

**TRUSTEES OF THE  
METROPOLITAN STATE COLLEGE OF DENVER**

**Wednesday, February 2, 2005  
9 a.m. – 12 noon  
Tivoli Student Union Room 320  
Auraria Campus**

**AGENDA**

**I. CALL TO ORDER**

**II. APPROVAL OF MINUTES**

- A. Approval of January 12, 2005 Board Meeting Minutes
- B. Approval of January 17, 2005 Special Board Meeting Minutes

**III. REPORTS**

- A. MSCD Board – Chair Benson
- B. AHEC Board – Trustee Rice
- C. Interim President – Dr. Ray Kieft
- D. Student Government – Student Trustee Hay
- E. Finance Committee – Trustee Cranberg
- F. Faculty Senate – Dr. Hal Nees, President
- G. Council of Chairs – Dr. John Schmidt, Chair
- H. Foundation – Ms. Diana Whye, Interim Executive Director
- I. Legislative – Capstone Group
- J. Presidential Search Advisory Committee – Dr. John Buechner, Chair

**IV. CONSENT ITEMS**

- A. Personnel Items
- B. Clarification and Changes to *Handbook for Professional Personnel*

**V. ITEMS FOR DISCUSSION AND POSSIBLE ACTION**

- A. Performance Contract for MSCD (*Dr. Ray Kieft, Interim President*)
- B. Revised Fiscal Year 2005 Operating Budget (*Ms. Natalie Lutes, Interim Vice President for Administration and Finance*)
- C. First-Time Students' Need for Remediation Relative to ACT and Accuplacer Scores (*Mr. Bill Hathaway-Clark, Interim Associate Dean of Student Services and Director of Admissions*)

**VI. INFORMATION ITEM - (*Requires no approval by the Board of Trustees*)**

- A. Personnel Actions Delegated to the President

**VII. PUBLIC COMMENT**

**VIII. EXECUTIVE SESSION**

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

**IX. ADJOURNMENT**

**TRUSTEES OF THE  
METROPOLITAN STATE COLLEGE OF DENVER**

**Wednesday, January 12, 2005  
9 a.m. – 12 noon  
Administration Building Room 570  
Auraria Campus**

**MNNUTES**

**I. CALL TO ORDER**

The meeting was called to order at approximately 9:15 a.m. by Chair Benson.

**Board of Trustees Present:**

Trustee Bruce Benson; Trustee Gin Butler; Trustee Alex Cranberg; Trustee Maria Garcia Berry; Trustee Mark Martinez; Trustee John Osborn (EXCUSED); Trustee Adele Phelan; Trustee Ann Rice; Trustee Sean Tonner; Faculty Trustee Gene Saxe; Student Trustee Stephen Hay

**Metro State Personnel Present:**

Ray Kieft, Interim President; Teri Bokn, Executive Assistant to the President; Joan Foster, Interim Vice President for Academic Affairs; Natalie Lutes, Interim Vice President for Administration and Finance; Percy Morehouse, Executive Director of Equal Opportunity; Karen Raforth, Interim Vice President for Student Services; John Cochran, Interim Dean, School of Business; Kenneth Keller, Interim Dean, School of Letters, Arts & Sciences; Sandra Haynes, Interim Dean, School of Professional Studies; Kimberly Clark, Council of Administrators Chair; Hal Nees, Faculty Senate President; Vonda Knox, Classified Staff Council President; John Schmidt, Chair, Council of Chairs; Diana Whye, Interim Executive Director, Foundation; Robert Grabowski, Foundation Board Representative; and others.

**II. APPROVAL OF MINUTES**

- A. December 1, 2004, Board Meeting Minutes: It was moved and seconded to approve the December 1, 2004, Board Meeting Minutes. The motion passed unanimously.

**III. REPORTS**

- A. Board Chair: Chair Benson reported that the Trustees had a very interesting meeting with the College Administrators and looked forward to similar meetings with other College groups. He also gave an update on the Board Chairs meetings regarding funding for higher ed.

- B. AHEC Board: Vice Chair Rice reported that the AHEC Board had not met since the December meeting.
- C. Interim President: Dr. Kieft reported on Metro's Teacher Education programs which the Commission has approved and reauthorized for another 5 year period. He discussed Metro's NCA Accreditation which will take place in 2006 and the preparation involved. A steering committee is being organized of which Trustee Phelan will be an advisor. Metro State's Society of Physics students chapter has been selected as one of only a few chapters from across the United States as an outstanding chapter. Dr. Richard Krantz is the professor of Physics who serves at the advisor for the chapter. A December 13 article in the Rocky Mountain News highlighted a national photo journalism achievement based on an entry by Mr. Evan Seaman, a Metro student who also won the college photographer of the year award. He characterized Metro's negotiations regarding the Performance Contract as straight-forward and amicable. Included in next month's agenda will be a proposed Performance agreement for review and action. Weekend College is a reality as of Spring 2005 semester with an increased preliminary enrollment of 60%. Dr. Joe Sandoval, Chair of the Criminal Justice and Criminology department, has been appointed to serve on the Citizen Oversight Board established by Mayor Hickenlooper for the oversight of the city's law enforcement activities. Metro State is engaging in a college-wide effort to provide an opportunity to donate to the Tsunami relief effort through the Denver chapter of UNICEF. He concluded by recognizing Metro State's women's soccer team who recently won the NCAA Division II championship.
- D. Student Government: Student Trustee Hay reported that Spring semester begins January 18; the events of Metro State's "Metro Goes Retro" homecoming which is the second week of February; and the Martin Luther King Breakfast on February 21.
- E. Finance Committee: Trustee Cranberg gave an update on the Internal Auditor search and the financial statement formats.
- F. Faculty Senate: Dr. Hal Nees began by thanking the Board for hosting the meetings they are starting with administrators, faculty and staff and concluded that the Fall Break was very helpful.
- G. Council of Chairs: Dr. John Schmidt reported that Fall Commencement had a record number of faculty attending as well as a record number of faculty volunteers, which is a show of support for the administration. The department chairs will begin discussing an administrative contract for chairs and what that might entail.
- H. Foundation: Mr. Bob Grabowski, Foundation Board representative, reported on the Foundation Board's reorganization, the benefit of the increased line of communication with the Board of Trustees, and a general overview of the Foundation's activities.

- I. Presidential Search Advisory Committee: Chair Benson reported that the search is still moving forward and that more would be reported at the next Board meeting.

#### IV. CONSENT ITEM

- A. Personnel Items: It was moved and seconded to approve the personnel items as submitted. The motion passed unanimously.

#### V. ITEMS FOR DISCUSSION AND POSSIBLE ACTION

- A. Preliminary Tuition and Fee Increase and 2005-2006 Budget Priorities: Ms. Natalie Lutes, Interim Vice President for Administration and Finance, gave an overview and answered questions. More information will be provided at the March Board Meeting
- B. Legislative Priorities: Dr. Ray Kieft, Interim President and Mr. Jake Zambrano, Phaseline Strategies, led the discussion on legislative priorities for Metro State. A working task force of Chair Benson, Trustee Garcia Berry, and Trustee Tonner was organized for the 2005 legislative session. The first meeting will be on Monday, January 17, at 9 a.m., at Chair Benson's Office.

#### VI. INFORMATION ITEM - *(Requires no approval by the Board of Trustees)*

- A. Personnel Actions Delegated to the President

#### VII. PRESENTATIONS

- A. Full-Time Temporary Faculty *(Dr. Ray Kieft, Interim President)*  
**Presentation postponed until a later date.**
- B. Cooperative Education Internship Center *(Dr. Susan Lanman, Director)*  
**Presentation postponed until a later date.**
- C. Pacesetters and Scholarships: Dr. Karen Raforth, Interim Vice President for Student Services, gave a presentation and overview of Pacesetters and Scholarships, and answered questions from the Board.

#### VIII. PUBLIC COMMENT

There were no public comments.

#### IX. EXECUTIVE SESSION

At approximately 11:55 a.m., it was moved and seconded that the Board convene into Executive Session for the purpose of discussing personnel matters in accordance with 24-6-402(3)(b)(I), C.R.S. and to confer with the Board's attorney to receive specific advice on legal questions in accordance with 24-6-402(3)(a)(II), C.R.S.

**X. ADJOURNMENT**

At approximately 1:10 p.m., it was moved and seconded to adjourn the meeting. The motion passed unanimously.

**TRUSTEES OF THE  
METROPOLITAN STATE COLLEGE OF DENVER**

**BOARD OF TRUSTEES MEETING**

**Monday, January 17, 2005**

**9 a.m. – 12 noon**

Benson Mineral Group

1560 Broadway, Suite 1900

Denver, CO 80202

**MINUTES**

**I. CALL TO ORDER**

The meeting was called to order at approximately 9:00 a.m. by Chair Benson

**Present:**

Chair Benson; Interim President Kieft; Trustee Garcia Berry; Trustee Tonner;  
Foundation Board Member Carl Neu; and Mr. Jake Zambrano, Phaseline Strategies.

**II. LEGISLATIVE MATTERS DISCUSSION**

There was discussion on current legislative matters affecting Metro State and higher education and retaining a lobbyist group. Dr. Kieft was to proceed with the contractual responsibilities regarding the hiring of a lobbying group.

**III. ADJOURNMENT**

The meeting adjourned at approximately 10:30 a.m.

**AGENDA ITEM:** Personnel

**ISSUE:** Reporting of personnel actions which have occurred since the last Board meeting of January 12, 2005.

**BACKGROUND:** Appointments which require approval by the Board.

**RECOMMENDATION:** It is recommended by Metropolitan State College of Denver that the Board of Trustees approve the following personnel items:

**APPOINTMENTS**

Ms. Sylvia Dawson, Assistant Professor of Journalism, \$20,291.00 – January 18, 2005 through May 14, 2005 (FACULTY/PROBATIONARY)

**AGENDA ITEM:**

**CLARIFICATION AND CHANGES TO HANDBOOK FOR  
PROFESSIONAL PERSONNEL**

**BACKGROUND**

The *Handbook for Professional Personnel* recognized that clarification and changes would be necessary as institutional circumstances changes. A Handbook Committee was established with the charge of “receive and consider changes to the Handbook recommended by members of the College community and make suggested changes to the Vice President for Academic Affairs and the President.” (Section XVI, page 167)

Last year, Interim President Kieft requested the Handbook Committee to consider where *Handbook* language might be clarified or where changes should be made to reflect institutional practice. The Handbook Committee, in turn, reviewed the *Handbook*, solicited suggestions from the College community, and forwarded recommendations to Interim President Kieft. These recommendations were reviewed by President Kieft and he concurs with the recommendations.

