I. CALL TO ORDER

II. EXECUTIVE SESSION (estimated for 45 minutes)
An Executive Session may be held to confer with the Board’s attorney for the purpose of:
- Legal advice concerning pending or imminent litigation, specific claims or grievances or legal advice on specific legal questions, confidential pursuant to C.R.S. § 24-6-402 (3) (a) (II) (2010)

III. APPROVAL OF MINUTES
A. Approval of December 1, 2010 Board Meeting Minutes

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

V. ACTION ITEMS
A. Tuition Equity for Colorado High School Graduates
B. Student Health Insurance
C. Memorandum of Understanding (MOU) between Metropolitan State College of Denver Foundation, Inc., HLC@Metro, Inc., the Metropolitan State College of Denver Roadrunner Recovery and Reinvestment Act Finance Authority, and Metropolitan State College of Denver relating to the Hotel and Hospitality Learning Center.

D. Andean Civilizations Study Abroad Course
E. Caribbean Cruise Culture Study Abroad Course
F. Cultural Ecology of Yunnan, China Study Abroad Course
G. Land Use & Biodiversity of Yunnan, China Study Abroad Course

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

VII. INFORMATION ITEMS (Requires no approval by the Board of Trustees)
A. Office of Human Resources report of personnel actions for the Board’s information, which have occurred since the last Board Meeting on December 1, 2010

VIII. ADDITIONAL ITEMS

XI. PUBLIC COMMENT

X. ADJOURNMENT
ATTENDANCE
Chair Cohen and Vice Chair Lucero, Trustees Robinson, Hanzlik, Phelan, Esquibel, Nees, and Cammack were present. Alumni Representative to the Board Peterson was also present. Trustee Garcia-Berry attended telephonically. Trustees Bookhardt and Harris were excused.

CALL TO ORDER
The meeting was called to order at 7:35 a.m.

EXECUTIVE SESSION
Trustee Esquibel moved to convene the Executive Session. Trustee Phelan seconded. The Board moved to Executive Session at 7:36 a.m. The open meeting reconvened at 9:08 a.m.

APPROVAL OF MINUTES
Trustee Robinson moved to approve the Minutes of November 3, 2010. Trustee Nees seconded. The minutes were approved unanimously.

REPORTS

Chair's Report - Chair Rob Cohen
Chair Cohen stated that he has been seeing momentum and energy in the community about all that is happening at Metro State. He, President Jordan and Vice President Lutes testified before the Joint Budget Committee on Metro State’s budget. They are headed back to the Capitol today to report on Metro State’s capital projects for the Capital Development Committee. He reminded the Trustees of the groundbreaking for the Student Success Building on Friday. Chair Cohen stated that it is the responsibility of the Board to assess the performance of the President on an annual basis as well as to perform a more comprehensive assessment, per the President’s contract, every five years. The Board asked the Association of Governing Boards (AGB) for assistance. The Board chose the very well qualified Dr. Tom Meredith to perform the performance review. The process began over the summer and was extensive. Dr. Meredith spoke with more than 80 individuals during 40 meetings with both internal and external parties. Trustees Lucero and Phelan selected the local, state and national entities to provide feedback. Chair Cohen asked Dr. Meredith to summarize his findings for the Board.
Dr. Meredith stated that the purpose was to find the ways Dr. Jordan can be an even better President, because it is clear that he is doing an excellent job. The review process focused on two parts. First, he asked what things Dr. Jordan does well that we can encourage him to continue doing. Second, he asked what advice would you give Dr. Jordan? What would you say to him to help him be an even better President? Responses were open and candid. He stated that everyone is proud to have Steve Jordan as their President and they are pleased that he is the face of Metro State. In his experience it is unusual that no one person or group wants him to go. In fact, the campus is hopeful that Dr. Jordan is not going anywhere anytime soon. One of the most telling statements someone made was that people no longer say, “I just went to Metro”. Metro State is now an institution of choice, which shows the great progress Metro State has made under President Jordan.

Dr. Meredith summarized the two parts of his report. First, the things Dr. Jordan is doing well and personal characteristics noted:

- Knowledge of higher education
- Strategic thinker
- Student-centered & responsive
- Trusted, fair-minded, friendly
- Passionate about Metro State
- Great speaker, articulate
- Motivator for big ideas
- Transparent
- Respected
- Politically effective
- Sincere about diversity
- Good decision-maker
- Together with Ruthie, a great team for Metro State
- Good Board relationships
- Reaches out to Alumni for input, good working relationship with Alumni
- NCAA work recognized
- Metro State a player in state policy & funding for higher education
- Visible, attends campus functions
- Active within community
- Buildings are evidence of momentum on campus
- Believes in shared governance
- Town Hall meetings are appreciated
- Created a culture of planning, publicizing and branding
- Fiscal prowess appreciated
- Metro State a player in Denver and community
- Executive briefings well-received
- Great at forging partnerships

Second, Dr. Meredith summarized the advice to Dr. Jordan for improvement:

- Focus on execution of current initiatives, bring them to successful conclusion
• Be selective on new initiatives moving forward
• Focus on:
  1. Retention
  2. Graduation Rates
  3. Campus morale
  4. Legislature
  5. Private fund-raising
• Strengthen relationship with Foundation Board
• Improve communication, teamwork, transparency among leadership team
• More Town Hall meetings
• Accept well-earned position as a top leader in higher education in Colorado, become spokesman for all of higher education

Trustee Esquibel added that he read the article: “The Changing Demands of Presidential Leadership” in AGB’s Trusteeship Magazine, which included a checklist of the items that make for a good President. Dr. Jordan scored highly on all the items on the checklist, validating what the national organization says about leadership and what Dr. Meredith found during his evaluation work.

**AHEC Board – Trustee Maria Garcia Berry**
Trustee Garcia Berry stated that a mini retreat/workshop involving all three Boards at Auraria took place, which has not happened before. There was good dialog, and discussion on the neighborhood plans and the tennis court relocation, but no conclusions were reached. They will have a follow-up meeting in January. On Monday at noon there will be a follow-up meeting of the search committee for the AHEC Executive Director position. They are narrowing down finalists.

**President’s Report – Dr. Stephen Jordan**
President Jordan directed the Board to his written report, which includes a summary of news items from the past month. The legislative process began with the Joint Budget Committee (JBC) yesterday. Any further impact on higher education budgets won’t be known until after the March 15 budget projections come out. President Jordan summarized some statistics reflective of Metro State’s fulfillment of its mission. Using the year before his arrival (04/05) as a baseline, the retention rate for first-time full-time freshmen has gone from 61% to 67%, full-time transfers of new students has gone from 68% to 71%, continuing student retention has gone from 57% to 72%, so the pipeline is there for an increase in graduation rates. Statistics regarding the population served by Metro include an increase in Pell Eligible students from 23% to 34%, low-middle income students have gone from 36% to 46%, first generation students have gone from 25% to 30%, and students of color have risen from 24% to 28%. Together these statistics show that Metro State has not walked away from the population it has traditionally served and has generated success in serving its students while under fiscal constraints. These figures will be posted on the Web site. President Jordan reminded the Board of Commencement on December 19th, with Lt. Governor-elect Joe Garcia as the speaker. He also noted that
the CCHE seems to be on a path to adopt the strategic plan from the Governor’s Task Force as the Master Plan for Higher Education. He and others are of the opinion that they are two different things, and he joined with all the four-year institution presidents in signing a letter to the CCHE asking them not to adopt the Strategic Plan as the Master Plan, and to engage the governing boards in a real master planning process.

**Legislative Report – Capstone Group, LLC**
No report. Christine Staberg is at the legislature for Metro State today.

**Student Government – Student Government Assembly President Sammantha O’Brien**
Ms. O’Brien reported that the SGA held a non-profit job fair on Monday with 35 non-profits and attendance from about 250 students. They held a social with student organizations on campus to find better ways of supporting them. They are also working on the Runners Program to improve processes. Over 200 Runners have signed up and over 80 of them are active in the program. On Thursday at 4:00 p.m. they have their final workshop and will give out prizes and certificates. They will have the Runners Program orientation online next semester. They are conducting their final survey this week asking students about MetroConnect’s accessibility, user-friendliness and any improvements. SGA is working with career services to reach out to freshmen and sophomores. They are also working with Alumni on Homecoming, February 14 – 19, 2011. SGA will have ‘food for finals’ as well as blue books, scantron answer sheets and pencils available for students during finals week. SGA is also forming focus groups looking at the new faculty evaluations.

**Finance Committee – Trustee Ellen Robinson**
Trustee Robinson reported that the most recent meeting of the Finance Committee focused on a review of the audit, which will be released in mid December. They have confidence in the controls and policies of Metro State. A spring semester graduate class will perform projects related to the internal audit. At their next meeting, near the end of January, the Provost will present more information on the Faculty Evaluation System.

**Academic and Student Affairs Committee – Trustee Antonio Esquibel**
Trustee Esquibel reported that the Academic and Student Affairs Committee met via teleconference call on November 17, 2010. They are recommending two study abroad courses for approval on the Action Item Agenda today. They meet again on January 19, 2011 and will hear an update on General Studies, a follow-up report on program review, and the First Year Success program.

**Foundation Report – Trustee Bill Hanzlik**
Trustee Hanzlik was impressed with the quality of fellow Board members at his first meeting of the Foundation Board. The Foundation Board selected BNY Mellon as the
investment portfolio manager. An MOU between the Foundation and HLC@Metro, Inc. outlining the relationship and responsibilities of both is in draft form. The Foundation Board also approved the policies and procedures for the capital campaign.

**Faculty Senate – Professor Kamran Sahami, President**

Dr. Sahami reported that the faculty will vote next week on an aspect of general studies policy. New curriculum will be vetted next semester. The Strategic Planning Committee has performed an evaluation of the existing plan. Cathy Lucas pared down the 122-page document to a two-page executive summary which will be discussed as an Information Item today. The Faculty Senate Diversity and Welfare Committees analyzed the results of both their survey of faculty and ModernThink’s campus-wide survey. They found strong statistical agreement, allowing great confidence in both sets of results. Kamran will provide a two-page executive summary for the Board. The Faculty Senate and its officers will be taking an active role in Commencement.

**Council of Chairs – Professor Greg Watts, President**

No report.

**Alumni – Alumni Representative Eric Peterson**

Mr. Peterson reported that the new Executive Director of Alumni Relations, Mark Jastorff, started work on October 15, 2010. Mr. Jastorff thanked all for his warm welcome to Metro State and reported on several initiatives by Alumni Relations, including a young alumni council as part of the alumni board, student/alumni programming, strengthening relationships between students and alumni, making a change to an open position to reframe it to work with career services on internships, the launch of an Alumni Campus Employee Appreciation program that will affect several hundred alumni employees of Metro State, partnering with SGA on a full week of Homecoming events, and Alumni recognition and awards programming. Trustee Nees added that he’d suggest an initiative to create stronger relationships between departments and their graduates. Mr. Jastorff agreed, and stated that they are working on targeting those alumni groups with special events and networking opportunities focused to their areas of interest.

**ACTION ITEMS**

**Chinese Literature in Translation Study Abroad Course**

Trustee Esquibel moved for approval and Trustee Robinson seconded the motion. The Item was **approved unanimously**.

**Japan: Culture, Communication, and Identity Study Abroad Course**

Trustee Esquibel moved for approval and Trustee Phelan seconded the motion. The Item was **approved unanimously**.

