. The course will employ the experiential education model of PRAXIS – Promoting Real Awareness through Cross-Culturally Inspired Scholarship. Students will explore the connections between history, politics, economics, foreign aid, tourism and ecology to further enrich their historical and cultural perspectives. They will examine local Non-Governmental Organizations regarding the ways in which they address issues associated with poverty, particularly focused on women and children. Students will have an opportunity to interact with local Nicaraguans in their day-to-day living situations. Excursions to the Mombacho volcano, the cloud forest, and an organic coffee farm will complement classroom lectures.

Dr. Julie Reyes, Assistant Professor of Anthropology, will lead the course. Dr. Reyes has conducted ethnographic research on social movements in Central America, focusing on the impact of local women's movements on domestic violence legislation in Nicaragua. Over the past 20 years, she has travelled extensively to Nicaragua and developed important relationships with local organizations and merchants. Dr. Reyes has also worked in West Africa focusing on informed consent issues in clinical research and on providing mentoring and educational opportunities for girls who were physically challenged, orphaned or socially marginalized. Dr. Reyes serves on the American Anthropology Association's Committee on Human Rights and is the faculty advisor for the Community Health and Social Justice student organization at Metro State.

The program is proposed to run July 16 through July 29, 2011. The program cost to students is anticipated at approximately $2,930, including room and board, airfare, excursions and tuition. Students are responsible for personal expenses including health or travel insurance. The minimum number of participants is ten students and the maximum number is twelve. Faculty salaries are paid by the Extended Campus office from the tuition collected.

RECOMMENDATION:

The Division of Academic Affairs and the Academic and Student Affairs Subcommittee recommends approval of the ANT 390 Nicaragua: Land of Lakes and Volcanoes course.

<u>AGENDA ITEM</u>: <u>Approval of the College's Financial Accountability Plan (FAP)</u>

<u>BACKGROUND:</u>
Institutional governing boards seeking to raise tuition by more than nine percent per credit hour will be required, through Senate Bill 10-003, to submit five-year financial and accountability plans to the Colorado Commission of Higher Education (CCHE) based on a timeline established by the CCHE.

According to the legislation, the FAP must include:

- The percentage of the requested tuition increase;
- Evidence that access and affordability for enrollment of low and middle income students will be preserved, taking into account the availability of federal, state, institutional, and private monies;
- Measures the institution will take to reduce student debt load, including amount of need-based financial assistance;
- How the institution will address the needs of underserved and underrepresented students;
- Assurance that operational flexibility measures will not reduce the level of service and quality; and
- Any additional information requested by the CCHE.

The CCHE is scheduled to review Metro State's on November 4, 2010. In approving the plan, the Commission may approve the request for two years and make approval for the subsequent three years conditional upon the governing board's success in implementing the plan. If the CCHE denies a plan, a governing board may increase tuition up to nine percent.

<u>RECOMMENDATION:</u>
Staff recommends approval of the Draft College's Financial Accountability Plan (FAP).

COLORADO COMMISSION ON HIGHER EDUCATION

ACCESS TO HIGH-QUALITY, AFFORDABLE EDUCATION FOR ALL COLORADANS

FINANCIAL ACCOUNTABILITY PLAN

METROPOLITAN STATE COLLEGE OF DENVER
OCTOBER 2010
REVISED 10-29-2010

1560 Broadway, Suite 1600 • Denver, Colorado 80202 • (303) 866-2723
D. RICO MUNN, EXECUTIVE DIRECTOR

Approved by CCHE: July 8, 2010

INTRODUCTION/RATIONALE

Senate Bill 10-03 grants Colorado institutions of higher education greater flexibility in setting tuition, while ensuring that institutions provide protection for low and middle income students.

Beginning in FY 2011-2012, those governing boards seeking increased flexibility are required to submit five-year financial accountability plans (FAPs) to the Colorado Commission on Higher Education (CCHE) for review and approval. Increased flexibility, for the purposes of this document, is defined as seeking to increase tuition rates for undergraduate students with in-state classification by more than nine percent per student or nine percent per credit hour over the tuition rate for the preceding fiscal year.

SB 10-03 requires that institutional governing boards, at a minimum, include the following in the FAP:

A. The percentage rate increase for tuition;
B. The manner in which the governing board shall ensure that access and affordability for enrollment of low and middle income students will be preserved, taking into account the availability of federal, state, institutional, and private monies;
C. Measures the institution will take to reduce student debt load, including the amount of institutional funds the governing board will allocate to need-based financial assistance;
D. How the institution will address the needs of underserved and underrepresented students;
E. Assurance that operational flexibility provided in statute will not reduce the level of service and quality.

Following submission of a FAP, the CCHE will have 90 days to review and either approve or deny the governing board's request for a tuition increase. In approving the plan, the CCHE may approve the request for two years and make the approval for the subsequent three years conditional on the governing board's success in implementing the plan. If a plan is denied, the governing board may submit an alternative plan to the CCHE in accordance with the adopted timelines. Once approved, FAPs become part of the CCHE annual budget recommendation to the Joint Budget Committee.

The CCHE will provide an additional opportunity for adjustments to approved FAPs should there be a significant change in budget projections based on the spring (2011) forecast. CCHE will not accept new FAP's during this time.

KEY DATES FOR FY 2011-2012

- CDHE public release of FAP template to institutions: **July 30, 2010**
- Governing Board/Institution Submission of FAPs to CCHE: **August 2, 2010-October 1,** 2010
- CCHE analysis/negotiation of FAPs: **August 20, 2010-October 29, 2010**
- CCHE adoption of final FAP recommendations: **December 4, 2010**
- Submission of CCHE recommendations to Joint Budget Committee: **December 10, 2010**

- March, 2011: **The CCHE will provide an additional opportunity for adjustments to approved FAP's should there be a significant change in budget projections based on the spring (2011) forecast.**

ASSUMPTIONS

1. Through this process, governing boards are requesting the authority to raise tuition up to the stated maximum declared in this FAP. It is understood that governing boards will make final tuition setting decisions during their normal budgeting process. Approval of this FAP is not an indication of final tuition rates at any given institution.
2. FY 2007-2010 institutional data are utilized in this template for the purposes of establishing baseline metrics. The CCHE will update metrics annually.
3. Data sources used to establish baseline data include Student Unit Record Data System (SURDS) and Budget Data Book (BDB).
4. The CCHE has established key dates to comply with SB 10-03 statutory requirements.
5. Governing boards/institutions will address agreed upon common metrics outlined in this template but may also provide additional data and narrative to support strategies employed by their institution(s) to ensure accessibility and affordability for underrepresented students including, at a minimum, low and middle income, first generation, and ethnic minorities during the period outlined in the FAP.
6. If applicable, list below any additional institutional/governing board assumptions utilized in the development of this FAP:

