I. CALL TO ORDER

II. EXECUTIVE SESSION
An Executive Session may be held to confer with the Board’s attorney for the purpose of:
- Obtaining legal advice concerning pending or imminent litigation, specific claims or grievances or legal advice on specific legal questions, confidential pursuant to C.R.S §24-6-402(3)(a)(II)(2009).

III. APPROVAL OF MINUTES
A. Approval of June 2, 2010 Board Meeting Minutes

IV. SPECIAL PRESENTATION
A. Amendments 60 & 61 and Proposition 101
   (Tamra Ward, Senior Vice President for Public Affairs and Communications, Denver Metro Chamber of Commerce)

V. REPORTS
A. Chair's Report - Chair Rob Cohen
B. AHEC Board – Trustee Maria Garcia Berry
C. President – Dr. Stephen Jordan
D. Legislative Report – Capstone Group, LLC
E. Student Government – Student Government Assembly President Sammantha O’Brien
F. Finance Committee – Trustee Ellen Robinson
G. Academic and Student Affairs Committee – Trustee Antonio Esquibel
H. Public-Private Partnerships – Trustee Dawn Bookhardt
I. Foundation Report – Vice President Carrie Besnette Hauser
J. Faculty Senate – Professor Kamran Sahami, President
K. Council of Chairs – Professor Greg Watts, President (no report)
L. Alumni – Alumni Representative Gerie Grimes
VI. ACTION ITEMS
   A. Third Supplemental Resolution to Master Enterprise Bond Resolution
   B. Appointment of Board Members and Alternates to Finance Authority Board
   C. Matrix of Hotel/Hotel Learning Center Feasibility Studies

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

VIII. 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 June 2, 2010
   B. Office of Institutional Advancement Year End Report for 2009-10

IX. ADDITIONAL ITEMS

X. PUBLIC COMMENT

XI. ADJOURNMENT
CALL TO ORDER
Chair Phelan called the meeting to order at 8:06 a.m.

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

EXECUTIVE SESSION
The Board moved into Executive Session at 8:06 a.m. The open meeting reconvened at 9:10 a.m.

APPROVAL OF MINUTES
Trustee Esquibel moved and Trustee Garcia-Berry seconded the motion to approve minutes of the May 5, 2010, meeting. The minutes were unanimously approved.

REPORTS
Chair’s Report – Adele Phelan
Chair Phelan commended the logistics and organization of Metro’s first outdoor commencement. She reminded the Trustees of the opening of the new Center for Visual Arts the following evening.

AHEC Board – Trustee Maria Garcia Berry
Trustee Garcia-Berry informed the Board of the next Master Plan Committee meeting on June 14th. It will be more of a workshop format and they will look at options for a permanent place for the tennis courts after moving them off-site for a year. The Auraria institutions may re-think some of the master plan decisions made previously, due to changing needs. They will also take up the issue of parking; how much is needed and other ways of providing parking, such as a public-private partnership. The AHEC Board may want to perform a land survey for the campus after finding major utility lines that lie beneath the property. The Master Plan committee is expected to move from quarterly meetings to monthly meetings in order to accomplish all it has to within a year. The Auraria Board has launched the search for AHEC’s Executive Vice President.

President’s Report – Dr. Stephen Jordan
President Jordan complimented Kathy Heyl and the commencement committee for a successful event. He congratulated the women’s softball team, who in their third year, went to the College
World Series. He invited the Trustees to attend the opening of the Center for Visual Arts. There will be a story on NPR about it. He informed the Board of a joint meeting, in Minneapolis, of state higher education executive officers and chief state school officers who will be discussing P20 issues. He will be the only college president on the panel. He continues to attend meetings of the Mission Subcommittee, where he has been illustrating the misalignment of Colorado’s higher education structure relative to the student population moving towards higher education. The issue has gotten the attention of the committee, and the staff has put together data that reinforces his position. He is encouraged that the master plan may address reshaping the system and reallocating resources to better serve Colorado’s students. He expressed his thanks to the Board for acknowledging the hard work of the faculty by approving a salary increase for them and added that the staff, classified and exempt, are not only not receiving an increase again this year, but are facing increased costs due to retirement and insurance rates going up with no additional support from the state.

Legislative Report – Capstone Group, LLC
No report.

Student Government Report – Student Government Assembly President, Sammantha O’Brien
Mr. Bateman introduced the 2010 Student Senate: Senator Simon Ayesse, Senator Jesse Altum, Senator Richmond Boakye, Senator Tammy Vo, and Senator Mimi Zheng. He also introduced the new Student Trustee, Kat Cammack, the SGA Vice President, Tess Halonen, and the new SGA President, Sammantha O’Brien. Ms. O’Brien stated that the SGA is revising internal policies and procedures and training the newly elected officers. They are also hiring staff.

Finance Committee – Trustee Ellen Robinson
No report.

Academic and Student Affairs Committee – Trustee Antonio Esquibel
No report beyond the recommendation for approval of Action Items on the agenda.

Public-Private Partnerships – Trustee Dawn Bookhardt
President Jordan gave the report in the absence of Trustee Bookhardt. There have been several meetings recently regarding the Hotel Learning Center and its financing structure. Their next focus will be to finalize negotiations with the contractor and with Sage Hospitality as the operator.
Foundation Report – Trustee Rob Cohen
Trustee Cohen reminded the Board of the CVA grand opening June 3 at 5:30pm. The Foundation Board Retreat is June 22. They will focus on the capital campaign. At the Board’s next meeting he will provide full Foundation and Development year-end reports.

Faculty Senate Report – Professor Kamran Sahami, President
Dr. Sahami stated that the faculty demographics are shifting considerably, with this year marking a point in which the number of faculty hired under President Jordan exceeds all other faculty. President Jordan added that Dr. Sahami was in the first MetroLeads class, so Metro is seeing the fruit from that initiative in Dr. Sahami’s leadership of the Faculty Senate.

Council of Chairs Report – Professor Greg Watts, President
No report.

Alumni Report – Alumni Representative to the Board, Gerie Grimes
Cherrelyn Napue provided the report in place of Ms. Grimes. She stated that the Alumni Association has brought on board an interim executive director, Christine Soto. She will help them through the transition time until an executive director is hired. Her charge is threefold: first, to help the staff through the transition time, second, to assist the Board of Directors through the transition time, and third, to work with the search committee through the hiring process. Channel 4 has become a media sponsor of the Plain and Fancy Ball, and 340 tickets have been sold for the event. The Annual Meeting of the Alumni Association will take place on September 7, 2010. They will elect officers and will bring forward to the Board of Trustees the Alumni Representative to the Board. The Alumni Association Board meeting dates have been changed from the first Tuesday of the month to the second Tuesday of the month starting in September.

ACTION ITEMS

Handbook Change – Faculty Office Hours
Trustee Esquibel stated that the Academic and Student Affairs Subcommittee of the Board recommended approval of this item. Provost Golich described the changes. Typically, one office hour is required for every three-credit course that is delivered. For Metro, that would be four office hours, but this change is asking for five office hours. It also eliminates the additional required ‘by appointment’ office hours, and substitutes language that faculty be available ‘at reasonable times’. The change brings Metro State closer to the requirements of other institutions of higher education, but still requires more hours than most. Trustee Harris moved for approval, and Trustee Esquibel seconded the motion. A vote was taken and the Handbook Change for Faculty Office Hours was approved unanimously.
Handbook Change – Appendix A, Qualifications for Nursing Instructors
Trustee Esquibel stated that this change is recommended for approval by the Academic & Student Affairs Subcommittee. Provost Golich described the changes. Metro’s nursing students go out to work in hospitals and clinics. Clinical and laboratory faculty are hired by these entities and they supervise Metro’s student nurses at their sites. This change in requirements aligns with those of the field since Metro isn’t hiring the faculty. Trustee Esquibel moved for approval, and Trustee Robinson seconded the motion. A vote was taken and the Handbook Change to Appendix A, Qualifications for Nursing Instructors was approved unanimously.

Study Abroad Course – Borneo Rainforest Mysteries
Trustee Esquibel stated that the Academic & Student Affairs Subcommittee recommends this item for approval. The program will take place in January. Provost Golich added that this program has been run previously. Trustee Robinson asked about the expenses and possible student support or scholarships as the cost is almost $4,500 for 15 days. President Jordan and Provost Golich stated that the study abroad programs are all self-funded. Students are eligible for federal financial aid only. Trustee Esquibel moved for approval, and Trustee Robinson seconded the motion. A vote was taken and the Study Abroad Course in Borneo was approved unanimously.

Proposed FY 10-11 Operating Budget
Faculty Salary Increase Discussion Part I
Trustee Robinson summarized the Finance Subcommittee’s discussion and actions with respect to the faculty increase. They re-capped the 4% increase discussion from the previous full Board meeting. A motion was made to consider a 2% increase, but it failed for lack of a second. Another motion was made to consider a 3% increase. The Finance Subcommittee discussion included the Board’s interest in a more robust performance evaluation system, and in the absence of that, an increase greater than 2% seemed inappropriate. However, getting faculty closer to the CUPA average has also been a goal of the Board, and the faculty have been working hard, teaching and graduating more students. They considered the difference between 2% and 3% in conjunction with other costs such as building operations. President Jordan described the data the Subcommittee requested showing how the differences between 4%, 3% and 2% would be allocated. Varying amounts would be allocated to college initiatives including: increasing the First Year Success Program from 700 students next year to 3,500 students when the Student Success Building comes on-line, faculty development, the capital campaign, HSI strategies, additional staff in the financial aid and registrar’s offices, and the Center for Urban Connections as part of the civic engagement initiative. Trustee Hanzlik noted there were no raises for the faculty last year, and asked what Metro’s peer colleges in the state are giving. Vice President Lutes said Mesa is giving 3%, Western State 1%, Adams State is not giving faculty a raise, and Fort Lewis is giving in the 3% range. Trustee Hanzlik felt it best to split it down the middle to give the faculty something while also giving the President some flexibility to meet other mandated costs and to potentially deal with more state funding cuts. The Finance Subcommittee ultimately agreed to recommend a 3% faculty increase. Chair Phelan clarified that if the FY 10-11 Operating Budget is approved as presented, the Board would be approving the 3% faculty
increase. Trustee Robinson confirmed. Chair Phelan asked Vice President Lutes to present the remainder of the Operating Budget proposal.

**FY 10-11 Operating Budget Presentation & Discussion**

Vice President Lutes said that graduate students registered for nine or more hours will be assessed mandatory health insurance. Graduate students taking eight hours or less would not be eligible for health insurance. She requests approval of this as part of the approval of the Operating Budget, although it’s not part of the agenda, and for the request to be recorded in the minutes. She proceeded to go over the budget parameters as presented at April’s Board meeting. There is an overall increase in the budget for FY 2010-11 of $899,000. Stimulus funding is cut by $5.6 million. The nine percent tuition increase, less the required portion for scholarships, comes out to an increase of 6.5%. The estimated enrollment increase is 1.5%. The stipend is at $62, but may change. With the fee-for-service and COF, Metro will have about $4 million less in state support. The nine percent tuition increase translates into new rates of $1,553 per semester for residents, and $6,727 for non-residents, which is competitive with our state and NCHEMS peers. Overall Metro will receive $68 million in tuition in the coming year and only about $35 million in state support. She anticipates bringing $6 million in fund balance forward, which is about a million more than last year. The auxiliary budget is at $32 million, which is up $5 million from all prior years due to the new building and the fees we are collecting. The overall budget total is $183 million. So the only question is what percentage increase for faculty will be approved; the remainder has not changed since last month’s presentation.

**Faculty Salary Increase Discussion Part II**

President Jordan reiterated the reasons for recommending a 4% increase. Trustees Esquibel and Nees would support that figure, but the recommendation from the Finance Subcommittee is 3%, so they agreed to support it. Trustee Hanzlik also supported the 3% due to other anticipated costs to the college. President Jordan clarified for Trustee Harris that the increase is across the board, regardless of salary disparities or merit. Trustees Robinson, Cohen, Garcia-Berry and Harris supported a 2% increase. Trustee Garcia-Berry moved to approve a 2% increase due to concern about fall’s potential ballot issues that could impact the college. She stated she’d be open to reconsidering after the state budget forecast is issued in November. Trustee Robinson seconded the motion. Chair Phelan clarified that the motion was for 2% with the idea of revisiting the increase amount in December. In the meantime, the difference between the originally recommended 4% and the 2% increase for faculty, which amounts to $824,000, will be held in reserve, and not allocated until November-December, when there will be some forecasting of state revenue and results from November elections, and at that point, the Board will re-visit the allocation of the funds. Chair Phelan called for a show-of-hands vote. The faculty salary increase of 2%, with the budget stipulations presented, was approved, five for, two against.

Chair Phelan then called for a vote on the Operating Budget as proposed, with the stipulations regarding the faculty increase included. Trustee Garcia-Berry moved for approval, and Trustee Harris seconded the motion. The FY 10-11 Operating Budget was approved unanimously.
Second Supplemental Resolution to the Master Enterprise Bond Resolution
(Fred Marienthal and Stephanie Chichester presenting)
Mr. Marienthal said that Metro State has the distinction of having the lowest all-in costs for a higher education institution in Colorado. Metro is also currently the third most active recovery zone economic development bond issuer in the country. Metro’s use of the recovery zone economic development bond vehicle provided low costs and low rates. These bonds will be issued up to $13 million, and the resolution sets a not-to-exceed interest rate of 5.5%. The final maturity date is December 1st, 2046. Ms. Chichester described the market conditions. She expects Metro’s interest rate to be closer to 3.5%. These bonds receive a 45% interest rate subsidy from the federal government. Moody’s Investor Service recalibrated the rating system since the first set of bonds was issued. And, for Metro State, this resulted in an upgrade in the bond rating from A2 to A1, which is a positive for investors. Treasury rates are also becoming more favorable, dropping from 490 to about 425. Chair Phelan noted that the administration recommends approval of the Second Supplemental Resolution to the Master Enterprise Bond Resolution, and asked for a motion. Trustee Garcia-Berry moved for approval and Trustee Esquibel seconded the motion. A vote was taken and the Second Supplemental Resolution to the Master Enterprise Bond Resolution was approved unanimously.

Nomination and Election of Board Chair and Vice Chair
Trustee Garcia-Berry nominated Trustee Cohen for Board Chair and Trustee Lucero for Vice Chair. Trustee Hanzlik moved for approval and Trustee Harris seconded the motion. Trustees Cohen and Lucero were elected unanimously. Chair Phelan expressed her appreciation for Trustee Cohen’s and Trustee Lucero’s willingness to serve. The Trustees thanked Chair Phelan for all her service to Metro State. President Jordan and Chair Phelan presented a plaque to Trustee Higginson in appreciation for his service as Student Trustee.

CONSENT ITEMS

Board Meeting Dates for 2010-11
President Jordan stated that prior to the September 1, 2010 Board Meeting, Metro will be holding the Convocation, or Welcome Back event on the 9th Street Park. It will be a wonderful kick-off for the 45th Anniversary celebrations. Trustee Robinson moved for approval of the Board Meeting dates. Trustee Hanzlik seconded the motion. The Board Meeting dates for 2010-11 were unanimously approved.

Office of Human Resources Report of Personnel Actions which have occurred since the last Board meeting of May 5, 2010
This item was approved concurrently with the Board Meeting dates, as Chair Phelan asked for a motion to approve “the consent agenda items”.

Minutes
Metro State Board of Trustees Meeting
June 2, 2010
INFORMATION ITEMS

Office of Human Resources report of personnel actions for the Board’s information, which have occurred since the last Board meeting on May 5, 2010
Chair Phelan asked if there were any questions regarding the personnel actions. There were no questions.

2010 Campus Climate Survey Report
President Jordan charged the 2010 Campus Climate Survey Committee, made up of faculty and staff, to assist in the design of a comprehensive survey to identify Metro’s strengths and areas for improvement. The survey will be used as a benchmark and will be repeated most likely every two years. Metro partnered with ModernThink, a consulting firm specializing in surveys of employees in higher education institutions. Their nationally-recognized survey was implemented in February with an additional 20 questions recommended by the committee. Initial findings will be presented today. Going forward, results will be analyzed and an action plan developed to communicate the results to the campus community. Strategies will also be developed and implemented to improve and work toward institutional goals. He thanked Dr. Myron Anderson for chairing the effort, and introduced Rich Boyer, a founding partner of ModernThink.

Survey Context
ModernThink partnered with the Chronicle of Higher Education to launch the “Great Colleges to Work For” program. The number of colleges participating has grown from 89 to 277. The survey instrument consists of: 15 dimensions or themes expressed in 60 core statements, 20 additional statements chosen by the committee, a benefit satisfaction component, 26 demographic questions, and four open-ended questions. The demographic questions allow them to stratify the data by various groupings such as gender, age, etc., and by functional areas such as school and department. The survey was conducted from February 1 through 17, 2010. The response rate for full time faculty and staff was 63%. This compares to an average response rate of 43% in the “Great Colleges to Work For” program, and a private sector average of 60 – 68%. Metro’s response rate is outstanding, and allows for a high confidence level - of 95% plus or minus 3% - that the results are accurate and reflective of the population as a whole.

Metro State’s data
Mr. Boyer stated that Metro’s data set is unusual. The responses to the 80 total statements are done on a five-point agreement scale. One response option is “not applicable”, and is not frequently selected. The mid-point is “sometimes agree, sometimes disagree”. Strong negative responses in Metro’s survey are relatively isolated to a few specific themes. A great workplace in higher education would typically yield scores at the 75% agreement level; Metro’s scores are in the 60-65% range, indicating that Metro is a “fair to good place to work”. Strengths in Metro’s dataset include a tremendous sense of organizational pride which is connected to Metro’s mission, its impact on students, and its positive influence in the community. There is also a tremendous sense of community within the institution, departments and work groups. Very positive scores, comparable with national benchmarks, were returned regarding job satisfaction, sense of autonomy, stability in the current economic environment, and flexibility.
There is also a good rapport with and respect for supervisors. Very good results were returned for all the questions related to diversity. Areas needing improvement include; a greater sense of alignment across those in leadership and supervisory positions, more skill development for those in managerial and supervisory roles, a need for improved communications, greater transparency, more inclusive processes—particularly related to cross-functional communication. Although Metro has structures and processes in place for shared governance, faculty, particularly, have a lower satisfaction rate. There are some issues related to fairness in areas such as compensation, performance management, and allocation of resources. Faculty and staff also report feeling unappreciated and not sufficiently recognized or respected. These things are getting in the way of everyone’s sense of being on the same team. Overall, responses are consistent across the demographics. There is high regard for President Jordan, for his leadership and some changes he has brought to the college, and, perhaps, too much dependence on him alone. Senior leadership needs to collaborate and communicate better, be accountable and hold others accountable, acknowledge good work, and help their reports develop managerial skills. Mr. Boyer sees Metro’s representation on the President’s Cabinet as extensive compared to other institutions. Mr. Boyer suggested that in conjunction with the branding effort, Metro should determine its employee brand; or what it means for an employee to be a member of this community - as a faculty member and as a staff member - for use in an employment branding effort.

**Dashboard for the Board**
This item was not discussed.

**College Name Assessment, Sector Brands Presentation**
(Stacy Lewis and Chuck Gross of Sector Brands)
The name assessment was conducted in February, at the Board’s request. They looked at the awareness and understanding of the name, if it is supportive of the mission, vision, and brand of the institution, the strengths and weaknesses of the name and effectiveness of key words. They presented an overview of the results. A more thorough, final report will be delivered to Associate Vice President for Communications, Cathy Lucas. Ms. Lewis described their methodology. They interviewed several internal stakeholder groups, including seven committees of more than 10 people, and eight focus groups of current students, faculty, staff and alumni. They also performed 28 one-on-one in-depth interviews with a range of internal and external leaders, including legislators. Two electronic surveys were done with alumni and 100 regional employers. Ms. Lewis stated that it is important to know how the school is currently perceived and how the name impacts perception. They looked at the practical utility of the name, the individual words used, and if the current name reflects what the college is today. Mr. Gross discussed constituents’ feelings about both a name change and the timing of a name change.

Mr. Gross summed up the **strengths and weaknesses of the current name**: 
**Strengths** include an established 45-year history, a large alumni base, and having the legislature on our side. It implies urban and diverse, affordable, inclusive, and small classrooms. People understand the college is a public institution. The name is unique and the brand has been rising.
Even with the negative connotations, Metro has a growing enrollment, new programs, and new buildings. Metro has overcome those obstacles, so the feeling is, “if it isn’t broke, don’t fix it”.

**Weaknesses** include that the current name is long and cumbersome, the perception that that Metro is a community college, and the perception that the degree is not as valuable as those of other institutions. The relative anonymity of the name doesn’t help students get jobs. There is some confusion with Metropolitan State University in Minnesota. The term “College” doesn’t imply master’s degrees. Students want the prestige of a “university”.

The **risks and rewards of each option**:

**Not changing the name**

**Risks** include the remaining perceptions that Metro is a community college, and that it is of lower quality.

**Rewards** include maintaining continuity and tradition, cost savings, time and attention available to apply to other important things, and avoiding confusion and conflict.

**Changing the name**

**Risks** include a perception that Metro has changed its mission, internal and external confusion, confused brand positioning and lost identity. If the process is mismanaged it could cost a lot in terms of time, energy and resources. Metro also risks being seen as out of step in the current economic and legislative environment.

**Rewards** include the ability to reinforce and clarify the mission, vision, and direction of the institution, that it may open doors to new perceptions, thereby clarifying misperceptions and increasing prestige and stature, which could support the growth of the institution.

**ADDITIONAL ITEMS**

There were none.

**PUBLIC COMMENT**

Chair Phelan recognized Mr. Seku who wished to address the Board. Mr. Seku is a former SGA President and returning student. He spoke of the long-term employees of the college and the dedicated faculty who teach here because they love to, not for high wages. He stated that Metro needs to become more proficient at what it does instead of spending money name assessments, etc. He suggested that the college give more money to academic departments and that it should keep its promise to the community to provide an education for those who cannot go elsewhere to attain it.

**ADJOURNMENT**

The meeting was adjourned at 12:03 pm.
AGENDA ITEM: Special Presentation Regarding Amendments 60 and 61, and Proposition 101

BACKGROUND: Three ballot measures will be decided by Colorado voters at the upcoming November 2, 2010 general election. These measures contain provisions that will affect higher education finances by restricting institutional borrowing and by decreasing state revenues available for allocation by decreasing taxes on individuals and businesses. Amendment 60 contains several provisions that decrease local property taxes for individuals and businesses, which reduces the amount of tax revenue received by cities, counties, school districts and special districts. In addition, the measure requires the state to replace the lost revenue of school districts with state funds. Amendment 61 prohibits borrowing in any form by the state and its political subdivisions and enterprises and requires local governments to seek voter approval for borrowing with certain restrictions on the term and amount of such debt. Proposition 101 reduces over time the state income tax rate, automobile related revenue and telecommunications related revenue. If such measures pass, some of their provisions may require clarification from the state legislature or the judicial system.

Please see the attached background materials on Colorado Legislative Council Staff and Amendments 60 and 61 and Proposition 101 from the Bell Policy Center.

RECOMMENDATION: The Board is asked by the Denver Metro Chamber of Commerce to oppose Amendments 60 and 61 and Proposition 101.
TO: Members of the General Assembly

FROM: Legislative Council Staff (303-866-3521)

SUBJECT: Amendments 60 and 61, and Proposition 101

The following memorandum responds to requests for information regarding the fiscal impacts of Amendments 60 and 61, and Proposition 101. The memo briefly describes each ballot measure and its fiscal impact, assuming each measure is fully implemented in FY 2010-11. Although the estimated fiscal impacts will differ in the future once inflation and growth increase the overall size of the economy, the comparable budget impacts on taxpayers and governments are expected to remain relatively the same. This approach was taken to provide the best information available concerning the projected final impacts of the measures, recognizing that the full effects of some of the provisions will take several years to occur. Please note that these estimates are preliminary and will be revised as new information is received. The last section of the memo discusses the combined impacts of all three measures if each receives voter approval.

Summary

These ballot measures contain provisions that affect state and local government finances by decreasing taxes for households and businesses and restricting government borrowing. How these measures work together may require clarification from the state legislature or the courts. Since these measures are all phased in over time, the actual impacts to taxpayers and governments will be less in the initial years of implementation and grow over time.
Summary (continued)

If all of these measures were fully implemented in FY 2010-11, the state would lose $2.1 billion in revenue and would have to increase K-12 education funding by $1.6 billion. The combined impacts mean that K-12 education funding would require about 99 percent of the General Fund budget. A homeowner earning $55,000 per year with a $295,000 home would save approximately $1,800 annually in taxes.

Amendment 60 reduces school district property taxes by an estimated $1.5 billion each year, which the state is required to backfill. Property taxpayers will see savings of about 23 percent, which amounts to a decrease in property taxes of $376 per year for a $295,000 home. Cities and towns, counties, and special districts will also lose an indeterminate amount of property tax revenue.

Proposition 101 is expected to reduce state revenue by $1.6 billion annually. This results from decreases in income and sales taxes, vehicle registration fees, and telecommunications fees. Local governments will lose $936 million in revenue from specific ownership taxes and local sales taxes. Of the local government decrease, school districts will lose about $150 million, which the state is required to backfill. A household earning $55,000 per year is estimated to save $604 annually.

Amendment 61 prohibits the state from incurring new debt, imposes new limits on the amount of local government debt, and requires tax rates to be reduced when debt is repaid. If the repayment of existing debt requires a reduction in tax rates, the amendment will require the state to cut its tax revenue by $500 million and local governments to cut $2.8 billion. These tax rate cuts are expected to reduce property taxes by $678 for a $295,000 home and save the average household earning $55,000 about $130 per year in income taxes. In addition, an estimated 36 school districts will exceed or equal the new debt limits and be unable to borrow money to build public school facilities. These school districts represent almost half of the students in the state.