President Jordan asked Dr. Thobhani to update the Board on Metro State’s relationship and activities with Aksum University in Ethiopia. The U.S. Embassy in Addis Ababa,
recognizing Metro State’s relationship with Aksum University, invited Dr. Thobhani to participate in a two-day conference next week. There will be 90-95 attendees and topics include dialog on sustainable practices and development of higher education. Trustee Esquibel saw an article in the AGB publication detailing eight liability issues that colleges need to be aware of related to study abroad programs. Dr. Thobhani stated that International Studies is fully aware of the issue and developments in the field. On November 5, 2010 they held a campus-wide workshop for faculty dealing with health, safety and liability issues. He agreed to provide the Board with a report at the next meeting.

CONSENT ITEMS
Office of Human Resources Report of Personnel Actions which have occurred since the last Board meeting of November 3, 2010.
Trustee Robinson moved for approval and Trustee Hanzlik seconded the motion. The Item was approved unanimously.

INFORMATION ITEMS (Requires no approval by the Board of Trustees)
Office of Human Resources report of personnel actions for the Board’s information, which have occurred since the last Board Meeting on November 3, 2010.
No discussion.

Strategic Planning 2005-2010 Assessment
Dr. Sahami and AVP Cathy Lucas presented the Strategic Planning Committee’s assessment of the current strategic plan. Their report came to 122 pages, which was whittled down to a two-page executive summary for the Board. Under each of the four goals they listed five or six assessments. Ms. Lucas described the highlights. President Jordan connected the feedback from his performance review urging him and the College to focus on the initiatives already underway with the work on the new strategic plan. He would like to see timelines for completing the current initiatives. Dr. Sahami stated that the committee is working on projections for completion that will be useful for budget work as well. Discussion included incorporating the final report from the Equity Scorecard Committee as well as updates on graduating students’ performance on exams such as Nursing, where the college receives a report of the percentage of Metro State students taking the exam and those passing it. Dr. Sheila Thompson stated that she can pull together the results of such field exams and how Metro State students compare on a national level. Chair Cohen complimented the strategic planning committee on the quality and depth of their work.

ADDITIONAL ITEMS
Chair Cohen provided time for Trustee Esquibel to encourage people to contact their representatives in support of the Development, Relief, and Education for Alien Minors (DREAM) Act. President Jordan noted that in September, when it was under consideration by the Senate, he sent a letter to both Senators Udall and Bennet asking for their support of the DREAM Act.
PUBLIC COMMENT
There was no public comment.

ADJOURNMENT
The meeting was adjourned at 10:38 a.m.
Center for Innovation Living Up To Its Name
Metro State’s Center for Innovation announced a first-of-its-kind franchise ownership program that will build partnerships for the College and help solidify Denver nationally as a key test market for small business development. This unique program, supported by its first seed gift of $100,000 from global financial services company BNY Mellon, establishes a formula that will benefit investors, franchisees, franchisors and the College.

The concept has already gained national recognition from the U.S. Association of Small Business and Entrepreneurship at the association’s annual conference in Hilton Head Island, S.C. with an award for Best Practitioner Paper for innovative fundraising.

Program franchisee participants benefit by obtaining seed capital and two months of intense start-up training for a small initial investment of $5,000 to $10,000. As the franchise continues, the participant will gain equity by generating revenue and making payments, allowing for full ownership of the business they manage after 10 years.

“A few colleges have classes directed at franchise management, but none provide the investment for students to purchase a franchise as well,” says Mick Jackowski, Center for Innovation director. “The Center for Innovation recognizes that successful franchises require ongoing training and support beyond the start-up phase, and ongoing training is a key component to this unique formula.”

Program investors will benefit through the opportunity to contribute to a business development cause that not only creates jobs and economic growth, but also produces a projected net return of 10 percent. Franchisors receive a dedicated stream of new talent to open new locations, establishing a team of fully trained franchisees with a support infrastructure in place.

For the first phase, the franchise program will raise approximately $1 million to establish an initial funding pool, supporting between four and eight future owners. The funding will come from a variety of sources including grants and investors’ contributions.

“We are delighted to support the College and the Center for Innovation’s effort to create jobs and strengthen the economy in Denver and throughout Colorado,” says Jon Stuck, Rocky Mountain regional president for BNY Mellon’s wealth management group. “We hope that these types of collaboration become the standard across our country.”
The Center for Innovation, less than three-years old, hopes to raise enough funding to support three franchise classes per year, with 12 – 24 new business owners, depending on the capital cost of each franchise.

“From our preliminary research, we anticipate the application process to be highly competitive because in today’s market there aren’t as many options for securing funding,” adds Jackowski. “Our program will match interested entrepreneurs with groups of investors willing to offer start-up capital for new locations, supporting the franchisees during their first 10 years of operation.”

Some of the initial franchise companies students can choose from may include: Camp Bow Wow, Cartridge World, DUCTZ, Grease Monkey, Home Buddies, Homewatch CareGivers, Monkey Shine, PostNet, Smiling Moose Deli and 10 til 2. Although all franchise types will be considered, there is a conscious effort to focus more aggressively in supporting home-based franchises, due the lower capital costs needed to get them up and running.

Upon completion of the initial training phase of the ownership program, franchisees-in-training purchase equity in the franchise interest free at a rate of 10 percent annually starting in year three and continuing annually through year nine. In year 10, the franchisee will pay off the remainder of the equity, or 30 percent, and will assume 100 percent ownership of the franchise.

Additionally, in each year, the franchisee pays a royalty of 7 percent of the franchise revenue to the investors, and 1 percent to the Center for Innovation. The more revenue each franchise generates, the greater the investors’ return.

Noel Committee Names PR Exec as 2011 Visiting Professor

The committee for the 2011 Rachel B. Noel Distinguished Visiting Professorship has selected public relations executive Judi Hampton as the visiting professor for a series of events to be held February 28 - March 2. This year’s theme is “Inclusive Excellence: A Foundation for the 21st Century.”

The professorship, initiated in 1981 to foster multiculturalism, diversity and academic excellence at Metro State, brings renowned scholars and artists of distinction to the College to conduct classes, seminars, performances and lectures for students, faculty and the larger Denver community.

This year’s scholar is president of Judi Hampton Public Relations, a consulting firm that specializes in executive coaching and professional development workshops. She has conducted hundreds of training and coaching sessions for thousands of professionals in all fields, as well as developing marketing, publicity and communications programs for clients. She has also traveled to universities nationwide to lecture on topics related to diversity and leadership, often drawing on her experiences in the Civil Rights Movement.
Prior to founding her own company in 1987, Hampton spent 17 years in the corporate public affairs department of Mobil Corporation, where she served as senior public affairs officer, spokesperson and director of consumer affairs. Hampton serves as president of the Board of Directors of Blackside, Inc., which produced "Eyes on the Prize" and other award-winning documentaries on American historical and social issues for public television.

Hampton’s professorship includes lectures at a variety of events, including the 2009 Rachel B. Noel Distinguished Visiting Professorship Community Event at Shorter AME Church in Denver at 7 p.m. on March 1.

During the evening, the following Colorado communications leaders will be honored:

- Tamara Banks, veteran radio and television journalist, president/CEO, TazMedia
- donnie l. betts ('87 speech communications), producer/director, No Credits Production
- Ashara Ekundayo ('94 African American Studies), owner/creative consultant, BluBlak Media
- Rosalind "Bee" Harris, owner/publisher, Denver Urban Spectrum newspaper
- Bertha Lynn, veteran anchorwoman, 7News

For more information about Hampton, a Woodrow Wilson Fellow, and for the latest information about this year's events, visit http://www.mscd.edu/news/noel/.

Student Services Help Faculty Address Students at Risk for Violent Behavior

In a concerted effort to prevent tragedies such as the recent shooting in Arizona involving a troubled former college student, both Metro State’s Office of Student Life and the Counseling Center have taken a proactive role in helping professors identify and work with students in their classrooms who may exhibit “concerning” or “alarming” behavior.

Associate Vice President/Dean of Student Life Emilia Paul, Assistant Dean of Student Life Braelin Pantel and Counseling Center Director Gail Bruce-Sanford delivered a presentation to nearly 60 faculty members in a School of Business all-faculty meeting.

“It’s truly unfortunate that situations like that in Arizona happen,” said Paul, “but it provides us the opportunity to equip faculty with the information and resources they need to help prevent situations from escalating to that level.”

During the presentation, Bruce-Sanford explained the varying levels of risk that professors need to be aware of in the classroom, from concerning behavior such as unwelcome e-mails and alcohol or drug odors to inappropriate entries on social networks, and frequent tardiness or absenteeism and changes in personal hygiene.
She characterized alarming behavior to include offensive remarks (verbal or written) or suicidal wishes or plans expressed in writing or in person. Some warning signs and symptoms for suicide include acute depression or anxiety, isolation, withdrawal, giving items away and dealing with recent losses, such as of pets. “Never underestimate the loss of a pet,” said Bruce-Sanford.

In response to a question from the audience about how to respond to concerning comments sent via e-mail, Bruce-Sanford said it would be best for the professor to request a face-to-face conversation with the student. At the same time, she cautioned that others need to be around when these conversations are being held. She also encouraged the professors to contact her directly if they believed a student needed to be seen immediately in the Counseling Center. She said the counselors could meet with students during the lunch hour or stay late if necessary.

Pantel outlined the College’s Judicial Affairs process that would take place should a student’s behavior rise to a level that is in violation of the Student Code of Conduct. She explained how to file an Incident Report, and pointed out that professors should be careful to document observable behavior only and not to try to make a psychological evaluation. She also informed faculty of the Care Report, which “is not to be used for a true emergency situation, but (when) you just want to make someone aware,” adding “When in doubt, go ahead and file a report.” Pantel also covered an array of sanctions that could range from formal or informal warnings to College expulsion, depending on the threat assessment.

In encouraging the professors to report concerning or alarming behavior, Paul said, “The sooner we know, we can provide services (directly) to students, letting you (faculty) get back to what you do best.”

**Streak Continues for Roadrunners Basketball, Women Tie Own Record**

The Roadrunners are on a nice run. For the first time in school history, both the men’s and women’s teams have had winning streaks of 10 or more at the same time.

Ranked 21, by the NCAA Division II Coaches Poll, the women stretched their winning streak to a school record-tying 15 games as it topped UC-Colorado Springs 73-57 at home. The previous 15-game winning streak was from Dec. 31, 1990 to Feb. 22, 1991. The Roadrunners improved to 15-0 this season, including 11-0 in the Rocky Mountain Athletic Conference (RMAC).

Not surprisingly there is a buzz about the team’s success, in particular the full-circle experience for Women’s Head Coach Tanya Haave, who was featured in the *Denver Post*. The piece features quotes from Athletic Director Joan McDermott.

The men neared multiple school records crushing UC-Colorado Springs 77-39. The team improved to 13-2 overall and 10-1 in the RMAC, stretching its winning streak to 10 games.
The 39 points allowed were tied for the second-fewest allowed in school history. Metro State allowed 36 points in an 83-36 win over Queens College on Nov. 16, 2001.

**Student Athletes Share Words of Wisdom With Students in “Project Ghana”**
Over winter break Metro State student athletes impacted the lives of young athletes on the other side of the world through Project Ghana, a new program developed by senior international business and international relations major Kathryn “Kat” Cammack.

