

**Accelerated Erosion of State Support—
Fifty Percent Overall Reduction:**
What it Means to Colorado Public Higher Education

November 2010



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STATE OF COLORADO

DEPARTMENT OF HIGHER EDUCATION
Colorado Commission on Higher Education

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Governor

D. Rico Munn
Executive Director

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Patricia L. Pacey
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B J Scott
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November 10, 2010

The Honorable Mark Ferrandino
Chairman, Joint Budget Committee
Joint Budget Committee
Colorado General Assembly
200 E. 14th Avenue, Third Floor
Legislative Services Building
Denver, Colorado 80203

Dear Chairman Ferrandino and Members of the Joint Budget Committee:

Senate Bill 10-003 tasked the Governing Boards of Colorado's public institutions of higher education to prepare a report "*describing, with regard to each institution under its governance, the Governing Boards plan to fund the institutions in the following fiscal year if the General Assembly reduces overall state funding for higher education by fifty percent*". The following report fulfills this statutory charge.

As a forward to the report, we believe that Colorado's economic strength is dependent upon a strong system of higher education and a well-educated workforce. Further reductions in state support will jeopardize the state's long-term economic success.

As leaders within the system of higher education in Colorado, we appreciate the need to communicate the impact of a 50 percent reduction of state funding to the system. With the economic downturn, our institutions have intensified their efforts at increasing efficiencies, reducing administrative overhead, and eliminating outdated programs to manage to existing resources. The federal American Recovery and Reinvestment Act, which provided backfill funding as the state's own funding for higher education declined, has provided time to plan and make these adjustments in a thoughtful measured approach to avoid large disruptions to our fundamental mission of providing high quality education to our students. All the while we have ensured higher education remains affordable for Colorado's low and middle income students.

Over the past decade, our institutions have experienced the ongoing erosion of state support which makes meeting the needs of our students, the workforce and the state more challenging. We have thus far met this challenge by being one of the most productive public higher education systems in the country; however, we are near the tipping point where additional reductions in state support (as illustrated in the following report) will result in numerous negative outcomes for Colorado's current and future students and families, hurting the economy and leading to a stagnant future.

Sincerely,

James T. Polsfut, Chair
On behalf of Colorado Commission on Higher Education

1560 Broadway, Suite 1600, Denver, Colorado 80202 • (303) 866-2723 • fax (303) 866-4266
<http://highered.colorado.gov>

Public Higher Education Overview

Scope and purpose of report

During the 2010 Legislative Session, the General Assembly passed and the Governor signed into law Senate Bill 10-003. The new law provides flexibility to public institutions of higher education to assist them in an environment of diminishing state resources. The law allows local governing boards to set their students' tuition, with an approval process with the Colorado Commission on Higher Education in instances where the increase exceeds 9 percent for undergraduate resident students for five years (FY 2011-12 thru FY 2015-16). This legislation also tasked each Governing Board to prepare a plan to fund its institution in the following fiscal year (FY 2011-12), **"if the General Assembly was to reduce overall state funding for higher education by fifty percent (50%)."** This report provides system-wide and Governing Board-specific scenarios based on an overall state funding reduction of 50 percent for public higher education from FY 2010-11 to FY 2011-12.

Problems associated with listing specific cuts

In preparing hypothetical responses to the 50 percent scenario, the Governing Boards have identified likely outcomes for their particular institutions, but have not formulated a list of specific cuts associated with only 50 percent of state funding. Differing Governing Boards have disparate capacity to respond – some can absorb more dramatic cuts, while the impact to others will be more devastating. Rather than speculate as to which programs and staff would be reduced under this situation, the Governing Boards have presented the following:

- What would the impact of the reduction be on the institutions' ability to serve one or more of the following groups:
 - Low-income students;
 - Underrepresented students;
 - First-time students; and
 - Students with limited access to technologies to support learning.
- What would the reduction mean for the institutions' operations; and
- What would be the economic impact of the reduction.

How this report can be beneficial

The information included in this report provides the General Assembly, Governor's Office and general public with a clear understanding of what this type of reduction, divestment, and loss of public assets would mean for the system of public higher education, for institutions and students, and for the future of our state.

Economic impact of higher education

Although the public may not be fully aware, Colorado's public institutions of higher education have a tremendous impact on the local, regional and statewide economy. Various studies indicate that taxpayer investment in public higher education leads to a number of positive outcomes and is correlated to a more prosperous economy, higher employment rates, and a higher standard of living.

- The public higher education sector is one of the largest employers in the state, bigger than Natural Resources/Mining, Heavy Construction, Computers/ Electronics, Telecommunications or Federal Government. It accounts for over half of all state government jobs. ^a

- Public Institutions of Higher Education support over 95,000 jobs and contribute \$4.25 billion in wages and salaries. This results in an additional \$357 million in state and local tax revenues to Colorado's annual economy. ^a
- For every \$100 million of state funding that is spent on institutions of higher education annually:
 - Colorado generates almost \$150 million in other sectors of the state's economy; ^a
 - Colorado creates 3,063 jobs which pay over \$87 million in wages and salaries; ^a
 - The \$87 million in wages and salaries generates \$8 million in tax revenues. ^a
- Every \$1 paid to a higher education employee generates another \$0.97 in wages and salaries for employees in other industries as it circulates through the Colorado economy; ^a
- Each higher education job generates 0.69 additional jobs in other industries as goods and services are purchased for the institutions and as employees buy goods and services for their personal use. ^a

Further, Colorado's public research institutions of higher education make an enormous contribution to the state's innovation and productivity. For example:

- The University of Colorado System (four campuses) secured more than \$847 million in sponsored research funding in fiscal year 2009-10; ^b
- Colorado State University – Fort Collins obtained more than \$312 million in federal research awards in the current fiscal year; ^c and
- Colorado School of Mines secured more than \$53 million in 2009-2010 to advance research and technology in the critical areas of energy, earth's resources, advanced materials and the environment. ^d

Social impact of higher education

In addition to the benefit public institutions of higher education have on the economy, they indirectly contribute to the community based on the education attainment rate of individuals. Higher levels of educational attainment have a positive correlation with^e:

- increased personal income;
- increased workforce participation and job satisfaction;
- improved health and longer life expectancy;
- higher levels of volunteerism and social engagement;
- greater participation in artistic, cultural, and civic pursuits;
- decreased rates of unemployment;
- decreased incarceration rates;
- decreased poverty levels; and
- decreased dependence on Medicaid and other social service programs.

^a "Impact of Higher Education on the State of Colorado," The Adams Group, December 2007. http://highered.colorado.gov/Publications/Studies/2007/200712_ImpactofHE.pdf

^b University of Colorado System Press Release, August 5, 2010. <https://www.cu.edu/category/storytype/2010stories>

^c Colorado State University System On-line Fact Sheet, Fall 2010. <http://csusystem.edu/pages/system-about.asp#facts>

^d Colorado School of Mines On-line Fact Sheet, Fall 2010. <http://mines.edu/FactsStats>

^e "Education Pays: The Benefits of Higher Education for Individuals and Society," College Board – Advocacy and Policy Center, 2010. http://trends.collegeboard.org/files/Education_Pays_2010.pdf

Future needs and outlook

Despite the positive outcomes associated with a state's investment in public higher education, **"we are on this collision course with our future...facing an undersupply of workers with postsecondary education."**^f

Colorado has the potential to have a prosperous future with more high paying jobs and a high standard of living. The most effective way to reach this potential is to dramatically increase Colorado's rate of degree and certificate attainment in order to meet the challenges of the 21st century. In other words, Colorado's economy will be strengthened as more Coloradans successfully complete some form of postsecondary education.

Colorado faces rapidly changing demographics that will impact what Colorado's higher education system must deliver to meet the needs of the population it will serve:^g

- Colorado's population is anticipated to grow to 7.7 million by 2035 (a 13 percent increase from 2010 level of 5.1 million).
- The group of retirement age adults is expected to triple, from one-half million in 2010, to one and one-half million by 2035.
- The fastest growing demographic group is Hispanic, expected to be 23 percent of the population by 2035.
 - These changes result in a greater need for educated workers to fill the roles of those retiring.
 - The changes create a vacuum and demand for workers where the greatest need will be in predominately service oriented sectors requiring post-secondary education.

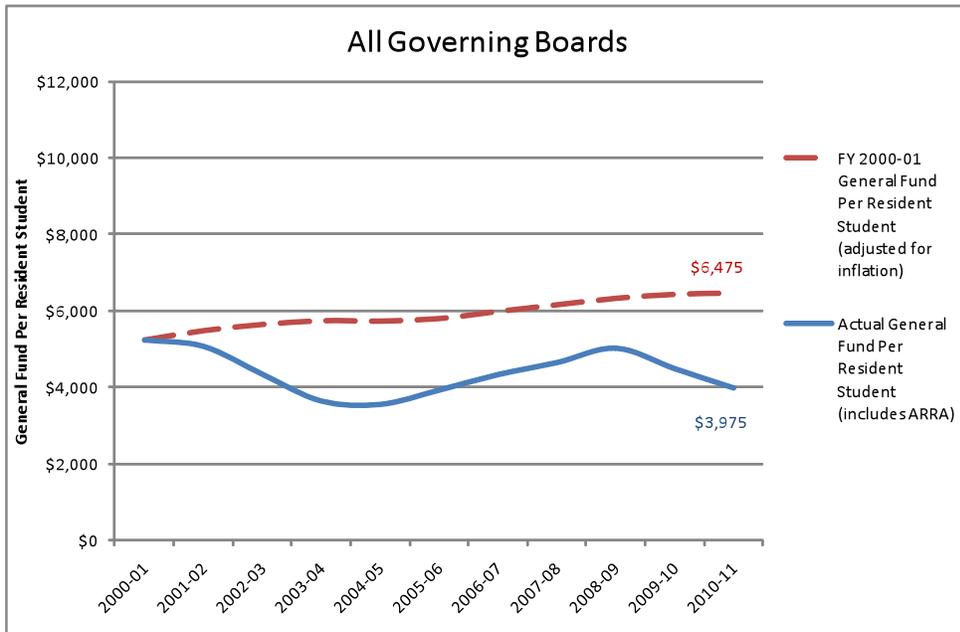
A recent Georgetown University study indicates that Colorado is one of five states that will lead the nation in job growth intensity where 67 percent of the available jobs will require postsecondary education.^h