Amendment 60: Limit Property Taxes

Description of Amendment 60. This measure amends Section 20, Article X, of the Colorado Constitution, commonly known as TABOR. Some of the amendment's provisions are unclear and may require clarification from the state legislature or the judicial system. Effective January 1, 2011, the amendment limits property taxes by:

- requiring school districts to reduce their non-debt mill levies by 50 percent between 2011 and 2020 and requiring the state to increase state spending on K-12 education by backfilling the loss in property taxes;
repealing any property tax increase, extension, or abatement rate increase that occurred after 1992 without voter approval. This is subject to legal interpretation, but based on information provided by the proponents at the review and comment hearing for an earlier version of this measure, this could be interpreted to include, but is not necessarily limited to, the mill levy freeze resulting from Senate Bill 07-199;

requiring government authorities and enterprises to pay property taxes and requiring local governments to lower tax rates to offset the additional revenue;

repealing, presumably on Amendment 60's effective date, the results of local elections allowing governments to retain property tax revenue above their TABOR limit;

allowing property owners to vote in any election involving property tax issues where they own property;

placing limits on future ballot questions by:
• requiring ballot questions that raise property taxes to be separate from debt-related questions;
• requiring a ten-year sunset on voter-approved property tax rate increases; and
• requiring a four-year sunset on voter-approved retention of revenue above a government's TABOR limit.

legally defining certain actions as tax increases, including voter-approved revenue changes above a government's TABOR limit and the extension of an expiring tax;

requiring property tax bills to list only property taxes and late charges. The measure does not specify how fees or special assessments currently levied on property tax bills should be assessed and does not address whether the intent is to eliminate such fees and special assessments;

prohibiting enterprises and unelected boards from levying a mandatory fee or tax on property; and

providing for the enforcement of the amendment, including, but not limited to:
• requiring the state to enforce the amendment and conduct annual audits of property taxing districts; and
• stating that the amendment supersedes conflicting laws, opinions, and constitutional provisions and shall always be strictly interpreted to favor taxpayers.

Fiscal impact of Amendment 60. The measure contains several provisions that decrease local property taxes for individuals and businesses, which reduces the amount of tax revenue received by cities, counties, school districts, and special districts. In addition, the measure requires the state to replace the property tax losses of school districts, so that they continue to receive the same levels of funding. For the provisions that have been quantified to date, the measure is expected to lower school district property tax collections by an estimated $1.5 billion annually, assuming the measure is fully implemented today. The average homeowner will save $376 per year
and the average commercial business owner will save $5,574 per year in property taxes. The $1.5 billion property tax loss for school districts will increase state expenditures under the school finance act by $1.5 billion each year as a result.

Counties, cities and towns, and special districts that had previously received voter approval to keep property tax revenue above their limit will lose an indeterminate amount of tax revenue. This loss for local governments will add to the tax savings of individuals and businesses described above. Table 1 illustrates the projected impacts that have been estimated to date.

Property taxes will also fall further for individuals and businesses if their property is located in districts with government enterprises and authorities. These entities are required to pay property taxes under the measure, which are offset by lower mill levies in the districts where that property is located. For example, homeowners and businesses in Boulder County will see an additional reduction in property taxes because of the property taxes paid by the University of Colorado. However, the property taxes paid by the University of Colorado will have to be recovered through some other means, such as tuition increases, reductions in services, or increases in other fees.

### Table 1

**Selected Annual Impacts of Amendment 60, Fully Implemented**

*(In Today's Dollars)*

<table>
<thead>
<tr>
<th>Impacted Group</th>
<th>Current Law</th>
<th>Amendment 60</th>
<th>Difference</th>
<th>% Change</th>
</tr>
</thead>
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<tr>
<td>Property Tax Payment for Average Homeowner ($295,000 home)</td>
<td>$1,638</td>
<td>$1,262</td>
<td>-$376</td>
<td>-23.0%</td>
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<td>Property Tax Payment for Average Commercial Property Valued at $1.2 million*</td>
<td>$24,277</td>
<td>$18,703</td>
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<td>Property Tax Collections for School Districts</td>
<td>$3.3 billion</td>
<td>$1.8 billion</td>
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<td>-44.8%</td>
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<td>State Expenditures for K-12 Education</td>
<td>$3.7 billion</td>
<td>$5.2 billion</td>
<td>$1.5 billion</td>
<td>39.2%</td>
</tr>
<tr>
<td>K-12 as % of State Operating Budget (General Fund)</td>
<td>49%</td>
<td>67%</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

*Assumes average for commercial merchandising establishment.

Amendment 61: Prohibition on Debt

*Description of Amendment 61*. This measure amends Article XI (concerning public debt) and Section 20, Article X (TABOR), of the Colorado Constitution, to limit debt. Some of the amendment's provisions are unclear and may require clarification from the state legislature or the judicial system. The amendments to Article XI:

- require the ballot title for any question seeking voter approval to specify how the moneys to be borrowed are to be used and prohibits any subsequent change in the use of the borrowed moneys.
The amendment to Article X, Section 20, imposes specific limits on borrowing beginning in 2011. Specifically:

✓ The state and all of its political subdivisions are prohibited from borrowing money in any form;

✓ no borrowing may continue past its original term, and all current borrowing must be repaid;

✓ whether or not the debt is secured with taxes, a government's tax rates are required to decrease as the debt is repaid by the amount of the average annual repayment. The measure defines this as "a voter-approved revenue change;" and

✓ local governments could borrow with voter approval only if:
  • the debt is bonded and repaid within ten years; and
  • for non-enterprises, the total principle does not exceed 10 percent of the assessed taxable value of real property in the government's jurisdiction.

Fiscal impact of Amendment 61. The measure contains several provisions that create fiscal impacts for the state and local governments. Key to many of these impacts is the assumption that at least one provision—requiring a reduction in tax rates when borrowed money is repaid—will apply to current outstanding debt and other borrowed money.

If this assumption holds, state and local government tax revenue will fall because of the requirement to reduce tax rates when debt is retired. In 2008, the state and all of its enterprises had about $16 billion in outstanding debt, which will be retired over the next 40 years. About two-thirds of the state's debt is owed by state enterprises, and is therefore not subject to the tax rate reduction requirement. The average annual principal and interest payment for the remaining state debt is estimated at approximately $514 million, based on a repayment term of 15 years and an annual interest rate of 5 percent. When the state's debt is retired, tax rates must be cut by an amount equal to the average annual payment, or $514 million per year. Although this will occur over several years, the fiscal analysis assumes that this provision is fully phased in today. The revenue reduction for the state is equivalent to cutting the income tax rate from 4.63 percent to 4.18 percent, or by 0.45 percentage points in today's dollars. The rate cut will save a household earning $55,000 per year about $130 in income taxes annually.

Similarly, local governments in Colorado have about $29 billion in outstanding debt, excluding enterprises, with an estimated average annual principal and interest payment of $2.8 billion in total. As local government debt is retired, local tax rates are assumed to fall by an amount that reduces local tax revenue by $2.8 billion, which will occur over several years. If this were fully implemented today, the revenue reduction for local governments is equivalent to decreasing the statewide average property tax rate from about 70 mills to 41 mills. For a homeowner with a house worth $295,000, the property tax cut will reduce their property taxes by $678 per year. Table 2 illustrates these impacts.
In both cases, permanently reducing tax rates will produce increasingly larger fiscal impacts in the future because of growth in the applicable tax base. For example, a one percentage point decrease in the income tax rate will reduce income taxes by a specific amount initially, but the impact in subsequent years will grow because of increases in taxable income over time. The same applies to cuts in the property tax rate. As assessed values grow, the loss for local governments becomes greater than the initially targeted reduction.

Table 2
Annual Impacts of Amendment 61 on State and Local Government Revenue, Fully Implemented
(In Millions of Today's Dollars)

<table>
<thead>
<tr>
<th></th>
<th>Current Outstanding Debt (excluding enterprises)</th>
<th>Current Average Annual Debt Payment</th>
<th>Annual Tax Revenue Reduction Under 61</th>
<th>Change in Income and Property Tax Rates to Implement Revenue Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Government</td>
<td>$5,338</td>
<td>$514</td>
<td>($514)</td>
<td>4.63% to 4.18%</td>
</tr>
<tr>
<td>Local Governments</td>
<td>$29,259</td>
<td>$2,819</td>
<td>($2,819)</td>
<td>70 mills to 41 mills</td>
</tr>
</tbody>
</table>

Second, the measure prohibits the state from borrowing any money in the future and restricts the ability of local governments to borrow, both of which will reduce the overall size of government. The debt restriction provisions in the amendment will prevent or constrain the state and local governments from borrowing money to build highways, bridges, low-income housing, sewer and water systems, and schools. For instance, local governments cannot borrow money for a term longer than 10 years, which increases the average annual payments needed to pay for those projects. The measure also imposes lower debt limitations for school districts, which will further impede their ability to borrow money. Table 3 illustrates the 36 school districts that, based on existing debt levels, are expected to exceed or equal the new debt limit imposed by Amendment 61. These districts, representing almost half of the students enrolled in public schools in the state, will be unable to borrow any money in the future until their existing debt is repaid or assessed values increase. For example, the outstanding debt of the Adams 12 Five Star School District is $392 million and the new debt limit imposed by Amendment 61 is estimated at $158 million. As a result, the district’s debt is $234 million above the limit imposed by Amendment 61, or 148 percent above the new limit.

Third, the measure prohibits the state from short-term borrowing for cash flow purposes. In FY 2009-10, the state had two types of short-term borrowing: General Fund tax and revenue anticipation notes (GTRAN) and education tax and revenue anticipation notes (ETRAN). In that year, the state issued $650 million of outstanding GTRAN debt, which was used to bridge the costs of state government to when tax collections were received, primarily at the end of the fiscal year. The state issued $515 million of outstanding ETRAN debt, which was used to finance local school district spending. In FY 2009-10, 27 school districts borrowed money short-term from the state's education loan program, which was repaid in the spring when property taxes were collected. Amendment 61 would prevent this type of borrowing by the state in the future, which could constrain the ability of both state government and school districts to manage their short term cash flows.
### Table 3
School Districts Estimated to Equal or Exceed the Amendment 61 Debt Limit*

<table>
<thead>
<tr>
<th>County</th>
<th>School District</th>
<th>Debt as % of Amendment 61 Limitation</th>
<th>County</th>
<th>School District</th>
<th>Debt as % of Amendment 61 Limitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adams</td>
<td>Adams 12 Five Star</td>
<td>248%</td>
<td>El Paso</td>
<td>Miami-Yoder</td>
<td>193%</td>
</tr>
<tr>
<td>Adams</td>
<td>Bennett</td>
<td>124%</td>
<td>El Paso</td>
<td>Peyton</td>
<td>109%</td>
</tr>
<tr>
<td>Adams</td>
<td>Brighton</td>
<td>242%</td>
<td>Elbert</td>
<td>Elizabeth</td>
<td>102%</td>
</tr>
<tr>
<td>Adams</td>
<td>Commerce City</td>
<td>177%</td>
<td>Fremont</td>
<td>Canon city</td>
<td>108%</td>
</tr>
<tr>
<td>Adams</td>
<td>Strasburg</td>
<td>224%</td>
<td>Fremont</td>
<td>Florence</td>
<td>125%</td>
</tr>
<tr>
<td>Adams</td>
<td>Westminster</td>
<td>220%</td>
<td>Gunnison</td>
<td>Gunnison</td>
<td>100%</td>
</tr>
<tr>
<td>Arapahoe</td>
<td>Aurora</td>
<td>211%</td>
<td>Larimer</td>
<td>Thompson</td>
<td>101%</td>
</tr>
<tr>
<td>Arapahoe</td>
<td>Cherry Creek</td>
<td>106%</td>
<td>Logan</td>
<td>Buffalo</td>
<td>140%</td>
</tr>
<tr>
<td>Arapahoe</td>
<td>Sheridan</td>
<td>144%</td>
<td>Logan</td>
<td>Valley</td>
<td>153%</td>
</tr>
<tr>
<td>Boulder</td>
<td>St. Vrain</td>
<td>183%</td>
<td>Morgan</td>
<td>Wiggins</td>
<td>100%</td>
</tr>
<tr>
<td>Costilla</td>
<td>Centennial</td>
<td>112%</td>
<td>Otero</td>
<td>East Otero</td>
<td>141%</td>
</tr>
<tr>
<td>Douglas</td>
<td>Douglas</td>
<td>138%</td>
<td>Otero</td>
<td>Fowler</td>
<td>105%</td>
</tr>
<tr>
<td>El Paso</td>
<td>Academy</td>
<td>153%</td>
<td>Otero</td>
<td>Swink</td>
<td>187%</td>
</tr>
<tr>
<td>El Paso</td>
<td>Edison</td>
<td>164%</td>
<td>Pueblo</td>
<td>Pueblo City</td>
<td>116%</td>
</tr>
<tr>
<td>El Paso</td>
<td>Ellicott</td>
<td>111%</td>
<td>Pueblo</td>
<td>Pueblo Rural</td>
<td>113%</td>
</tr>
<tr>
<td>El Paso</td>
<td>Hanover</td>
<td>180%</td>
<td>Weld</td>
<td>Briggsdale</td>
<td>216%</td>
</tr>
<tr>
<td>El Paso</td>
<td>Harrison</td>
<td>135%</td>
<td>Weld</td>
<td>Greeley</td>
<td>100%</td>
</tr>
<tr>
<td>El Paso</td>
<td>Lewis-Palmer</td>
<td>201%</td>
<td>Weld</td>
<td>Windsor</td>
<td>140%</td>
</tr>
</tbody>
</table>

* Assumes 10 percent of each district’s assessed value is personal property.

### Proposition 101: Limit State and Local Government Revenue

**Description of Proposition 101.** This measure seeks to amend Article 25, Title 39, Colorado Revised Statutes, to limit government revenue. Some of the provisions of the measure are unclear and may require clarification from the state legislature or the judicial system. Effective January 1, 2011, the amendment would limit state and local government revenue by:

- Reducing the **state income tax** rate over time from 4.63 percent to 3.5 percent. After initially falling to 4.5 percent in 2011, the rate is required to be reduced by one tenth of a percentage point each year for ten years, but only during years in which income tax revenue increases by more than 6.0 percent. As a result, this is likely to occur over a period of time greater than 10 years.
Reducing **automobile-related** revenue by:
- reducing annual **specific ownership taxes** over a four-year period to $2 per new vehicle and $1 for older vehicles;
- exempting the first $10,000 of a vehicle's price from sales tax over a four-year period;
- eliminating **taxes on vehicle rentals or leases**;
- prohibiting **taxes on vehicle sales rebates**;
- reducing annual **registration and title fees** to $10 per vehicle;
- prohibiting tax, fine, parking, seizure, inspection, and new plate fees on vehicles or vehicle uses by state and local governments; and
- defining "added charges" as tax increases.

Reducing **telecommunication-related** revenue by:
- prohibiting state and local governments from charging any fee or tax on, or aiding any program related to, telephone, pager, cable, television, radio, Internet, computer, satellite, or other telecommunication service customer accounts; and
- defining "added charges" as tax increases.

**Fiscal impact of Proposition 101.** Proposition 101 will reduce **income taxes** by 26.0 percent from levels expected under current law assuming the income tax rate cut is fully implemented today. That amount is equivalent to about $1.3 billion this year. The measure exempts telecommunication services, vehicle leases, and vehicle rentals from **state and local sales tax** beginning in 2011. It also phases in a sales and use tax exemption on the first $10,000 of a purchased vehicle's sales price over a four-year period. Proposition 101 phases in a near-elimination of **specific ownership taxes** over a four-year period and collapses all fees collected on motor **vehicle registrations** into a single $10 fee beginning in 2011. It also eliminates local and state **telecommunications fees** beginning in 2011. Three state telecommunication fees are eliminated: the universal charge which subsidizes service to rural areas of the state; the uniform charge which subsidizes service to low-income people; and the relay charge which subsidizes telephone service for the deaf and hearing impaired.

Table 4 shows the annual impact of Proposition 101 on three households with different incomes. Table 5 shows the annual impact of Proposition 101 on government. The figures in both tables show the impact of Proposition 101 if it were fully implemented in 2011. Because some of the reductions are phased in over time, the full impact shown in these tables will not occur immediately. Specific information about each of these reductions follows.
Table 4
Annual Change in Representative Households' Tax and Fee Bills
As a Result of Proposition 101, Fully Implemented \(^a\)
(In Today's Dollars)

<table>
<thead>
<tr>
<th>Income Taxes</th>
<th>Vehicle Fees &amp; Taxes</th>
<th>Telecommunication Fees &amp; Taxes</th>
<th>Total</th>
<th>% of Household Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Household A</td>
<td>House Description: Yearly Income: $35,000; owns a 10-year-old car worth $3,500; $60 monthly combined phone bills.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>($185)</td>
<td>($61)</td>
<td>($43)</td>
<td>($289)</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Household B</td>
<td>House Description: Yearly Income: $55,000; owns a 5-year-old car worth $7,000 and an 5-year-old car worth $10,000; $130 monthly combined phone bills.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>($320)</td>
<td>($191)</td>
<td>($93)</td>
<td>($604)</td>
<td>-1.1%</td>
</tr>
<tr>
<td>Household C</td>
<td>House Description: Yearly Income: $110,000; bought a new car worth $20,000 and owns a 3-year-old car worth $15,000; $180 monthly combined phone bills.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>($780)</td>
<td>($1,335)</td>
<td>($128)</td>
<td>($2,243)</td>
<td>-2.0%</td>
</tr>
</tbody>
</table>

\(^a\) This analysis assumes an 7.0 percent combined state and local sales tax rate. Assumes no sales tax on cable television, although some home-rule cities levy a sales tax on cable.

Impact on households. Table 4 shows savings for three different households resulting from Proposition 101 assuming the measure is fully implemented today. Proposition 101 will impact each household differently depending on that household's yearly income, vehicles owned, whether they buy a vehicle that year, and how much they pay for phone and cable service. For example, a household with $35,000 in income and a ten-year-old vehicle worth $3,500 will save $289 under the measure, which is a savings of 0.8 percent of their income. Another household with $110,000 in income, which purchases a new car worth $20,000 and owns a three-year-old vehicle worth $15,000 will save $2,243 each year. This represents a savings of 2.0 percent of the household's income.

Impact on local governments. Table 5 shows the estimated reduction in vehicle specific ownership taxes and sales taxes for local governments. The types of local governments affected by this include school districts, cities, counties, and special districts such as recreation, fire, water, sewer, and public transportation districts. The money collected in taxes and fees pays for different services depending on the local government. Most of the money is used for public safety, road construction and maintenance, trash service, parks and recreation, and education. As required by state law, school districts will be reimbursed by the state for their loss of specific ownership taxes. The impact on local governments will be phased in over a four-year period.
Table 5  
Annual Change in Government Tax and Fee Collections  
As a Result of Proposition 101, Fully Implemented  
(In Millions of Today’s Dollars)

<table>
<thead>
<tr>
<th>Government</th>
<th>Current Law</th>
<th>Prop 101</th>
<th>Change</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Governments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle Specific Ownership Taxes and Local Sales Taxes</td>
<td>$3,866</td>
<td>$2,930</td>
<td>($936)</td>
<td>-24.2%</td>
</tr>
<tr>
<td>State Government</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Operating Budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales and Income Taxes and Telecommunication Fees</td>
<td>$7,169</td>
<td>$5,547</td>
<td>($1,622)</td>
<td>-22.6%</td>
</tr>
<tr>
<td>Transportation Budgets - City, County, and State Governments</td>
<td>$392</td>
<td>$50</td>
<td>($342)</td>
<td>-87.2%</td>
</tr>
<tr>
<td>Vehicle Registration Fees and State Rental Fee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Impact on the state government. Table 5 shows that the state government will collect $1.6 billion less from sales taxes, income taxes, and telecommunication fees, assuming the measure is fully implemented. The state spends 96 percent of the General Fund budget on: preschool through higher education; health care; prisons; the courts; and programs that help low-income, elderly, and disabled people. Once Proposition 101 is fully phased in, the amount of money available to pay for General Fund appropriations will be reduced by about 23 percent.

The state will also be required to reimburse school districts for their loss of vehicle specific ownership taxes. This increases the total impact on the state budget from the $1.6 billion figure shown in Table 5 to close to $1.8 billion.

Impact on state and local government transportation budgets. Table 5 shows that there will be a decrease of $342 million in revenue to the Highway Users Tax Fund (HUTF). This money is shared between the state, cities, and counties. The state constitution requires that vehicle-related fees collected by the state be spent on road safety, construction, and maintenance.

Vehicle registration fees, which are deposited into the Highway Users Tax Fund (HUTF) and distributed to the Colorado Department of Transportation (CDOT), cities, and counties, will decrease by 87.2 percent. The vehicle rental fee will be eliminated. Both of these impacts will occur immediately in 2011. The state's transportation budget, which includes CDOT's share of the HUTF, federal funding, and other sources of money, will decrease by an estimated 27 percent. The impact on city and county government transportation budgets will vary by jurisdiction.

Combined Fiscal Impacts of Amendments 60, 61, and Proposition 101

These ballot measures contain provisions that affect state and local government finances by decreasing taxes for households and businesses and restricting government borrowing. How these
measures work together may require clarification from the state legislature or the courts. Since these measures are all phased in over time, the actual impacts to taxpayers and governments will be less in the initial years of implementation and grow over time.

Amendment 60 reduces local property taxes, while requiring state expenditures for K-12 education to increase by an amount that offsets the property tax loss for school districts. Amendment 61 reduces state and local government revenue by requiring a decrease in tax rates when debt is repaid. The analysis of Amendment 61 assumes that this provision applies to the existing debt of state and local governments. Proposition 101 reduces state and local government revenue by cutting income taxes, sales taxes, specific ownership taxes, vehicle registration fees, and telecommunications fees.

The estimated savings to taxpayers and the financial impacts to governments assume that all three measures are approved by voters and fully implemented in FY 2010-11. An average household making $55,000 per year that owns a $295,000 house would save an estimated $1,800 per year in taxes. State government would lose an estimated $2.1 billion annually, while state spending for K-12 education would increase by $1.6 billion per year to offset local funding losses for school districts. This would leave the state's general operating budget almost entirely committed to paying for the constitutional requirements of K-12 education, with no money left to pay for other government functions. Local government would lose an estimated $3.8 billion per year if these measures were fully implemented today.

Figure 1 shows how the state's General Fund budget was appropriated in FY 2010-11, and how it would look if all of these measures passed and were fully implemented that year. In the current budget year, K-12 education accounts for about 46 percent of General Fund appropriations. If these ballot measures were fully implemented that year, the entire General Fund budget, except for an estimated $38 million, would be allocated to K-12 education.
Figure 1
General Fund Appropriations Under Current Law and With Passage of All Three Measures, FY 2010-11

- $6.9 Billion
- $5,000
- $4,000
- $3,000
- $2,000
- $1,000
- $0

$4.8 Billion

- Higher Education
- Corrections & Judicial
- Human Services/Health Care
- Education (K-12)
- Local Government Share of K-12 School Finance Spending

- $36 million remaining for all other departments, including higher education, corrections, judicial, human services, etc.
- State backfill required under Amendment 60 and Proposition 101 as a result of the reduction in the local government share of K-12 funding.
Preliminary Analysis of Amendment 60

Amendment 60 would amend the state Constitution to make sweeping changes to Colorado’s property tax laws. These changes would significantly impact funding for public schools and local services.

**Amendment 60 would require school districts to cut property tax rates in half by 2020.**

Funding for public schools in Colorado comes from two major sources – local property taxes and the state General Fund. The General Fund provides 64 percent of the statewide total – up from 43 percent just two decades ago.\(^1\) K-12 education represents 43 percent of all General Fund spending.

Amendment 60 would require school districts to cut property tax rates for non-debt-related expenses in half by 2020, and it would require the state to backfill the decrease in local revenue out of the General Fund. Based on separate analyses by Legislative Council staff and the Colorado Fiscal Policy Institute, we estimate that when fully implemented, the current value of these reductions statewide could be $1 billion or more each year.\(^2\) By requiring the state to backfill for lost revenues, Amendment 60 would shift even more of the obligation for funding public schools to the state. Other state departments, such as higher education and human services, would likely be severely impacted by this added obligation.

**Amendment 60 would repeal all past votes to retain property tax revenues above TABOR limits.**

Since 1992, there have been hundreds of elections under TABOR in which voters have allowed local districts to keep and spend property tax revenues above their TABOR limits. Amendment 60 would repeal all these past elections. Without new elections in 2011, all counties and school districts would be required to reset their revenue limits based on 1992 levels. This process may be complicated by the fact that some elections applied to multiple revenue streams, not just property taxes. The Colorado Fiscal Policy Institute has preliminarily estimated the fiscal impact of re-imposing the original TABOR limits to be $549 million.\(^3\)

**Amendment 60 would limit future revenue retention votes to four years and future tax increase votes to ten years.**

Under Amendment 60, voters could authorize the retention of revenues above the TABOR limit for only four years at a time. Voters could also authorize increased property taxes for only ten years at a time. This would also apply to votes to extend existing rates previously authorized by voters. In addition to requiring citizens to vote more frequently on these matters, limiting the period for which revenue retentions and tax increases are authorized would likely create significant new barriers to local planning and to financing infrastructure projects.

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\(^1\) Colorado Children’s Campaign (2007). *Understanding mill levy stabilization in Colorado.*
http://www.coloradokids.org/includes/downloads/milllevywebversion.pdf


\(^3\) Sherman & Howard and CFPI Webinar (2010, Feb. 5).
Amendment 60 would repeal a variety of other tax provisions enacted since 1992.

Amendment 60 lists a number other provisions that may have been enacted since 1992 that it would repeal. The intent and full reach of this part of the amendment are not immediately clear. However, it appears the amendment would re-impose on local school districts a state mandate that they automatically lower mill levy rates whenever they receive revenue above TABOR limits, even if the voters of a district have authorized the retention of that revenue. This would overturn a 2007 law – the so-called mill-levy freeze – that has kept property tax rates from falling further in school districts that have voted to retain the revenues.

The amendment would also prevent jurisdictions from retaining revenues above the amount specifically projected at the time of a vote to increase taxes. TABOR requires titles of ballot measures that raise taxes to contain estimates “of the maximum dollar amount of each increase.” These are based in large part on forecasts of future economic activity, so actual taxes collected are seldom exactly as estimated.

Amendment 60 would require enterprises and authorities to pay property taxes, and require local governments to offset that revenue with lower tax rates.

Enterprises and authorities are government-based or government-authorized agencies and utilities that to one extent or another operate and are governed separately from the rest of state or local government. As defined in TABOR, enterprises must receive less than 10 percent of their budget from state funds. Examples include the State Lottery, the Division of Correctional Industries, the Division of Wildlife and the State Fair Authority. Higher education institutions, such as the University of Colorado, can also be enterprises. Examples of authorities include local housing authorities, toll roads and water authorities.