Cammack spearheaded the project through Alpine Leadership International (A.L.I.), a nonprofit organization she created to develop leadership in communities around the world through partnerships.

A Student Government Assembly executive and student trustee on the College's Board of Trustees, Cammack was inspired to develop the program after traveling the world last year in the University of Virginia’s “Semester at Sea” program. Building on her travel experiences and her current roles, she has coordinated the participation of a variety of campus organizations to help make a difference across the world.

A hundred participants between the ages of 13-21 took part in the sports clinic/mentorship program hosted at the Achimota Secondary School in Accra, Ghana. Metro State Athletics, Witness HOPE, and Ghana native Peter Yobo with iStand Above, A.L.I. hosted a basketball clinic and tournament, a leadership workshop, a cheer and dance fundamentals clinic and a soccer tournament.

In the spirit of teamwork, Athletics donated 150 “Project Ghana” t-shirts that feature the Metro State logo. Sports Information Director Andy Schlichting helped create Metro State basketball and soccer players’ cards, which featured inspirational quotes and advice from each player on the back side. The cards, in addition to the shirts and team pictures, were signed by the basketball team and handed out to clinic participants.

Metro State basketball and soccer players will mentor the young Ghanaian participants via e-mail over the next year. Schlichting says the department is excited about giving youth overseas the chance to participate in sports in addition to the skills they’ll be able to use in other aspects of their lives.

“The Athletics Department has been, hands down, absolutely amazing,” says Cammack, also a cheerleader. “This (project) would not have happened without them chipping in.” In addition, Director of Campus Recreation Tony Price donated balls for the clinic.

Metro State Trustee Bill Hanzlik, co-founder/head of the Gold Crown Foundation, provided A.L.I. with basketball drills as well as advice about operating a nonprofit organization.

The funding for Cammack’s trip came out of her own pocket. “I’m making an initial
investment, and teaching a skill. That skill is transferable,” says Cammack who believes athletics help develop leadership skills including team work and self-discipline.

Campus Group Receives Funding for Pilot Compost Program

Most people will not admit it, but the simple act of throwing away trash can be confusing when you are faced with multiple choices in this age of environmental sustainability. To make this universal process easier, Compost Auraria, tri-institutional student coalition, has secured a $20,000 grant to create a program to help the campus community understand the choices.

Formed with the intent of institutionalizing organic waste diversion, in partnership with the Sustainable Campus Program (SCP), Compost Auraria has announced “Auraria Composts!” a one-year program to divert organic wastes (or resources) from the landfill.

Last fall, Compost Auraria received approval from the Sustainable Campus Program and the Student Advisory Committee to the Auraria Board (SACAB) for their proposal to implement a year-long pilot compost program with Waste Farmers, a compost service provider.

Understanding how compost works is important according to Shawn Hendrickson, president of Compost Auraria, because “compost is a valuable resource used in gardening, landscaping and agriculture, and has life-giving properties unlike any chemical alternatives.”

Primarily designed by students, the program will be held in the Tivoli Student Union’s food court, and includes two Tivoli restaurants (Pete’s Arena and Cimarron Café) and the main restrooms outside the Tivoli Turnhalle. Compost Auraria will have volunteers standing next to the bins so when people go to throw away their trash, they’ll learn on the spot which bin they should use,” says Hendrickson, junior political science major at Metro State. “It all comes down to establishing a habit.”

Activities kicked off on Jan. 18 in the Tivoli, and will go on for about a month from approximately 10 a.m. to 3 p.m., Monday-Thursday. After a month, the bins will remain for the remainder of the year, but the volunteers will no longer be there.

Hendrickson says Waste Farmers will have a regularly scheduled pick up of “the food scraps, soiled paper, such as napkins and paper towels, and other organic materials that students and faculty at Auraria drop into strategically placed green bins throughout the Tivoli.”

The company will also provide a monthly summary of the quantities diverted and the greenhouse gas emissions avoided, providing valuable data, which campus representatives will use in considering program expansion after the first year of collection.
“This is a significant step for Auraria Campus, and Denver, generally, as it represents a step toward greater sustainability that very few college campuses have implemented—especially campuses the size of Auraria,” Hendrickson says.

This latest sustainability effort is in keeping with Auraria’s national reputation for sustainability, showing there’s no limit to how green you can go. It was only in 2009 when the U.S. Environmental Protection Agency’s Green Power Partnership ranked Auraria as the top Colorado college campus purchasing renewable energy, and seventh in the nation.

Faculty Achievements
Professor of Management Madison Holloway and Assistant Professor of Management Bill Carnes have had a paper titled "Managing Workforce Diversity: Meeting the Course Objectives Using the New Approach to Diversity," accepted for presentation at the Intellectbase Academic Conference held in Las Vegas, Nevada, December 16-18, 2010.

Assistant Professor of Management Stuart Warnock and his co-authors have had a paper, titled "Assessment of the Impact of Smart Board Technology System Use on Student Learning, Satisfaction, and Performance," accepted for publication in the Spring 2011 issue of the Journal of Research in Education (Vol. 21, No. 1).

David Wygant, affiliate faculty in the Theatre Department, has had his article, "A Forgotten Theatrical Past-The Federal Theatre Project in Denver" published in the November/December 2010 issue of Colorado Heritage magazine.

Two Hospitality Tourism and Events Professors have been appointed to the 2011 Professional Convention Management Association Faculty Task Force. Professor Cynthia Vannucci and Visiting Assistant Professor Carol Krugman have been invited and have accepted an appointment to the Faculty Task Force, which aims to maintain communication between faculty members and PCMA and to identify topics of significance as related to the value of faculty and student participation in PCMA. As members, Krugman and Vannucci will be in attendance at the Faculty Workshop at the PCMA annual meeting, Convening Leaders, in Las Vegas, January 2011, followed by four to six conferences throughout the year.

Human Nutrition and Dietetics Professor Cindy Heiss, Assistant Professor Cindy Dormer, Associate Professor Bruce Rengers, and Coordinator and Assistant Professor Mike Bizeau, along with nutrition student Sam Henley, recently had their article “Preparing Dietitians to Effectively Serve the Hispanic Population” accepted by the Journal of the American Dietetic Association (JADA). Heiss also published “The Dietitian and the Speech-Language Pathologist: An Important Partnership in the Treatment of Patients with Dysphagia” in the September issue of JADA.

Assistant Professor of Nutrition Cindy Dormer received a $59,000 grant for her proposed study, "Health Education and Health Policy in Early Childhood Child Care Environments," from the Colorado Health Foundation. The foundation works to make Colorado the
healthiest state in the nation by investing in grants and initiatives to health-related nonprofits that focus on increasing the number of Coloradans with health insurance, ensuring they have access to quality, coordinated care and encouraging healthy living.

Assistant Professor of Management Apryl Rogers-Brodersen has had her paper "An Investigation of Alpha, Beta, and Gamma Change in Developmental Assessment Center Participants" accepted for publication in the Performance Improvement Quarterly.

Debra Faulkner, an affiliate faculty member in the History Department, recently published "Ladies of the Brown: A Women's History of Denver's Most Elegant Hotel " (2010). She has authored or co-authored four other books on Colorado history, including "Touching Tomorrow: The Emily Griffith Story" (2006) and "Mary Elitch Long: First Lady of Fun" (2007).
AGENDA ITEM: Tuition Equity for Colorado High School Graduates

BACKGROUND: At the February 4, 2009 Board of Trustees meeting, Trustee Esquibel brought forward a request for an agenda item, which included discussion and a resolution to support in-state tuition for undocumented students based on SB 09-170. The proposed bill contained provisions concerning non-discrimination in determining the amount paid by undocumented students for higher education. The Board of Trustees unanimously approved this item and indicated their support for legislation that would provide tuition equity to all Colorado high school graduates regardless of their immigration status so long as students were required to seek legal status as soon as they became eligible to apply.

In the 2011 legislative session Senators Angela Giron and Mike Johnston along with Representatives Joe Miklosi and Angela Williams are working with Colorado ASSET to develop a bill that will allow undocumented students to pay in-state tuition provided they can meet specific criteria, including:

- Having attended a Colorado high school for three years prior to college admission;
- Having graduated from a Colorado high school or obtained a GED;
- Apply and be admitted to a Colorado institution of higher education within 12 months of graduating or obtaining a GED;
- Are already or would be required to seek legal status.

No draft bill is available at this time, but it will be provided to Board members as soon as it is available. Please see attached materials regarding the some of the considerations involved in this issue.

RECOMMENDATION: Staff recommends that the Board reaffirm their support of legislation that would provide tuition equity to all Colorado high school graduates regardless of their immigration status.
Colorado ASSET is sponsored by Senators Angela Giron and Mike Johnston along with Representatives Joe Miklosi and Angela Williams.

- Colorado ASSET will make undocumented students pay in-state tuition provided they can meet the following criteria:
  - The student must attend a Colorado public or private high school for a minimum of 3 years.
  - The student must graduate from a public or private high school in Colorado or obtain a general equivalency diploma (GED) in Colorado.
  - The student must apply and be admitted to a Colorado institution of higher education within 12 months of graduating or obtaining a GED.

- Many students are already working their way through the immigration system, and the remaining students will be required to seek legal status.

**Colorado ASSET will serve as a key piece of Colorado's economic recovery plan:**

- For the thousands of students currently in line to become citizens, making them pay in-state tuition helps guarantee an educated workforce once they attain citizenship.
- This bill will create revenue for Colorado's colleges and universities.
- **No State funds** would go toward the tuition of these students, no College Opportunity Fund (COF) dollars are allocated with this bill, and the students will not be eligible for federal or state financial aid. We are simply making them pay in-state tuition.

- We have invested in these kids' K-12 education, we must realize that investment. Colorado has the second highest percentage of college graduates in the nation, but ranks 32nd in sending our own high school graduates to college. Failing to educate our students has implications not just for education, but for our economy.

- College graduates are less likely to be caught in a cycle of poverty. Students with a college degree are more productive and civically engaged – they are more likely to help strengthen the economy, vote, and contribute more to the state tax base and are less likely to end up in the correction system.

**For more information, contact Tonette Salazar:** tonette@t2salazar.com
www.HEAACColorado.org
For Colorado to make a lasting economic recovery we must promote the education of all of our students through policies that don’t cost the state a dime, but instead increases revenues to our local colleges and universities.

One of the main criteria companies look for when locating in Colorado is the quality of our workforce. Currently, Colorado has the second most highly educated workforce in the country, but we force some of our best and brightest students who graduate from our schools to go elsewhere to further their education. More college graduates attract more companies and more jobs.

Eleven other states around the country make undocumented students pay in-state tuition. Some of these states have had their policies in place for up to nine years, and none of them are experiencing the increase of undocumented immigrants that people opposed to Colorado ASSET would have you believe will come. Texas even offers financial aid to their undocumented students and still hasn’t seen a substantial increase in the number of undocumented immigrants in their state. But these states, especially those that border Colorado, are benefiting from the students who leave Colorado to attend college.

In 1982, the U.S. Supreme court ruled that K-12 schools must educate all children regardless of their legal status. We must realize that investment by making them pay in-state tuition rates so that they can afford to attend college and become a productive member of our society.

