

**DEPARTMENT OF HIGHER EDUCATION
FY 2014-15 JOINT BUDGET COMMITTEE HEARING AGENDA**

**Thursday, December 12, 2013
9:00 am – 5:00 pm
Legislative Services Building Hearing Room A**

9:00-9:40 DEPARTMENT OF HIGHER EDUCATION

Questions Common To All Departments

1. Please describe how the department responds to inquiries that are made to the department. How does the department ensure that all inquiries receive a timely and accurate response?

Questions for the Department of Higher Education

Trends: Tuition, Enrollment, Performance

2. Compare increases in tuition between the early 2000s recession and most recent recession. How did S.B. 10-003 impact tuition and institutions' revenue in the most recent recession?
3. How did student enrollment growth compare during the last two recessions? Are populations stabilizing or declining now that the recession is easing?
4. Is enrollment at some types of institutions more counter-cyclical than at others? Do institutions that are more expensive lose students during recession because the students have to pay more? Are there more students in school because there is less of a job market?
5. [Background: The 2012 Master Plan includes a goal of 66 percent postsecondary credential attainment for Colorado citizens aged 25-34 by 2025 (1,000 additional undergraduate credentials per year).] How is this goal affected by the cyclical trends in higher education enrollment? Did the Great Recession assist the state in moving toward this goal as people stayed in school longer? Are improvements in the economy making it difficult to achieve this goal and driving enrollment declines? Will getting additional degrees actually assist people to get jobs that pay well upon graduation?
6. Have changes in the PELL affected enrollment? Do some institutions still allow students who do not have high school diploma or GED to attend? How does that impact funding? How are these students paying for these degrees? Do institutions do remedial education to help the students get the GED so that they can qualify for the PELL grants?
7. Provide an update on graduation rates and how these compare across institutions. How do retention rates and graduation at Mines compare to the rest of the system?

8. How does Colorado rank nationally and regionally on the cost of higher education?

Financial Health of Public Higher Education Institutions:

9. Discuss the variations in institutional financial performance.

- a) Is financial performance a problem for all small colleges?
- b) How do the populations served by Adams and Western State differ from those served by other institutions?
- c) How do you explain the differences in performance between Mesa State and Western State?
- d) Why do you believe the community colleges are doing so well? Does the level of funding provided by the state to community colleges help them to stay financially strong?

10. Who is responsible if an institution defaults on its bonds? How can the State be financially responsible if an institution is classified as an enterprise under TABOR?

11. Discuss CCHE's role in reviewing requests for cash-funded capital projects, including revenue-bond intercept projects. Does CCHE examine institutional debt load as part of its review process for cash funded projects? If not, should it?

12. Are the financial problems facing higher education institutions an opportunity for paradigm shift on how we do higher education in Colorado? How should the General Assembly participate in planning for such changes?

Requested Increase for the Department of Higher Education - Tuition Restrictions

13. Given the Governor's proposal, why not change statute to take the 9 percent tuition cap out and put 6 percent in for FY 2014-15?

14. Please clarify what the institutions have agreed to with respect to capping tuition in FY 2014-15. Does this include fees?

15. Will institutions raise student fees because they are not increasing tuition as much?

16. Provide a ten-year history of fees by institution.

17. Should tuition flexibility be extended or allowed to sunset?

18. Would institutions' agreements to guarantee a cap on tuition put a four-year guaranteed tuition level in jeopardy in any way?

Requested Increases - Financial Aid

19. Discuss the balance between merit-based and need-based aid. Is there a need for more merit-based aid?
20. What factors will CCHE consider in deciding how to allocate work-study grants? If we already have programs in place, why reinvent the wheel? Should we have less of the merit based grants and more of the work study grants?
21. Discuss the statutory authorization for financial aid transfers and provide a history of transfers between different types of financial aid over the last five years.
22. Do you have a position on the staff recommendations to change financial aid statutes? Is there a problem with how institutions are operating under the current statute? Do you believe this could be done quickly or should it be delayed for more study?

Performance/Outcomes-based Funding

23. Review your proposal for tying performance to funding (due December 1, 2013, pursuant to S.B. 11-052).
24. Do we really have to wait until all funds have been restored (to \$706 million) to go to performance-based funding?
25. Provide additional information on other states' performance funding efforts. How do these address the differences between different kinds of institutions?