Amendment 60 would require these entities to begin paying property taxes. The total fiscal impact of this provision is not clear, but is likely to be significant. Much of the property owned by enterprises or authorities has never been assessed for tax purposes. Any new tax obligation likely will be passed on to “rate-payers,” including hunters and anglers (for the Division of Wildlife), tuition-paying students and families (for higher education) and water users (for local water authorities). Because Amendment 60 requires any such change to be revenue neutral, overall property tax rates are likely to decline in those districts that are home to enterprises and authorities, with counties, school districts and other jurisdictions seeing no net increase in revenues.

Amendment 60 has a variety of other provisions with yet undefined consequences.

These additional provisions in Amendment 60 would:
- Allow electors to vote on property taxes in any district in which they own real property
- Require that elections on property tax issues be held only in November
- Prohibit related tax and debt issues from being included in the same ballot measure
- Allow voters at the local level the same kind of initiative rights they enjoy at the state level, at least with regard to lowering property taxes
- Require the state to audit and enforce its provisions annually, and allow citizens to sue to enforce its provisions.
Preliminary Analysis of Amendment 61

Proposed Amendment 61 would make sweeping changes in how the state and local governments can use and issue debt.

It would ban the use of any kind of debt by the state of Colorado. We believe Colorado would become the only state in the nation without the authority to issue debt.

It would limit the amount of debt issued by local governments, require all local debt be approved by the voters in a November election, and require local governments to cut their tax rates equal to the average annual debt payments as debts are repaid.

How it applies to state government

A strict reading of the proposed initiative indicates that the state of Colorado would be prohibited from issuing debt of any kind, including general obligation bonds, certificates of participation, revenue bonds, tax anticipation notes or borrowing by “any other name.”

According the proponents, Proposed Amendment 61 would reinstate the ban on “debt in any form” contained in Colorado’s 1876 constitution.

“This new ban is on any state entity … getting any type of loan at all. … It is not just ‘money’ the state can’t borrow; ‘items of value’ (buildings, land, vehicles, equipment, funds, bonds, stocks, etc.) are included. …The state may buy, but not borrow, even from itself – no more borrowing cash funds for the general fund, for cash flow in a fiscal year, for ‘balancing’ budgets with next year’s revenue, or for phony state emergencies. No borrowing, period! Not even one day! No more loopholes!”

Colorado is prohibited from issuing general obligation bonds; however, the Treasurer’s Office issues revenue anticipation notes to help the annual cash-flow needs of the state’s General Fund and local school districts. In recent years, the state has used certificates of

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participation to fund buildings on the Anschutz Medical Campus, to fund capital
construction projects at 12 college campuses throughout the state and to repair, renovate
and replace K-12 schools with major structural problems throughout the state, improving
the health and safety of Colorado schoolkids. None of those projects would be allowed
if Proposed Amendment 61 passes.

How it applies to local government

Local governments, including enterprises, authorities and other political entities, may
borrow money or other items of value only if approved by the voters in a November
election. All local borrowing will be considered bonded debt that must be repaid in ten
years. Therefore, title and notice requirements under TABOR will be applied to local
elections to authorize bonded debt.

Local governments currently use certificates of participation, lease-purchase and other
forms of borrowing. These can be entered into without voter approval, and this initiative
will make it more difficult for local government entities to use these mechanisms to
borrow funds.

In addition, local governments would be required to cut their tax rates equal to the
average annual amount they pay on their debt after the debt is paid off, even if the
debt is not being paid with tax revenue. These are characterized as “voter-approved
revenue changes,” thus lowering the local TABOR revenue limit.

For example, Arapahoe County is spending about $1.6 million per year in COP payments
for its new judicial complex. Once the COPs are paid off in 2017, it will have to cut its
tax rates to reduce its revenues by $1.6 million annually. It has to do this even though the
COPs are being paid with lease payments from the Arapahoe County Airport Authority.

Proposed Amendment 61 would also limit the amount that local governments could
borrow to 10 percent of the assessed taxable value of real property in its
jurisdiction. All amounts borrowed by the local government and all of its authorities
would be included when determining whether the ten percent limit has been met.

Under current law, counties and municipalities can borrow up to three percent of the
actual assessed value of real property in their jurisdiction. However, the proponents
intend to limit the total that can be borrowed to 10 percent of the assessed taxable value
of residential and non-residential property by applying the assessment rates to the actual
assessed value of the property.

For example, under current law, Arapahoe County can borrow up to 3 percent of the
actual value, as determined by the assessor, of the taxable property in the county. In
2008, the actual value of taxable property equaled about $65 billion and the 3 percent
debt limit equaled $1.9 billion. If the limit in Proposed Amendment 61 is applied, the
debt limit would equal 10 percent of the $7.8 billion total assessed taxable real property
or $780 million.
Preliminary Analysis of Proposition 101

Proposition 101 ("Concerning limits on government charges") is intended to drastically reduce a wide range of state and local taxes and fees in Colorado.

The first sentence of the measure reads, “This voter-approved revenue change shall be strictly enforced to reduce government revenue.” Proponents say they intend for this language to be interpreted according to the provision in TABOR that defines spending limits. If so, then proponents clearly intend to repeal Referendum C, passed by voters in 2005, and impose a new, lower state spending limit moving forward. And just like before Ref C, this new limit would ratchet down state spending after recessions.

Proponents also intend the measure to impose new, lower spending limits in all cities and counties in Colorado.

Based on preliminary estimates from the Bell Policy Center, when fully implemented the provisions of Proposition 101 would reduce state income tax revenues by $1.2 billion per year (current value), state and local revenues from a range of sales taxes and vehicle fees by well over $1.1 billion per year (current value), and state revenues from telecommunications charges and fees by $4.5 million (current value) per year.

When fully implemented, the provisions of Proposition 101 would cut state revenue (current value) by at least:

1. $1.2 billion in income tax revenues (rate reduced from 4.63% to 3.5%)
2. $179 million in transportation revenues from elimination of FASTER fees
3. $164 million in transportation revenues by cutting registration, license and title fees to $10 per vehicle
4. $100 million in sales taxes from exempting $10,000 in vehicle value from sales taxes
5. $22 million by eliminating sales taxes on rental vehicles
6. $4.5 million in telecommunications fees by prohibiting all fees, except those to fund 911 services. Another $72 million that is used to subsidize telecommunications services in rural areas would be cut, but these funds go to a private escrow account and not the state.

Total equals $1.7 billion
When fully implemented, the provisions of Proposition 101 would cut local government revenue by at least:

1. $500 million in specific ownership taxes by cutting them to $2 per new vehicle and $1 per used vehicle
2. $100 million in sales taxes from exempting $10,000 in vehicle value from sales taxes (based on an average 3 percent sales tax rate for local governments)
3. $22 million by eliminating sales taxes on rental vehicles (based on an average 3 percent sales tax rate for local governments)

**Total equals $622 million**

Totals do not include the loss of state and local sales taxes on leased vehicles because we were not able to gather the necessary data on vehicle leases to calculate this amount.

Our calculations for the amount of sales taxes reduced by the $10,000 exemption on the value of a vehicle are based on sales of new and used vehicles at Colorado franchised new vehicle dealers only. They do not include sales by independent auto dealers and private individuals.
President’s Written Report to the Board
September 1, 2010

Metro State Awarded Funds for Collaboration with Aksum University, Ethiopia
The U.S. State Department’s Bureau of Educational and Cultural Affairs has awarded Metro State $272,425 to collaborate with Aksum University in Ethiopia. The project, entitled “Building Sustainable Study Abroad Capacity” will begin September 1, 2010 and end August 31, 2013. Metro State faculty will work with Aksum University (AkU) to develop courses which meet requirements in Teacher Education, Social Studies, Anthropology and Amharic. The project will also focus on AkU faculty development and enhancing AkU’s ability to serve students who study abroad. Long term benefits of the collaboration include:

• Mutual working relationships and understanding
• Enhance study abroad capability at Metro State and AkU
• Increased study abroad enrollments
• Improved international relationship

CAMP Program Receives $2.2 Million Renewal Grant from DOE
Metro State’s College Assistance Migrant Program (CAMP) received word that the U.S. Department of Education’s Office of Migrant Education would renew funding for the program. Total funding for the five-year CAMP renewal grant is $2,238,482.

In operation at Metro State since 1999, CAMP has served over 400 students to date. Designed to meet the academic, financial, and social needs of migrant and seasonal farm workers and their children in pursuing higher education, CAMP will provide students with 50 percent of tuition and fees for their first year, and, depending on the student’s circumstances, an additional living expenses stipend of $150 per month and health insurance if needed.

The program boasts an 85 percent retention rate from freshman to sophomore year, and CAMP students tend to have a higher GPA than other students. “We’ve had great success with the CAMP program already,” said CAMP Budget and Recruitment Manager Rory Korpela, “and it’s a vital portion of the College’s goal of becoming a Hispanic Serving Institution.”

Student Support Services Receives $1.4 Million Renewal Grant
The Student Support Services (SSS) program received word that it will receive a five-year, $1.4 million grant from the U.S. Department of Education to continue offering support services to students who are the first generation in their families to attend college, are low-income or have a disability. The grant is effective September 1, 2010.
SSS, one of five federal TRIO programs the DOE funds, is designed to help students overcome social and cultural barriers to higher education. The stated mission of SSS is to increase the retention and graduation rates of its students and to foster a supportive institutional climate for them. SSS offers the following services to students in the program: academic advising, tutoring, financial aid application assistance, career guidance, personal counseling, time management and organization skills training, financial literacy, and help with graduate school planning.

Interim Director of Student Support Services David Luker says the renewal grant reaffirms that “the education of all students, regardless of their social, economic or disability status, is an important cornerstone of society.”

**Fisher Named National Coach of the Year**
Metro State head softball coach Jen Fisher has been named NCAA Division II National Coach of the Year. The award was given on Monday by CaptainU, a Chicago-based high school recruiting website.

Fisher, who has coached Metro State in all three years of its reinstated softball program, led the Roadrunners to a 53-6 record this season, including 37-2 in the Rocky Mountain Athletic Conference (RMAC) as they took the regular season and conference tournament championships. The Roadrunners went on to win the NCAA Central Region championship and reach the semifinals of the Division II College Softball World Series, where they were eliminated by national champion Hawaii Pacific.

Fisher’s three-year record is 125-36 (.776), including 92-20 (.821) in the RMAC. The Roadrunners have won back-to-back RMAC regular season and conference tournament championships.

**Women’s Soccer Team Ranked Number 10 in Nation**
The women’s soccer season hasn’t even started yet, but already the Roadrunners are looking good. A preseason poll released last week by the National Soccer Coaches Association of America ranked the Metro State women’s soccer team No. 10 in the country for NCAA Division II. Colorado School of Mines, at No. 7, is the only other Rocky Mountain Athletic Conference team ranked in the top 25.

The Roadrunners will return seven starters from last year’s team, which ended the season with a 21-1-2 record and won its eighth consecutive RMAC championship. The Roadrunners will return six of their top eight scorers from 2009, but has lost to graduation All-America forward Becca Mays and all-region forward Jen Thomas. The team will also look to replace All-America defender Kathryn Gosztyla and all-region goalkeeper Becca Maloney.

Metro State opens the 2010 season at home on Friday, September 3, against University of the Incarnate Word - San Antonio, Texas.

**Reminder: OSRP Offers Introductory Sessions on Funding Database**
The Office of Sponsored Research and Programs is offering six Community of Science (COS) database introductory sessions to acquaint researchers with the tools most needed to find funding
opportunities. The sessions are scheduled from July 2010 through January 2011, are for faculty and staff interested in research for public and private funding opportunities as well as student scholarships and fellowship opportunities.

COS is the world’s most comprehensive funding resource, with more than 25,000 records worth more than $33 billion. Unlike most databases, COS offers a “word recognition” search instead of the traditional “key word” search of other popular databases, making the search for funding much more comprehensive and convenient.

The sessions will consist of a webinar by the COS staff, followed by a brief question-and-answer period. Following the session, participants will be furnished with an individual log-in to the system.

**College Initiative Nets Meaningful Partnerships**

It is commonly known that the majority of Metro State’s 67,500 alumni live in Colorado after graduation. As a result, no matter the setting, you are bound to cross paths with a Roadrunner. What may not be as evident is the invaluable partnerships the College has in place to meet the needs of the citizens of Denver and Colorado.

Through the initiative, the College seeks to form meaningful partnerships with businesses, nonprofits and government agencies to solve urban problems through experiential learning and community programs that provide access to cultural resources, strengthen social cohesion and fuel economic development.

Existing partnerships span various segments of the community from the aviation industry to health care. For instance, Jeppesen, a leading aviation training company, provides $10,000 annually toward aviation research projects for faculty and students. UTP, now called the Center for Urban Education, has formed an alliance with Denver Public Schools modeled after the nationally renowned Harlem Enterprise Zone that puts more teachers who are specifically qualified to teach into the classrooms of Denver’s inner-city schools. Another example is Metro’s collaboration with Kaiser Permanente, where Metro State theatre students use the stage to teach thousands of Colorado’s grade-school students the dangers of obesity through Kaiser’s Educational Theater Program.

These are a sampling of the partnerships demonstrated on the College’s new [Urban Impact website](http://www.metrostate.edu/urbanimpact) developed by the Office of College Communications. In addition to communicating Dr. Jordan’s urban land grant initiative, the website’s message dovetails with the College’s marketing theme 'degrees of impact' by demonstrating Metro State’s multiple levels of impact in the community.

Also on the site, which serves as a central location for the external community, are testimonials from business leaders who have partnered with the College, including Comcast Vice President of Public Relations Cindy Parsons. Parsons, who also serves on the College’s Foundation Board of Directors, cites Metro State’s work with DPS as well as the 9th annual Comcast Cares Day, as the kind of important partnerships that contribute to the good of the community. The site also features a Speakers Bureau that highlights faculty and staff who are available to provide perspective on current issues and events for the community at large.
Loan Default Rate Activates Waiting Period for New Borrowers
In spring 2010, for the first time, more than 10 percent of Metro State’s Stafford student loans were in default status. Crossing this threshold activated a 30-day waiting period that begins on the first day of the fall semester for first-time borrowers to receive their Stafford loans from the Office of Financial Aid.

The threshold, set by federal regulation and in place for decades, is designed to protect colleges against fraud. “It exists to make sure students are enrolled and doing well academically, to reduce the default rate and lower the overall amount a student borrows,” says Associate Vice President of Enrollment Services Judi Diaz Bonacquisti. “I’m sympathetic to the plight of our first-time borrowers,” she adds. “They’re having to pay for the poor borrowing habits of those who came before them.”

The Office of Financial Aid is implementing a number of measures to reduce the default rate on student loans. These include letters reminding borrowers of their federal student loan debt obligation, how to monitor their loan debt on a national database, and how to calculate their monthly student loan repayment amount using an online repayment calculator. The office will also work to increase exit counseling and debt management presentations to students who graduate or drop below half-time. The development of a debt management section on the OFA website is also slated to help students address such topics as student loan repayment, money management, and avoiding and resolving default.

Bonacquisti says that students who are receiving federal Pell grants or other monies, such as scholarships, can use that money to buy books and other necessities until the 30-day waiting period for their Stafford loans is over.

Although the waiting period provision kicked in last semester, the weight of its impact will be felt mostly this fall semester, Bonacquisti says, as the fall brings many more students who are first-time borrowers. Transfer students who have already had federal loans at their former institutions are not subject to the waiting period.

Financial Aid Available to Graduate School Applicants
The Office of Financial Aid and Scholarship Center has announced that students applying for Metro State’s master’s programs can now also apply for Federal Perkins Loans, Federal Work Study and Federal Stafford Loans. The office received approval from the federal government to administer Title IV funding this week to master’s degree candidates.

The menu of financial aid options for master’s students will grow over time, according to Financial Aid Director Cindy Hejl. "The Teach Grant, offered through the Teacher Education program, is the only (master’s degree student) grant currently available. But, we are researching other graduate projects to find more grant and scholarship options for our students."

STAC Report Offers Recommendations on the Role of Information Technology
After 10 months of research, including site visits to California State University-San Marcos and Colorado State University-Fort Collins, the Strategic Technology Advisory Committee (STAC) has
submitted to President Stephen Jordan a report of their observations of IT processes, reporting structures and funding.

“In preparing for a strong IT system for the future, we need to know if our Division of Information Technology should continue as a vice presidential division or perhaps follow a different model,” said Jordan, who has been sharing the results with key constituents on campus this week. “The report raised important issues,” said Jordan. “Key among those were that whatever structure we end up with, it must be nimble and capable of adapting to and growing with our academic and administrative needs simultaneously.”

Interim Vice President of Information Technology and STAC Co-Chair Steve Beaty said, “I think one of the most important things the report suggests is modifying the mission or planning goals of Metro State to include technology.”

The committee’s observations found that some IT divisions report directly to the provost. “It’s one of several of the committee’s observations that we’ll consider as we prepare to conduct a national search for a permanent head of IT.”

Janos Fustos, STAC co-chair and professor of computer information systems, says that the IT leaders at CSU-San Marcos and Colorado State emphasized that their most important role was to support their institutions’ primary mission: education. “They also said that major IT projects were not IT’s projects – they were initiated by faculty or students. They have regular discussions on strategies and operations, and they view themselves as enablers by providing opportunities, framework and coordination.”

Among STAC’s recommendations are:
- Integrate technology into the mission and planning goals of the College
- Partner to serve community needs (i.e. assign an IT representative to each school and division)
- Integrate agility into organization
- Proactively communicate and collaborate to problem-solve and engage
- Maintain and leverage technical competence across community
- Sustain innovation that is cost-effective, green and value-added
- Structure the organization for excellent service and strategic influence
- Modify funding and support for IT (i.e. balancing the use of long-term budget planning along with one-time monies)

Beaty says that after Jordan has finished gathering feedback from the VPs, IT and the Cabinet, he will propose a model for IT services. Once a model has been confirmed, a job description for the head of IT will be developed and a national search conducted.

Food & Wine Classic to Offer Unique “Classroom” Experience

Class will be in session for about 80 hospitality, tourism and events (HTE) students when they work at the 6th Annual Food & Wine Classic on September 10-12. Though students have volunteered at the campus event in the past for extra credit, this will be the first year that their weekend of real-world experience will be written into their class syllabus, according to John Dienhart, chair of the
department. It will also be the first year the College will be one of the recipients of the event’s proceeds.

“Last year, students volunteered on a variety of tasks including preparing desserts to hand out. We found when we did that, we also became involved in selling tickets and raising funds,” says Dienhart. “This year, we’ve worked it out so that anything we sell we get a percentage on, and these funds go toward our student scholarships and development efforts for the Hotel and Hospitality Learning Center.”

Presented by Southern Wine & Spirits of Colorado and the Colorado Restaurant Association Education Foundation, the event offers a sampling of more than 600 featured wines, signature spirits and cuisine from Denver’s finest restaurants, a wine auction and a Denver Chef culinary showcase.

It’s a marquee event for the department and the College, according to HTE Professor Michael Wray, who is director of restaurant management. “This is the second-largest festival in Colorado behind Aspen Food and Wine. And it’s the largest wine festival on a college campus. My students have told me this is one of their more valuable experiences. So, instead of me lecturing about the industry, now they get to see the real world. Students sell tickets, work the ticket booth, and organize and check people in. They also intern with a distributor for a day, helping set up their booths and market products.”

An event as large as this will also have a “green” element, where some students will monitor the recycling habits of the vendors for the event, and contribute to the goal of reducing landfill waste by 20 percent, Wray adds.

**Friday, Sept. 10**
“Wine Seminars” at Metro State’s Plaza Building, 1-6 p.m.
“Art of the Cocktail Concert” at Historic 9th Street Park, 6-9 p.m.

**Saturday, Sept. 11**
The "Grand Tasting" on Lawrence Way, Noon-4 p.m.

**Sunday, Sept. 12**
The Magnificent Food and Wine Dine-Around, 6-8 p.m.
(Students will serve as ambassadors at the following restaurants: 1515 Restaurant, Il Posto, Root Down, Vines Wine Bar and Asti d’Italia)
Department Chairs Announced for 2010-11 Academic Year
Listed below are the department chairs for the upcoming academic year. New chairs, of whom there are four, are marked with an asterisk.

<table>
<thead>
<tr>
<th>Department</th>
<th>2010-11 Chair</th>
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<tr>
<td><strong>School of Letters, Arts and Sciences</strong></td>
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<tr>
<td>African American Studies</td>
<td>Ali Thobhani</td>
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<td>Art</td>
<td>Greg Watts</td>
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<td>Biology</td>
<td>Fordyce Lux III</td>
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<tr>
<td>Chemistry</td>
<td>Russell Barrows*</td>
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<td>Chicano Studies</td>
<td>Ramon del Castillo</td>
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<td>Earth &amp; Atmospheric Sciences</td>
<td>Kenneth Engelbrecht</td>
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<td>English</td>
<td>Cindy Carlson</td>
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<tr>
<td>History</td>
<td>Stephen Leonard</td>
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<td>Communication Arts and Sciences</td>
<td>Karen Lollar</td>
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<tr>
<td>Mathematical &amp; Computer Sciences</td>
<td>David Ruch*</td>
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<tr>
<td>Modern Languages</td>
<td>Sixto Torres</td>
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<td>Music</td>
<td>Michael Kornelsen</td>
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<td>Philosophy</td>
<td>David Sullivan</td>
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<td>Physics</td>
<td>Sidney Freudenstein</td>
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<td>Political Science</td>
<td>Robert Hazan</td>
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<td>Psychology</td>
<td>William Henry</td>
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<tr>
<td>Sociology, Anthropology</td>
<td>Linda Marangia</td>
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<tr>
<td>Social Work</td>
<td>Virginia Cruz</td>
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<tr>
<td>Theatre <em>(new stand-alone department)</em></td>
<td>Marilyn Hetzel</td>
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<td>Women’s Studies</td>
<td>Maurice Hamington</td>
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<td><strong>School of Business</strong></td>
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<td>Accounting</td>
<td>Rick Crosser</td>
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<td>Computer Information Systems</td>
<td>Abel Moreno</td>
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<td>Economics</td>
<td>Trey Fleisher</td>
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<td>Finance</td>
<td>Paul Camp</td>
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<td>Management</td>
<td>Debora Gilliard</td>
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<tr>
<td>Marketing</td>
<td>Clay Daughtrey</td>
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<td><strong>School of Professional Studies</strong></td>
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<td>Aviation and Aerospace Science</td>
<td>Jeffrey Forrest</td>
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<td>Criminal Justice</td>
<td>LiYing Li</td>
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<td>Engineering Technology</td>
<td>Rich Pozzi</td>
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<td>Health Professions</td>
<td>Ann Diker*</td>
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<td>Hospitality, Tourism and Events</td>
<td>John Dinhart</td>
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<td>Human Performance, Sport</td>
<td>Ruth Ann Nyhus</td>
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<td>Human Services</td>
<td>Tara Tull*</td>
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<td>Industrial Design Technology</td>
<td>Ken Phillips</td>
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<td>Nursing</td>
<td>Linda Stroup</td>
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<td>Teacher Education</td>
<td>Cynthia Lindquist</td>
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<tr>
<td>Technical Communication and Media Production</td>
<td>Robert Amend</td>
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Metro State - Front Range Community College RN to BSN Degree Program

The RN to BSN degree-completion program between Metro State and Front Range Community College (FRCC) officially kicks off this fall as a part-time, five-semester program.

“We have 15 students registered for fall classes at Front Range Community College, and calls continue coming in,” says Chair of Nursing Linda Stroup of the program, which facilitates students taking Metro State’s required nursing courses at the FRCC campus. “The program is identical on both campuses. Our faculty will travel there to hold classes and students will have the same advisors, opportunities and benefits.”

Other courses needed for the baccalaureate degree may be taken on-line or at Auraria, Metro South or Metro North campus locations. Orientation for fall 2010 students is August 18 from 9 a.m.-noon at the FRCC Campus.

Research to gauge interest in the degree-completion program included an online survey in January 2009, resulting in 155 responses from FRCC’s graduates and current students at their Westminster, Longmont and Fort Collins campuses. Additionally, about 70 prospective students attended four information sessions held in September 2009.

The FRCC-Metro State program is only one example of the growth happening in the Nursing Department. Renovations in the department’s simulation labs, made possible through a $79,615 grant from the Caring for Colorado Foundation, are expected to be completed by late fall. The grant funds are being used to purchase equipment to create maternal/newborn care and pediatric care units in the skills lab.

President Stephen Jordan has also signed a cooperative agreement with Fort Hays State University, enabling Metro State students to earn their master’s degrees in nursing online from the university. Applications will be available as early as spring 2011.

Auraria Selects CFO/Director of Business Services

Auraria has announced the selection of William (Bill) Mummert as chief financial officer and director of business services. He begins August 23rd, and will serve as a member of the Auraria executive staff.

Mummert comes to the Auraria Campus from Florida, where he has been the controller for the City of Orlando since 2007. Prior to that, he was director of financial services for the City of Boynton Beach, Florida.

He will be responsible for managing the delivery of business services provided by the division to the Auraria departments and the three academic institutions. These include purchasing, mail delivery, warehouse storage and delivery, managing accounting, payroll, capital financing/debt service, and annual financial statements, as well as assisting with agency budget development.
AGENDA ITEM: Third Supplemental Resolution to Master Enterprise Bond Resolution 
Authorizing Certain Amendments and Other Approvals Relating to the Issuance of Bonds by the Metropolitan State College of Denver Roadrunner Recovery and Reinvestment Finance Authority to fund the Hotel/Hospitality Learning Center Project

BACKGROUND: The College and the Foundation have been engaged for several years in developing the concept and structure of a Hotel/HLC Project. The purpose of the Project is to enhance the College’s ability to serve the academic and professional training needs of current and future students through the HLC and to create a source of additional revenue for the College through an innovative public private Hotel partnership.

At its Special Board meeting on August 17, 2010, the Board approved the incorporation of a special purpose corporation known as HLC@Metro, Inc. that will act as the owner and operator of the Hotel/HLC on the College’s behalf. HLC@Metro, Inc. has been incorporated and is currently registered as a nonprofit corporation in Colorado.

It was also recommended at the Special Board meeting that the College and HLC@Metro, Inc. form an Authority for the purpose of issuing the Bonds that will be necessary to defray the costs of the Hotel/HLC Project, fund a debt service reserve fund, fund capitalized interest and pay the costs of issuance. Pursuant to an Intergovernmental Agreement (“IGA”) between the College and HLC@Metro, Inc., the Board of Directors of the Authority will authorize the issuance of Bonds and loan the proceeds to HLC@Metro, Inc. for the purposes of funding the Project. Although the Board of Directors of the Authority will be responsible for issuance of the Bonds rather than the Board of Trustees, the Board of Trustees may set certain parameter restrictions on the total amount of bonds issued, the maximum interest rate and the final maturity date of the bonds. Within these parameter restrictions, it is desirable that maximum flexibility be accorded to the Chair, President and Vice President of Administration and Finance and their advisors to structure the financing and related agreements in the most advantageous manner to the College and the Foundation in the next several weeks prior to issuance of the Bonds.

