

**TRUSTEES OF MESA STATE COLLEGE
AGENDA
REGULAR BOARD MEETING
NOVEMBER 18-19, 2003**

**MESA STATE COLLEGE – CAMPBELL COLLEGE CENTER
Liff Auditorium
Grand Junction, Colorado**

NOVEMBER 18, 2003

8:30 a.m. EXECUTIVE SESSION

Colorado Revised Statutes section 24-6-402(3)(b)(I) provides that governing boards of state institutions of higher education may, upon their own affirmative vote, hold executive sessions to consider the appointment or employment of a public official or employee or the dismissal, discipline, promotion, or compensation of a public official or employee. The purpose of this executive session is to discuss the presidential search.

11:00 a.m. CALL TO ORDER

Roll Call
Pledge of Allegiance
Approval of October 16 Minutes**3-5**
Public Comments

11:15 a.m. REPORTS

Interim President..... **6-9**
Faculty Trustee
Student Trustee
Faculty Senate President
BOCES
Board Chair

12:00 noon RECESS TO LUNCH

1:15 p.m. DISCUSSION & POSSIBLE ACTION

Trustee Policy Manual**10**

2:45 p.m. ACTION

2002-2003 Academic Planning Report..... **11-33**

3:15 p.m. ACTION

2003-04 Diversity Plan &
2002-03 Diversity Report **34-55**

3:45 p.m. ADJOURN until 8:30 a.m. Wednesday

NOVEMBER 19, 2003

- 8:30 a.m. RECONVENE IN OPEN SESSION**
Roll Call
- 8:35 a.m. DISCUSSION**
Academic Program Priority Process **56-69**
- 9:00 a.m. ACTION**
B.A. in Fine & Performing Arts/
Theatre Concentration/Dance Option **70-87**
- 9:20 p.m. DISCUSSION & POSSIBLE ACTION**
FY04 1st Quarter Financial Report..... **88-113**
FY04 Budget..... **114-117**
Financial Aid Briefing
- 11:00 a.m. ACTION**
Supplemental Capital Construction Request **119-122**
- 11:30 a.m. ADJOURN**

TRUSTEES OF MESA STATE COLLEGE

MINUTES OF REGULAR BOARD MEETING

Thursday, October 16, 2003

**Liff Auditorium
Mesa State College**

CALL TO ORDER

Chair Lena Elliott called the meeting to order at 8:40 a.m.

Board of Trustees Present

Student Trustee Garrett Branson; Trustee Lena Elliott; Trustee Jamie Hamilton, Trustee Tom Kaesemeyer; Trustee Steve Meyer; Trustee Charlie Monfort; Trustee Carol Nesland; Trustee Jane North; Faculty Trustee Gayla Jo Slauson, Trustee Jim Wexels

Board of Trustees Excused

Trustee Luis Colon

The President's staff attended.

APPROVAL OF MINUTES

It was moved and seconded to approve the minutes of the September 23, 2003 meeting. The motion carried.

PUBLIC COMMENTS

None

REPORTS

Board Chair: Chair Elliott reported on her organizing efforts for the focus groups that met October 15 and expressed appreciation to those who took the time to participate.

Ms. Elliott broadened the charge for the ad hoc finance committee to continue its work on the budget. Trustees Nesland, Monfort and Meyer, who will chair, will continue on this committee.

Interim President: President Gingerich reported on the CCHE budget approval; plans to renovate auxiliaries; discussions with the Montrose Advisory Board on the Regional Education Provider (REP) role; Homecoming activities; and recognized Diane Brittingham, Assistant Director of Housing and Residence Life, for being awarded the Heroes in Residence Life Award from the Association of College & University Housing Officers-International.

Discussion included the Foundation for Excellent Schools in association with Montrose and Delta High Schools; a proposed sales tax increase in Montrose to build a facility that would be leased to Mesa State; availability and subsidy of classes in Montrose; Department of Personnel Pilot Waiver Program; and the process of creation and member selection for the required REP advisory council.

Faculty Trustee: Trustee Slauson reported on faculty community projects in her department, which included, among others, Women's Health Fair information management tracking and the School

District #51 technology plan development. Ms. Slauson explained that faculty provide extra work, often at no extra compensation, because they are professionals that see themselves as partners in the institution for the enhancement of quality of education.

Student Government: Trustee Branson reported on cuts to student assist and scholarships; the David Horowitz presentation; Homecoming activities; the MSC Division II mountain bike team's third place win in the Division I championships; and the women's golf team's first place in RMAC.

Discussion included clarification of student assist and workstudy programs, cuts to those programs and to scholarships, and the possibility of funds from Governor's Opportunity Scholarships.

Faculty Senate: Senate President, Dr. Russ Walker, reported on examples of shared governance on campus, stressed its importance to faculty, and requested that the statement of philosophy on shared governance that is currently in the policy manual be included in the draft of the new policy manual. Dr. Walker also expressed his appreciation to the Board for soliciting input and including faculty in the focus groups on the presidential search.

EXECUTIVE SESSION

It was moved and seconded that the Board convene into Executive Session for the purpose of discussing legal issues and personnel matters in accordance with 24-6-402(3)(b)(I), C.R.S. The motion carried and the Board recessed at 9:10 a.m.

RECONVENE OPEN SESSION

Chair Elliott reconvened at 1:10 p.m.

Report on Executive Session: It was moved and seconded to accept personnel recommendations as presented. The motion carried.

ACTION ITEMS

Lobbyist

After Trustee Wexels' reiteration of discussions on the high cost of lobbyist proposals, it was moved and seconded to accept Jake Zambrano's proposal of \$5,000. The motion carried.

QIS (Quality Indicator System)

President Gingerich shared background on QIS requirements, stated that reports on all indicators would be presented at the next meeting, and explained the intent of the two indicators that are established by the institution. Regarding measures for the indicators established by the institution, President Gingerich recommended that, for indicator #1, the second measure of increasing access to off-campus sites and at non-traditional times be used, and that the first measure of applying tuition and fees below the median for four-year institutions not be used. His recommendation on measures for indicator #2 were to continue to equal or exceed the average of the previous two years in percent of graduates who have experienced a co-curricular activity, practica, or field experience as part of field of study.

It was moved and seconded to accept the QIS indicators that the College has recommended. The motion carried.

FINANCIAL REPORTS

Mr. Mark Achen presented an overview of the FY04 budget and explained the two big pieces that may generate discretionary funds. Mr. Achen mentioned that, while enrollment growth is a major strength and tuition increases will be helpful, state and federal budget issues, including the possibility of another rescission, are projected to continue into the FY05 and FY06 budgets. Other issues that impact Mesa's budget are base funding, vouchers, and institution/program accreditations and reaccreditations.

Mr. Achen mentioned that the presentation of the first set of financials from the ad hoc finance committee is anticipated for the November meeting, along with capital spending plans that include auxiliary projects and residence hall renovations by bond proceeds.

Clarification was made and questions answered on debt service and bond refinance; fund balance investment; revenue-to-expenditure ratio; five-year capital construction plan and associated funding; and the impact of plant funds, depreciation and increases in housing costs, tuition, and student fees. The assumption was made that the '05 budget year will be challenging with only modest reserves, even if a rescission doesn't occur. Approval of the budget was deferred to November and staff was thanked for their work on the budget.

TRUSTEE POLICY MANUAL

Trustee Nesland provided background on the process used to create the Trustee Policy Manual draft. Comments have been solicited and some received; however, it was generally agreed that more time would be needed for Board members to familiarize themselves with the draft and to continue to receive and review input.

While most revisions consisted of eliminating language associated with the former system, Trustee Nesland offered to flag sections where other types of significant changes have occurred and to e-mail that information for dissemination to Board, faculty and staff. A timeline was established to provide a red-line draft for the November meeting, with the December meeting the target for approval. Faculty Senate President Walker was asked to provide input and Trustees Nesland and Slauson were thanked for their work.

OTHER BUSINESS

In response to questions on the upcoming accreditation visit, discussion was held regarding the Board's scheduled interaction with the consultant-evaluation team.

Trustee Meyer distributed a copy of the executive summary of the Grand Valley Vision 2020. Specifically, attention was called to those portions of the Vision that project Mesa State College's role.

ADJOURN

It was moved and seconded to adjourn the meeting. The motion carried and the meeting adjourned at 2:10 p.m.

Interim President's Report

A few weeks ago, a number of media outlets carried a story about the rapid increases in tuition and fees. In fact, the lead story in the October 22 Grand Junction Sentinel carried the headline "College Costs Rise" and noted that average cost of tuition and fees has increased 46% in constant dollars during the last decade at public four-year institutions like Mesa State. Since this article appeared, we have been working to develop a story about Mesa State. In the past decade, constant dollar tuition at Mesa State has increased by 8% and tuition and fees has increased by 16%. Further, Mesa State's tuition and fees at \$2,515/year are significantly less than the national average of \$4,454/year for public four-year institutions. Mesa State remains very affordable.

A CCHE meeting was held on the Ft. Lewis campus on November 6. A revised Remedial Policy was passed which will have modest impact on placement procedures and programming offered by the College. Some cash-funded capital construction plans were reviewed and approved but those submitted by Mesa State are still in the review process.

Earlier this fall, a Health Care Workforce Summit was held in Grand Junction. This Summit was designed to identify critical needs in the health care workforce and to develop partnerships and strategies to address these needs. Follow-up meetings have been held with key partners from the Western Colorado Area Health Education Center (AHEC) and from the Mesa County Workforce Development Center. Mesa State College is taking a leadership role in developing an associate degree-level RN program.

A meeting of the Advisory Board for the Montrose campus of Mesa State was held. The primary topic of discussion was a review of an election last spring that led to the issuing of bonds for the public school system. After the presentation, board members discussed how this information could serve as a basis for a similar campaign to support the Montrose campus of Mesa State. Specifically, the community is considering using a tax base to support construction of a facility and, if approval can be gained, using funds raised to support the delivery of Mesa State programs.

Within the past few days, grants/contracts have been authorized which have raised the total awards during the past few years over the \$3 million mark. Ms. Cindy Lueb, Director of Sponsored Programs, needs to be recognized for her leadership, as do all of the faculty and staff who have been involved in the preparation and submission of proposals.

The Legislature's Interim Committee on State Government Expenditures has completed its deliberations and has voted to draft and submit three items that involve higher education during the next legislative session.

- One bill would exempt institutions from the state purchasing system as well as from having to use vehicles in the state fleet. In addition, institutions could opt out of the state's risk management program.
- Legislation has been drafted which would authorize a governing board to withdraw from the state personnel system. This move could enable governing boards to exercise more control over their budgets and flexibly adjust spending and costs to provide highest level of service for

Colorado's citizens. This legislation follows from one of the recommendations of the Governor's Commission on Civil Service Reform.

- The committee voted to recommend the establishment of a committee to study the structure of the state's community college system.

Preliminary results of this year's Quality Indicator System analyses are being reviewed by both CCHE and campus staff. Mesa State's results for most indicators measuring retention/graduation rates continue to improve. In other areas, the College's performance continues at high levels. Benchmarks will be available soon but these have not been circulated at this point in time. A summary should be available by the December meeting.

The Higher Learning Commission of the North Central Association sent a team to visit the campus as part of Mesa State's continuing effort toward continuing accreditation. Faculty, staff and students met with the team, as did representatives of the Board and of the community. The team will file its report and formal action will be taken by the Commission this spring. Dr. Gene Starbuck deserves special recognition for leading this effort, as do all members of the Self-Study Steering Committee and members of the campus and community who spent time on this effort.

The Grand Valley BOCES held a Board Retreat on October 28. The primary topic was composition of the Board and strategies that could be implemented to add additional members.

As is practice, the Grand Junction Chamber of Commerce Legislative Affairs Committee has drafted a policy statement on higher education that will guide the Chamber this year. The Chamber board will be reviewing and approving this statement prior to the opening of the session. Copies of this statement will be available at the meeting.

Homecoming events were held the week of October 20-27. Activities with the Alumni Association included a private dinner for the five individuals being recognized as distinguished alumni and a public luncheon at which they were honored. The Athletic Department inducted two individuals into the Hall of Honor. All seven of these honorees were recognized at halftime of the football game, a victory over Fort Hays. A home coming parade was held Saturday morning and a number of other events were scheduled throughout the week.

PERSONNEL RECOMMENDATIONS & INFORMATION
November 19-20, 2003

RECOMMENDATION: It is recommended by Mesa State College that the Board of Trustees approve the following personnel matters.

None.

INFORMATION: The following personnel items are submitted to the Board as information.

Title Changes

Ms. Janice Keesler, FROM Admissions Counselor TO Assistant Director of Admissions, effective October 1, 2003.

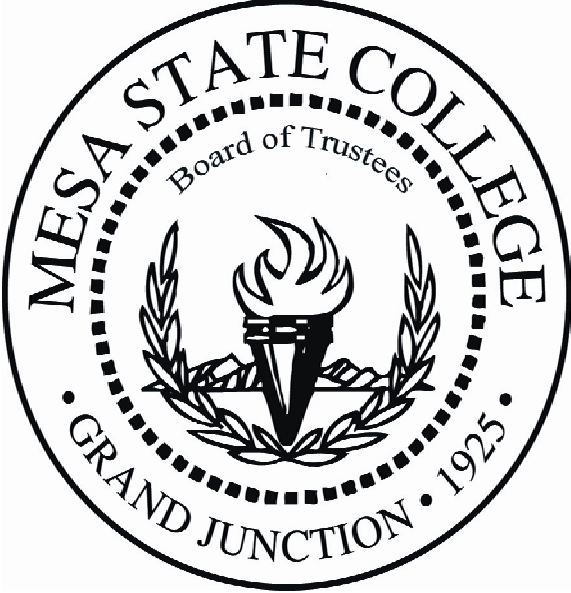
Ms. Jamie Lloyd, FROM Admissions Counselor TO Senior Admissions Advisor, effective October 1, 2003.

Ms. Erin Wagner, FROM Admissions Counselor TO Senior Admissions Advisor, effective October 1, 2003.

Resignations

Dr. Denise McGinnis, Professor of Computer Information Systems, effective May 9, 2003.

Mesa State College Board of Trustees Seal



AGENDA ITEM: TRUSTEE POLICY MANUAL

Trustees Nesland and Slauson have prepared a second, redline draft Policy Manual for your consideration. They will provide at the Board meeting any additional information they may have received. Please be prepared to discuss this document.

A copy of the second draft accompanies this agenda.

AGENDA ITEM: 2002-2003 ACADEMIC PLANNING REPORT

BACKGROUND

The CCHE policy on Academic Planning calls for each institution to submit to its governing board an annual report on the implementation of its academic planning process during the preceding year. Governing boards are to submit to CCHE in January of each year an annual report on institutional planning priorities and the planning report.

In keeping with CCHE policy, Mesa State College has developed an academic master plan with a set of institutional goals and objectives that provide a framework for the planning process. Many of the academic action items that the Board will review this year derive from the priorities defined in the annual planning report. In addition, priorities established in the facilities and technology plans are driven by the academic priorities of the institution.

The report addresses six goals which mirror those established in the academic master plan.

- Goal Area 1 - Students
- Goal Area 2 - Faculty
- Goal Area 3 - Programs
- Goal Area 4 - Process
- Goal Area 5 - Support
- Goal Area 6 - Partnerships

A summary of the activities in each goal area for the 2002-2003 year is provided at the beginning of the report. More specific details of the goals, objectives, and outcomes for each area are presented in the body of the report.

RECOMMENDATION

The staff requests that the Trustees authorize the institution to forward to CCHE the 2002-2003 Academic Planning Report.

MESA STATE COLLEGE
A REPORT ON THE ACADEMIC PLANNING PROCESS, 2002-2003

SUMMARY

During the past year, the campus as whole continued to be guided by the goals and objectives reported in the revised vision statement, *Mesa State College: Shaping the Future of Western Colorado*, a document establishing a campus-wide plan developed by faculty, staff, students and members of the community that evolved from the *Shared Vision* statement, published a few years ago. This campus plan captures the vision of Mesa State and clearly articulates the goals and objectives for the academic community and its evolving role as a Regional Education Provider.

This plan is put into practice under the guidance of the Academic Master Plan which was approved by the campus community, the Trustees of the State Colleges and accepted by the Colorado Commission on Higher Education in 2002. An Academic Master Plan Committee was established as an oversight committee to review goals and objectives achievement. This committee reports annually to the campus community, the Board of Trustees, and to CCHE on progress and development.

This summary highlights the major initiatives and accomplishments in each of the goal areas established while the report which follows provides more information and details on these initiatives, the other accomplishments of the campus, and outlines goals and objectives for the current year.

Goal Area 1 - Students:

Mesa State College is committed to meeting the needs for educational services of all of the students in the institution's service area. The institution enrolled a record number of students both fall and spring semesters. The campus continued efforts through Mesa@Night to offer more courses and programs during evening/weekend periods. Enrollments at the Montrose campus continued to grow with the commitment by the college to offer courses/programs at other sites in the region. Retention rates and graduation rates continued to inch slowly upward. To enhance retention, the campus continued programming to support the advisement, registration and orientation for incoming freshmen through the SOAR program. An intensive Freshmen Year Initiative course which is offered the week before fall semester begins is designed to help transition students to the college environment. To assure that programming efforts aimed at retention remained focused, a retention task force, under the leadership of the assistant vice president for student affairs and enrollment management, has been established. The charge of the task force is to examine current practice and make recommendations about strategies to enhance student retention at Mesa State.

Goal Area 2 - Faculty:

Mesa State College will maintain a highly qualified faculty and staff who are provided full support services as they provide services to students and to the citizens of the region. This year, another group of qualified individuals was added as faculty members with the hiring of three individuals holding doctorates or other appropriate terminal degrees. Again this year, the College participated in the University of Delaware Cost of Instruction/Productivity study which shows faculty in all disciplines at Mesa State are very productive and, with the low salaries paid, the cost to educate a

student in almost all disciplines is far below the national mean. The College is considering ways that may better promote and support faculty engaged in curricular revisions and in other professional development activities. The faculty remains committed to enhancing the educational experience of students by providing experiential learning opportunities including undergraduate research, internships, study abroad programs. This year the number of opportunities continued to increase as did the amount external grants/contract awards used to fund these programs.

Goal Area 3 - Programs:

Mesa State College is committed to a continuous review and updating of existing programs as well as to the development of new programs to ensure regional needs are met. A campus-wide review of academic programs was completed in the spring to identify areas of strengths and challenges. This review was a collaborative effort among faculty, students, and administration and produced a prioritized list for all of the academic program offerings on campus. This effort will be used to guide the allocation of resources in order to assure that the institution remains current in meeting its role and mission. Mesa State gained approval for a concept paper to develop a BA in Spanish and the program proposal is in the final stages of review. A minor in International Studies was approved in June and students began enrolling in the minor this fall. In preparation for the site visit by the Higher Learning Commission of North Central, a self-study has been completed and submitted. Accreditation continues for programs in nursing and radiologic technology. The athletic training program received accreditation from the Commission on Accreditation of Allied Health Education Programs. The campus was engaged in the initial stages leading to a review of teacher education programs by CCHE and possible accreditation by NCATE. Programs in business have entered pre-candidacy status with AACSB. A focused site visit by NCA was made in the fall to authorize offering degree programs at Montrose and in Glenwood Springs. Approval was granted in the spring.

Goal Area 4 - Process:

Mesa State College will provide the facilities and equipment needed to support the teaching and learning process. This year, a project to enhance the technology infrastructure of the campus was completed. As a result, almost all classrooms are equipped with a networked computer and projection system. The Center for Teaching and Learning is responsible for meeting training/development programming needs of faculty. This past year, the Center had no programming due to budget cuts, in the fall semester however, the Center hosted about 23 training sessions that had 81 participants during spring 2003. In addition, the Center coordinated sending 30 faculty members to the Faculty Development Conference. Seven faculty development seminars were organized on topics of interest. Attendance at these ranged from 8-20 and averaged around 12.

Goal Area 5 - Support:

Mesa State College continues to struggle to provide support for library holdings as well as access to other informational resources. Progress was made this year by participating in Prospector, a consortium of libraries that will provide greater access to holdings for Mesa State students through expedited interlibrary loans. This year, construction was completed on the Moss Performing Arts Center, providing needed space for programs in the performing arts. Guided by the Academic Master Plan, revisions to Mesa State's facility plan are being drafted.

Goal Area 6 - Partnerships:

Embracing its role as a regional education provider, the campus continues the collaborative effort with other higher education institutions to meet local needs for graduate programming in education. In collaboration with Colorado Mountain College (CMC) and with the Eagle/Vail and Roaring Fork school districts, MSC's Post-baccalaureate Licensure Program, a one-year post-baccalaureate program, leading to teacher licensure, was once again offered in CMC's service area. REAP funds that were used to support this effort were withdrawn in mid-year. However the programs continued with Mesa State funding. A second REAP program to offer Mesa State's BA in Liberal Arts/Elementary Licensure program in conjunction CMC began and continued with Mesa State funding after REAP funds were lost due to the state budget rescissions. Discussions continued within the Grand Valley about creating partnerships to meet the needs for health care professionals. A partnership was established with the Delta/Montrose Vocational/Technical Center to offer an LPN program at Mesa State's UTEC campus. Planning began to offer courses in the BSN program to the Four Corners region and Craig. Collaboration with CNCC allows students enrolled in their aviation technology programs in Grand Junction the opportunity to complete their general education requirements on MSC's campus.

GOALS AND OBJECTIVES FOR THE 2000-2001 ACADEMIC YEAR WITH A BRIEF SUMMARY OF THE STATUS OF EACH

The campus's planning document, *Mesa State College: A Shared Vision*, establishes the goals and objectives for the institution and provides a local framework within which these objectives are being implemented. This document was developed on campus and published in January of 1999. It was revised in 2002, becoming *Mesa State College: Shaping the Future of Western Colorado*. The revised document retains the goals and objectives established for the campus as a whole while recognizing the expanded role and mission of Mesa State as a regional education provider.

In the Academic Master Plan, a set of goals and objectives derived from those of the institution and specific for the academic community were developed. In sum, while the goals and objectives established in the Academic Master Plan are built on those found in *Mesa State College: A Shared Vision*, they establish a clearer focus for the academic side of the institution. In addition, this plan serves as the central document which will guide other planning efforts on campus including facilities and technology planning efforts.

DESCRIPTION OF HOW MESA STATE COLLEGE'S ACADEMIC DECISIONS WERE MADE IN ACCORDANCE WITH THE INSTITUTION'S PLANNING PROCESS AND CCHE MISSION

The mission statement published by the Colorado Commission on Higher Education seeks to provide access to high-quality, affordable education for residents that is student-centered, quality driven, and performance-based. The institution's plan, *Mesa State College: Shaping the Future of Western Colorado* follows directly from these values. The Academic Master Plan was developed with input from faculty, staff, students, and members of the community. The establishment of goals was accomplished primarily by the Faculty Senate who represent the academic community of the College. The document establishes clear goals and objectives for the campus. Each unit of the campus is using these goals and objectives to inform the prioritization and the decision-making processes. In addition, the Academic Master Plan serves as a clear guide for both facilities and technology planning efforts.

As with all campus planning efforts, some of the objectives are limited in scope and actions taken drive directly to the objective. For example, one of the objectives listed states that the faculty will be surveyed regularly about the adequacy of classroom and laboratory facilities as well as of support, including technology, for the teaching/learning process. The Center for Teaching and Learning working with the Technology Council was able to create and administer a survey which was used to guide programming and support services. Meeting other objectives has required a more diffuse decision making process. For example, one of the objectives established calls for establishing stronger ties with other community colleges in the region. Obviously, this involves discussions involving faculty from many departments on campus working on a wide range of programmatic issues. Other similar examples could be provided for other goals and objectives in the plan; these specific examples are provided to give a sense of how the planning process at Mesa State College does guide the decision making process.

A DESCRIPTION OF THE OUTCOMES OF THESE DECISIONS

The following summary is provided to highlight the outcomes of plans implemented and decisions made as the campus worked to meet the goals and objectives established.

STUDENTS:

Overall Goal: To recruit, retain, and graduate an increasingly diverse and academically talented group of students.

Goal: To manage student FTE enrollment growth in order to optimize the learning experience of each student.

Objective: To increase student FTE enrollment at a rate between 1.5 and 2.0 percent per year while maintaining a stable student faculty ratio.

Outcome: Student enrollment for the 2002-03 academic year increased 4% to 5555.

Goal: To aggressively recruit and attract a diverse group of students of promise who are qualified by talent and motivation.

Objective: To serve a widening student demographic while increasing the average CCHE index score on a rolling three year average.

Outcome: Preliminary data shows index scores of applicants and of accepted students is up about 1 full point over this average. While the number of students of color increased, the percentage of the entering minority students appears to be staying about the same.

Goal: To increase retention and graduation rates of all qualified students.

Objective: To increase the retention and graduation rates every year through revised advising procedures and training for faculty advisors. First and foremost, advising for freshmen and sophomores shall be more deliberate and intrusive.

Outcome: Preliminary QIS data shows continuous improvement in retention and graduation rates. Because of these results, programming implemented over the past few years that was geared to make sure students are successful

continues. In addition, this year the "SOAR" (Student Orientation, Advising and Registration) program continued for incoming students. This effort involved faculty in the advising/registration process for these incoming students. These faculty will continue to work with freshmen during the academic year. Planning was completed for a campus-wide retention task force, headed by the assistant vice president for student affairs and enrollment management. The task force began meeting in the fall 2003 semester and will examine current practice and make recommendations about strategies to enhance student retention.

FACULTY:

A quality faculty is necessary if the Mesa State College academic community is to meet its mission. Effective student – faculty interaction has been, and continues to be the hallmark of the institution. Highly qualified, talented teachers are essential. Accordingly, the following goals and objectives have been adopted:

Overall Goal: To attract and retain a highly qualified faculty in order to optimize the learning experience offered each student.

Goal: To provide competitive levels of pay and benefits.

Objective: Within three years to have average faculty salary packages at all levels at least equal to one hundred ten percent of peer institution average faculty salary packages.

Outcome: Given the financial constraints of the institution this year, no increases have been authorized. The last salary enhancements were made for the 2001-02 year. With no new monies available during the 2002-03 year, no progress was made. However, given the state of the economy in the country and the challenges faced by higher education, Mesa State did not significantly lose ground on faculty salaries compared to nationwide peers. For new hires, progress continues to be made with offers at higher levels than in the past. However, we are still considerably below market for high demand areas such as business faculty. Funds made available the last few years from both the state and internal reallocations have been used to make salary equity adjustments so that salaries are more reflective of disciplinary differences and more aligned with respect to rank, years in rank, and performance.

Goal: To implement additional ways to develop, to support, to acknowledge, and to reward excellence in teaching and service to students:

Objective: To seek external support and private money to support faculty enrichment.

Outcome: External grants and contracts for the institution topped \$2.6 million total for the last three years, including \$1 million of awards for last year. Within this amount, nearly \$90,000 was designated for faculty salary buyout during the 2003-2004 academic year.

Within the School of Humanities and Social Sciences, funds continue to support faculty working with students editing journals, working in the writing center, directing plays, etc. In addition, external funds allowed a music

professor to perform and teach in Bulgaria. External grants also allowed a faculty member to bring professional performers and teachers to the college to host the first annual Grand Mesa Summer Dance Festival.

Within the School of Natural Sciences and Mathematics, faculty have attracted over \$264,000 in federal, state, and local grants to support student-oriented research activities.

Within the School of Business and Professional Studies, funds have been found to support six-summer research grants. Plans are being made to increase travel and research support. Additional outside support is being actively solicited.

Objective: Each semester, to award a portion of the faculty a “Teaching Preparation Stipend” to prepare, refine, develop, or enhance new or existing courses. This Stipend shall be a part of the total workload. (Equivalent to three (3) credit hours of course load.)

Outcome: On an ad-hoc basis, support continues to be given to faculty developing new courses, implementing new programs or offering other support to the curriculum. Discussions are underway within the Professional Development Committee to see if a formal, institution-wide process needs to be developed to support these efforts.

Goal: To implement additional support, including instructional support, which enables faculty to pursue scholarship opportunities and related creative opportunities.

Objective: Each semester, a portion of faculty will be granted “Scholarship Stipends” to engage in scholarly activity that will enhance the student experience. This Stipend shall be a part of the total workload. (Equivalent to three (3) credit hours of course load.)

Outcome: On an ad-hoc basis, support continues to be given to faculty engaged in research/scholarship activities that are integral to the educational mission of the institution. Faculty in the Schools of Natural Sciences and Mathematics and of Humanities and Social Sciences have received workload assignments to prepare proposals for funding and to work with students on undergraduate research. Within the School of Business and Professional Studies, faculty are exploring ways to reduce teaching loads for faculty who are involved in applied and pedagogical research activities. Discussions are underway within the Professional Development Committee to see if a formal, institution-wide process needs to be developed to support these efforts.

Objective: To increase professional development dollars to at least equal one hundred ten percent of peer institution development dollars.

Outcome: Limited grant funds have been identified to support some activities at a programmatic level. With limited funds available from the state/tuition and fees, no increased allocations were made this year and none are projected in the near term.

- Objective: To increase awareness on campus and in the surrounding community of the scholarship activities of the faculty.
- Outcome: The number of news releases about faculty, staff and student accomplishments increased significantly resulting in more coverage by newspapers, radio and TV.

PROGRAMS:

Program offerings must continue to evolve at the College along with the growth of students and faculty. Accordingly, the following goal and objective statements are adopted:

Overall Goal: To continue to provide a broad liberal arts based education, to develop new instructional programs, and to revise existing ones to better meet the educational needs of students.

Goal: To implement an academic program development plan that prioritizes and guides existing programs as well as the identification and design of new degree programs.

Objective: To create a standing committee to review program priorities annually, especially in response to retirements and other normal faculty turnover.

Outcome: The Academic Planning Committee created by the Faculty Senate continues to assess progress being made toward goals established in this plan and to review/recommend changes to priorities established in this plan. In addition, this Committee was charged by the Faculty Senate to recommend an approach for implementing this objective. In the fall the Committee met and decided not to address this issue as part of their charge. The president established a program prioritization committee that included administrators, faculty and students to prioritize academic programs. This committee completed work on the prioritization in the spring and plans were made to implement next steps in the process this fall.

Objective: To continue current efforts to seek out new programs leading to degrees as well as to certificates of completion that uniquely serve the needs of the region. As part of this process, the College will use advisory groups and other constituents to determine evolving needs for courses and programs that serve regional businesses and industries.

Outcome: A concept paper proposing the development of a BA in Spanish was submitted and approved by the Trustees and by CCHE. The program proposal is being developed in accordance with the new approval policy adopted by CCHE in June. A minor in International Studies was created and approved. Preliminary planning is underway to develop a program proposal for a B.A. in Criminal Justice and a major in Dance.

Objective: To continuously review all programs offered paying particular attention to those with fewer than 10 students enrolled. Programs which are not part of the core offering of the College and which do not meet expectations for enrollment growth and long-term health will be repositioned or eliminated.

- Outcome: Mesa State had no baccalaureate-level programs fall under the low demand guidelines established by CCHE. In addition, faculty continue to review sub-major options/minors offered to ensure that sufficient demand exists to support the continuance of these offerings. As a result of these reviews, a number of sub-major options/minors were deleted or, in some cases, redesigned to ensure they best integrate within the degree programs offered. Several A.A. in Liberal Arts concentrations which had few students have been eliminated. All students wanting an A.A. in Liberal Arts will now have their needs met under two concentrations, Humanities and Social Science. The B.A. in Liberal Arts was substantially revised to allow more choices for students within the disciplines and more rigor in the program. A program leading to dual licensure in early childhood/elementary education is being refined and will be brought before the Trustees for action this year. In the School of Business and Professional Studies, a curriculum audit and self evaluation is continuing as part of the pursuit of AACSB accreditation.
- Goal: To review existing courses for currency and relevance to program objectives:
- Objective: To implement a curriculum audit – a mechanism for evaluating the role and effectiveness of existing programs. (Faculty will have ultimate responsibility to determine how their curriculum relates to their program objectives.)
- Outcome: A campus assessment coordinator was appointed last year. In addition the assessment committee was revitalized. The committee worked with faculty in the program areas to revise assessment plans to assure a process is in place to measure student outcomes and revise curricula where indicated.
- Objective: To maintain current accreditations and to add new accreditations to support and enhance the reputation of the College and its faculty.
- Outcome: Mesa State is scheduled for reaccreditation by NCA in 2003-04. The self-study was completed in anticipation of the site visit in November of 2003. Programs in nursing and radiologic technology continue their accreditations. Accreditation of the Athletic Training Program by the Commission on Accreditation of Allied Health Education Programs (CAAHEP)/Joint Review Committee on Educational Programs in Athletic Training (JRC-AT) was awarded in the spring. Programs in education have entered candidacy status for accreditation by the National Council of Accreditation of Teacher Education. A self-study is underway and a site visit has been scheduled for March 2004. Programs in business have entered pre-candidacy status with the Association to Advance Collegiate Schools of Business (AACSB). As a result of a focused site visit by NCA in the fall, Mesa State was granted authorization in spring for expanded degree sites at Montrose and Glenwood Springs.
- Objective: To expand course and program offerings including those offered nights, weekends, and through distance learning in Grand Junction, Montrose, and other specific sites in the region.
- Outcome: Enrollments at Montrose continue to grow as do enrollments in courses offered in Grand Junction under the auspices of the Mesa@Night program. Even with the loss of REAP funding at mid-years, programs in education

continued to be offered in CMC's service area.

PROCESS:

Because of the concerns with technology and its impact on the educational process, and because of the needs of traditional teaching and learning methods, the following goal and objective statements have been adopted:

Overall Goal: To continue to develop and improve teaching and learning.

Goal: To support learning through the refinement of traditional teaching methods and the use of new instructional designs and technologies.

Objective: To increase support for exploring and implementing new teaching methods and technologies to significantly improve teaching.

Outcome: Mesa State's Center for Teaching & Learning is responsible for coordinating a range of faculty development opportunities for MSC faculty and staff. In the 2002-1 – 2003 academic year the Center had six “Associates in Teaching and Learning.” These are full-time faculty members who receive a one-course reduction each semester. They spend their time teaching instructional technology trainings, working one-on-one with faculty, and developing a variety of faculty development seminars. In the 2002-2003 academic year, the Center offered 23 technology sessions during the spring semester. No programming was offered in the fall semester because of budget constraints. These sessions are usually limited in enrollment to 4 participants. Small size better ensures the personal hands-on nature of the sessions. These courses are offered on the main campus in the Center’s Faculty Development Lab, and in a classroom on the UTEC Campus. Eighty-one participants were served by these sessions. Finally, the Center for Teaching and Learning offered seven faculty development seminars each semester. Attendance at these seminars ranges from 8 – 20, with about 12 being the average.

Objective: To regularly survey faculty regarding opinions about the adequacy of classrooms, other teaching facilities, and support provided.

Outcome: The Technology Council and the Center for Teaching and Learning conducted an annual survey to address these issues. As part of the results, the Fall 2002 survey indicated that faculty want training in WebCT, PowerPoint, general application training, and statistical software. This survey guided the offerings of the Center.

Goal: To expand available technology in terms of equipment, support, and expertise, along with appropriate technological support, to provide a full range of educational services.

Objective: To annually review support needed and provided by Media Services and IT.

Outcome: The Technology Council evaluated this issue and submitted a range of alternatives to the administration for consideration. This discussion will continue this year.

Objective: To upgrade campus technology, equipment and software, and to provide additional lab support staff.

Outcome: A capital funded project to improve the technology infrastructure at Mesa State was completed this past year. As a result, all classrooms are now equipped with networked computers/projection systems. The Center for Teacher and Learning has provided training/support for faculty. The Technology Council has evaluated the need for additional staff and has made recommendations. Given current fiscal constraints, the Council is also reviewing established priorities.

Goal: To develop an organizational administrative structure to assure the best fit between the disciplines and the priorities of the College.

Objective: To periodically analyze the structure to assure the best fit between the disciplines and the priorities of the College.

Outcome: A reorganization of the Center for Teacher Education was completed last year. The Director reports to the Vice President for Academic Affairs.

SUPPORT:

The College recognizes the necessity to provide activities, materials, and facilities that support the academic pursuits of students and faculty. Tomlinson Library, Campbell College Center, the residence halls, as well as the other facilities that make up the physical portion of the College, are all necessary to the function of this academic community. Their continued support is a necessary part of the overall growth of the College. Therefore, the following goal and objective statements are adopted:

Overall Goal: To continually improve support for students and academic areas of the College.

Goal: To provide increased support for Tomlinson Library.

Objective: To increase the Library's holdings of, and access to, books and journals.

Outcome: Given the inflationary pressures in subscription rates for print journals as well as for on-line access to journals or data bases, the Library is struggling to increase holdings. As in the past few years, the focus continues to be on access rather than increasing holdings. However, with the price increases announced for this year for access to certain journal packages coupled with funding constraints, addressing this objective will continue to be a struggle. Some progress was made by establishing a consortium of institutions to share

resources via interlibrary loan; the Prospector program. Prospector will afford Mesa State students and faculty access to over 5 million holdings at libraries around the state.

- Objective: To conduct a study of the growing facility needs of the Library, and to enlist the assistance of internal and external groups, consultants, agencies, and institutions.
- Outcome: At this time, background work on the needs for additional space for the library continues. However, given constraints on state construction funds, this will not be a high priority for the College in the near term. Other methods for increasing space utilization are being studied.
- Objective: To increase annual funding for increased cost of reference materials.
- Outcome: Given constraints faced by the institution, there were no increases made for base funding in this area.
- Goal: To recognize the infusion of technology in programs and to provide necessary resources and support.
- Objective: To develop a planning strategy for additional future demands on facilities and technology as they relate to the academic mission of the College.
- Outcome: The Technology Council has assumed responsibility for this and will periodically review the Technology Plan to ensure that it is in line with needs established by the Academic Master Plan. As noted above, an annual survey is used to assess areas of greatest concern/need. This leads to the establishment of priorities.
- Objective: To intensify the search for external technology funding.
- Outcome: Within the past year, the funded technology infrastructure project was completed and 2 other major construction/renovation projects which involved information systems were completed. The active pursuit of additional external funding has been limited. An amendment to the MSC Technology Master Plan has been drafted and is currently under internal review.
- Objective: To construct a new facility for Business and Computer Science to integrate technology as both a resource and learning tool.
- Outcome: Based on needs established in this Master Plan, an addendum to MSC's Facilities Master Plan has been drafted which includes a new building for business/technology. A freeze on capital construction projects by the state has pushed the timeline for this building back several years.
- Objective: To conduct a study to determine the ongoing facility and technology needs of the Montrose campus.
- Outcome: Based on needs established through on-going planning for the Montrose campus, an addendum to MSC's Facilities Master Plan has been drafted which includes a new facility to serve as a site for offerings in Montrose.

Discussions about possible funding sources to construct a general education facility for Montrose are ongoing.

- Objective: To conduct a study of Media Services and IT and their relation to the academic community and to other College technologically based operations in order to assure efficient and economical operations and support.
- Outcome: During the past year, the Technology Council initiated discussions about media services. While this function currently reports within the library, given the changes occurring in the responsibilities assigned to this unit, there may be other structures which would allow it to be more effective.
- Goal: To support students' success through academic advising, career counseling, leadership and volunteer service programs, and extracurricular activities.
- Objective: To provide adequate space and equipment for enrollment services.
- Outcome: Evaluation of spaces that could be renovated for enrollment services continue. At this point in time, this unit is scattered in offices across campus and there are no plans that will allow these functions to be housed together in an easily accessed area. Discussions will continue to achieve this objective.
- Objective: To provide adequate staff and expand hours for services, especially at night and weekends. Expand space and equipment for testing. Provide local access and expanded testing for graduate admission and licensure.
- Outcome: A plans was developed and implemented to extend office hours for key student service functions including admissions, registration/records, financial aid and billing. Expanded hours of operations for these units continued during 2002-03. The testing center was moved to the UTEC campus where there is room for expanded testing.
- Objective: To attract and retain qualified staff, at all levels, to support academic and student service activities.
- Outcome: Discussions were held during the spring to reorganize the Admissions and Registrar areas in order to better meet the needs of the institution as enrollments continue to increase. The outcomes of the planning have been implemented this fall.