Other

26. What is driving the requested increase for the DTAP program? Is it the number eligible for the program or are costs actually increasing?
27. Why hasn't the Department attempted to implement the COF as was originally intended?
28. What entity is responsible for building maintenance management for institutional properties? Clarify the roles of the institutions, CCHE, and the State Architect.
29. What are institutional policies related to national merit scholars? Do they typically receive merit-based aid or admissions preferences?

9:40-10:10 WESTERN STATE COLORADO UNIVERSITY

Note: The JBC requests that trustees be present for the hearing

Financial Health of Institution

1. What is your plan to ensure there is long term financial health of your institution?
2. How do the areas you serve affect your performance? How does your situation compare with Mesa State's?
3. Review your recent construction projects. When will we know if your capital investments have succeeded in drawing students?
4. Provide the schedule for anticipated increases in bond payments and/or student fees.
5. Are cost increases affecting enrollment?
6. If your institution is unable to cover its bond payments, who is responsible? Is it the State? Do you foresee this happening? If so, when?
7. Is there interest in merging with other institutions of higher education in an effort to reduce your fixed overhead costs?

Higher Education Funding Request and Options for Statutory Change

8. Please clarify your plans for tuition and fee increases in FY 2014-15.
9. How will low income students fare under your plan for FY 2014-15 tuition increases and financial aid allocations?
10. Several years ago, the Colorado Legislature gave flexibility to institutions of higher education to set your own tuition costs (S.B. 10-003). What is your opinion of this statute and is it time for change?
11. What recommendations do you have for the Joint Budget Committee and the General Assembly to make the funding for higher education more equitable across institutions?
12. How does your institution define "need based aid", "merit based aid", and "work study"? Do you have a position on the staff recommendation to clarify financial aid statutes?

Tuition Increases: Cost Drivers

13. What does it cost you to educate a student? Is your tuition above or below that amount?

14. If tuition were lowered would more students come? Would it increase overall revenues if tuition were less? What is the breakeven point?
15. Since FY 2000, how have your operations costs increased and by what percentage? Please describe reasons for operational cost increases.
16. For institutions of higher education that are in rural areas of the state, are there increased operational costs? Please explain.
17. Since 2000, please provide a breakdown of your administrative costs and the percentage of annual increases.
18. Please provide a breakdown of the salaries for administration positions, faculty, etc.
19. What is the percentage of full time faculty vs. adjunct faculty?
20. What is the ratio of students per faculty member at your institution of higher education?
21. What is the ratio of student tuition increases in comparison to salary for administration, faculty and other staff?
22. How will the Affordable Care Act decrease health care costs for employees? Does your institution of higher education anticipate long-term savings? If so, please explain.

Student Loans

23. What is the loan default rate of graduates of your institution? If high, what steps are you taking to address it?
24. What is the average amount of time that it takes your graduates to repay their student loans?

Workforce Needs and Employment After Graduation

25. Please provide information regarding what your institution of higher education is currently doing to ensure job placement.
26. Once students graduate from your institution of higher education, what is the percentage that use their degree to find employment?
27. What is the average wage of your graduates?

28. If a graduate has a difficult time finding employment, what resources are available to him / her through your institution of higher education to find a job? What are the success rates of this effort?
29. What efforts is your institution undertaking to receive input from Colorado businesses to prepare graduates that meet their workforce needs? How often do the Colorado businesses that you work with actually hire your graduates?

Performance: Persistence, Completion, Closing the Gap

30. Since the Lt. Governor announced the "Master Plan" for institutions of higher education, please describe the following:
- a. If applicable, has your institution of higher education reduced the amount of time to credential their graduates? If applicable, has your institution of higher education reduced the amount of time to receive a 2-year or 4-year degree? Please distinguish percentages based on demographics, underserved communities, gender, etc.
 - b. What is your institution of higher education doing to retain students? What is your retention rate? Please distinguish percentages based on demographics, underserved communities, gender, etc.
 - c. Does your institution of higher education experience an attainment gap? If so, what is the institution doing to remedy such issues?

ASSET

31. Last session, we passed Colorado Asset (S.B. 13-033) so that undocumented students are able to receive in-state tuition. How many undocumented students is your institution of higher education currently serving?

