

**DEPARTMENT OF HIGHER EDUCATION  
FY 2010-11 JOINT BUDGET COMMITTEE HEARING**

Legislative Services Building, Hearing Room A  
December 2, 2009  
9:00 a.m. - 5:00 p.m.

**9:00 – 9:45 Department of Higher Education**

*Rico Munn, Executive Director*

*James T. Polsfut, Chair, Colorado Commission on Higher Education*

**1. Please explain the rationale for distributing the reduction in federal American Recovery and Reinvestment Act (ARRA) funds in the reverse order of increases in funding since FY 2005-06.**

The Governor's FY10-11 budget proposal for higher education reduces anticipated federal ARRA state fiscal stabilization funds to the governing boards, local district colleges, and the area vocational schools by \$55,981,956. Up until this request, General Fund appropriations to the institutions of higher education had been cut significantly, but also fully backfilled with federal ARRA funds. This reduction in federal funding in FY10-11 is the first actual reduction to the institutions' total General Fund/federal fund appropriation.

From FY05-06 and FY08-09, appropriated General Fund support grew annually between about \$45 million and \$53 million. Growth in FY06-07 and FY07-08 was based on across the board percentage increases; while the FY08-09 appropriated increase used a model based on inflation and each governing board's overall peer gap in funding. In FY08-09, the JBC also provided \$5,600,000 additional new General Fund to the CU System, the CSU System, the CCCS System, Colorado School of Mines, Adams State College and Western State College. Despite three years of very strong funding increases, Colorado institutions still remained well below peer funding levels prior to this economic downturn.

When the current economic downturn began and it became clear that both General Fund reductions would be necessary and that these reductions would be backfilled with one-time federal stimulus funds, it was recommended and approved that these reductions would be made by rolling back appropriations to FY05-06 as allowed under the federal ARRA legislation. The Governor's recommended FY10-11 budget continues this method of implementing cuts by rolling back the federal backfill in the same manner. If the Governor's recommendation is approved the governing boards, local district colleges, and the area vocational schools will be funded at just below the FY07-08 level in combined General Funds and federal backfill. Because the growth in state support between FY07-08 and FY08-09 appropriated was significant, rolling back support in this manner was deemed to be the most reasonable way to spread the cut across the system of higher education statewide, presumably holding each institution to the highest possible base level given available revenues.

While this reduction will have a real impact on the institutions of higher education in FY10-11, more significant cuts will have to be made in FY11-12 when all of the federal backfill funding goes away and when the institutions are anticipated to be funded at their FY05-06 base General Fund levels. Adjusting how the limited federal funds are allocated in FY10-11 without also adjusting the General Fund base therefore is only a onetime adjustment and does not address the long-term funding issues the state faces with funding its system of higher education once federal funds are no longer available.

**2. Please discuss the Department's strategic planning process. What are the goals, objectives, and expected outcomes? How long will the process take?**

C.R.S. 23-1-108 gives the Commission authority to develop a master plan for the state's higher education system. Statute directs the Commission to look at statewide expectations and goals, the role and mission of institutions, enrollment and admission policies, and how to sustain system wide goals of high quality, access, diversity efficiency, and accountability. The Governor's Office, working with the Commission, is forming a strategic planning steering group to fulfill this obligation. Preliminary work has been done and an announcement of the formal plans of the strategic planning effort is expected within the next 30 days. The strategic planning process is expected to last until late 2010.

**3. The Joint Budget Committee requested a report on options for how to measure and ensure access and affordability if governing boards are granted greater flexibility in setting tuition rates. What is the status of this report, and what are the options the Commission is considering?**

The Department's response to this request for information was submitted to the JBC on December 1<sup>st</sup>, per the Governor's instructions. The report is also attached at the end of this document as Attachment A.

**4. Please respond to the findings of the Western Interstate Commission on Higher Education (WICHE) report on the College Opportunity Fund (COF). Should Colorado consider abandoning the stipends and providing all money for the governing boards through the fee-for-service contracts?**

The College Opportunity Fund (COF) program funds institutions of higher education through student authorized stipends and fee-for-service contracts between institutions and the state. The 2009 review of the COF program by the Western Interstate Commission on Higher Education (WICHE) made two recommendations to potentially change how the COF program operates. It is expected that the Department's strategic planning process, as detailed above in the response to question number two, will review the state's higher education funding system and recommend the best funding methodology for the state, taking the WICHE review of the COF program into account.

**5. Does Colorado's method of increasing and decreasing capital construction appropriations in conjunction with overall state revenues put the state's higher education institutions at a disadvantage compared to other public institutions around the country? Are there some states that provide a steady annual budget for higher education capital construction even in economic downturns, and if so, how?**

As the current economic downturn continues to delay capital construction, expectations are high that a significant backlog of capital projects will develop. The anticipated result is that a majority of the burden will be placed on the institutions to continue to fund projects through cash sources such as tuition, student fees, cash reserves, and private donations. More and more, students are being called upon to pay for capital projects.

The effects to capital construction funding are substantial as the state's budget fluctuates over time. Over the past twelve years annual capital construction funding for higher education has fluctuated from a high of nearly \$170 million to a low of COP payments only. For a three year period from FY2002-03 through FY2004-05 there was practically no capital funding, and current projections for FY2010-11 are limited to Controlled Maintenance funding only.

To cope with the shortfall two major approaches have been used to fund capital construction since the last recession: 1) SB 04-252 allows governing boards designated as an enterprise to bond up to ten percent of tuition revenues for the construction and/or maintenance of academic buildings; and 2) the development of student capital construction fees.

While the entire state budget is affected by a drop in revenues, certain issue areas have historically been considered more feasible for absorbing reductions, capital construction and higher education are two such issue areas. The end result has often been a double hit to higher education in that there is less capital funding and less operating funding.

Higher education today is a competitive market within the state of Colorado and across the country. Many Colorado residents have the ability to attend in-state public, out-of-state public or private institutions. As such any changes in cost due to state support can be a significant factor in how students determine not only whether or not to attend college, but also where to attend. When state support in any area is reduced or limited then existing tuition and fee revenue must be used to fill the hole, and therefore spreads existing funds more thinly across all areas.

With the current economic downturn institutions are seeing increased enrollment. The additional students further exacerbate capital needs such as classroom space, student services space, and renovation and repair on facilities that serve more and more students annually. As the state becomes increasingly unable to fund capital repairs institutions have been forced to seek alternative funding sources.

Institutions have reluctantly pursued student capital construction fees as an alternative capital funding source. Institutions have sought and received student support on these capital fees. Presently, students at the following institutions have voted to implement stand alone capital fees for current and future capital needs:

### Institutions with Capital Fees

<b>Institution</b>	<b>Fee name</b>	<b>Year Implemented</b>	<b>Current Amount per FTE</b>
Adams State College	Capital Fee - Academic	FY2008-09	\$299
	Capital Fee - Auxiliary	FY2008-09	\$200
Colorado School of Mines	Academic Construction Building Fee	FY2007-08	\$350
Colorado State University	Facility Fees	FY2005-06	\$300
Colorado State University – Pueblo	Student Facility Fee	FY2005-06	\$300
	General Bonded Facilities Fee	FY2008-09	\$144
Metropolitan State College of Denver	Metro Bond Fee	FY2009-10	\$126
University of Colorado at Boulder	Capital Construction Fee	FY2006-07	\$400

Given the projected scarcity of state funds for higher education capital construction it is likely that institutions will have to rely even more on student fees in order to maintain the facilities crucial to the future and functionality of the institutions.

The concept of utilizing student related revenues for capital construction is neither new to higher education nor unique to Colorado. Many universities and colleges across the nation currently use a portion of tuition or have a separate fee that is used directly for capital related activities. Examples include: University of Connecticut; University of Michigan; University of Nebraska; University of South Dakota; University of Texas at Austin; the Oregon University System; and the entire higher education system in the State of Washington.

There are also several instances of dedicated funding streams or hybrids for capital construction in general and higher education capital construction in particular. Nebraska allocates a portion of the sales tax from tobacco to higher education capital construction in addition to annual appropriations and institutional funds. South Dakota (and others) allocates a portion of state lottery revenues to statewide capital construction.

Texas has one of the more established funding systems for capital construction. All public institutions of higher education in the state, except community colleges and the Texas A&M University System College of Dentistry, receive funding for construction and other capital purposes from the Permanent University Fund (PUF) or the Higher Education Fund (HEF).

The amount of funds allocated for each PUF institution is determined by the Boards of Regents of The University of Texas System and Texas A&M University System each year. The allocation of HEF funds to each institution is determined by the Legislature and may be revised every five years.

Institutions under the University of Texas System and the Texas A&M University System depend on income from the publicly endowed Permanent University Fund for capital construction and

certain other capital expenditures. The fund principal (which may not be spent) includes all proceeds from oil, gas, sulfur, and water royalties, all gains on investments, all rentals on mineral leases, and all amounts received from the sale of university lands. The surface income generated by grazing leases on university lands and the net income from interest and dividends for PUF investments make up the Available University Fund, which is divided between the two university systems. The AUF is used for three primary purposes: 1) to pay interest and principal due on PUF construction bonds at the 21 institutions of the UT and A&M Systems; 2) to provide support for a wide range of programs at The University of Texas at Austin, Texas A&M University, and Prairie View University; and 3) to provide for the expenses of the two respective System administrations.

Texas higher education institutions that do not benefit from the PUF are instead covered by amendments to the Texas Constitution in 1984 and 1993 which allow the Legislature to provide appropriations to the Higher Education Fund (HEF). This fund is used for many of the same purposes as the PUF. The institutions can acquire land; construct, repair, and rehabilitate buildings; make debt service payments on HEF bonds; and purchase capital equipment and library materials with HEF funds. The fund principal is to remain whole while returns on investments can be used by institutions.

**6. How many high school students from Colorado go on to college? How many attend a Colorado public institution?**

Neither the Department or other agencies in the state have the authority to collect the necessary data to determine exactly how many high school students from Colorado go on to college. The Department does, however, know how many Colorado public high school graduates there are each year and how many first time students under the age of 19 that are Colorado residents and are enrolled at a public institution of higher education. With these two indicators, the Department can approximate the number of high school graduates that go on to college.

In the spring of 2007, there were 47,845 public high school graduates statewide. In the following fall, there were 19,690 first time, Colorado resident, students under the age of 19 enrolled at a public institution of higher education in Colorado. So, 41.2% of the public high school graduates in Colorado went on to college at a public institution of higher education in Colorado. For 2008 there were 48,233 public high school graduates and 20,118 first time students resulting in 41.7% of public high school graduates going to college at a public institution of higher education in Colorado.

These estimates do not account for high school students that graduate from private high schools, students that received a GED, and students that were homeschooled. They also do not include students that went to a private institution of higher education in Colorado and institutions of higher education out of state.

**7. Please describe the potential cost savings of increasing admissions standards for lower division courses at four-year institutions in order encourage more students to attend community colleges for the first two years.**

**a. Of Colorado high school students who go on to college, what percentage enter a four-year institution versus a two-year institution?**

The Department can only provide information for Colorado high school students who matriculate at a public institutions of higher education in Colorado since data on other students is not collected.

In Fall 2008, there were 20,118 in-state, first time college students (defined as less than 19 years old and first time at their institution). Of these 5,835, or 29%, were enrolled in the state's community colleges and 14,283, or 71%, were enrolled in public four-year institutions.

**b. What policies do other states use to encourage more students to attend community colleges for the first two years?**

Community college systems vary tremendously in size and proportion of degree production across the country. Systems run the spectrum from few community colleges statewide (Indiana) and thus very little degree production, to a community college in every single county (New York and North Carolina) which rely on their system for a significant proportion of their degrees and workforce development. The idea of incenting more individuals to the community college with a strong transfer protocol is currently a hot topic in national higher education policy circles. Indiana and Ohio are two states actively moving in that direction.

Accomplishing such a policy will depend upon many factors specific to a state's higher education landscape. However, in general terms policies typically used to incent students include:

- Building out the community college system to reach more students in all locations of the state
- Keeping tuition low at the community colleges
- Raising the admission standards at the four-year colleges
- Developing strong passport programs between community colleges and four-year colleges that are in close proximity. i.e. joint programs across schools,
- Developing strong transfer and articulation across the entire system, and
- Utilizing concurrent high school programs in which high school students simultaneously take courses at a local community college with their high school work

Experts agree, however, that the most important strategy to moving students toward community colleges comes from the ability to market this information to students— that is helping them to understand the positive factors associated with starting at a community college and to understand how and what will directly transfer to a four year school upon completion. Without the marketing and outreach piece, it is very difficult to actually modify student behavior.

**8. Please provide data on time to completion for all of the state higher education institutions.**

The tables below show graduation rates for all public institutions of higher education in the state of Colorado. Graduation rates are the federally defined statistic used for understanding what percentage of students complete their studies and the time it takes them to complete. The following tables from the Department show graduation rates from 2008. These tables show the number in an entering cohort and then the percentage of that entering cohort that graduate in 4 years, 5 years, and 6 years-- by institution. These are the time frames defined by the National Center for Education Statistics and are used throughout the higher education community. Normally, the 6-year graduation rate is the single number referenced when researchers discuss graduation rates.

6-year graduation rates in Colorado public four year institutions range from a high of 76.3% at the Colorado School of Mines to a low of 27.4% at Metropolitan State (where the graduation rate has improved the last few years). This level of completion generally aligns to national graduation rates where highly competitive institutions have an average six-year graduation rate of 75.2% and non-competitive institutions have a graduation rate of 34.7%

(Source: <http://www.aei.org/docLib/Diplomas%20and%20Dropouts%20final.pdf>).

It is important to note that the level of selectivity and “role and mission” of an institution is highly positively correlated with its time to completion, or, graduation rate, i.e. the more selective an institution is, the higher its graduation rate and the faster its students complete. The lower the selectivity, especially for near open admissions institutions, the lower graduation rate. Relevant comparisons of graduation rates can only be made either across time at a single institution, or across institutions with similar levels of selectivity and mission. It is also important to note that graduation rates are an incomplete measure of community college success because transfer to a 4-year school is a strong part of a community college mission, yet transfers are not counted as “graduates” in their graduation rate unless they graduate at that transfer institution.

**Graduation Rates, from Four-Year Public Institutions (2002 Cohort)**

Institution Name	Fall 2002 Entering Class	Grad. within 4 Years at Orig Inst		Grad. within 4 Years at Transfer Inst		Grad. within 4 Years at Either		Grad. within 5 Years at Orig Inst		Grad. within 5 Years at Transfer Inst		Grad. within 5 Years at Either		Grad. within 6 Years at Orig Inst		Grad. within 6 Years at Transfer Inst		Grad. within 6 Years at Either	
		#	Rate	#	Rate	#	Rate	#	Rate	#	Rate	#	Rate	#	Rate	#	Rate	#	Rate
Adams State College	412	66	16.0%	12	2.9%	<b>78</b>	<b>18.9%</b>	110	26.7%	29	7.0%	<b>139</b>	<b>33.7%</b>	120	29.1%	38	9.2%	<b>158</b>	<b>38.3%</b>
Colorado School of Mines	562	239	42.5%	10	1.8%	<b>249</b>	<b>44.3%</b>	380	67.6%	17	3.0%	<b>397</b>	<b>70.6%</b>	403	71.7%	26	4.6%	<b>429</b>	<b>76.3%</b>
Colorado State University	3,791	1,329	35.1%	64	1.7%	<b>1,393</b>	<b>36.7%</b>	2,174	57.3%	155	4.1%	<b>2,329</b>	<b>61.4%</b>	2,348	61.9%	201	5.3%	<b>2,549</b>	<b>67.2%</b>
Colorado State University - Pueblo	642	105	16.4%	12	1.9%	<b>117</b>	<b>18.2%</b>	185	28.8%	30	4.7%	<b>215</b>	<b>33.5%</b>	213	33.2%	39	6.1%	<b>252</b>	<b>39.3%</b>
Fort Lewis College	1,022	142	13.9%	13	1.3%	<b>155</b>	<b>15.2%</b>	290	28.4%	52	5.1%	<b>342</b>	<b>33.5%</b>	336	32.9%	74	7.2%	<b>410</b>	<b>40.1%</b>
Mesa State College	704	105	14.9%	16	2.3%	<b>121</b>	<b>17.2%</b>	203	28.8%	40	5.7%	<b>243</b>	<b>34.5%</b>	232	33.0%	56	8.0%	<b>288</b>	<b>40.9%</b>
Metropolitan State College	1,655	73	4.4%	19	1.1%	<b>92</b>	<b>5.6%</b>	255	15.4%	67	4.0%	<b>322</b>	<b>19.5%</b>	355	21.5%	99	6.0%	<b>454</b>	<b>27.4%</b>
UC - Boulder	5,377	2,217	41.2%	61	1.1%	<b>2,278</b>	<b>42.4%</b>	3,333	62.0%	140	2.6%	<b>3,473</b>	<b>64.6%</b>	3,575	66.5%	205	3.8%	<b>3,780</b>	<b>70.3%</b>
UC - Colorado Springs	893	213	23.9%	37	4.1%	<b>250</b>	<b>28.0%</b>	342	38.3%	68	7.6%	<b>410</b>	<b>45.9%</b>	389	43.6%	91	10.2%	<b>480</b>	<b>53.8%</b>
UC at Denver and Health Sci. Ctr.	580	85	14.7%	22	3.8%	<b>107</b>	<b>18.4%</b>	179	30.9%	47	8.1%	<b>226</b>	<b>39.0%</b>	212	36.6%	59	10.2%	<b>271</b>	<b>46.7%</b>
University of Northern Colorado	1,940	548	28.2%	44	2.3%	<b>592</b>	<b>30.5%</b>	897	46.2%	142	7.3%	<b>1,039</b>	<b>53.6%</b>	968	49.9%	182	9.4%	<b>1,150</b>	<b>59.3%</b>
Western State College	608	116	19.1%	10	1.6%	<b>126</b>	<b>20.7%</b>	199	32.7%	31	5.1%	<b>230</b>	<b>37.8%</b>	224	36.8%	41	6.7%	<b>265</b>	<b>43.6%</b>
<b>Totals</b>	<b>18,186</b>	<b>5,238</b>	<b>28.8%</b>	<b>320</b>	<b>1.8%</b>	<b>5,558</b>	<b>30.6%</b>	<b>8,547</b>	<b>47.0%</b>	<b>818</b>	<b>4.5%</b>	<b>9,365</b>	<b>51.5%</b>	<b>9,375</b>	<b>51.6%</b>	<b>1,111</b>	<b>6.1%</b>	<b>10,486</b>	<b>57.7%</b>

SOURCE: SURDS Enrollment, Fall 2002; Degrees Awarded FY 2003-2008 and Summer 08

The Graduation Rate of transfers only includes degrees attained by transfers to Colorado institutions reporting to SURDS. Transfers to private schools not reporting to SURDS or out-of-state transfers are not counted.

At 4-year institutions, "Graduated at Transfer Institution" includes only 4-year to 4-year transfers

At 4-year institutions, counts are students receiving a degree(s) i.e. double majors are only counted once.



### Graduation Rates, from Two-Year Public Institutions (2005 Cohort)

Institution Name	Fall 2005 Entering Class	Graduated at Original Institution			Graduated at Transfer Institution			Graduated at Either	
		Ass. Deg. & Cert. (2+ years)	Cert. (<2 years)	Rate	Ass. Deg. & Cert. (2+ years)	Cert. (<2 years)	Rate	#	Rate
Aims Community College	152	55	28	54.6%	3	1	2.6%	87	57.2%
Arapahoe Community College	384	28	31	15.4%	0	1	0.3%	60	15.6%
Colorado Mountain College	81	3	5	9.9%	0	1	1.2%	9	11.1%
Colorado Northwestern CC	117	28	14	35.9%	0	0	0.0%	42	35.9%
Community College of Aurora	373	64	6	18.8%	1	0	0.3%	71	19.0%
Community College of Denver	410	26	24	12.2%	0	0	0.0%	50	12.2%
Front Range Community College	1,379	153	105	18.7%	4	6	0.7%	268	19.4%
Lamar Community College	162	54	11	40.1%	1	1	1.2%	67	41.4%
Morgan Community College	110	38	25	57.3%	2	1	2.7%	66	60.0%
Northeastern Junior College	391	120	28	37.9%	0	1	0.3%	149	38.1%
Otero Junior College	296	76	62	46.6%	2	1	1.0%	141	47.6%
Pikes Peak Community College	889	118	65	20.6%	0	1	0.1%	184	20.7%
Pueblo Community College	383	29	61	23.5%	0	0	0.0%	90	23.5%
Red Rocks Community College	491	41	60	20.6%	0	1	0.2%	102	20.8%
Trinidad State Junior College	300	62	54	38.7%	1	1	0.7%	118	39.3%
<b>Grand Total</b>	<b>5,918</b>	<b>895</b>	<b>579</b>	<b>24.9%</b>	<b>14</b>	<b>16</b>	<b>0.5%</b>	<b>1,504</b>	<b>25.4%</b>

SOURCE: SURDS Enrollment, Fall 2005; Degrees Awarded FY 2005-2008 and Summer 08

For 2-year institutions, "Graduated at Transfer Institution" includes only 2-year to 2-year transfers, therefore the Community College mission of transfer-to- 4YR-schools is not included. At 2-year institutions, counts are degrees, i.e. a single student that received a certificate as well as an Associates is counted twice.

The Graduation Rate of transfers only includes degrees attained by transfers at Colorado institutions reporting to SURDS. Transfers to private schools that don't report to SURDS are not included. For two-year transfers, the rate only includes those that attained an associate degree or certificate after transfer, at Colorado institutions reporting to SURDS.

## 9. Compare tuition and fee rates at Colorado private institutions to Colorado public institutions.

The two tables below detail tuition rates for private and public institutions in Colorado for 2007 and 2008 as reported by the institutions to the National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS).

**In-State and Out of State Average Tuition for Full-Time Undergraduates as reported to IPEDS by the institutions, Fall 2008 and Fall 2007**

Type	Institution	2008		2007	
		In-state average tuition for full-time undergraduates	Out-of-state average tuition for full-time undergraduates	In-state average tuition for full-time undergraduates	Out-of-state average tuition for full-time undergraduates
Public-4 Yr	Adams State College	\$2,496	\$10,392	\$2,328	\$9,672
Public-4 Yr	Metropolitan State College of Denver	\$2,615	\$11,323	\$2,432	\$10,534
Public-4 Yr	Fort Lewis College	\$2,846	\$15,162	\$5,138	\$13,848
Public-4 Yr	Colorado State University-Pueblo	\$3,422	\$13,543	\$3,184	\$13,543
Public-4 Yr	University of Northern Colorado	\$3,942	\$13,344	\$3,600	\$12,180
Public-4 Yr	Mesa State College	\$4,324	\$13,098	\$3,893	\$12,054
Public-4 Yr	Colorado State University	\$4,424	\$20,140	\$4,040	\$17,480
Public-4 Yr	University of Colorado at Colorado Springs	\$4,464	\$15,300	\$4,338	\$15,300
Public-4 Yr	University of Colorado Denver	\$5,484	\$18,456	\$5,054	\$17,010
Public-4 Yr	Western State College of Colorado	\$5,640	\$11,856	\$2,688	\$11,520
Public-4 Yr	University of Colorado at Boulder	\$5,922	\$25,400	\$5,418	\$23,580
Public-4 Yr	Colorado School of Mines	\$9,810	\$23,820	\$8,764	\$21,750
Private, For Profit	Colorado Center for Medical Laboratory Science	\$6,940	\$6,940	\$6,840	\$6,840
Private, For Profit	Jones International University	\$10,320	\$10,320	\$10,320	\$10,320
Private, For Profit	Colorado Technical University	\$10,440	\$10,440	\$9,900	\$9,900
Private, For Profit	Colorado Technical University	\$10,440	\$10,440	\$9,900	\$9,900
Private, For Profit	University of Phoenix-Southern Colorado Campus	\$10,590	\$10,590	\$10,140	\$10,140
Private, For Profit	National American University-Colorado Springs	\$11,340	\$11,340	\$13,320	\$13,320
Private, For Profit	National American University-Denver	\$11,340	\$11,340	\$13,200	\$13,200
Private, For Profit	University of Phoenix-Denver Campus	\$11,575	\$11,575	\$10,140	\$10,140
Private, For Profit	Westwood College-Denver South	\$13,389	\$13,389	\$12,753	\$12,753
Private, For Profit	DeVry University-Colorado	\$13,810	\$13,810	\$13,700	\$13,700
Private, For Profit	Westwood College-Denver North	\$14,061	\$14,061	\$12,039	\$12,039
Private, For Profit	College America-Colorado Springs	\$14,120	\$14,120	\$16,350	\$16,350
Private, For Profit	Colorado Technical University Online	\$14,248	\$14,248	\$16,830	\$16,830
Private, For Profit	Teikyo Loretto Heights University	\$14,970	\$14,970	\$14,970	\$14,970
Private, For Profit	ITT Technical Institute-Thornton	\$16,056	\$16,056	\$15,300	\$15,300
Private, For Profit	Remington College-Colorado Springs Campus	\$16,330	\$16,330	\$13,700	\$13,700
Private, For Profit	College America-Fort Collins	\$16,350	\$16,350	\$16,350	\$16,350
Private, For Profit	Argosy University-Denver	\$17,280	\$17,280	\$16,380	\$16,380
Private, For Profit	College America-Denver	\$17,650	\$17,650	\$16,350	\$16,350
Private, For Profit	Johnson & Wales University-Denver	\$21,297	\$21,297	\$20,478	\$20,478
Private, For Profit	Naropa University	\$21,894	\$21,894	\$20,738	\$20,738
Private, For Profit	Platt College	\$22,800	\$22,800	\$21,800	\$21,800
Private, For Profit	Rocky Mountain College of Art and Design	\$22,992	\$22,992	\$19,752	\$19,752
Private, Non Profit	Colorado Christian University	\$19,980	\$19,980	\$18,850	\$18,850
Private, Non Profit	The Art Institute of Colorado	\$23,608	\$23,608	\$21,835	\$21,835
Private, Non Profit	Regis University	\$28,400	\$28,400	\$26,600	\$26,600
Private, Non Profit	University of Denver	\$32,976	\$32,976	\$31,428	\$31,428
Private, Non Profit	Colorado College	\$35,844	\$35,844	\$33,972	\$33,972

**2 yr Institutions In-State and Out of State Average Tuition for Full-Time Undergraduates as reported to IPEDS by the institutions, Fall 2008 and Fall 2007**

Type	Institution	2008		2007	
		In-state average tuition for full-time undergraduates	Out-of-state average tuition for full-time undergraduates	In-state average tuition for full-time undergraduates	Out-of-state average tuition for full-time undergraduates
Public 2 Year	Arapahoe Community College	\$1,852	\$8,574	\$1,789	\$8,284
Public 2 Year	Pueblo Community College	\$1,852	\$8,574	\$1,789	\$8,284
Public 2 Year	Colorado Northwestern Community College	\$1,944	\$4,152	\$2,315	\$4,985
Public 2 Year	Community College of Denver	\$1,944	\$9,004	\$1,851	\$8,574
Public 2 Year	Front Range Community College	\$1,944	\$9,004	\$1,789	\$8,284
Public 2 Year	Morgan Community College	\$1,944	\$9,004	\$1,852	\$8,284
Public 2 Year	Northeastern Junior College	\$1,944	\$7,201	\$1,852	\$6,858
Public 2 Year	Red Rocks Community College	\$1,944	\$9,004	\$1,852	\$8,574
Public 2 Year	Trinidad State Junior College	\$1,944	\$4,152	\$1,852	\$3,988
Public 2 Year	Aims Community College	\$1,968	\$8,496	\$1,800	\$7,200
Public 2 Year	Pikes Peak Community College	\$2,050	\$8,774	\$1,852	\$8,574
Public 2 Year	Colorado Mountain College	\$2,250	\$7,050	\$2,160	\$6,960
Public 2 Year	Community College of Aurora	\$2,430	\$11,255	\$2,315	\$10,718
Public 2 Year	Lamar Community College	\$2,430	\$5,190	\$2,315	\$4,985
Public 2 Year	Otero Junior College	\$2,430	\$5,190	\$2,314	\$4,816
Private 2 Year	Denver Academy of Court Reporting	\$6,900	\$6,900	\$6,800	\$6,800
Private 2 Year	Bel-Rea Institute of Animal Technology	\$8,531	\$8,531	\$10,875	\$10,875
Private 2 Year	Colorado School of Healing Arts	\$9,625	\$9,625	\$8,925	\$8,925
Private 2 Year	Institute of Business and Medical Careers	\$10,260	\$10,260	\$9,900	\$9,900
Private 2 Year	Everest College-Colorado Springs	\$11,808	\$11,808	\$10,440	\$10,440
Private 2 Year	Everest College-Aurora	\$12,747	\$12,747	\$11,520	\$11,520
Private 2 Year	Everest College-Thornton	\$13,572	\$13,572	\$13,104	\$13,104
Private 2 Year	Boulder College of Massage Therapy	\$13,700	\$13,700	\$13,160	\$13,160

**a. Are private institutions offering degrees competitively at similar costs to public institutions?**

No (see the table above and the table on the previous page). The private, for profit institutions of higher education all have higher levels of tuition than public institutions. While the private, nonprofit institutions have significantly higher levels of tuition than public institutions across the board.

**b. Would Colorado’s public institutions benefit from implementing some elements of the business models of the successful private institutions in Colorado? Explain.**

It is doubtful that public higher education institutions in Colorado would benefit from adopting the business models and practices of even the most successful for-profit education entities. One way to examine the performance of such entities is to compare their graduation rates to those of the public sector. The following table contains Colorado’s for-profit institution’s six-year graduation rates as reported by the institutions themselves to the National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS).

The very best graduation rate among these businesses is comparable to the middle of the pack among public institutions, and a number of these businesses have graduation rates under 10%. This performance is in spite of tuition charges that (as shown earlier) can be literally nine times as

high as that of public higher education (Adams State--Tuition \$2,496 versus Naropa University—Tuition \$21,894).

**6 Year Graduation rates as of August 31, 2008**

Institution name	Adjusted cohort 2002	Number of completers	Graduation rate (%)
CollegeAmerica-Colorado Springs	30	68	52.3
CollegeAmerica-Denver	392	65	42.1
CollegeAmerica-Fort Collins	255	92	36.1
Colorado Technical University	8	3	6.7
Colorado Technical University	3	1	33.3
DeVryUniversity-Colorado	13	67	46.9
ITT Technical Institute-Thornton	84	39	46.4
Jones International University	15	37	25.5
National American University-Colorado Springs	3	1	33.3
National American University-Denver	5		0
Patt College	2	7	58.3
Remington College-Colorado Springs Campus	286	100	35
Rocky Mountain College of Art and Design	79	37	46.8
The Art Institute of Colorado	367	56	42.5
University of Phoenix-Denver Campus	18	3	6.6
University of Phoenix-Southern Colorado Campus	68	8	18
Westwood College-Denver North	52	227	44.3
Westwood College-Denver South	102	23	22.5

**10. Please provide information on the level of private giving to Colorado public institutions. Are Colorado institutions doing enough to raise private funds? Please provide data such as peer comparisons or trend data over time (or whatever the Department thinks is relevant) to support your conclusion.**

Below is a table with gift and donation amounts taken from institution’s audited financial statements. Amounts reported as gift revenue, and amounts reported by their related foundation for ‘contribution revenues’ and ‘program expenses’, are listed by year for FY 2003 through FY 2008.

The yearly increase for all institutions in non-operating gifts from \$83.4M to \$129.8M from 2003 to 2008 indicates that the schools are actively fund raising. Institutions have been asked to provide further detail of their fundraising efforts to better address this question, their responses are below the table.

Governing Board Financial Statement classification	Fiscal Year Ended June 30					
	2003	2004	2005	2006	2007	2008
<b>Adams State College</b>						
Gifts and donation (operating)			0			
Gifts and donation (non-operating)	1,045,095	1,216,330	1,629,703	1,996,586	1,943,407	1,958,541
Grants and gifts (capital)			0	0	0	0
Total Gov Board Gifts and Donations	1,045,095	1,216,330	1,629,703	1,996,586	1,943,407	1,958,541
Foundation contribution revenues	571,402	609,347	759,980	2,253,387	6,902,442	1,259,761
Foundation program expenses	611,659	842,304	1,418,120	1,577,043	1,431,325	1,707,897
<b>Colorado Community College System</b>						
Gifts and donation (operating)	289,129	567,285	484,641	9,005	130,124	0
Gifts and donation (non-operating)	533,113	698,653	573,483	606,349	1,251,012	1,504,279
Grants and gifts (capital)	47,957	89,372	55,675	35,126	47,376	114,877
Total Gov Board Gifts and Donations	870,199	1,355,310	1,113,799	650,480	1,428,512	1,619,156
Foundation contribution revenues	4,762,745	2,895,976	4,707,436	3,807,793	5,473,592	4,087,055
Foundation program expenses	5,678,065	5,612,515	7,060,553	6,457,869	7,212,677	7,777,972
<b>Colorado School of Mines</b>						
Gifts and donation (operating)						
Gifts and donation (non-operating)	10,470,674	9,465,292	8,051,769	13,783,902	10,484,107	11,270,277
Grants and gifts (capital)	497,844	420,354	0	0	0	786,720
Total Gov Board Gifts and Donations	10,968,518	9,885,646	8,051,769	13,783,902	10,484,107	12,056,997
Foundation contribution revenues	12,248,137	10,774,564	11,542,988	15,806,033	10,343,334	10,956,749
Foundation program expenses	9,736,480	8,252,081	8,036,513	12,969,451	11,860,486	11,345,780
<b>Colorado State University</b>						
Gifts and donation (operating)						
Gifts and donation (non-operating)	18,952,000	15,658,000	18,558,000	21,388,000	20,824,000	26,907,000
Grants and gifts (capital)	9,414,000	8,566,000	17,215,000	7,971,000	4,734,000	1,474,000
Total Gov Board Gifts and Donations	28,366,000	24,224,000	35,773,000	29,359,000	25,558,000	28,381,000
Foundation contribution revenues	48,407,000	27,483,000	27,064,000	43,782,000	28,762,000	41,119,000
Foundation program expenses	25,457,000	23,600,000	32,786,000	26,133,000	23,642,000	25,331,000
<b>Fort Lewis College</b>						
Gifts and donation (operating)						
Gifts and donation (non-operating)	575,455	940,651	994,907	1,488,794	1,663,238	1,514,997
Grants and gifts (capital)	77,670	759,889	35,590	299,819	132,496	72,663
Total Gov Board Gifts and Donations	653,125	1,700,540	1,030,497	1,788,613	1,795,734	1,587,660
Foundation contribution revenues	1,846,329	2,182,592	1,009,527	1,547,940	2,181,269	2,048,160
Foundation program expenses	1,170,482	1,826,464	1,311,396	1,631,978	1,809,621	1,615,369
<b>Mesa State College</b>						
Gifts and donation (operating)	0	300,022	513,837	435,620	466,916	468,038
Gifts and donation (non-operating)	691,823	3,596,316	774,423	945,446	676,022	1,651,414
Grants and gifts (capital)	0	0	0	0	0	0
Total Gov Board Gifts and Donations	691,823	3,896,338	1,288,260	1,381,066	1,142,938	2,119,452
Foundation contribution revenues	1,968,394	972,672	2,649,853	1,980,004	3,201,563	5,558,034
Foundation program expenses	933,567	3,726,990	990,582	1,144,166	855,034	2,796,130
<b>Metropolitan State College of Denver</b>						
Gifts and donation (operating)	0					
Gifts and donation (non-operating)	2,458,090	2,655,175	2,486,962	2,476,253	2,197,963	3,744,907
Grants and gifts (capital)	0	0	0	0	0	0
Total Gov Board Gifts and Donations	2,458,090	2,655,175	2,486,962	2,476,253	2,197,963	3,744,907
foundation contributions	1,977,735	2,681,944	2,324,025	2,374,402	3,156,290	4,336,438
School support	2,433,549	2,789,344	2,382,441	2,416,994	2,194,973	3,881,394

<b>University of Colorado</b>						
Gifts and donation (operating)						
Gifts and donation (non-operating)	48,715,000	51,983,000	56,278,000	56,271,000	61,650,000	81,232,000
Grants and gifts (capital)	25,806,000	70,451,000	16,208,000	10,042,000	10,350,000	31,604,000
Total Gov Board Gifts and Donations	74,521,000	122,434,000	72,486,000	66,313,000	72,000,000	112,836,000
Foundation contribution revenues	98,811,000	86,267,000	57,659,000	64,367,000	113,646,000	122,790,000
Foundation program expenses	98,841,000	97,336,000	114,011,000	82,610,000	85,247,000	123,215,000
<b>University of Northern Colorado</b>						
Gifts and donation (operating)						
Gifts and donation (non-operating)						
Grants and gifts (capital)	2,290,977	883,476	0	344,692	16,581	24,500
Total Gov Board Gifts and Donations	2,290,977	883,476	0	344,692	16,581	24,500
Foundation contribution revenues	5,311,745	4,212,972	5,640,801	3,873,467	6,648,238	4,984,169
Foundation program expenses	5,579,107	8,134,898	7,067,859	7,058,260	6,007,090	7,812,202
<b>Western State College</b>						
Gifts and donation (operating)						
Gifts and donation (non-operating)						
Grants and gifts (capital)	0	0	0	492,434	0	439,449
Total Gov Board Gifts and Donations	0	0	0	492,434	0	439,449
Foundation contribution revenues	1,284,951	2,636,324	3,662,935	4,731,642	5,638,781	6,305,014
Foundation program expenses	1,276,129	1,275,075	2,019,079	1,847,723	1,553,423	2,422,288
<b>Total All Governing Boards</b>						
Gifts and donation (operating)	289,129	867,307	998,478	444,625	597,040	468,038
Gifts and donation (non-operating)	83,441,250	86,213,417	89,347,247	98,956,330	100,689,749	129,783,415
Grants and gifts (capital)	38,134,448	81,170,091	33,514,265	19,185,071	15,280,453	34,516,209
Total Gov Board Gifts and Donations	121,864,827	168,250,815	123,859,990	118,586,026	116,567,242	164,767,662
Foundation contribution revenues	177,189,438	140,716,391	117,020,545	144,523,668	185,953,509	203,444,380
Foundation program expenses	151,717,038	153,395,671	177,083,543	143,846,484	141,813,629	187,905,032

Source: Audited Financial Statements and Notes.

Note: Financial Statements for Fiscal Year 2008 are the most current audited statements available.

## Institution Responses:

### *Adams State College:*

ASC private giving associated with operational activities has grown by 57% in the last six years. Gifts and donations for FY09 totaled \$1.9 million, which represents roughly 5% of the institution's annual revenues.

### *Colorado School of Mines:*

Colorado School of Mines and the CSM Foundation Inc. rank 25<sup>th</sup> among 256 public institutions in the nation for Total Endowment funds per Student FTE. As of June 20, 2009 CSM's total endowment was valued at \$148 million.

In 2006, Colorado School of Mines completed a 5-year \$125 million campaign by raising more than \$132 million in cash and commitments. Since the conclusion of that campaign Mines has continued to step up its efforts, raising \$21.9 million in FY2008 and \$30.7 million in FY2009. Mines is in the planning stages for its next major fundraising campaign.

Colorado School of Mines  
Fundraising Results

	Commitments
FY09	\$ 30,681,707
FY08	\$ 21,884,545
FY07	\$ 13,600,025
FY06	\$ 14,084,930
FY05	\$ 20,214,553

*Fort Lewis College:*

The Fort Lewis College Foundation exists to benefit Fort Lewis College. As such, the Foundation has continued to provide support for capital projects, scholarships and limited operational needs.

The Foundation has helped the College raise funds for three major construction projects. Approximately half of the cost for the Concert Hall and the Center of Southwest Studies was covered by private giving (\$2.5M and \$3.5M respectively). Currently, the Student Union is under construction and approximately \$5M has been raised for this project. The Berndt Hall Reconstruction project for Geosciences, Physics and Engineering (the College's top capital construction request), carries a \$4.2M College match. The Foundation is currently in the silent phase of the capital campaign for this project.

In addition to raising funds for capital campaigns, the Fort Lewis College Foundation also raises funds for scholarships to help students afford the College experience. Over the last five years, scholarships provided by the Foundation have grown from \$400K in FY 2004-05 to almost \$900K in FY 2008-09. On average, the Foundation raises approximately \$2M annually from cash and in-kind donations.

Fort Lewis College and its affiliated Foundation recognize the need to generate private funds to help support the College and its students. To this end, resources directed toward augmenting private giving have increased significantly over the past five years. This increase is evidenced by Foundation staffing levels going from 3.0 FTE in FY 2004 to 7.0 FTE in FY 2010.

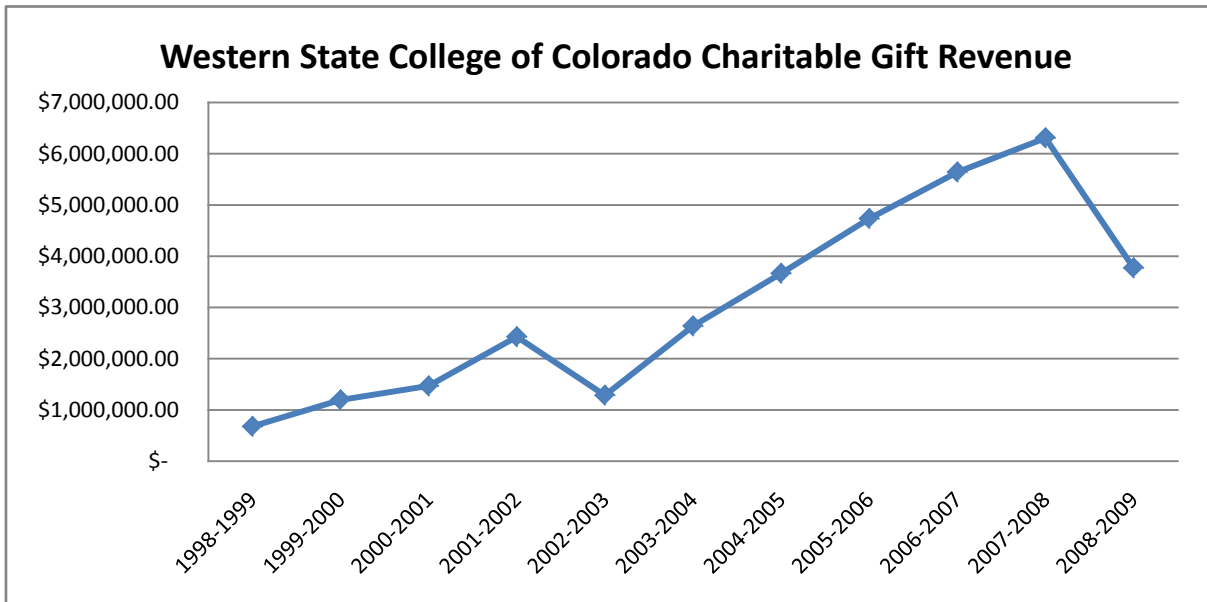
*Mesa State College:*

Over the course of the past four fiscal years, the Mesa State College Foundation has exceeded the previous year's fundraising totals. Following is a summary of the fundraising amounts received by the Mesa State College Foundation:

- 2005-2006 Total Raised -- \$2,442,095
- 2006/2007 Total Raised -- \$2,492,437
- 2007/2008 Total Raised -- \$4,588,432
- 2008/2009 Total Raised -- \$5,155,818

*Western State College:*

With the exception of 2008-09, private funding has increased dramatically at Western over the last 10 years (see chart). Despite this success, decreasing public funding of higher education adversely affects the ability of institutions to attract major private gifts. Private giving to public institutions is more far more appealing to donors as a way to enhance and secure a new level of excellence, rather than meeting basic operating needs and expenses.



The national fundraising statistics comparison of new cash and pledges for January to June (Q1-Q2) of 2008 to 2009 were down 28% (GG+A survey).

Western State College Foundation fundraising highlights over the last five years include:

- WSC Foundation has received \$20.0 million in private gifts over the past 4 years.
- During those 4 years, WSC Foundation distributed \$15.1 million in support of the College.
- WSC Foundation provides nearly \$600,000 annually in privately funded scholarships.
- WSC Foundation funds 4 endowed faculty chairs (a fifth has been pledged).
- Western’s Petroleum Geology program was created through private gifts, including 2 endowed chairs and an “Endowment for Excellence”.
- In 2005, \$750,000 in private gifts funded the resurfacing of the running track for the College and community at Mountaineer Bowl.
- In summer of 2007, the \$7.1 million Borick Business Building was completed and opened.
- In 2008, Western’s Professional Land and Resource Management Program was launched, with private gifts in excess of \$3.0 million. The program now has 50 students enrolled.



- In 2008, \$600,000 in private funds complemented the state-funded renovation of Kelley Hall to create Western's Center for Environmental Studies.
- WSC Foundation is currently raising \$6.0 million toward the \$28.0 million new College Center.

**11. What is the status of implementing transfer agreement legislation, and are transfer agreements currently adequate? Please provide data such as the number and percentage of credits accepted and denied (or whatever the Department thinks is relevant) to support your conclusion.**

Colorado currently has three guaranteed transfer "options" for students:

Completion of a AA/AS degree – A student's general education is considered complete when they arrive in transfer from a two-year institution to a four-year institution having completed an Associate of Arts or Science degree. However, a student may be required to take up to 9 remaining hours of required general education courses within their major once they are admitted and enroll in a specified degree program/program of study at a four-year institution.

gtPathways – Colorado's statewide guaranteed transfer program for general education. The gtPathways curriculum currently features 1,120 individual courses across five different content areas, (Communication, Math, Arts & Humanities, Social & Behavioral Sciences and Natural & Physical Sciences). Forty additional courses will be added to the 1, 129 upon official Commission approval in January, 2010. The gtPathways curriculum is comprised of 31 credit hours across five different content areas. Students must successfully complete each course taken in the gtPathways curriculum in order for the course(s) to successfully transfer to "receiving institutions". Once successfully completed, all gtPathways courses are guaranteed to transfer and be applied (in the same content area in which the course was taken). Students may elect to complete all 31 credit hours of the gtPathways curriculum; or, take courses individually. All successfully completed gtPathways courses are accepted in transfer, regardless of the student's transfer "path", for example, students can take gtPathways courses from a two-year to a four-year institution; from a two-year to a two-year and also from a four-year to a two-year. The gtPathways curriculum is applicable only to Colorado's public, post-secondary institutions.

Statewide Articulation Agreements – the state currently has four statewide articulation agreements in: Business; Early Childhood Education; Elementary Education, and Engineering. All public, post-secondary institutions are signatories on each of the statewide articulation agreements. The statewide articulation agreements do not guarantee admission to professional programs; however, provided a student follows the agreement's prescriptive guidance and does not deviate from the prescribed courses, (i.e., change their major), while achieving the requisite grades required of the agreement, the courses are

guaranteed to transfer and be applied to the student's program of study/major.

In addition to the above guarantees, public, post-secondary institutions also engage in transcript review; whereby each individual student's transcript is reviewed by institutional staff in order to accept and apply additional courses taken outside of gtPathways and the statewide articulation agreements, including courses taken by students in both the private sector of institutions as well as students bringing courses from out-of-state institutions, (both public and private).

Currently, Colorado's public, post-secondary institutions are working on an additional seven statewide 60 + 60/statewide articulation agreements in the following disciplines: Spanish, Biology, History, Math, Criminal Justice, Psychology, and Economics. A specified timeline has not been formally established; however, it is very likely that the additional agreements could be operationalized within 12-18 months.

Additionally, Colorado post-secondary institutions, in collaboration with the CCNE, (Colorado Council of Nursing Educators), are in the early stages of exploring the possibility of a statewide nursing articulation agreement. Currently, Colorado has a statewide nursing articulation model.

Of note, Colorado public, post-secondary institutions currently have:

- Created and participate in over 1000 inter-institutional agreements (MOUs-Memorandums of Understanding);
- Agreements that cover over 400 different degree programs;
- Regionally focused inter-institutional MOUs that reflect long-standing transfer/articulation agreements between geographically "coupled" institutions, such as AIMS Community College/University of Northern Colorado; Front Range Community College/CU Boulder; Pueblo Community College/Colorado State University – Pueblo;
- As an example, Pueblo Community College and CSU-Pueblo recently implemented degree completion programs for an additional 49 programs.

Given the current structure of public, post-secondary education in the state of Colorado, the transfer/articulation agreements and gtPathways program are effective, (and work optimally when institutions adhere to both the legislation of gtPathways and the terms of the statewide articulation agreements). Transfer/Articulation, while adequate, could always be enhanced by expanding opportunity through the creation of additional pathways, (i.e. successfully moving a student from a AAS/AGS to the AA/AS degree and on to the completion of a baccalaureate degree). Also, the ultimate finalizing of the above mentioned agreements in Spanish, Biology, History, Math, Criminal Justice, Psychology, and Economics will provide additional choices and opportunities for students in Colorado.

Please note that the Department does not maintain data on the number and percentage of credits accepted and denied.

- a. Please also address transfers from private institutions and transfers from high school programs such as dual enrollment and advanced placement.**

Transfers from high school programs are subject to the same guidelines as any college courses. Since the college courses that are offered in the high schools as dual enrollment have a higher education institution's approval, course number and syllabus, they are considered the same as an on campus course. Advanced placement courses do not carry college credit. In order to receive college credit for advanced placement courses the student must take a test and score at an appropriate level for the higher education institution to award credit based on the score.

- b. Do credits transferred from high school programs such as dual enrollment and advanced placement count toward the 145 credit hour limit on stipends?**

All dual enrollment courses that utilize the COF stipend count against the credit hour limit with the exception of basic skills courses. Advanced placement credits are awarded by an institution of higher education and therefore do not interact with COF.

**12. Please describe the British model of paying for certificates and degrees rather than enrollment. Do other states use variations of the British model?**

- a. Should Colorado consider using this model to pay institutions for graduating low-income students as a way to incentivize outreach and retention of these students?**
- b. How does the British model safeguard against abuses like skimming students or lowering completion standards?**

Linking funding to completion is used domestically and in several international countries to varying degrees. The Department anticipates that the strategic planning process, outlined in the response to question number two above, will entail discussions on a variety of funding methodologies and will provide a better response as to what type of funding system is best suited for the state of Colorado's system of higher education.

Below are excerpts from a whitepaper on completion based funding by the Midwestern Higher Education Compact, which provides a good overview both domestically and internationally. The entire whitepaper which provides more state and country specific information has been included as Attachment B. The attachment provides specific detail on the British system.

*Domestic Context*

State appropriations to public colleges and universities have historically been made on the basis of enrollments rather than completions. As such, institutions often have little incentive to ensure that students successfully complete courses and earn degrees. However, given current and future

workforce needs and state financial difficulties, higher education funding based on seat time is being carefully scrutinized while funding based on course or degree completion rates or other indicators of success is being given serious consideration. States are considering ways to incent institutions to not just enroll students but also to ensure that they earn the credentials needed in the workplace.

Performance-based funding may represent a relatively small percentage of a state's higher education budget, but some experts assert that it can lead to some rather remarkable results. The challenge for states is to create a financing system that is clearly understood and yet flexible enough to account for differences in institutional mission and demographics. The same set of guidelines and performance targets should probably not be applied similarly to community colleges, bachelor's and master's degree institutions, and research universities.

### *International Context*

Internationally, several countries are linking funding of higher education to expected outcomes. Management principles of economy, efficiency, and effectiveness are becoming measures of good governance in higher education as well as in business. Managing by outcomes or outputs rather than inputs has led to some performance-based and/or incentive funding models – rewarding *actual* rather than *promised* performance levels.

One of the incentives being considered is tying a portion of institutional funding to student success. This funding may be packaged as additional incentive dollars – awarded to institutions if they achieve certain performance benchmarks – or it could be incorporated into funding formulas, essentially replacing a portion of an institution's enrollment-based appropriation with a completions-based component. In some cases, governments and higher education institutions sign agreements or make other formal contractual arrangements that are based on expected outcomes; in other cases, governments simply tie performance funding to block grants or to funding formulas.

### **9:45– 10:05 Fort Lewis College**

*Dr. Brad Bartel, President*

*Richard G. Ballantine, Board Chair*

*Steve Schwartz, Vice President for Finance and Administration*

Fort Lewis College recognizes the current fiscal condition of the state, and respects the questions about the Native American Tuition Waiver program. The College has provided responses to the specific questions below, and has also included a general summary of the Native American program.

### **Summary of the Tuition Assistance Program for Native American Students**

On April 4, 1910, the Sixty-first Congress passed an Act, which granted to the State of Colorado the property known as the Fort Lewis School. The 1910 Act directed "...that Indian pupils shall at all times be admitted to such school free of charge for tuition and on terms of equality with

white pupils.” In 1911, Colorado Governor John P. Shafroth signed the Executive Order that accepted the Fort Lewis School under the conditions named in the 1910 Act of Congress. Fort Lewis high school began its operations under the control of the State of Colorado in 1911. In 1927, the school was approved by the Colorado State legislature to become a junior college. In 1956 the College was moved to its present day location in Durango, Colorado. In 1962, the College became a baccalaureate institution.

Increasing numbers of Native American students attending Fort Lewis College in the 1960s created a concern about the citizens of Colorado paying for their education. At the time, the College was directed to consider alternate sources of funds for the Native American Program. The Colorado legislature in its 1971 session passed a bill, which changed the tuition free language to include only qualified Native American pupils who were Colorado residents and qualified for in-state tuition. (124-14-5)

The federal government subsequently brought action against the State of Colorado in U.S. District Court seeking a judgment, which declared the 1971 legislation a breach of contract created by acts of Congress and the Colorado legislature in 1910 and 1911. The Court ruled that the State of Colorado had an obligation to admit Native American students to Fort Lewis College free of charge for tuition. An appeal was filed by the State of Colorado to the U.S. Court of Appeals, Tenth Circuit. The decision of the Court of Appeals affirmed the decision made by the U.S. District Court.

The education of Native American students is part of the statutory role and mission of Fort Lewis College, as shown below:

**23-52-101. College established - role and mission - governance.**

- (1) There is hereby established a college at Durango, to be known as Fort Lewis college, which shall be a public liberal arts college, with selective admission standards with a historic and continuing commitment to Native American education (*emphasis added*). In addition, the college may offer professional programs and a limited number of graduate programs to serve regional needs. The center of southwest studies provides a valuable regional, national, and international resource.
- (2) (a) Fort Lewis college shall be a regional education provider and shall have two-year authority only for an associate of arts degree in agricultural science.  
  
(b) The Colorado commission on higher education shall, in consultation with the board of trustees of Fort Lewis college, establish the criteria for designation as a regional education provider.

Currently, 758 Native American students attend Fort Lewis College, representing approximately 20% of the total student enrollment. Of the Native American students, 608 are nonresidents, representing over 120 tribes from across the country. To summarize, Fort Lewis College has been very successful in meeting its Native American role and mission, and, as part of its historic

mission, intends to continue to be successful in this regard.

Fort Lewis College has a long-standing relationship with various Native American tribes located throughout the United States. Since its founding as a high school, Fort Lewis College has worked diligently to recruit, educate, and graduate Native American students. The College now awards more baccalaureate degrees to Native American students than any other college in the United States. Although many other colleges were founded with a Native American mission, many of these (such as Dartmouth College) have abandoned their Native American mission. Fort Lewis College believes that the Native American mission is a requirement of federal law, and honors that requirement as part of the College's core mission.

Finally, please note that in the various funding formulas developed by the Department of Higher Education over the last 20 years, the funding for Native American students has been used to justify a lower level of direct state General Fund support for Fort Lewis College. The College believes that the funding received through the tuition waiver program should be considered when examining comparative level of funding among colleges. Provided below is a table showing GF per student (without the Native American Appropriation) and the total funding per student – reflecting the Native American appropriation.

	<b>GF/RFTE</b>	<b>GF + Tuition/Total FTE</b>
Adams State	\$8,875	\$11,694
Mesa State	\$5,294	\$9,679
Western State	\$8,283	\$11,148
Fort Lewis College	\$5,251	\$10,591

*All data for FY 2008-09*

**13. Would Native Americans qualifying for tuition waivers also qualify for federal and tribal financial aid? In other words, is the tuition waiver redundant?**

The Native American tuition assistance program pays for tuition only; students can receive other forms of financial aid from state or private sources to help defray other educational costs (fees, room and board, books, transportation, etc.).

**14. Please provide copies of the relevant portions of documents that require Fort Lewis to waive tuition for Native Americans.**

- a. What is the procedure for changing this requirement? Would it require a change in federal statute, a federal administrative decision, a treaty renegotiation, or what?**

Fort Lewis College is not looking to change the requirement. The obligation is steeped in federal law, has been challenged by the State, and was upheld by the federal courts. Given the legal issues surrounding this question, the College respectfully suggests that the State's Attorney

General, John Suthers, be consulted for further direction.

**b. Please provide a brief history of prior efforts to change the requirement, if any.**

Please see summary above.

**c. How could Colorado force action on the issue? Should the state refuse to pay, or sue the federal government?**

Fort Lewis College does not believe the state should “force action” on the issue. As noted above, given the legal issues surrounding this question, the College respectfully suggests that the State’s Attorney General, John Suthers, be consulted for further direction.

**15. Of the nonresident tuition revenue to Fort Lewis, how much comes from Native American students versus other students? Are there barriers to Fort Lewis charging different rates to Native American students and other students?**

Approximately, 53% of nonresident tuition comes from Native American Students. Of the FY 2009-10 Native American appropriation, 96.3% represents tuition waived from nonresident students.

As noted above, the Act of 1910 states “...that Indian pupils shall at all times be admitted to such school free of charge for tuition and on terms of equality with white pupils.” The State and College have interpreted this to mean that Native American students are treated in the same manner, including charging the same tuition rates, as non Native American students. Currently, a Native American student does not receive the tuition waiver until the necessary documentation is provided to the College.

If there were differential tuition rates, these rates would be advertised, raising questions from both Native American and other students as to why Native American students are treated differently.

**16. What has the institution done to plan for potential significant reductions in state and federal funding in FY 2010-11? In particular, if the institution has any analysis of possible tuition and financial aid configurations to maximize access, affordability, and institutional stability in this scenario, please share the analysis with the Committee.**

The College is currently in the process of evaluating all academic and non-academic functions. The College is working through the President’s Budget Committee to discuss all options and present a plan to the President and the Board of Trustees. The Budget Committee currently believes that the reductions that are needed will require the College to eliminate programs or functions. The Committee does not believe the College has the ability to continue operating in the same manner with fewer resources. A hiring freeze was implemented last April in anticipation of the looming reduction in State funding. The proposed budget plan will be developed over the next five months.

A 53.1% resident tuition increase would be necessary to cover the reduction allocated to Fort Lewis College in the FY 2008-09 supplemental bill (\$3.978M). To provide 20% to need based financial aid (as required per statute), an additional 10.6% increase would be necessary. The total percentage increase to resident tuition would equate to 63.7%, bringing resident tuition to \$5,078 annually.

**17. Please describe efforts the institution has taken to reduce the time it takes students to complete their studies, and the savings to the students and state generated from these measures.**

In 2003-04, Fort Lewis College determined that too few students were retaining, and therefore, not graduating. In an effort to better address the types of students able to succeed at the institution, in 2005 Fort Lewis College requested that the General Assembly allow the College to raise its CCHE admissions index from 80 to 92. This higher admissions index puts Fort Lewis in the same selective admissions category as most of the institutions within the University of Colorado System (CU-Boulder, UCCS, UCD), as well as Colorado State University and the University of Northern Colorado. Transition to this new admissions category will take time, however, retention rates are improving and the College remains confident that, over time, graduation rate will increase.

Operationally, The College has worked diligently to improve the advising process, as advising is a key determinant to reducing the time to graduation. Specific initiatives include:

- Individualize matriculation advising that carefully accounts for all credits
- Promotion of “Finish in Four!” graduation contract.
- Mandatory advising each semester for continuing students
- Development of transfer guides for all Fort Lewis majors and the Colorado Community College system.

Additional efforts have focused on course supply, registration policies, credit by exam, scholarship incentives and careful attention to courses with high D-F-W rates.

**10:05 – 10:25 Mesa State College**

*Tim Foster, President*

*Charlie Monfort, Chair, Board of Trustees*

*Lena Elliott, Vice-Chair*

*Jerome Gonzales -- New Trustee*

*Cecil Hernandez -- New Trustee*

*Jane North -- Trustee*

*Glen Gallegos -- Trustee*

*Celeste Colgan -- Trustee*

*Monte Atkinson -- Faculty Trustee*



**18. What has the institution done to plan for potential significant reductions in state and federal funding in FY 2010-11? In particular, if the institution has any analysis of possible tuition and financial aid configurations to maximize access, affordability, and institutional stability in this scenario, please share the analysis with the Committee.**

The College's approach to reductions in state funding is managed by a set of guiding principles and budget balancing strategies:

Guiding Principles:

- Budget conservatively.
- Protect life, health and safety.
- Continue to invest in strategic enrollment management.
- Continue to invest in strategic Program Review and Development.
- Protect the gains achieved to date.
- Identify areas where we can do more and better with less and reward those who champion those initiatives.
- Identify and eliminate the unnecessary.

Budget Balancing Strategies:

- Review every active service provider contract and maintenance contract, and validate each for necessity. Re-negotiate or re-bid where opportunities appear and rules allow.
- Examine all service areas to consider whether using a third party provider is a viable alternative, considering both quality and price.
- Seek every opportunity for shared services and equipment (e.g. copiers, printers, phones etc.).
- Seek every opportunity to go paperless and communicate electronically to students, prospective students, faculty, staff, state agencies and vendors.
- Close buildings or limit use during summer months and semester breaks.
- Considered offering staff voluntary unpaid furloughs within a set of rules to insure all mission critical activities are fulfilled.
- Identified full-time positions that could be reduced to part-time positions.
- Examined productivity in the classroom, on-line courses, and in all service areas. Reduced faculty compensation for on-line instruction. Identified opportunities to increase class sizes without diluting quality of instruction.
- Underwent a rigorous Academic Program Quality, Priorities, and Productivity (APQPP) process that to date has resulted in the phase out of the B.A. Sociology, Anthropology Concentration (only) and Minor in Anthropology.
- Examined all Auxiliary Services with same zest for efficiencies, margin, productivity and value. Refinanced debt to reduce debt service costs.
- Created a link on Mav Zone (the College Portal) so all faculty and staff could submit cost saving or revenue generating ideas directly to the Budget office.
- Generate revenues from enrollment growth, tuition increases and improved margins on auxiliary businesses, with a close eye on affordability, peers and competitors.