On November 4, 2009, the Board of Trustees adopted a Master Enterprise Bond Resolution which serves as the governing document under which all future bond issues are executed as Supplemental Resolutions. As was the case with the Backfill Project to the Student Success Building where the Board adopted the Second Supplemental Resolution in order to issue such Bonds, the Board is now being asked to adopt the Third Supplemental Resolution in the form attached hereto.

Please see attached Third Supplemental Resolution (attachment 1). Please also see Draft Intergovernmental Agreement (attachment 2), Term Sheet for Interagency Ground Lease adopted by the Auraria Board of Directors on August 25, 2010 (attachment 3), and Draft Guarantee Agreement (attachment 4).
RECOMMENDATION: Staff recommends approval of the Third Supplemental Resolution and Other Approvals relating to the issuance of Bonds to fund the Hotel/Hospitality Learning Center. Requested within the Third Supplemental Resolution are the following approvals:

- Interagency Ground Lease between Metro and AHEC and Sub-Lease to HLC@Metro, Inc.
- Intergovernmental Agreement between Metro and HLC@Metro, Inc. creating the Authority
- Guarantee Agreement and Pledge of Revenues (backstop) by Metro
- Additional Amendments to the Master Resolution necessary based upon the form of Guarantee Agreement Used
- Authority’s Issuance of Bonds and Parameter Restrictions
- Distribution of the Preliminary Official Statement and Final Official Statement
- Interest Rate Hedge Agreement
- Appointment of Financial Advisor and Pricing Agent

All such actions will be subject to further and final review, approval and execution by the Chair, the President and the Vice President of Administration and Finance acting on behalf of the Board of Trustees.
Attachment #1
Third Supplemental Resolution
CERTIFIED RECORD

OF

PROCEEDINGS OF

BOARD OF TRUSTEES

OF

METROPOLITAN STATE COLLEGE OF DENVER
CITY AND COUNTY OF DENVER, COLORADO

RELATING TO A THIRD SUPPLEMENTAL RESOLUTION AUTHORIZING
CERTAIN AMENDMENTS TO THE MASTER ENTERPRISE BOND RESOLUTION
AND OTHER APPROVALS RELATING TO THE ISSUANCE BY THE
METROPOLITAN STATE COLLEGE OF DENVER ROADRUNNER RECOVERY
AND REINVESTMENT FINANCE AUTHORITY OF THE FOLLOWING BONDS IN
ONE OR MORE SERIES:

Metropolitan State College of Denver
Roadrunner Recovery and Reinvestment Act Finance Authority
Hotel Revenue Bonds (HLC @ Metro, Inc. Project)
Series 2010

This cover page is not a part of the following Third Supplemental Resolution and is included solely for the convenience of the reader.
THIRD SUPPLEMENTAL RESOLUTION

WHEREAS, the Board of Trustees of Metropolitan State College of Denver (the “Board”) adopted on November 4, 2009, a Master Enterprise Bond Resolution (the “Master Resolution”); and

WHEREAS, this Third Supplemental Resolution is proposed for adoption pursuant to and in accordance with the Master Resolution; and

WHEREAS, the Board has previously issued the Board of Trustees of Metropolitan State College of Denver, Taxable Institutional Enterprise Revenue Bonds (Recovery Zone Economic Development Bonds—Direct Payment to the Board), Series 2009 (the “Series 2009 Bonds”), pursuant to and in accordance with the terms of the Master Resolution, as supplemented by the First Supplemental Resolution adopted by the Board on November 4, 2009; and

WHEREAS, the Board has previously issued the Board of Trustees of Metropolitan State College of Denver, Institutional Enterprise Revenue Bonds (Taxable Direct Pay Build America Bonds—Recovery Zone Economic Development Bonds) Series 2010” (the “Series 2010 Bonds”) pursuant to and in accordance with the terms of the Master Resolution, as supplemented by the Second Supplemental Resolution adopted by the Board on June 2, 2010; and

WHEREAS, the Series 2009 Bonds and the Series 2010 Bonds are secured on a parity basis under the Master Resolution; and

WHEREAS, the Board has now determined that it is in the best interest of Metropolitan State College of Denver (the “College” or “Metro State”) to develop, construct, improve and equip a hotel, hotel learning center, conference center and parking structure to be located at the Auraria Higher Education Center in Denver, Colorado (the “Hotel/HLC Project”) to enhance the academic program abilities of the College; and

WHEREAS, for the purpose of owning the Hotel/HLC Project and providing for the financing, construction, improvement, operation and management of the Hotel/HLC Project, the Board has previously approved the creation of a Colorado nonprofit corporation known as HLC@Metro, Inc. (the “Corporation”) and has appointed certain individuals as the initial Board of Directors for the Corporation pursuant to its Bylaws and Articles of Incorporation; and

WHEREAS, the Board of Trustees of the Auraria Higher Education Center (the “AHEC Board”) is the fee owner of the site of the Hotel/HLC Project (the “Site”); and

WHEREAS, the Board intends to enter into an Intragency Ground Lease (the “Ground Lease”) by and between the Board and the AHEC Board for the long-term lease of the Site; and

WHEREAS, the Board intends to sublease the Site to the Corporation by means of a Sublease Agreement (the “Sublease”) by and between the Board and the Corporation; and
WHEREAS, the Colorado Recovery and Reinvestment Finance Act of 2009 ("CRRFA") authorizes public entities in the State of Colorado (the "State") to create recovery and reinvestment act finance authorities for the purposes set forth in CRRFA; and

WHEREAS, pursuant to CRRFA, the Board and the Corporation are both public entities; and

WHEREAS, pursuant to and in accordance with the provisions of the CRRFA, the Board and the Corporation have determined to enter into the Metropolitan State College of Denver Roadrunner Recovery and Reinvestment Act Finance Authority Intergovernmental Agreement, (the “Intergovernmental Agreement”) to form and create the Metropolitan State College of Denver Roadrunner Recovery and Reinvestment Act Finance Authority (the “Authority”) for the purposes of issuing stimulus obligations (as defined in CRRFA) and other obligations; and

WHEREAS, for the purpose of defraying the cost of the Hotel/HLC Project, funding a debt service reserve fund, funding capitalized interest and paying the costs of issuance, the Authority will issue one or more series of bonds that may be direct-pay Build America Bonds, Recovery Zone Facility Bonds or other taxable or tax exempt bonds designated generally as the Metropolitan State College of Denver Roadrunner Recovery and Reinvestment Act Finance Authority Hotel Revenue Bonds (HLC @ Metro, Inc. Project), Series 2010 (the “Series 2010 HLC Bonds”); and

WHEREAS, the Series 2010 HLC Bonds will be issued pursuant to a Loan and Trust Agreement Trust (the “Trust Agreement”), by and between the Authority, the Corporation and a trustee thereunder (the “Trustee”), and the proceeds of the Series 2010 HLC Bonds will be loaned to the Corporation pursuant to the terms of the Trust Agreement; and

WHEREAS, the Board has determined to enter into a Guarantee Agreement (the “Guarantee Agreement”), by and between the Board and the Corporation, pursuant to which the Board shall guarantee the timely payment of gross debt service (i.e. any federal interest subsidy payments shall not be taken into consideration or netted out) on the Series 2010 HLC Bonds and any deficiencies in the Series 2010 HLC Bonds’ Bond Reserve Fund (the “Guaranteed Amounts”); and

WHEREAS, pursuant to the Guarantee Agreement, the Guaranteed Amounts are payable solely from available Pledged Revenues under the Master Resolution and the Board has determined to grant a lien on the Pledged Revenues for the benefit of the registered owners of the Series 2010 HLC Bonds, for the account of the Corporation; and

WHEREAS, the obligation to pay the Guaranteed Amounts shall constitute either (a) a Subordinate Lien Obligation under the Master Resolution, with a lien on the Pledged Revenues subordinate to the lien of the Series 2009 Bonds, the Series 2010 Bonds and any other Bonds or Parity Obligations on Pledged Revenues or (b) a Parity Obligation under the Master Resolution; and

WHEREAS, if the Guarantee Agreement shall constitute a Subordinate Lien Obligation under the Master Resolution, the Board has determined that it shall be necessary to amend the requirements for issuing additional Bonds under the Master Resolution; and
WHEREAS, the Series 2010 HLC Bonds will be offered by a Preliminary Official Statement and a final Official Statement containing information with respect to the Board the College, the Corporation, the Authority and the Bonds, which Preliminary Official Statement and final Official Statement shall be distributed electronically to the Board for review prior to its distribution; and

WHEREAS, as an initial member of the Authority, the Board has determined to approve certain parameters with respect to the issuance of the Series 2010 HLC Bonds, with the final terms to be set forth in the Trust Agreement; and

WHEREAS, due to currently favorable interest rates and interest rate sensitivity of the Hotel/HLC Project to be financed by the future issuance of the Series 2010 HLC Bonds, the Board proposes to consider the execution and delivery of an interest rate hedge agreement at a rate to be mutually agreed upon by the Chair of the Board, the President of the College and the Vice President for Administration and Finance of the College, subject to consultation and a favorable recommendation by North Slope Capital Advisors, Inc. in its capacity as pricing agent and financial advisor to the Board in connection with the Series 2010 HLC Bonds and any such interest rate hedge agreement; and

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES FOR METROPOLITAN STATE COLLEGE OF DENVER AT A REGULAR, PUBLIC MEETING OF THE BOARD OF TRUSTEES FOR METROPOLITAN STATE COLLEGE OF DENVER HELD THIS 1st DAY OF SEPTEMBER 2010, AS FOLLOWS:

Section 1. Definitions. Capitalized terms used herein and not otherwise defined shall have the meaning of such terms as are given in the Master Resolution.

Section 2. Ratification of Prior Actions. All action (not inconsistent with the provisions of this Resolution) heretofore taken by members of the Board, officers, or agents of the College which is in conformity with the purpose and intent of this Resolution shall be, and the same hereby is, ratified, approved, and confirmed.

Section 3. Approval of Ground Lease and Sub-Lease. The Board hereby approves of leasing the Site from AHEC and subleasing the Site to the Corporation and the Board is hereby authorized to execute and deliver the Ground Lease and the Sublease. The execution of the Ground Lease and the Sublease by the Chair of the Board, the President of the College or the Vice President for Administration and Finance of the College shall be conclusively deemed to evidence the approval of the form and contents thereof by the Board.

Section 4. Approval of Intergovernmental Agreement and Creation of Authority. The Board is hereby authorized to execute and deliver the Intergovernmental Agreement and hereby approves the formation and creation of the Authority by means of the Intergovernmental Agreement for the purposes of issuing stimulus obligations (as defined in CRRFA) and other obligations. The execution of the Intergovernmental Agreement by the Chair of the Board, the President of the College or the Vice President for Administration and Finance of the College shall be conclusively deemed to evidence the approval of the form and contents thereof by the Board.
Section 5. Approval of Guarantee Agreement and Pledge of Pledged Revenues. The Board is hereby authorized to execute and deliver the Guarantee Agreement. The Board hereby approves the payment of the Guaranteed Amounts solely from available Pledged Revenues of the Board under the Master Resolution and grant of a lien on the Pledged Revenues to the Trustee for the benefit of the registered owners of the Series 2010 HLC Bonds, for the account of the Corporation. This lien shall either be a Parity Obligation or a Subordinate Lien Obligation, as those terms are defined in the Master Resolution, and the final terms of the lien on the Pledged Revenues shall be set forth in the Guarantee Agreement. The execution of the Guarantee Agreement by the Chair of the Board, the President of the College or the Vice President for Administration and Finance of the College shall be conclusively deemed to evidence the approval of the form and contents thereof by the Board.

Section 6. Springing Amendments to the Master Resolution. If the Guarantee Agreement provides for a lien on the Pledged Revenues that constitutes a Subordinate Lien Obligation under the Master Resolution, the Master Resolution shall hereby be amended and supplemented by the following provisions set forth in subparagraphs (a) and (b) of this Section 6. If the Guarantee Agreement provides for a lien on the Pledged Revenues that constitutes a Parity Obligation under the Master Resolution, the amendments set forth in subparagraphs (a) and (b) of this Section 6 shall be of no force and effect.

(a) **Section 1.01 of the Master Resolution** is hereby amended by the addition of the following definition:

“Guarantee Agreement” means the Guarantee Agreement dated as of the date set forth therein, by and between the Board and HLC @ Metro, Inc.

(b) **Section 7.03(b) of the Master Resolution** is hereby amended in its entirety to read as follows:

(b) **Earnings Test.**

(i) So long as the Guarantee Agreement shall be outstanding, the Pledged Revenues for the Fiscal Year immediately preceding the date of adoption of the Supplemental Resolution or other instrument authorizing the issuance of such additional Bonds, adjusted as hereinafter provided, shall have been sufficient to pay an amount of not less than 120% of the Average Annual Debt Service Requirements with respect to all Bonds that will remain Outstanding following the issuance of such additional Bonds, including the additional Bonds to be issued.

(ii) Provided the Guarantee Agreement is no longer outstanding, the Pledged Revenues for the Fiscal Year immediately preceding the date of adoption of the Supplemental Resolution or other instrument authorizing the issuance of such additional Bonds, adjusted as hereinafter provided, shall have been sufficient to pay an amount of not less than the Average Annual Debt Service Requirements with respect to all Bonds that will remain Outstanding following the issuance of such additional Bonds, including the additional Bonds to be issued.
Section 7. Approval of Authority’s Issuance of Bonds; Parameter Restrictions. As an initial member of the Authority, the Board hereby approves of the Authority issuing the Series 2010 HLC Bonds to defray the cost of developing, constructing improving and equipping a hotel, hotel learning center, conference center and parking structure to be located at the Auraria Higher Education Center in Denver, Colorado; funding a debt service reserve fund for the Series 2010 HLC Bonds; funding capitalized interest for the Series 2010 HLC Bonds and paying the costs of issuance of the Series 2010 HLC Bonds, subject to the parameters set forth in this Section 7.

Pursuant to Colorado Revised Statutes Section 11-57-205, the Board hereby delegates to the Chair of the Board, the President of the College and the Vice President for Administration and Finance of the College (and such other officers authorized by law to act on their behalf in their absence) the authority, without further action by the Board, to execute and deliver the Intergovernmental Agreement, the Guarantee Agreement, the Ground Lease, the Sublease, and any other ancillary documents, certificates and agreements intended to be executed by the Board in connection with the issuance and sale and delivery of the Series 2010 HLC Bonds, as well as the authority to make the following determinations in relation to the Series 2010 Bonds, subject to the following parameters and standards: the Series 2010 HLC Bonds are hereby authorized to be issued in an aggregate principal amount of not to exceed $59,500,000 as fully registered bonds under the Trust Agreement; the Series 2010 HLC Bonds shall be issued as one or more series of taxable or tax exempt, fixed rate or variable rate securities; the Series 2010 HLC Bonds shall be dated, shall bear interest at the rates per annum, and shall mature in the principal amounts and on the dates provided in the Trust Agreement, provided, however, the net effective interest rate on the Series 2010 Bonds (and any federal interest subsidy payments received by the College shall be taken into account when calculating such net effective interest rate) shall not exceed (a) 6% for any fixed rate bonds and (b) for any variable rate bonds, the Bank Rate as provided in the Trust Agreement (the “Maximum Rate”) and provided further that no Series 2010 HLC Bond shall mature on or after December 1, 2045 (the “Final Maturity Date”). The definitive forms of bonds, series and subseries; the maturity dates of the Series 2010 HLC Bonds (subject to the Final Maturity Date restriction noted above); and the interest rates per annum on the Series 2010 HLC Bonds (subject to the Maximum Rate restriction noted above) shall be contained in the Trust Agreement.

Section 8. Preliminary Official Statement and Final Official Statement. The distribution by the Authority of the Preliminary Official Statement and the final Official Statement by the underwriter in connection with the offering of the Series 2010 HLC Bonds is hereby approved, subject to final review and approval by the Chair of the Board, the President of the College or the Vice President for Administration and Finance of the College as to the information therein relating to the Board or the College.

Section 9. Interest Rate Hedge Agreement. Due to currently favorable interest rates and interest rate sensitivity of the Hotel/HLC Project to be financed by the future issuance of the Series 2010 HLC Bonds, the Board hereby authorizes the consideration of and the potential execution and delivery by the Board, as an initial member of the Authority, of an interest rate hedge agreement and all other attachments and related documents; subject to the following parameters: (i) with respect to any interest rate hedge agreement the rate shall not exceed 5%; (ii) the rate lock period shall not exceed three months from the date of execution of such interest rate hedge agreement; and (iii) the notional amount shall not exceed $59,500,000. The Board
hereby delegates to the Chair of the Board, the President of the College and the Vice President for Administration and Finance of the College (and such other officers authorized by law to act on their behalf in their absence) the authority, subject to consultation and approval by North Slope Capital Advisors, Inc., as pricing agent and financial advisor to the Board, to negotiate, execute and deliver an interest rate hedge agreement with respect to the Series 2010 HLC Bonds, subject to the parameters set forth herein, and approve, execute and deliver such other reasonably required documents in connection therewith on behalf of the Board.

Section 10. Financial Advisor and Pricing Agent. North Slope Capital Advisors, Inc. is hereby appointed as financial advisor to the Board in connection with the issuance of the Series 2010 HLC Bonds and is hereby appointed as pricing agent in connection with the execution and delivery of any interest rate hedge agreement by the Board, as an initial member of the Authority, in connection with the issuance of the Series 2010 HLC Bonds. North Slope Capital Advisors, Inc. shall consult with the Chair of the Board, the President of the College and the Vice President for Administration and Finance of the College thereon and shall make a recommendation to the them regarding the efficacy of any interest rate hedge agreement to be entered into in connection with the issuance of the Series 2010 HLC Bonds.

Section 11. No Personal Liability. Neither the members of the Board nor any person executing the Series 2010 HLC Bonds shall be liable personally on the Series 2010 HLC Bonds or be subject to any personal liability or accountability by reason of the issuance thereof.

Section 12. Severability. If any section, paragraph, clause or provision of this Resolution shall for any reason be judicially held to be invalid or unenforceable, such invalidity or unenforceability shall not affect, impair or invalidate the remaining sections, paragraphs, clauses and provisions hereof, the intention being that the various sections, paragraphs, clauses and provisions hereof are severable.

Section 13. Repealer. All orders and resolutions of the Board, or parts thereof, inconsistent herewith are hereby repealed to the extent of such conflict. This repealer shall not be construed as reviving any bylaw, order or resolution or part thereof previously repealed.

Section 14. Effective Date. This Resolution shall take effect immediately upon its passage and approval.
ADOPTED AND APPROVED this 1st day of September, 2010.

[SEAL]  BOARD OF TRUSTEES OF METROPOLITAN
STATE COLLEGE OF DENVER

By _________________________________
Robert L. Cohen
Chair, Board of Trustees

Attest:

By _________________________________
Stephen M. Jordan, Ph.D.
President of Metropolitan State College of Denver
and Secretary, Board of Trustees
Attachment #2

Intergovernmental Agreement
METROPOLITAN STATE COLLEGE OF DENVER ROADRUNNER
RECOVERY AND REINVESTMENT ACT FINANCE AUTHORITY

INTERGOVERNMENTAL AGREEMENT

By and Among

BOARD OF TRUSTEES OF METROPOLITAN STATE COLLEGE OF DENVER

And

HLC @ METRO, INC.

Dated as of September 1, 2010

creating the “Metropolitan State College of Denver Roadrunner Recovery and
Reinvestment Act Finance Authority” as a Recovery and Reinvestment Act Finance
Authority pursuant to the Colorado Recovery and Reinvestment Finance Authority Act of
2009, Sections 11-59.7-101, et seq., Colorado Revised Statutes, as amended
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INTERGOVERNMENTAL AGREEMENT

THIS METROPOLITAN STATE COLLEGE OF DENVER ROADRUNNER RECOVERY AND REINVESTMENT ACT FINANCE AUTHORITY INTERGOVERNMENTAL AGREEMENT (the “Agreement”) is entered into as of September 1, 2010, by and among the BOARD OF TRUSTEES OF METROPOLITAN STATE COLLEGE OF DENVER (“Metro”) and HLC @ METRO, INC. (“HLC Corp.”) (the “initial Members”);

RECITALS:

WHEREAS, the Colorado Recovery and Reinvestment Finance Act of 2009 (“CRRFA”) authorizes public entities in the State of Colorado (the “State”) to create recovery and reinvestment act finance authorities for the purposes set forth in CRRFA; and

WHEREAS, pursuant to CRRFA, the initial Members are both public entities; and

WHEREAS, the initial Members desire to form and create a recovery and reinvestment act finance authority for the purposes of issuing stimulus obligations (as defined in CRRFA) and other obligations;

AGREEMENT:

NOW, THEREFORE, for and in consideration of the mutual covenants set forth below, the Members hereby agree as follows:

ARTICLE I

DEFINITIONS

Section 1.01. Definitions from CRRFA. The terms defined in Section 11-59.7-103 of CRRFA are hereby incorporated by this reference thereto herein.

Section 1.02. Other Definitions. The following terms shall, when capitalized, have the following meanings:

“Advisory Committee” means two or more persons appointed by the Board pursuant to Section 4.02 hereof for the purpose of providing advice to the Board.

“Agreement” means this Metropolitan State College of Denver Roadrunner Recovery and Reinvestment Act Finance Authority Intergovernmental Agreement, dated as of September 1, 2010, as amended from time to time in accordance with the terms hereof.
“Alternate Director” means any person appointed as an Alternate Director pursuant to Section 3.03 hereof.

“Authority” means the Metropolitan State College of Denver Roadrunner Recovery and Reinvestment Act Finance Authority, a separate political subdivision and a public corporation of the State established pursuant to this Agreement as a recovery and reinvestment act finance authority under CRRFA.

“Board” means the Board of Directors of the Authority.

“Committee” means any Advisory Committee or Policy Committee.

“Director” means any person appointed as a Director pursuant to Section 3.02 hereof. Whenever the person appointed as a Member’s Director pursuant to Section 3.02 hereof is absent from a Board meeting, the term “Director” shall mean the Alternate Director, if any, appointed by such Member pursuant to Section 3.03 hereof.

“Governing Body” means, when used with respect to a Member, the board of trustees or the board of directors of such Member.

“Member” means any member of the Authority.

“Officer” means the Chair, Vice Chair, Secretary, Treasurer or Executive Director of the Authority, and any subordinate officer or agent appointed and designated as an officer of the Authority by the Board.

“Policy Committee” means two or more persons to whom the Board has delegated any of its powers pursuant to Section 4.01 hereof.

ARTICLE II

ESTABLISHMENT OF THE AUTHORITY

Section 2.01. Establishment. The Members hereby establish the Metropolitan State College of Denver Roadrunner Recovery and Reinvestment Act Finance Authority as a separate political subdivision and public corporation of the State pursuant to Section 11-59.7-110 of CRRFA.

Section 2.02. Purposes. The purposes of the Authority are set forth in Section 11-59.7-110 of CRRFA. The Authority’s primary purpose is to issue bonds or notes and loan the proceeds of such bonds or notes to the Members. The Authority’s bonds or notes will be secured solely from amounts received by the Authority from the Members and any federal interest subsidies. The Authority may issue Build America Bonds, Recovery Zone Bonds, tax-exempt bonds or notes and taxable bonds or notes.
ARTICLE III

BOARD OF DIRECTORS

Section 3.01. Establishment and Powers. The Members hereby establish the Board of Directors of the Authority. The Board shall exercise and perform all powers, privileges and duties vested in or imposed on the Authority. Subject to the provisions of this Agreement, the Board may delegate any of its powers to any Director, Officer, Policy Committee or agent of the Authority.

Section 3.02. Directors. The Board shall be composed of three Directors. Metro shall appoint two Directors and HLC Corp. shall appoint one Director.

Section 3.03. Alternate Directors. In addition to the Director appointed by it, each Member also may (but is not required to) appoint an Alternate Director who shall be deemed to be such Member’s Director for all purposes, including, but not limited to, voting on resolutions, adopting resolutions by unanimous written consent and determining whether a quorum is present for a meeting, whenever the person appointed as such Member’s Director is absent from a Board meeting.

Section 3.04. Appointment of Directors and Alternate Directors. The Director and any Alternate Director appointed by a Member shall be an officer, director, official or employee of such Member and shall be appointed by the Governing Body of such Member.

Section 3.05. Terms of Office. The term of office of each Director and Alternate Director shall commence with the first meeting of the Board following his or her appointment and shall continue through the earlier to occur of (a) the date on which a successor is duly appointed or (b) the date on which he or she ceases to be an officer, director, official or employee of the appointing Member.

Section 3.06. Resignation and Removal. Any Director or Alternate Director may resign at any time, effective upon receipt by the Secretary or the Chair of written notice signed by the person who is resigning, and may be removed at any time in the same manner in which he or she was appointed, effective upon receipt by the Secretary or the Chair of written notice signed by the Governing Body of the appointing Member; provided, however, so long as a Member has any outstanding obligations relating to obligations issued by the Authority, such Member shall take such actions as appropriate to ensure that it has at least one appointed Director.

Section 3.07. Vacancies. Vacancies in the office of any Director or Alternate Director shall be filled in the same manner in which the vacant office was originally filled pursuant to Section 3.04 hereof.

Section 3.08. Compensation. The Authority may compensate Directors and Alternate Directors for services performed, and may reimburse them for expenses incurred, in serving in such capacities upon such terms and pursuant to such procedures as may be established by the Board.
Section 3.09. Resolutions, Voting and Quorums. All actions of the Board shall be by resolution, which may be written or oral. Except as otherwise provided in Section 6.02 hereof (relating to contributions to the Authority from Members), Section 7.02 hereof (relating to additional Members), Section 7.03 hereof (relating to removal of Members) and Article X hereof (relating to amendments to this Agreement), resolutions of the Board shall be adopted upon the affirmative vote of a majority of the Directors eligible to vote thereon voting at a meeting open to the public at which a quorum is present. A quorum shall require the presence of a majority of the Directors then in office. The Authority shall provide at least 48 hours’ written notice of meetings to each Director and to the Governing Body of each Member. Notwithstanding any other provision hereof, a Director shall disqualify himself or herself from voting on any issue with respect to which he or she has a conflict of interest, unless he or she has disclosed such conflict of interest in compliance with Section 18-8-308, Colorado Revised Statutes, as amended.