    - The College is requesting a range of tuition increases. These are based on the state appropriation approved at the September 8, 2010 CCHE meeting for a FY2012 Colorado higher education budget of $555 million and Metro State Budget of $39.15 million or a higher education budget of $500 million and a Metro State appropriation of $35 million.
    - In this model, the state appropriation remain the same for the next five years
    - Anticipate the College will restrict enrollment growth to 1.5% in FY2012 due to space constraints, and conservatively estimate a 3% enrollment growth FY2013 – FY2017.
        - Metro's enrollment is limited by available space on campus. The college is not taking action to cap or control enrollment beyond asking the student to meet application deadlines and working with the Community College system to enroll students who are in need of multiple basic skills courses. The future year growth estimates are based on the new student success building and backfill project creating available space in FY2013 and FY2014. These are conservative growth estimates, which may be greater through increases in online enrollment or if additional space becomes available.
    - Includes fee increases that are known at this time
    - No reduction to State Financial Aid
    - Metro State enrollment is approximately 97% resident undergraduate and 3% nonresident undergraduate. The data, programs and initiatives identified are for resident undergraduate students.

  - Metro made a decision to limit the total tuition increase to non-resident students to a maximum of 9%. Non-resident students represent approximately 3% of the population and currently pay over 4 times more in tuition. Non-resident students share in the conversion of the fee, by paying the same amount as a resident student, which is a significantly lower percent.
- Metro State graduate programs are 100% cash funded and they are not included in this request.

SECTION I: PROCESS FOR DEVELOPMENT OF THE FAP

Metro State strives to ensure that all of its major decisions are made in consultation with faculty, staff, and students, valued partners in the College's fulfillment of its mission, through a process of shared governance. To ensure that the development of the FAP fully employs this process of shared governance, the College is gathering input from key areas of the institution, including the Financial Exigency Committee, the President's Cabinet, the Student Body, and the Board of Trustees.

The College, as required in the Handbook for Professional Personnel, has a standing Financial Exigency Committee to address financial issues brought about by declining student enrollments, reductions in state funding, loss of other revenue sources, or other serious events that require unanticipated major expenditure reductions. The committee consists of:

- Vice President/Provost of Academic Affairs
- Vice President of Administration, Finance, and Facilities
- Faculty Senate President
- Faculty Trustee
- One Dean, elected by the deans
- One Chair, elected by the chairs
- Chair of the Program Review Committee
- Two faculty members elected from the School of Letters, Arts, and Sciences
- One faculty member elected from the School of Professional Studies
- One faculty member elected from the School of Business
- Vice President for Student Services
- Equal Opportunity Officer
- Legal Counsel (non-voting member)

The committee's role is to assist the College's president in developing a list of program priorities. This committee has played an instrumental role in vetting the FAP and possible solutions to negative fiscal scenarios to the College. Additionally, the Vice President for Administration, Finance, and Facilities is meeting with key college personnel, such as the director of financial aid, other senior vice presidents, and student leadership, to discuss the possibility of tuition increases and the impact they will have on student access and retention. This is an important process for ensuring that any recommendations made by the committee and key college personnel minimize or eliminate negative impacts to our student population.

Another method for seeking feedback is the Student Government Assembly's newly created program called the Runners. The Runners are student volunteers who meet with students on campus and in classrooms to provide updates on budgetary issues. They will also distribute two surveys of five questions related to the budget and student finances. Results of the survey will be reported to the Board of Trustees, as well as used to inform the decision making process. The Runners survey is one form of student feedback available to college leadership when discussing budgetary options for FY2012. In conjunction with the Runners program, leadership will meet with student organizations and seek input through various forms of communication.

In addition to the input sought from the different entities, the College has held several "town hall" meetings in Fiscal Years 2009 and 2010, with more planned for Fiscal Year 2011. The President's Office has also created a webpage both to provide current information on the fiscal situation of the state and College and to seek input or suggestions from the community. All information gathered from this site is shared with the Vice President of Administration, Finance, and Facilities, as well as with other key College personnel.

The College is a comprehensive, urban, non-residential institution that offers baccalaureate and selected master's degrees. With its modified open admission policy, the College welcomes students from all walks of life and circumstances, including all levels of academic preparation consistent with statutory guidelines. In addition to degree-seeking students, non-degree students seeking opportunities for continuing education are welcomed. Throughout the FAP process, College leadership has emphasized possible solutions that ensure we are able to meet this essential aspect of our mission. Some strategies discussed include the availability of institutional scholarships for the economically disadvantaged, the emphasis of a student success program to assist those students that need additional academic preparation, and continued investment in tenure/tenure track faculty.

Student success, supported in a collegial atmosphere of academic freedom, is of paramount importance, and all members of the College community seek to inspire students to strive for the highest level of future achievement. The College seeks excellence in all programs and activities and evaluates the attainment of excellence by utilizing measures focused on the knowledge, skills and understanding students gain during their educational experience with the College. A successful college experience enables students at Metro State to achieve their specific educational goals. The FAP process has centered on strategies to allow the College to continue to improve student retention and graduation, while maintaining access to new students.

The College provides students with an enriching education that leads to rewarding careers, prepares them for post graduate study, enhances the quality of their lives, and enables them to be well educated, critically-thinking citizens who contribute and participate in meaningful ways in community and civic life. Partnerships with the College's Foundation, Alumni Association, non-profit agencies and service organizations, corporations, businesses, civic and governmental agencies, as well as the community at large, assist Metro State in fulfilling its mission. Institutional priorities are established in accordance with the interests and needs of students, faculty, staff, employers, and the citizens of Colorado. The College continues to stress the importance of developing partnerships with the Metro Denver community, to help ensure that our students graduate and contribute to the local community.

On behalf of the Board of Trustees, and by the authority granted in SB10-03, Metro State has prepared and is requesting approval of the proposed FAP tuition increases.

SECTION II: REQUESTED TUITION INCREASE

Based on the assumptions outlined, Metro State is proposing a resident student tuition increase of 21% and an increase for non-resident student of 9%. This increase has been developed taking several factors into consideration including, operational needs, institutional initiatives, funds for mandated increases, and the conversion of identified student fees to tuition. The portion of this increase that is to convert existing fees to tuition was developed using a revenue neutral model. The College will propose to the Board of Trustees a conversion of the following fees: information technology and registration fee which are mandatory, as well as the course specific internet fee. The Board of Trustees will meet on November 3 to review and approve this proposal. Staff plans on presenting the recommendations to the Trustees during the fall semester, as well as providing the opportunity for dialogue from the campus community including students and governance leadership. In the event the Board does not approve the proposal to convert the identified fees, the resident tuition increase for FY2012 would become 12.5%.