**RECOMMENDATION:**

The Board of Trustees approve the clarification and changes to the *Handbook for Professional Personnel* that are listed in the attachments.

**Faculty Qualifications in Industrial Design**

**Instructor:** Bachelor's Degree in Industrial Design and two years work experience in Industrial Design.

**SECTION VI. SALARY ADMINISTRATION AND OUTSIDE ACTIVITY,**

**Section B, 1., b., adding (4) with the following wording:**

New faculty and administrators who are hired on or before the last working day in December of each year will be evaluated for their partial year of employment and be eligible for a merit award. Employees who are on or after the first working day in January, will have an interim evaluation based on the performance plan that was developed for them upon their initial hire. These employees will not be eligible for an annual merit award (if any).

**SECTION VII. REAPPOINTMENT, TENURE, PROMOTION, POST-TENURE REVIEW AND EMERITUS STATUS, Section C, 1., adding h. with the following wording:**

Each school department chair review committee shall have no fewer than three elected members who shall be tenured chairs within the school.

**SECTION VII. REAPPOINTMENT, TENURE, PROMOTION, POST-TENURE REVIEW AND EMERITUS STATUS, Section D, 5., adding wording after first sentence and before last:**

Department Chairs will also be evaluated on chair duties as described in section J-3; a-g.

**SECTION VII. REAPPOINTMENT, TENURE, PROMOTION, POST-TENURE REVIEW AND EMERITUS STATUS, Section D, 5., d., adding (4) with the following wording:**

Department Chairs who are candidates for Reappointment, Tenure, and Promotion will also be evaluated on chair duties, as described in section J-3; a-g, in the same proportion as the percentage of release time to serve as chair. The remaining percentage/weight will be specified as same for other tenure track faculty.

**SECTION VII. REAPPOINTMENT, TENURE, PROMOTION, POST-TENURE REVIEW EMERITUS STATUS, Section D, 6., adding wording after first sentence:**

Department Chairs will have a substitute step to replace Step 3 below.

**SECTION VII. REAPPOINTMENT, TENURE, PROMOTION, POST-TENURE REVIEW EMERITUS STATUS, Section D, 6., adding wording after first sentence:**

In lieu of step 3 for department chairs, the dossier shall go to the school department chair review committee. The school department chair committee will make recommendations to the appropriate school committee based upon a review of the dossier with particular attention given to the chair duties. The vote must be recorded on the cover page of the dossier. The timeline given to this step will replace the department chair timeline for regular faculty.

**SECTION VII. REAPPOINTMENT, TENURE, PROMOTION, POST-TENURE REVIEW AND EMERITUS STATUS, Section H, 4., adding wording after first sentence:**  
Department Chairs will also be evaluated on chair duties as described in Section J-3; a-g.

**SECTION VII. REAPPOINTMENT, TENURE, PROMOTION, POST-TENURE REVIEW AND EMERITUS STATUS, Section H, 4., adding (f) with the following wording:**

Chair Administrative Duties: Department Chairs will also be evaluated on chair duties as described in section J-3; a-g..

**SECTION VII. REAPPOINTMENT, TENURE, PROMOTION, POST-TENURE REVIEW AND EMERITUS STATUS, Section H, 5., b., (4), removing the following word from first sentence:**  
chairs,

**SECTION V11. REAPPOINTMENT, TENURE, PROMOTION, POST-TENURE REVIEW AND EMERITUS STATUS, Section H, 5., b., (4), adding the following wording to the end of the paragraph:**

Department chairs who are candidates for Post Tenure Review will also be evaluated on chair duties, as described in section j-3; a-g, in the same proportion as the percentage of release time to serve as chair. The remaining percentage/weight will be specified as the same for other tenure track faculty.

**SECTION VII. REAPPOINTMENT, TENURE, PROMOTION, POST-TENURE REVIEW AND EMERITUS STATUS, Section H, 5., c., adding (8):**

In lieu of step 3 for department chairs, the dossier shall go to the school department chair review committee. The school department chair review committee will make appropriate recommendations to the college review committee based upon a review of the dossier with particular attention given to the chair duties. The vote must be recorded on the cover page of the dossier. The timeline given to this step will replace the department chair timeline for regular faculty. Each school department chair review committee shall have no fewer than three elected members who shall be tenured chairs within that school.

**CHANGE TO AEROSPACE SCIENCE FACULTY QUALIFICATIONS:**

Assistant Professor: M + 4 and FAA Certification

Assistant Professor: M + 4 and FAA Certification

**CHANGE TO SOCIAL WORK FACULTY QUALIFICATIONS:**

Remove Social Work from the alternate listing, add a box with other disciplines, and:

Instructor: MSW

Assistant Professor: MSW + 30 semester hours of relevant post-degree study

Assistant Professor: MSW + D

Professor: MSW + D



## **AGENDA ITEM:     PERFORMANCE CONTRACT FOR METRO**

### **BACKGROUND:**

Senate Bill 04-189, otherwise known as the “College Opportunity Fund Act”, included the requirement that:

“Beginning July 1, 2004, each governing board of a state institution of higher education shall negotiate a performance contract with the department of higher education that shall specify the performance goals the institution shall achieve during the period it operates under the performance contract.” (CRS 23-5-129, (2))

Over the past several months, the Commission on Higher Education (CCHE), acting on behalf of the Department of Higher Education, has engaged the governing boards, as represented by the institution(s) governed by the respective governing board, in negotiations to determine the nature and scope of a performance contract. The approach taken by the CCHE was to formulate a template for a possible contract, with the governing board/institution and the CCHE refining this template to reflect the particular role and mission of the institution(s) governed by the respective governing board, as well as matters specific to the institution(s).

### **GENERAL COMPONENTS OF PERFORMANCE CONTRACTS:**

While the individual performance contracts reflect the particular role and mission of the institution(s), as well as matters specific to the institution(s), they conform to each other along general lines. All performance contracts include performance goals related to retention and graduation rates, reporting of data, support for underserved students, establishment of a fully transferable, foundational general education core curriculum, determination of mandatory costs, teacher preparation (for institutions involved in teacher preparation), and identification of programs to address workforce and economic development needs of the state. The negotiations have focused on specifics related to implementation of these general components by each of the governing boards/institutions.

### **SPECIFIC NEGOTIATIONS REGARDING THE PERFORMANCE CONTRACT FOR METRO:**

The negotiations regarding Metro’s contract involved Commissioner Stevinson, Chairman Benson, CCHE Executive Director O’Donnell and CCHE staff, and Ray Kieft. Changes were made to the original template to reflect Metro’s role and mission, type of students attending Metro, student support services, and other matters specific to Metro. The negotiations took place in good faith and were amicable. As the negotiations progressed, the version of the contract under discussion was shared with the faculty and staff requesting review and suggestions. Numerous faculty and staff provided helpful suggestions, many of which were incorporated in the version which is now before the Trustees. This version has also been shared with faculty and staff in advance of the meeting.

### **RECOMMENDATION:**

The Board of Trustees approve the performance contract for Metro and direct interim president Kieft to inform the Commission of the Board’s action.

**STATE OF COLORADO  
DEPARTMENT OF HIGHER EDUCATION  
PERFORMANCE CONTRACT**

This Performance Contract, effective the date of approval by the Colorado Commission on Higher Education (hereinafter referred to as the “Commission”), is by and between the Department of Higher Education (hereinafter referred to as the “Department”) and the Board of Trustees for Metropolitan State College of Denver (hereinafter referred to as the “Governing Board”).

**RECITALS**

**WHEREAS**, in its passage of SB 04-189, known as the College Opportunity Fund, the General Assembly has found that it is imperative that an increased number of Coloradans pursue education beyond high school.

**WHEREAS**, the General Assembly has determined that a postsecondary educational experience for Coloradans is essential for the State to compete in the new global economy and to develop a new generation of leaders and active participants in state and local civic affairs.

**WHEREAS**, the General Assembly has found that it is critical that the rate of postsecondary participation by low-income Coloradans, males, and minorities, who are currently under-represented, be increased at every State institution of higher education.

**WHEREAS**, the General Assembly has determined that it is appropriate to support programs that are designed to encourage participation in postsecondary education, that increase citizens' awareness of the value of and need for a postsecondary education, and that make citizens aware of the financial support provided by them through the General Assembly to students and institutions of higher education.

**WHEREAS**, the General Assembly enacted the College Opportunity Fund Act, Title 23, Article 18, Section 101 et seq., Colorado Revised Statutes, which states that performance contracts should provide for greater flexibility and a more focused accountability for institutions of higher education to students and the people of Colorado.

**WHEREAS**, Title 23, Article 5, Section 129, Colorado Revised Statutes sets forth that each governing board of a State institution of higher education should negotiate a performance contract with the Department that specifies the performance goals the institution shall achieve during the period that it operates under the performance contract.

**WHEREAS**, Title 23, Article 5, Section 129, Colorado Revised Statutes provides that a State institution of higher education's compliance with the goals specified in the performance contract may be in lieu of requirements in Article 1 and Article 13 of Title 23, Colorado Revised Statutes for the period during which the performance contract is in force.

**WHEREAS**, Title 23, Article 5, Section 129, Colorado Revised Statutes requires that the specified procedures and goals set forth in the performance contract must be measurable and tailored to the role and mission of each institution and may include, but shall not be limited to: (1) improving Colorado residents' access to higher education; (2) improving quality and success in higher education; (3) improving the efficiency of operations; and (4) addressing the needs of the State.

## **AGREEMENT**

**NOW THEREFORE**, in consideration of the foregoing and intending to be bound hereby, the Parties agree as follows:

1. Scope of Contract. This contract and Addenda A and B, which are hereby expressly incorporated herein (the "Performance Contract"), sets forth the performance goals of Metropolitan State College of Denver (hereinafter referred to as the "Institution"), with the statutory role and mission of a comprehensive baccalaureate institution with modified open admission standards, except that nontraditional students who are at least twenty years of age shall only have as an admission requirement a high school diploma, a GED high school equivalency certificate, or the equivalent thereof. This Performance Contract sets forth the agreement regarding the services provided by the Institution, including the offering of a variety of liberal arts and science, technical, educational programs; a limited number of professional programs; and all services as defined in the Performance Contract Goals and Assessments set forth in Addendum A.

2. Term of Contract. This Performance Contract shall be effective after execution by the Governing Board and the Department and on the date the Performance Contract is approved by the Colorado Commission on Higher Education and shall remain in effect until June 30, 2009.