Section 3.10. Powers of the Board. The Board shall, subject to the limitations set forth herein, have all powers that may be exercised by the board of directors of a recovery and reinvestment act finance authority pursuant to CRRFA.

ARTICLE IV

COMMITTEES

Section 4.01. Policy Committees. The Board may appoint one or more Policy Committees to which the Board may delegate any power of the Board. The members of Policy Committees must be Directors or an officer, director, official or employee of a Member.

Section 4.02. Advisory Committees. The Board also may appoint one or more Advisory Committees to advise the Board with respect to any matter or any series of matters. Advisory Committees shall not be authorized to exercise any power of the Board.

ARTICLE V

OFFICERS

Section 5.01. Generally. The Board shall appoint a Chair, a Vice Chair and a Secretary/Treasurer. The Board may also appoint an Executive Director should it deem such position to be necessary. The Board also may appoint one or more subordinate officers and agents, each of whom shall hold his or her office or agency for such term and shall have such authority, powers and duties as shall be determined from time to time by the Board. The Chair and the Vice Chair shall be Directors. Other Officers may, but need not, be Directors. Any two or more of such offices may be held by the same person, except that the offices of Chair and Secretary/Treasurer may not be held by the same person and the person serving as Executive Director, if any, may not hold any other of such offices. All Officers of the Authority shall be natural persons of the age of 18 years or older and shall meet the other qualifications, if any, stated for his or her office elsewhere in this Article.

Section 5.02. Chair. The Chair shall have the power to call meetings of the Board; the power to execute, deliver, acknowledge, file and record on behalf of the Authority such
documents as may be required by this Agreement, CRRFA or other applicable law; and such other powers as may be prescribed from time to time by the Board. The Chair shall supervise the activities of the Authority and shall see that all policies, directions and orders of the Board are carried out. The Chair may execute and deliver contracts, deeds and other instruments and agreements on behalf of the Authority as are necessary or appropriate in the ordinary course of its activities or as are duly authorized or approved by the Board. The Chair shall have such additional authority, powers and duties as are appropriate and customary for the office of the chair of the board of directors of entities such as the Authority, and as the Board may otherwise prescribe.

**Section 5.03. Vice Chair.** The Vice Chair shall be the Officer next in seniority after the Chair and, upon the death, absence or disability of the Chair, shall have the authority, powers and duties of the Chair. The Vice Chair shall have such additional authority, powers and duties as are prescribed by the Board.

**Section 5.04. Secretary/Treasurer.** The Secretary/Treasurer shall give, or cause to be given, notice of all meetings (including special meetings) of the Board, keep the minutes of such meetings, have charge of the Authority’s seal, be responsible for the maintenance of all records and files and the preparation and filing of reports to governmental agencies (other than tax returns), have authority to impress or affix the Authority’s seal to any instrument requiring it (and, when so impressed or affixed, it may be attested by his or her signature), and have such other authority, powers and duties as are appropriate and customary for the office of Secretary/Treasurer of entities such as the Authority, and as the Board may otherwise prescribe. The Secretary/Treasurer shall also have control of the funds and the care and custody of all stocks, bonds and other securities owned by the Authority and shall be responsible for the preparation and filing of all tax returns, if any, required to be filed by the Authority. The Secretary/Treasurer shall receive all moneys paid to the Authority and, subject to any limits imposed by the Board or the Chair, shall have authority to give receipts and vouchers, to sign and endorse checks and warrants in the Authority’s name and on the Authority’s behalf, and to give full discharge for the same. The Secretary/Treasurer shall also have charge of disbursement of the funds of the Authority, shall keep full and accurate records of the receipts and disbursements, and shall deposit all moneys and other valuables in the name of and to the credit of the Authority in such depositories as shall be designated by the Board. The Secretary/Treasurer shall deposit and invest all funds of the Authority in accordance with this Agreement and laws of the State applying to the deposit and investment of funds of Colorado public institutions of higher education (Sections 24-75-601, et seq., Colorado Revised Statutes, as amended).

**Section 5.05. Executive Director.** The Executive Director, if appointed, shall be the chief operating officer of the Authority and shall, under the supervision of the Chair, have such authority, powers or duties as may be prescribed by the Board.

**Section 5.06. Resignation and Removal.** Any Officer may resign at any time effective upon receipt by the Secretary or the Chair of written notice signed by the person who is resigning, and may be removed at any time by the Board.
Section 5.07. Changes to Authority, Powers and Duties. Notwithstanding any other provision of this Article, the Board at any time may change the authority, powers and duties of any Officer.

Section 5.08. Vacancies. Vacancies in the office of any Officer shall be filled in the same manner in which such office was originally filled.

Section 5.09. Compensation. The Authority may compensate Officers for services performed, and may reimburse them for expenses incurred, in serving in such capacities upon such terms and pursuant to such procedures as may be established by the Board.

ARTICLE VI

POWERS OF THE AUTHORITY

Section 6.01. General Grant of Powers. The Authority shall, subject to the limitations set forth herein, have all powers granted by CRRFA to recovery and reinvestment act authorities.

Section 6.02. Contributions from Members. The Authority shall have the power to assess each Member for contributions of money or property to the Authority, and to adjust such assessments from time to time, based upon a finding of special or particular benefit or interest made by the Board upon the affirmative vote of at least two-thirds of the Directors then in office and eligible to vote thereon. Each such finding shall be based upon factors determined by the Board to be relevant. No such assessment for a contribution shall be finally assessable or enforceable against any Member unless and until the Governing Body of such Member has separately and specifically agreed to it in accordance with applicable law. Any money or property contributed by the Members pursuant to this Section may be distributed to the Members in such proportions and in such manner determined by the Board upon a finding made by the Board upon the affirmative vote of at least two-thirds of the Directors then in office and eligible to vote thereon that such money or property is no longer required by the Authority. Notwithstanding the foregoing, a Member may in its own discretion provide for a contribution in the form of services to the Authority such as the provision of legal or financial or legislative advisors and consultants necessary to assist the Authority in discharging its duties.

Section 6.03. Limitations on Powers of the Authority. Notwithstanding Sections 6.01 and 6.02 hereof, the powers of the Authority shall be limited as follows:

(a) committees may only be appointed and may only exercise the powers as provided in Article V hereof; and

(b) no Member may obligate any other Member.

Section 6.04. Enterprise Status. The Authority shall conduct its business in a manner that satisfies all of the requirements of the Constitution and laws of the State for maintaining its status of an “enterprise” as defined in Section 20(2)(d) of Article X of the State Constitution.
ARTICLE VII

MEMBERS

Section 7.01. Initial Members. The Members of the Authority at the effective date of this Agreement shall be the entities listed in the first paragraph of this Agreement.

Section 7.02. Additional Members. Any Colorado public institution of higher education which is not an initial Member of the Authority, may become a Member (for purposes of this Section, a “new Member”) effective upon (a) the unanimous vote of all the Directors then in office and eligible to vote thereon, which vote may be conditioned upon compliance by such new Member with any conditions which the Board, in its sole discretion, sees fit to impose; (b) such new Member’s (i) compliance with all conditions to its admission as a Member imposed by the Board, (ii) compliance with all conditions to its entering into this Agreement or admission as a Member imposed under CRRFA and (iii) adoption and execution of this Agreement in accordance with applicable law; and (c) compliance with any other conditions to the admission of such new Member as a Member or its execution of this Agreement imposed under CRRFA or other applicable law.

Section 7.03. Withdrawal and Removal of Members. Any Member may withdraw as a Member of the Authority for any reason effective 30 days after receipt by the Chair or the Secretary of such Member’s written notice of withdrawal. Any Member may be removed as a Member by the Board effective upon the affirmative vote of at least two-thirds of the Directors then in office and eligible to vote thereon (excluding the Director appointed by such Member). Unless expressly released therefrom by a unanimous vote of all Directors then in office and eligible to vote thereon, which release shall not be granted if it would violate any obligation to any Person other than a Member, (a) any withdrawing or removed Member shall remain liable for the performance of any financial commitments which it made to the Authority prior to the time of withdrawal or removal and (b) any fees, assessments or other charges imposed or authorized to be imposed upon property, transactions or activities in, on or in connection with the campus of the withdrawing or removed Member shall remain in effect notwithstanding such Member’s withdrawal or removal. Notwithstanding the foregoing, no Member may withdraw or be removed so long as any bonds or notes of the Authority are outstanding if the withdrawal or removal of such Member would cause a termination of this Agreement pursuant to Section 8.02 hereof.

ARTICLE VIII

TERM AND DISTRIBUTION OF ASSETS UPON TERMINATION

Section 8.01. Effective Date. The term of this Agreement shall begin when all the conditions to the establishment of the Authority set forth in Section 2.01 hereof have been satisfied.

Section 8.02. Termination. The term of this Agreement shall end when either (a) all but one Member have withdrawn pursuant to Section 7.03 hereof or (b) all the Members agree in
writing to terminate this Agreement; provided, however, that this Agreement may not be terminated so long as the Authority has any bonds or notes outstanding.

**Section 8.03. Distribution of Assets Upon Termination.** Upon termination of this Agreement pursuant to Section 8.02 hereof, after payment of all bonds, notes and other obligations of the Authority, the net assets of the Authority shall be distributed to the parties who are Members at such time in proportion to the amount of cash and the value of property and services contributed by them to the Authority pursuant to Section 6.02 hereof minus the amount of cash and the value of property previously distributed to them by the Authority.

**ARTICLE IX**

**INDEMNIFICATION**

The Authority shall indemnify and defend each Director, Officer, member of a Committee and employee of the Authority in connection with any claim or actual or threatened suit, action or proceeding (civil, criminal or other, including appeals), in which he or she may be involved in his or her official capacity by reason of his or her being or having been a Director, Officer, member of a Committee or employee of the Authority, or by reason of any action or omission by him or her in such capacity. The Authority shall indemnify each Director, Officer, member of a Committee and employee of the Authority against all liability, costs and expenses arising from any such claim, suit or action, except any liability arising from criminal offenses or willful misconduct or gross negligence. The Authority’s obligations pursuant to this Article shall be limited to funds of the Authority available for such purpose, including but not necessarily limited to insurance proceeds. The Board may establish specific rules and procedures for the implementation of this Article.

**ARTICLE X**

**AMENDMENTS**

**Section 10.01. Unanimous Written Consent.** Except as otherwise specifically provided in Sections 10.02 and 10.03 hereof, this Agreement may be amended only by the unanimous written consent of all the Members.

**Section 10.02. Other Amendments.** Notwithstanding Section 10.01 hereof, the Board at any time, with the affirmative vote of two-thirds of the Directors then in office and entitled to vote thereon, may amend this Agreement to cure any ambiguity or to conform this Agreement to CRRFA, as they may be amended from time to time; provided that no amendment to this Agreement may expand the powers of the Authority or the Board set forth herein unless such amendment is adopted pursuant to Section 10.01 hereof.
ARTICLE XI

MISCELLANEOUS

Section 11.01. Adoption and Execution of Agreement in Accordance with Law. Each Member hereby represents to each other Member that it has adopted and executed this Agreement in accordance with applicable law.

Section 11.02. Parties in Interest. Nothing expressed or implied herein is intended or shall be construed to confer upon any Person other than the Members any right, remedy or claim under or by reason of this Agreement, this Agreement being intended to be for the sole and exclusive benefit of the Members.

Section 11.03. No Personal Liability. No covenant or agreement contained in this Agreement or any resolution or Bylaw issued by the Board shall be deemed to be the covenant or agreement of an appointed official, officer, agent, servant or employee of any Member in his or her individual capacity.

Section 11.04. Notices. Except as otherwise provided in this Agreement, all notices, certificates, requests, requisitions or other communications by the Authority, any Member, any Director, any Alternate Director, any Officer or any member of a Committee to any other such person pursuant to this Agreement shall be in writing; shall be sufficiently given and shall be deemed given when actually received, in the case of the Authority and officers of the Authority, at the last address designated by the Authority for such purpose and, in the case of such other persons, at the last address specified by them in writing to the Secretary of the Authority; and, unless a certain number of days is specified, shall be given within a reasonable period of time.

Section 11.05. Assignment. None of the rights or benefits of any Member may be assigned, nor may any of the duties or obligations of any Member be delegated, without the express written consent of all the Members.

Section 11.06. Severability. If any clause, provision, subsection, Section or Article of this Agreement shall be held to be invalid, illegal or unenforceable for any reason, the invalidity, illegality or enforceability of such clause, provision, subsection, Section or Article shall not affect any of the remaining provisions of this Agreement.

Section 11.07. Interpretation. Subject only to the express limitations set forth herein, this Agreement shall be liberally construed (a) to permit the Authority and the Members to exercise all powers that may be exercised by a recovery and reinvestment act finance authority pursuant to CRRFA; (b) to permit the Members to exercise all powers that may be exercised by them with respect to the subject matter of this Agreement pursuant to CRRFA and other applicable law; and (c) to permit the Board to exercise all powers that may be exercised by the board of directors of a recovery and reinvestment act finance authority pursuant to CRRFA. In the event of any conflict between CRRFA or any other law with respect to the exercise of any such power, the provision that permits the broadest exercise of the power consistent with the limitations set forth in this Agreement shall control.
Section 11.08. Governing Law. The laws of the State shall govern the construction and enforcement of this Agreement.

Section 11.09. Counterparts. This Agreement may be executed in any number of counterparts, each of which, when so executed and delivered, shall be an original; but such counterparts shall together constitute but one and the same Agreement.
SIGNATURE PAGE
TO
METROPOLITAN STATE COLLEGE OF DENVER ROADRUNNER
RECOVERY AND REINVESTMENT ACT FINANCE AUTHORITY
INTERGOVERNMENTAL AGREEMENT
Dated as of September 1, 2010

[SEAL]

ATTEST: BOARD OF TRUSTEES OF
METROPOLITAN STATE COLLEGE OF
DENVER

__________________________________________  By ______________________________
Name: Name _______________________________
Title: Title _______________________________
SIGNATURE PAGE
TO
METROPOLITAN STATE COLLEGE OF DENVER ROADRUNNER
RECOVERY AND REINVESTMENT ACT FINANCE AUTHORITY
INTERGOVERNMENTAL AGREEMENT
Dated as of September 1, 2010

[SEAL]

ATTEST: HLC @ METRO, INC.

By

Name: _______________________________
Title: _______________________________

Name: _______________________________
Title: _______________________________
Attachment #3
Term Sheet for
Interagency Ground Lease
Preliminary Lease Term Sheet

THIS LETTER OF INTENT IS INTENDED SOLELY AND EXCLUSIVELY AS A PRELIMINARY EXPRESSION OF GENERAL INTENTIONS. NEITHER PARTY SHALL HAVE ANY BINDING CONTRACTUAL OBLIGATION TO THE OTHER WITH RESPECT TO THE MATTERS REFERRED TO HEREIN UNLESS AND UNTIL A FORMAL WRITTEN LEASE HAS BEEN PREPARED WITH ADEQUATE OPPORTUNITY FOR REVIEW BY LEGAL COUNSEL AND HAS BEEN FULLY EXECUTED AND DELIVERED BY THE PARTIES:

Date: August 3, 2010

1. BUSINESS/TRADE NAME: The State of Colorado, by and through the Board of Trustees of Metropolitan State College of Denver, a body corporate and agency of the State of Colorado (Tenant)

2. BUSINESS ADDRESS: Metropolitan State College of Denver Attn: Vice President, Administration & Finance PO Box 173362, Campus Box 67 Denver, CO 80217-3362

3. RENT COMMENCEMENT: See Minimum Rent

4. OCCUPATION DATE: (tbd)

5. LEASE TERM: 50 years from Commencement date (tbd)

6. SECURITY DEPOSIT: N/A

7. MINIMUM RENT: $1.00 + $10,000 legal fees (one-time fee, due upon execution)

8. PERCENT RENT: N/A

9. ADDITIONAL CHARGES: (Monthly utilities/ other services/ tap fees/ etc. Note: See original lease template)

10. PREMISES: (Note: Add Description of Real Property)
11. **USE:** Metro State’s Hotel Learning Center (HLC), including 150-room hotel & conference center; and academic space to support the Hospitality, Tourism and Events (HTE) program (Classrooms/learning labs/associated office support space).

12. **LANDLORD’S WORK:** Landlord shall deliver the Premises (ground) to Tenant in “as is” condition. Note: Tenant is responsible for associated easements, etc., with cooperation from Landlord in process.

13. **TENANT’S WORK:** Any improvements and build out shall be completed by the Tenant at its sole cost and expense. Tenant shall perform such work only after submittal of drawings and written approval by Landlord. (Includes exploration of soils, surveys, title records, etc.). (Note: Need to assess State Building Code Provision versus City Code Provision)
Tenant is further responsible for the cost and construction of replacing the existing tennis courts (to match design, function and all features) in an appropriate location to be solely identified by the Landlord.
Tenant is responsible, at their sole expense for reconfiguring entry ways to existing Campus facilities, parking areas and/or service drives which are impacted by the Tenant’s development of the Premises. All such modifications and/or alterations must be solely defined and approved by the Landlord.

14. **CONTINGENCIES:** This proposal is subject to all events taking place in a timely manner according to the schedule between parties.

15. **BROKERS:** N/A

16. **PARKING:** Tenant acknowledges that parking availability for guests, residents, and employees of the operation/facility will be the sole responsibility of the Tenant. Tenant further acknowledges that parking spaces will be developed within the defined premises as a component of
the program for these purposes (anticipated to be 75 spaces). Auraria Campus parking is dedicated to the support of Campus operations and students, faculty and staff. Should Tenant parkers utilize Campus Parking, Tenant’s employees, invitee, agents and contractors are responsible for any and all daily parking fees and/or charges assessed for use of parking lots/facilities. If applicable, any parking arrangements involving Campus parking areas will be done under separate Operating Agreement between the Landlord and the Tenant. At no time is availability of Auraria Campus Parking guaranteed. Further, Landlord reserves the right to redefine any and all parking configurations, including but not limited to size, shape and location of the parking lots themselves.

17. CAMPUS ENVIRONMENT: Tenant acknowledges that the Premises (Ground) are within a higher education center campus and as such, campus activities and other public functions which generate sound and activity are regularly scheduled within the areas. It is the Tenant’s responsibility to obtain a schedule of activities and to plan accordingly.

18. CAMPUS SIGNAGE: Tenant is required to have professional signage submittal to Landlord prior to fabrication and installation. Installation of signage must be completed according to Campus policy and guidelines by the Commencement Date, unless otherwise negotiated. Landlord acknowledges the need to have commercial (flagship) signage associated and visible with the Premises.

19. AMERICANS WITH ADA DISABILITIES ACT: Tenant must comply with all regulations.
Attachment #4
Draft Guarantee Agreement
GUARANTEE AGREEMENT

THIS GUARANTEE AGREEMENT (this “Guarantee Agreement”), is dated as of October 1, 2010, by and between the BOARD OF TRUSTEES OF METROPOLITAN STATE COLLEGE OF DENVER (the “Guarantor” or the “Board of Trustees”) and HLC @ METRO, INC. (the “Guaranteed Party” or the “Company”);

WITNESSETH:

WHEREAS, the Guaranteed Party is the obligor with respect to certain bonds to be issued by the Metropolitan State College of Denver Roadrunner Recovery and Reinvestment Act Finance Authority (the “Authority”) and designated generally as the Metropolitan State College of Denver Roadrunner Recovery and Reinvestment Act Finance Authority Hotel Revenue Bonds (HLC @ Metro, Inc. Project), Series 2010 (the “Series 2010 HLC Bonds”); and

WHEREAS, the Series 2010 HLC Bonds will be issued and the proceeds of the Series 2010 HLC Bonds will be loaned to the Guaranteed Party pursuant to a Loan and Trust Agreement, dated as of October 1, 2010 (the “Trust Agreement”), by and between the Authority, the Guaranteed Party and [TRUSTEE], as trustee thereunder (the “Trustee”); and

WHEREAS, the proceeds of the Series 2010 HLC Bonds will be utilized by the Guaranteed Party for the acquisition, construction and equipping of a hotel, hotel learning center, conference center and parking structure (the “Facilities”) to be located at the Auraria Higher Education Center in Denver, Colorado; and

WHEREAS, the Guarantor has previously issued its $55,190,000 Taxable Institutional Enterprise Revenue Bonds (Recovery Zone Economic Development Bonds—Direct Payment to the Board), Series 2009 (the “Series 2009 Metro Bonds”) and its $10,575,000 Institutional Enterprise Revenue Bonds (Taxable Direct Pay Build America Bonds—Recovery Zone Economic Development Bonds), Series 2010 (the “Series 2010 Metro Bonds”); and

WHEREAS, the Series 2009 Metro Bonds and the Series 2010 Metro Bonds are secured on a parity basis under the Master Enterprise Bond Resolution, adopted by the Board of Trustees on November 4, 2009, as supplemented and amended, the “Master Resolution”); and

WHEREAS, the Series 2009 Metro Bonds, the Series 2010 Metro Bonds and any bonds or obligations of the Guarantor issued or incurred or to be issued or incurred which have a parity lien on the Pledged Revenues (as defined in the Master Resolution), including, but not limited to, any Parity Obligations (as defined in the Master Resolution) (collectively, the “Parity Bonds”), are secured by a parity lien on the Pledged Revenues of the Guarantor (as such term is defined in the Master Resolution, the “Pledged Revenues”); and

[WHEREAS, the Master Resolution permits the Guarantor to issue Subordinate Lien Obligations (as defined in the Master Resolution) and to impose additional liens on the Pledged Revenues on a subordinate basis to the Parity Bonds; and] [WHEREAS, the Master Resolution permits the Guarantor to issue additional Parity Obligations (as defined in the Master Resolution)}
and to impose additional liens on the Pledged Revenues on a parity basis to the Parity Bonds; and]

WHEREAS, any capitalized term used herein but not defined herein shall have the same meaning ascribed thereto in the Master Resolution and the Trust Agreement unless the context shall clearly otherwise require;

NOW, THEREFORE, for and in consideration of the premises and the mutual covenants hereinafter contained, the parties hereto formally covenant, agree and bind themselves as follows:

1. **The Guaranteed Amounts.** The Guarantor hereby guarantees the timely payment of gross debt service (i.e. any federal interest subsidy payments shall not be taken into consideration or netted out) on the Series 2010 HLC Bonds and any deficiencies in the Debt Service Reserve Fund for the Series 2010 HLC Bonds (the “Guaranteed Amounts”). Payments Guaranteed Amounts with respect to gross debt service shall be made on the same dates as payments of principal and interest on the Series 2010 HLC Bonds are due and owing under the Trust Agreement. At any time the amounts in the Debt Service Reserve Fund are less than the Reserve Fund Requirement for the Series 2010 HLC Bonds, the Trustee shall notify the Guarantor of the amount of the deficiency and the Guarantor shall replenish the Debt Service Reserve Fund within 45 days of receipt of such notice from the Trustee. The obligation of the Guarantor to pay the Guaranteed Amounts shall terminate when the Series 2010 HLC Bonds are no longer Outstanding under the Trust Agreement.

2. **Subordinate Pledge of Pledged Revenues.** The Guaranteed Amounts are payable solely from available Pledged Revenues of the Guarantor. As security for its obligation to pay the Guaranteed Amounts, the Guarantor does hereby grant a subordinate lien (the “Pledge”) on the Pledged Revenues of the Guarantor to the Trustee for the benefit of the registered owners of the Series 2010 HLC Bonds, for the account of the Guaranteed Party. The form of the Guarantee shall be in the form set forth as Exhibit A hereto. The obligation to pay the Guaranteed Amounts shall constitute a Subordinate Lien Obligation under the Master Resolution. The Pledge shall be subordinate, inferior and junior to the lien on the Pledged Revenues of the Guarantor for any outstanding Parity Bonds of the Guarantor. The Pledge shall terminate when the Guarantor is no longer obligated to pay any Guaranteed Amounts pursuant to the terms of Section 1 above. Any payments made pursuant to the Pledge shall be payable on the same dates as the Series 2010 HLC Bonds and shall not be subject to acceleration.

[Parity Pledge of Pledged Revenues.** The Guaranteed Amounts are payable solely from available Pledged Revenues of the Guarantor. As security for its obligation to pay the Guaranteed Amounts, the Guarantor does hereby grant a parity lien (the “Pledge”) on the Pledged Revenues of the Guarantor to the Trustee for the benefit of the registered owners of the Series 2010 HLC Bonds, for the account of the Guaranteed Party. The form of the Guarantee shall be in the form set forth as Exhibit A hereto. The obligation to pay the Guaranteed Amounts shall constitute a Parity Obligation under the Master Resolution and shall have a parity lien on the Pledged Revenues of the Guarantor with any outstanding Parity Bonds of the Guarantor. The Pledge shall terminate when the Guarantor is no longer obligated to pay any Guaranteed Amounts pursuant to the terms of Section 1 above. Any payments made pursuant to the Pledge...
shall be payable on the same dates as the Series 2010 HLC Bonds and shall not be subject to acceleration.]

3. **Reimbursement.** In the event that the Guarantor makes any payments of the Guaranteed Amounts pursuant to Section 1 of this Guarantee Agreement, the Guaranteed Party shall reimburse to the Guarantor such amounts from any legally available revenues pursuant to Section _____ of the Trust Agreement. The Guaranteed Party’s obligation to reimburse the Guarantor shall be subordinate to all of the Guaranteed Party’s obligations under the Trust Agreement.

4. **[To be deleted if Parity Lien Obligation] Additional Bonds Test of Guarantor.** By means of a Third Supplemental Resolution to the Master Resolution adopted by the Board of Trustees on September 1, 2010 (the “Third Supplemental Resolution”), Section 7.03(b) of the Master Resolution has been revised to state that so long as this Guarantee Agreement shall be outstanding with respect to the Series 2010 HLC Bonds, the Guarantor shall not issue any additional Bonds under the Master Resolution unless the Pledged Revenues for the Fiscal Year immediately preceding the date of adoption of the Supplemental Resolution or other instrument authorizing the issuance of such additional Bonds, adjusted as provided in the Master Resolution, shall have been sufficient to pay an amount of not less than 120% percent of the Average Annual Debt Service Requirements with respect to all Bonds that will remain Outstanding following the issuance of such additional Bonds, including the additional Bonds to be issued. ]

5. **Financial Statements; Annual Budgets.** The Guaranteed Party hereby agrees that it will maintain proper books of records and accounts with full, true and correct entries of all of its dealings substantially in accordance with generally accepted accounting principles. Upon request by the Guarantor, the Guaranteed Party shall promptly supply to the Guarantor information relating to the Guaranteed Party’s operations, financial condition, tax status, and any proposed or completed material transaction. In addition, prior to the commencement of each fiscal year ending June 30, the Guaranteed Party shall provide to the Guarantor the annual operating and capital budgets of the Guaranteed Party for review and approval by the Guarantor.

