

DEPARTMENT OF HIGHER EDUCATION
FY 2021-22 JOINT BUDGET COMMITTEE HEARING AGENDA
(Day 3 of 3)

Wednesday, January 19, 2022

1:30 pm – 4:00 pm

1:30-2:45 **COLORADO MESA UNIVERSITY AND METROPOLITAN STATE UNIVERSITY OF DENVER**

1:30-1:50 *INTRODUCTIONS AND OPENING COMMENTS*

Main Presenters:

- Dr. Janine Davidson, President, Metropolitan State University of Denver
- John Marshall, President, Colorado Mesa University

Supporting Presenters:

- Savannah Martel, Student, Metropolitan State University of Denver

1:50-2:45 *INSTITUTIONAL QUESTIONS*

Topics:

- Requests R1 And R2 - State Support For Higher Education And Tuition Spending Authority: Page 13, Questions 1-4 in the packet
- Higher Education Financial Status and the Future of Higher Education: Page 19, Questions 5-10 in the packet
- College Affordability and Increasing Awareness About Financial Aid: Page 26, Questions 11-12 in the packet

2:45-3:00 **BREAK**

3:00-4:00 **HISTORY COLORADO**

3:00-3:30 *INTRODUCTIONS AND OPENING COMMENTS & COMMON QUESTIONS*

Main Presenters:

- Dawn DiPrince, Executive Director, History Colorado
- Scott Gibbs, President and Commissioner, Cumbres & Toltec Railroad

Supporting Presenters:

- Tamra Ward, Chair, Board of Directors
- Luis Colón, Chief Administrative Officer
- Mark Graybill, Commissioner, Cumbres & Toltec Railroad

Topics:

- Common Questions: Page 33, Questions 1-2 in the packet



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Joint Budget Committee Presentation

January 19, 2022

MSU Denver

as of Fall 2021



16,396

Undergraduates

1,170

Graduate Students



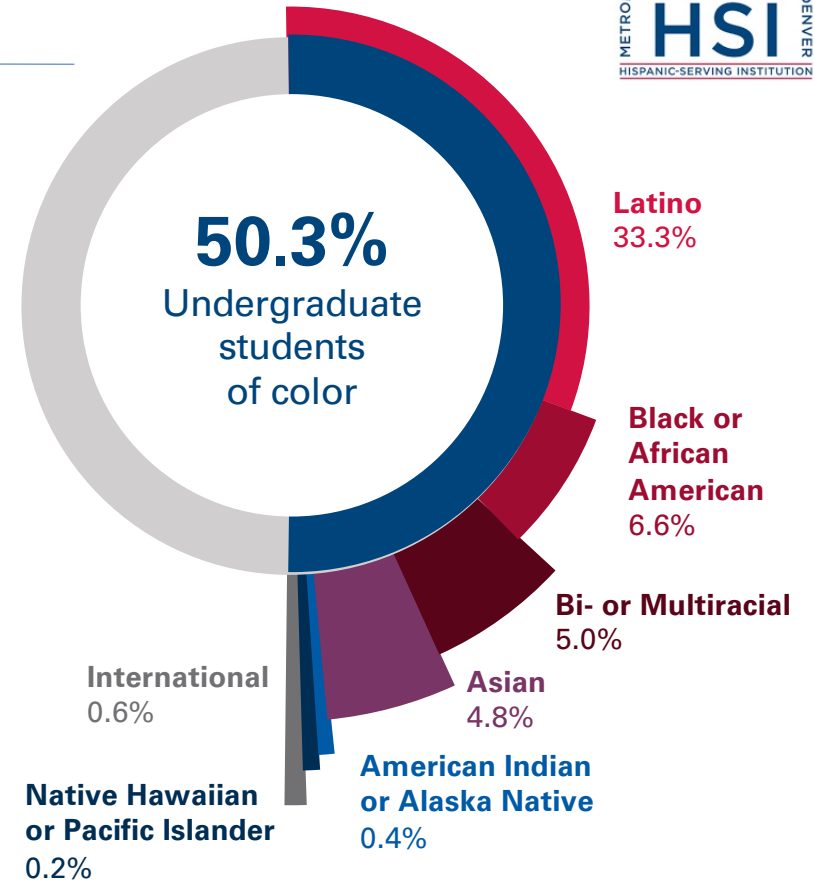
96%

Undergraduate students from Colorado



30%

Students are Pell grant-eligible



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By the Numbers

as of Fall 2021

102,719

Alumni



52%

Students have transferred in from another institution



58%

Students will be first-generation in their family to earn a degree



Alumni most likely to contribute to the state's economy.

Nearly 80% still work in Colorado 10 years after graduation, compared to state average of 64%.

U.S. Census Bureau



3rd Most Innovative University

U.S. News & World Report
Regional Universities West Category



Most Civically Engaged Students in the Nation by Voting Rate

First in the nation in 2016.

The ALL IN Campus Democracy Challenge



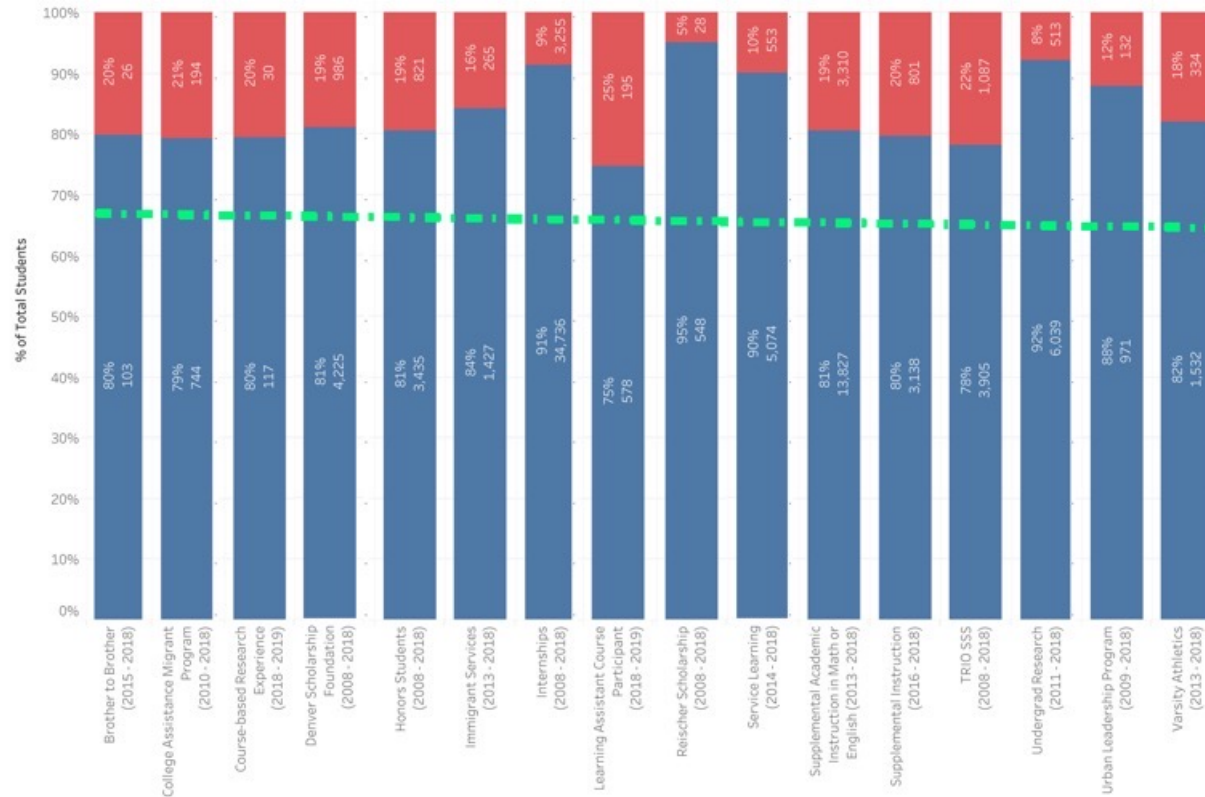
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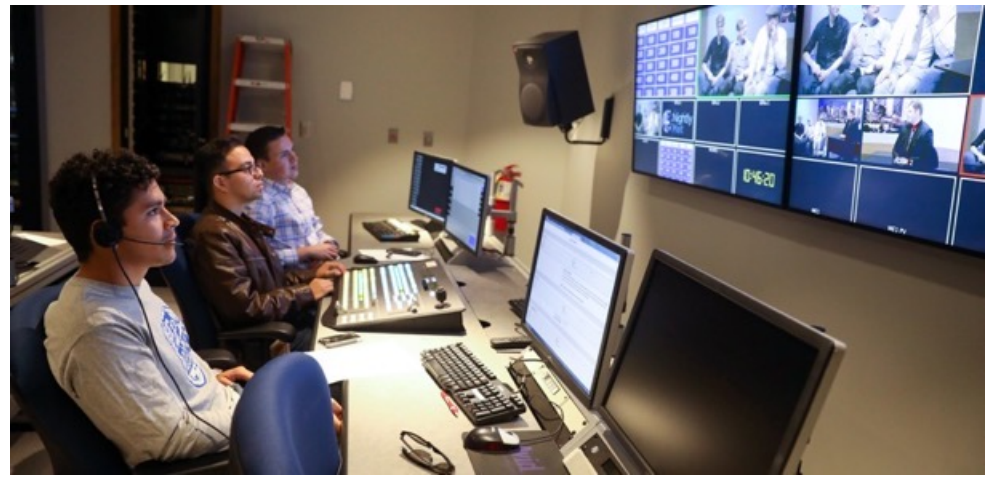
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High-Impact Practices

Retention Rates of Undergraduates Participating in Programs with High Positive Impact

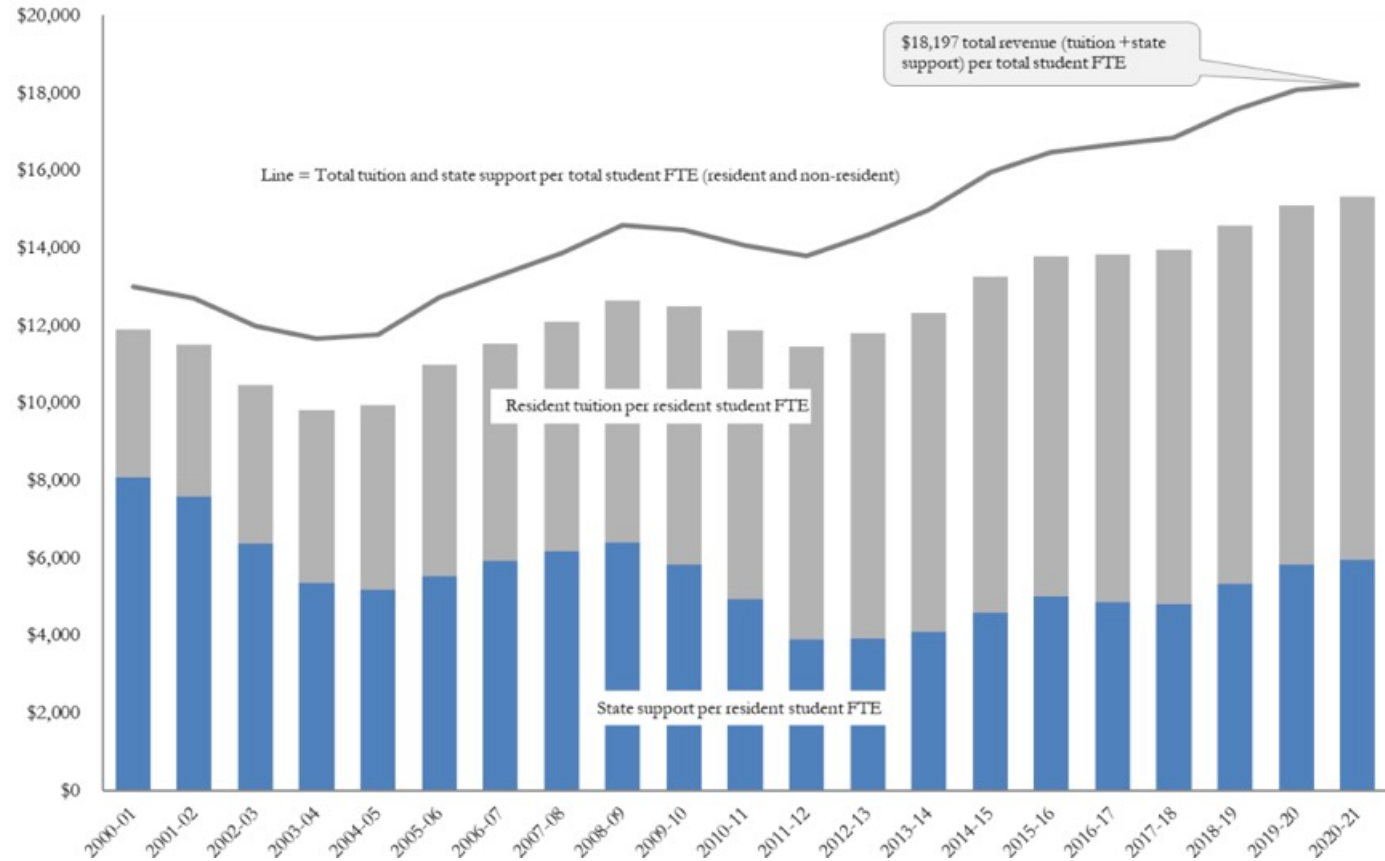
- Not retained
- Retained
- - - Average retention rate





State Support and Tuition

Higher Education State Institutions' General Fund, Federal Stimulus Funds, and Tuition per FTE in Constant FY 2020-21 Dollars



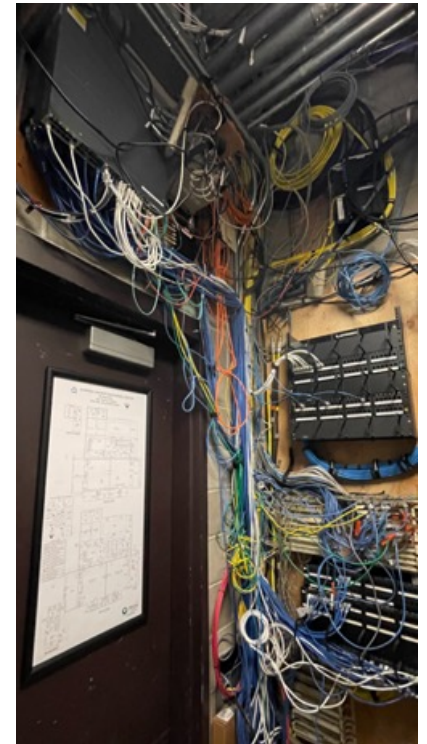
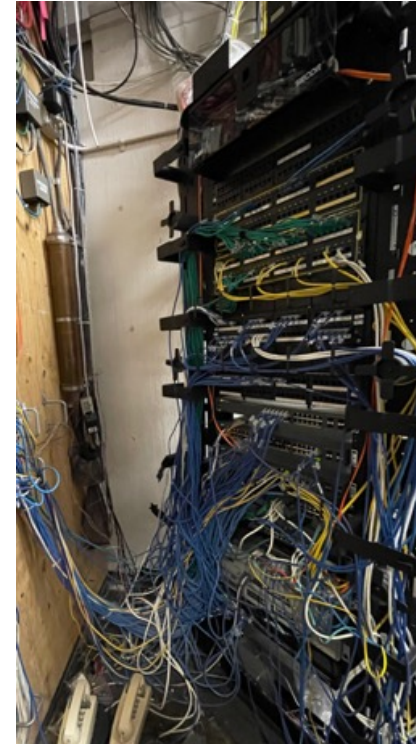
Source: JBC Staff Budget Briefing FY 2022-23
Dept of Higher Education