3. Statutory Requirements Exempted by This Performance Contract. Title 23, Article 5, Section 129(2)(a), Colorado Revised Statutes provides that a State institution of higher education's compliance with the goals specified in the performance contract may be in lieu of the requirements of Article 1 of Title 23 and the "Higher Education Quality Assurance Act," Article 13 of Title 23, for the term of this Performance Contract. As of the Effective Date of this Performance Contract, the Institution's compliance with the terms set forth in this Performance Contract will be in lieu of the Institution's compliance with the requirements of Article 1 of Title 23 and the "Higher Education Quality Assurance Act," Article 13 of Title 23 set forth in Addendum B.

4. Academic and Vocational Program Approval. While operating pursuant to this Performance Contract, the Governing Board will not be required to obtain approval from the Commission to create, modify, or eliminate academic and vocational programs offered by the Institution, so long as such creations, modifications, and eliminations are consistent with the Institution's statutory role and mission. The Commission shall have the authority pursuant to Title 23, Article 5, Section 129(6)(b), Colorado Revised Statutes, to override any creation or modification of an academic or vocational program if the change made by the Governing Board is inconsistent with the Institution's statutory role and mission. The Governing Board will

comply with the Commission's Policy and Procedures for the Approval of New Academic Programs in Public Institutions of Higher Education in Colorado Operating Under a Performance Contract adopted on October 7, 2004.

5. Reporting of Budget and Proposed Tuition Increases. Title 23, Article 5, Section 129(6)(c), Colorado Revised Statutes requires the Governing Board to report to the Commission its plans for any tuition increases for the following academic year for the Commission to forward to the General Assembly during the annual budget process. The Governing Board shall submit this information in accordance with the requirements of the Title 24, Article 37, Colorado Revised Statutes and in the form and manner prescribed by the Commission. The General Assembly has expressly retained the authority in Title 23, Article 5, Section 129, Colorado Revised Statutes, to approve tuition spending authority for the Governing Board of the Institution.

6. Resident Applicant Admission Requirements. While operating pursuant to this Performance Contract, Title 23, Article 5, Section 129(7)(b), Colorado Revised Statutes, directs that the Governing Board shall continue to require the Institution to admit Colorado resident applicants within the requirements of Title 23, Article 1, Section 113.5, Colorado Revised Statutes, who meet the admissions criteria of the Institution.

7. Data Reporting Requirements. The Governing Board shall transmit to the Department all annual reports and data required in this Performance Contract including that specified in Addendum A, attached hereto, in the form and manner prescribed herein or as required by Commission Policy. The Institution shall continue to provide all data required by the Student Unit Record Data Systems (SURDS) and the United States Department of Education through the Department. When possible, the Department shall provide notice and consult with the institutions before requiring any additional or new SURDS data. All data must be handled by the Commission and Department consistent with the statutory requirements set forth in Title 23, Article 1, Section 108(9), Colorado Revised Statutes.

8. Performance Goal Achievement. This Performance Contract sets forth those goals, standards and requirements upon which the Department and the Governing Board have mutually agreed. The ability of the Institution to fulfill the terms of this Performance Contract expressly assumes funding at a level which approximates the Department funding appropriated by the General Assembly during fiscal year 2003-2004. Any material change in the level of general funds available to students as stipends, to institutions under fee-for-service contracts under the College Opportunity Fund, and state general fund financial aid allocated through the Commission, shall cause the parties to this agreement to meet and discuss whether a change in any provisions of this agreement is appropriate. The actions undertaken by the Governing Board and Institution pursuant to this Performance Contract shall be performed consistently with applicable state and federal law.

9. Issue Resolution. In the event that a party to this Performance Contract fails to take those actions agreed upon herein or perform as set forth in this Performance Contract, the other party shall notify the first party of the failure to act or perform (a "Performance Failure"). The notice shall indicate the nature of the Performance Failure and

request that responsive action be taken to correct the alleged Performance Failure. If the party fails to use its best efforts to resolve the alleged Performance Failure within a reasonable period of time, the official representatives of the parties, as designated in the Performance Contract, shall promptly meet to discuss a remediation plan for resolution of the alleged Performance Failure or modification of this Performance Contract as may be required by the circumstances.

10. Performance Report. Performance on this Performance Contract shall be reported by the Department to the Governor and General Assembly pursuant to Title 23, Article 5, Section 129(5), Colorado Revised Statutes.

11. Point of Contact and Notices. For the purposes of this Performance Contract, the individuals identified below are hereby designated as the official representatives of the respective parties. Either party may from time to time designate in writing new or substitute representatives. All notices given hereunder shall be deemed given and sufficient if delivered in writing by (i) United States mail or (ii) overnight delivery such as Federal Express to:

For the Department:

Richard F. O'Donnell  
Executive Director  
Colorado Department of Higher Education  
1380 Lawrence Street, Suite 1200  
Denver, CO 80202

For the Governing Board:

Dr. Ray Kieft  
Metropolitan State College  
1006 11<sup>th</sup> Street, Campus Box 1  
Denver, CO 80217

12. No Third-Party Beneficiary. Nothing in this Performance Contract shall be construed or implied to confer third-party beneficiary status on any person or entity.

13. Severability. To the extent that this Performance Contract may be executed and performance of the obligations of the parties may be accomplished within the intent of the contract, the terms of this Performance Contract are severable, and should any term or provision hereof be declared invalid or become inoperative for any reason, such invalidity or failure shall not affect the validity of any other term or provision hereof.

14. Governing Law. This Performance Contract shall be governed by and construed in accordance with the laws of the State of Colorado.

15. Entire Agreement. This Performance Contract is intended as the complete integration of all understandings between the parties regarding performance contracts authorized by Title 23, Article 5, Section 129, Colorado Revised Statutes. No prior or contemporaneous addition, deletion or other amendment hereto shall have any force or effect whatsoever, unless

embodied herein in writing. No subsequent novation, renewal, addition, deletion or other amendment hereto shall have any force or effect unless embodied in a writing executed and approved by both parties to this Performance Contract.

16. Approval Required. Pursuant to Title 23, Article 5, Section 129(3), Colorado Revised Statutes, this Performance Contract and any modification or addition thereto shall not become effective until reviewed and approved by the Commission.

**IN WITNESS WHEREOF, the parties have executed this Performance Contract this \_\_\_\_ day of \_\_\_\_\_, 200\_\_.**

For the Governing Board:

For the Department of Higher Education:

By \_\_\_\_\_  
Signature of Authorized Representative

By \_\_\_\_\_  
Richard F. O'Donnell  
Executive Director

APPROVED:

APPROVED:

Board of Trustees

Colorado Commission on Higher Education

By \_\_\_\_\_  
Chair

By \_\_\_\_\_  
Chair

Dated: \_\_\_\_\_

Dated: \_\_\_\_\_

## **ADDENDUM A**

### **Goal #1: Access and Success**

**WHEREAS**, the Commission has determined that it is a highest priority of the State to ensure widespread access to Colorado's public colleges and universities with particular focus on expanding the number of students who are prepared, apply and enroll, and increasing retention and graduation rates with particular emphasis on increasing the participation and success of underserved students.

**WHEREAS**, the Department will develop and deliver a statewide marketing campaign with the goal of convincing every student and parent in the State of Colorado that college is accessible and affordable and that it is important to prepare academically for it in order to increase the college-going and completion of students, especially underserved students, which include low-income, male and minority students.

**WHEREAS**, the Department will work with the State and institutions to design efficient and effective financial aid strategies.

**WHEREAS**, the Department will work to make CollegeinColorado.org a fully integrated and user-friendly Pre-Collegiate Online Guidance System.

**WHEREAS**, the Department will lead the organization and operation of the Colorado College Access Consortium to coordinate and support K-12, pre-collegiate and college preparation programs.

**WHEREAS**, the Board of Trustees of Metropolitan State College of Denver is directed and authorized, by law, to govern, manage, and operate the College to the best of its ability in accordance with the constitution and laws of this State and within the limits of the resources available to the College.

**NOW, THEREFORE**, the Parties agree as follows:

#### **Section 1: Retention Rates**

1.1 By December 31, 2008, the Institution shall increase its fall-to-fall retention rate for first-time, full-time, degree-seeking freshman from 60.8% to 62.8%. The Institution shall increase its fall-to-fall retention rate for first-time, full-time freshman, including transfers to other institutions, from 71.1% to 73.1%.

1.2 The Governing Board shall report to the Department on or before December 31<sup>st</sup> of each year the results of its current efforts and any new or additional plans or programs to increase its fall-to-fall retention rates for first-time, full-time, degree-seeking freshman.

## **Section 2: Graduation Rates**

2.1 By December 31, 2008, the Institution shall increase its six-year graduation rate for first-time, full-time, degree-seeking freshmen students from 20.8% to 21.8%.

2.2 The Governing Board shall report to the Department on or before December 31<sup>st</sup> of each year the results of its current efforts and any new or additional plans or programs to increase its 6-year graduation rate for first-time, full-time degree-seeking freshmen.

## **Section 3: Underserved Students**

3.1 Title 23, Article 5, Section 129, Colorado Revised Statutes requires that each performance contract address “increasing enrollment of underserved students, including low-income individuals, males and minority groups.” For purposes of this Performance Contract, “underserved students” shall be defined as students who are: (a) low-income (would satisfy income requirements for a Federal Pell Grant); (b) members of an ethnic or racial minority group; (c) males; and/or (d) first-generation college students.