PARTNERSHIPS:

Sharing resources and cooperating with others does not mean that the College should be relieved of its mission to provide the best education possible for its students. The College must remain diligent in its quest for quality teaching and learning. When the Mesa State College name is used, even in a small partnership role, there is an expectation of quality that must be maintained. What others do with us impacts us. Accordingly, the College establishes the following:

- Goal: To improve the College's ability to ensure the quality and coherence of off-campus academic offerings to students, and to increase the number of articulation agreements and collaborations with other institutions, agencies, and groups.
- Objective: To develop stronger ties with College programs offered at other locations and with programs offered by other post-secondary institutions in the region.

- (Responsibility for such offerings, including courses and faculty, shall reside with the corresponding main campus faculty and department.)
- Outcome: Mesa State continues to support the offering of associate degree programs at the Montrose campus. All faculty are approved by the department/school as are all course offerings. Similar controls are in place for the offering of programs in education cooperatively with CMC and with CNCC. In a similar fashion, as Mesa State continues to offer classes for concurrently enrolled high school juniors and seniors, faculty review the credentials of faculty hired and review course syllabi. Mesa State and Colorado Mountain College have established a joint task force to develop policy that will allow dual enrollment at the two institutions, providing a barrier-free pathway for students to fulfill their educational needs.
- Objective: To have full-time faculty members assigned to Montrose when feasible.
- Outcome: Planning for development of the Montrose campus continues. A review of enrollment patterns and community surveys was initiated. This year, the Montrose Campus Advisory Council will review these analyses and may identify other analyses that may need to be undertaken. They will also make recommendations about plans for the next developmental steps for the campus.
- Objective: In cooperation with School District 51, to develop an Academic Center at UTEC to provide a seamless educational experience for secondary and post-secondary students. Further, to acquire and remodel facilities adjacent to the UTEC campus to begin the physical development of this Center.
- Outcome: Planning for the center continues. A pilot course was offered in the spring.
- Objective: To partner with western slope school districts and with other Colleges and Universities to establish programming for pre-service teachers and to expand opportunities for in-service teachers.
- Outcome: The campus continues the offering of a collaborative effort with other higher education institutions to meet local needs for graduate programming in education. In collaboration with Colorado Mountain College (CMC) and with the Eagle/Vail and Roaring Fork school districts, MSC's Post-baccalaureate Licensure program, a one-year post-baccalaureate program leading to licensure, was offered in CMC's service area. A third program cycle was offered in Summit County. Delivery of Mesa State's BA in Liberal Arts/Elementary Licensure program in cooperation with CMC continued. These programs continued during the 2002-03 academic year despite losing REAP funding in January.

- Objective: To partner with regional health care providers and with other Colleges and Universities to meet the needs for well-qualified professionals.
- Outcome: Discussions continued with representatives from CMC, CNCC and Delta-Montrose Vo-Tech as well as with regional health care providers. The need for additional entry level health care providers such as LPN's was identified and Mesa State is partnering with Delta-Montrose Vo-Tech to deliver an LPN program at the UTEC campus. Discussions were begun about an LPN to ADN program. The nursing faculty is delivering coursework to the Four Corners region as well as to Craig.

A DESCRIPTION OF PLANNING DECISIONS THAT ARE PROJECTED TO BE REACHED BY MESA STATE COLLEGE NEXT YEAR

The following table highlights the key decisions that will be made in the next year. These are abstracted directly from the recently approved Academic Master Plan. The College has created an Academic Master Plan Committee which is charged to evaluate progress each year as well as to recommend changes in goals/objectives. As a note, only the more significant items are reported here. All units will be taking steps to address the overarching goals and objectives established in this Plan.

The Mesa State College Academic Master Plan has established the following goal as its guiding principle:

To maintain and foster an academic community where a diverse group of students, faculty, and staff can participate in creative and intellectual activities.

In support of this guiding principle, the goals and objectives that follow present the results of this academic master plan analysis in its six planning areas – students, faculty, programs, process, support, and partnerships.

Further, it is the intent of the Goal Statements to provide the College with direction in planning its future programs and activities. The goals and objectives are therefore considered operational, establishing high priorities and giving guidance concerning specific areas of the College.

Establishing a responsible group or groups is therefore important. The table below lists the goals and objectives, and identifies the group or groups responsible for their enactment.

AREA	GOAL	PRIMARY OBJECTIVES	RESPONSIBLE GROUP
OVERALL	To maintain and foster an academic community where a diverse group of students, faculty, and staff can participate in creative and intellectual activities.		
STUDENTS	To recruit, retain, and graduate an increasingly diverse and academically talented group of students.		
	To manage student enrollment growth in order to optimize the learning experience of each student	To increase student FTE enrollment at a rate between 1.5 and 2 percent per year while maintaining a stable student faculty ratio.	Enrollment Management (Strategic Enrollment Task Force)
	To aggressively recruit and attract a diverse group of students of promise who are qualified by talent and motivation.	To serve a widening student demographic while increasing the average CCHE index score on a rolling three-year average.	Enrollment Management (Strategic Enrollment Task Force)
	To increase retention and graduation rates of all qualified students	To increase the retention and graduation rates every year through revised advising procedures and training for faculty advisors. First and foremost, advising for freshmen and sophomores shall be more deliberate and intrusive	Enrollment Management (Strategic Enrollment Task Force)
FACULTY	To attract and retain a highly qualified faculty in order to optimize the learning experience offered each student.		
	To provide competitive levels of pay and benefits	Within three years to have average faculty salary packages at all levels at least equal to one hundred ten percent of peer institution average faculty salary packages.	Deans, VPAA (Faculty Salary and Benefits Committee)

	To implement additional ways to develop, to support, to acknowledge, and to reward excellence in teaching and service to students.	To seek external support and private money to support faculty enrichment.	Deans, VPAA
		Each semester, to award a portion of the faculty a “teaching preparation stipend” to prepare, refine, develop, or enhance new or existing courses. The stipend shall be a part of the total workload. (Equivalent to three credit hours of course load.)	Faculty Development, Assistance, and Enrichment Committee
	To implement additional support, including instructional support, which enables faculty to pursue scholarship opportunities and related creative opportunities.	Each semester, to award a portion of the faculty a “scholarship stipend” to engage in scholarly activity that will enhance the student experience. The stipend shall be a part of the total workload. (Equivalent to three credit hours of course load.)	Faculty Development, Assistance, and Enrichment Committee
		To increase professional development dollars at least equal to one hundred ten percent of peer institution development dollars.	Faculty Development, Assistance, and Enrichment Committee
	To increase awareness on campus and in the surrounding community of the scholarship activities of the faculty.	VPAA, Institutional Advancement	

PROGRAM S	To continue to provide a broad liberal arts based education, to develop new instructional programs, and to revise existing ones to better meet the educational needs of students.		
	To implement an academic program development plan that prioritizes and guides existing programs as well as the	To create a standing committee to review program priorities annually, especially in response to retirements and other faculty turnover.	Faculty Senate
	identification and design of new degree programs	To continue current efforts to seek out new programs leading to degrees as well as to certificates of completion that uniquely serve the needs of the region. As a part of this process, the College will use advisory groups and other constituents to determine evolving needs for courses and programs that serve regional businesses and industries.	Faculty, Deans
		To continuously review all programs offered paying particular attention to those with fewer than 10 students enrolled. Programs which are not part of the core offering of the College and which do not meet expectations for enrollment growth and long-term health will be repositioned or eliminated.	VPAA, Faculty Senate
	To review existing courses for currency and relevance to program objectives.	To implement a curriculum audit – a mechanism for evaluating the role and effectiveness of existing programs. (Faculty will have ultimate responsibility to determine how their curriculum relates to their program objectives.)	Faculty Senate

		To maintain current accreditations and to add new accreditations to support and enhance the reputation of the College and its faculty.	VPAA, Deans
		To expand course and program offerings including those offered nights, weekends, and through distance learning in Grand Junction, Montrose, and at other specific sites in the region.	VPAA, Deans
PROCESS	To continue to develop and improve teaching and learning.		
	To support learning through the refinement of traditional teaching methods and the use of new instructional designs and technologies.	To increase support for exploring and implementing new teaching methods and technologies to significantly improve teaching.	Center for Teaching and Learning
		To regularly survey faculty regarding opinions about the adequacy of the classrooms, other teaching facilities, and support provided.	Technology Council Facilities Committee
	To expand available technology in terms of equipment, support, and expertise, along with appropriate technological support, to provide a full range of educational services.	To annually review support needed and provided by Media Services and IT.	Technology Council
		To upgrade campus technology, equipment and software, and to provide additional lab support staff.	Technology Council

	<p>To develop an organizational administrative structure to assure the best fit between the disciplines and the priorities of the College.</p>	<p>To periodically analyze the structure to assure the best fit between the disciplines and the priorities of the College</p>	<p>Deans, VPAA</p>
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SUPPORT	To continually improve support for students and academic areas of the College.		
	To provide increased support for Tomlinson Library.	To increase paper holdings of and access to books and journals.	Library Committee, Faculty Senate, Director of Library
		To conduct a study of the space needs of the Library, and to enlist the assistance of internal and external groups, consultants, agencies, and institutions.	Library Committee, Faculty Senate, Director of Library
		To increase annual funding for increased cost of reference materials.	VPAA, Director of Library
	To recognize the infusion of technology in programs and to provide necessary resources and support.	To develop a planning strategy for additional future demands on facilities and technology as they relate to the academic mission of the College.	VPAA, Deans, Technology Council
		To intensify the search for external technology funding.	VPAA, Deans, Directors
		To conduct a study to determine the ongoing facility and technology needs of the Montrose campus.	Facilities Committee Technology Council
		To conduct a study of Media Services and IT and their relation to the academic community and to other College technologically based operations in order to assure efficient and economical operations and support.	Technology Council

	To support students' success through academic advising, career counseling, leadership and volunteer service programs, and extracurricular activities.	To provide adequate space and equipment for enrollment services.	Facilities Services
		To provide adequate staff and hours of service, especially at night and weekends. Expand space and equipment for Testing. Provide local access in expanded testing for graduate admission and licensure.	Student Services
		To attract and retain qualified staff to support academic and student related service activities.	VPAA, VPFA

PARTNERS HIPS	To improve the College's ability to ensure the quality and coherence of off-campus academic offerings to students, and to increase the number of articulations and collaborations with other institutions, agencies, and groups.	To develop stronger ties with College programs offered at other locations and with programs offered by other post-secondary institutions in the region. (Responsibility for such offerings, including courses and faculty, shall reside with the corresponding main campus faculty and department.)	VPAA, Deans
		To have full-time faculty members assigned to Montrose when feasible.	VPAA, Deans
		To have the College partner with western slope school districts and with other colleges and universities to establish programming for pre-service teachers and to expand opportunities for in-service teachers.	Director of Center for Teacher Education, Deans
		To have College partner with regional health care providers and with other colleges and universities to meet the needs for well-qualified professionals.	Nursing, Deans

AGENDA ITEM: 2003-04 DIVERSITY PLAN AND 2002-03 DIVERSITY REPORT

ISSUE

Each year Mesa State College prepares a report on campus diversity that includes a report on the implementation and progress made with last year's diversity plan and an updated diversity plan for the upcoming year. The report also includes data on minority students and minority female faculty and staff. To meet the requirements of the CCHE Affirmative Action Policy, the diversity report and plan must be forwarded to CCHE in January.

BACKGROUND

As a member of the State Colleges in Colorado, Mesa State had been reporting diversity data before CCHE adopted policy (October 1998) for reporting diversity data. Once CCHE policy was in effect, the institution revised its reporting to comply with CCHE requirements. Governing Boards are required to submit a diversity report and an updated plan to CCHE annually in January. Under CCHE policy, the CCHE staff presents an annual report on diversity in Colorado higher education to the Commission, which includes statewide five-year trend data and analysis of the progress and implementation of institutional diversity plans. The trend data include enrollment, retention, and graduation rates of resident minority students and data on the employment of minority faculty and staff. The CCHE has begun tracking minority student graduation and retention rates as a part of the Quality Indicator Performance Report. Mesa State continues to make slow but steady progress on these indicators.

The value of diversity and multiculturalism is reflected throughout the institution's vision statement and major planning documents. It is the guiding principle of the Academic Master Plan. The goals and objectives established in the 2004 diversity plan are derived from those of the academic master plan and are consistent with other planning documents that are prepared throughout the year to address recruitment and retention of minority students, faculty, and staff and that assure the campus remains proactive in addressing the importance of diversity to the institution.

RECOMMENDATION

The Staff requests that the Trustees authorize the institution to forward to CCHE the 2004 Diversity Plan and the 2003 Diversity Report.

MESA STATE COLLEGE

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**2003-2004 DIVERSITY PLAN**

**AND**

**2002-2003 DIVERSITY REPORT**

# **MESA STATE COLLEGE**

## **2003-2004 DIVERSITY PLAN**

### **Introductory Statement**

Diversity, in its broadest sense, is at the core of the academic community. The freedom to discuss ideas from different perspectives in a supportive environment drives the teaching/learning process. Mesa State College is founded on a commitment to the traditions of a liberal arts education, providing all students experiences in an environment which prepares them for life in a pluralistic society. Within the classroom and elsewhere on campus, faculty and students from different backgrounds enhance the academic setting as they bring their range of experiences and perspectives, enriching the processes of discovery, reflection and communication. In this spirit, the campus community, including the faculty, staff, students and broader constituencies of Mesa State College, are working together following the guidelines established in "Best Practices in Institutional Planning for Diversity" to develop and to implement this plan.

To this end, Mesa State College is committed to supporting diversity within its community of learners and to developing the campus as a community of students, faculty and staff reflective of the population of the state and the region it serves.

### **Definition of Diversity**

Mesa State College is committed to providing opportunities for full participation in our academic community by all individuals, regardless of cultural or geographic origin, gender, religion, linguistic heritage, or other characteristics. Only in creating a community representative of the broader societies in which the institution exists can the goals established by this Diversity Plan be met.

### **Vision Statement**

Following from this commitment to creating a diverse community, the campus has developed a guiding vision. The statement below is that established in Mesa State College's strategic planning document, "Mesa State College: A Shared Vision..."

As members of the Mesa State College community, we are creating an environment where a diverse group of students, faculty, staff, alumni, community and area residents participate in creative and intellectual activities and enterprises. We embrace life-long learning for ourselves and for the residents of the region in order to ensure the well-being of our families, workplaces, and communities.

We affirm the College as a total learning community in which students learn through instruction, mentoring, and collaboration, and faculty learn through scholarship, creative work, and teaching. Undergraduate education will continue to be our highest priority although we also engage in graduate, technical, and community education. We further affirm that the College community, especially the faculty, know what academic success is, and how to attain it.

We collaborate in learning opportunities which go beyond the classroom and involve and benefit, neighborhoods, schools, public institutions, businesses, industries, other organizations, and the natural world of the region we serve.

We hold ourselves accountable as public servants for our performance as individuals and as an institution which is supported by the citizens of the State of Colorado.

Mesa State College: A Shared Vision... was revised in 2002 to reflect the institution's evolving role as a regional educational provider. The revised document, Mesa State College: Shaping the Future of Western Colorado, retains as a core value the excellence of teaching and recognizes the value of diversity by

Foster a climate of scholarship and intellectual curiosity through the promotion of diversity of thought and the exchange of ideas, development of critical reasoning and sound judgment, and intellectual tolerance.

Finally, the guiding principle of the Academic Master Plan emphasizes the importance of diversity to the institution

To maintain and foster an academic community where a diverse group of students, faculty, and staff can participate in creative and intellectual activities.

## **Background**

### Relationship to Strategic Planning

As this diversity plan was developed and is being implemented, it must be integrated with other state, system, and campus-wide planning processes. To this end, just as diversity stands as one of the cornerstones of the Mesa State College academic community, diversity planning must reflect and be reflective of the vision the institution has for its future.

The recently adopted Academic Master Plan underscores this commitment. This Plan establishes the importance of diversity through the overarching goal for the academic community of Mesa State which states, "To maintain and foster an academic community where a diverse group of students, faculty, and staff can participate in creative and intellectual activities." Further statements establish clear goals for diversification of the student population served and of the faculty and staff employed. In addition, the Plan calls for efforts to broaden the curriculum to ensure it provides opportunities for students to explore the arts, humanities, and sciences from a range of perspectives. Finally, the Quality Indicators established also require the institution to focus on student achievement including the achievement of minorities.

In April 2003, the Colorado Advisory Committee to the U.S. Commission on Civil Rights issued a report on issues of equality in the Mesa Valley. One of the recommendations from the report urged Mesa State College to enhance its leadership role in making Grand Junction a welcoming environment for students of all backgrounds. Institutional planning efforts for the 2003-04 year embrace this recommendation.

### History

During the last quarter century, Mesa State College has established and met a number of goals which continue to diversify all aspects of the campus community. The past decade has seen the establishment of and the completion of a range of planning efforts that have transformed the College from a regional institution with a regional population of students, faculty, and staff to one that now is more reflective of the state and the nation. These plans, which called for the campus to recruit and retain faculty and students with experiences in other areas and other cultures, have been successful. As a result, the nature of the campus has evolved as reflected by its composition and in the development of a more diverse curriculum and a more diverse array of activities and programming. This plan recognizes and builds on these efforts and is supportive of Mesa State's evolving mission as a Regional Education Provider.

As part of these efforts, the following statement was formally adopted by the faculty at Mesa State College in 1994 and is published in the Catalog:

Mesa State College is a community of scholars in the liberal arts tradition. As faculty we believe that all people, regardless of origin, gender, religion, or linguistic heritage, have something worthwhile to contribute and that these contributions benefit us all. Therefore, we intend that within our academic community, all cultural differences will be treated with equal respect and tolerance. We desire that our students have the opportunity to appreciate the diversity of our modern world, and we encourage them to partake of the resources available within our community. As faculty we pledge ourselves to provide as many divergent cultural experiences for our students as the resources of the college and the needs of our disciplines allow.

To further tolerance and appreciation of our society's diversity, Mesa State requires that all graduates fulfill the following general education requirements. In doing so we honor the validity of a liberal education. We hope that the experience will help our students understand how to appreciate the true diversity of the world. Because diversity promotes multiple opinions, techniques, viewpoints, and approaches, it is not the individual courses within the General education program which we believe will further the above-stated goals, but the whole experience of the program itself.

### Continuing Efforts

In the past few years, a number of focused initiatives have been implemented which continue. The Diversity Implementation Plan developed in 1994 established goals for the campus in the areas of 1.) Faculty and Staff Recruitment and Retention, 2.) Student Recruitment and Retention, and 3.) Campus Environment. While efforts to meet the stated goals have been mixed, in all cases objectives were established and continuing programming developed. These efforts and the activities

they triggered were captured in the first version of this plan which was implemented a few year ago.

In the area of faculty and staff recruitment and retention, efforts to develop a more diverse faculty have led to small increases in the percent of minority faculty. However, programs developed such as a "grow your own" project and a visiting scholars program continue to be used. More broadly, these efforts have led to marked increases in the percentage of female faculty and staff and in the percentage of faculty and staff who have been recruited from other regions. Efforts in this area support and are supported by the recently drafted revised Affirmative Action Plan.

In the area of student recruitment and retention, efforts to meet established goals have met with modest successes. However, programming implemented as part of this plan continues and will continue to lead to gains in the retention and graduation of all students. Specifically, a range of academic support services have been developed which are tailored to and provided for cohorts of students who can benefit. To meet goals to recruit, retain and graduate students from different cultures and backgrounds, an individual is employed to work specifically in this area. In addition, it is recognized that initiatives in these areas are linked with strategic goals of the state by performance funding.

Mesa State is partnering with Montrose, Delta, and Olathe high schools in programming to increase the awareness and success of students at risk to not continue their education past high school. These programs are funded through a grant from the Foundation for Excellent Schools. While not targeted specifically at student of color, given the demographics of the high school partners, a significant number of underrepresented minority students will be served

In the area of campus culture, a range of support services and organizations have been established to provide supporting communities within the community for minority students have been developed and funded. Activities and events sponsored by the campus that are reflective of other cultures continue to be enhanced. While much has been accomplished in this area, these efforts will be developed further.

## **Goals and Objectives**

The following specific goals and objectives have been developed by the Mesa State College community. These goals reflect the history of the institution, recognize the importance of efforts that were implemented as a result of the Diversity Implementation Plan developed in 1994, and reflects changes made annually since this plan was developed and implemented in 1998. In addition, this plan establishes the framework within which new initiatives will be developed, implemented, and assessed. These goals serve as a guide for each of the units of the campus and direct the establishment of measurable objectives to ensure the goals are met.

**GOAL 1: RECRUIT, RETAIN AND GRADUATE A STUDENT POPULATION REFLECTIVE OF THE POPULATION OF THE STATE AND THE REGION.**

**1.A. Increase the number of applicants and matriculants from underrepresented minority populations.**

| <b>Strategy or Task</b>                                                                                                                         | <b>Timeline</b>                | <b>Person/Group Responsible (Accountability)</b>   | <b>Budget Source</b>                                                                                                                                   | <b>How monitored or evaluated</b>                                                                  | <b>Faculty/ Student/ Other Group Involvement</b>                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| Develop and implement a comprehensive recruitment plan for underrepresented populations to increase enrollments of minority students.           | Continuing, with annual review | Enrollment Management                              | Reallocations within exiting budgets to meet established recruitment plan                                                                              | Number/percentage of underrepresented minorities in applicant pool and who matriculate             | Enrollment Management, Students, Administration                  |
| Develop and implement activities for pre-college students in service area high schools to include partnerships and summer residential programs. | Continuing, with annual review | Enrollment Management, Academic Affairs, and Deans | Continued allocations to support programming at current level; Reallocations from established budgets to support discipline/unit based efforts; Grants | Programs offered, number of participating minorities, number of participants who apply/matriculate | Enrollment Management, Faculty, Administration                   |
| Expand outreach activities to community-based organizations and clubs.                                                                          | Continuing, with annual review | Enrollment Management, Student Affairs             | Reallocations of existing budgets                                                                                                                      | Number of activities                                                                               | Student Affairs, Enrollment Management, Students, Administration |
| As part of efforts to expand program delivery, develop recruitment programs targeted at nontraditional underrepresented students.               | Continuing, with annual review | Enrollment Management                              | Allocate funds for advertising, reallocation of effort                                                                                                 | Number of minority students who apply/matriculate                                                  | Enrollment Management, Students, Administration                  |

**1.B. Increase the persistence and graduation rates of students from underrepresented minority populations to meet or exceed those of the majority population.**

| <b>Strategy or Task</b>                                                                                                                                                                                                                       | <b>Timeline</b>                                       | <b>Person/Group Responsible (Accountability)</b>                                                        | <b>Budget Source</b>                                                      | <b>How monitored or evaluated</b>                                                      | <b>Faculty/ Student/ Other Group Involvement</b>                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------|------------------------------------------------------------------|
| Review mentoring programs and internship/cooperative education opportunities provided on campus and develop strategies to ensure underrepresented students are participating at levels that meet or exceed those of the majority populations. | Completing review; will implement changes, as needed. | Enrollment Management; Deans/Dept. Chairs in areas with internships/cooperative education opportunities | Reallocations within exiting budgets to meet established recruitment plan | Number/percentage of underrepresented minorities in applicant pool and who matriculate | Faculty, Enrollment Management, Administration                   |
| Develop and implement activities for pre-college students in service area high schools to include partnerships and summer residential programs.                                                                                               | Continuing, with annual review                        | Enrollment Management; Deans/Department Chairs                                                          | Reallocation of Academic Affairs budgets                                  | Participation rates for minority students                                              | Enrollment Management, Faculty, Administration                   |
| Develop an early warning system to track the academic progress of underrepresented students.                                                                                                                                                  | Develop in 2000-2001, Implement in 2001-2002          | Institutional Research, Academic Affairs, Enrollment Management                                         | Reallocation of effort                                                    | Persistence rates of underrepresented students                                         | Enrollment Management, Students, Administration                  |
| Implement orientation activities which address issues of interest to underrepresented minorities.                                                                                                                                             | Continuing, with annual review                        | Enrollment Management, Student Affairs                                                                  | Reallocation of budgets for orientation                                   | Participation rates and persistence rates for underrepresented minorities              | Enrollment Management, Student Affairs, Students, Administration |

**1.C. Continue to increase the number of applicants and matriculants from regions other than the institutions traditional service area on the Western Slope.**

| <b>Strategy or Task</b>                                                                                         | <b>Timeline</b>                | <b>Person/Group Responsible (Accountability)</b> | <b>Budget Source</b>                                                      | <b>How monitored or evaluated</b>                                                                           | <b>Faculty/ Student/ Other Group Involvement</b> |
|-----------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| Develop and implement recruitment efforts that target qualified students in areas other than the Western Slope. | Continuing, with annual review | Enrollment Management                            | Reallocations within exiting budgets to meet established recruitment plan | Number/percentage of students from areas other than the Western Slope in applicant pool and who matriculate | Enrollment Management, Students, Administration  |

**GOAL 2: RECRUIT AND RETAIN A FACULTY AND STAFF POPULATION REFLECTIVE OF THAT OF THE STATE AND THE NATION.**

**2.A. Increase the number of and percentage of tenured and tenure track faculty and of administrative exempt employees from underrepresented minority and other populations.**

| <b>Strategy or Task</b>                                                                                                                                    | <b>Timeline</b>                | <b>Person/Group Responsible (Accountability)</b>                  | <b>Budget Source</b>                                             | <b>How monitored or evaluated</b>                                                                                                                                 | <b>Faculty/ Student/ Other Group Involvement</b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| Searches, conducted following established procedures, will include proactive efforts to identify qualified applicants from underrepresented populations.   | Continuing, with annual review | VP for Academic Affairs, Deans, VP for Finance and Administration | Additional allocation/ reallocations within budgets for searches | Number and percentage of underrepresented minorities and other underrepresented populations in applicant pool                                                     | Academic Affairs, Faculty, Administration        |
| Annual assessments, at the unit and at the institutional level, will be conducted to track the changing composition of the faculty and of exempt employees | Continuing, with annual review | VP's, Dean, Directors                                             | Reallocation of effort                                           | Number and percentage of underrepresented minorities and other underrepresented populations in tenure/tenure-track faculty positions and administrative positions | Academic Affairs, Faculty, Administration        |

**2.B. Increase the number of and percentage of underrepresented minorities holding state classified positions consistent with availability.**

| <b>Strategy or Task</b>                                                                                                                                      | <b>Timeline</b>                | <b>Person/Group Responsible (Accountability)</b>    | <b>Budget Source</b>                                             | <b>How monitored or evaluated</b>                                                                                         | <b>Faculty/ Student/ Other Group Involvement</b>              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------------------------------------------|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| Develop initiatives to increase the number of applicants from underrepresented populations that are on the eligibility lists for state classified positions. | Continuing, with annual review | Director of Human Resources, VP's, Deans, Directors | Additional allocation/ reallocations within budgets for searches | Number and percentage of underrepresented minorities and other underrepresented populations in applicant pool             | Finance and Administration, Administration, Faculty, Students |
| Annual assessments, at the unit and at the institutional level, will be conducted to track the changing composition of the state classified staff.           | Continuing, with annual review | VP's, Dean, Directors                               | Reallocation of effort                                           | Number and percentage of underrepresented minorities and other underrepresented populations in state classified positions | Finance and Administration, Administration, Faculty, Students |

**2.C. Provide the professional support needed to maintain a retention rate among underrepresented populations which is no less than that of the institution as a whole.**

| <b>Strategy or Task</b>                                                                                                | <b>Timeline</b>                | <b>Person/Group Responsible (Accountability)</b> | <b>Budget Source</b>                                              | <b>How monitored or evaluated</b>                                                                                                | <b>Faculty/ Student/ Other Group Involvement</b> |
|------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| Develop mechanisms that actively support professional and cultural development for underrepresented faculty and staff. | Continuing, with annual review | VP's, Deans, Directors                           | Continuation of efforts, allocation of additional funds as needed | Number and percentage of underrepresented faculty and staff funded through professional development programs available on campus | Academic Affairs, Faculty, Administration        |

**2.D. Continue to increase the number and the percentage of qualified faculty and administrative exempt employees with experiences throughout the Higher education community.**

| <b>Strategy or Task</b>                                                                                                                                                  | <b>Timeline</b>                | <b>Person/Group Responsible (Accountability)</b> | <b>Budget Source</b>                                                      | <b>How monitored or evaluated</b>                                                        | <b>Faculty/ Student/ Other Group Involvement</b> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------|---------------------------------------------------------------------------|------------------------------------------------------------------------------------------|--------------------------------------------------|
| Searches will be conducted following established procedures to include national advertising in appropriate sources to attract the broadest pool of qualified applicants. | Continuing, with annual review | Vice Presidents, Deans                           | Reallocation within existing budgets to meet established recruitment plan | Number/percentage of faculty and staff with national/international education/experiences | Academic Affairs, Faculty, Administration        |

**GOAL 3: FOSTER A CAMPUS ENVIRONMENT THAT SUPPORTS A DIVERSE COMMUNITY OF STUDENTS, FACULTY AND STAFF.**

**3.A. Enhance the campus environment to ensure that it is characterized by acceptance, support and advocacy of diversity.**

| <b>Strategy or Task</b>                                                                                                                                          | <b>Timeline</b>                | <b>Person/Group Responsible (Accountability)</b> | <b>Budget Source</b>                                                             | <b>How monitored or evaluated</b>                                                     | <b>Faculty/ Student/ Other Group Involvement</b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------|
| Continue and/or enhance, as participation and enrollments increase, financial and staff support for ethnic organizations on campus.                              | Continuing, with annual review | Student Affairs                                  | Allocation of additional funds as enrollments and participation increases        | Number/percentage of faculty/staff/students who are actively engaged in organizations | Students, Student Affairs, Administration        |
| Continue to provide and enhance sponsored programming which reflects and celebrates the diverse nature of the state, region and global communities.              | Continuing, with annual review | Student Affairs, Academic programming            | Continued allocations; allocation of additional funds as participation increases | Number of and attendance at sponsored programs                                        | Students, Faculty, Administration                |
| Provide campus sponsored programs that speak to specific issues of intolerance or prejudice to ensure that the campus addresses problems as they are identified. | Continuing with annual review  | Student Affairs, Academic programming            | Allocation of funds through budget process                                       | Number of and attendance at sponsored programs                                        | Students, Faculty, Administration                |

**3.B. Offer curricula across the disciplines which represent multicultural and global perspectives.**

| <b>Strategy or Task</b>                                                                                                  | <b>Timeline</b>                | <b>Person/Group Responsible (Accountability)</b>                       | <b>Budget Source</b>                                       | <b>How monitored or evaluated</b>                                                       | <b>Faculty/ Student/ Other Group Involvement</b> |
|--------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------|
| Review the schedule of courses offered to ensure that those representing multicultural/global perspectives are included. | Continuing, with annual review | VP's, Deans, Department chairs                                         | Reallocation of effort                                     | Number of identified courses with multicultural/global emphases offered and enrollments | Faculty, Students, Academic Affairs              |
| Develop more interdisciplinary course offerings across campus.                                                           | Continuing, with annual review | Vice President for Academic Affairs, Deans, Department Chairs          | Reallocation of effort and budgets within Academic Affairs | Number of identified interdisciplinary courses offered and enrollments                  | Faculty, Students, Academic Affairs              |
| Develop opportunities for students to visit and/or to study in other cultural settings.                                  | Continuing, with annual review | Vice President for Academic Affairs; Deans; Department Chairs; Faculty | Reallocation of effort and budgets within Academic Affairs | Number of opportunities provided and participation/enrollments                          | Faculty, Students, Academic Affairs              |

**3.C. Develop images of campus life that depicts the campus as a diverse community.**

| <b>Strategy or Task</b>                                                                                                                                         | <b>Timeline</b>                | <b>Person/Group Responsible (Accountability)</b> | <b>Budget Source</b>                                                              | <b>How monitored or evaluated</b>                  | <b>Faculty/ Student/ Other Group Involvement</b>            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------|
| Develop targeted public relations efforts which highlight the accomplishments and involvement of students, faculty and staff from underrepresented populations. | Continuing, with annual review | Director of Public Relations                     | Allocation of funds through budget process                                        | Number of publications and press releases prepared | Students, Administration                                    |
| Include and invite community and state ethnic groups and organizations to campus sponsored programs and events                                                  | Continuing, with annual review | Student Affairs, Academic programming            | Continued allocations; allocations of additional funds as participation increases | Number of and attendance at sponsored programs     | Students, Academic Affairs, Student Affairs, Administration |

**GOAL 4: CONTINUOUSLY EVALUATE EFFORTS TO DEVELOP A MORE DIVERSE COMMUNITY TO INCLUDE ASSESSMENT, FEEDBACK, AND REPORTING.**

| Strategy or Task                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Timeline                       | Person/Group Responsible (Accountability)                                | Budget Source                        | How monitored or evaluated      | Faculty/ Student/ Other Group Involvement |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------------------------------|--------------------------------------|---------------------------------|-------------------------------------------|
| Implement a survey(s) which assesses the attitudes of the students, faculty and staff of Mesa State College and the campus climate to determine the effectiveness of initiatives implemented.                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Continuing, with annual review | Institutional Research; Assessment Committee; Student Affairs            | Reallocation of funds for assessment | Change in campus climate        | Everyone                                  |
| Report all racial incidents to the Compliance Coordinator or to the Dean of Students to identify possible problem areas and to review and assess trends.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Continuing, with annual review | Compliance Coordinator and/or Dean of Students                           | Reallocation of effort               | Number of incidents reported    | Students, Faculty, Administration         |
| Each Vice President, Dean, and/or Director responsible for initiatives identified shall conduct an annual evaluation of the effectiveness of these initiatives and the successes in meeting established goals. These evaluations, reported to the President, will include recommendations to revise this Plan. The President, in consultation with his senior administrators, will receive these reports and recommendations and will implement changes. Summary annual reports will be prepared and circulated internally for review by members of the campus community and externally for review by the Board of Trustees, CCHE and other stake holders. | Continuing, with annual review | President; Academic Affairs; Finance and Administration; Student Affairs | Not Applicable                       | Reports prepared and circulated | Everyone                                  |

# **MESA STATE COLLEGE 2003 DIVERSITY REPORT**

## **Introductory Statement**

Mesa State College is committed to supporting diversity within its community of learners and to developing the campus as a community of students, faculty and staff reflective of the population of the state and the nation. As one of the guiding principles of the institution, the campus community continues to work toward this over-arching goal. During the past year, the campus has continued to evaluate efforts, has established plans to continue strategies that appear to be successful and has implemented or established plans to implement other initiatives. These efforts are spelled out in this report.

## **Definition of Diversity**

Mesa State College is committed to providing opportunities for full participation in our academic community by all individuals, regardless of cultural or geographic origin, gender, religion, linguistic heritage, or other characteristics. Only in creating a community representative of the broader societies in which the institution exists can the goals established by the Diversity Plan be met.

## **Vision Statement**

Following from the College's commitment to creating a diverse community, the campus has developed a guiding vision. The statement below is that established in Mesa State College's strategic planning document, "Mesa State College: A Shared Vision..."

As members of the Mesa State College community, we are creating an environment where a diverse group of students, faculty, staff, alumni, community and area residents participate in creative and intellectual activities and enterprises. We embrace life-long learning for ourselves and for the residents of the region in order to ensure the well-being of our families, workplaces, and communities.

We affirm the College as a total learning community in which students learn through instruction, mentoring, and collaboration, and faculty learn through scholarship, creative work, and teaching. Undergraduate education will continue to be our highest priority although we also engage in graduate, technical, and community education. We further affirm that the College community, especially the faculty, know what academic success is, and how to attain it.

We collaborate in learning opportunities which go beyond the classroom and involve and benefit, neighborhoods, schools, public institutions, businesses, industries, other organizations, and the natural world of the region we serve. We hold ourselves accountable as public servants for our performance as individuals and as an institution which is supported by the citizens of the State of Colorado.

The Mesa State College Academic Master Plan captures themes from this Diversity Plan by establishing clear goal statements for diversification of the student population served and of the faculty and staff employed. In addition, the Academic Master Plan calls for efforts to broaden the curriculum to ensure it provides opportunities for students to explore the arts, humanities, and sciences from a range of perspectives. Further, the ongoing implementation/review cycle of the Academic Master Plan promotes opportunities for that plan to guide efforts to enhance campus diversity. Finally, as Mesa State continues to evaluate ratings arising from the Quality Indicator System, efforts spelled out in this report to address minority retention and graduation rates clearly are linked with performance funding.

## **Background**

The successes reported herein follow from the Diversity plan established by the campus in 1998 with the revisions approved annually thereafter. This plan was built on initiatives followed throughout the 1990's which established goals for the campus in the areas of 1.) Faculty and Staff Recruitment and Retention, 2.) Student Recruitment and Retention, and 3.) Campus Environment. While efforts to meet the stated goals have been mixed, in all cases objectives were established and continuing programming developed.

In the area of faculty and staff recruitment and retention, efforts to develop a more diverse faculty have led over the years to small increases in the percent of minority faculty. While programs developed such as a "grow your own" project and a visiting scholars program continue to be used, the campus is developing strategies to increase the number of applications from minorities and female candidates. These efforts have led to increases in the number and percentage of female faculty. More broadly, the number of female and minority staff in other categories have increased over the years even though the trends this year appear to have leveled off or declined slightly. The percentage of faculty and staff who have been recruited from other regions continues to increase.

In the area of student recruitment and retention, efforts to meet established goals have met with modest successes. However, programming implemented as part of this plan continues and will continue to lead to gains in the retention and graduation of all students. Specifically, a range of academic support services have been developed which are tailored to and provided for cohorts of students who can benefit. To meet goals to recruit, retain and graduate students from different cultures and backgrounds, an individual has been hired to work specifically in this area.

In the area of campus culture, a range of support services and organizations have been established to provide supporting communities within the community for minority students have been developed and funded. Activities and events sponsored by the campus that are reflective of other cultures continue to be enhanced. While much has been accomplished in this area, these efforts will be developed further.

## **Goals and Objectives**

The following specific goals and objectives are articulated in the Diversity Plan developed by the Mesa State College community. These goals reflect the history of the institution, recognize the importance of continuing current efforts that are successful, and establish the framework within which new initiatives are being developed, implemented, and assessed. The summary provided below states achievements in each area. These statements follow from the efforts of and serve as a guide for each of the units of the campus.

In addition to continuing ongoing successful strategies and implementing initiatives established in the Diversity Plan, the campus community collectively will continually review the Diversity Plan which guides MSC's efforts. These processes continue to be guided by the WICHE document, "Best Practices in Institutional Planning for Diversity."

GOAL 1: Recruit, retain and graduate a student population reflective of the population of the state and the nation.