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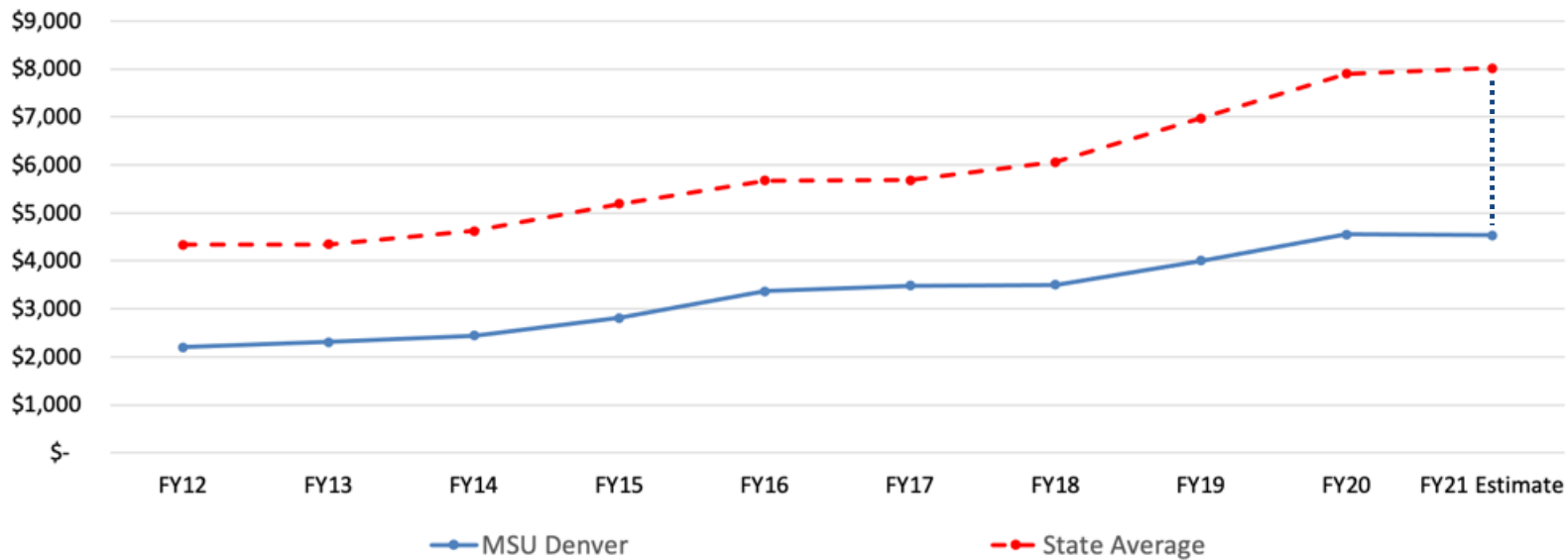
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Current Capital Needs



Colorado Funding Comparison

FY12 - FY21 State Support per Resident Student FTE
MSU Denver and Colorado 4-year Institutions Average (Includes ARRA and CARES)



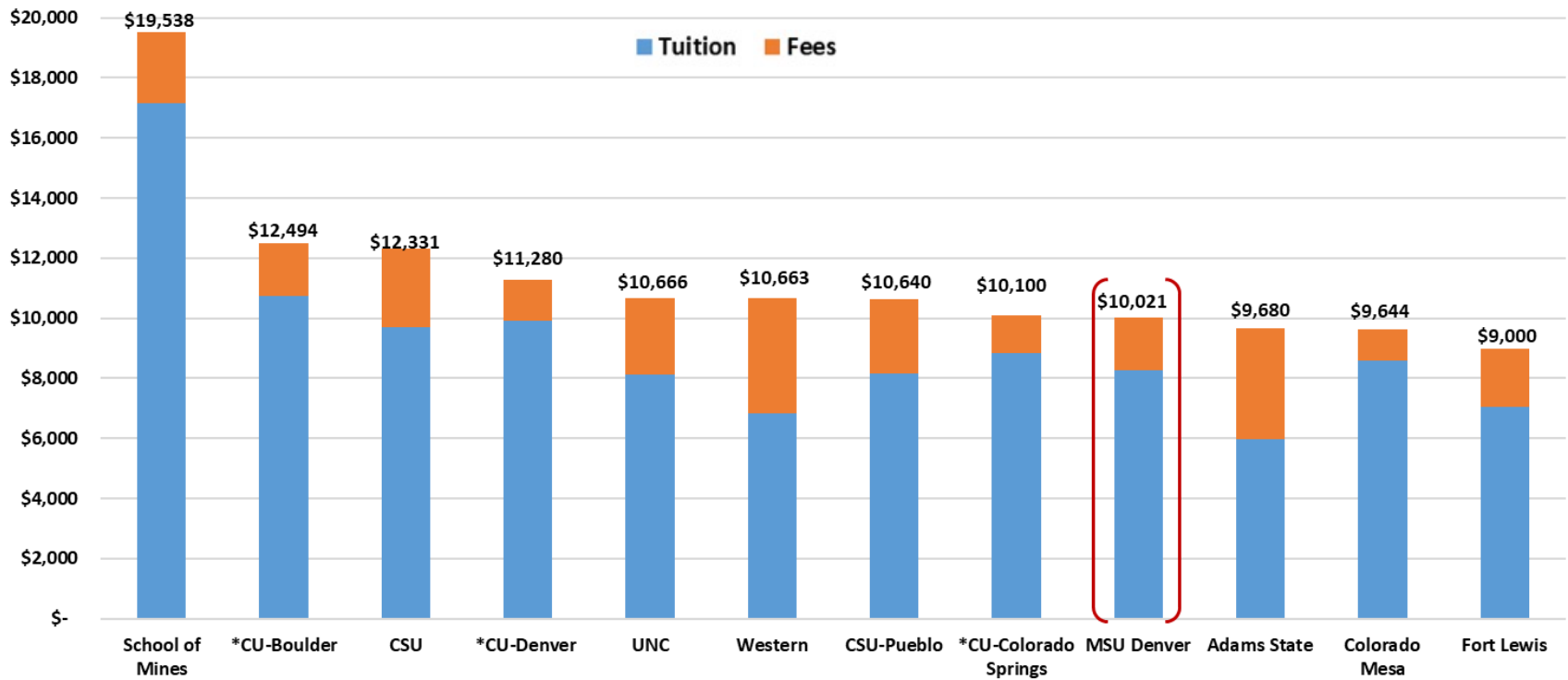
A significant gap persists between MSU Denver's funding and the state's average for 4-year institutions

*State Support from Budget Data Books

**Resident Student FTE from CDHE 2019 FTE Student Enrollment Report

Tuition and Fees

FY 2020-21
Undergraduate
Tuition and
Fees, all CO
public
institutions



Source: JBC Staff
Budget Briefing
FY 2022-23
Dept of Higher
Education



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A DEPARTMENT OF HIGHER EDUCATION
FY 2022-23 JOINT BUDGET COMMITTEE HEARING AGENDA
(Day 3 of 3)

Wednesday, January 19, 2022
1:30 pm – 4:00 pm

COLORADO MESA UNIVERSITY & METROPOLITAN STATE UNIVERSITY
OF DENVER

*REQUESTS R1 AND R2 - STATE SUPPORT FOR HIGHER EDUCATION AND TUITION SPENDING
AUTHORITY*

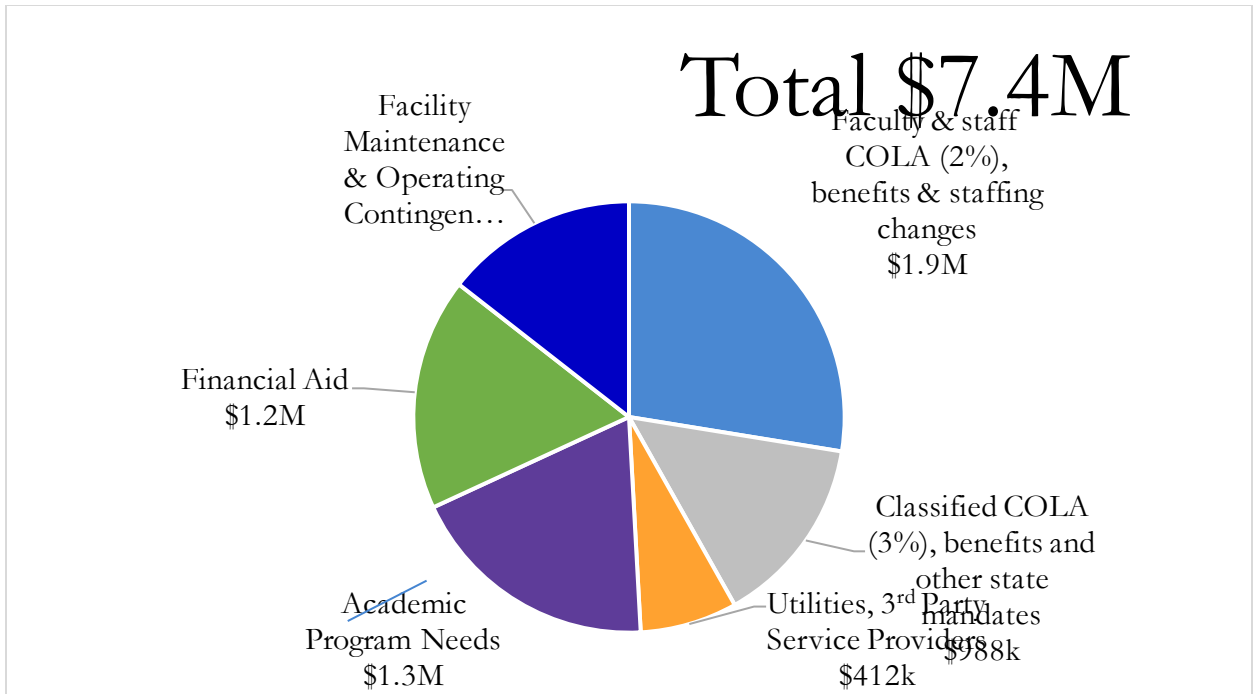
Metropolitan State University - Denver:

When calculating core minimum costs, MSU Denver considers inflationary increases to employee benefits, salary increases for staff to maintain alignment with state classified employees, as well as rising costs of non-personnel expenses such as equipment purchases, maintenance and custodial contracts and consulting agreements. In addition, expenses associated with legislative compliance are also included in the core minimum costs calculation. For FY22, this includes implementation of Paid Family Medical Leave (Prop 118), the employer share of the PERA Automatic Increase and increases to the Denver minimum wage.

- 1.) *[Rep. McCluskie]* Discuss what you consider to be your "core minimum costs" for sustaining educational activities.
 - (a) Does the Governor's proposal provide sufficient funding to cover these costs?

Colorado Mesa University:

No, the governor's budget provides a \$1.8M increase over FY 2022 for CMU. CMU's minimum costs are \$7.4M for FY 2022: \$1.9M for increased benefit costs, COLA, and staffing changes; \$988k for State classified COLA; \$412k for utilities and third party service providers; \$1.3M academic program needs; \$1.2M for financial aid, and \$1.5M for facility maintenance and operating contingency.



Metropolitan State University - Denver:

No, the Governor’s proposal does not provide sufficient funding to cover the projected increases to core minimum costs.

(b) Are you facing workforce challenges similar to other state agencies? Discuss turnover and whether compensation is or is not meeting their needs to recruit and retain staff.

Colorado Mesa University:

CMU is facing significant challenges in recruiting qualified applicants willing to return to a traditional work environment. In addition, applicants are demanding higher wages due to market wage inflation and an expanded competitive market as many US companies are continuing with remote work options. Getting qualified applicants to apply for open positions is proving to be a challenge at all levels, including at the lowest pay levels. For example, over the past year plus CMU has been running 15-20 vacancies in custodial positions, which is equivalent to 25-33% custodial vacancy rate. That vacancy rate along with illness and leave related absences has created significant challenges maintaining our facilities at the standard expected and desired. In fact, we have simply had to quit cleaning and removing trash in some facilities and instead delayed or asked other employees to maintain their own staff so we can reallocate limited custodial staff to high health risk, high traffic areas on campus.

This is a direct result of local businesses offering between \$15-17/hour at food and retail venues, with signing bonuses, while CMU’s entry-level wage rate for custodians is \$13.64/hour. While the added benefits these employees receive are significant and costly, we have heard directly from the employees that it does not help put food on the table or gas in their vehicles are those costs continue to skyrocket.

Another recent example involves CMU's HR Department. Of a traditional five person office to support over 1,000 full and part-time employees, there are currently three vacant positions or a 60% vacancy rate. One senior individual is leaving to work fully remote for an out-of-state higher ed institution at more pay. A search for the other two positions has resulted in failed searches at traditional salary levels at the mid-\$40's. With local Grand Junction employers recruiting for similar positions at rates of \$62-90k, CMU will need to significantly increase pay rates to attract individuals to these HR positions. This example is not unique to HR positions and CMU is facing similar situations in almost every academic and administrative department.

Currently, with approximately 40+ positions open, on average CMU is attracting less than 15 applicants within the posting timeframe, and a minimal number of qualified applications. We have seen double the turnover in administrative and classified positions in 2021 vs. 2020 and an over 30% increase in voluntary faculty departures. Another example of the increasing hiring challenges, in 2021 CMU had 32 individuals decline offers, some of these were multiple offers to a single position.

Metropolitan State University - Denver:

Similar to many institutions of higher education and other state agencies, MSU Denver saw an uptick in turnover during the pandemic. In FY21, the university had a 10% turnover rate (not including terminations attributed to retirement and excluding part-time affiliate employees). In exit interviews, themes of frustration resulting from increased workload and low levels of pay/pay increases have emerged. Compensation-related factors are the top things cited as reasons for leaving by departing employees.

- (c) The budget data book information submitted by the institutions indicates that, statewide, about 35 percent of costs are not for salaries or benefits. What costs are included in this "other" category at your institution(s)?

Colorado Mesa University:

Traditionally, 74% of CMU's E&G expenses are for salaries and benefits, and less than 20% for other expenses. Examples of other expenses include supplies, equipment, professional fees, contract services such as security services and technology contracts, property and liability insurance, copier equipment rental, state fleet, telephone equipment/telecommunications, and equipment repair and maintenance. Over 50% of the costs support instruction, academic and student service programs.

Metropolitan State University - Denver:

At MSU Denver, the most significant costs within the "other" category include: institutional contributions to student financial aid, investments to maintain the shared campus library, investments in technology projects and maintenance, and fees to the Auraria Higher Education Center (AHEC).

- 2.) *[Rep. McCluskie]* Institutions have substantial differences in the extent to which they rely on General Fund versus resident tuition versus nonresident tuition How should we take this into account in the funding formula and/or in setting resident tuition caps?

Colorado Mesa University:

While traditionally a downturn in the economy would have likely brought additional new students to CMU, the effects of the pandemic on family finances and student experience disrupted this trend; especially for CMU's students who are largely low-income and/or first generation. State support and tuition are explicitly linked—the two primary sources of revenue which support the educational services of the institution. History suggests that as one source declines the other increases. This accounts for the shift wherein at one time the State of Colorado paid for 2/3 of the cost of a post-secondary education and the student paid 1/3 of the cost, whereas today it is flipped with the student paying 2/3 of the cost and the state covering 1/3 of the cost. For campuses like CMU serving a disproportionate share of low-income and first generation students, increasing tuition to offset state funding shortfalls is not a viable option. Further, 85% of CMU's students are CO residents, therefore CMU does not generate a significant amount of revenue from non-resident students.