3.2 The Institution’s statutory mission, as a modified-open admission institution, is unique in Colorado. No other four-year institution has the directive to admit any student age 20 or older regardless of that student’s admission profile. Known as Colorado’s “College of Opportunity”, the Institution serves a disproportionately large share of low-income, first-generation students, many of whom are students of color. Such diversity of students creates the need for a wide array of services and programs designed to provide support and intervention services aimed at increasing the likelihood of student success. Given the diversity of the Institution’s student body and the statutory directive to be a modified-open admission institution, the Institution, on an annual basis as part of its planning and evaluation processes, shall determine which programs and services best meet the needs of its diverse student body. Assuming an adequate level of general funds available to students as stipends so as to provide sufficient funds for programs and services encouraging access and retention, the Institution may provide the following programs or similar programs that encourage access and support retention:

a. Admissions:

1. High school outreach places student ambassadors in Denver area high schools to inform high school students of the Institution’s programs.
2. Business outreach: recruiting non-traditional students from their workplace.
3. Transfer Services: Assists students transferring from other institutions.

b. Access Center for Disability Accommodations and Adaptive Technology:

This Center provides adaptive equipment and support, and assists with accommodations for students with disabilities. The continuation of the Access Center will depend on the continued financial support of both the University of Colorado at Denver/Health Sciences Center and the Community College of Denver, and the facility support of the Auraria Higher Education Center and the University of Colorado at Denver/Health Sciences Center. Should any of these parties fail to sustain its financial or facility commitments, the Access Center may not be continued as determined by the Institution.

c. Assessment and Testing: Administer assessment tests that assess a student's skill level to ensure that students are placed in the appropriate math, reading, and English classes. Students who do not meet assessment standards are referred to the Community College of Denver for developmental and basic skills classes. This performance contract assumes that development and basic skills classes shall continue to be provided to students in such numbers that students can enroll in their required and necessary developmental and basic skills classes in a timely manner so that their progress in completing their educational programs is not hindered resulting in a longer period of time to complete their educational programs. If students requiring developmental and basic skills classes are unable to enroll in Community College of Denver classes in a timely manner, the Institution and the Department shall immediately meet to discuss alternatives for providing developmental and basic skills classes to students that do not add additional costs to the student, beyond what is currently charged by the Institution for extended studies courses, nor cause the progress of students toward completing their educational programs to be hindered or delayed.

d. First Year Seminar: This seminar provides entering freshmen with additional support to assist them in the acclimation to the college culture and expectations.

e. Peer Educator Program: This program provides peer educators to each of the First Year Seminar classes. The peer educators work with individual students in need of assistance.

f. Mathematics Peer Learning Program: This program is mandatory for students whose mathematics assessment scores are marginal. Part-time faculty provide group-tutoring sessions, and one-on-one tutoring is provided to mathematics majors.

g. Immigrant/ESL Student Support Program: This program provides support services and tutoring assistance to students who have immigrated and may have learned English as a second language.

h. Metro Bridge and Student Success: A summer program that provides at-risk high school students with classes to assist with their transition into the Institution environment.

i. Student Success for "Window" Students: Tracks students admitted through the "window" through their first 24 credit hours and provides advising, counseling, and specialized student support services.

j. Student Intervention Services: Specialized services are provided to re-admitted students whose cumulative GPA is below a 2.0, and to all students whose cumulative GPA has been below a 2.0 for two or more semesters.

k. Academic Early Warning System: A mid-semester reporting of academic status that includes warnings to students potentially on the road to academic probation or suspension.

l. Tutoring Center: The Tutoring Center provides group and individual tutoring for most General Studies core classes and for specific discipline classes.

m. Writing Center: The Center provides critiques of students' writings as a means of assisting students to improve their writing skills.

n. College Summit Partnership: This partnership brings the College Summit pre-collegiate program to the Institution where low-income, first-generation high school juniors, who normally would not be considering attending college, are provided with one-on-one assistance in the preparation of essays and other college admission materials and completing financial aid applications. These students do not necessarily choose to enroll at the Institution, but the fact that they do enroll in higher education is the outcome desired by the Institution.

3.3 The Governing Board shall submit an annual report on or before December 31<sup>st</sup> that details the results of these programs and any changes or new and additional efforts, if any, to increase enrollment, retention and graduation of underserved students.

3.4 The Governing Board shall ensure that the goals in this section are accomplished without decreasing the quality of education provided or achievement rates of students included herein.

## **Goal #2: Quality in Undergraduate Education**

**WHEREAS**, the Commission has determined that it is a highest priority of the State to: (1) improve academic competencies and provide learning experiences that foster the development of skills and abilities that prepare students for the global economy; (2) prepare students for continuing, graduate or postgraduate professional studies; (3) ensure the transferability of general education courses; and (4) establish critical thinking and logic skills essential to full participation in a democratic society.

**WHEREAS**, the State should provide meaningful and user-friendly information on the quality of undergraduate education to consumers about each institution that will drive market decisions by parents, students, and employers.

**WHEREAS**, the State should implement a general education core curriculum for students and faculty that ensures consistent quality and the transferability of general education courses.

**NOW, THEREFORE**, the Parties agree as follows:

### **Section 1: General Education Requirements**

1.1 By July 1, 2006, the Governing Board shall adopt a fully transferable, foundational general education core curriculum that corresponds with GT Pathways, Colorado's statewide guaranteed transfer program for general education that was created and endorsed by the General Education Council ("GE 25 Council") and the Commission. The Institution's

general education core curriculum shall consist of between 35 and 37 credit hours in the academic areas and corresponding credit hour requirements established by the GT Pathways curriculum.

1.2 The Student Bill of Rights, Title 23, Article 1, Section 125, Colorado Revised Statutes, provides that the completion of lower division core general education courses, regardless of the delivery method, should satisfy the general education core course requirements of all Colorado public institutions of higher education. In order to meet this requirement, by January 1, 2006, all courses in the Institution's general education core curriculum shall be submitted, according to Commission policy, to the GE 25 Council or its successor, for approval and inclusion in GT Pathways for guaranteed transfer. Any course not submitted or not approved by the GE 25 Council for GT Pathways may not be included in the general education core curriculum. The Department shall convene the GE 25 Council and provide sufficient resources to ensure that all courses submitted to the GE 25 Council, or its successor, are reviewed prior to July 1, 2006.

1.3 The Department acknowledges that certain current GE 25 Council requirements, especially as they relate to lab requirements for science courses, will be refined and amended to accommodate the unique situation of the Institution and the Auraria campus. The Department agrees to work with all institutions and the GE 25 Council, or its successor, to amend the GT pathways criteria to ensure compatibility between each institution's general education core curriculum and the requirement for guaranteed statewide transfer.

1.4 In the event that the GE 25 Council does not approve a course for approval and inclusion in the GT Pathways, the course shall be labeled as required under subsection 1.6(b). The Department shall periodically provide a public report to the Commission of any course that is not approved for guaranteed transfer by the GE 25 Council. Such report shall include the reasons for a course's non-approval.

1.5 After the Governing Board adopts its general education core curriculum, it may continue to nominate new and/or additional courses that satisfy pertinent guidelines and requirements of GT Pathways to be included in its general education core curriculum. The Institution shall continue to recognize and provide full credit for all core courses approved for statewide transfer completed at other Colorado state colleges and universities, including credits earned through Commission approved competency tests.

1.6 Beginning in July 1, 2006, the Governing Board shall require the completion of its approved general education core curriculum by all newly enrolled, first-time students and ensure the following:

(a) All course catalogs and academic transcripts shall clearly designate courses eligible for statewide guaranteed transfer.

(b) All course catalogs and related materials shall clearly designate lower division courses that are not eligible for statewide guaranteed transfer. Such designation shall include, next to the course title, the following language: "This course is NOT approved for guaranteed transfer to other Colorado colleges and universities."

(c) All academic transcripts shall certify the satisfactory completion of the transferable general education core curriculum, regardless of whether the academic degree program has been completed or conferred.

1.5 Lower division general education course requirements that are not part of the general education core curriculum are acceptable and need not be submitted to the GE 25 Council for inclusion in GT Pathways. However, a student must be able to complete any such requirements within the 40 credit hour lower division general education limit established by the Student Bill of Rights. If a transfer student has satisfactorily completed the transferable core curriculum at another Colorado state college or university, the Institution shall not require the completion of any additional lower division general education courses by that student that would exceed the 40 credit hour lower division general education limit.

1.6 Beginning July 1, 2006, and each year thereafter, the Governing Board shall report statistics on the demand for and supply of courses at its campus(es) that satisfy its general education core curriculum. Such data, if available, may include the number of sections offered, enrollment demand and course availability, data on the ranks of instructor teaching the courses, and the average class enrollment for each course, disaggregated by course title and number.

## **Section 2: Grade Distribution**

2.1 By September 1, 2006, and each year thereafter, the Governing Board shall provide data on all course grades conferred during the previous academic year, disaggregated by academic subject and course level. These data shall be accompanied by a description or copies of policies and procedures, if any, used to evaluate the distribution of grades by academic subject and course level or otherwise.

## **Section 3: Faculty**

3.1 By July 1, 2007, the Governing Board shall require that the proportion of core courses taught by the highest quality and/or most qualified faculty, as identified by the Institution, in those departments or academic units offering core courses, is equivalent to that in undergraduate non-core courses.

3.2 By July 1, 2006, the Governing Board shall certify that it has in place or has plans for implementing and utilizing a variable pay method for faculty.

## **Section 4: Evaluation and Assessment of Student Learning**

4.1 To the extent possible and based upon available data, the Institution shall report annually, in accordance with the Commission reporting schedule, on student achievement by providing data on outcomes on licensure, professional, graduate school admission, and other examinations taken by baccalaureate graduates and/or career and technical graduates employed or continuing their education.

4.2 The Governing Board agrees to cooperate with the Department in developing and implementing standard methods to assess students' knowledge and improve the delivery of content taught in courses approved for the Institution's general education core curriculum. These programs shall be in place no later than January 1, 2007. The Department and the Governing Board agree that implementation of these assessment methods is contingent on additional resources being made available for these purposes.

### **Goal #3: Efficiency of Operations**

**WHEREAS**, the Commission has determined that a highest priority of the State is to provide for the efficient and effective stewardship of resources, be they tuition dollars, state or federal tax dollars, or other sources of funding.

**NOW, THEREFORE**, the Parties agree as follows:

#### **Section 1: Costs**

1.1 As part of the Commission's annual budget process, the Governing Board shall provide, through the Budget Data Book, information to the Department that identifies mandatory cost increases or decreases.

1.2 The Department shall use the information submitted by the Institution to determine the base funding increase necessary for cash fund and cash fund exempt increases that at a minimum shall consider changes in mandatory costs, such as salary, insurance and utility costs, as well as enrollment growth and inflation.

1.3 The Governing Board may submit requests for tuition differentials, specialized fees, or other tuition increases to improve quality, expand access or address capital needs above the base funding amount as decision items through the normal budget process. The Commission shall forward these decision items to the General Assembly and the Office of State Planning and Budgeting during the budget process.

1.4 The Governing Board shall strive to control costs so that mandatory cost increases do not exceed the latest published cost adjustment figure from the State Higher Education Executive Officers Higher Education Cost Adjustment model, excluding controlled maintenance and capital needs.

#### **Section 2: Capital Assets and Maintenance**

2.1 The Governing Board shall continue to work with the Auraria Higher Education Center Board and campus partners to ensure that capital and deferred maintenance issues are being adequately addressed.

#### **Section 3: Facilities**

3.1 The Governing Board shall provide a report to the Department on the number and type (private or publicly operated) of auxiliary facilities they operate, as such facility is commonly understood under Title 23, Article 5, Sections 101.5(2) and 102, Colorado Revised Statutes, including but not limited to, student or faculty housing facility, student or faculty dining facility, recreational facility, student activities facility, child care facility, continuing education facility or activity, intercollegiate athletic facility or activity, health facility, college store, or student or faculty parking facility, within 60 days of acceptance of a performance contract.