^f "Help Wanted – Projections of Jobs and Education Requirements Through 2018", Georgetown University Center on Education and the Workforce, June 2010. <http://www9.georgetown.edu/grad/gppi/hpi/cew/pdfs/colorado.pdf>

^g State of Colorado – Department of Local Affairs - State Demographer's Office. <http://dola.colorado.gov/dlg/demog/publications.html>

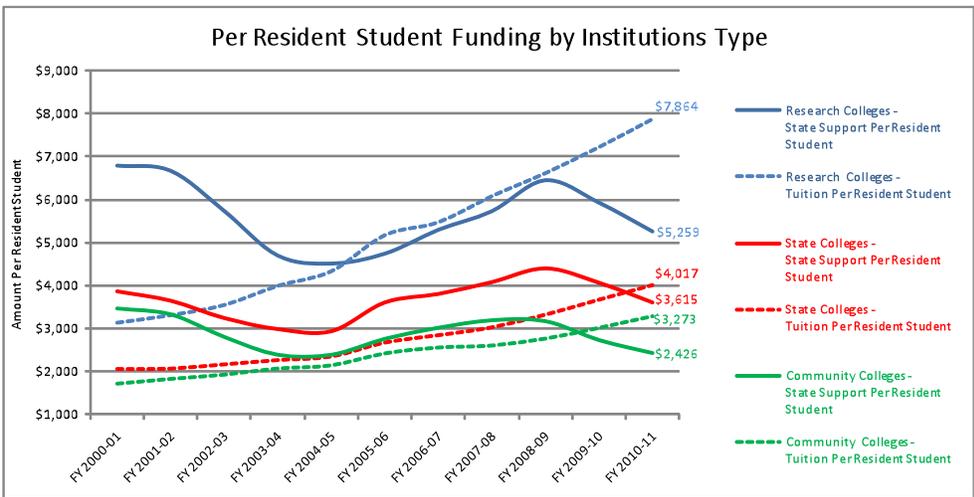
^h "Help Wanted – Projections of Jobs and Education Requirements Through 2018", Georgetown University Center on Education and the Workforce, June 2010. <http://www9.georgetown.edu/grad/gppi/hpi/cew/pdfs/colorado.pdf>

While these changes have been taking place, the state's investment in public higher education has been eroding. Over the past decade, the state's investment in every full-time resident student has decreased. If Colorado were to fund higher education by inflation and enrollment growth alone the result would be funding levels at \$6,475 per resident student in FY 2010-11. Unfortunately, given available funding and competing statewide needs, the current year's funding is only \$3,975 per resident student [based on current year appropriation divided by FY 2010-11 projected enrollments]. A 50 percent reduction in state support at the current per student funding level would result in less than \$2,000 per resident student (over two thirds below where the state's investment would be if increased by inflation and enrollment since FY 2000-01).



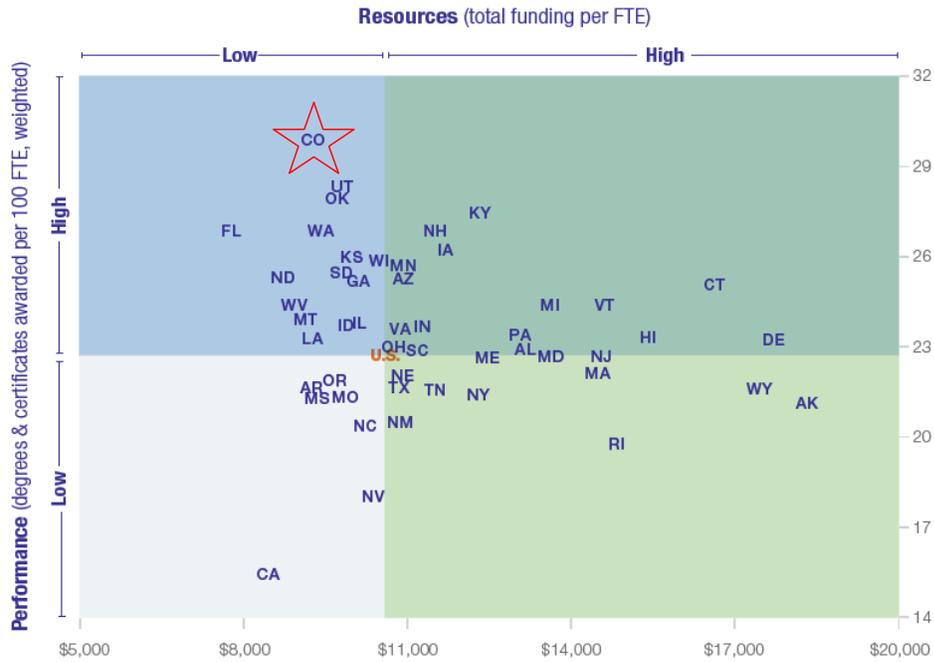
Source: Governor's Office of State Planning and Budgeting 2010

While Colorado's state support for public higher education has eroded, a greater burden of funding has been shifted to individual students and their families through ongoing tuition rate increases. The following table identifies the amount of state support compared to tuition per resident student by institution type. A clear trend is obvious. At the beginning of the decade, the state paid more per student than the student paid for his or her education. In the current year, that trend is reversed for all types of public institutions of higher education in Colorado, clearly demonstrating the scenario of accelerated erosion of state funding for public higher education.



Source: Governor's Office of State Planning and Budgeting 2010

Despite Colorado’s current funding structure, the state receives a great deal of “bang for the buck” for its investment. Based on a July 2009 Delta Cost Project study, Colorado tops the list of states in the number of degrees and certificates awarded versus total funding per FTE.¹ In short, we rank as one of the top states in the country given the level of investment that is available.



Source: SHEEO State Higher Education Finance Survey 2008; NCES IPEDS Completions Survey.

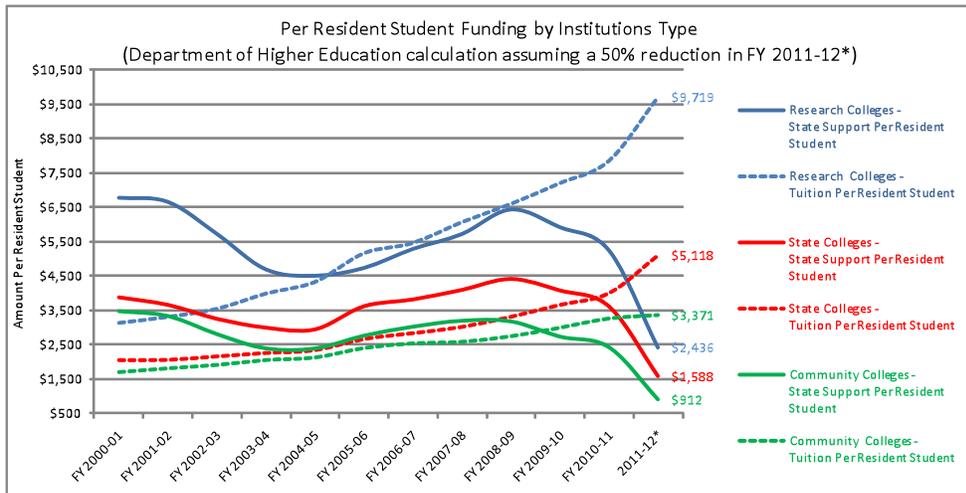
¹ “The dreaded “P” word – An examination of productivity in public postsecondary education”, Delta Cost Project white paper series, By: Patrick J. Kelly, July 2009. http://www.deltacostproject.org/resources/pdf/Kelly07-09_WP.pdf

Aggregate 50 percent reduction

A 50 percent reduction in state support for the public institutions of higher education on a system-wide basis would result in a number of negative outcomes, drastically reducing the public's investment over the past years. These outcomes likely include:

- Drastic shifts in the enrollments of those attending college (between those that can and can't afford postsecondary education) due to large increases in tuition;
- First-time students of low-income background finding it more difficult to pursue higher education options;
- Middle-income students being priced out of their ability to pay increasing tuition costs and not qualifying for federal and state financial aid;
- Programmatic impacts, including courses, degrees, and / or certificates being eliminated;
- College closures or reduction in scope of operations:
 - Resulting in job losses in both the public and private sectors;
 - Destroying local and regional economies in the state;
- Deterring private business investment in the state since the workers needed to fill jobs will not be produced at the rate required to meet the needs of the future workforce.

The following chart illustrates what this scenario *could* mean to state support and average tuition on a per student basis in FY 2011-12:



Source: Governor's Office of State Planning and Budgeting 2010 (FY 2011-12 Calculations by the Department of Higher Education).

Hypothetical 50 Percent Reduction (Governing Boards)

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$620,895,952	\$310,447,976
Financial Aid	\$82,512,361	\$41,256,181

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

What This Means for Colorado and its Residents

A 50 percent reduction in the State's support for higher education would mean a stagnant future for Colorado and its residents. In this future, the divestment in the public asset of public higher education would cause a decrease in social mobility, lost jobs, jobs which are not able to be filled, and the cost of higher education becoming something only the wealthy can afford.

In this stagnant future, Coloradans would not be able to pay their mortgages (and most young people would not be able to afford one), as more and more businesses leave the state, choosing to locate instead in states that make an investment in their own future and create the workers of the 21st century. This future will exist if students can't afford the education they need, and low and middle-class parents watch the dreams they hold for their children disappear. This future is one where Colorado and its residents fail to meet the challenges currently before it.

The plans presented in the remainder of this report are, in the end, a choice. Citizens and voters have made decisions in the past few decades that have resulted in degrading investment in public assets including the system of public higher education, clearly seen in the decrease in funding of resident students, and year after year increases in tuition for students and families.

Local District College, Area Vocational Schools and the Auraria Higher Education Center

Other public institutions of higher education and entities which directly and indirectly receive state funding but do not have separate sections in this report include the Local District Colleges (AIMS Community College and Colorado Mountain College), the Area Vocational Schools (Delta-Montrose Technical College, Emily Griffith Opportunity School, and Pickens Technical College) and the Auraria Higher Education Center (AHEC). These public institutions of higher education were not charged with creating 50 percent plan reports in the Senate Bill 10-003 legislation but are mentioned here as they are an important component of the State's higher education system. The Local District Colleges and the Area Vocational Schools have the ability to set their tuition outside of the controls of the General Assembly. However, the themes presented in this system wide overview as well as the institution specific plans describe similar outcomes which these institutions and communities would experience with this drastic reduction in state funding. Reductions of this magnitude would necessitate increasing costs for students and require shifts in the operations of these institutions.