RAND Corporation conducted a study that estimated that a 30-year-old immigrant who graduates from college provides a $9,000 net annual benefit to the state through increased economic contributions and tax revenues and decreased reliance on public services.
The DREAM Act (Development, Relief and Education for Alien Minors) is bipartisan legislation that has been introduced in every Congress since 2001. It addresses the situation of undocumented students who have lived in the U.S. for five years or more and graduated from U.S. high schools but find themselves handicapped by their immigration status from pursuing a higher education or serving in the U.S. armed forces. The DREAM Act, in its latest form, would do two important things:

- Permit certain immigrant students who have grown up in the U.S. to apply for temporary legal status and to eventually obtain permanent status and become eligible for U.S. citizenship if they go to college or serve in the U.S. military; and
- Eliminate a federal provision that penalizes states that provide in-state tuition without regard to immigration status.

Who would be affected?

An estimated 65,000 undocumented students who have lived in the United States for five years or longer graduate from U.S. high schools each year. Of these, only 5-10% are estimated to go on to college (compared to about 75% of their classmates). Many of these students were brought to the U.S. as very small children and have only distant connections with their native countries; they think of themselves as Americans and would be regarded as such by anyone unaware of their lack of documentation. Like most immigrants, they are often exceptionally hard-working and high-achieving students, many of them as valedictorians of their class. The barriers to their continuing their education and then to finding suitable legal employment mean a loss not only to these individuals but to the nation that is deprived of the fullest contribution of their talent and energy.

What is the legal background?

The U.S. Supreme Court in *Plyler v Doe* (1982) guaranteed the right of undocumented students to attend K-12 public schools under the equal protection clause. Current federal law does not prevent admission of undocumented students to college, but Section 505 of the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA) prohibits states from offering any benefit (such as in-state tuition) to undocumented residents if they do not offer the same benefits to out-of-state citizens.

Ten states (California, Illinois, Kansas, Nebraska, New Mexico, New York, Texas Utah, Washington, and Wisconsin) have passed legislation allowing undocumented graduates of state high schools to pay in-state tuition for college or university. To date, no legal challenges to these laws have prevailed. Other states have considered similar legislation but it has either failed to pass the legislatures or been vetoed by the governor (e.g., Connecticut and Maryland). Several states (e.g., Colorado and Georgia) have laws banning in-state tuition for undocumented students.
The states that allow in-state tuition for undocumented students do so on the basis of graduation from a state public high school and offer the same in-state tuition to residents of other states who have graduated from an in-state high school. In this way, they are able to comply with the Section 505 of IIRIRA.

The DREAM Act would repeal Section 505 and allow states to determine residency for in-state tuition purposes apart from immigration status. It would also provide conditional permanent residency status for students which would allow them to be legally in the U.S. during their time of study and begin the process toward naturalization. It would allow them eligibility for federal work-study and student loan funding (but not Pell grants) and states would not be prohibited from offering state financial aid.iii

What is the economic impact?

One of the obvious concerns is the potential cost of allowing undocumented students to access higher education at in-state rates. However, the experience of the states currently allowing in-state tuition shows that the number of undocumented students is too small to deprive native-born students of college admission slots or financial aid or to make a significant impact on state college funding. For instance, three years after Texas allowed undocumented students to qualify for in-state tuition rates, the total number of students paying in-state tuition to the state’s colleges and universities amounted to only 0.36 percent of all students in the Texas public education system.iv

Not only are the direct costs of implementing the DREAM Act negligible, but the longer term economic benefits are great, both for the individual students and for the state and nation. According to the Bureau of Labor Statistics, workers who lacked a high-school diploma in 2006 earned an average of only $419 per week and had an unemployment rate of 6.8 percent. In contrast, workers with a bachelor’s degree earned $962 per week and had an unemployment rate of 2.3 percent, while those with a doctorate earned $1,441 and had an unemployment rate of only 1.4 percent.v Studies of undocumented immigrants who legalized their status through the Immigration Reform and Control Act (IRCA) of 1986 reveal that legal status brings fiscal, economic, and labor-market benefits to individual immigrants, their families, and U.S. society in general.vi Given a chance, now-undocumented students will improve their education, get better jobs, and pay more in taxes.vii

The Plyler v Doe decision requires that states make the investment in K-12 education for all its residents, documented or not. The DREAM Act allows that investment to pay a return through the increased earning power and increased tax payments of these immigrants on the way to citizenship.

In short, passage of the DREAM Act makes economic sense for the nation as a whole.
Won’t the DREAM Act encourage more illegal immigration by rewarding law-breakers?

The DREAM Act targets students who are in the U.S. through no personal decision of their own and often with no connections to another “homeland.” Moreover, the requirement that students have lived in the U.S. for five or more years prior to date of enactment eliminates any incentive for new immigrants. To be eligible for DREAM Act benefits, students must already have shown themselves of good moral character and solid academic performance. Indeed, to reach the level of college admission with all the disadvantages of undocumented status is an indication of a remarkable drive to succeed and commitment to contributing to their adopted U.S. homeland. As an excerpt of a HACU letter to President Obama puts it succinctly:

At a time when the country needs the full contribution of every individual for greater economic progress and a competitive labor force, it makes no sense to deny college access or the option of military service to young people who are excelling academically and in civic life. These are model citizens without benefit of citizenship and with little likelihood of returning to the countries of their birth. It is counterproductive for our nation to keep them in the shadows of our communities and on the sidelines of America’s higher education.\textsuperscript{viii}

\textsuperscript{1} Jeffrey S. Passel, \textit{Further Demographic Information Relating to the DREAM Act}. Washington, DC: The Urban Institute, October 21, 2003.
\textsuperscript{vii} Immigration Policy Center, op. cit.
\textsuperscript{viii} June 22, 2009, letter from Antonio Flores, HACU President and CEO, to President Obama with copies to the leadership of the U.S. House of Representatives and Senate.
Immigration effects on Colorado and the nation: A review of research

Dec. 29, 2005

Summary

Immigration will be one of the hottest issues facing Colorado in 2006. A group called Defend Colorado Now is working to put an initiative on the 2006 ballot to deny state and local government services to undocumented immigrants.

We believe sound policies grow from thorough, objective research. This report presents the results of the Bell Policy Center’s review of existing research on the effects of immigration.

Key findings from the research include:

Demographics

- In 2004, 35.7 million foreign born immigrants lived in the U.S.
- Nationwide, 29 percent or 10.3 million are estimated to be undocumented.
- In 2004, 434,938 foreign born immigrants lived in Colorado, about 10 percent of the state population.
- In Colorado, about half of the state’s immigrants, between 200,000 and 250,000 people, are estimated to be undocumented.

Economic impacts

- Immigration drives economic growth in the nation as a whole, adding about $10 billion to the U.S. economy annually.
- Immigrants come to the U.S. to work. While 83 percent of native-born men work, the rate is 86 percent for documented immigrant men and 90 percent for undocumented immigrant men.
- Wages and employment of native-born U.S. workers are affected minimally by immigration.

State and federal policy

- Immigration is a federal issue. Current immigration laws and policies need to be revised to better meet the needs of our economy.
- Immigrants pay their way. Under most scenarios, immigrants pay more in taxes to all levels of government than they consume in services.
- However, there tends to be a net surplus at the federal level and a net cost to states and localities.
- The costs of implementing proposals to deny government services to undocumented immigrants exceed the savings they generate.

Bell Policy Center’s position

Most government spending on documented and undocumented immigrants pays for education and health care for their U.S. born, citizen children. These costs are mandated by federal law and explicitly exempted by the proposed initiative. Documented and undocumented immigrants pay taxes at a rate that covers the costs of the other services they use.

For these reasons the Bell Policy Center opposes the initiative proposed by Defend Colorado Now.

Not only does this proposal cost taxpayers more than it saves, it opens governments up to new litigation liability and creates unnecessary hurdles for legal immigrants and citizens when they seek the government services their taxes pay for.

Our efforts are better directed at modernizing immigration laws and urging the federal government to pay a bigger share of the educational costs for the children of immigrants.

During the coming year, the Bell Policy Center will examine immigration in more depth, focusing on costs and benefits to Colorado, and issue reports on our findings.
AGENDA ITEM: Approval of Policy Change to Student Health Insurance Benefits (using an “opt-in” model with external billing versus the current “waive-out” model with internal billing)

INFORMATION:
All students (undergraduate and graduate) taking nine (9) credit hours or more per semester are required to submit proof of having health insurance that meets College compliance standards, which include the current Federal requirements for health insurance. Under the proposed model, students with existing qualified outside health insurance coverage will no longer have to “waive-out” an insurance charge that previously had automatically posted to their student account upon registering for the required number of credit hours. In this new model, students will “opt-in” to purchase the College offered health insurance.

There will be two premiums annually, five months of coverage included in Fall premium and 7 months of coverage included in combined Spring-Summer premium providing. Graduating students will have the added benefit of being covered after graduation, compared to the current policy which terminates upon graduation. The basic components of the plan are as follows:

- 9 Credit hour requirement each semester- undergraduate and graduate policy and credit hours will now be consistent and less confusing.
- College compliance standards for auditing purpose will now include all current Federal Requirements and adjust annually as required by law.
- Lack of compliance will be handled the same as it is currently, using required account holds as applicable.
- New electronic insurance selection forms will have the option for the student to either submit documentation of external insurance coverage or to select the College offered plan in order to meet the insurance requirement; students electing to participate in the College plan will be billed by an external third-party insurance billing agency; students are permitted to wait to pay their insurance bill until the start of classes to coincide with the distribution of financial aid dollars.
- 2011 College offered policy will include all mandated Federal changes (even those not required until 2014), which enhance benefits to students through
  - Extension of benefits to age 26 (versus age 25) for dependants of plan participants
  - No lifetime maximum limit (current plan had 2 million lifetime cap)
  - No annual maximums for X-ray/Lab and Medications (current plan limited x-ray to $2,000 and medications to $1,500 annually)
  - Preventive services expanded to cover more than 25 services, without co-pays or deductibles (current plan was limited to one annual exam and mammography)
  - Patient “Out-of-Pocket” maximum decreased from $10,000 to $5,950
  - Mental health benefits are the same as for any other physical illness

RECOMMENDATION:
The Academic and Student Affairs Committee recommend approval of the proposed student health care plan and implementation in Fall 2011.
## Mandatory Health Insurance Compliance Requirement

### PROPOSED COLLEGE POLICY STATEMENT

- All students (undergraduate and graduate) taking nine (9) credit hours or more in any given semester are required to submit proof of having health insurance that meets the College compliance standards, which include the current Federal requirements for health insurance. When submitting an “Insurance Selection” form students may select to participate in the College sponsored health insurance plan in order to fulfill this requirement or submit proof of existing outside health insurance that meets the College’s compliance standards. Students choosing to participate in the College sponsored plan will be billed directly by a third-party insurance billing agency. When a student registers for nine (9) or more credit hours they will receive an automatic e-mail sent to their Metro State e-mail account that explains how to submit an on-line electronic Insurance Selection form. This form must be submitted by the compliance deadline for the current semester. Failure to comply with the College’s health insurance compliance requirement will result in having a registration hold placed on a student’s account which will prevent future registrations. This hold will remain in effect until health insurance coverage that meets the College’s compliance standards has been submitted, audited and approved.