3.2 The Governing Board shall continuously assess operational efficiencies of its auxiliary facilities. Proposals will be periodically solicited from private firms for those facilities that are commonly found to be operated by private firms. Proposals will be awarded whenever it is determined that private operation of the facility can add value and improve operational efficiencies.

#### **Goal #4: Other State Needs -- Teacher Education**

**WHEREAS**, the Commission has determined that it is a highest State priority to ensure that highly qualified teachers are in every K-12 classroom.

**WHEREAS**, educator preparation is a shared enterprise among the Commission, the Colorado Department of Education, institutions of higher education, and local school districts.

**WHEREAS**, teacher education programs must prepare teachers to succeed in an era of high standards and strong accountability where the expectation is that achievement levels will rise for every student.

**WHEREAS**, K-12 school districts have called for new teachers who are trained in critical areas, including: (1) Technology and its role in instructional delivery; (2) Ability to communicate with students, parents and guardians regarding educational progress and student behavior; (3) Ability to assess student learning and modify curriculum based on assessment results; (4) Effective classroom management techniques; (5) Ability to apply knowledge to the P-12 classroom and adapt instruction in ways that enhance the ability of achievement levels to rise for all students student learning with a particular understanding of how to close the achievement gap for children of color and boys; and (6) Ability to teach reading, math and science.

**WHEREAS**, the strength of a teacher preparation program is determined by the degree to which content knowledge, field experience, and professional knowledge are integrated into a performance-based model.

**NOW, THEREFORE**, the Parties agree as follows:

#### **Section 1: Teacher Education Programs**

1.1 The Commission shall continue to authorize and re-authorize teacher education programs pursuant to Title 23, Article 1, Section 121, Colorado Revised Statutes and

existing Commission policies, through joint on-site program reviews by the Commission and the Colorado Department of Education scheduled every fifth year.

1.2 By July 1, 2006, the Governing Board shall ensure that its teacher education program meets the following standards:

(a) Each teacher candidate shall receive, as part of his or her formal preparation, instruction on teaching diverse student populations and, through required pre-rotation or student teaching experiences, spends time in a racially or ethnically diverse, Title I or low performing or unsatisfactory school with an improving or stable rating, based upon the results of the previous year's School Accountability Report by the Colorado Department of Education.

(b) Not less than one semester of each teacher candidate's 800-hour field experience is spent student teaching.

(c) All teacher candidates shall have, as part of their formal preparation, received instruction on the comprehension, diagnosis, interpretation and effective use of student assessment data, especially data from the Colorado Student Assessment Program.

(d) All teacher candidates shall have, as part of their formal preparation, received instruction on the attitudinal and behavioral differences that influence socialization and learning variations between boys and girls.

1.3 By July 1, 2006, all content (non-pedagogy) courses leading to the fulfillment of endorsement area requirements for secondary education licensure shall be taught by faculty members belonging only to the departments from which the courses originate (e.g., American history courses are taught by faculty members in the history department, mathematics courses are taught by faculty members in the mathematics department). However, courses such as Teaching Secondary Mathematics, Teaching Literature and Language, Teaching Science in Middle and Secondary Schools, etc., are important components of a teacher preparation program, and should appropriately be taught by faculty members with professional expertise in education and in the specific content area.

## **Section 2: Recruitment and Training of Qualified Candidates**

2.1 The Institution shall strive to improve the recruitment, retention, and graduation of teacher candidates who are under-represented in Colorado's public schools, with a particular focus on Hispanics and males.

(a) The Institution shall submit a plan to the Department on or before July 1, 2007, detailing how it will achieve this goal. The plan must meet Departmental standards and be approved by the Commission.

(b) The Institution shall submit to the Department on or before August 1<sup>st</sup> of each year, the student identification numbers and endorsement areas for all teacher candidates.

2.2 The Governing Board shall ensure the institution participates with the Department in tracking and analyzing the placement in K-12 schools of teacher candidate graduates and their performance once placed, including providing data as specified by the Department.

### **Section 3: Evaluation of Teacher Candidates**

3.1 Beginning September 1, 2005, the Governing Board agrees to pilot the use of the American Board for the Certification of Teacher Excellence (ABCTE) to assess the knowledge of graduates from the teacher education programs offered by the Institution. In this pilot program, the Governing Board agrees to assess annually a representative population of graduating teacher candidates. The results of this pilot program will be shared annually with the Commission, in a confidential manner, beginning September 1, 2006, and for each year during the term of this performance contract. Neither the Commission nor the Institution will release the results of the ACBTE for any student unless first obtaining the written permission of the student. The results of the ACBTE for any student will not be included in the Institution's official records for the student without the written permission of the student. This pilot program is intended to supplement, and not replace, assessments required for licensure established by the Colorado Department of Education.

### **Goal #5: Other State Needs -- Workforce and Economic Development**

**WHEREAS**, the Commission has determined that Colorado's future competitiveness in the global economy depends on having an educated and skilled workforce. Colorado must have workers with high-level skills required for jobs in high-demand fields, workers with basic workplace skills to obtain the most desirable jobs and to continually adapt to the changes that will continue to affect our evolving economy.

**NOW, THEREFORE**, the Parties agree as follows:

1.1 The Institution shall target funds and program development efforts to fields that address statewide and regional opportunities and priorities. High-demand programs shall be defined by two primary elements: (1) instructional programs or fields in which student enrollment applications exceed available slots, and (2) career fields in which employers are unable to find enough skilled graduates to fill available jobs.

1.2 Within the level of resources available to the Institution and in concert with the priorities determined by the Governing Board, the Institution shall strive to focus existing and portions of any new funds on expanding, improving and/or increasing the number of students who earn degrees in the following high-demand program areas including, but not limited to:

a. K-12 Teacher Preparation: In partnership with Denver area K-12 school districts, the Institution may provide an alternative licensure program based on need and demand, whereby all qualified but uncertified employees of the respective K-12 school district can obtain certification through an intensive, focused program lasting one year.

b. Nursing: An accelerated BSN program, which enables students possessing a non-nursing baccalaureate degree to complete the requirements of the BSN in 13 months, was instituted by the Institution in Spring 2004. The overall cost far exceeds the ability of students to pay and thus contributions from health care providers has, so far, enabled the program to meet the costs. The Institution shall work to maintain and/or increase program support from health care providers. Should additional resources become available, the Institution will give consideration to the implementation of a four-year BS in nursing program.

1.3 The Governing Board shall annually report to the Department on or before December 31<sup>st</sup> on the status of these programs and any changes to its programs and any relevant supporting data. The Governing Board may change its programs and efforts to address workforce and economic development without approval from the Department or Commission.

## **ADDENDUM B**

### **RESOURCE, PROGRAMMATIC AND MANAGEMENT FLEXIBILITY**

This Addendum B describes the resource, programmatic, and management flexibility which the Department agrees to provide or support for institutions operating under performance contracts.

As of the Effective Date of this Performance Contract, compliance with the terms set forth in this Performance Contract will be in lieu of the following statutory requirements of Article 1 of Title 23 and the “Higher Education Quality Assurance Act,” Article 13 of Title 23 and Commission Policies:

### **STATUTORY REQUIREMENTS**

**C.R.S. §23-1-105.** Duties and powers of commission with respect to appropriations.

- All subsections waived except for (1), (4), (5) and (8).

**C.R.S. §23-1-107.** Duties and powers of the commission with respect to program approval, review, reduction, and discontinuance.

All subsections waived except for (2), (4), (5). With respect to subsection 4, the Department agrees to authorize the Governing Board to establish early retirement, retraining and severance programs for faculty in programs to be discontinued subject to consultation with the Commission prior to the Governing Board’s approval of such programs.

**C.R.S. §23-1-109.** Duties and powers of the commission with regard to off-campus instruction.

The Institution shall continue to be subject to the requirements of this section. However, the Commission through the Department agrees to revise its policies to reduce current reporting requirements and to limit the review of off-campus, cash-funded degree and certificate programs, off-campus, state-funded degree programs, and out-of-state/out-of-country programs to ensuring that such programs are consistent with the Institution’s statutory role and mission.

**C.R.S. §23-1-115.** Review and action on existing degree programs.

**C.R.S. §23-1-124.** Commission directive – sophomore assessments.

**C.R.S. §23-13-105.** Quality indicator system - development - implementation -reports.

**C.R.S. §23-13-107.** Funding incentives to achieve the statewide goals and expectations.

## **COMMISSION POLICIES**

### **Academic Affairs:**

#### **Part B:** Approval of New Academic Programs

#### **Part D:** Approval of New Vocational Degree Programs in State-Supported Institutions of Higher Education in Colorado

- Sections 2.00 (d), 2.01.03, 2.02.01, 3.01.05, Appendix A

#### **Part H:** Designating Programs of Excellence

#### **Part I:** Review of Proposals for Coordinated Academic Programs

- Sections: 4.02 (limited to review of role and mission), 4.02.02, 4.02.03, 4.02.05.

#### **Part O:** Academic Planning

- Sections: 3.02, 4.00

#### **Part Q:** Policy on Affirmative Action

### **Capital Assets:**

#### **Part D –** Guidelines for Long-Range Facilities/Infrastructure Master Planning

- 1.00 – Scope of a Long- Range Facilities/Infrastructure Master Plan
  - I. Institutional Data (to become guidelines only)
  - II. Facilities Master Plan
    - A. Planning Concepts (to become guidelines only)
    - B. Facilities Construction and Renovation Economic Studies and Project Cost Estimates
- 2.00 – Publication of a Long-Range Facilities, Infrastructure Master Plan.
- 5.00 – Relation to Statewide Plan

#### **Part I –** Instructions & Forms For Completing Physical Plant Inventory

**Part L – Policies & Criteria For Capital Construction Priority Setting.**

- 1.00 – Policies & Criteria Requests.
- 2.00 – CCHE Priorities Among Capital Construction Funding
- 3.00 & 3.01 – Process for Recommending Funding Priorities.

**Part O – Policy Guidelines for Capital Outlay Expenditures.**

**Part P – Policies for Construction Projects Administration.**

**Budget Data Book:**

Organization Chart

Campus Map

General information page

**Format 40:** Reporting of ASC II data

**Format 9999**

Consolidated Supplemental Financial Information

- Format A
- Format B
- Format C
- Format D
- Format E

Administrative Salary Survey report

Decision Items requests for mandatory cost increases

CCHE approval of decision items above mandated costs unless directed to review and approve them by the General Assembly or Joint Budget Committee.

**AGENDA ITEM:    REVISED FISCAL YEAR 2005 MSCD OPERATING BUDGET**

**ISSUE:**

Consistent with the Trustee Policy Manual, Sections 4.1 and 4.2, the Board of Trustees for Metropolitan State College of Denver has the responsibility and authority to review and approve the operating budgets. This Agenda Item includes the FY 2004-05 Revised Operating Budget for Metropolitan State College of Denver.