State funding challenges also become more complicated when one considers CMU receives one of the lowest state appropriations per student, while at the same time serving one of the highest proportions of underserved populations. As a result, CMU runs a very lean campus thereby lacking depth in many departments/units and must ask employees to go above and beyond in their roles. As an example, CMU's student financial services office operates at 50% staffing when compared to any comparable metric. This lean approach leaves little room for budget adjustment, when needed and literally being one incident short of a crisis in any department.

Meanwhile, CMU's tuition rates have always been within the state's ceiling and among the lowest in the state; in fact, most times rate increases have been under the state permitted ceiling. This lower tuition rate, coupled with state funding inequities, has caused CMU to operate fiscally conservatively. While CMU would like to strive to limit tuition increases due to the disproportionate impacts COVID-19 has had on CMU student families, we also recognize that tuition rates are directly correlated to the level of state support and the fact that many of the cost increases are outside the control of the University (e.g. utilities costs, health insurance costs, etc.). However, the state should not approach Colorado institutions of higher education as one size fits all. Institutions should be allowed to consider individual market forces and specifics related to their own budgets, rather than be constrained by the state. Also, the long-standing state funding differentials must be addressed to ensure equity of opportunity for students between the various IHE's and parts of the State.

Metropolitan State University - Denver:

MSU Denver believes it is critically important to recognize the unique role and mission each institution plays in Colorado's higher education ecosystem, as well as the context in which each college and university operates, when considering the funding formula and resident tuition caps. Given the diversity within the higher education ecosystem in Colorado, it is difficult to utilize collective strategies to meet the unique individual needs of individual institutions. As a university that does not have significant sources of auxiliary revenues and is committed to its legislative mission to be Colorado's access institution, MSU Denver is uniquely negatively impacted by low levels of base fund investments from the State and limited ability to increase tuition. Increased nuance that accounts for these factors would improve the university's ability to provide an excellent academic experience, retain and graduate students, ensure Colorado's workforce is equipped to meet employer needs, and contribute to a thriving higher education ecosystem.

- 3.) *[Rep. McCluskie]* What efficiencies and cost savings have you been able to realize as a result of the pandemic? To what extent are these savings one-time versus ongoing?

Colorado Mesa University:

During the pandemic, CMU throttled back considerably on travel and construction projects, and where ever possible, redeployed staff to support student services and facilities operations thereby achieving one-time savings. It is important to note, CMU was largely back to normal classroom academic delivery starting fall 2021 and has sustained an open campus learning environment since that time.

A significant benefit to our pandemic response has been the required investment in time and technology toward distance delivery. For Fall 2020 term, about 80% of CMU's courses were either in-person or hybrid, with some class days virtual and some class days in-person. The pandemic has increased already rising student demand for online and hybrid courses from a baseline of around 20%, and as CMU seeks to better serve adult learners, having a better trained and supported faculty will allow us to continue our expansion of services geared toward that cohort. Developing and delivering quality on-line programming has added cost, while not reducing in-person costs.

Metropolitan State University - Denver:

In FY21, MSU Denver estimated a \$14 million shortfall resulting from impacts on revenue due to the Covid-19 pandemic. To address this shortfall, the university made the difficult decision to initiate \$9.3 million in permanent base reductions. These reductions were achieved through eliminating vacant faculty and staff positions, layoffs, and significant cuts to student employment, travel, events and other operating budgets. In addition to the permanent base reductions, MSU Denver realized \$3.2 million in one-time savings through mandatory furloughs, tiered based on salary to limit the burden on those with the lowest annual income, as well as temporary decreases in travel and events budgets.

These cuts, while financially necessary, have put further strain on the university's ability to augment excellent academic experiences with appropriate levels of student supports given that MSU Denver has one of the highest ratios of students-to-staff in the country. The university has 26 undergrads per non-instructional staff member; the next highest in Colorado is 21:1, and the state average is 11.1 students per staff member.

- 4.) *[Rep. McCluskie]* I don't think we've done enough yet to highlight the purpose of the funds added in FY 2021-22 through "Step 1" components of the funding model, such as money added based on retention of underrepresented minorities. Do you have suggestions about targeting and assessing the use of these funds going forward?

Colorado Mesa University:

For FY 2022, CMU's largest investments from the Step 1 funding (see the table below) were in financial aid programs; a full-time diversity mentor; a full-time Veteran's Affairs coordinator position; a campaign, including personnel, to attract and support adult learners; new technical academic programs to produce short-term certificates and associate degrees; and, increases in student employment. All of these investments are intended to support CMU's student body which is 2/3 low income, first generation and URM. Further, CMU's service area has on the average, lower household income levels, higher-than-average unemployment, lower educational

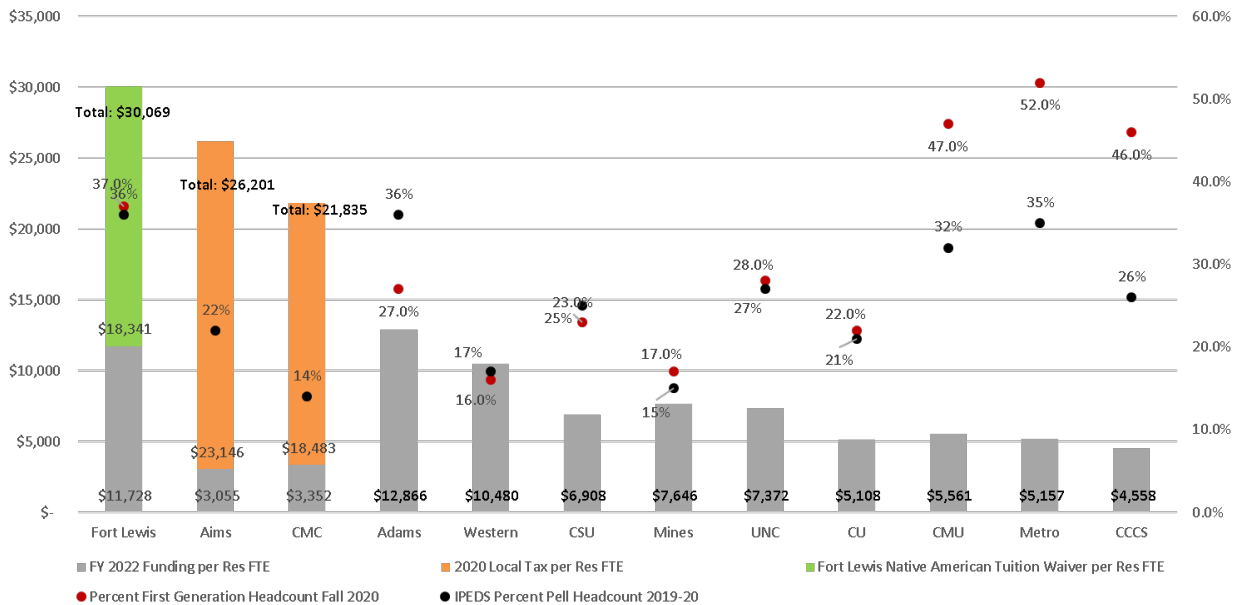
attainment, and serves several economically distressed counties. This implies that the student body composition of CMU fairly represents the area we serve. This means we need more expansive wrap around services to support student success and need to be even more mindful of student affordability.

Our group of heavily PELL-eligible and first-generation students is working through the ongoing personal, economic, and educational challenges of the pandemic. In particular, we are working to re-establish the engagement of students with their educational lives via proactive comprehensive advising from our Student Success and Engagement team, free peer tutoring to all students via our Teaching and Learning Center, and the creation of appropriate academic accommodations for eligible students through our Educational Access Services office (whose rate of requests for service has increased sharply). We have also devoted time and resources to reengaging former students who had to stop out, combining a recruitment and reengagement plan with financial counseling to support their re-enrollment.

Recruitment and Retention Staff and Operating Investments	\$	228,361
Retention Campaign	\$	400,000
Financial Aid		\$774,205
Technical Programs	\$	378,828
Student Support Services		\$ 12,500
Peer to Peer support services		\$ 11,500
Diversity Position FTE Increase		\$ 42,519
Student Employment	\$	192,500
Total Amount Expended	\$	2,040,413

Unfortunately, CMU was disadvantaged greatly during the last recession. At a time when CMU's enrollment increased by over 50%, CMU's state funding did not grow at the same rate as enrollment. Data suggests that CMU remains greatly underfunded on a per resident FTE basis when compared to its peers, with CMU receiving about 67% of the statewide four-year college funding per resident FTE student. Additional state funding for CMU would be needed to address this long-standing funding inequity and to serve CMU students on parity with other campuses.

FY 2022 Funding per Res FTE 2020, Local Tax per Res FTE, Percent First Generation Headcount and Percent Pell Headcount Fall 2020



Metropolitan State University - Denver:

The use of Step 1 in the funding formula is essential to correct historic inequities that have resulted in significant differences in base funding across universities in the state, as well as to make deliberate investments that further Colorado’s Higher Education Master Plan goals. Ensuring colleges and universities are effectively deploying resources to serve students is also important and Step 2 of the formula utilizes many measures to capture outcomes.

Looking ahead, there are opportunities to better improve the use of data and focus on outcomes by ensuring the unique roles and missions institution’s play within the higher education ecosystem are accounted for in the approach to assessment. MSU Denver is composed of more than 50% transfer students and more than 80% of its students work while enrolled in school part-time, and yet several of the metrics within the current formula focus on first-time full-time students, leaving the majority of enrollees at the university unaccounted. It is critical that colleges and universities have a voice in informing the metrics that matter for their unique student population and role for the state so that efforts, financial or otherwise, can be appropriately targeted to encourage the outcomes that further a diverse and inter-dependent ecosystem.

HIGHER EDUCATION FINANCIAL STATUS AND THE FUTURE OF HIGHER EDUCATION

- 5.) [Rep. McCluskie/Sen. Rankin] Discuss your most notable enrollment trends thus far through the pandemic.
 - (a) Who have you lost? Who have you gained? For example: first-generation, low-income, undergraduate v. graduate, resident v. nonresident? Particular majors?

Colorado Mesa University:

CMU’s headcount enrollment Fall ’19 to Fall ’20 was down 3%, and Fall ’20 to Fall’21 was down another 2%, a cumulative total drop of 5% since the start of the pandemic.

The largest reductions, by group, are:

- high school concurrent students (-14%),
- non-degree students (-51%),
- first-time entering students (-11%),
- students with lower academic preparation who entered through one of CMU's provisional admissions programs (-40% for GOALS, -18% for Compass),
- students from CMU's 14-county service region in western Colorado (-11%),
- international students (-13%),
- Pell-eligible students (-10%)
- First-generation students (-6%),
- Students aged 35 and up (14%)

Areas of enrollment growth are:

- graduate students, especially in the Physician's Assistant program as we have added a new cohort to this program each year (+55%)
- non-resident students (+5%)

**Percentages shown are the change from fall 2019 to fall 2021 enrollment.

Metropolitan State University - Denver:

MSU Denver has seen a steady decline in enrollment since its peak in 2010. This decline was exacerbated in 2020 when the Covid-19 pandemic began. As an access institution where over 95% of the student body is from Colorado, this decline is precipitated by a variety of factors. These factors include low levels of unemployment in the state and an increase in recruitment of Colorado students by out-of-state universities.

While the overall enrollment at the university has declined, MSU Denver has observed an increase in its proportional enrollment of students of color—specifically Latinx students—as well as first-gen students.

(b) What are you expecting for FY 2022-23?

Colorado Mesa University:

CMU's budget planning is currently based on flat enrollment for AY22-23.

Metropolitan State University - Denver:

MSU Denver is working diligently to sustain its current enrollment levels for FY 2022-23. In alignment with its access mission, the University also remains committed to serving a diverse student body with significant populations of underrepresented minority students, Pell-eligible students, and first-gen students.

6.) [Rep. McCluskie/Sen. Rankin/Sen. Moreno] Discuss your financial situation in FY 2021-22 and what you anticipate for FY 2022-23.

(a) Do you expect to grow or shrink?

Colorado Mesa University:

Since the pandemic, CMU has experienced some small enrollment declines. Fall '21 to Fall '22 census CMU experienced a 2% enrollment decline. Auxiliary residence life occupancies

are relatively normal and flat over last fiscal year. Although, these impacts may seem nominal, they are compounded by the same economic inflationary increases and labor challenges that the whole nation is experiencing. The labor force is slow to return, and CMU is experiencing low employee recruitment rates, which is coupled with employee demands for higher wages. In addition, we are challenged with increased costs stemming from PERA, recent minimum wage, employee and risk insurance, and utilities; with limited net new revenues. CMU is struggling to bridge the gap on cost increases. Right now, CMU is planning for flat enrollment for FY2022-23; although we continue with enrollment initiatives and are encouraged by orientations numbers; however, we continue to be cautious in our enrollment projections due to COVID.

Metropolitan State University - Denver:

MSU Denver is focused on maintaining a steady state in FY 2022-23. After weathering significant challenges over the past few years that have exacerbated strains on the university’s enrollment and financial position, MSU Denver is committed to stabilization in the coming year.

- (b) To what extent are you relying on one-time federal funding and/or institutional resources this year?

Colorado Mesa University:

During FY19-20 and 20-21, CMU has relied heavily on one-time federal funds and internal funds to cover COVID costs, lost revenues and student support costs. Through the end of FY21, there is a gap of in excess of \$5.2M that CMU has had to absorb in an already constrained budget.

	Total CRF	Total HEERF Institutional Share (HEERF I, II, III)	Total Federal Funds	Lost Revenue, COVID Related Expenses March 2020 thru FY 2021-22 (FY 2019-20, FY 2020-21, FY 2021-22*)	Gap
CMU	17,032,611	22,743,012	39,775,623	44,998,784	5,223,161

As required by law, CMU has used Federal HEERF funds to provide direct payments to students. CMU has several grants and scholarships that have provided \$11M to students thus far and will provide \$6.8M of funding for the spring semester. For example, some of the programs are as follows:

- The Maverick Momentum scholarship allows students impacted by COVID-19 to receive funds to ease the financial burden COVID-19 brought upon the student. This scholarship provides students with funding for emergency costs that arise due to COVID such as: tuition, food, housing, healthcare, mental healthcare, childcare. Many of these microgrants were given to students to help with costs such as housing, food, childcare, medical and mental healthcare.
- Assist students to help pay off (some or all of) outstanding account balances to permit them to re-enroll and complete their degree.

Metropolitan State University - Denver:

MSU Denver is using the one-time federal funding to complete several strategic multi-year projects to assist the University to stabilize its enrollment and invest in data-validated student success initiatives that improve retention and degree completion.

- (c) How has your institution used its HEERF funds? Have you used the funds to support auxiliary enterprises that are usually self-sustaining? Have federal requirements limited your ability to effectively deploy any of the funds?

Colorado Mesa University:

CMU's HEERF institutional allocation has been used largely to support students, cover costs of COVID (e.g. testing, contract tracing, etc.), technology costs (e.g. added zoom licenses, remote classroom technologies, etc.) and to cover lost revenues, including auxiliary enterprises, resulting from the pandemic. The vast majority of the funds used to offset lost revenues were for non-auxiliary related activities.

Some examples of student support funded from institutional HEERF funds include: When COVID hit and CMU flipped to remote learning for the remainder of the Spring '20 term students were provided a room and board refund for the balance of the unused term. Also, for Spring '20 term class withdrawals were extended later into the term to provide students an opportunity to withdraw and receive a full refund if the remote learning option was not meeting their need.