## Proposed Modifications to the Student Health Insurance Policy

### EXTERNAL BILLING OF PREMIUM (current plan utilizes internal College billing through Student Accounts)

- **2011 Student Policy Will Include All Mandated Federal Changes for 2011, Which Enhance and Expand Benefits to Students**
  - Extension of benefits to age 26 (current plan includes coverage to age 25 in Colorado)
  - No lifetime maximum limit (current plan had 2 million lifetime cap)
  - No annual maximums for X-ray/Lab and Medications (current plan limited x-ray to $2,000 and medications to $1,500 annually)
  - Preventive services expanded to cover more than 25 services, without co-pays or deductibles (current plan was limited to one annual exam and mammography)
  - Patient “Out-of-Pocket” maximum decreased from $10,000 to $5,950 (current plan OOP maximum was $10,000)
  - Mental health benefits are the same as for any other physical illness (current plan already included this)
  - Note: 2012/2013/2014 will have additional required benefit components; College plan will adjust annually and include any required additional benefits

- **Students with existing outside health insurance coverage that meets the College compliance standards will no longer have to “waive off” an insurance charge that previously has automatically posted to their student account upon registering for the required number of credit hours, since students will no longer automatically be billed for insurance by the College. Billing will be done by an external third-party insurance billing agency for students who select to participate in the College offered plan.**

- **2 Premiums Annually - 5 months of coverage included in Fall premium and 7 months of coverage included in combined Spring-Summer premium.**

- **9 Credit Hour Requirement (Fall, Spring or Summer semester) - Undergraduate and Graduate policy are now consistent. Graduating students will have the added benefit of being covered after graduation compared to the current policy which terminates coverage at the end of the semester of graduation.**

- College compliance standards for auditing purpose will now include all current Federal Requirements.
- Lack of Compliance will be handled the same as it is currently, using required account holds as applicable.
- New electronic Insurance Selection forms will have the option for the student to either submit documentation of external insurance coverage or to select the College offered plan in order to meet the insurance requirement; students may complete an Insurance Selection Form upon registering for classes; students selecting to participate in the College offered plan will subsequently be billed by an external third-party insurance billing agency 7-10 days before the start of classes (to coincide with the distribution of financial aid dollars, which includes an allotment specifically for health insurance.)
In preparation for BOT review, the following College constituents have reviewed, provided input and expressed support for the proposed change in the College’s student health insurance policy.

- President’s Executive Committee (Vice Presidents)
- Student Government Executive Committee
- Student Government Senate Members
- BOT Finance Sub-Committee
- BOT Academic Affairs/Student Affairs Sub-Committee

Historical Data
- Over 6000 students are currently enrolled in the College offered health insurance program.
- In general, Metro students annually tend to utilize their insurance benefits at a 20-25% higher rate than similar student populations. The impact to student retention is not necessarily quantifiable. However, given the extensive insurance benefits paid out for Metro insured students annually, one can assume that the insurance benefits have positively assisted students in staying in college by having their health care debts primarily paid for by insurance.
- The enrollment stability of the College offered insurance program has directly contributed to the cost of insurance staying the same for Metro State students for the past three years and for the decrease in overall cost recently negotiated. In view of well publicized national trends, the College offered plan is an exception to the ever escalating cost of health insurance nationally.

Two attachments are included for Board of Trustee review related to Student Health Insurance:

1. **New Student Health Insurance Premium Rates for the 2011-2012 Academic Year**

   Contract negotiations have concluded for next year’s student insurance rates. The student rates for 2011-2012 have been reduced by $399 annually and include significant new benefits required by Federal law.

2. **Executive Summary - Mandatory Health Insurance Compliance Requirement; Proposed Modifications to the Student Health Insurance Policy**

   The Board is asked to consider the proposed change to an “opt-in” model for student insurance that utilizes a third-party billing agency (hired by the insurance carrier) who will directly bill students selecting to purchase the College offered plan. Currently the College’s health insurance requirement utilizes a “waive-out” model in which students are billed by the College through Student Accounts. The proposed new model eliminates the need for the College to bill students for insurance, but still maintains the current requirement for health insurance, which is the essential element necessary to ensure that students attending Metro State have access to an extremely low-cost and comprehensive health insurance plan that will meet all Federal requirements, now and in the future.
New Student Health Insurance Premium for the 2011-2012 Academic Year

<table>
<thead>
<tr>
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<th>Current 2010-2011 Student Health Insurance Rates</th>
<th>New 2011-2012 Student Health Insurance Rates</th>
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<tbody>
<tr>
<td>Fall Semester</td>
<td>$665</td>
<td>$665</td>
</tr>
<tr>
<td>Spring Semester</td>
<td>$665</td>
<td>N/A</td>
</tr>
<tr>
<td>Summer Semester</td>
<td>$665</td>
<td>N/A</td>
</tr>
<tr>
<td>Combined Spring/Summer Semester</td>
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<tr>
<td>Total Annual Cost for Twelve Months</td>
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<td>$1596 (Savings to students of $399 annually)</td>
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<tr>
<td>Monthly Cost of Insurance</td>
<td>$166.25</td>
<td>$133.00 (Savings to students of $33.25 per month)</td>
</tr>
</tbody>
</table>

Includes Required Benefit Enhancements Federally Mandated for 2014

Note: These additional benefits were attained for students at NO COST, and included a $399 reduction in annual premium from the previous year’s rates.

It has been reported that private sector insurance rates are likely to increase from $200 to $500 annually for these same benefit enhancements.

- Extension of benefits to age 26 (current plan included coverage to age 25 in Colorado)
- No lifetime maximum limit (current plan had 2 million lifetime cap)
- No annual maximums for X-ray/Lab and Medications (current plan limited x-ray to $2,000 and medications to $1,500 annually)
- Preventive services expanded to cover more than 25 services, without co-pays or deductibles (current plan was limited to one annual exam and mammography)
- Patient “Out-of-Pocket” maximum decreased from $10,000 to $5,950
- Mental health benefits are the same as for any other physical illness (current plan already included this)
AGENDA ITEM: Memorandum of Understanding (MOU) between Metropolitan State College of Denver Foundation, Inc., HLC@Metro, Inc., the Metropolitan State College of Denver Roadrunner Recovery and Reinvestment Act Finance Authority, and Metropolitan State College of Denver relating to the Hotel and Hospitality Learning Center.

INFORMATION: The proposed MOU is intended to set forth the policies and procedures that will contribute to the coordination of the parties’ mutual activities, and defines expectations, responsibilities, mutual commitments, relationship and responsibilities relating to the Hotel and Hospitality Learning Center (Hotel/HLC). A copy of the MOU and accompanying exhibits is attached for your review.

The MOU was drafted by General Counsel and reviewed by outside counsel Kutak Rock as well as the Foundation’s counsel, Polsinelli Shugart, and appropriate staff from both the College and the Foundation reviewed and commented. The Foundation Executive Committee discussed and approved adoption of the attached MOU at their January 11, 2011 meeting. The Board Finance Committee discussed the proposed MOU at their January 18, 2011 meeting and recommended adoption by the Board.

Key aspects of the MOU are as follows:

- The Foundation will use its best efforts to raise sufficient cash and in-kind donations to defray the debt service attributable to HLC.
- The College and Corporation commit to prudent management of the project in order to maximize potential revenues.
- The Foundation will receive all excess operating revenues generated by the Hotel/HLC after all expenses of the operations of the project have been paid.
- The Foundation’s current assets and earnings are not at risk if shortages occur in the Foundation’s fundraising efforts in years where the debt remains outstanding.
- Any assets or earnings of the Foundation received from the excess operating revenues of the Hotel/HLC are at risk to pay debt service if fundraising projections fall short in any year while the HLC debt is outstanding.
- The Foundation must maintain Hotel/HLC assets and earnings separate from its other assets and may not spend such assets or earnings unless it has 2 years debt service available.
- The Foundation must spend at least 50% of all Hotel/HLC assets and earnings on scholarships for Metro students.

RECOMMENDATION: The Finance Committee recommends adoption of the attached Memorandum of Understanding between Foundation, Metro State, HLC@Metro, Inc. and the Roadrunner Finance Authority.
Memorandum of Understanding By and Among Metropolitan State College of Denver Foundation, Inc., HLC@Metro, Inc., the Metropolitan State College of Denver Roadrunner Recovery and Reinvestment Act Finance Authority and Metropolitan State College of Denver Relating to the Hotel and Hospitality Learning Center

THIS AGREEMENT, entered into as of this ___ day of February, 2011, by and among the Metropolitan State College of Denver Foundation, Inc. (the Foundation), HLC@Metro, Inc. (the Corporation), the Metropolitan State College of Denver Roadrunner Recovery and Reinvestment Act Finance Authority (the Authority), and Metropolitan State College of Denver (the College).

The Foundation and the College jointly developed over the course of several years the concept of a Hotel/Hospitality Learning Center (Hotel/HLC) to benefit the academic mission of the College and generate additional resources for the operations of the Foundation and the College. On August 19, 2010, the College created the Corporation to own and operate the Hotel/HLC. On September 1, 2010, the College and the Corporation created the Authority for the purpose of issuing the bonds necessary to finance the Hotel/HLC project and loaning the proceeds to the Corporation.

On September 21, 2010, the Foundation passed a Resolution agreeing through its planned capital campaign to raise funds sufficient to retire the portion of the bonds issued for construction and opening of the HLC portion of the project. This amount is estimated to be approximately $11.6 million and will be comprised of a combination of cash donations and in-kind gifts raised over an estimated period of ten years pursuant to the fundraising plan adopted by the Foundation’s Board of Directors. The College and Corporation have relied upon the Foundation’s fundraising pledge in establishing the financial pro forma for the Hotel/HLC project.

This Agreement is intended to set forth the policies and procedures that will contribute to the coordination of the parties’ mutual activities. The parties to this Agreement desire to set forth the expectations and responsibilities: (1) that the Corporation and College will have relating to the Foundation to ensure the prudent management of the Hotel/HLC and maximization of potential revenues, (2) that the Foundation will have relating to fundraising to pay the HLC debt, (3) the protection against use for shortfalls in fundraising projections of the Foundation’s current assets and future assets (e.g., future income and growth, and future funds raised other than for the Hotel/HLC project), (4) the expected flow of funds generated by the Hotel/HLC’s operations, and (5) the Foundation’s use and management of any funds received from the Hotel/HLC’s operations. To ensure effective achievement of the terms of this Agreement, the College, Corporation and Foundation officers and board representatives shall hold periodic meetings to foster and maintain productive relationships and to ensure open and continuing communications and alignment of priorities.

In consideration of the mutual commitments herein contained, and other good and valuable consideration, receipt of which is hereby acknowledged, the parties agree as follows:

Relationships

- The Foundation is a separately incorporated 501(c)(3) nonprofit organization created to raise, manage, distribute, and steward private resources to support the various missions of
the College.

- The Foundation’s fundraising pledge relating to the Hotel/HLC project is consistent with such purposes.
- The Foundation is responsible for the performance and oversight of all aspects of its operations based on a comprehensive set of Bylaws and the Memorandum of Understanding between the Foundation and the College executed in October 2008 (Exhibit A).
- The Foundation board of directors is responsible for the control and management of all assets of the Foundation, including the prudent management and disbursement of excess operating revenues it may derive in the future from the Hotel/HLC project.
- The Corporation is an instrumentality of the College, owns and operates the Hotel/HLC for the benefit of the College, and is the entity that is responsible for the payment of the expenses of the operation of the Hotel/HLC and the distribution of any excess operating revenues.