**BACKGROUND:**

Attached for your review is the Revised FY 2004-05 Operating Budget for MSCD's Appropriated, Auxiliaries, Restricted, Loan, and Plant funds.

**ANALYSIS:**

The Revised FY 2004-05 Operating Budget for MSCD has been developed to account for significant changes in the budget. The State Appropriated budget adjustments include a one-time allocation from reserves of \$400,000 to Instruction for various projects, a return of \$7,484 to reserves for allocations to projects that came in lower than expected, an estimated \$400,000 vacancy savings for FY05, and an estimated revenue increase of \$300,000 due to an increase in spring enrollment. The Auxiliary budget adjustments reflect an estimated increase in revenue of \$116,000 due to spring enrollment growth and a corresponding \$95,000 increase in expenses.

**RECOMMENDATION:**

Staff recommends approval of the Revised FY 2004-05 Operating Budget for MSCD as presented.

**Metropolitan State College of Denver**

**Revised Fiscal Year 2005  
Operating Budget**

**Fiscal Year 2005**  
**February 2, 2005**

**Budget Revisions – State Appropriated**

Following is a summary of the changes to the State Appropriated budget, which have occurred between November 8, 2004 and February 2, 2005.

Allocation of Institutional Reserves: The College allocated \$400,000 on a onetime basis to the academic departments for equipment and other departmental needs. Additionally, \$7,484 was returned to the institution due to the cost of the projects being lower than expected.

Vacancy Savings: The College projects \$400,000 in annual vacancy savings at this time.

Spring Enrollment Estimate: The College projects an additional \$300,000 for the spring enrollment increase.

**Budget Revisions – Auxiliaries**

Spring Enrollment Estimate: \$116,000 was added to Tuition & Fee revenue for the increase in spring enrollment. \$95,000 of this increase was budgeted as being spent in the Materials and Supplies expense line.

**METROPOLITAN STATE COLLEGE OF DENVER**  
**PROPOSED OPERATING BUDGET FISCAL YEAR 2005**

	<u>State Appropriated</u>		<u>Auxiliary</u>		<u>Plant</u>		<u>SUBTOTAL</u>	
	Actual FY2004	FY05 Proposed Budget 1/12/05	Actual FY2004	FY05 Proposed Budget 1/12/05	Actual FY2004	FY05 Proposed Budget 1/12/05	Actual FY2004	FY05 Proposed 1/12/05
<b>1 Operating Revenues</b>								
2 Tuition & Fees	39,405,861	40,690,007	10,788,021	11,426,778			50,193,882	52,116,785
3 Less: Scholarship Allowance	(10,893,730)	(11,000,000)	(2,968,424)	(3,000,000)			(13,862,154)	(14,000,000)
4 Net Tuition and Fee Revenue	28,512,131	29,690,007	7,819,597	8,426,778	0	0	36,331,728	38,116,785
5								
6 Sales & Services of Educational Dept.	(281,362)	(240,000)	574,510	621,634			293,148	381,634
7 Sales & Services of Auxiliary Enterprises			2,497,404	2,500,403			2,497,404	2,500,403
8 Federal Grants and Contracts			172,645	125,000			172,645	125,000
9 State Grants and Contracts							0	0
10 Local Grants and Contracts							0	0
11 Expended for Plant Facilities							0	0
12 Indirect Cost Recoveries	201,718	200,260					201,718	200,260
13 Operating Interest Income							0	0
14 Other Revenue	1,173,969	1,214,932	2,459,644	2,631,218			3,633,613	3,846,150
15 <b>Total Operating Revenue</b>	29,606,456	30,865,199	13,523,800	14,305,033	0	0	43,130,256	45,170,232
16								
17 <b>Non-Operating Revenues (Expenses)</b>								
18 State Appropriation, non-capital	33,951,845	33,951,845					33,951,845	33,951,845
19 Investment and interest income	351,958	450,000	351,933	350,000			703,891	800,000
20 Gain/(Loss) on Disposal of Fixed Assets							0	0
21 Non-Operating Gifts and Donations							0	0
22 <b>Net Non-Operating Revenues (Expenses)</b>	34,303,803	34,401,845	351,933	350,000	0	0	34,655,736	34,751,845
23								
24 <b>Total Revenue</b>	63,910,259	65,267,044	13,875,733	14,655,033	0	0	77,785,992	79,922,077
25								
26 <b>Operating Expenses</b>								
27 Instruction	40,221,532	42,838,576					40,221,532	42,838,576
28 Public Service							0	0
29 Academic Support	7,762,655	8,473,933					7,762,655	8,473,933
30 Student Services	8,567,018	8,961,736					8,567,018	8,961,736
31 Institutional Support	7,767,942	8,146,069					7,767,942	8,146,069
32 Operation of Plant	5,364,994	5,369,387					5,364,994	5,369,387
33 Scholarship & fellowship, Less Allowance	2,172,807	2,088,578					2,172,807	2,088,578
34 Auxiliary Enterprise Expenditures			16,027,296	19,226,303			16,027,296	19,226,303
35 Indirect Cost Recoveries							0	0
36 Depreciation							0	0
37 Other Operation Expenses					826,546	1,261,027	826,546	1,261,027
38 Less: Scholarship Allowance	(10,893,730)	(11,000,000)	(2,968,424)	(3,000,000)			(13,862,154)	(14,000,000)
39 <b>Total Operating Expenditures</b>	60,963,218	64,878,279	13,058,872	16,226,303	826,546	1,261,027	74,848,636	82,365,609
40								
41 <b>Income (Loss) Before Other Items</b>	2,947,041	388,765	816,861	(1,571,270)	(826,546)	(1,261,027)	2,937,356	(2,443,532)
42								
43 <b>Mandatory &amp; Non-Mandatory Transfers</b>								
44 Loan Fund Matching Grant					2,400,000		2,400,000	0
45 Transfer from (to) other funds	(2,473,669)						(2,473,669)	0
46 Transfer to College from Board	(186,974)						(186,974)	0
47 <b>Total Transfers</b>	(2,660,643)	0	0	0	2,400,000	0	(260,643)	0
48								
49 <b>Net Increase (Decrease) in Net Assets</b>	286,398	388,765	816,861	(1,571,270)	1,573,454	(1,261,027)	2,676,713	(2,443,532)
50								
51 <b>Prior Year Fund Balance</b>	3,249,341	3,535,739	5,680,420	6,497,281	989,506	2,562,960	9,919,267	12,595,980
52 <b>GASB Adjustment</b>		(642,117)		(649,348)				(1,291,465)
53 <b>Available Fund Balance</b>	3,249,341	2,893,622	5,680,420	5,847,933	989,506	2,562,960	9,919,267	11,304,515
54								
55 <b>Total Available</b>	3,535,739	3,282,387	6,497,281	4,276,663	2,562,960	1,301,933	12,595,980	8,860,983

**METROPOLITAN STATE COLLEGE OF DENVER**  
**PROPOSED OPERATING BUDGET FISCAL YEAR 2005**

	<u>Restricted Fund</u>		<u>Loan</u>		<u>Consolidated</u>	
	FY05		FY05		FY05	
	Actual	Proposed	Actual	Proposed	Actual	Proposed
	FY2004	1/12/05	FY2004	1/12/05	FY2004	1/12/05
<b>1 Operating Revenues</b>						
2 Tuition & Fees					50,193,882	52,116,785
3 Less: Scholarship Allowance					(13,862,154)	(14,000,000)
4 Net Tuition and Fee Revenue	0	0	0	0	36,331,728	38,116,785
5						
6 Sales & Services of Educational Dept.					293,148	381,634
7 Sales & Services of Auxiliary Enterprises					2,497,404	2,500,403
8 Federal Grants and Contracts	16,116,888	16,000,000			16,289,533	16,125,000
9 State Grants and Contracts	10,601,438	11,000,000			10,601,438	11,000,000
10 Local Grants and Contracts	30,125	0			30,125	0
11 Expended for Plant Facilities					0	0
12 Indirect Cost Recoveries					201,718	200,260
13 Operating Interest Income			211,847		211,847	0
14 Other Revenue			344,205		3,977,818	3,846,150
15 <b>Total Operating Revenue</b>	26,748,451	27,000,000	556,052	0	70,434,759	72,170,232
16						
34 <b>Non-Operating Revenues (Expenses)</b>						
35 State Appropriation, non-capital					33,951,845	33,951,845
36 Investment and interest income	3,843	4,000			707,734	804,000
37 Gain/(Loss) on Disposal of Fixed Assets					0	0
38 Non-Operating Gifts and Donations	2,655,175	2,652,260			2,655,175	2,652,260
39 <b>Net Non-Operating Revenues (Expenses)</b>	2,659,018	2,656,260	0	0	37,314,754	37,408,105
	29,407,469	29,656,260	556,052	0	107,749,513	109,578,337
<b>17 Operating Expenses</b>						
18 Instruction	5,664,200	5,600,000			45,885,732	48,438,576
19 Public Service	376,313	376,000			376,313	376,000
20 Academic Support	702,569	630,000			8,465,224	9,103,933
21 Student Services	2,356,892	2,250,000			10,923,910	11,211,736
22 Institutional Support	605,267	600,000	343,563		8,716,772	8,746,069
23 Operation of Plant					5,364,994	5,369,387
24 Scholarship & fellowship, Less Allowance	19,515,886	20,000,000			21,688,693	22,088,578
25 Auxiliary Enterprise Expenditures					16,027,296	19,226,303
26 Indirect Cost Recoveries	201,718	200,260			201,718	200,260
27 Depreciation					0	0
28 Other Operation Expenses			587,594		1,414,140	1,261,027
29 Less: Scholarship Allowance					(13,862,154)	(14,000,000)
30 <b>Total Operating Expenditures</b>	29,422,845	29,656,260	931,157	0	105,202,638	112,021,869
33						
41 <b>Income (Loss) Before Other Items</b>	58,830,314	59,312,520	(375,105)	0	2,546,875	(2,443,532)
42						
43 <b>Mandatory &amp; Non-Mandatory Transfers</b>						
44 Loan Fund Matching Grant	15,376		58,293		2,473,669	0
45 Transfer from (to) other funds					(2,473,669)	0
46 Transfer to College from Board					(186,974)	0
47 <b>Total Transfers</b>	15,376	0	58,293	0	(186,974)	0
48						
49 <b>Net Increase (Decrease) in Net Assets</b>	58,845,690	59,312,520	(316,812)	0	2,359,901	(2,443,532)
50						