1.A. Increase the number of applicants and matriculants from underrepresented minority populations

| Major 2002 Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Timeline                                   | Person/Group Responsible (Accountability)                        | Evaluation                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Focused recruiting efforts on more academically qualified minorities rather than simply on recruiting more students.</p> <p>2. Continued the Cultural Diversity weekend. This is a two-day weekend event designed primarily for ethnic minority high school students. Assistance with transportation, lodging and meals is provided for students from outside of the region.</p> <p>3. Continued support for an admission counselor in Denver who is assigned responsibility for increasing applications by and enrollments of minority students. This individual is active in CESDA and other efforts designed to increase participation rates in higher education.</p> <p>4. Faculty and students in math and sciences are implementing a number of outreach activities designed to support K-12 math/science teachers throughout the Western Slope.</p> <p>5. Throughout the year, the campus's Cultural Diversity Board and the ethnic student organizations represented, the BSA, La Raza, Polynesian Club, and Native American Council, provided special recruitment programs to attract area high school students. These efforts included on campus events and tours as well as visits to area high schools.</p> <p>6. Continued support for a full-time Minority Recruitment Coordinator as well as for admissions counselor and Las Vegas.</p> <p>7. Again hosted and continued participation in the Expanding Your Horizon Conference, an event co-sponsored with Mesa County School District 51 which provides an opportunity to explore careers in math and science for middle school girls, especially minorities and disadvantaged.</p> <p>8. Continued advertising in regional publications read by minority high school students, participating in college fairs around the state, and developing and using a statewide mailing campaign targeted at minority students.</p> <p>9. Awarded approximately \$400,000 in scholarships to minority students including a portion of funds awarded in Governor's Opportunity Scholarships. In addition, a grant from the NSF provides scholarship support for underrepresented minorities in math/science/tech degree programs.</p> | <p>All on-going or enhanced activities</p> | <p>Enrollment Management, Students Affairs, Academic Affairs</p> | <p>The number of freshmen minority students applying decreased. In 2002 there were 554 resident minority applicants. This year there were 487 of which 353 were admitted and 157 enrolled. The total resident minority enrollment increased from last year.</p> |

1.B. Increase the persistence and graduation rates of students from underrepresented minority populations to meet or exceed those of the majority population.

| Major 2000 Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Timeline                            | Person/Group Responsible (Accountability)                 | Evaluation                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. The campus-wide Peer Tutorial/Mentoring Program continues to provide in a unique way to all students the services of tutoring and other academic support, social support, and mentoring. As part of this programming, the campus continued efforts to connect upper level students with freshmen and sophomore minority students as part of an early warning system to support those experiencing academic difficulties.</p> <p>2. The Minority Recruitment Coordinator has the responsibility to direct the Peer Tutorial/Mentoring Program provided for all students as well as retention efforts designed for underrepresented minority students.</p> <p>3. Again held a Diversity Summit which provided students and other members of the Mesa State College community the opportunity to explore local and global issues relating to diversity.</p> | All on-going or enhanced activities | Enrollment Management, Students Affairs, Academic Affairs | The number of resident minority students increased significantly. While the total number of resident minority students graduating remained constant, QIS data shows increased efforts on retention appear to be leading to increases in the number and percentage of resident and non-resident minority students graduating and the number in the pipeline. |

1. C. Continue to increase the number of applicants from regions other than the institutions traditional service area on the Western Slope.

| Major 2000 Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Timeline                            | Person/Group Responsible (Accountability) | Evaluation                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. MSC staff participated in several college fairs outside of the Western Slope and for out-of state students.</p> <p>2. The admissions area implemented a state-wide and targeted nation-wide mailing campaign.</p> <p>3. Mesa State College participates in the Western Undergraduate Exchange program offered by WICHE.</p> <p>4. With support from the Office of State Colleges, hosted a group of students from the Denver metropolitan area (including a number of minority students) as part of the system-wide bus tour.</p> | All on-going or enhanced activities | Enrollment Management, Academic Affairs   | Mesa State continues to enroll students who are not from the traditional Western Slope counties that have been the campus's traditional base. In particular, the majority of students of color who enroll are from other areas of the state. |

GOAL 2: Recruit and retain a faculty and staff population reflective of that of the state and the

nation.

2.A. Increase the number of and percentage of tenured and tenure track faculty and of administrative exempt employees from underrepresented minority and other populations.

| Major 2000 Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                     | Timeline                    | Person/Group Responsible (Accountability)        | Evaluation                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. All searches were conducted following established procedures, including assigning representatives to each committee from the affirmative action compliance office to ensure that the committees are aware of the institutions commitment to employing a diverse group of faculty and administrative exempt employees.</p> <p>2. Mesa State College's continues supporting doctoral candidates through a "grow your own" program.</p> | <p>On-going activities.</p> | <p>Academic Affairs, Faculty, Administration</p> | <p>The number of full-time minority faculty decreased from 15 to 14 but the number of tenured minority faculty stayed the same. The number of full-time female faculty members increased slightly while the number of tenured females increased significantly. Two of the three tenure track positions filled this year were female. The composition of other employee categories remained relatively constant.</p> |

2.B. Increase the number of and percentage of underrepresented minorities holding state classified positions consistent with availability.

| Major 2000 Initiatives                                                                                                                                                                                                                                                      | Timeline             | Person/Group Responsible (Accountability) | Evaluation                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. All open positions are broadly advertised including the placement in publications typically read by underrepresented minorities.</p> <p>2. Parts of the qualifying exams given to all applicants for classified positions continue to be administered in Spanish.</p> | On going activities. | Director of Human Resources               | The number of underrepresented minorities employed and the number of females employed has remained fairly constant. Since the total number of positions reported has remained constant, there are only minor shifts in percentages. |

2.C. Provide the professional support needed to maintain a retention rate among underrepresented populations which is no less than that of the institution as a whole.

| Major 2000 Initiatives                                                                                                                                                                            | Timeline          | Person/Group Responsible (Accountability) | Evaluation                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Mesa State College's continues supporting doctoral candidates through a "grow your own" program. Participants are provided support through approved leaves or through other mechanisms.</p> | On-going activity | Academic Affairs, Faculty, Administration | Mesa State College lost one tenured minority faculty member and 1 tenure-track minority faculty member. The number of tenure-track females decreased significantly because tenure was awarded to a number of females this year and only 3 new hires were made, 2 of whom were women. |

2.D. Continue to increase the number and the percentage of qualified faculty and administrative exempt employees with experiences throughout the Higher education community.

| Major 2000 Initiatives                                                                                                                                                                                                                             | Timeline                        | Person/Group Responsible (Accountability) | Evaluation                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| <p>1. All searches were conducted following established procedures, including position announcements placed in national journals.</p> <p>2. Developed a data base which permits easy year-to-year tracking of all tenure-track/tenured faculty</p> | On-going or enhanced activities | Academic Affairs, Faculty, Administration | Of the 3 faculty hired on tenure-track positions, all received their terminal degrees from institutions outside of Colorado. |

GOAL 3: Foster a campus environment that supports a diverse community of students, faculty and staff.

3.A. Enhance the campus environment to ensure that it is characterized by acceptance, support and advocacy of diversity.

| Major 2000 Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Timeline          | Person/Group Responsible (Accountability)                      | Evaluation                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. The campus continued support for a number of programs that brings visiting scholars/lecturers to campus. While support is provided for a full range of activities, special attention is given to include those who represent minority populations. In addition to presenting public lectures, these individuals typically spend time in the classroom and/or meeting informally with others.</p> <p>2. The campus continued financial and staff support for ethnic organizations on campus including the BSA, La Raza, Polynesian Club, and Native American Council.</p> <p>3. Promoted activities in conjunction with Diverse History Week.</p> | On-going activity | Student Affairs, Student Government, Faculty, Academic Affairs | Support for these efforts continues to enhance the diversity of the campus community. The ACT Entering Student Survey and Graduating Student Surveys are being used to assess campus issues and student satisfaction. |

3.B. Offer curricula across the disciplines which represent multicultural and global perspectives.

| Major 2000 Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Timeline                                                                        | Person/Group Responsible (Accountability) | Evaluation                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Continue the development of interdisciplinary courses/programs and the development of courses reflective of a multicultural/global perspective.</p> <p>2. Continue to develop opportunities for students and for faculty to study/work in other cultures.</p> <p>3. An NSF grant was received to develop environmental elementary education curricula in collaboration with tribal colleges throughout the west.</p> <p>4. A Department of Education grant was received to continue the development of curriculum for native Alaskan communities.</p> <p>5. Began the development of an international studies major and laid the groundwork for an international studies center to coordinate efforts to internationalize the curriculum.</p> | Continuing to initiate efforts this year, activities developed will be on-going | Faculty, Academic Affairs                 | Developed a minor in International Studies. Enroll began in fall 2003. Offered classes in Costa Rica, Ecuador, and Spain. Sponsoring a group of faculty to participate in a program to develop curricula reflective of the Japanese culture. Supporting K-12 curriculum development projects with a number of indigenous people. Developing more opportunities for international experiences and internships. |

**GOAL 4: Continuously evaluate efforts to develop a more diverse community to include assessment, feedback, and reporting.**

| Major 2000 Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Timeline                                                                                  | Person/Group Responsible (Accountability)                                                                                      | Evaluation                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Following the guidelines established in the WICHE publication "Best Practices in Institutional Planning for Diversity", Mesa State College has developed an institutional Diversity Plan.</p> <p>2. Continued on-going review and assessments of programs offered to determine the success these programs have in meeting established goals.</p> <p>3. Continued assessments of the make-up of the campus community and generated reports for on- and off-campus constituencies.</p> <p>4. Planning focus groups with ethnic students to determine their perspective of campus life and programming offered. Results will be broadly shared.</p> | <p>On-going efforts; as needed additional assessment tools may be developed this year</p> | <p>President, Academic Affairs, Student Affairs, Finance and Administration, Institutional Research, Enrollment Management</p> | <p>Continuous review of efforts is in place. Campus continues to work developing meaningful assessment/reporting activities.</p> |

## **AGENDA ITEM: ACADEMIC PROGRAM PRIORITY PROCESS**

### **ISSUE**

The Academic Master Plan, adopted in 2002, called for an academic development plan that prioritizes and guides existing programs as well as the design of new programs. The purpose of this agenda item is to inform the Board of the status of the academic program prioritization process at Mesa State College so that it can make informed decisions about substantive curriculum changes.

### **BACKGROUND**

It is incumbent upon an institution, with guidance from its governing board, to periodically review academic programming to assure that it is aligned with role and mission and is meeting the needs of the region served. Program prioritization also serves to provide data so the Board can make informed decisions about adding or eliminating programs in response to needs of the region or in response to fiscal constraints. Last spring a number of institutions around Colorado engaged in a program prioritization process. Programs were restructured or eliminated at a number of campuses. This process was last carried out at Mesa State over a decade ago, but no actions were taken and no record of recommendations exists. In response to goals of the Academic Master Plan, a program prioritization process was carried out during the spring of 2003. The report from this campus-wide effort is included in this agenda item. The full report containing data tables, program responses, etc., will be provided to the Trustees at the meeting.

A committee was established to guide the prioritization process. The committee had representation from all of the academic schools and included student, faculty, and administration. Using data provided by the Office of Institutional Research and by the faculty in the academic departments, the committee ranked all of the programs on campus according to seven criteria.

- Supports Role and Mission
- Program Quality
- Supports Other Programs
- Supports Community
- Growth Potential
- Productivity
- Program Efficiency

A relative weighting factor was assigned each criterion and a composite numerical score was obtained for each program.

Next steps in the prioritization process have begun this fall. Programs ranked low on the list are being examined to determine why they received the ranking, whether and how the programs can be strengthened, and whether options and minors with low student interest could be eliminated. If strengthening is recommended the process must also identify how resources will be reallocated to affect the strengthening. These recommendations are being made by the academic deans in consultation with department chairs and faculty. An analysis of the academic programming at Mesa State reveals that the breadth of degree programs is not as much of an issue as the depth of option/majors within the degree programs. A number of the areas ranked low in the prioritization are options within degree programs and recommendations about consolidating/eliminating some of these options will likely come forward for Board consideration in the coming months. An update on the status of the prioritization process will be provided during the discussion of this agenda item.

## **MEMORANDUM**

**DATE:** September 2, 2003

**TO:** Duane Hrcir  
Vice President for Academic Affairs

**FROM:** Sam Gingerich  
President

**SUBJECT:** Program Prioritization - Next Steps

I have reviewed the program prioritization report submitted last spring. Once again, I want to thank you and the members of the committee for the work that was accomplished. Please pass this along to the group.

As we have discussed, I believe programs ranked in the bottom quartile need to be reviewed. I will suggest that you develop a format for these reviews which, at a minimum, includes a request for plans to strengthen the program. Obviously, given the limited funds available to the institution, initial strategies to strengthen each program should be based on resources available, not on an infusion of new monies. To facilitate these reviews, the committee may need to provide specific information that led to the lower rankings for these programs.

As a note, this group includes associate and baccalaureate degree programs and options as well as minors and other groupings of courses. Since arguments typically are made that options and minors don't "cost" anything, but simply are offered to provide students opportunities to broaden their experiences, and since no students are interested, it appears that the options and minors on this list can be eliminated. In fact, I am aware that this strategy is being implemented in a number of cases.

I believe these reviews should be completed as soon as possible so strategies approved can be implemented yet this year. Please feel free to contact me if you have any questions.

September 25, 2003

TO: John Rogers,  
Janine Rider  
Steve Werman  
Kerry Youngblood  
Cathy Barkley

FROM: Duane Hrcir

RE: Program Prioritization-Next Steps

The president has asked that we conduct a review of programs, concentrations, and minors that were in the bottom quartile of the program prioritization list. The operating assumption is that these programs should be either strengthened or eliminated. This review should address, at a minimum, the following questions:

- Based upon the criteria used in the prioritization process, why was the program ranked in the bottom quartile?
- Should this program be strengthened? If so, how?
- If strengthening is recommended, how will resources be reallocated to accomplish this task?
- Should this program be eliminated?
- What is the financial and academic impact of elimination?

Included in this list are a number of concentrations/options and minors. If these areas are not being selected by our students, it may be in the institution's best interest to eliminate them and reallocate resources. Please keep this in mind as you conduct your reviews and make your recommendations.

The quantitative and qualitative data used by the prioritization committee is provided in the Program Prioritization Report. In the course of the review, if you need other information that is not provided in the report, please let me know and I will try to provide what you need.

So that strategies resulting from the reviews can be implemented this year, I ask that the reviews be completed by October 16. Please contact me if you have any questions.

## **I. PREFACE**

The purpose of this report is to document the program prioritization process that occurred at Mesa State College during the spring semester of 2003. This process was necessitated by planning policies outlined by the Colorado Commission on Higher Education and by the operational imperatives of the *Mesa State College Academic Master Plan*. The results are also useful in making informed decisions about resource allocation.

The prioritization process involved the entire academic community in a dialog that will impact the College for some time. This willingness to participate speaks well of the College and of all concerned.

This report was prepared by the Office of Institutional Research and Planning.

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- B. Meeting Summaries
- C. Data Sheets
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## **LIST OF MESA STATE COLLEGE CONTRIBUTORS**

### **ADMINISTRATION**

Sam Gingerich, Interim President  
Duane Hrnrcir, Interim Vice President for Academic Affairs  
Erin Holmes, Director of Institutional Research  
James Brock, Director of Planning

### **FACULTY SENATE**

Doug O’Roark, Associate Professor of History, Chair  
Carrie McVean Waring, Associate Professor of Biology, Vice Chair  
Russ Walker, Associate Professor of Environmental Restoration, Secretary  
Phil Kavanagh, Associate Professor of Math  
Sherri Arosteguy, Assistant Professor of Education  
Thomas Acker, Associate Professor of Spanish  
Eric Schruers, Assistant Professor of Art  
Jim Buckley, Professor of Accounting  
Cindy Thomas, Assistant Professor of Nursing  
Mary Zimmerer, Professor of Business  
Steve Murray, Associate Professor of HPW  
John Sluder, Lecturer of Communication Technology  
Mike Gizzi, Associate Professor of Political Science, FACT Representative  
Barbara Borst, Librarian Research, ex-officio  
Matt Dahl, President, Associated Student Government

### **AD HOC COMMITTEE TO ESTABLISH PROGRAMMATIC PRIORITIES**

Duane Hrnrcir, Interim Vice President for Academic Affairs, Chair  
Cathy Barkley, Professor of Mathematics  
Rich Cowden, Assistant Professor of Theatre  
Sandy Forrest, Professor of Nursing  
Doug O’Roark, Associate Professor of History  
John Redifer, Associate Professor of Political Science  
Kristy Reuss, Professor of Nursing  
Dave Rogers, Professor of Accounting  
John Sluder, Lecturer of Communication Technology  
Russ Walker, Associate Professor of Environmental Restoration  
Matt Dahl, President, Associated Student Government

## IV. BACKGROUND AND PROCEDURES

### IV.A HISTORY

Direction for academic planning begins with the Colorado Legislature as described further by the policies of the Colorado Commission on Higher Education (CCHE). Each higher education institution is required to provide an annual report on the implementation of its academic planning policies including:

A description of planning decisions that are projected to be reached in the year following the reporting year (e.g., new programs to be acted upon by the governing board, possible program discontinuances, and decisions made concerning the academic program based on the review of existing academic programs.)<sup>1</sup>

The CCHE report deals with a degree level analysis that, at Mesa State, usually involves the collection of several associated disciplines and programs gathered under a broad degree structure. For the analysis to be effective within the overall academic community at Mesa State, a detailed look at each discipline and program is necessary. Accordingly, the current *Mesa State College Academic Master Plan* established goals and objectives that give direction to this analysis. The two specific goals with associated objectives that are involved state:

Goal: To implement an academic program development plan that prioritizes and guides existing programs as well as the identification and design of new degree programs.

Objective: To create a standing committee to annually review and recommend program priorities, especially in response to retirements and other normal faculty turnover.

Objective: To continuously review all programs offered paying particular attention to those with fewer than 10 students enrolled. Programs which are not part of the core offering of the College and which do not meet expectations for enrollment growth and long-term health will be repositioned or eliminated.

Goal: To review existing courses for currency and relevance to program objectives.

Objective: To implement a curriculum audit – a mechanism for evaluating the role and effectiveness of existing programs.<sup>2</sup>

A Faculty Senate Academic Master Plan Committee was convened in 2002 with the overall responsibility to keep the Academic Master Plan alive and functioning. It was initially thought that this Committee might be used for the required program analyses and prioritization processes. After

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<sup>1</sup> CCHE, “Part O, Academic Planning”, last revised May 1, 1997, page I-O-2. See Appendix A for a copy of the complete policy statement.

<sup>2</sup> Mesa State College, *Mesa State College Academic Master Plan*, November 2001, pages 28 and 29.

much deliberation by both Committee and Faculty Senate, it was determined that a separate administrative committee would be more appropriate to accommodate the programmatic functions. Accordingly, an ad hoc Committee to Establish Programmatic Priorities was established in February 2003.

#### **IV.B COMMITTEE SELECTION**

Interim President Sam Gingerich initiated the ad hoc Committee to Establish Programmatic Priorities. Interim Vice President for Academic Affairs Duane Hrcncir was appointed Chair. Nominations were requested from the Faculty Senate and the Council of Chairs for the balance of the committee's membership. President Gingerich made the final selection.<sup>3</sup>

#### **IV.C OPERATIONS**

President Gingerich made the initial charge to the Committee by memorandum on February 25, 2003. The Committee met on February 28<sup>th</sup>, March 4<sup>th</sup>, and March 7<sup>th</sup> to work on procedures as well as quantitative and qualitative information needed to accomplish the prioritization process.<sup>4</sup> The committee decided to use a broad definition of "program" that would include areas or disciplines that do not necessarily lead to a specific degree. Geography is currently such an area that was included for analysis.

During this period, Erin Holmes, Director of Institutional Research, provided the Committee with the requested quantitative information. This quantitative information was shared with the various departments in order to understand common data definitions and to refine information.<sup>5</sup> The data was also posted on the Web for public access.

For qualitative information, the Committee also determined 6 common questions to be asked of each program.<sup>6</sup> The questions were:

1. How does this program relate to Mesa State's role and mission?
2. Are graduates of this program employed in their chosen field of study or pursuing further education?
3. Is this program accredited by an external agency?
4. How does this program support other programs?
5. How does this program support the community?
6. What is the potential for future growth of this program?

Once all of the quantitative and qualitative information had been gathered, the Committee met with representatives of each school on March 10<sup>th</sup> and March 12<sup>th</sup>, 2003. The purpose of these meetings was to give programs an opportunity to ask questions and to give information to the Committee that the questions did not elicit.

The Committee met to evaluate the results. Seven categories for evaluation were established:

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<sup>3</sup> See page 3 of this document for a list of the members of this Committee.

<sup>4</sup> See Appendix B of this document for a copy of the initiating memorandum and meeting summary documents.

<sup>5</sup> See Appendix C of this document for a copy of the data sheets for each program. A list of "Program Sheet Reminders" is also included to give understanding and background to the data. This document was also shared with the programs.

<sup>6</sup> See Appendix C of this document for a copy of each program's responses to these questions.

**Supports Role and Mission-** The intent of this category was to evaluate how the program aligns with the goals of Mesa State's role and mission statement.

**Program Quality-** Program quality was measured using information about graduates. Were they working in their field or were they pursuing graduate or professional education? Whether the program was accredited or not was also included in this category.

**Supports Other Programs-** The Committee wanted to know how the programs' course offerings were used by other academic programs, including courses in the general education curriculum.

**Supports Community-** Given MSC's role as a Regional Educational Provider, the Committee was interested to learn how the programs impacted the region served by the College. Included were considerations about cultural and professional service to the community.

**Growth Potential-** The Committee was interested to learn if a program had the potential to grow, given no fiscal restrictions. Could more students be served if facilities or additional faculty were allocated to a program?

**Productivity-** The productivity category was synthesized from several key pieces of quantitative data; number of majors, numbers of graduates, amount of SCH generated/FTE faculty member, etc.

**Program Efficiency-** The efficiency category compared MSC programs to peer institutions from the Univ. of Delaware report relative to cost of instruction.

Each category was then given a relative weighting factor:

| Category                  | Weighting Factor |
|---------------------------|------------------|
| Supports Role and Mission | 1.5              |
| Program Quality           | 1.5              |
| Supports Other Programs   | 0.5              |
| Supports Community        | 1.5              |
| Growth Potential          | 1.5              |
| Productivity              | 3.0              |
| Program Efficiency        | 1.0              |

Each committee member was asked to rate each category on each program from 1 to 5, 1 being the lowest and 5 being the highest rating. All rating sheets were then summarized and reviewed. Many of the programs had no unique allocation of resources. These programs were combined with others within the same discipline for purposes of the analysis

The Committee made the prioritization process as open as possible. The process and draft results were presented with the Faculty Senate on April 3<sup>rd</sup>. An email containing the information was sent to all faculty and staff on April 4<sup>th</sup><sup>7</sup>, and an open campus meeting was held on April 8<sup>th</sup>.

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<sup>7</sup> See Appendix B of this document for a copy of the email.

## V. REPORT TO THE PRESIDENT

A formal report was made to the President on April 16, 2003.<sup>8</sup> One part of the report contained a list of the numerical analysis results for each program. The Committee felt that this part of the report was not very useful in making resource allocation decisions. The final, more useful prioritization listing, using the collapsed set of programs, was alphabetical and divided programs into the top 25%, middle 50%, and bottom 25%. That list follows:

| School       | Deg | Program/Area                                    |
|--------------|-----|-------------------------------------------------|
|              |     | <b>TOP 25%</b>                                  |
| B&PS         | BS  | <b>Acctg/Public</b>                             |
| NS&M         | BS  | <b>Biology</b>                                  |
| Applied Tech | AAS | <b>Computer Aided Design</b>                    |
| B&PS         | BS  | <b>Computer Information Sys</b>                 |
| H&SS         | BA  | <b>English/Literature</b>                       |
| H&SS         | BA  | <b>English/Writing</b>                          |
| NS&M         | BS  | <b>Env Sci &amp; Tech/Environmental Science</b> |
| H&SS         | BA  | <b>History</b>                                  |
| B&PS         | BA  | <b>HPW/With Teaching</b>                        |
| B&PS         | BBA | <b>Marketing</b>                                |
| H&SS         | BA  | <b>Mass Comm/Broadcasting</b>                   |
| H&SS         | BA  | <b>Mass Comm/Public Relations</b>               |
| B&PS         | BBA | <b>Mgmt/Management</b>                          |
| B&PS         | MBA | <b>Mgmt/MBA</b>                                 |
| B&PS         | BSN | <b>Nursing</b>                                  |

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<sup>8</sup> See Appendix D of this document for a copy of the report.

|              |       |                                                        |
|--------------|-------|--------------------------------------------------------|
| H&SS         | BA    | <b>Psych/Counseling Psychology</b>                     |
| H&SS         | BA    | <b>Psychology</b>                                      |
| B&PS         | AAS   | <b>Rad Tech</b>                                        |
| H&SS         | BA    | <b>Soc/Criminology</b>                                 |
| H&SS         | BA    | <b>Sociology</b>                                       |
|              |       | <b>MIDDLE 50%</b>                                      |
| B&PS         | BS    | <b>Acctg/Managerial</b>                                |
| NS&M         | BS    | <b>Applied Physics</b>                                 |
| H&SS         | BA    | <b>Art</b>                                             |
| H&SS         | BA    | <b>Art Education (K-12)</b>                            |
| NS&M         | BS    | <b>Biology, Teacher Certification</b>                  |
| B&PS         | BBA   | <b>Business Economics</b>                              |
| Applied Tech | AAS   | <b>Comm Tech/Telecommunications Engineer</b>           |
| NS&M         | BS    | <b>Computer Science</b>                                |
| Applied Tech | AAS   | <b>Culinary Arts</b>                                   |
| Applied Tech | CERT  | <b>Electric Lineworker</b>                             |
| H&SS         | BA    | <b>English/Secondary Certification</b>                 |
| NS&M         | BS    | <b>Env Sci &amp; Tech/Environ Rest &amp; Wast Mgmt</b> |
| B&PS         | BBA   | <b>Finance</b>                                         |
| H&SS         | Minor | <b>Foreign Language/Spanish</b>                        |
| NS&M         | BS    | <b>Geology</b>                                         |
| NS&M         | BS    | <b>Geology, Environmental</b>                          |

|              |     |                                            |
|--------------|-----|--------------------------------------------|
| NS&M         | BS  | <b>Geology, Teacher Certification</b>      |
| H&SS         | BA  | <b>Graphic Arts</b>                        |
| H&SS         | BA  | <b>History/Teaching</b>                    |
| B&PS         | BA  | <b>HPW/Adapted Physical Education</b>      |
| B&PS         | BA  | <b>HPW/Athletic Training</b>               |
| B&PS         | BA  | <b>HPW/Corporate Fitness</b>               |
| B&PS         | BA  | <b>HPW/Exercise Science</b>                |
| H&SS         | BA  | <b>Liberal Arts/Elementary Teaching</b>    |
| Applied Tech | AAS | <b>Manufacturing</b>                       |
| H&SS         | BA  | <b>Mass Comm/News/Editorial</b>            |
| H&SS         | BA  | <b>Mass Comm/Print Media</b>               |
| NS&M         | BS  | <b>Mathematics</b>                         |
| NS&M         | BS  | <b>Mathematics/Secondary Certification</b> |
| B&PS         | BBA | <b>Mgmt/Human Resources Management</b>     |
| H&SS         | BA  | <b>Music Education</b>                     |
| H&SS         | BA  | <b>Music Performance Instrumental</b>      |
| H&SS         | BA  | <b>Music Performance Vocal</b>             |
| NS&M         | BS  | <b>Physics</b>                             |
| H&SS         | BA  | <b>Pol Sci/Administration of Justice</b>   |
| H&SS         | BA  | <b>Political Science</b>                   |
| H&SS         | BA  | <b>Soc/Human Services</b>                  |
| H&SS         | BA  | <b>Social Sciences</b>                     |

|              |       |                                                            |
|--------------|-------|------------------------------------------------------------|
| H&SS         | Minor | <b>Speech</b>                                              |
| H&SS         | BA    | <b>Theatre/Acting/Directing</b>                            |
| H&SS         | BA    | <b>Theatre/Design/Technical</b>                            |
| H&SS         | BA    | <b>Theatre/Music Theatre</b>                               |
| Applied Tech | AAS   | <b>Transportation Services</b>                             |
|              |       | <b>BOTTOM 25%</b>                                          |
| B&PS         | BS    | <b>Acctg/Governmental &amp; Not-for-Profit</b>             |
| B&PS         | BS    | <b>Acctg/Information Technology</b>                        |
| Applied Tech | AAS   | <b>Administrative Office Technology</b>                    |
| NS&M         | BS    | <b>Chemistry</b>                                           |
| H&SS         | Minor | <b>Dance</b>                                               |
| H&SS         | AA    | <b>Education/Early Childhood Education</b>                 |
| App. Tech    | AAS   | <b>Electronics Tech</b>                                    |
| NS&M         | AS    | <b>Engineering</b>                                         |
| NS&M         | BS    | <b>Env Sci &amp; Tech/Education w/Option in Early Adol</b> |
| H&SS         |       | <b>Geography</b>                                           |
| H&SS         | BA    | <b>Liberal Arts</b>                                        |
| NS&M         | BS    | <b>Mathematics/Statistics</b>                              |
| H&SS         | BA    | <b>Music Education Instrumental</b>                        |
| H&SS         | BA    | <b>Music Education Keyboard</b>                            |
| H&SS         | BA    | <b>Music Education Vocal</b>                               |
| H&SS         | BA    | <b>Music Performance Keyboard</b>                          |

|      |       |                                        |
|------|-------|----------------------------------------|
| H&SS | Minor | <b>Philosophy</b>                      |
| NS&M | BS    | <b>Physics, Teacher Certification</b>  |
| H&SS | BA    | <b>Soc/Anthropology</b>                |
| B&PS | BBA   | <b>Travel, Tourism &amp; Comm Mgmt</b> |

## **VI. NEXT STEPS**

As stated earlier, the motivating task necessitating this prioritization study was resource allocation. Ever larger enrollments combined with increasingly limited funding levels over the past few years have strained the College's ability to fund all academic areas at equally sustainable levels.

It is anticipated that the President, with the assistance of the Vice President for Academic Affairs, the school's Deans, the various department heads, the Faculty Senate, and all interested faculty will use the information contained in this report as a starting place for even more fruitful discussions and decisions surrounding the College's future allocation of resources. Such discussions and decisions will help to further define and strengthen the College's role and mission as premier regional education provider in Western Colorado.

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**AGENDA ITEM: B.A. FINE & PERFORMING ARTS/  
THEATRE CONCENTRATION/DANCE OPTION**

**ISSUE**

The Fine and Performing Arts faculty propose to add a dance option to the theatre concentration of the B.A. in Fine and Performing Arts. Adding a major/option constitutes a substantive curriculum change and, by policy, requires approval by the Board of Trustees.

**BACKGROUND**

Dance at Mesa State has a long history. Classes have been offered since 1970 and a minor in dance has been offered since 1989. Enrollment has remained low in the minor over the last decade. While enrollments have been increasing lately, only five students have graduated with the dance minor during the past 12 years. Dance courses are an integral part of the theatre program. Theatre technical design students light the dance concerts and the music theatre program requires dance. All acting students study dance to enhance their art form.

The addition of the dance concentration will enable students to pursue careers in dance. The program will enhance employment opportunities in the professional world of dance as well as in education, recreation, theatre, or private enterprise. The option will provide a strong foundation for graduate studies.

Mesa State is the only school on the Western Slope which has a program in dance. As a result there is no competition for students between surrounding institutions. The option is constructed according to the National School of Dance guidelines, but has a unique emphasis on American dance forms such as jazz and tap. Only one other school in Colorado has significant course work in these areas. Most other schools in the United States emphasize modern dance and ballet. Research indicates that throughout the United States, well over 200 high school dance conventions are presented yearly. The majority of these emphasizes jazz and tap. There is a significant need for a college to offer a program for those students interested in pursuing this type of dance option.

The request for the dance option has been reviewed and approved by the Curriculum Committee and the Faculty Senate. Last spring Office of State Colleges staff expressed concerns about taking the dance major to the Trustees for consideration. The concerns centered around a lack of demand for the program based upon enrollments in the minor. The CCHE has expressed concern about proliferation of programs that can't be justified based upon student enrollments at institutions in Colorado. In addition, the dance minor was ranked in the bottom quartile of the program prioritization process conducted last spring. Last year Mesa State put forth a B.A. in International Studies which was subsequently pulled from consideration after discussions with CCHE staff about a lack of demonstrable demand. CCHE staff's recommendation was to create a minor in International Studies and build student enrollment as a way to justify the major in the future. OSC staff felt the dance major was analogous to the International Studies major and could not justify recommending it to the Trustees for approval given the directives from CCHE.

## **Rationale and Justification**

In order to provide a comprehensive, multidisciplinary concentration that will best equip our students for professional employment, the Department of Theatre proposes the following changes:

Place the Music Theatre concentration and the new dance program under Theatre. This degree would be in Fine and Performing Arts Theatre Concentration with emphasis

BA Fine and Performing Arts Theatre Concentration: Acting Directing Emphasis

BA Fine and Performing Arts Theatre Concentration: Design Technical Emphasis

BA Fine and Performing Arts Theatre Concentration: Dance Emphasis

BA Fine and Performing Arts Theatre Concentration: Music Theatre Emphasis

### **MUSIC THEATRE**

All music theatre classes are already under the THEA designation. The program has always been funded through theatre and the theatre department has the responsibility of producing the musicals. This will streamline and strengthen the degree.

The new music theatre program proposal changes the curriculum to present a more equitable balance between the three disciplines of dance, music and theatre. Under the present program music dominates the program. Research indicates that other schools with successful programs such as Carnegie-Mellon and the University of Northern Colorado already have programs in which the disciplines of dance, music and theatre are more equally represented.

### **DANCE**

Dance has always been a strong component of the theatre department. The theatre technical design students light the dance concerts and the music theatre program requires dance. All acting students study dance to enhance their art form. This new component of the theatre degree will enhance and complete the degree.

This program reorganization will facilitate and strengthen the degree. It will attract more students and serve our current population with expanded efficiency and rigor in their education.

## School of Humanities and Social Sciences

**Bachelor of Arts**  
**Program Requirements**

|    |                                                                                                                                                                                                                                                  |                                      |                     |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------------|
| 1. | Baccalaureate graduation requirements                                                                                                                                                                                                            |                                      |                     |
|    | For further information on general education and other graduation requirements see catalog section "Degree Requirements."<br>Students are required to meet with an academic advisor in order to obtain a detailed program sheet for their major. |                                      |                     |
|    |                                                                                                                                                                                                                                                  |                                      | <u>Credit Hours</u> |
| a. | General Education for Baccalaureate Degree (minimum 33 credit hours)                                                                                                                                                                             |                                      | <b>33</b>           |
| b. | BA Degree Distinction (Foreign Language)                                                                                                                                                                                                         |                                      | <b>6</b>            |
| c. | Human Performance and Wellness                                                                                                                                                                                                                   |                                      | <b>3</b>            |
| 2. | Requirements specific to this degree                                                                                                                                                                                                             |                                      |                     |
|    | <b>Core Requirements</b>                                                                                                                                                                                                                         |                                      | <b>12</b>           |
|    | THEA 322                                                                                                                                                                                                                                         | Stage Management                     | 3                   |
|    | THEA 472                                                                                                                                                                                                                                         | Performance Seminar <b>or</b>        |                     |
|    | THEA 445 or 446                                                                                                                                                                                                                                  | Senior Tech/Design                   | 3                   |
|    | THEA 401                                                                                                                                                                                                                                         | Performing Arts Management           | 3                   |
|    | Choose 3 credits from:                                                                                                                                                                                                                           |                                      |                     |
|    | THEA 119,120,219,220                                                                                                                                                                                                                             | Technical Performance <b>or</b>      | 1                   |
|    | THEA 147,148,247,248                                                                                                                                                                                                                             | Drama Performance <b>or</b>          | 1                   |
|    | DANP 157,257,357                                                                                                                                                                                                                                 | Repertory Dance                      | 1                   |
|    | <b>Additional Requirements</b>                                                                                                                                                                                                                   |                                      |                     |
|    | <b>Academic</b>                                                                                                                                                                                                                                  |                                      | <b>23</b>           |
|    | DANC 225                                                                                                                                                                                                                                         | The Healthy Dancer                   | 3                   |
|    | DANC 250                                                                                                                                                                                                                                         | Beginning Dance Improvisation        | 2                   |
|    | DANC 255                                                                                                                                                                                                                                         | Beginning Dance Composition          | 3                   |
|    | DANC 271                                                                                                                                                                                                                                         | Principles of Modern Dance           | 2                   |
|    | DANC 277                                                                                                                                                                                                                                         | Principles of Ballet                 | 2                   |
|    | DANC 279                                                                                                                                                                                                                                         | Principles of Jazz and Tap Dance     | 2                   |
|    | DANC 315                                                                                                                                                                                                                                         | Dance History                        | 3                   |
|    | DANC 316                                                                                                                                                                                                                                         | History and Philosophy of Dance      | 3                   |
|    | DANC 328                                                                                                                                                                                                                                         | Rhythmic Analysis                    | 3                   |
|    | <b>Theory and Practice</b> Choose 4 credits from:                                                                                                                                                                                                |                                      | <b>4</b>            |
|    | DANC 170, 270                                                                                                                                                                                                                                    | Theory and Practice of Modern Dance  | 1                   |
|    | DANC 175, 275                                                                                                                                                                                                                                    | Theory and Practice of Jazz Dance    | 1                   |
|    | DANC 176, 276                                                                                                                                                                                                                                    | Theory and Practice of Ballet        | 1                   |
|    | DANC 178, 278                                                                                                                                                                                                                                    | Theory and Practice of Tap Dance     | 1                   |
|    | DANC 280                                                                                                                                                                                                                                         | Theory and Practice of Hip Hop       | 1                   |
|    | <b>Technique</b> (Each class may be repeated once for credit)                                                                                                                                                                                    |                                      | <b>5</b>            |
|    | DANP 370, 470                                                                                                                                                                                                                                    | Modern Dance Technique               | 1                   |
|    | DANP 375, 475                                                                                                                                                                                                                                    | Jazz Dance Technique                 | 1                   |
|    | DANP 376, 476                                                                                                                                                                                                                                    | Ballet Technique                     | 1                   |
|    | DANP 378, 478                                                                                                                                                                                                                                    | Tap Dance Technique                  | 1                   |
|    | <b>Choreography</b>                                                                                                                                                                                                                              |                                      | <b>1</b>            |
|    | DANP 297, 397, 497                                                                                                                                                                                                                               | Choreography                         | 1                   |
|    | <b>Support Courses</b>                                                                                                                                                                                                                           |                                      | <b>7</b>            |
|    | HPWA 219                                                                                                                                                                                                                                         | Methods of Ballroom Dancing          | 2                   |
|    | MUSA 266                                                                                                                                                                                                                                         | History of Popular Music             | 3                   |
|    | Choose 1 course from:                                                                                                                                                                                                                            |                                      |                     |
|    | THEA 260                                                                                                                                                                                                                                         | Costume Construction I               | 2                   |
|    | THEA 151                                                                                                                                                                                                                                         | Acting I: Beginning Acting           | 3                   |
|    | THEA 244                                                                                                                                                                                                                                         | Theatre Practice: Beginning Lighting | 3                   |
|    | <b>General Dance Electives</b> Choose 5 credits from:                                                                                                                                                                                            |                                      | <b>5</b>            |
|    | DANC xxx                                                                                                                                                                                                                                         |                                      |                     |
|    | DANP xxx                                                                                                                                                                                                                                         |                                      |                     |
|    | <b>General Electives</b>                                                                                                                                                                                                                         |                                      | <b>21</b>           |

**Bachelor of Arts**

**Suggested Course Sequencing  
 First Two of Four Years**

**FRESHMAN YEAR**

| <b>Fall Semester</b> |                            | <b>Hours</b> | <b>Spring Semester</b> |                               | <b>Hours</b> |
|----------------------|----------------------------|--------------|------------------------|-------------------------------|--------------|
| ENGL 111             | English Composition        | 3            | ENGL 112               | English Composition           | 3            |
| GED                  | Natural Sciences           | 3            | GED                    | Natural Sciences with Lab     | 3            |
| GED                  | Humanities                 | 3            | GED                    | Humanities                    | 3            |
| HPWA                 | Health and Wellness        | 1            | DANC 170               | Theory and Practice Modern    | 1            |
| MUSA 266             | History of Popular Music   | 3            | DANC 180               | Beginning Hip Hop             | 1            |
| DANC 175             | Theory and Practice Jazz   | 1            | DANC 250               | Beginning Dance Improvisation | 2            |
| DANC 176             | Theory and Practice Ballet | 1            | DANC 277               | Principles of Ballet          | 2            |
| DANC 178             | Theory and Practice Tap    | <u>1</u>     | DANP 157               | Repertory Dance               | <u>1</u>     |
|                      |                            | 16           |                        |                               | 16           |

**SOPHOMORE YEAR**

| <b>Fall Semester</b> |                              | <b>Hours</b> | <b>Spring Semester</b> |                            | <b>Hours</b> |
|----------------------|------------------------------|--------------|------------------------|----------------------------|--------------|
| GED                  | Social/Behavioral Sciences   | 3            | GED                    | Social/Behavioral Sciences | 3            |
| GED                  | Mathematics                  | 3            | GED                    | Fine Arts                  | 3            |
| GED                  | Applied Studies              | 3            | FLA F/G/S              | Foreign Language           | 3            |
| HPWE                 | Health and Wellness Activity | 2            | DANC 225               | The Healthy Dancer         | 3            |
| DANC 255             | Beginning Dance Composition  | 3            | DANC 271               | Principles of Modern Dance | 2            |
| DANP 257             | Repertory Dance              | 1            | DANP 297               | Choreography Practicum I   | 1            |
| DANC 279             | Principles of Jazz and Tap   | <u>2</u>     | DANP 357               | Repertory Dance            | <u>1</u>     |
|                      |                              | 17           |                        |                            | 16           |

|                                                                |       |
|----------------------------------------------------------------|-------|
| General Education Requirements (minimum 33 credit hours) ..... | 33    |
| Degree Distinction .....                                       | 6     |
| Human Performance and Wellness .....                           | 3     |
| Lower Division Hours in Major .....                            | 27-33 |
| Upper Division Hours in Major .....                            | 24-30 |
| Elective Hours.....                                            | 21    |
| Total Hours Required.....                                      | 120   |

(Minimum G.P.A. .... 2.0)  
 (Minimum Upper Division Hours Required..... 40)

## **HISTORY**

Dance at Mesa State has a long history. Since 1970 the college has offered a variety of dance classes under the departments of Physical Education and Theatre. The program has been exceedingly active in producing dance concerts and enhancing musical theatre productions. As a member of the American College Dance Festival Mesa students have attended conferences all over the United States.