10:10-10:50 COLORADO COMMUNITY COLLEGE SYSTEM

Higher Education Funding Request and Options for Statutory Change

1. Please clarify your plans for tuition and fee increases in FY 2014-15.
2. How will low income students fare under your plan for FY 2014-15 tuition increases and financial aid allocations?

3. Several years ago, the Colorado Legislature gave flexibility to institutions of higher education to set your own tuition costs (S.B. 10-003). What is your opinion of this statute and is it time for change?
4. What recommendations do you have for the Joint Budget Committee and the General Assembly to make the funding for higher education more equitable across institutions?
5. How does your institution define “need based aid”, “merit based aid”, and “work study”? Do you have a position on the staff recommendation to clarify financial aid statutes?

Financial Performance

6. Please provide composite financial index figures for each of your institutions. How do rural campuses fare in comparison to urban ones?

Tuition Increases: Cost Drivers

7. What does it cost you to educate a student? Is your tuition above or below that amount?
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Workforce Needs and Employment After Graduation

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Student Loans

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Performance: Persistence, Completion, Closing the Gap

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10:50-11:00 BREAK

11:00-11:20 COLORADO SCHOOL OF MINES

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Economic Impacts

15. How much General Fund does Mines receive compared to other schools? Compare this to Mines' output on economic development.

Workforce Needs and Employment After Graduation

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11:20-11:40 COLORADO MESA UNIVERSITY

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11:40-12:00 UNIVERSITY OF NORTHERN COLORADO

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12:00-1:30 LUNCH

1:30-1:50 METROPOLITAN STATE UNIVERSITY OF DENVER

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1:50-2:20 ADAMS STATE UNIVERSITY

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Financial Health of Institution

1. What is your plan to ensure there is long term financial health of your institution?
2. How do the areas you serve affect your performance? How does your situation compare with Mesa State's?
3. Review your recent construction projects. When will we know if your capital investments have succeeded in drawing students?
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2:20-3:00 COLORADO STATE UNIVERSITY SYSTEM

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Financial Performance

6. Please provide composite financial index figures for each of your institutions. How does CSU Pueblo fare in comparison to Fort Collins?

Tuition Increases: Cost Drivers

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8. If tuition were lowered would more students come? Would it increase overall revenues if tuition were less? What is the breakeven point?
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10. For institutions of higher education that are in rural areas of the state, are there increased operational costs? Please explain.

11. Since 2000, please provide a breakdown of your administrative costs and the percentage of annual increases.
12. Please provide a breakdown of the salaries for administration positions, faculty, etc.
13. What is the percentage of full time faculty vs. adjunct faculty?
14. What is the ratio of students per faculty member at your institution of higher education?
15. What is the ratio of student tuition increases in comparison to salary for administration, faculty and other staff?
16. How will the Affordable Care Act decrease health care costs for employees? Does your institution of higher education anticipate long-term savings? If so, please explain.

Workforce Needs and Employment After Graduation

17. Please provide information regarding what your institution of higher education is currently doing to ensure job placement.
18. Once students graduate from your institution of higher education, what is the percentage that use their degree to find employment?
19. What is the average wage of your graduates?
20. If a graduate has a difficult time finding employment, what resources are available to him / her through your institution of higher education to find a job? What are the success rates of this effort?
21. What efforts is your institution undertaking to receive input from Colorado businesses to prepare graduates that meet their workforce needs? How often do the Colorado businesses that you work with actually hire your graduates?

Student Loans

22. What is the loan default rate of graduates of your institution? If high, what steps are you taking to address it?
23. What is the average amount of time that it takes your graduates to repay their student loans?

Performance: Persistence, Completion, Closing the Gap

24. Since the Lt. Governor announced the "Master Plan" for institutions of higher education, please describe the following:

- a. If applicable, has your institution of higher education reduced the amount of time to credential their graduates? If applicable, has your institution of higher education reduced the amount of time to receive a 2-year or 4-year degree? Please distinguish percentages based on demographics, underserved communities, gender, etc.
- b. What is your institution of higher education doing to retain students? What is your retention rate? Please distinguish percentages based on demographics, underserved communities, gender, etc.
- c. Does your institution of higher education experience an attainment gap? If so, what is the institution doing to remedy such issues?

ASSET

25. Last session, we passed Colorado Asset (S.B. 13-033) so that undocumented students are able to receive in-state tuition. How many undocumented students is your institution of higher education currently serving?