**Metropolitan State College of Denver**  
**FY2004-05 State Appropriated Budget Reconciliation**

	Estimated Budget 7/1/2004	Estimated Budget 9/8/2004	Estimated Budget 11/10/04	Distribution to Schools from Reserves	Return to Fund Balance SOB & NUR move	Vacancy Savings Adjustment	NCAA Accreditation	Spring Enrollment	Estimated Budget 2/2/2005
1 Operating Revenues									
2 Tuition & Fees	39,915,007	40,390,007	40,390,007					300,000	40,690,007
3 Less Scholarships	(11,000,000)	(11,000,000)	(11,000,000)						(11,000,000)
4 Net Tuition and Fee Revenue	28,915,007	29,390,007	29,390,007	0	0	0	0	300,000	29,690,007
5									
6 Sales & Services of Educational Depts.	(240,000)	(240,000)	(240,000)						(240,000)
7 Indirect Cost Recoveries	200,260	200,260	200,260						200,260
8 Other Revenue	1,214,932	1,214,932	1,214,932						1,214,932
9 Total Operating Revenue	30,090,199	30,565,199	30,565,199	0	0	0	0	300,000	30,865,199
10									
11 Non-Operating Revenues (Expenses)									
12 State Appropriation, non-capital	33,951,845	33,951,845	33,951,845						33,951,845
13 Investment and interest income	450,000	450,000	450,000						450,000
14 US Government Advances	0	0	0						0
15 Other Non-Operating Rev (Exp)	0	0	0						0
16 Net Non-Operating Rev (Exp)	34,401,845	34,401,845	34,401,845	0	0	0	0	0	34,401,845
17									
18 Total Revenue	64,492,044	64,967,044	64,967,044	0	0	0	0	300,000	65,267,044
19									
20 Operating Expenses									
21 Instruction	42,522,943	42,711,060	42,736,060	400,000	(7,484)	(300,000)	10,000		42,838,576
22 Public Service		0	0						0
23 Academic Support	8,259,103	8,465,695	8,486,844			(12,911)			8,473,933
24 Student Services	8,628,562	8,972,627	8,992,627			(30,891)			8,961,736
25 Institutional Support	7,819,860	8,200,148	8,200,148			(54,079)			8,146,069
26 Operation of Plant	5,410,230	5,371,545	5,371,545			(2,158)			5,369,387
27 Scholarship & fellowship	2,066,587	2,066,587	2,088,578						2,088,578
28 Less Scholarships	(11,000,000)	(11,000,000)	(11,000,000)						(11,000,000)
29 Total Operating Expenditures	63,707,285	64,787,662	64,875,802	400,000	(7,484)	(400,039)	10,000	0	64,878,279
30									
31 Income (Loss) Before Other Items	784,759	179,382	91,242	(400,000)	7,484	400,039	(10,000)	300,000	388,765
32									
33 Mandatory & Non-Mandatory Transfers									
34 Loan Fund Matching Grant	0	0	0						0
35 Transfer from (to) other funds	0	0	0						0
36 Transfer to College from Board	0	0	0						0
37 Total Transfers	0	0	0	0	0	0	0	0	0
38									
39 Net Increase (Decrease) in Net Assets	784,759	179,382	91,242	(400,000)	7,484	400,039	(10,000)	300,000	388,765
40									
41 Prior Year Fund Balance	3,500,000	2,893,622	2,893,622						2,893,622
42 Total State Appropriated Budget Available	4,284,759	3,073,004	2,984,864	(400,000)	7,484	400,039	(10,000)	300,000	3,282,387

FY2004-05 PROPOSED STATE APPROPRIATED DISTRIBUTION BY FUNCTION  
as of February 2, 2005

	Personnel								Fund Balance & Institutional Reserves	Total FY05
	Faculty & Administrators	Support Staff	Hourly	Travel	Materials & Supplies	Capital	Scholarships	Subtotal		
Instruction	36,512,379	2,828,548	127,484	187,520	2,868,285	314,360		42,838,576	1,776,030	44,614,606
Academic Support	2,342,967	1,353,411	209,442	43,795	4,259,156	265,162		8,473,933	492,186	8,966,119
Student Services	2,872,192	2,430,100	334,351	45,884	3,183,172	96,037		8,961,736	552,988	9,514,724
Institutional Support	2,107,976	2,261,214	201,518	112,169	3,018,907	444,285		8,146,069	383,340	8,529,409
O & M of Plant	84,021	27,866	0	0	5,257,500	0		5,369,387	77,843	5,447,230
Scholarships							2,088,578	2,088,578		2,088,578
Subtotal	43,919,535	8,901,139	872,795	389,368	18,587,020	1,119,844	2,088,578	75,878,279	3,282,387	79,160,666
Scholarship Allowance							(11,000,000)	(11,000,000)		(11,000,000)
Total	43,919,535	8,901,139	872,795	389,368	18,587,020	1,119,844	(8,911,422)	64,878,279	3,282,387	68,160,666

Summary FY05 Proposed Revenue and Expenditures  
Auxiliary Funds as of February 2, 2005

	Student Affairs	Athletics	Extended Campus	Educational Programs	Health, Access & Counseling	Information Technology	Internet Fee	Admin Recharge	Accel Nursing	Other	Total	Acctng Adj	Total
1 <b>Operating Revenues</b>													
2 <b>0100 Tuition &amp; Fees</b>													
3 Total Tuition & Fees	2,229,834	1,075,589	2,591,312	0	1,243,210	2,670,277	1,061,285	0	341,000	214,271	11,426,778	(3,000,000)	8,426,778
4											0		0
5 <b>0500 Sales &amp; Services of Educational Dept.</b>											0		0
6 Total Sales and Services of Educational	0	8,134	0	175,000	0	0	0	0	0	438,500	621,634	0	621,634
7											0		0
8 <b>0510 Sales &amp; Services of Auxiliary Enterprises</b>											0		0
9 Total Sales and Services Auxiliary	192,625	25,000	0	0	2,258,278	0	0	0	0	24,500	2,500,403	0	2,500,403
10											0		0
11 <b>0200 Federal Grants and Contracts</b>											0		0
12 Total Federal Grants and Contracts	0	0	0	0	0	0	0	0	0	125,000	125,000	0	125,000
13											0		0
14 <b>0400 Other Revenue</b>											0		0
15 Total Other Revenue	280,300	11,000	51,931	10,100	714,658	40,075	19,000	1,800,000	1,800	52,354	2,981,218	0	2,981,218
16 <b>Total Operating Revenue</b>	<u>2,702,759</u>	<u>1,119,723</u>	<u>2,643,243</u>	<u>185,100</u>	<u>4,216,146</u>	<u>2,710,352</u>	<u>1,080,285</u>	<u>1,800,000</u>	<u>342,800</u>	<u>854,625</u>	<u>17,655,033</u>	<u>(3,000,000)</u>	<u>14,655,033</u>
17													
18 <b>EXPENDITURES</b>													
19 Auxiliary Enterprise Expenditures													
20 <u>Personnel</u>													
21 Subtotal Faculty	0	18,963	887,571	7,828	0	0	0	0	144,960	0	1,059,322		1,059,322
22 Subtotal Administrators	812,327	329,275	92,714	0	532,115	54,504	122,279	299,847	45,000	146,661	2,434,722		2,434,722
23 Subtotal Support Staff	159,096	0	187,448	23,810	1,130,520	522,544	158,016	731,914	25,000	49,656	2,988,004		2,988,004
24 Benefits	184,904	55,874	92,752	5,712	294,901	94,058	51,064	187,575	27,886	37,270	1,031,996		1,031,996
25 Total Personnel	<u>1,156,327</u>	<u>404,112</u>	<u>1,260,485</u>	<u>37,350</u>	<u>1,957,536</u>	<u>671,106</u>	<u>331,359</u>	<u>1,219,336</u>	<u>242,846</u>	<u>233,587</u>	<u>7,514,044</u>	<u>0</u>	<u>7,514,044</u>
26													
27 6100 Hourly	460,534	7,000	48,000	12,439	85,000	444,943	149,150	0	55,740	145,658	1,408,464		1,408,464
28 6500 Materials and Supplies( w/ASR)	1,306,202	379,769	1,731,143	45,567	2,483,366	837,303	543,775	380,664	297,139	468,875	8,473,803	(3,000,000)	5,473,803
29 7099 Travel	93,169	258,287	48,615	49,744	56,900	0	10,000	0	4,500	6,505	527,720		527,720
30 7499 Capital and Remodel	47,000	0	0	10,000	89,582	757,000	25,000	0	0	0	928,582		928,582
31 7800 Scholarships	38,185	105,505	0	30,000	0	0	0	200,000	0	0	373,690		373,690
32 8300 Transfer	0	0	0	0	(300,000)	0	0	300,000	0	0	0		0
33 Total Auxiliary Enterprise	<u>3,101,417</u>	<u>1,154,673</u>	<u>3,088,243</u>	<u>185,100</u>	<u>4,372,384</u>	<u>2,710,352</u>	<u>1,059,284</u>	<u>2,100,000</u>	<u>600,225</u>	<u>854,625</u>	<u>19,226,303</u>	<u>(3,000,000)</u>	<u>16,226,303</u>
34													
35 NET FY05 Budget Allocation	<u>(398,658)</u>	<u>(34,950)</u>	<u>(445,000)</u>	<u>0</u>	<u>(156,238)</u>	<u>0</u>	<u>21,001</u>	<u>(300,000)</u>	<u>(257,425)</u>	<u>(0)</u>	<u>(1,571,270)</u>	<u>0</u>	<u>(1,571,270)</u>
36													
37													
38 Prior Year Fund Balance	596,198	58,640	1,243,776	210,628	483,761	82,411	214,430	1,695,344	257,425	1,654,668	6,497,281	(649,348)	5,847,933
40 Total FY05	<u>197,540</u>	<u>23,690</u>	<u>798,776</u>	<u>210,628</u>	<u>327,523</u>	<u>82,411</u>	<u>235,431</u>	<u>1,395,344</u>	<u>0</u>	<u>1,654,668</u>	<u>4,926,011</u>	<u>(649,348)</u>	<u>4,276,663</u>