The dance program has supported a variety of programs including Human Performance and Wellness, Early Childhood, Continuing Education, Recreation, and Theatre. A dance minor has been offered since 1989.

## **NATIONAL TRENDS**

In 1994 dance was moved to the Fine and Performing Arts Department. This addition follows a national trend set most recently by the "National Standards of Art Education." This organization sets guidelines and modes of accountability in the Arts for grades K-12.

Standards ask that students should know and be able to do the following by the time they have completed secondary school. They should be able to communicate at a basic level in the four art disciplines of dance, music, theatre, and visual arts.

While these standards address grades K-12, higher education must be prepared for the future.

Mesa State General Education Guidelines recognized this several years ago when they recommended students should have a humanities requirement in the arts.

## **GROWTH PATTERNS**

The program is growing. In 1994 the college added a full time tenure track position to deliver the program. The increase in student enrollment is significant. Enrollment in DANC has expanded significantly. In 2001, four beginning DANC classes were certified to meet HPWE requirements. Since beginning classes are always large, our FTE will be increased. A new dance studio is state of the art. In 1999 a curtain was added in the dance studio to facilitate small performances.

## **UNIQUENESS OF THE PROGRAM**

Mesa State is the only school on the Western Slope which has a program in dance. As a result, we do not compete with neighboring schools for students. While the program is constructed according to the National School of Dance guidelines, we have a unique emphasis on American dance forms such as jazz and tap. Only one other school in Colorado has significant course work in these areas. This concentration can be offered with two faculty members by alternating some classes every other year.

The following is a list of students who have transferred because we do not have a program:

|                 |                                 |
|-----------------|---------------------------------|
| Patty Breaux    | Colorado State University       |
| Becky Maniatius | Stephens College                |
| Julie Spate     | University of Nebraska          |
| Nicole Wesley   | University of Texas             |
| Charles Upshaw  | Cornish School for the Arts     |
| Jeremiah Wilson | Cornish School for the Arts     |
| Hitomi Matsuda  | Stephens College                |
| Brant Williams  | University of Northern Colorado |
| Carly Sehler    | University of Colorado          |

### **EFFECT ON MESA AS A WHOLE**

The addition of the dance concentration will strengthen other genres under Fine and Performing Arts. This addition will help to attract prospective students with its strong foundation in a variety of art forms. As our society becomes increasingly complex, there is a definite need for a degree which is both broad based and proficient in the art form.

Advanced dance classes will dramatically increase the quality of the Musical Theatre concentration and theatrical productions, thus better preparing our students to compete in a highly competitive business.

Dance at Mesa State continues to serve our community through concerts, lecture demonstrations, and classes for the youth and people of all ages.

### **GOALS**

A concentration in dance will enable students to pursue careers or avocations in dance. The program will enhance employment opportunities in the professional world of dance, as well as in education, recreation, theatre, arts management, fitness centers, or private enterprise. It will also promote a healthy life style through physical exercise and creative artistic experiences. This program will also provide a strong foundation for graduate studies.

### **CAREERS IN DANCE**

Students graduating from the program will be immediately and fully prepared to pursue the following careers or avocations in dance:

**Bachelor of Arts** graduate with a broad background in liberal arts. Many corporations prefer such a candidate to train for a variety of positions.

**Performer:** Dance Companies, Production Companies, Opera, Television/Commercials, Theatre (community and professional), Film, Video, Theme Parks, Cruise Ships, Industrials/Conventions, Special Events.

**Teacher:** Concert Dance Forms, Composition/Choreography, Movement for Actors, Musical Theatre, Technical Theatre. Elementary and High Schools (additional state certification required), Private Studios, Conservatories, Dance Seminars and Conventions.

**Choreographer/Dance Director:** Dance Companies, Production Companies, Conservatories, Opera, Television/Commercials, Theatre (community and professional), Film, Video, Elementary and High Schools, Visiting Artist at Colleges/Universities, Private Studios, Conservatories, Theme Parks, Cruise Ships, Industrials/Conventions, Special Events.

**Recreation Leader/Teacher:** Career opportunities include: Community Programs, Boys/Girls Club Programs, Fitness Centers, Summer Recreation Programs/Camps, Resorts.

The Student graduating with a concentration in Dance will also be prepared to pursue graduate studies if desired. In addition to the professions listed above, students graduating from the program and who undertake graduate school studies and/or additional preparation will be fully equipped to pursue the following careers or avocations in Dance such as:

**Teacher:** (International Dance Forms, Dance Notation, Movement Analysis, Dance Philosophy, Dance Aesthetics, Dance Criticism, Dance Appreciation, Dance History, Anatomy, Kinesiology, Administration/Management, Research Methods, Dance Pedagogy). Career opportunities include: Colleges/Universities, Administration, Special Education Programs, Adult Education Programs, Theatre Departments.

**Recreation Leader/Teacher:** Hospitals, Senior Citizen Programs, Adult Education Programs.

**Choreographer/Dance Director:** Career opportunities include: Colleges/Universities.

**Technical Theatre:** (Lights, Costumes) Career opportunities include: Dance Companies, Production Companies, Conservatories, Resorts, Opera, Community Theatre, Theme Parks, and Private Studios.

**Arts Management:** Publicity, Box office, Presenters, and non-profit arts agencies.

**Dance Therapist/Analyst:** Hospitals/Clinics, Mental Health Programs, Special Education, Day Care, Prisons, Nursing Homes, Private Practice, Rehabilitation.

**Notator/Reconstructor:** Dance Companies, Conservatories, Libraries, Colleges/Universities.

**Videographer:** Television, Film, library, and Dance Preservation.

**Critic:** Newspapers, Magazines, Journals.

**Historian:** Dance Books, Magazines.

**Researcher:** Career opportunities include: Television, Film, Writer--Magazines/Journals/Books.

**Business Administrator:** Career opportunities include: Arts Organization/Agency, Personal Agent.

**Archivist:** Libraries.

**Dance Photographer:** Education use, Entertainment.

**Arts Lawyer:** Arts Organizations, Private Practice.

While some of our students will find employment directly in the field of dance there will be many who will work in other professions. Research indicates that contemporary graduates will be employed in seven different professions throughout their lifetime.

### **FIELD OF STUDY**

Dance endeavors to provide the student with a foundation including history, theory, technique, performance, and choreography. It encompasses principles of physical efficiency in movement as well as expressive action and the appreciation of dance as an aesthetic art form.

### **ADMISSION, TRANSFER, RETENTION & GRADUATION STANDARDS**

Any student admitted to Mesa State College will be permitted to pursue a dance concentration. Advanced placement of experienced high school students is possible upon audition. At the present time there are no limitations on enrollment. Dance students will be assessed by annual juries, an entrance examination, a sophomore review, a senior project, and an exit examination. Students must have a GPA of 2.0 in the dance concentration to graduate.

### **ACCREDITATION**

The dance concentration has been developed according to the recommendations of NASD--The National Schools of Dance, and in consultation with colleges in Colorado and other states.

### **PROGRAM MERIT**

A degree in Fine and Performing Arts with a dance concentration is structured to prepare students to lead highly productive lives. Both faculty members have professional background to offer students a program of excellence. A dancer must learn to discipline his/her body to a finely tuned state. This discipline carries over to meeting deadlines and responsibilities in the production of a performance. Dancers acquire social skills through collaboration with other dancers to produce their art form. They are challenged to find creative and innovative solutions to a variety of problems. Academic standards inherent in this program help to foster a thirst for learning which can last long after the performance days are over. The Arts remain one avenue through which people can lead constructive, productive and creative lives of quality.

The Mesa State degree will be unique in that provides in depth study into the uniquely American forms of dance in Tap and Jazz. The expertise of nationally renowned faculty member Tony Coppola will bring an excellence to the program that few other colleges or universities can offer. Most other schools emphasize Modern Dance and Ballet. Research indicates that throughout the United States well over 200 high school dance conventions are presented yearly. The majority emphasizes Jazz and Tap. There is a significant need for a college to offer a program for those students interested in pursuing a Bachelor of Arts in Dance of this nature.

Great civilizations have always been remembered and defined for their arts. In the words of Lyndon Johnson:

Art is a nation's most precious heritage. For it is in our works of art that we reveal to ourselves and to others the inner vision which guides us as a nation. And where there is no vision, the people perish.

A degree in Fine and Performing Arts with a concentration in Dance is a challenging and worthy subject in and by itself which any student can pursue with pride and honor in the tradition of the Arts in our society.

**FINE AND PERFORMING ARTS**  
**Theatre Concentration: Dance Emphasis**

**Cost of Program**

In a time when Mesa State College is experiencing a financial crisis, this dance program has been designed to be delivered by two full time faculty. Some of the required classes are taught by faculty outside of dance. Courses will alternate every other year. Several courses combine together to utilize on faculty FTE: (See teaching loads)

Mr. Tony Coppola will head up a Summer Dance Workshop which was formerly offered at the University of Wyoming in 2002. This workshop attracted 100 students. There is every reason to believe that it would increase dramatically with our location and new facilities.

This fall our classes have jumped in enrollment. We have attracted a new core of highly skilled dancers.

With this unique dance program the number of new students will be abundant and support the school as a whole.

**FINE AND PERFORMING ARTS**  
**Theatre Concentration: Dance Emphasis**

**Total List of Dance Classes**

|          |                                                                 |         |
|----------|-----------------------------------------------------------------|---------|
| DANC 115 | Dance Appreciation                                              | 3       |
| DANC 160 | Beginning Ballet                                                | 1       |
| DANC 169 | Beginning Modern Dance                                          | 1       |
| DANC 170 | Theory and Practice of Modern Dance                             | 1       |
| DANC 174 | Beginning Jazz Dance                                            | 1       |
| DANC 175 | Theory and Practice of Jazz Dance                               | 1       |
| DANC 176 | Theory and Practice of Ballet                                   | 1       |
| DANC 177 | Beginning Tap Dance                                             | 1       |
| DANC 178 | Theory and Practice of Tap Dance                                | 1       |
| DANC 180 | Beginning Hip Hop                                               | 1       |
| DANC 225 | The Healthy Dancer                                              | 3       |
| DANC 250 | Beginning Dance Improvisation                                   | 2       |
| DANC 255 | Beginning Dance Composition                                     | 3       |
| DANC 270 | Theory and Practice of Modern Dance                             | 1       |
| DANC 271 | Principles of Modern Dance                                      | 2       |
| DANC 275 | Theory and Practice of Jazz Dance                               | 1       |
| DANC 276 | Theory and Practice of Ballet                                   | 1       |
| DANC 277 | Principles of Ballet                                            | 2       |
| DANC 278 | Theory and Practice of Tap Dance                                | 1       |
| DANC 279 | Principles of Jazz and Tap Dance                                | 2       |
| DANC 280 | Theory and Practice of Hip Hop                                  | 1       |
| DANC 315 | Dance History                                                   | 3       |
| DANC 316 | History and Philosophy of Dance in the 20 <sup>th</sup> Century | 3       |
| DANC 326 | Methods of Teaching Ballet and Modern Dance                     | 3       |
| DANC 328 | Rhythmic Analysis                                               | 3       |
| DANC 355 | Advanced Dance Composition                                      | 3       |
| DANC 395 | Independent Study                                               | 1-3     |
| DANC 495 | Independent Study                                               | 1-3     |
|          |                                                                 |         |
| DANP 157 | Repertory Dance                                                 | 1       |
| DANP 257 | Repertory Dance                                                 | 1       |
| DANP 297 | Choreography Practicum I                                        | 1       |
| DANP 357 | Repertory Dance                                                 | 1       |
| DANP 370 | Modern Dance Technique                                          | 1       |
| DANP 375 | Jazz Dance Technique                                            | 1       |
| DANP 376 | Ballet Technique                                                | 1       |
| DANP 378 | Tap Dance Technique                                             | 1       |
| DANP 397 | Choreography Practicum II                                       | 1       |
| DANP 457 | Repertory Dance                                                 | 1       |
| DANP 470 | Modern Dance Technique                                          | 1       |
| DANP 475 | Jazz Dance Technique                                            | 1       |
| DANP 476 | Ballet Technique                                                | 1       |
| DANP 478 | Tap Dance Technique                                             | 1       |
| DANP 497 | Choreography Practicum III                                      | 1       |
| Total    |                                                                 | 63 – 68 |

**FINE AND PERFORMING ARTS**  
**Theatre Concentration: Dance Emphasis**  
**Teaching Load and Semester Offerings**

|           |                                                       | <u>Spring</u> | <u>Fall</u> |     |
|-----------|-------------------------------------------------------|---------------|-------------|-----|
| DANC 115  | Dance Appreciation (Fall and Spring)                  | 3             | 3           | 3   |
| DANC 160  | Beginning Ballet (Fall)                               | 1             | 1           |     |
| DANC 169  | Beginning Modern Dance (Fall)                         | 1             | 1           |     |
| DANC 170  | Theory and Practice of Modern Dance (Fall)            | 1             | 1           |     |
| DANC 174  | Beginning Jazz Dance (Fall and Spring)                | 1             | 1           | 1   |
| DANC 175  | Theory and Practice of Jazz Dance (Fall and Spring)   | 1             | 1           | 1   |
| DANC 176  | Theory and Practice of Ballet (Fall)                  | 1             | 1           |     |
| DANC 177  | Beginning Tap Dance (Fall and Spring)                 | 1             | 1           | 1   |
| DANC 178  | Theory and Practice of Tap Dance (Fall and Spring)    | 1             | 1           | 1   |
| DANC 180  | Beginning Hip Hop (Fall and Spring)                   | 1             | 1           | 1   |
| DANC 225  | The Healthy Dancer (alt years, Fall)                  | 3             | 3           |     |
| DANC 250  | Beginning Dance Improvisation (Spring)                |               | 2           |     |
|           | 2                                                     |               |             |     |
| DAND 255  | Beginning Dance Composition (Fall)                    | 3             | 3           |     |
| DANC 270  | Theory and Practice of Modern Dance (Fall and Spring) | 1             | 1           | 1   |
| DANC 271  | Principles of Modern Dance (alt years, Spring)        | 2             |             | 2   |
| DANC 275  | Theory and Practice of Jazz Dance (Fall and Spring)   | 1             | 1           | 1   |
| DANC 276  | Theory and Practice of Ballet (Fall and Spring)       | 1             | 1           | 1   |
| DANC 277  | Principles of Ballet (alt years, Spring)              | 2             |             | 2   |
| DANC 278  | Theory and Practice of Tap Dance (Fall and Spring)    | 1             | 1           | 1   |
| DANC 279  | Principles of Jazz and Tap Dance (Spring)             | 2             |             | 2   |
| DANC 280  | Theory and Practice of Hip Hop (Fall and Spring)      | 1             | 1           | 1   |
| DANC 315  | Dance History (alt years, Fall)                       | 3             | 3           |     |
| DANC 316  | History and Philosophy of Dance (alt years, Spring)   | 3             |             | 3   |
| DANC 326  | Methods of Teaching Dance (On Demand)                 | 3             | 3           | 3   |
| DANC 328  | Rhythmic Analysis (alt years, Fall)                   | 3             | 3           |     |
| DANC 355  | Advanced Dance Composition (On Demand, Spring)        | 3             |             | 3   |
| DANC 395* | Independent Study (On Demand, Arranged)               | 1-3           | 1-3         | 1-3 |
| DANC 495* | Independent Study (On Demand, Arranged)               | 1-3           | 1-3         | 1-3 |
| DANP 157* | Repertory Dance (Fall)                                | 1             | 1           |     |
| DANP 257* | Repertory Dance (Spring)                              | 1             |             | 1   |
| DANP 297* | Choreography Practicum I (Fall and Spring)            | 1             | 1           | 1   |
| DANP 357* | Repertory Dance (Fall)                                | 1             |             |     |
| DANP 370  | Modern Dance Technique (alt years, Fall)              | 1             | 1           |     |
| DANP 375  | Jazz Dance Technique (alt years, Fall)                | 1             | 1           |     |
| DANP 376  | Ballet Technique (alt years, Fall)                    |               | 1           | 1   |
| DANP 378  | Tap Dance Technique (alt years, Fall)                 | 1             | 1           |     |
| DANP 397* | Choreography Practicum II (Fall)                      | 1             | 1           |     |
| DANP 457* | Repertory Dance (Spring)                              | 1             |             | 1   |
| DANP 470  | Modern Dance Technique (alt years, Spring)            | 1             |             | 1   |
| DANP 475  | Jazz Dance Technique (alt years, Spring)              |               | 1           |     |
|           | 1                                                     |               |             |     |
| DANP 476  | Ballet Technique (alt years, Spring)                  | 1             |             | 1   |
| DANP 478  | Tap Dance Technique (alt years, Spring)               | 1             |             | 1   |
| DANP 497* | Choreography Practicum III (Spring)                   | 1             |             | 1   |

\* Combined Courses

Total 63-68

42-46 40-45

**FINE AND PERFORMING ARTS**  
**Theatre Concentration: Dance Emphasis**  
**New Dance Courses**

|          |                                                     |     |
|----------|-----------------------------------------------------|-----|
| DANC 180 | Beginning Hip Hop                                   | 1   |
| DANC 225 | The Healthy Dancer                                  | 3   |
| DANC 255 | Beginning Dance Composition                         | 3   |
| DANC 279 | Principles of Jazz and Tap                          | 2   |
| DANC 280 | Theory and Practice of Hip Hop                      | 1   |
| DANC 315 | Dance History                                       | 3   |
| DANC 316 | History and Philosophy of Dance in the 20th Century | 3   |
| DANC 328 | Rhythmic Analysis                                   | 3   |
| DANC 355 | Advanced Dance Composition                          | 3   |
| DANC 395 | Independent Study                                   | 1-3 |
| DANC 495 | Independent Study                                   | 1-3 |
|          |                                                     |     |
| DANP 476 | Ballet Technique                                    | 1   |
| DANP 478 | Tap Dance Technique                                 | 1   |

Total 26 - 30

**FINE AND PERFORMING ARTS**  
**Theatre Concentration: Dance Emphasis**

**Teaching Load**

This degree is designed to be offered by two full time faculty members. This can be achieved by alternating courses every other year. Eight to eleven hours of the classes are taught by faculty outside of dance.

A: The following four credits are assigned to one faculty member for one (1) FTE:

1. DANP 157, 257, 357, and 457 Repertory Dance.  
The instructor of record receives one FTE for these classes. Students of various levels might be cast in one large dance such as in the choir where a variety of levels are appropriate.

B: The following five to nine credits do not normally receive additional faculty FTE:

1. DANP 297, 397, and 497 Choreography (1 Credit)  
Students are responsible for creating a dance work. This is much like independent study in that faculty serve in an advisory manner.
2. DANC 395, and 495 Independent Study (1-3 Credits)  
(Same as Choreography)

**FINE AND PERFORMING ARTS**  
**Theatre Concentration: Dance Emphasis**  
**Four Year Class List**

|          |                                                     | Spring<br>03 | Fall<br>03   | Spring<br>04 | Fall<br>04   | Spring<br>05 | Fall<br>05   |
|----------|-----------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| DANC 115 | Dance Appreciation (Fall and Spring)                | 3            | 3            | 3            | 3            | 3            | 3            |
| DANC 160 | Beginning Ballet (Fall)                             |              | 1            |              | 1            |              | 1            |
| DANC 169 | Beginning Modern Dance (Fall)                       |              | 1            |              | 1            |              | 1            |
| DANC 170 | Theory and Practice of Modern Dance (Fall)          |              | 1            |              | 1            |              | 1            |
| DANC 174 | Beginning Jazz Dance (Fall and Spring)              | 1            | 1            | 1            | 1            | 1            | 1            |
| DANC 175 | Theory and Practice of Jazz Dance (Fall and Spring) | 1            | 1            | 1            | 1            | 1            | 1            |
| DANC 176 | Theory and Practice of Ballet (Fall)                |              | 1            |              | 1            |              | 1            |
| DANC 177 | Beginning Tap Dance (Fall and Spring)               | 1            | 1            | 1            | 1            | 1            | 1            |
| DANC 178 | Theory and Practice of Tap Dance (Fall and Spring)  | 1            | 1            | 1            | 1            | 1            | 1            |
| DANC 180 | Beginning Hip Hop (Fall and Spring)                 | 1            | 1            | 1            | 1            | 1            | 1            |
| DANC 225 | The Healthy Dancer (alt years, Fall)                |              | 3            |              |              |              | 3            |
| DANC 250 | Beginning Dance Improvisation (Spring)              | 2            |              | 2            |              | 2            |              |
| DAND 255 | Beginning Dance Composition (Fall)                  |              | 3            |              | 3            |              | 3            |
| DANC 270 | Theory and Practice of Modern Dance (Fall/Spring)   | 1            | 1            | 1            | 1            | 1            | 1            |
| DANC 271 | Principles of Modern Dance (alt years, Spring)      |              |              | 2            |              |              |              |
| DANC 275 | Theory and Practice of Jazz Dance (Fall and Spring) | 1            | 1            | 1            | 1            | 1            | 1            |
| DANC 276 | Theory and Practice of Ballet (Fall and Spring)     | 1            | 1            | 1            | 1            | 1            | 1            |
| DANC 277 | Principles of Ballet (alt years, Spring)            |              |              | 2            |              |              |              |
| DANC 278 | Theory and Practice of Tap Dance (Fall and Spring)  | 1            | 1            | 1            | 1            | 1            | 1            |
| DANC 279 | Principles of Jazz and Tap Dance (Spring)           | 2            |              | 2            |              | 2            |              |
| DANC 280 | Theory and Practice of Hip Hop (Fall and Spring)    | 1            | 1            | 1            | 1            | 1            | 1            |
| DANC 315 | Dance History (alt years, Fall)                     |              |              |              | 3            |              |              |
| DANC 316 | History and Philosophy of Dance (alt years, Spring) |              |              |              |              | 3            |              |
| DANC 326 | Methods of Teaching Dance (On Demand)               | 3            |              |              | 3            |              |              |
| DANC 328 | Rhythmic Analysis (alt years, Fall)                 |              | 3            |              |              |              | 3            |
| DANC 355 | Advanced Dance Composition (On Demand)              | 3            |              | 3            |              | 3            |              |
| DANC 395 | Independent Study (On Demand, Arranged)             | 1-3          | 1-3          | 1-3          | 1-3          | 1-3          | 1-3          |
| DANC 495 | Independent Study (On Demand, Arranged)             | 1-3          | 1-3          | 1-3          | 1-3          | 1-3          | 1-3          |
| DANP 157 | Repertory Dance (Fall)                              |              | 1            |              | 1            |              | 1            |
| DANP 257 | Repertory Dance (Spring)                            | 1            |              | 1            |              | 1            |              |
| DANP 297 | Choreography Practicum I (Spring & Fall)            | 1            | 1            | 1            | 1            | 1            | 1            |
| DANP 357 | Repertory Dance (Fall)                              |              | 1            |              | 1            |              | 1            |
| DANP 370 | Modern Dance Technique (alt years, Fall)            |              | 1            |              |              |              | 1            |
| DANP 375 | Jazz Dance Technique (alt years, Fall)              |              | 1            |              |              |              | 1            |
| DANP 376 | Ballet Technique (alt years, Fall)                  |              | 1            |              |              |              | 1            |
| DANP 378 | Tap Dance Technique (alt years, Fall)               |              | 1            |              |              |              | 1            |
| DANP 397 | Choreography Practicum II (Fall)                    |              | 1            |              | 1            |              | 1            |
| DANP 457 | Repertory Dance (Spring)                            | 1            |              | 1            |              | 1            |              |
| DANP 470 | Modern Dance Technique (alt years, Spring)          | 1            |              |              |              | 1            |              |
| DANP 475 | Jazz Dance Technique (alt years, Spring)            | 1            |              |              |              | 1            |              |
| DANP 476 | Ballet Technique (alt years, Spring)                | 1            |              |              |              | 1            |              |
| DANP 478 | Tap Dance Technique (alt years, Spring)             | 1            |              |              |              | 1            |              |
| DANP 497 | Choreography Practicum III (Spring)                 | 1            |              | 1            |              | 1            |              |
|          | <b>Total</b>                                        | <b>33-38</b> | <b>36-40</b> | <b>33-38</b> | <b>32-36</b> | <b>33-38</b> | <b>36-40</b> |

**FINE AND PERFORMING ARTS**  
**Theatre Concentration: Dance Emphasis**  
**Catalog Descriptions**

**\*The following courses meet HPWE activity requirements**  
**DANC 160, 169, 174, and 177**

DANC 115 - DANCE APPRECIATION (3)  
Exploration of the roots and trends of the art of dance from the primitive to the contemporary. Introduction of aesthetic guidelines for looking at dance as it relates to America and the world. (Fall and Spring)

\*DANC 160 – BEGINNING BALLET (1)  
Fundamentals of Classical Ballet. This course meets the HPWE leisure activity requirements. (Fall)

\*DANC 169 – BEGINNING MODERN DANCE (1)  
Fundamentals of Modern Dance. This course meets the HPWE leisure activity requirements. (Fall)

\*DANC 170 – THEORY AND PRACTICE OF MODERN DANCE (1)  
Theory and Practice of Modern Dance. Prerequisite: DANC 169 or consent of instructor. (Fall)

\*DANC 174 – BEGINNING JAZZ DANCE (1)  
Fundamentals of Jazz Dance. This class meets the HPWE aerobic activity requirements. (Fall and Spring)

DANC 175 – THEORY AND PRACTICE OF JAZZ DANCE (1)  
Theory and Practice of Jazz Dance techniques and theories. This class meets the HPWE aerobic activity requirements. Prerequisite: DANC 160 or consent of instructor. (Fall and Spring)

DANC 176 – THEORY AND PRACTICE OF BALLET (1)  
Theory and Practice of Ballet techniques and theories inherent in the art form. Prerequisite: DANC 160 or consent of instructor. (Fall)

\*DANC 177 – BEGINNING TAP DANCE (1)  
Fundamentals of Tap Dance. This course meets the HPWE aerobic activity requirements. (Fall and Spring)

DANC 178 – THEORY AND PRACTICE OF TAP DANCE (1)  
Theory and Practice of Tap Dance. Prerequisite: DANC 177 or consent of instructor. (Fall and Spring)

DANC 180 – BEGINNING HIP HOP (1)  
Fundamentals of Hip Hop. Prerequisite: DANC 174 or consent of instructor. (Fall and Spring)

- DANC 225 – THE HEALTHY DANCER (3)  
Exploration into conditioning, nutrition, injury prevention, basic anatomy and motivational techniques unique to the dance student. (alt years, Fall)
- DANC 250 – BEGINNING DANCE IMPROVISATION (2)  
Exploration into theories of space, time, energy, and movement inherent in dance improvisation as well as aesthetic theories of creativity. (Spring)
- DANC 255 - BEGINNING DANCE COMPOSITION (3)  
Introduction to and application of basic theories of choreography including principles of critical analysis. Prerequisite: DANC 250 or consent of instructor. (Fall)
- DANC 270 - THEORY AND PRACTICE OF MODERN DANCE (1)  
Intermediate Theory and Practice of Modern Dance. Prerequisite: DANC 169 or consent of instructor. (Fall and Spring)
- DANC 271 - PRINCIPLES OF MODERN DANCE (2)  
Exploration of elementary principles of modern dance through technical and academic processes. Prerequisite: DANC 169 or consent of instructor. (alt years, Spring)
- DANC 275 - THEORY AND PRACTICE OF JAZZ DANCE (1)  
Intermediate Theory and Practice of Jazz Dance. Prerequisite: DANC 175 or consent of instructor. (Fall and Spring)
- DANC 276 - THEORY AND PRACTICE OF BALLET (1)  
Intermediate Theory and Practice of Ballet. Prerequisite: DANC 16 or consent of instructor. (Fall and Spring)
- DANC 277 – PRINCIPLES OF BALLET (2)  
Exploration of elementary principles of Ballet through technical and academic processes. Prerequisite: DANC 176 or consent of instructor. (alt years, Spring)
- DANC 278 - THEORY AND PRACTICE OF TAP DANCE (1)  
Intermediate Theory and Practice of Tap Dance. Prerequisite: DANC 177 or consent of instructor. (Fall and Spring)
- DANC 279 – PRINCIPLES OF JAZZ AND TAP (2)  
Exploration of elementary principles of Jazz and Tap Dance. Prerequisite: DANC 174 and 177 or consent of instructor. (Spring)
- DANC 280 - THEORY AND PRACTICE OF HIP HOP (1)  
Intermediate Theory and Practice of Hip Hop. Prerequisite: DANC 180 or consent of instructor. (Fall and Spring)
- DANC 315 - DANCE HISTORY (3)  
Cultural and historical exploration of the history of primitive to the 20th century. (Alt years, Fall)

DANC 316 - DANCE HISTORY AND PHILOSOPHY IN THE 20TH CENTURY (3)  
Cultural, historic, and aesthetic exploration of dance in the 20th century. (alt years, Spring)

DANC 326 - METHODS OF TEACHING DANCE (3)  
Theory and application of methods of teaching dance. Prerequisite: DANC 271 and 277 or consent of instructor. (On Demand)

DANC 328 – RHYTHMIC ANALYSIS IN DANCE (3)  
Exploration of rhythmic structure inherent in dance including music notation, rhythmic coordination as it relates to dance and musicality of the body. (alt years, Fall)

DANC 355 – ADVANCED DANCE COMPOSITION (3)  
Advanced investigation and application of theories of choreography including critical analysis of the art form. Prerequisite: DANC 255 or consent of instructor. (On Demand, Spring)

DANC 395, 495 - INDEPENDENT STUDY (On Demand, Arranged) (1-3)

These classes may be repeated twice each level for credit.

DANP 157, 257, 357, 457 - REPERTORY DANCE (1)  
Student participation in the production of a dance supervised by faculty or guest artist. Students must audition. Co-requisite: One technique class. (Fall and Spring)

DANP 297, 397, 497 - CHOREOGRAPHY PRACTICUM (1)  
Student practice in choreographing an original dance work. (Fall and Spring)

DANP 370, 470 - MODERN DANCE TECHNIQUE (1)  
Intermediate to advanced technique. (alt years, Fall and Spring)

DANP 375, 475 - JAZZ DANCE TECHNIQUE (1)  
Intermediate to advanced modern jazz dance technique. (alt years, Fall and Spring)

DANP 376, 476 - BALLET TECHNIQUE (1)  
Intermediate to advanced ballet technique. (alt years, Fall and Spring)

DANP 378, 478 - TAP DANCE TECHNIQUE (1)  
Intermediate to advanced tap dance technique. (alt years Fall and Spring)

**FINE AND PERFORMING ARTS**  
**Theatre Concentration: Dance Emphasis**  
**Additions, Deletions and Modifications**

**ADDITIONS:**

|          |                                                     |       |
|----------|-----------------------------------------------------|-------|
| DANC 180 | Beginning Hip Hop                                   | (1)   |
| DANC 225 | The Healthy Dancer                                  | (3)   |
| DANC 255 | Beginning Dance Composition                         | (3)   |
| DANC 279 | Principles of Jazz and Tap                          | (2)   |
| DANC 280 | Theory and Practice of Hip Hop                      | (1)   |
| DANC 315 | Dance History                                       | (3)   |
| DANC 316 | History and Philosophy of Dance in the 20th Century | (3)   |
| DANC 328 | Rhythmic Analysis                                   | (3)   |
| DANC 355 | Advanced Dance Composition                          | (3)   |
| DANC 395 | Independent Study                                   | (1-3) |
| DANC 495 | Independent Study                                   | (1-3) |
|          |                                                     |       |
| DANP 476 | Ballet Technique                                    | (1)   |
| DANP 478 | Tap Dance Technique                                 | (1)   |

**DELETIONS:**

|          |                                                  |     |
|----------|--------------------------------------------------|-----|
| DANC 253 | Beginning Improvisation and Composition in Dance | (3) |
|----------|--------------------------------------------------|-----|

**MODIFICATIONS:**

|          |                                                                                |     |
|----------|--------------------------------------------------------------------------------|-----|
| DANC 250 | Beginning Improvisation<br>Changes from 3 credit hours to 2 hours credit hours | (2) |
|----------|--------------------------------------------------------------------------------|-----|

**AGENDA ITEM:   FY04 FIRST QUARTER FINANCIAL REPORT**  
**FY04 BUDGET ADOPTION**  
**FINANCIAL AID BRIEFING**

**ISSUE**

The Board has requested periodic financial reports. In addition, the Board has authority to adopt a revised FY04 budget.

**BACKGROUND**

Attached for your review are first quarter financial reports in the format the Board has requested. These include fund balance and income statements compared to the proposed budget.

Also attached for Board consideration are pro forma schedules demonstrating the year-end impact of two budget options and Interim President Gingerich's proposed compensation guidelines.

Although the income statement materials include a brief explanation of financial aid, it is a significant part, roughly 20%, of College finances and deserves a more thorough orientation. Interim Assistant Vice President for Student Affairs & Enrollment Management Richard Baca and Associate Director of Financial Aid Curt Martin will brief the Board on this subject.

**ANALYSIS**

*Financial Reports* - The first quarter balance sheets demonstrate the cyclical nature of College finances. Total fund balances have increased \$7.5 million. The related expenditures will extend through the second quarter and gradually reduce the balances.

The income statements confirm this seasonal effect. While no significant budget deviations are evident from these statements, it is still early in the year.

*Budget Options* - The proposed budget options include the budget as previously proposed or a budget with a two percent compensation increase and with the remaining fund balance as an expendable Board reserve. The budgeted fund balance schedules compare the impacts of these budget options. In addition, these schedules reveal the R&R (renewal & replacement) reserves and the unrestricted fund balances that will result from these budget options.

Following these schedules are the President's proposed guidelines for the compensation increase.

**RECOMMENDATION**

Staff recommends approval of the proposed FY04 budget with any adjustments the Board may deem appropriate. If the Board chooses the budget option that includes compensation increases, the attached guidelines are recommended.

### *Discussion of Balance Sheet Statements*

The following seven pages include the all-funds and individual fund balance sheets.

The 1<sup>st</sup> quarter statement reveals an increase of almost \$7.5 million in net assets (fund balance) from year-end FY03. This increase reflects the seasonal nature of College finances.

The asset increases are primarily in E&G and Auxiliary cash and receivables. Students pay fall semester fees upfront creating a 1<sup>st</sup> quarter net asset bulge. Operating expenditures to serve students for the full semester extend through the 2<sup>nd</sup> quarter, gradually counterbalancing this bulge. This cycle will repeat for the spring semester.

The primary operating funds, E&G and Auxiliaries, are responsible for most of the balance sheet changes this quarter. Other than \$650,000 depreciation of physical assets, the other funds (Sponsored, Loan, Plant and Agency) remain virtually unchanged.

Non-current assets and liabilities are booked annually at year-end, so these balance sheet items will remain unchanged until then. These include student loan installments due in future years, land, buildings and equipment on the asset side and compensated absences, lease and bond payments due in future years on the liability side.