Certainly, the federal requirements around uses of the HEERF funds have not been ideal both from an administrative standpoint or in best use deployment; however, we have navigated this as best we can to get the most dollars in the hands of students and without these funds the campus operations would have been devastated.

Metropolitan State University - Denver:

MSU Denver is using federal relief funds toward projects that will be completed within the next two years, including increased student wrap-around services, faculty training for on-line and hybrid teaching, and classroom upgrades to accommodate hybrid instruction and on-line learning. Federal requirements have not posed barriers in the university's ability to deploy funds to-date, however the one-time nature of these dollars does mean that base fund needs, such as investments in staff and continuing programs, cannot be funded.

Though MSU Denver does not have as many auxiliary enterprises as other institutions across the state, the university is using ~\$2.7 million of federal funds toward lost revenue from pauses in student fees.

- (d) Will you carry forward one-time funds into FY 2022-23?

Colorado Mesa University:

No. At this time, CMU plans to completely use HEERF funds by the current grant expiration date of 5/13/2022, with only committed Spring 2022 allocation awards remaining for distribution. If there are any funds remaining, CMU anticipates those to be minimal, and if needed, CMU would seek a federal extension.

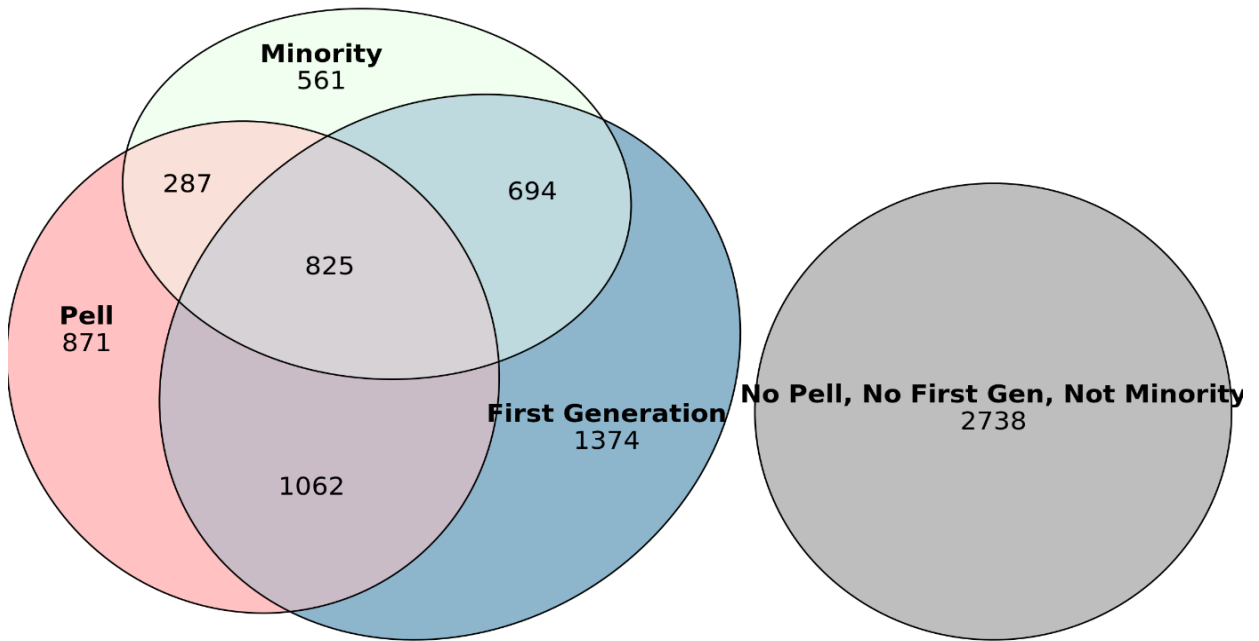
Metropolitan State University - Denver:

Yes, due to the lost revenue during this Pandemic, MSU Denver will be using the one-time Federal funds for several multi-year projects and therefore, will carry forward one-time funds into FY2022-23.

- 7.) [Sen. Moreno] Statewide, enrollment has declined most severely among first-generation and low-income students.
- (a) Are you deploying or do you expect to deploy particular strategies to attract these students back?

Colorado Mesa University:

CMU’s student population is generally about 2/3 low income (Pell) and/or First Generation as noted in the diagram below. The COVID-19 pandemic created multiple challenges for these particular student populations.



Some portion of this group of students are recent high school graduates who have opted to “sit out a year or more” awaiting the pandemic and its personal and financial toll. Unfortunately, data suggests the overwhelming majority of students choosing to not attend college hail from families suffering from the economic toll of the pandemic.

“I fear that many of these students will never get back (to college),” noted Doug Shapiro, executive director of the National Student Clearinghouse Research Center in the Wall Street Journal.

From a workforce development/talent pipeline perspective, this public health crisis could not have come at a worse time for employers in Colorado. Just as the economy recovered,

the talent pipeline across academic disciplines closely aligned with the state’s most pressing talent needs will be in short-supply

It is imperative the State of Colorado target resources to incent the recruitment and retention of low income (PELL) and first-generation students. If not, we may never recover these students who fall through the cracks.

In particular, CMU is working to re-establish the engagement of students with their educational lives via proactive comprehensive advising from our Student Success and Engagement team, free peer tutoring to all students via our Teaching and Learning Center, and the creation of appropriate academic accommodations for eligible students through our Educational Access Services office (whose rate of requests for service has increased sharply). We have also devoted time and resources to reengaging former students who had to stop out, combining a recruitment and reengagement plan with financial counseling to support their re-enrollment.

Metropolitan State University - Denver:

MSU Denver has a number of efforts in place to support low-income and first-generation students in persisting or returning to the university. These efforts include: targeted recruitment marketing campaigns, calling campaigns to directly connect students with resources such as financial aid and academic advising, expedited timelines of financial aid award letters, analysis and waiver processes for students with outstanding account balances due, utilization of improved technology to streamline the registration process. The Finish What You Started grant-funded initiative will also deploy a variety of scholarship and advising strategies intended to attract first-generation and low-income students back to MSU Denver.

- (b) If you are carrying forward one-time balances into FY 2022-23, do you expect to use one-time fund balances for this purpose?

Colorado Mesa University:

As noted earlier, CMU does not anticipate any HEERF carryforward to FY 22-23, and thus is anticipating that all of the cost associated with re-engaging students, along with continually increasing extensive support to ensure student success will need to be absorbed within current budget. That also means limiting tuition rate increases as a means of ensuring affordability for those least able to afford college—which is the majority of CMU’s student body.

Metropolitan State University - Denver:

Yes. A portion of one-time balances will be specifically allocated to data-proven initiatives, including Pathways to Possible (seed funded through the RISE grant in 2020), for further scale so that those pilot efforts can become self-sustaining and permanent initiatives within the university to support students.

- 8.) [*Sen. Rankin/Rep. McCluskie*] What is your governing board doing to adapt to changing environment, demographics, or workforce needs? What have you already done? What are you planning to do?

Colorado Mesa University:

CMU's expansive role and mission, allows for options spanning from certificates, technical, baccalaureate, graduate and professional degrees. For example, recently the CMU Board of Trustees a completion degree for adult Associates-level students and a Master's in Social Work to provide support to the high demand for social service professionals on the Western Slope. Our offerings are uniquely and rapidly adaptable to the needs of western Colorado. If resources are available in FY22-23, CMU is poised to add new programs needed to meet West Slope and statewide needs including technical programs in HVAC, solar technology, unmanned aircraft and professional programs in cybersecurity and physical therapy. Additionally, planning is underway about expanding CMU's technical program delivery to surrounding communities such as Craig—and others hit hard by the energy sector—through the use of mobile learning labs to facilitate hands-on learning for students and employers in such programs such as welding and mechatronics. All of these new and expanded programs will be highly contingent on the need for significantly more added state funding support.

Metropolitan State University - Denver:

MSU Denver has taken several actions to adapt to the changing environments impacting the university. MSU Denver is developing a more flexible and adaptable learning ecosystem that will allow the university to serve more students and support the existing workforce by creating new and innovative course offerings, including online short courses and to support the creation of new forms of certifications, micro-credentials, badges, and continuing education credits. An additional emphasis continues to be placed on ensuring MSU Denver's academic programs are industry-aligned while also preparing graduates with a strong liberal arts foundation to produce a more ethnically diverse workforce and leaders for the state across a multitude of professional fields and disciplines. The university has also completed a first-in-the-state reverse transfer articulation agreement with the Colorado Community College System, which will result in more Coloradans having credentials overall.

MSU Denver has a unique enrollment profile and charge in Colorado. The university serves more Coloradans, more Coloradans of color, and more first-generation Coloradans than any other university. As such, MSU Denver is systematically revising the student services experience to center these experiences. Some examples include the integration of SingleStopUSA into every student's orientation, dramatically expanding the Center for Multicultural Engagement and Inclusion with staff focused on supporting all students through a lens of inclusion and leadership development, eliminating outmoded admissions requirements not in line with our charter and mission, and leading a community-wide effort to serve undocumented Coloradans through a new resource initiative, UndocuHub.

- 9.) *[Rep. McCluskie]* Provide an update on how your institution(s) are using the COSI funding for “finish what you started” funds.

Colorado Mesa University:

CMU is utilizing the funds per the grant agreement to provide financial aid and wrap-around services to students who started their collegiate journey but who stopped-out. In order to respond quickly, CMU immediately hired a dedicated advisor to recruit and guide these students back on the road to earning their credentials. Over 125 students were awarded more than \$200k in scholarships for the fall 2021 semester. Additionally, a small portion of the funds are being used to coordinate the efforts of this grant with the 10 other active COSI grants CMU receives. This

coordination and synchronization is helping ensure the efficient and effective use of the COSI funds to maximize the benefits for this population of deserving students.

Metropolitan State University - Denver:

MSU Denver is using the Finish What You Started funds to support at least 900 new students in re-enrolling in the university and finishing their degrees. Specifically, the funds will be used to provide direct advising to students in the areas of academic, financial, student services and career related supports. Funds will also be used to deliver direct aid to students enrolled through the initiative, with an average scholarship of \$3,500 per student. To support efforts to recruit as many students as possible into this initiative, the university will also invest in a marketing campaign to attract adult learners and transfer students to the university.

- 10.) *[Staff]* Are there recommendations from HB 21-1330 Task Force that, if implemented, will help you in making related adjustments to changing demographics and workforce needs? Are there recommendations that cause you concern?

Colorado Mesa University:

CMU, through the participation of President. Marshall, has been actively engaged in the task force discussions and development of recommendations. The collective efforts across a cross-section of leaders has been enlightening and informative as they have tried to unbundle and digest complex intertwined system(s) issues. CMU is excited about the possibility of the availability of innovation funds that could be used to support some of the exciting workforce development plans CMU has on the drawing board to bring together collegial, business and private partnerships to support workforce training on the West Slope of CO, especially areas and industries dealing with retrenchment. Further, given CMU's student body is about two-thirds low income and/or first-generation students. We also welcome the 1330 recommendations that will help move the needle for low income, first generation and URM students as this population represents about 2/3 of CMU's students.

Metropolitan State University - Denver:

MSU Denver is proud of the work conducted by the HB 21-1330 task force and is excited by the opportunities the recommendations will create if implemented. The creation of an improved data system to centralize and streamline the capture of key metrics that matter to the institutions will allow for enhanced precision in measuring efficacy and impact, as well as illuminate opportunities for growth or change. As a university committed to utilizing data to inform strategy and investments, MSU Denver is excited by the possibilities this specific recommendation may bring.

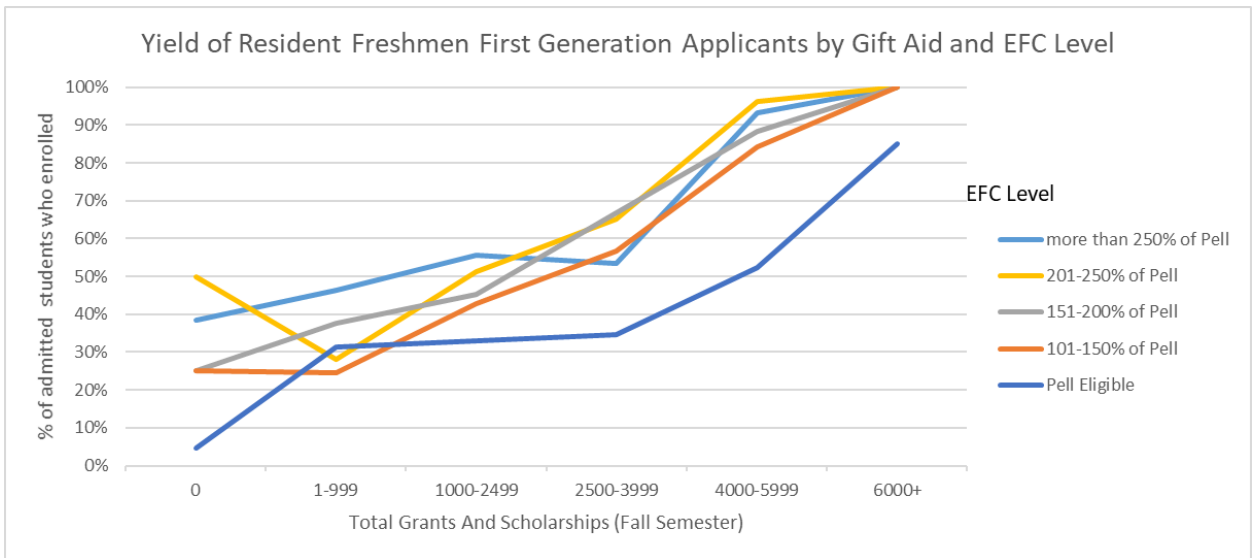
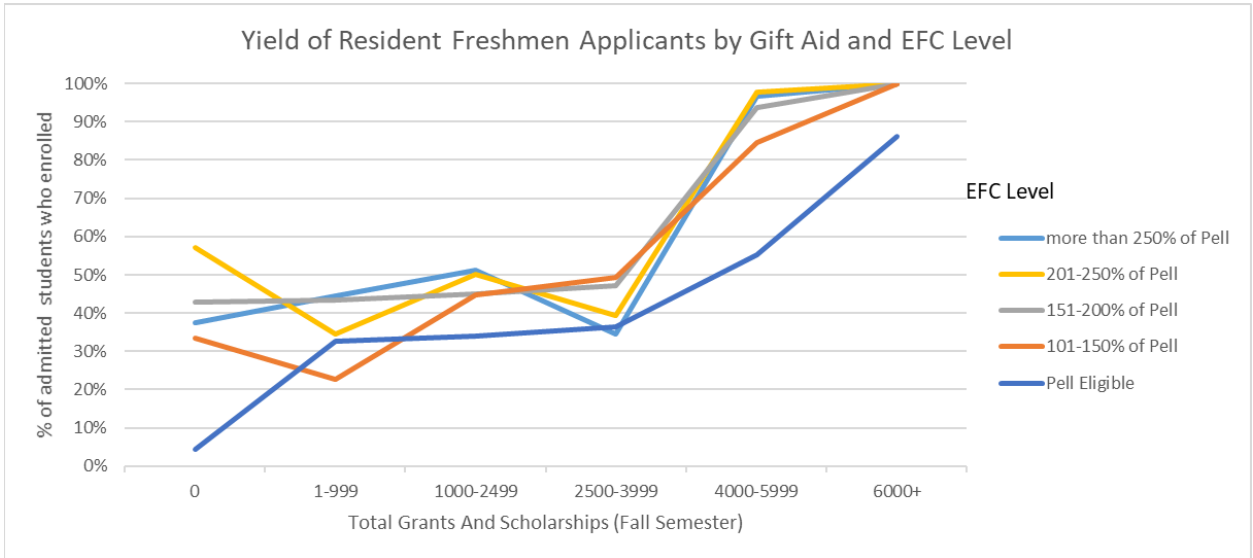
COLLEGE AFFORDABILITY AND INCREASING AWARENESS ABOUT FINANCIAL AID

- 11.) *[Sen Rankin]* Based on the experience of your institution(s), how do scholarships and other types of aid affect the enrollment and retention of underrepresented students (first-generation, low-income, underrepresented minorities, etc.)? Does more support increase participation? Retention?