Similarly the reductions to the tenant institutions at the Auraria Higher Education Center (University of Colorado Denver, Metropolitan State College of Denver, and the Community College of Denver) would result in decreased operations, decreased student and facility services, job losses and impacts to the local economy.

Adams State College

QUICK FACTS

Student headcount
2,803

Resident/non-resident
2,422 / 381

Undergraduate/Graduate
2,134 / 669

Annual graduates
474 (2009/10)

Alumni
19,966

Employees: 368
128 faculty
240 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$13,447,945	\$6,723,972
Financial Aid	\$1,906,619	\$953,310

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

As one of Colorado's most cost effective four-year institutions, Adams State College (ASC) maintains its historical commitment to access for Colorado's underserved citizens. ASC's primary service region, the 8,000 square mile San Luis Valley, is a six county rural region comprised of some of the State's poorest counties. Access for low income students is core to our mission. 91% of ASC students receive financial aid. 54% of our students are considered low income. 74% of ASC students qualify for need-based federal Pell Grants, the highest percentage of any public higher education institution in the state. The average family income of those qualifying for Pell assistance is \$24,555. Roughly one-third of San Luis Valley students at Adams State would be unable to attend college elsewhere. More than one-third of the spring 2010 Adams State graduating class was from the San Luis Valley.

Adams State's smaller, more personal environment is less intimidating and more welcoming for first-generation students. ASC is able to provide them with the attention and services they need for success. 37.5% of all Adams State undergraduate students are first-generation; among Hispanic students, that rate is more than 47%.

The fastest growing demographic group in Colorado over the next decade will be Latino youth. ASC has the longest Hispanic Serving history among Colorado four year institutions, with 29% Hispanic enrollment. A total of 38% of Adams State undergraduates are non-white. A 2007 study by the American Association of State Colleges and Universities (AASCU) found Adams State had the third highest Hispanic graduation rate of all 435 AASCU member institutions nationwide.

Excessive increases in tuition will dramatically reduce access for the low income student population that we serve. ASC's current financial aid packaging model, which combines federal, state, private, and institutional aid enables us to meet the needs of low income students. Massive tuition increases that would be necessitated by a 50% cut in State support, combined with caps in place on federal grants and student loans, prohibit the development of an aid packaging model that meets the needs of low income students, depriving them access to higher education.



Russell Johnson, CEO
San Luis Valley Regional Medical Center

"The hospital partnered with Adams State College to develop the San Luis Valley Center for Clinical Excellence. This state of the art simulation clinical laboratory directly addresses the imminent crisis for local and national health care services. Our ability to work together enabled us to achieve some important results; we increased the number of nursing students, strengthened the collaboration between higher education and employers, increased employment and expanded access to higher education for students in our economically challenged region."

Adams State College continued

A loss of state support of this magnitude cannot be addressed by across the board cuts. A combination of reduction in workforce, freezing of wages over extended periods, elimination of programs, and tuition increases in excess of 50% over a two year period would be required. These dramatic steps would almost immediately jeopardize the viability of the institution.

Economic Impact of Reduction

In addition to its educational mission, Adams State College, its students, and its employees have the spending power to generate a total annual economic impact of slightly over \$74 million within the San Luis Valley and a total of \$91 million statewide. This is by far the largest impact of any single employer or entity in the six county region. ASC regional impacts include: \$3.6 million from visitors and events, \$6.7 million in College purchases, \$17.8 million by ASC employees, and \$45.8 million from ASC students.

With 2,800 students and 368 employees, Adams State ranks as the Valley's largest employer, and its regional impact of \$74 million is equal to roughly 20% of all the personal income in Alamosa County. ASC's direct spending represents an amount equal to 31% of the basic income needed to drive Alamosa County's economy. A reduction in state funding of this magnitude would not only place hundreds of jobs at risk, it would jeopardize the operational capability of the region's cornerstone institution and primary economic driver. This would result in irreparable damage to the local and state economy.

Mesa State College

QUICK FACTS

Student headcount
7,042

Resident/non-resident
6,387 / 655

Undergraduate/Graduate
6,939 / 103

Annual graduates
1,096

Alumni
21,027

Employees
(faculty and staff)
756

External Research Fund
Expenditures
\$355,581

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$20,087,052	\$11,043,526
Financial Aid	\$3,306,098	\$1,653,049

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

As the fastest growing four year college in Colorado, Mesa State College has made significant progress over the past six years towards meeting our own goals and the manifest public policy goals of the state of Colorado in general and the Colorado Commission on Higher Education in particular. Indeed, the world is now flat and if we are to prepare the next generation of well rounded Colorado students to find their way in an increasingly complex, competitive society our leaders need to understand the stakes when contemplating wholesale cuts to our system of higher education.

Even in the face of declining general fund support, Mesa State has shattered enrollment records, improved our campus and added relevant programs by focusing on quality. Strategic investments in faculty and staff, technology, facilities and students coupled with conservative budgeting, partnerships with other institutions and an overwhelming bank of community support has positioned Mesa State College as western Colorado’s premier institution of higher learning.

The answer to the hypothetical question posed seems obvious. If Mesa State College’s funding from the State of Colorado is cut by 50%, we will be forced to raise revenue, cut expenses and potentially sacrifice quality. And while continued cuts will likely negatively impact students where:

- the student’s family is low income and the student is likely to incur significant student debt;
- the student’s parents did not attend postsecondary education and may not have graduated from high school;
- the student is a member of an underrepresented population; or,
- the student has had limited access to technologies to support learning;



Bernie Buescher
Colorado Secretary of State

This policy decision will even more disproportionately affect middle class families caught between financial aid income requirements and the ability to pay for college out of pocket. The College’s efforts to package institutional, state and federal financial assistance for students “caught in the middle” are undermined by mandates that prescribe which student can receive which type of assistance.

“Mesa State College is one of western Colorado’s most reliable economic engines. With over \$225 million in business and construction activity each year, Mesa State’s quality programs, top notch people and world class facilities enrich our region and prepare students for careers that exist in the marketplace.”

Mesa State College continued

Burdensome mandates and continued public policy decisions that require finite state resources to be spent on duplicative bureaucratic reporting and speculative multi-year financial planning -- rather than directly supporting our system of higher education -- have forced institutions like Mesa State to cut budgets in the face of record growth and record demand on our facilities and services.

Leaders weighing this continued march towards defunding our system of public higher education should make the decision with eyes wide open. Rather than allowing recent higher education cuts to build their own momentum enabling future cuts, higher education policy makers need to pause and consider the consequences of such draconian reductions. Colorado's competitive edge from an economic and a societal perspective are directly connected with a highly educated populace. Further, even though recent independent analysis (2009, Kelly) confirms that Colorado's system of higher education is one of the most efficient systems in the nation, Mesa State College will continue identifying administrative efficiencies, operating cost reductions and supplemental revenue enhancements as general fund support continues to dwindle.

Finally, the significant progress at Mesa State College in recent years has followed deliberate governance decentralization of Colorado's state colleges. Individual boards of trustees for the respective Colleges are agile and that agility has saved the State of Colorado resources while improving fundraising efforts across the system. A continued emphasis on empowering individual governing boards across Colorado will inevitably generate new ideas, provide for future partnering opportunities across institutions and allow the competitive marketplace of higher education to work.

Economic Impact of Reductions

Mesa State College is an economic catalyst, generating an estimated \$225.6 million worth of business and construction activity in fiscal year 2007-2008. The Grand Junction Economic Partnership ranked Mesa State as the third largest employer in the Grand Valley in 2008 and our economic impact is felt throughout the region. While conservative budgeting, continued growth, fundraising and partnerships with other institutions have kept Mesa State's economic engine humming in recent years, continued cuts in general fund support will impede the College's ability to continue emphasizing quality as we grow to meet the demand of students.



Diane Schwenke, CEO
Grand Junction Area Chamber of Commerce

"Whether it's business, healthcare or even criminal justice, Mesa State College has gone out of their way to engage leaders across various sectors to develop and improve programs in order to give students — and the State of Colorado — the most bang for their buck."

Metropolitan State College of Denver

QUICK FACTS

Student headcount
(Fall 2009)
22,837

Resident/non-resident
(Fall 2009)
22,038 / 799
plus cash programs

Undergraduate/Graduate
22,837 / 0

Annual graduates
2,751

Alumni
69,000

Alumni who remain in
Colorado after graduation
53,900

Employees (Fall 2009)
Faculty: 509 full-time,
808 part-time
Staff: 345 full-time,
13 part-time

External Research Fund
Expenditures
\$574,768

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$44,067,731	\$22,033,865
Financial Aid	\$11,764,135	\$ 5,882,068

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

A 50% reduction in state funding for Metro State would have a drastic impact on students, faculty, staff, academic and co-curricular programs. This reduction would place the College at a per student funding level equivalent to the mid-1970s, when the College enrollment was 9,500, and a state appropriation last seen in FY1986. Potential impacts include the following:

Metro State distributes 100% of its financial aid grants to low-income students, approximately 10,000 students, nearly half the student body. Additionally, need-based loans are offered to both low and middle-income need-based students. A reduction of nearly \$6 million in state financial aid would place a fiscal burden on a large number of students. Financial aid for the neediest students would be limited to only that available through the federal government.

An operating reduction of \$19.8 million would dramatically restrict student support services, necessitate increased class size, reduce the number of course sections offered, limit personal attention from faculty and staff, and restrict choices of academic programs. The reduction in academic and student support services would be particularly detrimental to the 29.6% first-generation-to-college student population (approximately 6,800 students).

The College would be faced with eliminating student fees in an attempt to reduce the financial burden on students. Since most student support services are funded by student fees, this would result in elimination of the associated programs and staff.

Recent gains in retention and persistence to graduation, particularly of Metro State’s disproportionately large numbers of non-traditional and underrepresented populations, would be lost. Given that these populations are on a trajectory to becoming the majority in Colorado, our ability to “educate our own” would be affected catastrophically. Overall student retention and graduation rates would decline, due to reduced support services and personal attention because of an increased student/faculty ratio.