**Mesa State College**  
**Balance Sheet - All Funds**

|                                         | June 30, 2002<br>Actual | June 30, 2003<br>Actual | Sept 30, 2003<br>Actual | Notes &<br>Caveats |
|-----------------------------------------|-------------------------|-------------------------|-------------------------|--------------------|
| <b>Assets</b>                           |                         |                         |                         |                    |
| <b>Current Assets</b>                   |                         |                         |                         |                    |
| Cash and Cash Equivalents               | 4,086,347               | 11,260,620              | 14,789,348              |                    |
| Student Accounts Receivable, Net        | 388,946                 | 449,522                 | 2,102,828               |                    |
| Other Accounts Receivable, Net          | 1,304,160               | 1,044,172               | 317,496                 |                    |
| Student Loans, Net                      | 507,935                 | 461,982                 | 483,610                 |                    |
| Inventories                             | 438,695                 | 497,061                 | 485,813                 |                    |
| Prepaid Expenses                        | 54,386                  | 76,298                  | 100,000                 |                    |
| Other Current Assets                    | 3,938                   | 4,825                   | 215,948                 |                    |
| <b>Total Current Assets</b>             | <b>6,784,408</b>        | <b>13,794,479</b>       | <b>18,495,044</b>       |                    |
| <b>Non-current Assets</b>               |                         |                         |                         |                    |
| Restricted Cash & Cash Equivalents      | -                       | -                       | -                       |                    |
| Student Loans, Net                      | 541,761                 | 601,622                 | 601,622                 |                    |
| Deferred Charges                        | -                       | -                       | -                       |                    |
| Other Non-current Assets                | 180,448                 | 363,613                 | 363,613                 |                    |
| Land                                    | 1,157,257               | 1,157,257               | 1,157,257               |                    |
| Construction in progress                | 13,828,644              | 7,323,534               | 7,323,534               |                    |
| Land improvements, Net                  | 734,389                 | 671,276                 | 671,276                 |                    |
| Buildings & Improvements, Net           | 37,649,831              | 41,928,138              | 41,278,138              |                    |
| Furniture and Equipment, Net            | 1,404,441               | 4,147,237               | 4,147,237               |                    |
| Library materials, Net                  | 3,946,355               | 3,813,821               | 3,813,821               |                    |
| <b>Total Non-current Assets</b>         | <b>59,443,126</b>       | <b>60,006,497</b>       | <b>59,356,497</b>       |                    |
| <b>Total Assets</b>                     | <b>66,227,534</b>       | <b>73,800,976</b>       | <b>77,851,541</b>       |                    |
| <b>Liabilities</b>                      |                         |                         |                         |                    |
| <b>Current Liabilities</b>              |                         |                         |                         |                    |
| Accounts Payable                        | 166,781                 | 137,874                 | 269,519                 |                    |
| Accrued Liabilities                     | 538,735                 | 3,416,024               | 74,363                  |                    |
| Deferred Revenue                        | 424,827                 | 462,880                 | 34,482                  |                    |
| Deposits Held for Others                | 107,654                 | 110,258                 | 70,248                  |                    |
| Student Deposits                        | 161,343                 | 186,137                 | 210,793                 |                    |
| Capital Leases Payable                  | 90,009                  | 108,983                 | 59,263                  |                    |
| Bonds Payable                           | 670,000                 | 590,000                 | 590,000                 |                    |
| Compensated Absence Liabilities         | 45,260                  | 134,288                 | 134,288                 |                    |
| Other Current Liabilities               | -                       | -                       | 276,370                 |                    |
| <b>Total Current Liabilities</b>        | <b>2,204,608</b>        | <b>5,146,443</b>        | <b>1,719,325</b>        |                    |
| <b>Non-current Liabilities</b>          |                         |                         |                         |                    |
| Capital Lease Obligations               | 172,189                 | 122,858                 | 122,858                 |                    |
| Bonds Payable                           | 11,185,000              | 13,960,000              | 13,960,000              |                    |
| Other L/T Liabilities                   | (70,212)                | (442,920)               | (442,920)               |                    |
| Compensated Absence Liabilities         | 793,294                 | 676,293                 | 676,293                 |                    |
| <b>Total Non-current Liabilities</b>    | <b>12,080,271</b>       | <b>14,316,232</b>       | <b>14,316,232</b>       |                    |
| <b>Total Liabilities</b>                | <b>14,284,879</b>       | <b>19,462,675</b>       | <b>16,035,557</b>       |                    |
| <b>Net Assets</b>                       |                         |                         |                         |                    |
| Invested in Capital Assets              | 46,722,932              | 44,677,601              | 44,027,601              |                    |
| Restricted for:                         |                         |                         |                         |                    |
| Expendable                              |                         |                         |                         |                    |
| Loans                                   | 999,695                 | 1,140,257               | 1,156,415               |                    |
| Capital projects                        | -                       | 2,502,709               | 2,116,461               |                    |
| Other purposes                          | 4,509,707               | 5,660,398               | 8,130,317               |                    |
| Unrestricted                            | (289,681)               | 357,336                 | 6,385,191               |                    |
| <b>Total Net Assets</b>                 | <b>51,942,655</b>       | <b>54,338,301</b>       | <b>61,815,984</b>       |                    |
| <b>Total Liabilities and Net Assets</b> | <b>66,227,534</b>       | <b>73,800,976</b>       | <b>77,851,541</b>       |                    |

**Mesa State College**  
**Balance Sheet - Education & General**

|                                         | June 30, 2002<br>Actual | June 30, 2003<br>Actual | Sept 30, 2003<br>Actual | Notes &<br>Caveats |
|-----------------------------------------|-------------------------|-------------------------|-------------------------|--------------------|
| <b><u>Assets</u></b>                    |                         |                         |                         |                    |
| <b><u>Current Assets</u></b>            |                         |                         |                         |                    |
| Cash and Cash Equivalents               | 420,954                 | 3,423,414               | 5,419,541               |                    |
| Student Accounts Receivable             | 181,707                 | 224,117                 | 830,502                 |                    |
| Accounts Receivable                     |                         | 330,000                 |                         |                    |
| Loans Receivable                        |                         |                         |                         |                    |
| Inventories                             | 51,829                  | 49,540                  | 38,292                  |                    |
| Prepaid Expenses                        | 51,058                  | 68,677                  |                         |                    |
| Other Current Assets                    | 592                     | 250                     | 200,250                 |                    |
|                                         | <u>706,140</u>          | <u>4,095,998</u>        | <u>6,488,585</u>        |                    |
| <b><u>Non-current Assets</u></b>        |                         |                         |                         |                    |
| Restricted Cash & Cash Equivalents      |                         |                         |                         |                    |
| Student Loans, Net                      |                         |                         |                         |                    |
| Deferred Charges                        |                         |                         |                         |                    |
| Other Non-current Assets                |                         |                         |                         |                    |
| Land                                    |                         |                         |                         |                    |
| Construction in progress                |                         |                         |                         |                    |
| Land improvements, Net                  |                         |                         |                         |                    |
| Buildings & Improvements, Net           |                         |                         |                         |                    |
| Furniture and Equipment, Net            |                         |                         |                         |                    |
| Library materials, Net                  |                         |                         |                         |                    |
|                                         | <u>-</u>                | <u>-</u>                | <u>-</u>                |                    |
| <b>Total Non-current Assets</b>         | <u>-</u>                | <u>-</u>                | <u>-</u>                |                    |
| <b>Total Assets</b>                     | <u>706,140</u>          | <u>4,095,998</u>        | <u>6,488,585</u>        |                    |
| <b><u>Liabilities</u></b>               |                         |                         |                         |                    |
| <b><u>Current Liabilities</u></b>       |                         |                         |                         |                    |
| Accounts Payable                        | 80,009                  | 86,621                  | 167,118                 |                    |
| Accrued Liabilities                     | 162,468                 | 3,012,682               | 1,021                   |                    |
| Deferred Revenue                        | 234,568                 | 182,799                 |                         |                    |
| Deposits Held for Others                |                         |                         |                         |                    |
| Student Deposits                        | 50,777                  | 64,946                  | 91,907                  |                    |
| Capital Leases Payable                  |                         |                         |                         |                    |
| Bonds Payable                           |                         |                         |                         |                    |
| Compensated Absence Liabilities         | 27,007                  | 121,031                 | 121,031                 |                    |
| Other Current Liabilities               |                         |                         |                         |                    |
|                                         | <u>554,829</u>          | <u>3,468,079</u>        | <u>381,078</u>          |                    |
| <b>Total Current Liabilities</b>        | <u>554,829</u>          | <u>3,468,079</u>        | <u>381,078</u>          |                    |
| <b><u>Non-current Liabilities</u></b>   |                         |                         |                         |                    |
| Capital Lease Obligations               |                         |                         |                         |                    |
| Bonds Payable                           |                         |                         |                         |                    |
| Other L/T Liabilities                   |                         |                         |                         |                    |
| Compensated Absence Liabilities         | 704,347                 | 590,048                 | 590,048                 |                    |
| <b>Total Non-current Liabilities</b>    | <u>704,347</u>          | <u>590,048</u>          | <u>590,048</u>          |                    |
| <b>Total Liabilities</b>                | <u>1,259,176</u>        | <u>4,058,127</u>        | <u>971,126</u>          |                    |
| <b><u>Net Assets</u></b>                |                         |                         |                         |                    |
| Invested in Capital Assets              |                         |                         |                         |                    |
| Restricted for:                         |                         |                         |                         |                    |
| Expendable                              |                         |                         |                         |                    |
| Loans                                   |                         |                         |                         |                    |
| Capital projects                        |                         |                         |                         |                    |
| Other purposes                          |                         |                         |                         |                    |
| Unrestricted                            | (553,036)               | 37,871                  | 5,517,460               |                    |
| <b>Total Net Assets</b>                 | <u>(553,036)</u>        | <u>37,871</u>           | <u>5,517,460</u>        |                    |
| <b>Total Liabilities and Net Assets</b> | <u>706,140</u>          | <u>4,095,998</u>        | <u>6,488,585</u>        |                    |

**Mesa State College**  
**Balance Sheet - Auxiliary Fund**

|                                         | June 30, 2002<br>Actual | June 30, 2003<br>Actual | Sept 30, 2003<br>Actual | Notes &<br>Caveats |
|-----------------------------------------|-------------------------|-------------------------|-------------------------|--------------------|
| <b>Assets</b>                           |                         |                         |                         |                    |
| <b>Current Assets</b>                   |                         |                         |                         |                    |
| Cash and Cash Equivalents               | 1,281,641               | 2,008,327               | 3,499,538               |                    |
| Student Accounts Receivable             | 207,239                 | 225,405                 | 1,270,481               |                    |
| Accounts Receivable                     | 619,584                 | 326,588                 | 7,306                   |                    |
| Loans Receivable                        |                         |                         |                         |                    |
| Inventories                             | 386,866                 | 447,521                 | 447,521                 |                    |
| Prepaid Expenses                        | 1,976                   | 7,615                   | 100,000                 |                    |
| Other Current Assets                    | 3,346                   | 3,075                   | 14,198                  |                    |
| <b>Total Current Assets</b>             | <b>2,500,652</b>        | <b>3,018,531</b>        | <b>5,339,044</b>        |                    |
| <b>Non-current Assets</b>               |                         |                         |                         |                    |
| Restricted Cash & Cash Equivalents      |                         |                         |                         |                    |
| Student Loans, Net                      |                         |                         |                         |                    |
| Deferred Charges                        |                         |                         |                         |                    |
| Other Non-current Assets                |                         |                         |                         |                    |
| Land                                    |                         |                         |                         |                    |
| Construction in progress                |                         |                         |                         |                    |
| Land improvements, Net                  |                         |                         |                         |                    |
| Buildings & Improvements, Net           |                         |                         |                         |                    |
| Furniture and Equipment, Net            |                         |                         |                         |                    |
| Library materials, Net                  |                         |                         |                         |                    |
| <b>Total Non-current Assets</b>         | -                       | -                       | -                       |                    |
| <b>Total Assets</b>                     | <b>2,500,652</b>        | <b>3,018,531</b>        | <b>5,339,044</b>        |                    |
| <b>Liabilities</b>                      |                         |                         |                         |                    |
| <b>Current Liabilities</b>              |                         |                         |                         |                    |
| Accounts Payable                        | 71,953                  | 42,830                  | 53,302                  |                    |
| Accrued Liabilities                     | 65,057                  | 230,000                 |                         |                    |
| Deferred Revenue                        | 76,146                  | 61,191                  | 3,000                   |                    |
| Deposits Held for Others                |                         |                         |                         |                    |
| Student Deposits                        | 110,566                 | 121,191                 | 118,886                 |                    |
| Capital Leases Payable                  |                         |                         |                         |                    |
| Bonds Payable                           |                         |                         |                         |                    |
| Compensated Absence Liabilities         | 18,253                  | 13,257                  | 13,257                  |                    |
| Other Current Liabilities               |                         |                         |                         |                    |
| <b>Total Current Liabilities</b>        | <b>341,975</b>          | <b>468,470</b>          | <b>188,445</b>          |                    |
| <b>Non-current Liabilities</b>          |                         |                         |                         |                    |
| Capital Lease Obligations               |                         |                         |                         |                    |
| Bonds Payable                           |                         |                         |                         |                    |
| Other L/T Liabilities                   |                         |                         |                         |                    |
| Compensated Absence Liabilities         | 88,947                  | 86,245                  | 86,245                  |                    |
| <b>Total Non-current Liabilities</b>    | <b>88,947</b>           | <b>86,245</b>           | <b>86,245</b>           |                    |
| <b>Total Liabilities</b>                | <b>430,922</b>          | <b>554,715</b>          | <b>274,690</b>          |                    |
| <b>Net Assets</b>                       |                         |                         |                         |                    |
| Invested in Capital Assets              |                         |                         |                         |                    |
| Restricted for:                         |                         |                         |                         |                    |
| Expendable                              |                         |                         |                         |                    |
| Loans                                   |                         |                         |                         |                    |
| Capital projects                        |                         |                         |                         |                    |
| Other purposes                          | 2,004,763               | 2,250,429               | 4,303,372               |                    |
| Unrestricted                            | 64,967                  | 213,387                 | 760,982                 |                    |
| <b>Total Net Assets</b>                 | <b>2,069,730</b>        | <b>2,463,816</b>        | <b>5,064,354</b>        |                    |
| <b>Total Liabilities and Net Assets</b> | <b>2,500,652</b>        | <b>3,018,531</b>        | <b>5,339,044</b>        |                    |

**Mesa State College**  
**Balance Sheet - Sponsored Programs**

|                                         | June 30, 2002<br>Actual | June 30, 2003<br>Actual | Sept 30, 2003<br>Actual | Notes &<br>Caveats |
|-----------------------------------------|-------------------------|-------------------------|-------------------------|--------------------|
| <b><u>Assets</u></b>                    |                         |                         |                         |                    |
| <b><u>Current Assets</u></b>            |                         |                         |                         |                    |
| Cash and Cash Equivalents               | 72,861                  | 24,986                  | 77,460                  |                    |
| Student Accounts Receivable             |                         |                         |                         |                    |
| Accounts Receivable                     | 490,257                 | 386,332                 | 308,939                 |                    |
| Loans Receivable                        |                         |                         |                         |                    |
| Inventories                             |                         |                         |                         |                    |
| Prepaid Expenses                        | 1,351                   | 5                       |                         |                    |
| Other Current Assets                    |                         |                         |                         |                    |
| <b>Total Current Assets</b>             | <b>564,470</b>          | <b>411,323</b>          | <b>386,399</b>          |                    |
| <b><u>Non-current Assets</u></b>        |                         |                         |                         |                    |
| Restricted Cash & Cash Equivalents      |                         |                         |                         |                    |
| Student Loans, Net                      |                         |                         |                         |                    |
| Deferred Charges                        |                         |                         |                         |                    |
| Other Non-current Assets                |                         |                         |                         |                    |
| Land                                    |                         |                         |                         |                    |
| Construction in progress                |                         |                         |                         |                    |
| Land improvements, Net                  |                         |                         |                         |                    |
| Buildings & Improvements, Net           |                         |                         |                         |                    |
| Furniture and Equipment, Net            |                         |                         |                         |                    |
| Library materials, Net                  |                         |                         |                         |                    |
| <b>Total Non-current Assets</b>         | -                       | -                       | -                       |                    |
| <b>Total Assets</b>                     | <b>564,470</b>          | <b>411,323</b>          | <b>386,399</b>          |                    |
| <b><u>Liabilities</u></b>               |                         |                         |                         |                    |
| <b><u>Current Liabilities</u></b>       |                         |                         |                         |                    |
| Accounts Payable                        | 13,819                  | 7,024                   | 28,411                  |                    |
| Accrued Liabilities                     | 311,210                 | 100,000                 |                         |                    |
| Deferred Revenue                        | 114,113                 | 218,890                 | 31,482                  |                    |
| Deposits Held for Others                |                         |                         |                         |                    |
| Student Deposits                        |                         |                         |                         |                    |
| Capital Leases Payable                  |                         |                         |                         |                    |
| Bonds Payable                           |                         |                         |                         |                    |
| Compensated Absence Liabilities         |                         |                         |                         |                    |
| Other Current Liabilities               |                         |                         | 200,000                 |                    |
| <b>Total Current Liabilities</b>        | <b>439,141</b>          | <b>325,914</b>          | <b>259,893</b>          |                    |
| <b><u>Non-current Liabilities</u></b>   |                         |                         |                         |                    |
| Capital Lease Obligations               |                         |                         |                         |                    |
| Bonds Payable                           |                         |                         |                         |                    |
| Other L/T Liabilities                   |                         |                         |                         |                    |
| Compensated Absence Liabilities         |                         |                         |                         |                    |
| <b>Total Non-current Liabilities</b>    | -                       | -                       | -                       |                    |
| <b>Total Liabilities</b>                | <b>439,141</b>          | <b>325,914</b>          | <b>259,893</b>          |                    |
| <b><u>Net Assets</u></b>                |                         |                         |                         |                    |
| Invested in Capital Assets              |                         |                         |                         |                    |
| Restricted for:                         |                         |                         |                         |                    |
| Expendable                              |                         |                         |                         |                    |
| Loans                                   |                         |                         |                         |                    |
| Capital projects                        |                         |                         |                         |                    |
| Other purposes                          | 125,328                 | 85,410                  | 126,506                 |                    |
| Unrestricted                            |                         |                         |                         |                    |
| <b>Total Net Assets</b>                 | <b>125,328</b>          | <b>85,410</b>           | <b>126,506</b>          |                    |
| <b>Total Liabilities and Net Assets</b> | <b>564,470</b>          | <b>411,323</b>          | <b>386,399</b>          |                    |

**Mesa State College  
Balance Sheet - Loan Funds**

|                                             | June 30, 2002<br>Actual | June 30, 2003<br>Actual | Sept 30, 2003<br>Actual | Notes &<br>Caveats |
|---------------------------------------------|-------------------------|-------------------------|-------------------------|--------------------|
| <b><u>Assets</u></b>                        |                         |                         |                         |                    |
| <b><u>Current Assets</u></b>                |                         |                         |                         |                    |
| Cash and Cash Equivalents                   | 198,388                 | 232,730                 | 227,931                 |                    |
| Student Accounts Receivable                 |                         |                         |                         |                    |
| Accounts Receivable                         |                         |                         |                         |                    |
| Loans Receivable                            | 507,935                 | 461,982                 | 483,610                 |                    |
| Inventories                                 |                         |                         |                         |                    |
| Prepaid Expenses                            |                         |                         |                         |                    |
| Other Current Assets                        |                         |                         |                         |                    |
| <b><u>Total Current Assets</u></b>          | <u>706,323</u>          | <u>694,712</u>          | <u>711,542</u>          |                    |
| <b><u>Non-current Assets</u></b>            |                         |                         |                         |                    |
| Restricted Cash & Cash Equivalents          |                         |                         |                         |                    |
| Student Loans, Net                          | 541,761                 | 601,622                 | 601,622                 |                    |
| Deferred Charges                            |                         |                         |                         |                    |
| Other Non-current Assets                    |                         |                         |                         |                    |
| Land                                        |                         |                         |                         |                    |
| Construction in progress                    |                         |                         |                         |                    |
| Land improvements, Net                      |                         |                         |                         |                    |
| Buildings & Improvements, Net               |                         |                         |                         |                    |
| Furniture and Equipment, Net                |                         |                         |                         |                    |
| Library materials, Net                      |                         |                         |                         |                    |
| <b><u>Total Non-current Assets</u></b>      | <u>541,761</u>          | <u>601,622</u>          | <u>601,622</u>          |                    |
| <b>Total Assets</b>                         | <u><u>1,248,083</u></u> | <u><u>1,296,335</u></u> | <u><u>1,313,164</u></u> |                    |
| <b><u>Liabilities</u></b>                   |                         |                         |                         |                    |
| <b><u>Current Liabilities</u></b>           |                         |                         |                         |                    |
| Accounts Payable                            |                         |                         |                         |                    |
| Accrued Liabilities                         |                         |                         |                         |                    |
| Deferred Revenue                            |                         |                         |                         |                    |
| Deposits Held for Others                    |                         |                         |                         |                    |
| Student Deposits                            |                         |                         |                         |                    |
| Capital Leases Payable                      |                         |                         |                         |                    |
| Bonds Payable                               |                         |                         |                         |                    |
| Compensated Absence Liabilities             |                         |                         |                         |                    |
| Other Current Liabilities                   |                         |                         |                         |                    |
| <b><u>Total Current Liabilities</u></b>     | <u>-</u>                | <u>-</u>                | <u>-</u>                |                    |
| <b><u>Non-current Liabilities</u></b>       |                         |                         |                         |                    |
| Capital Lease Obligations                   |                         |                         |                         |                    |
| Bonds Payable                               |                         |                         |                         |                    |
| Other L/T Liabilities                       | 50,000                  | 50,000                  | 50,000                  |                    |
| Compensated Absence Liabilities             |                         |                         |                         |                    |
| <b><u>Total Non-current Liabilities</u></b> | <u>50,000</u>           | <u>50,000</u>           | <u>50,000</u>           |                    |
| <b>Total Liabilities</b>                    | <u><u>50,000</u></u>    | <u><u>50,000</u></u>    | <u><u>50,000</u></u>    |                    |
| <b><u>Net Assets</u></b>                    |                         |                         |                         |                    |
| Invested in Capital Assets                  |                         |                         |                         |                    |
| Restricted for:                             |                         |                         |                         |                    |
| Expendable                                  |                         |                         |                         |                    |
| Loans                                       | 999,695                 | 1,140,257               | 1,156,415               |                    |
| Capital projects                            |                         |                         |                         |                    |
| Other purposes                              |                         |                         |                         |                    |
| Unrestricted                                | 198,388                 | 106,078                 | 106,749                 |                    |
| <b>Total Net Assets</b>                     | <u><u>1,198,083</u></u> | <u><u>1,246,335</u></u> | <u><u>1,263,164</u></u> |                    |
| <b>Total Liabilities and Net Assets</b>     | <u><u>1,248,083</u></u> | <u><u>1,296,335</u></u> | <u><u>1,313,164</u></u> |                    |

**Mesa State College**  
**Balance Sheet - Plant Funds**

|                                         | June 30, 2002<br>Actual | June 30, 2003<br>Actual | Sept 30, 2003<br>Actual | Notes &<br>Caveats |
|-----------------------------------------|-------------------------|-------------------------|-------------------------|--------------------|
| <b><u>Assets</u></b>                    |                         |                         |                         |                    |
| <b><u>Current Assets</u></b>            |                         |                         |                         |                    |
| Cash and Cash Equivalents               | 2,004,849               | 5,460,905               | 5,493,814               |                    |
| Student Accounts Receivable             |                         |                         |                         |                    |
| Accounts Receivable                     | 194,319                 | 1,251                   | 1,251                   |                    |
| Loans Receivable                        |                         |                         |                         |                    |
| Inventories                             |                         |                         |                         |                    |
| Prepaid Expenses                        |                         |                         |                         |                    |
| Other Current Assets                    |                         | 1,500                   | 1,500                   |                    |
| <b>Total Current Assets</b>             | <b>2,199,168</b>        | <b>5,463,656</b>        | <b>5,496,566</b>        |                    |
| <b><u>Non-current Assets</u></b>        |                         |                         |                         |                    |
| Restricted Cash & Cash Equivalents      |                         |                         |                         |                    |
| Student Loans, Net                      |                         |                         |                         |                    |
| Deferred Charges                        |                         |                         |                         |                    |
| Other Non-current Assets                | 180,448                 | 363,613                 | 363,613                 |                    |
| Land                                    | 1,157,257               | 1,157,257               | 1,157,257               |                    |
| Construction in progress                | 13,828,644              | 7,323,534               | 7,323,534               |                    |
| Land improvements, Net                  | 734,389                 | 671,276                 | 671,276                 |                    |
| Buildings & Improvements, Net           | 37,649,831              | 41,928,138              | 41,278,138              |                    |
| Furniture and Equipment, Net            | 1,404,441               | 4,147,237               | 4,147,237               |                    |
| Library materials, Net                  | 3,946,355               | 3,813,821               | 3,813,821               |                    |
| <b>Total Non-current Assets</b>         | <b>58,901,366</b>       | <b>59,404,875</b>       | <b>58,754,875</b>       |                    |
| <b>Total Assets</b>                     | <b>61,100,534</b>       | <b>64,868,531</b>       | <b>64,251,441</b>       |                    |
| <b><u>Liabilities</u></b>               |                         |                         |                         |                    |
| <b><u>Current Liabilities</u></b>       |                         |                         |                         |                    |
| Accounts Payable                        | 1,000                   | 1,399                   | 18,026                  |                    |
| Accrued Liabilities                     |                         | 73,341                  | 73,341                  |                    |
| Deferred Revenue                        |                         |                         |                         |                    |
| Deposits Held for Others                |                         |                         |                         |                    |
| Student Deposits                        |                         |                         |                         |                    |
| Capital Leases Payable                  | 90,009                  | 108,983                 | 59,263                  |                    |
| Bonds Payable                           | 670,000                 | 590,000                 | 590,000                 |                    |
| Compensated Absence Liabilities         |                         |                         |                         |                    |
| Other Current Liabilities               |                         |                         | 76,370                  |                    |
| <b>Total Current Liabilities</b>        | <b>761,009</b>          | <b>773,723</b>          | <b>817,001</b>          |                    |
| <b><u>Non-current Liabilities</u></b>   |                         |                         |                         |                    |
| Capital Lease Obligations               | 172,189                 | 122,858                 | 122,858                 |                    |
| Bonds Payable                           | 11,185,000              | 13,960,000              | 13,960,000              |                    |
| Other L/T Liabilities                   | (120,212)               | (492,920)               | (492,920)               |                    |
| Compensated Absence Liabilities         |                         |                         |                         |                    |
| <b>Total Non-current Liabilities</b>    | <b>11,236,977</b>       | <b>13,589,939</b>       | <b>13,589,939</b>       |                    |
| <b>Total Liabilities</b>                | <b>11,997,985</b>       | <b>14,363,661</b>       | <b>14,406,939</b>       |                    |
| <b><u>Net Assets</u></b>                |                         |                         |                         |                    |
| Invested in Capital Assets              | 46,722,932              | 44,677,601              | 44,027,601              |                    |
| Restricted for:                         |                         |                         |                         |                    |
| Expendable                              |                         |                         |                         |                    |
| Loans                                   |                         |                         |                         |                    |
| Capital projects                        |                         | 2,502,709               | 2,116,461               |                    |
| Other purposes                          | 2,379,617               | 3,324,559               | 3,700,439               |                    |
| Unrestricted                            |                         |                         |                         |                    |
| <b>Total Net Assets</b>                 | <b>49,102,549</b>       | <b>50,504,869</b>       | <b>49,844,501</b>       |                    |
| <b>Total Liabilities and Net Assets</b> | <b>61,100,534</b>       | <b>64,868,531</b>       | <b>64,251,441</b>       |                    |

**Mesa State College**  
**Balance Sheet - Agency Fund**

|                                             | June 30, 2002<br>Actual | June 30, 2003<br>Actual | Sept 30, 2003<br>Actual | Notes &<br>Caveats |
|---------------------------------------------|-------------------------|-------------------------|-------------------------|--------------------|
| <b><u>Assets</u></b>                        |                         |                         |                         |                    |
| <b><u>Current Assets</u></b>                |                         |                         |                         |                    |
| Cash and Cash Equivalents                   | 107,654                 | 110,258                 | 71,064                  |                    |
| Student Accounts Receivable                 |                         |                         | 1,845                   |                    |
| Accounts Receivable                         |                         |                         |                         |                    |
| Loans Receivable                            |                         |                         |                         |                    |
| Inventories                                 |                         |                         |                         |                    |
| Prepaid Expenses                            |                         |                         |                         |                    |
| Other Current Assets                        |                         |                         |                         |                    |
| <b><u>Total Current Assets</u></b>          | <u>107,654</u>          | <u>110,258</u>          | <u>72,909</u>           |                    |
| <b><u>Non-current Assets</u></b>            |                         |                         |                         |                    |
| Restricted Cash & Cash Equivalents          |                         |                         |                         |                    |
| Student Loans, Net                          |                         |                         |                         |                    |
| Deferred Charges                            |                         |                         |                         |                    |
| Other Non-current Assets                    |                         |                         |                         |                    |
| Land                                        |                         |                         |                         |                    |
| Construction in progress                    |                         |                         |                         |                    |
| Land improvements, Net                      |                         |                         |                         |                    |
| Buildings & Improvements, Net               |                         |                         |                         |                    |
| Furniture and Equipment, Net                |                         |                         |                         |                    |
| Library materials, Net                      |                         |                         |                         |                    |
| <b><u>Total Non-current Assets</u></b>      | <u>-</u>                | <u>-</u>                | <u>-</u>                |                    |
| <b>Total Assets</b>                         | <u><u>107,654</u></u>   | <u><u>110,258</u></u>   | <u><u>72,909</u></u>    |                    |
| <b><u>Liabilities</u></b>                   |                         |                         |                         |                    |
| <b><u>Current Liabilities</u></b>           |                         |                         |                         |                    |
| Accounts Payable                            |                         |                         | 2,662                   |                    |
| Accrued Liabilities                         |                         |                         |                         |                    |
| Deferred Revenue                            |                         |                         |                         |                    |
| Deposits Held for Others                    | 107,654                 | 110,258                 | 70,248                  |                    |
| Student Deposits                            |                         |                         |                         |                    |
| Capital Leases Payable                      |                         |                         |                         |                    |
| Bonds Payable                               |                         |                         |                         |                    |
| Compensated Absence Liabilities             |                         |                         |                         |                    |
| Other Current Liabilities                   |                         |                         |                         |                    |
| <b><u>Total Current Liabilities</u></b>     | <u>107,654</u>          | <u>110,258</u>          | <u>72,909</u>           |                    |
| <b><u>Non-current Liabilities</u></b>       |                         |                         |                         |                    |
| Capital Lease Obligations                   |                         |                         |                         |                    |
| Bonds Payable                               |                         |                         |                         |                    |
| Other L/T Liabilities                       |                         |                         |                         |                    |
| Compensated Absence Liabilities             |                         |                         |                         |                    |
| <b><u>Total Non-current Liabilities</u></b> | <u>-</u>                | <u>-</u>                | <u>-</u>                |                    |
| <b>Total Liabilities</b>                    | <u><u>107,654</u></u>   | <u><u>110,258</u></u>   | <u><u>72,909</u></u>    |                    |
| <b><u>Net Assets</u></b>                    |                         |                         |                         |                    |
| Invested in Capital Assets                  |                         |                         |                         |                    |
| Restricted for:                             |                         |                         |                         |                    |
| Expendable                                  |                         |                         |                         |                    |
| Loans                                       |                         |                         |                         |                    |
| Capital projects                            |                         |                         |                         |                    |
| Other purposes                              |                         |                         |                         |                    |
| Unrestricted                                |                         |                         |                         |                    |
| <b>Total Net Assets</b>                     | <u>-</u>                | <u>-</u>                | <u>-</u>                |                    |
| <b>Total Liabilities and Net Assets</b>     | <u><u>107,654</u></u>   | <u><u>110,258</u></u>   | <u><u>72,909</u></u>    |                    |

## *Discussion of Income Statements*

The next fourteen pages include 1<sup>st</sup> quarter income statements comparing all funds and comparing each fund to its FY04 budget (October 16<sup>th</sup> version). Page 1 is the FY04 budget for comparison. Page 2 is the consolidated report 1<sup>st</sup> quarter actuals. The pages that follow compare each fund to its FY04 budget.

No significant budget deviations are evident although it is still early in the year.

### *Seasonal Finances*

The seasonal nature of College finances makes it clear that comparisons to budget by percentage are of limited use. Comparisons to prior years' actuals may serve us better.

Tuition, student fees, room rental, food service, book sales and financial aid revenues plus cost of books sold and financial aid expenditure lines all exceed 40% of budget and average close to 50%. Service fees appear higher than expected and miscellaneous revenue appears lower than expected. Overall, revenues appear consistent with the semester seasonality.

### *State Appropriations*

State appropriations are typically distributed one-twelfth monthly. This year the first month's distribution was larger, because it included funds for the June payroll of last fiscal year.

### *Labor Expenditures*

First quarter expenditures for contract wages full-time are comparatively low while those for part-time are high. Payments on faculty contracts begin in August with final payment in June, so expenditures for instruction contracts are typically lower in the 1<sup>st</sup> quarter and higher in the fourth quarter. In response to financial uncertainties, there is an academic strategy of filling a number of full-time contract faculty positions with part-time instructors. This inflates part-time wage expenditures as can be seen in the 1<sup>st</sup> quarter results. However, these expenditures actually draw on the full-time budget allocation, since these two labor lines are managed as one combined budget.

### *Other Current Expense*

Other current expense (OCE) spending is high this time of the year in Athletics presumably because the most expensive sport, football, is in the fall. It is also high in Housing, because annual cable television rent (\$118,000) is an annual expense paid in the first quarter. It is high in Sponsored Programs, primarily because the budget additional grant activity is apparently occurring. The reimbursement nature of grants causes revenues to lag the associated expenditures.

### *Utilities*

The heating season does not start until the second quarter, so utility expenses are low. Travel expenses, other than athletics, are also low because travel typically peaks in spring and summer. Evaluation of the natural gas price increase continues to assure sufficient funds have been budgeted and allocated.

### *Financial Aid*

Combined FY04 student assistance is projected to total about \$11.1 million, or 20% of Mesa State's finances. Of this amount \$1.4 million is from the institution's funds, in other words essentially tuition and state appropriations. (These figures are the sum of "student financial aid" and "hourly staff compensation" accounts across all funds.)

In addition, the College serves as a pass-through agent for about \$13 million in federal loan programs that are not included in the College financials.

Revenue of almost \$4 million in federal and state financial aid has been received this quarter and \$4.4 million has been expended, \$3.7 million from federal and state sources and \$900,000 from MSC sources. Both revenue and expense will peak with the beginning of semesters, i.e. the first and third quarters with a small blip in the fourth quarter. Only 16% of hourly staff pay (work study assistance) has been expended, because these expenses do not begin until August, and because these typically peak during school breaks and summer months.

FY04 financial aid commitments are lagging behind last year but expected to catch up as the year proceeds.

Financial aid for students is complicated: The College makes financial aid commitments beginning in December for fall enrollment. By March, almost 80% of aid commitments are in students' hands. This is before the College even has assurance of its tuition rate or state appropriation. There are 71 different financial aid categories, each with their own qualifications. Some programs require the College to provide matching funds; this accounts for about \$100,000 of the institution's student aid. Federal sources of student aid are difficult to estimate, because federal and state governments usually formally adopt budgets no earlier than one month prior to the beginning of the fiscal year. Additionally, some students receive federal aid awards directly rather than through the College. The fulfillment rate of students offered aid is as low as one-half and as high as 90% in any given year. Some students may become eligible for federal aid late in the school year and receive aid retroactive to the preceding fall.

The various sources must be managed carefully to minimize College liability for an unexpected high rate of fulfillment overall or in specific aid categories.

### *Capital & Non-Capital Equipment Expenditures*

Tolman Hall remodeling expenditures are shown in the Plant fund. They were not budgeted, because by year end these expenses will be capitalized. Thus the year end report for the Plant fund will not show these as current expenditures. Instead, assets restricted for capital projects will reduce and the value of building assets will increase.

Non-capital equipment purchases are apparently being made early in the year.

### *E&G Fund*

Revenues are 40% of budget while expenditures are 20% of budget. The former is typical for the beginning of a semester. The latter suggests spending is slower than normal. Most of this reflects full-time contract positions that either remain vacant or are filled by a lower cost interim occupant. The budget was based upon normal occupancy of these positions.

### *Exempt Auxiliaries*

Collectively housing, bookstore and food service fund balances increased \$520,000 last year. This year they are budgeted to increase \$490,000. Preliminary reports from housing and the bookstore indicate improving financials compared to FY03. Food service financials appear flat and will be examined for reasons.

Student activities finances appear normal, although it is early in the year.

### *Non-Exempt Auxiliaries*

These funds have not yet been evaluated.

### *Sponsored Programs*

The bulk of this financial activity is financial aid, which is discussed above.

### *Loan & Plant Funds*

Little financial activity occurs in the Loan fund, because most student loans are administered at the federal level. The financial activity in Plant funds includes transfers for debt service, depreciation allocations and the Tolman Hall remodel.