**Metropolitan State College of Denver**  
**FY2004-05 Auxiliary Fund Reconciliation**

	Estimated Budget 7/1/2004	Estimated Budget 9/8/2004	Total Budget 11/8/2004	Spring Enrollment Estimate	Total Budget 2/2/2005
1 Operating Revenues					
2 Tuition & Fees	10,548,872	10,889,873	11,310,778	116,000	11,426,778
3 Less Scholarships	(3,000,000)	(3,000,000)	(3,000,000)		(3,000,000)
4 Net Tuition and Fee Revenue	7,548,872	7,889,873	8,310,778	116,000	8,426,778
5					
6 Sales & Services of Educational Depts.	361,499	361,499	621,634		621,634
7 Sales & Services of Auxiliary Enterprise	2,472,089	2,472,089	2,500,403		2,500,403
8 Federal Grants and Contracts	150,000	150,000	125,000		125,000
9 Other Revenue	2,732,739	2,734,539	2,631,218		2,631,218
10 Total Operating Revenue	13,265,199	13,608,000	14,189,033	116,000	14,305,033
11					
12 Non-Operating Revenues					
13 State Appropriation, non-capital			0		0
14 Investment and interest income	350,000	350,000	350,000		350,000
15 US Government Advances			0		0
16 Other Non-Operating Rev			0		0
17 Net Non-Operating Rev	350,000	350,000	350,000	0	350,000
18					
19 Total Revenue	13,615,199	13,958,000	14,539,033	116,000	14,655,033
20					
21 Operating Expenses					
22 Instruction			0		0
23 Public Service			0		0
24 Academic Support			0		0
25 Student Services			0		0
26 Institutional Support			0		0
27 Operation of Plant			0		0
28 Scholarship & fellowship			0		0
29 Less Scholarship Allowance		(3,000,000)	(3,000,000)		(3,000,000)
30 Auxiliary Enterprise Expenditures	13,615,199	16,958,000	19,131,303	95,000	19,226,303
31 Total Operating Expenditures	13,615,199	13,958,000	16,131,303	95,000	16,226,303
32					
33 Income (Loss) Before Other Items	0	0	(1,592,270)	21,000	(1,571,270)
34					
35 Mandatory & Non-Mandatory Transfers					
36 Loan Fund Matching Grant	0	0	0		0
37 Transfer from (to) other funds	0	0	0		0
38 Transfer to College from Board	0	0	0		0
39 Total Transfers	0	0	0	0	0
40					
41 Net Increase (Decrease) in Net Assets	0	0	(1,592,270)	21,000	(1,571,270)
42					
43 Prior Year Fund Balance	5,005,000	5,847,933	5,847,933	5,847,933	5,847,933
44 Total State Appropriated Budget Available	5,005,000	5,847,933	4,255,663	5,868,933	4,276,663

Metropolitan State College of Denver  
Fund Balance from FY2004 to FY2005

	State Appropriated Fund				Plant Fund
	Operating	ICR	Class Fees	Total	
1 Fund balance, 7/1/04	2,647,367.08	848,422.10	39,949.78	3,535,738.96	2,562,959.98
2 GASB adjustment	(642,117.00)			(642,117.00)	
3 Available Fund Balance	2,005,250.08	848,422.10	39,949.78	2,893,621.96	2,562,959.98
6					
4 Performance stipends	130,000.00			130,000.00	
5 Financial aid	1,316,338.00			1,316,338.00	
6 On-Line tutoring	40,000.00			40,000.00	
7 Academic VP incentive grants	12,134.00			12,134.00	
8 Academic supplies & equipment	96,478.00			96,478.00	50,000.00
9 Classroom & lab remodeling				0.00	461,027.00
10 Classroom Repair & Maintenance				0.00	200,000.00
11 Allocate ICR to Managers		848,422.10		848,422.10	
12 Allocate Class fees to Dept Chairs			39,949.78	39,949.78	
13 Info Tech Student Employment	150,000.00			150,000.00	
14 Info Tech Training	20,000.00			20,000.00	
15 Network Replacement				0.00	300,000.00
16 Desktop Replacement				0.00	150,000.00
17 Wireless initiative				0.00	100,000.00
18				0.00	
19				0.00	
20 Balance	240,300.08	0.00	0.00	240,300.08	1,301,932.98

Metropolitan State College of Denver  
Fund Balance from FY2004 to FY2005

	Student Affairs	Athletics	Extended Campus Program	Teachers In Residence	Total	Educational Programs	Health, Counseling, & ACCESS	Information Technology	Internet Fee	Admin Recharge	Accelerated Nursing
1 Fund Balance, 7/1/04	596,198	58,640	864,905	378,871	1,243,776	210,628	483,761	82,411	214,430	1,695,344	257,425
2											
3 Academic Affairs Initiatives			200,000		200,000						
4 TOE Grant Match				200,000	200,000						
5 Alt Licensure Task Force				20,000	20,000						
6 IT Virus Scanner			25,000		25,000						
7 Return to Programs	228,597										257,425
8 Supplement to Programs	145,061										
9 Remodeling	25,000						89,582				
10 Scholarships		14,950									
11 Software & Equipment		20,000					137,890			27,000	
12 Disability Access										300,000	
13											
14											
15											
16											
17											
18											
19											
20											
20 Balance	197,540	23,690	639,905	158,871	798,776	210,628	256,289	82,411	214,430	1,368,344	0

**AGENDA ITEM:    MSCD FIRST-TIME STUDENTS' NEED FOR  
REMEDiation RELATIVE TO ACT AND ACCUPLACER  
SCORES**

**BACKGROUND:**

Trustee Cranberg asked the Office of Admissions for data describing the relationship between ACT scores and the need for remediation of incoming first-time MSCD students. Remediation continues to be an issue for many of our new students. The data were requested to help inform discussions and decisions regarding remediation.

**ANALYSIS:**

The Office of Admissions researched Fall 2004 accepted (but not necessarily enrolled) first-time traditional freshmen from the 7-county metro area who failed to meet the minimum ACT subscore thresholds. (Note: About 62% of accepted freshmen enroll.) Those failing to meet the minimum ACT scores were identified as needing to take the Accuplacer assessment test to determine if remediation would be required in any of three areas – Reading, English (writing) or Mathematics.

Of the 2,333 accepted students in the selected population, 568 (24%) took the English assessment, 427 (18%) took the Reading assessment and 739 (32%) took the Math assessment. Of those, 395 (70%), 274 (64%) and 644 (87%), respectively, did not meet the minimum assessment score and needed to take a remedial class in the respective area if they enrolled.

Denver County showed the highest need for remediation in Reading (79%) and Math (70%), while Adams showed the highest need for remediation in English (80%).

Boulder showed the least need for remediation in English (46%) and Reading (45%), while Adams showed the least in Math (81%). Math is problematic for all counties studied.

Scattergrams were produced plotting ACT subscores against the respective Accuplacer subscores of those who did not score high enough to exempt them from the assessment test. These were produced for each county in the 7-county metro area. Pearson correlations were weak at best, but this would make sense as the population has been limited by the designated ACT cutoff. If *all* students had to take the Accuplacer, we would see a stronger positive correlation. However, the scattergram *patterns* seemed to indicate that a significant number of students just below the ACT cut scores are failing the assessments, especially math, and therefore require remediation in the respective subject areas.

It would be reasonable to expect that a significant number of students just above the cut scores would have similar problems passing the assessment tests if required to do so. However, since they are exempt, they are registered for entry-level courses considered

appropriate for their skill level. It is likely that many are not adequately prepared for the courses despite what their ACT scores might indicate.

### **RECOMMENDATIONS:**

1. Currently CCHE policy prevents colleges from changing the ACT cut scores needed to be exempt from assessment so as to be consistent from college to college and not require students to be re-assessed at each new institution to which they might apply or transfer. They are currently set at ACT-Reading 17, ACT-English 18 and ACT-Math 19 (CCHE “Revisions to Remedial Policy,” November 6, 2003). However, each college may offer or require different levels of support depending upon the Accuplacer score. The Mathematics Department has accomplished this with their “peer study” program. While an Accuplacer Math score above 85 exempts them from remediation, students with scores of 85-99 must take a lower level math course, some with a “peer study” requirement. Those scoring 100 and higher may be placed in college algebra, finite math, or calculus. Similar efforts with Reading and English might be considered, depending upon the Accuplacer scores.

If the ACT scores were to be raised state-wide, more students would be required to take assessment tests and, subsequently, a percentage of that group would be required to take remedial courses. The exact number affected would depend upon the scores established. The College and CCD would need to gear up for additional testing and remediation loads.

2. New admission standards developed by CCHE will be implemented for applicants who will be high school graduates beginning Spring 2008 (CCHE “Admissions Standards Policy,” October 2, 2003). “The standards are expanded to require a strong pre-collegiate curriculum so that students seeking admission to four-year public colleges and universities are ready to progress successfully in higher education.”

English	4 units
Mathematics	3 units
Natural Science	3 units
Social Science	3 units
Academic Electives*	2 units
<b>TOTAL</b>	<b>15 units</b>

\*Foreign languages (2 units must be from the same language) and others listed in section 4.01.

(NOTE: Beginning with students graduating in 2010, a student must also complete a fourth unit of mathematics and two units of the same foreign language.)

These new standards will help better prepare students in high school for the academic rigor of college and subsequently reduce the number of students needing assessment and remediation.

3. Two Denver public high schools have recently begun administering the Accuplacer to juniors and seniors; one high school is requiring students to take it. The results from the assessments are accomplishing at least two objectives: 1) to identify subject areas where the high school could be providing more/better instruction, and 2) to give students an opportunity to become familiar with the Accuplacer test itself.

Our director of the Assessment and Testing Office is currently working with one DPS school to assist it in implementing such a program. It would benefit both the College and the school districts if we find more ways like this to collaborate with and support such efforts.

Supporting documentation will be provided upon request.

Respectfully submitted by  
Bill Hathaway-Clark  
2/2/05

**AGENDA ITEM:** Personnel

**ISSUE:** Reporting of personnel actions, which have occurred since the last Board meeting of January 12, 2005.

**BACKGROUND:** Temporary appointments and terminations which are delegated to the President and do not require approval by the Board.

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

### **TEMPORARY APPOINTMENTS**

Ms. Melanie Haas, Director, TQE Grant , \$29,167.00 – February 1, 2005 through June 30, 2005. (TEMPORARY/ADMINISTRATIVE)

Ms. Valentina Laguto, Instructor, Metro Academy, \$18,250.00 – January 3, 2005 through June 30, 2005 (TEMPORARY/ADMINISTRATIVE)

Ms. Elizabeth McVickor, Visiting Assistant Professor of Management, \$23,546.00 – January 18, 2005 through May 14, 2005 (TEMPORARY/FACULTY)

Dr. Alberto Hugo Sillau, Visiting Professor of Biology, \$30,000.00 – January 18, 2005 through May 14, 2005 (TEMPORARY/FACULTY)

### **RESIGNATIONS**

Ms. Anna Maria Cervantes, Assistant Administrator of Development and Marketing for Athletics, effective January 28, 2005.

Mr. Scott Reetz, Assistant Director, Recreational Sports, effective August 5, 2005.

Dr. Douglas Smith, Staff Psychologist, effective January 13, 2005.