Don Marshall, Regional President
Wells Fargo Bank in Denver

“Metro State is a different kind of institution—less about research and more about directly contributing to an educated workforce. So, we can see that Metro State is having a major impact on the economy and doing something that is critical for local companies—creating the ‘talent pool.’ From the regional perspective, it’s so critical. The most important thing that companies look at when considering expansion or moving their operations to Denver is the availability and size of that talent pool.”

Metropolitan State College of Denver continued

Faculty and staff would seek employment elsewhere due to the inability to offer a competitive compensation, increased workload, and it would be difficult for Metro State or the State of Colorado to attract quality faculty and staff in the future. This would adversely affect retention, graduation rates, and accreditations. Metro State would be forced to reduce enrollment in contravention of its historical role and mission.

A reduction of this magnitude would necessitate a decrease in enrollment. A decrease of enrollment greater than 15% would jeopardize the College's ability to maintain facilities. Due to Metro State's already lean budgets, and the detrimental effects of substantial enrollment reductions, it would not be feasible to implement 100% of the reduction without implementing a tuition increase.

A reduction of \$19.8 million in operating and \$5.9 million in state financial aid support necessitates a net tuition increase to resident students of 72%. This increase includes a portion to offset the negative impact on low and middle income students. This rate of increase assumes no effort to restore a funding level necessary to address retention and academic quality initiatives. Additionally it does not take into account the effect of a 22% increase in COF eligible student enrollment since FY05-06.

Economic Impact of Reduction

The combination of Metro State's size and the role it fulfills in providing an affordable education to Colorado's first-generation-to-college and low-income students, as well as students of color, magnifies the economic impact that a budget cut would have on the College. If the College realized a 50% budget reduction, these populations would be disproportionately affected.

In fall 2010, Metro State enrolled more than 24,000 students, with over 6,800 students of color (28% of its student population), more than all four-year colleges in the state. One in three African Americans and one in four Latinos who are seeking their bachelor's degrees in Colorado are doing so at Metro State. The College is ranked first in the state for ethnic diversity of its faculty (Chronicle of Higher Education, 2009). Metro State offers the lowest tuition of the state's five largest institutions, making it the best educational value in Colorado.



Cesar Cedillo ('96)
Principal, Bruce Randolph School

The Colorado workforce is composed largely of educated people due to retire soon. Our future workforce is a demographic that is largely of color, and primarily Latino.

- Denver's school district has the largest student-of-color population in the metropolitan area, with 81% of its students being of color.
- Metro State accepts a large number of transfers from the Community College of Denver, which has a student body that is nearly 60% of color.
- Metro State enrolls more students of color than any four-year institution in the Front Range, at 28%. The state average of four-year colleges is 17%.

"Metro State is a college campus that invites students of color. Students can make connections with their professors and feel a connection with the school and through those connections can be successful."

Metropolitan State College of Denver continued

Cutting Metro State's budget in half would further shrink the pipeline for educating students of color in Colorado, relegating them to low-wage professions and creating a drag on, rather than a boost to, the economy.

With more than 69,000 alumni, 80% of whom remain on the Front Range, Metro State contributes greatly to the economic growth of the seven-county metropolitan area. A 50% reduction in funding for Metro State would dramatically reduce the number of college graduates capable of fueling Colorado's economy as teachers, business owners, pilots, scientists, nurses and more.

A number of recent studies permits us to extrapolate the specific impact of Metro State on the regional and state economy:

- The Economic and Fiscal Impacts of the Downtown Denver Auraria Campus was prepared for the Auraria Foundation by Development Research Partners in June 2009. This report concluded that every dollar the state invests in the Auraria campus and its three institutions generates \$11 dollars in spending, and that the Auraria campus entities account for more than \$1 billion in spending in the state each year, including direct and indirect impacts. AHEC and the three institutions received about \$95.8 million from the state in FY2009 for maintenance operations, grants and resident tuition. In return, the campus generated about \$474.8 million in direct spending – about \$5 for every dollar the state put in.

Considering that Metro State enrolled 21,700 students of the total 43,100 on the Auraria campus (2008-09), an estimated one-half of the impacts identified by the study can be attributed to Metro State. A 50% cut in budget for Metro State would logically result in a proportional loss of direct and indirect spending in Colorado annually, on the order of \$250 million.

- CEOs for Cities, a national network of urban leaders aimed at improving cities, has calculated that by making small gains in performance in college attainment, cities can realize big annual financial rewards. In a 2009 report, CEOs for Cities concluded that increasing the number of four-year college graduates in the Denver region by one percent, from 36.5 to 37.5 percent, would yield a "Talent Dividend" of an additional \$1.8 billion annually to Denver's economy.

Reducing Metro State's budget by 50% would not only reduce the number of students graduating from the College, but also greatly inhibit our ability to contribute to and receive the "Talent Dividend."

Western State College

QUICK FACTS

Student headcount
2,261

Resident/non-resident/cash
1,599 / 473 / 189

Undergraduate/Graduate
2,261

Annual graduates
343

Alumni
18,500

Employees
134 faculty
198 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$ 11,208,881	\$5,604,441
Financial Aid	\$ 889,947	\$ 444,974

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

A reduction of 50 percent of Western’s current appropriation would threaten the viability of the institution and create considerable strain on our ability to cover daily operational costs. The last time the College had an appropriation of \$5.6 million was FY1985-86. The following are potential impacts:

- To offset a loss of \$5.6 million in state appropriations (for operations) will require an average increase in tuition of approximately 60 percent. In addition to this offset, additional tuition revenue will have to be generated to cover financial aid losses and to help mitigate the impact of these rate increases on low and middle income students. We anticipate that this could add a premium of another 30 percent to tuition rates.
- Given that our nonresident tuition rates are close to market levels, it is likely that a disproportionate amount of tuition increases will be borne by Colorado residents. This will likely result in tuition rate increases of well over 100 percent for this population of students.
- Should such dramatic increases in tuition be necessary, enrollment would be challenged. Even if increases in tuition are offset by large increases in institutional financial aid, the potential for “sticker-shock” may adversely affect interest in the College.
- \$5.6 million is equivalent to 35 percent of the College’s staffing budget (faculty and support staff). The College’s staffing budget represents 70 percent of all operating expenses. Reductions in expenses will affect staffing levels, undoubtedly diminishing the quality and scope of services to students and likely jeopardizing the College’s ability to deliver high-cost programs in such areas as STEM and professional programs that are vital to the state’s economy.
- The reduction in state supported financial aid (over two-thirds of Western’s current allocation is need-based) will make it that much more challenging to provide access to low- and middle-income students as potentially large increases in tuition at Western cannot be offset by increases in state financial aid.



Elva Martinez Dryer '96
U.S. Olympic Runner

“As a first-generation college graduate, I am grateful for the opportunities that Western provided to me. My success has not only changed my life but also the lives of the next generation in my family. I am now a role model. My hope is that when the time comes for my nieces and nephews to pursue their dreams, places like Western are within their reach.”

Western State College continued

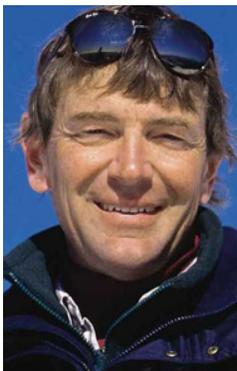
Economic Impact of Reduction

A reduction of 50 percent of operating dollars to Western State College of Colorado will have a devastating impact to the local and regional economy. A recent study was conducted on the economic impact that the College has on the city of Gunnison and Gunnison County. The following is a list of highlights of this impact and how drastic cuts to Western's operating budget will affect economic development in the region:

- The overall economic impact of Western on the local economy was conservatively measured at \$64.7 million in FY2008-09. This included direct and indirect impacts of operational expenditures (including payroll) at \$35.2 million, student spending at \$15.8 million, visitor spending at \$5.1 million and construction spending at \$8.1 million.
- The \$64.7 million is estimated to support, both directly and indirectly, approximately 745 employees at a payroll of \$30.9 million, which represents over 10 percent of the total payroll generated within Gunnison County. A reduction of 50 percent in state appropriations will result in significant reductions in College staffing which in turn will negatively impact the pay-rolls of local businesses that rely on the business generated by College staff.
- Rising tuition rates will challenge enrollment which could impact the amount of student spending. Fewer students at Western with less discretionary dollars to spend due to higher tuition costs would mean less money spent at local businesses.

Western also has many impacts in the community that cannot be quantified in dollar amounts. For example, the presence of highly skilled labor attracts increased business activity to the community, some of which may be directly attributed to the College, and this helps diversify the local economy. The students attending the College also provide a local labor force for area businesses and there are programs at the College to provide students to assist locals with the development and implementation of business plans and provide students experiential learning opportunities.

Western and its students also contribute to the local cultural and recreational activities through its academic programs and events. These qualitative benefits, combined with its economic impacts, highlight the importance of the College in the overall health and vitality of the region, all of which will be severely affected by significant reductions in state support.



Tim Mueller, Owner
Crested Butte Mountain Resort

"Western State College contributes significantly to our tourism-based local economy. While our resort attracts thousands of guests and provides employment and a base for economic activity, the College also provides a steady and substantial revenue stream for our local economy. Our two entities complement each other well, and both are necessary to maintain the high quality of life for residents, students and visitors."

Colorado State University System

QUICK FACTS

- Student headcount
30,462
- Resident/non-resident
20,042 / 5,420
- Undergraduate/Graduate
25,932 / 3,992
- Annual graduates
538
- Alumni
210,899
- Employees
(faculty and staff)
6,703
- External Research Fund
Expenditures
\$312,400,000

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$132,060,260	\$66,030,130
Financial Aid	\$12,174,793	\$6,087,397

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

For several years, a significant portion of the system’s education budget has focused on student aid to promote the land-grant mission of access and affordability on the CSU campus and to recruit and retain first generation, low income students at CSU Pueblo. This will no longer be the case if state support for our institutions is cut by 50%. Larger increases in tuition coupled with budget cuts will diminish funding available for financial aid by more than 50%. Our recently launched Commitment to Colorado focusing on trying to also help middle income families reduce the burden of increasing colleges costs will most likely be postponed and perhaps eliminated.

Drastic reductions will lead to double digit across the board expense reductions, elimination of hundreds of positions and administrative department and program closures. Resident tuition rates will have to be increased significantly over current tuition rate increase recommendations to offset some of the cuts in order to try to maintain student quality, faculty retention and some student access. Top notch faculty will leave taking millions in research dollars out of the state. Class sizes will have to be significantly larger and resident enrollment may have to be capped.