3:00-3:10 BREAK

3:10-3:30 FORT LEWIS COLLEGE

Higher Education Funding Request and Options for Statutory Change

1. Please clarify your plans for tuition and fee increases in FY 2014-15.
2. How will low income students fare under your plan for FY 2014-15 tuition increases and financial aid allocations?
3. Several years ago, the Colorado Legislature gave flexibility to institutions of higher education to set your own tuition costs (S.B. 10-003). What is your opinion of this statute and is it time for change?
4. What recommendations do you have for the Joint Budget Committee and the General Assembly to make the funding for higher education more equitable across institutions?

5. How does your institution define “need based aid”, “merit based aid”, and “work study”? Do you have a position on the staff recommendation to clarify financial aid statutes?

Native American Tuition Waiver

6. Provide an update on your efforts to get federal changes related to the Waiver requirement.

Tuition Increases: Cost Drivers

7. What does it cost you to educate a student? Is your tuition above or below that amount?
8. If tuition were lowered would more students come? Would it increase overall revenues if tuition were less? What is the breakeven point?
9. Since FY 2000, how have your operations costs increased and by what percentage? Please describe reasons for operational cost increases.
10. For institutions of higher education that are in rural areas of the state, are there increased operational costs? Please explain.
11. Since 2000, please provide a breakdown of your administrative costs and the percentage of annual increases.
12. Please provide a breakdown of the salaries for administration positions, faculty, etc.
13. What is the percentage of full time faculty vs. adjunct faculty?
14. What is the ratio of students per faculty member at your institution of higher education?
15. What is the ratio of student tuition increases in comparison to salary for administration, faculty and other staff?
16. How will the Affordable Care Act decrease health care costs for employees? Does your institution of higher education anticipate long-term savings? If so, please explain.

Student Loans

17. What is the loan default rate of graduates of your institution? If high, what steps are you taking to address it?
18. What is the average amount of time that it takes your graduates to repay their student loans?

Workforce Needs and Employment After Graduation

19. Please provide information regarding what your institution of higher education is currently doing to ensure job placement.
20. Once students graduate from your institution of higher education, what is the percentage that use their degree to find employment?
21. What is the average wage of your graduates?
22. If a graduate has a difficult time finding employment, what resources are available to him / her through your institution of higher education to find a job? What are the success rates of this effort?
23. What efforts is your institution undertaking to receive input from Colorado businesses to prepare graduates that meet their workforce needs? How often do the Colorado businesses that you work with actually hire your graduates?

Performance: Persistence, Completion, Closing the Gap

24. Since the Lt. Governor announced the "Master Plan" for institutions of higher education, please describe the following:
 - a. If applicable, has your institution of higher education reduced the amount of time to credential their graduates? If applicable, has your institution of higher education reduced the amount of time to receive a 2-year or 4-year degree? Please distinguish percentages based on demographics, underserved communities, gender, etc.
 - b. What is your institution of higher education doing to retain students? What is your retention rate? Please distinguish percentages based on demographics, underserved communities, gender, etc.
 - c. Does your institution of higher education experience an attainment gap? If so, what is the institution doing to remedy such issues?

ASSET

25. Last session, we passed Colorado Asset (S.B. 13-033) so that undocumented students are able to receive in-state tuition. How many undocumented students is your institution of higher education currently serving?

3:30-4:10 UNIVERSITY OF COLORADO SYSTEM

Higher Education Funding Request and Options for Statutory Change

1. Please clarify your plans for tuition and fee increases in FY 2014-15.
2. How will low income students fare under your plan for FY 2014-15 tuition increases and financial aid allocations?
3. Several years ago, the Colorado Legislature gave flexibility to institutions of higher education to set your own tuition costs (S.B. 10-003). What is your opinion of this statute and is it time for change?
4. What recommendations do you have for the Joint Budget Committee and the General Assembly to make the funding for higher education more equitable across institutions?
5. How does your institution define “need based aid”, “merit based aid”, and “work study”? Do you have a position on the staff recommendation to clarify financial aid statutes?