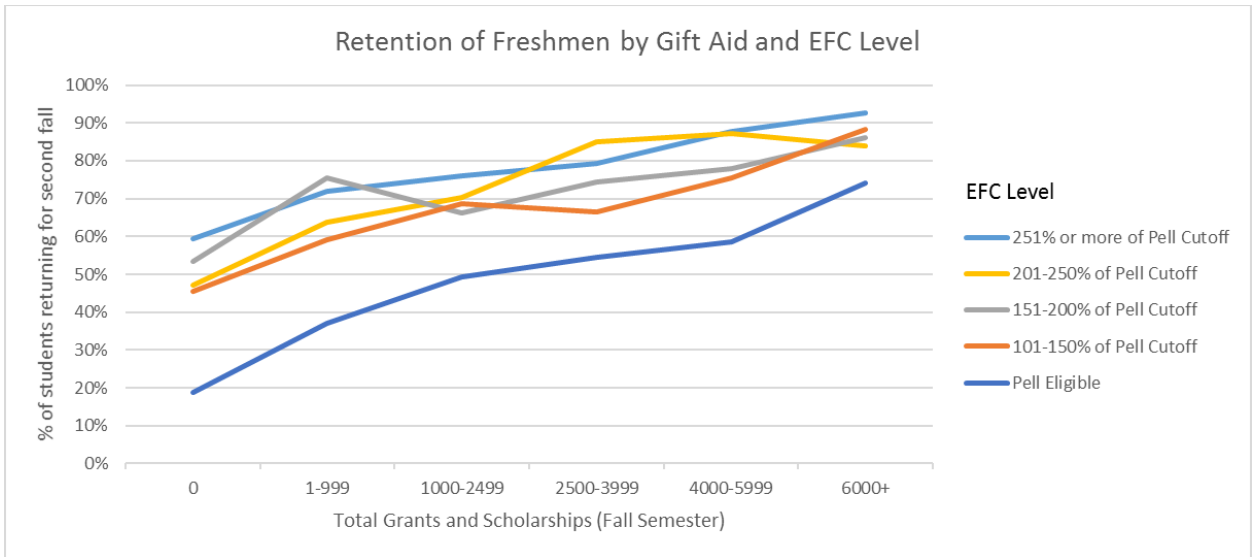
Colorado Mesa University:

When examining which prospective students actually enroll in higher education, yield (calculated as the number of enrollees divided by the number of applicants who were admitted) is lower among low-income students. Pell-eligible applicants are less likely to enroll than applicants from higher-income backgrounds. However, within the same income bracket – as measured by the

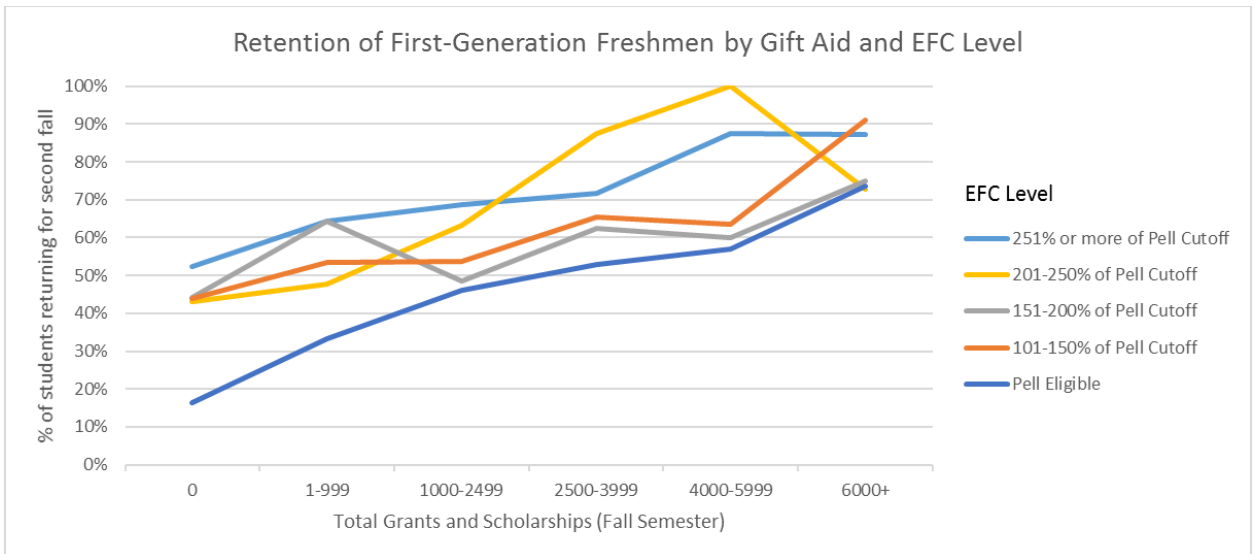
Expected Family Contribution or EFC – yield rates are higher when students are offered higher levels of grants and scholarships.

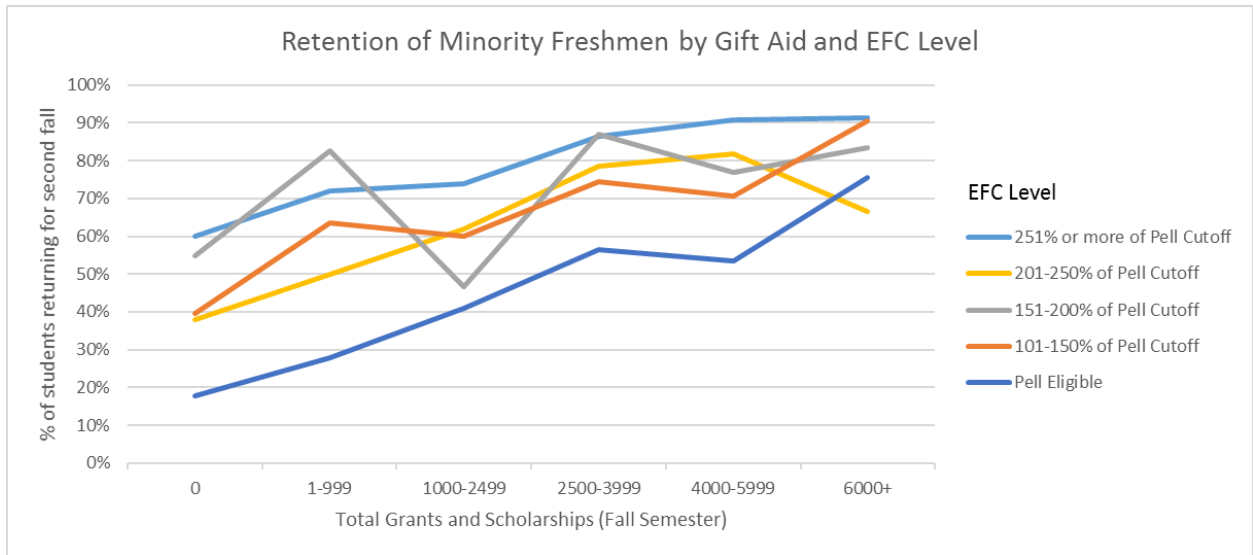


The pattern for retention is similar to that of yield rates: retention tends to increase as income levels increase. For example, retention rates for Pell eligible students are much lower than retention rates of students in the highest income bracket, with expected family contribution of 250% or more of the Pell cutoff. However, within each income bracket, retention rates increase as the amount of grants and scholarships increase.



Retention rates for first-generation and underrepresented minority freshmen tend to be lower than overall retention rates for students in the same income bracket; however, the pattern that retention rates increase as the amount of gift aid increases holds true. It is important to note that many first-generation students are also from low income backgrounds. Fifty-four percent of first-generation students are Pell eligible.





Metropolitan State University - Denver:

Yes, scholarships and other types of aid have proven to increase enrollment and retention at MSU Denver. Through data collected in surveys and calling campaigns, the university frequently observes that students need financial aid assistance in order to continue to attend MSU Denver. The need for emergency financial assistance to cover expenses related to the cost of attendance but outside of tuition and fees is also significant for many students at the university; this need has increased dramatically since the start of the Covid-19 pandemic in spring 2020. Because of funds made available through the federal relief dollars, MSU Denver has been able to invest more dollars than ever before into student financial assistance. This has made a positive impact on the university’s ability to retain students, particularly underrepresented minority students, Pell-eligible students and first-gen students during the 2020-21 academic year.

However, MSU Denver’s retention efforts are most effective when scholarships and other forms of aid are augmented by consistent and comprehensive student supports such as academic advising, community building and leadership opportunities.

12.) [Staff] Respond to the staff recommendation that the State should identify what can be said about the costs of postsecondary education for low income students across the state, as the foundation of a public education campaign about college affordability.

(a) Do you agree with JBC Staff that the perception of unaffordability is itself a problem?

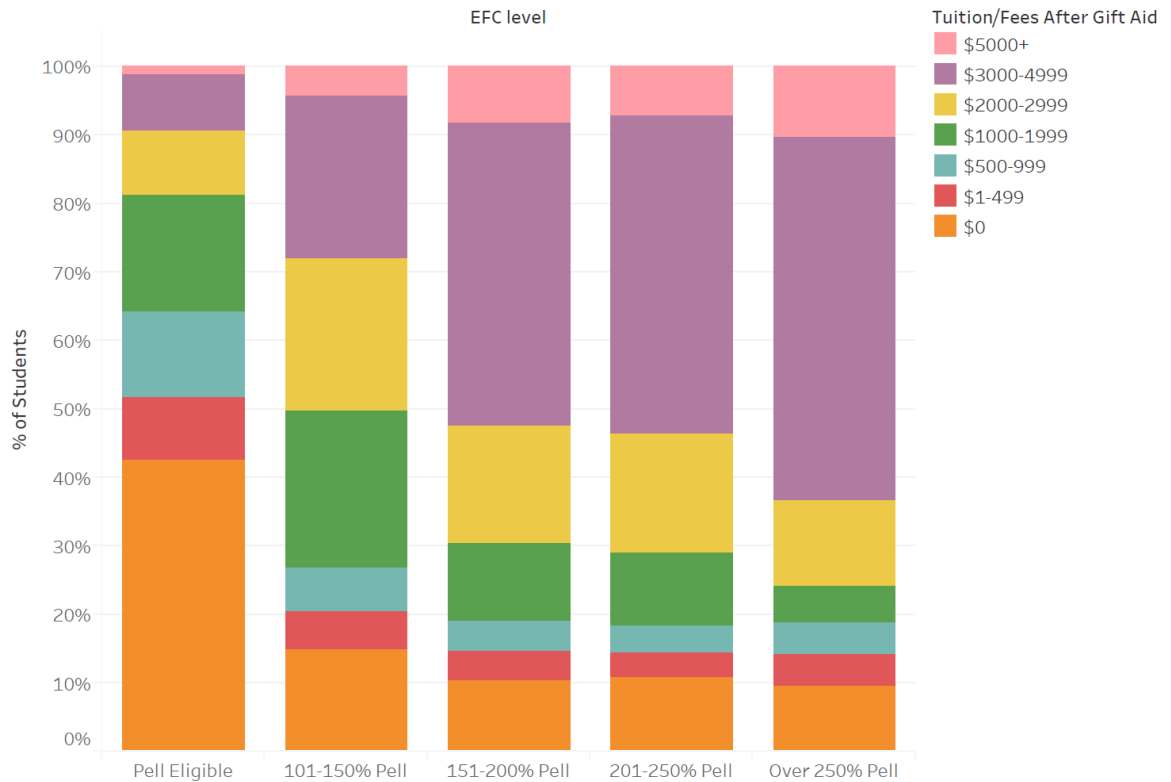
Colorado Mesa University:

Yes, though it is not only a perception. Given the vast differences in state funding per student and differences in the mix of students at each campus there are real differences in resources available to support this approach. This coupled with the complexity of the PELL formula, a one-size fits all approach would be very difficult at an open-access campus such as CMU where 2/3 of the students are low-income and/or first generation. The state would need to consider providing backstop funding to ensure the cost of such an endeavor does not fall on the backs of students through tuition rates.

Further, it is not just PELL students who experience a large gap in funding to make education accessible and affordable. Middle-income families or those up to 250% of PELL sometimes face the largest hurdle. Finally, the definition of affordability needs to be viewed more broadly as the cost, goes beyond just tuition and fees, at a time when families are more reluctant than ever to take on debt. Low income students continue to have limited financial access to postsecondary education, and generally students have become more attune to the entire cost of their degree. Students are more cautious to borrow, and many making the choice to not pursue higher education if it requires debt.

In the graph below, just over 40% of PELL eligible students have their tuition and fees covered after grants and scholarships. Students between 101% - 250% of PELL will be required to borrow or pay out of pocket for their tuition and fees after gift aid.

CMU Resident Undergraduate: Family Income vs Tuition and Fees Paid After Gift Aid, Fall 2019-2021



Metropolitan State University - Denver:

Yes. While not the only challenge facing higher education, the perception of unaffordability has a direct impact on colleges and universities’ ability to attract students. Since the Great Recession, the cost to attend higher education has more than doubled. Coloradans are keenly aware of the loan debt crises and increasingly averse to taking on student loans to pay for tuition.

(b) If so, what is the best way to address this?

Colorado Mesa University:

- Funding available for students up to 250% of PELL.
- Define affordability, teach families what to look for when assessing access and the return on investment of education (not just financial, but all aspects of the ROI of education).
- Increase awareness of Financial Aid: support in completing the FAFSA

Metropolitan State University - Denver:

Limited public investment in higher education has resulted in increased pressure on tuition as a lever to ensure financial sustainability. The most direct and effective tool to impact higher education affordability, and therefore accessibility, is to increase base investment in colleges and universities so that tuition can stabilize.

(c) Are you willing/interested in collaborating (and asking your financial aid directors to collaborate) to identify common facts and messaging that would apply across Colorado's public higher education institutions?

Colorado Mesa University:

Certainly.

Metropolitan State University - Denver:

Yes, MSU Denver looks forward to continuing collaboration with its colleagues, as well as the Department of Higher Education, around collective efforts to enhance understanding of the cost to access higher education.

TUITION FOOTNOTE (MSU ONLY)

13.) [Rep. McCluskie] Metropolitan State University of Denver: Please outline your tuition policy for FY 2021-22, and how that compared to the Long Bill footnote.

Metropolitan State University - Denver:

MSU Denver's total tuition revenue will not be higher than the amount in the Long Bill footnote for FY 2021-22. The Long Bill includes over \$117 million in total tuition revenue for the university and current projections for the year are between \$108 and \$109 million. The projection included 0% increases to base tuition for the 2021-22 year and accounted for 50% of MSU Denver's tuition window to be closed in Fall 2021. The projected decrease of ~\$8-9 million in projected revenue is the result of enrollment declines.