Budgeting conservatively in the annual process has given the College a head start in preparing for reduction in state support. It has been the College's strategy to project enrollment at the preceding year's enrollment levels (i.e. flat) and also assume there will be no vacant faculty or staff positions (i.e. fully fund all positions). Both of these strategies embed a contingency for the uncertainties of state funding and allow the College to be able to take advantage of opportunities should they appear.

These strategies alone, however, are not enough to absorb the magnitude of state funding reductions. The revenue side of the equation must be addressed. Absent state funding, the student's share of the cost will have to go up. Enrollment growth does help in the short run but the economies of scale quickly give out to the law of diminishing returns and, unless further investments are made in the delivery of instruction, quality will be compromised. This is an unacceptable outcome.

The College is particularly concerned about students who do not meet the technical definition of need yet they and their families are severely challenged to find the resources to pay for a college education. To assist these students the college is launching a comprehensive work study program called "Mav-works." This program not only provides financial assistance to students, but research reflects that retention and student success is significantly higher for students who have campus jobs.

The College remains committed to find ways that affordability and quality can both be sustained at desired levels in 2010 with state funding forecasted at 1998-99 levels.

**19. Please describe efforts the institution has taken to reduce the time it takes students to complete their studies, and the savings to the students and state generated from these measures.**

The College has approached this challenge on multiple fronts. It works closely with eleven high schools to deliver college credit courses through the Early Scholars, Fast Track, PSEO and Advanced Placement (AP) instructional programs. By maximizing these programs It is possible for a high school senior to enter college with their freshman studies complete.

Mesa State also offers a wide menu of compressed courses that allow students to complete course work in shorter time duration. This allows students to advance at a faster pace if that is their choice and to stagger the more difficult courses consecutively rather than concurrently. At this time Mesa offers these truncated course offerings (usually eight weeks) in fall and spring semesters, a two week January term, and four separate summer terms that range from three weeks to seven weeks.

Mesa State has advanced its on-line and hybrid course offering. On-line credit hour production for this year is expected to exceed 15,000 credit hours - up from 2,149 in 2006. This alternative delivery system allows students to match their work and family schedule with their school

schedule and maintain the traditional four years to graduation pace or accelerate their progress towards a degree if they should so choose.

The College also offers CLEP Exams, Test-out exams and Life Experience credit to provide students every opportunity to avoid taking courses where they have already mastered the course content and minimize the time to graduation.

Success of these alternative course offerings in accelerating the degree progress appears evident by the fact that the College has over 600 more students enrolled in more than 12 credit hours this fall than in fall 2008.

A three-year degree program is also under development.

### **10:25 – 10:45 Colorado School of Mines**

*M. W. Scoggins, President*

*Kirsten Volpi, Senior Vice President for Finance and Administration*

*L. Roger Hutson, Board Vice Chair*

### **20. What has the institution done to plan for potential significant reductions in state and federal funding in FY 2010-11? In particular, if the institution has any analysis of possible tuition and financial aid configurations to maximize access, affordability, and institutional stability in this scenario, please share the analysis with the Committee.**

In October 2008, Colorado School of Mines initiated a hiring freeze – allowing only administrative positions deemed essential to be filled or strategic faculty positions to be added. As a result, Mines currently has 28 positions vacant. The hiring freeze remains in effect for this fiscal year. Similarly many new budgeted projects for FY09 have been on hold since last fall.

Mines is currently analyzing cost savings that could be achieved through various organizational realignments and policy changes. Significant consideration will be given to minimizing adverse impacts on the quality of education and strategic competitiveness.

Mines has also initiated a price elasticity study that would help determine market demand at differing resident tuition rates. This study will provide critical data in determining a financial aid strategy that assists to maintain affordability for qualified resident students. The study is expected to be completed in early 2010.

Mines continues to work diligently to grow fundraising, research, and other strategic enterprises to augment revenue sources. Mines achieved a new record level in fundraising last year – \$30 million. Sponsored research awards have grown by about 20% in each of the past two years.

**21. Please describe efforts the institution has taken to reduce the time it takes students to complete their studies, and the savings to the students and state generated from these measures.**

Mines regularly evaluates its degree programs to ensure that students are receiving a world-class engineering education in as efficient manner as possible. This is done through an iterative process led by Mines faculty with advisory input from industry partners and external academic experts; and within the framework of program accreditation requirements. Since 2001 this process has resulted in degree credit hour reductions totaling 63 credit hours across Mines' 11 undergraduate degree programs– 5.7 credit hours on average. For 2010, three undergraduate programs are planning to reduce their degree requirements by another 3 credit hours each, pending final approval by the institution.

- The calculation of the exact savings to the student is difficult because each student's situation would have to be evaluated given Mines' tuition structure. A state savings could be calculated by estimating COF savings based on multiplying each program's COF FTE enrollment by credit hour savings and by COF credit hour. Additional time will be needed to extract data on COF-eligible FTE enrollment per program.

Over the past several years, Mines has worked closely with Red Rocks Community College and Front Range Community college to craft a transfer agreement for students to seamlessly transfer credit from the respective community college to Mines upon admission. These agreements cover up to 60 credit hours at Mines. A similar agreement is close to being completed with Community College of Aurora, and discussions are underway with Community College of Denver. These agreements have worked well for students who were on the border of qualifying for Mines academically or who needed additional math or science prerequisites for admission to Mines. Ensuring their success saves the students and the state the cost of paying tuition for failed courses. These transfer agreements also provides high achieving high school students additional options to transfer advanced credits upon admission beyond the typical AP process.

Similarly, Mines has instituted "short-form class" for some classes that are designed to fulfill more than one objective in an accredited engineering program. For example, Nature and Human Values (NHV) fulfills both a writing requirement as well as providing students with an understanding of political, economic, social and cultural contexts for their engineering and applied science education. Students transferring with sufficient writing coursework can save credit hours by taking the short-form NHV class. Short-form classes have also been implemented in the Calculus sequence to assist transfer students.

The Registrar's office at Mines has implemented changes to ensure that students are provided with sufficient information in a timely manner on requirements for graduation. The office now requires a student to turn in an application to graduate when the student completes 90 hours, and provides the students with a degree audit within the month of the application. Students may also access an online degree audit to assist in graduation planning on a constant basis. The Registrar's office has also instituted a Help Center which assists students in getting the classes they need for

the next term to stay on track to graduation and works with appropriate faculty if classes or sections are full.

**10:45 – 11:00 Break**

**11:00– 11:40 University of Colorado System**

*Bruce Benson, President*

*Steve Bosley, Board of Regents Chair*

**22. Please provide an update on the accreditation status of the Health Sciences Center and the relationship of continued state funding to that status.**

Each of the schools and colleges at the Anschutz Medical Campus are accredited through individual accrediting agencies. Historically, all schools and colleges at the Anschutz Medical Campus have received full accreditation at the time of the accrediting visit. This is typically a seven to nine year time frame. In June 2009, the University of Colorado School of Medicine received notification from the Association of American Medical Colleges that its accreditation was at risk and the school needed to develop a plan for: improving its level of state support; reducing the average student debt load; and increasing the diversity of the school. While typical medical school accreditations cover eight years, the School of Medicine was granted accreditation for 18 months to show progress toward resolving the situation at which time a decision will be made about furthering accreditation for the School of Medicine. Recently, the School of Pharmacy has also received informal notice from its accrediting agency regarding concerns about the level of state funding. The campus is expecting a similar limitation on the School of Pharmacy's accreditation.

The University believes the only successful future for the Anschutz Medical Campus and the School of Medicine is a renewed partnership with the state that includes stable and increasing state support.

The University of Colorado School of Medicine is an asset that the state cannot afford to lose. Today, the revenues the school receives from **both** tuition and state support place the school near the bottom in support per student FTE. In fact, there are private institutions that receive more state support per student than the University of Colorado School of Medicine. During the last economic downturn, the School increased tuition as far as the market will bear. Today, tuition rates at the School of Medicine are 125 percent of the national average. As a result, student debt load upon graduation has increased from \$101,000 in 2003 to \$160,000 in 2009. This increase in student debt has led to changes in student behavior. As a result of the financial burden, students feel pressure to pursue specialty medical degrees as opposed to primary care – the greatest area of need in the state. In order to turn the tide of declining general practitioner degrees, the state must invest in its Medical Campus and its Medical School.

The Anschutz Medical Campus is a world-class medical campus educating over 3,000 students, almost 2,500 students are residents. Health Sciences programs are highly selective. Clinical and

research components are significant drivers of the university budget and economic impact. Medical students alone donate more than 22,000 hours of community service every year and provide \$26.2 million in uncompensated care to low-income Coloradans. The Campus houses the state's only school of medicine. Together with affiliated hospital partners, SOM faculty rank fourth out of 75 public medical schools in the country for National Institutes of Health (NIH) research expenditures; fifteenth among all medical schools. More than 415 faculty physicians are ranked as Best Doctors in America. Five faculty are members of the National Academy of Sciences, and 13 are in the Institute of Medicine. The School of Medicine has created the Colorado Rural Health Scholars Program that attracts high school juniors from all over the state, inspiring many to pursue medical careers.

**23. How many core courses does the institution offer and how does this compare to peers? Has there been a proliferation of core courses over time? Could reducing the number of core courses make the institution more efficient and cost effective?**

- a. Related to this question, please address whether the institution has an excess of diversity courses and programs, and the criticisms raised in the January 2007 report "A Color Scheme" by the Independence Institute, which can be found at this address:**

<http://www.i2i.org/articles/1-2007.pdf>

The number of core courses varies on each of our campuses. Over the last several years, the campuses have reviewed and continue to review their core course offerings. Today, every core course offered has been submitted to the Department of Higher Education's GT (Guaranteed Transfer) Pathways program for approval. Once approved, GT Pathways courses are guaranteed to transfer to any public institution of higher education in the state.

During the last academic year, the Boulder campus undertook a significant review of its core course offerings, eliminating 70 core courses, a process that is ongoing. Today, the campus offers approximately 500 core courses. The Colorado Springs campus offers 77 core courses and the Denver campus offers 89. Peer information on the number of core courses offered is not readily available.

To the extent that a core course is offered and not filled to capacity some savings may be achieved. However core courses usually fill well before the semester starts, since students must complete the core requirements. It is important to note that core course offerings rotate; while a certain number of courses in each of the required core areas are offered every semester, not every core course is taught every year.

UCD's core requires one course in cultural diversity. The campus also has a program leading to a minor in Ethnic Studies. UCCS's core also requires one course in cultural diversity, but students may use a course from the area requirements or from their major to fulfill it. The campus offers a bachelor's degree in Women's and Ethnic Studies. UCB's core requires one course in cultural

and gender diversity. The campus offers a bachelor's degree in Ethnic Studies.

**24. What has the institution done to plan for potential significant reductions in state and federal funding in FY 2010-11? In particular, if the institution has any analysis of possible tuition and financial aid configurations to maximize access, affordability, and institutional stability in this scenario, please share the analysis with the Committee.**

The University is very concerned about the level of state support that it will receive in FY 2011 and beyond. Today, the University has taken steps to begin addressing the \$50 million cut that it has already received by implementing \$29 million of budget balancing measures. Using a three-pronged approach – spending reductions, operating efficiencies, and revenue enhancements - to address the shortfall, the university is cutting expenditures while working to sustain its quality; increasing revenues through increased enrollment in key programmatic areas and other initiatives; and finally improving efficiencies through shared services.

While the University is very concerned about diminishing state funding, the University believes through a new partnership with the state, the University would become more efficient while striving to maintain our current level of quality. The University looks forward to working with the Joint Budget Committee on legislation that will change the existing partnership with the state. Some of the areas that the University believes should be addressed include:

- Ability to establish fiscal rules appropriate for the business needs of the University;
- Ability to set tuition rates over time and use financial aid to ensure the needs of Colorado residents are served;
- Modify the enrollment mix calculation to allow the University to accept additional international students. An increase in international students will improve the educational experience for resident students.
- Capital Construction and capital leasing flexibility to better respond to market demands;
- In anticipation of changes to existing PERA law, the University believes a substantial number of employees may retire in the next 18 months. The University would like to expand the number of days PERA retirees can work from 110 days per year to 150 days per year.

**25. Please describe efforts the institution has taken to reduce the time it takes students to complete their studies, and the savings to the students and state generated from these measures.**

The University is committed to assisting its students complete their education as quickly as possible. Each of the campuses has expanded their summer school offerings with a significant investment in a short summer term called “May-mester.” During the summer of 2009, the

University began an increased investment in its summer program to increase the number of academic courses required for a student to finish his or her degree. In addition, UCCS offers intensive courses during the winter break.

The University is in the process of implementing a new student information system that includes a degree audit program that is expected to improve academic advising and improve a student's understanding of the requirements needed and the possible timeline for finishing a degree.

The University participates in the GT Pathways program that ensures transfer students that take courses in the core do not have an interruption in their time to degree.

Another example of efforts the University has undertaken is its investment in on-line degree programs. Today, the University offers 1,297 online courses and 30 complete degrees online, the largest offering of any public university in the state. Last year, the University had more than 25,000 enrollments in on-line courses.

#### **11:40-12:00 Area Vocational Schools**

*Dean Stecklein, Lezlie Shirk - Directors Pickens Technical College*

*Brad Vickers, Marla Rodriguez - Directors Emily Griffith Opportunity School*

*Caryn Gibson - Director Delta-Montrose Technical College*

#### **26. What has the institution done to plan for potential significant reductions in state and federal funding in FY 2010-11? In particular, if the institution has any analysis of possible tuition and financial aid configurations to maximize access, affordability, and institutional stability in this scenario, please share the analysis with the Committee.**

The Area Vocational Schools (AVSs) currently have the lowest tuition in the state of any public higher education entity. In order to serve our mission of career and technical education, it is critical to maintain tuition at an affordable level. Significant increases in tuition will present an ominous barrier to potential students interested in pursuing career and technical education.

However, to prepare for potential reductions in state and federal funding for FY 2010-11 each AVS has completed an in-depth program analysis examining instructor costs, materials expenses, and general/ administrative costs. As a result, the following is a collection of actions the AVSs have implemented:

- Increased tuition by 8%, the maximum allowed with the support of ARRA funds. A greater percentage of increase could be required in FY 2010-11, dependent upon the decrease in funding.
- Projected that for every \$100K lost in state and federal reimbursement, tuition will need to increase by \$2.56 per credit hour to compensate for the funding loss.



- \$100,000 loss in funding = 5% increase in tuition from \$56.00/credit hour to \$58.56/credit hour.
- \$500,000 loss in funding = 23% increase in tuition from \$56.00/credit hour to \$68.80/credit hour.
- \$1,000,000 loss in funding = 46% increase in tuition from \$56.00/credit hour to \$81.59/credit hour.
- \$1,700,000 loss in funding = 78% increase in tuition from \$56.00/credit hour to \$99.51/credit hour.
- Reduced student services and administrative staff positions to limit the reduction of instructional staff.
- Reduced staff contract days.
- Reduced program operating budgets.
- Understated state revenues expected in the current FY and 2010-2011 to prepare for future state and federal reductions.
- Proposed a (pending) salary freeze in FY 2009-2010 for all staff.

**27. Please describe efforts the institution has taken to reduce the time it takes students to complete their studies, and the savings to the students and state generated from these measures.**

- The AVSs are not funded on a student FTE basis; therefore, students are not “costing” the state money if they are delayed in earning their certificate.
- We have little flexibility in reducing the time it takes students to complete their studies as the length of most programs is prescribed by industry requirements and approved by the Colorado Community College Systems.
- The majority of programs can be completed in 6 weeks to 9 months.
- The ability to earn multiple certificates in one program allows students to earn a certificate quickly and then enter the workforce while concurrently completing the entire program.

**12:00 – 1:30 Lunch**

**1:30 – 2:10 Community College System**

*Dr. Nancy McCallin, President*

*Cliff Richardson, VP of Finance and Administration*

*Bernadette Marquez, Board Chair*

**28. How have changes in the economy impacted the demand for two-year technical certificates and degrees?**

The impact has been significant, since community college enrollment is very counter-cyclical to the economy. Over the last year, enrollment at community colleges has increased at historically unprecedented levels, with a 7.1% increase in FY 2008-09 and a projected 15 to 18% increase for FY 2009-10. In FY 2009-10 alone, this translates into an additional 7,500 to 13,000 students. We have seen growth in students seeking retraining as well as growth in students pursuing their first two-years of post-secondary education with the intent to transfer to a four-year institution.

**29. What has the institution done to plan for potential significant reductions in state and federal funding in FY 2010-11? In particular, if the institution has any analysis of possible tuition and financial aid configurations to maximize access, affordability, and institutional stability in this scenario, please share the analysis with the Committee.**

The community colleges have undertaken a number of steps to address the potential reduction in funding for FY 2010-11, including holding administrative vacancies open/eliminating positions, reducing base operating expenses in non-instruction and student/academic service areas, using energy performance contracts to generate utility savings/make needed infrastructure investments, and hiring adjunct faculty in lieu of full-time faculty to deal with the current year's unprecedented enrollment growth.

If the Governor's requested level of FY 2010-11 state/ARRA funding holds, our actions that began last fiscal year will position us reasonably well moving forward into FY 2010-11. However, the uncertainty around significantly lower funding levels in FY 2011-12 create a challenge given the community college's access mission, recent massive enrollment growth, and the relatively high reliance on state funds in order to keep tuition rates reasonable.

**30. Please describe efforts the institution has taken to reduce the time it takes students to complete their studies, and the savings to the students and state generated from these measures.**

Over the course of the last several years, the community colleges have implemented a number of initiatives to ensure students are able to reach their academic goals in the most cost-efficient matter:

- For students who come to college under-prepared for college-level work, the requirement to take multiple remedial courses can be long and disheartening. Colleges are redesigning the developmental sequence to allow students to master the required content and move more quickly to college level work (condensing lowest levels into 2-6 week terms instead

of two 15 week terms/ using open entry/open exit labs to assist students with only skills they are lacking). This is a systems approach to skills mastery instead of seat time. The faster students make it through the developmental sequences, the faster they can get into the regular curriculum and obtain their 2-year certificate and/or degree.

- To improve time to graduation, the community colleges have invested in an on-line software program called Degree Works, which provides individualized information on demand to assist students in meeting degree requirements and ensuring that graduation requirements are met. This provides students with an easily accessible “early warning” system to, coupled with counseling and advising, streamline class selection and shorten degree/certificate completion.
- The community colleges are working with all public 4-year institutions to implement a set of 60 + 60 agreements which allows students to complete the 1<sup>st</sup> two years of their education without the fear of needing to repeat courses or add additional requirements upon transfer. For four-year institution lower division classes, the tuition cost is on average 3 to 5 times more expensive than the same classes offered at community colleges. Not having to take extra classes after transferring can save students \$500 to \$1,200 per 3-credit class, depending on the transfer institution.
- All secondary students who are academically ready to move toward a degree or certificate while in high school can enroll in community college courses allowing them to earn an Associate Degree/certificate and a high school diploma concurrently. This concurrent enrollment will reduce the cost of a postsecondary education for Colorado families and place people in the workforce as much as one year sooner. At CCCS resident tuition rates, students could save up to \$2,649 (per 30 credits earned) in post-secondary education costs not incurred.
- Colleges are using a variety of instructional approaches such as online, hybrid and open entry/open exit labs to allow students flexibility in their course scheduling. There are even online courses tailored to the needs of active-duty military personnel. This allows working students the ability to complete courses when it is most convenient and reduce the time it takes to complete their certificates/degrees.

**2:10– 2:30 Western State College**

*Jay Helman, President*

*Brad Baca, VP for Finance & Administration*

*Stephanie Foote, Board Vice Chair*

**31. What has the institution done to plan for potential significant reductions in state and federal funding in FY 2010-11? In particular, if the institution has any analysis of possible tuition and financial aid configurations to maximize access, affordability, and institutional stability in this scenario, please share the analysis with the Committee.**

Western understands the financial challenges facing students. With more than 22 percent of

Western’s student body having Pell Grant eligibility, we maintain our commitment to preserving affordability to the greatest extent possible and to providing financial assistance to ensure access for all students, and in particular, those who demonstrate need. The College has recently conducted an analysis of price sensitivity for Colorado resident and nonresident students in an effort to help us develop financial aid policies and programs that both ensure access and affordability for our students and institutional financial stability.

Beyond exploring tuition and financial aid scenarios, the College has begun intensive planning efforts in expectation of the need for significant expenditure reductions. Beyond assessing additional operating efficiencies, the College is making plans for staffing reductions and possible program eliminations over the next two years.

**32. Please describe efforts the institution has taken to reduce the time it takes students to complete their studies, and the savings to the students and state generated from these measures.**

The College has promoted student success and timely graduation by increased attention to the number and scheduling of course sections with the intent to reduce scheduling conflicts, to shift limited faculty resources to the courses in demand, and to increase availability of essential skills and key prerequisite courses that are necessary for students to proceed through the curriculum. Also, increased attention has been given to eliminating unnecessary complexities in the curriculum.

In addition, the College has placed increased attention in recruiting students who can academically succeed in this learning environment, all while maintaining commitment to access and to fulfilling our statutory mission as a moderately selective institution.

Department of Higher Education data show the four-year graduation rates markedly increasing.

Western Freshmen Cohort Year	Percent graduating from Western within 4 years	Percent graduating from other CO institutions	Percent graduating from Western or transfer institution
1995	10.5	1.8	12.4
1996	12.0	1.7	13.8
1997	13.7	1.8	15.5
1998	13.5	1.2	14.7
1999	14.5	1.1	15.6
2000	N/A	N/A	N/A
2001	20.1	1.5	21.6
2002	19.1	1.6	20.7

Note that during this period the entire public higher education system saw an increase in four year graduation rates with total four-year graduation rates—original and transfer institutions—increasing from 24.2 percent for the 1995 cohort to 30.6 percent for the 2002 cohort. This is a statewide 26.4 percent increase, as compared to Western’s 66.9 percent increase.

**2:30 - 2:50 University of Northern Colorado**

*Kay Norton, President*

**33. What has the institution done to plan for potential significant reductions in state and federal funding in FY 2010-11? In particular, if the institution has any analysis of possible tuition and financial aid configurations to maximize access, affordability, and institutional stability in this scenario, please share the analysis with the Committee.**

President Norton described in the State of the University Address, that there are some key activities that will help UNC take control of our own future:

- Expanding our academic programs and enrollment to fulfill our public mission in fiscally responsible and sustainable ways, which will include growth beyond traditional on-campus programs, the effective use of existing capacity, and strategic investment in program expansion;
- Enhancing a research agenda that engages and enriches our faculty and students and the community around us;
- Building a respectful and inclusive campus environment; and
- Connecting with the community around our campus in ways that benefit both the University and the community.

Tuition and fee revenue at UNC is based on a pricing strategy that is intended to optimize enrollment and ensure access while maximizing net revenue and supporting programs of appropriate quality and distinction. This approach requires making decisions about pricing and financial aid awards interdependently and considering the total cost of attendance by program rather than by average cost. In this context, a student’s net cost equals the total cost of attendance (tuition, fees, room, board and other charges) minus financial aid, which includes need-based aid, scholarships and Teaching Assistant/Graduate Assistant stipends, regardless of funding source.

Given the economic concerns of the coming year, the recommended budget does not include across-the-board salary increases for faculty, classified or exempt staff. The Voluntary Separation Incentive Program (VSIP) that UNC has offered to classified staff in accordance with state personnel rules will generate salary savings while avoiding layoffs. Salary/vacancy savings created by the VSIP will be recovered centrally to fund the separation agreement, and decisions about filling vacant positions will be made on a case-by-case basis. The university is also working hard to increase funding through charitable donations however the economy has

impacted this activity and the return on current holdings.

The use of one-time funding as available will be used to smooth out the effect of the decreased funding and prepare for the significant drop in state funding anticipated in Fiscal Year 2011-12 with the end of the temporary federal stimulus funding.

**34. Please describe efforts the institution has taken to reduce the time it takes students to complete their studies, and the savings to the students and state generated from these measures.**

The university community is sensitive to students and their interest in a timely completion of their academic program. Advising plays a key role in the most expedient scheduling of course work. With the fiscal challenges every effort is made to offer the courses needed to expedite a timely graduation but limited resource hamper greater availability of courses.

**2:50 - 3:00 Break**

**3:00 -3:20 Local District Junior Colleges**

*Dr. Marsi Liddell, President, Aims Community College*

*Michael Kelly, CFO, Aims Community College*

*Tonette Salazar, Consultant, Aims Community College*

*Dr. Stan Jensen, President/CEO, Colorado Mountain College*

*Linda English, CFO, Colorado Mountain College*

**35. What has the institution done to plan for potential significant reductions in state and federal funding in FY 2010-11? In particular, if the institution has any analysis of possible tuition and financial aid configurations to maximize access, affordability, and institutional stability in this scenario, please share the analysis with the Committee.**

*Aims Junior College District:*

Aims Junior College District (Aims) began the process of preparing for a significant reduction in State & Federal funding during the 2008-09 budget process. Due to the dramatic decline in the National and State economy that began in the fall of 2008, Aims began to take steps to analyze its current cost structure to ascertain operational and personnel cost savings. As part of the College's budget process, departments were asked to reduce their current budgets for 2008-09 by five percent (5%), and an additional five percent (5%) for the 2009-10 budget years. Individual program costs were studied to determine which programs had cost and revenue structures that were not in sync. The Chief Financial Officer met with department and program chairperson to ascertain steps that could be taken in order to right-size the programs to make them economically feasible. In addition, the President asked every employee to make suggestions on additional cost savings the College could implement. From those suggestions, the Board of Trustees and Senior Management implemented the following cost savings and affordability strategies at the beginning

of the 2009-10 school years:

- a. Eliminated open positions that had not been filled.
- b. Pay freeze.
- c. Hiring freeze.
- d. Increase Financial Aid funding by using 1% of the 9% tuition increase for Financial Aid.
- e. Energy Savings – all College buildings operating on the central plant (heating & cooling) will be shut down on weekends. Thermostats will be set and maintained at a constant temperature year round, thus reducing spikes in demand during very cold and hot days.
- f. Monthly accumulation of sick time was reduced by twenty five percent (25%), to generate cost savings at year end.
- g. Building remodeling and Capital construction projects were suspended, with the exception of those projects to which the College was already committed to starting.
- h. Departments were reorganized to consolidate and/or eliminate redundant positions not economically feasible under the current funding environment.
- i. Established caps on educational benefits for employees.
- j. Entered into a public/private partnership (Nelnet) student payment plan in order to improve the timing and collection of tuition and fees.
- k. Instituted a print management system (GoPrint) to control printing costs by students.

For academic years 2010-11, Aims is not only facing reductions in funding from State appropriations, but also significant reductions in our property tax revenue. Per recent discussions with the Weld County Assessor, the College could be looking at a 50% reduction in our property tax receipts for Oil & Gas (which accounted for 47% of our property tax revenue in 2008-09), as well as reduced dollars relating to commercial property tax and specific ownership tax. Because of this forecast, Senior Management met on November 16, 2009 to discuss and identify priorities and processes that would address not only the funding shortfalls for 2010-11, but also the possibly greater cuts the College could face in funding for 2011-12 when the ARRA funding to the State ends, and the consequential budget realities the State will face without those funds.

The following section summarizes the November 16<sup>th</sup> retreat, and the College's current projections and areas of priority, and possible areas the College will be looking at to address future reductions in revenue from all funding sources:

**Senior Management Retreat  
Monday, November 16, 2009**

**Processes.....**

- Communicate fiscal realities based on “straight talk”
- Identify & address anticipated budget realities from State appropriations & local property taxes
- Solicit input and feedback from College community for possible consideration

**Fiscal Realities**

- Revenue will decrease in FY10-11 and FY 11-12:
  - 50% cut in gas & oil revenue
  - \$1.5M cut in State appropriations
  - Tuition revenue will remain flat
- Projected cuts for next two fiscal years:
  - 10% = \$4.2M
  - 15% = \$6.3M
  - 20% = \$8.4M

**Identify & Address Anticipated Budget Realities**

- Priorities to consider:
  - Maximizing Effectiveness & Efficiency
  - Future of Campuses
  - Program & Service Decisions Based on Diminished Resources
  - Tying Data-driven Decisions to College Mission & Goals
  - Managing Enrollment & Partnerships
- Possible ways to increase revenue:
  - Grants
  - 1% tuition increase = \$100K
  - Increase online course offerings
  - Charge for parking
  - Directed higher differential tuition rates for specific high cost programs.
- Possible ways to decrease expenditures:
  - Continued analyses of programs, services & sites
    - Phasing out certain programs
    - Outsourcing some services
    - Closing and/or combining sites
  - 4-day/36-hour work week and/or furlough days
  - Reduction/elimination of educational allowance for employees
  - Increase probationary period for 3rd year faculty
  - Limit non-exempt full-time staff instructional overloads
- Other considerations:
  - Further analysis of construction projects
    - T&I Building Remodel



- Greeley Campus Promenade
  - Berthoud Campus
- PERA contributions—State employees will be required to pay 2.5% more into PERA
- Increase class size limits

Part 2 of the question will be addressed during the 2010-11 budget process as the College obtains increased clarity on the many variables that impact these decisions. However, it should be noted that the Aims Board of Trustees, employees, District citizens, and business community have a long history of supporting measures that maximize access and affordability for our students. The number one goal of the Board at Aims is to “increase access and opportunity for students”.

Aims has one of the lowest tuition rates in the state. The most recent feedback report from IPEDS, shows that Aims is more affordable (tuition and fees) on average than its peers. This is attributable in part to the support by the District citizens for Higher Education through their State tax dollars, as well as additional support through a direct property tax mill levy to support the mission of Aims. In addition, the business community of the District has also stepped up to support the College mission through direct and indirect contributions. For example, the College Promise program, a scholarship program established by business leaders to partner with the local school district and Aims to help support and fund the cost of going to college at Aims. The program helps those students who might have otherwise thought they could not afford a college degree or certificate from Aims.

The Financial Aid Office is looking at the following items as a result of potential significant reduction in State and Federal funding:

Implement electronic notifications to students for items that are not regulated:

- missing information notices to students to make them aware of the items needed to complete their financial aid
- general communications to students
- ways to automate more of our processes, while still providing quality customer service
- possible reduction or elimination of services that are not mandated and require excessive amounts of manual intervention and that yield minimal FTE for the school

Each year, we look at the total funds available to students (Federal & State) and we then decide how to best award our institutional funds. Items we consider in determining how institutional funds will be awarded include:

- in-district cost of base tuition and fees
- average cost of books and supplies
- maximum Pell grant award
- Colorado Student Grant (Colorado College Responsibility Grant) annual award minimum

How the College structures the configuration of tuition and financial aid in 2010-11 and beyond will depend upon the continued funding support by the Federal, State, District citizens, and business community.

*Colorado Mountain College:*

CMC has three primary sources of revenue – tuition and fees, state revenue and local property tax. Administration, along with the Board of Trustees, has looked at revenue projections for the next three to four years and is preparing for significant revenue decreases to hit in two of our primary sources of funding starting in 2010/11. The following year, 2011/12, will bring further decreases and is anticipated to be the largest drop in revenues due to the property tax cycle.

Our property tax revenues from oil and gas are projected to decrease by 53% in the 2011/12 fiscal year. We anticipate that other property tax will decline in the range of 15-30% the same year. Specific ownership taxes will likely decline in the 09/10 and 10/11 fiscal years. We are planning for the state revenues to decrease by the amount of ARRA backfill in 2010/11 and then again in 2011/12. Overall revenues could be down as much as 12-25% when compared with the 2009/10 fiscal year. The College receives no funding from the state to build buildings or buy equipment. We are currently developing a Facilities Master Plan that will address facilities needs over the next ten years. Projects of immediate concern address life safety issues at one of our campuses and growth potential at another campus. We also have needs addressing the upkeep of our existing buildings across 7 campuses. These facilities needs must be balanced with the demands of increasing enrollments, the need for new programs to address the changing economy and declining revenues.

Tuition and fees are the only sources of funding that the College has some control over. For this reason, we are recommending to the Board of Trustees that tuition be raised by 9% next year. Our mission is to allow open access to all students thus, remaining affordable is forefront in our decisions. Our citizens have supported our mission by levying a property tax within our counties in order to help subsidize our tuition rates and keep them low. With this increase in rates, CMC will still remain one of the lowest overall cost institutions in the state and will remain true to our mission of open, affordable access.

Personnel costs account for almost 80% of the College total expense in the General Fund. For this reason, CMC is reviewing every position within the college to determine where excess capacity might be identified. Increasing enrollments are putting greater demands on our existing staff and we must be sure that every position is fully utilized and serving our students in the most efficient way possible. As positions turn over, each and every one will be analyzed to determine the need before a decision is made to refill it. Full time faculty loads are being analyzed in the same manner. Faculty will be retrained in other disciplines when there is an opportunity to more fully utilize their expertise. If at all possible, the College will try to avoid staff or faculty layoffs through attrition and by controlling the addition of new positions over the next few years.

Budget cuts will be looked at in other operating cost areas if necessary in the coming years. A big initiative currently under way is working with an ESCO (Energy Savings Company) to cut costs in utilities in all of our buildings college wide. We anticipate long term savings to be significant. The Board of Trustees required that reserves be set aside to help us weather an economic downturn in the coming years. These reserves will assist us in the years ahead when our revenues drop. We anticipate needing to utilize reserves while also cutting costs over the next four years.

As student financial aid from state and federal sources have been declining over the past few years, the College has done two things to try to keep available aid at a reasonable level for our students. We have budgeted more institutional aid over the past few years to help backfill the cuts. We have also launched many scholarship campaigns through our Foundation to raise money for student scholarships. This has proven to be a successful tactic and now our students have greater access to institutional scholarship funds than they have ever had.

**36. Please describe efforts the institution has taken to reduce the time it takes students to complete their studies, and the savings to the students and state generated from these measures.**

*Aims Junior College District:*

Aims Junior College District offers a number of concurrent enrollment options for high school students to accumulate college credit while still in high school. The following information outlines the types of programs Aims offers, as well as a chart of our partnering schools:

**Concurrent Enrollment Options**

Aims Community College offers several concurrent enrollment options for high school students to receive college credit and/or avoid duplication of high school courses upon entering college.

**Articulation Agreement:**

A high school course and a college course are compared for content and if there is a close alignment, an articulation agreement can be written. The teacher must be qualified to teach the college course and materials used within the course must be similar. There is no cost to the student or to the school. The credit for the course does not initially appear on a transcript, but if the student later attends the college that the articulation agreement was developed with, the student does not have to repeat that course. The course will show on the student's transcript at the completion of the certificate and/or degree as having been taken. This option avoids course duplication and allows the student to enroll in other beneficial courses. The articulation agreement is designed for CTE courses and does not apply to general education (core) courses.

**Dual Enrollment:**

Dual Enrollment allows High School students to make substantial progress toward their college degree before finishing high school. A dual credit course is a college course taken by a high school student for which the student earns both college and high school credit at the same time. Most of these courses are taught at the high school and instructors are considered part-time

instructors by Aims. Courses are eligible for dual enrollment using the same process for eligibility as an articulation agreement. The course is taught by a qualified high school teacher and the district is eligible for a partial-reimbursement for the salary costs. The student must pay Aims' tuition if they desire college credit and the credit will apply toward high school graduation. The course will appear on an Aims transcript and can be transferred to other colleges within their acceptance guidelines. Dual Enrollment courses can be CTE or general education.

### **Advanced Studies:**

Advanced studies are classes that are usually offered at a high school location, but additionally can be offered at an Aims location. The instructors are Aims instructors and are hired by the College Chairs associated with the relevant department and meet Aims' qualifications for the position. The students are receiving college credit for the courses, paying Aims' tuition, and are receiving grades transcribed as Aims' courses. The parents or students pay Aims' tuition. Parents may, if they meet the conditions required for reimbursement, be reimbursed for the courses by the school district. This reimbursement is through Post Secondary Enrollment Options (PSEO). Generally, reimbursement is tied to courses that the students would not ordinarily be able to enroll in at that particular high school. Students must earn a "C" grade or better for reimbursement to apply. Advanced Studies courses can be CTE or general education.

### **Career Academy:**

The Career Academy is the name Aims' has identified for describing our efforts to develop partnerships in Career and Technical Education Programs coupled with K-12 in our service area. Programs or courses included within the Career Academy currently include Automobile Collision Repair, Automotive Service (AYES), Nurse Aide, Med Prep, Carpentry, and Horticulture/Landscape (07). The Career Academy is a contracted program agreement for students in high schools to take classes in Career and Technical Education at Aims. High schools purchase slots for students in order to establish seats for students to participate. Books and most materials are provided for the student within the contracted programs agreement.

**Additional programs to begin considering include online courses and degree offerings and the Five-Year Program Concept (student spend an extra year in high school and graduate with their high school and Associates degree).**

### **Online Degree/course offerings:**

Last year Aims was approved to offer the Associate of Arts degree online. In fall 2008, Aims increased online course offerings by 20%. We anticipate increasing offerings again in fall 2009. We have not yet determined the percentage increase in offerings at this time. This enrollment initiative has been lead by the Director of Online Learning at Aims, Jean Otte.

### **Multi Industry Systems Technician (MIST) certificate:**

This is a certificate developed as a result of a grant partnership between Aims and Weld County Workforce Development (WIRED Grant). The certificate is designed to train individuals as technicians in varied energy and related industry settings. High school students may participate as well as other postsecondary participants.

**Weld County Sheriff's Department Collaboration:**

This last fall the College, through the Criminal Justice Department and TPSALS Division, began collaboration with Weld County Sheriff's Office to offer courses for both credit and non-credit. This training is available to both patrol officers and correctional officers. We hope to see the number of offerings grow and number of participants increase.

**Supplemental Instruction:**

The College has been working with Supplemental Instruction for several years. Supplemental Instruction (SI) is basically a method of academic support proven effective in improving student academic success in courses with traditionally high D, F, and withdrawal rates. Supplemental Instruction involves an organized group study effort lead by a student leader (paid) who has taken the class and is selected by the instructor of the course section to lead SI. The trained SI leader then facilitates organized group study session outside of the normal class. This effort continues as a retention effort for high-risk courses at Aims.

**Aims Community College*****Concurrent Enrollment High School Partners 2008-2009***

Schools	Enrolled Fall 2008	Students	Enrolled Spring 2009	Students	Articulations
<i>Arickaree</i>					X
<i>Aspen</i>					X
<i>Berthoud</i>	X		X		
<i>Bollman</i>					X
<i>Briggsdale</i>	X		X		
<i>Colorado High</i>	X		X		
<i>Dayspring</i>	X				
<i>Eaton</i>	X		X		
<i>Erie</i>			X		
<i>Estes Park</i>	X				
<i>Fossil Ridge</i>					X
<i>Frederick</i>			X		
<i>Frontier Academy</i>	X		X		
<i>Ft. Lupton HS</i>	X		X		
<i>GAP</i>			X		
<i>Greeley Central</i>	X		X		
<i>Home Schooled</i>	X		X		
<i>Idalia</i>					X
<i>Loveland</i>	X				
<i>Lyons</i>	X				
<i>Mountain View</i>	X		X		
<i>Northridge</i>	X		X		

<i>Options</i>	X	X	
<i>Pawnee</i>	X	X	
<i>Platte Valley</i>	X	X	
<i>Poudre</i>			X
<i>Rocky Mountain</i>			X
<i>Roosevelt</i>	X	X	X
<i>Thompson Valley</i>	X	X	X
<i>Trademark</i>	X	X	
<i>Union Colony</i>	X	X	
<i>University</i>	X		
<i>Valley</i>	X	X	
<i>Weld Central</i>	X	X	
<i>Weld Opportunity</i>	X	X	
<i>West</i>	X	X	
<i>Windsor</i>	X	X	

In addition to the concurrent enrollment option for high school students, Aims has implemented “brush up” math to allow students who place (Accuplacer) in lower level developmental math the opportunity to brush up skills for a small fee. This gives them the opportunity to retest and place in a higher level of developmental math (as compared to taking an extra developmental class), and reduces the number of credits they have to take, thus shortening the time to degree completion.

Some Certificate Programs have also been adapted to allow one semester and two semester certificates, such as medical assisting in addition to degree programs. This shortens the time while adding employability. Students spend less money, likely borrow less, and reduce the time of unemployment.

Aims is also partnering with University of Northern Colorado (UNC) in what we call our “First Step” program. This program allows incoming students who would not have qualified for acceptance into UNC, to dorm at UNC and take college courses at Aims for the first couple of years, in order to qualify for enrollment at UNC. This allows UNC the ability to maintain the occupancy levels needed to cover their operating cost of the dorms, and reduces the overall tuition cost for the student paying for a degree, because of the lower tuition rates at Aims.

Finally, Aims has partnerships with a number of schools, in and outside our taxing district (including the Denver School District), to educate students who have dropped out of high school for various reasons. Students who complete the program receive their high school diploma, and are then eligible (if they choose) to continue on to more advance degrees. Aims has a proven track record for retention of at-risk students. As studies have shown, an investment in education will reduce costs that are associated with crime and increased spending power, which ultimately benefits the State and everyone who resides within.

Due to the complex nature of each program, the cost involved in doing a cost benefit analysis of each program, and the variable combination of programs each student could utilize, we do not currently have any accumulated information on the generated cost savings to each student or the State.

*Colorado Mountain College:*

Colorado Mountain College has worked diligently with the high schools within our district to establish strong dual or concurrent enrollment programs. CMC serves 9 counties with multiple school districts in some counties. Our partnerships with these school districts will allow high schools students to get started on their college curriculum earlier. We are working to develop program paths so that high school students will be able to graduate with a two year degree just one year after graduating from high school (five year program). For those students who want a jump start on their college education a variety of classes are offered each semester to high school students. This is very cost effective since the student receives both high school and college credit by taking one class.

The College has been offering courses on line for the past few years to accommodate students who are unable to physically attend classes. We were recently approved to offer a full degree program on line so that our students now have the option to earn their degree without having to come to campus. This effort will help those who are juggling work and families with getting their education to complete more timely. The cost per credit hour for on line classes is the same as in person classes so the students are able to take advantage of the reasonable tuition rates CMC offers.

Colorado Mountain College has also offered students taking more than 15 credit hours, three of them for free. Credit hour number 16, 17 and 18 are offered to students free of charge. This is an incentive for students to take more hours per semester and graduate sooner. This can be a big savings for students who can take advantage of this offering.

**3:20 – 3:40 Adams State College**

*David Svaldi, President*

*Bill Mansheim, CFO*

*Tim Walters, Chair, Board of Trustees*

**37. What has the institution done to plan for potential significant reductions in state and federal funding in FY 2010-11? In particular, if the institution has any analysis of possible tuition and financial aid configurations to maximize access, affordability, and institutional stability in this scenario, please share the analysis with the Committee.**

ASC's ARRA funding for FY10-11 has been cut by \$1,045,784, which represents an 8% cut in operating revenues. The College made the following adjustments to its FY10-11 budget:

- Froze/reallocated 6 staff positions - \$313,000
- Reduced operating budgets - \$145,000
- Froze COLA increases - \$800,000
- Total budget reductions - \$1,258,000

Based on ASC's current fee schedule and the Governor's 9% tuition rate request, tuition and fees would go up \$258 per semester. 79% of ASC resident undergraduate students who apply for financial aid are Pell eligible. Federal Pell awards are projected to go up by \$500 next year for full Pell eligible students. ASC will also set aside 20% of the tuition revenue above the rate of inflation for scholarships.

**38. Please describe efforts the institution has taken to reduce the time it takes students to complete their studies, and the savings to the students and state generated from these measures.**

**Adams State College's Efforts to Reduce the Time Needed to Complete a Bachelors Degree**

Adams State College is deeply committed to ensuring that our students earn degrees in the timeliest way possible. This means careful program planning, diligent academic advising, and flexible course offerings. Whether students begin their study at ASC, or enter as transfer students, we want to make sure that they are not taking courses that do not match their degree plan. We also understand that financial aid and scholarships serve to reduce the cost of attendance. This makes it easier for students to enroll full-time. Attending full-time is always the fastest route to a degree.

More than 65% of new first-time students who enter ASC are required to take some developmental coursework. Since these courses do not count toward graduation, this obviously slows down student's time-to-degree. Still, we are proud of the efforts we have made to assist students in earning their degrees as quickly as possible. Among those students who earned a bachelors degree from ASC in 2008, 57% had earned their degree in four-years or less and another 20% took between four and five year. Only 23% of our graduates took more than five years to complete their degree.

Here are some of the specific steps we have taken to reduce the time our students take to earn their degree:

- We recently added a full time transfer coordinator. This person works directly with transfer to students to ensure that all transfer credit is articulated with their ASC degree plan and no time is wasted repeating courses already completed elsewhere.
- Expanded our Academic Advising Center to reduce the number of students/advisor. This makes it easier for undecided student to see an advisor.



- Improved training for faculty advisors. Our Director of Academic Advising meets regularly with academic departments to ensure that our faculty advisors fully understand current degree requirements.
- ASC students have the opportunity to enroll in many courses through our Extended Studies program. This allows students to begin work on a course immediately and not need to wait until that course is offered on-campus during a regular term.
- Operate a large College@High School program across our region. This allows qualified students to earn ASC credit while still in high school. A student can earn as much as a full semester of college credit before beginning college.
- All of our degree plans are available to students online.
- In spring 2009 we implemented the Curriculum Advising and Program Planning (CAPP) advising system. This is software that allows faculty advisors to see precisely what a student needs to take to complete his/her degree requirements. This system has current data on all current majors and all recent catalogues.
- We require students to meet with their faculty advisor to secure an individualized PIN number before registering for classes. This ensures that all students have had a personal meeting with their advisor to discuss course selection and degree requirements.
- After finding that commuter students were retaining at lower rates than residential students, we developed the Grizzly Partner scholarship lower the cost of living on-campus for students from the San Luis Valley. This has significantly increased the number of local students living on-campus and will eventually shorten their time to degree by allowing them to attend full-time.
- Developed new Merit Scholarship for students entering in fall 2010 that will reward good academic performance and encourage students to enroll full-time.
- Revamped our summer offerings to ensure that more General Education courses are offered throughout the summer. This makes it more likely that students could eliminate a semester of study at the end of their program by taking summer courses.
- Developed an intersession (a December/January term) that will allow students to take a General Education course during what is normally a break period. A student taking one intersession course each year should be able to reduce time-to-degree by a full semester.
- ASC offers waves tuition and fees for the 13<sup>th</sup> through the 15<sup>th</sup> credit hours taken in a given semester
- Projected savings to students:
  - Using the current tuition and fee schedule, a **full-time resident student's** average cost per credit hour is **\$148**. A **part-time resident student** pays **\$186** per credit hour. Over a 120 credit hour degree program, a full-time student would save **\$4,560** in tuition and fees by taking advantage of the free credit hour window.
  - A full-time student will graduate in 8 semesters. A student who attends part-time, at 12 or fewer credit hours per semester, will graduate in 10+ semesters. Assuming the student lives on campus, the part-time student will spend, at a

minimum, an additional **\$7,560** for room and board for the 2+ semesters of room and board.

**3:40 – 4:20 Colorado State University**

*Joseph B. Blake, Chancellor, CSU System*

*Anthony Frank, President, CSU*

*Joseph Garcia, President, CSU-Pueblo*

*Jenna Langer, interim CEO, CSU-Global Campus*

*Patrick McConathy, Chair, Board of Governors*

*Richard Schweigert, CFO, CSU System*

**39. What has the institution done to plan for potential significant reductions in state and federal funding in FY 2010-11? In particular, if the institution has any analysis of possible tuition and financial aid configurations to maximize access, affordability, and institutional stability in this scenario, please share the analysis with the Committee.**

For FY 2011, as with the past couple years, our campuses and the system have worked diligently and will continue to implement a plan to ensure academic quality and limit the impact of state funding cuts on students by focusing on expanding revenues from sources other than state support and by carefully controlling expenses and reducing administrative costs.

If reductions to higher education are significantly more than anticipated in FY 2012 and beyond, both CSU and CSU Pueblo are developing multi-year planning scenarios based on various levels of state funding reductions. These scenarios may include across the board expense reductions, continued elimination of positions and administrative department closures. Resident tuition rates may have to be increased significantly over current tuition rate increase recommendations to offset some of the cuts in order to maintain student quality, faculty retention and student access.

Campus Scenarios for FY 2011:

CSU – Fort Collins

- Planning for a \$10M budget cut in FY 2011 on top of the cuts taken in FY 2009 and FY 2010.
- All administrative and academic units are modeling various cut levels. Primary goal, to the extent possible, is to make decisions now relative to FY 2011 so departments can plan and notify affected employees in cases where positions maybe targeted for elimination.
- Continue to focus on maximizing enrollment and budgeting within the tuition guidelines projected in the Governor’s draft budget.
- The largest discretionary portion of the budget will continue to be, if available, financial aid in order to insure access and affordability for students.

CSU-Pueblo

- Has experienced unprecedented enrollment growth over the past two years and is anticipating continued growth in FY 2011.
- University continues to focus on efficiencies, cost containment strategies, and on improving the effectiveness of its activities while maintaining service levels for students.
- Limit base operating increases for FY 2011 despite a projected enrollment increases and saving a portion of increased revenue from accelerated enrollment growth into a rainy day fund to offset potential future funding reductions.
- Postponement of additionally planned quality initiatives, in anticipation of state budget cuts, such as increased support for admissions and recruitment including applicant conversion as well as a delay in increases for academic and financial advising support.
- Student access remains the focus. Tuition rate increase for FY 2010 was 4% rather than the maximum authorized by statute.
- CSU-Pueblo has a history of increasing institutional financial aid budget by more than the statutorily required 20% of increased resident tuition revenue above inflation.
- Moved to Federal Direct Loan Program to provide student loans that have a lower cost and faster delivery.

**40. Please describe efforts the institution has taken to reduce the time it takes students to complete their studies, and the savings to the students and state generated from these measures.**

The greatest savings to students and the state of Colorado come from successful completion of degrees in as close to 120 credits as possible. The savings to students are measured not only by tuition and fees not committed to a fifth year, but also in income from employment that would be foregone if a student stayed for an additional year. For the state, of course, the savings are expressed as COF dollars not spent on students continuing to a fifth year or beyond. Students and the State incur their greatest losses when students pay tuition and borrow money for college but never complete a degree.

CSU – Fort Collins

- 90% of all students are in the “right major” by the time they have earned 45 credits as a result of the creation of the Institute for Learning and Teaching – a one-stop center for advising and tutoring that provides ongoing counseling and monitoring of student progress. The most notable cause of graduation delays is students who delay declaring a major late into their academic career or who change majors after finding an original choice is not the right fit.
- Piloting the installation of academic coordinators to work with students in two high-demand areas—psychology and the College of Liberal Arts—as part of our ongoing student success and retention initiative. We are also encouraging summer enrollment and creating more online courses to make it easier for place-bound students to sustain steady progress toward a degree.
- Each student has access to the DARS program (Degree Audit and Reporting System). The system allows the student to:

- Assess how each course counts toward major or Core requirements,
- Weighing the consequences of a change of major on their time-to-degree.

#### CSU-Pueblo

- Offers a unique four year graduation incentive program that rewards students who graduate within four years of first enrolling.
- First-time students can choose to sign a contract that will guarantee them a check for their last semester's tuition up to \$1,500, the approximate tuition for 15 credit hours, if they graduate in four years or fewer.
- The plan will motivate students to attend full time and stay focused on their studies while saving the state money and improving the University's retention and graduation rates.

#### **4:20 – 4:40 Metropolitan State College of Denver**

*Steve Jordan, President*

*Adele Phelan, Board Chair*

*Natalie Lutes, Vice President of Administration and Finance*

#### **41. What has the institution done to plan for potential significant reductions in state and federal funding in FY 2010-11? In particular, if the institution has any analysis of possible tuition and financial aid configurations to maximize access, affordability, and institutional stability in this scenario, please share the analysis with the Committee.**

Effective July 1, 2009, Metro State consciously chose a conservative path by implementing base reductions of \$9.9 million. Revenue generated from the 9% tuition increase was allocated to offset some of the reductions and continue progress toward institutional strategic initiatives. Due to the uncertainty of the economic future, anticipated revenue from FY2009-10 enrollment growth was not allocated for base purposes. This enrollment growth is anticipated to generate approximately \$3.7 million, which will help offset the anticipated federal stimulus reduction in FY2010-11. By using the tuition revenue to cover this stimulus reduction, the College is delaying its ability to hire additional tenure-track faculty and address compensation concerns. It also affects the College's ability to fund other institutional priorities.

The federal stimulus dollars were allocated for projects specifically designed to prepare the College for the anticipated FY2011-12 base budget reductions. This includes:

- The College's \$4 million "right sizing with technology" program aimed at improving productivity campus wide with new automated systems for use in scheduling student meetings with professor and counselors.
- The hiring of new grant writers to help faculty members land additional outside support from the federal government and private foundations.

- And a unique retirement-incentive program, called the Capstone Project, which invites long-time professors to spend their final semesters at the College creating a project—perhaps a new Web-based course, a program aimed at supporting Latino students, or a course designed for first-year students. This program is expected to save the College between \$1-2 million and will allow the professors to leave a useful legacy.
- Additionally, dollars were allocated to support student scholarships.

Metro State's academic year tuition and fees of \$3,840 are well below the current Pell amount of \$5,350. Therefore need-based students will continue to have funding sources available.

**42. Please describe efforts the institution has taken to reduce the time it takes students to complete their studies, and the savings to the students and state generated from these measures.**

Effective fall semester 2007, Metro State revised its tuition schedule. This change eliminated tuition increases between 12 to 18 hours and created an economic incentive for students to increase their academic load. The goal was to encourage students to add additional courses and complete their degree within a four-year timeframe. Metro State has experienced a larger growth in FTE compared to headcount, which indicates students are taking advantage of this economic incentive and are completing their coursework in less time.

Over the past three years Metro State has developed and implemented the First Year Success Program. This program currently serves approximately 600 students. When the College's new neighborhood building is complete, all freshmen will participate in the program. Similar programs at other institutions show a vast improvement in retention and student academic success once fully implemented. Early indications are that Metro State's First Year Success Program is primed to follow with similar results.

**4:40 – 5:00 Colorado Historical Society**

*Edward C. Nichols, President and CEO*


*Susan Riehl, Chief Financial Officer*

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**Attachment A**

Access and Affordability Report

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COLORADO DEPARTMENT OF  
 **HIGHER  
EDUCATION**

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ACCESS TO HIGH-QUALITY, AFFORDABLE EDUCATION FOR ALL COLORADANS

## **Access and Affordability Report**

JBC Request for Information

December 1, 2009

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

## Department Compliance with Joint Budget Committee Request for Information – Measuring and Ensuring Access and Affordability

### INTRODUCTION

Data from the United States Census shows that postsecondary education attainment correlates directly with increased income and improved measures of health. For example, individuals with a baccalaureate degree earned a median income of \$50,376 in 2007 compared to \$32,474 for those who only possessed a high school diploma. Further, individuals with BA degrees are more likely to vote, less likely to be incarcerated, and less likely to access social support services. For these and other reasons, maintaining and expanding access to postsecondary education is a necessary state goal and one that likely must be accomplished in the near future without additional state financial resources.

The FY09-10 Long Bill included a request for information (RFI) directing the Department of Higher Education (Department) to submit a report by September 15, 2009 presenting options for how to measure and ensure access and affordability at institutions of higher education. The Governor directed the Department to comply with this request to the extent possible and submit the requested report by December 1, 2009. Discussion during the 2009 legislative session concerned tuition policy issues, specifically whether governing boards should be granted more flexibility to set tuition rates. Proponents of greater tuition flexibility contend that flexibility could actually improve access to higher education because a portion of the additional tuition revenue generated would be applied to institutional need-based financial aid.

The full language of the RFI follows below:

**Request for Information 28, page 7: Department of Higher Education, Colorado Commission on Higher Education, Administration** – The Department, in cooperation with the Colorado Commission on Higher Education, the higher education institutions, and the Office of State Planning and Budgeting is requested to submit a report to the Joint Budget Committee by September 15, 2009 presenting options for how to measure and ensure access and affordability if governing boards are granted greater flexibility in setting tuition rates.

The RFI specifically separates the terms access and affordability and, as such, makes a distinction between the two and reflects the reality that affordability is one component to access, albeit a critical component. None of the models presented here address the other components of access as no one model could. A strategic approach is needed to look at myriad components of accessibility. The Department's response is limited to only affordability issues and the proposed options should only be utilized within an approach that also accounts for the other access issues.

In extending the time period for the submission of the report, the Governor also noted that the production of the report is not intended to endorse the concept of greater tuition flexibility. Governor Ritter also asked that these options be used in conjunction with the review and update of the statewide higher education master plan.



In the following pages, we provide brief background information on tuition and fee history and financial aid programs, followed by options that could be used to measure access and affordability.

## **BACKGROUND**

Before examining options for measuring access and affordability it is important to consider major differences in the role and mission of Colorado's institutions of higher education and also to review existing guidance and requirements on federal, state, and institutional financial aid that are presumed to maintain affordability especially for lower income students.

### Role and Mission

Colorado's institutions of higher education each have very different roles and missions, all of which are authorized under Title 23 of the Colorado Revised Statutes. The community colleges, for example, are open admission institutions, while the University of Colorado at Boulder is a comprehensive graduate research institution with selective admission standards. While not statutorily mandated or authorized, the more selective institutions tend to have higher tuition charges. These differences partially determine the composition of students at each institution and must be considered when comparing institutions in terms of maintaining access and affordability. Colorado law has established which institutions are to serve as entry points allowing access to higher education. It may be unfair, for example, to hold the Colorado School of Mines to the same standard of access that a community college or Metro State College is held to. Additionally, the Commission and the Department have developed a transfer system from the community college system that allows students to transition from the two year sector to the four year sector with some guarantees on the transferability of the first sixty credit hours.

Admission standards are found in Commission policy at the following link:

<http://highered.colorado.gov/Publications/Current/i-partf.pdf> For the most part, the tuition of open access institutions has been kept lower than that of more selective institutions. In the recent economic downturn, the community colleges that are part of the Colorado Community College System have had unprecedented tuition growth to offset general fund reductions. Please see Attachment I for a five year history of tuition increases and comparison of resident, undergraduate institutional tuition rates.

### Federal Financial Grant Aid

The Pell grant is awarded to low-income students from the federal government and is intended to level the playing field for access and affordability. Eligibility for a Pell grant is determined through the Expected Family Contribution (EFC) calculation from the Free Application for Federal Student Aid (FAFSA). In FY08-09, full-time students with EFCs at or below \$4,041 were eligible for a Pell grant of up to \$4,731. The average Pell grant awarded in Colorado to resident students in FY07-08 (most recent data available)<sup>1</sup> was \$2,519 at public institutions. A total of 44,803 students received Pell grants, 9,387

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<sup>1</sup> Data for the FY08-09 year will be available in December

of whom received the maximum award of \$4,310 in FY07-08. The charts below show the number and percentage of students by grant range for resident students enrolled at public institutions in FY07-08.

**Pell Grant Recipients by Award Range**

Pell Grant Award Range	Number of Federal Pell Recipients	Percentage of Federal Pell Recipients by Award Range	Cumulative Percentage of Pell Recipients (Ascending)	Cumulative Percentage of Pell Recipients (Descending)
\$200-\$500	2,708	6%	6%	100%
\$501-\$1000	4,396	10%	16%	94%
\$1001-\$1500	5,381	12%	28%	84%
\$1501-\$2000	4,639	10%	38%	72%
\$2001-\$2500	6,763	15%	53%	62%
\$2501-\$3000	3,111	7%	60%	47%
\$3001-\$3500	3,586	8%	68%	40%
\$3501-\$4000	3,094	7%	75%	32%
\$4001-\$4309	1,738	4%	79%	25%
\$4,310	9,387	21%	100%	21%
Total Number of students awarded	44,803			

**Adjusted Gross Income Range of Pell Recipients**

AGI Range	Count	Percentage of Total
0-19,999	27,261	60.85%
20,000-39,999	12,775	28.51%
40,000-59,999	4,291	9.58%
60,000-79,999	425	0.95%
80,000-99,999	32	0.07%
100,000 & above	19	0.04%
<b>Total</b>	<b>44,803</b>	

For FY09-10, the maximum federal Pell grant was increased \$500 so that tuition increases were largely covered by the increased amount. The Pell grant is projected to increase an additional \$200 in FY10-11, and current legislation proposes indexing the maximum award to the poverty level plus increases of 1% annually for inflation. Thus, while recent tuition increases have been largely offset for the most needy students by Pell, in future years, it is expected that if large tuition increases occur, they will likely outpace the Pell increases. Moreover, while Pell grants are expected to take care of the lowest income

students, state financial aid policy must also take some responsibility for maintaining affordability for the low to middle income students who are not eligible for Pell. The balancing of affordability for middle and low income students is a policy decision that remains difficult since Department data shows that Level 1 and Level 2 students have more unmet need than higher income groups who are in the financial aid file.

### State Need-Based Financial Aid

The General Assembly appropriates state funding for the state's need-based financial aid program (\$74.1 million in FY09-10). The Colorado Commission on Higher Education then allocates these funds each year to the public institutions of higher education; private, non-profit institutions; and eligible participating private, for profit institutions. The Commission's current financial aid policy guarantees a minimum grant award to every Level I student (described as a student whose EFC is within 150% of Pell eligibility-- an average income level of \$31,060 for dependent students).