Income Statement : Consolidated  
 All Funds  
 FY04 Budget

|                                                                           | E & G                | Educational Programs | Student Activities  | Performing Arts     | Athletics             | Housing             | Bookstore           | Foodservice         | Other               | Total Auxiliaries    | Sponsored           | Loan                | Plant                 | Total                |
|---------------------------------------------------------------------------|----------------------|----------------------|---------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|----------------------|---------------------|---------------------|-----------------------|----------------------|
| <b>Revenues</b>                                                           |                      |                      |                     |                     |                       |                     |                     |                     |                     |                      |                     |                     |                       |                      |
| Tuition                                                                   | \$ 11,059,120        | \$ 120,000           | \$ -                | \$ -                | \$ -                  | \$ -                | \$ -                | \$ -                | \$ -                | \$ 120,000           | \$ -                | \$ -                | \$ -                  | \$ 11,179,120        |
| Student Fees                                                              | 300,010              | -                    | 2,643,542           | 136,616             | 619,791               | -                   | -                   | -                   | -                   | 3,399,949            | -                   | -                   | -                     | 3,699,959            |
| Educational Activities - cash funded                                      | -                    | 85,000               | -                   | -                   | -                     | -                   | -                   | -                   | -                   | 85,000               | -                   | -                   | -                     | 85,000               |
| Contributions/Gifts                                                       | -                    | -                    | 19,100              | 3,500               | 397,360               | -                   | -                   | -                   | -                   | 419,960              | -                   | -                   | -                     | 419,960              |
| Rental - Room                                                             | -                    | -                    | -                   | -                   | -                     | 2,891,568           | -                   | -                   | -                   | 2,891,568            | -                   | -                   | -                     | 2,891,568            |
| Rental - Other                                                            | -                    | -                    | 111,900             | -                   | -                     | 120,000             | -                   | -                   | -                   | 231,900              | -                   | -                   | -                     | 231,900              |
| Food Service                                                              | -                    | -                    | -                   | -                   | -                     | -                   | -                   | 2,327,579           | 200,000             | 2,527,579            | -                   | -                   | -                     | 2,527,579            |
| Advertising/Publications                                                  | -                    | -                    | 52,101              | 3,500               | -                     | -                   | -                   | -                   | -                   | 55,601               | -                   | -                   | -                     | 55,601               |
| Activity Fees                                                             | -                    | -                    | 5,700               | -                   | -                     | 24,570              | -                   | -                   | -                   | 30,270               | -                   | -                   | -                     | 30,270               |
| Service Fees                                                              | -                    | -                    | 39,100              | -                   | -                     | -                   | -                   | -                   | 214,000             | 253,100              | -                   | -                   | -                     | 253,100              |
| Event Sales                                                               | -                    | -                    | 1,150               | 108,728             | 58,800                | -                   | -                   | -                   | 67,000              | 235,678              | -                   | -                   | -                     | 235,678              |
| Sales Books                                                               | -                    | -                    | -                   | -                   | -                     | -                   | 2,523,750           | -                   | -                   | 2,523,750            | -                   | -                   | -                     | 2,523,750            |
| Sales Non-Book Items                                                      | -                    | -                    | 51,750              | -                   | -                     | -                   | 299,300             | -                   | 160,000             | 511,050              | -                   | -                   | -                     | 511,050              |
| Commissions                                                               | -                    | -                    | 57,000              | -                   | -                     | -                   | 9,000               | 28,000              | 5,000               | 99,000               | -                   | -                   | -                     | 99,000               |
| Interest Income                                                           | -                    | -                    | 40,500              | -                   | -                     | -                   | -                   | -                   | 81,000              | 121,500              | -                   | 25,000              | 140,000               | 286,500              |
| Federal Grants & Contracts                                                | -                    | -                    | -                   | -                   | -                     | -                   | -                   | -                   | -                   | -                    | 600,000             | 22,452              | -                     | 622,452              |
| Federal Grants & Contracts - Financial aid                                | -                    | -                    | -                   | -                   | -                     | -                   | -                   | -                   | -                   | -                    | 6,073,549           | -                   | -                     | 6,073,549            |
| State Grants & Contracts                                                  | -                    | -                    | -                   | -                   | -                     | -                   | -                   | -                   | -                   | -                    | 204,000             | -                   | -                     | 204,000              |
| State Grants & Contracts - Financial aid                                  | -                    | -                    | -                   | -                   | -                     | -                   | -                   | -                   | -                   | -                    | 2,639,905           | -                   | -                     | 2,639,905            |
| Local Grants & Contracts                                                  | -                    | -                    | -                   | -                   | -                     | -                   | -                   | -                   | -                   | -                    | -                   | -                   | -                     | -                    |
| Private Grants & Contracts                                                | -                    | -                    | -                   | -                   | -                     | -                   | -                   | -                   | -                   | -                    | 335,000             | -                   | -                     | 335,000              |
| From Other Funds                                                          | -                    | -                    | -                   | -                   | -                     | -                   | -                   | -                   | -                   | -                    | -                   | 7,484               | 1,444,409             | 1,451,893            |
| Interdepartmental                                                         | -                    | -                    | 481,680             | -                   | -                     | 35,000              | 20,000              | -                   | 2,778,541           | 3,315,221            | -                   | -                   | -                     | 3,315,221            |
| State Appropriation                                                       | 15,720,428           | -                    | -                   | -                   | -                     | -                   | -                   | -                   | -                   | -                    | -                   | -                   | -                     | 15,720,428           |
| State Appropriation - Capital Construction                                | -                    | -                    | -                   | -                   | -                     | -                   | -                   | -                   | -                   | -                    | -                   | -                   | -                     | -                    |
| State Appropriation - Controlled Maintenance                              | -                    | -                    | -                   | -                   | -                     | -                   | -                   | -                   | -                   | -                    | -                   | -                   | 149,766               | 149,766              |
| Misc. Other                                                               | 187,246              | 20,000               | 23,320              | 4,150               | -                     | 15,000              | -                   | -                   | 77,000              | 139,470              | -                   | -                   | 316,068               | 642,784              |
| <b>Total Revenues</b>                                                     | <b>\$ 27,266,804</b> | <b>\$ 225,000</b>    | <b>\$ 3,526,843</b> | <b>\$ 256,494</b>   | <b>\$ 1,075,951</b>   | <b>\$ 3,086,138</b> | <b>\$ 2,852,050</b> | <b>\$ 2,355,579</b> | <b>\$ 3,582,541</b> | <b>\$ 16,960,596</b> | <b>\$ 9,852,454</b> | <b>\$ 54,936</b>    | <b>\$ 2,050,243</b>   | <b>\$ 56,185,033</b> |
| <b>Expenditures</b>                                                       |                      |                      |                     |                     |                       |                     |                     |                     |                     |                      |                     |                     |                       |                      |
| Support Staff Salary and Wages                                            | \$ 2,656,824         | \$ -                 | \$ 80,673           | \$ -                | \$ 104,749            | \$ 63,735           | \$ 94,356           | \$ -                | \$ 1,060,745        | \$ 1,404,258         | \$ -                | \$ -                | \$ -                  | \$ 4,061,082         |
| Support Staff Benefits                                                    | 462,704              | -                    | 15,713              | -                   | 15,035                | -                   | 14,701              | -                   | 217,278             | 278,868              | -                   | -                   | -                     | 741,572              |
| Contract Wages Full Time                                                  | 11,842,184           | -                    | 195,472             | 142,152             | 419,353               | 130,896             | 47,827              | -                   | 635,069             | 1,570,769            | 80,000              | -                   | -                     | 13,492,953           |
| Contract Wages Part Time                                                  | 1,543,168            | 90,000               | 88,418              | 14,025              | 176,153               | -                   | -                   | -                   | 3,295               | 371,891              | 180,000             | -                   | -                     | 2,095,059            |
| Contract Staff Benefits                                                   | 3,182,180            | 24,000               | 59,533              | 13,671              | 133,159               | 33,436              | 11,832              | -                   | 158,016             | 433,647              | 55,000              | -                   | -                     | 3,670,827            |
| Hourly Staff Compensation                                                 | 220,506              | -                    | 321,640             | 28,300              | 35,228                | 104,771             | 12,079              | -                   | 60,354              | 562,372              | 1,127,046           | -                   | -                     | 1,909,924            |
| Cost of Goods Sold - Books                                                | -                    | -                    | -                   | -                   | -                     | -                   | 1,911,000           | -                   | -                   | 1,911,000            | -                   | -                   | -                     | 1,911,000            |
| Cost of Goods Sold - Non Books                                            | -                    | -                    | 1,950               | -                   | -                     | -                   | 205,000             | -                   | -                   | 206,950              | -                   | -                   | -                     | 206,950              |
| Other Current Expense                                                     | 1,356,373            | 36,000               | 662,522             | 99,802              | 285,395               | 290,716             | 88,120              | 20,300              | 631,653             | 2,114,408            | 225,340             | -                   | -                     | 3,696,121            |
| Rent - Building                                                           | 398,289              | -                    | 15,418              | -                   | 26,500                | -                   | 41,800              | 58,000              | 45,000              | 186,718              | -                   | -                   | -                     | 585,007              |
| Professional Fees                                                         | 1,199,324            | -                    | 259,431             | 10,629              | 52,735                | 2,200               | 3,900               | -                   | 22,600              | 351,495              | 50,000              | -                   | -                     | 1,600,819            |
| Food Service                                                              | 100                  | -                    | -                   | -                   | 1,850                 | -                   | -                   | 1,525,000           | 156,129             | 1,682,979            | -                   | -                   | -                     | 1,683,079            |
| Travel                                                                    | 274,220              | 60,000               | 38,432              | 20,960              | 383,182               | 8,000               | 1,000               | 1,200               | 3,710               | 516,484              | 31,000              | -                   | -                     | 821,704              |
| Telecommunications external                                               | 37,195               | -                    | 69,521              | -                   | 3,800                 | -                   | -                   | -                   | 98,000              | 171,321              | -                   | -                   | -                     | 208,516              |
| Internal Charges - Telephone calls                                        | 29,181               | -                    | 2,755               | 110                 | 11,270                | 1,000               | 200                 | -                   | 825                 | 16,160               | 60                  | -                   | -                     | 45,401               |
| Internal Charges - Telephone line charges                                 | 218,071              | -                    | 27,079              | 3,205               | 10,866                | 181,513             | 3,900               | 2,280               | 10,911              | 239,754              | 1,500               | -                   | -                     | 459,325              |
| Internal Charges - Administrative Service Recharge                        | -                    | 8,000                | 137,116             | 15,688              | 64,556                | 401,199             | 367,517             | 306,225             | 155,870             | 1,456,171            | -                   | -                   | -                     | 1,456,171            |
| Internal Charges - Maintenance Recharge                                   | -                    | -                    | 299,473             | -                   | -                     | 438,520             | 14,068              | -                   | 83,310              | 835,371              | -                   | -                   | -                     | 835,371              |
| Utilities                                                                 | 694,422              | -                    | 213,800             | -                   | -                     | 229,613             | 4,810               | 90,900              | -                   | 539,123              | -                   | -                   | -                     | 1,233,545            |
| Student Financial Aid                                                     | 464,340              | -                    | 3,750               | 900                 | 509,931               | 231,500             | -                   | -                   | -                   | 746,081              | 7,967,508           | -                   | -                     | 9,177,929            |
| Library Learning Materials                                                | 380,997              | -                    | -                   | -                   | -                     | -                   | -                   | -                   | -                   | -                    | -                   | -                   | -                     | 380,997              |
| Capital Expenditures                                                      | 55,966               | -                    | 7,650               | 250                 | -                     | -                   | -                   | -                   | 5,000               | 12,900               | 102,000             | -                   | -                     | 170,866              |
| Debt Service                                                              | -                    | -                    | 669,842             | -                   | -                     | 671,351             | -                   | -                   | 103,216             | 1,444,409            | -                   | -                   | 597,591               | 2,042,000            |
| Depreciation                                                              | -                    | -                    | -                   | -                   | -                     | -                   | -                   | -                   | -                   | -                    | -                   | -                   | 2,600,000             | 2,600,000            |
| Equipment - Non Capital                                                   | 194,502              | -                    | 131,764             | 18,250              | 13,001                | 71,600              | 3,500               | 15,000              | 14,970              | 268,085              | 25,000              | -                   | -                     | 487,587              |
| Other Miscellaneous                                                       | -                    | 7,000                | -                   | -                   | -                     | -                   | -                   | -                   | 7,000               | 8,000                | 8,000               | 6,000               | -                     | 21,000               |
| <b>Total Expenditures</b>                                                 | <b>\$ 25,210,546</b> | <b>\$ 225,000</b>    | <b>\$ 3,301,952</b> | <b>\$ 367,942</b>   | <b>\$ 2,246,763</b>   | <b>\$ 2,874,751</b> | <b>\$ 2,827,050</b> | <b>\$ 2,102,215</b> | <b>\$ 3,382,541</b> | <b>\$ 17,328,214</b> | <b>\$ 9,852,454</b> | <b>\$ 6,000</b>     | <b>\$ 3,197,591</b>   | <b>\$ 55,594,805</b> |
| <b>Increase (Decrease) In Fund Balance before Transfers</b>               | <b>\$ 2,056,258</b>  | <b>\$ -</b>          | <b>\$ 224,891</b>   | <b>\$ (111,448)</b> | <b>\$ (1,170,812)</b> | <b>\$ 211,387</b>   | <b>\$ 25,000</b>    | <b>\$ 253,364</b>   | <b>\$ 200,000</b>   | <b>\$ (367,618)</b>  | <b>\$ -</b>         | <b>\$ 48,936</b>    | <b>\$ (1,147,348)</b> | <b>\$ 590,228</b>    |
| Transfer Revenue over Expenditures to Renewal & Replacement E & G Support | -                    | -                    | -                   | -                   | -                     | (211,387)           | (25,000)            | (253,364)           | -                   | (489,751)            | -                   | -                   | 489,751               | -                    |
|                                                                           | (1,276,264)          | -                    | -                   | 105,452             | 1,170,812             | -                   | -                   | -                   | -                   | 1,276,264            | -                   | -                   | -                     | -                    |
| <b>Net Increase (Decrease) In Fund Balance</b>                            | <b>\$ 779,994</b>    | <b>\$ -</b>          | <b>\$ 224,891</b>   | <b>\$ (5,996)</b>   | <b>\$ -</b>           | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 200,000</b>   | <b>\$ 418,895</b>    | <b>\$ -</b>         | <b>\$ 48,936</b>    | <b>\$ (657,597)</b>   | <b>\$ 590,228</b>    |
| <b>Beginning Fund Balance July 1, 2003</b>                                | <b>37,871</b>        | <b>(308,479)</b>     | <b>552,404</b>      | <b>46,721</b>       | <b>(287,070)</b>      | <b>416,341</b>      | <b>173,052</b>      | <b>898,975</b>      | <b>971,873</b>      | <b>2,463,816</b>     | <b>85,410</b>       | <b>1,246,335</b>    | <b>50,504,870</b>     | <b>54,338,302</b>    |
| <b>Ending Fund Balance June 30, 2004</b>                                  | <b>\$ 817,865</b>    | <b>\$ (308,479)</b>  | <b>\$ 777,295</b>   | <b>\$ 40,725</b>    | <b>\$ (287,070)</b>   | <b>\$ 416,341</b>   | <b>\$ 173,052</b>   | <b>\$ 898,975</b>   | <b>\$ 1,171,873</b> | <b>\$ 2,882,711</b>  | <b>\$ 85,410</b>    | <b>\$ 1,295,271</b> | <b>\$ 49,847,273</b>  | <b>\$ 54,928,530</b> |

The effects of interdepartmental revenues, transfers, indirect costs, and interfund borrowings have not been eliminated as required for external reporting and will therefore not match audited financial statements.

**Income Statement : Consolidated**  
**All Funds**  
**1st Quarter FY04 Actual - UNAUDITED**

|                                                                           | E & G                | Educational Programs | Student Activities  | Performing Arts    | Athletics           | Housing             | Bookstore           | Foodservice         | Other               | Total Auxiliaries   | Sponsored           | Loan                | Plant                | Total                |
|---------------------------------------------------------------------------|----------------------|----------------------|---------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| <b>Revenues</b>                                                           |                      |                      |                     |                    |                     |                     |                     |                     |                     |                     |                     |                     |                      |                      |
| Tuition                                                                   | \$ 5,781,549         | \$ 46,402            | \$ -                | \$ -               | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 46,402           | \$ -                | \$ -                | \$ -                 | \$ 5,827,951         |
| Student Fees                                                              | 160,574              | -                    | 1,351,598           | 68,308             | 307,210             | -                   | -                   | -                   | -                   | 1,727,115           | -                   | -                   | -                    | 1,887,690            |
| Educational Activities - cash funded                                      | -                    | 15,279               | -                   | -                  | -                   | -                   | -                   | -                   | -                   | 15,279              | -                   | -                   | -                    | 15,279               |
| Contributions/Gifts                                                       | -                    | -                    | 2,516               | 1,312              | 27,502              | -                   | -                   | -                   | -                   | 31,329              | -                   | -                   | -                    | 31,329               |
| Rental - Room                                                             | -                    | -                    | -                   | -                  | -                   | 1,502,980           | -                   | -                   | -                   | 1,502,980           | -                   | -                   | -                    | 1,502,980            |
| Rental - Other                                                            | -                    | -                    | 68,492              | -                  | -                   | 78,709              | -                   | -                   | 1,525               | 148,726             | -                   | -                   | -                    | 148,726              |
| Food Service                                                              | -                    | -                    | 16,070              | -                  | -                   | -                   | -                   | 1,161,273           | 158,730             | 1,336,072           | -                   | -                   | -                    | 1,336,072            |
| Advertising/Publications                                                  | -                    | -                    | 3,851               | 2,880              | -                   | -                   | -                   | -                   | -                   | 6,731               | -                   | -                   | -                    | 6,731                |
| Activity Fees                                                             | -                    | -                    | 2,340               | -                  | -                   | 13,770              | -                   | -                   | -                   | 16,110              | -                   | -                   | -                    | 16,110               |
| Service Fees                                                              | -                    | -                    | 12,696              | -                  | -                   | -                   | -                   | -                   | 237,003             | 249,699             | -                   | -                   | -                    | 249,699              |
| Event Sales                                                               | -                    | -                    | 682                 | 23,751             | 21,695              | -                   | -                   | -                   | 60,813              | 106,941             | -                   | -                   | -                    | 106,941              |
| Sales Books                                                               | -                    | -                    | -                   | -                  | -                   | -                   | 1,373,611           | -                   | -                   | 1,373,611           | -                   | -                   | -                    | 1,373,611            |
| Sales Non-Book Items                                                      | -                    | -                    | 34,387              | -                  | -                   | -                   | 92,214              | -                   | 2,832               | 129,433             | -                   | -                   | -                    | 129,433              |
| Commissions                                                               | -                    | -                    | 30,226              | -                  | -                   | -                   | 1,219               | 1,877               | -                   | 33,323              | -                   | -                   | -                    | 33,323               |
| Interest Income                                                           | -                    | -                    | -                   | -                  | -                   | -                   | -                   | -                   | 100,142             | 100,142             | -                   | 4,590               | -                    | 104,731              |
| Federal Grants & Contracts                                                | -                    | -                    | -                   | -                  | -                   | -                   | -                   | -                   | -                   | -                   | 206,925             | 11,226              | -                    | 218,151              |
| Federal Grants & Contracts - Financial aid                                | -                    | -                    | -                   | -                  | -                   | -                   | -                   | -                   | -                   | -                   | 2,629,628           | -                   | -                    | 2,629,628            |
| State Grants & Contracts                                                  | -                    | 10,000               | -                   | -                  | -                   | -                   | -                   | -                   | -                   | 10,000              | 57,035              | -                   | -                    | 67,035               |
| State Grants & Contracts - Financial aid                                  | -                    | -                    | -                   | -                  | -                   | -                   | -                   | -                   | -                   | -                   | 1,322,700           | -                   | -                    | 1,322,700            |
| Local Grants & Contracts                                                  | -                    | -                    | -                   | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                    | -                    |
| Private Grants & Contracts                                                | -                    | -                    | -                   | -                  | -                   | -                   | -                   | -                   | -                   | -                   | 262,632             | -                   | -                    | 262,632              |
| From Other Funds                                                          | -                    | -                    | 19,532              | -                  | -                   | -                   | -                   | -                   | -                   | 19,532              | 8,900               | 3,742               | 713,029              | 745,203              |
| Interdepartmental                                                         | -                    | -                    | 118,958             | 24                 | -                   | 3,634               | 18,435              | -                   | 613,474.16          | 754,525             | -                   | -                   | -                    | 754,525              |
| State Appropriation                                                       | 4,892,068            | -                    | -                   | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                    | 4,892,068            |
| State Appropriation - Capital Construction                                | -                    | -                    | -                   | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                    | -                    |
| State Appropriation - Controlled Maintenance                              | -                    | -                    | -                   | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                    | -                    |
| Misc. Other                                                               | 86,894               | -                    | 14,310              | 403                | -                   | 5,264               | -                   | -                   | 5,596               | 25,573              | -                   | -                   | -                    | 112,467              |
| <b>Total Revenues</b>                                                     | <b>\$ 10,921,086</b> | <b>\$ 71,681</b>     | <b>\$ 1,675,658</b> | <b>\$ 96,678</b>   | <b>\$ 356,406</b>   | <b>\$ 1,604,357</b> | <b>\$ 1,485,479</b> | <b>\$ 1,163,149</b> | <b>\$ 1,180,115</b> | <b>\$ 7,633,524</b> | <b>\$ 4,487,820</b> | <b>\$ 19,558</b>    | <b>\$ 713,029</b>    | <b>\$ 23,775,017</b> |
| <b>Expenditures</b>                                                       |                      |                      |                     |                    |                     |                     |                     |                     |                     |                     |                     |                     |                      |                      |
| Support Staff Salary and Wages                                            | \$ 635,670           | \$ -                 | \$ 20,014           | \$ -               | \$ 26,187           | \$ 18,938           | \$ 29,580           | \$ -                | \$ 258,664          | \$ 353,384          | \$ -                | \$ -                | \$ -                 | \$ 989,054           |
| Support Staff Benefits                                                    | 105,206              | -                    | 3,685               | -                  | 3,741               | 2,833               | 3,867               | -                   | 50,616              | 64,741              | -                   | -                   | -                    | 169,947              |
| Contract Wages Full Time                                                  | 1,748,853            | 1,915                | 61,586              | 36,261             | 124,381             | 32,724              | 10,625              | -                   | 153,756             | 421,248             | 39,715              | -                   | -                    | 2,209,816            |
| Contract Wages Part Time                                                  | 786,593              | 6,012                | 8,550               | -                  | 25,116              | -                   | -                   | -                   | 6,720               | 46,398              | 66,463              | -                   | -                    | 899,455              |
| Contract Staff Benefits                                                   | 560,273              | 763                  | 16,454              | 3,769              | 33,347              | 7,516               | 3,058               | -                   | 41,305              | 106,213             | 17,870              | -                   | -                    | 684,356              |
| Hourly Staff Compensation                                                 | 54,761               | -                    | 51,320              | 2,308              | 2,694               | 21,775              | 5,926               | -                   | 15,397              | 99,420              | 157,765             | -                   | -                    | 311,946              |
| Cost of Goods Sold - Books                                                | -                    | -                    | -                   | -                  | -                   | -                   | 1,102,351           | -                   | -                   | 1,102,351           | -                   | -                   | -                    | 1,102,351            |
| Cost of Goods Sold - Non Books                                            | -                    | -                    | 576                 | -                  | -                   | -                   | 100,139             | -                   | -                   | 100,715             | -                   | -                   | -                    | 100,715              |
| Other Current Expense                                                     | 229,128              | 6,199                | 78,476              | 22,694             | 103,839             | 240,194             | 31,735              | 2,689               | 174,781             | 660,606             | 266,564             | -                   | 7,220                | 1,163,519            |
| Rent - Building                                                           | 99,081               | -                    | 7,652               | 6,271              | -                   | 946                 | 10,450              | 14,500              | -                   | 39,819              | -                   | -                   | -                    | 138,900              |
| Professional Fees                                                         | 243,063              | 720                  | 120,081             | 4,541              | 10,229              | 18,021              | 1,067               | 3,039               | 17,767              | 175,464             | 6,015               | -                   | 12,620               | 437,162              |
| Food Service                                                              | -                    | -                    | -                   | -                  | -                   | -                   | -                   | 181,105             | 31,594              | 212,699             | -                   | -                   | -                    | 212,699              |
| Travel                                                                    | 42,328               | 10,004               | 2,411               | 2,059              | 78,521              | 1,070               | -                   | -                   | 2,314               | 96,380              | 3,612               | -                   | -                    | 142,320              |
| Telecommunications external                                               | 10,062               | -                    | 16,738              | -                  | 162                 | 536                 | 132                 | -                   | 15,985              | 33,553              | 174                 | -                   | -                    | 43,789               |
| Internal Charges - Telephone calls                                        | 1,466                | 2                    | 61                  | -                  | 335                 | 61                  | 43                  | -                   | 65                  | 567                 | 32                  | -                   | -                    | 2,064                |
| Internal Charges - Telephone line charges                                 | 36,594               | 152                  | 4,826               | 304                | 1,710               | 29,843              | 684                 | 380                 | 1,596               | 39,495              | 228                 | -                   | -                    | 76,317               |
| Internal Charges - Administrative Service Recharge                        | -                    | 2,093                | 34,435              | 3,922              | 15,984              | 100,300             | 91,879              | 76,556              | -                   | 325,168             | -                   | -                   | -                    | 325,168              |
| Internal Charges - Maintenance Recharge                                   | -                    | -                    | 74,868              | -                  | -                   | 109,630             | 3,517               | 20,828              | -                   | 208,843             | -                   | -                   | -                    | 208,843              |
| Utilities                                                                 | 82,694               | -                    | 37,524              | -                  | -                   | 33,278              | 1,361               | 16,503              | 1,183               | 89,849              | -                   | -                   | -                    | 172,543              |
| Student Financial Aid                                                     | 190,892              | 615                  | 2,308               | 4,600              | 245,201             | 132,065             | -                   | -                   | -                   | 384,789             | 3,643,778           | -                   | -                    | 4,219,459            |
| Library Learning Materials                                                | 148,984              | -                    | -                   | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                    | 148,984              |
| Capital Expenditures                                                      | -                    | -                    | -                   | -                  | -                   | -                   | -                   | -                   | 27,288              | 27,288              | 66,954              | -                   | 695,907              | 790,148              |
| Debt Service                                                              | -                    | -                    | 334,921             | 16,628             | -                   | 335,677             | -                   | -                   | 25,804              | 713,029             | -                   | -                   | 7,651                | 720,680              |
| Depreciation                                                              | -                    | -                    | -                   | -                  | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 650,000              | 650,000              |
| Equipment - Non Capital                                                   | 47,250               | -                    | 25,649              | 11,188             | 21,766              | 48,027              | -                   | 8,486               | 6,019               | 121,135             | 173,812             | -                   | -                    | 342,197              |
| Other Miscellaneous                                                       | 2,060                | 352                  | 17,120              | 8,900              | -                   | -                   | -                   | -                   | -                   | 26,372              | 3,742               | 2,729               | -                    | 34,903               |
| <b>Total Expenditures</b>                                                 | <b>\$ 5,024,959</b>  | <b>\$ 28,827</b>     | <b>\$ 919,252</b>   | <b>\$ 123,445</b>  | <b>\$ 693,212</b>   | <b>\$ 1,133,432</b> | <b>\$ 1,396,415</b> | <b>\$ 324,085</b>   | <b>\$ 830,856</b>   | <b>\$ 5,449,525</b> | <b>\$ 4,446,724</b> | <b>\$ 2,729</b>     | <b>\$ 1,373,398</b>  | <b>\$ 16,297,334</b> |
| <b>Increase (Decrease) In Fund Balance before Transfers</b>               | <b>\$ 5,896,127</b>  | <b>\$ 42,854</b>     | <b>\$ 756,406</b>   | <b>\$ (26,767)</b> | <b>\$ (336,806)</b> | <b>\$ 470,925</b>   | <b>\$ 89,064</b>    | <b>\$ 839,064</b>   | <b>\$ 349,260</b>   | <b>\$ 2,183,999</b> | <b>\$ 41,096</b>    | <b>\$ 16,829</b>    | <b>\$ (660,369)</b>  | <b>\$ 7,477,682</b>  |
| Transfer Revenue over Expenditures to Renewal & Replacement E & G Support | (416,538)            | -                    | -                   | 27,116             | 389,422             | -                   | -                   | -                   | -                   | 416,538             | -                   | -                   | -                    | -                    |
| <b>Net Increase (Decrease) In Fund Balance</b>                            | <b>\$ 5,479,589</b>  | <b>\$ 42,854</b>     | <b>\$ 756,406</b>   | <b>\$ 349</b>      | <b>\$ 52,616</b>    | <b>\$ 470,925</b>   | <b>\$ 89,064</b>    | <b>\$ 839,064</b>   | <b>\$ 349,260</b>   | <b>\$ 2,600,537</b> | <b>\$ 41,096</b>    | <b>\$ 16,829</b>    | <b>\$ (660,369)</b>  | <b>\$ 7,477,682</b>  |
| <b>Beginning Fund Balance July 1, 2003</b>                                | <b>37,871</b>        | <b>(308,479)</b>     | <b>552,404</b>      | <b>46,721</b>      | <b>(287,070)</b>    | <b>416,341</b>      | <b>173,052</b>      | <b>898,975</b>      | <b>971,873</b>      | <b>2,463,816</b>    | <b>85,410</b>       | <b>1,246,335</b>    | <b>50,504,870</b>    | <b>54,338,302</b>    |
| <b>Ending Fund Balance September 30, 2003</b>                             | <b>\$ 5,517,460</b>  | <b>\$ (265,625)</b>  | <b>\$ 1,308,810</b> | <b>\$ 47,069</b>   | <b>\$ (234,454)</b> | <b>\$ 887,266</b>   | <b>\$ 262,116</b>   | <b>\$ 1,738,040</b> | <b>\$ 1,321,132</b> | <b>\$ 5,064,353</b> | <b>\$ 126,506</b>   | <b>\$ 1,263,164</b> | <b>\$ 49,844,501</b> | <b>\$ 61,815,984</b> |

The effects of interdepartmental revenues, transfers, indirect costs, and interfund borrowings have not been eliminated as required for external reporting and will therefore not match audited financial statements.

**Income Statement : All Funds**  
**1st Quarter, FY 2004**  
**Comparative - Budget to Actual**

|                                                             | All Funds<br>FY04 Budget | All Funds<br>1st Qtr Actual | Percent of<br>Budget |
|-------------------------------------------------------------|--------------------------|-----------------------------|----------------------|
| <b>Revenues</b>                                             |                          |                             |                      |
| Tuition                                                     | \$ 11,179,120            | \$ 5,827,951                | 52.1%                |
| Student Fees                                                | 3,699,959                | 1,887,690                   | 51.0%                |
| Educational Activities - cash funded                        | 85,000                   | 15,279                      | 18.0%                |
| Contributions/Gifts                                         | 419,960                  | 31,329                      | 7.5%                 |
| Rental - Room                                               | 2,891,568                | 1,502,980                   | 52.0%                |
| Rental - Other                                              | 231,900                  | 148,726                     | 64.1%                |
| Food Service                                                | 2,527,579                | 1,336,072                   | 52.9%                |
| Advertising/Publications                                    | 55,601                   | 6,731                       | 12.1%                |
| Activity Fees                                               | 30,270                   | 16,110                      | 53.2%                |
| Service Fees                                                | 253,100                  | 249,699                     | 98.7%                |
| Event Sales                                                 | 235,678                  | 106,941                     | 45.4%                |
| Sales Books                                                 | 2,523,750                | 1,373,611                   | 54.4%                |
| Sales Non-Book Items                                        | 511,050                  | 129,433                     | 25.3%                |
| Commissions                                                 | 99,000                   | 33,323                      | 33.7%                |
| Interest Income                                             | 286,500                  | 104,731                     | 36.6%                |
| Federal Grants & Contracts                                  | 622,452                  | 218,151                     | 35.0%                |
| Federal Grants & Contracts - Financial aid                  | 6,073,549                | 2,629,628                   | 43.3%                |
| State Grants & Contracts                                    | 204,000                  | 67,035                      | 32.9%                |
| State Grants & Contracts - Financial aid                    | 2,639,905                | 1,322,700                   | 50.1%                |
| Local Grants & Contracts                                    | -                        | -                           |                      |
| Private Grants & Contracts                                  | 335,000                  | 262,632                     | 78.4%                |
| From Other Funds                                            | 1,451,893                | 745,203                     | 51.3%                |
| Interdepartmental                                           | 3,315,221                | 754,525                     | 22.8%                |
| State Appropriation                                         | 15,720,428               | 4,892,068                   | 31.1%                |
| State Appropriation - Capital Construction                  | -                        | -                           |                      |
| State Appropriation - Controlled Maintenance                | 149,766                  | -                           | 0.0%                 |
| Misc. Other                                                 | 642,784                  | 112,467                     | 17.5%                |
| <b>Total Revenues</b>                                       | <b>\$ 56,185,033</b>     | <b>\$ 23,775,017</b>        | <b>42.3%</b>         |
| <b>Expenditures</b>                                         |                          |                             |                      |
| Support Staff Salary and Wages                              | \$ 4,061,082             | \$ 989,054                  | 24.4%                |
| Support Staff Benefits                                      | 741,572                  | 169,947                     | 22.9%                |
| Contract Wages Full Time                                    | 13,492,953               | 2,209,816                   | 16.4%                |
| Contract Wages Part Time                                    | 2,095,059                | 899,455                     | 42.9%                |
| Contract Staff Benefits                                     | 3,670,827                | 684,356                     | 18.6%                |
| Hourly Staff Compensation                                   | 1,909,924                | 311,946                     | 16.3%                |
| Cost of Goods Sold - Books                                  | 1,911,000                | 1,102,351                   | 57.7%                |
| Cost of Goods Sold - Non Books                              | 206,950                  | 100,715                     | 48.7%                |
| Other Current Expense                                       | 3,696,121                | 1,163,519                   | 31.5%                |
| Rent - Building                                             | 585,007                  | 138,900                     | 23.7%                |
| Professional Fees                                           | 1,600,819                | 437,162                     | 27.3%                |
| Food Service                                                | 1,683,079                | 212,699                     | 12.6%                |
| Travel                                                      | 821,704                  | 142,320                     | 17.3%                |
| Telecommunications external                                 | 208,516                  | 43,789                      | 21.0%                |
| Internal Charges - Telephone calls                          | 45,401                   | 2,064                       | 4.5%                 |
| Internal Charges - Telephone line charges                   | 459,325                  | 76,317                      | 16.6%                |
| Internal Charges - Administrative Service Recharge          | 1,456,171                | 325,168                     | 22.3%                |
| Internal Charges - Maintenance Recharge                     | 835,371                  | 208,843                     | 25.0%                |
| Utilities                                                   | 1,233,545                | 172,543                     | 14.0%                |
| Student Financial Aid                                       | 9,177,929                | 4,219,459                   | 46.0%                |
| Library Learning Materials                                  | 380,997                  | 148,984                     | 39.1%                |
| Capital Expenditures                                        | 170,866                  | 790,148                     | 462.4%               |
| Debt Service                                                | 2,042,000                | 720,680                     | 35.3%                |
| Depreciation                                                | 2,600,000                | 650,000                     | 25.0%                |
| Equipment - Non Capital                                     | 487,587                  | 342,197                     | 70.2%                |
| Other Miscellaneous                                         | 21,000                   | 34,903                      | 166.2%               |
| <b>Total Expenditures</b>                                   | <b>\$ 55,594,805</b>     | <b>\$ 16,297,334</b>        | <b>29.3%</b>         |
| <b>Increase (Decrease) In Fund Balance before Transfers</b> | <b>\$ 590,228</b>        | <b>\$ 7,477,682</b>         | <b>1266.9%</b>       |
| Transfer Revenue over Expenditures to Renewal & Replacement | -                        | -                           |                      |
| E & G Support                                               | -                        | -                           |                      |
| <b>Net Increase (Decrease) In Fund Balance</b>              | <b>\$ 590,228</b>        | <b>\$ 7,477,682</b>         | <b>1266.9%</b>       |

The effects of interdepartmental revenues, transfers, indirect costs, and interfund borrowings have not been eliminated as required for external reporting and will therefore not match audited financial statements.

**Income Statement : E & G**  
**1st Quarter, FY 2004**  
**Comparative - Budget to Actual**

|                                                             | <b>E &amp; G<br/>FY04<br/>Budget</b> | <b>E &amp; G<br/>1st Qtr<br/>Actual</b> | <b>Percent of<br/>Budget</b> |
|-------------------------------------------------------------|--------------------------------------|-----------------------------------------|------------------------------|
| <b>Revenues</b>                                             |                                      |                                         |                              |
| Tuition                                                     | \$ 11,059,120                        | \$ 5,781,549                            | 52.3%                        |
| Student Fees                                                | 300,010                              | 160,574                                 | 53.5%                        |
| Educational Activities - cash funded                        | -                                    | -                                       |                              |
| Contributions/Gifts                                         | -                                    | -                                       |                              |
| Rental - Room                                               | -                                    | -                                       |                              |
| Rental - Other                                              | -                                    | -                                       |                              |
| Food Service                                                | -                                    | -                                       |                              |
| Advertising/Publications                                    | -                                    | -                                       |                              |
| Activity Fees                                               | -                                    | -                                       |                              |
| Service Fees                                                | -                                    | -                                       |                              |
| Event Sales                                                 | -                                    | -                                       |                              |
| Sales Books                                                 | -                                    | -                                       |                              |
| Sales Non-Book Items                                        | -                                    | -                                       |                              |
| Commissions                                                 | -                                    | -                                       |                              |
| Interest Income                                             | -                                    | -                                       |                              |
| Federal Grants & Contracts                                  | -                                    | -                                       |                              |
| Federal Grants & Contracts - Financial aid                  | -                                    | -                                       |                              |
| State Grants & Contracts                                    | -                                    | -                                       |                              |
| State Grants & Contracts - Financial aid                    | -                                    | -                                       |                              |
| Local Grants & Contracts                                    | -                                    | -                                       |                              |
| Private Grants & Contracts                                  | -                                    | -                                       |                              |
| From Other Funds                                            | -                                    | -                                       |                              |
| Interdepartmental                                           | -                                    | -                                       |                              |
| State Appropriation                                         | 15,720,428                           | 4,892,068                               | 31.1%                        |
| State Appropriation - Capital Construction                  | -                                    | -                                       |                              |
| State Appropriation - Controlled Maintenance                | -                                    | -                                       |                              |
| Misc. Other                                                 | 187,246                              | 86,894                                  | 46.4%                        |
| <b>Total Revenues</b>                                       | <b>\$ 27,266,804</b>                 | <b>\$ 10,921,086</b>                    | <b>40.1%</b>                 |
| <b>Expenditures</b>                                         |                                      |                                         |                              |
| Support Staff Salary and Wages                              | \$ 2,656,824                         | \$ 635,670                              | 23.9%                        |
| Support Staff Benefits                                      | 462,704                              | 105,206                                 | 22.7%                        |
| Contract Wages Full Time                                    | 11,842,184                           | 1,748,853                               | 14.8%                        |
| Contract Wages Part Time                                    | 1,543,168                            | 786,593                                 | 51.0%                        |
| Contract Staff Benefits                                     | 3,182,180                            | 560,273                                 | 17.6%                        |
| Hourly Staff Compensation                                   | 220,506                              | 54,761                                  | 24.8%                        |
| Cost of Goods Sold - Books                                  | -                                    | -                                       |                              |
| Cost of Goods Sold - Non Books                              | -                                    | -                                       |                              |
| Other Current Expense                                       | 1,356,373                            | 229,128                                 | 16.9%                        |
| Rent - Building                                             | 398,289                              | 99,081                                  | 24.9%                        |
| Professional Fees                                           | 1,199,324                            | 243,063                                 | 20.3%                        |
| Food Service                                                | 100                                  | -                                       | 0.0%                         |
| Travel                                                      | 274,220                              | 42,328                                  | 15.4%                        |
| Telecommunications external                                 | 37,195                               | 10,062                                  | 27.1%                        |
| Internal Charges - Telephone calls                          | 29,181                               | 1,466                                   | 5.0%                         |
| Internal Charges - Telephone line charges                   | 218,071                              | 36,594                                  | 16.8%                        |
| Internal Charges - Administrative Service Recharge          | -                                    | -                                       |                              |
| Internal Charges - Maintenance Recharge                     | -                                    | -                                       |                              |
| Utilities                                                   | 694,422                              | 82,694                                  | 11.9%                        |
| Student Financial Aid                                       | 464,340                              | 190,892                                 | 41.1%                        |
| Library Learning Materials                                  | 380,997                              | 148,984                                 | 39.1%                        |
| Capital Expenditures                                        | 55,966                               | -                                       | 0.0%                         |
| Debt Service                                                | -                                    | -                                       |                              |
| Depreciation                                                | -                                    | -                                       |                              |
| Equipment - Non Capital                                     | 194,502                              | 47,250                                  | 24.3%                        |
| Other Miscellaneous                                         | -                                    | 2,060                                   |                              |
| <b>Total Expenditures</b>                                   | <b>\$ 25,210,546</b>                 | <b>\$ 5,024,959</b>                     | <b>19.9%</b>                 |
| <b>Increase (Decrease) In Fund Balance before Transfers</b> | <b>\$ 2,056,258</b>                  | <b>\$ 5,896,127</b>                     | <b>286.7%</b>                |
| Transfer Revenue over Expenditures to Renewal & Replacement | -                                    | -                                       |                              |
| E & G Support                                               | (1,276,264)                          | (416,538)                               | 32.6%                        |
| <b>Net Increase (Decrease) In Fund Balance</b>              | <b>\$ 779,994</b>                    | <b>\$ 5,479,589</b>                     | <b>702.5%</b>                |

The effects of interdepartmental revenues, transfers, indirect costs, and interfund borrowings have not been eliminated as required for external reporting and will therefore not match audited financial statements.