Though the closure of the tuition window was captured in the \$117 million revenue projection, it was not included in the footnote's language stating that tuition increases are not to exceed 3%. Because of this omission, MSU Denver's tuition window closure is in violation with the language in the footnote. Though less than 50% of MSU Denver students are impacted by this policy change, those students who are impacted may see increases in their tuition between \$138-828 per semester, which equates to 4-20% of base tuition rates. Additional context on the tuition window closure decision and process is below.

In the fall semester of 2007, MSU Denver implemented a tuition rate structure in which students enrolled in 13 to 18 credit hours paid the same rate as those enrolled in 12 credit hours. These six free credit hours were referred to as the ‘tuition window’. The tuition window was originally envisioned as a fiscal incentive to increase retention and graduation rates as well as align the tuition model with the financial needs of an increasingly full-time student population. In Fall 2017, the internal auditors, who are also MSU Denver graduate students, recommended further analysis of the effectiveness of the tuition window to ensure that it has benefited students as intended.

This analysis, conducted by the University in March 2018, showed that the tuition window was neither helping with graduation/retention rate nor was helping students with financial needs. They found that:

- The average number of credit hours attempted per student per year has only increased by one over the last ten years. For the 2008 academic year, average credits attempted were at 22 and rose to 23 by the end of the 2017 academic year.
- Further research highlighting financial and socioeconomic indicators found that students taking advantage of the tuition window on average are those coming from a background of greater financial strength. Students in the window had 21% higher reported incomes based on data from the Fiscal Operations and Application to Participate (FISAP) and had 23% higher expected family contributions (EFC). The average FISAP income of students in the window was \$55,563 versus \$46,096 for students outside the window. Average EFC for students in the window was \$9,529 versus \$7,746 for students outside the window. Of students outside the tuition window, 63% were independents.

In response to the analysis, the University’s Budget Task Force (BTF) proposed a gradual closing of the tuition window to ensure the University’s financial support is directed to the students who most need it.

Beginning in Fall 2019, the window was reduced by 50%, with the intent of closing the remainder of the window in Fall 2021. This phased approach was taken in response to student recommendations and the revenue gained from the tuition window closure was also spent in alignment with student-identified needs. When the first 50% of the tuition window was closed in FY 2019-20, MSU Denver invested approximately \$2 million in student success initiatives and financial aid. The revenues gleaned from completing the tuition window closure in Fall 2021 will be spent in similar areas prioritized by students.

HISTORY COLORADO

COMMON QUESTIONS FOR DISCUSSION AT DEPARTMENT HEARINGS

- 1.) Please provide an update on how remote work policies implemented in response to the COVID-19 pandemic have changed the Department's long-term planning for vehicle and leased space needs. Please describe any challenges or efficiencies the Department has realized, as well as to what extent the Department expects remote work to continue.

Much of the work at History Colorado is community-facing and must therefore be done in person. For work that can be done remotely, History Colorado implemented work-from-home policies during the height of the pandemic and has since transitioned to a flex work policy that allows staff to work remotely up to two days per week. Because we own our properties, the pandemic has had no effect on our long-term plans for leased space, nor has it impacted our generally very limited use of state fleet vehicles.

- 2.) Please describe the most significant one-time federal funds from stimulus bills (e.g., CARES Act and ARPA) and other major new federal legislation (e.g., Federal Infrastructure Investment and Jobs Act) that the Department has received or expects to receive. For amounts in new federal legislation that have not yet been distributed, please discuss how much flexibility the State is expected to have in use of the funds.

History Colorado has received a variety of one-time federal funds. Please see the attached template for detailed information.

DEPARTMENT OF HIGHER EDUCATION
FY 2022-23 JOINT BUDGET COMMITTEE HEARING
WRITTEN RESPONSES ONLY

COMMON QUESTIONS: PLEASE RETAIN THE NUMBERING IN ORDER TO MAINTAIN CONSISTENT LABELING FOR COMMON QUESTIONS ACROSS DEPARTMENTS.

- 1 **DEPARTMENT, HISTORY COLORADO, AND INSTITUTIONS:** Provide a list of any legislation with a fiscal impact that the Department/Governing Board has: (a) not implemented, (b) partially implemented, or (c) missed statutory deadlines. Explain why the Department has not implemented, has only partially implemented, or has missed deadlines for the legislation on this list. Please explain any problems the Department is having implementing any legislation and any suggestions you have to modify legislation.

Colorado Department of Higher Education:

The Department is on track to implement all legislation with a fiscal impact according to statutory deadlines, however the Department is requesting support of a supplemental request this year related to this question. The Joint Budget Committee received a supplemental request that allows HB21-1330 and SB21-232 American Rescue Plan Act (ARPA) dollars to roll-forward. This roll forward authority is crucial for implementation of these funds and ensures program success.

History Colorado:

History Colorado does not have any legislation that has not been fully implemented or that has missed statutory deadlines.

Colorado School of Mines:

Colorado School of Mines (“Mines”) continues with the implementation of the legislative requirements in the Equal Pay for Equal Work Act (“Act”). Due to unforeseen circumstances in the premature termination of a consulting contract and continued staffing shortages, Mines was not able to implement by the original February 2021 deadline as stated previously. Our work continues to progress for creating a job architecture inclusive of standardized job descriptions and job levels with compensation grades that align to a market-based compensation structure, an internal equity analysis that will identify pay disparities, and a recommended implementation plan to make good faith efforts in correcting pay disparity. Partial work has been completed in initial adjustments to staff salaries for establishment of base salary minimums. Job posting requirements have been implemented. Other phases of the project including System Optimization & Execution, Performance Integration & Incentive Pay Programs, and Continuous Improvement & Maintenance will continue through 2022 and 2023.

Colorado State University System:

None.

University of Colorado System:

The University of Colorado has implemented all legislation with a fiscal impact and not missed and statutory deadlines.

Colorado Community College System:

There are none.

Aims Community College:

Aims has no legislation with a fiscal impact that has not been implemented, partially implemented or missed any deadlines.

Colorado Mountain College:

None. All legislation specific to CMC with an implementation deadline on or before December 20, 2021 has been implemented.

Area Technical Colleges:

None.

Metropolitan State University - Denver:

MSU Denver does not have any pieces of legislation with fiscal impact that are not implemented, partially implemented, or behind statutory deadlines.

Colorado Mesa University:

None specific to CMU.

University of Northern Colorado:

UNC is not aware of any legislation that has not been implemented.

Fort Lewis College:

Fort Lewis College has implemented all legislation.

Western Colorado University:

Western does not have any unimplemented legislation.

Adams State University:

Adams State does not have any legislation that is not implemented or only partially implemented.

- 2 **DEPARTMENT, HISTORY COLORADO, AND INSTITUTIONS:** Does the Department/Governing Board have any HIGH PRIORITY OUTSTANDING recommendations with a fiscal impact identified in the Office of the State Auditor's "Annual Report: Status of Outstanding Audit Recommendations"? What is the Department doing to resolve these HIGH PRIORITY OUTSTANDING recommendations? Please indicate where in the Department's budget request

actions taken towards resolving HIGH PRIORITY OUTSTANDING recommendations can be found.

The 2021 report can be found at this link:

https://leg.colorado.gov/sites/default/files/documents/audits/2154s_2021_annual_report_status_of_audit_recommendations.pdf

Colorado Department of Higher Education:

From July 1, 2015, through June 30, 2020, the Department agreed to implement four audit recommendations—three were from a financial audit and one was from a performance audit. As of June 30, 2021, the OSA's follow-up audit process and review of status updates from the Department have determined that none of the recommendations are unimplemented.

History Colorado:

History Colorado does not have any high priority outstanding recommendations pending implementation.

Colorado School of Mines:

Colorado School of Mines has no High Priority Outstanding audit recommendations at this time.

Colorado State University System:

We have no HIGH PRIORITY OUTSTANDING recommendations with a fiscal impact identified in the Office of the State Auditor's "Annual Report: Status of Outstanding Audit Recommendations".

University of Colorado System:

The University of Colorado does not have any "HIGH PRIORITY OUSTANDING" recommendations.

Colorado Community College System:

No, CCCS does not have any high priority outstanding recommendations.

Aims Community College:

Aims has none.

Colorado Mountain College:

No.

Area Technical Colleges:

N/A

Metropolitan State University - Denver:

MSU Denver has no high priority outstanding recommendations identified in the OSA's annual report.

Colorado Mesa University:

From July 1, 2011, through June 30, 2020, CMU received no audit recommendations.

University of Northern Colorado:

UNC does not have any High Priority Outstanding recommendations.

Fort Lewis College:

Fort Lewis College does not have any high priority outstanding audit recommendations.

Western Colorado University:

Western does not any outstanding, unimplemented audit recommendations.

Adams State University:

N/A

- 3 **DEPARTMENT, HISTORY COLORADO, AND INSTITUTIONS:** Is the Department/Governing Board spending money on public awareness/advertising campaigns? If so, please describe these campaigns, the goal of the messaging, the cost of the campaign, and distinguish between paid media and earned media. Further, please describe any metrics regarding effectiveness and whether the Department is working with other state or federal departments to coordinate the campaign?

Colorado Department of Higher Education:

In general, the Department does not spend money on public awareness or advertising campaigns. The exception is the Colorado Collegiate Apprenticeship Program which is funded by a grant from the U.S. Department of Labor and does not use general fund dollars. For that program, the Department contracts with a vendor to create digital advertising on various social media platforms. Total spend from July 1, 2020 - June 30, 2021 was \$72,394.17.

In addition, the Department works with the philanthropic arm of Comcast to produce PSAs for Colorado Free Application Days annually. Comcast donates those spots to the state free of charge.

The Department hopes that with the Joint Budget Committee's support of our request to create an outreach division, we will be able to engage with the public more to increase Colorado's college going rate through public awareness campaigns. The outreach team would collaborate with other agencies in the state, including My Colorado Journey, to ensure there is efficient use of public resources.

History Colorado:

History Colorado does not currently have any paid public statewide awareness campaigns.

History Colorado does engage in both earned and paid media campaigns to advertise its programs/exhibits and increase engagement. These efforts are primarily focused on organic social media initiatives complemented by minimal paid advertising as well as strong earned media initiatives.

These efforts do not have any overlap with other state or federal entities with whom we would be able to coordinate.

The total advertising budget is \$45,000. Below are the metrics for the key components of the marketing/advertising plans.

1. Media Relations, Earned Media Coverage for FY21-\$5,000 annual cost for distribution service
History Colorado implements media relations strategies for exhibition openings, programs, unique collection items, grants, education programming, and more. Figures for fiscal year 2021 follow below. Coverage highlights included major national coverage for the digitization of the Ku Klux Klan membership records in Colorado and was picked up by ABC News national, Unsilenced: Indigenous Enslavement of Colorado at the Fort Garland Museum & Cultural Center was also reported on nationally for ArtDaily.com (and in December by the New York Times), the Pueblo Chieftain also covered the Latino baseball exhibit at the El Pueblo History Museum, and the Southern Ute Drum profiled preservation projects funded by the State Historical Fund.

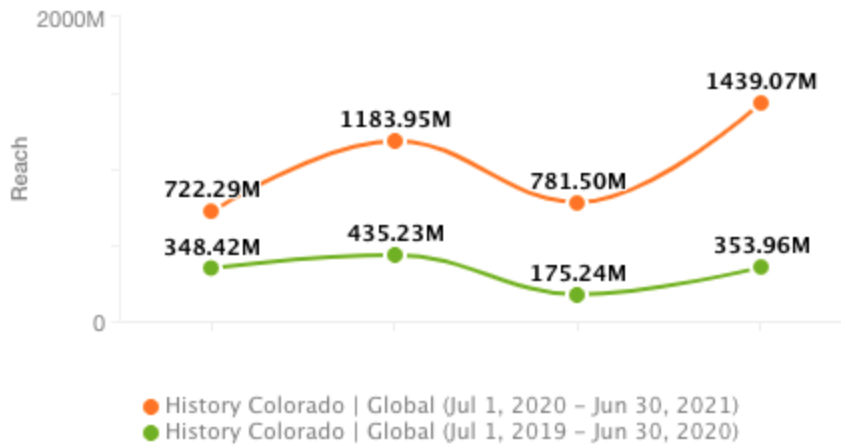
Metrics:

July 1, 2020–June 30, 2021 | Potential Reach: 4,126,802,461

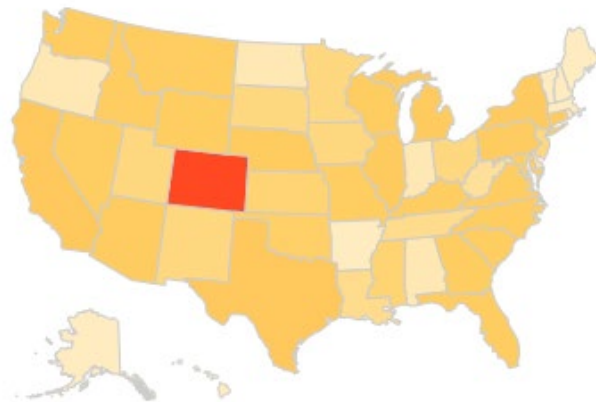
July 1, 2020–June 30, 2021 | Ad Value Equivalency: \$38,172,921

(source: Meltwater Analytics)

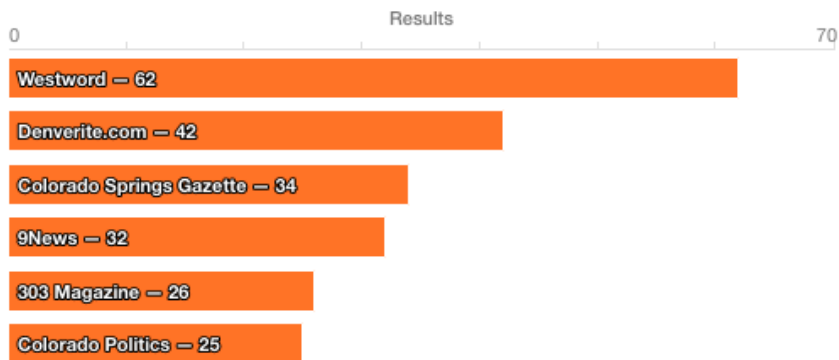
Potential Reach



Heat Map



Top Sources



2. Organic Social Media - Growth, Reach, and Engagement for FY21 - \$300/month for scheduling software

History Colorado implements a comprehensive social media plan across the state of Colorado by managing and creating content for 20 unique social media accounts for the History Colorado Center, Colorado Center for Women's History, El Pueblo History Museum, Fort Garland Museum & Cultural Center, Trinidad History Museum, Healy House Museum & Dexter Cabin, and Ute Indian Museum. These accounts help maximize our reach and awareness throughout the year.

Metrics:

Impressions | 18,891,809

Engagement | 1,055,056

(Source: Sprout Social)

3. State Preservation Awareness - Earned and Organic

A major emphasis was placed on generating awareness about historic preservation from April 2021-December 2021 through earned media and organic social media posts in connection to projects funded by the State Historical Fund. A full report can be found [here](#).

Metrics: 147 million impressions nationwide and 9,000 organic social media engagements

Colorado School of Mines:

Colorado School of Mines contracts with Clear Channel to advertise at Denver International Airport. The cost of the campaign for FY20-21 is \$72,000 which is \$10,000 less than the previous year. We discontinued sponsorship of CBS4 Future Leaders program as part of our cost cutting efforts. The goal of the airport advertising program is to continue to bring awareness of Colorado School of Mines to visitors to Colorado given the importance of non-resident students to revenues and the high number of visitors to Colorado through DIA.