The Commission allocates state financial aid to institutions based on their average number of Level I FTE over the prior three years. Institutions are allocated sufficient state aid to provide the minimum grant amount (set at \$750 in FY07-08) to each eligible student plus additional funds that can be distributed at each institution's discretion to any student with financial need. In FY07-08, the average grant amount was \$1,216 and 42,202 students (headcount) received the grant at public institutions. Of the 42,202 students who received a state need-based grant, 36,626 received Pell grants (87%).

Institutions are required under state policy to award a minimum of \$750 to every eligible Colorado student. Allocations to institutions are greater than the base award and are calculated on the average Cost of Attendance at each institution within its Tier. Allocations are made at the following levels:

\$850 at Tier 3,  
\$1,039 at Tier 2 and  
\$1,137 at Tier 1

The packaging philosophies vary by institution. Institutions have the discretion to determine whether or not to award part-time students. We know that some institutions heavily award freshmen, others award flat grants to all eligible students and still others give the minimum grant to freshman and increased aid to upperclassmen.

### Institutional Aid

To varying degrees, institutions have dedicated their own internal resources to financial aid. This aid may be need-based or based on other criteria such as merit or athletics. There is little regulation on institutional aid and it can be awarded to resident or nonresident students. C.R.S. 23-18-202 (3) (c) requires institutions of higher education that are designated as TABOR enterprises to "annually allocate at least twenty percent of any increase in undergraduate resident tuition revenues above inflation to need-based financial assistance." Fiscal year 2005-06 was the first year governing boards were designated as TABOR enterprises and this section was added to the statutes. Each year the Department verifies that the governing boards complied with this requirement for years in which they are designated TABOR enterprises (See Attachment 2 for FY07-08 compliance).

The following table shows the total expenditures for student financial aid from FY02-03 through FY07-08. It is clear from the data that student loans are growing more quickly and are higher in real dollars than other forms of aid, indicating a greater reliance on this type of aid to cover the costs of postsecondary education. Further, the table shows the significant increase (93%) in institutional aid over the time period, from \$148.4 million in FY02-03 to \$285.9 million in FY07-08. The Department is currently compiling financial aid data for FY08-09. This data will be included in the Financial Aid report submitted to the JBC at the request of the Governor's office.

**Total Expenditures on Student Financial Aid FY07-08**

Fiscal Year	Federal Pell Grant	Federal Loans	Federal Other	State	Institutional	Other	Total
2003	126,585,894	634,957,192	33,108,532	92,750,785	148,408,762	75,402,858	1,111,214,023
2004	143,906,521	735,276,655	32,178,873	80,968,637	137,255,420	65,928,279	1,195,514,385
2005	151,545,541	817,466,069	32,658,968	78,152,438	194,265,627	42,430,273	1,316,518,916
2006	141,403,386	834,562,469	33,571,583	79,890,039	250,881,750	67,636,141	1,407,945,368
2007	141,156,387	901,930,663	50,413,660	88,741,013	243,682,242	44,754,431	1,470,678,396
2008	154,590,127	980,667,407	55,647,723	96,806,055	285,899,867	53,530,406	1,627,141,585
% Change 03-08	22.12%	54.45%	68.08%	4.37%	92.64%	-29.01%	46.43%

\*This table includes data from private non-profit and proprietary schools.

While some financial aid is provided from private sources, these awards are not significant and normally targeted to specific students; therefore, private grant aid probably cannot be used strategically to ensure access and affordability.

Sources of institutional aid vary by type of institution (tier). Attachment 3 lists Colorado's institutions of higher education by tier. The table below breaks out the total amount of institutional aid reported in the Department's Student Unit Record Data System (SURDS) in FY07-08. The total institutional aid paid to undergraduate, resident students with any financial need by tier is shown in the table below. This table does not include other aid that may have been provided to residents with no need, graduate students, or non-resident students.

**Total Institutional Aid by Tier FY07-08**

TIER	Total Inst Aid	Inst Aid to Students with Need	% of Inst	Inst Aid to Level 1 Students	% of Inst
			Aid to Students with Need		Aid to Level 1 Students
Tier 1	143,508,980	47,365,562	33.01%	30,945,325	21.56%
Tier 2	15,724,319	7,178,825	45.65%	4,179,868	26.58%
Tier 3	6,245,089	2,960,098	47.40%	1,871,996	29.98%

## EXAMPLES ON METRICS FOR ACCESS AND AFFORDABILITY

Following are three examples of metrics to measure access and affordability. The examples each have limitations and the best approach may be to develop a hybrid based upon the ultimate goals and definitions of access and affordability.

### Example A:

In response to the JBC's request for information, the Department requested the National Center for Higher Education Management Systems (NCHEMS) develop a model measuring access and affordability at each institution of higher education. Their model (Example A.1.) makes the primary assumption that each institution of higher education is currently affordable; it then establishes a benchmark for each based on the socio economic status of their student body. Institutions would be required to maintain the benchmark, at a minimum, in future years. The bases for the model are the median income distribution by county in Colorado and the county of origin distribution for each institution's student body. NCHEMS research shows that across institutions nationwide, typically more than 80% of each institution's student body comes from no more than four to five counties. The NCHEMS model looks at the percentage of each institution's resident undergraduate population that receive Pell grants compared to the state average and the estimated median income for their student body based on county of origin compared to the state average. In short, institutions with poorer student bodies calculated as the median income distribution by county compared to the state average should have more Pell recipients than the state average.

As an example of what the model shows for each institution, Arapahoe Community College (ACC) students come from counties that overall *are slightly above* the Colorado median income. It would therefore be expected that ACC *should be slightly below* the statewide average for percent of first time entering students receiving Pell grants. In fact, ACC is exceeding this benchmark as shown below:

#### **Percent of First Time Entering Students Receiving Pell Grants**

- Colorado = 24.6%
- ACC Actual = 24.8%
- ACC Expected = 21.5%
- Difference = 3.3%

There are two primary concerns with this approach, both of which represent possible flaws in the model. First, the model assumes that each student's family income is the median from the county of their origin, when in fact students at CU-Boulder from Denver County may come from families with incomes above the median, while Denver County students at Metro State College may be from families at or below the median income. The second concern is the model's reliance on Pell recipients as a proxy for students of need, arguing that doing so leaves out a significant population of students with need – those that are just above the income requirements for Pell eligibility. NCHEMS has adjusted their model to account for Pell recipients and students below median income as a more complete proxy for students with documented need, thus addressing one of these concerns. A further concern with the NCHEMS model is that it does not account for transfer students in the analysis, focusing entirely on first time entering students.

This measurement looks only at the lower income student and is an indicator that does not take into account the specialized role, mission and student population at each institution.

Another version of this example (Example A.2.) is to measure the proportion of the student population at each institution that is Pell eligible. The model would settle on a base year and watch for variations due to tuition or other changes in policies. However, the problem with this approach is that the proportion will change with the economy and may take dips that are not meaningful in any given year. While those issues can be accommodated in a mathematical model, the option still only looks at the lowest income students and loses sight of any financial squeeze on the middle class student. The chart below shows the percent of students at each institution that are Pell eligible:

**Pell Grant Recipients (FTE) as a Percentage of Resident Undergraduate FTE**

<b>Institutions</b>	<b>Pell Recipient FTE 07-08</b>	<b>Undergrad Res FTE 07-08</b>	<b>Res Pell per FTE</b>
Adams State College	1,107	1,440	76.87%
Aims Community College	1,016	2,856	35.57%
Arapahoe Community College	944	4,022	23.48%
Colorado Mountain College	282	2,113	13.35%
Colorado Northwestern Community College	143	663	21.64%
Colorado School of Mines	431	2,683	16.05%
Colorado State University	3,107	15,966	19.46%
Colorado State University - Pueblo	1,485	2,994	49.62%
Community College of Aurora	1,057	3,077	34.36%
Community College of Denver	1,923	4,655	41.31%
Fort Lewis College	602	2,621	22.97%
Front Range Community College	2,504	9,313	26.88%
Lamar Community College	310	662	46.77%
Mesa State College	1,650	4,390	37.60%
Metropolitan State College of Denver	4,998	15,135	33.02%
Morgan Community College	364	974	37.41%
Northeastern Junior College	396	1,196	33.15%
Otero Junior College	675	1,139	59.30%
Pikes Peak Community College	2,600	7,102	36.61%
Pueblo Community College	2,217	3,405	65.10%
Red Rocks Community College	1,020	4,466	22.84%
Trinidad State Junior College	631	1,255	50.25%
University of Colorado - Boulder	3,069	16,034	19.14%
University of Colorado - Colorado Springs	1,546	5,186	29.81%
University of Colorado at Denver and Health Sciences Center	2,106	6,862	30.69%
University of Northern Colorado	1,751	8,629	20.29%
Western State College	399	1,428	27.93%

Colorado Community College System TOTALS	<b>14,785</b>	<b>41,928</b>	<b>35.26%</b>
Colorado Community College System AVERAGE	<b>1137.29</b>	<b>3225.23</b>	<b>35.26%</b>

Example B:

The Department conducted a very preliminary analysis of how institutions could be held to a requirement that they maintain access and affordability for Colorado resident students and how such a requirement could be measured. The Department’s example model measures the base income range distribution at an institution and requires that the institution maintain the same percentage of students in the bottom two or three income levels. For example, an institution’s income distribution based on a three year average income of resident undergraduates could be as follows:

- Low Income < \$35k 10%
- Low-Mid Income \$35 – 50k 25%
- Middle Income \$50 – 75k 30%
- High-Mid Income \$75-90k 10%
- Above \$90k 25%

In most respects the Department’s example is similar to the NCHEMS model of measuring base performance with a goal of maintaining the status quo without losing ground with enrollment of the current proportion of low and middle income students. It does, however, account for students in the low and middle income levels and thus may be a better measure for maintaining access and affordability for all students with documented need.

- The Department notes that performing this analysis would require collecting additional data from the institutions. The data file does not have income on every student; income level is collected only if a student applies for financial aid. Currently that is approximately 65.45% of resident undergraduate students. The Department believes that for the most part those students who do not apply for financial aid are in the higher income groups.

Attachment 4 shows the number s of resident undergraduates by income range who received financial aid in FY07-08. Over half the students or their families in Colorado applying for financial aid, including loans only, earn under \$40,000 per year. That of course varies by type of institution with 71.5% of students or their families in the Community College system earning under \$40,000 per year. This illustrates where many of Colorado’s lowest income students are attending post secondary institutions.

Example C

Example A and B both establish a benchmark measure for each institution based on the students they currently serve. The underlying assumption is that all institutions are currently operating at an affordable level and meeting the state’s access goals. A third example for measuring access and affordability could be created using national research on student loan debt. According to FinAid.org, student loan payments should not exceed 15% of a person’s discretionary income without incurring a

partial economic hardship. Partial economic hardship is defined as having annual education loan payments in excess of 15 percent of discretionary income, where discretionary income is the amount by which one's adjusted gross income (AGI) exceeds 150 percent of the Federal Poverty Threshold.

A student's major will be a factor in their earning potential upon graduation, for example an electrical engineering degree holder will probably command a higher salary than will a liberal arts degree holder immediately upon graduation. Consequently, the engineering major could afford to have a higher student loan debt load upon graduation because of his/her increased earning potential.

Under this example, institutions would be directed to ensure that students do not incur loans that they are unable to reasonably pay back within ten years without incurring a partial economic hardship (as described above). Loan repayment calculators are readily available and in use by institution financial aid advisors. Reasonable assumptions could be made to estimate adjusted gross income after graduation for various degrees. This standard could be applied to students at or below a certain income threshold (e.g., an EFC within 250% of Pell-eligibility requirements) only as a means to ensure access and affordability for students with documented need.

This approach does not take into consideration students who transfer into an institution with preexisting debt, change majors, or require loans to complete remediation prior to beginning a degree program. Further, student borrowing habits vary. By limiting loans by major, students may turn to private loans or credit cards to make the payments.

The debt load approach to measuring access and affordability for higher education could be an annual or a time-of-graduation measurement or both. Time of graduation allows the use of the measurements talked about above while annual debt review provides a real-time look at how student loan patterns may be changing.

Attachment 5a reviews cumulative debt load of resident undergraduates by type of school over time and Attachment 5b shows annual debt load over time. This Attachment shows annual debt over time as well as debt at graduation. The numbers will be updated in December.

## CONCLUSION

The above described examples do not look at retention and success of students. These examples address metrics that could be used to measure access and affordability as outlined in the Request for Information. These metrics could be used as stand-alone measurements or as part of a systemic review of Colorado's goals for access and affordability.



**Attachment 1**  
5 Year History of Resident Undergraduate Tuition

5 Year History of Resident Undergraduate Tuition (30 Credit Hours Per Academic Year)

Institution	FY 2005-06 Resident Tuition (30 CHRS)	FY 2006-07 Resident Tuition (30 CHRS)	FY 2007-08 Resident Tuition (30 CHRS)	FY 2008-09 Resident Tuition (30 CHRS)	FY 2009-10 Resident Tuition (30 CHRS)	% Increase Resident Tuition
University of Colorado - Boulder Base <sup>1</sup>	\$ 4,446	\$ 4,554	\$ 5,418	\$ 5,922	\$ 6,446	45.0%
University of Colorado - Colorado Springs Base <sup>2</sup>	\$ 3,966	\$ 4,066	\$ 4,350	\$ 4,676	\$ 4,910	23.8%
University of Colorado - Denver Base <sup>3</sup>	\$ 4,224	\$ 4,330	\$ 5,054	\$ 5,484	\$ 5,712	35.2%
Colorado State University Base <sup>4</sup>	\$ 3,381	\$ 3,466	\$ 4,040	\$ 4,424	\$ 4,822	42.6%
Colorado State University - Pueblo Base <sup>5</sup>	\$ 2,903	\$ 2,975	\$ 3,184	\$ 3,422	\$ 3,732	28.6%
Fort Lewis College Resident	\$ 2,462	\$ 2,522	\$ 2,648	\$ 2,846	\$ 3,102	26.0%
University of Northern Colorado Base <sup>6</sup>	\$ 3,192	\$ 3,276	\$ 3,600	\$ 3,942	\$ 4,296	34.6%
Adams State College Resident	\$ 1,980	\$ 2,030	\$ 2,328	\$ 2,496	\$ 2,712	37.0%
Mesa State College Resident <sup>7</sup>	\$ 2,583	\$ 3,442	\$ 3,893	\$ 4,325	\$ 4,692	81.7%
Metropolitan State College of Denver Resident	\$ 2,387	\$ 2,447	\$ 2,432	\$ 2,615	\$ 2,850	19.4%
Western State College Resident	\$ 2,352	\$ 2,554	\$ 2,688	\$ 2,880	\$ 3,140	33.5%
Colorado School of Mines <sup>8</sup> Resident	\$ 7,248	\$ 8,047	\$ 8,959	\$ 9,810	\$ 10,590	46.1%
Colorado Community College System <sup>9</sup>						
Arapahoe Community College	\$ 2,183	\$ 2,237	\$ 2,315	\$ 2,430	\$ 2,649	21.4%
Colorado Northwestern Community College	\$ 2,183	\$ 2,237	\$ 2,315	\$ 2,430	\$ 2,649	21.4%
Community College of Aurora	\$ 2,183	\$ 2,237	\$ 2,315	\$ 2,430	\$ 2,649	21.4%
Community College of Denver	\$ 2,183	\$ 2,237	\$ 2,315	\$ 2,430	\$ 2,649	21.4%
Front Range Community College	\$ 2,183	\$ 2,237	\$ 2,315	\$ 2,430	\$ 2,649	21.4%
Lamar Community College	\$ 2,183	\$ 2,237	\$ 2,315	\$ 2,430	\$ 2,649	21.4%
Morgan Community College	\$ 2,183	\$ 2,237	\$ 2,315	\$ 2,430	\$ 2,649	21.4%
Northeastern Junior College	\$ 2,183	\$ 2,237	\$ 2,315	\$ 2,430	\$ 2,649	21.4%
Otero Junior College	\$ 2,183	\$ 2,237	\$ 2,315	\$ 2,430	\$ 2,649	21.4%
Pikes Peak Community College	\$ 2,183	\$ 2,237	\$ 2,315	\$ 2,430	\$ 2,649	21.4%
Pueblo Community College	\$ 2,183	\$ 2,237	\$ 2,315	\$ 2,430	\$ 2,649	21.4%
Red Rocks Community College	\$ 2,183	\$ 2,237	\$ 2,315	\$ 2,430	\$ 2,649	21.4%
Trinidad State Junior College	\$ 2,183	\$ 2,237	\$ 2,315	\$ 2,430	\$ 2,649	21.4%

Notes:

- 1: University of Colorado - Boulder has historically charged tuition differentials on the following programs/schools: Business; Engineering; Journalism; and Music
- 2: University of Colorado - Colorado Springs has historically charged tuition differentials on the following programs/schools: Class Standing; Letters, Arts & Sciences; School of Public Affairs; College of Business; Beth El; Engineering and Applied Sciences
- 3: University of Colorado - Denver has historically charged tuition differentials on the following programs/schools: Class Standing; Arts & Media; Business; Engineering; Dental Hygiene; and School of Nursing
- 4: Colorado State University has historically charged tuition differentials on the following programs/schools: College of Business; College of Engineering; Department of Computer Science; Upper Division Courses; and High Cost Programs
- 5: Colorado State University - Pueblo has historically charged tuition differentials on the following programs/schools: Business; Computer Information Sciences; Nursing; Engineering
- 6: University of Northern Colorado has historically charged tuition differentials on the following programs/schools: Business; Nursing; Music; Theatre; and Dance
- 7: As part of a "Truth in Tuition" adjustment Mesa State College incorporated a majority of fees into tuition for FY2006-07. As a result prior years' data submissions were amended to portray this change historically for comparison purposes.
- 8: The Colorado School of Mines used a tuition surcharge during FY2006-07 and FY2007-08. As part of a "Truth in Tuition" adjustment this surcharge was rolled into base tuition for FY2008-09. As a result prior years' data submissions were amended to portray this change historically for comparison purposes.
- 9: Colorado Community College System has historically charged tuition differentials on the following programs/schools: Nursing; and Online

Institution	% Change From FY2004-05 to FY2005-06	% Change From FY2005-06 to FY2006-07	% Change From FY2006-07 to FY2007-08	% Change From FY2007-08 to FY2008-09	% Change From FY2008-09 to FY2009-10
University of Colorado - Boulder Base <sup>1</sup>	27.8%	2.4%	19.0%	9.3%	8.8%
University of Colorado - Colorado Springs Base <sup>2</sup>	20.3%	2.5%	N/A	7.5%	5.0%
University of Colorado - Denver Base <sup>3</sup>	28.0%	2.5%	16.7%	8.5%	4.2%
Colorado State University Base <sup>4</sup>	15.0%	2.5%	16.6%	9.5%	9.0%
Colorado State University - Pueblo Base <sup>5</sup>	15.0%	2.5%	7.0%	7.5%	9.0%
Fort Lewis College Resident	8.5%	2.4%	5.0%	7.5%	9.0%
University of Northern Colorado Base <sup>6</sup>	12.0%	2.6%	9.9%	9.5%	9.0%
Adams State College Resident	8.9%	2.5%	14.7%	7.2%	8.7%
Mesa State College Resident	25.2%	33.3%	13.1%	11.1%	8.5%
Metropolitan State College of Denver Resident	16.8%	2.5%	-0.6%	7.5%	9.0%
Western State College Resident	18.8%	8.6%	5.3%	7.1%	9.0%
Colorado School of Mines Resident	14.4%	11.0%	11.3%	9.5%	8.0%
Colorado Community College System <sup>7</sup>					
Arapahoe Community College	8.9%	2.5%	3.5%	5.0%	9.0%
Colorado Northwestern Community College	8.9%	2.5%	3.5%	5.0%	9.0%
Community College of Aurora	8.9%	2.5%	3.5%	5.0%	9.0%
Community College of Denver	8.9%	2.5%	3.5%	5.0%	9.0%
Front Range Community College	8.9%	2.5%	3.5%	5.0%	9.0%
Lamar Community College	8.9%	2.5%	3.5%	5.0%	9.0%
Morgan Community College	8.9%	2.5%	3.5%	5.0%	9.0%
Northeastern Junior College	8.9%	2.5%	3.5%	5.0%	9.0%
Otero Junior College	8.9%	2.5%	3.5%	5.0%	9.0%
Pikes Peak Community College	8.9%	2.5%	3.5%	5.0%	9.0%
Pueblo Community College	8.9%	2.5%	3.5%	5.0%	9.0%
Red Rocks Community College	8.9%	2.5%	3.5%	5.0%	9.0%
Trinidad State Junior College	8.9%	2.5%	3.5%	5.0%	9.0%

**Attachment 2**  
Need Based Financial Aid – 20% Allocation

**Need Based Financial Aid - 20% Allocation**

	WSC	ASC	MSC	MSCD	CU				CSU			CSM	UNC	CCC	FLC	Total	
					UCB	UCD	UCCS	UCHSC(1)	Total	CSU - FC	CSU - Pueblo	Total					
	Used Avg	Used Avg	Used Avg	Used Avg	Used Avg	Used Avg	Used Avg	Used Avg	Used Avg	Used Avg	Used Avg	Used Avg	Used Avg	Used Avg	Used Avg	Used Avg	
Resident Tuition FY08	\$ 2,688	\$ 2,328	\$ 3,883	\$ 2,432	\$ 6,794	\$ 5,119	\$ 5,029	\$ 9,237	\$ 26,179	\$ 4,202	\$ 3,379	\$ 7,581	\$ 8,764	\$ 3,880	\$ 1,852	\$ 2,648	\$ 62,245
Resident Tuition FY07	\$ 2,554	\$ 2,080	\$ 3,442	\$ 2,246	\$ 5,634	\$ 4,321	\$ 4,670	\$ 8,804	\$ 23,429	\$ 3,632	\$ 2,975	\$ 6,607	\$ 7,852	\$ 3,556	\$ 1,789	\$ 2,522	\$ 56,027
Dollar Increase	\$ 134	\$ 298	\$ 451	\$ 186	\$ 1,160	\$ 798	\$ 359	\$ 433	\$ 2,750	\$ 570	\$ 404	\$ 974	\$ 912	\$ 324	\$ 63	\$ 126	\$ 6,218
Resident Tuition FY07	\$ 2,554	\$ 2,080	\$ 3,442	\$ 2,246	\$ 5,634	\$ 4,321	\$ 4,670	\$ 8,804	\$ 23,429	\$ 3,632	\$ 2,975	\$ 6,607	\$ 7,852	\$ 3,556	\$ 1,789	\$ 2,522	\$ 56,027
CY06 CPI	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%
Dollar inflationary increase	\$ 91.94	\$ 73.08	\$ 123.91	\$ 80.86	\$ 202.82	\$ 155.56	\$ 168.12	\$ 316.94	\$ 843.44	\$ 130.75	\$ 107.10	\$ 237.85	\$ 282.67	\$ 128.02	\$ 64.40	\$ 90.79	\$ 2,016.97
Increase above inflation	\$ 42.06	\$ 224.92	\$ 327.09	\$ 105.14	\$ 957.18	\$ 642.44	\$ 190.88	\$ 116.06	\$ 1,906.56	\$ 439.25	\$ 296.90	\$ 736.15	\$ 629.33	\$ 195.98	\$ (1.40)	\$ 35.21	\$ 4,201.03
FY07 Student FTE	1,452	1,465	4,370	14,744	16,045	6,107	5,153	484	27,789	16,015	2,937	18,952	2,866	8,831	40,876	2,644	123,829
Resident tuition revenue	\$61,065	\$334,006	\$1,429,375	\$1,550,243	\$15,357,689	\$3,923,406	\$983,605	\$56,171	\$20,321,070	\$7,034,557	\$871,995	\$7,906,552	\$1,694,375	\$1,730,735	\$57,390	\$93,800	\$35,059,121
Percent allocation to NBFA	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
Dollar allocation to NBFA	\$12,213	\$66,801	\$285,875	\$310,049	\$3,071,578	\$784,661	\$196,721	\$11,234	\$4,064,214	\$1,406,911	\$174,399	\$1,581,310	\$338,075	\$346,147	\$-	\$18,618	\$7,025,302
Actual Institutional NBFA																	
FY08 (2)	\$ 6,107	\$210,000	\$ 294,168	\$ 562,757	\$ 4,612,680	\$ 966,757	\$ 350,000	\$-	\$ 5,929,437	\$ 4,925,000	\$ 542,000	\$ 5,467,000	\$ 456,000	\$ 352,713	\$-	\$382,187	\$25,056,796
Estimated Over (Under) Contribution	\$ (6,106)	\$143,199	\$ 8,283	\$ 232,708	\$ 1,541,102	\$ 182,076	\$ 153,279	\$ (11,234)	\$ 1,885,223	\$3,518,089	\$ 367,601	\$3,885,690	\$ 117,925	\$ 6,566	\$-	\$363,569	\$18,033,494

(1) Used annual tuition rates in BDB to determine average  
 (2) Provided by institution

**Assumptions:**  
 CPI from CY 06 of 3.6% used. (Use same CPI as for budgeting purposes)  
 Tuition from CCHS's 5-year history for Resident, Undergraduate Full-Time Rates  
 FY07 Student FTE used. (Same for budgeting purposes)

**Attachment 3**  
Public Institutions by Tier

## Public Institutions by Tier

<b>Tier 1</b>
Colorado School of Mines Colorado State University University of Colorado - Boulder University of Colorado - Colorado Springs University of Colorado Denver University of Northern Colorado
<b>Tier 2</b>
Adams State College Colorado State University - Pueblo Fort Lewis College Mesa State College Metropolitan State College of Denver Western State College
<b>Tier 3</b>
Aims Community College Arapahoe Community College Colorado Mountain College Colorado Northwestern Community College Community College of Aurora Community College of Denver Front Range Community College Lamar Community College Morgan Community College Northeastern Junior College Otero Junior College Pikes Peak Community College Pueblo Community College Red Rocks Community College Trinidad State Junior College

**Attachment 4**  
Students by Income



### Students by Income Range

<b>AGI Range Statewide</b>	<b># of Students</b>	<b>Percentage of Students</b>
0-19,999	30,592	33.93%
20,000-39,999	19,410	21.53%
40,000-59,999	12,336	13.68%
60,000-79,999	9,030	10.01%
80,000-99,999	7,309	8.11%
100,000 & above	11,494	12.75%
<b>Public Total</b>	<b>90,171</b>	

### AGI Range By Tier

<b>Tier 1</b>	<b># of Students</b>	<b>Percentage of Students</b>
0-19,999	8,127	22.71%
20,000-39,999	5,846	16.34%
40,000-59,999	5,118	14.30%
60,000-79,999	4,444	12.42%
80,000-99,999	4,032	11.27%
100,000 & above	8,220	22.97%
<b>Total Tier 1</b>	<b>35,787</b>	
<b>Tier 2</b>	<b># of Students</b>	<b>Percentage of Students</b>
0-19,999	7,770	35.49%
20,000-39,999	5,035	23.00%
40,000-59,999	3,094	14.13%
60,000-79,999	2,271	10.37%
80,000-99,999	1,945	8.88%
100,000 & above	1,781	8.13%
<b>Total Tier 2</b>	<b>21,896</b>	
<b>Tier 3</b>	<b># of Students</b>	<b>Percentage of Students</b>
0-19,999	14,695	45.23%
20,000-39,999	8,529	26.25%
40,000-59,999	4,124	12.69%
60,000-79,999	2,315	7.13%
80,000-99,999	1,332	4.10%
100,000 & above	1,493	4.60%
<b>Total Tier 3</b>	<b>32,488</b>	

Resident, UG, Any Aid

**Attachment 5a**  
Average Student Loan Debt

**Average Student Loan Debt at Graduation-Associates Degree**

<b>Institution</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Adams State College	\$ 12,035	\$ 6,244	\$ 8,488	\$ 14,259	\$ 9,334
Aims Community College	\$ 9,498	\$ 8,305	\$ 8,784	\$ 9,056	\$ 10,324
Arapahoe Community College	\$ 9,785	\$ 9,149	\$ 9,955	\$ 11,806	\$ 11,587
Colorado Mountain College	\$ 9,287	\$ 8,613	\$ 8,573	\$ 8,118	\$ 10,463
Colorado Northwestern Community College	\$ 9,214	\$ 9,950	\$ 11,482	\$ 13,423	\$ 13,372
Community College of Aurora	\$ 10,974	\$ 9,194	\$ 10,254	\$ 9,073	\$ 10,134
Community College of Denver	\$ 10,271	\$ 9,385	\$ 11,260	\$ 10,462	\$ 10,877
Front Range Community College	\$ 9,572	\$ 9,863	\$ 10,408	\$ 10,241	\$ 9,899
Lamar Community College	\$ 6,936	\$ 6,194	\$ 7,582	\$ 6,333	\$ 9,704
Mesa State College	\$ 12,240	\$ 8,651	\$ 9,681	\$ 11,481	\$ 11,181
Morgan Community College	\$ 6,400	\$ 7,873	\$ 7,549	\$ 10,461	\$ 14,389
Northeastern Junior College	\$ 6,453	\$ 5,135	\$ 6,077	\$ 6,480	\$ 6,919
Otero Junior College	\$ 7,723	\$ 7,805	\$ 8,191	\$ 8,539	\$ 9,690
Pikes Peak Community College	\$ 9,768	\$ 8,241	\$ 7,847	\$ 8,821	\$ 8,925
Pueblo Community College	\$ 11,630	\$ 10,538	\$ 10,984	\$ 11,539	\$ 11,818
Red Rocks Community College	\$ 11,505	\$ 8,591	\$ 8,706	\$ 9,687	\$ 10,529
Trinidad State Junior College	\$ 6,790	\$ 6,387	\$ 8,293	\$ 8,392	\$ 8,217

LOANS INCLUDED: Federal Stafford Loans Unsubsidized; Federal Perkins Loan; Federal Stafford Loans Subsidized; Federal Health Profession Loans; Other Loans

NOTE: In this table Average Students Loan Debt is calculated as the average loan amount per student only for students that have debt upon graduation, not the average debt of all degree receiving students per institution.

**Average Student Loan Debt at Graduation-Baccalaureate Degree**

<b>Institution</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Adams State College	\$ 16,580	\$ 15,646	\$ 16,699	\$ 17,832	\$ 18,634
Colorado School of Mines	\$ 16,714	\$ 15,591	\$ 16,103	\$ 18,653	\$ 22,453
Colorado State University	\$ 16,997	\$ 16,570	\$ 17,623	\$ 18,536	\$ 18,948
Colorado State University - Pueblo	\$ 18,702	\$ 18,746	\$ 20,485	\$ 21,750	\$ 21,855
Fort Lewis College	\$ 16,272	\$ 15,963	\$ 15,925	\$ 16,496	\$ 17,891
Mesa State College	\$ 16,927	\$ 17,047	\$ 17,763	\$ 19,754	\$ 18,028
Metropolitan State College of Denver	\$ 19,906	\$ 19,502	\$ 19,636	\$ 20,480	\$ 21,475
University of Colorado - Boulder	\$ 19,126	\$ 19,607	\$ 18,105	\$ 18,887	\$ 21,642
University of Colorado - Colorado Springs	\$ 17,518	\$ 17,793	\$ 16,525	\$ 18,379	\$ 18,168
University of Colorado at Denver	\$ 17,468	\$ 21,719	\$ 21,552	\$ 23,945	\$ 23,327
University of Colorado Health Sciences Center*	\$ 35,553				
University of Northern Colorado	\$ 16,628	\$ 15,905	\$ 16,744	\$ 16,778	\$ 17,967
Western State College	\$ 16,620	\$ 18,872	\$ 15,956	\$ 16,596	\$ 20,613

LOANS INCLUDED: Federal Stafford Loans Unsubsidized; Federal Perkins Loan; Federal Stafford Loans Subsidized; Federal Health Profession Loans; Other Loans

NOTE: In this table Average Students Loan Debt is calculated as the average loan amount per student only for students that have debt upon graduation, not the average debt of all degree receiving students per institution.

\* Combined with UCD for 2005 through 2008

**Attachment 5b**  
Annual Student Loan Data

Annual Student Loan Data for Resident, Undergraduate Students at Public Institutions

Institution	2003			2004			2005			2006			2007			2008		
	Sum of FedLoans	Count of FedLoans	Average loan per borrower	Sum of FedLoans	Count of FedLoans	Average loan per borrower	Sum of FedLoans	Count of FedLoans	Average loan per borrower	Sum of FedLoans	Count of FedLoans	Average loan per borrower	Sum of FedLoans	Count of FedLoans	Average loan per borrower	Sum of FedLoans	Count of FedLoans	Average loan per borrower
Colorado School of Mines	\$ 4,268,729	888	\$ 4,807	\$ 4,710,578	1,089	\$ 4,389	\$ 5,237,248	1,089	\$ 4,809	\$ 5,803,085	1,215	\$ 4,776	\$ 5,815,063	1,181	\$ 4,924	\$ 6,086,508	1,141	\$ 5,308
Colorado State University	\$ 34,876,219	7,258	\$ 4,805	\$ 37,193,900	7,492	\$ 4,957	\$ 38,067,517	7,608	\$ 5,004	\$ 38,069,948	7,557	\$ 5,038	\$ 36,324,391	7,161	\$ 5,073	\$ 38,703,486	7,290	\$ 5,309
University of Colorado - Boulder	\$ 32,792,382	7,257	\$ 4,519	\$ 33,942,471	6,795	\$ 4,995	\$ 34,768,256	7,022	\$ 4,951	\$ 34,443,356	7,031	\$ 4,899	\$ 33,398,584	6,748	\$ 4,949	\$ 34,672,864	6,620	\$ 5,238
University of Colorado - Colorado Springs	\$ 10,987,582	2,232	\$ 4,923	\$ 12,522,839	2,507	\$ 4,995	\$ 13,635,258	2,807	\$ 5,307	\$ 14,571,263	2,742	\$ 5,314	\$ 14,337,529	2,720	\$ 5,271	\$ 15,666,339	2,885	\$ 5,427
University of Colorado Denver	\$ 14,771,237	2,728	\$ 5,419	\$ 16,966,000	3,025	\$ 5,609	\$ 22,208,770	3,468	\$ 6,404	\$ 24,512,363	3,721	\$ 6,588	\$ 25,872,930	4,131	\$ 6,263	\$ 27,115,666	4,234	\$ 6,546
University of Northern Colorado	\$ 16,501,670	3,939	\$ 4,188	\$ 19,499,482	4,384	\$ 4,446	\$ 20,426,515	4,551	\$ 4,488	\$ 21,354,123	4,780	\$ 4,486	\$ 21,700,745	4,684	\$ 4,653	\$ 21,941,870	4,376	\$ 5,014
<b>Tier 1 Summary</b>	\$ 114,937,799	24,300	\$ 4,689	\$ 124,771,270	25,203	\$ 4,951	\$ 134,945,564	26,945	\$ 5,107	\$ 139,754,128	27,026	\$ 5,124	\$ 137,449,242	26,805	\$ 5,168	\$ 144,746,633	26,546	\$ 5,453
Adams State College	\$ 3,907,941	947	\$ 4,127	\$ 4,321,234	983	\$ 4,396	\$ 5,432,764	1,123	\$ 4,838	\$ 5,835,318	1,285	\$ 4,541	\$ 6,303,212	1,272	\$ 4,955	\$ 6,476,102	1,277	\$ 5,071
Colorado State University - Pueblo	\$ 11,507,451	2,209	\$ 5,209	\$ 11,252,021	2,303	\$ 4,886	\$ 13,724,698	2,546	\$ 5,391	\$ 14,190,728	2,437	\$ 5,823	\$ 13,296,563	2,331	\$ 5,704	\$ 13,392,293	2,308	\$ 5,803
Fort Lewis College	\$ 5,532,282	1,206	\$ 4,587	\$ 6,010,142	1,288	\$ 4,666	\$ 5,839,982	1,293	\$ 4,552	\$ 5,662,170	1,225	\$ 4,622	\$ 5,240,595	1,117	\$ 4,692	\$ 5,519,087	1,123	\$ 4,915
Mesa State College	\$ 10,826,040	2,435	\$ 4,446	\$ 12,197,900	2,637	\$ 4,611	\$ 13,103,698	2,854	\$ 4,591	\$ 13,080,142	2,869	\$ 4,559	\$ 13,289,335	2,797	\$ 4,751	\$ 14,435,108	2,748	\$ 5,253
Metropolitan State College of Denver	\$ 43,521,889	7,973	\$ 5,459	\$ 45,992,524	8,624	\$ 5,333	\$ 51,472,284	9,305	\$ 5,532	\$ 53,211,883	9,521	\$ 5,589	\$ 52,478,624	9,494	\$ 5,528	\$ 50,876,143	8,841	\$ 5,755
Western State College	\$ 3,890,854	946	\$ 4,113	\$ 4,011,005	1,000	\$ 4,011	\$ 3,943,762	990	\$ 4,241	\$ 3,751,445	882	\$ 4,403	\$ 3,592,367	825	\$ 4,354	\$ 3,736,584	832	\$ 4,491
<b>Tier 2 Summary</b>	\$ 79,186,437	15,716	\$ 5,039	\$ 83,744,926	16,835	\$ 4,974	\$ 93,517,168	18,041	\$ 5,184	\$ 95,731,486	18,189	\$ 5,283	\$ 94,200,696	17,835	\$ 5,281	\$ 94,435,077	17,729	\$ 5,513
Alapaha Community College	\$ 4,015,789	1,094	\$ 3,671	\$ 5,257,887	1,345	\$ 3,909	\$ 5,981,281	1,441	\$ 4,151	\$ 6,882,859	1,483	\$ 4,621	\$ 7,921,798	1,879	\$ 4,718	\$ 10,215,330	1,984	\$ 5,201
Colorado Northwestern Community College	\$ 534,938	150	\$ 3,566	\$ 473,814	126	\$ 3,760	\$ 662,453	175	\$ 3,785	\$ 750,382	163	\$ 4,604	\$ 788,497	168	\$ 4,693	\$ 980,095	186	\$ 5,269
Community College of Aurora	\$ 2,274,433	659	\$ 3,467	\$ 3,235,220	938	\$ 3,449	\$ 4,110,917	1,074	\$ 3,828	\$ 4,315,998	1,171	\$ 3,686	\$ 4,249,459	1,157	\$ 3,673	\$ 5,611,172	1,316	\$ 4,284
Community College of Denver	\$ 3,066,741	1,037	\$ 2,957	\$ 5,551,394	1,482	\$ 3,732	\$ 6,929,090	1,809	\$ 4,308	\$ 7,525,263	1,799	\$ 4,193	\$ 7,534,953	2,048	\$ 3,679	\$ 8,251,091	2,183	\$ 3,780
Front Range Community College	\$ 7,786,151	2,384	\$ 3,294	\$ 11,709,039	3,018	\$ 3,880	\$ 14,834,624	3,613	\$ 4,106	\$ 14,053,390	3,688	\$ 3,811	\$ 11,715,160	3,320	\$ 3,529	\$ 14,728,161	3,331	\$ 3,844
Lamar Community College	\$ 655,045	212	\$ 3,090	\$ 446,878	184	\$ 2,429	\$ 749,400	224	\$ 3,346	\$ 1,090,983	309	\$ 3,531	\$ 1,306,505	286	\$ 4,588	\$ 1,572,940	316	\$ 4,977
Morgan Community College	\$ 379,997	129	\$ 2,946	\$ 530,419	170	\$ 3,120	\$ 733,127	224	\$ 3,273	\$ 888,140	224	\$ 3,965	\$ 966,971	259	\$ 3,811	\$ 1,219,163	263	\$ 4,636
Northeastern Junior College	\$ 1,105,676	446	\$ 2,488	\$ 1,334,851	521	\$ 2,562	\$ 1,382,179	522	\$ 2,646	\$ 1,360,712	483	\$ 2,780	\$ 1,308,529	393	\$ 3,330	\$ 1,835,783	466	\$ 3,939
Otero Junior College	\$ 1,097,309	331	\$ 3,315	\$ 1,729,178	487	\$ 3,551	\$ 1,978,986	592	\$ 3,365	\$ 2,536,491	638	\$ 3,976	\$ 2,870,091	620	\$ 4,629	\$ 3,251,887	581	\$ 5,563
Pikes Peak Community College	\$ 5,349,231	1,554	\$ 3,442	\$ 6,465,083	1,883	\$ 3,424	\$ 7,815,210	2,281	\$ 3,428	\$ 8,489,501	2,517	\$ 3,373	\$ 9,203,011	2,891	\$ 3,552	\$ 12,667,886	3,111	\$ 4,072
Pueblo Community College	\$ 5,629,872	1,498	\$ 3,835	\$ 8,215,947	1,989	\$ 4,130	\$ 9,982,215	2,202	\$ 4,268	\$ 10,007,673	2,308	\$ 4,336	\$ 9,108,737	2,223	\$ 4,097	\$ 11,727,632	2,334	\$ 5,025
Red Rocks Community College	\$ 2,694,820	664	\$ 4,058	\$ 3,790,857	960	\$ 3,949	\$ 4,470,788	1,052	\$ 4,250	\$ 4,846,028	1,141	\$ 4,247	\$ 5,151,038	1,252	\$ 4,114	\$ 6,607,915	1,443	\$ 4,579
Trinidad State Junior College	\$ 337,063	278	\$ 3,371	\$ 1,204,945	354	\$ 3,404	\$ 1,585,216	405	\$ 3,914	\$ 1,604,821	423	\$ 3,794	\$ 1,182,004	332	\$ 3,560	\$ 1,296,899	297	\$ 4,366
Aims Community College	\$ 2,899,995	1,037	\$ 2,803	\$ 3,216,156	1,217	\$ 2,643	\$ 4,008,787	1,316	\$ 3,046	\$ 4,750,973	1,237	\$ 3,841	\$ 5,443,226	1,358	\$ 4,008	\$ 5,994,717	1,453	\$ 4,119
Colorado Mountain College	\$ 1,444,313	446	\$ 3,238	\$ 1,723,847	484	\$ 3,562	\$ 1,757,527	507	\$ 3,155	\$ 1,595,932	468	\$ 3,410	\$ 1,671,139	455	\$ 3,453	\$ 1,624,985	406	\$ 4,001
<b>Tier 3 Summary</b>	\$ 39,874,333	11,866	\$ 3,344	\$ 54,866,415	15,188	\$ 3,620	\$ 66,396,760	17,247	\$ 3,850	\$ 70,669,336	18,062	\$ 3,913	\$ 70,341,138	18,141	\$ 3,877	\$ 87,554,786	20,150	\$ 4,345
<b>Statewide</b>	\$ 233,055,589	51,862	\$ 4,492	\$ 263,302,511	57,196	\$ 4,605	\$ 294,457,492	61,633	\$ 4,778	\$ 305,155,580	63,277	\$ 4,823	\$ 301,991,056	62,582	\$ 4,826	\$ 326,736,466	63,825	\$ 5,119

**Attachment B**

MHEC Completion Based Funding for Higher Education



## **Completion-based Funding for Higher Education**

**Prepared February 2009**

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## Completion-based Funding for Higher Education

### International Context

Internationally, several countries are linking funding of higher education to expected outcomes. Management principles of economy, efficiency, and effectiveness are becoming measures of good governance in higher education as well as in business. Managing by outcomes or outputs rather than inputs has led to some performance-based and/or incentive funding models – rewarding *actual* rather than *promised* performance levels.

One of the incentives being considered is tying a portion of institutional funding to student success. This funding may be packaged as additional incentive dollars – awarded to institutions if they achieve certain performance benchmarks – or it could be incorporated into funding formulas, essentially replacing a portion of an institution’s enrollment-based appropriation with a completions-based component. In some cases, governments and higher education institutions sign agreements or make other formal contractual arrangements that are based on expected outcomes; in other cases, governments simply tie performance funding to block grants or to funding formulas.

The following examples illustrate possible uses of outcome-based funding for higher education.

#### **Australia**

The Learning and Teaching Performance Fund in Australia is based on student satisfaction with generic skills, student satisfaction with good teaching, overall student satisfaction, full-time employment, further part-time or full-time study, all bachelor students’ progress rates, and commencing bachelor students’ retention rates. Australia’s Higher Education Disability Support Programme is based on the number of domestic students with a disability enrolled at the institution, weighted by the retention and success ratios for those students.

#### **Canada**

In international comparisons, Canada has been awarded an “A” grade and ranks first out of 17 peer countries for college completion and has been awarded a “B” grade and ranks fifth out of 17 peer countries on university completion (OECD data as reported on the website, <http://www.conferenceboard.ca/HCP/Details/education.aspx>).

In 1967 the province of Quebec established a pre-university program as a way of making postsecondary education more accessible. The program, which is offered after Grade 11, replaces the extra year of high school, covers one year of community college, and is a prerequisite for university acceptance. According to the Conference Board of Canada, between 1990 and 2006,

college participation rates for those aged 17 to 19 were consistently above 35 percent in Quebec, compared with only 10 percent in the rest of Canada (<http://www.conferenceboard.ca/>).

### **Czech Republic**

The Czech Republic uses formula-funding criteria for higher education such as the number of degrees awarded or the number of graduates.

### **Denmark**

The public budgets for teaching and learning activities are exclusively based on output measures – based on the number of credits obtained by students each year. This mechanism is known as the “taximeter” model.

### **England**

In England, the goal to widen participation and access to higher education resulted from concerns expressed when a new system of fees was introduced to British public higher education during the 2006-07 academic year. Under the new system, higher education institutions can charge tuition fees of any amount from £0 to £3,000. However, England’s Office for Fair Access (OFFA) was established to prevent institutions from charging fees above £1,200 if those institutions do not make adequate provision for widening access and encouraging participation, especially for those students from under-represented groups.

As part of the process, the higher education institutions are required to set milestones toward improving access and report them to the Higher Education Funding Council (HEFC) and OFFA. The data reported by an institution may include completion data since ensuring the success of students in their programs of study is one of the program’s goals (<http://www.hefce.ac.uk/widen/>).

England’s OFFA must approve an access agreement with each institution that charges the new variable tuition fees. If institutions do not meet the milestones they set, they will not be sanctioned unless a serious breach of the agreement has been made. If a serious breach has been made, a public higher education institution can be fined up to £500,000 or about 110% of the amount promised but not spent on bursaries (grants) or outreach work. The HEFC’s Widening Access and Participation Strategic Advisory Committee monitors progress in implementing key performance targets relating to all of the goals aimed at widening participation in British higher education.

### **Finland**

The block grant funding formula for polytechnics includes the number of students enrolled (70%) and the number of graduates (30%, including the postgraduate level). The grant for universities includes the number of degrees (including post-graduate programs).

### **Netherlands**

There is some variance in the funding of higher education institutions in the Netherlands. Generally, however, the funding for universities includes factors based on the number of first year students and number of degrees awarded – 37% is a base component for teaching and learning activities; 50% is calculated from the number of diplomas; and 13% is based on the number of first year students. The funding for universities of applied science includes factors

based on the number of students leaving the institutions without a diploma and the number of students leaving with a diploma. In the latter case, if students take more than 4.5 years to graduate from a university of applied science, a proportionate factor of less than 1.0 is applied to the formula.

### **Norway**

Funding for higher education in Norway factors in the number of credits accumulated by students (according to six cost categories of studies), the number of international student exchanges, and research-based indicators.

### **Spain**

Funding for higher education in Spain differs by region. Generally, higher education funding factors in the number of first year students, the number of students enrolled (excluding post-graduate students), the cost per student, the field of study, the number of credits accumulated by duration students, the number of graduates (including at post-graduate level), the number of students completing each year of study, the level of qualifications of academic staff, the income from non-public sources, and the average study duration.

### **Sweden**

Funding for higher education in Sweden factors in the number of students enrolled (excluding post-graduate students), the field of study, and the number of credits accumulated by students.

### **General Resources**

- *Tertiary Education for the Knowledge Society: OECD Thematic Review of Tertiary Education: Synthesis Report, Volume 1, Chapter 4, "Matching Funding Strategies with National Priorities, 2008, pg. 192, [http://oecd-conference-teks.iscte.pt/downloads/OECD\\_vol1.pdf](http://oecd-conference-teks.iscte.pt/downloads/OECD_vol1.pdf)*
- Higher Education Funding Council for England, Widening Participation, <http://www.hefce.ac.uk/widen/>

## National Context

State appropriations to public colleges and universities have historically been made on the basis of enrollments rather than completions. As such, institutions often have little incentive to ensure that students successfully complete courses and earn degrees. However, given current and future workforce needs and state financial difficulties, higher education funding based on seat time is being carefully scrutinized while funding based on course or degree completion rates or other indicators of success is being given serious consideration. States are considering ways to incent institutions to not just enroll students but also to ensure that they earn the credentials needed in the workplace.

Performance-based funding may represent a relatively small percentage of a state's higher education budget, but some experts assert that it can lead to some rather remarkable results. The challenge for states is to create a financing system that is clearly understood and yet flexible enough to account for differences in institutional mission and demographics. The same set of guidelines and performance targets should probably not be applied similarly to community colleges, bachelor's and master's degree institutions, and research universities.

The following summaries provide a sampling of incentive funding initiatives for higher education in various states.

### Indiana

In the 2007-2009 biennium, Indiana adopted performance-funding incentives for degree completion, on-time graduation, and two-to-four-year transfer activity. Even though the percentage of funding derived from performance-funding incentives is relatively small, the value is set to increase over time and spans several budget cycles. The state's public higher education institutions are directed to shift the focus gradually from enrollments to outcomes.

For each additional bachelor's degree, higher education institutions would receive an additional \$5,000, and for each additional associate's degree they would receive \$3,500. For example, if a university produced 100 more bachelor's degrees in a given year than the prior year, it would receive an additional \$500,000. The plan notes that it may be necessary to adjust the subsidy-per-credit-hour rate upwardly, which is currently \$3,500, to offset any unintended and dramatic shifts in institutional funding as the formula is optimized.

The Indiana Commission for Higher Education is to consider *additional* ways (such as course completions) to incorporate performance-funding incentives into the state higher education funding formula as part of its 2009-2011 biennial budget. The current enrollment growth adjustment uses an annualized full-time equivalency (FTE) enrollment count that records "attempted" credit hours at the beginning of each academic term:

$$\text{Enrollment Growth} = 4\text{-year average FTE enrollment} - \text{Actual FTE enrollment} \times \$3,500$$

(See page 6, <http://www.che.state.in.us/Reaching%20Higher/Versions%20for%20Distribution%20-%20All/3-College%20Completion-7-7.pdf>.)

The envisioned credit-completion incentive would use the same rolling average, but the census date would occur at the *end* rather than at the beginning of the term:

Credit-Completion Growth = 4-year average completed credit hours – Actual completed credit hours x \$3,500

(See page 6, <http://www.che.state.in.us/Reaching%20Higher/Versions%20for%20Distribution%20-%20All/3-College%20Completion-7-7.pdf>.)

### Indiana Resources

- *Reaching Higher with Accountability: Embracing Accountability for Results*, Indiana Commission for Higher Education, June 13, 2008  
<http://www.che.state.in.us/Reaching%20Higher/Versions%20for%20Distribution%20-%20All/1-%20Accountability-7-7.pdf>
- *Reaching Higher with College Completion: Moving from Access to Success*, Indiana Commission for Higher Education, June 13, 2008  
<http://www.che.state.in.us/Reaching%20Higher/Versions%20for%20Distribution%20-%20All/3-College%20Completion-7-7.pdf>
- *Higher Expectations: Reaching Higher: Strategic Directions for Higher Education*, Entrepreneur.com (IN Business Magazine), Nov 2008,  
<http://www.entrepreneur.com/tradejournals/article/190197270.html>

### **Louisiana**

Louisiana's governor and legislature have called for a new performance-based incentive funding pool to strengthen the postsecondary education system and make institutions more competitive. Colleges and universities will be able to earn these funds based on measured results in focused areas of desired improvement that are linked to each institution's specific mission. (See <http://www.la-par.org/Publications/PDF/PerformanceFundingMay2008.pdf>.)

### **Missouri**

Missouri abandoned performance funding due to budget cuts.

### **Ohio**

Ohio's proposed performance goals are in line with the state's 10-year strategic plan for higher education (<http://uso.edu/strategicplan/>). Both course completions and degree completion are included in the goals. Funding takes institutional mission into consideration. Also, extra support would be given for STEM areas and at-risk students. Rather than using the current funding formula based on 14<sup>th</sup> day enrollment reports, enrollments would be funded based on course completions (grade D or higher) and by the statewide average cost of individual programs.

For undergraduate students, the expected completion rate would be weighted for risk factors and based on course completion rates at each campus by discipline area and by subsidy level (developmental, general studies or technical, and baccalaureate). Master's and professional (non-medical) students would be funded based on course completion only and on the statewide average cost of programs but not weighted for risk factors.

### Ohio Resources

- *Funding Formula for Ohio's Universities Based on Outcome Goals: Recommendations of the IUC Subcommittee of the OBR Subsidy Funding Consultation*, September 3, 2008 (Pgs. 2-3)  
<http://www.rpia.ohio-state.edu/Univ-system/docs/Compiled%20funding%20recs%20-%20FINAL.doc>

### Oklahoma

Performance funding has averaged \$2.2 million per year and has been distributed by the Oklahoma State Regents for Higher Education. The focus of the incentives is on student retention, graduation, and degree completion (<http://www.okhighered.org/studies-reports/brain-gain/braingain2008-update.pdf>).

### South Carolina

South Carolina has abandoned performance funding, in part, due to complexity.

### Tennessee

Performance funding began in Tennessee in the early 1980s. Dr. Joseph Burke, senior fellow at the Nelson A. Rockefeller Institute and co-author of *Achieving Accountability in Higher Education: Balancing Public, Academic, and Market Demands*, recommends that 3-5% of a total university budget be tied to outcomes, and he points to Tennessee as an example. The state has approximately 5% of its total higher education budget based on student improvement and performance. Data reported by the state includes the percentage of students taking remedial or developmental courses that subsequently complete college-level courses one year later.

#### Tennessee Resources:

- Performance Funding: Frequently Asked Questions, Tennessee's government website [http://www.tennessee.gov/thec/2004web/division\\_pages/academic\\_pages/performance\\_funding/performancefundingfaq.html](http://www.tennessee.gov/thec/2004web/division_pages/academic_pages/performance_funding/performancefundingfaq.html)
- Review of *Achieving Accountability in Higher Education: Balancing Public, Academic, and Market Demands* <http://www.career.org/iMISPublic/AM/Template.cfm?Section=CWR1&CONTENTID=17423&TEMPLATE=/CM/ContentDisplay.cfm>
- *Ready to Assemble: A Model State Higher Education Accountability System*, Kevin Carey and Chad Alderman, Education Sector, pg. 6, <http://www.educationsector.org/research/>

### Texas

Performance funding – especially course completions and degrees awarded – has been proposed in Texas. In 2007, the Texas Legislature enacted Senate Bill 1231 which provides that, except for several specific instances of good cause, undergraduate students entering as first time freshmen at a Texas public institution of higher education in the fall of 2007 or later will be limited to a total of six dropped courses during their undergraduate career (Texas Education Code, Sec. 51.907).

### Washington

The Washington State Board for Community and Technical Colleges established an incentive funding program that rewards 2-year colleges when students pass key landmarks on the way to a degree. Colleges compete against themselves for continuous improvement. Funding is stable and predictable, and cumulative over time.

Data from 2006-2007 were used to establish a baseline. In 2007-2008, colleges became familiar with and adopted the new measures; the year was considered a learning year for all colleges. The first performance year is 2008-2009. The system creates incentives to help students build and maintain their academic momentum toward higher achievement whether they are among the least prepared or the most college-ready. The dollar value per point is set conservatively so that funds

available should cover all projected rewards. There is no upper limit to the number of points that can be earned by a college. If funds available do not cover all earned rewards, the unfunded points will be “banked” for incentive rewards the following year.

### **Student Achievement Initiative Momentum Point Calculation**

Washington State Board for Community and Technical Colleges

#### **How do Colleges Realize Student Achievement Rewards?**

A college derives financial rewards when its student achievement improves...that is, when the total momentum points earned by its students go up.

#### **How will the Momentum Points be Calculated?**

One point is awarded each time a college student...

- Makes nationally recognized standardized test gains in math or in English language reading or listening as measured by pre- and post-testing or by earning a GED or high school diploma
- Passes a remedial math or English course with a qualifying grade to advance toward college-level work
- Earns the first 15 college-level credits
- Earns the first 30 college-level credits
- Completes the first 5 college-level math credits
- Earns a certificate backed by at least one year of college, earns a two-year degree or completes an apprenticeship

#### **How will the Awards be Distributed?**

- Each college will receive awards for improvements in student achievement measured by net gains in its total momentum points. If a college's enrollments decrease, point increases will be calculated on prorated enrollments so that colleges are not penalized.
- The initial baseline year is 2006-07 and the first performance year is 2008-09.
- The first performance awards will be distributed in October 2009 and will become part of each college's base allocation.
- Subsequent awards will be distributed for *additional* improvements in a college's momentum points; that is, when total points above the most recent highest year increase or when the rate increases.

#### **What is the Dollar Value of Each Momentum Point Increase?**

- Prior to each academic year, SBCTC will set the dollar value per point based on the total dollars available for awards.
- If estimated total system points are less than the actual points achieved, excess points are “banked” and paid to the colleges in the following year.

#### **How Much Money will be Used to Pay for Increases in Momentum Points?**

- Colleges received \$1.75 million in 2007-08 as seed money for student achievement efforts, targeting TRIO-eligible students, now part of colleges' base allocations.
- The Board has set aside \$500,000 for the first performance year, to be distributed in October 2009, to become part of colleges' base allocations.

**Source:** [http://www.sbctc.ctc.edu/college/education/momentum\\_point\\_calculation\\_mar07.pdf](http://www.sbctc.ctc.edu/college/education/momentum_point_calculation_mar07.pdf)



Resources for Washington State Board for Community & Technical Colleges (SBCTC)

- *Student Achievement Initiative Momentum Point Summary*  
[http://www.sbctc.ctc.edu/college/education/measuring\\_std\\_achievement\\_000.pdf](http://www.sbctc.ctc.edu/college/education/measuring_std_achievement_000.pdf)
- *Student Achievement Initiative Momentum Point Calculation*  
[http://www.sbctc.ctc.edu/college/education/momentum\\_point\\_calculation\\_mar07.pdf](http://www.sbctc.ctc.edu/college/education/momentum_point_calculation_mar07.pdf)
- *Student Achievement Initiative: How Colleges Can Use Momentum Points to Implement an Achievement Strategy*  
[http://www.sbctc.ctc.edu/college/education/momentum\\_points\\_000.pdf](http://www.sbctc.ctc.edu/college/education/momentum_points_000.pdf)
- Sept 12, 2007 SBCTC Agenda Item  
[http://www.sbctc.ctc.edu/college/education/proposal\\_to\\_board\\_sept07.pdf](http://www.sbctc.ctc.edu/college/education/proposal_to_board_sept07.pdf)
- *Meeting Washington State's Needs for an Educated Citizenry and Vital Economy: An Initiative for Measuring Colleges and Awarding Funds for Improving Student Achievement and Success*, October 2007 (Research Report No. 07-1)  
[http://www.sbctc.ctc.edu/college/education/resh07-1\\_mtg\\_wa\\_st\\_needs\\_for\\_an\\_educ\\_citizenry\\_and\\_vital\\_econ.pdf](http://www.sbctc.ctc.edu/college/education/resh07-1_mtg_wa_st_needs_for_an_educ_citizenry_and_vital_econ.pdf)

**General Resources**

- *Good Policy, Good Practice: Improving Outcomes and Productivity in Higher Education: A Guide for Policymakers*, a joint report from the National Center for Public Policy and Higher Education and the National Center for Higher Education Management Systems, November 2007, [http://www.highereducation.org/reports/Policy\\_Practice/GPGP.pdf](http://www.highereducation.org/reports/Policy_Practice/GPGP.pdf)
- Making Opportunity Affordability state initiatives, Lumina Foundation for Education  
[http://makingopportunityaffordable.org/files/20081216\\_fact\\_sheet.pdf](http://makingopportunityaffordable.org/files/20081216_fact_sheet.pdf)
- *Performance Funding 2.0 (Inside Higher Ed, Dec. 17)* <http://www.insidehighered.com/news/2008/12/17/perform>



**DEPARTMENT OF HIGHER EDUCATION  
FY 2010-11 JOINT BUDGET COMMITTEE HEARING**

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**ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED**

**43. Please compare compensation per credit hour taught for instructors at two-year institutions with four-year institutions. Please compare compensation for instructors at two-year institutions with high schools. Is compensation for instructors at two-year institutions out of balance, and if so, how can the situation be rectified?**

The table below shows the calculations for compensation per credit hour. As expected there is a wide variation in the calculated per credit hour compensation. The Department is not able to offer detailed interpretation or narrative on the calculated numbers without more time to request and analyze data from the institutions on more accurate breakdowns of instructional levels and responsibilities.

The Department was unable to receive comprehensive data on per credit instructional costs for K-12 education within the state for an accurate comparison.