The following table shows the anticipated revenue for resident students:

Metropolitan State College of Denver
Revenue Estimates (at $555 million)

	FY2010-11	FY2011-12	% Change
State Appropriation	39,778,568	39,152,048	-1.6%
Stimulus	4,289,163		-100.0%
Total	44,067,731	39,152,048	-11.2%
Tuition -- Resident			
Estimated Revenue	62,221,791		
Estimated Operating Increase		7,777,724	12.5%
Estimated Conversion from Fees		5,288,852	8.5%
Subtotal Rate Increase		13,066,576	21.0%
Estimated Resident Tuition Without Growth	62,221,791	75,288,367	21.0%
Total General Fund and Resident Tuition	106,289,522	114,440,415	7.7%
(Net transfer to Community Colleges)			

Student Fees are reduced by $5.28 million for the Fee conversion, and increased by approx. $1.75 million for the student approved third installment of the Metro Bond Fee.

In June 2009, the College implemented the budget reductions to FY2006 levels, or to the current base level of $39,778,568. This allowed the College to use the stimulus dollars for projects to improve technology and infrastructure rather than for ongoing operation expenses. The projects are designed to either improve our ability to generate revenue, avoid costs in the future or reduce costs. Although the reductions were difficult, the projects that are underway will allow the institution to be more efficient and direct funds to key initiatives to benefit our students. Following is a summary of the reduction implemented:

- The June 2009 reduction totaling $9,604,915 and 75.99 FTE include:
  - Abolish positions or reduce position funding -- $5,137,581 and 65.54 FTE
  - Change funding from State Approp. to Auxiliary -- $842,309 and 8.0 FTE
  - Cut Operating and Hourly Expenses -- $535,578
  - AHEC and Library -- $578,013
  - Eliminate Program -- $130,283 and 2.45 FTE
  - Faculty Pay for Performance Pool -- $2,166,015
  - Classified staff performance pool -- $215,136
- On July 1, 2009, the college covered the reduction balance of $329,929 from FY2010 new tuition revenue
- Total reduction $9,934,844

To determine the proposed tuition rate, the College took several factors into account. The first step was to identify the funds necessary to continue key initiatives that are designed to benefit all students, particularly students at risk. These initiatives include the First Year Success Program, increasing the number of tenure-tenure/track faculty so those lower level courses are taught by full-time faculty, scholarships and grants, and student support services. We then estimated mandated cost to the College over the next five years the primary sources taken into consideration are an annual increase to institutional scholarships equivalent to the annual tuition increase, annual PERA increases for AED and SAED, estimates for medical benefits, salary and benefit increases for classified support staff beginning in FY2013, and an estimated increase in risk management due to the addition of two Metro buildings in the near future. Additionally a factor is included for equity adjustments for faculty and administrators to assure the salaries do not drop below 85% of our peer average.

Finally, we determined the tuition rate necessary to convert student fees to tuition. As part of the process of evaluating all funding sources and identifying possible efficiencies the college is evaluating fees, as well as state appropriated program costs. The fee audit completed in the Summer of 2010 confirmed our focus and compliments our endeavors. For the mandatory information technology fee and the registration fee, the rate increase will be offset by the elimination of these student fees. For information technology and registration fee the college believes efficiencies can be achieved by using the dollars that are already available. The college is faced with significant technological infrastructure needs in all departments. In many cases faculty, students and support services are using outdated or inadequate systems. This is affecting the college's ability to retain students, for example many students entering college are accustom to state of the art technology at the high school level. The conversion will allow the college to allocate the revenue to campus wide technological needs, including the classroom and to the faculty. The current purpose for the fee, primarily maintaining general use student labs, will continue to be maintained. In addition institution-wide information technology needs such as program specific classroom and labs can begin to be addressed. The revenue will continue to be used for information technology purposes and not for other needs. If the college does not convert the fee, it will seek student approval to expand the use of the fee which in essence makes it a general purpose fee or the same as tuition.

The internet fee is a specific fee charged only to students taking online courses. This fee was established to cover the costs of internet delivery. At the time the fee was created internet courses were not an integral portion of the curriculum. These courses are now fundamental to the delivery of education at Metro State. The fee audit and subsequent discussions focused on the need to assure that the student paying the fee receives a direct benefit from the fee. In the case of the internet fee we discovered that the students paying the fee do benefit, but advancements in technology allow all students and faculty to receive benefit. Online delivery has developed into a mainstream mode of delivery on and off of campus. As all students have the opportunity to benefit, it was determined all students should share in the cost associated with online technology. The tuition increase for this conversion is not directly offset by a student fee, but students who take an online course will see a significant savings. The fee was calculated using a revenue neutral model. The internet fee is $23.89 per credit hour, and in FY2010 approximately 66,000 CHP (or 2,200 FTES) paid the fee. In order to generate the same revenue through tuition, an increase of 2.6% resident and .60% non-resident is necessary.

The college has presented the concept of the fee conversion to the Board of Trustees, as well as students and campus leaders. Over the next few months open meetings, hearings and discussion will be scheduled. The FAP process or different special approval to raise tuition for the conversion is essential for this change to occur.

Following is Tuition and Fee Estimates for the Academic Year for Resident Students:

Academic Year Tuition and Fees

Credit Hour	Resident Tuition FY2011	Percent Change	Dollar Change	Proposed FY2012
1	258.90	21%	54.36	313.26
3	776.70	21%	163.10	939.80
12	3,106.80	21%	652.42	3,759.22
15	3,106.80	21%	652.42	3,759.22
18	3,106.80	21%	652.42	3,759.22

	Fees FY2011	Percent Change	Dollar Change	Proposed FY2012 *
1	477.36	-6.16%	(29.40)	447.96
3	525.76	0.27%	1.42	527.18
12	985.72	2.15%	21.20	1,006.92
15	985.72	2.15%	21.20	1,006.92
18	1,016.22	-0.92%	(9.34)	1,006.88

* Including proposed reduction in fees due to conversion to tuition and final installment of the approved Metro Bond Fee increase

To assure transparency, the college included fees that we know are going to increase in FY2012, in particular the student approved Metro Bond fee created to fund the student success building and backfill project. The academic year fee reduction at 15 hours, for the information technology fee and the registration fee is ($163.10); the bond fee increase is $184.80.

	TUITION RATES						STUDENT FEE RATES					TOTAL
		Proposed Increase										
			Fee Conversion									
Credit Hour	Resident FY2011 *Current*	Operating 12.50%	IT & Reg 5.90%	Internet 2.60%	Resident FY2012	Percent Change	FY2011 *Current*	Reduction IT & Reg to Tuition	Increase Student (a) Approved Bond Fee	Estimated Fees FY2012 (b)	Percent Change	% Change Tuition & Fees
1	258.90	32.36	15.28	6.74	313.28	21.0%	477.36	(44.80)	15.40	447.96	-6.2%	3.39%
3	776.70	97.08	45.82	20.20	939.80	21.0%	525.76	(44.80)	46.20	527.16	0.3%	12.63%
12	3,106.80	388.36	183.30	80.78	3,759.24	21.0%	985.72	(163.60)	184.80	1,006.92	2.2%	16.46%
15	3,106.80	388.36	183.30	80.78	3,759.24	21.0%	985.72	(163.60)	184.80	1,006.92	2.2%	16.46%
18	3,106.80	388.36	183.30	80.78	3,759.24	21.0%	1,016.22	(194.10)	184.80	1,006.92	-0.9%	15.60%

(a) Spring 2009 students voted to approve a bond fee for the development of the Student Success Building and Backfill projects. The fee is designed to escalate in the first three years, with the maximum rate implemented in fall 2011. The bond fee is 70% for construction; 20% for student scholarships and 10% for classroom equipment and renovations.