6. **Annual Audit; Reporting Requirements.** The Guaranteed Party hereby agrees that it will have the books and records of the Guaranteed Party audited annually, and shall furnish within 150 days after the end of each fiscal year ending June 30 to the Guarantor, a copy of the audit report certified by the Guaranteed Party’s accountant or another independent certified public accountant.

7. **Assignment.** Neither the Guarantor nor the Guaranteed Party may assign its rights, interests or obligations hereunder to any other person (except by operation of law) without the prior written consent of the Guarantor and the Guaranteed Party, except as set forth herein.

8. **Governing Law.** This Guarantee Agreement shall be governed by and construed in accordance with the laws of the State of Colorado without regard to principles of conflicts of laws.
9. **Expenses.** Any expenses, fees or costs incurred by either the Guarantor or the Guaranteed Party pursuant to this Guarantee Agreement or the Guarantee issued hereunder shall be paid by the Guaranteed Party.

10. **Execution in Counterparts.** This Guarantee Agreement may be executed in several counterparts, each of which shall be an original and all of which shall constitute but one and the same instrument.

11. **Amendments, Changes and Modifications.** This Guarantee Agreement may not be effectively amended, changed, modified, altered or terminated without the written consent of the Guarantor and the Guaranteed Party.

12. **Severability.** In the event any provision of this Guarantee Agreement shall be held invalid or unenforceable by any court of competent jurisdiction, such holding shall not invalidate or render unenforceable any other provision hereof.

13. **Binding Effect.** This Guarantee Agreement shall inure to the benefit of and shall be binding upon the Guarantor and the Guaranteed Party, and their respective successors and assigns.

14. **Third-Party Beneficiaries.** The Trustee shall be a third-party beneficiary of this Guarantee Agreement and of the Guarantee.
IN WITNESS WHEREOF, this Guarantee Agreement has been duly executed by the Guarantor and the Guaranteed Party as of the date first above written.

BOARD OF TRUSTEES OF METROPOLITAN STATE COLLEGE OF DENVER

By: ________________________________
   Name: ________________________________
   Title: ________________________________

HLC @ METRO, INC.

By: ________________________________
   Name: ________________________________
   Title: ________________________________
EXHIBIT A

GUARANTEE

THIS GUARANTEE (the “Guarantee”), dated as of October 1, 2010, is granted by the BOARD OF TRUSTEES OF METROPOLITAN STATE COLLEGE OF DENVER (the “Guarantor” or the “Board of Trustees”) pursuant to the Guarantee Agreement, dated as of October 1, 2010 (the “Guarantee Agreement”), by and between the Guarantor and HLC @ Metro, Inc. (the “Guaranteed Party” or the “Company”), in favor of [TRUSTEE] (the “Trustee”), as trustee under a Loan and Trust Agreement, dated as of October 1, 2010 (the “Trust Agreement”), by and between the Company, the Metropolitan State College of Denver Recovery and Reinvestment Act Finance Authority (the “Authority”) and the Trustee. All capitalized terms used herein and not otherwise defined shall have the meanings set forth in the Guarantee Agreement.

1. Guarantee. The Guarantor absolutely, unconditionally and irrevocably guarantees to the Trustee and its successors, endorsees and assigns the prompt payment when due, subject to any applicable grace period, of all present and future payment obligations of the Guaranteed Amounts, as described under Section 1 of the Guarantee Agreement. This Guarantee of the Guaranteed Amounts shall terminate pursuant to the terms of the Guarantee Agreement.

2. Nature of Guarantee. This Guarantee is payable solely from available Pledged Revenues of the Guarantor. This Guarantee of the Guaranteed Amounts shall be subordinate, inferior and junior to the lien on the Pledged Revenues of the Guarantor for any Parity Bonds of the Guarantor. The obligation to pay the Guaranteed Amounts shall constitute a Subordinate Lien Obligation under the Master Resolution. Payments made pursuant to this Guarantee, if any, shall be due immediately upon receipt by the Guarantor of a certificate from the Trustee stating that it does not have sufficient funds under the Trust Agreement to pay the Guaranteed Amounts. Any payments made pursuant to this Guarantee shall be payable on the same dates as the Series 2010 HLC Bonds and shall not be subject to acceleration. This Guarantee does not constitute a multiple fiscal year obligation, debt or an indebtedness of the State of Colorado or the Guarantor within the meaning of any constitutional or statutory provision or limitation, and shall not be considered or held to be a general obligation of the Guarantor. This Guarantee is payable and collectible as a special obligation of the Guarantor solely from the subordinate pledge of the Pledged Revenues as described in the Guarantee Agreement, and the Trustee may not look to any general or other fund of the State of Colorado or the Guarantor for the payment of this Guarantee.

3. Expenses. The Guaranteed Party agrees to pay on demand all fees and out of pocket expenses (including the reasonable fees and expenses of the Trustee’s counsel) in any way relating to the enforcement or protection of the rights of the Trustee hereunder; provided, that the Guaranteed Party shall not be liable for any expenses of the Trustee if no payment under this Guarantee is due.
4. **Representations and Warranties.** The Guarantor hereby represents and warrants that:

   (a) the execution, delivery and performance of this Guarantee have been and remain duly authorized by all necessary action and do not contravene any provision of the Guarantor’s governing documents or any law, regulation, rule, decree, order judgment or contractual restriction binding on the Guarantor or its assets, other than as set forth herein;

   (b) all consents, licenses, clearances, authorizations and approvals of, and registrations and declarations with, any governmental authority or regulatory body necessary for the due execution, delivery and performance of this Guarantee have been obtained and remain in full force and effect and all conditions thereof have been duly complied with, and no other action by, and no notice to or filing with, any governmental authority or regulatory body is required in connection with the execution, delivery or performance of this Guarantee; and

   (c) this Guarantee constitutes a legal, valid and binding obligation of the Guarantor enforceable against the Guarantor in accordance with its terms, subject to bankruptcy, insolvency, reorganization, moratorium and other laws of general applicability relating to or affecting creditors’ rights and to general equity principles.

IN WITNESS WHEREOF, this Guarantee has been duly executed and delivered by the Guarantor to the Trustee as of the date first above written.

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

By: ______________________________

Name: ______________________________

Title: ______________________________
AGENDA ITEM: Appointment of Board Members and Alternates to the Finance Authority Board

BACKGROUND: Pursuant to the Metropolitan State College of Denver Roadrunner Recovery and Reinvestment Finance Authority Intergovernmental Agreement (“IGA”), the College will appoint two of the three members of the Board of Directors of the Authority. According to Article III, Section 3.04 of the IGA, a Director and any Alternate Director shall be an officer, director, official or employee of the College and shall be appointed by the Board of Trustees.

RECOMMENDATION: Staff recommends that the Board appoint the following individuals as members of the Board of Directors of the Authority and their alternates:

Robert L. Cohen, member
Stephen M. Jordan, member
Ellen Robinson, alternate for Cohen
George Middlemist, alternate for Jordan
AGENDA ITEM:
Matrix of Hotel/Hotel Learning Center Feasibility Studies

BACKGROUND:

In Fiscal Year 2007, Metropolitan State College of Denver commissioned an independent study on the feasibility of the Hotel/Hotel Learning Center. We recently updated the study with two additional studies. The two studies, one prepared by Sage Hospitality and the other by Robert Benton and Associates, are shown in the attached worksheet. The worksheet shows revenue and expenditure streams, as well as projected debt service figures. Additionally, staff has prepared a summary document that highlights the key differences.
<table>
<thead>
<tr>
<th>Category</th>
<th>Sage</th>
<th>Robert Benton and Associates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Daily Room Rate</td>
<td>Sage is projecting higher average room rates. The averages for year one are $10 per room higher, increasing each year to $20 per room higher in 2017.</td>
<td>Room rate projections are slightly lower when compared to a 2007 feasibility study (approximately $5 per room).</td>
</tr>
<tr>
<td>Room Revenues</td>
<td>Sage is projecting room revenues to be significantly higher (approximately $500K higher in 2013 to $800K in 2017).</td>
<td>Benton projects these revenues to be higher (approximately $280K higher in 2013 to $150K in 2017).</td>
</tr>
<tr>
<td>Hotel Food/Beverage/Banquet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenues</td>
<td>Sage is higher in years 2015 through 2017. Approximately $350K in 2015, $700K in 2016 and 2017. Sage management fee is based on these numbers.</td>
<td>Benton’s revenues are lower mainly due to their projections on room revenues.</td>
</tr>
<tr>
<td>Total Departmental Expenses</td>
<td>Sage projects operating and overall expenses to be higher. The expenses are projected to be $300K to $350K higher per year.</td>
<td>Benton’s projections for room expenses are lower than Sage by approximately $350K per year.</td>
</tr>
<tr>
<td>Other Operating Expenses</td>
<td>Sage projects administrative and general operating expenses to be approximately $100K higher per year. Marketing expenses are $70K to $100K higher per year. Property operations/maintenance and energy are significantly higher.</td>
<td>Benton’s projections on the franchise fee are similar to Sage’s projections.</td>
</tr>
<tr>
<td>Fixed charges</td>
<td>Sage is projecting no property taxes based on the City of Denver ruling on the Convention Center Hotel.</td>
<td>Benton projects property taxes. If property taxes are removed from the pro forma, it increases the profitability by approximately $280K-$300K per year.</td>
</tr>
</tbody>
</table>
### Proposed Spring Hill Suites
#### Auraria Campus
#### Denver, CO

<table>
<thead>
<tr>
<th>Projection Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Occupancy</td>
<td>64%</td>
<td>67%</td>
<td>72%</td>
<td>72%</td>
<td>72%</td>
</tr>
<tr>
<td>Average Daily Room Rate</td>
<td>$146.87</td>
<td>$158.52</td>
<td>$166.33</td>
<td>$175.55</td>
<td>$181.69</td>
</tr>
<tr>
<td>Occupied Rooms</td>
<td>33,945</td>
<td>37,778</td>
<td>39,420</td>
<td>39,420</td>
<td>39,420</td>
</tr>
<tr>
<td>Estimated Inflation Rate</td>
<td>103%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Available Rooms</td>
<td>150</td>
<td>150</td>
<td>150</td>
<td>150</td>
<td>150</td>
</tr>
</tbody>
</table>

**Revenues**

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rooms</td>
<td>$5,173</td>
<td>$5,824</td>
<td>$6,432</td>
<td>$6,970</td>
<td>$7,195</td>
</tr>
<tr>
<td>Hotel Food and Beverage</td>
<td>874</td>
<td>1,086</td>
<td>1,214</td>
<td>1,271</td>
<td>1,307</td>
</tr>
<tr>
<td>Banquet Food</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Banquet Beverage</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Telephone</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Parking Garage</td>
<td>138</td>
<td>158</td>
<td>184</td>
<td>198</td>
<td>199</td>
</tr>
<tr>
<td>Rentals/Other Income</td>
<td>111</td>
<td>124</td>
<td>138</td>
<td>151</td>
<td>155</td>
</tr>
<tr>
<td>Total</td>
<td>6,296</td>
<td>7,192</td>
<td>7,986</td>
<td>8,590</td>
<td>8,856</td>
</tr>
</tbody>
</table>

**Departmental Expenses**

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rooms</td>
<td>1,454</td>
<td>1,549</td>
<td>1,652</td>
<td>1,738</td>
<td>1,826</td>
</tr>
<tr>
<td>Food and Beverage</td>
<td>822</td>
<td>947</td>
<td>1,032</td>
<td>1,081</td>
<td>1,113</td>
</tr>
<tr>
<td>Telephone</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>53</td>
<td>53</td>
<td>55</td>
<td>59</td>
<td>61</td>
</tr>
<tr>
<td>Total</td>
<td>2,329</td>
<td>2,549</td>
<td>2,739</td>
<td>2,878</td>
<td>2,963</td>
</tr>
</tbody>
</table>

**Total Operated Departmental Income**

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative and General</td>
<td>552</td>
<td>569</td>
<td>599</td>
<td>626</td>
<td>645</td>
</tr>
<tr>
<td>Marketing</td>
<td>489</td>
<td>521</td>
<td>552</td>
<td>581</td>
<td>599</td>
</tr>
<tr>
<td>Franchise Fee</td>
<td>155</td>
<td>233</td>
<td>322</td>
<td>349</td>
<td>360</td>
</tr>
<tr>
<td>Property Operations &amp; Maint</td>
<td>403</td>
<td>416</td>
<td>428</td>
<td>441</td>
<td>454</td>
</tr>
<tr>
<td>Energy</td>
<td>307</td>
<td>322</td>
<td>339</td>
<td>353</td>
<td>363</td>
</tr>
<tr>
<td>Total</td>
<td>3,967</td>
<td>4,643</td>
<td>5,229</td>
<td>5,712</td>
<td>5,893</td>
</tr>
</tbody>
</table>

**Undistributed Operating Expenses**

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Fee</td>
<td>197</td>
<td>224</td>
<td>247</td>
<td>267</td>
<td>275</td>
</tr>
<tr>
<td>Real Estate &amp; Prop. Taxes</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Building &amp; Contents Insurance</td>
<td>40</td>
<td>41</td>
<td>43</td>
<td>44</td>
<td>45</td>
</tr>
<tr>
<td>Total</td>
<td>237</td>
<td>265</td>
<td>290</td>
<td>311</td>
<td>320</td>
</tr>
</tbody>
</table>

**Income before Reserves**

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income before Fixed Charges</td>
<td>2,061</td>
<td>2,582</td>
<td>2,989</td>
<td>3,362</td>
<td>3,472</td>
</tr>
<tr>
<td>Fixed Charges</td>
<td>183</td>
<td>212</td>
<td>229</td>
<td>237</td>
<td>244</td>
</tr>
<tr>
<td>Real Estate &amp; Prop. Taxes</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Building &amp; Contents Insurance</td>
<td>61</td>
<td>63</td>
<td>65</td>
<td>67</td>
<td>69</td>
</tr>
<tr>
<td>Total</td>
<td>244</td>
<td>275</td>
<td>294</td>
<td>304</td>
<td>313</td>
</tr>
</tbody>
</table>

**Reserve for Replacement**

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income Before Other Debt Svc</td>
<td>$1,824</td>
<td>$2,317</td>
<td>$2,699</td>
<td>$3,051</td>
<td>$3,152</td>
</tr>
<tr>
<td>Anticipated Debt Svc from Operations</td>
<td>2,094</td>
<td>2,321</td>
<td>2,518</td>
<td>2,647</td>
<td>2,771</td>
</tr>
<tr>
<td>Cash Flow after Debt Svc</td>
<td>-$270</td>
<td>-$44</td>
<td>-$181</td>
<td>-$404</td>
<td>-$382</td>
</tr>
</tbody>
</table>

1. Assumes no property taxes. A meeting with the City of Denver is scheduled for Sept. 3rd to discuss this in greater detail and determine likelihood of tax-exemption.
2. The final breakout between the HLC and Operations debt service payments will be based on actual costs of the HLC.
AGENDA ITEM: Office of Human Resources report of personnel actions for the Board’s approval which have occurred since the last Board Meeting on June 2, 2010.

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

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

APPOINTMENTS

Mr. Derrick Clark, Head Men's Basketball Coach, Annual Salary: $80,000.00 – Effective June 3, 2010. (ADMINISTRATIVE)

Ms. Tanya Haave, Head Women's Basketball Coach, Annual Salary: $64,000.00 – Effective June 16, 2010. (ADMINISTRATIVE)

Ms. Kimberly Starr, Fiscal Manager, Academic Affairs, Annual Salary: $65,000.00 – Effective July 23, 2010. (ADMINISTRATIVE)

Ms. Ann Sanders, Executive Assistant to the Provost/VP of Academic Affairs, Annual Salary: $55,700.00 – Effective August 1, 2010. (ADMINISTRATIVE)

Ms. Jenifer Jacobson, Academic Advisor-Teacher Education, Annual Salary: $42,263.00 – Effective August 1, 2010. (ADMINISTRATIVE)

Dr. Ned Muhovich, Director of Academic Advising, Annual Salary: $70,055.00 – Effective August 1, 2010. (ADMINISTRATIVE)

Dr. Melissa Cermak, ACCESS Disability Coordinator, Annual Salary: $46,500.00 – Effective August 1, 2010. (ADMINISTRATIVE)

Mr. Rebel Saffold III, Director of Advancement Services, Annual Salary: $70,000.00 – Effective August 1, 2010. (ADMINISTRATIVE)
Dr. Lisa Altemueller Coval, Department Chair/Associate Professor of Teacher Education, Annual Salary: $78,253.00 – Effective August 1, 2010. (TENURED/FACULTY)

Ms. Margaret Schaeffer, Executive Assistant to the VP of Student Services, Annual Salary: $55,700.00 – Effective August 12, 2010. (ADMINISTRATIVE)

Dr. Hsiu-Ping Liu, Assistant Professor of Biology, Annual Salary: $49,138.00 from 1.00FTE to .50FTE – Effective August 18, 2010. (PROBATIONARY/FACULTY)

Mr. Chad Mortensen, Assistant Professor of Psychology, Annual Salary: $50,588.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Desire J.M. Anastasia, Assistant Professor of Criminal Justice & Criminology, Annual Salary: $49,488.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Bethany Fleck, Assistant Professor of Psychology, Annual Salary: $50,588.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Anna Ropp, Assistant Professor of Psychology, Annual Salary: $50,982.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Mr. Joseph P. Hasley, Assistant Professor of Computer Information Systems, Annual Salary: $82,491.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Tom E. Yoon, Assistant Professor of Computer Information Systems, Annual Salary: $82,491.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Ms. Denise Mowder, Assistant Professor of Criminal Justice & Criminology, Annual Salary: $50,500.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Mark Koester, Assistant Professor of Mathematical and Computer Science, Annual Salary: $51,642.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. April A. Hill, Assistant Professor of Chemistry, Annual Salary: $48,807.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. David Piacenti, Assistant Professor of Sociology, Annual Salary: $48,610.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Christine Cooper, Assistant Professor of Speech, Annual Salary: $50,594.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Lin Huang, Assistant Professor of Engineering Technology, Annual Salary: $58,394.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)
Ms. Tina Marie Rocha, Assistant Professor of Nursing, Annual Salary: $58,502.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Mark Mazurek, Assistant Professor of Biology, Annual Salary: $49,627.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Nancy DuTeau, Assistant Professor of Biology, Annual Salary: $49,627.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Cristina Miguez, Assistant Professor of Spanish, Annual Salary: $45,643.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Vincent Piturro, Assistant Professor of English, Annual Salary: $48,379.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Ms. Kathleen Deakin, Assistant Professor of English, Annual Salary: $47,805.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Maria Akrabova, Assistant Professor of Spanish, Annual Salary: $47,799.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Julie Roy, Assistant Professor of Mathematical and Computer Science, Annual Salary: $53,579.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Jillian Mollenhauer, Assistant Professor of Art History, Annual Salary: $47,601.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Virginia C. Sanprie, Assistant Professor of Communication Arts & Sciences, Annual Salary: $46,575.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Dr. Heather Graham, Assistant Professor of Art History, Annual Salary: $47,601.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Ms. Cheryl Ann King, Assistant Professor of Nursing, Annual Salary: $58,502.00 – Effective August 18, 2010. (PROBATIONARY/FACULTY)

Ms. Ranae Shrader, Nursing Program Coordinator, Annual Salary: $49,000.00 – Effective August 11, 2010. (ADMINISTRATOR)

Dr. Carmen Ripolles, Instructor of Art History, Annual Salary: $39,014.00 – Effective August 17, 2010. (PROBATIONARY/FACULTY)

Ms. Ilene Warneke, Clinical Placement Manager, Annual Salary: $49,000.00 – Effective August 25, 2010. (ADMINISTRATOR)
Mr. Randy Larkins, Director Academic Partnerships & Assessment, Annual Salary: $70,000.00 – Effective September 1, 2010. (ADMINISTRATOR)

**APPOINTMENTS (Temporary to Permanent)**

Dr. Sheryl Zajdowicz, Assistant Professor of Biology, Annual Salary: $49,627.00 – Effective August 18, 2010. (FROM Visiting Assistant Professor of Biology TO Tenure Track Assistant Professor of Biology)

Dr. Malinda Jones, Assistant Professor of Teacher Education, Annual Salary: $51,897.00 – Effective August 18, 2010. (FROM Visiting Assistant Professor of Early Childhood Education TO Tenure Track Assistant Professor of Teacher Education)

Mr. Kevin Zeiler, Assistant Professor of Health Care Management, Annual Salary: $49,959.00 – Effective August 18, 2010. (FROM Visiting Assistant Professor of Health Professions TO Tenure Track Assistant Professor of Health Care Management)

Dr. Nicholas Recker, Assistant Professor of Sociology, Annual Salary: $51,642.00 – Effective August 18, 2010. (FROM Visiting Assistant Professor of Sociology TO Tenure Track Assistant Professor of Sociology)

Dr. David Lynn Hoffman, Professor of Management, Annual Salary: $93,302.00 – Effective August 18, 2010. (FROM Visiting Professor of Management TO Tenure Track Professor of Management)

Dr. Nina Radojevich-Kelley, Assistant Professor of Management, Annual Salary: $77,250.00 – Effective August 18, 2010. (FROM Visiting Assistant Professor of Management TO Tenure Track Assistant Professor of Management)

Dr. William Carnes, Assistant Professor of Management, Annual Salary: $77,250.00 – Effective August 18, 2010. (FROM Visiting Assistant Professor of Management TO Tenure Track Assistant Professor of Management)

Dr. Bradley Thompson, Assistant Professor of Music, Annual Salary: $47,955.00 – Effective August 18, 2010. (FROM Visiting Assistant Professor of Music TO Tenure Track Assistant Professor of Music)

Dr. Michael Hengst, Assistant Professor of Music, Annual Salary: $47,955.00 – Effective August 18, 2010. (FROM Visiting Assistant Professor of Music TO Tenure Track Assistant Professor of Music)

Dr. Michael B. Jacobs, Assistant Professor of Chemistry, Annual Salary: $48,807.00 – Effective August 18, 2010. (FROM Visiting Assistant Professor of Chemistry TO Tenure Track Assistant Professor of Chemistry)
Dr. Keah Schuenemann, Assistant Professor of Geography, Annual Salary: $51,006.00 – Effective August 18, 2010. (FROM Visiting Assistant Professor of Geography TO Tenure Track Assistant Professor of Geography)

Dr. Ting Jiang, Assistant Professor of Sociology, Annual Salary: $48,610.00 – Effective August 18, 2010. (FROM Visiting Assistant Professor of Sociology TO Tenure Track Assistant Professor of Sociology)

Mr. Larry Curry, Assistant Professor of Social Work, Annual Salary: $53,698.00 – Effective August 18, 2010. (FROM Visiting Assistant Professor of Social Work TO Tenure Track Assistant Professor of Social Work)

Dr. Jennifer Gagliardi-Seeley, Assistant Professor of Biology, Annual Salary: $49,627.00 – Effective August 18, 2010. (FROM Visiting Assistant Professor of Biology TO Tenure Track Assistant Professor of Biology)

Ms. Theresa L. Miyashita, Assistant Professor of Human Performance and Sports, Annual Salary: $50,894.00 – Effective August 18, 2010. (FROM Visiting Instructor of Human Performance and Sports TO Tenure Track Assistant Professor of Human Performance and Sports)

Dr. Brian Bagwell, Assistant Professor of Human Services, Annual Salary: $53,698.00 – Effective August 18, 2010. (FROM Visiting Assistant Professor of Human Services TO Tenure Track Assistant Professor of Human Services)

Dr. Benjamin Dyhr, Assistant Professor of Mathematical and Computer Science, Annual Salary: $53,579.00 – Effective August 18, 2010. (FROM Visiting Assistant Professor of Mathematical Sciences TO Tenure Track Assistant Professor of Mathematical and Computer Science)

Mr. Duane Swigert, Assistant Professor of Engineering Technology, Annual Salary: $58,394.00 – Effective August 18, 2010. (FROM Visiting Professor of Electrical Engineering Technology TO Tenure Track Assistant Professor of Engineering Technology)

**AWARDS OF TENURE**

Dr. Lisa Altemueller Coval, Associate Professor of Teacher Education
AGENDA ITEM: London and the Trans-Atlantic Slave Trade Study Abroad course

BACKGROUND:
The African and African American Studies department, which is housed in the School of Letters, Arts and Sciences, proposes a three credit hour course titled “London and the Trans-Atlantic Slave Trade” to be offered in London and Liverpool, England. The course AAS390 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, London and the Trans-Atlantic Slave Trade, is designed to provide students with first-hand experience in understanding the role London played in the Trans-Atlantic slave trade that impacted North America, South America and the Caribbean through on-site study at the Museum of London Docklands’ London, Sugar and Slavery permanent exhibit. The time period to be studied begins about 1700 and proceeds through the American Civil War. Students will be able to discuss the origins, nature, scope and relevance of London’s role in the Trans-Atlantic slave trade upon completion of this course. They will also be able to identify the complexities of the slaving system and its operations, along with describing the impact of slavery in London, Africa, the Caribbean and the United States. In addition to exploration of museum exhibits and specific assignments related to those, students will complete course readings and a final project.

Dr. Teresa Unseld, associate professor in African and African American Studies, will co-lead this course with Professor Jacquelyn Benton, Visiting Professor in African and African American Studies. Dr. Unseld is an art educator who has written a book series combining American history, art and learning activities related to the diverse cultures and races in the U.S. She has received teaching awards and has conducted field research in Australia, China, Croatia and Italy. She participated in a seminar on the Trans-Atlantic slave trade for college instructors at the 2009 National Endowment for the Arts Summer Seminar. Professor Benton’s background is predominantly in African and African American literature, but in recent years her interest has shifted to the African Diaspora within and outside of the United States. She has traveled to Tanzania, Brazil and Belize.

The program is proposed to run December 27, 2010 through January 9, 2011. The program cost to students is anticipated at approximately $3,085, including room and board, airfare, excursions and tuition. Students are responsible for personal expenses including health or travel insurance. The minimum number of participants is ten students and the maximum number is twenty. Faculty salaries are paid by the Extended Campus office from the tuition collected.