**Compensation per Credit Hour**

Institution	FY2008-09 Actual <sup>1</sup>			
	Total FTE <sup>2</sup>	Calc. Credit Hours <sup>3</sup>	Instruction Compensation <sup>4</sup>	Per Credit Compensation <sup>5</sup>
University of Colorado - Boulder	26,815	804,453	\$223,517,581	\$278
University of Colorado - Colorado Springs	6,607	198,210	\$33,883,961	\$171
University of Colorado - Denver (Downtown)	9,689	290,678	\$63,134,897	\$217
University of Colorado - Denver (Anschutz)	2,999	89,970	\$60,568,389	\$673
Colorado State University	21,844	655,321	\$134,410,518	\$205
Colorado State University - Pueblo	3,985	119,562	\$16,064,570	\$134
Fort Lewis College	3,531	105,918	\$14,399,732	\$136
University of Northern Colorado	9,691	290,729	\$46,441,798	\$160
Adams State College	1,919	57,561	\$9,314,084	\$162
Mesa State College	5,101	153,036	\$18,665,181	\$122
Metropolitan State College of Denver	16,165	484,938	\$54,498,613	\$112
Western State College	1,875	56,247	\$8,145,713	\$145
Colorado School of Mines	4,325	129,750	\$38,339,281	\$295
Colorado Community College System				
Arapahoe Community College	4,556	136,673	\$10,442,860	\$76
Colorado Northwestern Community College	811	24,321	\$2,942,799	\$121

<b>Community College of Aurora</b>	3,548	106,454	\$7,594,886	\$71
<b>Community College of Denver</b>	6,363	190,885	\$10,983,310	\$58
<b>Front Range Community College</b>	10,695	320,835	\$24,372,956	\$76
<b>Lamar Community College</b>	760	22,795	\$1,372,033	\$60
<b>Morgan Community College</b>	1,032	30,974	\$2,879,673	\$93
<b>Northeastern Junior College</b>	1,430	42,914	\$3,913,630	\$91
<b>Otero Junior College</b>	1,234	37,033	\$3,337,694	\$90
<b>Pikes Peak Community College</b>	8,148	244,437	\$15,382,627	\$63
<b>Pueblo Community College</b>	3,856	115,687	\$10,169,899	\$88
<b>Red Rocks Community College</b>	5,071	152,118	\$10,229,464	\$67
<b>Trinidad State Junior College</b>	1,419	42,580	\$3,900,519	\$92
<b>Aims Community College</b>	3,145	94,338	\$11,251,311	\$119
<b>Colorado Mountain College</b>	2,765	82,961	\$19,902,157	\$240

NOTES:

- <sup>1</sup> Data reported by institutions in the annual Budget Data Book
- <sup>2</sup> Format 30 Line 12
- <sup>3</sup> Total FTE x 30
- <sup>4</sup> Format 1100 Line 11
- <sup>5</sup> Instruction Compensation / Calc. Credit Hours

**QUESTIONS COMMON TO ALL DEPARTMENTS**

Note: CU System responses for common questions are included as Attachment A.

**44. Organizational charts for your department, showing divisions and subdivisions (with geographic locations).**

This was provided in our November 6, 2009 Budget Request, as described in the OSPB Budget Instructions published on May 29, 2009.

**45. Definitions of the roles and missions of your department, its divisions and subdivisions.**

This is a part of the Department's Strategic Plan which was submitted in our November 6, 2009 Budget Request, as described in the OSPB Budget Instructions published on May 29, 2009.

**46. The number of current personnel and the number of assigned FTE by division and subdivision (with geographic locations), including all government employees and on-site contractors. For the Department of Higher Education, please do not respond on paper, but rather provide the information in an Excel (first choice) or PDF (second choice) format.**

Please see below and the CU attachment for this answer. Only institutions of higher education with systems were asked to submit this information.

Colorado State University System Response:

Campus	FY 2010 FTE
CSU Fort Collins - E&G	2,843
CSU - Fort Collins - PVM	400
CSU - Fort Collins - Agriculture Experiment Stations	139
CSU - Fort Collins - Cooperative Extension	172
CSU - Fort Collins - Forest Service	75
CSU - Pueblo	483
CSU-System	27
<b>Total</b>	<b>4,137</b>

\*Data is for E&G FTE

Colorado Community College System Response:

College*	FY 08-09 FTE
ACC	440
CCA	358
CCD	476
CNCC	144
FRCC	986
LCC	88
MCC	184
NJC	237
OJC	125
PCC	425
PPCC	716
RRCC	474
TSJC	202
Lowry Campus Ops	33
CCCS – CCC-Online	210
CCCS – Administration	36
CCCS -- Centralized IT	59
<b>TOTAL</b>	<b>5,191</b>

\*This information is for E&G FTE taken from the Budget Data Books.

**47. A specific list of names, salaries, and positions by division and subdivision of any salaried officer or employee making over \$95,000 per year in FY 2009-10. For the Department of Higher Education, please do not respond on paper, but rather provide the information in an Excel (first choice) or PDF (second choice) format.**

Please see Attachment B for the response to the question.

**48. A specific list of names, bonuses, and positions by division and subdivision of any salaried officer or employee making over \$95,000 per year who received any bonuses in FY 2008-09. For the Department of Higher Education, please do not respond on paper, but rather provide the information in an Excel (first choice) or PDF (second choice) format.**

With the exception of the University of Colorado System, none of the institutions of higher education or the Department gave bonuses in FY08-09. Please see the attachment for the University of Colorado's response to this question.

**49. Numbers and locations of any buildings owned or rented by any division or subdivision (by location) and the annual energy costs of all buildings. For the Department of Higher Education, please do not respond on paper, but rather provide the information in an Excel (first choice) or PDF (second choice) format.**

The Department leases 21,304 square feet at 1560 Broadway, 16<sup>th</sup> floor in Denver under a 10 year agreement with CCP/MS SSIII Denver, Denver Post Tower Property Owner, LLC. Annual energy costs are included in the monthly rent payments and are not otherwise reported to the Department so these cannot be reported.

**50. Any real property or land owned, managed, or rented by any division or subdivision (by geographic location). For the Department of Higher Education, please do not respond on paper, but rather provide the information in an Excel (first choice) or PDF (second choice) format.**

The Department leases 21,304 square feet at 1560 Broadway, 16<sup>th</sup> floor in Denver under a 10 year agreement with CCP/MS SSIII Denver Denver Post Tower Property Owner, LLC. We sublease 3,665 square feet of this space to CollegeInvest.

**51. List essential computer systems and databases used by the department, its divisions and subdivisions, with their actual FY 2008-09 expenditures. For the Department of Higher Education, please do not respond on paper, but rather provide the information in an Excel (first choice) or PDF (second choice) format.**

Please see the Governor's Office of Information Technology for this information.

**52. Any actual FY 2008-09 expenditures over \$100,000 total from the department or from its divisions and subdivisions to any private contractor, identifying the contract, the project, and whether the contracts were sole-source or competitive bid. For the Department of Higher Education, please do not respond on paper, but rather provide the information in an Excel (first choice) or PDF (second choice) format.**

The Governor has determined that this request is administratively burdensome and is best accessed through the State Controller. Please contact the State Controller for a report with this information.

**53. The amount of actual FY 2008-09 expenditures for any lobbying, public relations, gifts, public advertising, or publications including:**

- a. expenditures for lobbying by public employees, contract lobbyists, or "think tanks;"**
- b. expenditures for lobbying purposes at other levels of government;**
- c. expenditures for lobbying purposes from grants, gifts, scholarships, or tuition;**
- d. expenditures for publications or media used for lobbying purposes;**
- e. expenditures for gratuities, tickets, entertainment, receptions or travel for purposes of lobbying elected officials; or**
- f. expenditures for any public advertising. Include all advertising campaigns, including those that are not for public relations.**

The Governor's Office collected the information outlined in this question and gave it to the LCS in September 2009. Please contact LCS to request the information.

**54. List of all boards, commissions, and study groups, including actual FY 2008-09 expenditures, travel, per diem budgets and assigned FTEs.**

The Governor's Office collected that information and gave it to the JBC in August 2009. Please contact OSPB to request a copy of what was sent. The Governor has determined that the remainder of this request is administratively burdensome as the operating budget is not appropriated or expended according to specific FTE.

**55. Suggest budget and staff reductions, including reductions in FTE and hours, by division and subdivision, that will reduce your department's total FY 2010-11 General Fund expenditures by 12.5% relative to FY 2009-10 appropriations before any adjustments that have been announced since the end of the 2009 session.**

Please see the Governor's November 6, 2009 Budget Request for budget balancing proposals for FY 2010-11, and his December 1, 2009 Budget Balancing package for FY 2009-10.

**56. Suggest budget and staff reductions, including reductions in FTE and hours, by division and subdivision, that will reduce your department's total FY 2010-11 General Fund expenditures by 25.0% relative to FY 2009-10 appropriations before any adjustments that have been announced since the end of the 2009 session.**

Please see the Governor's November 6, 2009 Budget Request for budget balancing proposals for FY 2010-11, and his December 1, 2009 Budget Balancing package for FY 2009-10.

**Attachment A**

CU System Response to Common Questions

**JBC COMMON QUESTION RESPONSE- 11/24/09**

**Question #46-** The number of current personnel and the number of assigned FTE by division and subdivision (with geographic locations), including all government employees and on-site contractors.

**University of Colorado Employees  
All Campuses and System Administration**

Fall 2008	Boulder		Colorado Springs		Denver		System Administration		CU Total		
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	
<b>Faculty/Academic Staff</b>	<b>2,217</b>	<b>1,076</b>	<b>651</b>	<b>323</b>	<b>3,722</b>	<b>715</b>	<b>0</b>	<b>0</b>	<b>6,262</b>	<b>2,119</b>	<b>8,381</b>
Instructional Faculty	1,368	743	305	310	2,312	534			3,985	1,587	5,572
Tenured/Tenure Track	1,051	4	209	13	1,497	4			2,757	21	2,778
Full Professor	434	4	75	9	437	4			946	17	963
Associate Professor	317	-	58	4	505	-			880	4	884
Assistant Professor	300	-	76	-	555	-			931	-	931
Non-Tenure Track	317	739	96	297	815	530			1,228	1,566	2,794
Instructor/Sr. Instructor	317	68	93	32	751	14			1,161	114	1,275
Other	-	671	3	265	64	516			67	1,452	1,519
Research Faculty/Academic Research Staff	849	333	16	13	1,352	67			2,217	413	2,630
Public Service Faculty	-	-	2	5	58	114			60	119	179
<b>Staff</b>	<b>2,768</b>	<b>542</b>	<b>494</b>	<b>57</b>	<b>2,073</b>	<b>128</b>	<b>40</b>	<b>40</b>	<b>5,642</b>	<b>767</b>	<b>6,409</b>
Officers	24	-	15	-	37	-	12	-	88	-	88
Executive/Administrative/Managerial	344	29	84	6	352	26	97	7	871	68	939
Other Professionals (support/service)	819	222	195	31	765	20	194	23	1,942	296	2,238
Technical and Paraprofessionals	490	106	-	-	454	72	35	2	979	180	1,159
Clerical and Secretarial	347	136	113	10	256	9	26	8	732	163	895
Skilled Crafts	177	10	-	-	102	1	-	-	279	11	290
Service/Maintenance	567	39	87	10	107	-	-	-	751	49	800
<b>TOTAL</b>	<b>4,985</b>	<b>1,618</b>	<b>1,145</b>	<b>385</b>	<b>5,795</b>	<b>843</b>	<b>364</b>	<b>40</b>	<b>11,904</b>	<b>2,886</b>	<b>14,790</b>

Includes all employees reported for IPEDS EAP for Fall 2008.  
 Note: Institutions use discretion to identify the primary function or occupational activity of each employee.  
 This should be considered when using IPEDS HR data to make comparisons across institutions.





**JBC COMMON QUESTION RESPONSE- 11/24/09**

**Question #47-** A specific list of names, salaries, and positions by division and subdivision of any salaried officer or employee making over \$95,000 per year in FY 2009-10.

**University of Colorado Boulder  
Personnel Roster above \$95K  
September 2009**

CAMPUS	JOB POSITION		NON-STATE	STATE	TOTAL
	NUMBER	TITLE	FUNDING	FUNDING	
UCB	100297	IT PROFESSIONAL IV	\$ 4,970	\$ 94,438	\$ 99,408
UCB	101088	IT PROFESSIONAL IV	\$ -	\$ 96,840	\$ 96,840
UCB	101335	ACCOUNTANT IV	\$ 21,367	\$ 85,469	\$ 106,836
UCB	101395	PHY SCI RES/SCNTST IV - GEOL	\$ -	\$ 107,412	\$ 107,412
UCB	101445	ENVIR PROTECT SPC IV-HLTH PHYS	\$ -	\$ 102,108	\$ 102,108
UCB	102272	IT PROFESSIONAL IV	\$ -	\$ 100,092	\$ 100,092
UCB	102306	IT PROFESSIONAL V	\$ 86,220	\$ 28,740	\$ 114,960
UCB	102307	IT PROFESSIONAL IV	\$ 48,072	\$ 48,072	\$ 96,144
UCB	102423	IT PROFESSIONAL IV	\$ -	\$ 97,442	\$ 97,442
UCB	103224	PRO ENGINEER II - MECH	\$ -	\$ 106,356	\$ 106,356
UCB	105159	IT PROFESSIONAL V	\$ -	\$ 114,960	\$ 114,960
UCB	105967	PRO ENGINEER II - OTHER	\$ -	\$ 113,801	\$ 113,801
UCB	106172	IT PROFESSIONAL IV	\$ -	\$ 98,436	\$ 98,436
UCB	106393	IT PROFESSIONAL IV	\$ -	\$ 96,588	\$ 96,588
UCB	106559	POLICE ADMINISTRATOR I	\$ -	\$ 101,334	\$ 101,334
UCB	106620	IT PROFESSIONAL V	\$ -	\$ 104,268	\$ 104,268
UCB	107240	GENERAL PROFESSIONAL VII	\$ -	\$ 108,012	\$ 108,012
UCB	107317	ARCHITECT III	\$ -	\$ 105,252	\$ 105,252
UCB	107609	GENERAL PROFESSIONAL VI	\$ -	\$ 102,852	\$ 102,852
UCB	107978	IT PROFESSIONAL IV	\$ -	\$ 100,092	\$ 100,092
UCB	107980	IT PROFESSIONAL IV	\$ -	\$ 96,216	\$ 96,216
UCB	108006	IT PROFESSIONAL IV	\$ -	\$ 96,120	\$ 96,120
UCB	108224	POLICE ADMINISTRATOR I	\$ -	\$ 101,334	\$ 101,334
UCB	150001	VICE CHANCELLOR	\$ -	\$ 187,000	\$ 187,000
UCB	150006	EXECUTIVE DIRECTOR	\$ -	\$ 151,000	\$ 151,000
UCB	150010	VICE CHANCELLOR	\$ -	\$ 291,110	\$ 291,110
UCB	150013	ASSOC VICE CHANCELLOR	\$ 30,000	\$ 120,000	\$ 150,000
UCB	150016	DIRECTOR-EXMPT PROF	\$ -	\$ 113,449	\$ 113,449
UCB	150034	CHANCELLOR	\$ -	\$ 350,000	\$ 350,000
UCB	150035	EXEC VICE CHANCELLOR & PROVOST	\$ -	\$ 254,166	\$ 254,166
UCB	150036	DIRECTOR-EXMPT PROF	\$ -	\$ 126,101	\$ 126,101
UCB	150040	ASSISTANT TO	\$ -	\$ 115,560	\$ 115,560
UCB	150042	PROFESSOR	\$ -	\$ 107,585	\$ 107,585
UCB	150045	ASSOC VICE CHANCELLOR	\$ -	\$ 127,021	\$ 127,021
UCB	150046	DIRECTOR-EXMPT PROF	\$ -	\$ 124,474	\$ 124,474
UCB	150052	PROFESSOR	\$ 17,807	\$ 160,260	\$ 178,067
UCB	150054	DIRECTOR-INSTITUTE	\$ -	\$ 176,947	\$ 176,947
UCB	150055	PROFESSOR	\$ 66,011	\$ 33,001	\$ 99,012
UCB	150071	DEAN-EXMPT PROF	\$ -	\$ 239,725	\$ 239,725
UCB	150083	PROFESSOR	\$ -	\$ 115,886	\$ 115,886
UCB	150088	PROFESSOR	\$ -	\$ 113,700	\$ 113,700
UCB	150089	PROFESSOR	\$ -	\$ 114,879	\$ 114,879
UCB	150090	PROFESSOR	\$ -	\$ 97,388	\$ 97,388
UCB	150091	PROFESSOR	\$ -	\$ 97,336	\$ 97,336
UCB	150093	PROFESSOR	\$ -	\$ 131,836	\$ 131,836
UCB	150094	PROFESSOR	\$ -	\$ 111,617	\$ 111,617
UCB	150107	PROFESSOR	\$ -	\$ 141,519	\$ 141,519
UCB	150112	ASSOC DIRECTOR-EXMPT PROF	\$ -	\$ 97,789	\$ 97,789
UCB	150115	PROFESSOR	\$ -	\$ 121,972	\$ 121,972
UCB	150122	PROFESSOR	\$ -	\$ 164,631	\$ 164,631
UCB	150131	PROFESSOR	\$ -	\$ 109,499	\$ 109,499
UCB	150133	PROFESSOR	\$ -	\$ 129,291	\$ 129,291
UCB	150144	PROFESSOR	\$ -	\$ 130,357	\$ 130,357
UCB	150148	PROFESSOR	\$ -	\$ 101,012	\$ 101,012
UCB	150161	PROFESSOR	\$ 5,453	\$ 130,860	\$ 136,313
UCB	150162	PROFESSOR	\$ -	\$ 98,488	\$ 98,488
UCB	150167	ASSOC VICE CHANCELLOR	\$ -	\$ 148,695	\$ 148,695
UCB	150173	PROFESSOR	\$ -	\$ 114,251	\$ 114,251
UCB	150175	PROFESSOR	\$ -	\$ 123,055	\$ 123,055
UCB	150176	PROFESSOR	\$ -	\$ 125,562	\$ 125,562
UCB	150177	PROFESSOR	\$ -	\$ 131,407	\$ 131,407
UCB	150184	PROFESSOR	\$ -	\$ 139,307	\$ 139,307
UCB	150185	PROFESSOR	\$ -	\$ 105,014	\$ 105,014
UCB	150186	DISTINGUISHED PROFESSOR	\$ -	\$ 181,040	\$ 181,040

**University of Colorado Boulder**  
**Personnel Roster above \$95K**  
**September 2009**

CAMPUS	JOB POSITION		NON-STATE	STATE	TOTAL
	NUMBER	TITLE	FUNDING	FUNDING	
UCB	150189	PROFESSOR	\$ -	\$ 114,596	\$ 114,596
UCB	150200	PROFESSOR	\$ -	\$ 118,042	\$ 118,042
UCB	150204	ASSOC VICE CHANCELLOR	\$ -	\$ 194,741	\$ 194,741
UCB	150206	PROFESSOR	\$ -	\$ 116,868	\$ 116,868
UCB	150208	DISTINGUISHED PROFESSOR	\$ -	\$ 132,832	\$ 132,832
UCB	150211	ASSOCIATE PROFESSOR	\$ -	\$ 101,990	\$ 101,990
UCB	150213	PROFESSOR	\$ -	\$ 109,329	\$ 109,329
UCB	150223	PROFESSOR	\$ -	\$ 108,023	\$ 108,023
UCB	150224	PROFESSOR	\$ -	\$ 99,491	\$ 99,491
UCB	150232	PROFESSOR	\$ -	\$ 124,158	\$ 124,158
UCB	150237	PROFESSOR	\$ -	\$ 151,949	\$ 151,949
UCB	150251	PROFESSOR	\$ -	\$ 132,597	\$ 132,597
UCB	150252	PROFESSOR	\$ -	\$ 116,782	\$ 116,782
UCB	150298	PROFESSOR	\$ -	\$ 133,059	\$ 133,059
UCB	150304	PROFESSOR	\$ -	\$ 113,309	\$ 113,309
UCB	150305	PROFESSOR	\$ -	\$ 95,632	\$ 95,632
UCB	150306	PROFESSOR	\$ -	\$ 96,055	\$ 96,055
UCB	150309	PROFESSOR	\$ -	\$ 97,750	\$ 97,750
UCB	150322	PROFESSOR	\$ -	\$ 100,992	\$ 100,992
UCB	150342	DIRECTOR-EXMPT PROF	\$ -	\$ 95,957	\$ 95,957
UCB	150370	PROFESSOR	\$ -	\$ 121,028	\$ 121,028
UCB	150371	PROFESSOR	\$ -	\$ 133,863	\$ 133,863
UCB	150373	PROFESSOR	\$ -	\$ 121,839	\$ 121,839
UCB	150374	PROFESSOR	\$ -	\$ 119,849	\$ 119,849
UCB	150381	PROFESSOR	\$ -	\$ 130,094	\$ 130,094
UCB	150397	PROFESSOR	\$ -	\$ 111,456	\$ 111,456
UCB	150403	PROFESSOR	\$ 99,441	\$ 11,045	\$ 110,486
UCB	150404	PROFESSOR	\$ -	\$ 105,000	\$ 105,000
UCB	150410	PROFESSOR	\$ -	\$ 115,950	\$ 115,950
UCB	150414	PROFESSOR	\$ -	\$ 102,444	\$ 102,444
UCB	150416	PROFESSOR	\$ -	\$ 111,306	\$ 111,306
UCB	150426	PROFESSOR	\$ -	\$ 106,128	\$ 106,128
UCB	150435	DIRECTOR-EXMPT PROF	\$ -	\$ 116,435	\$ 116,435
UCB	150437	PROFESSOR	\$ -	\$ 95,020	\$ 95,020
UCB	150439	PROFESSOR	\$ -	\$ 121,311	\$ 121,311
UCB	150454	PROFESSOR	\$ -	\$ 103,461	\$ 103,461
UCB	150455	DIRECTOR-EXMPT PROF	\$ -	\$ 110,000	\$ 110,000
UCB	150457	PROFESSOR	\$ -	\$ 95,811	\$ 95,811
UCB	150460	PROFESSOR	\$ -	\$ 108,934	\$ 108,934
UCB	150482	PROFESSOR	\$ -	\$ 124,326	\$ 124,326
UCB	150487	PROFESSOR	\$ -	\$ 114,844	\$ 114,844
UCB	150492	PROFESSOR	\$ -	\$ 103,972	\$ 103,972
UCB	150500	DIRECTOR-EXMPT PROF	\$ -	\$ 100,050	\$ 100,050
UCB	150501	PROFESSOR	\$ -	\$ 103,387	\$ 103,387
UCB	150503	SENIOR INSTRUCTOR	\$ -	\$ 104,921	\$ 104,921
UCB	150510	PROFESSOR	\$ -	\$ 120,008	\$ 120,008
UCB	150517	ASSOC DIRECTOR-EXMPT PROF	\$ -	\$ 96,569	\$ 96,569
UCB	150529	DIRECTOR-EXMPT PROF	\$ -	\$ 124,789	\$ 124,789
UCB	150533	PROFESSOR	\$ -	\$ 95,374	\$ 95,374
UCB	150553	VICE CHANCELLOR	\$ -	\$ 183,000	\$ 183,000
UCB	150555	DIRECTOR-INSTITUTE	\$ -	\$ 158,291	\$ 158,291
UCB	150557	DIRECTOR-EXMPT PROF	\$ 19,862	\$ 90,484	\$ 110,346
UCB	150565	PROFESSOR	\$ -	\$ 142,303	\$ 142,303
UCB	150566	PROFESSOR	\$ -	\$ 108,756	\$ 108,756
UCB	150569	ASSOC VICE CHANCELLOR	\$ -	\$ 178,639	\$ 178,639
UCB	150570	PROFESSOR	\$ -	\$ 132,143	\$ 132,143
UCB	150573	PROFESSOR	\$ -	\$ 139,288	\$ 139,288
UCB	150576	PROFESSOR	\$ -	\$ 104,344	\$ 104,344
UCB	150584	PROFESSOR	\$ -	\$ 109,698	\$ 109,698
UCB	150589	PROFESSOR	\$ -	\$ 110,672	\$ 110,672
UCB	150590	PROFESSOR	\$ -	\$ 111,182	\$ 111,182
UCB	150599	PROFESSOR	\$ -	\$ 120,988	\$ 120,988
UCB	150609	PROFESSOR	\$ -	\$ 109,107	\$ 109,107
UCB	150625	PROFESSOR	\$ -	\$ 178,855	\$ 178,855
UCB	150630	ASSOCIATE PROFESSOR	\$ -	\$ 97,079	\$ 97,079
UCB	150635	PROFESSOR	\$ -	\$ 131,550	\$ 131,550
UCB	150647	PROFESSOR	\$ -	\$ 135,551	\$ 135,551
UCB	150659	PROFESSOR	\$ -	\$ 135,886	\$ 135,886
UCB	150663	PROFESSOR	\$ -	\$ 140,000	\$ 140,000
UCB	150666	PROFESSOR	\$ -	\$ 145,292	\$ 145,292

**University of Colorado Boulder**  
**Personnel Roster above \$95K**  
**September 2009**

CAMPUS	JOB POSITION		TITLE	NON-STATE	STATE	TOTAL
	NUMBER			FUNDING	FUNDING	
UCB	150673	PROFESSOR		\$ -	\$ 131,429	\$ 131,429
UCB	150681	DISTINGUISHED PROFESSOR		\$ -	\$ 178,542	\$ 178,542
UCB	150683	PROFESSOR		\$ -	\$ 96,939	\$ 96,939
UCB	150697	PROFESSOR		\$ -	\$ 114,323	\$ 114,323
UCB	150706	PROFESSOR		\$ -	\$ 116,084	\$ 116,084
UCB	150708	PROFESSOR		\$ -	\$ 142,972	\$ 142,972
UCB	150723	PROFESSOR		\$ -	\$ 121,461	\$ 121,461
UCB	150725	PROFESSOR		\$ -	\$ 125,612	\$ 125,612
UCB	150732	PROFESSOR		\$ 33,124	\$ 77,290	\$ 110,414
UCB	150767	DEAN-EXMPT PROF		\$ -	\$ 270,610	\$ 270,610
UCB	150769	ASST DEAN-EXMPT PROF		\$ -	\$ 99,035	\$ 99,035
UCB	150771	PROFESSOR		\$ -	\$ 108,715	\$ 108,715
UCB	150779	ASSOCIATE PROFESSOR		\$ -	\$ 95,500	\$ 95,500
UCB	150785	PROFESSOR		\$ 18,632	\$ 167,684	\$ 186,316
UCB	150790	PROFESSOR		\$ -	\$ 127,644	\$ 127,644
UCB	150802	PROFESSOR		\$ -	\$ 103,976	\$ 103,976
UCB	150803	PROFESSOR		\$ -	\$ 138,748	\$ 138,748
UCB	150807	PROFESSOR		\$ -	\$ 149,383	\$ 149,383
UCB	150809	PROFESSOR		\$ -	\$ 137,845	\$ 137,845
UCB	150818	DISTINGUISHED PROFESSOR		\$ -	\$ 156,857	\$ 156,857
UCB	150819	PROFESSOR		\$ -	\$ 148,781	\$ 148,781
UCB	150823	PROFESSOR		\$ -	\$ 116,473	\$ 116,473
UCB	150846	ASSOCIATE PROFESSOR		\$ -	\$ 98,369	\$ 98,369
UCB	150847	PROFESSOR		\$ -	\$ 141,617	\$ 141,617
UCB	150854	PROFESSOR		\$ -	\$ 116,271	\$ 116,271
UCB	150855	PROFESSOR		\$ -	\$ 174,356	\$ 174,356
UCB	150860	PROFESSOR		\$ -	\$ 129,734	\$ 129,734
UCB	150864	PROFESSOR		\$ -	\$ 156,482	\$ 156,482
UCB	150869	PROFESSOR		\$ -	\$ 127,992	\$ 127,992
UCB	150870	PROFESSOR		\$ 76,497	\$ 80,259	\$ 156,756
UCB	150874	PROFESSOR		\$ -	\$ 182,518	\$ 182,518
UCB	150876	DIRECTOR-INSTITUTE		\$ 72,818	\$ 72,818	\$ 145,636
UCB	150881	DEAN-EXMPT PROF		\$ 5,002	\$ 290,965	\$ 295,967
UCB	150886	ASSOC DEAN-FACULTY		\$ -	\$ 112,539	\$ 112,539
UCB	150902	PROFESSOR		\$ -	\$ 137,398	\$ 137,398
UCB	150927	ASSOCIATE PROFESSOR		\$ -	\$ 116,080	\$ 116,080
UCB	150928	DIRECTOR-EXMPT PROF		\$ 160,500	\$ -	\$ 160,500
UCB	150937	PROFESSOR		\$ -	\$ 165,000	\$ 165,000
UCB	150938	PROFESSOR		\$ -	\$ 180,194	\$ 180,194
UCB	150954	PROFESSOR		\$ -	\$ 106,340	\$ 106,340
UCB	150955	DEAN-EXMPT PROF		\$ -	\$ 192,062	\$ 192,062
UCB	150958	PROFESSOR		\$ -	\$ 152,035	\$ 152,035
UCB	150959	DIRECTOR-INSTITUTE		\$ -	\$ 138,324	\$ 138,324
UCB	150965	PROFESSOR		\$ -	\$ 122,500	\$ 122,500
UCB	150974	PROFESSOR		\$ -	\$ 116,809	\$ 116,809
UCB	150983	ASST DIRECTOR-EXMPT PROF		\$ -	\$ 108,105	\$ 108,105
UCB	150991	DISTINGUISHED PROFESSOR		\$ -	\$ 121,265	\$ 121,265
UCB	151000	DEAN-EXMPT PROF		\$ -	\$ 275,847	\$ 275,847
UCB	151014	PROFESSOR		\$ 220,622	\$ -	\$ 220,622
UCB	151017	PROFESSOR		\$ 112,399	\$ 68,890	\$ 181,289
UCB	151019	PROFESSOR		\$ 110,468	\$ 92,345	\$ 202,813
UCB	151020	PROFESSOR		\$ -	\$ 169,362	\$ 169,362
UCB	151024	PROFESSOR		\$ -	\$ 160,279	\$ 160,279
UCB	151051	PROFESSOR		\$ -	\$ 107,047	\$ 107,047
UCB	151054	DEAN-EXMPT PROF		\$ -	\$ 192,805	\$ 192,805
UCB	151060	DISTINGUISHED PROFESSOR		\$ 51,111	\$ 77,211	\$ 128,322
UCB	151101	PROFESSOR		\$ -	\$ 141,209	\$ 141,209
UCB	151105	DEAN-EXMPT PROF		\$ -	\$ 170,641	\$ 170,641
UCB	151148	EXECUTIVE DIRECTOR		\$ 48,019	\$ 48,019	\$ 96,038
UCB	151151	DEAN-EXMPT PROF		\$ 134,521	\$ -	\$ 134,521
UCB	151160	DEAN-EXMPT PROF		\$ -	\$ 183,288	\$ 183,288
UCB	151164	ASSOC VICE CHANCELLOR		\$ -	\$ 165,000	\$ 165,000
UCB	151167	SENIOR INSTRUCTOR		\$ -	\$ 95,365	\$ 95,365
UCB	151186	PROFESSOR		\$ -	\$ 144,710	\$ 144,710
UCB	151193	SENIOR INSTRUCTOR		\$ -	\$ 107,747	\$ 107,747
UCB	151214	ASSOC VICE CHANCELLOR		\$ -	\$ 157,055	\$ 157,055
UCB	151216	ASSOC VICE CHANCELLOR		\$ -	\$ 171,380	\$ 171,380
UCB	151217	DIRECTOR-EXMPT PROF		\$ 142,588	\$ 35,647	\$ 178,235
UCB	151220	DIRECTOR-EXMPT PROF		\$ 112,258	\$ -	\$ 112,258
UCB	151233	PROFESSOR		\$ -	\$ 143,650	\$ 143,650

**University of Colorado Boulder  
Personnel Roster above \$95K  
September 2009**

CAMPUS	JOB POSITION NUMBER	TITLE	NON-STATE FUNDING	STATE FUNDING	TOTAL
UCB	151259	DIRECTOR-EXMPT PROF	\$ -	\$ 111,002	\$ 111,002
UCB	151280	PROFESSOR	\$ -	\$ 97,932	\$ 97,932
UCB	151286	PROFESSOR	\$ -	\$ 100,435	\$ 100,435
UCB	151289	PROFESSOR	\$ -	\$ 136,081	\$ 136,081
UCB	151356	PROFESSOR	\$ -	\$ 114,390	\$ 114,390
UCB	151364	ASSOCIATE PROFESSOR	\$ -	\$ 111,907	\$ 111,907
UCB	151386	PROFESSOR	\$ -	\$ 112,180	\$ 112,180
UCB	151394	PROFESSOR	\$ -	\$ 126,587	\$ 126,587
UCB	151410	DIRECTOR-EXMPT PROF	\$ 138,437	\$ -	\$ 138,437
UCB	151416	PROFESSOR	\$ -	\$ 169,927	\$ 169,927
UCB	151417	DIRECTOR-EXMPT PROF	\$ -	\$ 143,956	\$ 143,956
UCB	151432	DIRECTOR-EXMPT PROF	\$ -	\$ 122,636	\$ 122,636
UCB	151433	PROFESSOR	\$ -	\$ 117,856	\$ 117,856
UCB	151459	PROFESSOR	\$ -	\$ 144,286	\$ 144,286
UCB	151503	ASSOC DIRECTOR-EXMPT PROF	\$ -	\$ 101,850	\$ 101,850
UCB	151516	ASSOC DIRECTOR-EXMPT PROF	\$ -	\$ 95,211	\$ 95,211
UCB	151548	DIRECTOR-EXMPT PROF	\$ -	\$ 143,633	\$ 143,633
UCB	151613	DIRECTOR-EXMPT PROF	\$ -	\$ 139,531	\$ 139,531
UCB	151621	PROFESSOR	\$ -	\$ 96,177	\$ 96,177
UCB	151643	ASSISTANT TO	\$ -	\$ 100,160	\$ 100,160
UCB	151714	DIRECTOR-EXMPT PROF	\$ -	\$ 101,850	\$ 101,850
UCB	151715	PROFESSOR	\$ -	\$ 118,450	\$ 118,450
UCB	151716	ASST DEAN-EXMPT PROF	\$ -	\$ 113,314	\$ 113,314
UCB	151811	PROFESSOR	\$ -	\$ 110,633	\$ 110,633
UCB	151855	PROFESSOR	\$ -	\$ 100,233	\$ 100,233
UCB	151904	PROFESSOR	\$ -	\$ 114,685	\$ 114,685
UCB	151911	PROFESSOR	\$ -	\$ 108,566	\$ 108,566
UCB	151920	PROFESSOR	\$ -	\$ 112,715	\$ 112,715
UCB	151935	DISTINGUISHED PROFESSOR	\$ 74,180	\$ 149,356	\$ 223,536
UCB	151936	PROFESSOR	\$ -	\$ 150,000	\$ 150,000
UCB	151937	PROFESSOR	\$ -	\$ 105,168	\$ 105,168
UCB	152007	PHYSICIAN	\$ 135,762	\$ -	\$ 135,762
UCB	152021	ATHLETIC DIRECTOR	\$ 297,709	\$ -	\$ 297,709
UCB	152024	ASSOC ATHLETIC DIRECTOR	\$ 103,550	\$ -	\$ 103,550
UCB	152068	EXECUTIVE DIRECTOR	\$ 129,000	\$ -	\$ 129,000
UCB	152077	PHYSICIAN	\$ 93,720	\$ 7,724	\$ 101,444
UCB	152090	ASST ATHLETIC COACH	\$ 125,000	\$ -	\$ 125,000
UCB	152091	ASST ATHLETIC COACH	\$ 100,000	\$ -	\$ 100,000
UCB	152094	ASST ATHLETIC COACH	\$ 195,998	\$ -	\$ 195,998
UCB	152096	ASST ATHLETIC COACH	\$ 169,000	\$ -	\$ 169,000
UCB	152100	HEAD ATHLETIC TRAINER	\$ 99,247	\$ -	\$ 99,247
UCB	152137	DIRECTOR-EXMPT PROF	\$ 115,170	\$ -	\$ 115,170
UCB	152205	DIRECTOR-EXMPT PROF	\$ 106,240	\$ -	\$ 106,240
UCB	152249	ASST ATHLETIC COACH	\$ 103,542	\$ -	\$ 103,542
UCB	152259	HEAD ATHLETIC COACH	\$ 177,984	\$ -	\$ 177,984
UCB	152269	ASST ATHLETIC COACH	\$ 217,776	\$ -	\$ 217,776
UCB	152344	HEAD ATHLETIC COACH	\$ 105,000	\$ -	\$ 105,000
UCB	152347	MANAGER	\$ -	\$ 105,436	\$ 105,436
UCB	152350	ASST ATHLETIC COACH	\$ 217,776	\$ -	\$ 217,776
UCB	152356	ADMINISTRATOR	\$ -	\$ 160,000	\$ 160,000
UCB	152374	DIRECTOR-EXMPT PROF	\$ 98,732	\$ -	\$ 98,732
UCB	152394	ASST ATHLETIC COACH	\$ 136,110	\$ -	\$ 136,110
UCB	152404	PROFESSIONAL RESEARCH ASST	\$ 109,503	\$ -	\$ 109,503
UCB	152500	DIRECTOR-EXMPT PROF	\$ 105,000	\$ -	\$ 105,000
UCB	152508	DIRECTOR-EXMPT PROF	\$ 100,475	\$ -	\$ 100,475
UCB	152511	ASST ATHLETIC COACH	\$ 185,000	\$ -	\$ 185,000
UCB	152614	DIRECTOR-EXMPT PROF	\$ 111,180	\$ -	\$ 111,180
UCB	152616	ASSISTANT TO	\$ -	\$ 104,752	\$ 104,752
UCB	152652	DIRECTOR-EXMPT PROF	\$ 47,633	\$ 47,633	\$ 95,265
UCB	152669	DIRECTOR-EXMPT PROF	\$ -	\$ 136,647	\$ 136,647
UCB	152670	ASST DIRECTOR-EXMPT PROF	\$ 113,500	\$ -	\$ 113,500
UCB	152671	DIRECTOR-EXMPT PROF	\$ -	\$ 102,858	\$ 102,858
UCB	152672	DIRECTOR-EXMPT PROF	\$ -	\$ 122,667	\$ 122,667
UCB	152707	DIRECTOR-INSTITUTE	\$ -	\$ 152,000	\$ 152,000
UCB	152712	HEAD ATHLETIC COACH	\$ 96,418	\$ -	\$ 96,418
UCB	152716	ASSOC ATHLETIC DIRECTOR	\$ 119,901	\$ -	\$ 119,901
UCB	152723	HEAD ATHLETIC COACH	\$ 161,000	\$ -	\$ 161,000
UCB	152725	ASSOCIATE PROFESSOR	\$ -	\$ 118,327	\$ 118,327
UCB	152772	ASSOC ATHLETIC DIRECTOR	\$ 106,272	\$ -	\$ 106,272
UCB	152783	DIRECTOR-EXMPT PROF	\$ 109,125	\$ -	\$ 109,125

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CAMPUS	JOB POSITION		NON-STATE	STATE	TOTAL
	NUMBER	TITLE	FUNDING	FUNDING	
UCB	152801	HEAD ATHLETIC COACH	\$ 174,720	\$ -	\$ 174,720
UCB	152855	PHYSICIAN	\$ 97,344	\$ -	\$ 97,344
UCB	152871	PROFESSOR	\$ -	\$ 128,521	\$ 128,521
UCB	152872	PROFESSOR	\$ -	\$ 132,650	\$ 132,650
UCB	153014	PROFESSOR	\$ -	\$ 109,980	\$ 109,980
UCB	153205	PHYSICIAN	\$ 104,570	\$ -	\$ 104,570
UCB	158702	PROFESSOR	\$ -	\$ 101,629	\$ 101,629
UCB	158705	PROFESSOR	\$ -	\$ 109,664	\$ 109,664
UCB	158706	PROFESSOR	\$ -	\$ 112,346	\$ 112,346
UCB	158714	PROFESSOR	\$ -	\$ 129,925	\$ 129,925
UCB	158716	PROFESSOR	\$ -	\$ 100,668	\$ 100,668
UCB	158718	PROFESSOR	\$ -	\$ 177,189	\$ 177,189
UCB	158727	PROFESSOR	\$ -	\$ 110,741	\$ 110,741
UCB	158737	PROFESSOR	\$ -	\$ 155,000	\$ 155,000
UCB	158745	ASSOCIATE PROFESSOR	\$ -	\$ 114,000	\$ 114,000
UCB	158756	PROFESSOR	\$ -	\$ 112,076	\$ 112,076
UCB	158757	PROFESSOR	\$ -	\$ 141,293	\$ 141,293
UCB	158758	PROFESSOR	\$ -	\$ 118,735	\$ 118,735
UCB	158768	PROFESSOR	\$ -	\$ 112,524	\$ 112,524
UCB	158771	PROFESSOR	\$ 32,921	\$ 98,763	\$ 131,684
UCB	158776	PROFESSOR	\$ -	\$ 145,359	\$ 145,359
UCB	158782	PROFESSOR	\$ -	\$ 120,637	\$ 120,637
UCB	158789	ASSOCIATE PROFESSOR	\$ -	\$ 100,675	\$ 100,675
UCB	158791	PROFESSOR	\$ -	\$ 138,778	\$ 138,778
UCB	158792	PROFESSOR	\$ -	\$ 120,417	\$ 120,417
UCB	158799	PROFESSOR	\$ -	\$ 110,869	\$ 110,869
UCB	158814	PROFESSOR	\$ -	\$ 135,701	\$ 135,701
UCB	158839	PROFESSOR	\$ -	\$ 130,130	\$ 130,130
UCB	158852	PROFESSOR	\$ -	\$ 196,000	\$ 196,000
UCB	158853	DIRECTOR-EXMPT PROF	\$ -	\$ 140,000	\$ 140,000
UCB	158857	PROFESSOR	\$ -	\$ 117,966	\$ 117,966
UCB	158876	PROFESSOR	\$ -	\$ 141,000	\$ 141,000
UCB	158879	PROFESSOR	\$ -	\$ 119,732	\$ 119,732
UCB	158880	PROFESSOR	\$ -	\$ 187,098	\$ 187,098
UCB	158883	PROFESSOR	\$ -	\$ 111,100	\$ 111,100
UCB	158885	PROFESSOR	\$ -	\$ 102,341	\$ 102,341
UCB	158890	PROFESSOR	\$ -	\$ 107,041	\$ 107,041
UCB	158891	PROFESSOR	\$ -	\$ 106,826	\$ 106,826
UCB	158897	PROFESSOR	\$ 102,408	\$ 94,386	\$ 196,794
UCB	158898	SENIOR INSTRUCTOR	\$ -	\$ 101,602	\$ 101,602
UCB	158913	PROFESSOR	\$ -	\$ 104,767	\$ 104,767
UCB	158918	PROFESSOR	\$ -	\$ 103,028	\$ 103,028
UCB	158922	PROFESSOR	\$ -	\$ 102,369	\$ 102,369
UCB	158923	PROFESSOR	\$ -	\$ 103,893	\$ 103,893
UCB	158932	PROFESSOR	\$ -	\$ 122,122	\$ 122,122
UCB	158941	PROFESSOR	\$ -	\$ 125,144	\$ 125,144
UCB	158944	DISTINGUISHED PROFESSOR	\$ 45,070	\$ 94,930	\$ 140,000
UCB	158946	PROFESSOR	\$ -	\$ 144,804	\$ 144,804
UCB	158950	PROFESSOR	\$ -	\$ 100,000	\$ 100,000
UCB	158955	PROFESSOR	\$ -	\$ 166,313	\$ 166,313
UCB	158967	PROFESSOR	\$ -	\$ 123,500	\$ 123,500
UCB	158974	ASSOCIATE PROFESSOR	\$ -	\$ 101,925	\$ 101,925
UCB	158979	PROFESSOR	\$ 117,870	\$ 50,516	\$ 168,386
UCB	158980	PROFESSOR	\$ -	\$ 152,241	\$ 152,241
UCB	158994	PROFESSOR	\$ -	\$ 152,612	\$ 152,612
UCB	158996	ASSOCIATE PROFESSOR	\$ 65,976	\$ 33,325	\$ 99,301
UCB	158999	PROFESSOR	\$ -	\$ 137,918	\$ 137,918
UCB	159004	PROFESSOR	\$ -	\$ 104,542	\$ 104,542
UCB	159021	PROFESSOR	\$ -	\$ 128,579	\$ 128,579
UCB	159025	PROFESSOR	\$ -	\$ 116,664	\$ 116,664
UCB	159033	PROFESSOR	\$ -	\$ 114,145	\$ 114,145
UCB	159034	PROFESSOR	\$ -	\$ 135,834	\$ 135,834
UCB	159039	PROFESSOR	\$ -	\$ 103,355	\$ 103,355
UCB	159041	PROFESSOR	\$ -	\$ 110,213	\$ 110,213
UCB	159042	PROFESSOR	\$ -	\$ 97,956	\$ 97,956
UCB	159050	PROFESSOR	\$ -	\$ 121,658	\$ 121,658
UCB	159071	PROFESSOR	\$ 17,597	\$ 158,375	\$ 175,972
UCB	159077	PROFESSOR	\$ -	\$ 116,423	\$ 116,423
UCB	159078	PROFESSOR	\$ -	\$ 118,461	\$ 118,461
UCB	159083	PROFESSOR	\$ 12,958	\$ 116,618	\$ 129,576

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CAMPUS	JOB POSITION NUMBER	TITLE	NON-STATE FUNDING	STATE FUNDING	TOTAL
UCB	159105	PROFESSOR	\$ -	\$ 106,305	\$ 106,305
UCB	159110	PROFESSOR	\$ -	\$ 104,350	\$ 104,350
UCB	159113	PROFESSOR	\$ -	\$ 97,040	\$ 97,040
UCB	159131	PROFESSOR	\$ -	\$ 132,471	\$ 132,471
UCB	159133	PROFESSOR	\$ -	\$ 96,013	\$ 96,013
UCB	159134	PROFESSOR	\$ -	\$ 146,581	\$ 146,581
UCB	159153	DIRECTOR-INSTITUTE	\$ -	\$ 200,758	\$ 200,758
UCB	159168	PROFESSOR	\$ 133,800	\$ 33,450	\$ 167,250
UCB	159175	PROFESSOR	\$ 41,416	\$ 82,584	\$ 124,000
UCB	159179	PROFESSOR	\$ -	\$ 135,500	\$ 135,500
UCB	159182	PROFESSOR	\$ 13,425	\$ 85,726	\$ 99,151
UCB	159185	PROFESSOR	\$ -	\$ 98,134	\$ 98,134
UCB	159193	PROFESSOR	\$ -	\$ 123,387	\$ 123,387
UCB	159220	PROFESSOR	\$ -	\$ 117,000	\$ 117,000
UCB	159221	PROFESSOR	\$ -	\$ 131,795	\$ 131,795
UCB	159225	PROFESSOR	\$ -	\$ 105,000	\$ 105,000
UCB	159238	PROFESSOR	\$ -	\$ 135,880	\$ 135,880
UCB	159239	PROFESSOR	\$ -	\$ 109,151	\$ 109,151
UCB	159259	PROFESSOR	\$ -	\$ 102,046	\$ 102,046
UCB	159270	PROFESSOR	\$ -	\$ 122,000	\$ 122,000
UCB	159276	PROFESSOR	\$ -	\$ 113,680	\$ 113,680
UCB	159278	PROFESSOR	\$ -	\$ 103,220	\$ 103,220
UCB	159289	PROFESSOR	\$ 16,817	\$ 151,351	\$ 168,168
UCB	159307	PROFESSOR	\$ -	\$ 179,777	\$ 179,777
UCB	159360	PROFESSOR	\$ -	\$ 183,234	\$ 183,234
UCB	159366	ASSOCIATE PROFESSOR	\$ -	\$ 138,251	\$ 138,251
UCB	159402	PROFESSOR	\$ -	\$ 115,501	\$ 115,501
UCB	159403	PROFESSOR	\$ -	\$ 96,358	\$ 96,358
UCB	159405	PROFESSOR	\$ -	\$ 107,253	\$ 107,253
UCB	159406	PROFESSOR	\$ -	\$ 112,735	\$ 112,735
UCB	159410	ASSOCIATE PROFESSOR	\$ -	\$ 128,417	\$ 128,417
UCB	159416	PROFESSOR	\$ -	\$ 104,850	\$ 104,850
UCB	159428	PROFESSOR	\$ -	\$ 102,094	\$ 102,094
UCB	159441	PROFESSOR	\$ -	\$ 108,558	\$ 108,558
UCB	159469	PROFESSOR	\$ 43,095	\$ 67,405	\$ 110,500
UCB	159471	ASSOCIATE PROFESSOR	\$ -	\$ 96,348	\$ 96,348
UCB	159472	PROFESSOR	\$ 8,129	\$ 154,452	\$ 162,581
UCB	159484	PROFESSOR	\$ -	\$ 126,984	\$ 126,984
UCB	159501	PROFESSOR	\$ -	\$ 100,590	\$ 100,590
UCB	159507	ASSOCIATE PROFESSOR	\$ -	\$ 97,402	\$ 97,402
UCB	159521	PROFESSOR	\$ -	\$ 152,058	\$ 152,058
UCB	159522	PROFESSOR	\$ -	\$ 167,785	\$ 167,785
UCB	159537	PROFESSOR	\$ -	\$ 101,957	\$ 101,957
UCB	159550	ASSOCIATE PROFESSOR	\$ -	\$ 99,711	\$ 99,711
UCB	159553	ASSOCIATE PROFESSOR	\$ -	\$ 109,973	\$ 109,973
UCB	159555	PROFESSOR	\$ -	\$ 128,373	\$ 128,373
UCB	159576	PROFESSOR	\$ -	\$ 104,332	\$ 104,332
UCB	159602	PROFESSOR	\$ -	\$ 100,847	\$ 100,847
UCB	159604	PROFESSOR	\$ -	\$ 104,369	\$ 104,369
UCB	159616	PROFESSOR	\$ -	\$ 131,492	\$ 131,492
UCB	159617	PROFESSOR	\$ -	\$ 177,990	\$ 177,990
UCB	159661	ASSOCIATE PROFESSOR	\$ -	\$ 124,447	\$ 124,447
UCB	159670	PROFESSOR	\$ -	\$ 134,873	\$ 134,873
UCB	159671	ASSOCIATE PROFESSOR	\$ 20,248	\$ 80,990	\$ 101,238
UCB	159712	PROFESSOR	\$ -	\$ 114,531	\$ 114,531
UCB	159720	ASSOCIATE PROFESSOR	\$ -	\$ 102,680	\$ 102,680
UCB	159734	PROFESSOR	\$ -	\$ 99,090	\$ 99,090
UCB	159762	ASSOCIATE PROFESSOR	\$ -	\$ 170,000	\$ 170,000
UCB	159774	PROFESSOR	\$ -	\$ 122,223	\$ 122,223
UCB	159778	ASSOCIATE PROFESSOR	\$ -	\$ 105,808	\$ 105,808
UCB	159788	PROFESSOR	\$ -	\$ 99,641	\$ 99,641
UCB	159790	ASSOCIATE PROFESSOR	\$ -	\$ 120,490	\$ 120,490
UCB	159801	PROFESSOR	\$ -	\$ 107,464	\$ 107,464
UCB	159822	PROFESSOR	\$ -	\$ 100,573	\$ 100,573
UCB	159823	PROFESSOR	\$ -	\$ 145,867	\$ 145,867
UCB	159838	PROFESSOR-CLINICAL	\$ -	\$ 97,804	\$ 97,804
UCB	159859	PROFESSOR	\$ -	\$ 117,776	\$ 117,776
UCB	159865	ASSOCIATE PROFESSOR	\$ -	\$ 95,165	\$ 95,165
UCB	159870	ASSOCIATE PROFESSOR	\$ -	\$ 96,384	\$ 96,384
UCB	159872	DISTINGUISHED PROFESSOR	\$ -	\$ 164,846	\$ 164,846

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CAMPUS	JOB POSITION		NON-STATE		STATE	TOTAL
	NUMBER	TITLE	FUNDING	FUNDING	FUNDING	
UCB	159878	PROFESSOR	\$ -	\$ -	\$ 101,750	\$ 101,750
UCB	159879	PROFESSOR	\$ -	\$ -	\$ 112,120	\$ 112,120
UCB	159884	PROFESSOR	\$ -	\$ -	\$ 106,474	\$ 106,474
UCB	159886	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 125,130	\$ 125,130
UCB	159887	PROFESSOR	\$ -	\$ -	\$ 128,940	\$ 128,940
UCB	159888	DISTINGUISHED PROFESSOR	\$ -	\$ -	\$ 158,919	\$ 158,919
UCB	159894	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 100,298	\$ 100,298
UCB	159895	PROFESSOR	\$ 112,806	\$ -	\$ -	\$ 112,806
UCB	161005	PROFESSOR	\$ -	\$ -	\$ 112,406	\$ 112,406
UCB	161219	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 107,500	\$ 107,500
UCB	161246	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 127,909	\$ 127,909
UCB	161277	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 111,840	\$ 111,840
UCB	161312	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 131,489	\$ 131,489
UCB	168147	ASST ATHLETIC COACH	\$ 124,800	\$ -	\$ -	\$ 124,800
UCB	168435	EXECUTIVE DIRECTOR	\$ -	\$ -	\$ 150,799	\$ 150,799
UCB	168447	RESEARCH ASSOCIATE	\$ 112,588	\$ -	\$ -	\$ 112,588
UCB	178063	PROFESSIONAL RESEARCH ASST	\$ 96,367	\$ -	\$ -	\$ 96,367
UCB	178112	RESEARCH ASSOCIATE	\$ 107,000	\$ -	\$ -	\$ 107,000
UCB	178135	PROFESSIONAL RESEARCH ASST	\$ 96,671	\$ -	\$ -	\$ 96,671
UCB	178180	RESEARCH ASSOCIATE	\$ 126,797	\$ -	\$ -	\$ 126,797
UCB	178187	SR RESEARCH ASSOCIATE	\$ 151,200	\$ -	\$ -	\$ 151,200
UCB	178217	SR RESEARCH ASSOCIATE	\$ 158,417	\$ -	\$ -	\$ 158,417
UCB	178251	PROFESSIONAL RESEARCH ASST	\$ 103,684	\$ -	\$ -	\$ 103,684
UCB	178261	RESEARCH ASSOCIATE	\$ 118,105	\$ -	\$ -	\$ 118,105
UCB	178406	SR PROFESSIONAL RESEARCH ASST	\$ 106,426	\$ -	\$ -	\$ 106,426
UCB	178436	PROFESSIONAL RESEARCH ASST	\$ 122,748	\$ -	\$ -	\$ 122,748
UCB	178617	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 98,910	\$ 98,910
UCB	600330	SR RESEARCH ASSOCIATE	\$ 146,091	\$ -	\$ -	\$ 146,091
UCB	600430	RESEARCH ASSOCIATE	\$ 95,635	\$ -	\$ -	\$ 95,635
UCB	600512	SR PROFESSIONAL RESEARCH ASST	\$ 200,248	\$ -	\$ -	\$ 200,248
UCB	601122	SR RESEARCH ASSOCIATE	\$ 129,680	\$ -	\$ -	\$ 129,680
UCB	601152	SR PROFESSIONAL RESEARCH ASST	\$ 106,567	\$ -	\$ -	\$ 106,567
UCB	601617	PROFESSIONAL RESEARCH ASST	\$ 124,769	\$ -	\$ -	\$ 124,769
UCB	602710	PROFESSIONAL RESEARCH ASST	\$ 108,661	\$ -	\$ -	\$ 108,661
UCB	603552	PROFESSOR	\$ 37,016	\$ 78,660	\$ -	\$ 115,676
UCB	603734	SR RESEARCH ASSOCIATE	\$ 116,803	\$ -	\$ -	\$ 116,803
UCB	604166	PROFESSIONAL RESEARCH ASST	\$ 97,012	\$ -	\$ -	\$ 97,012
UCB	604295	SR PROFESSIONAL RESEARCH ASST	\$ 101,410	\$ -	\$ -	\$ 101,410
UCB	604511	PROFESSOR-RESEARCH	\$ 147,499	\$ -	\$ -	\$ 147,499
UCB	604546	SENIOR INSTRUCTOR	\$ -	\$ -	\$ 95,532	\$ 95,532
UCB	604938	SR RESEARCH ASSOCIATE	\$ 99,875	\$ -	\$ -	\$ 99,875
UCB	607231	PROFESSIONAL RESEARCH ASST	\$ 103,676	\$ -	\$ -	\$ 103,676
UCB	607282	PROFESSIONAL RESEARCH ASST	\$ 95,940	\$ -	\$ -	\$ 95,940
UCB	607557	RESEARCH ASSOCIATE	\$ 100,219	\$ -	\$ -	\$ 100,219
UCB	607879	PROFESSOR-RESEARCH	\$ 104,845	\$ -	\$ -	\$ 104,845
UCB	608003	SR RESEARCH ASSOCIATE	\$ 113,699	\$ -	\$ -	\$ 113,699
UCB	608319	PROFESSIONAL RESEARCH ASST	\$ 113,529	\$ -	\$ -	\$ 113,529
UCB	608511	PROFESSIONAL RESEARCH ASST	\$ 99,523	\$ -	\$ -	\$ 99,523
UCB	608525	PROFESSIONAL RESEARCH ASST	\$ 111,161	\$ -	\$ -	\$ 111,161
UCB	608584	RESEARCH ASSOCIATE	\$ 116,273	\$ -	\$ -	\$ 116,273
UCB	608597	PROFESSIONAL RESEARCH ASST	\$ 84,975	\$ 26,834	\$ -	\$ 111,809
UCB	608722	PROFESSIONAL RESEARCH ASST	\$ 103,934	\$ -	\$ -	\$ 103,934
UCB	609140	PROFESSOR	\$ -	\$ -	\$ 143,206	\$ 143,206
UCB	609368	PROFESSIONAL RESEARCH ASST	\$ 115,000	\$ -	\$ -	\$ 115,000
UCB	609496	PROFESSIONAL RESEARCH ASST	\$ 107,691	\$ -	\$ -	\$ 107,691
UCB	609507	RESEARCH ASSOCIATE	\$ 117,114	\$ -	\$ -	\$ 117,114
UCB	609539	SR PROFESSIONAL RESEARCH ASST	\$ 120,378	\$ -	\$ -	\$ 120,378
UCB	609851	SR RESEARCH ASSOCIATE	\$ -	\$ -	\$ 95,445	\$ 95,445
UCB	610199	RESEARCH ASSOCIATE	\$ 123,707	\$ -	\$ -	\$ 123,707
UCB	610499	PROFESSIONAL RESEARCH ASST	\$ 123,242	\$ -	\$ -	\$ 123,242
UCB	610784	PROFESSIONAL RESEARCH ASST	\$ 105,940	\$ -	\$ -	\$ 105,940
UCB	610805	ASST ATHLETIC COACH	\$ 147,000	\$ -	\$ -	\$ 147,000
UCB	611063	RESEARCH ASSOCIATE	\$ 144,348	\$ -	\$ -	\$ 144,348
UCB	611372	SENIOR INSTRUCTOR	\$ -	\$ -	\$ 120,451	\$ 120,451
UCB	611476	RESEARCH ASSOCIATE	\$ 110,046	\$ -	\$ -	\$ 110,046
UCB	611510	PROFESSIONAL RESEARCH ASST	\$ 100,000	\$ -	\$ -	\$ 100,000
UCB	612238	ASST ATHLETIC COACH	\$ 169,000	\$ -	\$ -	\$ 169,000
UCB	612445	PROFESSIONAL RESEARCH ASST	\$ 112,042	\$ -	\$ -	\$ 112,042
UCB	612462	RESEARCH ASSOCIATE	\$ 100,000	\$ -	\$ -	\$ 100,000
UCB	612671	PROFESSIONAL RESEARCH ASST	\$ 99,709	\$ -	\$ -	\$ 99,709