Economic Impact of Reduction

Our institutions employ more than 7,000 Coloradans. A fifty percent cut in state funding would result in the necessity to eliminate hundreds of positions on both campuses. Higher tuition rates may lead to significantly lower enrollments which also impacts the local communities. The system could lose tens of millions of dollars in research grants and contracts and impact our ability to develop and attract tech transfer opportunities all of which translates into less spending on consumer goods and services and decreases in both local and state tax revenues.



**Joe Blake, Chancellor
CSU System**

“The CSU System with its three campuses (Fort Collins, Pueblo and Global Campus) is focused on building a stronger Colorado. We are honing our strengths in teaching, research and service to:

- *Ensure Student Satisfaction and Success*
- *Create Financial Sustainability*
- *Expand Statewide Presence*
- *Transform Colorado*

We have great expectations for the success in these four areas – and we are committed to providing evidence of that success every day going forward.”

Colorado State University

QUICK FACTS

Student headcount
25,413

Resident/non-resident
20,485 / 4,928

Undergraduate/Graduate
21,204 / 3,671

Professional
538

Annual graduates
6,079

Alumni
177,000

Employees
(faculty and staff)
6,140

External Research Fund
Expenditures
\$312,000,000

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$116,230,449	\$58,115,225
Financial Aid	\$8,807,125	\$4,403,563

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

The combination of tuition increases and staff cuts (including some reduced student services) will have a significant, negative impact on CSU's ability to serve low-income, first-time students. CSU tuition overall would have to increase by a minimum of 32%, with resident undergraduates bearing most of the increase. CSU is a land-grant university mandated to provide access to higher education, and about 26% of our students are first-generation. CSU in 2010 welcomed its most diverse freshman class ever because of outreach/ financial aid programs targeted to underserved communities. We also launched the Commitment to Colorado program, through which we package financial aid from different sources to allow resident students whose families make \$57,000 or less - the state's median family income - to pay half the standard tuition rate. Students from lower-income families who are eligible for Pell grants pay no (\$0) tuition or fees to attend CSU. To honor standing financial-aid commitments such as this--including scholarships for first-generation students and students from underserved Colorado schools--reductions in financial aid would need to be backfilled and increased through additional reductions to other parts of the university.

Non-resident tuition can only increase to the limit the market will bear, and we are at or near that limit. So the greatest tuition impact will be on costs paid by Colorado families. In addition to the drastic tuition increases shown here, we would need to reduce costs by about \$28 million or more, equating to about 300 lost jobs. In protecting core educational services, cuts also would likely heavily impact our statewide outreach agencies including the Colorado State Forest Service, Extension, Agricultural Experiment Station and Professional Veterinary Medicine--programs that directly serve communities across Colorado



Dick Robinson

"Without Colorado State University, my own life would have been very different, and I never could have achieved what I have in my career. A land-grant university education means that anyone who walks out with a degree is someone you can count on. I have also served on the board of the CU Cancer Center for many years, and I know how invaluable CSU has been as a partner in its evolution and success. As a state, we all benefit from the strong collaboration, expertise, and education provided by our first-rate research universities."

Colorado State University continued

Economic Impact of Reduction

Reducing access to CSU has a long-term impact on Colorado's economy. CSU and its Colorado-based alumni account for \$4.1 billion in household income. These earnings generate \$130.8 million in state income tax revenue and \$50.2 million in sales tax revenue. CSU has historically graduated more resident students in STEM disciplines than any other Colorado campus, meeting the state's need for a highly trained workforce. Colorado's research universities bring in more than \$1.2B in federal research funds, and CSU spin-off companies have generated more than 500 private-sector jobs in the last five years in Colorado. Reduced state support impacts our ability to educate STEM workers, retain the most productive research faculty, and will lead to cutbacks in programs that encourage transfer of academic research results to the industrial sector.

Colorado State University—Pueblo

QUICK FACTS

Student headcount
5,049

Resident/non-resident
4,557 / 492

Undergraduate/Graduate
4,728 / 321

Annual graduates
840

Alumni
33,899

Employees
(faculty and staff)
563

External Research Fund
Expenditures
\$400,000

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$15,829,811	\$7,914,905
Financial Aid	\$3,367,668	\$1,683,834

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

To offset a funding reduction of this magnitude and continue to provide access to a quality education, CSU-Pueblo would have to cut costs, eliminate programs and positions, and increase tuition rates by a minimum of 40%. Given that student enrollment at CSU-Pueblo has grown 25% over the past three years and 77% of that growth is made up of resident undergraduates, Colorado students and citizens will be significantly and negatively impacted by these actions. That impact will be felt disproportionately in southeastern Colorado and by low-income, minority, and first-generation students to whom CSU-Pueblo provides real access to an affordable university education. Currently 39% of CSU-Pueblo’s resident undergraduate students receive a Pell grant and approximately one-third of our students are the first in their family to go to college. CSU-Pueblo is the only university in Colorado designated as a Hispanic Serving Institution (HSI) and is one of the most diverse institutions in the state with a minority student population of nearly 40 percent. The increase in tuition cost and the reduction in services that would be necessary to manage a 50% reduction in State funding would grossly impede the opportunity for growth and success through higher education that CSU-Pueblo provides these students.

The median family income (AGI) for undergraduate students at CSU-Pueblo who qualify for need-based financial aid is \$18,783—well below the state average. The University is committed to providing these students with access to higher education. This commitment is evidenced by its recent Commitment to Colorado pledge to use federal, state and institutional resources to cover 100 percent of the cost of base tuition and mandatory student fees for full-time Colorado resident undergraduate students who receive a Pell grant and have a family Adjusted Gross Income (AGI) of less than \$50,000. A reduction in those student assistance funding sources threatens our ability to satisfy that pledge resulting in reduced access to higher education for needy students in southern Colorado and across the state. Further, because funding has not kept pace with the University’s phenomenal growth over the past three years, CSU-Pueblo’s resources have been stretched thin to provide the instructional and support services necessary for student success, especially for those students who are underprepared academically, low-income, minority, or first-generation college students.



**Bob Rawlings, Publisher
Pueblo Chieftain**

“With virtually all of the major Colorado universities bunched around Denver, CSU-Pueblo provides access to the thousands of high school and community college graduates who live in southeastern Colorado. With the recent addition of more programs, excitement and enrollment are at record levels. That’s particularly important given our region’s historically low college participation rates and our need for economic development.”

Colorado State University—Pueblo continued

Further reductions will mean less support for high-risk students, lower retention and graduation rates, and a dramatic loss for Colorado and our economic development potential.

Economic Impact of Reduction

The total economic impact of CSU-Pueblo on Pueblo County is approximately \$128 million annually. This economic activity generates \$3.2 million in local tax revenue, and approximately 1,370 Pueblo County jobs. These benefits to the local economy would not occur if CSU-Pueblo did not exist and will be directly reduced to the extent that the University's resources and services are reduced.

Fort Lewis College

QUICK FACTS

Student headcount
3,673

Resident/non-resident
2,527 / 1,146

Undergraduate/Graduate
3,673

Annual graduates
721

Alumni
21,254

Employees
(faculty and staff)
622

FY 2010-11
Operating Budget
\$42,043,763

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$ 11,503,271	\$5,751,636
Financial Aid	\$ 1,216,947	\$ 608,474

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

Fort Lewis College would likely employ a combination of resident tuition increases and expenditure decreases to address a 50% reduction in State funding. Both strategies, taken individually or in combination, would have a severe impact on students, faculty and programs, changing the campus culture and the learning environment. Such a reduction would fundamentally alter the identity of Fort Lewis College.

The elimination of programs would mean a loss of educational opportunities and reduced access. The reduction in staffing levels would lead to increased class sizes, impacting student learning. The implementation of a significant tuition increase could result in the loss of students, which would further exacerbate the College’s long-term financial sustainability. Any strategy used to address such a draconian reduction would significantly impact the ability of the College to serve low and middle-income students. Access would be compromised as programs would be eliminated and cost of attendance would skyrocket.

The resident tuition increase required to bridge the gap quantified above would equate to 73%, or an additional \$2,467 per resident student annually, including the financial aid increases needed to mitigate the impact on low and middle-income students. Alternately, since approximately 70% of the College’s General Fund budget represents personnel costs, if a \$5.7M expenditure reduction was implemented, approximately 100 full time positions (21%) would be eliminated.

Economic Impact of Reduction

It is difficult to quantify the exact impact to the community, as it would be dependent upon the final strategy employed. However, a reduction of the magnitude shown above would be significantly detrimental to the region. As the 4th largest employer in the county, Fort Lewis College posted an estimated FY 2009-10 payroll of \$28.2M. A reduction in force would result in fewer dollars flowing through the community, while a loss of students due to tuition increases would mean fewer outside dollars coming into the Four Corners area. Fort Lewis College acts as a force for long-term stability in the local economy, offsetting the seasonal decline in tourism that occurs after the end of both the summer and winter tourist seasons. In a sense,

the College exports its services and imports income to the county through receipt of tuition and fees and student expenditures for goods and services. A 50% reduction in State funding would be detrimental to the economic vitality of the region.

“Fort Lewis College is vital to our local economy while educating close to 4,000 community leaders of tomorrow. FLC has a direct correlation to income levels and that return on investment is felt throughout our region.”

“My Dad, who taught school for 30 plus years in Westminster said, ‘An education is something no one can take away from you.’ Please don’t take it away from Durango. Funding Fort Lewis College will help fund the state of Colorado.”

**Jack Llewellyn, Executive Director
Durango Chamber of Commerce**

University of Colorado System

QUICK FACTS

Student headcount
56,432

Resident/non-resident
44,023 / 12,439

Undergraduate/Graduate
42,140 / 12,204

Professional
2,118

Annual graduates
12,799

Alumni
347,625

Employees
8,588 faculty
6,552 staff

External Research Fund
Expenditures
\$714,600,000

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$192,465,520	\$96,232,760
Financial Aid	\$19,503,949	\$9,751,975

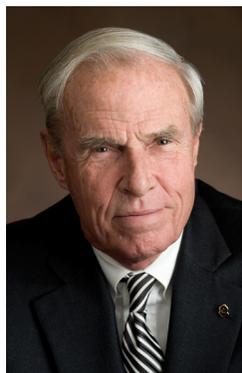
*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

A 50 percent reduction of College Opportunity Fund appropriations would result in nearly \$97 million of lost support to the University of Colorado. This would severely impact the system's ability to continue its public university mission- most significantly at the Anschutz Medical Campus which is reliant on state support to deliver health and medical programs. Over the past decade, resident students have been asked to supplant state support with tuition, while nonresident students are paying a premium to subsidize resident students. The tuition increases have driven the university to devote a significant portion of its tuition revenue to financial aid to maintain access. To this point, we have honored our public mission - the university currently provides access to nearly 30% of the state's low income students attending a four-year school. A drastic cut would topple this precarious balance.