(b) This includes the student fee rates known as of October 2010. Total estmated fees will be available in Spring 2011.

The following table shows the dollar increase and estimated new tuition rates based on the proposed tuition rate increases. Due to the uncertainty of future fee increases no estimates are made at this time for changes in fees for FY2014 – FY2016.

Estimated, Academic Year Tuition

Credit Hour	13% Increase	Estimated **FY2013**	9% Increase	Estimated **FY2014**	9% Increase	Estimated **FY2015**	9% Increase	Estimated **FY2016**
1	40.72	353.98	31.86	385.84	34.73	420.57	37.85	458.42
3	122.17	1,061.97	95.58	1,157.55	104.18	1,261.73	113.56	1,375.29
12	488.70	4,247.92	382.31	4,630.23	416.72	5,046.95	454.23	5,501.18
15	488.70	4,247.92	382.31	4,630.23	416.72	5,046.95	454.23	5,501.18
18	488.70	4,247.92	382.31	4,630.23	416.72	5,046.95	454.23	5,501.18

In developing the proposed rate, the College compared the proposed FY2012, 15 hour rate, to the peers identified in the NCHEMS study. For the Draft FAP submission, the college used the peers posted FY2011 academic year tuition and fee rates . As additional information becomes available through IPEDS and other national comparison databases the College will update the analysis to reflect “official” data. For fall 2010, Metro State’s tuition and fees is approximately 62% of the peer average. This improvement as compared to our peers is primarily due to the bond fee recently approved for the Student Success Building and backfill projects. With Metro State’s proposed net rate increases, and estimating an average 7% increase for the peer institutions, the College’s tuition and fees will be approximately 72% of the peer average at the end of the five year period. The 7% represents the average change from last year to this year (again based on their available data) and a best guess of future increases. When presenting the concept to the Board of Trustees both a 7% and a 3% increase was used. Using a 3% increase for the peers still shows Metro resident tuition 25% below the peer average.

If the Higher Education funding is reduced to $500 million, an additional tuition increase of 10.5% would be necessary. This includes funds to assist low and middle income students with institutional aid. The additional revenue generated in this model, above the revenue in the $555 million estimate, is for student aid.

Metropolitan State College of Denver Revenue Estimates ($500 million)	FY2010-11	FY2011-12	% Change
State Appropriation	39,778,568	35,792,076	-10.0%
Stimulus	4,289,163		-100.0%
Total	44,067,731	35,792,076	-18.8%
Tuition -- Resident			
Estimated Revenue	62,221,791		
Estimated Operating Increase		14,311,012	23.0%
Estimated Conversion from Fees		5,288,852	8.5%
Subtotal Rate Increase		19,599,864	31.5%
Estimated Resident Tuition Without Growth	62,221,791	81,821,655	31.5%
Total General Fund and Resident Tuition	106,289,522	117,613,731	10.7%
(Net transfer to Community Colleges)			

Projected Tuition over the next 5 years, if the State Higher Education budget is $500 million:

Credit Hour	Estimated **FY2012**	Estimated **FY2013**	Estimated **FY2014**	Estimated **FY2015**	Estimated **FY2016**
	31.50%	**13%**	**9%**	**9%**	**9%**
1	170.23	192.36	209.67	228.54	249.11
3	510.68	577.07	629.01	685.62	747.33
12	2,042.72	2,308.27	2,516.01	2,742.45	2,989.27
15	2,042.72	2,308.27	2,516.01	2,742.45	2,989.27
18	2,042.72	2,308.27	2,516.01	2,742.45	2,989.27

The rate increases proposed in this five year model provide the funds necessary to allow the college to continue initiatives currently in place to serve students and improve retention.

SECTION III: PROTECTION OF LOW AND MIDDLE INCOME STUDENTS

During the FY2010 year Metro State disbursed almost $150 million in aid to approximately 17,000 students. The headcount of Level 1 full-time and part-time was 11,325 and Level 2 counts showed a total of 1,438. The average state grant award for FY10-11 for all Level 1 students awarded was $1,200 and no state need based grant was awarded to Level 2 students.

Financial Aid offices do not have knowledge on how the Pell EFC will change for the next 5 years. As of 10/19/10, we have not received notice if it will change for the FY11-12 year or not. Based on no current projections for future Pell Grant amounts and the fact that the national elections could also affect any future Pell EFC's, Metro State would continue to define the low and middle income students based on the FY10-11 Level 1 and 2 EFC levels. This could be reviewed in the future depending on if changes are increased or decreased and funding levels given to the schools from the federal and state governments.

Summer is a 'trailer' at Metro State which means that students are eligible for leftover funding. Loans have annual limits which mean that students would not be eligible for loans if they have already borrowed their annual loan limit. However Pell Grants are now awarded year round which has students may be eligible to receive a Pell Grant in the summer even if they attend full time in the academic year. Our proposal does not include awarding any state or institutional grants during the summer semester unless we have funding not used during the academic year. To allow students preparation time to see if they can afford to attend in the summer, the Office of Financial sends a summer process email to all students with a FAFSA on file at the beginning of March stating how the summer processing works. To be considered for financial aid in the summer semester a student must be registered for at least 6 hours by mid April. All students who are Pell eligible are also sent a separate email explaining the new year round Pell Grant process. Students are encouraged to register for as many hours as they feel they can take for the summer semester. Students are then hand packaged for the summer semester by mid May. Students are then able to determine if they can afford the summer semester and cancel their registration if they can't afford it. (Metro State actually doubled the number of the summer Pell Grant recipients in summer 2010.) Our basic goal is communication to the students and promising them the award notices prior to the semesters first day. Based on lack of federal, state and institutional funds and annual loan limits, our goal is allow students enough time to determine if they are able to afford to attend in the summer semester.

Metro State is proposing a tuition increase of 21%, and a net tuition and fee increase of 16.5% for FY2012. The difference in the increase between 9 and 21% is $600 for the academic year. Using the assumption that the state need based grant will be remain approximately $9.4 million, our proposal is to:

- Fund 0-1000 EFC students (6,267 students) with their Federal Pell Grant award and to award either the FSEOG or the state need based grant in an amount of $600/year. The current 10-11 Pell Grant is $5,550-$4,600. We receive $535,000 in SEOG and assuming that Metro State would receive approximately $9.4 million in need based grant for FY2012.
- Fund the rest of the Level 1 students (5,058) a state grant of $1,000 for a total of $5.1 million.
- Fund Level 2 students (1,438) an institutional grant of $600 for a total of $862,000. Listed below is a chart which includes projected growth increases for low and middle income students.