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CAMPUS	JOB POSITION NUMBER	TITLE	NON-STATE FUNDING	STATE FUNDING	TOTAL
UCB	613223	PROFESSIONAL RESEARCH ASST	\$ 99,450	\$ -	\$ 99,450
UCB	613404	PROFESSIONAL RESEARCH ASST	\$ 98,131	\$ -	\$ 98,131
UCB	613467	SR RESEARCH ASSOCIATE	\$ 97,179	\$ -	\$ 97,179
UCB	613471	SR RESEARCH ASSOCIATE	\$ 143,566	\$ -	\$ 143,566
UCB	614011	RESEARCH ASSOCIATE	\$ 135,176	\$ -	\$ 135,176
UCB	614388	SR PROFESSIONAL RESEARCH ASST	\$ 137,087	\$ -	\$ 137,087
UCB	614611	PROFESSIONAL RESEARCH ASST	\$ 113,418	\$ -	\$ 113,418
UCB	614684	RESEARCH ASSOCIATE	\$ 103,829	\$ -	\$ 103,829
UCB	615163	PROFESSIONAL RESEARCH ASST	\$ 19,034	\$ 76,138	\$ 95,172
UCB	615696	RESEARCH ASSOCIATE	\$ 120,575	\$ -	\$ 120,575
UCB	615772	PROFESSIONAL RESEARCH ASST	\$ 119,695	\$ -	\$ 119,695
UCB	616012	SR RESEARCH ASSOCIATE	\$ 121,450	\$ -	\$ 121,450
UCB	618412	RESEARCH ASSOCIATE	\$ 116,959	\$ -	\$ 116,959
UCB	618437	RESEARCH ASSOCIATE	\$ 101,252	\$ -	\$ 101,252
UCB	618639	PROFESSIONAL RESEARCH ASST	\$ 103,858	\$ -	\$ 103,858
UCB	618751	PROFESSIONAL RESEARCH ASST	\$ 113,582	\$ -	\$ 113,582
UCB	619408	SR RESEARCH ASSOCIATE	\$ 152,213	\$ -	\$ 152,213
UCB	619409	SR RESEARCH ASSOCIATE	\$ 101,157	\$ -	\$ 101,157
UCB	619594	SR PROFESSIONAL RESEARCH ASST	\$ 141,546	\$ -	\$ 141,546
UCB	619613	PROFESSIONAL RESEARCH ASST	\$ 115,861	\$ -	\$ 115,861
UCB	620714	SR PROFESSIONAL RESEARCH ASST	\$ 154,138	\$ -	\$ 154,138
UCB	621094	SR RESEARCH ASSOCIATE	\$ 116,375	\$ 6,125	\$ 122,500
UCB	621163	PROFESSIONAL RESEARCH ASST	\$ 102,802	\$ -	\$ 102,802
UCB	621265	PROFESSIONAL RESEARCH ASST	\$ 113,132	\$ -	\$ 113,132
UCB	621798	PROFESSIONAL RESEARCH ASST	\$ 95,632	\$ -	\$ 95,632
UCB	622273	PROFESSIONAL RESEARCH ASST	\$ 120,682	\$ -	\$ 120,682
UCB	623546	SR PROFESSIONAL RESEARCH ASST	\$ 111,513	\$ -	\$ 111,513
UCB	624487	PHYSICIAN	\$ 150,000	\$ -	\$ 150,000
UCB	624671	RESEARCH ASSOCIATE	\$ -	\$ 96,368	\$ 96,368
UCB	624939	RESEARCH ASSOCIATE	\$ 105,645	\$ -	\$ 105,645
UCB	625921	SR PROFESSIONAL RESEARCH ASST	\$ 168,132	\$ -	\$ 168,132
UCB	625994	PROFESSIONAL RESEARCH ASST	\$ 113,704	\$ -	\$ 113,704
UCB	626148	ASSISTANT TO	\$ 128,731	\$ -	\$ 128,731
UCB	626218	RESEARCH ASSOCIATE	\$ 106,637	\$ -	\$ 106,637
UCB	626418	RESEARCH ASSOCIATE	\$ 95,701	\$ -	\$ 95,701
UCB	626454	SR PROFESSIONAL RESEARCH ASST	\$ 158,034	\$ -	\$ 158,034
UCB	626594	RESEARCH ASSOCIATE	\$ 111,394	\$ -	\$ 111,394
UCB	626673	RESEARCH ASSOCIATE	\$ 106,127	\$ -	\$ 106,127
UCB	626803	RESEARCH ASSOCIATE	\$ 132,977	\$ -	\$ 132,977
UCB	626848	PROFESSIONAL RESEARCH ASST	\$ 100,000	\$ -	\$ 100,000
UCB	627459	RESEARCH ASSOCIATE	\$ -	\$ 96,368	\$ 96,368
UCB	627603	RESEARCH ASSOCIATE	\$ 107,182	\$ -	\$ 107,182
UCB	628441	PROFESSIONAL RESEARCH ASST	\$ 97,209	\$ -	\$ 97,209
UCB	628524	PROFESSIONAL RESEARCH ASST	\$ 106,413	\$ -	\$ 106,413
UCB	628562	SR RESEARCH ASSOCIATE	\$ 82,067	\$ 13,683	\$ 95,750
UCB	629091	SR PROFESSIONAL RESEARCH ASST	\$ 171,203	\$ -	\$ 171,203
UCB	629159	DIRECTOR-EXMPT PROF	\$ -	\$ 103,982	\$ 103,982
UCB	629661	RESEARCH ASSOCIATE	\$ 115,844	\$ -	\$ 115,844
UCB	630657	PROFESSOR	\$ -	\$ 107,238	\$ 107,238
UCB	631007	SR PROFESSIONAL RESEARCH ASST	\$ 104,638	\$ -	\$ 104,638
UCB	631215	PROFESSIONAL RESEARCH ASST	\$ 96,400	\$ -	\$ 96,400
UCB	633244	ASSOCIATE PROFESSOR	\$ -	\$ 162,000	\$ 162,000
UCB	634252	PROFESSIONAL RESEARCH ASST	\$ 99,298	\$ -	\$ 99,298
UCB	634318	PROFESSIONAL RESEARCH ASST	\$ 108,681	\$ -	\$ 108,681
UCB	634663	ASSOCIATE PROFESSOR	\$ -	\$ 98,851	\$ 98,851
UCB	634777	PROFESSOR	\$ -	\$ 99,603	\$ 99,603
UCB	635245	PROFESSOR	\$ -	\$ 148,656	\$ 148,656
UCB	635520	PROFESSIONAL RESEARCH ASST	\$ 97,163	\$ -	\$ 97,163
UCB	635613	ASSOCIATE PROFESSOR	\$ -	\$ 148,842	\$ 148,842
UCB	635616	ASSOCIATE PROFESSOR	\$ -	\$ 145,000	\$ 145,000
UCB	635617	ASSOCIATE PROFESSOR	\$ -	\$ 120,000	\$ 120,000
UCB	635871	PROFESSOR	\$ -	\$ 102,344	\$ 102,344
UCB	636581	ASSOCIATE PROFESSOR	\$ -	\$ 131,489	\$ 131,489
UCB	636586	PROFESSOR	\$ 19,716	\$ 123,932	\$ 143,648
UCB	636589	ASSOCIATE PROFESSOR	\$ -	\$ 131,489	\$ 131,489
UCB	636845	PROFESSOR	\$ -	\$ 125,063	\$ 125,063
UCB	637028	DIRECTOR-EXMPT PROF	\$ -	\$ 134,000	\$ 134,000
UCB	637056	ASSOCIATE PROFESSOR	\$ -	\$ 98,062	\$ 98,062
UCB	637168	SR RESEARCH ASSOCIATE	\$ 177,118	\$ -	\$ 177,118
UCB	637935	ASSOCIATE PROFESSOR	\$ -	\$ 103,000	\$ 103,000



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CAMPUS	JOB POSITION		NON-STATE		STATE		TOTAL
	NUMBER	TITLE	FUNDING	FUNDING	FUNDING	FUNDING	
UCB	639711	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 131,489	\$ 131,489	
UCB	639767	ASSOC DEAN-FACULTY	\$ 11,454	\$ -	\$ 95,445	\$ 106,899	
UCB	640172	SR RESEARCH ASSOCIATE	\$ 100,600	\$ -	\$ -	\$ 100,600	
UCB	640294	RESEARCH ASSOCIATE	\$ 111,880	\$ -	\$ -	\$ 111,880	
UCB	640618	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 95,130	\$ 95,130	
UCB	640659	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 95,387	\$ 95,387	
UCB	640762	PROFESSOR	\$ -	\$ -	\$ 133,958	\$ 133,958	
UCB	640853	PROFESSOR	\$ -	\$ -	\$ 100,256	\$ 100,256	
UCB	641254	PROFESSOR	\$ 84,335	\$ -	\$ 84,335	\$ 168,669	
UCB	641407	RESEARCH ASSOCIATE	\$ 110,289	\$ -	\$ -	\$ 110,289	
UCB	641470	PROFESSOR	\$ -	\$ -	\$ 236,335	\$ 236,335	
UCB	642336	PROFESSOR	\$ -	\$ -	\$ 110,263	\$ 110,263	
UCB	642683	PROFESSOR	\$ 10,021	\$ -	\$ 189,953	\$ 199,974	
UCB	642687	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 124,285	\$ 124,285	
UCB	642862	SR RESEARCH ASSOCIATE	\$ -	\$ -	\$ 115,064	\$ 115,064	
UCB	643707	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 96,750	\$ 96,750	
UCB	643973	PROFESSOR	\$ 27,306	\$ -	\$ 156,545	\$ 183,851	
UCB	644590	DIRECTOR-EXMPT PROF	\$ 98,000	\$ -	\$ -	\$ 98,000	
UCB	644591	PROFESSOR	\$ 10,297	\$ -	\$ 92,674	\$ 102,971	
UCB	644744	PROFESSOR	\$ -	\$ -	\$ 193,668	\$ 193,668	
UCB	644804	PROFESSIONAL RESEARCH ASST	\$ 96,356	\$ -	\$ -	\$ 96,356	
UCB	644851	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 114,438	\$ 114,438	
UCB	645025	PROFESSOR	\$ -	\$ -	\$ 105,395	\$ 105,395	
UCB	645089	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 103,526	\$ 103,526	
UCB	645666	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 115,010	\$ 115,010	
UCB	645923	PROFESSOR	\$ -	\$ -	\$ 138,363	\$ 138,363	
UCB	646828	ASST PROFESSOR	\$ 9,850	\$ -	\$ 88,650	\$ 98,500	
UCB	647001	ASST PROFESSOR	\$ -	\$ -	\$ 135,000	\$ 135,000	
UCB	647224	PROFESSOR	\$ -	\$ -	\$ 106,769	\$ 106,769	
UCB	647587	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 175,000	\$ 175,000	
UCB	647589	ASST PROFESSOR	\$ -	\$ -	\$ 120,000	\$ 120,000	
UCB	649067	DIRECTOR-EXMPT PROF	\$ 158,083	\$ -	\$ 17,565	\$ 175,648	
UCB	649348	ASSOC PROFESSOR-RESEARCH	\$ 110,173	\$ -	\$ -	\$ 110,173	
UCB	649469	SCHOLAR IN RESIDENCE	\$ 72,000	\$ -	\$ 24,000	\$ 96,000	
UCB	649843	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 168,000	\$ 168,000	
UCB	649846	PROFESSOR	\$ 53,012	\$ -	\$ 130,528	\$ 183,540	
UCB	649849	PROFESSOR	\$ -	\$ -	\$ 194,653	\$ 194,653	
UCB	650255	PROFESSOR	\$ -	\$ -	\$ 135,175	\$ 135,175	
UCB	651639	PROFESSOR	\$ 67,754	\$ -	\$ 56,462	\$ 124,216	
UCB	652065	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 105,679	\$ 105,679	
UCB	652420	RESEARCH ASSOCIATE	\$ 98,893	\$ -	\$ -	\$ 98,893	
UCB	652749	PROFESSOR	\$ -	\$ -	\$ 113,394	\$ 113,394	
UCB	653015	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 103,000	\$ 103,000	
UCB	653160	PROFESSOR	\$ -	\$ -	\$ 100,140	\$ 100,140	
UCB	653221	ASST PROFESSOR	\$ -	\$ -	\$ 133,280	\$ 133,280	
UCB	653390	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 98,410	\$ 98,410	
UCB	653682	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 97,466	\$ 97,466	
UCB	653736	PROFESSOR	\$ -	\$ -	\$ 101,867	\$ 101,867	
UCB	654048	DIRECTOR-EXMPT PROF	\$ 34,300	\$ -	\$ 63,700	\$ 98,000	
UCB	654229	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 96,500	\$ 96,500	
UCB	654670	SR PROFESSIONAL RESEARCH ASST	\$ 90,000	\$ -	\$ 10,000	\$ 100,000	
UCB	654743	PROFESSOR	\$ -	\$ -	\$ 113,980	\$ 113,980	
UCB	656377	RESEARCH ASSOCIATE	\$ 113,333	\$ -	\$ -	\$ 113,333	
UCB	657387	SENIOR INSTRUCTOR	\$ -	\$ -	\$ 100,969	\$ 100,969	
UCB	657567	ASSOC DEAN-FACULTY	\$ -	\$ -	\$ 216,972	\$ 216,972	
UCB	658749	ASSOCIATE PROFESSOR	\$ 15,000	\$ -	\$ 155,000	\$ 170,000	
UCB	658863	ASST DEAN-EXMPT PROF	\$ -	\$ -	\$ 140,199	\$ 140,199	
UCB	659302	ASST VICE CHANCELLOR	\$ -	\$ -	\$ 108,000	\$ 108,000	
UCB	659476	ASST PROFESSOR	\$ -	\$ -	\$ 98,640	\$ 98,640	
UCB	659535	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 98,000	\$ 98,000	
UCB	660170	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 95,758	\$ 95,758	
UCB	660179	PROFESSOR	\$ -	\$ -	\$ 113,735	\$ 113,735	
UCB	660181	PROFESSOR	\$ -	\$ -	\$ 101,040	\$ 101,040	
UCB	660195	PROFESSOR	\$ -	\$ -	\$ 120,939	\$ 120,939	
UCB	660445	DIRECTOR-EXMPT PROF	\$ 101,228	\$ -	\$ -	\$ 101,228	
UCB	661169	PROFESSIONAL RESEARCH ASST	\$ 99,331	\$ -	\$ -	\$ 99,331	
UCB	661357	ASST PROFESSOR	\$ -	\$ -	\$ 101,881	\$ 101,881	
UCB	662090	RESEARCH ASSOCIATE	\$ 109,522	\$ -	\$ -	\$ 109,522	
UCB	663752	RESEARCH ASSOCIATE	\$ 106,087	\$ -	\$ -	\$ 106,087	
UCB	664334	DIRECTOR-FACULTY	\$ -	\$ -	\$ 160,000	\$ 160,000	

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CAMPUS	JOB POSITION NUMBER	TITLE	NON-STATE FUNDING	STATE FUNDING	TOTAL
UCB	664383	ASSOCIATE PROFESSOR	\$ -	\$ 124,336	\$ 124,336
UCB	664640	ASST DEAN-EXMPT PROF	\$ 112,919	\$ -	\$ 112,919
UCB	664655	ASST PROFESSOR	\$ -	\$ 140,633	\$ 140,633
UCB	664657	ASSOCIATE PROFESSOR	\$ -	\$ 152,000	\$ 152,000
UCB	664674	ASSOCIATE PROFESSOR	\$ -	\$ 114,520	\$ 114,520
UCB	664872	PROFESSOR	\$ 55,523	\$ 55,523	\$ 111,046
UCB	664961	ASSOCIATE PROFESSOR	\$ -	\$ 169,885	\$ 169,885
UCB	665104	DIRECTOR-EXMPT PROF	\$ -	\$ 107,941	\$ 107,941
UCB	665158	PROFESSIONAL RESEARCH ASST	\$ 117,303	\$ -	\$ 117,303
UCB	665229	PROFESSIONAL RESEARCH ASST	\$ 98,982	\$ -	\$ 98,982
UCB	665299	SCHOLAR IN RESIDENCE	\$ 98,933	\$ -	\$ 98,933
UCB	665305	PROFESSOR	\$ -	\$ 120,938	\$ 120,938
UCB	665753	ASST PROFESSOR	\$ -	\$ 160,740	\$ 160,740
UCB	666056	RESEARCH ASSOCIATE	\$ 101,654	\$ -	\$ 101,654
UCB	666061	RESEARCH ASSOCIATE	\$ 113,566	\$ -	\$ 113,566
UCB	666364	PROFESSOR-RESEARCH	\$ 42,634	\$ 53,291	\$ 95,924
UCB	666489	PHYSICIAN	\$ 114,864	\$ -	\$ 114,864
UCB	666815	RESEARCH ASSOCIATE	\$ 96,398	\$ -	\$ 96,398
UCB	667014	ASSOC PROFESSOR-RESEARCH	\$ 99,893	\$ -	\$ 99,893
UCB	667513	RESEARCH ASSOCIATE	\$ 105,984	\$ -	\$ 105,984
UCB	667599	PROFESSIONAL RESEARCH ASST	\$ 109,110	\$ -	\$ 109,110
UCB	667600	PROFESSIONAL RESEARCH ASST	\$ 110,149	\$ -	\$ 110,149
UCB	667967	ASSOC DIRECTOR-EXMPT PROF	\$ 32,634	\$ 65,366	\$ 98,000
UCB	667968	DIRECTOR-EXMPT PROF	\$ -	\$ 162,012	\$ 162,012
UCB	667970	DIRECTOR-EXMPT PROF	\$ 61,285	\$ 79,607	\$ 140,892
UCB	667971	DIRECTOR-EXMPT PROF	\$ 70,446	\$ 70,446	\$ 140,892
UCB	668038	RESEARCH ASSOCIATE	\$ 105,330	\$ -	\$ 105,330
UCB	668092	ASST PROFESSOR-RESEARCH	\$ 95,220	\$ -	\$ 95,220
UCB	668415	PROFESSOR	\$ -	\$ 122,013	\$ 122,013
UCB	668533	ASSOCIATE PROFESSOR	\$ -	\$ 119,040	\$ 119,040
UCB	668536	ASSOCIATE PROFESSOR	\$ -	\$ 145,000	\$ 145,000
UCB	668540	PROFESSOR	\$ -	\$ 150,135	\$ 150,135
UCB	668836	SR RESEARCH ASSOCIATE	\$ 175,318	\$ -	\$ 175,318
UCB	669310	PROFESSOR	\$ -	\$ 152,146	\$ 152,146
UCB	669311	ASSOCIATE PROFESSOR	\$ -	\$ 119,930	\$ 119,930
UCB	669596	PROFESSIONAL RESEARCH ASST	\$ 101,063	\$ -	\$ 101,063
UCB	669600	ASSOCIATE PROFESSOR	\$ -	\$ 160,030	\$ 160,030
UCB	669602	ASST PROFESSOR	\$ -	\$ 155,662	\$ 155,662
UCB	669945	ASST PROFESSOR	\$ -	\$ 135,455	\$ 135,455
UCB	670042	RESEARCH ASSOCIATE	\$ 96,963	\$ -	\$ 96,963
UCB	670197	SR PROFESSIONAL RESEARCH ASST	\$ 130,430	\$ -	\$ 130,430
UCB	670242	ASSOC DIRECTOR-EXMPT PROF	\$ 105,700	\$ -	\$ 105,700
UCB	670491	ASST PROFESSOR	\$ -	\$ 155,248	\$ 155,248
UCB	670770	PROFESSOR	\$ -	\$ 125,692	\$ 125,692
UCB	670996	DIRECTOR-EXMPT PROF	\$ -	\$ 141,657	\$ 141,657
UCB	672067	ASSOC DIRECTOR-EXMPT PROF	\$ -	\$ 99,560	\$ 99,560
UCB	672377	ASSOCIATE PROFESSOR	\$ -	\$ 104,657	\$ 104,657
UCB	672735	PROFESSOR	\$ 50,000	\$ 150,000	\$ 200,000
UCB	672736	PROFESSOR	\$ -	\$ 113,300	\$ 113,300
UCB	672742	PROFESSOR	\$ -	\$ 112,412	\$ 112,412
UCB	672769	PROFESSOR	\$ -	\$ 150,732	\$ 150,732
UCB	672776	PROFESSOR	\$ -	\$ 124,360	\$ 124,360
UCB	672784	PROFESSOR	\$ 34,699	\$ 80,964	\$ 115,663
UCB	672923	RESEARCH ASSOCIATE	\$ 98,996	\$ -	\$ 98,996
UCB	673240	ASSOCIATE PROFESSOR	\$ -	\$ 123,800	\$ 123,800
UCB	673242	ASSOCIATE PROFESSOR	\$ -	\$ 162,000	\$ 162,000
UCB	673384	RESEARCH ASSOCIATE	\$ 100,171	\$ -	\$ 100,171
UCB	673558	PROFESSIONAL RESEARCH ASST	\$ 97,702	\$ -	\$ 97,702
UCB	673636	PROFESSOR	\$ -	\$ 129,590	\$ 129,590
UCB	674068	PROFESSOR	\$ -	\$ 162,506	\$ 162,506
UCB	674153	ASSOCIATE PROFESSOR	\$ -	\$ 119,040	\$ 119,040
UCB	674360	DIRECTOR-EXMPT PROF	\$ -	\$ 112,836	\$ 112,836
UCB	674455	ASST DIRECTOR-EXMPT PROF	\$ 56,039	\$ 56,039	\$ 112,078
UCB	674573	PROFESSIONAL RESEARCH ASST	\$ 98,353	\$ -	\$ 98,353
UCB	675188	IT PROFESSIONAL IV	\$ -	\$ 96,396	\$ 96,396
UCB	675215	ASST DIRECTOR-EXMPT PROF	\$ -	\$ 96,857	\$ 96,857
UCB	676461	DIRECTOR-EXMPT PROF	\$ -	\$ 119,340	\$ 119,340
UCB	676881	DIRECTOR-EXMPT PROF	\$ -	\$ 96,787	\$ 96,787
UCB	676937	ASSOC DIRECTOR-EXMPT PROF	\$ 98,786	\$ -	\$ 98,786
UCB	676994	ASSOCIATE PROFESSOR	\$ -	\$ 105,000	\$ 105,000

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CAMPUS	JOB POSITION		TITLE	NON-STATE	STATE	TOTAL
	NUMBER			FUNDING	FUNDING	
UCB	677239	PROFESSOR		\$ -	\$ 117,140	\$ 117,140
UCB	677243	ASSOCIATE PROFESSOR		\$ -	\$ 108,000	\$ 108,000
UCB	677311	ASST PROFESSOR		\$ -	\$ 160,425	\$ 160,425
UCB	677312	ASST PROFESSOR		\$ -	\$ 165,600	\$ 165,600
UCB	677313	ASST PROFESSOR		\$ -	\$ 134,016	\$ 134,016
UCB	677333	ASSOCIATE PROFESSOR		\$ -	\$ 116,800	\$ 116,800
UCB	677334	ASSOCIATE PROFESSOR		\$ -	\$ 112,500	\$ 112,500
UCB	677336	ENDOWED OR NAMED PROFESSOR		\$ 60,000	\$ 118,019	\$ 178,019
UCB	677523	ASSOCIATE PROFESSOR		\$ -	\$ 99,201	\$ 99,201
UCB	677528	ASSOCIATE PROFESSOR		\$ -	\$ 97,958	\$ 97,958
UCB	677535	ASSOCIATE PROFESSOR		\$ -	\$ 95,168	\$ 95,168
UCB	677736	DIRECTOR-EXMPT PROF		\$ 101,918	\$ -	\$ 101,918
UCB	677909	SR PROFESSIONAL RESEARCH ASST		\$ 135,571	\$ -	\$ 135,571
UCB	677994	SR RESEARCH ASSOCIATE		\$ 108,521	\$ -	\$ 108,521
UCB	678093	SR RESEARCH ASSOCIATE		\$ 109,611	\$ -	\$ 109,611
UCB	678096	SR RESEARCH ASSOCIATE		\$ 113,800	\$ -	\$ 113,800
UCB	678320	RESEARCH ASSOCIATE		\$ 107,420	\$ -	\$ 107,420
UCB	678824	ASSOCIATE PROFESSOR		\$ -	\$ 100,661	\$ 100,661
UCB	678998	ASST PROFESSOR		\$ -	\$ 167,520	\$ 167,520
UCB	679021	PROFESSIONAL RESEARCH ASST		\$ 103,633	\$ -	\$ 103,633
UCB	679298	ASSOCIATE PROFESSOR		\$ -	\$ 185,000	\$ 185,000
UCB	679318	ASST PROFESSOR		\$ -	\$ 135,000	\$ 135,000
UCB	679390	VICE CHANCELLOR		\$ -	\$ 167,680	\$ 167,680
UCB	679396	DIRECTOR-EXMPT PROF		\$ 95,566	\$ -	\$ 95,566
UCB	679581	PROFESSOR		\$ -	\$ 136,500	\$ 136,500
UCB	679835	PROFESSOR		\$ -	\$ 126,000	\$ 126,000
UCB	679843	ASSOCIATE PROFESSOR		\$ -	\$ 120,000	\$ 120,000
UCB	680139	ASST DIRECTOR-EXMPT PROF		\$ 48,000	\$ 48,000	\$ 96,000
UCB	680279	ASSOC DIRECTOR-EXMPT PROF		\$ 100,449	\$ -	\$ 100,449
UCB	680387	PROFESSOR		\$ -	\$ 100,000	\$ 100,000
UCB	680923	DIRECTOR-INSTITUTE		\$ -	\$ 149,528	\$ 149,528
UCB	681033	DIRECTOR-FACULTY		\$ -	\$ 155,000	\$ 155,000
UCB	681085	EXECUTIVE DIRECTOR		\$ 149,500	\$ -	\$ 149,500
UCB	681237	INSTRUCTOR		\$ -	\$ 111,563	\$ 111,563
UCB	681304	PROFESSIONAL RESEARCH ASST		\$ 103,008	\$ -	\$ 103,008
UCB	681309	ASSOC DIRECTOR-EXMPT PROF		\$ -	\$ 102,498	\$ 102,498
UCB	681729	PROFESSOR		\$ -	\$ 104,500	\$ 104,500
UCB	681774	ASSOCIATE PROFESSOR		\$ -	\$ 112,500	\$ 112,500
UCB	681783	ASSOCIATE PROFESSOR		\$ -	\$ 126,000	\$ 126,000
UCB	681800	PROFESSOR		\$ -	\$ 300,000	\$ 300,000
UCB	681801	ASST PROFESSOR		\$ -	\$ 128,000	\$ 128,000
UCB	681900	RESEARCH ASSOCIATE		\$ 96,285	\$ -	\$ 96,285
UCB	682509	PROFESSOR		\$ -	\$ 155,580	\$ 155,580
UCB	682517	MANAGER		\$ -	\$ 105,053	\$ 105,053
UCB	682600	RESEARCH ASSOCIATE		\$ -	\$ 114,480	\$ 114,480
UCB	682787	PROFESSOR		\$ -	\$ 100,724	\$ 100,724
UCB	682809	ASSOCIATE PROFESSOR		\$ -	\$ 117,900	\$ 117,900
UCB	682862	RESEARCH ASSOCIATE		\$ 100,667	\$ -	\$ 100,667
UCB	682877	ASSOCIATE PROFESSOR		\$ -	\$ 102,042	\$ 102,042
UCB	682895	PROFESSOR		\$ 41,250	\$ 123,750	\$ 165,000
UCB	683178	RESEARCH ASSOCIATE		\$ 121,095	\$ -	\$ 121,095
UCB	683214	ASSOC DIRECTOR-EXMPT PROF		\$ 108,050	\$ -	\$ 108,050
UCB	683455	DIRECTOR-EXMPT PROF		\$ -	\$ 112,000	\$ 112,000
UCB	683456	DIRECTOR-EXMPT PROF		\$ 102,000	\$ -	\$ 102,000
UCB	683457	DIRECTOR-EXMPT PROF		\$ -	\$ 120,000	\$ 120,000
UCB	683484	ASST PROFESSOR		\$ -	\$ 135,000	\$ 135,000
UCB	683494	PROFESSOR		\$ -	\$ 105,000	\$ 105,000
UCB	683500	PROFESSOR		\$ -	\$ 128,949	\$ 128,949
UCB	683654	ASST PROFESSOR		\$ -	\$ 108,899	\$ 108,899
UCB	683825	PROFESSOR-RESEARCH		\$ 129,429	\$ -	\$ 129,429
UCB	683837	PROFESSOR-RESEARCH		\$ 151,790	\$ -	\$ 151,790
UCB	684103	SENIOR INSTRUCTOR		\$ -	\$ 103,333	\$ 103,333
UCB	684318	PROFESSOR		\$ -	\$ 104,000	\$ 104,000
UCB	684398	RESEARCH ASSOCIATE		\$ 124,800	\$ -	\$ 124,800
UCB	684575	ASSOCIATE PROFESSOR		\$ -	\$ 112,500	\$ 112,500
UCB	684922	ADMINISTRATOR		\$ -	\$ 112,000	\$ 112,000
UCB	685763	RESEARCH ASSOCIATE		\$ 96,120	\$ -	\$ 96,120
UCB	685766	RESEARCH ASSOCIATE		\$ 102,060	\$ -	\$ 102,060
UCB	685984	PROFESSIONAL RESEARCH ASST		\$ 112,615	\$ -	\$ 112,615
UCB	686028	PROFESSOR		\$ -	\$ 120,000	\$ 120,000

**University of Colorado Boulder  
Personnel Roster above \$95K  
September 2009**

CAMPUS	JOB POSITION NUMBER	TITLE	NON-STATE FUNDING	STATE FUNDING	TOTAL
UCB	686032	PROFESSOR	\$ -	\$ 145,000	\$ 145,000
UCB	686035	PROFESSOR	\$ -	\$ 100,000	\$ 100,000
UCB	686314	PROFESSIONAL RESEARCH ASST	\$ 112,000	\$ -	\$ 112,000
UCB	686328	PROFESSOR	\$ -	\$ 130,000	\$ 130,000
UCB	686344	SR RESEARCH ASSOCIATE	\$ 118,000	\$ -	\$ 118,000
UCB	686664	ASSOCIATE PROFESSOR	\$ -	\$ 115,000	\$ 115,000
UCB	686762	ASST PROFESSOR	\$ -	\$ 160,000	\$ 160,000
UCB	686763	ASST PROFESSOR	\$ -	\$ 175,000	\$ 175,000
UCB	686764	ASST PROFESSOR	\$ -	\$ 180,000	\$ 180,000
UCB	686898	DIRECTOR-EXMPT PROF	\$ -	\$ 108,104	\$ 108,104
UCB	686998	RESEARCH ASSOCIATE	\$ 120,495	\$ -	\$ 120,495
UCB	687514	PROFESSIONAL RESEARCH ASST	\$ 98,000	\$ -	\$ 98,000
UCB	687575	PROFESSOR	\$ -	\$ 112,000	\$ 112,000
UCB	687612	PROFESSIONAL RESEARCH ASST	\$ 100,000	\$ -	\$ 100,000
UCB	687772	RESEARCH ASSOCIATE	\$ 96,000	\$ -	\$ 96,000
UCB	688089	ASST PROFESSOR	\$ -	\$ 130,000	\$ 130,000
UCB	688104	RESEARCH ASSOCIATE	\$ 105,000	\$ -	\$ 105,000
UCB	688696	PROFESSIONAL RESEARCH ASST	\$ 115,000	\$ -	\$ 115,000
UCB	688814	PROFESSIONAL RESEARCH ASST	\$ 101,000	\$ -	\$ 101,000
UCB	688927	PROFESSIONAL RESEARCH ASST	\$ 110,000	\$ -	\$ 110,000
UCB	688929	PROFESSIONAL RESEARCH ASST	\$ 103,000	\$ -	\$ 103,000
UCB	689099	PROFESSIONAL RESEARCH ASST	\$ 100,001	\$ -	\$ 100,001
UCB	689108	EXECUTIVE DIRECTOR	\$ -	\$ 115,000	\$ 115,000
UCB	689201	ASSOCIATE PROFESSOR	\$ -	\$ 115,000	\$ 115,000
UCB	689202	ASSOCIATE PROFESSOR	\$ -	\$ 115,000	\$ 115,000
UCB	689237	PROFESSIONAL RESEARCH ASST	\$ 100,000	\$ -	\$ 100,000
UCB	689371	PROFESSIONAL RESEARCH ASST	\$ 102,000	\$ -	\$ 102,000
UCB	689372	PROFESSIONAL RESEARCH ASST	\$ 105,000	\$ -	\$ 105,000
UCB	689437	PROFESSIONAL RESEARCH ASST	\$ 100,000	\$ -	\$ 100,000
UCB	690013	PROFESSIONAL RESEARCH ASST	\$ 102,000	\$ -	\$ 102,000
UCB	690279	PROFESSIONAL RESEARCH ASST	\$ 100,000	\$ -	\$ 100,000
UCB	691860	DIRECTOR-EXMPT PROF	\$ 100,000	\$ -	\$ 100,000

**University of Colorado Colorado Springs  
Personnel Roster above \$95K  
September 2009**

CAMPUS	JOB POSITION		NON-STATE FUNDING	STATE FUNDING	TOTAL
	NUMBER	TITLE			
UCCS	400276	IT PROFESSIONAL IV	\$ -	\$ 96,060	\$ 96,060
UCCS	400302	ELECTRONIC ENGINEER II	\$ -	\$ 97,176	\$ 97,176
UCCS	400315	IT PROFESSIONAL IV	\$ -	\$ 99,180	\$ 99,180
UCCS	410101	CHANCELLOR	\$ -	\$ 248,783	\$ 248,783
UCCS	410501	DIRECTOR-EXMPT PROF	\$ -	\$ 103,121	\$ 103,121
UCCS	410502	CONTROLLER	\$ -	\$ 96,605	\$ 96,605
UCCS	410701	VICE CHANCELLOR	\$ -	\$ 158,319	\$ 158,319
UCCS	411101	VICE CHANCELLOR	\$ -	\$ 215,780	\$ 215,780
UCCS	411102	DIRECTOR-EXMPT PROF	\$ -	\$ 116,000	\$ 116,000
UCCS	411103	DIRECTOR-EXMPT PROF	\$ -	\$ 123,662	\$ 123,662
UCCS	411107	ASSOC VICE CHANCELLOR	\$ 19,504	\$ 110,521	\$ 130,025
UCCS	412301	DIRECTOR-EXMPT PROF	\$ 69,659	\$ 30,772	\$ 100,431
UCCS	413301	DIRECTOR-EXMPT PROF	\$ -	\$ 105,553	\$ 105,553
UCCS	413502	DIRECTOR-EXMPT PROF	\$ -	\$ 117,585	\$ 117,585
UCCS	417303	PHYSICIAN	\$ 103,503	\$ -	\$ 103,503
UCCS	419105	DIRECTOR-EXMPT PROF	\$ -	\$ 101,675	\$ 101,675
UCCS	420101	EXEC VICE CHANCELLOR & PROVOST	\$ -	\$ 183,000	\$ 183,000
UCCS	420108	ASSOC VICE CHANCELLOR	\$ -	\$ 110,000	\$ 110,000
UCCS	420109	ASSOC VICE CHANCELLOR	\$ -	\$ 114,157	\$ 114,157
UCCS	420118	EXECUTIVE DIRECTOR	\$ 140,000	\$ -	\$ 140,000
UCCS	421101	EXECUTIVE DIRECTOR	\$ 13,134	\$ 118,202	\$ 131,335
UCCS	422101	DEAN-EXMPT PROF	\$ -	\$ 125,000	\$ 125,000
UCCS	423501	DIRECTOR-EXMPT PROF	\$ 67,910	\$ 45,274	\$ 113,184
UCCS	423502	ASSOC PROFESSOR-RESEARCH	\$ 104,657	\$ -	\$ 104,657
UCCS	430301	PROFESSOR	\$ -	\$ 112,951	\$ 112,951
UCCS	440101	DEAN-EXMPT PROF	\$ -	\$ 133,000	\$ 133,000
UCCS	440318	ASST PROFESSOR	\$ -	\$ 95,960	\$ 95,960
UCCS	450101	DEAN-EXMPT PROF	\$ -	\$ 185,012	\$ 185,012
UCCS	450302	ASST PROFESSOR	\$ -	\$ 108,000	\$ 108,000
UCCS	450303	ASST PROFESSOR	\$ -	\$ 105,117	\$ 105,117
UCCS	450305	ASSOCIATE PROFESSOR	\$ -	\$ 120,981	\$ 120,981
UCCS	450306	PROFESSOR	\$ -	\$ 113,057	\$ 113,057
UCCS	450307	PROFESSOR	\$ -	\$ 112,681	\$ 112,681
UCCS	450310	ASSOCIATE PROFESSOR	\$ 100,000	\$ 60,000	\$ 160,000
UCCS	450313	ASST PROFESSOR	\$ -	\$ 106,667	\$ 106,667
UCCS	450314	ASST PROFESSOR	\$ -	\$ 108,000	\$ 108,000
UCCS	450501	PROFESSOR	\$ 31,581	\$ 136,459	\$ 168,040
UCCS	450505	PROFESSOR	\$ -	\$ 112,607	\$ 112,607
UCCS	450506	ASSOCIATE PROFESSOR	\$ -	\$ 106,279	\$ 106,279
UCCS	450508	PROFESSOR	\$ -	\$ 127,561	\$ 127,561
UCCS	450510	ASSOCIATE PROFESSOR	\$ -	\$ 109,232	\$ 109,232
UCCS	450702	PROFESSOR	\$ -	\$ 123,360	\$ 123,360
UCCS	450703	PROFESSOR	\$ -	\$ 116,288	\$ 116,288
UCCS	450706	PROFESSOR	\$ -	\$ 111,741	\$ 111,741
UCCS	450708	PROFESSOR	\$ 8,737	\$ 100,476	\$ 109,213
UCCS	450710	ASSOCIATE PROFESSOR	\$ 7,680	\$ 88,320	\$ 96,000
UCCS	450901	PROFESSOR	\$ -	\$ 110,260	\$ 110,260
UCCS	450903	PROFESSOR	\$ -	\$ 110,766	\$ 110,766
UCCS	450904	PROFESSOR	\$ -	\$ 117,514	\$ 117,514
UCCS	460101	DEAN-EXMPT PROF	\$ -	\$ 132,394	\$ 132,394
UCCS	461300	DIRECTOR-EXMPT PROF	\$ 124,198	\$ -	\$ 124,198
UCCS	470101	DEAN-EXMPT PROF	\$ -	\$ 179,000	\$ 179,000
UCCS	470301	PROFESSOR	\$ -	\$ 101,660	\$ 101,660
UCCS	470306	PROFESSOR	\$ -	\$ 100,714	\$ 100,714
UCCS	470307	PROFESSOR	\$ -	\$ 97,575	\$ 97,575
UCCS	470309	ASSOCIATE PROFESSOR	\$ -	\$ 95,065	\$ 95,065
UCCS	470311	PROFESSOR	\$ 92,711	\$ 56,903	\$ 149,614
UCCS	470315	PROFESSOR	\$ -	\$ 100,985	\$ 100,985
UCCS	470507	PROFESSOR	\$ 140,000	\$ -	\$ 140,000
UCCS	470509	PROFESSOR	\$ -	\$ 100,033	\$ 100,033
UCCS	470510	PROFESSOR	\$ -	\$ 103,491	\$ 103,491
UCCS	471513	PROFESSOR	\$ 90,742	\$ 52,406	\$ 143,148
UCCS	480101	DEAN-EXMPT PROF	\$ -	\$ 169,530	\$ 169,530
UCCS	480704	PROFESSOR	\$ -	\$ 101,076	\$ 101,076
UCCS	481101	PROFESSOR	\$ -	\$ 109,945	\$ 109,945
UCCS	481308	PROFESSOR	\$ -	\$ 104,496	\$ 104,496
UCCS	482701	PROFESSOR	\$ -	\$ 102,156	\$ 102,156
UCCS	483303	PROFESSOR	\$ 10,680	\$ 96,124	\$ 106,804
UCCS	483506	PROFESSOR	\$ -	\$ 105,834	\$ 105,834

**University of Colorado Colorado Springs  
Personnel Roster above \$95K  
September 2009**

<b>CAMPUS</b>	<b>JOB POSITION NUMBER</b>	<b>TITLE</b>	<b>NON-STATE FUNDING</b>	<b>STATE FUNDING</b>	<b>TOTAL</b>
UCCS	483701	PROFESSOR	\$ -	\$ 97,476	\$ 97,476

**University of Colorado Denver  
Personnel Roster above \$95K  
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CAMPUS	JOB POSITION		NON-STATE		STATE	TOTAL
	NUMBER	TITLE	FUNDING	FUNDING	FUNDING	
UCD	606032	CHANCELLOR	\$ -	\$ -	\$ 444,710	\$ 444,710
UCD	603069	VICE CHANCELLOR	\$ -	\$ -	\$ 437,533	\$ 437,533
UCD	350831	VICE CHANCELLOR	\$ -	\$ -	\$ 312,304	\$ 312,304
UCD	602120	VICE CHANCELLOR	\$ -	\$ -	\$ 297,112	\$ 297,112
UCD	640750	VICE CHANCELLOR	\$ 29,694	\$ -	\$ 295,186	\$ 324,880
UCD	667390	DEAN-EXMPT PROF	\$ -	\$ -	\$ 259,732	\$ 259,732
UCD	604798	VICE CHANCELLOR	\$ -	\$ -	\$ 255,103	\$ 255,103
UCD	616013	PROFESSOR	\$ 91,475	\$ -	\$ 238,675	\$ 330,150
UCD	628575	PROFESSOR	\$ -	\$ -	\$ 233,914	\$ 233,914
UCD	350380	DEAN-EXMPT PROF	\$ 5,001	\$ -	\$ 230,453	\$ 235,454
UCD	604827	DEAN-EXMPT PROF	\$ 14,387	\$ -	\$ 225,395	\$ 239,782
UCD	600552	PROFESSOR	\$ -	\$ -	\$ 222,303	\$ 222,303
UCD	350010	DEAN-EXMPT PROF	\$ -	\$ -	\$ 215,000	\$ 215,000
UCD	666274	PROFESSOR	\$ 447,317	\$ -	\$ 202,683	\$ 650,000
UCD	604323	DEAN-EXMPT PROF	\$ -	\$ -	\$ 201,774	\$ 201,774
UCD	604040	DEAN-EXMPT PROF	\$ -	\$ -	\$ 201,429	\$ 201,429
UCD	350945	ASSOC VICE CHANCELLOR	\$ -	\$ -	\$ 200,000	\$ 200,000
UCD	681769	CLIN ASSOC PROFESSOR (C/T) HSC	\$ -	\$ -	\$ 200,000	\$ 200,000
UCD	604111	PROFESSOR	\$ -	\$ -	\$ 199,726	\$ 199,726
UCD	350311	VICE CHANCELLOR	\$ -	\$ -	\$ 197,000	\$ 197,000
UCD	604237	PROFESSOR	\$ 119,132	\$ -	\$ 191,788	\$ 310,921
UCD	645169	ASSOC DEAN-EXMPT PROF	\$ -	\$ -	\$ 190,000	\$ 190,000
UCD	653019	PROFESSOR	\$ -	\$ -	\$ 190,000	\$ 190,000
UCD	674408	PROFESSOR	\$ -	\$ -	\$ 189,900	\$ 189,900
UCD	350048	DEAN-EXMPT PROF	\$ -	\$ -	\$ 187,696	\$ 187,696
UCD	652357	ASSOC DEAN-EXMPT PROF	\$ -	\$ -	\$ 179,213	\$ 179,213
UCD	616731	ASSOC VICE CHANCELLOR	\$ -	\$ -	\$ 178,542	\$ 178,542
UCD	350462	PROFESSOR	\$ -	\$ -	\$ 176,729	\$ 176,729
UCD	611800	DEAN-EXMPT PROF	\$ -	\$ -	\$ 175,000	\$ 175,000
UCD	629292	PROFESSOR	\$ 78,700	\$ -	\$ 171,300	\$ 250,000
UCD	668671	ASST PROFESSOR	\$ -	\$ -	\$ 171,029	\$ 171,029
UCD	350018	DEAN-EXMPT PROF	\$ -	\$ -	\$ 170,233	\$ 170,233
UCD	687040	DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 170,000	\$ 170,000
UCD	604525	ASSOC VICE CHANCELLOR	\$ -	\$ -	\$ 168,111	\$ 168,111
UCD	350743	ASSOC VICE CHANCELLOR	\$ -	\$ -	\$ 166,915	\$ 166,915
UCD	672933	ASST VICE CHANCELLOR	\$ -	\$ -	\$ 166,005	\$ 166,005
UCD	605068	ASSOCIATE PROFESSOR	\$ 25,260	\$ -	\$ 165,467	\$ 190,727
UCD	350014	DEAN-EXMPT PROF	\$ -	\$ -	\$ 165,000	\$ 165,000
UCD	627587	PROFESSOR	\$ -	\$ -	\$ 164,944	\$ 164,944
UCD	614990	ASSOC VICE CHANCELLOR	\$ -	\$ -	\$ 164,866	\$ 164,866
UCD	603551	ASST VICE CHANCELLOR	\$ -	\$ -	\$ 164,373	\$ 164,373
UCD	651636	ASSOC DEAN-EXMPT PROF	\$ -	\$ -	\$ 163,480	\$ 163,480
UCD	669032	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 162,000	\$ 162,000
UCD	350293	PROFESSOR	\$ -	\$ -	\$ 159,166	\$ 159,166
UCD	653961	PROFESSOR	\$ 169,764	\$ -	\$ 158,600	\$ 328,364
UCD	350724	DEAN-EXMPT PROF	\$ -	\$ -	\$ 158,000	\$ 158,000
UCD	613411	PROFESSOR	\$ 41,863	\$ -	\$ 157,484	\$ 199,347
UCD	674705	SCHOLAR IN RESIDENCE	\$ -	\$ -	\$ 157,382	\$ 157,382
UCD	611517	ASST VICE CHANCELLOR	\$ -	\$ -	\$ 157,000	\$ 157,000
UCD	602255	PROFESSOR	\$ -	\$ -	\$ 156,007	\$ 156,007
UCD	675322	ASSOC VICE CHANCELLOR	\$ -	\$ -	\$ 155,925	\$ 155,925
UCD	601813	PROFESSOR	\$ 69,781	\$ -	\$ 155,319	\$ 225,100
UCD	618739	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 155,169	\$ 155,169
UCD	607042	PROFESSOR	\$ 96,925	\$ -	\$ 154,827	\$ 251,752
UCD	654571	PROFESSOR	\$ 121,155	\$ -	\$ 154,197	\$ 275,352
UCD	627098	DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 153,351	\$ 153,351
UCD	642956	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 152,268	\$ 152,268
UCD	689014	PROFESSOR	\$ 100,000	\$ -	\$ 150,000	\$ 250,000
UCD	615320	PROFESSOR-CLINICAL	\$ -	\$ -	\$ 149,593	\$ 149,593
UCD	678754	CLIN ASSOC PROFESSOR (C/T) HSC	\$ 63,725	\$ -	\$ 148,691	\$ 212,415
UCD	607248	PROFESSOR	\$ -	\$ -	\$ 148,500	\$ 148,500
UCD	604903	ASSOC VICE CHANCELLOR	\$ -	\$ -	\$ 147,700	\$ 147,700
UCD	625281	DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 147,000	\$ 147,000
UCD	608057	PROFESSOR	\$ 140,063	\$ -	\$ 146,270	\$ 286,333
UCD	630675	PROFESSOR	\$ -	\$ -	\$ 145,833	\$ 145,833
UCD	350509	PROFESSOR	\$ -	\$ -	\$ 143,307	\$ 143,307
UCD	607677	PROFESSOR	\$ 67,277	\$ -	\$ 142,963	\$ 210,240
UCD	629599	PROFESSOR	\$ -	\$ -	\$ 142,620	\$ 142,620
UCD	350397	PROFESSOR	\$ -	\$ -	\$ 142,279	\$ 142,279

**University of Colorado Denver  
Personnel Roster above \$95K  
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CAMPUS	JOB POSITION NUMBER	TITLE	NON-STATE FUNDING	STATE FUNDING	TOTAL
UCD	650974	ASSOCIATE PROFESSOR	\$ -	\$ 142,250	\$ 142,250
UCD	609854	ASSOCIATE PROFESSOR	\$ 28,284	\$ 141,771	\$ 170,055
UCD	653883	DEAN-EXMPT PROF	\$ 98,229	\$ 141,004	\$ 239,234
UCD	628133	DIRECTOR-EXMPT PROF	\$ -	\$ 140,862	\$ 140,862
UCD	350722	ASSOC VICE CHANCELLOR	\$ -	\$ 140,226	\$ 140,226
UCD	654188	PROFESSOR	\$ 321,052	\$ 139,998	\$ 461,050
UCD	669697	PROFESSOR	\$ 46,656	\$ 139,969	\$ 186,625
UCD	350590	PROFESSOR-RESEARCH	\$ -	\$ 138,667	\$ 138,667
UCD	627040	PROFESSOR	\$ 13,680	\$ 138,320	\$ 152,000
UCD	350035	PROFESSOR	\$ -	\$ 138,000	\$ 138,000
UCD	350213	PROFESSOR	\$ -	\$ 137,203	\$ 137,203
UCD	654156	PROFESSOR	\$ 149,209	\$ 136,999	\$ 286,208
UCD	630495	PROFESSOR	\$ 106,557	\$ 136,613	\$ 243,170
UCD	615073	PROFESSOR	\$ 264,000	\$ 136,000	\$ 400,000
UCD	679701	ASST VICE CHANCELLOR	\$ -	\$ 135,700	\$ 135,700
UCD	350263	ASSOCIATE PROFESSOR	\$ -	\$ 135,446	\$ 135,446
UCD	605828	PROFESSOR	\$ -	\$ 135,198	\$ 135,198
UCD	350020	DIRECTOR-EXMPT PROF	\$ -	\$ 135,000	\$ 135,000
UCD	687620	ASST VICE CHANCELLOR	\$ -	\$ 135,000	\$ 135,000
UCD	637456	ASSOC PROFESSOR-RESEARCH	\$ 5,250	\$ 134,750	\$ 140,000
UCD	350075	ASST VICE CHANCELLOR	\$ -	\$ 134,551	\$ 134,551
UCD	605055	DIRECTOR-EXMPT PROF	\$ -	\$ 134,400	\$ 134,400
UCD	670465	ASSOCIATE PROFESSOR	\$ -	\$ 133,390	\$ 133,390
UCD	629630	ASSOC PROFESSOR-CLINICAL	\$ -	\$ 133,333	\$ 133,333
UCD	677281	PROFESSOR	\$ 151,706	\$ 133,295	\$ 285,000
UCD	610174	DIRECTOR-EXMPT PROF	\$ -	\$ 133,043	\$ 133,043
UCD	677152	PROFESSOR	\$ -	\$ 132,877	\$ 132,877
UCD	615886	PROFESSOR	\$ 8,481	\$ 132,866	\$ 141,347
UCD	350619	PROFESSOR	\$ -	\$ 132,628	\$ 132,628
UCD	629420	PROFESSOR	\$ -	\$ 132,571	\$ 132,571
UCD	631083	ASST VICE CHANCELLOR	\$ 33,000	\$ 132,000	\$ 165,000
UCD	350372	ASSOCIATE PROFESSOR	\$ -	\$ 131,775	\$ 131,775
UCD	350469	ASSOCIATE PROFESSOR	\$ -	\$ 131,409	\$ 131,409
UCD	350118	PROFESSOR	\$ 16,420	\$ 131,365	\$ 147,785
UCD	608464	PROFESSOR	\$ 18,750	\$ 131,250	\$ 150,000
UCD	350501	PROFESSOR	\$ -	\$ 131,140	\$ 131,140
UCD	623412	DIRECTOR-EXMPT PROF	\$ -	\$ 131,025	\$ 131,025
UCD	665588	ADMINISTRATOR	\$ -	\$ 130,540	\$ 130,540
UCD	350812	ASSOCIATE PROFESSOR	\$ -	\$ 130,429	\$ 130,429
UCD	350894	ASST VICE CHANCELLOR	\$ -	\$ 130,346	\$ 130,346
UCD	350544	PROFESSOR	\$ -	\$ 130,282	\$ 130,282
UCD	350180	PROFESSOR	\$ -	\$ 130,185	\$ 130,185
UCD	611716	PROFESSOR	\$ 126,327	\$ 130,174	\$ 256,501
UCD	350546	PROFESSOR	\$ -	\$ 129,140	\$ 129,140
UCD	620915	CHIEF PLANNING OFFICER	\$ -	\$ 129,044	\$ 129,044
UCD	607025	ADMINISTRATOR	\$ -	\$ 128,730	\$ 128,730
UCD	350297	PROFESSOR	\$ -	\$ 128,558	\$ 128,558
UCD	350545	PROFESSOR	\$ -	\$ 127,853	\$ 127,853
UCD	642109	ASST PROFESSOR	\$ -	\$ 127,500	\$ 127,500
UCD	686318	ADMINISTRATOR	\$ -	\$ 127,423	\$ 127,423
UCD	350479	ASSOCIATE PROFESSOR	\$ -	\$ 127,220	\$ 127,220
UCD	602305	PROFESSOR	\$ 22,330	\$ 126,536	\$ 148,866
UCD	620486	PROFESSOR	\$ 98,478	\$ 126,522	\$ 225,000
UCD	637276	ASST DIRECTOR-EXMPT PROF	\$ -	\$ 126,433	\$ 126,433
UCD	607083	PROFESSOR	\$ 22,181	\$ 125,694	\$ 147,875
UCD	641307	PROFESSOR	\$ 157,342	\$ 125,658	\$ 283,000
UCD	608008	PROFESSOR	\$ 206,141	\$ 125,649	\$ 331,790
UCD	621552	DIRECTOR-EXMPT PROF	\$ -	\$ 125,000	\$ 125,000
UCD	654628	CONTROLLER	\$ -	\$ 124,984	\$ 124,984
UCD	350796	PROFESSOR	\$ -	\$ 124,484	\$ 124,484
UCD	604021	DIRECTOR-EXMPT PROF	\$ -	\$ 124,000	\$ 124,000
UCD	676567	CLIN ASST PROFESSOR (C/T) HSC	\$ -	\$ 123,617	\$ 123,617
UCD	350495	PROFESSOR	\$ -	\$ 123,490	\$ 123,490
UCD	605667	PROFESSOR	\$ 265,288	\$ 123,355	\$ 388,643
UCD	604732	ASSOCIATE PROFESSOR	\$ 41,110	\$ 123,330	\$ 164,440
UCD	602174	PROFESSOR-CLINICAL	\$ 17,610	\$ 123,270	\$ 140,880
UCD	350313	PROFESSOR	\$ -	\$ 122,600	\$ 122,600
UCD	350467	ASSOCIATE PROFESSOR	\$ -	\$ 122,414	\$ 122,414
UCD	633743	PROFESSOR-CLINICAL	\$ 16,618	\$ 121,862	\$ 138,480
UCD	610768	ASSOC PROFESSOR-CLINICAL	\$ 3,960	\$ 121,750	\$ 125,710



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CAMPUS	JOB POSITION NUMBER	TITLE	NON-STATE FUNDING	STATE FUNDING	TOTAL
UCD	350298	ASSOCIATE PROFESSOR	\$ -	\$ 121,692	\$ 121,692
UCD	609041	DIRECTOR-EXMPT PROF	\$ -	\$ 121,600	\$ 121,600
UCD	350296	PROFESSOR	\$ -	\$ 121,422	\$ 121,422
UCD	350399	PROFESSOR	\$ -	\$ 121,208	\$ 121,208
UCD	675338	ASST PROFESSOR	\$ -	\$ 121,112	\$ 121,112
UCD	350302	PROFESSOR	\$ -	\$ 121,030	\$ 121,030
UCD	350581	ASST VICE CHANCELLOR	\$ -	\$ 121,028	\$ 121,028
UCD	686934	ASST PROFESSOR	\$ -	\$ 120,498	\$ 120,498
UCD	614641	ASSOCIATE PROFESSOR	\$ -	\$ 120,082	\$ 120,082
UCD	640004	ASST PROFESSOR-CLINICAL	\$ -	\$ 120,000	\$ 120,000
UCD	683605	PROFESSOR	\$ 360,000	\$ 120,000	\$ 480,000
UCD	684359	DIRECTOR-EXMPT PROF	\$ -	\$ 120,000	\$ 120,000
UCD	687361	ASST DEAN-EXMPT PROF	\$ -	\$ 120,000	\$ 120,000
UCD	351473	PROFESSOR	\$ -	\$ 119,865	\$ 119,865
UCD	677812	ASSOCIATE PROFESSOR	\$ -	\$ 119,845	\$ 119,845
UCD	626956	PROFESSOR	\$ 21,137	\$ 119,774	\$ 140,910
UCD	350773	DIRECTOR-EXMPT PROF	\$ -	\$ 119,070	\$ 119,070
UCD	350506	ASSOCIATE PROFESSOR	\$ -	\$ 118,363	\$ 118,363
UCD	350184	PROFESSOR	\$ -	\$ 118,225	\$ 118,225
UCD	673022	CLIN ASST PROFESSOR (C/T) HSC	\$ -	\$ 117,960	\$ 117,960
UCD	609899	ADMINISTRATOR	\$ -	\$ 117,620	\$ 117,620
UCD	637652	ASSOCIATE PROFESSOR	\$ -	\$ 117,010	\$ 117,010
UCD	602096	PROFESSOR	\$ 45,447	\$ 116,863	\$ 162,310
UCD	350520	ASSOCIATE PROFESSOR	\$ -	\$ 116,836	\$ 116,836
UCD	350794	ASSOCIATE PROFESSOR	\$ -	\$ 116,684	\$ 116,684
UCD	350015	PROFESSOR	\$ -	\$ 116,632	\$ 116,632
UCD	350615	PROFESSOR	\$ -	\$ 116,005	\$ 116,005
UCD	350487	PROFESSOR	\$ -	\$ 115,462	\$ 115,462
UCD	350550	ASST PROFESSOR	\$ -	\$ 115,212	\$ 115,212
UCD	600739	PROFESSOR	\$ 159,831	\$ 115,171	\$ 275,002
UCD	629641	ASST PROFESSOR	\$ -	\$ 115,167	\$ 115,167
UCD	350196	PROFESSOR	\$ -	\$ 115,137	\$ 115,137
UCD	628152	ASSOCIATE PROFESSOR	\$ 47,750	\$ 114,741	\$ 162,491
UCD	623736	ASSOCIATE PROFESSOR	\$ -	\$ 114,360	\$ 114,360
UCD	350639	PROFESSOR	\$ -	\$ 114,070	\$ 114,070
UCD	350077	PROFESSOR	\$ -	\$ 113,497	\$ 113,497
UCD	217351	IT PROFESSIONAL V	\$ -	\$ 113,448	\$ 113,448
UCD	350998	ASST PROFESSOR	\$ -	\$ 113,018	\$ 113,018
UCD	610948	ASSOCIATE PROFESSOR	\$ -	\$ 112,678	\$ 112,678
UCD	603029	PROFESSOR	\$ 167,353	\$ 112,647	\$ 280,000
UCD	350352	ASSOCIATE PROFESSOR	\$ -	\$ 112,515	\$ 112,515
UCD	691817	DIRECTOR-EXMPT PROF	\$ -	\$ 112,500	\$ 112,500
UCD	649561	ASST PROFESSOR	\$ 28,120	\$ 112,480	\$ 140,600
UCD	611072	PROFESSOR	\$ 14,247	\$ 112,394	\$ 126,641
UCD	677940	DIRECTOR-EXMPT PROF	\$ -	\$ 112,100	\$ 112,100
UCD	642929	DIRECTOR-EXMPT PROF	\$ -	\$ 112,046	\$ 112,046
UCD	691384	ASST DEAN-EXMPT PROF	\$ -	\$ 112,000	\$ 112,000
UCD	628081	ASSOC PROFESSOR-CLINICAL	\$ 7,093	\$ 111,127	\$ 118,220
UCD	629198	ADMINISTRATOR	\$ -	\$ 110,590	\$ 110,590
UCD	600202	ADMINISTRATOR	\$ -	\$ 110,000	\$ 110,000
UCD	613795	DIRECTOR-EXMPT PROF	\$ 5,786	\$ 109,925	\$ 115,710
UCD	350895	PROFESSOR	\$ -	\$ 109,718	\$ 109,718
UCD	634789	PROFESSOR	\$ 100,479	\$ 108,853	\$ 209,332
UCD	350178	ASSOCIATE PROFESSOR	\$ -	\$ 108,631	\$ 108,631
UCD	350458	PROFESSOR	\$ -	\$ 108,564	\$ 108,564
UCD	635631	PROFESSOR	\$ -	\$ 108,521	\$ 108,521
UCD	350955	PROFESSOR	\$ -	\$ 108,424	\$ 108,424
UCD	212148	IT PROFESSIONAL V	\$ -	\$ 108,360	\$ 108,360
UCD	350188	PROFESSOR	\$ -	\$ 108,340	\$ 108,340
UCD	623321	ASSOCIATE PROFESSOR	\$ -	\$ 108,148	\$ 108,148
UCD	350502	ASSOCIATE PROFESSOR	\$ -	\$ 108,068	\$ 108,068
UCD	605673	PROFESSOR	\$ -	\$ 107,940	\$ 107,940
UCD	611227	PROFESSOR	\$ -	\$ 107,734	\$ 107,734
UCD	602093	ASSOCIATE PROFESSOR	\$ 53,053	\$ 107,714	\$ 160,767
UCD	612536	DIRECTOR-EXMPT PROF	\$ -	\$ 107,544	\$ 107,544
UCD	350817	ASSOCIATE PROFESSOR	\$ -	\$ 107,372	\$ 107,372
UCD	350162	PROFESSOR	\$ -	\$ 107,185	\$ 107,185
UCD	218245	IT PROFESSIONAL V	\$ -	\$ 107,148	\$ 107,148
UCD	674710	PROFESSOR	\$ 321,360	\$ 107,120	\$ 428,480
UCD	608798	ASSOCIATE PROFESSOR	\$ -	\$ 107,062	\$ 107,062