RECOMMENDATION:
The Office of Academic Affairs recommends approval of the AAS 390 London and the Trans-Atlantic Slave Trade course.
AGENDA ITEM: FY2011 STATE APPROPRIATED NON-BASE Rollforward ALLOCATIONS

ISSUE:

Consistent with the Trustee Policy Manual, Sections 4.1 and 4.2, the Board of Trustees for Metropolitan State College of Denver has the responsibility and authority to review and approve the operating budgets. This agenda item distributes the remaining non-base fund balance rollforward.

ANALYSIS:

In June of 2010 the Board approved the initial allocations of $6,000,000 in fund balance distribution. This included appropriations for right sizing projects, UTP grant match, School of LAS professional development, classroom equipment and operating, IT IRP additional spending, College desktop replacement plan, Banner upgrade, and other one time operating expenses. This was an intentionally conservative estimate knowing further allocations would be completed after the end of the year. Additional funding requests were made for institutional initiatives, mandatory or institutional needs, stimulus positions, equipment and technology, travel, Alumni anniversary programming, Future Perfect strategic planning tool, general operating, strategic planning, IT CRAC construction cost (server air conditioning) and prior year commitments. Stimulus position request was submitted for an additional one FTE.

Additional fund balance requests presented for approval total $604,717 plus dollars allocated for specific purposes. Additional stimulus requests total $64,896.

RECOMMENDATION:

The administration recommends approval of the proposed state appropriated non-base allocations for Metro State as presented.
## Onetime Sources

<table>
<thead>
<tr>
<th>I. TOTAL SOURCE OF FUND BALANCE</th>
<th>State</th>
<th>Auxiliary</th>
<th>Plant</th>
<th>Stimulus</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 I. TOTAL SOURCE OF FUND BALANCE</td>
<td>8,548,254</td>
<td>14,665,534</td>
<td>11,880,814</td>
<td>158,160</td>
<td>35,252,762</td>
</tr>
<tr>
<td>2 Less GASB Adjustment Balance</td>
<td>(1,339,878)</td>
<td>(1,293,857)</td>
<td>(2,633,735)</td>
<td>(2,633,735)</td>
<td>(2,633,735)</td>
</tr>
<tr>
<td>3 AVAILABLE FOR DISTRIBUTION</td>
<td>7,208,376</td>
<td>13,371,677</td>
<td>11,880,814</td>
<td>158,160</td>
<td>32,619,027</td>
</tr>
</tbody>
</table>

| II. USES: | |
|-------------------------------------------------|-------|-----------|-------|----------|-------|
| 6 Less Approved One-Time Allocations (6-3-2010) | (6,000,000) | (6,000,000) | (6,000,000) | (6,000,000) | (6,000,000) |
| 7 Return to Fund Managers | (837,093) | (837,093) | (837,093) | (837,093) | (837,093) |
| 9 Course/Program Fees | (9,579,573) | (9,579,573) | (9,579,573) | (9,579,573) | (9,579,573) |
| 10 Auxiliary (Student Fees, Off-Campus Programs etc) | (725,000) | (725,000) | (725,000) | (725,000) | (725,000) |
| 11 Hold for Neighborhood project | (8,500,000) | (8,500,000) | (8,500,000) | (8,500,000) | (8,500,000) |
| 12 Hold for initial expenses of capital projects | (51,500) | (51,500) | (51,500) | (51,500) | (51,500) |
| 13 Prior Commitment, Deferred Compensation | (432,500) | (432,500) | (432,500) | (432,500) | (432,500) |
| 14 One time available from Student Success Building | (350,000) | (350,000) | (350,000) | (350,000) | (350,000) |
| 15 Preapproved Rent WS FY 2011 | (3,792,104) | (3,792,104) | (3,792,104) | (3,792,104) | (3,792,104) |
| 16 Transfer Plant to General Fund | 604,840 | 604,840 | 604,840 | 604,840 | 604,840 |
| 17 HOLD for Institutional Reserve | (2,050,974) | (2,050,974) | (2,050,974) | (2,050,974) | (2,050,974) |
| 18 Subtotal | 604,717 | 0 | 2,050,974 | 158,160 | 2,813,851 |
| 19 Proposed FY2011 Allocation (See Attachment A) | (604,717) | (64,896) | (669,613) | (669,613) | (669,613) |
| 20 Estimated Balance FY2011 Fund Balance Forwards | 0 | 0 | 2,050,974 | 93,264 | 2,144,238 |
## III. Departmental Request

<table>
<thead>
<tr>
<th></th>
<th>Prior Year Fund Balance</th>
<th>Stimulus Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dollars Needed for Approved Expenses not Paid in FY10</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Services</td>
<td></td>
<td></td>
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<td>Furniture, Equipment, Survey</td>
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<td>Remodeling, Equipment</td>
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<td>Stimulus Position - Reentry Coordinator</td>
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<td>Publications &amp; Operating, Center for Faculty Development</td>
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<td>Software, School of Business</td>
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<td>Academic Department Software, equipment, operating in Prof Studies</td>
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<td>Alumni Anniversary Programming</td>
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<td>Miller Group and QA37</td>
<td>13,200</td>
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<td>Information Technology</td>
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<td>Construction Costs</td>
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<td>Equipment</td>
<td>40,713</td>
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<tr>
<td>Administrative Professional Development Conference MetroLeaders</td>
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<td>Strategic Planning Initiative</td>
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<td>Admin and Finance &amp; Institutional Needs:</td>
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<td>Future Perfect (Consulting Fee, License Fee, &amp; Training )</td>
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<td>VSA membership dues</td>
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<tr>
<td><strong>Total</strong></td>
<td>604,717</td>
<td>64,896</td>
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**FY2011 Non-Base Budget**

Uses/Requests for Available Fund Balance

Proposed and June 3, 2010 Approved Distributions

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<th>Stimulus</th>
<th>FTE</th>
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<td><strong>1. Non-Base Funds Available</strong></td>
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<td>Funds Balance forward from FY2010 to FY2011</td>
<td>8,548,254</td>
<td>4,289,163</td>
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<td>Transfer from Plant</td>
<td>604,840</td>
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<tr>
<td>Use of Base funds for Onetime purposes (Approved June 3, 2010)</td>
<td>2,658,867</td>
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<td><strong>TOTAL available for One-time Distribution</strong></td>
<td>11,811,961</td>
<td>4,289,163</td>
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<p>| <strong>II. USES PROPOSED SEPTEMBER 2010</strong> |     |          |     |
| QF001-2% Inc. for CIS Visiting Instructor | 1,983 |  |  |
| QA054- Re-entry Coordinator | 10,698 | 0.00 |  |
| Administrative Assist position | 52,215 | 52,215 | 1.00 |
| Denver Athletic | 4,508 |  |  |
| CCI and HP Invoice | 2,711 |  |  |
| Mac Computer SPO 1056192 | 6,232 |  |  |
| Race and ethnicity survey | 5,796 |  |  |
| AHEC-ABET computer lab for M&amp;CS | 3,783 |  |  |
| AHEC &amp; MSCD IT -ABET computer lab for Engineering | 4,261 |  |  |
| AHEC Media Services: |     |          |     |
| Labor and replacement projects not covered in Smark Board order | 6,527 |  |  |
| Document cameras on backorder - CCS | 3,738 |  |  |
| Software package - Qualtrics | 4,354 |  |  |
| Software package - SAP | 5,000 |  |  |
| Travel for Mark Potter, Lunden MacDonald | 3,000 |  |  |
| Magna Publications order and Barns and Nobels | 2,493 |  |  |
| Software purchases - Adobe licences; all depts | 8,000 |  |  |
| DOI for MAC computer | 2,339 |  |  |
| Miscellaneous operating expenses, computers and FEPAC | 9,011 |  |  |
| Minitab, latest version; EAS | 3,078 |  |  |
| Make Music-Finale 2011; maintenance; MUS | 2,809 |  |  |
| Network jacks drops software; PSY | 2,800 |  |  |
| Art296, addtnl lighting; ahec work | 10,000 |  |  |
| EAS, AHEC- remodeling storage into office | 4,000 |  |  |
| JRN Photo lab equip | 12,237 |  |  |
| Stdnt Hrly summer (40daysx8hrs=$14) - assist Doug H. | 3,237 |  |  |
| SPSS sftwr, PSY | 2,796 |  |  |
| FinalCut sftwr, ART | 3,817 |  |  |
| V114074, 2 E4300 laptops, LAS001 dean's office | 3,601 |  |  |
| 2 HP printers for EAS | 7,618 |  |  |
| SmartTech- SmartBoard Training | 4,999 |  |  |
| Software for ETS not purchased-Misunderstanding with IT | 3,527 |  |  |
| Misc travel for Sandra Haynes ACE Fellowship | 10,000 |  |  |
| Misc telecom and supplies | 2,589 |  |  |
| Misc equipment for AES not finished | 19,650 |  |  |
| Capital allocation for HPS not finished | 10,709 |  |  |
| AHEC work order project for Teacher Ed | 8,000 |  |  |
| AHEC reception area renovation not finished | 20,000 |  |  |
| AHEC smartboard installations not finished | 12,000 |  |  |
| Alumni Anniversary Programming | 10,000 |  |  |
| Miller Group and QA37 | 13,200 |  |  |
| Construction Costs | 169,584 |  |  |
| Generator/flywheel/panel design plus Whips &amp; Circuits | 40,713 |  |  |
| Administrative Professional Development Conference MetroLeaders | 15,000 |  |  |
| Strategic Planning | 20,000 |  |  |
| Future Perfect (Consulting Fee, License Fee, &amp; Training ) | 115,000 |  |  |
| VSA membership dues | 2,000 |  |  |
| <strong>Subtotal Uses Proposed September 1, 2010</strong> | 604,717 | 0.00 | 64,896 | 1.00 |</p>
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<tr>
<th>Description</th>
<th>Balance</th>
<th>FTE</th>
<th>Stimulus</th>
<th>FTE</th>
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<td>Course/Program Fees</td>
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<td>One time available from Student Success Building</td>
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## II. USES APPROVED JUNE 2010

### RIGHTSIZING PROJECT

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<tr>
<th>Ongoing Rightsizing Positions/Consultants</th>
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<th>1,563,211</th>
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<td>RWT002, T. Nguyen</td>
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<tr>
<td>RWT021, E. Scully</td>
<td>QA 27</td>
<td>67,039</td>
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<tr>
<td>RWT019, S. Jackson</td>
<td>QA 29</td>
<td>59,677</td>
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<tr>
<td>RWT004, vacant</td>
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<td>RWT007, vacant</td>
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<td>RWT020, not created</td>
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<td>RWT021 Consulting</td>
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<tr>
<td>RTW025 Consulting</td>
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<td>RWT030 Consulting</td>
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<td>RWT032 Consulting</td>
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<td>RWT003 Consulting</td>
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<td>RWT015/31 Consulting</td>
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<td>RWT019, add'l position not created</td>
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<td>RWT013, not created -pos #2</td>
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<td>RWT027 Consulting</td>
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<td>RWT028 Consulting</td>
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<td>(226,300)</td>
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<td>TOTAL RIGHTSIZING</td>
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### Stimulus Fringe Increases - ESTIMATE

- Agarwal, Avinash, Capstone Faculty - Engineering Tech.                    | QF 266 | 61,946 | 1.00     |
- Hatcher, Anne, Capstone Faculty - Human Services                          | QF 307 | 80,596 | 1.00     |
- Landry, John, Capstone Faculty - CIS                                      | QF 16  | 78,627 | 1.00     |
- Shanks, Nancy, Capstone Faculty - Health Professions                     | QF 328 | 86,288 | 1.00     |
- Capstone Faculty                                                          | TBD    | 90,000  | 1.00     |
- Capstone Faculty                                                          | TBD    | 90,000  | 1.00     |
- TED Admin III for Masters Prog Development                                | TBD    | 50,544  | 1.00     |
- BUS Admin III for Masters Prog Development                                | TBD    | 50,544  | 1.00     |
- Minter, Christopher, Reentry Coordinator                                  | E 586  | 10,698  | 0.25     |
- McMee                                                                      | QA 33  | 62,500  | 1.00     |
- Social Work Curriculum Development Expert                                 | QA 31  | 46,125  | 1.00     |
- Center for Faculty Development Supps for Instructional Design            | N/A    | 35,000  |          |
- Social                                                                    | N/A    | 14,148  |          |
- NEW Stimulus position for course delivery currently offered by 3 different depts. | TBD   | 71,250  | 1.00     |
- Edwards, Janina, Financial Aid System IT Specialist                       | QA 15  | 86,394  | 1.00     |
- Garcia, Cynthia A., Excel Counselor (HSI)                                  | QA 3   | 36,475  | 1.00     |
- Minter, Christopher, Re-Entry Coordinator                                  | E 586  | 21,394  | 0.50     |
- Robledo Iregui, Carolina, Resource Counselor                              | QA 2   | 46,585  | 1.00     |
- Young, Samuel M., Resource Counselor                                       | QA 1   | 46,585  | 1.00     |
<table>
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<tr>
<th>No.</th>
<th>Description</th>
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<th>Stimulus Fund</th>
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<td>Aiu, Kumella, Urban Ctr for Civic &amp; Comm Engage Administrator</td>
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<td>126</td>
<td>Student Services Program Support (new initiatives)</td>
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<td>Fajardo, Elizabeth, HSI Journey Through Our Heritage Coordinator</td>
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<td>Instructional Designer for “Second Life”</td>
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<td>Pre-Collegiate &amp; Concurrent Enrollment Staff, Pro Dev (HSI)</td>
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<td>Schwartz, Lauren L., Mgr of Events &amp; Outreach</td>
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<td>141</td>
<td>Malone Back, Susan, Grant Writer</td>
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<td>Hu, Keke (Coco), Accounting Technician</td>
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<td>Lease 7th Floor Writer Square</td>
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<td>165</td>
<td>School of LAS - Professional Development</td>
<td>334,500</td>
<td></td>
<td></td>
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<tr>
<td>166</td>
<td>Provost Discretionary Funds from Dr. Jordan</td>
<td>180,000</td>
<td></td>
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<tr>
<td>167</td>
<td>UTP Grant Match</td>
<td>300,000</td>
<td></td>
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<tr>
<td>168</td>
<td>Center for Urban Connection (Urban Land Grant)</td>
<td>58,000</td>
<td></td>
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<tr>
<td>169</td>
<td>Digital Measures Personnel-AAVPUL-Evaluation Technical Support/Blackboard</td>
<td>81,500</td>
<td></td>
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<tr>
<td>170</td>
<td>Faculty Career Capstone Project Expenses</td>
<td>13,000</td>
<td></td>
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<tr>
<td>171</td>
<td>Equipment and Operating, Classroom</td>
<td>900,000</td>
<td></td>
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<tr>
<td>172</td>
<td>Center for Faculty Development</td>
<td>35,000</td>
<td></td>
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<tr>
<td>173</td>
<td>For HTE grant - benefits for meeting planner</td>
<td>17,063</td>
<td></td>
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<td>174</td>
<td>Furniture and Computers for new Tenure-Track faculty</td>
<td>95,000</td>
<td></td>
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<tr>
<td>175</td>
<td>EMS Banner Implementation</td>
<td>75,000</td>
<td></td>
<td></td>
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<tr>
<td>176</td>
<td>Professional Development - Ctr for Fac Development</td>
<td>50,000</td>
<td></td>
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<tr>
<td>177</td>
<td>Professional Development - International Studies</td>
<td>65,000</td>
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<td></td>
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<tr>
<td>178</td>
<td>Professional Development - Academic Advising</td>
<td>30,000</td>
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<tr>
<td>179</td>
<td>Professional Development - Internship Center</td>
<td>10,000</td>
<td></td>
<td></td>
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<tr>
<td>180</td>
<td>Professional Development - Individualized Degree Prog</td>
<td>10,000</td>
<td></td>
<td></td>
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<tr>
<td>181</td>
<td>Operating - Program Assessment</td>
<td>50,000</td>
<td></td>
<td></td>
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<tr>
<td>182</td>
<td>CAMP budget and program manager-Rory Korpela</td>
<td>27,900</td>
<td></td>
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<tr>
<td>183</td>
<td>Graduate School Software</td>
<td>50,000</td>
<td></td>
<td></td>
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<tr>
<td>184</td>
<td>Expand Online Orientation Program</td>
<td>10,000</td>
<td></td>
<td></td>
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<tr>
<td>185</td>
<td>Enrollment/Retention Consultant</td>
<td>100,000</td>
<td></td>
<td></td>
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<tr>
<td>186</td>
<td>Student Services Benchmarking &amp; Technology Review</td>
<td>75,000</td>
<td></td>
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<td>187</td>
<td>Student Services Computer Replacement (40)</td>
<td>40,000</td>
<td></td>
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<td>188</td>
<td>Financial Aid Temporary Support</td>
<td>10,000</td>
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<tr>
<td>189</td>
<td>Banner System Projects Consultant</td>
<td>158,998</td>
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<td></td>
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<td>190</td>
<td>IT IRP- additional spending approved for FY11</td>
<td>1,220,000</td>
<td></td>
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<tr>
<td>191</td>
<td>College Desktop Replacement Plan</td>
<td>350,000</td>
<td></td>
<td></td>
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<tr>
<td>192</td>
<td>Banner upgrades needed for Masters Programs</td>
<td>200,000</td>
<td></td>
<td></td>
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<tr>
<td>193</td>
<td>Homecoming</td>
<td>10,000</td>
<td></td>
<td></td>
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<tr>
<td>194</td>
<td>Diversity Awards</td>
<td>200,000</td>
<td></td>
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<tr>
<td>Fund Balance</td>
<td>FTE</td>
<td>Stimulus</td>
<td>FTE</td>
<td></td>
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<tr>
<td>Federal Government Relations</td>
<td>25,000</td>
<td>2,500</td>
<td>900</td>
<td></td>
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<tr>
<td>Faculty Senate</td>
<td>2,500</td>
<td>20,000</td>
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<tr>
<td>Council of Administrators</td>
<td>900</td>
<td>25,000</td>
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<td>ACE Fellows</td>
<td>20,000</td>
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<tr>
<td>Awards</td>
<td>25,000</td>
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<td>ADA Compliance Issues</td>
<td>10,000</td>
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<td>Chronicle Higher Ed Branding</td>
<td>49,500</td>
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<tr>
<td>H S I - Marketing Efforts</td>
<td>10,000</td>
<td></td>
<td></td>
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<tr>
<td>H S I - Remedial Support</td>
<td>40,000</td>
<td></td>
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<td>H S I - Retention Efforts</td>
<td>77,500</td>
<td></td>
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<td>H S I - Purview of Paralegal</td>
<td>15,000</td>
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<td>H S I - CRM Banner Enrollment</td>
<td>121,000</td>
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<td>H S I - Journey Through Our Heritage Program Support</td>
<td>19,500</td>
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<td>H S I - Excelencia in Education</td>
<td>25,000</td>
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<td>Communications Freelance &amp; Web Support</td>
<td>25,000</td>
<td></td>
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<tr>
<td>Contract Grant Writer</td>
<td>60,000</td>
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<tr>
<td>Internationalized Globalization Efforts (mailing)</td>
<td>3,000</td>
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<td>Campaign materials and Donor relations outreach</td>
<td>20,000</td>
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<td>Volunteer engagement/campaign</td>
<td>5,000</td>
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<tr>
<td>Planned giving mailing/printed piece</td>
<td>2,500</td>
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<tr>
<td>Alumni Programming</td>
<td>15,000</td>
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<td>Plain &amp; Fancy/45th Anniversary (in addition to Pres Budget)</td>
<td>10,000</td>
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<td>Feasibility Studies, board retreats and planning</td>
<td>35,000</td>
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<td>Sponsored Programs Hourly and Biz Development</td>
<td>15,000</td>
<td></td>
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<tr>
<td>Material and Supplies</td>
<td>60,000</td>
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<td>Advertising Support</td>
<td>175,000</td>
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<td>IA Initiatives</td>
<td>150,000</td>
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<td>Grant Mentoring</td>
<td>30,000</td>
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<tr>
<td>Communications Freelance &amp; Support</td>
<td>25,000</td>
<td></td>
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<td>Facilities Projects &amp; Emergency Reserve</td>
<td>70,000</td>
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<tr>
<td>Desktop Replacement</td>
<td>19,500</td>
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<tr>
<td>HireRight; Immigration; Employee ADA accomodations; etc</td>
<td>50,000</td>
<td></td>
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<tr>
<td>Subtotal</td>
<td>6,193,401</td>
<td>0.00</td>
<td>2,886,399</td>
<td>40.55</td>
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<td>Total Approve, June 3, 2010</td>
<td>8,658,867</td>
<td>0.00</td>
<td>4,131,003</td>
<td>56.05</td>
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<td>Grand Total Non-Base Distribution as of September 1, 2010</td>
<td>11,811,961</td>
<td>0.00</td>
<td>4,195,899</td>
<td>57.05</td>
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<tr>
<td>Balance Available</td>
<td>0</td>
<td>93,264</td>
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AGENDA ITEM: Office of Human Resources report of personnel actions for the Board’s information, which have occurred since the last Board Meeting on June 2, 2010.

BACKGROUND: Report of personnel actions which have occurred since the last Board agenda of June, 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. Michael Parker, Budget Analyst, Annual Salary: $45,000.00 – Effective June 1, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Mr. James Horton, Programmer/Analyst Technician, Annual Salary: $52,000.00 – Effective June 8, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Ms. Amy Bell, Administrative Analyst, Annual Salary: $40,500.00 – Effective June 14, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Mr. Shawn McNary, Instructional Technology Applications Developer, Annual Salary: $50,000.00 – Effective June 14, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Mr. Erik Roth, Administrative Specialist, Annual Salary: $37,500.00 – Effective June 16, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Mr. Guiseppe Ciancio, College Facilities & Space Mgmt Asst, Annual Salary: $35,000.00 – Effective June 21, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Ms. Jinous Lari, Interim Budget Director, Annual Salary: $91,000.00 – Effective June 21, 2010. (TEMPORARY/ADMINISTRATIVE)

Mr. John Gassaway, Staff Counselor Intern, Annual Salary: $23,660.00 – Effective July 1, 2010. (TEMPORARY/ADMINISTRATIVE)

Ms. Camille Gonzalez, Staff Counselor Intern, Annual Salary: $23,660.00 – Effective July 1, 2010. (TEMPORARY/ADMINISTRATIVE)
Ms. Kelly Kinnebrew, Staff Counselor Intern, Annual Salary: $23,660.00 – Effective July 1, 2010. (TEMPORARY/ADMINISTRATIVE)

Ms Alysyn Middleton, Academic Advisor – (School of Business), Annual Salary: $43,000.00 – Effective July 1, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Ms. Stephanie Protsman, Assistant to the Registrar, Annual Salary: $45,000.00 – Effective July 1, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Mr. Adam T. Wall, Interim Assistant Men's Basketball Coach, Annual Salary: $32,728.00 – Effective August 1, 2010. (TEMPORARY/ADMINISTRATIVE)

Mr. Ryan Campbell, Program Specialist, Annual Salary: $43,500.00 – Effective August 1, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Ms. Beth Bean, Interim Curriculum Specialist, Annual Salary: $60,000.00 – Effective August 1, 2010. (TEMPORARY/ADMINISTRATIVE)

Ms. Jessica Peters, Research Coordinator, Annual Salary: $58,000.00 – Effective August 1, 2010. (TEMPORARY/ADMINISTRATIVE)

Ms. Alyssa Von Lehman Lopez, Grant Writer – OSRP, Annual Salary: $60,000.00 – Effective August 16, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Ms. Michele Lacey, Grant Writer – Development, Annual Salary: $60,000.00 – Effective August 16, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Dr. Bruce Morgenegg, Acting Associate Dean, Annual Salary: $84,302.00 – Effective August 1, 2010. (TEMPORARY/ADMINISTRATIVE)

Ms. Naomi Palosaari, Visiting Instructor of English, Annual Salary: $34,817.00 – Effective August 17, 2010. (TEMPORARY/FACULTY)

Mr. Corwin Douglas Hurst, Visiting Assistant Professor of Accounting, Annual Salary: $75,849.00 – Effective August 17, 2010. (TEMPORARY/FACULTY)

Mr. David M. Dirks, Visiting Instructor of Accounting, Annual Salary: $67,430.00 – Effective August 17, 2010. (TEMPORARY/FACULTY)

Mr. Joseph Giordano, Visiting Instructor of Accounting, Annual Salary: $67,430.00 – Effective August 17, 2010. (TEMPORARY/FACULTY)

Mr. Jim Murphy, Visiting Instructor of Accounting, Annual Salary: $67,430.00 – Effective August 17, 2010. (TEMPORARY/FACULTY)
Ms. Adrian Shopp, Visiting Instructor of Finance, Annual Salary: $67,360.00 – Effective August 17, 2010. (TEMPORARY/FACULTY)

Mr. Derren P. Duburguet, Visiting Assistant Professor of Aviation and Aerospace Science, Annual Salary: $49,821.00 – Effective August 17, 2010. (TEMPORARY/FACULTY)

Mr. Stephen O'Bryan, Visiting Instructor of History, Annual Salary: $36,558.00 – Effective August 18, 2010. (TEMPORARY/FACULTY)

Dr. Emily Matuszewicz, Visiting Assistant Professor of Health Professions, Annual Salary: $52,652.00 – Effective August 18, 2010. (TEMPORARY/FACULTY)

Ms. A. Jane Froman, Visiting Assistant Professor of Accounting, Annual Salary: $75,849.00 – Effective August 18, 2010. (TEMPORARY/FACULTY)

Ms. Mariya Burdina, Visiting Assistant Professor of Economics, Annual Salary: $62,872.00 – Effective August 18, 2010. (TEMPORARY/FACULTY)

Dr. Connie Gabel, Supplemental Instruction Supervisor, Annual Salary: $51,637.00 at .75FTE – Effective August 9, 2010. (TEMPORARY/ADMINISTRATIVE)

Mr. Adam Stowe, Coordinator, Student Retention Specialist, Annual Salary: $41,291.00 – Effective August 13, 2010. (TEMPORARY/ADMINISTRATIVE)

Ms. Meghan Hartvigson, Alumni Engagement Coordinator, Annual Salary: $40,000.00 – Effective August 17, 2010. (TEMPORARY/ADMINISTRATIVE – Stimulus Funded)

Dr. Heather Brady, Visiting Assistant Professor of Health Professions, Annual Salary: $43,395.00 – Effective August 17, 2010. (TEMPORARY/FACULTY)

Dr. AnnaMarie Drotar, Visiting Assistant Professor of Chemistry, Annual Salary: $43,926.00 – Effective August 17, 2010. (TEMPORARY/FACULTY)

Dr. Gloria-Yvonne Williams, Visiting Assistant Professor of African/African American Studies, Annual Salary: $45,138.00 – Effective August 17, 2010. (TEMPORARY/FACULTY)

Ms. Barbara Francis, Visiting Assistant Professor of Health Professions, Annual Salary: $52,652.00 – Effective August 18, 2010. (TEMPORARY/FACULTY)

Dr. Thomas R. Bellinger, Visiting Assistant Professor of Earth and Atmospheric Sciences, Annual Salary: $45,905.00 – Effective August 18, 2010. (TEMPORARY/FACULTY)

Mr. Gregory McArthur, Visiting Assistant Professor of Biology, Annual Salary: $44,664.00 – Effective August 18, 2010. (TEMPORARY/FACULTY)

Mr. James Furrer, Visiting Instructor of Communication Arts and Sciences, Annual Salary: $36,871.00 – Effective August 18, 2010. (TEMPORARY/FACULTY)
Dr. Andrew Canastar, Visiting Assistant Professor of Psychology, Annual Salary: $45,529.00 – Effective August 18, 2010. (TEMPORARY/FACULTY)

Dr. Lorna Hutchison, Visiting Professor of English, Annual Salary: $43,541.00 – Effective August 18, 2010. (TEMPORARY/FACULTY)

RESIGNATIONS

Ms. Lisa Chambers, Assistant to VP of Student Services, Effective June 30, 2010. (Personal Reasons)


Ms. Brandi Saturley, Interim Grant & Comp Manager, Effective July 2, 2010. (Graduate School)

Mr. Christopher Anders Minter, Re-Entry Coordinator, Effective July 6, 2010. (Graduate School)

Ms. Diane McAllister, Finance Director, MSCD Foundation, Effective July 16, 2010. (Accepted position outside of College)

Mr. Ed Garton, Director, Gay, Lesbian, Bisexual, and Transgender Student Services, Effective July 20, 2010. (Accepted position outside of College)

Dr. Derrick Hudson, Assistant Professor of African and African American Studies, Effective July 31, 2010. (Accepted position outside of College)

Mr. Eric Dunker, Director Assessment & Spec Testing, Effective July 31, 2010. (Accepted position outside of College)

Ms. Anne E. Evans, Visiting Assistant Professor of English, Effective July 31, 2010. (Personal Reasons)

Mr. Richard Paiz, Coordinator of Counseling and Tutoring, Effective August 6, 2010. (Personal Reasons)

Dr. David Andresen, Assistant Professor of Psychology, Effective August 9, 2010. (Accepted position outside of College)

Dr. Tat Sang So, Assistant Professor of English, Effective August 20, 2010. (Personal Reasons)

Mr. Sean Haggard, Assistant Director of Admissions/Data Management, Effective August 13, 2010.
(Personal Reasons)

Mr. Joe Lamars, Director of Infrastructure Services, Effective June 30, 2010. (Transferred to Classified Position)

Mr. Josh Anderson, Assistant Director of Alumni Programs and Development, Effective July 31, 2010. (Personal Reasons)

Ms. Jennifer Fisher, Head Softball Coach, Effective August 20, 2010. (Accepted position outside of College)

**RETIREMENTS**

Dr. Emily Bornstein, Visiting Assistant Professor of Psychology, Effective September 1, 2010.