We are one of the leanest university systems in the country, and we will continue to seek efficiencies, but these savings are marginal in relation to a 50% state reduction. As noted above, we believe we have reached the ceiling for nonresident tuition, and a significant tuition increase would jeopardize current enrollment levels. We plan to actively pursue international students, which will provide some financial benefit. Our success in seeking funded research and gifts provides resources for specific activities, but typically not classroom instruction. At the end of the day, resident students will be asked to pay a larger share of educational costs. Because university policy directs a significant portion of new revenue to financial aid, each state dollar cut is not offset by a dollar of tuition.

Economic Impact of Reduction

CU is Colorado's fourth-largest employer, with some 26,000 employees and the university contributes \$6.3 billion to the state's economy through its activities. For every \$1 of unrestricted state general fund support, CU returns \$40 to the Colorado economy. The University of Colorado is the state's primary provider of teachers, doctors, nurses, and pharmacists. Our activities go beyond research and new business creation - AMC provided nearly \$47 million in uncompensated care to low income Coloradans last year.



"In an increasingly smaller world, we need an educational environment with a global outlook, where students are prepared to work and compete on an international stage."

Bruce D. Benson, CU President, CU Alumnus
Founder of the Benson Mineral Group
Colorado Philanthropist and Longtime Education Advocate

University of Colorado—Boulder

QUICK FACTS

Student headcount
30,679

Resident/non-resident
20,536 / 10,143

Undergraduate/Graduate
25,756 / 4,389

Professional
534

Annual graduates
7,010

Alumni
213,200

Employees
3,399 faculty
3,377 staff

External Research Fund
Expenditures
\$324,600,000

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$79,419,165	\$39,709,583
Financial Aid	\$7,681,376	\$3,840,688

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

The Boulder campus is responsible for 25% of all degrees awarded in Colorado, with the campus leading in the number of baccalaureate and doctorate degrees in the state. Furthermore, CU-Boulder is recognized as a competitive national public research university. Part of CU-Boulder’s mission is to provide access to a quality education without regard to financial resources. At the Boulder campus, 20% of baccalaureate degrees are awarded to Pell Grant recipients. The CU Promise program covers tuition, fees, and book expenses for freshmen and transfers at or below the federal poverty line using federal, state, and institutional financial aid. Cuts in state financial aid will disproportionately impact students from the lowest income ranges. Based on recent award data, state financial aid is awarded to 3,160 residents with an average award of \$2,800 per student. A 50% cut in state financial aid would result in significantly fewer awards and dramatically reduced average award amounts.

CU-Boulder has built and maintained its competitive position with markedly lower financial resources per student than our peers, putting it in a “best in class” position for efficient operations. The results of an independent study showed that CU-Boulder receives 80% of the funding per student when compared to NCHEMS peers, and 30% of the state tax support per student. Institutional support, or campus administration, expense is approximately half of peer average spending. The impact of a 50% funding reduction, or \$32 million, would further strain our already efficient operations. Examples of outcomes from budget reductions include:

- Significant tuition increases for resident students
- A reduction in faculty positions resulting in larger class sizes, fewer course offerings, and less research and creative works
- Accelerated deterioration of our physical infrastructure
- Reduction in services throughout the campus ranging from student services, administration, to academic support such as for libraries and information technology.

These changes would have a negative impact to our students and could likely lead to lower graduation rates.

Economic Impact of Reduction

CU-Boulder has not only a local, but a statewide economic impact. With over 10,000 students from out-of-state and out-of-country, the state economy benefits from CU-Boulder’s programs. For the 2008-09 fiscal year, the Boulder campus generated \$2.9 billion of economic activity, with a payroll of 13,968 and a total employment impact of 26,453 jobs.

“CIMB will stimulate the Colorado biotech industry by commercialization of new discoveries, by training students in the business and scientific aspects of biotechnology, and through partnerships with regional companies.”



Thomas Cech, Nobel Laureate
CU Distinguished Professor
Director of the Colorado Initiative
in Molecular Biotechnology

University of Colorado—Colorado Springs

QUICK FACTS

Student headcount
8,493

Resident/non-resident
8,076 / 417

Undergraduate/Graduate
6,787 / 1,706

Annual graduates
1,765

Alumni
32,350

Employees
662 faculty
499 staff

External Research Fund
Expenditures
\$10,900,000

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$21,116,588	\$10,558,294
Financial Aid	\$3,527,415	\$1,763,708

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

Over the past two years, the Colorado Springs campus has reduced expenditures to maintain operations at the current level of state support. Cuts to date have included the elimination of 14.4 positions, resulting in \$1.3 million in personnel and other expenditures and \$2.0 million in operating reductions, despite increasing on campus enrollment by nearly 900 students over the past two years.

If state support including financial aid were cut another 50%, access for low-income, first-generation students would suffer. Not only would these reductions affect low income students, but middle income students will be negatively affected as well. Based on recent award data, a 50% cut in state financial aid would eliminate grants for nearly 1,000 residents or cut the average award by just over \$1,000, and such a reduction would likely have an effect on the debt levels of our students.

The Colorado Springs campus has already taken significant cuts. If state support were reduced by an additional \$9 million, the campus would be forced to look at all alternatives – it is not possible to cut \$9 million of expenditures from a \$79 million Education and General expense budget that was already millions below its peers and maintain the current operations. More students would be competing for limited class sections and time to graduation may increase. Tuition would need to increase for resident students and the southern part of the state would be disproportionately impacted by the increase in tuition, due to lower income levels in these areas.

Economic Impact of Reduction

The University of Colorado at Colorado Springs has not only a local impact, but a regional and statewide impact as well. For the 2008-09 fiscal year, the Colorado Springs campus generated \$333 million of economic activity, with a payroll of 1,915 and a total employment impact of 3,029 jobs. Reducing state support by 50% would have the direct impact of likely cutting dozens of jobs, but would have a much broader regional impact to Southern Colorado as those expenditures would not be contributing to the local and statewide economy.



Don Marostica, Executive Director
Colorado Office of Economic Development
and International Trade

“Now and in the future, Colorado’s economy will increasingly rely on citizens who have the educational background needed to match the demands of global competition. Attracting startups, green energy businesses and information technology while sustaining and growing existing industry and businesses mean Colorado must provide opportunities in higher education. Higher education provides a strong foundation that makes Colorado more competitive.”

University of Colorado—Denver

QUICK FACTS

Student headcount
14,199

Resident/non-resident
12,751 / 1,368

Undergraduate/Graduate
9,181 / 4,938

Annual graduates
3,088

Alumni
70,675

Employees
(Denver/AMC
Administration combined)
1,090 faculty
534 staff
589 admin

External Research Fund
Expenditures
\$43,200,000

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$29,947,559	\$14,973,780
Financial Aid	\$4,993,442	\$2,496,721

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

The University of Colorado Denver (UC Denver) is Colorado’s leading urban public research university. Enrollments at the Downtown Campus have been steadily growing at rates between 3% and 7% for the last five years, illustrating the demand for the educational programs offered. The Downtown Campus serves more low income students than any other research institution in Colorado. In 2009, 35% of the resident undergraduates were Pell Grant recipients. The campus is also one of Colorado’s most diverse university campuses with 38% of entering freshmen (Fall 2009) being of ethnic minority status. We are clearly meeting a critical need for education in the Metro Denver Region on the shared Auraria campus that is acknowledged to be one of the most efficiently utilized in the state.

UC Denver has already implemented budget reduction strategies such as hiring and salary freezes. We have aggressively pursued revenue enhancement strategies with exciting new programs and cost savings through efficiencies. Even as we continue to do everything possible to offset the effects of past state budget shortfalls, a cut in the order of 50% would result in:

- Substantial tuition increases with the risk of placing access to a university education out of the reach of many of our students.
- Negative effects on students’ ability to graduate “on time” due to a need to work more to pay for college.
- Insufficient resources to maintain investments in facilities, student services, faculty, etc.
- Negative effects on students, staff, and faculty leading to recruitment and retention problems.

Economic Impact of Reduction

In the 2008-09 fiscal year, the Downtown Campus generated \$540 million of economic activity, with a payroll of 2,633 and a total employment impact of 5,015 jobs. A recent national report (CEOs for Cities, The City Dividends, 2008) points out the potential multi-billion dollar economic gains for this nation’s 51 largest metro areas from increasing the four year college attainment rate by as little as 1%. Great cities require a great public university. The Downtown Campus is an integral part of a vibrant Downtown Denver. Obviously, there would be huge negative economic impacts in reducing the number of better educated workers who could earn more, pay more taxes and make businesses more productive and profitable.

“Colorado’s unique entrepreneurial spirit and innovative thinking have often come from the next generation of great minds. We rely on our university system to grow our future work force. They are the lifeblood of Colorado’s knowledge-based economy.”



**Kelly Brough, President and CEO
Denver Metro Chamber of Commerce**

University of Colorado—AMC

QUICK FACTS

Student headcount
3,171

Resident/non-resident
2660 / 511

Undergraduate/Graduate
416 / 1,171

Professional
1,584

Annual graduates
936

Alumni
31,400

Employees
(Denver/AMC
Administration combined)
3,656 faculty
1,191 staff
589 admin

External Research Fund
Expenditures
\$336,000,000



Richard Krugman, M.D.
Vice Chancellor for Health Affairs
and Dean of the CU School of Medicine

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$61,982,208	\$30,991,104
Financial Aid	\$3,301,716	\$1,650,858

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

At a time when the State of Colorado and the nation are facing drastic shortages in the ranks of healthcare professionals, adequate funding for academic health centers, including the Anschutz Medical Campus (AMC), is more critical than ever. The Colorado Department of Labor and Employment projects a 23% increase in the demand for healthcare practitioners over the next 10 years, translating to a need for almost 2,000 additional healthcare providers per year in Colorado. This projected unmet workforce need in Colorado illustrates the importance of sustaining and enhancing funding for the educational programs at the AMC. The AMC schools and college now rank at or near the bottom in state financial support when compared to their national peers. Because the schools and college at AMC have relatively few students, their ability to make up for major reductions in state funding through increased tuition revenue is extremely limited. Over the last ten years, tuition rates have doubled at the AMC in order to partially cover state funding reductions during the same period. As a result, all of the professional programs now have tuition rates that are substantially higher than the average for their public university peers. This upward trend in tuition has resulted in high student debt loads for graduates of many of the professional programs at the Anschutz Medical Campus, e.g., average debt loads of \$140,000 for MD and DDS students. Excessive debt load has a direct impact on a student's choice of where to practice, drawing students toward urban centers and away from rural locations. Debt loads also push students toward higher paying specialties and away from primary care practice. The latter is a major need of the citizens of Colorado.