Responsibilities

1. Fund-Raising

- The leadership of the Foundation board and the Foundation executive director, along with appropriate staff members and Capital Campaign leadership and volunteers, will identify, cultivate, and solicit prospects for private gifts, both cash and in-kind, relating to the fundraising plan and goals it has established for the Hotel/HLC project. Public funds may also be raised through federal grants and contracts to support eligible academic programs.
- The Foundation will use best efforts pursuant to the fundraising plan to raise the funds necessary to retire the HLC debt but no representations or assurances are given with regard to the Foundation’s anticipated success with respect to, or the Foundation’s ability to achieve, its fundraising goal or plans with respect to the Hotel/HLC project or the Foundation’s ability to raise funds sufficient to retire the HLC portion of the Series 2010 Bonds.
- College representatives will assist the Foundation and Office of Institutional Advancement with gifts solicitations for the Hotel/HLC fundraising initiative as needed.
- The Foundation will track and disclose to the College and the Corporation on a quarterly basis any gifts pledged or received for the benefit of the Hotel/HLC project.
- With regard to in-kind donations, the Foundation shall indicate a value for such donation in its disclosure to the College and Corporation. However, the College and Corporation shall perform an independent assessment regarding the value and acceptability of such gift. The actual value of the gift that will be credited to the Foundation against the amount needed to meet the Foundation’s share of debt service as described below will be the amount by which the project budget is reduced through acceptance of the gift.
- It is anticipated that some cash gifts received from the Hotel/HLC fundraising initiative will be restricted for purposes other than for paying debt service but will still be valuable to the College and may defray current operating Hotel/HLC expenses in other areas. When notification of such potential gifts occurs, the Foundation and the College and Corporation will mutually determine the appropriate amount of credit that will be allocated to the Foundation’s total fundraising commitment relating to the Hotel/HLC.
2. Flow of Funds

- The flow of funds from the Hotel/HLC project will be the same as that set forth in the Loan and Trust Agreement dated as of October 1, 2010, by and among the Corporation, the Authority and Wells Fargo Bank, National Association as trustee, the entirety of the provisions of which are incorporated herein by reference (“Loan and Trust Agreement”).
- The semi-annual estimated portion of the debt service attributed to the Foundation’s fundraising plan is attached hereto as Exhibit B.
- The Foundation will be expected to transfer funds to the Trustee semi-annually on February 1 and August 1 in an amount sufficient to cover its share of the semi-annual debt service in accordance with Exhibit B.
- Because of the limited prior experience of the Foundation with respect to fundraising activities for a project of this nature, a portion of the bond proceeds were used to create a Foundation reserve fund in the initial amount of $373,595.87. If the amount transferred by the Foundation to the Trustee is not sufficient to meet its share of semi-annual debt service, monies from the reserve fund may be used by the Corporation to assist the Foundation in meeting its share of the debt service payment.
- Such Foundation reserve fund will be replenished in full by either the Foundation or by excess operating revenues derived from the Hotel/HLC before the Foundation can receive any funds derived from the excess operating revenues of the Hotel/HLC.
- Should the Foundation fundraising goals fall short in any given year and there are insufficient funds within the Foundation reserve fund to cover the shortfall, the College shall transfer funds to Trustee sufficient to cover the shortfall.
- Such transfer of funds from the College shall be repaid in full by either the Foundation or by excess operating revenues derived from the Hotel/HLC before the Foundation can receive any funds derived from the operating revenues of the Hotel/HLC.
- Hotel/HLC net operating revenues remaining after all other expenses, reserves, and loans identified in the Loan and Trust Agreement have been paid or funded, shall be distributed to the Foundation. Upon termination of this Agreement, the parties will either execute a separate Agreement governing the uses and flow of operating revenues from the Hotel/HLC to the Foundation, or amend Exhibit A or its successor document.

3. Current and Future Foundation Assets

- Foundation assets (and the current and future income and appreciation therefrom) acquired prior to initiation of the capital campaign and the fundraising initiative specifically relating to the Hotel/HLC will not be at risk should shortfalls occur in the Foundation’s fundraising plan for the Hotel/HLC.
- Foundation funds raised in the future (and income and appreciation therefrom) for purposes other than its fundraising initiative specifically relating to the Hotel/HLC will not be at risk should shortfalls occur in the Foundation’s fundraising plan for the Hotel/HLC.
- Assets described in this Section 3 above are not Gross Revenues as described in the Official Statement or the Loan and Trust Agreement (as defined below) and are not pledged by the Foundation for the repayment of any of Series 2010 Bonds described in the Official Statement or the Loan and Trust Agreement, including the HLC portion of the Series 2010 Bonds (“Debt”). No current assets of the Foundation are pledged to the repayment of the Debt, and future assets of the Foundation are pledged to the repayment of the debt only to the extent they are cash donations and in-kind gifts realized by the
Foundation and earmarked for the HLC pursuant to the Foundation’s fundraising plan for the HLC.

- Foundation assets derived from revenues received from the operations of the Hotel/HLC may be subject to recall in years where the Foundation’s fundraising efforts fall short of the projected debt service contribution to make up any shortages.

4. Asset Management and Use of Hotel/HLC Funds

- The Foundation will hold, manage, and invest any funds it receives from the Hotel/HLC operations in a manner such that these funds and any investment returns are distinguishable and separable from its other assets for a period of 10 years or until the HLC debt is extinguished in full, whichever comes first.

- During such 10 year time period, the Foundation may expend a portion of the corpus or investment returns on such funds so long as no less than two years worth of annual estimated debt service remain available in the Foundation’s Hotel/HLC fund account.

- The Foundation may use the funds distributed from the operating revenues of the Hotel/HLC to further the general academic objectives and priorities of the College so long as at least fifty (50%) percent of such funds are used for scholarships to defray the cost of education for Metro State students.

5. Prudent Management

- The Hotel/HLC was created to benefit the academic mission of the College and generate additional resources for the College and the Foundation, which in turn will use those resources to promote the development and general welfare of the College.

- The quality and soundness of the principles under which a business operates is a major contributor to the business’s long-term success.

- Therefore, the Corporation and College hereby commit to prudent management of the Hotel/HLC, which is defined as making decisions based on the best interests of the Foundation, College and Corporation, involving individuals with industry expertise to assist in decision-making, striving to maximize the net profits available for distribution to the Foundation, and sharing financial and other relevant information on a regular basis between the Foundation and the Corporation.

Miscellaneous Provisions

In connection with the issuance of the bonds, the Preliminary Official Statement and Official Statement (collectively, “Official Statement”) and the General Certificate of Foundation (“Certificate”) were issued, both of which are incorporated herein by reference. Both the Official Statement and the Certificate in part describe the Foundation’s fundraising plan and this Agreement. The rights and obligations of the Foundation under this Agreement are to be read in conjunction with and interpreted by the statements made with respect to the Foundation and this Agreement in the Official Statement and the Certificate.

No party shall have any liability for the obligations, acts or omissions of any other party.

This Agreement shall be in effect so long as the bonds for the Hotel/HLC are outstanding or until the Foundation raises cash or in-kind donations hereunder sufficient to retire the HLC portion of the bonds, whichever occurs sooner.
IN WITNESS WHEREOF, the parties have caused this Memorandum of Understanding to be executed by their duly authorized officers as of the day and date first above written.

_____________________________  ____________________________
Robert L. Cohen, Chair        Jon M. Robinson, Chair
Board of Metropolitan State College of Denver Board of Metropolitan State College of Denver Foundation, Inc.

Date: _________________________  Date: _________________________

_____________________________  ____________________________
Stephen M. Jordan, President  Carrie Besnette-Hauser, Executive Director
Metropolitan State College of Denver Metropolitan State College of Denver Foundation, Inc.

Date: _________________________  Date: _________________________

_____________________________  ____________________________
Stephen M. Jordan: Chair/Director Robert L. Cohen: Vice Chair/Director
Metropolitan State College of Denver Metropolitan State College of Denver
Roadrunner Recovery and Reinvestment Act Roadrunner Recovery and Reinvestment Act
Finance Authority Finance Authority

Date: _________________________  Date: _________________________

_____________________________  ____________________________
Natalie K. Lutes: President Loretta P. Martinez: Secretary/Treasurer
HLC @Metro, Inc.                  HLC @Metro, Inc.

Date: _________________________  Date: _________________________
Memorandum of Understanding
Between Metropolitan State College of Denver and Metropolitan State College of Denver Foundation, Inc.

THIS AGREEMENT, entered into as of this 1st day of July 2008, by and between the Metropolitan State College of Denver (the College) and the Metropolitan State College of Denver Foundation, Inc (the Foundation).

The Foundation was organized and incorporated in 1978 for the purpose of stimulating voluntary private support from alumni, parents, friends, corporations, foundations, and others for the benefit of the College.

The Foundation exists to raise and manage private resources supporting the mission and priorities of the College, provide opportunities for students and a margin of institutional excellence unavailable with state funds.

The Foundation is dedicated to assisting the College in the building of endowments and in addressing, through financial support, the long-term academic needs and other priorities of the College.

As stated in its articles of incorporation, the Foundation is a separately incorporated 501 (c) (3) organization and is responsible for identifying and nurturing relationships with potential donors and other friends of the College; soliciting cash, securities, real and intellectual property, and other private resources for the support of the College; and acknowledging and stewarding such gifts in accordance with donor intent and its fiduciary responsibilities.

Furthermore, in connection with its fund-raising and asset-management activities, the Foundation reimburses the College, in full or in part, for the salary and benefits of the Executive Director of the Foundation and such other personnel necessary to the Foundation to carry out its purpose. In consideration of the mutual commitments herein contained, and other good and valuable consideration, receipt of which is hereby acknowledged, the parties agree as follows:

Foundation Name, Seal and Logotype

Consistent with its mission to help to advance the plans and objectives of the College, the Foundation is granted the use of the name of the College as well as the seal and logotype of the College in the fund-raising and promotion of the College.

Institution or System Governance

- The Board of Trustees of the College is responsible for overseeing the mission, leadership, and operations of the College.
- The Board of Trustees is responsible for setting priorities and long-term plans for the College.
The Board of Trustees is legally responsible for the performance and oversight of all aspects of College operations.

The Board of Trustees is responsible for the employment, compensation, and evaluation of all College employees, including the president.

The Foundation’s Relationship to the Institution

- The Foundation is a separately incorporated 501(c)(3) nonprofit organization created to raise, manage, distribute, and steward private resources to support the various missions of the College. The Metropolitan State College of Denver Foundation, Inc. is currently the only 501(c)(3) established for the support of Metropolitan State College of Denver. Any other entity wishing to be established as a 501(c)(3) to support the College must be approved in advance by the Foundation Board and the Board of Trustees.

- The Foundation board of directors is responsible for the control and management of all assets of the Foundation, including the prudent management of all gifts consistent with donor intent.

- The Foundation is responsible for the performance and oversight of all aspects of its operations based on a comprehensive set of bylaws.

- The Foundation is served by the College acting as an independent contractor. The College employs the personnel who provide executive services and manage the private contributions, distributions, and day to day operations of the Foundation. The Foundation agrees, in consideration of these services, to reimburse the College in whole or in part as negotiated from time to time, for the salaries of these individuals. The Foundation will evaluate annually the services provided by the College as a contractor, by assessing the services of the Executive Director. The College President will consider this evaluation in assessing the performance of the Executive Director as Vice President for Institutional Advancement.