EFC Range	Projected Award	# 2010-11 Students	Proj #2011-12 Students	Subtotal	Funding Source
0-1000	$600	6267	7834	$4,700,400	SEOG or state need based grant
1000-Level I	1000	5058	6323	$6,323,000	need based grant/institutional
Level II	600	1438	1798	$1,078,800	Institutional
TOTAL FUNDING NECESSARY				$12,102,200	
TOTAL INSTIUTIONAL AID				$2,136,482	

The College currently has a budget for institutional scholarships of $3.5 million. Of this total about $400,000 is awarded to Level 1 students. The balance is used for Level 2, merit and other non-need based awards.

Currently the Office of Financial Aid & Scholarship Center receives $3.5 million in institutional funds and we are estimating that an additional $3.3 million will be added from the revenue generated from the tuition flexibility to create a total of $6.8 to be awarded to low and middle income students as well as merit based scholarships. These dollars would ensure Level 1 and Level 2 students are not negatively impacted by the tuition increase. A portion of the increase will be set aside for an anticipated increase in the number of students seeking financial assistance. Additionally, dollars will remain available to continue merit scholarships, and provide some scholarships dollars to reach out to first generation, a greater number of middle class, and other at risk students.

Metro State has seen fluctuations over the past five years that in state need based grant. If the federal or state need based grants are reduced, then our allocation formula will need to change. Obviously if the amount of financial aid from the federal or state government is reduced, this would greatly impact the funding sources for our low and middle income students.

Our current proposed model does account for an estimated increase in low and middle income students for the 2011-12 academic year. So if the school were to receive less funding outside of Metro State institutional funds, we would need to review our proposal. Our model allows us to actually award students an amount over the difference between 9% and 21%. Lowering the funds anywhere would necessitate a review.

Also Metro State has the highest count of low and middle income students versus any other school in the state. We are dependent on our funding sources from the state to allow us to assist our current students. Our tuition costs have remained below our peers for years thus actually drawing students to want to attend Metro State.

Metro is planning on protecting the low and middle income students on being held to a 9% tuition increase total each year during the next five years. However this is a plan that is dependent on federal and state funding to be used in conjunction with the institutional funding. Metro State has the largest FTE count of low income students in the state. Our tuition and fees have been kept low on purpose in order to allow for affordability for these students. But this means that due to our low institutional funding levels we are extremely dependent on federal and state aid. We will be able to increase the percentage of our institutional funding for Level 1 students but we need to make sure that we do a slow blend from merit over to need based since many students have received merit based institutional aid based on their excellent academic standing and any adjustments may hinder or slow their graduation pace. We wish to continue providing merit based scholarships for our students.

If state appropriations are further reduced, the proposed tuition increase is modeled to accommodate the increased need for underrepresented, low and middle income students.

We have included how we currently award our institutional scholarship funding.

- 1,384 who received institutional funds, 66.33% were low to middle-income.
- The count of those who filed a FAFSA is 1,083, so of the students who filed a FAFSA were 84.77% who received the institutional funds were low to middle income. Listed below is the logic for each of the institutional awards given at Metro State. Most funds currently are awarded to students with need but that may not be the main criteria in determining who receives the award.
- <u>President's Academic Achievement Awards for High School Seniors</u> – Merit based, renewable, four (4) year awards made to incoming Colorado resident freshmen with a minimum 3.50 GPA from High School
- <u>President's Academic Achievement Awards for Transfer Students</u> – Merit based, renewable, two (2) year awards (part-time and full-time) made to incoming Colorado resident transfer students with a minimum of fifty (50) transferable hours and a minimum 3.30 transfer GPA.
- <u>Metro Scholars Educational Opportunity Scholarships (EOS)</u> – Need based. Renewable two (2) year awards (part-time and full-time) made to "Non-traditional" (20 years of age or older) incoming or re-admit Colorado resident students
- <u>Metro State President's Academic Achievement Awards (for continuing students)</u> – Merit based, year-by-year awards. Made to continuing Colorado resident students who have (current criteria) a minimum 3.90 cumulative GPA, an 85% or higher overall completion rate for hours attempted at Metro, and a minimum of 12 hours completed at Metro. Award amounts vary by grade level.
- <u>Metro Scholars First Generation Scholarships</u> – Need based. Offered per inter-institutional agreement to transferring First Generation Scholars from CCD, to continuing Metro students, and also via allocations made to the three Trio programs.

- Metro Scholars High School Upward Bound Awards (Summer) – To cover tuition, fees, books and small misc. amount for all HSUB summer program participants. Awards also cover standard award amount (historically $1000) for program Peer Mentors.
- Metro Scholars "Summer Bridge" Metro Summer Scholars program – To cover tuition, fees, books and small misc. amount for all Summer Scholars program participants. Awards also cover standard award amount (historically $1000) for program Peer Mentors.
- Metro Scholars Awards – Awards of varying amounts, based on Merit and/or need. Awards are used: as matching funds for LAEF scholarships, to fund LaRaza Scholars, provide additional support to students in SSS and SAS, provide supplemental funding to continuing Metro students throughout the year; including during the summer term.
- Metro Scholars Displaced Aurarian Scholarships – To cover student's share of in-state undergraduate tuition and fees for up to the equivalent of eight (8) full-time semesters (awards cover both part-time and full-time enrollment) for students who are certified (by Metro, CCD or UCD) as Displaced Aurarians (They, their parents or Grandparents were residents of Auraria neighborhood at some point between 1,955-1,973).
- Metro State Displaced Aurarian Masters Scholarships – To cover graduate tuition for up to the equivalent of four (4) full-time semesters (awards cover both part-time and full-time enrollment) for students who are certified (by Metro, CCD or UCD) as Displaced Aurarians (They, their parents or Grandparents were residents of Auraria neighborhood at some point between 1,955-1,973) and are admitted into a Metro State Graduate program and are taking graduate level coursework.
- Metro State President's Masters Awards – Standard two (2) year, renewable awards of $500 for part-time and $1,000 for full-time, Colorado residents admitted into a Metro State Graduate program and are taking graduate level coursework.
- Metro State Need based Grant – awarded to students who are Level 1 Colorado resident eligible

SECTION IV: STUDENT DEBT LOAD

Metro State is very concerned and committed to providing accessibility and keeping costs reasonable for our students. The Office of Financial Aid will award each undergraduate Colorado resident student with a 0EFC their Federal Pell Grant as well as either the FSEOG or state need based grant. This will more than cover the projected tuition increase. The rest of the Level 1 and 2 students will be granted an institutional need based grant of $600 to cover their projected tuition increase.