Financial Performance

6. Please provide composite financial index figures for each of your institutions.

Tuition Increases: Cost Drivers

7. What does it cost you to educate a student? Is your tuition above or below that amount?
8. If tuition were lowered would more students come? Would it increase overall revenues if tuition were less? What is the breakeven point?
9. Since FY 2000, how have your operations costs increased and by what percentage? Please describe reasons for operational cost increases.
10. Since 2000, please provide a breakdown of your administrative costs and the percentage of annual increases.
11. Please provide a breakdown of the salaries for administration positions, faculty, etc.
12. What is the percentage of full time faculty vs. adjunct faculty?
13. What is the ratio of students per faculty member at your institution of higher education?

14. What is the ratio of student tuition increases in comparison to salary for administration, faculty and other staff?
15. How will the Affordable Care Act decrease health care costs for employees? Does your institution of higher education anticipate long-term savings? If so, please explain.

Workforce Needs and Employment After Graduation

16. Please provide information regarding what your institution of higher education is currently doing to ensure job placement.
17. Once students graduate from your institution of higher education, what is the percentage that use their degree to find employment?
18. What is the average wage of your graduates?
19. If a graduate has a difficult time finding employment, what resources are available to him / her through your institution of higher education to find a job? What are the success rates of this effort?
20. What efforts is your institution undertaking to receive input from Colorado businesses to prepare graduates that meet their workforce needs? How often do the Colorado businesses that you work with actually hire your graduates?

Student Loans

21. What is the loan default rate of graduates of your institution? If high, what steps are you taking to address it?
22. What is the average amount of time that it takes your graduates to repay their student loans?

Performance: Persistence, Completion, Closing the Gap

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- b. What is your institution of higher education doing to retain students? What is your retention rate? Please distinguish percentages based on demographics, underserved communities, gender, etc.
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ASSET

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4:10-4:40 LOCAL DISTRICT JUNIOR COLLEGES

Higher Education Funding Request and Options for Statutory Change

1. Please clarify your plans for tuition and fee increases in FY 2014-15.
2. How will low income students fare under your plan for FY 2014-15 tuition increases and financial aid allocations?
3. What recommendations do you have for the Joint Budget Committee and the General Assembly to make the funding for higher education more equitable across institutions?
4. How does your institution define “need based aid”, “merit based aid”, and “work study”? Do you have a position on the staff recommendation to clarify financial aid statutes?

Tuition Increases: Cost Drivers

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4:40-5:00 AREA VOCATIONAL SCHOOLS

Higher Education Funding Request and Options for Statutory Change

1. Please clarify your plans for tuition and fee increases in FY 2014-15.
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3. What recommendations do you have for the Joint Budget Committee and the General Assembly to make the funding for higher education more equitable across institutions?
4. How does your institution define “need based aid”, “merit based aid”, and “work study”? Do you have a position on the staff recommendation to clarify financial aid statutes?

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ASSET

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ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED

Department of Higher Education

1. Provide a list of any legislation that the Department has: (a) not implemented or (b) partially implemented. Explain why the Department has not implement or has partially implemented the legislation on this list.
2. Does Department have any outstanding high priority recommendations as identified in the "Annual Report of Audit Recommendations Not Fully Implemented" that was published by the State Auditor's Office on June 30, 2013? What is the department doing to resolve the outstanding high priority recommendations?
[http://www.leg.state.co.us/OSA/coauditor1.nsf/All/D36AE0269626A00B87257BF30051FF84/\\$FILE/1337S%20Annual%20Rec%20Database%20as%20of%2006302013.pdf](http://www.leg.state.co.us/OSA/coauditor1.nsf/All/D36AE0269626A00B87257BF30051FF84/$FILE/1337S%20Annual%20Rec%20Database%20as%20of%2006302013.pdf)
3. Does the department pay annual licensing fees for its state professional employees? If so, what professional employees does the department have and from what funding source(s) does the department pay the licensing fees? If the department has professions that are required to

pay licensing fees and the department does not pay the fees, are the individual professional employees responsible for paying the associated licensing fees?

4. Does the department provide continuing education, or funds for continuing education, for professionals within the department? If so, which professions does the department provide continuing education for and how much does the department spend on that? If the department has professions that require continuing education and the department does not pay for continuing education, does the employee have to pay the associated costs?
5. During the hiring process, how often does the number one choice pick candidate turn down a job offer from the department because the starting salary that is offered is not high enough?
6. What is the turnover rate for staff in the department?

History Colorado

1. Submit in writing the approximate number of k-12 students that go through the history museums throughout the state.