Since AMC does not have the student enrollment numbers of general academic campuses, and therefore cannot make up funding reductions to the same extent by raising tuition, it has been necessary to balance budgets for the past several years by making dramatic cuts in the area of administrative support. A drastic 50% reduction in AMC's state funding will create a shortfall that cannot be sustained by the campus without damage to critical student support services and academic programs. Such an instance would result in:

- Programs increasing tuition rates to their maximum, driving students further into debt and compounding the existing shortage of a rural healthcare workforce.

"What we do at this campus is extraordinary. We care for very complex medical, surgical and other health problems, and train new generations of physicians and other health professionals to go to all corners of Colorado so people can have the health care they deserve. The future holds huge promise as our research efforts – and the biomedical complex taking shape here – continue to grow and interact, with the goal of bringing what we do from the laboratory to the patient."

University of Colorado—AMC continued

- Recruitment and retention of faculty and staff would suffer, as what little general fund support for faculty salaries is cut. Out-of-state institutions are already hiring away our top talent.
- The quality of the education, clinical, and research programs at the University will begin to erode, resulting in a downward economic spiral impacting both the University and the State.
- The AMC schools and college would draw their focus to core programs and limit academic and clinical outreach services which currently benefit the region and the state.
- Accreditation agencies will continue to raise concerns about the adequacy of financial support for the educational mission.

Economic Impact of Reduction

In FY 2008-09 the AMC generated \$2.4 billion of economic activity for the State, with a payroll of 7,367 and a total employment impact of 22,629 jobs. As the only public academic health center in the state, the AMC is key to the ongoing health and wellness of the citizens of Colorado and its economy. Further reductions in state revenue would have a direct negative impact on these numbers. An economic impact study conducted in 2009 concluded that each \$1.00 in direct expenditures at UC Denver, along with the corresponding share of student consumer spending, generated between \$1.32 and \$1.43 in additional economic activity across the state. Using this metric as a relative guide shows that a cut of \$28 million in state funding to UC Denver would result in an additional negative impact to the state of between \$37 million and \$40 million, for a total economic impact of between \$65 million to \$68 million. A 2005 report prepared by the Association of American Medical Colleges, specific to Colorado, supports similar multipliers for the School of Medicine.

Colorado School of Mines

QUICK FACTS

Student headcount
4,690

Resident/non-resident
3,297 / 1,393

Undergraduate/Graduate
3,605 / 1085

Annual graduates
908

Alumni
28,003

Employees
(faculty and staff)
923

External Research Fund
Expenditures
\$44,730,566

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$21,456,245	\$10,728,123
Financial Aid	\$1,677,690	\$838,845

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

For the Colorado School of Mines, this level of cut (60% from FY 09-10) will:

- reduce the state support to less than 5% of the total budget
- reduce the state's per student funding to \$2,530 which is only 12% of the cost of a Mines' education of \$21,000
- require tuition increases that could threaten our competitive market position and our stable enrollment, and possibly price a Mines' education out of reach for many Colorado residents
- disadvantage middle income students by essentially limiting their Mines' funded financial aid which will be used to support low income first time students in compliance with SB10-003
- threaten our ability to attract/retain top tier faculty due to delayed hiring of critical positions and loss of faculty to other universities due to salary freezes, lack of financial support for programs, higher teaching loads, and reduced research support.
- require reallocation of program funds to cover the eliminated state support of controlled maintenance in order to fund health, life, and safety priorities
- likely force personnel actions such as furloughs, layoffs, continued hiring and salary freezes.
- reduce our ability to provide required matching funds on sponsored grants and thus loss of our competitive ability to grow research

Economic Impact of Reduction

All Mines' degrees have a special focus on earth, energy, materials and the environment and over 95% of students graduate with degrees in science, engineering or math disciplines. The Denver Metro Economic Development Council cited "the ability to attract and retain technical and scientific talent" as a critical factor to the region's economic development competitive position and to a company's location decision.



Cheri Gerou
Colorado State

"Colorado's future economic growth will be driven by its ability to compete in the global marketplace for the best technical and scientific talent. Highly respected throughout the world, Mines provides the State and its residents with unique educational and research leadership in Earth, Energy, and the Environment, and the capabilities to spawn the innovation critical for job creation."

Colorado School of Mines continued

Mines' research portfolio continues to grow with expenditures in FY 09-10 reaching over \$44 million and new awards exceeding \$53 million. The \$44 million in research expenditures directly benefits local economies through job creation and retention, high tech equipment purchases, and other related spending. With the state providing only \$9.4 million in state funding, Mines returns fivefold to the Colorado economy on research expenditures alone. Any cut in state funding will inhibit our research stability and growth by dramatically reducing our ability to be competitive in obtaining research awards. We must be able to attract and retain high quality faculty and provide required competitive matching funds in order to grow or even maintain our research position which is so vital to the Colorado economy.

University of Northern Colorado

QUICK FACTS

Student headcount
12,709

Resident/non-resident
11,086 / 1,623

Undergraduate/Graduate
10,290 / 2,419

Annual graduates
2,683 (2009/10)

Alumni
134,297

Employees
(faculty and staff)
1,640

External Research Fund
Expenditures
\$182,087,798

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$40,624,090	\$20,312,045
Financial Aid	\$ 4,628,318	\$ 2,314,159

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

The University of Northern Colorado (UNC) serves the dual and complementary roles of research university and access provider to underrepresented minority students, students from low-income families and first-generation students. At UNC, 23% of students were Pell eligible for fall 2009, and 27% of those who graduated in FY2009/10 were the first in their families to earn a college degree. Educating Colorado's growing numbers of students from underserved populations requires investment in financial aid as well as in programs designed to address the unique needs of these students. Many students are less prepared for post-secondary education than students of the past, and the University's academic support programs are essential to their success.

A 50% cut in UNC's state funding would severely limit the University's capacity to serve low-income, first-time students, particularly those who are not the academic elite; necessitate larger class sizes and limitations on course offerings; harm our ability to recruit and retain the most qualified faculty; and result in lower student retention rates and longer time to graduation.

We continually work to make UNC more efficient by both reducing costs and improving our effectiveness; however, a cut of this magnitude would require the far less strategic approach of reducing financial aid, student support programs and outreach to prospective students in demographics that are historically underrepresented in higher education.

Economic Impact of Reduction

As a public research university, UNC serves as an engine for both economic and community development. The University is one of Weld County's largest employers, attracts visitors to the area, and makes the region more appealing for business ventures. Spending by UNC and its employees and students creates tax revenues, jobs and numerous indirect effects that contribute to the area's prosperity.



Bob Tointon
Greeley businessman and philanthropist

"The University of Northern Colorado, the state's leading authority in preparing educators, provides a vital resource with direct benefits for our citizens. Education is the key that unlocks doors. Further eroding funding will create inequities in enrollment opportunities for students. We all deserve the chance that education affords us to become engaged and productive members of our

University of Northern Colorado continued

The research done by UNC faculty and students addresses state priorities such as nursing, math and science teaching, and special education; augments the quality of graduate and undergraduate education at UNC; and results in public services and outreach programs that enrich our community. Because many UNC faculty focus on applied research, they are engaged in numerous partnerships with local school districts, health care providers, and government and economic development agencies.

The immediate impact on the local economy of a 50% cut in UNC's state funding would be reduced employment and spending. The long-term effects of such a cut would extend throughout the state in the form of fewer graduates in high-need areas, such as education and nursing, as well as the loss of college graduates' contributions to the economy. College graduates earn on average twice as much as those who only complete high school, with earnings averaging \$103,944 for a doctorate, \$70,358 for a Master's degree, \$56,788 for a Bachelor's degree and \$31,071 for a high school diploma or GED, according to the US Census Bureau, Current Population Survey, 2007 Annual Social and Economic Supplement.

State Board for Community Colleges and Occupational Education

QUICK FACTS

Student headcount
85,544

Resident/non-resident
53,405 / 3647

Undergraduate/Graduate
57,052

Annual Awards
(certificates and degrees)
11,091

Annual transfers
to 4-Year Institutions
9,549

Employees
3,691 faculty
2,259 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$131,965,957	\$65,982,978
Financial Aid	\$25,443,866	\$12,721,933

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

Budget cuts of this magnitude will dramatically impact the ability of our colleges to serve all Colorado students, whether they are getting an associate's degree or technical certificate, transferring to a 4-year institution, concurrently enrolling from the local high school, or receiving remedial education. However, given our college's socio-economic profiles and program offerings, these cuts will disproportionately impact our low-income, first-generation, rural, and Career and Technical Education (CTE) students.

Nearly half of all Colorado Community College System (CCCS) students qualify for federal financial aid. CCCS colleges serve 47% of all minority undergraduate students enrolled in higher education in Colorado, many of whom are first-generation students. Likely resident tuition increases and a lack of state financial aid will make it increasingly difficult for low-income and first-generation students to attend college. Those who do enroll will carry higher student debt loads and face reduced academic support services like remediation, tutoring, advising, and case management.

High-cost CTE programs in areas like nursing, dental hygiene and automotive will be cut back and, in some cases, closed, due primarily to the required low faculty-to-student ratios and high technology / space investments. These types of program reductions will impact all of our colleges, but will be felt most acutely at our rural colleges who rely heavily on full-time faculty and have higher fixed costs per student than their urban counterparts.