Currently we also verify where our dependent students and our single independent students live. Budgets vary depending on whether a student lives with or away from a family member. By verifying where the student lives we can more accurately predict their living costs, which will reduce the student's overall loan debt overall. Examples of how living arrangement predictions will lead to reduced debt load are:

- Students state on the FAFSA what their living arrangement will be during the year. This answer determines the Cost of Attendance that a student will receive in determining the amount of financial aid they will receive. Our COA for resident, at home is $13,680 for 10-11 and resident, away from home is $18,145. The difference between the two is $4,465.
- In being a Quality Assurance school with the Department of Education, we have found that students do not necessarily answer the housing question correctly on the FAFSA. This may be due to the living situation changing by the time fall starts or because students become aware that their budget is higher if they answer that they live away from home. We actually verify this question for many of our students and have found a 50% change for single independent students and a 30% change for dependent students. These students answer that they are living away from home when they are actually living with a family member.
- By receiving the lower budget, the student is receiving a more accurate budget for their educational costs and this typically results in borrowing less in student loans.

Metro State also have plans to expand/increase funding for existing programs through the revenue generated from tuition flexibility in the debt prevention area. Listed below are some of the initiatives we are currently working on:

- We will continue to leverage our partnerships and offer workshops on financial literacy.
- **Financial Aid workshops**— we have already begun collaboration with the Student Academic Success Center to set up financial literacy and debt management workshops for students. Additional workshops on behalf of the OFA will include debt management sessions focusing on loan repayment options, loan repayment calculators, how to track student loan debt on the National Student Loan Data System (NSLDS), how to stay out of default, how to budget expenses for college, etc. The bulk of our content would be derived from but not limited to the Office of Financial Aid Debt Management site: http://www.mscd.edu/financialaid/debtmanagement/index.shtml
- **Video tutorials**—using voice capture software such as Camtasia, we can begin creating video tutorials of our most commonly mistaken financial aid forms, how to navigate financial aid on MetroConnect, how to navigate the OFA webpage in general—including the Debt Management section.
- **Video project**—our plan is to partner with an academic department who would be willing to create a class project for its students that would enhance the financial aid office experience and raise awareness of our services. Similar to the clips found on www.financialaidtv.com , a class of students would take on various aspects of the semester-long project. Such aspects would include filming, editing, using voice-capture software, collaborating with the OFA to ensure content quality and accuracy. This will be an ongoing endeavor as financial aid

regulations and processes continue to change. Likewise, a class project of this magnitude will most likely require more than one semester to satisfy our goals.

- **Continuous video loop—**to begin with, we propose utilizing the flat screen TV just outside of the Student Accounts office to play the various clips from the video project for students standing in the long financial aid line during semester startup. We may also seek funding (grant writing or other means) to purchase another flat screen for the current OFA location. Upon relocating to the new Student Success Building, we would employ at least 2 flat screen TV's in the hallway and lobby area to play the video feed. Other clips can include the video tutorials mentioned above as well as various financial literacy YouTube channels i.e., MoneyTalksNews Channel, Bankrate.com Channel, College.gov Channel, FDIC Channel, etc. These video clips may be streamed with internet connection or downloaded via third party software to ensure playability regardless of internet connection. Overall, a standalone computer would be dedicated to playing the video feed.
- **Default Management Task Force—**this would be comprised of individuals from various academic and student services departments, all collaborating to ensure financial literacy and debt management efforts are well received by all students. Meetings would take place throughout each semester to track the progress of above mentioned efforts.

SECTION V: ADDRESS THE NEEDS OF UNDERSERVED & UNDERREPRESENTED STUDENTS

Since 2006, Metro State has launched several initiatives, such as the First-Year-Success Program, designed to increase retention and provide necessary support students, in particular first generation and low income students.

Key components of the program include learning communities with a strong focus on paired courses, peer mentoring, supplemental instruction and civic engagement. Our long-term goal is that all freshmen will take a required first-year seminar that will provide valuable learning experiences and opportunities for better engagement with the academic community while improving retention and access patterns. In piloting this program with 400 students, we achieved an 81% retention rate (fall to fall). A follow-up pilot with 600 students achieved a 90% retention rate (fall to spring).

National studies show that many low-income and students of color are coming to college with severe academic deficiencies, particularly in the areas of writing, mathematics and science. Furthermore, many students from economically challenged backgrounds lack college-going family precedent or role models. It is critical that these students have access to full-time faculty of the same ethnic background to serve as peer mentors, helping them navigate the transition from high school to college.

Additionally, shifting demographics and a dramatically changing student body has had a dramatic effect on the support services we continue to provide our students, including Metro State's small class size (19:1 ratio), something that has become a niche at Metro State.

Statistics show a clear correlation between student retention and the number of full-time faculty teaching lower-division classes. To effectively impact retention, 60%-65% of the courses need to be taught by full-time faculty. At Metro State we have made great strides in this area. Since 2004, we have added nearly 200 full-time tenure-track faculty, with 49 being faculty of color. In 2004 only 36.5% of courses were taught by tenure, tenure-track faculty that percent is now 42%. Although the College has made significant strides in hiring faculty, the institution's enrollment has also increased significantly.

The number of full-time faculty has positively impacted the retention rates. In FY2004 Metro State's retention rate for first-time full-time freshman was 60.2%. After implementing the initiative to increase tenure/tenure track faculty our retention rate in FY2009 has increased to 67%. This rate well exceeds the benchmark identified in the performance contract for FY2009, of 62.8%. The Board initiative seeks to increase retention for first-time full-time freshman to 75%, and have 60% of credit hour production taught by tenure/tenure track faculty.

In 2005, Metro State participated in a study that monitors equity in four areas for historically underrepresented students: access, retention, institutional receptivity and academic excellence. The results indicated that:

1) These students are more likely to need remedial courses, earn poor grades and fail to graduate. This is true regardless of their grades from high school.

2) There is a lack of continuous advising and support from Metro State while students are taking remediation at the community colleges.

3) This creates a "trap-door" effect for many of these students, as Metro State admits them to the College but then allows most of their initial education to occur at community colleges.

Metro State has strengthened its safety net through a variety of initiatives, including the trustees' retention challenge in 2006. Strategies include:

Metro Summer Scholars – An eight-week summer program that transitions first-time freshman into the academic rigors of college.

Metro State Quick Start – Per Colorado statute, Metro State cannot offer remedial courses, this is done through Community College of Denver. Metro State Quick Start is a pilot program that offers accelerated remedial courses with Metro State students only.

Center for Urban Education – Created through a $9.5 million U.S. Department of Education grant to recruit, train and retain qualified teachers in urban schools. This Center has partnered with Denver Public Schools to align 10 elementary, middle and high schools in north Denver with Metro State.