Colorado State University - Fort Collins:

The Division of Marketing and Communications at Colorado State University has been given funding by the President to develop a major rebranding/marketing campaign to position and promote Colorado State University as the premiere (flagship) higher education institution in the state of Colorado with a focus on student-centered, experiential learning, a world-class research portfolio and a global reputation for advancing human and animal health and cultivating a thriving planet. The million-dollar campaign will be multi-level and will focus on messaging appealing to all of CSUs stakeholders, but with particular emphasis on students who traditionally attend CSU and those from diverse backgrounds.

The Division, working with the university Procurement Office to ensure state and federal compliance, formed a cross campus committee to conduct a national search for a marketing agency partner. Specifically, we searched for an agency partner that had extensive experience developing local and national campaigns targeting young adults from both traditional and diverse

populations. When a partner has been selected, we will work closely to determine the most cost effective and impactful messaging as well as develop an earned and paid media plan to reach our identified target markets.

To measure effectiveness, the Division will primarily review five measures annually and in a three-year aggregate:

- 1) We will work with Enrollment and Access to determine if the campaign's targeted messaging helped meet enrollment goals
 - 2) The Division will also survey certain groups to determine if CSU has achieved high top-of-mind-awareness in its target audiences
 - 3) We will review website, social media, and paid media analytics to determine level of engagement with campaign messaging
 - 4) We will track positive media mentions and review what growth, if any, we have in our media/story placements
 - 5) We will survey internal and community support for the "CSU" brand and its programs.
- We expect to begin the exploratory phases of the rebranding campaign in spring 2022 for an aggressive launch in late fall 2022.

University of Colorado System Office:

The University of Colorado System this year is updating marketing efforts to focus on public awareness of the value of a four-year degree. The campaign also aims to show the affordability of obtaining a four-year degree from public universities like the University of Colorado. CU will also seek to highlight how CU's four campuses offer unique experiences and are places where anyone in the state who wants to earn a degree can do so and feel a strong sense of belonging. The system is partnering with all four campuses on this campaign.

The campaign is expected to cost between \$1 million and \$1.5 million per year. The university expects to do a mix of paid, earned, social and owned media for this campaign, with paid advertising representing the largest share of the cost.

University of Colorado - Boulder:

The Public Relations Society of America's Colorado Chapter has recognized CU Boulder's campus integrated reputation campaign and awarded it a Gold Pick for excellence in public relations, and the campus will continue to use these efforts. CU Boulder's awareness efforts will continue to emphasize their role as one of the nation's leading public research universities, with its campaign efforts directed to national and state audiences: peer institutions, government, elected officials, industry, general public, alums and employees. This multi-channel effort utilizes Facebook and earned media (with an emphasis on how CU Boulder research demonstrate its value and beneficial impact upon society) and is in addition to its overall recruitment paid media efforts. The campus communications and marketing team tracks Key Performance Indicators related to content engagement by audience type and will be working with key partner units in the coming year to build further engagement layers to the campaign to cultivate deeper audience awareness and engagement with CU Boulder research news and information. Due to limited communications and marketing budget availability for the

campaign, Boulder is proceeding with a small annual budget of approximately \$150,000 in FY 2021-22 to amplify its research and innovation news via the above reputation paid media campaign efforts.

University of Colorado - Colorado Springs:

The UCCS Marketing department invests in an ongoing marketing campaign with the primary goal of new student acquisition. Utilizing a traditional marketing funnel, UCCS starts with overall awareness of programs and then works toward the goal of a perspective student submitting an application. Target audiences include high school students (sophomore through senior), transfer students and working professionals seeking a graduate degree.

Our total budget for this work is \$2,213,418 and is split almost equally between two partners. Partners use a variety of paid tactics to reach perspective students such as digital marketing, paid social media, direct mail, email and digital video. Less than five percent of the budget is used to promote community facing programs and services, such as ticket sales for arts center and health care services.

Earned media efforts, meaning coverage of the campus by local and regional media, continues to remain strong with dozens of stories per month. The goal of the earned media effort is to enhance the UCCS brand in the community by featuring faculty experts and the programs/research that happen on the campus.

UCCS monitors a variety of metrics to gauge effectiveness of the campaigns such as click through rates, video completions and open rates. Metrics show that the campaigns continue to perform at or above industry standards. The ultimate measure of success is student application and enrollment. UCCS continues to meet the budget in those areas. UCCS collaborates with the CU System on both paid marketing campaigns and earned media to promote the value of the four institutions in the CU System as well as the value of higher education.

University of Colorado - Denver:

The CU Denver campus has the same efforts in place as the prior year and spends approximately \$1 million for advertising and public awareness. This includes approximately \$400,000 in production and \$600,000 in paid media (ad buys) in support of the CU in the City advertising campaign. The goal of the campaign is to build overall awareness of the Denver campus, to establish their foothold as the only public research university in the heart of downtown, and to educate the Front Range community on research efforts, academic quality, and variety of degree programs. Success is measured via a biennial tracking study that measures advertising recall, overall image and awareness and likelihood to recommend CU Denver to others. Annual metrics include click-thru-rate and engagement rates on a variety of digital and social ads, video completion rate and website unique visits, time on site, bounce rate, among others.

University of Colorado - Anschutz:

In October 2019, the CU Anschutz Medical Campus launched its first-ever marketing campaign, “This Is Breakthrough” – an umbrella campaign which includes CU Anschutz, UCHealth, and Children’s Hospital Colorado.

Designed in concert with local advertising agency Karsh Hagan, the campaign’s goal was and is to elevate the awareness of and reputational understanding of the CU Anschutz Medical Campus and the State of Colorado as a world-class medical destination, and to amplify the recruitment and

retention of the unparalleled talent that powers this campus and positions us at the forefront of life-changing research and science, education, and patient care.

Both a regional and national campaign, “This Is Breakthrough” has featured four broadcast commercials across the Denver Metro and Colorado markets, and print and digital placements including *The New York Times*, *The Wall Street Journal*, *The Journal of American Medicine*, *The New England Journal of Medicine*, *Scientific American* and other prominent medical journals/conferences; as well as in high profile regional touchpoints such as Denver International Airport and other popular platforms such as Pandora. This campaign was supported without utilizing state general funds.

Goals and Messaging:

The campaign strategy and tactics were modified in light of the onset of the COVID-19 pandemic. Since March 2020, “This Is Breakthrough” has been in a lower exposure mode than during the initial launch in October 2019. The second and third commercials in the series were designed and scoped to maintain a presence in the public eye that is in sync with, and appropriate for, the cultural climate around the pandemic, paying tribute to the extraordinary work of the campus faculty and health care workers.

The third spot in the campaign series, “Through It All,” was launched in March 2020. “Through It All” positioned the CU Anschutz Medical Campus at the forefront of the COVID-19 response, assuring audiences that CU Anschutz is a trusted leader in COVID-19 research, treatment and patient care who will continue to champion the health and well-being of people in the Rocky Mountain region throughout, and far beyond, the pandemic.

In March 2021, the fourth spot in the series was launched, entitled “It’s A Calling.” This commercial furthered the narrative around the campus’ pivotal role in the pandemic response, underscoring themes of hope, determination and resilience for communities.

The narrative for this new (old) broadcast commercial, “Run Hide,” which only ran for a few weeks before COVID, positions The CU Anschutz Medical Campus at the forefront of research, innovation and treatment of major diseases and illnesses such as cancer, heart disease, Alzheimer’s and COVID-19. The window of the “Run Hide” campaign will run from the Super Bowl and Olympics in mid-February 2022 through June 2022.

Costs and Metrics:

“This Is Breakthrough” was produced at an initial cost of approximately \$1 million in production and marketing for the campaign during the summer 2019, from funds provided by a donor. The “Run Hide” installment of this phase of the campaign will be produced and executed at a cost of \$1.5 million.

Campaign data and analysis is collected using detailed tracking tools (such as SMARI, Kantar, Nielsen Media Research, Stellar, Cision, Media Metrix, and Simmons) to measure the campaign’s metrics and effectiveness with regards to both awareness and reputation across consumer, opinion leader, and physician audiences.

Each phase of the campaign has shown success in raising awareness and elevating the reputation of the CU Anschutz Medical Campus. The first phase of the campaign, “This Is Breakthrough,” garnered over 78 million traditional impressions and 70.6 million digital impressions through

October 2020. This, combined with completion rates for online videos reaching 140% of the benchmark, demonstrated that CU Anschutz reached and connected with the intended audiences. The campaign was also honored with a Silver Award for Total Ad Campaign with TV at the National 37th Annual Healthcare Advertising Awards.

The third installment of the campaign, “Through It All,” resulted in a 2.5 billion digital reach and 97.8 million print and broadcast reach. This represents a 354.8% increase for CU Anschutz over FY19.

At the conclusion of the fourth phase of the campaign, “It’s A Calling,” awareness of the CU Anschutz Medical Campus increased 4% compared to the second phase, and 6% over the first installment. The overall opinion of CU Anschutz Medical Campus increased by 5% over the second installment, and 6% over the initial wave. Increases were gained in both Influencers (10%) and Colorado residents (3%).

This increased awareness and reputation of the CU Anschutz Medical Campus has also resulted in a larger earned media presence, empowering us to deliver important health and medical information more broadly and with greater impact to communities in the Rocky Mountain region and nationally. Last fiscal year, earned media for the campus increased by 10 billion in digital reach, \$7 million in publicity value, and the reach of campus mentions in print and broadcast had tripled from the year prior.

Thanks to the awareness driven by the campaign, and the Office of Communications’ strategic media positioning of campus experts on the frontlines of the COVID-19 pandemic, experts are now trusted voices in the response to COVID-19 – in research, treatment, media, government and public health – throughout Colorado and across the country.

Colorado Community College System:

CCCS does not spend money on public awareness campaigns per se, but we do spend money on marketing/advertising to promote enrollment and educate students on course offerings, etc. In FY 2020-21, our 13 colleges collectively spent \$3.8 million on marketing/advertising, which represents approximately 0.5 percent of the total expenditures by our colleges.

Aims Community College:

Aims has spent no funds on any public awareness campaigns.

Colorado Mountain College:

Yes. Public awareness and marketing-driven campaigns incorporate such initiatives as:

Semester registration:

- Social media (organic & paid) (\$5k/yr) (paid/owned media)
- email and text messages to current and stop out students (owned media)
- commercial and public radio (\$36k/yr) (paid media)
- mailing class schedules and postcards (\$95k estimate) (owned media)
- press releases (earned media)

President’s Scholarship:

- letters and postcards to all local seniors (\$5k estimate) (owned media)

- press releases (earned media)
- email and text messages (owned media)
- Social media (organic & paid) (\$1k) (paid/owned media)

Statewide awareness and recruitment support:

- out of home (\$55k)
- online display, paid search, sponsored social (\$220k) (paid/owned media)
- print advertising in magazines and industry newsletters (\$10k) (paid media)
- print publications for direct mail (\$12k) (paid media)
- press releases (earned media)

Marketing campaigns are not coordinated with other entities except with business, government or industry partners. Most of this is earned media, or outreach through owned channels (websites, social media, or email).

Area Technical Colleges:

None.

Metropolitan State University - Denver:

MSU Denver delivers several advertising campaigns to attract prospective students and increase public awareness of the university's programs and mission. With an annual budget of \$1,500,000 for this work, MSU Denver invests in comprehensive digital and traditional paid channels including digital display, social media, pay per click (PPC), connected television (CTV such as streaming tv apps), billboards, radio, and TV. These campaigns are designed to reach a variety of audiences, including: current high school students, student advocates (families and other adult influencers), transfer students, degree completing students, potential graduate students, and the general Colorado public. The core messages of these advertisements center on the university's excellence, accessibility, program flexibility and real-world relevancy.

This work is augmented by a comprehensive earned media strategy that focuses on similar audiences, messages and goals. MSU Denver deploys a comprehensive brand journalism approach using solid, fact-based reporting and concise, compelling storytelling. Key performance indicators include earned media placements, conversions, branded indexing keywords, and public sentiment.

Colorado Mesa University:

CMU has a planned investment of \$1.2M in FY 2022, from non-state and federal fund sources, for paid public awareness campaigns targeted at prospective undergraduate and adult students, with the goal of improving enrollment via growth in awareness of CMU — including its two-year division Western Colorado Community College — as a high-quality, high-value option for post-secondary education. A variety of metrics are used to evaluate effectiveness, including growth in website traffic, new site users and site sessions due to campaign activity; inquiries from prospective students; custom viewbook creations and applications for admission. Additionally, an annual survey of Colorado high school seniors is used to gauge effectiveness and overall shifts in awareness and perception of CMU.

University of Northern Colorado:

UNC does not spend money on general public awareness campaigns outside of marketing to prospective students.

Fort Lewis College:

Fort Lewis College spends approximately \$465,000 annually on print materials and advertising costs. Most of these expenditures are directly related to student recruiting. Of \$465,000, approximately \$278,000 is directed towards increasing awareness and reputation of the college through advertising and \$187,000 towards costs of print materials. Existing marketing and communications staff are leveraged to accomplish this brand awareness. Some of the efforts are similar to last year which include:

- Print materials used by admission counselors to recruit students (viewbooks, road pieces, brochures, fliers, etc.).
- Feature stories and profiles about faculty, students, staff and benefactors that capture the brand of Fort Lewis College.
- Electronic and social media is used to deliver messages in a targeted way.
- A reputation building campaign in regional and nationwide media to tell the Fort Lewis College story.
- Wall displays and ads at the Denver airport and the Durango-LaPlata County Airport
- The FLC Magazine, now in its seventh issue, is mailed to appropriate leadership including governmental and civic leaders, local school systems, parents of current students, and benefactors.
- The Fort Report e-newsletter, created biweekly, is sent to alumni, donors, community members, family members of students, as well as campus constituents.
- Traditional TV and streaming campaigns through Comcast that target students in Colorado and northern New Mexico.
- Underwriting on Rocky Mountain PBS to communicate to influencers.
- Digital media and television campaign on KKTv in Colorado Springs.
- Digital marketing campaign with Glacier Communications, to reach prospective students via Facebook, Instagram, Spotify, and search.

Western Colorado University:

Western invests in public awareness campaigns, both on a local and regional level. The majority of such spend is focused on university marketing that generates top of the funnel leads, which can then lead to increased applications for admissions, and eventually enrollment. A key part of Western's approach to marketing includes leveraging its sophisticated website, launched July 2020, through digital marketing and search engine optimization. Additional awareness and advertising include local level campaigns coordinated through on-the-ground efforts in partnership with the recruitment and admissions team in the form of signage, banners, flyers, or posters. Other campaigns include summer camps for high school counselors, and youth interested in STEM programming.

Social media plays a key role in our public awareness/advertising. Western strategically leverages all of the major social media channels such as Facebook, Instagram, Snapchat, LinkedIn, Google, Microsoft Ads, TikTok, and Reels; adopting a variety of channel and campaign specific metrics to track return and success.

Adams State University:

We have done some general advertising, as well as targeted campaigns for Adams 100 (our 100th anniversary) and homecoming. The targeted campaigns are primarily done through our social media sites without a cost. We have done some radio ads during high school sporting events in our market

area and also participated in some local events, such as the Rio Frio Ice Fest. There were also some ads posted with Colorado sports teams. The total advertising spend was approximately \$25k.