- The College’s Vice President for Institutional Advancement (VPIA) shall function as the Foundation’s Executive Director, the duties for whom are contained in the Foundation’s Bylaws and subject to negotiation with the College. The Foundation agrees to reimburse the College for 15% of the salary and fringe benefits of the VPIA for performance of these duties. Annually, the Chair of the Foundation’s Board of Directors and/or his/her designee shall review the job performance of the VPIA with the VPIA and the President of the College. If the VPIA’s position becomes vacant, the Chair of the Foundation’s Board of Directors or his/her designee shall be a member of the College’s search committee to select a new VPIA.

- The Foundation may earmark a portion of its unrestricted funds to discretionary funds for the president, vice presidents and deans of the College and will reimburse appropriate College-advancement expenditures in accordance with Foundation policy. All such expenditures must comply with the I.R.S. 501 (c) (3) code and be consistent with the Foundation’s mission. Such funds will be audited as part of the Foundation’s annual independent audit. When the Board of Trustees for the College considers that spousal travel with the President is essential to College advancement and relations, the Foundation will reimburse the College for the cost of reasonable and justifiable spousal travel from the discretionary funds provided and within budgetary limits.
The Institution’s Relationship to the Foundation

- The College President is responsible for communicating the College priorities and long-term plans, as approved by the trustees, to the Foundation.
- The Chair of the College’s Board of Trustees shall be an ex-officio non-voting member of the Foundation Board of Directors. A designee by the Chair may serve as an ex-officio non-voting member of the Foundation Board and shall serve a one-year term. The trustee serving as the ex-officio member would be selected by the Board of Trustees annually in consultation with the Foundation Chair and may serve successive terms.
- Ex-officio Foundation board members shall receive written notice of all meetings, including special meetings, of the entire Foundation Board of Directors and Executive Committee. All meetings will be conducted in accordance with Foundation Bylaws.
- The College recognizes that the Foundation is a private corporation with the authority to keep all records and data confidential consistent with the law.
- The Executive Director of the Foundation shall be included as a member of the College President’s cabinet and senior administrative team.
- The College shall include the Foundation as an active and prominent participant in the strategic planning for the College.
- The President of the College shall serve as an ex-officio non-voting member of the Foundation board and shall assume a prominent role in fund-raising activities.
- In consideration of Foundation services, the College will also provide in-kind support, including staff, for the Development portion of the office of Institutional Advancement, office furniture and informational technology support for computer systems, postage and office supplies, telephone service, including long-distance service, fax service and copier machine usage.
- The College shall establish and enforce policies that support the Foundation’s ability to respect the privacy and confidentiality of donor records. As such, the Foundation shall own and assume responsibility for maintenance of the donor database (supported by Blackbaud Raisers Edge software).

Foundation Responsibilities

1. Fund-Raising

- The Foundation shall create an environment conducive to increasing levels of private support for the mission and priorities of the College.
- The Foundation and the College will collaborate, through their respective authorized representatives, to plan and execute comprehensive fund raising and donor acquisition programs in support of the institution’s mission. These programs include annual giving, major gifts, planned gifts, special projects and campaigns as appropriate.
- The Foundation will establish, adhere to, and periodically assess its gift-management and acceptance policies. It will promptly acknowledge and issue receipts for all gifts on behalf of the Foundation and the College and provide appropriate recognition and stewardship of such gifts.
- The College recognizes that the Foundation and the office of Institutional Advancement bear major responsibility for fund-raising. College representatives will coordinate fund-
raising initiatives including major gifts solicitations with the Foundation and the office of Institutional Advancement.

- The College President will work in conjunction with the leadership of the Foundation board and the Foundation executive director to identify, cultivate, and solicit prospects for private gifts.
- The Foundation’s primary role and responsibility is to raise funds from private sources for the benefit of the College. This includes solicitation and receipt of private gifts, annual giving contributions, deferred gifts, devises and bequests, corporate gifts and foundation grants, and special events. The Foundation is not expected to be involved in raising federal funds, state funds, corporate sponsorship, sponsored research and other similar revenue, which is to be deposited and administered directly through the College or the College’s Sponsored Programs and Academic Research department. For this purpose, sponsored research includes, without limitation, state or federal grants, or private foundation grants, with an express expectation of a deliverable product or result.
- The Foundation shall not accept grants from state or federal agencies.
- The Foundation shall establish and enforce policies to protect donor confidentiality and rights.

2. Asset Management

- The Foundation will establish asset-allocation, disbursement, and spending policies that adhere to applicable federal and state laws including the Uniform Management of Institutional Funds Act (UMIFA).
- The Foundation will receive, hold, manage, invest, and disperse contributions of cash, securities, patents, copyrights, and other specified forms of property, including immediately vesting gifts and deferred gifts that are contributed in the form of planned and deferred-gift instruments.
- The Foundation will engage an independent accounting firm annually to conduct an audit of the Foundation’s financial records and will provide the College with a copy of the annual audited financial statements, including management letters.

3. Institutional Flexibility

- The Foundation will explore current opportunities, including acquisition and management of real estate on behalf of the College for future allocation, transfer, or use.
- The Foundation may serve as an instrument for entrepreneurial activities for the College and engage in such activities as purchasing, developing, or managing real estate for College expansion, student housing, or retirement communities. It also may hold licensing agreements and other forms of intellectual property, borrow or guarantee debt issued by their parties, or engage in other activities to increase Foundation revenue with no direct connection to a College purpose.
- When distributing gift funds to the College, the Foundation will disclose any terms, conditions, or limitations imposed by the donor or legal determination on the gift. The College will abide by such restrictions and provide appropriate documentation.
4. Transfer of Funds
   - The Foundation is the primary depository of private gifts and will transfer funds to the designated entity within the institution in compliance with applicable laws, College and Foundation policies, and gift agreements.
   - The Foundation’s disbursements on behalf of the College must be reasonable business expenses that support the institution, are consistent with donor intent, and do not conflict with the law.

**Foundation Funding and Administration**

- The Foundation has the right to use the annual unrestricted funds, assess fees for services, or impose gift taxes, to support its operations.
- The Foundation, at its own expense, will provide computers and other such services that may be necessary or required to fulfill its responsibilities and obligations. The College will provide the cost of utilities, telephone and fax, office supplies and postage. The College owns the computer server which houses the records that are owned by the Foundation. Maintenance of the computer server is provided by the College while the maintenance of the software and data housed on the server is provided by the Foundation. Gifts-in-kind from the College shall be appropriately reported in the Foundation’s annual audited financial statements. The College provides support to the Foundation in the form of telephone service, postage and office supplies.
- The Foundation will lease office space from the College at 1201 5th Street, Denver, CO 80217 at a predetermined annual rate of allocated space (full service). The annual rate schedule is attached as Exhibit A.
- With the prior approval of the College, the Foundation may use College facilities subject to the same facility fee charges assessed by the College and/or the Auraria Higher Education Center.
- The Foundation will provide access to data and records to the College on a need-to-know basis in accordance with applicable laws, Foundation policies, and guidelines. The Foundation will provide copies of its annual report, and other information that may be publicly released.

**Terms of the Memorandum of Understanding (MOU)**

This Memorandum of Understanding, made this 1st day of July, 2007, by and between the board of the College and the Foundation (an Internal Revenue Code §501 (c) (3) nonprofit corporation), is intended to set forth policies and procedures that will contribute to the coordination of their mutual activities.

To ensure effective achievement of the items of the agreement, the College and Foundation officers and board representatives shall hold periodic meetings to foster and maintain productive relationships and to ensure open and continuing communications and alignment of priorities.

Neither the College nor the Foundation shall have any liability for the obligations, acts or omissions of the other party.
The Memorandum of Understanding shall be for one-year term, July 1 through June 30, and shall be automatically renewed for additional one-year terms at the beginning of each fiscal year unless written notice is given, by either the Foundation or the College, of its desire to terminate or modify the provisions of the Memorandum or Understanding, by March 30 of the then current year of this agreement. If any such notice is given, the parties shall meet within thirty (30) days to try to reach agreement on any changes or modifications desired by either party.

Should the College choose to terminate this agreement the Foundation may require the College to pay, within 180 days of written notice, all debt incurred by the Foundation on the College’s behalf including, but not limited to, lease payments, advanced funds, and funds borrowed for specific initiatives. Should the Foundation choose to terminate this agreement the College may require the Foundation to pay debt it holds on behalf of the Foundation in like manner.

Consistent with provisions appearing in the Foundation’s bylaws and its articles of incorporation, should the Foundation cease to exist or cease to be an Internal Revenue Code §501(c)(3) organization, the Foundation will transfer its assets and property to the Board of Trustees of the College or its successor, to be held in trust for the purposes for which they were received, unless such distribution of particular property is prohibited by the terms of the gift thereof or the deed of trust of the Foundation, in which event said property shall be distributed exclusively to charitable, scientific, literary or educational organizations which are engaged in substantially similar activities for the purposes specified in the original gift or deed of trust and which have been determined to qualify under Section 501 (c)(3) of the Internal Revenue Code and its regulations, as they now exist or as they may hereinafter be amended.

IN WITNESS WHEREOF, the parties have caused this Memorandum of Understanding to be executed by their duly authorized officers as of the day and date first above written.

[Signatures]

Chair
Board of Metropolitan State College of Denver

Date: 7/10/09

President
Metropolitan State College of Denver

Date: 7/14/09

Chair
Board of Metropolitan State College of Denver Foundation, Inc.

Date: 7/5/09

Executive Director
Metropolitan State College of Denver Foundation, Inc.

Date: 7/5/09
Metropolitan State College of Denver Foundation, Inc.
Lease Payment Schedule
Through June 30, 2010

740 Gross Square Feet

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## EXHIBIT B

**SEMI-ANNUAL ESTIMATED PORTION OF THE DEBT SERVICE ATTRIBUTED TO THE FOUNDATION’S FUNDRAISING PLAN**

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<th>Date</th>
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AGENDA ITEM:  Andean Civilizations Study Abroad course

BACKGROUND:
The Modern Languages department, which is housed in the School of Letters, Arts and Sciences, proposes a three credit hour course titled “Andean Civilizations.” The course has been approved by the College Committee on International Education, the Office of International Studies, and the Office of Academic Affairs. The Board of Trustees must approve all new study abroad courses.

The proposed course is designed to provide a learning environment with a compatible socio-cultural context, provide a forum that can widen students’ intellectual horizons through travel and on-site study, and facilitate students’ ability to compare intercultural and intracultural similarities and differences. The course involves the study and visitation of sites that best represent the Pre-Inca and Inca Peruvian civilizations. Students will explore the Paracas, Nazca, Huari and Inca civilizations, among others. The course features a comparison of the life of Peruvian people today with the deeds of their ancestors and the impact of those deeds on local and international communities.

The course will be led by Dr. Roberto Forns-Broggi, Professor of Spanish, a native of Peru. Dr. Forns-Broggi has led programs at Metro State similar to this proposal since 2006. His doctoral degree in Spanish is from Arizona State University. Joining Dr. Forns-Broggi as coordinator is Susana Osorio, Metro State alumna, who has assisted with the Peru programs also since 2006.

The program is proposed to run August 3 through August 15, 2011. The program cost to students is anticipated at approximately $4,823, including room and board, airfare, excursions and tuition. Approximately $450 of this estimate is attributed to personal expenses and insurance. The minimum number of participants is 15 students and the maximum number is 38. Faculty salaries are paid by the Extended Campus office from the tuition collected.