Implementing the proposed tuition increase allows the College to continue these essential initiatives to improve the overall success rates of our underserved and underrepresented students.

- The five year draft model includes the following:
  - Additional scholarships
  - Increasing CHP taught by tenure/tenure track faculty to 60%
  - Renovation and operation of buildings and space management
  - Campus wide staffing and staff development
  - First Year Success Program and HSI initiative

The uses of these funds are still under discussion, it is anticipated the Board of Trustees will make the final decision and approve the plan in spring 2011. The final decision will take into account all factors including possible state funds reduction and potential institutional reallocations.

In an effort to continue our extensive outreach to non-traditional students and our modified open admissions, Metro State is accessible to many non-traditional populations. Sixty percent of our student body is transfer students, and more than 28% of our 24,000 undergraduates are students of color. We have an intentional plan in place to become a Hispanic Serving Institution (HSI) and reach a population of 25% Latino students. We currently enroll nearly 800 veteran students who have applied for benefits, an increase of 20% over last fall, and the number of our graduates continues to rise.

SECTION VI: OPERATIONAL FLEXIBILITY

SB10-003 allows institutions of higher education to exempt themselves from adherence to the state fiscal rules, including any forms or procedures or required reviews, provided they have adopted rules sufficient to adequately safeguard the expenditures of the institution. Institutions are still required to provide information, data, and reports to the State Controller, as needed however such reporting is limited to information readily accessible by the institution. Institutions of higher education are also exempted from statewide contract reporting requirements, including vendor reviews, and use of Central Collections for recovery of debts, provided fees to independent collection firms do not exceed 40% of the amount collected.

The College is currently exploring the option of adopting State Fiscal Rules and making them College policy. We have targeted October 29, 2010 to complete a review of all Fiscal Rules, determining what efficiencies we gain by making them our policies and streamlining the process of obtaining approvals from the State Controller. At this time Metro State does not have the staff to develop and manage its own fiscal rules. By adopting the state fiscal rules as our own we believe we can achieve some operational efficiency in purchasing, procurement and the ability to participate in higher education consortiums. The college will have the opportunity to incrementally modify the fiscal rules as needed. The college is taking advantage of the opportunity to opt out of central collections. The College is targeting December 31st to issue an RFP to obtain our own Collections Services and opt out of Central Collections. We anticipate selecting a private collections agency in late March and opting out of Central Collections by the end of Fiscal Year 2011.

Additionally, we anticipate that opting out of Central Collections has the opportunity to not only save the institution expenses, but has the opportunity to increase revenue streams to the College. Metro State's collections process requires us to turn students over to Central Collections the semester after the student has taken classes. Central Collections then has approximately 90 days to work with the debtor, and after that the accounts are turned over to private collection agencies. We know from experience that after 90 days, the likelihood of collecting on the debt decreases approximately 10.5 percent per month. By competitively bidding this process, we will be able to obtain a service that has a stronger incentive to collect the debt from the student than Central Collections. Additionally, by competitively bidding this service, it forces competition that should result in a lower cost to the College. We anticipate that the combination of savings and additional revenues should add approximately $100,000 to the College annually

Adopting the State Controller's Fiscal Rules should allow the College to obtain flexibility in its purchasing process as well as realize efficiency savings. The process to purchase goods and services is currently cumbersome. For example, we contract with private individuals to train teachers on how to provide early education to school districts. This important service is delivered to educators in rural areas of the state and there are only a few individuals who are capable of providing this essential service. Because these individuals could potentially earn $100,000 or more over a five-year period, we were required to develop a contract for each contractor. Annually, each contractor is paid between $25,000 and $50,000 depending on the number of training sessions that are held. By interpreting this fiscal rule strictly, the delivery of this program's services was unnecessarily delayed. Additionally, by requiring a renewable five-year contract, the College would unnecessarily give the impression that each contractor was guaranteed this level of work for five years. While we were able to work with the State Controller's Office to resolve this issue, this delayed the start of work for these contractors. By adopting the fiscal rules, the College's Controller will have the flexibility to apply his knowledge and experience to make these decisions on a more timely basis. This frees key College personnel from having to make requests or prepare these contracts for a lengthy review. We anticipate that the savings from streamlining the contracting process would be approximately 1 FTE per year, or approximately $50,000 per year.

Finally, by adopting the fiscal rules and applying them to the campus's procurement process, we believe we may be able to take advantage of Higher Education Consortiums to reduce overall costs. For example, in Fiscal Year 2004, Metro State, Colorado State University, the Community Colleges, Mesa State, Adams State, and Western State worked together to contract with Sungard SCT to modify our Banner system to implement the College Opportunity Fund stipend process. Initially each institution contacted SCT to perform this work. At the time of initial contact, it was estimated that each institution would pay approximately $250,000 to $500,000 for these modifications. The colleges and university formed a consortium that then contracted with SCT, which performed the work for all institutions for slightly less than $200,000, which was shared by all institutions. We anticipate that by taking advantage of other similar consortiums, not only with our state institutions, but our national institutions as well, we have the opportunity to save the College an additional $150,000 to $200,000 annually.

SECTION VII: ALIGNMENT WITH STATEWIDE STRATEGIC PLANNING

Metro State agrees with the strategy proposed in the statewide strategic plan; in particular the focus on providing opportunity and access to the emerging populations of underrepresented students. This includes increasing retention and graduation rates for all students, and assuring low and middle income students receive financial assistance. This proposal provides the college the ability to hire the necessary full-time faculty and staff to achieve retention and completion goals. With the necessary staff, the College will be able to continue the ramp up of the First Year Success Program to include 100% of the freshman population. The proposed tuition levels include a significant set aside for financial assistance to low and middle income students.

AGENDA ITEM: **Office of Human Resources report of personnel actions for the Board's approval which have occurred since the last Board Meeting on September 1, 2010.**

BACKGROUND: Report of personnel actions which have occurred since the last Board agenda of September, 2010. Initial appointments of non-temporary faculty and administrators, tenure, emeritus status, honorary degrees, and sabbatical leaves which require Board approval.

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

APPOINTMENTS

Mr. Stephen DeVisser, Foundation Director of Finance, Annual Salary: $82,000.00 – Effective September 15, 2010. (ADMINISTRATIVE)

Ms. Drew Houston, Transfer Admissions Counselor, Annual Salary: $31,000.00 – Effective October 4, 2010. (ADMINISTRATIVE)

Ms. Kristy Berg, Transfer Admissions Counselor, Annual Salary: $33,000.00 – Effective October 4, 2010. (ADMINISTRATIVE)

Mr. Mark Jastorff, Executive Director of Alumni Association and Alumni Relations, Annual Salary: $85,000.00 – Effective October 15, 2010. (ADMINISTRATIVE)

Ms. Braelin Pantel, Assistant Dean of Student Life, Annual Salary: $57,500.00 – Effective October 1, 2010. (ADMINISTRATIVE)

AGENDA ITEM: **Office of Human Resources report of personnel actions for the Board's information, which have occurred since the last Board Meeting on September 1, 2010.**

BACKGROUND: Report of personnel actions which have occurred since the last Board agenda of September, 2010. Temporary appointments, resignations, terminations, retirements, transitional retirements, promotions, reassignments, reclassifications, leave without pay, non-renewal, and final sabbatical reports which are delegated to the President and do not require approval by the Board.

