

March 22, 2011

Dr. David Russell, Commissioner
Missouri Department of Higher Education
205 Jefferson Street
Jefferson City, MO 65102

Dear Commissioner Russell:

This letter is in response to your request for additional information and clarification of information provided in Harris-Stowe State University's request for waiver of penalty for a tuition increase in excess of that permitted under the provisions of the Higher Education Student Funding Act. Each request is repeated below and followed by the corresponding response.

1. **Request:** Under Criterion #1 on page 2 of your request, the language "and 17.0% through 2010" is confusing. It seem unlikely that if the increase in student FTE from fall 2004 through fall semester 2009 was 40.9%, that it would then go down to 17.0% through 2010. Please clarify this point.

Response: From the fall semester of 2004 through the fall semester of 2009, the University did realize a growth in student FTEs of 40.9%; however, fewer financial resources reduce the number of academically underprepared students the University can effectively serve at one time. As a result, In the summer of 2010, the Enrollment Management Division developed a Strategic Enrollment Plan (see attached) for the fall 2010 semester.

With the change in the enrollment strategy, the number of student FTEs entering Harris-Stowe State University in the fall of 2010 was smaller than in previous years, but was still up 17% as compared to the fall of 2004 enrollment.

2. **Request:** The second full paragraph on page 3 discusses the influx of academically unprepared freshmen. It then references an AAC&U report indicating that 53% of students entering college are academically unprepared and ends with the comment that this "is a 33 percent increase in the number of academically prepared students since 1996." Should that passage read that the increase was in the area of "unprepared" students?

Response: The correct passage in the initial document should have read, "This is a 33 percent increase in the number of academically underprepared students since 1996."

3. **Request:** The last paragraph in the discussion of Criterion #1 on page 3 refers to HSSU's strategic enrollment plan, but no details about that plan are provided. I believe I recall some aspects of it from the discussion we had earlier this year during a meeting with your staff on this subject; however, I could benefit from a summary of the strategic enrollment plan for purposes of completing this record.

The Strategic Enrollment Plan for fall 2010 is attached.

4. Criterion #5 on pages 8-9 covers costs related to other initiatives designed to meet specific needs of the state. Regarding the information contained in that section:

- a. **Request:** The course redesign initiative is mentioned, but no associated cost figures are provided. Has this, or will this initiative result in additional costs for HSSU and if so can you quantify them?

Response: The basis of course redesign is cost savings. For example, in course redesign for developmental algebra, the institution anticipates merging three courses (pre-algebra, algebra I and algebra II) into one self-paced, accelerated developmental algebra course for significant faculty salary savings. Once course redesign is successfully implemented in developmental algebra, other courses will be redesigned for additional savings. Costs associated with successful course redesign implementation are estimated to be approximately \$30,000 for the University.

- b. **Request:** The discussion mentions two new METS degree programs in biology, but also states that HSSU received a \$2.5 million grant from the National Science Foundation. Does the grant cover the costs of adding these two degree programs or is there a shortfall that part of this tuition increase is intended to address?

Response: The National Science Foundation (NSF) grant was awarded prior to the initiation of the new METS degree programs in Biology and Mathematics and while the grant does not directly support the costs of adding the new degree programs it does work in conjunction with the programs by providing academic support resources for the students entering the METS degree programs.

The NSF grant program annually provides a summer four-week on-campus residential academy for prospective students entering college and contemplating a major in one of the METS programs.

For students majoring at the University in the new degree programs or in need of general assistance with METS-related coursework, the NSF grant provides significant resources in the form of tutors and faculty advisors. The grant provides various software and other learning tools to support the tutoring and learning processes.

For students wishing to pursue independent research projects, the NSF grant program provides funding for faculty mentors, stipends and other research costs.

For faculty with an interest in exploring various research projects, professional development and other travel funds are available to them.

So, while the funding from the National Science Foundation does not supplant the costs associated with establishing the new degree programs in biology and mathematics, it does offer the University a source of funds to support academic and research endeavors of faculty and students in the METS fields.

The Math and Biology degree programs were added using existing faculty and financial resources.

- c. **Request:** The discussion refers to a sizeable annual investment that HSSU has made in information technology. Costs over the past five years are included, and the projects/upgrades identified include those already completed and those planned for the near future. Please provide more detail on projects yet to be completed including estimated costs for those projects or upgrades.

Response: IT UPDATES

- Implemented new disaster-recovery system and enhanced data protection services

This allowed the institution to preserve its data assets in the event of a catastrophic event. It does not address replacing and securing existing hardware post-catastrophe. Therefore, it is in the University's long-range strategic plan to redesign its datacenter and provide greater security and physical protection of its hardware assets. The redesign includes waterproofing the room, raising the floor, lowering the ceiling, adding dry, non-caustic fire suppression systems, redundant power, cooling, and drainage. Total cost estimate: \$350,000-\$375,000.

- Implemented campus faculty-staff e-mail archiving with one year retention

Recurring cost: \$10,000/year.

- Implementing paperless requisitioning

This project allows the University to convert to a paperless requisition process for submitting and approving purchasing requests—Cost: \$16,690. This has a prerequisite project to install the Jenzabar system Staff Module—Cost: \$24,168.

- Upgrading user-interface to accounting, enrollment management, and HR systems

This is an upgrade for the Jenzabar CX 8.1 interface, which is now delivered through a Web browser instead of a software client. Cost estimate for phase I (financial systems): \$29,000 for software, consulting and end-user training. Cost estimate for HR: \$15,000-\$17,500.

- One particular project that will specifically address state initiatives in terms of retention and student success is the development of a Retention Management System (RMS). The goals of this project are to reduce student attrition, increase graduation rates and

provide Enrollment Management with a tool to be able to monitor the effectiveness of retention strategies.

Cost: \$89,000

5. **Request:** Criterion #7 covers the need to address damage, destruction or deterioration of the institution's physical plant. The discussion on pages 12-13 identifies a number of needs in this area, including the percentage increases in assignable square footage and personnel costs to support and maintain the physical plant. Please also provide your dollar estimate of the institution's backlog in maintenance and repair needs.

Response: Deferred Maintenance

Busch School of Business

Remove and replace roof shingles	95,000
Replace outdated HVAC system and improve energy efficiency	2,250,000
Replace gutters and downspouts	12,000
Change lights to energy efficient T-8 fixtures	60,000
Repair ceilings	25,000
Landscaping	10,000
Parking Lot extension	175,000

Emerson Performing Arts Center

Replace torn lobby flooring	30,000
Repair cracked block walls	225,000
Remove mold and paint gym walls	75,000
Change gym lights to energy efficient fixtures	25,000
Refinish performance stage flooring	30,000

Vashon Building

Masonry repairs and tuck pointing	600,000
Replace roofing	90,000
Hazardous materials removal	125,000
Install thermal glazed windows	95,000

Dr. Henry Givens, Jr. Administration Building

Replace hot water system for restrooms	45,000
Replace vinyl floors in hallways	175,000
Tuck point exterior brick	2,500,000
Change HVAC system to provide year-round comfort	1,755,000
Update stage sound and lighting	225,000
Parking lot light repairs	55,000
Caulk exterior windows	125,000
Resurface Market Street parking lot	75,000

Complete perimeter fencing along Market Street and Compton Avenue	775,000
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Please feel free to contact Constance Gully if you have additional questions or need clarification
Thank you for your consideration of this critical appeal and for your continued support of the
mission of Harris-Stowe State University.

Sincerely,

A handwritten signature in black ink, appearing to read "Henry Givens, Jr.", written in a cursive style.

Henry Givens, Jr., Ph.D.
President