RECOMMENDATION:
The Office of Academic Affairs recommends approval of the Andean Civilization course.
AGENDA ITEM:  Caribbean Cruise Culture Study Abroad course

BACKGROUND:
The Hospitality, Tourism and Events department, which is housed in the School of Professional Studies, proposes a course titled “Caribbean Cruise Culture” which will be offered for either one or three credit hours. The course has been approved by the College Committee on International Education, the Office of International Studies, and the Office of Academic Affairs. The Board of Trustees must approve all new study abroad courses.

The proposed course is accompanied by a previously approved course, HTE 4000, Hospitality Field Experience (Senior Experience). In combination, these courses are designed to provide students a learning environment with an appropriate cultural context, encourage students to explore the unique characteristics of a tropical landscape, assist students in exploring the international dimension of the cruise tourism industry, and facilitate multicultural understanding. The Caribbean Cruise Culture course is specifically designed for students to examine the cruise culture concept in general, to investigate the cruise line’s economic control over the Caribbean islands, to critically analyze how cruise lines and tour operators adhere to environmental responsibility, and to investigate maritime law and how it affects cruise tourism.

The study abroad experience will be led by Associate Professor Helle Sorensen of the Department of Hospitality, Tourism and Events. Sorensen has led three previous trips to the Caribbean. In total, she has led 11 study abroad programs. She coordinates the department’s study abroad programs, designing trip itineraries, preparing budgets, coordinating contracts, and marketing the programs. She has authored two books on international travel. Ms. Krista Spear, a Metro State alumnus, will assist Sorensen on this trip. Ms. Spear has previously assisted Sorensen on study abroad cruise trips and has thorough knowledge of the cruise industry.

The program is proposed to run January 5 through January 14, 2012. The required program cost to students is anticipated at approximately $2,785, including room and board, airfare and excursions. An additional estimate of $1,330 of personal expenses, depending on the number of credit hours for which a student registers, is provided. The minimum number of participants is 16 students and the maximum number is 25. Faculty salaries are paid by the Extended Campus office from the tuition collected.

RECOMMENDATION:
The Office of Academic Affairs recommends approval of the Caribbean Cruise Culture course.
AGENDA ITEM: Cultural Ecology of Yunnan, China Study Abroad course

BACKGROUND:
The Earth and Atmospheric Sciences department, which is housed in the School of Letters, Arts, and Sciences, proposes a three credit hour course titled GIS 4880 “Cultural Ecology of Yunnan, China.” The course has been approved by the College Committee on International Education, the Office of International Studies, and the Office of Academic Affairs. The Board of Trustees must approve all new study abroad courses.

The proposed course is part of a Geography and Mapping in China study abroad program, partnered with the GIS 4880 Land Use and Biodiversity of Yunnan, China course. The overall program objectives are to provide students an opportunity to explore a region known for cultural and biological diversity, facilitate research on the environment and culture of modern China, explore the unique characteristics of modern China and the Yunnan Province, and to broaden students academic horizons using GIS mapping software to bridge potential language barriers as they work with Chinese students. The Cultural Ecology of Yunnan, China course is explicitly designed to facilitate students’ understanding of Chinese culture, assist students in determining the geographic distribution of natural and human resources in China, and enable the students to demonstrate GIS technologies to students at Yunnan University in Chengdu, China.

The study abroad experience will be led by Associate Professor Dr. Stella Todd of the Department of Earth and Atmospheric Sciences. Dr. Todd directs the College’s GIS program and has previously traveled to this region. While in China, Dr. Todd plans to conduct a GIS workshop for the Yunnan Radio and TV University in Kunming (an existing Metro State partner institution). Dr. Todd will be accompanied by Deborah Marshall, affiliate faculty member in GIS. Marshall, who has taught at Metro State since 2004, has travelled extensively in Europe and led a study abroad trip to Honduras through Red Rocks Community College. Dr. Todd and Marshall co-directed a Metro State study abroad program in Chengdu, China during summer 2009.

The program is proposed to run May 21 through June 12, 2011. The estimated program cost to students is anticipated at approximately $4,296, including room and board, airfare, excursions, insurance, visa and tuition. The minimum number of participants is six students and the maximum number is 14. Faculty salaries are paid by the Extended Campus office from the tuition collected.

RECOMMENDATION:
The Office of Academic Affairs recommends approval of the Cultural Ecology of Yunnan, China course.
AGENDA ITEM: Land Use and Biodiversity of Yunnan, China Study Abroad course

BACKGROUND:
The Earth and Atmospheric Sciences department, which is housed in the School of Letters, Arts, and Sciences, proposes a three credit hour course titled GIS 4880 “Land Use and Biodiversity of Yunnan, China.” The course has been approved by the College Committee on International Education, the Office of International Studies, and the Office of Academic Affairs. The Board of Trustees must approve all new study abroad courses.

The proposed course is part of a Geography and Mapping in China study abroad program, partnered with the GIS 4880 Cultural Ecology of Yunnan, China course. The overall program objectives are to provide students an opportunity to explore a region known for cultural and biological diversity, facilitate research on the environment and culture of modern China, explore the unique characteristics of modern China and the Yunnan Province, and to broaden students academic horizons using GIS mapping software to bridge potential language barriers as they work with Chinese students. The Land Use and Biodiversity of Yunnan, China course is explicitly designed for students to demonstrate understanding about current GIS datasets in support of Land Management Applications in Yunnan Province and to demonstrate the use of GIS for addressing specific land use and/or biodiversity questions with Chinese students and/or professionals.

The study abroad experience will be led by Associate Professor Dr. Stella Todd of the Department of Earth and Atmospheric Sciences. Dr. Todd directs the College’s GIS program and has previously traveled to this region. While in China, Dr. Todd plans to conduct a GIS workshop for the Yunnan Radio and TV University in Kunming (an existing Metro State partner institution). Dr. Todd will be accompanied by Deborah Marshall, affiliate faculty member in GIS. Marshall, who has taught at Metro State since 2004, has travelled extensively in Europe and led a study abroad trip to Honduras through Red Rocks Community College. Dr. Todd and Marshall co-directed a Metro State study abroad program in Chengdu, China during summer 2009.

The program is proposed to run May 21 through June 12, 2011. The estimated program cost to students is anticipated at approximately $4,296, including room and board, airfare, excursions, insurance, visa and tuition. The minimum number of participants is six students and the maximum number is 14. Faculty salaries are paid by the Extended Campus office from the tuition collected.

RECOMMENDATION:
The Office of Academic Affairs recommends approval of the Land Use and Biodiversity of Yunnan, China course.
AGENDA ITEM: Office of Human Resources report of personnel actions for the Board’s approval which have occurred since the last Board Meeting on December 1, 2010.

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

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

APPOINTMENTS

Ms. Nicole Tefft, Assistant Director of Human Resources, Annual Salary: $70,000.00 – Effective December 6, 2010. (ADMINISTRATIVE)

Ms. Angela Furney, Coordinator and Special Projects Manager, annual Salary: $46,500.00 – Effective January 1, 2011. (ADMINISTRATIVE)
AGENDA ITEM: Office of Human Resources report of personnel actions for the Board’s information, which have occurred since the last Board Meeting on December 1, 2010.

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

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

APPOINTMENTS

Mr. Theodore Penberthy, Systems Analyst - Special Projects, Annual Salary: $58,000.00 – Effective December 1, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Mr. Robert Bruce Everly, Systems Analyst - Special Projects, Annual Salary: $60,000.00 – Effective December 2, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Mr. Steven Haigh, Interim Assistant Director of Student Publications, Annual Salary: $47,000.00 – Effective December 1, 2010. (TEMPORARY/ADMINISTRATIVE)

Ms. Aneesha Bharwani, MSW Field Director, Annual Salary: $58,842.00 – Effective January 3, 2011. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Mr. Tyler Breuer, Excel Outreach Counselor, Annual Salary: $33,000.00 – Effective January 4, 2011. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Ms. Emma Lynch, Excel Outreach Counselor, Annual Salary: $33,500.00 – Effective January 4, 2011. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Dr. Karen Taylor, Visiting Assistant Professor of Secondary Education, Annual Salary: $48,312.00 at .50FTE – Effective January 18, 2011. (TEMPORARY/FACULTY)

Dr. B. Afeni McNeely Cobham, Visiting Assistant Professor of African/African American Studies, Annual Salary: $46,060.00 at .50FTE – Effective January 18, 2011. (TEMPORARY/FACULTY)
Ms. Gwyneth Holston, Visiting Instructor of Mathematical and Computer Science, Annual Salary: $37,018.00 at .50FTE – Effective January 18, 2011. (TEMPORARY/FACULTY)

RESIGNATIONS

Ms. Jenifer Park, Coordinator Testing Proctor, Effective November 30, 2010. (Accepted position outside of College)

Mr. Patrick Newman, Scholar Success Specialist, Effective November 30, 2010. (Personal Reasons)

Ms. Liliana Diaz, Outreach Counselor, Effective December 3, 2010. (Accepted position outside of College)

Ms. Renee Burger-McMichael, MSW Field Director, Effective December 17, 2010. (Accepted position outside of College)

Dr. Tahira Khan, Assistant Professor of Political Science, Effective December 18, 2010. (Personal Reasons)

Ms. Kathy Riggs, Payroll Manager, Effective January 1, 2011. (Accepted position outside of College)

Dr. Steven J. Beaty, Interim Vice President of Information Technology and Tenured Professor of Mathematics and Computer Science, Effective January 7, 2011. (Accepted position outside of College)

Dr. Kathleen MacKay, Vice President of Student Services, Effective January 31, 2011. (Personal Reasons)

Ms. Jaime Livaditis, Associate Director of Development, Effective February, 3, 2011. (Personal Reasons)

Ms. Beth Bean, Curriculum Specialist, Effective December 19, 2010. (Accepted position outside of College)

RETIREMENTS

Dr. Rodolfo Garcia, Professor of Spanish, Effective December 18, 2010.
PROMOTIONS

Dr. Naomi Palosaari, Visiting Assistant Professor of English, Annual Salary: $43,025.00 – Effective January 18, 2011. (FROM Visiting Instructor of English ($34,817.00) TO Visiting Assistant Professor of English ($43,025.00) (Salary increase and title change due to PHD Completion)

REASSIGNMENTS

Ms. Michelle Dupuis, Coordinator of Peer Advisors, Annual Salary: $50,000.00 – Effective December 1, 2010. (FROM Academic Advisor TO Coordinator of Peer Advisors (No change in salary)

Ms. Marion Karanja, Director of Enrollment Data Management, Annual Salary: $66,000.00 – Effective January 1, 2011. (FROM Associate Director of Admissions/Data Management ($60,000.00) TO Director of Enrollment Data Management ($66,000.00)

Ms. Carolina Robledo Iregui, Scholarship Counselor, Annual Salary: $38,500.00 – Effective January 3, 2011. (FROM Scholarship Counselor - Stimulus Funded TO Scholarship Counselor - General Funded (No change in salary)

LEAVE WITHOUT PAY WITH BENEFITS

Dr. Todd C. Reimer, Assistant Professor of Secondary Education, December 1, 2010 through May 14, 2011.

REDUCTION IN FTE

Ms. Janell Lindsey, Director of Special Initiatives for Alumni Affairs and Enrollment Services, Annual Salary: $63,960.00 from 1FTE to .60FTE – Effective December 1, 2010. (ADMINISTRATIVE)