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CAMPUS	JOB POSITION		NON-STATE		STATE	TOTAL
	NUMBER	TITLE	FUNDING	FUNDING	FUNDING	
UCD	634641	DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 106,838	\$ 106,838
UCD	300527	DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 106,236	\$ 106,236
UCD	350540	PROFESSOR	\$ -	\$ -	\$ 106,211	\$ 106,211
UCD	638552	ASSOC PROFESSOR-CLINICAL	\$ -	\$ -	\$ 106,140	\$ 106,140
UCD	618352	SENIOR INSTRUCTOR	\$ -	\$ -	\$ 105,761	\$ 105,761
UCD	669245	ASSOC DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 105,577	\$ 105,577
UCD	674477	ASST DEAN-EXMPT PROF	\$ -	\$ -	\$ 105,525	\$ 105,525
UCD	684003	ASST VICE CHANCELLOR	\$ -	\$ -	\$ 105,000	\$ 105,000
UCD	685028	INSTRUCTOR	\$ -	\$ -	\$ 105,000	\$ 105,000
UCD	620589	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 105,000	\$ 105,000
UCD	628336	ASSISTANT TO	\$ -	\$ -	\$ 104,800	\$ 104,800
UCD	669791	DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 104,799	\$ 104,799
UCD	673004	CLIN ASSOC PROFESSOR (C/T) HSC	\$ -	\$ -	\$ 104,795	\$ 104,795
UCD	212967	ENVIR PROTECT SPC IV-HLTH PHYS	\$ -	\$ -	\$ 104,784	\$ 104,784
UCD	621122	PROFESSOR	\$ -	\$ -	\$ 103,934	\$ 103,934
UCD	350496	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 103,855	\$ 103,855
UCD	628522	DIRECTOR-EXMPT PROF	\$ 11,516	\$ -	\$ 103,646	\$ 115,162
UCD	216643	MANAGER	\$ -	\$ -	\$ 103,228	\$ 103,228
UCD	608171	PROFESSOR	\$ 133,066	\$ -	\$ 103,101	\$ 236,167
UCD	614791	ADMINISTRATOR	\$ -	\$ -	\$ 102,838	\$ 102,838
UCD	627694	PROFESSOR	\$ 36,102	\$ -	\$ 102,750	\$ 138,852
UCD	350851	PROFESSOR	\$ -	\$ -	\$ 102,672	\$ 102,672
UCD	641817	ASST DEAN-EXMPT PROF	\$ -	\$ -	\$ 102,622	\$ 102,622
UCD	350537	PROFESSOR	\$ -	\$ -	\$ 102,620	\$ 102,620
UCD	641416	ASST PROFESSOR	\$ -	\$ -	\$ 102,620	\$ 102,620
UCD	634102	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 102,578	\$ 102,578
UCD	664724	ASST DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 102,304	\$ 102,304
UCD	607253	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 102,179	\$ 102,179
UCD	684423	ASST VICE CHANCELLOR	\$ 11,340	\$ -	\$ 102,060	\$ 113,400
UCD	626017	ASSOC DEAN-EXMPT PROF	\$ 273,000	\$ -	\$ 102,000	\$ 375,000
UCD	623390	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 101,717	\$ 101,717
UCD	212681	DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 101,237	\$ 101,237
UCD	681770	CLIN ASST PROFESSOR (C/T) HSC	\$ -	\$ -	\$ 101,106	\$ 101,106
UCD	350450	PROFESSOR	\$ -	\$ -	\$ 101,008	\$ 101,008
UCD	657670	PROFESSOR	\$ -	\$ -	\$ 100,652	\$ 100,652
UCD	627583	PROFESSOR	\$ 234,389	\$ -	\$ 100,611	\$ 335,000
UCD	350304	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 100,544	\$ 100,544
UCD	350358	PROFESSOR	\$ -	\$ -	\$ 100,225	\$ 100,225
UCD	350029	ASSOC DEAN-EXMPT PROF	\$ -	\$ -	\$ 100,000	\$ 100,000
UCD	679334	PROFESSOR	\$ -	\$ -	\$ 100,000	\$ 100,000
UCD	623724	PROFESSOR	\$ 33,220	\$ -	\$ 99,660	\$ 132,880
UCD	675750	ASSOCIATE PROFESSOR	\$ 76,417	\$ -	\$ 99,619	\$ 176,036
UCD	664873	DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 99,560	\$ 99,560
UCD	350979	PROFESSOR	\$ -	\$ -	\$ 99,542	\$ 99,542
UCD	213521	IT PROFESSIONAL IV	\$ -	\$ -	\$ 99,468	\$ 99,468
UCD	217889	IT PROFESSIONAL IV	\$ -	\$ -	\$ 99,468	\$ 99,468
UCD	217916	IT PROFESSIONAL IV	\$ -	\$ -	\$ 99,468	\$ 99,468
UCD	218108	IT PROFESSIONAL IV	\$ -	\$ -	\$ 99,468	\$ 99,468
UCD	350625	PROFESSOR	\$ -	\$ -	\$ 99,292	\$ 99,292
UCD	609547	ASST PROFESSOR	\$ -	\$ -	\$ 99,260	\$ 99,260
UCD	350168	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 99,257	\$ 99,257
UCD	350386	PROFESSOR	\$ -	\$ -	\$ 98,860	\$ 98,860
UCD	665033	DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 98,745	\$ 98,745
UCD	350455	PROFESSOR	\$ -	\$ -	\$ 98,698	\$ 98,698
UCD	664190	DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 98,600	\$ 98,600
UCD	300432	IT PROFESSIONAL IV	\$ -	\$ -	\$ 98,196	\$ 98,196
UCD	300526	DIRECTOR-EXMPT PROF	\$ 7,370	\$ -	\$ 97,916	\$ 105,286
UCD	678462	PROFESSOR	\$ -	\$ -	\$ 97,825	\$ 97,825
UCD	670030	DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 97,760	\$ 97,760
UCD	628790	ASST PROFESSOR	\$ -	\$ -	\$ 97,550	\$ 97,550
UCD	628004	ASSOCIATE PROFESSOR	\$ -	\$ -	\$ 97,500	\$ 97,500
UCD	620181	ADMINISTRATOR	\$ 41,711	\$ -	\$ 97,325	\$ 139,035
UCD	350488	PROFESSOR	\$ 1,567	\$ -	\$ 97,266	\$ 98,833
UCD	350643	PROFESSOR	\$ -	\$ -	\$ 97,176	\$ 97,176
UCD	613219	ASSOCIATE PROFESSOR	\$ 24,220	\$ -	\$ 96,881	\$ 121,101
UCD	676049	DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 96,678	\$ 96,678
UCD	669612	DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 96,571	\$ 96,571
UCD	666023	DIRECTOR-EXMPT PROF	\$ -	\$ -	\$ 96,526	\$ 96,526
UCD	629299	PROFESSOR	\$ 92,478	\$ -	\$ 96,522	\$ 189,000
UCD	634275	ASST PROFESSOR-CLINICAL	\$ -	\$ -	\$ 96,500	\$ 96,500

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CAMPUS	JOB POSITION		NON-STATE	STATE	TOTAL
	NUMBER	TITLE	FUNDING	FUNDING	
UCD	350925	ASST DEAN-EXMPT PROF	\$ -	\$ 96,495	\$ 96,495
UCD	350187	PROFESSOR	\$ -	\$ 96,133	\$ 96,133
UCD	634812	ASSOCIATE PROFESSOR	\$ -	\$ 96,123	\$ 96,123
UCD	647768	ASST PROFESSOR	\$ -	\$ 96,098	\$ 96,098
UCD	635506	ASSOCIATE PROFESSOR	\$ -	\$ 96,060	\$ 96,060
UCD	350335	PROFESSOR	\$ -	\$ 96,052	\$ 96,052
UCD	630347	ASST DEAN-EXMPT PROF	\$ -	\$ 96,020	\$ 96,020
UCD	350270	PROFESSOR	\$ -	\$ 96,013	\$ 96,013
UCD	608682	PROFESSOR	\$ 9,494	\$ 95,999	\$ 105,493
UCD	648782	ASSOCIATE PROFESSOR	\$ -	\$ 95,607	\$ 95,607
UCD	607558	PROFESSOR	\$ 49,241	\$ 95,585	\$ 144,826
UCD	623897	DIRECTOR-EXMPT PROF	\$ -	\$ 95,400	\$ 95,400
UCD	601758	PROFESSOR	\$ 40,841	\$ 95,295	\$ 136,135
UCD	215554	DIRECTOR-EXMPT PROF	\$ -	\$ 95,146	\$ 95,146
UCD	648531	PROFESSOR	\$ -	\$ 95,097	\$ 95,097
UCD	653149	PROFESSOR	\$ 220,714	\$ 94,592	\$ 315,305
UCD	674712	PROFESSOR	\$ 16,604	\$ 94,087	\$ 110,691
UCD	641419	ASSOCIATE PROFESSOR	\$ 63,224	\$ 93,776	\$ 157,000
UCD	678678	DIRECTOR-EXMPT PROF	\$ 31,250	\$ 93,750	\$ 125,000
UCD	607208	PROFESSOR-CLINICAL	\$ 38,013	\$ 93,067	\$ 131,080
UCD	642087	ASSOCIATE PROFESSOR	\$ 28,314	\$ 92,426	\$ 120,740
UCD	620956	ASSOCIATE PROFESSOR	\$ 51,955	\$ 92,364	\$ 144,319
UCD	657916	ASSOCIATE PROFESSOR	\$ 219,260	\$ 90,740	\$ 310,000
UCD	634090	ASSOC PROFESSOR-CLINICAL	\$ 26,280	\$ 90,520	\$ 116,800
UCD	612376	PROFESSOR	\$ 220,096	\$ 89,502	\$ 309,598
UCD	667852	PROFESSOR	\$ 133,750	\$ 89,166	\$ 222,916
UCD	626604	DIRECTOR-EXMPT PROF	\$ 12,120	\$ 88,880	\$ 101,000
UCD	614787	PROFESSOR	\$ 23,707	\$ 88,794	\$ 112,501
UCD	640236	ASSOCIATE PROFESSOR	\$ 132,000	\$ 88,000	\$ 220,000
UCD	607251	PROFESSOR	\$ 123,690	\$ 87,746	\$ 211,435
UCD	611618	ASSOCIATE PROFESSOR	\$ 21,806	\$ 87,224	\$ 109,030
UCD	609573	PROFESSOR	\$ 60,140	\$ 86,542	\$ 146,682
UCD	603762	PROFESSOR	\$ 21,590	\$ 86,362	\$ 107,952
UCD	634374	PROFESSOR	\$ 121,085	\$ 86,085	\$ 207,170
UCD	606635	PROFESSOR	\$ 90,000	\$ 85,047	\$ 175,047
UCD	610971	ASSOCIATE PROFESSOR	\$ 79,654	\$ 84,920	\$ 164,575
UCD	623068	ASSOCIATE PROFESSOR	\$ 16,055	\$ 84,291	\$ 100,346
UCD	635944	ASSOC PROFESSOR-CLINICAL	\$ 27,500	\$ 82,500	\$ 110,000
UCD	641857	PROFESSOR	\$ 39,126	\$ 81,263	\$ 120,389
UCD	609619	ASSOC PROFESSOR-CLINICAL	\$ 34,734	\$ 81,046	\$ 115,780
UCD	606968	ASSOCIATE PROFESSOR	\$ 34,518	\$ 80,542	\$ 115,060
UCD	627582	PROFESSOR	\$ 118,132	\$ 80,000	\$ 198,132
UCD	604669	ASSOCIATE PROFESSOR	\$ 36,990	\$ 79,992	\$ 116,982
UCD	603178	PROFESSOR	\$ 92,450	\$ 79,550	\$ 172,000
UCD	611115	ASST PROFESSOR	\$ 33,945	\$ 79,206	\$ 113,151
UCD	602085	PROFESSOR	\$ 66,883	\$ 78,701	\$ 145,584
UCD	670973	PROFESSOR	\$ 160,528	\$ 78,175	\$ 238,703
UCD	619058	ADMINISTRATOR	\$ 33,000	\$ 77,000	\$ 110,000
UCD	609616	PROFESSOR	\$ 124,000	\$ 76,000	\$ 200,000
UCD	636154	ASSOC PROFESSOR-CLINICAL	\$ 34,122	\$ 75,948	\$ 110,070
UCD	673067	CLIN ASST PROFESSOR (C/T) HSC	\$ 25,228	\$ 75,683	\$ 100,910
UCD	618438	ASST DIRECTOR-EXMPT PROF	\$ 25,150	\$ 75,450	\$ 100,600
UCD	667395	ASSOCIATE PROFESSOR	\$ 113,148	\$ 75,432	\$ 188,580
UCD	645427	SENIOR INSTRUCTOR	\$ 25,004	\$ 75,013	\$ 100,017
UCD	674876	ASSOCIATE PROFESSOR	\$ 25,002	\$ 75,006	\$ 100,008
UCD	602094	PROFESSOR	\$ 424,257	\$ 74,869	\$ 499,126
UCD	639604	ASST PROFESSOR	\$ 31,800	\$ 74,200	\$ 106,000
UCD	634263	ASST PROFESSOR-CLINICAL	\$ 33,155	\$ 73,796	\$ 106,950
UCD	605357	DIRECTOR-EXMPT PROF	\$ 60,332	\$ 73,739	\$ 134,070
UCD	634280	ASST PROFESSOR	\$ 27,138	\$ 73,372	\$ 100,510
UCD	684416	CLIN ASST PROFESSOR (C/T) HSC	\$ 22,081	\$ 73,014	\$ 95,095
UCD	620942	PROFESSOR	\$ 72,821	\$ 72,821	\$ 145,643
UCD	669228	ASSOCIATE PROFESSOR	\$ 48,000	\$ 72,000	\$ 120,000
UCD	603771	PROFESSOR	\$ 53,750	\$ 71,250	\$ 125,000
UCD	638553	ASSOC PROFESSOR-CLINICAL	\$ 38,189	\$ 70,922	\$ 109,110
UCD	606748	PROFESSOR	\$ 226,118	\$ 70,882	\$ 297,000
UCD	607136	ASSOCIATE PROFESSOR	\$ 42,400	\$ 70,600	\$ 113,000
UCD	611747	PROFESSOR	\$ 99,258	\$ 70,147	\$ 169,405
UCD	601955	PROFESSOR	\$ 77,052	\$ 69,948	\$ 147,000
UCD	644768	ASSOCIATE PROFESSOR	\$ 106,401	\$ 69,599	\$ 176,000

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UCD	607333	ASSOCIATE PROFESSOR	\$ 40,726	\$ 69,344	\$ 110,070
UCD	626260	ADMINISTRATOR	\$ 46,030	\$ 69,044	\$ 115,074
UCD	810890	ASSOCIATE PROFESSOR	\$ 248,401	\$ 68,599	\$ 317,000
UCD	615331	PROFESSOR	\$ 67,871	\$ 67,871	\$ 135,743
UCD	631213	PROFESSOR	\$ 57,201	\$ 67,150	\$ 124,351
UCD	682026	PROFESSOR	\$ 31,025	\$ 67,077	\$ 98,102
UCD	638013	PROFESSOR	\$ 86,822	\$ 68,824	\$ 153,646
UCD	641418	ASSOCIATE PROFESSOR	\$ 44,268	\$ 66,402	\$ 110,670
UCD	611976	PROFESSOR	\$ 117,855	\$ 66,000	\$ 183,855
UCD	600371	PROFESSOR	\$ 107,590	\$ 65,998	\$ 173,588
UCD	350684	ASST DEAN-EXMPT PROF	\$ 30,000	\$ 65,935	\$ 95,935
UCD	611753	PROFESSOR	\$ 65,723	\$ 65,723	\$ 131,446
UCD	682523	ADMINISTRATOR	\$ 65,000	\$ 65,000	\$ 130,001
UCD	610094	ASSOC PROFESSOR-CLINICAL	\$ 64,500	\$ 64,500	\$ 129,000
UCD	623909	PROFESSOR	\$ 136,730	\$ 64,344	\$ 201,074
UCD	607220	PROFESSOR	\$ 74,156	\$ 64,340	\$ 138,496
UCD	618774	ASST PROFESSOR-CLINICAL	\$ 34,076	\$ 63,284	\$ 97,360
UCD	613884	PROFESSOR	\$ 189,000	\$ 63,000	\$ 252,000
UCD	622954	ADMINISTRATOR	\$ 42,000	\$ 63,000	\$ 105,000
UCD	629381	ASSOCIATE PROFESSOR	\$ 64,969	\$ 62,671	\$ 127,640
UCD	641417	ASSOCIATE PROFESSOR	\$ 50,962	\$ 62,267	\$ 113,250
UCD	634170	PROFESSOR	\$ 98,384	\$ 61,616	\$ 160,000
UCD	630662	PROFESSOR	\$ 184,181	\$ 61,394	\$ 245,575
UCD	622883	ASSOCIATE PROFESSOR	\$ 53,971	\$ 60,861	\$ 114,832
UCD	634695	PROFESSOR	\$ 68,108	\$ 60,397	\$ 128,505
UCD	606567	PROFESSOR	\$ 98,031	\$ 59,719	\$ 157,750
UCD	620769	ASSOCIATE PROFESSOR	\$ 138,776	\$ 59,476	\$ 198,252
UCD	600373	ASSOCIATE PROFESSOR	\$ 85,550	\$ 59,450	\$ 145,000
UCD	611830	ASSOCIATE PROFESSOR	\$ 48,356	\$ 59,101	\$ 107,457
UCD	674376	PROFESSOR	\$ 97,284	\$ 58,371	\$ 155,655
UCD	657628	PROFESSOR	\$ 319,439	\$ 58,336	\$ 377,775
UCD	641399	ASSOCIATE PROFESSOR	\$ 64,356	\$ 57,687	\$ 122,043
UCD	613013	ADMINISTRATOR	\$ 57,500	\$ 57,500	\$ 115,000
UCD	612323	PROFESSOR	\$ 66,109	\$ 57,460	\$ 123,569
UCD	639602	ASSOC PROFESSOR-CLINICAL	\$ 50,920	\$ 57,420	\$ 108,340
UCD	628679	ASSOCIATE PROFESSOR	\$ 95,425	\$ 56,284	\$ 151,709
UCD	614765	PROFESSOR	\$ 83,958	\$ 55,972	\$ 139,930
UCD	660858	PROFESSOR	\$ 106,681	\$ 55,695	\$ 162,376
UCD	612274	PROFESSOR	\$ 55,576	\$ 55,576	\$ 111,152
UCD	659120	PROFESSOR	\$ 495,450	\$ 55,050	\$ 550,500
UCD	606067	ASSOC PROFESSOR-CLINICAL	\$ 62,842	\$ 54,928	\$ 117,770
UCD	640093	ASST PROFESSOR	\$ 90,920	\$ 54,552	\$ 145,472
UCD	601426	ASSOCIATE PROFESSOR	\$ 118,539	\$ 54,410	\$ 172,949
UCD	681464	CLINICAL INSTRUCTOR	\$ 53,715	\$ 53,715	\$ 107,430
UCD	668458	ASST PROFESSOR	\$ 43,115	\$ 53,685	\$ 96,800
UCD	644596	PROFESSOR	\$ 303,450	\$ 53,550	\$ 357,000
UCD	627588	DISTINGUISHED PROFESSOR	\$ 232,013	\$ 53,366	\$ 285,379
UCD	672930	ASST PROFESSOR	\$ 156,407	\$ 52,693	\$ 209,100
UCD	610152	CLINICAL INSTRUCTOR	\$ 52,500	\$ 52,500	\$ 105,000
UCD	615390	PROFESSOR	\$ 97,500	\$ 52,500	\$ 150,000
UCD	602848	PROFESSOR	\$ 107,832	\$ 51,142	\$ 158,974
UCD	605897	PROFESSOR	\$ 288,711	\$ 50,949	\$ 339,660
UCD	606509	PROFESSOR	\$ 200,006	\$ 50,002	\$ 250,008
UCD	690705	ASST PROFESSOR-CLINICAL	\$ 49,750	\$ 49,750	\$ 99,500
UCD	627133	ASSOCIATE PROFESSOR	\$ 59,522	\$ 48,700	\$ 108,222
UCD	632592	ASSOC PROFESSOR-CLINICAL	\$ 67,872	\$ 48,348	\$ 116,220
UCD	607979	PROFESSOR	\$ 252,177	\$ 47,823	\$ 300,000
UCD	654137	PROFESSOR	\$ 233,477	\$ 47,821	\$ 281,298
UCD	635465	ASSOCIATE PROFESSOR	\$ 266,169	\$ 46,971	\$ 313,140
UCD	613802	PROFESSOR	\$ 108,503	\$ 46,501	\$ 155,004
UCD	609685	PROFESSOR	\$ 238,574	\$ 46,427	\$ 285,000
UCD	634788	ASSOCIATE PROFESSOR	\$ 85,849	\$ 46,226	\$ 132,075
UCD	644567	ASSOCIATE PROFESSOR	\$ 260,100	\$ 45,900	\$ 306,000
UCD	661294	PROFESSOR	\$ 412,884	\$ 45,876	\$ 458,760
UCD	604263	PROFESSOR	\$ 106,444	\$ 45,619	\$ 152,063
UCD	648499	PROFESSOR	\$ 219,095	\$ 45,512	\$ 264,607
UCD	602349	ASSOCIATE PROFESSOR	\$ 127,280	\$ 44,720	\$ 172,000
UCD	684171	ASST PROFESSOR	\$ 103,500	\$ 44,400	\$ 148,000
UCD	642575	ASSOCIATE PROFESSOR	\$ 66,224	\$ 44,150	\$ 110,374
UCD	612558	PROFESSOR	\$ 249,050	\$ 43,950	\$ 293,000

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Personnel Roster above \$95K  
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CAMPUS	JOB POSITION		NON-STATE		STATE	TOTAL
	NUMBER	TITLE	FUNDING	FUNDING	FUNDING	
UCD	644833	ASSOCIATE PROFESSOR	\$ 260,255	\$	43,902	\$ 304,157
UCD	630619	PROFESSOR	\$ 86,645	\$	43,355	\$ 130,000
UCD	624088	ASSOCIATE PROFESSOR	\$ 120,816	\$	43,336	\$ 164,152
UCD	629713	ASSOCIATE PROFESSOR	\$ 129,015	\$	43,005	\$ 172,020
UCD	618422	ASST PROFESSOR	\$ 92,381	\$	42,620	\$ 135,000
UCD	610515	PROFESSOR	\$ 127,463	\$	42,488	\$ 169,950
UCD	639575	ASSOCIATE PROFESSOR	\$ 112,226	\$	41,508	\$ 153,734
UCD	627718	ASST PROFESSOR	\$ 63,234	\$	41,354	\$ 104,588
UCD	623607	PROFESSOR	\$ 123,938	\$	41,313	\$ 165,251
UCD	682879	ASSOCIATE PROFESSOR	\$ 123,750	\$	41,250	\$ 165,000
UCD	627413	ASSOCIATE PROFESSOR	\$ 68,005	\$	40,803	\$ 108,808
UCD	610128	PROFESSOR	\$ 86,700	\$	40,800	\$ 127,500
UCD	602279	ASSOCIATE PROFESSOR	\$ 230,969	\$	40,759	\$ 271,728
UCD	639601	ASSOCIATE PROFESSOR	\$ 75,485	\$	40,646	\$ 116,130
UCD	600647	ADMINISTRATOR	\$ 120,463	\$	40,154	\$ 160,617
UCD	629811	ASSOCIATE PROFESSOR	\$ 138,052	\$	40,079	\$ 178,131
UCD	607617	PROFESSOR	\$ 145,225	\$	39,775	\$ 185,000
UCD	610779	PROFESSOR	\$ 190,672	\$	39,328	\$ 230,000
UCD	612925	PROFESSOR	\$ 204,917	\$	38,308	\$ 243,225
UCD	606742	PROFESSOR	\$ 152,000	\$	38,000	\$ 190,000
UCD	691494	ASSOCIATE PROFESSOR	\$ 76,754	\$	37,500	\$ 114,254
UCD	674130	ASSOCIATE PROFESSOR	\$ 337,500	\$	37,500	\$ 375,000
UCD	654150	ASST PROFESSOR	\$ 147,501	\$	37,500	\$ 185,000
UCD	609879	ASSOCIATE PROFESSOR	\$ 149,068	\$	37,267	\$ 186,335
UCD	611941	PROFESSOR	\$ 107,016	\$	37,189	\$ 144,185
UCD	610895	PROFESSOR	\$ 96,384	\$	37,112	\$ 133,496
UCD	659989	ASST PROFESSOR	\$ 148,320	\$	37,080	\$ 185,400
UCD	605769	DISTINGUISHED PROFESSOR	\$ 89,875	\$	36,710	\$ 126,585
UCD	626971	ASSOCIATE PROFESSOR	\$ 130,034	\$	36,676	\$ 166,710
UCD	664276	PROFESSOR	\$ 363,440	\$	36,560	\$ 400,000
UCD	606057	PROFESSOR	\$ 131,337	\$	36,249	\$ 167,586
UCD	652928	ASSOCIATE PROFESSOR	\$ 84,000	\$	36,000	\$ 120,000
UCD	636152	ASST PROFESSOR-CLINICAL	\$ 68,704	\$	35,996	\$ 104,700
UCD	603027	PROFESSOR	\$ 143,854	\$	35,964	\$ 179,818
UCD	641816	ASST PROFESSOR	\$ 76,703	\$	35,583	\$ 112,286
UCD	655038	PROFESSOR	\$ 105,000	\$	35,000	\$ 140,000
UCD	605979	SENIOR INSTRUCTOR	\$ 138,432	\$	34,608	\$ 173,040
UCD	606853	PROFESSOR	\$ 97,005	\$	34,438	\$ 131,443
UCD	631188	PROFESSOR	\$ 136,500	\$	33,500	\$ 170,000
UCD	642832	ASSOCIATE PROFESSOR	\$ 132,598	\$	33,150	\$ 165,748
UCD	610611	ASST PROFESSOR-CLINICAL	\$ 70,380	\$	33,120	\$ 103,500
UCD	612871	ASST PROFESSOR	\$ 100,419	\$	33,081	\$ 133,500
UCD	635112	ASSOCIATE PROFESSOR	\$ 67,500	\$	32,500	\$ 100,000
UCD	655929	ASSOCIATE PROFESSOR	\$ 85,225	\$	32,327	\$ 117,551
UCD	612528	ASSOCIATE PROFESSOR	\$ 250,552	\$	31,951	\$ 282,503
UCD	621420	ASST PROFESSOR	\$ 89,994	\$	31,801	\$ 121,795
UCD	673633	ASST PROFESSOR	\$ 115,680	\$	31,740	\$ 147,420
UCD	675582	ASSOCIATE PROFESSOR	\$ 77,499	\$	31,501	\$ 109,000
UCD	603823	ASSOCIATE PROFESSOR	\$ 178,500	\$	31,500	\$ 210,000
UCD	606597	ASSOCIATE PROFESSOR	\$ 77,180	\$	30,764	\$ 107,944
UCD	607167	PROFESSOR	\$ 134,343	\$	30,657	\$ 165,000
UCD	608111	PROFESSOR	\$ 173,349	\$	30,591	\$ 203,940
UCD	641270	ASSOCIATE PROFESSOR	\$ 70,283	\$	30,121	\$ 100,404
UCD	610077	ASSOCIATE PROFESSOR	\$ 80,559	\$	30,000	\$ 110,559
UCD	606498	ASSOCIATE PROFESSOR	\$ 120,000	\$	30,000	\$ 150,000
UCD	602492	PROFESSOR	\$ 102,112	\$	29,646	\$ 131,758
UCD	602273	PROFESSOR	\$ 99,138	\$	29,613	\$ 128,750
UCD	602755	PROFESSOR	\$ 243,739	\$	29,511	\$ 273,250
UCD	630717	PROFESSOR	\$ 186,991	\$	29,009	\$ 216,000
UCD	602967	PROFESSOR	\$ 194,842	\$	29,001	\$ 223,843
UCD	651130	ASST PROFESSOR	\$ 107,472	\$	29,000	\$ 136,472
UCD	680887	ASST PROFESSOR	\$ 116,000	\$	29,000	\$ 145,000
UCD	672460	PROFESSOR	\$ 251,000	\$	29,000	\$ 280,000
UCD	654552	ASST PROFESSOR	\$ 71,300	\$	28,700	\$ 100,000
UCD	611259	PROFESSOR	\$ 162,606	\$	28,695	\$ 191,301
UCD	604925	ASSOCIATE PROFESSOR	\$ 71,805	\$	28,621	\$ 100,426
UCD	653052	PROFESSOR	\$ 134,235	\$	28,474	\$ 162,709
UCD	608248	ASSOCIATE PROFESSOR	\$ 71,102	\$	28,341	\$ 99,443
UCD	602230	ASSOCIATE PROFESSOR	\$ 207,189	\$	28,333	\$ 235,522
UCD	621192	ASSOCIATE PROFESSOR	\$ 160,450	\$	28,315	\$ 188,765

**University of Colorado Denver  
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CAMPUS	JOB POSITION NUMBER	TITLE	NON-STATE FUNDING	STATE FUNDING	TOTAL
UCD	685166	ASST PROFESSOR	\$ 69,815	\$ 28,185	\$ 98,000
UCD	620592	PROFESSOR	\$ 112,286	\$ 28,071	\$ 140,357
UCD	602087	ASSOCIATE PROFESSOR	\$ 112,000	\$ 28,000	\$ 140,000
UCD	652636	ASSOCIATE PROFESSOR	\$ 78,440	\$ 27,560	\$ 106,000
UCD	681765	PROFESSOR	\$ 273,000	\$ 27,000	\$ 300,000
UCD	639597	ASST PROFESSOR	\$ 80,692	\$ 26,897	\$ 107,590
UCD	614550	PROFESSOR	\$ 86,251	\$ 26,732	\$ 112,983
UCD	602146	ASSOCIATE PROFESSOR	\$ 150,535	\$ 26,565	\$ 177,100
UCD	680521	ASST PROFESSOR-CLINICAL	\$ 104,562	\$ 26,141	\$ 130,703
UCD	613885	ASSOCIATE PROFESSOR	\$ 249,712	\$ 26,121	\$ 275,834
UCD	602352	PROFESSOR	\$ 144,298	\$ 25,464	\$ 169,763
UCD	600433	ASST PROFESSOR	\$ 75,556	\$ 25,185	\$ 100,741
UCD	628271	PROFESSOR	\$ 146,400	\$ 25,008	\$ 171,408
UCD	613224	PROFESSOR	\$ 136,721	\$ 25,003	\$ 161,724
UCD	611773	PROFESSOR	\$ 318,469	\$ 25,001	\$ 343,470
UCD	607610	PROFESSOR	\$ 192,488	\$ 25,000	\$ 217,488
UCD	618562	PROFESSOR	\$ 365,001	\$ 24,999	\$ 390,000
UCD	602968	PROFESSOR	\$ 145,233	\$ 24,999	\$ 170,232
UCD	609657	ASSOCIATE PROFESSOR	\$ 185,002	\$ 24,998	\$ 210,000
UCD	604564	PROFESSOR	\$ 353,527	\$ 24,998	\$ 378,525
UCD	610354	PROFESSOR	\$ 238,664	\$ 24,995	\$ 263,659
UCD	671630	PROFESSOR	\$ 141,411	\$ 24,955	\$ 166,366
UCD	604146	ASSOCIATE PROFESSOR	\$ 108,062	\$ 24,937	\$ 133,000
UCD	612902	PROFESSOR	\$ 124,108	\$ 24,729	\$ 148,838
UCD	641272	ASSOCIATE PROFESSOR	\$ 88,099	\$ 24,374	\$ 112,473
UCD	634278	ASST PROFESSOR	\$ 72,788	\$ 24,263	\$ 97,050
UCD	614451	PROFESSOR	\$ 255,808	\$ 24,192	\$ 280,000
UCD	613420	ASSOCIATE PROFESSOR	\$ 96,124	\$ 24,031	\$ 120,155
UCD	670966	ASSOCIATE PROFESSOR	\$ 75,000	\$ 23,500	\$ 98,500
UCD	612802	PROFESSOR	\$ 162,399	\$ 23,315	\$ 185,714
UCD	614648	ASSOCIATE PROFESSOR	\$ 92,000	\$ 23,000	\$ 115,000
UCD	657308	PROFESSOR-CLINICAL	\$ 90,550	\$ 22,637	\$ 113,187
UCD	604630	ASSOCIATE PROFESSOR	\$ 125,072	\$ 22,072	\$ 147,144
UCD	637577	ASSOCIATE PROFESSOR	\$ 158,501	\$ 21,499	\$ 180,000
UCD	636064	ASSOCIATE PROFESSOR	\$ 82,539	\$ 20,635	\$ 103,174
UCD	617673	SENIOR INSTRUCTOR	\$ 81,862	\$ 20,466	\$ 102,328
UCD	629172	CLINICAL INSTRUCTOR	\$ 81,744	\$ 20,436	\$ 102,180
UCD	627342	ASSOCIATE PROFESSOR	\$ 229,850	\$ 20,150	\$ 250,000
UCD	610050	ASSOCIATE PROFESSOR	\$ 205,323	\$ 20,109	\$ 225,432
UCD	602680	PROFESSOR	\$ 133,894	\$ 20,007	\$ 153,901
UCD	632256	PROFESSOR	\$ 110,985	\$ 19,893	\$ 130,878
UCD	614976	PROFESSOR	\$ 295,955	\$ 19,549	\$ 315,504
UCD	672389	ASSOCIATE PROFESSOR	\$ 172,746	\$ 18,482	\$ 191,228
UCD	608813	PROFESSOR	\$ 163,783	\$ 18,097	\$ 181,880
UCD	609007	PROFESSOR	\$ 244,164	\$ 18,057	\$ 262,221
UCD	630186	ASSOCIATE PROFESSOR	\$ 114,671	\$ 17,829	\$ 132,500
UCD	610954	ASSOCIATE PROFESSOR	\$ 196,456	\$ 17,083	\$ 213,539
UCD	609068	PROFESSOR	\$ 293,003	\$ 16,997	\$ 310,000
UCD	616200	ASSOCIATE PROFESSOR	\$ 149,829	\$ 16,648	\$ 166,477
UCD	640203	ASSOCIATE PROFESSOR	\$ 93,324	\$ 16,469	\$ 109,793
UCD	657912	ASSOCIATE PROFESSOR	\$ 87,846	\$ 16,064	\$ 103,910
UCD	644694	ASSOCIATE PROFESSOR	\$ 232,458	\$ 15,735	\$ 248,194
UCD	634334	ASSOCIATE PROFESSOR	\$ 137,596	\$ 15,288	\$ 152,884
UCD	605552	ASSOCIATE PROFESSOR	\$ 136,538	\$ 15,171	\$ 151,709
UCD	654534	PROFESSOR	\$ 135,224	\$ 15,025	\$ 150,249
UCD	606286	ASST PROFESSOR	\$ 185,000	\$ 15,000	\$ 200,000
UCD	663574	ASST PROFESSOR	\$ 133,673	\$ 14,853	\$ 148,526
UCD	618558	PROFESSOR	\$ 129,654	\$ 14,727	\$ 144,381
UCD	614191	ASSOCIATE PROFESSOR	\$ 158,954	\$ 14,690	\$ 173,644
UCD	674038	ASSOCIATE PROFESSOR	\$ 130,620	\$ 14,513	\$ 145,133
UCD	674871	ASST PROFESSOR	\$ 130,500	\$ 14,500	\$ 145,000
UCD	675644	ASST PROFESSOR	\$ 134,027	\$ 14,499	\$ 148,526
UCD	609978	ASSOCIATE PROFESSOR	\$ 155,452	\$ 14,498	\$ 169,950
UCD	680455	ASST PROFESSOR	\$ 120,510	\$ 13,390	\$ 133,900
UCD	642931	ADMINISTRATOR	\$ 81,826	\$ 13,320	\$ 95,146
UCD	618436	ASST PROFESSOR	\$ 237,175	\$ 12,825	\$ 250,000
UCD	602911	PROFESSOR	\$ 297,175	\$ 12,825	\$ 310,000
UCD	605359	ASST PROFESSOR	\$ 267,176	\$ 12,824	\$ 280,000
UCD	665704	INSTRUCTOR	\$ 187,176	\$ 12,824	\$ 200,000
UCD	653223	INSTRUCTOR	\$ 153,159	\$ 12,824	\$ 165,983

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CAMPUS	JOB POSITION		TITLE	NON-STATE	STATE	TOTAL
	NUMBER			FUNDING	FUNDING	
UCD	605208	ASSOCIATE PROFESSOR		\$ 103,176	\$ 12,824	\$ 116,000
UCD	615845	ASSOCIATE PROFESSOR		\$ 115,016	\$ 12,824	\$ 127,840
UCD	617602	PROFESSOR		\$ 90,592	\$ 12,628	\$ 103,220
UCD	610285	ASSOCIATE PROFESSOR		\$ 202,470	\$ 12,530	\$ 215,000
UCD	652348	PROFESSOR		\$ 279,192	\$ 12,529	\$ 291,722
UCD	628128	ASST PROFESSOR		\$ 232,471	\$ 12,529	\$ 245,000
UCD	650920	ASST PROFESSOR		\$ 232,471	\$ 12,529	\$ 245,000
UCD	635314	ASST PROFESSOR		\$ 312,471	\$ 12,529	\$ 325,000
UCD	610757	PROFESSOR		\$ 406,472	\$ 12,528	\$ 419,000
UCD	657448	PROFESSOR		\$ 335,472	\$ 12,528	\$ 348,000
UCD	620268	ASST PROFESSOR		\$ 179,678	\$ 12,522	\$ 192,200
UCD	657922	ASSOCIATE PROFESSOR		\$ 335,183	\$ 12,517	\$ 347,700
UCD	602214	ASST PROFESSOR		\$ 182,501	\$ 12,500	\$ 195,000
UCD	613811	ASST PROFESSOR		\$ 267,501	\$ 12,499	\$ 280,000
UCD	634615	ASSOCIATE PROFESSOR		\$ 262,501	\$ 12,499	\$ 275,000
UCD	610025	PROFESSOR		\$ 217,502	\$ 12,498	\$ 230,000
UCD	634331	ASSOCIATE PROFESSOR		\$ 213,502	\$ 12,498	\$ 226,000
UCD	666998	ASSOCIATE PROFESSOR		\$ 264,507	\$ 12,493	\$ 277,000
UCD	602738	ASSOCIATE PROFESSOR		\$ 234,072	\$ 12,320	\$ 246,391
UCD	654415	ASSOCIATE PROFESSOR		\$ 337,750	\$ 12,250	\$ 350,000
UCD	643881	ASST PROFESSOR		\$ 108,459	\$ 12,051	\$ 120,510
UCD	615695	PROFESSOR		\$ 223,001	\$ 11,999	\$ 235,000
UCD	604596	PROFESSOR		\$ 208,001	\$ 11,999	\$ 220,000
UCD	610690	PROFESSOR		\$ 266,137	\$ 11,999	\$ 278,136
UCD	634179	ASSOCIATE PROFESSOR		\$ 129,423	\$ 11,977	\$ 141,400
UCD	628134	ASSOCIATE PROFESSOR		\$ 108,545	\$ 11,915	\$ 120,460
UCD	653147	ASSOCIATE PROFESSOR		\$ 279,177	\$ 11,914	\$ 291,091
UCD	666311	ASST PROFESSOR		\$ 233,086	\$ 11,914	\$ 245,000
UCD	608350	ASST PROFESSOR		\$ 258,158	\$ 11,842	\$ 270,000
UCD	648910	ASSOCIATE PROFESSOR		\$ 170,063	\$ 11,628	\$ 181,691
UCD	613864	ASSOCIATE PROFESSOR		\$ 309,444	\$ 11,556	\$ 321,000
UCD	610420	ASSOCIATE PROFESSOR		\$ 297,394	\$ 11,106	\$ 308,500
UCD	611942	PROFESSOR		\$ 290,646	\$ 10,854	\$ 301,500
UCD	611415	ASST PROFESSOR		\$ 299,150	\$ 10,850	\$ 310,000
UCD	680630	ASST PROFESSOR		\$ 299,150	\$ 10,850	\$ 310,000
UCD	666010	ASSOCIATE PROFESSOR		\$ 299,150	\$ 10,850	\$ 310,000
UCD	615532	ASSOCIATE PROFESSOR		\$ 299,150	\$ 10,850	\$ 310,000
UCD	657929	ASSOCIATE PROFESSOR		\$ 290,164	\$ 10,836	\$ 301,000
UCD	611543	PROFESSOR		\$ 189,070	\$ 10,687	\$ 199,757
UCD	657919	ASSOCIATE PROFESSOR		\$ 285,344	\$ 10,656	\$ 296,000
UCD	602052	ASSOCIATE PROFESSOR		\$ 285,344	\$ 10,656	\$ 296,000
UCD	608913	ASST PROFESSOR		\$ 94,100	\$ 10,456	\$ 104,555
UCD	600436	PROFESSOR		\$ 278,114	\$ 10,386	\$ 288,500
UCD	603053	PROFESSOR		\$ 278,114	\$ 10,386	\$ 288,500
UCD	649257	PROFESSOR		\$ 278,114	\$ 10,386	\$ 288,500
UCD	658107	PROFESSOR		\$ 278,114	\$ 10,386	\$ 288,500
UCD	677036	DIRECTOR-EXMPT PROF		\$ 93,301	\$ 10,367	\$ 103,668
UCD	603968	ASST PROFESSOR		\$ 275,704	\$ 10,296	\$ 286,000
UCD	657901	ASSOCIATE PROFESSOR		\$ 275,704	\$ 10,296	\$ 286,000
UCD	660063	PROFESSOR		\$ 91,762	\$ 10,196	\$ 101,958
UCD	651940	ASST PROFESSOR		\$ 279,850	\$ 10,150	\$ 290,000
UCD	603218	ASST PROFESSOR		\$ 279,850	\$ 10,150	\$ 290,000
UCD	657927	ASST PROFESSOR		\$ 279,850	\$ 10,150	\$ 290,000
UCD	680633	ASSOCIATE PROFESSOR		\$ 270,884	\$ 10,116	\$ 281,000
UCD	653844	ASST PROFESSOR		\$ 339,903	\$ 10,098	\$ 350,000
UCD	660427	ASSOCIATE PROFESSOR		\$ 143,218	\$ 10,071	\$ 153,289
UCD	607684	ASSOCIATE PROFESSOR		\$ 268,474	\$ 10,026	\$ 278,500
UCD	651939	ASSOCIATE PROFESSOR		\$ 268,474	\$ 10,026	\$ 278,500
UCD	617471	ASSOCIATE PROFESSOR		\$ 268,474	\$ 10,026	\$ 278,500
UCD	601616	ASSOCIATE PROFESSOR		\$ 266,016	\$ 9,934	\$ 275,950
UCD	645201	ASSOCIATE PROFESSOR		\$ 173,927	\$ 9,928	\$ 183,855
UCD	680635	ASST PROFESSOR		\$ 264,618	\$ 9,882	\$ 274,500
UCD	615209	ASST PROFESSOR		\$ 264,618	\$ 9,882	\$ 274,500
UCD	626502	ASST PROFESSOR		\$ 269,235	\$ 9,765	\$ 279,000
UCD	607129	ASST PROFESSOR		\$ 267,250	\$ 9,750	\$ 277,000
UCD	601766	ASST PROFESSOR		\$ 258,834	\$ 9,666	\$ 268,500
UCD	666007	ASST PROFESSOR		\$ 258,834	\$ 9,666	\$ 268,500
UCD	622036	ASST PROFESSOR		\$ 258,256	\$ 9,644	\$ 267,900
UCD	600809	PROFESSOR		\$ 163,993	\$ 9,534	\$ 173,527
UCD	606854	PROFESSOR		\$ 254,615	\$ 9,235	\$ 263,850

**University of Colorado Denver  
Personnel Roster above \$95K  
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CAMPUS	JOB POSITION NUMBER	TITLE	NON-STATE FUNDING	STATE FUNDING	TOTAL
UCD	680628	ASST PROFESSOR	\$ 244,167	\$ 9,118	\$ 253,285
UCD	610854	PROFESSOR	\$ 315,278	\$ 9,082	\$ 324,360
UCD	603853	PROFESSOR	\$ 283,004	\$ 8,753	\$ 291,757
UCD	616543	ASST PROFESSOR	\$ 166,297	\$ 8,752	\$ 175,049
UCD	611916	ASSOCIATE PROFESSOR	\$ 239,320	\$ 8,680	\$ 248,000
UCD	651936	PROFESSOR	\$ 239,320	\$ 8,680	\$ 248,000
UCD	657152	ASSOCIATE PROFESSOR	\$ 232,324	\$ 8,676	\$ 241,000
UCD	628010	ASSOCIATE PROFESSOR	\$ 164,398	\$ 8,653	\$ 173,051
UCD	683766	SENIOR INSTRUCTOR	\$ 121,420	\$ 8,580	\$ 130,000
UCD	607941	PROFESSOR	\$ 120,294	\$ 8,562	\$ 128,856
UCD	602641	ASST PROFESSOR	\$ 160,056	\$ 8,424	\$ 168,480
UCD	630213	ASSOCIATE PROFESSOR	\$ 240,602	\$ 8,298	\$ 248,900
UCD	691497	ASST PROFESSOR	\$ 109,740	\$ 8,260	\$ 118,000
UCD	612275	ASSOCIATE PROFESSOR	\$ 109,036	\$ 8,207	\$ 117,243
UCD	671503	ASST PROFESSOR	\$ 87,612	\$ 7,618	\$ 95,230
UCD	626232	PROFESSOR	\$ 113,002	\$ 7,533	\$ 120,535
UCD	603175	PROFESSOR	\$ 148,229	\$ 7,441	\$ 155,670
UCD	609241	ASST PROFESSOR	\$ 127,529	\$ 7,437	\$ 134,966
UCD	669006	ASST PROFESSOR	\$ 90,403	\$ 7,330	\$ 97,733
UCD	665949	ASST PROFESSOR	\$ 117,428	\$ 7,250	\$ 124,678
UCD	640158	ASSOCIATE PROFESSOR	\$ 149,949	\$ 7,250	\$ 157,199
UCD	627097	ASST PROFESSOR	\$ 137,750	\$ 7,250	\$ 145,000
UCD	654518	PROFESSOR	\$ 136,029	\$ 7,159	\$ 143,188
UCD	631276	PROFESSOR	\$ 186,336	\$ 6,959	\$ 193,295
UCD	606755	ASST PROFESSOR	\$ 128,250	\$ 6,750	\$ 135,000
UCD	604369	ASSOC PROFESSOR-RESEARCH	\$ 91,566	\$ 6,667	\$ 98,233
UCD	608663	PROFESSOR-RESEARCH	\$ 93,990	\$ 6,666	\$ 100,656
UCD	609303	PROFESSOR-RESEARCH	\$ 104,588	\$ 6,666	\$ 111,254
UCD	635289	PROFESSOR	\$ 333,356	\$ 6,644	\$ 340,000
UCD	635579	SENIOR INSTRUCTOR	\$ 125,875	\$ 6,625	\$ 132,500
UCD	676463	PROFESSOR-CLINICAL	\$ 208,699	\$ 6,610	\$ 215,309
UCD	350299	PROFESSOR	\$ 167,885	\$ 6,541	\$ 174,426
UCD	621232	PROFESSOR	\$ 117,268	\$ 6,172	\$ 123,440
UCD	610046	PROFESSOR	\$ 443,941	\$ 6,062	\$ 450,003
UCD	644834	ASSOCIATE PROFESSOR	\$ 418,948	\$ 6,052	\$ 425,000
UCD	612374	PROFESSOR	\$ 116,617	\$ 6,000	\$ 122,617
UCD	601163	PROFESSOR	\$ 125,856	\$ 5,930	\$ 131,786
UCD	664798	ASST PROFESSOR	\$ 108,547	\$ 5,713	\$ 114,260
UCD	603008	PROFESSOR	\$ 274,965	\$ 5,612	\$ 280,576
UCD	602003	ASST PROFESSOR	\$ 149,575	\$ 5,425	\$ 155,000
UCD	612103	ASST PROFESSOR	\$ 114,679	\$ 5,316	\$ 119,995
UCD	606526	ASSOCIATE PROFESSOR	\$ 185,572	\$ 5,306	\$ 190,878
UCD	601698	PROFESSOR	\$ 202,717	\$ 5,305	\$ 208,022
UCD	634175	ASSOCIATE PROFESSOR	\$ 169,750	\$ 5,250	\$ 175,000
UCD	606331	PROFESSOR	\$ 169,444	\$ 5,241	\$ 174,685
UCD	614452	PROFESSOR	\$ 224,800	\$ 5,200	\$ 230,000
UCD	605279	ASST PROFESSOR	\$ 133,213	\$ 5,190	\$ 138,403
UCD	608654	ASST PROFESSOR-CLINICAL	\$ 98,325	\$ 5,175	\$ 103,500
UCD	675558	ASST PROFESSOR	\$ 110,444	\$ 5,125	\$ 115,569
UCD	607867	SENIOR INSTRUCTOR	\$ 95,251	\$ 5,013	\$ 100,264
UCD	662143	ASST PROFESSOR	\$ 107,000	\$ 5,000	\$ 112,000
UCD	679250	ASST PROFESSOR	\$ 311,890	\$ 4,972	\$ 316,861
UCD	611010	PROFESSOR	\$ 273,568	\$ 4,918	\$ 278,486
UCD	606834	PROFESSOR	\$ 120,749	\$ 4,917	\$ 125,666
UCD	621556	PROFESSOR	\$ 452,537	\$ 4,913	\$ 457,450
UCD	608001	PROFESSOR	\$ 520,404	\$ 4,896	\$ 525,300
UCD	604055	PROFESSOR	\$ 483,324	\$ 4,862	\$ 488,186
UCD	641642	ASSOCIATE PROFESSOR	\$ 385,156	\$ 4,844	\$ 390,000
UCD	683901	ASST PROFESSOR	\$ 156,302	\$ 4,834	\$ 161,136
UCD	680632	ASST PROFESSOR	\$ 129,417	\$ 4,833	\$ 134,250
UCD	629458	PROFESSOR	\$ 187,393	\$ 4,805	\$ 192,198
UCD	611714	ASSOCIATE PROFESSOR	\$ 345,203	\$ 4,791	\$ 349,994
UCD	669336	PROFESSOR	\$ 316,262	\$ 4,738	\$ 321,000
UCD	666132	ASSOCIATE PROFESSOR	\$ 278,775	\$ 4,726	\$ 283,500
UCD	612918	PROFESSOR	\$ 404,774	\$ 4,726	\$ 409,500
UCD	628633	PROFESSOR	\$ 348,080	\$ 4,725	\$ 350,805
UCD	623651	ASST PROFESSOR	\$ 296,428	\$ 4,725	\$ 301,153
UCD	645116	ASST PROFESSOR	\$ 296,428	\$ 4,725	\$ 301,153
UCD	611374	ASST PROFESSOR	\$ 248,150	\$ 4,724	\$ 252,874
UCD	651895	ASST PROFESSOR	\$ 248,461	\$ 4,714	\$ 253,175



**University of Colorado Denver**  
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CAMPUS	JOB POSITION		NON-STATE	STATE	TOTAL
	NUMBER	TITLE	FUNDING	FUNDING	
UCD	605263	ASST PROFESSOR	\$ 295,287	\$ 4,713	\$ 300,000
UCD	678757	ASSOCIATE PROFESSOR	\$ 202,289	\$ 4,711	\$ 207,000
UCD	603971	ASSOCIATE PROFESSOR	\$ 276,465	\$ 4,678	\$ 281,143
UCD	641477	ASSOCIATE PROFESSOR	\$ 281,598	\$ 4,678	\$ 286,276
UCD	637286	ASSOCIATE PROFESSOR	\$ 267,061	\$ 4,657	\$ 271,718
UCD	619012	ASST PROFESSOR	\$ 220,352	\$ 4,649	\$ 225,000
UCD	609066	ASST PROFESSOR	\$ 215,354	\$ 4,646	\$ 220,000
UCD	605010	ASSOCIATE PROFESSOR	\$ 315,604	\$ 4,631	\$ 320,235
UCD	623899	ASSOCIATE PROFESSOR	\$ 149,706	\$ 4,630	\$ 154,336
UCD	625797	ASSOCIATE PROFESSOR	\$ 316,220	\$ 4,630	\$ 320,850
UCD	608281	PROFESSOR	\$ 309,976	\$ 4,625	\$ 314,601
UCD	611416	PROFESSOR	\$ 299,048	\$ 4,619	\$ 303,667
UCD	678466	ASST PROFESSOR	\$ 145,401	\$ 4,599	\$ 150,000
UCD	657217	ASSOCIATE PROFESSOR	\$ 246,154	\$ 4,596	\$ 250,750
UCD	642953	ASST PROFESSOR	\$ 233,299	\$ 4,577	\$ 237,876
UCD	606985	ASST PROFESSOR	\$ 193,356	\$ 4,560	\$ 197,916
UCD	687874	ASST PROFESSOR	\$ 145,451	\$ 4,550	\$ 150,000
UCD	629933	ASST PROFESSOR	\$ 145,452	\$ 4,548	\$ 150,000
UCD	653093	ASST PROFESSOR	\$ 137,461	\$ 4,534	\$ 141,995
UCD	620659	PROFESSOR	\$ 176,591	\$ 4,534	\$ 181,125
UCD	612808	PROFESSOR	\$ 176,284	\$ 4,533	\$ 180,817
UCD	665911	ASST PROFESSOR	\$ 209,480	\$ 4,520	\$ 214,000
UCD	629178	ASST PROFESSOR	\$ 201,699	\$ 4,512	\$ 206,211
UCD	666946	ASST PROFESSOR	\$ 156,188	\$ 4,496	\$ 160,684
UCD	637287	ASSOCIATE PROFESSOR	\$ 193,069	\$ 4,495	\$ 197,564
UCD	615890	PROFESSOR	\$ 215,831	\$ 4,488	\$ 220,319
UCD	638144	ASSOCIATE PROFESSOR	\$ 187,266	\$ 4,487	\$ 191,753
UCD	641579	ASSOCIATE PROFESSOR	\$ 287,131	\$ 4,485	\$ 291,616
UCD	653492	ASST PROFESSOR	\$ 180,525	\$ 4,475	\$ 185,000
UCD	607096	PROFESSOR	\$ 112,230	\$ 4,470	\$ 116,700
UCD	673609	ASST PROFESSOR	\$ 177,639	\$ 4,469	\$ 182,108
UCD	659403	PROFESSOR	\$ 176,132	\$ 4,466	\$ 180,598
UCD	600509	PROFESSOR	\$ 144,070	\$ 4,456	\$ 148,526
UCD	602319	SENIOR INSTRUCTOR	\$ 120,669	\$ 4,338	\$ 125,007
UCD	660952	ASST PROFESSOR	\$ 117,746	\$ 4,258	\$ 122,004
UCD	627755	ASSOCIATE PROFESSOR	\$ 159,733	\$ 4,247	\$ 163,980
UCD	635900	ASST PROFESSOR	\$ 137,228	\$ 4,244	\$ 141,472
UCD	607056	ASST PROFESSOR	\$ 115,800	\$ 4,200	\$ 120,000
UCD	672213	SENIOR INSTRUCTOR	\$ 127,293	\$ 4,032	\$ 131,325
UCD	659942	ASST PROFESSOR-RESEARCH	\$ 93,816	\$ 3,655	\$ 97,471
UCD	615619	ASSOCIATE PROFESSOR	\$ 112,000	\$ 3,464	\$ 115,464
UCD	611467	PROFESSOR	\$ 126,750	\$ 3,250	\$ 130,000
UCD	662848	PROFESSOR	\$ 256,300	\$ 3,244	\$ 259,544
UCD	610132	ASST PROFESSOR	\$ 103,630	\$ 3,205	\$ 106,835
UCD	630288	SENIOR INSTRUCTOR	\$ 110,755	\$ 2,995	\$ 113,750
UCD	657192	ASSOCIATE PROFESSOR	\$ 193,558	\$ 2,450	\$ 196,008
UCD	609663	INSTRUCTOR	\$ 105,537	\$ 2,396	\$ 107,933
UCD	675922	INSTRUCTOR	\$ 114,871	\$ 2,129	\$ 117,000
UCD	603273	ASST PROFESSOR	\$ 126,005	\$ 2,127	\$ 128,132
UCD	614228	ASST PROFESSOR	\$ 135,875	\$ 2,125	\$ 138,000
UCD	652379	ASST PROFESSOR	\$ 135,875	\$ 2,125	\$ 138,000
UCD	624643	ASST PROFESSOR	\$ 129,875	\$ 2,125	\$ 132,000
UCD	678831	ASST PROFESSOR	\$ 106,776	\$ 2,124	\$ 108,900
UCD	649178	ASST PROFESSOR	\$ 147,411	\$ 2,123	\$ 149,534
UCD	635145	ASST PROFESSOR	\$ 149,041	\$ 2,116	\$ 151,157
UCD	611512	PROFESSOR	\$ 358,085	\$ 1,915	\$ 360,000
UCD	611775	PROFESSOR	\$ 143,104	\$ 1,811	\$ 144,915
UCD	671631	ASST PROFESSOR	\$ 103,403	\$ 1,597	\$ 105,000
UCD	604169	ASSOCIATE PROFESSOR	\$ 115,538	\$ 1,463	\$ 117,000
UCD	620871	ASST PROFESSOR	\$ 136,937	\$ 1,063	\$ 138,000
UCD	679013	ASST PROFESSOR	\$ 130,944	\$ 1,056	\$ 132,000
UCD	212625	GENERAL PROFESSIONAL VI	\$ 102,000	\$ -	\$ 102,000
UCD	212629	PRO ENGINEER II - MECH	\$ 106,512	\$ -	\$ 106,512
UCD	217242	ELECTRONIC ENGINEER III	\$ 109,788	\$ -	\$ 109,788
UCD	218272	IT PROFESSIONAL IV	\$ 98,592	\$ -	\$ 98,592
UCD	218518	ASST PROFESSOR	\$ 127,000	\$ -	\$ 127,000
UCD	218520	ADMINISTRATOR	\$ 103,125	\$ -	\$ 103,125
UCD	350577	DIRECTOR-EXMPT PROF	\$ 97,941	\$ -	\$ 97,941
UCD	350890	DIRECTOR-EXMPT PROF	\$ 106,789	\$ -	\$ 106,789
UCD	356233	PROFESSOR-RESEARCH	\$ 125,296	\$ -	\$ 125,296

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CAMPUS	JOB POSITION NUMBER	TITLE	NON-STATE FUNDING	STATE FUNDING	TOTAL
UCD	356427	EXECUTIVE DIRECTOR	\$ 105,000	\$ -	\$ 105,000
UCD	600007	SENIOR INSTRUCTOR	\$ 176,403	\$ -	\$ 176,403
UCD	600041	INSTRUCTOR	\$ 137,537	\$ -	\$ 137,537
UCD	600043	ASSOCIATE PROFESSOR	\$ 200,000	\$ -	\$ 200,000
UCD	600092	SR PROFESSIONAL RESEARCH ASST	\$ 117,887	\$ -	\$ 117,887
UCD	600232	PROFESSOR	\$ 214,000	\$ -	\$ 214,000
UCD	600391	INSTRUCTOR	\$ 108,000	\$ -	\$ 108,000
UCD	600394	PROFESSOR	\$ 135,532	\$ -	\$ 135,532
UCD	600529	PROFESSOR	\$ 146,448	\$ -	\$ 146,448
UCD	600562	ASSOCIATE PROFESSOR	\$ 99,765	\$ -	\$ 99,765
UCD	600607	ASST PROFESSOR	\$ 275,000	\$ -	\$ 275,000
UCD	600646	ASSOCIATE PROFESSOR	\$ 231,710	\$ -	\$ 231,710
UCD	600708	SENIOR INSTRUCTOR	\$ 106,810	\$ -	\$ 106,810
UCD	600790	ASSOCIATE PROFESSOR	\$ 171,178	\$ -	\$ 171,178
UCD	600824	SENIOR INSTRUCTOR	\$ 155,040	\$ -	\$ 155,040
UCD	600975	SENIOR INSTRUCTOR	\$ 137,700	\$ -	\$ 137,700
UCD	600976	ASSOCIATE PROFESSOR	\$ 120,000	\$ -	\$ 120,000
UCD	601003	PROFESSOR	\$ 200,000	\$ -	\$ 200,000
UCD	601004	ASSOCIATE PROFESSOR	\$ 480,000	\$ -	\$ 480,000
UCD	601007	ASST PROFESSOR	\$ 170,000	\$ -	\$ 170,000
UCD	601044	ASSOCIATE PROFESSOR	\$ 162,794	\$ -	\$ 162,794
UCD	601045	ASSOCIATE PROFESSOR	\$ 125,160	\$ -	\$ 125,160
UCD	601136	PROFESSOR	\$ 187,160	\$ -	\$ 187,160
UCD	601299	PROFESSOR	\$ 139,593	\$ -	\$ 139,593
UCD	601457	INSTRUCTOR	\$ 148,000	\$ -	\$ 148,000
UCD	601573	PROFESSOR	\$ 435,863	\$ -	\$ 435,863
UCD	601635	PROFESSOR	\$ 225,816	\$ -	\$ 225,816
UCD	601643	PROFESSOR	\$ 179,146	\$ -	\$ 179,146
UCD	601707	ASSOCIATE PROFESSOR	\$ 240,000	\$ -	\$ 240,000
UCD	601759	PROFESSOR	\$ 285,000	\$ -	\$ 285,000
UCD	601852	DISTINGUISHED PROFESSOR	\$ 203,036	\$ -	\$ 203,036
UCD	601856	ASST PROFESSOR	\$ 115,566	\$ -	\$ 115,566
UCD	601876	ASSOCIATE PROFESSOR	\$ 300,000	\$ -	\$ 300,000
UCD	601883	ASST PROFESSOR	\$ 152,737	\$ -	\$ 152,737
UCD	601909	PROFESSOR	\$ 110,491	\$ -	\$ 110,491
UCD	601972	PROFESSOR	\$ 265,330	\$ -	\$ 265,330
UCD	602030	ASST VICE CHANCELLOR	\$ 199,096	\$ -	\$ 199,096
UCD	602063	ASSOCIATE PROFESSOR	\$ 154,279	\$ -	\$ 154,279
UCD	602064	ASSOCIATE PROFESSOR	\$ 107,435	\$ -	\$ 107,435
UCD	602209	MANAGER	\$ 95,128	\$ -	\$ 95,128
UCD	602386	ASSOCIATE PROFESSOR	\$ 152,538	\$ -	\$ 152,538
UCD	602489	ASST PROFESSOR	\$ 202,475	\$ -	\$ 202,475
UCD	602523	ASSOCIATE PROFESSOR	\$ 126,039	\$ -	\$ 126,039
UCD	602604	ASSOCIATE PROFESSOR	\$ 180,000	\$ -	\$ 180,000
UCD	602615	ASST PROFESSOR	\$ 250,000	\$ -	\$ 250,000
UCD	602616	PROFESSOR	\$ 223,789	\$ -	\$ 223,789
UCD	602702	ASSOCIATE PROFESSOR	\$ 115,360	\$ -	\$ 115,360
UCD	602735	ASSOCIATE PROFESSOR	\$ 183,667	\$ -	\$ 183,667
UCD	602808	INSTRUCTOR	\$ 117,884	\$ -	\$ 117,884
UCD	602884	ASST PROFESSOR	\$ 170,000	\$ -	\$ 170,000
UCD	602914	SENIOR INSTRUCTOR	\$ 108,824	\$ -	\$ 108,824
UCD	602992	PROFESSOR	\$ 175,943	\$ -	\$ 175,943
UCD	603013	SR PROFESSIONAL RESEARCH ASST	\$ 117,884	\$ -	\$ 117,884
UCD	603049	PROFESSOR	\$ 183,836	\$ -	\$ 183,836
UCD	603102	ADMINISTRATOR	\$ 95,953	\$ -	\$ 95,953
UCD	603118	ASSOCIATE PROFESSOR	\$ 290,000	\$ -	\$ 290,000
UCD	603211	ASST PROFESSOR	\$ 137,683	\$ -	\$ 137,683
UCD	603376	SENIOR INSTRUCTOR	\$ 142,800	\$ -	\$ 142,800
UCD	603384	ASST PROFESSOR	\$ 308,963	\$ -	\$ 308,963
UCD	603435	PROFESSOR	\$ 180,000	\$ -	\$ 180,000
UCD	603463	ASST PROFESSOR	\$ 190,000	\$ -	\$ 190,000
UCD	603677	ASSOCIATE PROFESSOR	\$ 175,367	\$ -	\$ 175,367
UCD	603868	ASSOCIATE PROFESSOR	\$ 288,258	\$ -	\$ 288,258
UCD	604028	ASSOCIATE PROFESSOR	\$ 122,400	\$ -	\$ 122,400
UCD	604074	PROFESSOR	\$ 144,300	\$ -	\$ 144,300
UCD	604143	PROFESSOR	\$ 97,416	\$ -	\$ 97,416
UCD	604192	PROFESSOR	\$ 200,000	\$ -	\$ 200,000
UCD	604238	PROFESSOR	\$ 200,000	\$ -	\$ 200,000
UCD	604239	ASSOCIATE PROFESSOR	\$ 192,240	\$ -	\$ 192,240
UCD	604393	INSTRUCTOR	\$ 100,000	\$ -	\$ 100,000