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

APPOINTMENTS

Dr. Erin Bissell, Visiting Assistant Professor of Biology, Annual Salary: $44,664.00 – Effective August 17, 2010. (TEMPORARY/FACULTY)

Mr. Frank Harper, Visiting Instructor of History, Annual Salary: $36,558.00 – Effective August 18, 2010. (TEMPORARY/FACULTY)

Ms. Dawn Matera, Visiting Assistant Professor of Social Work, Annual Salary: $48,879.00 – Effective August 18, 2010. (TEMPORARY/FACULTY)

Ms. Marilyn K. Starrett, Visiting Assistant Professor of Journalism, Annual Salary: $48,725.00 – Effective August 18, 2010. (TEMPORARY/FACULTY)

Dr. Norman W. Clippinger, Visiting Assistant Professor of Biology, Annual Salary: $44,664.00 – Effective August 18, 2010. (TEMPORARY/FACULTY)

Dr. Drew Doxsee, Visiting Assistant Professor of Philosophy, Annual Salary: $43,362.00 – Effective August 18, 2010. (TEMPORARY/FACULTY)

Mr. Brian Valero, Desktop Support Tech, Annual Salary: $49,000.00 – Effective August 23, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Ms. Vanessa Becerra, Interim Head Softball Coach, Annual Salary: $42,000.00 – Effective August 25, 2010. (TEMPORARY/ADMINISTRATIVE)

Mr. Stefan McGovern, Interim Assistant Baseball Coach, Seasonal Salary: $8,936.00 – Effective August 25, 2010. (TEMPORARY/ADMINISTRATIVE)

Mr. Brant Gilbert, Interim Assistant Cross Country Coach, Seasonal Salary: $3,000.00 – Effective August 25, 2010. (TEMPORARY/ADMINISTRATIVE)

Ms. Erika Church, Re-entry Coordinator, Annual Salary: $36,500.00 at .50FTE – Effective September 1, 2010.
(TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Ms. Amanda Jones, Graduate Loan Counselor, Annual Salary: $38,500.00 – Effective September 1, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Ms. Grace C. Young, HR/EO Technician, Annual Salary: $33,500.00 – Effective September 7, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Ms. Cierra Nusbaum, Laboratory Coordinator, Annual Salary: $47,628.00 – Effective September 15, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Ms. Jennifer Lutes, Administrative Specialist, Annual Salary: $38,413.00 – Effective September 23, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Ms. Susan Resnick, Field Experience Coordinator, Annual Salary: $50,900.00 – Effective September 27, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Ms. Kelly Castelli, MST System Supervisor - New Jersey, Annual Salary: $58,800.00 – Effective September 27, 2010. (TEMPORARY/ADMINISTRATIVE)

Ms. Emily McKissick, Pre-Enrollment Coordinator, Annual Salary: $35,000.00 – Effective September 16, 2010. (TEMPORARY/ADMINISTRATIVE)

Ms. Jenifer Park, Coordinator Testing Proctor, Annual Salary: $34,112.00 at .80FTE – Effective September 7, 2010. (TEMPORARY/ADMINISTRATIVE)

Mr. Kyle O'Neal, Data Specialist, Annual Salary: $40,884.00 – Effective October 1, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Ms. Jennifer S. Provizer, Study Abroad Advisor, Annual Salary: $36,500.00 – Effective October 6, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

RESIGNATIONS

Ms. Stefanie Carroll, Assistant Director of Alumni Program and Communications, Effective September 27, 2010. (Accepted position outside of College)

Ms. Christine Soto, Temp Executive Director of Alumni Association and Alumni Relations, Effective October 6, 2010. (Personal Reasons)

Ms. Donnita Wong, Assistant Director of Student Publication, Effective October 1, 2010. (Personal Reasons)

Mr. Mark Schwartz, Assistant Director of Student Activities, Effective August 31, 2010. (Personal Reasons)

Mr. Kenneth Gurule, Director of Academic & Desktop Computing, Effective September 30, 2010. (Personal Reasons)

Dr. Adela Cota-Gomez, Assistant Professor of Biology, Effective May 15, 2010. (Personal Reasons)

Mr. Alan Yost, Assistant Professor of Aviation and Aerospace Science, Effective May 15, 2010. (Personal Reasons)

Mr. Ryan Goodwin, Assistant Baseball Coach, Effective July 1, 2010. (Personal Reasons)

Ms. Haley Bliss, Associate Director of Financial Aid, Effective October 29, 2010. (Personal Reasons)

RETIREMENTS

Ms. Sharon Wilkes, Coordinator, Coop Education, Effective December 31, 2010.

Ms. Linda Wilkins-Pierce, Coordinator, Health Education & Community Outreach, Effective January 1, 2011.

PROMOTIONS

Ms. Tanya Haave, Head Women's Basketball Coach, Annual Salary: $67,827.00 – Effective September 1, 2010. (Salary adjustment recommended by the EO Office)

Dr. Carmen Ripolles, Assistant Professor of Art History, Annual Salary: $47,601.00 – Effective October 1, 2010. (Salary increase due to PHD Completion)

RECLASSIFICATIONS

Mr. Rory Korpela, Director of College Assistance Migrant Program, Annual Salary: $54,667.00 – Effective August 9, 2010. (FROM Budget and Recruitment Manager ($42,286.00) TO Director of College Assistance Migrant Program ($54,667.00)

Mr. Matthew Brinton, Interim Assistant Director of Student Activities, Annual Salary: $42,000.00 – Effective November 1, 2010. (FROM Internship Coordinator and Special Projects Manager TO Interim Assistant Director of Student Activities – No change in salary)

REASSIGNMENTS

Ms. Beth Bean, Curriculum Specialist, Annual Salary: $60,000.00 at .50FTE – Effective September 1, 2010. (FROM TEMPORARY TO PERMANENT)

Mr. Steve Willich, Interim Director, Gay, Lesbian, Bisexual, and Transgender Student Services, Annual Salary: $47,513.00 – Effective September 1, 2010. (FROM CLASSIFIED TO ADMINISTRATIVE)

LEAVE WITHOUT PAY WITH BENEFITS

Dr. Harvey Milkman, Professor of Psychology, January 13, 2011 through May 14, 2011.

Dr. Charles H. Mawhinney, Professor of Computer Information Systems, January 13, 2011 through May 14, 2011.