- 4 **DEPARTMENT ONLY:** Please identify how many rules you have promulgated in the past year (FY 2020-21). With respect to these rules, have you done any cost-benefit analyses pursuant to Section 24-4-103 (2.5), C.R.S., regulatory analyses pursuant to Section 24-4-103 (4.5), C.R.S., or any other similar analysis? Have you conducted a cost-benefit analysis of the Department’s rules as a whole? If so, please provide an overview of each analysis.

Colorado Department of Higher Education:

The Department’s regulatory agenda for the Division of Private Occupational Schools is below. There was no cost-benefit analysis done for the rules.

Title/Description Proposed Rule	Basis and/or Statutory Authority	Purpose of Proposed Rule	Estimated Schedule for Rule-Making	Parties Potentially Affected
Division of Private Occupational Schools				
REVISE: 8CCR 1504-1, sections I.U through XI.D to include definitions for terms that require clarity.	C.R.S. § 23-64-101 et seq.; and specifically, C.R.S. § 23-64-108(1)(i).	Clarify definitions, requirements, and correct typos. Update definitions to ensure that the terms with multiple uses or new meanings are clearly defined.	1/25/2022	Owners & Operators of Private Occupational Schools will understand the terms as applied to Colorado’s Act and Rules; the Division of Private Occupational Schools and all other stakeholders will benefit from clarity as our rules protect members of the general public (including students and residents of Colorado). There is no fiscal impact.
Clarification to Rules regarding Annual Filings and recordkeeping.	C.R.S. § 23-64-101 et seq.; and specifically, C.R.S. § 23-64-108(1)(i).	Clarify the expectation of schools maintaining student records in electronic format.	1/25/2022	Owners & Operators of Private Occupational Schools
NEW: Rules to clarify changes made to statute in 2021 Legislative Session regarding programmatic accreditation for construction schools as outlined in C.R.S. § 23-64-104 2(a) and (b); C.R.S. § 23-64-	C.R.S. § 23-64-101 et seq.; and specifically, C.R.S. § 23-64-108(1)(i).	Clarify rules regarding Exemptions, Minimum Standards and Deceptive Sales and Trade in response to the changes in statute.	1/25/2022	Owners & Operators of Private Occupational Schools

112(1)(t); C.R.S. § 23-64-123(1)(l)				
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- 5 **DEPARTMENT WITH INPUT FROM INSTITUTIONS (COORDINATED RESPONSE), AND HISTORY COLORADO:** What are the major cost drivers impacting the Department/Institutions? Is there a difference between the price inflation the Department is experiencing compared to the general CPI? Please describe any specific cost escalations, as well as cost impacts driven by COVID-19 and supply chain interruptions.

Colorado Department of Higher Education:

The majority of Department costs are personnel costs, and therefore inflation in these costs coincides with the total compensation increases approved by the General Assembly. Prices for IT supplies have gradually increased with inflation, but the larger challenge for the Department has been in shipping delays, with delivery timelines ranging from an average of three weeks (for smaller parts like replacement batteries or memory) to an average of four months for new laptops.

Institutions reported a number of cost pressures. As an employee-heavy field, recent trends in the state such as the passage of FAMLI, collective bargaining, automatic PERA adjustments, and general cost inflation are large drivers of cost pressures. As noted in the response on the Department’s changing caseload below, as student demographics shift many students will be best served with more support staff and services to assist them, which requires additional hiring and increased personnel costs. Additionally, institutions of higher education often compete nationally in hiring, both against other out-of-state institutions and the private sector, which can increase costs as salaries must be competitive. A related (although external to higher education) cost pressure at some institutions especially those located in rural/mountain areas – is the rapidly increasing cost of housing, which several institutions reported has impacted their ability to recruit and retain staff.

Institutions also noted that in the past year housing and dining facilities saw large cost increases as a result of supply chain issues and labor shortages.

History Colorado:

The main cost driver affecting History Colorado is total compensation/payroll costs. These costs make up about 75% of History Colorado’s main operating budget. In this area, History Colorado does not experience price inflation that is different from other state agencies; however, it could become difficult to manage future salary survey or other compensation increases if they increase at a faster rate than the limited gaming cap does, as our operating budget is directly tied to limited gaming revenue.

A second major cost driver for History Colorado is related to facilities management. Because History Colorado’s facilities portfolio is so wide and varied across Colorado, we have many ongoing needs related to both ongoing maintenance and unforeseen repair needs. As an example, the recent high wind events in Colorado caused some not-insignificant damage to several of our adobe structures

around the state.

Finally, History Colorado is also experiencing challenges related to supply chain interruptions specifically in regards to exhibit design and production, which has also been significantly impacted by rapidly rising material and construction costs. These challenges are very similar to those facing the rest of Colorado's economy and are currently absorbable in History Colorado's operating budget.

- 6 **DEPARTMENT WITH INPUT FROM INSTITUTIONS (COORDINATED RESPONSE), AND HISTORY COLORADO:** How is the Department's caseload changing and how does it impact the Department's budget? Are there specific population changes, demographic changes, or service needs (e.g. aging population) that are different from general population growth?

Colorado Department of Higher Education:

Prior to COVID-19, the number of students at the state's public higher education institutions had been showing moderate growth. The impact of COVID on enrollment varied by institution type, with open access institutions generally seeing the largest declines in enrollment. Preliminary enrollment numbers for Fall 2021 indicate that while enrollment at the aggregate level did not fall by as much as anticipated, resident enrollment has not recovered to pre-COVID levels, especially at access institutions.

Outside of COVID-related enrollment trends, the state's public institutions will continue to experience growth in the share of students of color, lower income students, students who speak a language other than English as their first language, and students who are the first generation of their family to attend an institution of higher education due to the demographic shifts that are occurring in the state and U.S. overall. These students tend to need different types of services compared with white, traditional-age postsecondary education students and those with greater financial resources. Specifically, these groups benefit from things like increased student services, higher levels of academic support, and a more diverse faculty. Institutions have also indicated they are increasing outreach to students from rural communities. Institutions will need to continue to adapt to better serve the growing share of these students. The Department will need to continue to focus its initiatives and programs to serve the growing share of these students.

While mental health challenges existed on campuses prior to COVID, institutions have indicated they are seeing increased mental health needs among their students. Food insecurity has also been a growing issue during the economic downturn. Several institutions have applied for the Department's Hunger Free and Healthy Minds designations. To receive these designations, institutions have to meet a set of criteria related to addressing food insecurity and mental health needs. There are currently 15 campuses with the Healthy Minds designation and 17 with a Hunger Free designation.

Additionally, institutions have also indicated they are seeing larger numbers of students with disabilities on campus, which in some cases require additional infrastructure investments. The

Department's legislative agenda seeks to begin addressing this shift through the creation of a taskforce charged with making recommendations to CCHE, the General Assembly, and institutions of higher education on how best to serve postsecondary students with disabilities.

The Department's work is impacted by all of the demographic changes discussed above. HB 21-1330 also added significant work for the Department: distributing \$49 million in COSI funds, convening working groups on student success and FAFSA completion (both with very tight turnarounds from the time of the bill's passage), and implementing initiatives such as CORE. While all of the work in the bill is important, much of it was assigned to the Department without additional administrative or financial resources. Although OSPB was able to identify additional funding for task force facilitators and a professional writer, significant work related to membership and general communications, policy and material research, meeting and presentation preparation, was placed upon an already lean staff. Similarly, in recent years a number of bills have been passed increasing the Department's workload without an associated appropriation. While individual bills may be absorbable within existing resources, when combined they contribute to a large workload for the number of staff in the Department.

History Colorado:

History Colorado does not handle a caseload in the same manner that other departments do. It does rely on museum attendance and virtual engagement with our programs and exhibits, and those are tracking at about 60-70% of pre-pandemic levels. Educational programs are much lower at 30-35% of pre-pandemic levels.

The History Colorado Center also relies on events for rental and catering revenue. Events are well below pre-pandemic levels, tracking at about 30-40% of pre-pandemic levels, significantly impacting our event-related revenues.

As you can infer, any drop in engagement or events negatively impacts History Colorado's budget.

- 7 **DEPARTMENT AND HISTORY COLORADO ONLY:** In some cases, the roles and duties of existing FTE may have changed over time. Please list any positions that have been created in the Department since FY 2019-20 that were not the result of legislation or a decision item.

Colorado Department of Higher Education:

DHE received grant funding from the Early Educators Investment Collaborative and the University of Colorado Denver to fund an Early Care and Education Workforce Director who started in July of 2021. The position is funded through June of 2023.

For all FY 2022-23 budget requests that include an increase in FTE:

Colorado Department of Higher Education:

Our only request adding FTE is the Division of Outreach and Attainment Services request.

- a. Specify whether existing staff will be trained to assume these roles or these duties, and if not, why;

Colorado Department of Higher Education:

This provides permanent funding for previously funded staff that have lost funding and were covered with vacancy savings this past year. However, both positions are now vacant, so they will need to be new hires.

- b. Specify why additional FTE are necessary; and

Colorado Department of Higher Education:

Outreach efforts at the Department were originally federally funded through the CollegeInvest/CollegeAssist program as College in Colorado (CIC) through FY 2018-19. In FY 2019-20 and FY 2020-21, the remaining CIC staff transitioned to focus on implementing My Colorado Journey (MCJ) and was cash-funded by the Colorado Workforce Development Council (CWDC). Funding from CWDC decreased to only the cost of the MCJ online tool itself due to limited resources in FY 2021-22. Some outreach activities are being funded in FY 2021-22 through the existing Department budget using vacancy savings and reductions in its operating budget; however, this is unsustainable.

An additional consideration is the expected recommendations from the 1330 FAFSA Working Group. The Department seeks to be prepared to undertake the recommendations as they are addressed through legislative and administrative action. This may require additional Departmental resources.

- c. Describe the evaluation process you used to determine the number of FTE requested.

Colorado Department of Higher Education:

Permanently funding these FTE will allow the Department to continue serving education, workforce, and corrections professionals statewide by supporting their efforts to use tools and resources during their individual career, postsecondary and job exploration and planning with their stakeholders. These outreach efforts include direct work with special populations including the formerly incarcerated and foster youth.

History Colorado:

After History Colorado's major staff reduction in 2014, there has been some trial-and-error in finding the correct balance of staff to manage all of our operations. The requested increases in FTE for FY 2022-23 are actually a "true-up" so that the Long Bill will match the way that History Colorado has been operating for the past several years. All of the changes will be

managed by existing staff, who are in fact already doing the work of the adjusted FTE in History Colorado’s budget request.

For example, History Colorado’s Philanthropy department has not been previously accounted for in the Long Bill’s FTE counts. This 8-person team is fundamental to History Colorado, as they are responsible for a large portion of our funding, including membership programs, private donations, and over \$2.5 million in grants received so far in FY2021-22.

As another example, following History Colorado’s 2019 strategic planning process and the events of 2020, History Colorado made a commitment to focus more of its resources into work surrounding Diversity, Equity, and Inclusion. Two positions that have been added since that time with the approval of History Colorado’s Board of Directors are (1) a Manager of Community Engagement and Black Heritage, and (2) an Associate Curator of Black History & Cultural Heritage.

Below is a summary of History Colorado’s current and requested FTE:

	FY 2021-22 Long Bill FTE	Current FTE (Internal Staffing Plan)	FY 2022-23 Requested FTE
CENTRAL ADMINISTRATION			
Central Administration	10.0	11.8	12.0
Curatorial Services & Collections Access		15.4	16.0
Facilities Management	8.0	11.0	10.0
Historical Site Maintenance & Operations		5.4	5.0
HISTORY COLORADO MUSEUMS			
History Colorado Center	45.0	7.0	7.0
Community Museums	20.5	20.3	19.0
Statewide Programming		33.2	33.5
OAHP			
Office of Archeology and Historic Preservation	20.0	21.0	22.0
SHF			
Administration	17.0	16.6	17.0
CUMBRES & TOLTEC			
Cumbres and Toltec Railroad Commission	0.0	0.0	0.0
TOTAL	120.5	141.5	141.5

- 8 **DEPARTMENT AND HISTORY COLORADO ONLY:** Please describe any ongoing or newly identified programmatic impacts for the Department resulting from cash fund transfers as part of the FY 2019-20 and FY 2020-21 balancing process.

Colorado Department of Higher Education:

None

History Colorado:

While History Colorado is continuing to experience programmatic and revenue impacts from the

COVID-19 pandemic, we are not experiencing any programmatic impacts related to cash fund transfers.

- 9 **DEPARTMENT AND HISTORY COLORADO ONLY:** Please describe the Department's FY 2020-21 vacancy savings, as well as projected vacancy savings for FY 2021-22 and FY 2022-23. How has the Department utilized vacancy savings in recent years?

Colorado Department of Higher Education:

For both FY21 and FY22, there has been very little vacancy savings due to those funds being utilized to cover the salaries of the staff that work on Outreach after the funding from CDWC was eliminated.

For FY23, The Department is planning to hire the positions that are currently unfilled so there should be little to no vacancy savings in FY 22-23.

History Colorado:

During the height of the COVID-19 pandemic while History Colorado was not acquiring earned revenue via museum admissions, gift shop sales, or event rentals, we enforced a pause on backfilling all but the most urgent vacancies, and used the savings to support our operating needs. In FY2021-22, we began filling those vacancies again as we reopened and resumed revenue-earning activities. However, as the pandemic continues to affect our activities and earned revenues are still lagging below non-pandemic targets, vacancy savings due to attrition are continuing to bolster History Colorado’s regular operations.

Because of the discrepancy in appropriated and actual FTE (as described in question 7, above), History Colorado does not “officially” appear to have vacancy savings. However, based on our internal staffing plan and our FY2022-23 requested increase in FTE, actual and projected vacancy savings are as follows:

	Payroll Budget	Vacancy Savings
FY 2020-21	10,385,881	2,645,138
FY 2021-22	11,243,846	1,183,000 (estimate)
FY 2022-23	11,693,600 (estimate)	1,228,000 (estimate)

- 10 **DEPARTMENT AND HISTORY COLORADO ONLY (ASSUMES ALL STATE IHES ARE TABOR ENTERPRISES):** State revenues are projected to exceed the TABOR limit in each of the next two

fiscal years. Thus, increases in cash fund revenues that are subject to TABOR will require an equivalent amount of General Fund for taxpayer refunds. Please:

- a. List each source of non-tax revenue (e.g., fees, fines, parking revenue, etc.) collected by your department that is subject to TABOR and that exceeds \$100,000 annually. Describe the nature of the revenue, what drives the amount collected each year, and the associated fund where these revenues are deposited.
- b. For each source, list actual revenues collected in FY 2020-21, and projected revenue collections for FY 2021-22 and FY 2022-23.
- c. List each decision item that your department has submitted that, if approved, would increase revenues subject to TABOR collected in FY 2022-23.

Department of Higher Education:

See attached

History Colorado:

History Colorado has two cash funds that are driven by revenues that are subject to TABOR. Fund 5090 is funded by museum admissions, gift shop sales, programming fees, and rentals at the History Colorado Center in Denver. Fund 5095 is funded by the same types of revenues earned at our Community Museum locations throughout the state. Both funds were significantly affected by the COVID-19 pandemic, as shown in the attached table.

NOTE: An example template for providing data for this question will be provided by the JBC Staff.

- 11 **DEPARTMENT WITH INPUT FROM INSTITUTIONS (COORDINATED RESPONSE), AND HISTORY COLORADO:** Please describe one-time federal stimulus funds (such as the CARES Act, ARPA, and the Federal Infrastructure Investment and Jobs Act) that the Department has received or expects to receive.

Department of Higher Education:

See attached

History Colorado:

See attached

NOTE: A template for providing data for this question will be provided by the JBC Staff.