**Income Statement : Auxiliary Educational Programs**  
**1st Quarter, FY 2004**  
**Comparative - Budget to Actual**

|                                                                              | Educational<br>Programs<br>FY04 Budget | Educational<br>Programs<br>1st Qtr Actual | Percent of<br>Budget |
|------------------------------------------------------------------------------|----------------------------------------|-------------------------------------------|----------------------|
| <b>Revenues</b>                                                              |                                        |                                           |                      |
| Tuition                                                                      | \$ 120,000                             | \$ 46,402                                 | 38.7%                |
| Student Fees                                                                 | -                                      | -                                         |                      |
| Educational Activities - cash funded                                         | 85,000                                 | 15,279                                    | 18.0%                |
| Contributions/Gifts                                                          | -                                      | -                                         |                      |
| Rental - Room                                                                | -                                      | -                                         |                      |
| Rental - Other                                                               | -                                      | -                                         |                      |
| Food Service                                                                 | -                                      | -                                         |                      |
| Advertising/Publications                                                     | -                                      | -                                         |                      |
| Activity Fees                                                                | -                                      | -                                         |                      |
| Service Fees                                                                 | -                                      | -                                         |                      |
| Event Sales                                                                  | -                                      | -                                         |                      |
| Sales Books                                                                  | -                                      | -                                         |                      |
| Sales Non-Book Items                                                         | -                                      | -                                         |                      |
| Commissions                                                                  | -                                      | -                                         |                      |
| Interest Income                                                              | -                                      | -                                         |                      |
| Federal Grants & Contracts                                                   | -                                      | -                                         |                      |
| Federal Grants & Contracts - Financial aid                                   | -                                      | -                                         |                      |
| State Grants & Contracts                                                     | -                                      | 10,000                                    |                      |
| State Grants & Contracts - Financial aid                                     | -                                      | -                                         |                      |
| Local Grants & Contracts                                                     | -                                      | -                                         |                      |
| Private Grants & Contracts                                                   | -                                      | -                                         |                      |
| From Other Funds                                                             | -                                      | -                                         |                      |
| Interdepartmental                                                            | -                                      | -                                         |                      |
| State Appropriation                                                          | -                                      | -                                         |                      |
| State Appropriation - Capital Construction                                   | -                                      | -                                         |                      |
| State Appropriation - Controlled Maintenance                                 | -                                      | -                                         |                      |
| Misc. Other                                                                  | 20,000                                 | -                                         | 0.0%                 |
| <b>Total Revenues</b>                                                        | <b>\$ 225,000</b>                      | <b>\$ 71,681</b>                          | <b>31.9%</b>         |
| <b>Expenditures</b>                                                          |                                        |                                           |                      |
| Support Staff Salary and Wages                                               | \$ -                                   | \$ -                                      |                      |
| Support Staff Benefits                                                       | -                                      | -                                         |                      |
| Contract Wages Full Time                                                     | -                                      | 1,915                                     |                      |
| Contract Wages Part Time                                                     | 90,000                                 | 6,012                                     | 6.7%                 |
| Contract Staff Benefits                                                      | 24,000                                 | 763                                       | 3.2%                 |
| Hourly Staff Compensation                                                    | -                                      | -                                         |                      |
| Cost of Goods Sold - Books                                                   | -                                      | -                                         |                      |
| Cost of Goods Sold - Non Books                                               | -                                      | -                                         |                      |
| Other Current Expense                                                        | 36,000                                 | 6,199                                     | 17.2%                |
| Rent - Building                                                              | -                                      | -                                         |                      |
| Professional Fees                                                            | -                                      | 720                                       |                      |
| Food Service                                                                 | -                                      | -                                         |                      |
| Travel                                                                       | 60,000                                 | 10,004                                    | 16.7%                |
| Telecommunications external                                                  | -                                      | -                                         |                      |
| Internal Charges - Telephone calls                                           | -                                      | 2                                         |                      |
| Internal Charges - Telephone line charges                                    | -                                      | 152                                       |                      |
| Internal Charges - Administrative Service Recharge                           | 8,000                                  | 2,093                                     | 26.2%                |
| Internal Charges - Maintenance Recharge                                      | -                                      | -                                         |                      |
| Utilities                                                                    | -                                      | -                                         |                      |
| Student Financial Aid                                                        | -                                      | 815                                       |                      |
| Library Learning Materials                                                   | -                                      | -                                         |                      |
| Capital Expenditures                                                         | -                                      | -                                         |                      |
| Debt Service                                                                 | -                                      | -                                         |                      |
| Depreciation                                                                 | -                                      | -                                         |                      |
| Equipment - Non Capital                                                      | -                                      | -                                         |                      |
| Other Miscellaneous                                                          | 7,000                                  | 352                                       | 5.0%                 |
| <b>Total Expenditures</b>                                                    | <b>\$ 225,000</b>                      | <b>\$ 28,827</b>                          | <b>12.8%</b>         |
| <b>Increase (Decrease) In Fund Balance before Transfers</b>                  | <b>\$ -</b>                            | <b>\$ 42,854</b>                          |                      |
| Transfer Revenue over Expenditures to Renewal & Replacement<br>E & G Support | -                                      | -                                         |                      |
| <b>Net Increase (Decrease) In Fund Balance</b>                               | <b>\$ -</b>                            | <b>\$ 42,854</b>                          |                      |

The effects of interdepartmental revenues, transfers, indirect costs, and interfund borrowings have not been eliminated as required for external reporting and will therefore not match audited financial statements.

Mesa State College

Prepared for MSC Board of Trustees

By MSC Financial & Admin Services

FOR INTERNAL REPORTING PURPOSES ONLY

Income Statement : Auxiliary Student Activities

1st Quarter, FY 2004

Comparative - Budget to Actual

|                                                                              | Student<br>Activities<br>FY04 Budget | Student<br>Activities<br>1st Qtr Actual | Percent of<br>Budget |
|------------------------------------------------------------------------------|--------------------------------------|-----------------------------------------|----------------------|
| <b>Revenues</b>                                                              |                                      |                                         |                      |
| Tuition                                                                      | \$ -                                 | \$ -                                    |                      |
| Student Fees                                                                 | 2,643,542                            | 1,351,598                               | 51.1%                |
| Educational Activities - cash funded                                         | -                                    | -                                       |                      |
| Contributions/Gifts                                                          | 19,100                               | 2,516                                   | 13.2%                |
| Rental - Room                                                                | -                                    | -                                       |                      |
| Rental - Other                                                               | 111,900                              | 68,492                                  | 61.2%                |
| Food Service                                                                 | -                                    | 16,070                                  |                      |
| Advertising/Publications                                                     | 52,101                               | 3,851                                   | 7.4%                 |
| Activity Fees                                                                | 5,700                                | 2,340                                   | 41.1%                |
| Service Fees                                                                 | 39,100                               | 12,696                                  | 32.5%                |
| Event Sales                                                                  | 1,150                                | 682                                     | 59.3%                |
| Sales Books                                                                  | -                                    | -                                       |                      |
| Sales Non-Book Items                                                         | 51,750                               | 34,387                                  | 66.4%                |
| Commissions                                                                  | 57,000                               | 30,226                                  | 53.0%                |
| Interest Income                                                              | 40,500                               | -                                       | 0.0%                 |
| Federal Grants & Contracts                                                   | -                                    | -                                       |                      |
| Federal Grants & Contracts - Financial aid                                   | -                                    | -                                       |                      |
| State Grants & Contracts                                                     | -                                    | -                                       |                      |
| State Grants & Contracts - Financial aid                                     | -                                    | -                                       |                      |
| Local Grants & Contracts                                                     | -                                    | -                                       |                      |
| Private Grants & Contracts                                                   | -                                    | -                                       |                      |
| From Other Funds                                                             | -                                    | 19,532                                  |                      |
| Interdepartmental                                                            | 481,680                              | 118,958                                 | 24.7%                |
| State Appropriation                                                          | -                                    | -                                       |                      |
| State Appropriation - Capital Construction                                   | -                                    | -                                       |                      |
| State Appropriation - Controlled Maintenance                                 | -                                    | -                                       |                      |
| Misc. Other                                                                  | 23,320                               | 14,310                                  | 61.4%                |
| <b>Total Revenues</b>                                                        | <b>\$ 3,526,843</b>                  | <b>\$ 1,675,658</b>                     | <b>47.5%</b>         |
| <b>Expenditures</b>                                                          |                                      |                                         |                      |
| Support Staff Salary and Wages                                               | \$ 80,673                            | \$ 20,014                               | 24.8%                |
| Support Staff Benefits                                                       | 15,713                               | 3,685                                   | 23.4%                |
| Contract Wages Full Time                                                     | 195,472                              | 61,586                                  | 31.5%                |
| Contract Wages Part Time                                                     | 88,418                               | 8,550                                   | 9.7%                 |
| Contract Staff Benefits                                                      | 59,533                               | 16,454                                  | 27.6%                |
| Hourly Staff Compensation                                                    | 321,640                              | 51,320                                  | 16.0%                |
| Cost of Goods Sold - Books                                                   | -                                    | -                                       |                      |
| Cost of Goods Sold - Non Books                                               | 1,950                                | 576                                     | 29.5%                |
| Other Current Expense                                                        | 662,522                              | 78,476                                  | 11.8%                |
| Rent - Building                                                              | 15,418                               | 7,652                                   | 49.6%                |
| Professional Fees                                                            | 259,431                              | 120,081                                 | 46.3%                |
| Food Service                                                                 | -                                    | -                                       |                      |
| Travel                                                                       | 38,432                               | 2,411                                   | 6.3%                 |
| Telecommunications external                                                  | 69,521                               | 16,738                                  | 24.1%                |
| Internal Charges - Telephone calls                                           | 2,755                                | 61                                      | 2.2%                 |
| Internal Charges - Telephone line charges                                    | 27,079                               | 4,826                                   | 17.8%                |
| Internal Charges - Administrative Service Recharge                           | 137,116                              | 34,435                                  | 25.1%                |
| Internal Charges - Maintenance Recharge                                      | 299,473                              | 74,868                                  | 25.0%                |
| Utilities                                                                    | 213,800                              | 37,524                                  | 17.6%                |
| Student Financial Aid                                                        | 3,750                                | 2,308                                   | 61.5%                |
| Library Learning Materials                                                   | -                                    | -                                       |                      |
| Capital Expenditures                                                         | 7,650                                | -                                       | 0.0%                 |
| Debt Service                                                                 | 669,842                              | 334,921                                 | 50.0%                |
| Depreciation                                                                 | -                                    | -                                       |                      |
| Equipment - Non Capital                                                      | 131,764                              | 25,649                                  | 19.5%                |
| Other Miscellaneous                                                          | -                                    | 17,120                                  |                      |
| <b>Total Expenditures</b>                                                    | <b>\$ 3,301,952</b>                  | <b>\$ 919,252</b>                       | <b>27.8%</b>         |
| <b>Increase (Decrease) In Fund Balance before Transfers</b>                  | <b>\$ 224,891</b>                    | <b>\$ 756,406</b>                       | <b>336.3%</b>        |
| Transfer Revenue over Expenditures to Renewal & Replacement<br>E & G Support | -                                    | -                                       |                      |
| <b>Net Increase (Decrease) In Fund Balance</b>                               | <b>\$ 224,891</b>                    | <b>\$ 756,406</b>                       | <b>336.3%</b>        |

The effects of interdepartmental revenues, transfers, indirect costs, and interfund borrowings have not been eliminated as required for external reporting and will therefore not match audited financial statements.

**Income Statement : Auxiliary Performing Arts**  
**1st Quarter, FY 2004**  
**Comparative - Budget to Actual**

|                                                             | Performing<br>Arts<br>FY04 Budget | Performing<br>Arts<br>1st Qtr Actual | Percent of<br>Budget |
|-------------------------------------------------------------|-----------------------------------|--------------------------------------|----------------------|
| <b>Revenues</b>                                             |                                   |                                      |                      |
| Tuition                                                     | \$ -                              | \$ -                                 |                      |
| Student Fees                                                | 136,616                           | 68,308                               | 50.0%                |
| Educational Activities - cash funded                        | -                                 | -                                    |                      |
| Contributions/Gifts                                         | 3,500                             | 1,312                                | 37.5%                |
| Rental - Room                                               | -                                 | -                                    |                      |
| Rental - Other                                              | -                                 | -                                    |                      |
| Food Service                                                | -                                 | -                                    |                      |
| Advertising/Publications                                    | 3,500                             | 2,880                                | 82.3%                |
| Activity Fees                                               | -                                 | -                                    |                      |
| Service Fees                                                | -                                 | -                                    |                      |
| Event Sales                                                 | 108,728                           | 23,751                               | 21.8%                |
| Sales Books                                                 | -                                 | -                                    |                      |
| Sales Non-Book Items                                        | -                                 | -                                    |                      |
| Commissions                                                 | -                                 | -                                    |                      |
| Interest Income                                             | -                                 | -                                    |                      |
| Federal Grants & Contracts                                  | -                                 | -                                    |                      |
| Federal Grants & Contracts - Financial aid                  | -                                 | -                                    |                      |
| State Grants & Contracts                                    | -                                 | -                                    |                      |
| State Grants & Contracts - Financial aid                    | -                                 | -                                    |                      |
| Local Grants & Contracts                                    | -                                 | -                                    |                      |
| Private Grants & Contracts                                  | -                                 | -                                    |                      |
| From Other Funds                                            | -                                 | -                                    |                      |
| Interdepartmental                                           | -                                 | 24                                   |                      |
| State Appropriation                                         | -                                 | -                                    |                      |
| State Appropriation - Capital Construction                  | -                                 | -                                    |                      |
| State Appropriation - Controlled Maintenance                | -                                 | -                                    |                      |
| Misc. Other                                                 | 4,150                             | 403                                  | 9.7%                 |
| <b>Total Revenues</b>                                       | <b>\$ 256,494</b>                 | <b>\$ 96,678</b>                     | <b>37.7%</b>         |
| <b>Expenditures</b>                                         |                                   |                                      |                      |
| Support Staff Salary and Wages                              | \$ -                              | \$ -                                 |                      |
| Support Staff Benefits                                      | -                                 | -                                    |                      |
| Contract Wages Full Time                                    | 142,152                           | 36,261                               | 25.5%                |
| Contract Wages Part Time                                    | 14,025                            | -                                    | 0.0%                 |
| Contract Staff Benefits                                     | 13,671                            | 3,769                                | 27.6%                |
| Hourly Staff Compensation                                   | 28,300                            | 2,308                                | 8.2%                 |
| Cost of Goods Sold - Books                                  | -                                 | -                                    |                      |
| Cost of Goods Sold - Non Books                              | -                                 | -                                    |                      |
| Other Current Expense                                       | 99,802                            | 22,694                               | 22.7%                |
| Rent - Building                                             | -                                 | 6,271                                |                      |
| Professional Fees                                           | 10,629                            | 4,541                                | 42.7%                |
| Food Service                                                | -                                 | -                                    |                      |
| Travel                                                      | 20,960                            | 2,059                                | 9.8%                 |
| Telecommunications external                                 | -                                 | -                                    |                      |
| Internal Charges - Telephone calls                          | 110                               | -                                    | 0.0%                 |
| Internal Charges - Telephone line charges                   | 3,205                             | 304                                  | 9.5%                 |
| Internal Charges - Administrative Service Recharge          | 15,688                            | 3,922                                | 25.0%                |
| Internal Charges - Maintenance Recharge                     | -                                 | -                                    |                      |
| Utilities                                                   | -                                 | -                                    |                      |
| Student Financial Aid                                       | 900                               | 4,600                                | 511.1%               |
| Library Learning Materials                                  | -                                 | -                                    |                      |
| Capital Expenditures                                        | 250                               | -                                    | 0.0%                 |
| Debt Service                                                | -                                 | 16,628                               |                      |
| Depreciation                                                | -                                 | -                                    |                      |
| Equipment - Non Capital                                     | 18,250                            | 11,188                               | 61.3%                |
| Other Miscellaneous                                         | -                                 | 8,900                                |                      |
| <b>Total Expenditures</b>                                   | <b>\$ 367,942</b>                 | <b>\$ 123,445</b>                    | <b>33.6%</b>         |
| <b>Increase (Decrease) In Fund Balance before Transfers</b> | <b>\$ (111,448)</b>               | <b>\$ (26,767)</b>                   | <b>24.0%</b>         |
| Transfer Revenue over Expenditures to Renewal & Replacement | -                                 | -                                    |                      |
| E & G Support                                               | 105,452                           | 27,116                               | 25.7%                |
| <b>Net Increase (Decrease) In Fund Balance</b>              | <b>\$ (5,996)</b>                 | <b>\$ 349</b>                        | <b>-5.8%</b>         |

The effects of interdepartmental revenues, transfers, indirect costs, and interfund borrowings have not been eliminated as required for external reporting and will therefore not match audited financial statements.

**Income Statement : Auxiliary Athletics**  
**1st Quarter, FY 2004**  
**Comparative - Budget to Actual**

|                                                             | Athletics<br>FY04 Budget | Athletics<br>1st Qtr Actual | Percent of<br>Budget |
|-------------------------------------------------------------|--------------------------|-----------------------------|----------------------|
| <b>Revenues</b>                                             |                          |                             |                      |
| Tuition                                                     | \$ -                     | \$ -                        |                      |
| Student Fees                                                | 619,791                  | 307,210                     | 49.6%                |
| Educational Activities - cash funded                        | -                        | -                           |                      |
| Contributions/Gifts                                         | 397,360                  | 27,502                      | 6.9%                 |
| Rental - Room                                               | -                        | -                           |                      |
| Rental - Other                                              | -                        | -                           |                      |
| Food Service                                                | -                        | -                           |                      |
| Advertising/Publications                                    | -                        | -                           |                      |
| Activity Fees                                               | -                        | -                           |                      |
| Service Fees                                                | -                        | -                           |                      |
| Event Sales                                                 | 58,800                   | 21,695                      | 36.9%                |
| Sales Books                                                 | -                        | -                           |                      |
| Sales Non-Book Items                                        | -                        | -                           |                      |
| Commissions                                                 | -                        | -                           |                      |
| Interest Income                                             | -                        | -                           |                      |
| Federal Grants & Contracts                                  | -                        | -                           |                      |
| Federal Grants & Contracts - Financial aid                  | -                        | -                           |                      |
| State Grants & Contracts                                    | -                        | -                           |                      |
| State Grants & Contracts - Financial aid                    | -                        | -                           |                      |
| Local Grants & Contracts                                    | -                        | -                           |                      |
| Private Grants & Contracts                                  | -                        | -                           |                      |
| From Other Funds                                            | -                        | -                           |                      |
| Interdepartmental                                           | -                        | -                           |                      |
| State Appropriation                                         | -                        | -                           |                      |
| State Appropriation - Capital Construction                  | -                        | -                           |                      |
| State Appropriation - Controlled Maintenance                | -                        | -                           |                      |
| Misc. Other                                                 | -                        | -                           |                      |
| <b>Total Revenues</b>                                       | <b>\$ 1,075,951</b>      | <b>\$ 356,406</b>           | <b>33.1%</b>         |
| <b>Expenditures</b>                                         |                          |                             |                      |
| Support Staff Salary and Wages                              | \$ 104,749               | \$ 26,187                   | 25.0%                |
| Support Staff Benefits                                      | 15,035                   | 3,741                       | 24.9%                |
| Contract Wages Full Time                                    | 419,353                  | 124,381                     | 29.7%                |
| Contract Wages Part Time                                    | 176,153                  | 25,116                      | 14.3%                |
| Contract Staff Benefits                                     | 133,159                  | 33,347                      | 25.0%                |
| Hourly Staff Compensation                                   | 35,228                   | 2,694                       | 7.6%                 |
| Cost of Goods Sold - Books                                  | -                        | -                           |                      |
| Cost of Goods Sold - Non Books                              | -                        | -                           |                      |
| Other Current Expense                                       | 285,395                  | 103,839                     | 36.4%                |
| Rent - Building                                             | 26,500                   | -                           | 0.0%                 |
| Professional Fees                                           | 52,735                   | 10,229                      | 19.4%                |
| Food Service                                                | 1,850                    | -                           | 0.0%                 |
| Travel                                                      | 383,182                  | 78,521                      | 20.5%                |
| Telecommunications external                                 | 3,800                    | 162                         | 4.3%                 |
| Internal Charges - Telephone calls                          | 11,270                   | 335                         | 3.0%                 |
| Internal Charges - Telephone line charges                   | 10,866                   | 1,710                       | 15.7%                |
| Internal Charges - Administrative Service Recharge          | 64,556                   | 15,984                      | 24.8%                |
| Internal Charges - Maintenance Recharge                     | -                        | -                           |                      |
| Utilities                                                   | -                        | -                           |                      |
| Student Financial Aid                                       | 509,931                  | 245,201                     | 48.1%                |
| Library Learning Materials                                  | -                        | -                           |                      |
| Capital Expenditures                                        | -                        | -                           |                      |
| Debt Service                                                | -                        | -                           |                      |
| Depreciation                                                | -                        | -                           |                      |
| Equipment - Non Capital                                     | 13,001                   | 21,766                      | 167.4%               |
| Other Miscellaneous                                         | -                        | -                           |                      |
| <b>Total Expenditures</b>                                   | <b>\$ 2,246,763</b>      | <b>\$ 693,212</b>           | <b>30.9%</b>         |
| <b>Increase (Decrease) In Fund Balance before Transfers</b> | <b>\$ (1,170,812)</b>    | <b>\$ (336,806)</b>         | <b>28.8%</b>         |
| Transfer Revenue over Expenditures to Renewal & Replacement | -                        | -                           |                      |
| E & G Support                                               | 1,170,812                | 389,422                     | 33.3%                |
| <b>Net Increase (Decrease) In Fund Balance</b>              | <b>\$ -</b>              | <b>\$ 52,616</b>            |                      |

The effects of interdepartmental revenues, transfers, indirect costs, and interfund borrowings have not been eliminated as required for external reporting and will therefore not match audited financial statements.

**Income Statement : Auxiliary Housing**  
**1st Quarter, FY 2004**  
**Comparative - Budget to Actual**

|                                                                              | Housing<br>FY04 Budget | Housing<br>1st Qtr Actual | Percent of<br>Budget |
|------------------------------------------------------------------------------|------------------------|---------------------------|----------------------|
| <b>Revenues</b>                                                              |                        |                           |                      |
| Tuition                                                                      | \$ -                   | \$ -                      |                      |
| Student Fees                                                                 | -                      | -                         |                      |
| Educational Activities - cash funded                                         | -                      | -                         |                      |
| Contributions/Gifts                                                          | -                      | -                         |                      |
| Rental - Room                                                                | 2,891,568              | 1,502,980                 | 52.0%                |
| Rental - Other                                                               | 120,000                | 78,709                    | 65.6%                |
| Food Service                                                                 | -                      | -                         |                      |
| Advertising/Publications                                                     | -                      | -                         |                      |
| Activity Fees                                                                | 24,570                 | 13,770                    | 56.0%                |
| Service Fees                                                                 | -                      | -                         |                      |
| Event Sales                                                                  | -                      | -                         |                      |
| Sales Books                                                                  | -                      | -                         |                      |
| Sales Non-Book Items                                                         | -                      | -                         |                      |
| Commissions                                                                  | -                      | -                         |                      |
| Interest Income                                                              | -                      | -                         |                      |
| Federal Grants & Contracts                                                   | -                      | -                         |                      |
| Federal Grants & Contracts - Financial aid                                   | -                      | -                         |                      |
| State Grants & Contracts                                                     | -                      | -                         |                      |
| State Grants & Contracts - Financial aid                                     | -                      | -                         |                      |
| Local Grants & Contracts                                                     | -                      | -                         |                      |
| Private Grants & Contracts                                                   | -                      | -                         |                      |
| From Other Funds                                                             | -                      | -                         |                      |
| Interdepartmental                                                            | 35,000                 | 3,634                     | 10.4%                |
| State Appropriation                                                          | -                      | -                         |                      |
| State Appropriation - Capital Construction                                   | -                      | -                         |                      |
| State Appropriation - Controlled Maintenance                                 | -                      | -                         |                      |
| Misc. Other                                                                  | 15,000                 | 5,264                     | 35.1%                |
| <b>Total Revenues</b>                                                        | <b>\$ 3,086,138</b>    | <b>\$ 1,604,357</b>       | <b>52.0%</b>         |
| <b>Expenditures</b>                                                          |                        |                           |                      |
| Support Staff Salary and Wages                                               | \$ 63,735              | \$ 18,938                 | 29.7%                |
| Support Staff Benefits                                                       | 14,701                 | 2,833                     | 19.3%                |
| Contract Wages Full Time                                                     | 130,896                | 32,724                    | 25.0%                |
| Contract Wages Part Time                                                     | -                      | -                         |                      |
| Contract Staff Benefits                                                      | 33,436                 | 7,516                     | 22.5%                |
| Hourly Staff Compensation                                                    | 104,771                | 21,775                    | 20.8%                |
| Cost of Goods Sold - Books                                                   | -                      | -                         |                      |
| Cost of Goods Sold - Non Books                                               | -                      | -                         |                      |
| Other Current Expense                                                        | 290,716                | 240,194                   | 82.6%                |
| Rent - Building                                                              | -                      | 946                       |                      |
| Professional Fees                                                            | 2,200                  | 18,021                    | 819.1%               |
| Food Service                                                                 | -                      | -                         |                      |
| Travel                                                                       | 8,000                  | 1,070                     | 13.4%                |
| Telecommunications external                                                  | -                      | 536                       |                      |
| Internal Charges - Telephone calls                                           | 1,000                  | 61                        | 6.1%                 |
| Internal Charges - Telephone line charges                                    | 181,513                | 29,843                    | 16.4%                |
| Internal Charges - Administrative Service Recharge                           | 401,199                | 100,300                   | 25.0%                |
| Internal Charges - Maintenance Recharge                                      | 438,520                | 109,630                   | 25.0%                |
| Utilities                                                                    | 229,613                | 33,278                    | 14.5%                |
| Student Financial Aid                                                        | 231,500                | 132,065                   | 57.0%                |
| Library Learning Materials                                                   | -                      | -                         |                      |
| Capital Expenditures                                                         | -                      | -                         |                      |
| Debt Service                                                                 | 671,351                | 335,677                   | 50.0%                |
| Depreciation                                                                 | -                      | -                         |                      |
| Equipment - Non Capital                                                      | 71,600                 | 48,027                    | 67.1%                |
| Other Miscellaneous                                                          | -                      | -                         |                      |
| <b>Total Expenditures</b>                                                    | <b>\$ 2,874,751</b>    | <b>\$ 1,133,432</b>       | <b>39.4%</b>         |
| <b>Increase (Decrease) In Fund Balance before Transfers</b>                  | <b>\$ 211,387</b>      | <b>\$ 470,925</b>         | <b>222.8%</b>        |
| Transfer Revenue over Expenditures to Renewal & Replacement<br>E & G Support | (211,387)              | -                         | 0.0%                 |
| <b>Net Increase (Decrease) In Fund Balance</b>                               | <b>\$ -</b>            | <b>\$ 470,925</b>         |                      |

The effects of interdepartmental revenues, transfers, indirect costs, and interfund borrowings have not been eliminated as required for external reporting and will therefore not match audited financial statements.

**Income Statement : Auxiliary Bookstore**  
**1st Quarter, FY 2004**  
**Comparative - Budget to Actual**

|                                                                              | Bookstore<br>FY04 Budget | Bookstore<br>1st Qtr Actual | Percent of<br>Budget |
|------------------------------------------------------------------------------|--------------------------|-----------------------------|----------------------|
| <b>Revenues</b>                                                              |                          |                             |                      |
| Tuition                                                                      | \$ -                     | \$ -                        |                      |
| Student Fees                                                                 | -                        | -                           |                      |
| Educational Activities - cash funded                                         | -                        | -                           |                      |
| Contributions/Gifts                                                          | -                        | -                           |                      |
| Rental - Room                                                                | -                        | -                           |                      |
| Rental - Other                                                               | -                        | -                           |                      |
| Food Service                                                                 | -                        | -                           |                      |
| Advertising/Publications                                                     | -                        | -                           |                      |
| Activity Fees                                                                | -                        | -                           |                      |
| Service Fees                                                                 | -                        | -                           |                      |
| Event Sales                                                                  | -                        | -                           |                      |
| Sales Books                                                                  | 2,523,750                | 1,373,611                   | 54.4%                |
| Sales Non-Book Items                                                         | 299,300                  | 92,214                      | 30.8%                |
| Commissions                                                                  | 9,000                    | 1,219                       | 13.5%                |
| Interest Income                                                              | -                        | -                           |                      |
| Federal Grants & Contracts                                                   | -                        | -                           |                      |
| Federal Grants & Contracts - Financial aid                                   | -                        | -                           |                      |
| State Grants & Contracts                                                     | -                        | -                           |                      |
| State Grants & Contracts - Financial aid                                     | -                        | -                           |                      |
| Local Grants & Contracts                                                     | -                        | -                           |                      |
| Private Grants & Contracts                                                   | -                        | -                           |                      |
| From Other Funds                                                             | -                        | -                           |                      |
| Interdepartmental                                                            | 20,000                   | 18,435                      | 92.2%                |
| State Appropriation                                                          | -                        | -                           |                      |
| State Appropriation - Capital Construction                                   | -                        | -                           |                      |
| State Appropriation - Controlled Maintenance                                 | -                        | -                           |                      |
| Misc. Other                                                                  | -                        | -                           |                      |
| <b>Total Revenues</b>                                                        | <b>\$ 2,852,050</b>      | <b>\$ 1,485,479</b>         | 52.1%                |
| <b>Expenditures</b>                                                          |                          |                             |                      |
| Support Staff Salary and Wages                                               | \$ 94,356                | \$ 29,580                   | 31.3%                |
| Support Staff Benefits                                                       | 16,141                   | 3,867                       | 24.0%                |
| Contract Wages Full Time                                                     | 47,827                   | 10,625                      | 22.2%                |
| Contract Wages Part Time                                                     | -                        | -                           |                      |
| Contract Staff Benefits                                                      | 11,832                   | 3,058                       | 25.8%                |
| Hourly Staff Compensation                                                    | 12,079                   | 5,926                       | 49.1%                |
| Cost of Goods Sold - Books                                                   | 1,911,000                | 1,102,351                   | 57.7%                |
| Cost of Goods Sold - Non Books                                               | 205,000                  | 100,139                     | 48.8%                |
| Other Current Expense                                                        | 88,120                   | 31,735                      | 36.0%                |
| Rent - Building                                                              | 41,800                   | 10,450                      | 25.0%                |
| Professional Fees                                                            | 3,900                    | 1,067                       | 27.4%                |
| Food Service                                                                 | -                        | -                           |                      |
| Travel                                                                       | 1,000                    | -                           | 0.0%                 |
| Telecommunications external                                                  | -                        | 132                         |                      |
| Internal Charges - Telephone calls                                           | 200                      | 43                          | 21.7%                |
| Internal Charges - Telephone line charges                                    | 3,900                    | 684                         | 17.5%                |
| Internal Charges - Administrative Service Recharge                           | 367,517                  | 91,879                      | 25.0%                |
| Internal Charges - Maintenance Recharge                                      | 14,068                   | 3,517                       | 25.0%                |
| Utilities                                                                    | 4,810                    | 1,361                       | 28.3%                |
| Student Financial Aid                                                        | -                        | -                           |                      |
| Library Learning Materials                                                   | -                        | -                           |                      |
| Capital Expenditures                                                         | -                        | -                           |                      |
| Debt Service                                                                 | -                        | -                           |                      |
| Depreciation                                                                 | -                        | -                           |                      |
| Equipment - Non Capital                                                      | 3,500                    | -                           | 0.0%                 |
| Other Miscellaneous                                                          | -                        | -                           |                      |
| <b>Total Expenditures</b>                                                    | <b>\$ 2,827,050</b>      | <b>\$ 1,396,415</b>         | 49.4%                |
| <b>Increase (Decrease) In Fund Balance before Transfers</b>                  | <b>\$ 25,000</b>         | <b>\$ 89,064</b>            | 356.3%               |
| Transfer Revenue over Expenditures to Renewal & Replacement<br>E & G Support | (25,000)                 | -                           | 0.0%                 |
| <b>Net Increase (Decrease) In Fund Balance</b>                               | <b>\$ -</b>              | <b>\$ 89,064</b>            |                      |

The effects of interdepartmental revenues, transfers, indirect costs, and interfund borrowings have not been eliminated as required for external reporting and will therefore not match audited financial statements.

**Income Statement : Auxiliary Food Service**  
**1st Quarter, FY 2004**  
**Comparative - Budget to Actual**

|                                                                              | Food Service<br>FY04 Budget | Food Service<br>1st Qtr Actual | Percent of<br>Budget |
|------------------------------------------------------------------------------|-----------------------------|--------------------------------|----------------------|
| <b>Revenues</b>                                                              |                             |                                |                      |
| Tuition                                                                      | \$ -                        | \$ -                           |                      |
| Student Fees                                                                 | -                           | -                              |                      |
| Educational Activities - cash funded                                         | -                           | -                              |                      |
| Contributions/Gifts                                                          | -                           | -                              |                      |
| Rental - Room                                                                | -                           | -                              |                      |
| Rental - Other                                                               | -                           | -                              |                      |
| Food Service                                                                 | 2,327,579                   | 1,161,273                      | 49.9%                |
| Advertising/Publications                                                     | -                           | -                              |                      |
| Activity Fees                                                                | -                           | -                              |                      |
| Service Fees                                                                 | -                           | -                              |                      |
| Event Sales                                                                  | -                           | -                              |                      |
| Sales Books                                                                  | -                           | -                              |                      |
| Sales Non-Book Items                                                         | -                           | -                              |                      |
| Commissions                                                                  | 28,000                      | 1,877                          | 6.7%                 |
| Interest Income                                                              | -                           | -                              |                      |
| Federal Grants & Contracts                                                   | -                           | -                              |                      |
| Federal Grants & Contracts - Financial aid                                   | -                           | -                              |                      |
| State Grants & Contracts                                                     | -                           | -                              |                      |
| State Grants & Contracts - Financial aid                                     | -                           | -                              |                      |
| Local Grants & Contracts                                                     | -                           | -                              |                      |
| Private Grants & Contracts                                                   | -                           | -                              |                      |
| From Other Funds                                                             | -                           | -                              |                      |
| Interdepartmental                                                            | -                           | -                              |                      |
| State Appropriation                                                          | -                           | -                              |                      |
| State Appropriation - Capital Construction                                   | -                           | -                              |                      |
| State Appropriation - Controlled Maintenance                                 | -                           | -                              |                      |
| Misc. Other                                                                  | -                           | -                              |                      |
| <b>Total Revenues</b>                                                        | <b>\$ 2,355,579</b>         | <b>\$ 1,163,149</b>            | <b>49.4%</b>         |
| <b>Expenditures</b>                                                          |                             |                                |                      |
| Support Staff Salary and Wages                                               | \$ -                        | \$ -                           |                      |
| Support Staff Benefits                                                       | -                           | -                              |                      |
| Contract Wages Full Time                                                     | -                           | -                              |                      |
| Contract Wages Part Time                                                     | -                           | -                              |                      |
| Contract Staff Benefits                                                      | -                           | -                              |                      |
| Hourly Staff Compensation                                                    | -                           | -                              |                      |
| Cost of Goods Sold - Books                                                   | -                           | -                              |                      |
| Cost of Goods Sold - Non Books                                               | -                           | -                              |                      |
| Other Current Expense                                                        | 20,300                      | 2,689                          | 13.2%                |
| Rent - Building                                                              | 58,000                      | 14,500                         | 25.0%                |
| Professional Fees                                                            | -                           | 3,039                          |                      |
| Food Service                                                                 | 1,525,000                   | 181,105                        | 11.9%                |
| Travel                                                                       | 1,200                       | -                              | 0.0%                 |
| Telecommunications external                                                  | -                           | -                              |                      |
| Internal Charges - Telephone calls                                           | -                           | -                              |                      |
| Internal Charges - Telephone line charges                                    | 2,280                       | 380                            | 16.7%                |
| Internal Charges - Administrative Service Recharge                           | 306,225                     | 76,556                         | 25.0%                |
| Internal Charges - Maintenance Recharge                                      | 83,310                      | 20,828                         | 25.0%                |
| Utilities                                                                    | 90,900                      | 16,503                         | 18.2%                |
| Student Financial Aid                                                        | -                           | -                              |                      |
| Library Learning Materials                                                   | -                           | -                              |                      |
| Capital Expenditures                                                         | -                           | -                              |                      |
| Debt Service                                                                 | -                           | -                              |                      |
| Depreciation                                                                 | -                           | -                              |                      |
| Equipment - Non Capital                                                      | 15,000                      | 8,486                          | 56.6%                |
| Other Miscellaneous                                                          | -                           | -                              |                      |
| <b>Total Expenditures</b>                                                    | <b>\$ 2,102,215</b>         | <b>\$ 324,085</b>              | <b>15.4%</b>         |
| <b>Increase (Decrease) In Fund Balance before Transfers</b>                  | <b>\$ 253,364</b>           | <b>\$ 839,064</b>              | <b>331.2%</b>        |
| Transfer Revenue over Expenditures to Renewal & Replacement<br>E & G Support | (253,364)                   | -                              | 0.0%                 |
| <b>Net Increase (Decrease) In Fund Balance</b>                               | <b>\$ -</b>                 | <b>\$ 839,064</b>              |                      |

The effects of interdepartmental revenues, transfers, indirect costs, and interfund borrowings have not been eliminated as required for external reporting and will therefore not match audited financial statements.

**Income Statement : Auxiliaries Other**  
**1st Quarter, FY 2004**  
**Comparative - Budget to Actual**

|                                                                              | Other<br>Auxiliaries<br>FY04 Budget | Other<br>Auxiliaries<br>1st Qtr Actual | Percent of<br>Budget |
|------------------------------------------------------------------------------|-------------------------------------|----------------------------------------|----------------------|
| <b>Revenues</b>                                                              |                                     |                                        |                      |
| Tuition                                                                      | \$ -                                | \$ -                                   |                      |
| Student Fees                                                                 | -                                   | -                                      |                      |
| Educational Activities - cash funded                                         | -                                   | -                                      |                      |
| Contributions/Gifts                                                          | -                                   | -                                      |                      |
| Rental - Room                                                                | -                                   | -                                      |                      |
| Rental - Other                                                               | -                                   | 1,525                                  |                      |
| Food Service                                                                 | 200,000                             | 158,730                                | 79.4%                |
| Advertising/Publications                                                     | -                                   | -                                      |                      |
| Activity Fees                                                                | -                                   | -                                      |                      |
| Service Fees                                                                 | 214,000                             | 237,003                                | 110.7%               |
| Event Sales                                                                  | 67,000                              | 60,813                                 | 90.8%                |
| Sales Books                                                                  | -                                   | -                                      |                      |
| Sales Non-Book Items                                                         | 160,000                             | 2,832                                  | 1.8%                 |
| Commissions                                                                  | 5,000                               | -                                      | 0.0%                 |
| Interest Income                                                              | 81,000                              | 100,142                                | 123.6%               |
| Federal Grants & Contracts                                                   | -                                   | -                                      |                      |
| Federal Grants & Contracts - Financial aid                                   | -                                   | -                                      |                      |
| State Grants & Contracts                                                     | -                                   | -                                      |                      |
| State Grants & Contracts - Financial aid                                     | -                                   | -                                      |                      |
| Local Grants & Contracts                                                     | -                                   | -                                      |                      |
| Private Grants & Contracts                                                   | -                                   | -                                      |                      |
| From Other Funds                                                             | -                                   | -                                      |                      |
| Interdepartmental                                                            | 2,778,541                           | 613,474                                | 22.1%                |
| State Appropriation                                                          | -                                   | -                                      |                      |
| State Appropriation - Capital Construction                                   | -                                   | -                                      |                      |
| State Appropriation - Controlled Maintenance                                 | -                                   | -                                      |                      |
| Misc. Other                                                                  | 77,000                              | 5,596                                  | 7.3%                 |
| <b>Total Revenues</b>                                                        | <b>\$ 3,582,541</b>                 | <b>\$ 1,180,115</b>                    | <b>32.9%</b>         |
| <b>Expenditures</b>                                                          |                                     |                                        |                      |
| Support Staff Salary and Wages                                               | \$ 1,060,745                        | \$ 258,664                             | 24.4%                |
| Support Staff Benefits                                                       | 217,278                             | 50,616                                 | 23.3%                |
| Contract Wages Full Time                                                     | 635,069                             | 153,756                                | 24.2%                |
| Contract Wages Part Time                                                     | 3,295                               | 6,720                                  | 203.9%               |
| Contract Staff Benefits                                                      | 158,016                             | 41,305                                 | 26.1%                |
| Hourly Staff Compensation                                                    | 60,354                              | 15,397                                 | 25.5%                |
| Cost of Goods Sold - Books                                                   | -                                   | -                                      |                      |
| Cost of Goods Sold - Non Books                                               | -                                   | -                                      |                      |
| Other Current Expense                                                        | 631,553                             | 174,781                                | 27.7%                |
| Rent - Building                                                              | 45,000                              | -                                      | 0.0%                 |
| Professional Fees                                                            | 22,600                              | 17,767                                 | 78.6%                |
| Food Service                                                                 | 156,129                             | 31,594                                 | 20.2%                |
| Travel                                                                       | 3,710                               | 2,314                                  | 62.4%                |
| Telecommunications external                                                  | 98,000                              | 15,985                                 | 16.3%                |
| Internal Charges - Telephone calls                                           | 825                                 | 65                                     | 7.9%                 |
| Internal Charges - Telephone line charges                                    | 10,911                              | 1,596                                  | 14.6%                |
| Internal Charges - Administrative Service Recharge                           | 155,870                             | -                                      | 0.0%                 |
| Internal Charges - Maintenance Recharge                                      | -                                   | -                                      |                      |
| Utilities                                                                    | -                                   | 1,183                                  |                      |
| Student Financial Aid                                                        | -                                   | -                                      |                      |
| Library Learning Materials                                                   | -                                   | -                                      |                      |
| Capital Expenditures                                                         | 5,000                               | 27,288                                 | 545.8%               |
| Debt Service                                                                 | 103,216                             | 25,804                                 | 25.0%                |
| Depreciation                                                                 | -                                   | -                                      |                      |
| Equipment - Non Capital                                                      | 14,970                              | 6,019                                  | 40.2%                |
| Other Miscellaneous                                                          | -                                   | -                                      |                      |
| <b>Total Expenditures</b>                                                    | <b>\$ 3,382,541</b>                 | <b>\$ 830,856</b>                      | <b>24.6%</b>         |
| <b>Increase (Decrease) In Fund Balance before Transfers</b>                  | <b>\$ 200,000</b>                   | <b>\$ 349,260</b>                      | <b>174.6%</b>        |
| Transfer Revenue over Expenditures to Renewal & Replacement<br>E & G Support | -                                   | -                                      |                      |
| <b>Net Increase (Decrease) In Fund Balance</b>                               | <b>\$ 200,000</b>                   | <b>\$ 349,260</b>                      | <b>174.6%</b>        |

The effects of interdepartmental revenues, transfers, indirect costs, and interfund borrowings have not been eliminated as required for external reporting and will therefore not match audited financial statements.