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CAMPUS	JOB POSITION		NON-STATE	STATE	TOTAL
	NUMBER	TITLE	FUNDING	FUNDING	
UCD	604471	ASSOCIATE PROFESSOR	\$ 347,120	\$ -	\$ 347,120
UCD	604526	PROFESSOR	\$ 387,262	\$ -	\$ 387,262
UCD	604562	SENIOR INSTRUCTOR	\$ 167,205	\$ -	\$ 167,205
UCD	604563	PROFESSOR	\$ 273,900	\$ -	\$ 273,900
UCD	604808	ASSOCIATE PROFESSOR	\$ 153,000	\$ -	\$ 153,000
UCD	604846	SENIOR INSTRUCTOR	\$ 178,500	\$ -	\$ 178,500
UCD	604867	ASST PROFESSOR	\$ 145,000	\$ -	\$ 145,000
UCD	604929	ASST PROFESSOR	\$ 129,324	\$ -	\$ 129,324
UCD	604937	PROFESSOR	\$ 201,648	\$ -	\$ 201,648
UCD	605000	PROFESSOR	\$ 214,000	\$ -	\$ 214,000
UCD	605101	ASSOCIATE PROFESSOR	\$ 102,000	\$ -	\$ 102,000
UCD	605167	PROFESSOR	\$ 141,411	\$ -	\$ 141,411
UCD	605168	ASST PROFESSOR	\$ 122,570	\$ -	\$ 122,570
UCD	605210	PROFESSOR	\$ 179,728	\$ -	\$ 179,728
UCD	605225	ASSOCIATE PROFESSOR	\$ 166,561	\$ -	\$ 166,561
UCD	605322	ASST PROFESSOR	\$ 280,000	\$ -	\$ 280,000
UCD	605484	ASSOCIATE PROFESSOR	\$ 95,053	\$ -	\$ 95,053
UCD	605606	ASSOCIATE PROFESSOR	\$ 101,970	\$ -	\$ 101,970
UCD	605808	PROFESSOR	\$ 111,395	\$ -	\$ 111,395
UCD	605966	ASST PROFESSOR	\$ 189,757	\$ -	\$ 189,757
UCD	606036	PROFESSOR	\$ 114,101	\$ -	\$ 114,101
UCD	606053	PROFESSOR	\$ 244,107	\$ -	\$ 244,107
UCD	606061	SENIOR INSTRUCTOR	\$ 117,183	\$ -	\$ 117,183
UCD	606079	ASST PROFESSOR	\$ 180,000	\$ -	\$ 180,000
UCD	606236	ASST PROFESSOR	\$ 117,600	\$ -	\$ 117,600
UCD	606283	PROFESSOR	\$ 206,687	\$ -	\$ 206,687
UCD	606307	PROFESSOR	\$ 231,000	\$ -	\$ 231,000
UCD	606330	ASST PROFESSOR	\$ 143,325	\$ -	\$ 143,325
UCD	606376	ASST PROFESSOR	\$ 227,000	\$ -	\$ 227,000
UCD	606385	PROFESSOR	\$ 350,000	\$ -	\$ 350,000
UCD	606544	ASSOCIATE PROFESSOR	\$ 208,280	\$ -	\$ 208,280
UCD	606564	ASST PROFESSOR	\$ 192,000	\$ -	\$ 192,000
UCD	606612	PROFESSOR	\$ 292,386	\$ -	\$ 292,386
UCD	606658	ASSOCIATE PROFESSOR	\$ 194,802	\$ -	\$ 194,802
UCD	606682	SENIOR INSTRUCTOR	\$ 153,991	\$ -	\$ 153,991
UCD	606697	ASST PROFESSOR	\$ 150,000	\$ -	\$ 150,000
UCD	606873	PROFESSOR	\$ 111,324	\$ -	\$ 111,324
UCD	606907	ASST PROFESSOR	\$ 128,404	\$ -	\$ 128,404
UCD	606937	PROFESSOR	\$ 110,217	\$ -	\$ 110,217
UCD	607174	PROFESSOR	\$ 420,148	\$ -	\$ 420,148
UCD	607254	ASSOCIATE PROFESSOR	\$ 136,000	\$ -	\$ 136,000
UCD	607260	ASSOCIATE PROFESSOR	\$ 204,459	\$ -	\$ 204,459
UCD	607304	PROFESSOR	\$ 271,465	\$ -	\$ 271,465
UCD	607308	ASSOCIATE PROFESSOR	\$ 254,000	\$ -	\$ 254,000
UCD	607497	ASSOCIATE PROFESSOR	\$ 415,000	\$ -	\$ 415,000
UCD	607518	PROFESSOR	\$ 205,000	\$ -	\$ 205,000
UCD	607608	ASSOCIATE PROFESSOR	\$ 395,300	\$ -	\$ 395,300
UCD	607612	ASSOCIATE PROFESSOR	\$ 154,530	\$ -	\$ 154,530
UCD	607648	INSTRUCTOR	\$ 139,825	\$ -	\$ 139,825
UCD	607686	INSTRUCTOR	\$ 130,000	\$ -	\$ 130,000
UCD	607754	ASSOCIATE PROFESSOR	\$ 98,000	\$ -	\$ 98,000
UCD	607849	PROFESSOR	\$ 350,000	\$ -	\$ 350,000
UCD	607868	ASSOCIATE PROFESSOR	\$ 110,546	\$ -	\$ 110,546
UCD	608002	ASST PROFESSOR	\$ 205,000	\$ -	\$ 205,000
UCD	608108	ASSOCIATE PROFESSOR	\$ 115,919	\$ -	\$ 115,919
UCD	608144	PROFESSOR	\$ 210,344	\$ -	\$ 210,344
UCD	608154	ASSOCIATE PROFESSOR	\$ 119,025	\$ -	\$ 119,025
UCD	608310	PROFESSOR	\$ 115,000	\$ -	\$ 115,000
UCD	608500	ASST PROFESSOR	\$ 147,000	\$ -	\$ 147,000
UCD	608612	ASST PROFESSOR	\$ 310,000	\$ -	\$ 310,000
UCD	608613	ASSOCIATE PROFESSOR	\$ 190,962	\$ -	\$ 190,962
UCD	608617	ASST PROFESSOR	\$ 120,133	\$ -	\$ 120,133
UCD	608653	PROFESSOR	\$ 130,046	\$ -	\$ 130,046
UCD	608837	ASSOCIATE PROFESSOR	\$ 150,000	\$ -	\$ 150,000
UCD	609157	SENIOR INSTRUCTOR	\$ 170,000	\$ -	\$ 170,000
UCD	609243	PROFESSOR-CLINICAL	\$ 104,000	\$ -	\$ 104,000
UCD	609305	SENIOR INSTRUCTOR	\$ 196,000	\$ -	\$ 196,000
UCD	609309	PROFESSOR	\$ 189,998	\$ -	\$ 189,998
UCD	609384	PROFESSOR	\$ 202,702	\$ -	\$ 202,702
UCD	609389	ASSOCIATE PROFESSOR	\$ 98,000	\$ -	\$ 98,000

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CAMPUS	JOB POSITION NUMBER	TITLE	NON-STATE FUNDING	STATE FUNDING	TOTAL
UCD	609452	ASSOCIATE PROFESSOR	\$ 165,513	\$ -	\$ 165,513
UCD	609454	ADMINISTRATOR	\$ 109,490	\$ -	\$ 109,490
UCD	609455	ASSOCIATE PROFESSOR	\$ 158,445	\$ -	\$ 158,445
UCD	609504	INSTRUCTOR	\$ 144,486	\$ -	\$ 144,486
UCD	609612	PROFESSOR	\$ 100,000	\$ -	\$ 100,000
UCD	609642	ADMINISTRATOR	\$ 98,000	\$ -	\$ 98,000
UCD	609651	ASSOCIATE PROFESSOR	\$ 290,000	\$ -	\$ 290,000
UCD	609729	INSTRUCTOR	\$ 110,000	\$ -	\$ 110,000
UCD	609768	ASST PROFESSOR	\$ 187,200	\$ -	\$ 187,200
UCD	609785	ASSOCIATE PROFESSOR	\$ 288,448	\$ -	\$ 288,448
UCD	609786	PROFESSOR	\$ 362,100	\$ -	\$ 362,100
UCD	609814	ASST PROFESSOR	\$ 136,477	\$ -	\$ 136,477
UCD	609835	ASST PROFESSOR	\$ 340,667	\$ -	\$ 340,667
UCD	609894	ASSOCIATE PROFESSOR	\$ 118,000	\$ -	\$ 118,000
UCD	609906	ASSOCIATE PROFESSOR	\$ 185,400	\$ -	\$ 185,400
UCD	609942	INSTRUCTOR	\$ 122,813	\$ -	\$ 122,813
UCD	610234	ASST PROFESSOR	\$ 148,070	\$ -	\$ 148,070
UCD	610237	PROFESSOR	\$ 220,000	\$ -	\$ 220,000
UCD	610278	PROFESSOR	\$ 200,000	\$ -	\$ 200,000
UCD	610288	ASSOCIATE PROFESSOR	\$ 300,000	\$ -	\$ 300,000
UCD	610650	PROFESSOR	\$ 109,919	\$ -	\$ 109,919
UCD	610764	SENIOR INSTRUCTOR	\$ 214,200	\$ -	\$ 214,200
UCD	610777	PROFESSOR	\$ 136,869	\$ -	\$ 136,869
UCD	610819	SENIOR INSTRUCTOR	\$ 167,195	\$ -	\$ 167,195
UCD	610892	PROFESSOR	\$ 200,000	\$ -	\$ 200,000
UCD	610917	PROFESSOR	\$ 180,000	\$ -	\$ 180,000
UCD	610918	SENIOR INSTRUCTOR	\$ 164,256	\$ -	\$ 164,256
UCD	610962	SENIOR INSTRUCTOR	\$ 188,124	\$ -	\$ 188,124
UCD	611013	ASSOCIATE PROFESSOR	\$ 107,625	\$ -	\$ 107,625
UCD	611081	SENIOR INSTRUCTOR	\$ 175,000	\$ -	\$ 175,000
UCD	611119	INSTRUCTOR	\$ 139,825	\$ -	\$ 139,825
UCD	611167	PROFESSOR	\$ 262,500	\$ -	\$ 262,500
UCD	611189	ASSOCIATE PROFESSOR	\$ 257,040	\$ -	\$ 257,040
UCD	611282	ASSOCIATE PROFESSOR	\$ 168,000	\$ -	\$ 168,000
UCD	611348	PROFESSIONAL RESEARCH ASST	\$ 129,411	\$ -	\$ 129,411
UCD	611359	ASST PROFESSOR	\$ 100,000	\$ -	\$ 100,000
UCD	611480	SENIOR INSTRUCTOR	\$ 124,824	\$ -	\$ 124,824
UCD	611754	ASSOCIATE PROFESSOR	\$ 177,441	\$ -	\$ 177,441
UCD	611843	PROFESSOR	\$ 204,985	\$ -	\$ 204,985
UCD	612013	INSTRUCTOR	\$ 110,160	\$ -	\$ 110,160
UCD	612044	PROFESSOR	\$ 119,920	\$ -	\$ 119,920
UCD	612102	SENIOR INSTRUCTOR	\$ 181,861	\$ -	\$ 181,861
UCD	612207	ASSOCIATE PROFESSOR	\$ 167,500	\$ -	\$ 167,500
UCD	612210	PROFESSOR	\$ 240,000	\$ -	\$ 240,000
UCD	612251	ASSOCIATE PROFESSOR	\$ 155,652	\$ -	\$ 155,652
UCD	612305	SENIOR INSTRUCTOR	\$ 143,724	\$ -	\$ 143,724
UCD	612394	PROFESSOR	\$ 126,787	\$ -	\$ 126,787
UCD	612415	SENIOR INSTRUCTOR	\$ 164,256	\$ -	\$ 164,256
UCD	612457	SENIOR INSTRUCTOR	\$ 132,609	\$ -	\$ 132,609
UCD	612749	INSTRUCTOR	\$ 130,000	\$ -	\$ 130,000
UCD	612820	ASST PROFESSOR	\$ 130,000	\$ -	\$ 130,000
UCD	612850	SENIOR INSTRUCTOR	\$ 161,160	\$ -	\$ 161,160
UCD	612901	ASST PROFESSOR	\$ 150,000	\$ -	\$ 150,000
UCD	612932	INSTRUCTOR	\$ 150,000	\$ -	\$ 150,000
UCD	612984	PROFESSOR	\$ 199,655	\$ -	\$ 199,655
UCD	613096	PROFESSOR	\$ 331,500	\$ -	\$ 331,500
UCD	613206	PROFESSOR	\$ 221,737	\$ -	\$ 221,737
UCD	613491	PROFESSOR	\$ 305,000	\$ -	\$ 305,000
UCD	613593	PROFESSOR	\$ 133,721	\$ -	\$ 133,721
UCD	613601	ASSOCIATE PROFESSOR	\$ 113,574	\$ -	\$ 113,574
UCD	613605	ASSOCIATE PROFESSOR	\$ 142,000	\$ -	\$ 142,000
UCD	613748	SENIOR INSTRUCTOR	\$ 159,000	\$ -	\$ 159,000
UCD	613851	INSTRUCTOR	\$ 144,486	\$ -	\$ 144,486
UCD	613855	ADMINISTRATOR	\$ 105,000	\$ -	\$ 105,000
UCD	614045	PROFESSOR	\$ 360,000	\$ -	\$ 360,000
UCD	614104	ASST PROFESSOR	\$ 122,604	\$ -	\$ 122,604
UCD	614106	ASSOCIATE PROFESSOR	\$ 151,543	\$ -	\$ 151,543
UCD	614198	ASSOCIATE PROFESSOR	\$ 210,000	\$ -	\$ 210,000
UCD	614206	PROFESSOR	\$ 113,000	\$ -	\$ 113,000
UCD	614208	ASST PROFESSOR	\$ 216,000	\$ -	\$ 216,000

**University of Colorado Denver  
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CAMPUS	JOB POSITION		NON-STATE FUNDING	STATE FUNDING	TOTAL
	NUMBER	TITLE			
UCD	614222	SENIOR INSTRUCTOR	\$ 180,260	\$ -	\$ 180,260
UCD	614240	ASST PROFESSOR	\$ 150,000	\$ -	\$ 150,000
UCD	614259	INSTRUCTOR	\$ 103,421	\$ -	\$ 103,421
UCD	614266	PROFESSOR	\$ 290,000	\$ -	\$ 290,000
UCD	614297	PROFESSOR	\$ 129,932	\$ -	\$ 129,932
UCD	614330	PROFESSOR-CLINICAL	\$ 110,004	\$ -	\$ 110,004
UCD	614382	PROFESSOR	\$ 152,440	\$ -	\$ 152,440
UCD	614586	SENIOR INSTRUCTOR	\$ 142,805	\$ -	\$ 142,805
UCD	614664	ADMINISTRATOR	\$ 110,000	\$ -	\$ 110,000
UCD	614681	ASST PROFESSOR	\$ 127,500	\$ -	\$ 127,500
UCD	614766	PROFESSOR	\$ 160,000	\$ -	\$ 160,000
UCD	614880	ASSOCIATE PROFESSOR	\$ 211,123	\$ -	\$ 211,123
UCD	614970	PROFESSOR	\$ 163,492	\$ -	\$ 163,492
UCD	615093	INSTRUCTOR	\$ 144,486	\$ -	\$ 144,486
UCD	615094	ASSOCIATE PROFESSOR	\$ 445,000	\$ -	\$ 445,000
UCD	615392	ASSOCIATE PROFESSOR	\$ 114,953	\$ -	\$ 114,953
UCD	615467	ASSOCIATE PROFESSOR	\$ 195,000	\$ -	\$ 195,000
UCD	615533	ASSOCIATE PROFESSOR	\$ 163,984	\$ -	\$ 163,984
UCD	616171	ASST PROFESSOR	\$ 175,000	\$ -	\$ 175,000
UCD	616186	ASSOCIATE PROFESSOR	\$ 194,670	\$ -	\$ 194,670
UCD	616611	PROFESSOR	\$ 108,212	\$ -	\$ 108,212
UCD	617004	PROFESSOR	\$ 212,084	\$ -	\$ 212,084
UCD	617129	PROFESSOR	\$ 116,963	\$ -	\$ 116,963
UCD	617370	ASSOCIATE PROFESSOR	\$ 275,000	\$ -	\$ 275,000
UCD	617413	PROFESSOR	\$ 164,028	\$ -	\$ 164,028
UCD	617479	ASSOCIATE PROFESSOR	\$ 120,288	\$ -	\$ 120,288
UCD	617592	PROFESSOR	\$ 195,000	\$ -	\$ 195,000
UCD	618202	SENIOR INSTRUCTOR	\$ 123,618	\$ -	\$ 123,618
UCD	618246	PROFESSOR	\$ 119,739	\$ -	\$ 119,739
UCD	618333	PROFESSOR	\$ 225,318	\$ -	\$ 225,318
UCD	618363	INSTRUCTOR	\$ 139,825	\$ -	\$ 139,825
UCD	618510	INSTRUCTOR	\$ 144,486	\$ -	\$ 144,486
UCD	618575	ASSOCIATE PROFESSOR	\$ 183,406	\$ -	\$ 183,406
UCD	618710	INSTRUCTOR	\$ 99,000	\$ -	\$ 99,000
UCD	618973	ASST PROFESSOR	\$ 300,000	\$ -	\$ 300,000
UCD	619131	INSTRUCTOR	\$ 98,700	\$ -	\$ 98,700
UCD	619210	ASSOCIATE PROFESSOR	\$ 121,559	\$ -	\$ 121,559
UCD	619813	SENIOR INSTRUCTOR	\$ 171,160	\$ -	\$ 171,160
UCD	620601	SENIOR INSTRUCTOR	\$ 135,155	\$ -	\$ 135,155
UCD	620859	PROFESSOR	\$ 115,984	\$ -	\$ 115,984
UCD	620870	ASSOCIATE PROFESSOR	\$ 136,250	\$ -	\$ 136,250
UCD	620895	ASST PROFESSOR	\$ 105,061	\$ -	\$ 105,061
UCD	621003	SENIOR INSTRUCTOR	\$ 135,313	\$ -	\$ 135,313
UCD	621207	INSTRUCTOR	\$ 158,558	\$ -	\$ 158,558
UCD	621210	ASSOCIATE PROFESSOR	\$ 172,661	\$ -	\$ 172,661
UCD	621388	ASSOCIATE PROFESSOR	\$ 217,678	\$ -	\$ 217,678
UCD	621426	INSTRUCTOR	\$ 130,000	\$ -	\$ 130,000
UCD	623379	PROFESSOR	\$ 157,168	\$ -	\$ 157,168
UCD	623380	PROFESSOR	\$ 173,658	\$ -	\$ 173,658
UCD	623386	INSTRUCTOR	\$ 108,365	\$ -	\$ 108,365
UCD	623413	ASSOCIATE PROFESSOR	\$ 215,004	\$ -	\$ 215,004
UCD	623491	PROFESSOR	\$ 130,000	\$ -	\$ 130,000
UCD	623515	SENIOR INSTRUCTOR	\$ 141,862	\$ -	\$ 141,862
UCD	623722	ASSOCIATE PROFESSOR	\$ 146,781	\$ -	\$ 146,781
UCD	623762	PROFESSOR	\$ 204,556	\$ -	\$ 204,556
UCD	623794	ASSOC PROFESSOR-RESEARCH	\$ 109,993	\$ -	\$ 109,993
UCD	623861	ASSOCIATE PROFESSOR	\$ 183,450	\$ -	\$ 183,450
UCD	624141	ASSOCIATE PROFESSOR	\$ 95,004	\$ -	\$ 95,004
UCD	624189	ASST PROFESSOR	\$ 143,525	\$ -	\$ 143,525
UCD	624813	PROFESSOR	\$ 203,500	\$ -	\$ 203,500
UCD	625390	PROFESSOR	\$ 217,572	\$ -	\$ 217,572
UCD	625922	ASSOCIATE PROFESSOR	\$ 170,000	\$ -	\$ 170,000
UCD	625927	ASSOCIATE PROFESSOR	\$ 265,000	\$ -	\$ 265,000
UCD	626088	ASSOCIATE PROFESSOR	\$ 190,008	\$ -	\$ 190,008
UCD	626237	PROFESSOR	\$ 221,450	\$ -	\$ 221,450
UCD	626239	SENIOR INSTRUCTOR	\$ 192,397	\$ -	\$ 192,397
UCD	626305	ASST PROFESSOR	\$ 134,477	\$ -	\$ 134,477
UCD	626349	PROFESSOR	\$ 273,718	\$ -	\$ 273,718
UCD	626524	ASSOCIATE PROFESSOR	\$ 154,467	\$ -	\$ 154,467
UCD	626725	ASSOCIATE PROFESSOR	\$ 155,000	\$ -	\$ 155,000

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CAMPUS	JOB POSITION NUMBER	TITLE	NON-STATE FUNDING	STATE FUNDING	TOTAL
UCD	626822	INSTRUCTOR	\$ 144,486	\$ -	\$ 144,486
UCD	626822	INSTRUCTOR	\$ 144,486	\$ -	\$ 144,486
UCD	627072	PROFESSOR	\$ 95,724	\$ -	\$ 95,724
UCD	627497	ASST PROFESSOR	\$ 133,054	\$ -	\$ 133,054
UCD	627740	ASSOCIATE PROFESSOR	\$ 227,795	\$ -	\$ 227,795
UCD	627757	ASSOCIATE PROFESSOR	\$ 126,273	\$ -	\$ 126,273
UCD	627918	INSTRUCTOR	\$ 121,363	\$ -	\$ 121,363
UCD	628079	ASSOCIATE PROFESSOR	\$ 257,040	\$ -	\$ 257,040
UCD	628298	ASST PROFESSOR	\$ 175,615	\$ -	\$ 175,615
UCD	628384	ASSOCIATE PROFESSOR	\$ 212,517	\$ -	\$ 212,517
UCD	628502	PROFESSOR	\$ 200,232	\$ -	\$ 200,232
UCD	628590	PROFESSOR	\$ 320,000	\$ -	\$ 320,000
UCD	628636	ASSOCIATE PROFESSOR	\$ 170,800	\$ -	\$ 170,800
UCD	628747	INSTRUCTOR	\$ 139,825	\$ -	\$ 139,825
UCD	628857	PROFESSOR	\$ 240,000	\$ -	\$ 240,000
UCD	628938	PROFESSOR	\$ 225,000	\$ -	\$ 225,000
UCD	628979	ASST PROFESSOR	\$ 142,100	\$ -	\$ 142,100
UCD	629016	INSTRUCTOR	\$ 139,825	\$ -	\$ 139,825
UCD	629101	ASSOCIATE PROFESSOR	\$ 171,366	\$ -	\$ 171,366
UCD	629180	INSTRUCTOR	\$ 100,588	\$ -	\$ 100,588
UCD	629217	ASST PROFESSOR	\$ 97,000	\$ -	\$ 97,000
UCD	629314	INSTRUCTOR	\$ 144,486	\$ -	\$ 144,486
UCD	629340	ASSOCIATE PROFESSOR	\$ 121,456	\$ -	\$ 121,456
UCD	629348	ASST PROFESSOR	\$ 350,000	\$ -	\$ 350,000
UCD	629388	SENIOR INSTRUCTOR	\$ 163,200	\$ -	\$ 163,200
UCD	629691	PROFESSOR	\$ 250,000	\$ -	\$ 250,000
UCD	629831	PROFESSOR	\$ 182,000	\$ -	\$ 182,000
UCD	629914	SENIOR INSTRUCTOR	\$ 153,990	\$ -	\$ 153,990
UCD	630030	ASST PROFESSOR	\$ 134,952	\$ -	\$ 134,952
UCD	630120	INSTRUCTOR	\$ 98,000	\$ -	\$ 98,000
UCD	630187	ASST PROFESSOR	\$ 265,000	\$ -	\$ 265,000
UCD	630380	PROFESSOR	\$ 150,000	\$ -	\$ 150,000
UCD	630450	ASSOCIATE PROFESSOR	\$ 130,653	\$ -	\$ 130,653
UCD	630519	PROFESSOR	\$ 227,342	\$ -	\$ 227,342
UCD	630566	ASST PROFESSOR	\$ 128,000	\$ -	\$ 128,000
UCD	630628	ASST PROFESSOR	\$ 160,000	\$ -	\$ 160,000
UCD	630677	ASSOCIATE PROFESSOR	\$ 100,080	\$ -	\$ 100,080
UCD	630756	INSTRUCTOR	\$ 168,000	\$ -	\$ 168,000
UCD	630931	PROFESSOR	\$ 164,736	\$ -	\$ 164,736
UCD	631092	ASST PROFESSOR	\$ 222,500	\$ -	\$ 222,500
UCD	631112	PROFESSOR	\$ 224,952	\$ -	\$ 224,952
UCD	631113	PROFESSOR	\$ 164,800	\$ -	\$ 164,800
UCD	631117	PROFESSOR	\$ 129,592	\$ -	\$ 129,592
UCD	631126	PROFESSOR	\$ 197,000	\$ -	\$ 197,000
UCD	631155	ASST PROFESSOR	\$ 97,006	\$ -	\$ 97,006
UCD	631219	ASSOCIATE PROFESSOR	\$ 215,000	\$ -	\$ 215,000
UCD	631323	SENIOR INSTRUCTOR	\$ 161,160	\$ -	\$ 161,160
UCD	631854	PROFESSOR	\$ 120,348	\$ -	\$ 120,348
UCD	632058	SENIOR INSTRUCTOR	\$ 176,592	\$ -	\$ 176,592
UCD	632079	PROFESSOR	\$ 222,722	\$ -	\$ 222,722
UCD	632303	ASST PROFESSOR	\$ 185,000	\$ -	\$ 185,000
UCD	633746	INSTRUCTOR	\$ 144,486	\$ -	\$ 144,486
UCD	634094	ASST PROFESSOR	\$ 142,408	\$ -	\$ 142,408
UCD	634337	PROFESSOR	\$ 115,901	\$ -	\$ 115,901
UCD	634494	ASST PROFESSOR	\$ 125,000	\$ -	\$ 125,000
UCD	634508	PROFESSOR	\$ 165,000	\$ -	\$ 165,000
UCD	634521	ASSOCIATE PROFESSOR	\$ 175,000	\$ -	\$ 175,000
UCD	634555	ASST PROFESSOR	\$ 231,750	\$ -	\$ 231,750
UCD	634568	ASSOCIATE PROFESSOR	\$ 122,843	\$ -	\$ 122,843
UCD	634618	ASSOCIATE PROFESSOR	\$ 165,000	\$ -	\$ 165,000
UCD	634709	ASSOCIATE PROFESSOR	\$ 140,000	\$ -	\$ 140,000
UCD	635224	ASSOCIATE PROFESSOR	\$ 280,000	\$ -	\$ 280,000
UCD	635318	ASSOCIATE PROFESSOR	\$ 98,000	\$ -	\$ 98,000
UCD	635373	ASST PROFESSOR	\$ 139,000	\$ -	\$ 139,000
UCD	635633	ASST PROFESSOR	\$ 130,000	\$ -	\$ 130,000
UCD	635636	ASST PROFESSOR	\$ 133,660	\$ -	\$ 133,660
UCD	635637	ASST PROFESSOR	\$ 157,500	\$ -	\$ 157,500
UCD	636024	SENIOR INSTRUCTOR	\$ 96,869	\$ -	\$ 96,869
UCD	636230	ADMINISTRATOR	\$ 116,623	\$ -	\$ 116,623
UCD	636383	DIRECTOR-EXMPT PROF	\$ 100,000	\$ -	\$ 100,000

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CAMPUS	JOB POSITION		NON-STATE	STATE	TOTAL
	NUMBER	TITLE	FUNDING	FUNDING	
UCD	637933	PROFESSOR	\$ 236,837	\$ -	\$ 236,837
UCD	638453	ASSOCIATE PROFESSOR	\$ 141,586	\$ -	\$ 141,586
UCD	639688	ASSOCIATE PROFESSOR	\$ 110,000	\$ -	\$ 110,000
UCD	639881	PROFESSOR	\$ 506,690	\$ -	\$ 506,690
UCD	639975	ASSOCIATE PROFESSOR	\$ 167,004	\$ -	\$ 167,004
UCD	640266	PROFESSOR	\$ 179,042	\$ -	\$ 179,042
UCD	640537	SENIOR INSTRUCTOR	\$ 127,000	\$ -	\$ 127,000
UCD	640544	ASST PROFESSOR	\$ 280,000	\$ -	\$ 280,000
UCD	640546	ASSOCIATE PROFESSOR	\$ 282,500	\$ -	\$ 282,500
UCD	640547	SENIOR INSTRUCTOR	\$ 127,345	\$ -	\$ 127,345
UCD	640902	ASSOC PROFESSOR-RESEARCH	\$ 126,000	\$ -	\$ 126,000
UCD	640976	PROFESSOR	\$ 215,175	\$ -	\$ 215,175
UCD	641150	ASST PROFESSOR	\$ 178,540	\$ -	\$ 178,540
UCD	641274	PROFESSOR	\$ 152,852	\$ -	\$ 152,852
UCD	641351	PROFESSOR	\$ 199,007	\$ -	\$ 199,007
UCD	641355	ASST PROFESSOR	\$ 176,860	\$ -	\$ 176,860
UCD	641358	ASST PROFESSOR	\$ 181,834	\$ -	\$ 181,834
UCD	641618	ASSOCIATE PROFESSOR	\$ 378,000	\$ -	\$ 378,000
UCD	642031	PROFESSOR	\$ 270,000	\$ -	\$ 270,000
UCD	643146	SENIOR INSTRUCTOR	\$ 141,000	\$ -	\$ 141,000
UCD	643160	PROFESSOR	\$ 130,106	\$ -	\$ 130,106
UCD	643987	ASST PROFESSOR	\$ 185,000	\$ -	\$ 185,000
UCD	643988	ASST PROFESSOR	\$ 245,000	\$ -	\$ 245,000
UCD	644157	ASSOCIATE PROFESSOR	\$ 151,721	\$ -	\$ 151,721
UCD	644438	ASSOCIATE PROFESSOR	\$ 140,671	\$ -	\$ 140,671
UCD	644452	ASSOCIATE PROFESSOR	\$ 171,898	\$ -	\$ 171,898
UCD	644495	ASST PROFESSOR	\$ 141,617	\$ -	\$ 141,617
UCD	645005	SENIOR INSTRUCTOR	\$ 170,000	\$ -	\$ 170,000
UCD	645355	ASST PROFESSOR	\$ 126,402	\$ -	\$ 126,402
UCD	645433	ASST PROFESSOR	\$ 137,700	\$ -	\$ 137,700
UCD	645619	PROFESSOR	\$ 344,026	\$ -	\$ 344,026
UCD	645622	ASSOCIATE PROFESSOR	\$ 140,000	\$ -	\$ 140,000
UCD	646013	ASSOCIATE PROFESSOR	\$ 152,500	\$ -	\$ 152,500
UCD	646097	RESEARCH ASSOCIATE	\$ 96,862	\$ -	\$ 96,862
UCD	647353	ASSOCIATE PROFESSOR	\$ 98,204	\$ -	\$ 98,204
UCD	647676	ASST PROFESSOR	\$ 140,000	\$ -	\$ 140,000
UCD	648117	PROFESSOR	\$ 190,512	\$ -	\$ 190,512
UCD	648260	ASST PROFESSOR	\$ 142,787	\$ -	\$ 142,787
UCD	648337	ASSOCIATE PROFESSOR	\$ 231,528	\$ -	\$ 231,528
UCD	648462	ASSOCIATE PROFESSOR	\$ 148,838	\$ -	\$ 148,838
UCD	648539	INSTRUCTOR	\$ 112,000	\$ -	\$ 112,000
UCD	648568	ASSOCIATE PROFESSOR	\$ 290,000	\$ -	\$ 290,000
UCD	648756	ASSOCIATE PROFESSOR	\$ 109,175	\$ -	\$ 109,175
UCD	648784	INSTRUCTOR	\$ 159,486	\$ -	\$ 159,486
UCD	648787	INSTRUCTOR	\$ 154,486	\$ -	\$ 154,486
UCD	649287	RESEARCH ASSOCIATE	\$ 120,000	\$ -	\$ 120,000
UCD	649547	ASST PROFESSOR	\$ 147,036	\$ -	\$ 147,036
UCD	649783	ASST PROFESSOR	\$ 143,434	\$ -	\$ 143,434
UCD	650765	ASST PROFESSOR	\$ 165,000	\$ -	\$ 165,000
UCD	650893	INSTRUCTOR	\$ 151,986	\$ -	\$ 151,986
UCD	651050	ASSOCIATE PROFESSOR	\$ 420,225	\$ -	\$ 420,225
UCD	651471	INSTRUCTOR	\$ 139,825	\$ -	\$ 139,825
UCD	651510	INSTRUCTOR	\$ 139,825	\$ -	\$ 139,825
UCD	651937	INSTRUCTOR	\$ 130,037	\$ -	\$ 130,037
UCD	651960	ASSOCIATE PROFESSOR	\$ 143,175	\$ -	\$ 143,175
UCD	652064	PROFESSOR	\$ 185,000	\$ -	\$ 185,000
UCD	652293	ASSOCIATE PROFESSOR	\$ 169,017	\$ -	\$ 169,017
UCD	652825	PROFESSOR	\$ 123,009	\$ -	\$ 123,009
UCD	652926	ASSOCIATE PROFESSOR	\$ 132,000	\$ -	\$ 132,000
UCD	652975	ASST PROFESSOR	\$ 140,000	\$ -	\$ 140,000
UCD	652982	ASST PROFESSOR	\$ 124,769	\$ -	\$ 124,769
UCD	653095	SENIOR INSTRUCTOR	\$ 227,000	\$ -	\$ 227,000
UCD	653138	PROFESSOR	\$ 106,066	\$ -	\$ 106,066
UCD	653441	INSTRUCTOR	\$ 144,486	\$ -	\$ 144,486
UCD	653588	ASST PROFESSOR	\$ 122,400	\$ -	\$ 122,400
UCD	653605	ASSOCIATE PROFESSOR	\$ 140,000	\$ -	\$ 140,000
UCD	653676	SR PROFESSIONAL RESEARCH ASST	\$ 106,652	\$ -	\$ 106,652
UCD	654654	ASST PROFESSOR	\$ 97,497	\$ -	\$ 97,497
UCD	654779	ASST PROFESSOR	\$ 275,000	\$ -	\$ 275,000
UCD	654892	ASSOCIATE PROFESSOR	\$ 160,000	\$ -	\$ 160,000

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CAMPUS	JOB POSITION		NON-STATE FUNDING	STATE FUNDING	TOTAL
	NUMBER	TITLE			
UCD	654893	ASST PROFESSOR	\$ 112,796	\$ -	\$ 112,796
UCD	654988	ASST PROFESSOR	\$ 140,436	\$ -	\$ 140,436
UCD	655041	ASSOCIATE PROFESSOR	\$ 102,208	\$ -	\$ 102,208
UCD	655043	ASSOCIATE PROFESSOR	\$ 221,737	\$ -	\$ 221,737
UCD	655045	SENIOR INSTRUCTOR	\$ 132,871	\$ -	\$ 132,871
UCD	655075	PROFESSOR	\$ 312,166	\$ -	\$ 312,166
UCD	655231	ASST PROFESSOR	\$ 144,200	\$ -	\$ 144,200
UCD	656260	SENIOR INSTRUCTOR	\$ 136,000	\$ -	\$ 136,000
UCD	656287	ASST PROFESSOR	\$ 350,000	\$ -	\$ 350,000
UCD	656433	ASST PROFESSOR	\$ 130,009	\$ -	\$ 130,009
UCD	656535	SENIOR INSTRUCTOR	\$ 135,000	\$ -	\$ 135,000
UCD	657076	SR PROFESSIONAL RESEARCH ASST	\$ 101,640	\$ -	\$ 101,640
UCD	657142	ASST PROFESSOR	\$ 230,000	\$ -	\$ 230,000
UCD	657142	ASST PROFESSOR	\$ 210,000	\$ -	\$ 210,000
UCD	657428	ASSOCIATE PROFESSOR	\$ 145,000	\$ -	\$ 145,000
UCD	657499	ASST PROFESSOR	\$ 160,000	\$ -	\$ 160,000
UCD	657682	INSTRUCTOR	\$ 139,825	\$ -	\$ 139,825
UCD	657689	ASST PROFESSOR	\$ 290,000	\$ -	\$ 290,000
UCD	657776	ASSOCIATE PROFESSOR	\$ 137,496	\$ -	\$ 137,496
UCD	657811	RESEARCH INSTRUCTOR	\$ 125,000	\$ -	\$ 125,000
UCD	657902	ASST PROFESSOR	\$ 248,000	\$ -	\$ 248,000
UCD	657904	INSTRUCTOR	\$ 115,589	\$ -	\$ 115,589
UCD	657915	ASST PROFESSOR	\$ 310,000	\$ -	\$ 310,000
UCD	657917	ASSOCIATE PROFESSOR	\$ 279,000	\$ -	\$ 279,000
UCD	657923	ASST PROFESSOR	\$ 135,000	\$ -	\$ 135,000
UCD	657924	ASST PROFESSOR	\$ 225,000	\$ -	\$ 225,000
UCD	657925	ASST PROFESSOR	\$ 310,000	\$ -	\$ 310,000
UCD	657928	ASSOCIATE PROFESSOR	\$ 310,000	\$ -	\$ 310,000
UCD	657951	SENIOR INSTRUCTOR	\$ 154,849	\$ -	\$ 154,849
UCD	658170	PROFESSOR	\$ 159,319	\$ -	\$ 159,319
UCD	658255	SENIOR INSTRUCTOR	\$ 105,341	\$ -	\$ 105,341
UCD	658630	ASSOCIATE PROFESSOR	\$ 143,411	\$ -	\$ 143,411
UCD	658632	ASSOCIATE PROFESSOR	\$ 165,597	\$ -	\$ 165,597
UCD	659501	ASST PROFESSOR	\$ 149,732	\$ -	\$ 149,732
UCD	659799	SENIOR INSTRUCTOR	\$ 97,760	\$ -	\$ 97,760
UCD	659992	ASST PROFESSOR	\$ 177,160	\$ -	\$ 177,160
UCD	659995	ASST PROFESSOR	\$ 96,772	\$ -	\$ 96,772
UCD	660476	SENIOR INSTRUCTOR	\$ 168,300	\$ -	\$ 168,300
UCD	660489	ASSOCIATE PROFESSOR	\$ 140,000	\$ -	\$ 140,000
UCD	660587	ASST PROFESSOR	\$ 150,000	\$ -	\$ 150,000
UCD	660651	ASST PROFESSOR-CLINICAL	\$ 120,000	\$ -	\$ 120,000
UCD	660710	ASSOCIATE PROFESSOR	\$ 126,125	\$ -	\$ 126,125
UCD	660752	SENIOR INSTRUCTOR	\$ 194,880	\$ -	\$ 194,880
UCD	660959	ASSOCIATE PROFESSOR	\$ 166,500	\$ -	\$ 166,500
UCD	661175	PROFESSOR	\$ 283,250	\$ -	\$ 283,250
UCD	661325	ASSOCIATE PROFESSOR	\$ 152,500	\$ -	\$ 152,500
UCD	661439	ASSOCIATE PROFESSOR	\$ 160,000	\$ -	\$ 160,000
UCD	661660	ASSOCIATE PROFESSOR	\$ 160,000	\$ -	\$ 160,000
UCD	661763	ASST PROFESSOR	\$ 135,000	\$ -	\$ 135,000
UCD	662235	ASST PROFESSOR	\$ 173,040	\$ -	\$ 173,040
UCD	662530	ASSOCIATE PROFESSOR	\$ 235,939	\$ -	\$ 235,939
UCD	662872	SENIOR INSTRUCTOR	\$ 151,995	\$ -	\$ 151,995
UCD	662908	ASSOCIATE PROFESSOR	\$ 300,000	\$ -	\$ 300,000
UCD	662993	ASSOCIATE PROFESSOR	\$ 306,000	\$ -	\$ 306,000
UCD	663079	ASST PROFESSOR	\$ 123,600	\$ -	\$ 123,600
UCD	663240	SENIOR INSTRUCTOR	\$ 125,304	\$ -	\$ 125,304
UCD	663501	ASSOCIATE PROFESSOR	\$ 206,000	\$ -	\$ 206,000
UCD	663530	ASST PROFESSOR	\$ 162,000	\$ -	\$ 162,000
UCD	663804	SENIOR INSTRUCTOR	\$ 175,000	\$ -	\$ 175,000
UCD	663805	SENIOR INSTRUCTOR	\$ 173,000	\$ -	\$ 173,000
UCD	663806	SENIOR INSTRUCTOR	\$ 175,615	\$ -	\$ 175,615
UCD	663807	ASST PROFESSOR	\$ 157,940	\$ -	\$ 157,940
UCD	663810	ASST PROFESSOR	\$ 194,739	\$ -	\$ 194,739
UCD	663898	CLINICAL INSTRUCTOR	\$ 100,000	\$ -	\$ 100,000
UCD	664552	ASSOCIATE PROFESSOR	\$ 183,078	\$ -	\$ 183,078
UCD	664742	ASST PROFESSOR	\$ 165,000	\$ -	\$ 165,000
UCD	664959	ASSOCIATE PROFESSOR	\$ 174,438	\$ -	\$ 174,438
UCD	664998	SENIOR INSTRUCTOR	\$ 227,000	\$ -	\$ 227,000
UCD	665014	ASST PROFESSOR	\$ 97,635	\$ -	\$ 97,635
UCD	665098	ASST PROFESSOR	\$ 125,163	\$ -	\$ 125,163



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CAMPUS	JOB POSITION		NON-STATE	STATE	TOTAL
	NUMBER	TITLE	FUNDING	FUNDING	
UCD	665242	INSTRUCTOR	\$ 103,548	\$ -	\$ 103,548
UCD	665381	ASST PROFESSOR	\$ 180,153	\$ -	\$ 180,153
UCD	665478	ASST PROFESSOR	\$ 155,000	\$ -	\$ 155,000
UCD	665716	INSTRUCTOR	\$ 144,486	\$ -	\$ 144,486
UCD	665795	ASST PROFESSOR	\$ 200,000	\$ -	\$ 200,000
UCD	665831	ASST PROFESSOR	\$ 96,000	\$ -	\$ 96,000
UCD	666005	ASST PROFESSOR	\$ 279,000	\$ -	\$ 279,000
UCD	666006	ASSOCIATE PROFESSOR	\$ 248,000	\$ -	\$ 248,000
UCD	666008	ASSOCIATE PROFESSOR	\$ 216,000	\$ -	\$ 216,000
UCD	666009	ASSOCIATE PROFESSOR	\$ 310,000	\$ -	\$ 310,000
UCD	666035	ASST PROFESSOR	\$ 120,542	\$ -	\$ 120,542
UCD	666131	ASST PROFESSOR	\$ 175,000	\$ -	\$ 175,000
UCD	666139	ASST PROFESSOR	\$ 104,000	\$ -	\$ 104,000
UCD	666363	ASST PROFESSOR	\$ 169,373	\$ -	\$ 169,373
UCD	666405	ASST PROFESSOR	\$ 118,000	\$ -	\$ 118,000
UCD	666491	ASST PROFESSOR	\$ 96,425	\$ -	\$ 96,425
UCD	666522	ASST PROFESSOR	\$ 134,995	\$ -	\$ 134,995
UCD	666727	SENIOR INSTRUCTOR	\$ 170,000	\$ -	\$ 170,000
UCD	667310	ASST PROFESSOR	\$ 126,100	\$ -	\$ 126,100
UCD	667316	ASST PROFESSOR	\$ 105,063	\$ -	\$ 105,063
UCD	667864	SR RESEARCH ASSOCIATE	\$ 97,953	\$ -	\$ 97,953
UCD	668389	SENIOR INSTRUCTOR	\$ 222,000	\$ -	\$ 222,000
UCD	668545	ASST PROFESSOR	\$ 115,569	\$ -	\$ 115,569
UCD	668924	ASSOCIATE PROFESSOR	\$ 148,536	\$ -	\$ 148,536
UCD	668966	SENIOR INSTRUCTOR	\$ 113,994	\$ -	\$ 113,994
UCD	669020	SENIOR INSTRUCTOR	\$ 147,681	\$ -	\$ 147,681
UCD	669021	SENIOR INSTRUCTOR	\$ 145,325	\$ -	\$ 145,325
UCD	669023	SENIOR INSTRUCTOR	\$ 159,612	\$ -	\$ 159,612
UCD	669114	SENIOR INSTRUCTOR	\$ 144,000	\$ -	\$ 144,000
UCD	669116	SENIOR INSTRUCTOR	\$ 118,689	\$ -	\$ 118,689
UCD	669119	SENIOR INSTRUCTOR	\$ 111,328	\$ -	\$ 111,328
UCD	669158	SENIOR INSTRUCTOR	\$ 177,840	\$ -	\$ 177,840
UCD	669166	SENIOR INSTRUCTOR	\$ 123,316	\$ -	\$ 123,316
UCD	669201	PROFESSOR	\$ 199,614	\$ -	\$ 199,614
UCD	669305	ASSOCIATE PROFESSOR	\$ 150,000	\$ -	\$ 150,000
UCD	669308	ASST PROFESSOR-RESEARCH	\$ 100,000	\$ -	\$ 100,000
UCD	669340	ASSOCIATE PROFESSOR	\$ 97,850	\$ -	\$ 97,850
UCD	669592	ADMINISTRATOR	\$ 100,000	\$ -	\$ 100,000
UCD	669980	ASST PROFESSOR	\$ 118,001	\$ -	\$ 118,001
UCD	669987	SR PROFESSIONAL RESEARCH ASST	\$ 95,607	\$ -	\$ 95,607
UCD	670087	ASST PROFESSOR	\$ 135,000	\$ -	\$ 135,000
UCD	670105	ASSOCIATE PROFESSOR	\$ 336,000	\$ -	\$ 336,000
UCD	670108	ASSOCIATE PROFESSOR	\$ 284,200	\$ -	\$ 284,200
UCD	670277	ASST PROFESSOR	\$ 160,000	\$ -	\$ 160,000
UCD	670410	ASST PROFESSOR	\$ 145,343	\$ -	\$ 145,343
UCD	670411	ASST PROFESSOR	\$ 149,350	\$ -	\$ 149,350
UCD	670432	ASST PROFESSOR	\$ 155,000	\$ -	\$ 155,000
UCD	670503	INSTRUCTOR	\$ 132,300	\$ -	\$ 132,300
UCD	670626	SENIOR CLINICAL INSTRUCTOR	\$ 96,200	\$ -	\$ 96,200
UCD	670689	PROFESSOR-RESEARCH	\$ 200,000	\$ -	\$ 200,000
UCD	670713	ASST PROFESSOR	\$ 175,049	\$ -	\$ 175,049
UCD	670856	SENIOR INSTRUCTOR	\$ 192,816	\$ -	\$ 192,816
UCD	670968	ASST PROFESSOR	\$ 135,000	\$ -	\$ 135,000
UCD	671492	SENIOR INSTRUCTOR	\$ 143,724	\$ -	\$ 143,724
UCD	671581	ASST PROFESSOR	\$ 135,000	\$ -	\$ 135,000
UCD	671722	ASST PROFESSOR	\$ 120,000	\$ -	\$ 120,000
UCD	672092	SENIOR INSTRUCTOR	\$ 137,700	\$ -	\$ 137,700
UCD	672175	ASST PROFESSOR	\$ 158,620	\$ -	\$ 158,620
UCD	672177	ASST PROFESSOR	\$ 149,247	\$ -	\$ 149,247
UCD	672506	CLIN ASSOC PROFESSOR (CT) HSC	\$ 139,064	\$ -	\$ 139,064
UCD	673209	ASST PROFESSOR	\$ 190,000	\$ -	\$ 190,000
UCD	673443	ASSOCIATE PROFESSOR	\$ 252,000	\$ -	\$ 252,000
UCD	674041	ASST PROFESSOR	\$ 103,000	\$ -	\$ 103,000
UCD	674411	PROFESSOR	\$ 180,000	\$ -	\$ 180,000
UCD	674418	PROFESSOR-RESEARCH	\$ 95,013	\$ -	\$ 95,013
UCD	674446	ASST PROFESSOR	\$ 122,570	\$ -	\$ 122,570
UCD	674448	SENIOR INSTRUCTOR	\$ 171,392	\$ -	\$ 171,392
UCD	674616	ASSOCIATE PROFESSOR	\$ 155,746	\$ -	\$ 155,746
UCD	674617	ASST PROFESSOR	\$ 159,996	\$ -	\$ 159,996
UCD	674679	ASST PROFESSOR	\$ 190,000	\$ -	\$ 190,000

**University of Colorado Denver  
Personnel Roster above \$95K  
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CAMPUS	JOB POSITION NUMBER	TITLE	NON-STATE FUNDING	STATE FUNDING	TOTAL
UCD	674824	ASST PROFESSOR	\$ 128,419	\$ -	\$ 128,419
UCD	675148	ASST PROFESSOR	\$ 230,000	\$ -	\$ 230,000
UCD	675304	SENIOR INSTRUCTOR	\$ 155,324	\$ -	\$ 155,324
UCD	675306	ASST PROFESSOR	\$ 135,000	\$ -	\$ 135,000
UCD	675372	ASST PROFESSOR	\$ 132,000	\$ -	\$ 132,000
UCD	675425	ASST PROFESSOR	\$ 132,000	\$ -	\$ 132,000
UCD	675523	SENIOR INSTRUCTOR	\$ 132,912	\$ -	\$ 132,912
UCD	675525	ASST PROFESSOR	\$ 125,000	\$ -	\$ 125,000
UCD	675566	SENIOR INSTRUCTOR	\$ 162,128	\$ -	\$ 162,128
UCD	675590	ASST PROFESSOR	\$ 111,000	\$ -	\$ 111,000
UCD	675595	ASST PROFESSOR	\$ 141,720	\$ -	\$ 141,720
UCD	675622	SENIOR INSTRUCTOR	\$ 163,680	\$ -	\$ 163,680
UCD	675778	ASSOCIATE PROFESSOR	\$ 122,000	\$ -	\$ 122,000
UCD	676335	INSTRUCTOR	\$ 101,430	\$ -	\$ 101,430
UCD	676378	ASST PROFESSOR	\$ 125,000	\$ -	\$ 125,000
UCD	676380	ASST PROFESSOR	\$ 115,000	\$ -	\$ 115,000
UCD	676466	PROFESSOR	\$ 149,247	\$ -	\$ 149,247
UCD	676559	INSTRUCTOR	\$ 144,486	\$ -	\$ 144,486
UCD	676561	ASST PROFESSOR	\$ 286,000	\$ -	\$ 286,000
UCD	676562	INSTRUCTOR	\$ 144,486	\$ -	\$ 144,486
UCD	676637	ASST PROFESSOR	\$ 107,161	\$ -	\$ 107,161
UCD	676713	INSTRUCTOR	\$ 139,825	\$ -	\$ 139,825
UCD	677132	ASST PROFESSOR	\$ 146,363	\$ -	\$ 146,363
UCD	677222	ASST PROFESSOR	\$ 160,000	\$ -	\$ 160,000
UCD	677484	RESEARCH ASSOCIATE	\$ 192,414	\$ -	\$ 192,414
UCD	677619	SENIOR INSTRUCTOR	\$ 153,000	\$ -	\$ 153,000
UCD	677810	ASSOCIATE PROFESSOR	\$ 306,000	\$ -	\$ 306,000
UCD	677875	ASST PROFESSOR	\$ 147,000	\$ -	\$ 147,000
UCD	677944	ASST PROFESSOR	\$ 250,000	\$ -	\$ 250,000
UCD	678221	ADMINISTRATOR	\$ 100,000	\$ -	\$ 100,000
UCD	678449	ASST PROFESSOR	\$ 150,000	\$ -	\$ 150,000
UCD	678451	ASSOCIATE PROFESSOR	\$ 190,000	\$ -	\$ 190,000
UCD	678523	ASSOCIATE PROFESSOR	\$ 165,008	\$ -	\$ 165,008
UCD	678549	INSTRUCTOR	\$ 135,000	\$ -	\$ 135,000
UCD	678550	SENIOR INSTRUCTOR	\$ 185,300	\$ -	\$ 185,300
UCD	678693	ASSOCIATE PROFESSOR	\$ 402,450	\$ -	\$ 402,450
UCD	678847	ASST PROFESSOR	\$ 159,350	\$ -	\$ 159,350
UCD	678883	EXECUTIVE DIRECTOR	\$ 159,710	\$ -	\$ 159,710
UCD	678896	SENIOR INSTRUCTOR	\$ 128,544	\$ -	\$ 128,544
UCD	679012	INSTRUCTOR	\$ 132,000	\$ -	\$ 132,000
UCD	679075	SENIOR INSTRUCTOR	\$ 150,000	\$ -	\$ 150,000
UCD	679120	INSTRUCTOR	\$ 130,000	\$ -	\$ 130,000
UCD	679121	ASST PROFESSOR	\$ 195,000	\$ -	\$ 195,000
UCD	679277	ASST PROFESSOR	\$ 113,300	\$ -	\$ 113,300
UCD	679577	ASSOCIATE PROFESSOR	\$ 226,800	\$ -	\$ 226,800
UCD	679606	ASST PROFESSOR	\$ 124,800	\$ -	\$ 124,800
UCD	679610	ASST PROFESSOR	\$ 140,000	\$ -	\$ 140,000
UCD	679611	ASST PROFESSOR	\$ 138,200	\$ -	\$ 138,200
UCD	679633	ASSOCIATE PROFESSOR	\$ 154,500	\$ -	\$ 154,500
UCD	679700	ASST PROFESSOR	\$ 118,450	\$ -	\$ 118,450
UCD	679721	ASST PROFESSOR	\$ 150,000	\$ -	\$ 150,000
UCD	679745	INSTRUCTOR	\$ 135,000	\$ -	\$ 135,000
UCD	679747	ASST PROFESSOR	\$ 135,000	\$ -	\$ 135,000
UCD	679758	ASST PROFESSOR	\$ 132,000	\$ -	\$ 132,000
UCD	679776	SENIOR INSTRUCTOR	\$ 100,908	\$ -	\$ 100,908
UCD	679871	SENIOR INSTRUCTOR	\$ 124,800	\$ -	\$ 124,800
UCD	679991	SENIOR INSTRUCTOR	\$ 144,200	\$ -	\$ 144,200
UCD	680138	ASST PROFESSOR	\$ 144,200	\$ -	\$ 144,200
UCD	680173	ASST PROFESSOR	\$ 144,200	\$ -	\$ 144,200
UCD	680235	ASST PROFESSOR	\$ 139,050	\$ -	\$ 139,050
UCD	680250	SENIOR INSTRUCTOR	\$ 159,000	\$ -	\$ 159,000
UCD	680328	PROFESSOR	\$ 249,996	\$ -	\$ 249,996
UCD	680519	SENIOR INSTRUCTOR	\$ 145,000	\$ -	\$ 145,000
UCD	680526	ASST PROFESSOR	\$ 107,500	\$ -	\$ 107,500
UCD	680530	ASST PROFESSOR	\$ 147,000	\$ -	\$ 147,000
UCD	680626	INSTRUCTOR	\$ 139,825	\$ -	\$ 139,825
UCD	680631	ASST PROFESSOR	\$ 300,000	\$ -	\$ 300,000
UCD	680634	INSTRUCTOR	\$ 144,486	\$ -	\$ 144,486
UCD	680704	ASSOCIATE PROFESSOR	\$ 180,000	\$ -	\$ 180,000
UCD	680754	ASST PROFESSOR	\$ 125,000	\$ -	\$ 125,000

**University of Colorado Denver**  
**Personnel Roster above \$95K**  
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CAMPUS	JOB POSITION		TITLE	NON-STATE	STATE	TOTAL
	NUMBER			FUNDING	FUNDING	
UCD	680897	SENIOR INSTRUCTOR		\$ 106,851	\$ -	\$ 106,851
UCD	680899	SENIOR INSTRUCTOR		\$ 118,450	\$ -	\$ 118,450
UCD	680900	SENIOR INSTRUCTOR		\$ 110,760	\$ -	\$ 110,760
UCD	681019	ASST PROFESSOR		\$ 133,900	\$ -	\$ 133,900
UCD	681465	SENIOR INSTRUCTOR		\$ 149,500	\$ -	\$ 149,500
UCD	681694	ASSOCIATE PROFESSOR		\$ 250,000	\$ -	\$ 250,000
UCD	681718	CLIN ASST PROFESSOR (C/T) HSC		\$ 152,634	\$ -	\$ 152,634
UCD	681719	ASST PROFESSOR		\$ 170,000	\$ -	\$ 170,000
UCD	681757	EXECUTIVE DIRECTOR		\$ 132,000	\$ -	\$ 132,000
UCD	681768	CLIN ASSOC PROFESSOR (C/T) HSC		\$ 226,300	\$ -	\$ 226,300
UCD	681877	PROFESSOR		\$ 260,000	\$ -	\$ 260,000
UCD	681879	ASST PROFESSOR		\$ 165,000	\$ -	\$ 165,000
UCD	682009	PROFESSOR		\$ 275,000	\$ -	\$ 275,000
UCD	682709	ASSOCIATE PROFESSOR		\$ 195,000	\$ -	\$ 195,000
UCD	682724	ASST PROFESSOR		\$ 175,000	\$ -	\$ 175,000
UCD	683017	ASST PROFESSOR		\$ 180,000	\$ -	\$ 180,000
UCD	683175	ASST PROFESSOR		\$ 190,000	\$ -	\$ 190,000
UCD	683275	ASST PROFESSOR-RESEARCH		\$ 131,500	\$ -	\$ 131,500
UCD	683335	ASST PROFESSOR		\$ 195,000	\$ -	\$ 195,000
UCD	683359	ASST PROFESSOR		\$ 142,000	\$ -	\$ 142,000
UCD	683370	ASST PROFESSOR		\$ 250,000	\$ -	\$ 250,000
UCD	683661	SR PROFESSIONAL RESEARCH ASST		\$ 102,500	\$ -	\$ 102,500
UCD	683668	SENIOR INSTRUCTOR		\$ 270,000	\$ -	\$ 270,000
UCD	683670	INSTRUCTOR		\$ 144,486	\$ -	\$ 144,486
UCD	683671	INSTRUCTOR		\$ 144,486	\$ -	\$ 144,486
UCD	683672	INSTRUCTOR		\$ 139,825	\$ -	\$ 139,825
UCD	683673	INSTRUCTOR		\$ 144,486	\$ -	\$ 144,486
UCD	683674	INSTRUCTOR		\$ 139,825	\$ -	\$ 139,825
UCD	683950	ASST PROFESSOR		\$ 190,000	\$ -	\$ 190,000
UCD	684013	INSTRUCTOR		\$ 142,790	\$ -	\$ 142,790
UCD	684095	ASST PROFESSOR		\$ 135,000	\$ -	\$ 135,000
UCD	684177	PROFESSOR		\$ 320,000	\$ -	\$ 320,000
UCD	684246	ASSOCIATE PROFESSOR		\$ 139,114	\$ -	\$ 139,114
UCD	684260	ASST PROFESSOR		\$ 220,000	\$ -	\$ 220,000
UCD	684326	ASST PROFESSOR		\$ 190,000	\$ -	\$ 190,000
UCD	684328	INSTRUCTOR		\$ 104,000	\$ -	\$ 104,000
UCD	684350	ASSOCIATE PROFESSOR		\$ 165,000	\$ -	\$ 165,000
UCD	684413	INSTRUCTOR		\$ 110,000	\$ -	\$ 110,000
UCD	684445	SENIOR INSTRUCTOR		\$ 150,150	\$ -	\$ 150,150
UCD	684516	INSTRUCTOR		\$ 125,000	\$ -	\$ 125,000
UCD	684517	INSTRUCTOR		\$ 125,000	\$ -	\$ 125,000
UCD	684518	INSTRUCTOR		\$ 135,000	\$ -	\$ 135,000
UCD	684570	ASST PROFESSOR		\$ 170,000	\$ -	\$ 170,000
UCD	684571	ASST PROFESSOR		\$ 165,000	\$ -	\$ 165,000
UCD	684576	EXECUTIVE DIRECTOR		\$ 95,878	\$ -	\$ 95,878
UCD	684623	INSTRUCTOR		\$ 99,000	\$ -	\$ 99,000
UCD	684803	ASST PROFESSOR		\$ 170,000	\$ -	\$ 170,000
UCD	684804	ASST PROFESSOR		\$ 122,794	\$ -	\$ 122,794
UCD	684955	MANAGER		\$ 95,166	\$ -	\$ 95,166
UCD	685003	SENIOR INSTRUCTOR		\$ 150,000	\$ -	\$ 150,000
UCD	685099	ASST PROFESSOR		\$ 145,000	\$ -	\$ 145,000
UCD	685109	ASST PROFESSOR-CLINICAL		\$ 100,000	\$ -	\$ 100,000
UCD	685121	ASST PROFESSOR		\$ 276,000	\$ -	\$ 276,000
UCD	685157	INSTRUCTOR		\$ 131,040	\$ -	\$ 131,040
UCD	685300	ASST PROFESSOR		\$ 180,000	\$ -	\$ 180,000
UCD	685334	INSTRUCTOR		\$ 127,400	\$ -	\$ 127,400
UCD	685513	SENIOR INSTRUCTOR		\$ 200,000	\$ -	\$ 200,000
UCD	685860	SENIOR INSTRUCTOR		\$ 161,438	\$ -	\$ 161,438
UCD	685931	ASSOCIATE PROFESSOR		\$ 170,000	\$ -	\$ 170,000
UCD	685993	ASSOC PROFESSOR-RESEARCH		\$ 130,000	\$ -	\$ 130,000
UCD	686018	ASST PROFESSOR		\$ 135,000	\$ -	\$ 135,000
UCD	686110	INSTRUCTOR		\$ 131,040	\$ -	\$ 131,040
UCD	686258	ASST PROFESSOR		\$ 114,400	\$ -	\$ 114,400
UCD	686391	PROFESSOR		\$ 275,000	\$ -	\$ 275,000
UCD	686525	SENIOR INSTRUCTOR		\$ 142,000	\$ -	\$ 142,000
UCD	686529	SENIOR INSTRUCTOR		\$ 97,000	\$ -	\$ 97,000
UCD	686582	CLIN ASST PROFESSOR (C/T) HSC		\$ 140,000	\$ -	\$ 140,000
UCD	686621	ASST PROFESSOR		\$ 125,000	\$ -	\$ 125,000
UCD	686662	ASST PROFESSOR		\$ 170,000	\$ -	\$ 170,000
UCD	686742	ASST PROFESSOR		\$ 305,000	\$ -	\$ 305,000