Dr. Vincent C. de Baca, Associate Professor of History, Effective August 31, 2010.

**RECLASSIFICATIONS**

Ms. Barbara Wilder-Smith, Associate Director of Training, Annual Salary: $70,000.00 – Effective July 1, 2010. (FROM Training Coordinator for CIEL ($50,000.00) TO Associate Director of Training ($70,000.00)

Ms. Amy Hornbeck, Associate Director of Ancillary Tools Programs and Area Coordinator, Annual Salary: $64,625.00 – Effective July 1, 2010. (FROM Training Coordinator for CIEL ($53,504.00) TO Associate Director of Ancillary Tools Programs and Area Coordinator ($64,625.00)

Ms. Ruth Hensen, Training Coordinator, Annual Salary: $57,328.00 – Effective July 1, 2010. (FROM Head Trainer CIEL TO Training Coordinator (No change in salary)

**REASSIGNMENTS**

Mr. Matthew Brinton, Internship Coordinator and Special Projects Manager, Annual Salary: $42,000.00 – Effective June 1, 2010. (FROM TEMPORARY TO PERMANENT)

Dr. Linda White, Visiting Assistant Professor of Health Professions, Annual Salary: $54,960.00 at .50FTE – Effective August 18, 2010. (FROM Tenure Track Assistant Professor of Health Education Services TO Visiting Assistant Professor of Health Professions)

Ms. Lidia Alvarez, Learning Support Specialist, Annual Salary: $35,500.00 – Effective July 1, 2010. (FROM INTERIM TO PERMANENT)

Dr. Alexandre Padilla, Interim Director of Honors, Annual Salary: $91,247.00 – Effective July 1, 2010. (FROM FACULTY TO ADMINISTRATOR)
Ms. Kathy Heyl, Acting Dean, Annual Salary: $111,942.00 – Effective August 1, 2010. (FROM Associate Dean TO Acting Dean)

Ms. Mary Lou VanVoorhis, Assistant Director of Academic Advising, Annual Salary: $47,710.00 – Effective August 1, 2010. (FROM Interim Director of Academic Advising TO Assistant Director of Academic Advising)

Mr. Kenneth Garcia, Director of Infrastructure Services, Annual Salary: $85,000.00 – Effective July 1, 2010. (FROM CLASSIFIED TO ADMINISTRATOR)

Mr. Andrew Schlichting, Sports Information Director, Annual Salary: $39,489.00 – Effective August 16, 2010. (FROM INTERIM TO PERMANENT)

Mr. Vaughn Toland, Director of Admissions, Annual Salary: $77,500.00 – Effective September 1, 2010. (FROM INTERIM TO PERMANENT)

Mr. Joshua Gabrielson, 2+2 Transfer Counselor, Annual Salary: $41,291.00 – Effective September 1, 2010. (FROM Transfer Admission Counselor ($32,000.00) TO 2+2 Transfer Counselor ($41,291.00)

**NON-RENEWAL of ADMINISTRATORS**

Ms. Nicola Donaven, Manager, Data Research & Analysis, Effective June 30, 2010.

Ms. Rebecca J. Brosch, Staff Counselor Intern, Effective July 14, 2010.

Mr. Corey T. Levy, Staff Counselor Intern, Effective July 14, 2010.


Ms. Susan Back, Grant Writer, Effective July 30, 2010.


**LEAVE WITHOUT PAY WITH BENEFITS**

Ms. Sandra Lane, Assistant Professor of Art, August 18, 2010 through May 14, 2011.

Dr. Jennifer Wynot Garza, Associate Professor of History, August 18, 2010 through May 14, 2011.
AGENDA ITEM: Office of Institutional Advancement Year End Report for 2009-10

BACKGROUND: See attached.
TO: Trustees, Foundation Board of Directors, and Alumni Board of Directors

cc: President Jordan, Vice Presidents, and President’s Cabinet

FROM: Carrie Besnette Hauser, Ph.D., Vice President for Institutional Advancement

RE: Fiscal year 2009-10 final report

Date: September 1, 2010

As outlined in its FY2009-10 Work Plan, Institutional Advancement and its respective units focused on several overarching priorities based on a strategic framework and the current economic climate.

- Long-term relationship building to create a stronger core and more sustainable support for the College.
- Effective and efficient use of board members, their networks, and talents.
- Continued focus on our brand, identity, and communicating our unique strengths.
- Identifying and cultivating alumni and friends of the College.
- Through the use of stimulus funds, updates and upgrades to technology and contact management systems.
- Updating endowment agreements, communicating with donors, and working with internal constituents.
- Continued efforts with state legislative relations.
- Increased faculty/staff participation in public grants and sponsored research.

In spite of a historically down economy, the IA division cross collaborated in achieving its goals, charted out others and spearheaded and/or supported a variety of successful campus efforts. College Communications continued its track record of positioning and telling the College’s story, launched a name assessment, supported legislative relations, and executed a variety of major events. The Foundation played a key role in securing a permanent site for the CVA and in partnering with the College to develop a Hotel and Hospitality Learning Center, added five new board members, and took the lead on the second-ever Tri-Board retreat. Planning around the Plain and Fancy Ball and the College’s 45th Anniversary has been a primary focus of the Alumni Relations staff and board. The Development team surpassed its fundraising goal (123%) and put together the framework for a 10-year capital campaign (in the early quiet phase). The Office of Sponsored Research and Programs saw a 33% increase in the number of faculty/staff engaged in grant activity resulting in $6,287,186 in new funding (a 56% increase over 2008-09). New and continuing awards totaled $35,970,603.

Highlights from each IA unit are as follows (specific activities of the Vice President have been incorporated throughout).
College Communications

- Successful launch of Executive Briefings series; average attendance is 25-30 for each event.
- April 24 Comcast Cares Day brought together 1,000 volunteers from Metro State and Comcast. The volunteers spent an estimated 3,700 hours working on more than 45 campus beautification and improvement projects. This inspiring event served as a launch to an annual service project for Metro State’s more than 2,400 employees.
- Launched the name assessment initiative, which provided a solid foundation for ongoing dialogue with constituents about whether or not we change Metro State’s name.
- Planned and implemented a marketing and sponsorship capacity study led by Tigris Marketing, which will determine the potential Metro State has to solicit sponsorship dollars from signage and partnership opportunities.
- Planned and implemented CVA grand opening on June 3rd. Nearly 500 CVA supporters came to the new location to celebrate the Center’s anniversary and its permanent home. Colorado Public Radio did a lengthy profile piece on this and included an interview with President Jordan.
- Redesigned Metro magazine (alumni magazine which reaches 67,000 alumni and friends of the College) based on feedback from readers given in focus groups, surveys and one-on-one interviews.
- Launched Metro State’s social media presence through Facebook and Twitter. The official Facebook page for the College now has 2,100 active friends.
- Led strategic media relations plan, which included two Denver Post editorials, two guest columns, and a story in CO Biz magazine on President Jordan’s five-year anniversary with the College. Coordinated an editorial board meeting with Dr. Jordan and the Chronicle of Higher Education, which led to two stories, and successfully pitched and placed a story on Metro State’s creative use of “Right-sizing with Technology” funds with the national public policy publication “CrossTalk.”
- Created a Speakers Bureau with Metro State Faculty and Administrators and have successfully coordinated 15 speaking engagements since its launch in late February.
- Managed crisis communications during the campus’ e-mail outage. Created alternative ways to communicate to faculty/staff, as well as coordinating a strategic response to external media stories.
- Launched the Urban Impact website that highlights invaluable partnerships the College has put in place to meet the needs of the citizens of Denver and Colorado.
- Launched the ongoing communication vehicle – “Message from the President,” which will be distributed to friends and alumni of the College.
- Led the 45th anniversary committee to develop a year-long series of events that will highlight the impact Metro State has made on the metro Denver area over the last 45 years. The first event kicks off with a birthday party on Thursday, August 26, 2010.
- Received nine 2010 Higher Education Marketing Report Annual Educational Advertising Awards.
- Supported another successful year of legislative relations and associated results (Metro State Caucus, Tuition Flexibility, Eminent Domain and worked with Speaker Terrance Carroll to organize and engage the Denver delegation to continue his support of Metro State).
- Led community relations efforts to build strategic relationships with Denver Housing Authority, Denver Public Schools, Denver Public Library, South Metro Denver Chamber, Downtown Denver Partnership and Denver Metro Chamber to name a few.

Foundation

- Created the CVA LLC, which is now fully operational; as well as an MOU and lease agreements with the College.
- Laid significant ground work related to Hotel/HLC, the Foundation’s role in its overall structure and future operations. Issued RFQ to engage legal counsel to represent the Foundation.
- Led the second bi-annual tri-board retreat held on March 5, 2010.
- Held full board meetings quarterly; and executive/other committees monthly.
• Annual audit nearly complete with no issues or complications anticipated.
• Departure of long-time Finance Director, Diane McAllister. Search underway for replacement.
• Led Foundation board retreat on June 22, 2010 focused on Capital Campaign framework and training.
• Annual one-on-one meetings with all Foundation board members by VP/Executive Director
• Recruited/confirmed five new board members: Ron Tilton, President of First Bank of Denver; Jesse Morreale, Founder/CEO of MInc; Mark Van Tine, CEO of Jeppesen Aerospace; Robin Sadler, VP for Human Resources at Kaiser Permanente; and Charlie Walling, General Manager of Robinson Dairy.

Alumni Relations/Alumni Association
• Kicked-off the planning of the Plain and Fancy Ball announcing People of the Year honorees: Speaker Terrance Carroll, Pat Cortez, Leo Kiely, Adele Phelan, and Ray Sutton. Posthumous award will be given to Harry Gianneschi.
• Held a Malcolm Farley art show in conjunction with the re-grand opening of Denver Pavilions with proceeds benefiting student scholarships.
• Held Alumni Recognition Evening that honored 16 alums including Piper Billups; special recognition given to Auraria Health Center as a campus department with eight alumni employees.
• Awarded 15 scholarships to students.
• Launched social engagement with Alumni including Facebook, Linkedin, Twitter, etc.
• Created an in-house online community called MyCommunity.
• Tracked over 226 hours of volunteer time from alumni.
• Hosted over 300 alums participated in tele-town hall meetings with President Jordan.
• Hosted alumni events in Indianapolis and Phoenix.

Development
Initiatives and fundraising highlights include:
• 2,000+ communications with assigned prospects (personal visits, calls, emails, mail).
• Five new planned gifts established.
• 123% reached for FY09-10 fundraising goal (in a down economy).
• $100,000 legacy gift to benefit Accounting Department.
• 1,958 individual donors (420 new donors).
• Building infrastructure, systems, board support, and expectations regarding a capital campaign.
• Full-time researcher position filled (had been vacant).
• Hired grant writer and campaign director with stimulus funding.
• Hotel/HLC project and campaign planning.
• Established an in-house Annual Fund calling program model for the first time. This provides work opportunities for Metro State students.
• Presentations regarding “Decision Theatre” presented to potential corporate partners.
• Major gift of donated art pledged to Foundation (to be placed in front of Student Success Building).
• Boettcher lead grant of $425,000 received to support the purchase of the CVA.
• Jeppesen partnership created for $10K/year.

Scholarships/professorships
• Six new endowed scholarships established.
• Two new annually funded scholarships established.
• $10,000 new commitment from CH2M Hill for Castro/Noel Professorships
• CHFA established a $50k endowed scholarship in honor of alumnus and retired CEO Roy Alexander (former Alumni Assoc. Board Member).
• Biz Bank established two new endowed scholarships ($15K).
Events and strategic relationship building

- 250+ attendees to annual Scholarship Dinner.
- 60+ attendees to Lunch and Learn series launched by Letters Arts and Sciences Dean.
- 60+ attendees to Aviation Open House.
- 50+ attendees to Technical Communications Alumni Event.
- 50+ Top CEOs attended Talent Dividend meeting co-hosted by Metro State and the Piton Foundation in collaboration with the Mayor’s office, Denver Chamber, and the Downtown Denver Partnership.
- 50+ attendees to Science Building Dedication.
- 30+ Advisory Board Workshop
- Dr. Jordan meeting arranged with the CEO of the Lumina Foundation in Indianapolis, IN.
- Strategic/small donor/cultivation dinners at Jordan’s home.
- Annual visits by Dr. Jordan launched with Foundation leadership/CEOs in CO.
- Annual meetings by staff with all board members (Trustees, Foundation, Alumni)

Academic Department Initiatives

- Eight Advisory Boards supported by development officers.
- Department of Music membership program established.
- Enhanced development support for the Athletic department.
- Created a mini campaign for athletics scholarships by basketball hall of fame volunteers.
- CVA membership and rental program established.

Capital Campaign Planning

- $100M goal established by all three boards at tri-board retreat in March, 2010.
- Subsequent planning and framework breaks up this total goal into four sub-goals of $25M each over 10 years and creatively blends private and public dollars/fundraising and sponsorships.
- Total Phase I Goal: $25M focused on:
  - Hospitality Learning Center - $10-12M
  - Center for Visual Art - $1.25M
  - Scholarships - $6M
  - Centers of Excellence - $5M
- Key infrastructure and planning benchmarks achieved:
  - Campaign Director hired and in place.
  - Campaign materials, including case for support, nearly complete.
  - Campaign overviews and trainings held for foundation board, staff, some faculty; ongoing (Trustees will receive full campaign framework at their October retreat, VPs and Cabinet in Sept 2010).
  - Prospects being screened and qualified.
  - Nearly halfway to CVA goal, due to lead foundation gifts.
  - HLC “champions” being recruited to lead industry-specific fundraising initiatives.
## FY09-10 Private Fundraising Totals

<table>
<thead>
<tr>
<th>SOURCE</th>
<th># of Gifts</th>
<th>Cash, Stocks, Other</th>
<th>In-Kind</th>
<th>FY09-10 YTD</th>
<th>FY08-09 YTD</th>
<th>FY09-10 Goal</th>
<th>% of Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>1,571</td>
<td>$131,244</td>
<td>$2,700</td>
<td>$133,944</td>
<td>$34,737</td>
<td>$147,874</td>
<td>91%</td>
</tr>
<tr>
<td>Corporations</td>
<td>223</td>
<td>$347,561</td>
<td>$192,723</td>
<td>$540,284</td>
<td>$360,909</td>
<td>$364,614</td>
<td>148%</td>
</tr>
<tr>
<td>Foundations</td>
<td>82</td>
<td>$1,080,029</td>
<td>$-</td>
<td>$1,080,029</td>
<td>$796,184</td>
<td>$766,276</td>
<td>141%</td>
</tr>
<tr>
<td>Donor Advised Funds</td>
<td>22</td>
<td>$369,793</td>
<td>$-</td>
<td>$369,793</td>
<td>$414,389</td>
<td>$455,828</td>
<td>81%</td>
</tr>
<tr>
<td>Individual</td>
<td>2,166</td>
<td>$366,945</td>
<td>$14,787</td>
<td>$381,732</td>
<td>$297,588</td>
<td>$343,559</td>
<td>111%</td>
</tr>
<tr>
<td>Non-Profit Organizations</td>
<td>34</td>
<td>$169,644</td>
<td>$890</td>
<td>$170,534</td>
<td>$82,697</td>
<td>$127,614</td>
<td>134%</td>
</tr>
<tr>
<td>Other money</td>
<td>4</td>
<td>$37,770</td>
<td>$-</td>
<td>$37,770</td>
<td>$121,979</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Totals:</strong></td>
<td><strong>4,102</strong></td>
<td><strong>$2,502,986</strong></td>
<td><strong>$211,100</strong></td>
<td><strong>$2,714,086</strong></td>
<td><strong>2,208,483</strong></td>
<td><strong>$2,205,765</strong></td>
<td><strong>123%</strong></td>
</tr>
<tr>
<td>1,958 Donors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Other money secured by IA. Received by the College, not the MSCD Foundation.

## Total Giving by Boards and Campus Leadership Groups, FY09-10

<table>
<thead>
<tr>
<th>Group</th>
<th>Members</th>
<th>Donors</th>
<th>Participation %</th>
<th>Amount Donated</th>
</tr>
</thead>
<tbody>
<tr>
<td>President Jordan*</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>$18,947</td>
</tr>
<tr>
<td>Vice Presidents</td>
<td>5</td>
<td>5</td>
<td>100%</td>
<td>$3,785</td>
</tr>
<tr>
<td>Deans</td>
<td>3</td>
<td>3</td>
<td>100%</td>
<td>$15,433</td>
</tr>
<tr>
<td>President’s Cabinet^</td>
<td>14</td>
<td>11</td>
<td>79%</td>
<td>$7,620</td>
</tr>
<tr>
<td>Chairs</td>
<td>38</td>
<td>13</td>
<td>35%</td>
<td>$3,773</td>
</tr>
<tr>
<td>IA Staff</td>
<td>42</td>
<td>31</td>
<td>74%</td>
<td>$6,899</td>
</tr>
<tr>
<td>Trustees*</td>
<td>11</td>
<td>11</td>
<td>100%</td>
<td>$8,983</td>
</tr>
<tr>
<td>Foundation Board**^**</td>
<td>21</td>
<td>20</td>
<td>96%</td>
<td>$39,005</td>
</tr>
<tr>
<td>Alumni Board*</td>
<td>22</td>
<td>22</td>
<td>100%</td>
<td>$12,645</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>$117,090</strong></td>
</tr>
</tbody>
</table>

*Giving amounts may include some soft credits from donor advised funds, spouse, matching gifts, etc. Other gifts initiated by board members through their companies included under corporate giving totals.

^Does not include those in first three categories (President, VPs, Deans)

^^One gift received after June 30/close of books and not included in total
Office of Sponsored Research and Programs (OSRP)

- Completed a capability statement that reflects institutional capacity and expertise. This tool is being used to enhance opportunities for fee-for-services funding. Of the $6,287,186 in new funding, $1,655,020 or 26% represents fee-for-services contracts.
- Scheduled six training workshops for the Community of Science database; this is a compilation of funding opportunities representing over 25,000 records worth more than $33B.
- Led grant-writing workshops held to assist faculty and staff with proposal development.
- Developed the Grant Partnering Support (GPS) program to promote interest and collaboration in funding initiatives.
- Hired grant writer with stimulus funding to focus on public grants.
- With the support and collaboration of the Provost/Academic Affairs, consultant retained to review and make recommendation concerning Metro State’s ICR policy and OSRP structure.
- The number of faculty/staff submitting grants has increased 33% from 30 in FY 2008-09 to 40 in FY 2009-10.
- The office now manages 35 awards totaling $29,693,417 in continuing projects that have been funded for three to five years.
- Indirect Cost Recovery (ICR) for 2009-10 totaled $2,143,961.
- For FY09-10 OSRP secured $6,287,186 in new funding. This reflects a 56% increase in new funding over the previous fiscal year and a total of 35,970,603 in new and continuing awards. Following is a list of the newly funded awards for FY 09-10.

<table>
<thead>
<tr>
<th>Date Subm</th>
<th>Project Title</th>
<th>Funding Agency</th>
<th>School</th>
<th>Proposal Type</th>
<th>Start/End Date</th>
<th>Amt Funded</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/1/2009</td>
<td>Contracts - Center for Effective Intervention</td>
<td>Federal &amp; State Agencies</td>
<td>SPS</td>
<td>non-comp renewal</td>
<td>07/01/09-6/30/10</td>
<td>$896,250</td>
</tr>
<tr>
<td>7/1/2009</td>
<td>CONTRACT-Den Preschool Program, Inc. (DPP)</td>
<td>City &amp; County of Denver</td>
<td>LAS</td>
<td>new</td>
<td>07/01/09-6/30/10</td>
<td>$18,520</td>
</tr>
<tr>
<td>7/1/2009</td>
<td>Multiple FTS Contracts - Tools of the Mind</td>
<td>Fee-for-Service Contracts</td>
<td>Other</td>
<td>new</td>
<td>07/01/09-6/30/10</td>
<td>$740,250</td>
</tr>
<tr>
<td>7/31/2009</td>
<td>Admin Funding - Regis Persona</td>
<td>AmeriCorps</td>
<td>Other</td>
<td>new</td>
<td>08/15/09-6/30/10</td>
<td>$10,166</td>
</tr>
<tr>
<td>8/4/2009</td>
<td>Math for Rural Schools Perm</td>
<td>CDHE</td>
<td>LAS</td>
<td>comp renewal</td>
<td>08/31/09-12/31/10</td>
<td>$249,480</td>
</tr>
<tr>
<td>8/28/2009</td>
<td>Teacher Pipeline Scholarships: Incentives to Ensure Quality High Need Teachers for Hard-to-Staff School</td>
<td>CDHE</td>
<td>SPS</td>
<td>competitive renewal</td>
<td>09/30/09-8/15/10</td>
<td>$38,260</td>
</tr>
<tr>
<td>10/12/2009</td>
<td>Scholar-In Residence - Chauhan 2010</td>
<td>Fulbright</td>
<td>LAS</td>
<td>new</td>
<td>08/01/10-7/30/11</td>
<td>$29,000</td>
</tr>
<tr>
<td>12/1/2009</td>
<td>Training Ground Grant</td>
<td>AmeriCorps</td>
<td>Other</td>
<td>supplement</td>
<td>12/07/09-12/31/10</td>
<td>$3,000</td>
</tr>
<tr>
<td>12/11/2009</td>
<td>Metro State Student Support Services Program</td>
<td>USDOE</td>
<td>Other</td>
<td>competitive renewal</td>
<td>09/01/10-8/31/15</td>
<td>$1,469,185</td>
</tr>
<tr>
<td>12/15/2009</td>
<td>ARRA - Admin Supplement</td>
<td>NIH</td>
<td>LAS</td>
<td>supplement</td>
<td>04/06/10-3/31/11</td>
<td>$142,844</td>
</tr>
<tr>
<td>12/24/2009</td>
<td>Even Start - Title I Supp</td>
<td>CDE</td>
<td>LAS</td>
<td>supplement</td>
<td>05/01/10-4/30/10</td>
<td>$30,000</td>
</tr>
<tr>
<td>1/1/2010</td>
<td>Colorado’s MILK Day</td>
<td>AmeriCorps</td>
<td>Other</td>
<td>supplement</td>
<td>01/15/10-6/30/10</td>
<td>$560</td>
</tr>
<tr>
<td>2/18/2010</td>
<td>College Assistance Migrant Program (CAMP)</td>
<td>USDOE</td>
<td>LAS</td>
<td>competitive renewal</td>
<td>08/06/10-8/7/15</td>
<td>$2,053,483</td>
</tr>
<tr>
<td>3/4/2010</td>
<td>GK-12 Grant</td>
<td>NSF</td>
<td>LAS</td>
<td>new</td>
<td>08/14/10-5/31/11</td>
<td>$22,499</td>
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<tr>
<td>3/26/2010</td>
<td>Gov’s Opportunity Scholarship</td>
<td>CDHE</td>
<td>Other</td>
<td>non-comp mwr</td>
<td>07/01/09-6/30/10</td>
<td>$159,800</td>
</tr>
<tr>
<td>4/12/2010</td>
<td>Capacity Building for Study Abroad in Ethiopia</td>
<td>US Dept of State</td>
<td>LAS</td>
<td>new</td>
<td>07/01/10-6/30/13</td>
<td>$272,422</td>
</tr>
</tbody>
</table>

Total $6,287,186