**Income Statement : All Auxiliaries**  
**1st Quarter, FY 2004**  
**Comparative - Budget to Actual**

|                                                             | All<br>Auxiliaries<br>FY04 Budget | All<br>Auxiliaries<br>1st Qtr Actual | Percent of<br>Budget |
|-------------------------------------------------------------|-----------------------------------|--------------------------------------|----------------------|
| <b>Revenues</b>                                             |                                   |                                      |                      |
| Tuition                                                     | \$ 120,000                        | \$ 46,402                            | 38.7%                |
| Student Fees                                                | 3,399,949                         | 1,727,115                            | 50.8%                |
| Educational Activities - cash funded                        | 85,000                            | 15,279                               | 18.0%                |
| Contributions/Gifts                                         | 419,960                           | 31,329                               | 7.5%                 |
| Rental - Room                                               | 2,891,568                         | 1,502,980                            | 52.0%                |
| Rental - Other                                              | 231,900                           | 148,726                              | 64.1%                |
| Food Service                                                | 2,527,579                         | 1,336,072                            | 52.9%                |
| Advertising/Publications                                    | 55,601                            | 6,731                                | 12.1%                |
| Activity Fees                                               | 30,270                            | 16,110                               | 53.2%                |
| Service Fees                                                | 253,100                           | 249,699                              | 98.7%                |
| Event Sales                                                 | 235,678                           | 106,941                              | 45.4%                |
| Sales Books                                                 | 2,523,750                         | 1,373,611                            | 54.4%                |
| Sales Non-Book Items                                        | 511,050                           | 129,433                              | 25.3%                |
| Commissions                                                 | 99,000                            | 33,323                               | 33.7%                |
| Interest Income                                             | 121,500                           | 100,142                              | 82.4%                |
| Federal Grants & Contracts                                  | -                                 | -                                    |                      |
| Federal Grants & Contracts - Financial aid                  | -                                 | -                                    |                      |
| State Grants & Contracts                                    | -                                 | 10,000                               |                      |
| State Grants & Contracts - Financial aid                    | -                                 | -                                    |                      |
| Local Grants & Contracts                                    | -                                 | -                                    |                      |
| Private Grants & Contracts                                  | -                                 | -                                    |                      |
| From Other Funds                                            | -                                 | 19,532                               |                      |
| Interdepartmental                                           | 3,315,221                         | 754,525                              | 22.8%                |
| State Appropriation                                         | -                                 | -                                    |                      |
| State Appropriation - Capital Construction                  | -                                 | -                                    |                      |
| State Appropriation - Controlled Maintenance                | -                                 | -                                    |                      |
| Misc. Other                                                 | 139,470                           | 25,573                               | 18.3%                |
| <b>Total Revenues</b>                                       | <b>\$ 16,960,596</b>              | <b>\$ 7,633,524</b>                  | <b>45.0%</b>         |
| <b>Expenditures</b>                                         |                                   |                                      |                      |
| Support Staff Salary and Wages                              | \$ 1,404,258                      | \$ 353,384                           | 25.2%                |
| Support Staff Benefits                                      | 278,868                           | 64,741                               | 23.2%                |
| Contract Wages Full Time                                    | 1,570,769                         | 421,248                              | 26.8%                |
| Contract Wages Part Time                                    | 371,891                           | 46,398                               | 12.5%                |
| Contract Staff Benefits                                     | 433,647                           | 106,213                              | 24.5%                |
| Hourly Staff Compensation                                   | 562,372                           | 99,420                               | 17.7%                |
| Cost of Goods Sold - Books                                  | 1,911,000                         | 1,102,351                            | 57.7%                |
| Cost of Goods Sold - Non Books                              | 206,950                           | 100,715                              | 48.7%                |
| Other Current Expense                                       | 2,114,408                         | 660,606                              | 31.2%                |
| Rent - Building                                             | 186,718                           | 39,819                               | 21.3%                |
| Professional Fees                                           | 351,495                           | 175,464                              | 49.9%                |
| Food Service                                                | 1,682,979                         | 212,699                              | 12.6%                |
| Travel                                                      | 516,484                           | 96,380                               | 18.7%                |
| Telecommunications external                                 | 171,321                           | 33,553                               | 19.6%                |
| Internal Charges - Telephone calls                          | 16,160                            | 567                                  | 3.5%                 |
| Internal Charges - Telephone line charges                   | 239,754                           | 39,495                               | 16.5%                |
| Internal Charges - Administrative Service Recharge          | 1,456,171                         | 325,168                              | 22.3%                |
| Internal Charges - Maintenance Recharge                     | 835,371                           | 208,843                              | 25.0%                |
| Utilities                                                   | 539,123                           | 89,849                               | 16.7%                |
| Student Financial Aid                                       | 746,081                           | 384,789                              | 51.6%                |
| Library Learning Materials                                  | -                                 | -                                    |                      |
| Capital Expenditures                                        | 12,900                            | 27,288                               | 211.5%               |
| Debt Service                                                | 1,444,409                         | 713,029                              | 49.4%                |
| Depreciation                                                | -                                 | -                                    |                      |
| Equipment - Non Capital                                     | 268,085                           | 121,135                              | 45.2%                |
| Other Miscellaneous                                         | 7,000                             | 26,372                               | 376.7%               |
| <b>Total Expenditures</b>                                   | <b>\$ 17,328,214</b>              | <b>\$ 5,449,525</b>                  | <b>31.4%</b>         |
| <b>Increase (Decrease) In Fund Balance before Transfers</b> | <b>\$ (367,618)</b>               | <b>\$ 2,183,999</b>                  | <b>-594.1%</b>       |
| Transfer Revenue over Expenditures to Renewal & Replacement | (489,751)                         | -                                    | 0.0%                 |
| E & G Support                                               | 1,276,264                         | 416,538                              | 32.6%                |
| <b>Net Increase (Decrease) In Fund Balance</b>              | <b>\$ 418,895</b>                 | <b>\$ 2,600,537</b>                  | <b>620.8%</b>        |

The effects of interdepartmental revenues, transfers, indirect costs, and interfund borrowings have not been eliminated as required for external reporting and will therefore not match audited financial statements.

**Income Statement : Sponsored Programs**  
**1st Quarter, FY 2004**  
**Comparative - Budget to Actual**

|                                                                              | Sponsored<br>Programs<br>FY04 Budget | Sponsored<br>Programs<br>1st Qtr Actual | Percent of<br>Budget |
|------------------------------------------------------------------------------|--------------------------------------|-----------------------------------------|----------------------|
| <b>Revenues</b>                                                              |                                      |                                         |                      |
| Tuition                                                                      | \$ -                                 | \$ -                                    |                      |
| Student Fees                                                                 | -                                    | -                                       |                      |
| Educational Activities - cash funded                                         | -                                    | -                                       |                      |
| Contributions/Gifts                                                          | -                                    | -                                       |                      |
| Rental - Room                                                                | -                                    | -                                       |                      |
| Rental - Other                                                               | -                                    | -                                       |                      |
| Food Service                                                                 | -                                    | -                                       |                      |
| Advertising/Publications                                                     | -                                    | -                                       |                      |
| Activity Fees                                                                | -                                    | -                                       |                      |
| Service Fees                                                                 | -                                    | -                                       |                      |
| Event Sales                                                                  | -                                    | -                                       |                      |
| Sales Books                                                                  | -                                    | -                                       |                      |
| Sales Non-Book Items                                                         | -                                    | -                                       |                      |
| Commissions                                                                  | -                                    | -                                       |                      |
| Interest Income                                                              | -                                    | -                                       |                      |
| Federal Grants & Contracts                                                   | 600,000                              | 206,925                                 | 34.5%                |
| Federal Grants & Contracts - Financial aid                                   | 6,073,549                            | 2,629,628                               | 43.3%                |
| State Grants & Contracts                                                     | 204,000                              | 57,035                                  | 28.0%                |
| State Grants & Contracts - Financial aid                                     | 2,639,905                            | 1,322,700                               | 50.1%                |
| Local Grants & Contracts                                                     | -                                    | -                                       |                      |
| Private Grants & Contracts                                                   | 335,000                              | 262,632                                 | 78.4%                |
| From Other Funds                                                             | -                                    | 8,900                                   |                      |
| Interdepartmental                                                            | -                                    | -                                       |                      |
| State Appropriation                                                          | -                                    | -                                       |                      |
| State Appropriation - Capital Construction                                   | -                                    | -                                       |                      |
| State Appropriation - Controlled Maintenance                                 | -                                    | -                                       |                      |
| Misc. Other                                                                  | -                                    | -                                       |                      |
| <b>Total Revenues</b>                                                        | <b>\$ 9,852,454</b>                  | <b>\$ 4,487,820</b>                     | 45.6%                |
| <b>Expenditures</b>                                                          |                                      |                                         |                      |
| Support Staff Salary and Wages                                               | \$ -                                 | \$ -                                    |                      |
| Support Staff Benefits                                                       | -                                    | -                                       |                      |
| Contract Wages Full Time                                                     | 80,000                               | 39,715                                  | 49.6%                |
| Contract Wages Part Time                                                     | 180,000                              | 66,463                                  | 36.9%                |
| Contract Staff Benefits                                                      | 55,000                               | 17,870                                  | 32.5%                |
| Hourly Staff Compensation                                                    | 1,127,046                            | 157,765                                 | 14.0%                |
| Cost of Goods Sold - Books                                                   | -                                    | -                                       |                      |
| Cost of Goods Sold - Non Books                                               | -                                    | -                                       |                      |
| Other Current Expense                                                        | 225,340                              | 266,564                                 | 118.3%               |
| Rent - Building                                                              | -                                    | -                                       |                      |
| Professional Fees                                                            | 50,000                               | 6,015                                   | 12.0%                |
| Food Service                                                                 | -                                    | -                                       |                      |
| Travel                                                                       | 31,000                               | 3,612                                   | 11.7%                |
| Telecommunications external                                                  | -                                    | 174                                     |                      |
| Internal Charges - Telephone calls                                           | 60                                   | 32                                      | 52.7%                |
| Internal Charges - Telephone line charges                                    | 1,500                                | 228                                     | 15.2%                |
| Internal Charges - Administrative Service Recharge                           | -                                    | -                                       |                      |
| Internal Charges - Maintenance Recharge                                      | -                                    | -                                       |                      |
| Utilities                                                                    | -                                    | -                                       |                      |
| Student Financial Aid                                                        | 7,967,508                            | 3,643,778                               | 45.7%                |
| Library Learning Materials                                                   | -                                    | -                                       |                      |
| Capital Expenditures                                                         | 102,000                              | 66,954                                  | 65.6%                |
| Debt Service                                                                 | -                                    | -                                       |                      |
| Depreciation                                                                 | -                                    | -                                       |                      |
| Equipment - Non Capital                                                      | 25,000                               | 173,812                                 | 695.2% A             |
| Other Miscellaneous                                                          | 8,000                                | 3,742                                   | 46.8%                |
| <b>Total Expenditures</b>                                                    | <b>\$ 9,852,454</b>                  | <b>\$ 4,446,724</b>                     | 45.1%                |
| <b>Increase (Decrease) In Fund Balance before Transfers</b>                  | <b>\$ -</b>                          | <b>\$ 41,096</b>                        |                      |
| Transfer Revenue over Expenditures to Renewal & Replacement<br>E & G Support | -                                    | -                                       |                      |
| <b>Net Increase (Decrease) In Fund Balance</b>                               | <b>\$ -</b>                          | <b>\$ 41,096</b>                        |                      |

A \$173,812 has been spent thus far in the 1st quarter for the Performing Arts Center to be funded by Foundation and Institutional funds.

The effects of interdepartmental revenues, transfers, indirect costs, and interfund borrowings have not been eliminated as required for external reporting and will therefore not match audited financial statements.

### ***Discussion of Budgeted Fund Balance Options***

The next two pages are reports comparing FY04 budget options, and the third page explains the Interim President's recommended guidelines for any compensation increase.

The pro forma statements of budgeted fund balances compare the proposed FY04 budget without a compensation increase to the proposed budget with a 2% compensation increase and the remaining balance appropriated as an expendable Board reserve. Both statements predict the June 30, 2004, fund balance, assuming the budget plan is exactly on target.

These statements also identify those portions of fund balances that are restricted for various purposes, including renewal and replacement (R&R) and those portions that are discretionary.

Mesa State College  
 Prepared by MSC Financial & Admin Services  
 FOR INTERNAL REPORTING PURPOSES ONLY

Budgeted Fund Balance Report  
 All Funds  
 FY04 Budget - Option 1

|                                                      | E & G         | Total Auxiliaries | Sponsored    | Loan         | Plant          | Total         |
|------------------------------------------------------|---------------|-------------------|--------------|--------------|----------------|---------------|
| Total Revenues                                       | \$ 27,266,804 | \$ 16,960,596     | \$ 9,852,454 | \$ 54,936    | \$ 2,050,243   | \$ 56,185,033 |
| Total Expenditures                                   | 25,210,546    | 17,328,214        | 9,852,454    | 6,000        | 3,197,591      | 55,594,805    |
| Increase (Decrease) In Fund Balance before Transfers | 2,056,258     | (367,618)         | -            | 48,936       | (1,147,348)    | 590,228       |
| Transfers to Renewal & Replacement                   | -             | (489,751)         | -            | -            | 489,751        | -             |
| E & G Support                                        | (1,276,264)   | 1,276,264         |              |              |                | -             |
| Net Increase (Decrease) In Fund Balance              | 779,994       | 418,895           | -            | 48,936       | (657,597)      | 590,228       |
| Beginning Fund Balance July 1, 2003                  | 37,871        | 2,463,816         | 85,410       | 1,246,335    | 50,504,870     | 54,338,302    |
| Budgeted Fund Balance June 30, 2004                  | \$ 817,865    | \$ 2,882,711      | \$ 85,410    | \$ 1,295,271 | \$ 49,847,273  | \$ 54,928,530 |
| Less:                                                |               |                   |              |              |                |               |
| Invested in Capital Assets                           |               |                   |              |              | 45,200,550     | 45,200,550    |
| Restricted For                                       |               |                   |              |              |                |               |
| Debt Service                                         |               |                   |              |              | 701,700        | 701,700       |
| Bond Indenture R&R                                   |               |                   |              |              | 325,000 *      | 325,000       |
| Bonded Auxiliaries/ R&R                              |               | 2,620,573         |              |              | 1,573,579 *    | 4,194,152     |
| Non-Bonded Auxiliaries/ R&R                          |               |                   |              |              | 162,346 *      | 162,346       |
| E&G R&R                                              |               |                   |              |              | 481,389 *      | 481,389       |
| Capital Projects                                     |               |                   |              |              | 1,402,709      | 1,402,709     |
| Sponsored Programs and Student Loans                 |               |                   | 85,410       | 1,165,257    |                | 1,250,667     |
| Net Available                                        | \$ 817,865    | \$ 262,138        | \$ -         | \$ 130,014   | \$ -           | \$ 1,210,017  |
| Total R&R                                            |               |                   |              |              | \$ 2,542,315 * |               |

Mesa State College  
 Prepared by MSC Financial & Admin Services  
 FOR INTERNAL REPORTING PURPOSES ONLY

Budgeted Fund Balance Report  
 All Funds  
 FY04 Budget - Option 2

|                                                      | E & G         | Total Auxiliaries | Sponsored    | Loan         | Plant          | Total         |
|------------------------------------------------------|---------------|-------------------|--------------|--------------|----------------|---------------|
| Total Revenues                                       | \$ 27,266,804 | \$ 16,960,596     | \$ 9,852,454 | \$ 54,936    | \$ 2,050,243   | \$ 56,185,033 |
| Total Expenditures                                   | 25,210,546    | 17,328,214        | 9,852,454    | 6,000        | 3,197,591      | 55,594,805    |
| Plus 2% compensation increase Jan 1, 2004            | 140,333       | 13,654            | 335          |              |                | 154,322       |
| Plus Board Reserve                                   | 677,532       |                   |              |              |                | 677,532       |
| Increase (Decrease) In Fund Balance before Transfers | 1,238,393     | (381,272)         | (335)        | 48,936       | (1,147,348)    | (241,626)     |
| Transfers to Renewal & Replacement                   | -             | (489,751)         | -            | -            | 489,751        | -             |
| E & G Support                                        | (1,276,264)   | 1,276,264         |              |              |                | -             |
| Net Increase (Decrease) In Fund Balance              | (37,871)      | 405,241           | (335)        | 48,936       | (657,597)      | (241,626)     |
| Beginning Fund Balance July 1, 2003                  | 37,871        | 2,463,816         | 85,410       | 1,246,335    | 50,504,870     | 54,338,302    |
| Budgeted Fund Balance June 30, 2004                  | \$ -          | \$ 2,869,057      | \$ 85,075    | \$ 1,295,271 | \$ 49,847,273  | \$ 54,096,676 |
| Less:                                                |               |                   |              |              |                |               |
| Invested in Capital Assets                           |               |                   |              |              | 45,200,550     | 45,200,550    |
| Restricted For                                       |               |                   |              |              |                |               |
| Debt Service                                         |               |                   |              |              | 701,700        | 701,700       |
| Bond Indenture R&R                                   |               |                   |              |              | 325,000 *      | 325,000       |
| Bonded Auxiliaries/ R&R                              |               | 2,620,573         |              |              | 1,573,579 *    | 4,194,152     |
| Non-Bonded Auxiliaries/ R&R                          |               |                   |              |              | 162,346 *      | 162,346       |
| E&G R&R                                              |               |                   |              |              | 481,389 *      | 481,389       |
| Capital Projects                                     |               |                   |              |              | 1,402,709      | 1,402,709     |
| Sponsored Programs and Student Loans                 |               |                   | 85,075       | 1,165,257    |                | 1,250,332     |
| Net Available                                        | \$ -          | \$ 248,484        | \$ -         | \$ 130,014   | \$ -           | \$ 378,498    |
| Total R&R                                            |               |                   |              |              | \$ 2,542,315 * |               |

## **Salary Administration Guidelines January, 2004**

The salary administration system at Mesa State College is governed by Section 14 of the MSC Handbook.

To implement this policy, the following priorities will be addressed this year:

1. Compensation for professional staff should reflect performance with those who have performed at higher levels receiving larger merit increases;
2. Compensation for professional staff should be competitive within the academic market place; and
3. Compensation for professional staff should be equitable.

To accomplish this the following strategies will be implemented:

1. First, separate pools will be established for faculty and for exempt employees. Both pools will be equivalent to 2% of the base salaries of the members of the pool. For faculty, the pool will include salaries paid to those holding tenured and tenure-track appointments as well as salaries paid to lecturers. For exempt employees, the pool will include the salaries paid to all in this category.
2. Second, 2% raises will be assigned to all employees performing satisfactorily or better.
3. Third, funds remaining will be distributed by the vice presidents/deans/directors to address priorities of their schools/units which follow from the institutional priorities identified above. No one will receive greater than a 5% raise.

Note that the percentages identified above (and the corresponding dollar amount) will be finalized as the Board approves this allocation and revised budgets for this year. Further, this proposal assumes that increases in salary will be authorized for January 1, 2004 and will not be retroactive to July 1, 2003.

**AGENDA ITEM: SUPPLEMENTAL CAPITAL CONSTRUCTION REQUEST**

Mesa State College requests an amendment to the Long Bill appropriation SB-03-258/FY03-04 for the Pinon Hall and Mary Rait Hall Renovations.

Mesa State College completed a project of similar nature this past summer. As a result of the Tolman Hall project certain deficiencies and items were identified that resulted in a re-examination of the remaining two residence halls of this type and vintage.

Additional scope has been identified and includes changing windows, replacing single cylinder bottoms in the elevators along with added asbestos costs that were identified in a previous project. It is also the desire of the housing department to add electronic card access system to these two residence halls. Electronic access has been an overall growing campus priority for security and controlled access. These scope changes will also adjust other fees associated with the project.

The project is utilizing a Construction Manager General Contractor (CMGC) process and the current schedule has design completion for Pinon Hall March 2004 to let bids for sub contracts and materials in a timely manner for the short construction period between May 13<sup>th</sup> 2004 and August 2, 2003. The same approach to the schedule will apply to Mary Rait Hall to be constructed in the summer of 2005.

Please find attached the required CC-B form stating the reasons for the supplemental request and the spreadsheets showing the initial approved budget in the prior appropriation column with and the additional requested funds in the current request column.

The long bill identified a total of \$1,552,946 as exempt from institutional funds. The additional \$465,000 requested spending authority is also exempt and will come from auxiliary renewal and replacement reserves over a three fiscal year period. The new total project cost will be \$2,017,946.

## CC-B: SUPPLEMENTAL CAPITAL CONSTRUCTION REQUEST FY04-05

**Department Name:** Higher Ed  
**Division Name:** Mesa State College  
**Project Name:** Pinon Hall and Mary Rait Hall Renovations  
**Project Phase:** N/A  
**Risk Management I.D. No.**

**Project Contact:** Erik van de Boogaard  
**Contact Telephone:** 970-248-1334

**Contact e-mail:** evandebo@mesastate.edu  
**Submission Date:**  
**State Controller Project No.** P-N/A

**Executive Director Approval:**  
**OSPB Approval:**

**Date:** \_\_/\_\_/\_\_\_\_  
**Date:** \_\_/\_\_/\_\_\_\_

### 1. Criteria.

#### (a) Check One

- Emergency
- New Data
- Technical
- Unforeseen Contingency

#### (b) Describe the criteria:

Mesa State College completed the Tolman Hall Project this past summer. The project is nearly identical to the Pinon and Mary Rait Hall projects. During the renovation several items surfaced that required a reallocation of funds. One major contributor is asbestos that played a larger role than anticipated and short cuts were taken to offset asbestos related costs. This unfortunately resulted in value engineering solutions for other portions of work.

The project also uncovered further life safety deficiencies related to the elevators. It was determined that the current elevators in these halls are of a single cylinder bottom type. The cylinders shall be upgraded to a double bottom design constructed of steel pipe of sufficient thickness and suitable for the operating pressure as prescribed by the latest revision of the ASME A17.1 or CAN3-B44 codes.

Tolman Hall had windows replaced several years ago and the assumption had been made during the bond refinance that Pinon and Mary Rait also had been replaced. Upon further review this is not the case and window replacement is needed for the remaining two residence halls. They must be replaced for proper egress requirements.

In addition the housing department has requested that a card lock access system be added to these two residence halls.

A decision to utilize a Construction Manager, General Contractor (CMGC) approach for the project was made. This resulted in a Request for Qualifications for a new design team. It is anticipated that the initial estimated costs will increase for the A/E fees. It is noted that the initial A/E fees estimated were far less than a typical fee structure of 10-12 percent for this type of project. This was due in part to the potential of an economy of scale for all three of the typical residence halls to be designed by one firm. However, it is apparent that the projects are differing in enough details

and have separate construction administration time tables that will result in a more typical fee structure.

2. Long Bill Appropriation Tables

| <b>Appropriation from Long Bill # SB-03-258/FY03-04, page # 284</b> |              |             |           |            |           |
|---------------------------------------------------------------------|--------------|-------------|-----------|------------|-----------|
| <b>Line Item(s)</b>                                                 | <b>Total</b> | <b>CCFE</b> | <b>CF</b> | <b>CFE</b> | <b>FF</b> |
| Original Long Bill Items                                            |              |             |           | 1,552,946  |           |
|                                                                     |              |             |           |            |           |
| <b>Requested Revision of Long Bill Appropriation</b>                |              |             |           |            |           |
| <b>Line Item(s)</b>                                                 | <b>Total</b> | <b>CCFE</b> | <b>CF</b> | <b>CFE</b> | <b>FF</b> |
| New Long Bill Items                                                 |              |             |           | 2,017,946  |           |
|                                                                     |              |             |           |            |           |

3. Justify the change from approved budget request and/or FPP: Additional scope is added.
4. Why is it necessary to have the appropriation prior to the Long Bill? To ensure proper design considerations are made prior to the construction of the project.
5. Does this request require revision of a prior appropriation? (yes) ~~(no)~~. Explain. It is the understanding that even though these are cash funds the appropriation must be modified in the long bill, thus granting spending authority.
6. Attach a copy of a complete Form CC-C of the *original* request.
7. Attach a new completed Form CC-C (Element #1 only if there was a prior appropriation) to reflect this supplemental request.
8. Supplemental Requests Per SB 98-1331
  - a) Describe the urgency of the request: As stated earlier, proper design considerations need to be made prior to construction.
  - b) List funds to be restricted:

| <b>Long Bill No.</b> | <b>Appropriation</b> | <b>Expenditures</b> | <b>Amount to be restricted</b> |
|----------------------|----------------------|---------------------|--------------------------------|
|                      |                      |                     |                                |
|                      |                      |                     |                                |
|                      |                      |                     |                                |

**CC-C: CAPITAL CONSTRUCTION BUILDING PROJECT REQUEST FY 2003-2004**

**PROJECT COSTS AND APPROVAL SHEET SHEET**

|                                  |                                                             |                           |                              |                |                      |                |
|----------------------------------|-------------------------------------------------------------|---------------------------|------------------------------|----------------|----------------------|----------------|
| Project Title:                   | <b>Pinon Hall Renovation</b>                                |                           | State Controller Project No. |                | Risk Mgt. I.D.       |                |
| Phase:                           | one of one                                                  |                           | Purpose Code:                | G2             | Name of Preparer:    |                |
| Institution:                     | Mesa State College - Grand Junction Campus                  |                           | Strategic Plan Objective(s): |                | Erik van de Boogaard |                |
| Program:                         |                                                             |                           | Dept. Approval by:           |                | Date:                |                |
| Priority Number:                 | 2                                                           |                           | CCHC Approval:               |                | Date:                |                |
|                                  | Total Project Costs                                         | Prior- Year Appropriation | Current Request              | Year 2 Request | Year 3 Request       | Year 4 Request |
| <b>A. Land Acquisition</b>       |                                                             |                           |                              |                |                      |                |
| (1)                              | Land Purchase Cost                                          | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
| <b>B. Professional Services</b>  |                                                             |                           |                              |                |                      |                |
| (1)                              | Master Plan/PP                                              | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
| (2)                              | Site Surveys, Investigations Reports                        | \$ 1,200                  | \$ 1,200                     |                | \$ -                 | \$ -           |
| (3)                              | Architectural/Engineering/Basic Services Phases             | \$ 65,500                 | \$ 31,000                    | \$ 34,500      | \$ -                 | \$ -           |
| (4)                              | Code Review/Inspection                                      | \$ 8,000                  | \$ 8,000                     |                | \$ -                 | \$ -           |
| (5)                              | Construction Management                                     | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
| (6)                              | Advertisements, Ect.                                        | \$ 1,000                  | \$ 1,000                     |                | \$ -                 | \$ -           |
| (7)                              | Other (Specify) asbestos                                    | \$ 8,000                  | \$ 8,000                     |                | \$ -                 | \$ -           |
| (8)                              | Total Professional Services                                 | \$ 83,700                 | \$ 49,200                    | \$ 34,500      | \$ -                 | \$ -           |
| <b>C. Construction</b>           |                                                             |                           |                              |                |                      |                |
| (1)                              | Infrastructure                                              | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
|                                  | (a) Service/Utilities                                       | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
|                                  | (b) Site Improvements                                       | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
| (2)                              | Structure/Systems/Components                                |                           |                              |                |                      |                |
|                                  | (a) New (GSF):                                              | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
|                                  | (b) Renovate GSF:42502                                      | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
|                                  | roof                                                        | \$ 89,250                 | \$ 89,250                    |                |                      |                |
|                                  | Replace Patio Doors                                         | \$ 48,500                 | \$ 48,500                    |                |                      |                |
|                                  | Paint entire interior                                       | \$ 52,885                 | \$ 52,885                    |                |                      |                |
|                                  | New carpet replacement                                      | \$ 116,455                | \$ 116,455                   |                |                      |                |
|                                  | New ceilings in corridors                                   | \$ 14,990                 | \$ 14,990                    |                |                      |                |
|                                  | Fire alarm system                                           | \$ 57,053                 | \$ 57,053                    |                |                      |                |
|                                  | New corridor lighting                                       | \$ 16,060                 | \$ 16,060                    |                |                      |                |
|                                  | Room lighting/beds and desks                                | \$ 26,580                 | \$ 26,580                    |                |                      |                |
|                                  | Laundry ventilation                                         | \$ 8,275                  | \$ 8,275                     |                |                      |                |
|                                  | Fire suppression system                                     | \$ 83,846                 | \$ 83,846                    |                |                      |                |
|                                  | Sound attenuation                                           | \$ 37,856                 | \$ 37,856                    |                |                      |                |
|                                  | Elevator upgrades                                           | \$ 35,895                 | \$ 12,895                    | \$ 23,000      |                      |                |
|                                  | Exterior finishes                                           | \$ 12,540                 | \$ 12,540                    |                |                      |                |
|                                  | Toilet/shower room upgrade                                  | \$ 52,846                 | \$ 52,846                    |                |                      |                |
|                                  | Asbestos                                                    | \$ 60,000                 |                              | \$ 60,000      |                      |                |
|                                  | Card lock system                                            | \$ 62,000                 |                              | \$ 62,000      |                      |                |
|                                  |                                                             | \$ -                      |                              |                |                      |                |
| (3)                              | Other/window replacement                                    | \$ 37,000                 | \$ -                         | \$ 37,000      | \$ -                 | \$ -           |
| (4)                              | Total Construction Costs                                    | \$ 812,031                | \$ 630,031                   | \$ 182,000     | \$ -                 | \$ -           |
| <b>D. Equip. and Furnishings</b> |                                                             |                           |                              |                |                      |                |
| (1)                              | Equipment                                                   | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
| (2)                              | Furnishings                                                 | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
| (3)                              | Communications                                              | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
| (4)                              | Total Equip. and Furnishings Cost                           | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
| <b>E. Miscellaneous</b>          |                                                             |                           |                              |                |                      |                |
| (1)                              | Art in Public Places =1% of Total Construction Costs        | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
| (2)                              | Relocation Costs                                            | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
| (3)                              | Other Costs                                                 | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
| (4)                              | Total Misc. Costs                                           | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
| <b>F. Project Contingency</b>    |                                                             |                           |                              |                |                      |                |
| (1)                              | 5% for New                                                  | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
| (2)                              | 10% for Renovation                                          | \$ 90,373                 | \$ 67,923                    | \$ 22,450      | \$ -                 | \$ -           |
| (3)                              | Total Contingency Requested                                 | \$ 90,373                 | \$ 67,923                    | \$ 22,450      | \$ -                 | \$ -           |
|                                  | <b>Total Budget Request [A(1)+B(8)+C(4)+D(4)+E(4)+F(3)]</b> | \$ 986,104                | \$ 747,154                   | \$ 238,950     | \$ -                 | \$ -           |
| <b>G. Source of Funds</b>        |                                                             |                           |                              |                |                      |                |
|                                  | CCFE                                                        | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
|                                  | CF                                                          | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |
|                                  | CFE                                                         | \$ 986,104                | \$ 747,154                   | \$ 238,950     | \$ -                 | \$ -           |
|                                  | FF                                                          | \$ -                      | \$ -                         | \$ -           | \$ -                 | \$ -           |

**CC-C: CAPITAL CONSTRUCTION BUILDING PROJECT REQUEST FY 2003-2004**

**PROJECT COSTS AND APPROVAL SHEET SHEET**

|                                                             |                                                      |                                  |                        |                       |                       |
|-------------------------------------------------------------|------------------------------------------------------|----------------------------------|------------------------|-----------------------|-----------------------|
| Project Title:                                              | <b>Mary Rait Hall Renovation</b>                     | State Controller Project No.     |                        | Risk Mgt. I.D.        |                       |
| Phase:                                                      | one of one                                           | Purpose Code:                    | G2                     | Name of Preparer:     |                       |
| Institution:                                                | Mesa State College - Grand Junction Campus           | Strategic Plan Objective(s):     |                        | Erik van de Boogaard  |                       |
| Program:                                                    |                                                      | Dept. Approval by:               |                        | Date:                 |                       |
| Priority Number:                                            | 3                                                    | CCH Approval:                    |                        | Date:                 |                       |
|                                                             | <b>Total Project Costs</b>                           | <b>Prior- Year Appropriation</b> | <b>Current Request</b> | <b>Year 2 Request</b> | <b>Year 3 Request</b> |
|                                                             | <b>Year 4 Request</b>                                | <b>Year 5 Request</b>            |                        |                       |                       |
| <b>A. Land Acquisition</b>                                  |                                                      |                                  |                        |                       |                       |
| (1)                                                         | Land Purchase Cost                                   | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
| <b>B. Professional Services</b>                             |                                                      |                                  |                        |                       |                       |
| (1)                                                         | Master Plan/PP                                       | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
| (2)                                                         | Site Surveys, Investigations Reports                 | \$ 1,200                         | \$ 1,200               | \$ -                  | \$ -                  |
| (3)                                                         | Architectural/Engineering/Basic Services Phases      | \$ 65,500                        | \$ 31,000              | \$ 34,500             | \$ -                  |
| (4)                                                         | Code Review/Inspection                               | \$ 8,000                         | \$ 8,000               | \$ -                  | \$ -                  |
| (5)                                                         | Construction Management                              | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
| (6)                                                         | Advertisements, Ect.                                 | \$ 1,000                         | \$ 1,000               | \$ -                  | \$ -                  |
| (7)                                                         | Other (Specify) asbestos                             | \$ 8,000                         | \$ 8,000               | \$ -                  | \$ -                  |
| (8)                                                         | <b>Total Professional Services</b>                   | \$ 83,700                        | \$ 49,200              | \$ 34,500             | \$ -                  |
| <b>C. Construction</b>                                      |                                                      |                                  |                        |                       |                       |
| (1)                                                         | Infrastructure                                       | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
|                                                             | (a) Service/Utilities                                | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
|                                                             | (b) Site Improvements                                | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
| (2)                                                         | Structure/Systems/Components                         | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
|                                                             | (a) New (GSF):                                       | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
|                                                             | (b) Renovate GSF:42502                               | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
|                                                             | roof                                                 | \$ 90,950                        | \$ 90,950              |                       |                       |
|                                                             | Replace Patio Doors                                  | \$ 49,760                        | \$ 49,760              |                       |                       |
|                                                             | Paint entire interior                                | \$ 54,915                        | \$ 54,915              |                       |                       |
|                                                             | New carpet replacement                               | \$ 119,818                       | \$ 119,818             |                       |                       |
|                                                             | New ceilings in corridors                            | \$ 15,490                        | \$ 15,490              |                       |                       |
|                                                             | Fire alarm system                                    | \$ 62,993                        | \$ 62,993              |                       |                       |
|                                                             | New corridor lighting                                | \$ 17,777                        | \$ 17,777              |                       |                       |
|                                                             | Room lighting/beds and desks                         | \$ 37,240                        | \$ 37,240              |                       |                       |
|                                                             | Laundry ventilation                                  | \$ 8,765                         | \$ 8,765               |                       |                       |
|                                                             | Fire suppression system                              | \$ 84,555                        | \$ 84,555              |                       |                       |
|                                                             | Sound attenuation                                    | \$ 48,198                        | \$ 48,198              |                       |                       |
|                                                             | Elevator upgrades                                    | \$ 36,136                        | \$ 13,136              | \$ 23,000             |                       |
|                                                             | Exterior finishes                                    | \$ 12,995                        | \$ 12,995              |                       |                       |
|                                                             | Toilet/shower room upgrade                           | \$ 66,746                        | \$ 66,746              |                       |                       |
|                                                             | Asbestos                                             | \$ 60,000                        | \$ -                   | \$ 60,000             |                       |
|                                                             | Card lock system                                     | \$ 50,000                        | \$ -                   | \$ 50,000             |                       |
| (3)                                                         | Other/window replacement                             | \$ 38,000                        | \$ -                   | \$ 38,000             | \$ -                  |
| (4)                                                         | <b>Total Construction Costs</b>                      | \$ 854,338                       | \$ 683,338             | \$ 171,000            | \$ -                  |
| <b>D. Equip. and Furnishings</b>                            |                                                      |                                  |                        |                       |                       |
| (1)                                                         | Equipment                                            | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
| (2)                                                         | Furnishings                                          | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
| (3)                                                         | Communications                                       | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
| (4)                                                         | <b>Total Equip. and Furnishings Cost</b>             | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
| <b>E. Miscellaneous</b>                                     |                                                      |                                  |                        |                       |                       |
| (1)                                                         | Art in Public Places =1% of Total Construction Costs | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
| (2)                                                         | Relocation Costs                                     | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
| (3)                                                         | Other Costs                                          | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
| (4)                                                         | <b>Total Misc. Costs</b>                             | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
| <b>Total Project Costs</b>                                  |                                                      |                                  |                        |                       |                       |
| <b>F. Project Contingency</b>                               |                                                      |                                  |                        |                       |                       |
| (1)                                                         | 5% for New                                           | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
| (2)                                                         | 10% for Renovation                                   | \$ 93,804                        | \$ 73,254              | \$ 20,550             | \$ -                  |
| (3)                                                         | <b>Total Contingency Requested</b>                   | \$ 93,804                        | \$ 73,254              | \$ 20,550             | \$ -                  |
| <b>Total Budget Request [A(1)+B(8)+C(4)+D(4)+E(4)+F(3)]</b> |                                                      |                                  |                        |                       |                       |
| G.                                                          |                                                      | \$ 1,031,842                     | \$ 805,792             | \$ 226,050            | \$ -                  |
| <b>H. Source of Funds</b>                                   |                                                      |                                  |                        |                       |                       |
|                                                             | CCFE                                                 | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
|                                                             | CF                                                   | \$ -                             | \$ -                   | \$ -                  | \$ -                  |
|                                                             | CFE                                                  | \$ 1,031,842                     | \$ 805,792             | \$ 226,050            | \$ -                  |
|                                                             | FF                                                   | \$ -                             | \$ -                   | \$ -                  | \$ -                  |