**University of Colorado Denver  
Personnel Roster above \$95K  
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CAMPUS	JOB POSITION NUMBER	TITLE	NON-STATE FUNDING	STATE FUNDING	TOTAL
UCD	686743	ASST PROFESSOR	\$ 116,400	\$ -	\$ 116,400
UCD	686845	ASST PROFESSOR	\$ 182,500	\$ -	\$ 182,500
UCD	687570	ASST PROFESSOR	\$ 165,000	\$ -	\$ 165,000
UCD	687720	INSTRUCTOR	\$ 130,000	\$ -	\$ 130,000
UCD	687830	ASSOCIATE PROFESSOR	\$ 200,000	\$ -	\$ 200,000
UCD	688010	ASST PROFESSOR	\$ 350,000	\$ -	\$ 350,000
UCD	688076	INSTRUCTOR	\$ 146,640	\$ -	\$ 146,640
UCD	688077	INSTRUCTOR	\$ 160,000	\$ -	\$ 160,000
UCD	688174	ASSOCIATE PROFESSOR	\$ 130,000	\$ -	\$ 130,000
UCD	688381	INSTRUCTOR	\$ 150,000	\$ -	\$ 150,000
UCD	688634	SENIOR INSTRUCTOR	\$ 116,000	\$ -	\$ 116,000
UCD	688660	INSTRUCTOR	\$ 120,000	\$ -	\$ 120,000
UCD	688661	INSTRUCTOR	\$ 120,000	\$ -	\$ 120,000
UCD	688776	INSTRUCTOR	\$ 140,400	\$ -	\$ 140,400
UCD	688824	INSTRUCTOR	\$ 156,000	\$ -	\$ 156,000
UCD	688841	ASST PROFESSOR	\$ 100,000	\$ -	\$ 100,000
UCD	688886	INSTRUCTOR	\$ 135,000	\$ -	\$ 135,000
UCD	689118	INSTRUCTOR	\$ 130,000	\$ -	\$ 130,000
UCD	689246	ASST PROFESSOR	\$ 175,000	\$ -	\$ 175,000
UCD	689270	INSTRUCTOR	\$ 130,000	\$ -	\$ 130,000
UCD	689276	ASST PROFESSOR	\$ 145,000	\$ -	\$ 145,000
UCD	689284	ASST PROFESSOR	\$ 107,000	\$ -	\$ 107,000
UCD	689365	INSTRUCTOR	\$ 150,000	\$ -	\$ 150,000
UCD	689578	ASSOCIATE PROFESSOR	\$ 160,000	\$ -	\$ 160,000
UCD	689654	INSTRUCTOR	\$ 156,000	\$ -	\$ 156,000
UCD	689774	ASST PROFESSOR	\$ 195,000	\$ -	\$ 195,000
UCD	689884	INSTRUCTOR	\$ 145,000	\$ -	\$ 145,000
UCD	689886	INSTRUCTOR	\$ 145,000	\$ -	\$ 145,000
UCD	689887	SENIOR INSTRUCTOR	\$ 210,000	\$ -	\$ 210,000
UCD	689888	ASST PROFESSOR	\$ 187,177	\$ -	\$ 187,177
UCD	689994	ASST PROFESSOR	\$ 200,000	\$ -	\$ 200,000
UCD	689996	ASST PROFESSOR	\$ 187,177	\$ -	\$ 187,177
UCD	690235	INSTRUCTOR	\$ 145,000	\$ -	\$ 145,000
UCD	691495	ASSOCIATE PROFESSOR	\$ 270,000	\$ -	\$ 270,000
UCD	691496	ASSOCIATE PROFESSOR	\$ 123,333	\$ -	\$ 123,333
UCD	691708	ASSOCIATE PROFESSOR	\$ 132,000	\$ -	\$ 132,000
UCD	691987	SENIOR INSTRUCTOR	\$ 132,000	\$ -	\$ 132,000
UCD	630971	ASSOCIATE PROFESSOR	\$ 125,077	\$ -	\$ 125,077

**University of Colorado System Administration  
Personnel Roster above \$95K  
September 2009**

CAMPUS	JOB POSITION NUMBER	TITLE	NON-STATE FUNDING	STATE FUNDING	TOTAL
SYS	503844	DIRECTOR-EXMPT PROF	\$ -	\$ 184,500	\$ 184,500
SYS	507224	IT PROFESSIONAL V	\$ -	\$ 113,148	\$ 113,148
SYS	507507	IT PROFESSIONAL V	\$ -	\$ 114,960	\$ 114,960
SYS	507691	IT PROFESSIONAL IV	\$ -	\$ 99,468	\$ 99,468
SYS	508177	DIRECTOR-EXMPT PROF	\$ -	\$ 107,400	\$ 107,400
SYS	508287	ASSISTANT TO	\$ -	\$ 96,480	\$ 96,480
SYS	550007	ASSOC VICE PRESIDENT	\$ -	\$ 162,440	\$ 162,440
SYS	550009	ASST VICE PRESIDENT	\$ -	\$ 160,000	\$ 160,000
SYS	550012	DIRECTOR-EXMPT PROF	\$ -	\$ 118,000	\$ 118,000
SYS	550019	DIRECTOR-EXMPT PROF	\$ -	\$ 115,000	\$ 115,000
SYS	550022	VICE PRESIDENT	\$ 44,063	\$ 185,837	\$ 229,900
SYS	550024	SR ASSOC COUNSEL	\$ -	\$ 121,200	\$ 121,200
SYS	550025	ASSOC COUNSEL	\$ 173,580	\$ -	\$ 173,580
SYS	550026	ASST COUNSEL	\$ -	\$ 100,000	\$ 100,000
SYS	550029	VICE PRESIDENT	\$ -	\$ 236,133	\$ 236,133
SYS	550033	TREASURER	\$ 184,500	\$ -	\$ 184,500
SYS	550037	ASST DIRECTOR-EXMPT PROF	\$ 99,229	\$ -	\$ 99,229
SYS	550062	ASSOC VICE PRESIDENT	\$ -	\$ 210,000	\$ 210,000
SYS	550063	DIRECTOR-EXMPT PROF	\$ 118,798	\$ -	\$ 118,798
SYS	550070	ASSOC VICE PRESIDENT	\$ -	\$ 169,070	\$ 169,070
SYS	550084	MGING SR ASSOC COUNSEL	\$ 66,800	\$ 100,200	\$ 167,000
SYS	550096	DIRECTOR-EXMPT PROF	\$ -	\$ 104,000	\$ 104,000
SYS	550101	ASST VICE PRESIDENT	\$ 136,240	\$ -	\$ 136,240
SYS	550220	SR ASSOC COUNSEL	\$ -	\$ 121,825	\$ 121,825
SYS	550335	MGING SR ASSOC COUNSEL	\$ -	\$ 155,000	\$ 155,000
SYS	550336	SR ASSOC COUNSEL	\$ 121,900	\$ -	\$ 121,900
SYS	550350	SR ASSOC COUNSEL	\$ -	\$ 123,400	\$ 123,400
SYS	550360	ASSOC COUNSEL	\$ -	\$ 136,500	\$ 136,500
SYS	550801	ASST VICE PRESIDENT	\$ -	\$ 139,200	\$ 139,200
SYS	550803	DIRECTOR-EXMPT PROF	\$ -	\$ 111,000	\$ 111,000
SYS	550806	MANAGER	\$ -	\$ 100,000	\$ 100,000
SYS	550808	VICE PRESIDENT	\$ -	\$ 217,074	\$ 217,074
SYS	550961	ASST VICE PRESIDENT	\$ -	\$ 125,000	\$ 125,000
SYS	551138	ASST CONTROLLER	\$ -	\$ 127,500	\$ 127,500
SYS	551140	ASST VICE PRESIDENT	\$ -	\$ 152,111	\$ 152,111
SYS	551227	DIRECTOR-EXMPT PROF	\$ -	\$ 138,539	\$ 138,539
SYS	551339	DIRECTOR-EXMPT PROF	\$ -	\$ 118,400	\$ 118,400
SYS	551601	DIRECTOR-EXMPT PROF	\$ 114,000	\$ -	\$ 114,000
SYS	600397	ASSOC TREASURER	\$ 113,946	\$ -	\$ 113,946
SYS	610419	PRESIDENT	\$ -	\$ 359,100	\$ 359,100
SYS	620264	DIRECTOR-EXMPT PROF	\$ 98,916	\$ -	\$ 98,916
SYS	636016	DIRECTOR-EXMPT PROF	\$ 125,760	\$ -	\$ 125,760
SYS	636458	DIRECTOR-EXMPT PROF	\$ -	\$ 118,812	\$ 118,812
SYS	637395	DIRECTOR-EXMPT PROF	\$ -	\$ 122,000	\$ 122,000
SYS	640761	DIRECTOR-EXMPT PROF	\$ 125,400	\$ -	\$ 125,400
SYS	653126	ASST VICE PRESIDENT	\$ -	\$ 155,000	\$ 155,000
SYS	653943	ASSOC VICE PRESIDENT	\$ 243,584	\$ -	\$ 243,584
SYS	654992	AUDIT MANAGER	\$ -	\$ 97,333	\$ 97,333
SYS	655728	DIRECTOR-EXMPT PROF	\$ 146,720	\$ -	\$ 146,720
SYS	657240	COORDINATOR	\$ -	\$ 101,291	\$ 101,291
SYS	659365	DIRECTOR-EXMPT PROF	\$ 136,240	\$ -	\$ 136,240
SYS	659812	ASSOC COUNSEL	\$ 61,800	\$ 61,800	\$ 123,600
SYS	660737	DIRECTOR-EXMPT PROF	\$ 97,000	\$ -	\$ 97,000
SYS	660738	DIRECTOR-EXMPT PROF	\$ 96,940	\$ -	\$ 96,940
SYS	667563	VICE PRESIDENT	\$ -	\$ 166,250	\$ 166,250
SYS	669224	IT PROFESSIONAL IV	\$ -	\$ 95,868	\$ 95,868
SYS	669617	ASSOC VICE PRESIDENT	\$ -	\$ 174,142	\$ 174,142
SYS	674843	ASST VICE PRESIDENT	\$ -	\$ 140,000	\$ 140,000
SYS	676934	DIRECTOR-EXMPT PROF	\$ -	\$ 105,000	\$ 105,000
SYS	678604	ASSOC DIRECTOR-EXMPT PROF	\$ 96,993	\$ -	\$ 96,993
SYS	681117	ASSOC DIRECTOR-EXMPT PROF	\$ 149,864	\$ -	\$ 149,864
SYS	682661	MANAGER	\$ 104,800	\$ -	\$ 104,800
SYS	682990	MANAGER	\$ 49,575	\$ 49,575	\$ 99,149
SYS	684488	DIRECTOR-EXMPT PROF	\$ -	\$ 105,000	\$ 105,000
SYS	686343	MANAGER	\$ 106,000	\$ -	\$ 106,000
SYS	688761	ASST DIRECTOR-EXMPT PROF	\$ 96,222	\$ -	\$ 96,222
SYS	688864	DIRECTOR-EXMPT PROF	\$ -	\$ 108,000	\$ 108,000
SYS	689581	MANAGER	\$ 105,000	\$ -	\$ 105,000
SYS	691352	COORDINATOR	\$ 104,000	\$ -	\$ 104,000

**University of Colorado System Administration  
Personnel Roster above \$95K  
September 2009**

SYS	691733	MANAGER	\$	105,000	\$	-	\$	105,000
SYS	691740	DIRECTOR-EXMPT PROF	\$	-	\$	110,040	\$	110,040

**JBC COMMON QUESTION RESPONSE- 11/24/09**

**Question #48-** A specific list of names, bonuses, and positions by division and subdivision of any salaried officer or employee making over \$95,000 per year who received any bonuses in FY 2009-10.

CU typically does not award "Bonuses" for individuals. However, one faculty member (Position #686395) in the CU –Boulder Department of Chemistry received a one-time bonus of \$15,000 as a result of a private gift (non-state funds) made to the University. CU does offer a limited number of performance-based incentives as part of the employment contract for certain positions. These contractual obligations are not included in this response.

**Attachment B**

JBC Common Question #47



**47. A specific list of names, salaries, and positions by division and subdivision of any salaried officer or employee making over \$95,000 per year in FY 2009-10. For the Department of Higher Education, please do not respond on paper, but rather provide the information in an Excel (first choice) or PDF (second choice) format.**

<b>Institution</b>	<b>Position #</b>	<b>Position Title</b>	<b>Salary</b>
Adams State College	A3B003	Associate Provost for Graduate Studies	96,000
	A2B012	Assoc Vice President of Facilities and Planning	96,000
	A1E005	Associate Athletic Director & M&W CC/Track & Field Head Coach	97,572
	A3B001	Associate Provost for Academic Affairs	124,560
	A2A001	Vice President of Finance and Administration	127,872
	A3A001	Provost	140,136
	A1A001	President	185,004
Aims Junior College	000035	Chief Information Officer	\$100,581.17
	000002	Dean of Student Services	\$102,363.02
	000007	Chief Academic Officer/Dean Division 2	\$116,068.02
	000001	President	\$181,117.00
Auraria Higher Education Center	4045	Interim EVPA	137,988
	4074	Division Director	110,004
	4053	Division Director	114,000
	4066	Division Director	115,644
	4139	Division Director	105,000
	4048	Director of Parking SVC	102,048
CCCS	197070	System President	266,695.00
CCA	100000	President	188,960.00
PPCC	100070	President	167,519.00
CCCS	191790	Exec VP & General Counsel	165,496.00
CCCS	197220	Vice Pres - Admin & Finance	159,586.00
OJC	100270	President	158,855.00
CCCS	191770	CIO Vice President of IT	157,875.00
ACC	180190	President	157,362.00
RRCC	100070	President	145,220.00
FRCC	100190	President	143,500.00
NJC	190000	President	133,455.00
PPCC	200010	Vice Pres - Educational Svcs	132,448.08
FRCC	110130	VP, Larimer Campus	130,807.00
PCC	100140	President	130,406.25
CCD	100530	President	130,375.00
CCCS	298890	Assoc VP & Provost	127,726.00
CCCS	299430	Assoc VP Business/Info Tech	125,750.00
CNCC	100000	President	123,750.00
CCCS	291760	System Controller	123,162.00
CCD	100690	Vice Pres - Lrng Acad Affrs	120,000.00
FRCC	100440	VP - Finance & Administration	118,000.00
PPCC	100310	Vice President	116,300.00
MCC	100000	President	115,000.00
TSJC	100170	President (Interim)	115,000.00

LCC	130630	President	115,000.00
CCCS	295330	Technical Director	115,000.00
CCCS	297260	Dir - Human Resources	112,000.00
CCCS	298130	Assoc VP Strategic Plan/Resrch	111,449.00
ACC	180400	Vice President	111,353.00
CCA	100010	Vice Pres - Instruction	110,172.00
CCD	100920	Vice President	110,145.00
CCCS	295530	Director of Internal Audit	108,706.00
ACC	186950	Vice President of Instruction	108,045.00
RRCC	100190	Vice Pres - Std Svcs & Enr Mng	106,039.00
CCD	100580	Vice Pres - Admin Services	105,949.00
CCD	101030	Director 3	105,949.00
CCCS	299420	Director Applications Develop	105,165.00
CCCS	297280	Director Bgts	103,971.00
PPCC	100180	Vice Pres -Admin Srvcs	102,674.28
CCA	100030	VP of Administrative Svcs	102,000.00
RRCC	100150	Vice Pres - Instruction	101,015.00
OJC	100020	Vice Pres - Administration	100,553.29
CCCS	295450	Deputy Controller	100,194.00
PCC	100330	Dir - Student Hlth Serv	100,000.00
MCC	101050	Vice Pres - Admin & Finance	99,555.00
CCCS	299260	CTE Dean	99,457.00
RRCC	100130	VP - Business Services	99,401.00
PCC	100030	Vice Pres - Admin & Finance	98,904.29
FRCC	110010	Exec Dir & Dean Secondary Prog	98,535.00
CCCS	298270	Sr Oracle Database Admin	97,058.00
CCCS	298530	Dir Public Info & Legis Coord	96,946.00
ACC	180360	Chief Operating Officer	96,844.00
CCCS	299510	Project Mgr Business Analyst	95,000.00
<b>Colorado School of Mines</b>			
	300010	President	327,750
	300100	Provost/Executive VP	210,000
	310020	Senior VP Strategic Enterprise	209,209
	321000	Senior VP Finance & Admin.	192,960
	91010	Professor & Academic Dept Head	188,929
	360040	V. P. Research & Tech Transfer	185,010
	61090	Professor & Academic Dept Head	171,939
	91130	Professor-J.H. Moore Chair	169,847
	41180	Professor - AMAX Chair	168,076
	61180	Professor - Keck Chair	164,788
	11390	Professor	164,519
	121710	Professor	163,827
	91110	Professor - Fogarty Chair	157,866
	91760	Professor - G.S. Ansell Chair	154,869
	171010	Professor	154,752
	111060	Professor	152,981
	11250	Professor & Academic Dept Head	152,867
	311120	Director/Mgr	152,520
	311030	Associate Provost	152,415
	131050	Professor & Academic Dept Head	152,093
	21320	Professor - Coors Chair	147,581
	300310	Chief of Staff	145,184
	270110	General Counsel	144,650

	410330	Chief Information Officer	144,187
	151310	Professor	143,131
	61400	Professor	140,908
	131060	Professor - Chesebro Chair	140,400
	91190	Professor	140,063
	131010	Professor	139,227
	31190	Professor & Academic Dept Head	138,889
	151040	Professor & Academic Dept Head	138,889
	31140	Professor	138,742
	91080	Professor & AVP Research	137,435
	91090	Professor	136,953
	360050	Dean of Graduate Studies	136,852
	91650	Professor/Asst. Dept. Head	135,938
	111540	Associate Professor	132,337
	61020	Professor	129,497
	111040	Professor & Academic Dept Head	127,778
	61600	Professor/Baker Hughes Chair	124,500
	51500	Professor	124,230
	121100	Professor	122,222
	580010	Dir Information Serv	122,000
	171510	Professor	121,673
	111030	Professor	121,371
	81700	Professor	121,111
	11400	Professor	121,044
	81140	Professor	120,522
	361000	Director/Mgr Research	120,000
	91020	Professor	120,000
	131100	Professor	120,000
	61500	Professor	119,313
	21040	Professor	118,964
	470360	Assoc. VP Human Resources	118,503
	350230	Vice President Student Life	118,000
	11110	Professor	115,830
	460010	Director Library	115,505
	140010	Director Athletics	115,500
	390340	Director Enrollment Management	115,000
	487070	Director of Capital Planning	115,000
	91300	Professor	114,584
	11090	Professor	113,189
	480310	Director Facilities Management	113,000
	151100	Professor	112,384
	151270	Professor	108,818
	111190	Professor	108,597
	121820	Professor	108,417
	25080	Professor	108,373
	541000	Dir. Research Administration	107,635
	21190	Professor	106,001
	484170	Associate Director Capital Pln	105,838
	51160	Professor	105,613
	51320	Professor & Academic Dept Head	105,556
	410390	Computing Support Spec	105,481
	11770	Professor	105,458
	111570	Assistant Professor	105,000

	410410	Director Computing Ctr	105,000
	151260	Professor	104,801
	41090	Professor	104,317
	111240	Professor	104,247
	31090	Professor	103,842
	81330	Professor	103,804
	21090	Professor	103,754
	300400	Director/Mgr Alumni Relations	101,783
	81250	Professor	101,200
	81290	Professor	101,200
	420010	Director of Student Services	101,000
	414510	Assistant Director & Mgr Computing	100,000
	131080	Associate Professor	99,148
	51070	Professor	99,066
	81210	Professor	99,038
	151070	Professor	98,559
	131870	Associate Professor	98,410
	151210	Professor	98,222
	RF2000	Associate Research Professor	98,140
	410400	Project Manager Computing	98,000
	370050	Controller	97,948
	151060	Professor	97,711
	11150	Professor	97,044
	31400	Professor	96,071
	91100	Professor	95,708
	300300	Asst To The President	95,409
	171210	Associate Professor	95,000
University of Northern Colorado	C00448	Purchasing Director	102,576
	E99590	Vice President, University Adv	135,000
	E99608	AVP Cont. Ed./Acad Outreach	134,000
	E99759	Dir of School of Accounting	124,406
	E99760	Dir. of Human Resources	110,000
	E99761	Head Men's Basketball Coach	110,000
	E99765	Dir. of Core Services	102,851
	E99766	School Director	116,076
	E99767	School Director	102,658
	E99769	IT Dir. of Client Services	102,410
	E99779	Dir. Government Relations	112,000
	E99781	Provost	190,800
	E99782	Assistant to the President	112,000
	E99783	President	212,500
	E99784	Vice President for Administration	175,100
	E99807	Dean of the College of Busines	140,000
	E99808	Dean Natural & Health Science	139,000
	E99809	Dean Hum.& Soc.Sciences	135,000
	E99811	VP General Counsel	133,900
	E99812	Dean University Libraries	125,000
	E99813	Asst. VP of Finance	126,749
	E99814	Dean Ed.& Behavioral Sciences	135,000
	E99815	Dean Performing and Visual Ar	137,000
	E99816	Asst. VP for IT	126,750
	E99817	AVP for Acad Affairs/Grad Sch	135,000

	E99839	Dir. of App. and Databases	98,041
	E99865	Asst VP Enrlmnt & Student Acce	130,000
	E99911	Director of SES	105,300
	E99919	Dir. of Admissions	95,000
	E99922	School Director	109,862
	E99924	School Director	106,730
	E99926	Dir. of Athletics	111,000
	E99927	Assoc. Dean	103,000
	E99930	Dir Sch of Mngt & Marketing	126,765
	E99932	Asst VP Facilities Management	115,000
	E99933	Controller	97,530
	E99935	Director, School of Finance	108,979
	E99938	Dean of Students	130,000
	E99939	Dir. CUE	95,926
	E99956	School Director	96,730
	E99957	Head Football Coach	95,000
	E99958	School Director	103,626
	E99964	School Director	103,657
	E99970	Assistant Dean of CEBS	105,711
	E99974	AVP of OBIA	110,000
	E99976	School Director	104,858
	E99989	Assoc Dean, College of NHS	116,054
	E99999	Assistant Vice President	131,000
	EF8888	School Director	98,639
	F99445	Asst. Prof. Accounting	105,878
	F99503	Professor CIS	111,911
	F99512	Professor of Chemistry	103,061
	F99526	Professor of Management	112,429
	F99545	Professor of Accounting	121,840
	F99548	Professor of Marketing	112,484
	F99553	Professor of Chemistry	102,742
	F99573	Assoc. Professor of Marketing	99,534
	F99607	Prof. Earth Sciences	102,601
	F99625	Professor of Marketing	110,249
	F99626	Professor of Accounting	111,097
	F99649	Professor CIS	118,340
	F99664	Professor CIS	114,500
	F99690	Associate Professor of Finance	110,000
	F99726	Professor of Marketing	108,526
	F99753	Professor of Mathematics	100,680
	F99775	Professor of Accounting	117,000
	F99780	Prof. Schl Mathematical Sci	97,325
	F99804	Professor of Management	96,000
	F99840	Professor of History	100,339
	F99852	Assoc. Professor Finance	107,742
	F99866	Professor of CIS	112,992
	F99867	Assist Prof of Finance	102,889
	F99886	Professor of Management	110,807
	F99887	Professor of Finance	125,603
	F99920	Assoc. Professor of Accounting	118,000

	F99952	Professor of Psychology	98,495
	F99972	Assoc. Prof. Finance	115,481
	F99997	Professor of Astronomy	98,997
Colorado Mountain College		Faculty, Psychology/Anthropology	103,302
<i>Note: CMC does not use position codes.</i>		Vice President, Student Affairs	114,067
		Chief Technology Officer	128,423
		Vice President, CEO, Vail/Eagle Valley Campus	104,535
		Director of Nursing	97,614
		Faculty, Computer	96,825
		Director of Technical and Network Systems	111,126
		Chief Financial Officer	112,340
		Executive Vice President, Initiatives & Innovation	134,434
		Vice President, Institutional Affairs	98,645
		Vice President, Academic Affairs	127,911
		College President	191,151
		Chief Human Resources Officer	106,000
		Faculty, Veterinary Technology	99,507
		Faculty, Humanities/English Comp	96,825
		Director of Financial Aid	97,199
		Vice President, CEO, Aspen Campus	98,645
		Vice President, CEO, Roaring Fork Campus	111,780
		Vice President, CEO Alpine	115,916
		Vice President, CEO, Summit Campus	98,645
		Campus Dean	106,605
		Director Enrollment Services	95,275
		Executive Vice President, Operations & Innovative Strategies	155,250
		Faculty, Computer Education	109,139
		CEO, College Foundation	157,320
Dept. of Higher Education	90001	Executive Director	146,040
	90062	Chief Academic Officer	128,268
	90076	Chief Finance Officer	127,200
	00210	Division Director	106,000
	90012	Controller	98,320
Ft. Lewis College	2000	Provost/VP Academic Affairs	144,318
	2010	Associate VP of Academic Affairs	95,871
	2080	Associate VP of AA for Enrollment Mgmt	116,586
	2070	Dean, School of Arts, Humanities and Social Sciences	115,000
	2030	Dean, School of Business	133,000
	2020	Dean, School of Natural and Behavior Sciences	118,000
	1100	President	234,000
	1211	Executive Director, Foundation and Institutional Advancement	104,000
	2425	Athletic Director	100,000

	2500	Director, Center of Southwest Studies	100,000
	1125	VP, Finance & Administration	140,040
	1407	Director, Information Technology	114,448
	1201	VP, Student Affairs	117,274
Mesa State College	AF0072	Assistant Vice President of Academic Affairs	110,596
	AF0067	Asst Vice President for Auxiliary Services	100,570
	AF0012	Controller	99,470
	AF0024	Director of Development, Acting	98,515
	AF0015	Director of Human Resources	97,478
	AF0025	Director of Facilities Services	103,700
	AF0030	Director of Nursing and Radiological Sciences	97,088
	AF0019	Executive Director of Information & Communication Technology	103,700
	AF0045	President	248,200
	F00036	Professor of Business	101,307
	AF0037	Vice President of Academic Affairs	173,335
	AF0034	Vice President of Finance and Administration	173,335
	AF0035	Vice President of Student Services	124,400
Metropolitan State College of Denver	E298	Information Technology	112,750.00
	E004	Institutional Advancement	165,920.00
	E061	Student Services	100,000.00
	E417	Institutional Advancement	95,880.00
	E040	Academic Affairs	133,363.00
	E360	President's Office	118,775.00
	E002	Academic Affairs	195,000.00
	E421	Information Technology	101,577.00
	E042	Academic Affairs	114,817.00
	E048	Academic Affairs	115,597.00
	E506	Academic Affairs	115,000.00
	F378	Academic Affairs	98,098.00
	E001	President's Office	287,753.00
	E290	Institutional Advancement	105,000.00
	E003	Administration & Finance	143,835.00
	E005	Student Services	154,950.00
	E091	President's Office	105,774.00
	E491	Administration & Finance	109,926.00
	E129	Student Services	97,762.00
	E010	President's Office	112,660.00
	E041	Academic Affairs	111,748.00
	E575	Institutional Advancement	115,000.00
	E159	Student Services	107,033.00
	E429	Information Technology	150,000.00
	E438	Academic Affairs	103,470.00
	C080	Information Technology	96,348.00
	E038	Academic Affairs	101,185.00
	E545	Academic Affairs	120,000.00
	E482	President's Office	119,774.00
	E079	Administration & Finance	101,570.00
Western State College	10000A	President	\$180,551

	11000A	Vice President for Academic Affairs	\$107,915
	41101A	Vice President for Institutional Advancement/ Executive Director of WSC Foundation	\$98,895
	21000A	Vice President for Finance and Administration	\$104,566
	51304F	Professor of Teacher Education	\$205,563
	51177F	Professor of Teacher Education	\$99,935



**COLORADO STATE UNIVERSITY SYSTEM****CSU-Pueblo**

<b>Position #</b>	<b>Job Title</b>	<b>Salary</b>	<b>Hrs/Wk</b>
9033	Professor	\$114,757	40
8276	Associate Professor	\$105,022	40
9029	Professor	\$104,497	40
9032	Assistant Professor	\$120,000	40
9037	Professor	\$105,000	40
8527	Professor	\$105,000	40
9006	Professor	\$96,485	40
9018	Associate Professor	\$99,000	40
9022	Professor	\$95,461	40
8010	Provost	\$140,000	40
8012	Dean	\$132,850	40
8014	Dean	\$112,108	40
9301	Dean	\$107,000	40
8013	Dean	\$116,825	40
8031	Chief Information Officer	\$103,975	40
8100	Dean of Student Life	\$104,000	40
8000	President	\$210,000	40
8001	VP for Finance & Administration	\$142,674	40
	Director of Budgets	\$95,000	40
8277	University Controller	\$101,421	40
8223	Director of Facilities Mgmt	\$101,565	40
8203	Director of Human Resources	\$93,608	40
8355	Dean	\$98,567	40

**CSU**

<b>Position #</b>	<b>Job Title</b>	<b>Salary</b>	<b>Hrs/Wk</b>
11260	Assistant Professor	\$102,700	40
8246	Environ Protect Spec IV	\$95,136	40
10418	Professor	\$127,650	20
11266	Professor	\$132,800	40
10545	Research Associate IV	\$99,900	40
4886	Pharmacy III	\$109,248	40
11988	Vice President	\$180,000	40
10899	Professor	\$122,350	24.76
11540	Professor	\$112,000	40
11519	Professor	\$122,100	20
	Professor	\$109,203	20
11138	Professor	\$118,800	24
14011	IT Professional IV	\$99,276	40
10306	Associate Professor	\$127,446	40
	Coordinator	\$104,000	5
1184	Electronic Engineer II	\$102,540	40
11251	Assistant Professor	\$103,000	40
11250	Associate Professor	\$106,700	40

12269 Professor	\$128,900	40
10719 Sr Research Associate	\$138,877	40
11692 Associate Director	\$132,809	40
12209 Professor	\$135,629	40
12515 Associate Professor	\$105,300	40
14537 Extension Specialist	\$105,741	20
11490 Professor	\$140,400	20
10991 Professor	\$118,400	40
15244 Assistant Professor	\$100,000	40
10170 Professor	\$122,400	40
11522 Professor	\$117,100	40
10490 Associate Professor	\$112,100	40
11720 Assistant Director	\$103,600	40
11269 Associate Professor	\$112,800	40
11027 Professor	\$136,000	40
11213 Professor	\$202,230	16
12624 SR Resch Sci/Scholar	\$128,700	16
11189 Professor	\$140,800	40
10344 Professor	\$98,000	35.6
11201 Professor	\$130,000	40
10192 Professor	\$97,500	40
11613 Professor	\$122,900	20
14326 Sr Research Associate	\$98,490	40
12530 Professor	\$95,350	40
11511 Professor	\$148,300	40
11988 Vice President	\$220,500	40
11439 Professor	\$109,190	40
11546 Associate Professor	\$106,100	40
13173 Dean	\$225,000	40
12602 Professor	\$111,200	40
10452 Professor	\$97,650	40
10571 Research Associate IV	\$120,400	32
13277 Assistant Professor	\$96,800	40
10599 Professor	\$103,927	20
11966 Manager	\$118,000	32
14425 Director	\$98,750	40
11237 Professor	\$121,575	40
12257 Associate Professor	\$102,000	40
12481 Associate Dean	\$159,294	40
12752 Executive Director	\$131,747	40
14285 Chief Pub Relation Offcr	\$120,000	40
11544 Professor	\$114,800	40
11271 Assistant Professor	\$106,100	40
14252 Manager	\$98,094	40
Professor	\$143,467	22.2
13570 Assistant Professor	\$99,000	40
12471 Professor	\$119,600	40

13601	Assistant Dean	\$115,000	40
10137	Director	\$100,000	40
11639	Professor	\$157,900	40
11240	Professor	\$157,800	40
10151	Professor	\$95,600	40
12445	Professor	\$115,000	40
10484	Professor	\$134,700	20
	Sr Research Associate	\$102,390	16.8
11446	Associate Professor	\$97,280	40
14284	Vice President	\$175,000	40
12433	Assistant to Dean	\$114,000	40
10050	Assistant Coach	\$120,000	40
10695	Sr Research Associate	\$119,679	40
12308	Research Associate IV	\$111,800	24
10570	Research Associate III	\$100,400	40
10371	Sr Research Associate	\$105,200	40
11286	Assistant to Dean	\$116,990	40
11691	Vice President	\$215,092	40
13143	Professor	\$170,700	40
10311	Professor	\$115,737	40
11026	Assistant Professor	\$100,000	40
10736	Research Associate IV	\$102,000	40
12057	Director	\$140,104	40
	Professor	\$129,700	20.8
12518	Professor	\$123,540	40
11085	Professor	\$134,640	40
12450	Associate Professor	\$102,000	40
13210	Assistant Professor	\$109,100	40
10909	Professor	\$108,600	40
10317	Associate Professor	\$114,844	40
12736	Director	\$113,755	40
10239	Professor	\$97,000	40
10286	Associate Professor	\$125,015	40
10307	Associate Professor	\$116,146	40
10659	Professor	\$96,971	40
11642	Professor	\$96,800	40
10430	Professor	\$96,650	40
11429	Professor	\$102,280	20
11975	Director	\$145,500	40
	Professor	\$95,600	40
11630	Professor	\$168,500	40
11598	Professor	\$97,100	40
10482	Professor	\$128,400	40
12334	Professor	\$108,103	40
12270	Professor	\$147,400	40
14341	Research Coordinator	\$100,000	8
10308	Professor	\$124,729	40

12579 Director	\$99,300	40
11130 Professor	\$95,400	40
15576 Assistant Director	\$115,000	40
12424 Research Associate IV	\$119,733	20
15641 SR Resch Sci/Scholar	\$97,000	40
12249 Professor	\$106,750	40
15486 Assistant to Provost	\$100,000	40
10480 Professor	\$124,800	40
15721 Resch Sci/Scholar III	\$100,000	40
10112 Vice Provost	\$193,300	40
12233 Professor	\$129,750	27.2
11284 Associate Dean	\$157,490	40
10240 Professor	\$108,810	40
11252 Professor	\$95,480	40
10448 Professor	\$111,950	40
Associate Professor	\$120,000	40
11485 Professor	\$157,300	30
12124 Associate Director	\$107,000	40
10342 Professor	\$192,600	40
11571 Professor	\$100,300	40
Resch Sci/Scholar II	\$96,400	40
10233 Professor	\$97,900	40
10204 Professor	\$139,740	40
10150 Professor	\$98,700	40
15458 Assistant to Director	\$96,000	40
13761 Assistant Director	\$96,871	40
Sr Research Associate	\$96,026	16
Assistant Professor	\$98,000	40
14240 Associate Professor	\$123,296	40
10500 Resch Sci/Scholar II	\$110,000	40
16028 Associate Dean	\$156,900	40
10297 Professor	\$158,895	40
11627 Professor	\$114,100	40
12641 Senior Assoc Vice Pres	\$176,573	40
10361 SR Resch Sci/Scholar	\$101,000	40
12231 Professor	\$104,995	40
15294 Assistant Professor	\$130,000	40
12069 Physician	\$146,891	40
15405 Vice President	\$185,000	40
11019 Associate Professor	\$96,500	40
10591 Associate Dean	\$125,000	40
10373 Sr Research Associate	\$96,400	40
12754 Executive Director	\$133,610	40
10288 Associate Professor	\$115,577	40
12899 Vice Provost	\$195,028	40
12523 Professor	\$97,550	40
Assistant Professor	\$100,000	32.2

11028	Professor	\$132,300	40
	Assistant Professor	\$100,800	40
11536	Associate Professor	\$106,000	40
10019	Assistant Coach	\$100,000	40
8149	IT Professional IV	\$96,312	40
12558	Professor	\$120,750	40
11247	Assistant Professor	\$97,000	40
13175	Associate Director	\$123,345	40
10580	Research Associate IV	\$98,300	40
	Associate Professor	\$142,000	38
11221	Associate Professor	\$109,800	40
11024	Associate Professor	\$105,900	40
	Associate Professor	\$100,000	34.668
15988	Associate Professor	\$125,000	40
15431	Research Associate IV	\$135,804	40
12594	Professor	\$130,400	40
12738	Assistant Vice President	\$119,736	40
12073	Physician	\$121,719	34
12178	Associate Professor	\$95,311	40
10080	Director	\$101,200	40
11556	Professor	\$158,400	40
11594	Professor	\$99,000	40
10032	Coach	\$350,000	40
12965	Senior Vice President	\$248,050	40
12328	Professor	\$103,987	40
10979	Professor	\$105,400	20
12160	Associate Professor	\$97,500	18.46
12401	Professor	\$99,150	40
11525	Professor	\$126,900	40
5175	IT Professional V	\$102,096	40
11532	Professor	\$157,700	40
10502	Associate Professor	\$100,100	40
11664	Professor	\$112,900	40
13894	Director	\$126,000	40
12260	Professor	\$111,800	40
11547	Professor	\$118,900	40
12215	Professor	\$116,668	40
10012	President	\$392,000	40
	Associate Professor	\$102,000	40
10553	Research Associate IV	\$105,800	40
14776	SR Resch Sci/Scholar	\$100,000	40
16023	Director	\$107,000	40
	Associate Professor	\$132,200	40
10298	Assistant Professor	\$115,000	40
12210	Professor	\$127,314	40
11461	Professor	\$100,240	40
14193	Professor	\$196,335	40

10868 SR Resch Sci/Scholar	\$118,000	40
10441 Professor	\$193,667	40
14580 Associate Vice President	\$162,200	40
11667 Associate Vice President	\$179,020	40
11022 Professor	\$127,700	40
10437 Professor	\$111,350	40
11001 Coordinator	\$100,000	40
10977 Professor	\$100,000	28
11539 Associate Professor	\$96,700	40
12485 Assistant Professor	\$115,000	40
14853 Chief of Staff	\$155,000	40
11283 Dean	\$200,079	40
12427 Professor	\$100,100	40
10315 Associate Professor	\$116,277	40
12431 Associate Professor	\$120,000	40
11077 Associate Professor	\$109,500	40
13785 Assistant Professor	\$100,000	40
14698 Assistant Professor	\$115,000	40
13274 Assistant Professor	\$102,400	40
11726 Assistant Director	\$102,400	40
11964 Senior Vice President	\$247,500	40
12417 Professor	\$95,900	40
Instructor	\$118,000	37
SR Resch Sci/Scholar	\$124,667	40
10436 Professor	\$144,000	40
11537 Associate Professor	\$102,300	20
12218 Associate Professor	\$106,331	40
Instructor	\$140,796	13.807
14201 Sr Research Associate	\$151,700	24
15539 Administrator	\$100,000	40
11088 Associate Professor	\$96,500	40
15440 Assistant Director	\$96,004	40
11074 Associate Professor	\$127,300	40
11049 Assistant Professor	\$98,000	40
11008 Director	\$150,000	40
15034 Professor	\$118,000	40
10581 Research Associate IV	\$106,700	40
14804 Director	\$130,000	40
10828 SR Resch Sci/Scholar	\$99,275	30
12343 Professor	\$101,000	20
11139 Professor	\$121,500	40
11506 Professor	\$96,700	40
14496 Associate Vice Provost	\$167,507	40
15693 Director	\$112,000	32
14493 Assistant Professor	\$140,000	40
12646 Director	\$177,100	40
13230 Professor	\$96,550	40

12217 Associate Professor	\$104,415	40
13275 Assistant Professor	\$101,100	40
12437 Assistant Professor	\$102,000	40
12222 Professor	\$127,329	40
14514 Associate Dean	\$180,000	40
10523 Research Associate III	\$125,100	40
11059 Professor	\$170,000	40
15989 Assistant Professor	\$115,000	40
10329 Assistant Dean	\$141,750	40
11693 Director	\$160,409	40
10456 Professor	\$117,100	40
12292 Research Associate IV	\$103,800	40
12068 Physician	\$127,776	32
14877 Director	\$95,352	40
10023 Coach	\$139,800	40
14454 IT Professional V	\$102,096	40
5877 IT Professional IV	\$98,148	40
10503 Professor	\$126,500	40
13369 Professor	\$168,600	40
10210 Professor	\$122,110	40
Professor	\$147,564	16.8
11591 Professor	\$149,200	40
12224 Professor	\$134,164	40
10302 Professor	\$119,766	40
10227 Professor	\$106,000	40
10048 Coach	\$160,000	40
10247 Professor	\$192,200	40
11264 Professor	\$221,750	40
10007 Director	\$115,500	40
11535 Professor	\$120,400	40
10313 Associate Professor	\$128,169	40
Associate Professor	\$100,000	30
15645 Dean of Students	\$105,151	40
Instructor	\$98,107	40
10271 Associate Professor	\$95,350	20
11999 Vice President	\$185,000	40
10221 Professor	\$101,900	40
14234 Assistant Director	\$121,234	40
12505 Associate Professor	\$97,500	40
11986 Director	\$105,500	40
11239 Professor	\$95,900	40
12225 Professor	\$158,133	40
12154 Associate Dean	\$103,000	40
11099 Professor	\$106,200	40
12416 Professor	\$213,800	40
11634 Professor	\$112,600	20
11904 Dir of Colo St Forest Srv	\$133,100	40

10506	Professor	\$113,800	40
12271	Professor	\$119,500	40
11965	Director	\$141,750	40
5810	IT Professional IV	\$99,612	40
10289	Associate Professor	\$109,046	40
11697	Associate Director	\$123,800	40
15754	Associate Legal Counsel	\$100,000	40
14142	Assistant Chief of Police	\$102,558	40
10401	Professor	\$192,717	40
10290	Associate Professor	\$137,527	40
4913	IT Professional VI	\$114,948	40
15242	Assistant Professor	\$98,000	40
10529	SR Resch Sci/Scholar	\$99,100	40
11224	Professor	\$137,500	40
10454	Professor	\$123,200	40
	Professor	\$125,800	5.73
13886	Assistant to Director	\$95,900	40
12442	Assistant Professor	\$99,500	40
11083	Associate Professor	\$121,000	40
11166	Professor	\$112,000	40
10120	Director	\$158,321	40
10145	Professor	\$97,400	40
10321	Professor	\$125,109	40
10902	Professor	\$125,050	17.8
11677	Associate Director	\$125,000	40
	Associate Professor	\$109,200	40
11561	Professor	\$107,100	40
10054	Assistant Coach	\$200,000	40
13440	Veterinary Clinician	\$111,581	40
10949	Professor	\$183,800	40
12295	SR Resch Sci/Scholar	\$110,900	40
11335	Professor	\$95,400	40
12610	Professor	\$120,300	40
10501	Professor	\$193,600	40
	Associate Professor	\$109,203	20
10219	Professor	\$117,400	40
13486	SR Resch Sci/Scholar	\$120,000	40
11563	Associate Professor	\$95,600	40
13144	Professor	\$153,800	40
11413	Professor	\$104,910	40
11072	Professor	\$160,300	40
11097	Associate Professor	\$107,000	40
10220	Professor	\$119,150	40
10017	Director of Athletics	\$259,875	40
11178	Professor	\$141,900	40
11614	Professor	\$123,300	40
13975	Assistant to Director	\$102,620	16



10360 Professor	\$106,750	40
11588 Professor	\$112,200	40
11831 County Extension Director	\$107,800	40
Associate Professor	\$97,300	40
12250 Professor	\$106,600	40
16019 Physician	\$121,550	20
15295 Associate Professor	\$135,000	40
11179 Professor	\$127,000	40
10476 Professor	\$117,500	40
12592 Professor	\$108,900	40
10133 Associate Provost	\$185,936	40
12122 Vice Provost	\$193,000	40
11053 Associate Professor	\$113,050	40
13569 Assistant Professor	\$101,500	40
10159 Professor	\$97,800	40
14241 Associate Professor	\$150,000	40
11047 Professor	\$148,100	40
10281 Director	\$97,200	40
12916 Director	\$105,685	40
14750 Executive Director	\$146,100	40
12578 Associate Dean	\$115,900	40
12198 Professor	\$169,390	40
12277 Professor	\$112,200	40
12906 Director	\$144,000	40
14890 SR Resch Sci/Scholar	\$120,640	20
11582 Professor	\$104,200	40
11583 Professor	\$109,100	20
12220 Associate Professor	\$116,722	40
13494 Professor	\$133,060	40
12116 Assistant Coach	\$120,000	40
Professor	\$120,200	12
10548 Research Associate IV	\$107,700	40
10400 SR Resch Sci/Scholar	\$105,000	40
13357 Professor	\$157,700	40
10439 Professor	\$120,900	16
10213 Professor	\$139,900	40
10287 Associate Professor	\$122,224	40
15870 Director	\$125,000	10
Associate Professor	\$105,000	40
11458 Professor	\$116,730	40
8159 General Professional VI	\$100,656	40
11581 Professor	\$125,900	40
11048 Assistant Professor	\$98,000	40
13107 Professor	\$195,000	40
10554 Research Associate IV	\$103,800	40
Assistant Professor	\$98,500	34
10278 Assistant to Dean	\$116,397	40

10483 Professor	\$215,973	40
11531 Professor	\$104,100	24.14
10550 Research Associate IV	\$107,700	40
12434 Director	\$120,000	40
11545 Professor	\$105,700	40
12365 Sr Research Associate	\$124,124	40
12026 Director	\$95,471	40
12216 Associate Professor	\$98,064	40
11367 Professor	\$105,030	40
12443 Associate Professor	\$113,050	30
10661 Professor	\$190,492	40
12280 Associate Professor	\$96,800	40
10322 Professor	\$132,194	40
13289 Professor	\$113,200	40
11374 Professor	\$97,640	40
15285 Associate Professor	\$130,000	40
11168 Assistant Professor	\$103,200	40
10323 Assistant Professor	\$116,149	40
11274 Associate Professor	\$109,000	40
10871 Dean	\$200,075	40
13255 Associate Professor	\$101,000	40
10579 Sr Research Associate	\$111,000	40
12066 Physician	\$122,461	40
10051 Coach	\$96,600	40
14239 Assistant Professor	\$104,204	40
10869 Assistant to Dean	\$126,600	40
10300 Associate Professor	\$103,399	40
11541 Associate Professor	\$99,700	40
11023 Professor	\$130,400	40
13723 Director	\$105,000	40
11474 Assistant Dean	\$96,200	40
11035 Professor	\$175,350	40
11417 Professor	\$96,320	40
14953 Executive Director	\$95,076	40
15324 Director	\$96,600	40
Professor	\$103,400	40
10906 Professor	\$132,300	40
10277 Dean	\$295,313	40
12274 Professor	\$130,700	40
12117 Assistant Coach	\$135,000	40
13958 Director	\$126,000	40
10280 Director	\$102,184	40
15744 SR Resch Sci/Scholar	\$120,000	20
15297 Assistant Professor	\$125,000	40
12718 Associate Controller	\$96,300	40
10577 Research Associate IV	\$135,000	40
10018 Coach	\$220,000	40

7186 Pharmacy III	\$107,676	40
15014 Resch Sci/Scholar III	\$133,600	40
11095 Professor	\$105,200	40
14282 Vice President	\$150,000	40
12121 Provost and Executive VP	\$280,000	40
12206 Professor	\$116,253	40
13725 Associate Legal Counsel	\$100,000	40
11071 Professor	\$130,350	40
14577 Professor	\$143,322	40
Professor	\$115,100	13.33
11848 Ext Regional Director	\$107,200	40
12954 Director	\$95,521	40
11082 Professor	\$123,660	40
11060 Associate Professor	\$96,550	40
12059 Executive Director	\$112,739	40
10305 Assistant Professor	\$115,000	40
12563 Professor	\$96,930	40
11473 Associate Dean	\$122,900	40
10470 SR Resch Sci/Scholar	\$113,700	3.2
14789 Associate Vice President	\$168,800	40
11472 Dean	\$180,000	40
13724 Director	\$131,250	40
12470 Associate Dean	\$191,100	40
11176 Professor	\$185,000	40
12938 Associate Professor	\$96,243	40
10136 Director	\$163,290	15.52
14552 Associate Professor	\$106,600	40
Professor	\$177,000	40
11502 Professor	\$108,800	40
11739 Coordinator	\$100,750	12
13541 SR Resch Sci/Scholar	\$96,000	40
14746 Director	\$120,920	40
11459 Professor	\$116,730	40
10592 Dean	\$220,000	40
12255 Professor	\$105,500	40
15911 Professor	\$110,175	40
14528 Associate Dean	\$170,778	40
12968 Director	\$118,500	40
12511 Associate Professor	\$106,200	40
14915 Associate Vice President	\$133,474	40
11631 Professor	\$112,800	40
12491 Professor	\$151,900	40
11087 Professor	\$132,300	40
14202 Assistant to Dean	\$113,500	40
13436 University Veterinarian	\$153,366	40
10036 Sr Assoc Athletics Dir	\$101,800	40
Assistant Professor	\$97,950	40

12837	Professor	\$143,500	40
11041	Associate Professor	\$131,800	40
14379	Associate Vice Provost	\$134,519	40
14178	Associate Professor	\$102,000	40
12490	Professor	\$151,700	16.8
12762	Director	\$95,946	40
12106	Deputy General Counsel	\$165,000	40
10544	Research Associate IV	\$98,000	40
11674	Director	\$113,741	40
	SR Resch Sci/Scholar	\$140,058	16
11585	Professor	\$124,900	40
	SR Resch Sci/Scholar	\$162,044	4.8
11500	Professor	\$194,400	40
10166	Professor	\$99,200	40
10241	Professor	\$117,470	40
11712	Professor	\$96,200	40
11434	Associate Professor	\$98,067	40
11475	Assistant to Dean	\$97,900	40
12435	Dean	\$255,000	40
12064	Director	\$99,944	40
10299	Professor	\$137,476	40
12114	Assistant Coach	\$155,000	40
12163	Professor	\$142,000	40
14048	Research Associate III	\$98,400	36
11462	Professor	\$102,656	40
11980	Chief of Staff-CSU System	\$192,938	40
12696	Ext Regional Director	\$103,500	40
10310	Associate Professor	\$135,450	40
12297	Research Associate III	\$96,800	40
14758	SR Resch Sci/Scholar	\$100,000	40
11745	Ext Regional Director	\$97,000	40
12447	Associate Professor	\$119,400	40
11256	Professor	\$153,000	40
12588	Director	\$96,773	40
10556	Research Associate III	\$97,000	40
13055	Associate Professor	\$97,400	40
12221	Professor	\$112,843	40
12279	Associate Professor	\$98,500	40
12601	Associate Professor	\$110,000	40
10294	Associate Professor	\$118,943	40
10416	Professor	\$116,000	40
15248	Assistant Professor	\$105,000	40
10369	Professor	\$142,850	40
12213	Associate Professor	\$140,457	40
11528	Professor	\$102,400	40
11113	Professor	\$118,300	40
12137	Executive Director	\$110,000	40

11549 Associate Professor	\$101,400	20
11548 Associate Professor	\$101,000	20
10356 Professor	\$120,000	40
8240 IT Professional IV	\$96,312	40
15873 SR Resch Sci/Scholar	\$175,000	5
14380 Director	\$141,075	40
11152 Professor	\$168,700	40
10532 Research Associate IV	\$113,000	40
12272 Associate Professor	\$106,500	40
11164 Professor	\$112,100	40
11974 Chief of Univ Police	\$115,000	40
11306 Professor	\$112,790	40
12065 Physician	\$121,550	40
11529 SR Resch Sci/Scholar	\$131,100	40
11821 Coordinator	\$102,575	40
14281 Manager	\$97,500	40
10487 Professor	\$170,300	40
10461 Professor	\$131,700	40
11093 Professor	\$104,400	40
11408 Professor	\$153,930	40
12535 Professor	\$106,110	40
15591 SR Resch Sci/Scholar	\$100,000	40
11042 Associate Professor	\$109,050	40
11507 Professor	\$115,000	40
Assistant Professor	\$96,500	40
13623 Professor	\$139,200	40
15546 Assistant Director	\$105,372	40
10384 Professor	\$140,100	40
10291 Associate Professor	\$114,318	40
10458 Professor	\$120,900	40
12267 Associate Professor	\$101,000	40
11040 Professor	\$148,795	40
12207 Associate Professor	\$109,006	40
10511 Associate Professor	\$115,700	20
12925 Professor	\$186,000	40
Associate Professor	\$110,700	40
10303 Associate Professor	\$105,918	40
11361 Professor	\$105,470	40
10576 Research Associate IV	\$111,000	40
12276 Professor	\$147,800	20
10561 Research Associate IV	\$109,700	40
12251 Professor	\$126,900	40
11263 Associate Professor	\$112,700	40
10551 Research Associate IV	\$101,200	32
11969 Dir Procure/Contrctg Svcs	\$131,750	40
10006 Sr Assoc Legal Counsel	\$115,000	40
10259 Professor	\$160,020	39.2

11000	Coordinator	\$145,000	8
10296	Associate Professor	\$98,809	40
12497	Professor	\$137,500	40
12645	Associate Director	\$105,276	40
	Fellowship Grant Trainee	\$98,688	20
15194	Professor	\$141,350	40
11129	Professor	\$131,800	20
10205	Professor	\$99,990	40
11046	Professor	\$107,000	40
14872	Associate Registrar	\$106,794	40
10429	Professor	\$134,100	40
11025	Assistant Professor	\$101,000	40
12614	Professor	\$118,600	20
13612	Professor	\$120,400	20
13927	Assistant Vice President	\$158,210	40
14742	Resch Sci/Scholar III	\$118,447	6.899
11530	Professor	\$100,900	20
13497	Associate Professor	\$106,621	40
11968	Director	\$135,500	40
11317	Professor	\$133,960	40
10481	Professor	\$217,400	40
12256	Associate Dean	\$108,150	40
7380	IT Professional IV	\$96,672	40
12397	Director	\$95,100	40
11473	Associate Dean	\$130,500	20
10318	Professor	\$151,628	40
10034	Assistant Coach	\$108,500	40
11011	Professor	\$167,600	40
12172	Professor	\$249,350	33.846
14382	Assistant Director	\$139,764	16.128
15127	Director	\$174,900	40
13636	Research Associate III	\$105,300	40
10314	Associate Professor	\$114,760	40
15780	Resch Sci/Scholar II	\$100,000	40
12179	Professor	\$151,000	40
11696	Director of Experiment St	\$206,100	40
	Associate Professor	\$101,256	20
10535	Research Associate III	\$117,000	40
11671	Director	\$96,913	40
11270	Professor	\$116,100	40
11655	Professor	\$96,000	40
14663	Assistant Professor	\$121,900	40
15338	Director	\$166,184	40
10549	Research Associate III	\$98,000	28
10680	Professor	\$96,170	40
10672	SR Resch Sci/Scholar	\$113,200	20
10393	Professor	\$159,350	40

Professor	\$123,500	0.389
12964 Assistant Dean	\$145,000	30
13581 Chief Financial Officer	\$104,800	40
12560 Professor	\$108,660	40
12593 Professor	\$121,700	40
10215 Professor	\$96,850	20
10094 Assistant Dean	\$109,575	40
13900 Manager	\$101,800	40
10038 Sr Assoc Athletics Dir	\$111,700	40
10673 Associate Professor	\$141,000	40
8330 IT Professional IV	\$99,276	40
11629 SR Resch Sci/Scholar	\$110,200	40
14623 Vice Provost	\$190,003	40
SR Resch Sci/Scholar	\$126,741	8
10292 Professor	\$116,839	40
11106 Professor	\$113,700	40
10187 Professor	\$142,300	40
11562 Professor	\$157,100	40
15333 Manager	\$100,000	40
13278 Assistant Professor	\$109,000	40
15640 Asc VP SA/Spc Adv to Pr	\$125,148	40
10206 Professor	\$99,743	40
11560 Professor	\$107,500	40
10214 Professor	\$195,700	40
12598 Professor	\$100,300	40
10418 Assistant Professor	\$99,500	40
11260 Professor	\$146,300	16.4
12621 SR Resch Sci/Scholar	\$100,800	40
12199 Professor	\$121,637	36.8
11261 Professor	\$131,300	24
12867 Professor	\$101,800	40
11289 Director	\$101,825	40
12616 Professor	\$108,700	40
11039 Professor	\$110,000	30
11978 Director	\$132,000	40
10326 Associate Dean	\$149,500	40
10312 Associate Professor	\$115,448	40
Professor	\$140,500	40
11052 Professor	\$145,000	40
Assistant Professor	\$101,000	40
10320 Assistant Professor	\$120,000	40
Assistant Professor	\$104,000	40
11006 Assistant to Dean	\$110,000	4
10964 Professor	\$138,200	40
12493 Associate Professor	\$112,400	40
11056 Associate Professor	\$116,400	40
13722 Director	\$163,559	40

Instructor	\$95,300	40
11134 Professor	\$104,900	40
12275 Professor	\$147,100	40
11471 Professor	\$117,950	40
10309 Associate Professor	\$118,555	40
15296 Assistant Professor	\$125,000	40
10217 Professor	\$121,900	40
10375 Professor	\$169,050	40
11304 Associate Professor	\$96,520	40
11033 Professor	\$117,000	16
12176 Extension Specialist	\$142,700	40
15751 Director	\$207,500	40
12067 Physician	\$123,979	40
10229 Professor	\$156,500	40
12730 Director	\$100,000	40
14782 SR Resch Sci/Scholar	\$95,108	40
10569 Research Associate IV	\$100,700	40
11694 Director	\$129,425	40
10438 Professor	\$112,500	40
12230 Professor	\$125,800	40
12834 Director	\$98,278	40
13209 Associate Professor	\$108,885	40
13025 Associate Professor	\$97,700	40
11324 Professor	\$122,250	40
Professor	\$172,100	12
15633 Coordinator	\$98,500	37
10072 Associate Dean	\$132,135	40
12164 Professor	\$128,054	16.93
10254 Professor	\$97,800	40
11122 Professor	\$167,900	40
Professor	\$182,107	1.76
12600 Professor	\$184,700	40
10349 Professor	\$110,400	40
10512 Professor	\$135,800	20
1752 IT Professional IV	\$99,612	40
11510 Professor	\$167,500	40
10504 Professor	\$148,700	40
11067 Coordinator	\$100,000	40
11044 Associate Director	\$125,000	40
12322 Professor	\$141,075	40
11579 Professor	\$105,400	40
13138 Professor	\$136,200	40
11050 Professor	\$212,500	40
12072 Physician	\$146,812	32.5
12406 Professor	\$132,000	40
14524 Professor	\$175,400	40
12382 SR Resch Sci/Scholar	\$119,000	19.552



12227 Dean	\$260,000	40
12439 Assistant Professor	\$100,000	40
10496 Associate Professor	\$97,700	40
13059 Resch Sci/Scholar III	\$145,650	40
11155 Professor	\$162,800	6.96
10491 Associate Professor	\$103,700	40
11722 Director of Extension	\$177,200	40
10887 Professor	\$134,300	40
14893 Resch Sci/Scholar III	\$103,900	20
12071 Dentist	\$98,590	40
11091 Assistant Professor	\$100,100	40
10720 SR Resch Sci/Scholar	\$114,329	40
11092 Resch Sci/Scholar III	\$110,200	40
15335 Assistant Professor	\$120,000	40
12997 Professor	\$125,625	16.64
15832 Sr Research Associate	\$115,000	11.6
12575 Professor	\$101,260	40
11963 Associate Legal Counsel	\$100,000	40
11638 Associate Director	\$107,200	40
Professor	\$99,168	40
12924 Associate Professor	\$104,300	40

**GLOBAL CAMPUS/SYSTEM OFFICE**

<b>Position #</b>	<b>Job Title</b>	<b>Salary</b>	<b>Hrs/Wk</b>
90002	Chief Financial Officer/Government Relations	\$240,000	40
90006	Director of Student Financial Services	\$99,756	40
90019	Chief Operating Officer/Deputy General Council	\$195,000	40
90022	Director of Human Resources	\$102,900	40
90025	Director of Budget and Finance	\$115,500	40
90026	General Counsel	\$255,000	40
90026	Treasurer	\$131,250	40
90028	Dean of Student Success	\$155,000	40
90029	Chancellor	\$275,004	40
90031	Controller	\$115,500	40
90034	Director of Instructional Development	\$100,008	40