All of our colleges are significant economic drivers in their communities and service areas, both as a large employers in the region and as responsive providers of skilled workers for businesses. With these budget cuts, less qualified graduates will be produced and timely new program development around the latest industry needs will be hampered, curtailing economic growth in our colleges' service regions and across the state as a whole.

"Colorado community colleges are appropriately more dependent upon public funds than other post-secondary providers. Substantial cuts in State funding will have a devastating effect upon the large numbers of low-income, non-traditional students for whom access to community colleges is the only practical path to higher education."

**Dr. John Trefny, State Board member
and former President of the Colorado School of Mines**

Arapahoe Community College

QUICK FACTS

Student headcount
9,969

Resident/non-resident
5,134 / 225

Undergraduate/Graduate
5,359

Annual Awards
(certificates and degrees)
1,113

Employees
240 faculty
166 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$10,296,615	\$5,148,307
Financial Aid	\$1,874,536	\$937,268

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

A 50 percent reduction in state support and financial aid funding would have a devastating impact on the college, forcing the college to make dramatic changes in instructional delivery, student services, and operations to just keep the doors open and serve the students of the college's region. Resident tuition rates would increase while access to services and maintaining quality instruction would suffer.

The reduction in financial aid for students would most directly impact access for those Pell eligible and first-generation students in the college's service area. In FY 2009-10, 5,380 Arapahoe Community College (ACC) students received some type of financial aid, of which 2,925 were Pell eligible. 1,383 Pell eligible students received direct state financial aid, while 910 first generation students received a state award. Cutting state financial aid funding in half would drive increased reliance on loans for the college's most needy students and/or discourage them from even attending college in the first place.

Research shows that low-income and first-generation students often need additional instructional support services to be successful. With this level of cuts to the college's state support funding, these critical support services such as case management, tutoring, and supplemental/remedial instruction would be reduced or eliminated. In addition, this drop in funding would yield fewer course sections and increased class sizes, as faculty and staff positions are eliminated to meet lower funding targets. As a result, student persistence, retention and completion rates would likely drop for all students, with an acute impact on low-income and first generation students.

These cuts would also endanger the college's ability to provide workforce development services to the college's communities and businesses/industries. Many of the college's CTE programs provide apprentices or clinical interns for the local workforce, which would further deepen the unemployment gap and leave health care and other industries without skilled future employees. In addition, the ability of ACC to sustain its Parker-based center and its planned Castle Rock center would be very difficult, which would eliminate many (if not all) evening/weekend programs for working adults, community education activities, workforce training, and high school/P-20 initiatives at these centers.

"ACC is a landmark within the South Denver community and the educational community within Colorado. With the crisis facing our education system and our current economic conditions, ACC has become as important to our region's economy as any of our 4-year educational institutions in Colorado."

**Kevin Wong, South Metro Denver Chamber of Commerce
ACC Foundation Board Member**

Colorado Northwestern Community College

QUICK FACTS

Student headcount
1,377

Resident/non-resident
721 / 141

Undergraduate/Graduate
862

Annual Awards
(certificates and degrees)
160

Employees
78 faculty
65 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$3,144,850	\$1,572,425
Financial Aid	\$256,764	\$128,382

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

This level of cuts to state support and financial aid to Colorado Northwestern Community College's (CNCC) budget would severely limit its ability to deliver educational services to students within its service area. This would include higher tuition, reductions to vocational programs, faculty and staff, and possible closure of rural satellite operations.

Most of CNCC's lower income and first generation students rely on state and institutional financial aid support to pay for college. A 50% cut in financial aid, coupled with likely higher than standard resident tuition increases, would severely restrict the ability of these students to be successful in college. This, in turn, would have a negative impact on enrollment at CNCC, which creates a downward spiral of less access/services for fewer and fewer students served.

Students in vocational programs make up nearly 60% of the student population at CNCC. Many of these vocational programs, especially in the allied health/nursing fields, are among the highest cost programs on our campuses and would likely suffer significant cuts in faculty/operations as well as class availability. In addition, it is likely that the satellite centers that serve CNCC's 12,000 square mile service area and are open two-days a week would have to be closed. Since, as a rural education provider, qualified adjunct facility is difficult to find, CNCC would likely be forced to cut full-time faculty and related course offerings to meet the funding targets.

CNCC is the primary educational and workforce provider in northwestern Colorado and the largest employer in Ranglely, as well a significant provider of Post-secondary Enrollment Options partnerships with local school districts. A cut of this magnitude would make it very difficult to provide these vital functions for rural communities of northwestern Colorado and likely limit (if not curtail) long-term economic growth in the region.

"I have been doing business in Rio Blanco County for over 50 years, and I can attest first-hand to the critical role CNCC plays in helping the energy industry meet critical workforce challenges by investing in our future."

Doyle Berry
Businessperson

"I can attest to the importance of CNCC in the outlying communities of Yampa and Oak Creek. I have seen students (both traditional and adults) start at square one and go on to achieve life-changing goals."

Bobbie Vetter, Community Leader

Community College of Aurora

QUICK FACTS

Student headcount
6,293

Resident/non-resident
3,907 / 278

Undergraduate/Graduate
4,185

Annual Awards
(certificates and degrees)
641

Employees
266 faculty
139 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$8,754,466	\$4,377,233
Financial Aid	\$1,957,555	\$978,777

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

These types of drastic reductions would redefine Community College of Aurora (CCA) as an institution for those who can afford college and intend to transfer to the baccalaureate level, with a focus on high enrollment in large classes—rather than an institution that offers smaller classes tailored with technology and “beyond the book” approaches. CCA would not be able to afford accepting students who are identified as “high risk.”

Already a college with a high adjunct to full-time ratio, CCA would likely have even fewer full-time faculty on staff and severely cut tutoring, mentoring, case management and other student/academic services. In the future, due to tuition increases, this could lead to caps on enrollment and greater selectivity, in order to assure “seats” are occupied by those most likely to succeed.

A reduction of this magnitude will devastate access for low-income and first generation students. CCA’s service area includes portions that have the highest rates of childhood poverty in the metro area. Given the depth of the reductions, the services for these students that would be most impacted include: outreach to the high poverty areas; developmental/remedial educational services; the closing of high-technology, high-cost, high demand programs; streamlining offerings, thereby cutting evening and weekend classes and services; decreasing institutional scholarships; layoffs of faculty and staff, thereby increasing unemployment; eliminating successful outreach programs to the community; and pulling back on the college’s training collaboration with the military.

A study in 2004 estimated that CCA provides a significant economic multiplier to its community. Based on this multiplier, a 50 percent reduction in state support would have a \$56.6 million negative impact on the local economy due to the closing of programs, facilities, vendor expenditures, and lack of a well-trained, higher earning, and higher tax-paying workforce in the future.

“CCA has continued to provide the trained, confident and dependable workforce critical to our businesses and professions. With Aurora at center of health care and high tech military operations, to say nothing of a robust and entrepreneurial small-business community, a 50% state funding cut would be devastating. We’ve done the math. Our community would, in essence, take a \$55 to \$60 million hit. CCA not only assures the tremendous investment we have made in our infrastructure will remain secure, it ensures the future of our families.”

Kevin Hougen, President
Aurora Chamber of Commerce

Community College of Denver

QUICK FACTS

Student headcount
10,918

Resident/non-resident
6,661 / 621

Undergraduate/Graduate
7,282

Annual Awards
(certificates and degrees)
778

Employees
418 faculty
169 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$11,855,127	\$5,927,563
Financial Aid	\$3,108,758	\$1,554,379

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

This level of budget cut could dramatically limit access to higher education since Community College of Denver (CCD) is an “open-door” institution with an intentionally broad mission, providing academic remediation, transfer to four-year colleges and universities, and workforce and career training.

Those impacted most by the loss of access would be low-income and first-generation students, who constitute 3 out of every 5 students at CCD. Over half of CCD students receive state financial aid. Due to likely programmatic reductions and increased resident tuition rates, low-income and first generation students will not only have less access to course offerings, but also have more limited pathways to transfer to traditional four-year/selective admissions colleges/universities. Moreover, this would shift the economic burden largely to the student. Even those most eligible and in receipt of federal financial aid funds would receive a smaller percentage of the allowable maximum allocation because of the lack of state aid.

Due to the high cost of running programs like nursing, dental hygiene, vet tech, radiology, welding, and machining, vocational program offerings like these would need to be reduced significantly or eliminated to meet budget targets—despite these programs being in high demand by the community and leading to high paying jobs. And, due to the inability to pay for needed facilities and infrastructure, CCD may have to look at enrollment limits and reducing general education course offerings, along with the faculty and back-office staff that operate these program areas.

We know that a student population able to pursue their academic, transfer or workforce goals will be more imminently contributing to the state’s economy, both while they are in the classroom and once they have received their degree, certificate, or transfer toward a four-year degree. Increases in tuition and limited course offerings will have a negative impact on this contribution.

“Every business leader in Colorado understands the importance of the quality and accessibility of higher education for our workforce and competitiveness for our economy. The Community College of Denver provides the opportunity of access and the quality education that is critical for the success of our economy.”

John Brackney, President and CEO
South Metro Denver Chamber

Front Range Community College

QUICK FACTS

Student headcount
18,713

Resident/non-resident
11,927 / 909

Undergraduate/Graduate
12,836

Annual Awards
(certificates and degrees)
2,537

Employees
835 faculty
321 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$20,747,797	\$10,373,898
Financial Aid	\$4,618,585	\$2,309,292

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

To deal with this kind of cut, Front Range Community College (FRCC) would restrict investment in new Career and Technical Education (CTE) programs and would analyze and potentially close existing expensive CTE programs. Cuts in CTE programs would negatively impact area employers, particularly those in manufacturing and technology areas. FRCC would likely need to also restrict outreach and service to underserved populations given that these tend to be expensive students to serve. And, resident tuition rate increases would be necessary to offset some of the reductions.

Many low-income and first generation students need extra resources to succeed, including developmental studies classes with small class sizes, tutoring and lab support services, and additional advising and counseling support. All of these services are costly and would likely be at risk. FRCC would also likely need to increase average class size throughout the college, which would disproportionately affect the least academically or socially prepared students.

Without significant tuition increases, we would likely need to restrict enrollment at about 10% to 15% below our current levels. Because of impending cuts, we have kept staff FTE growth far behind student FTE growth, but these ratios cannot be sustained in the long term. Our current staffing levels cannot support current enrollment levels and if these ratios do not change (along with salary increases to retain talented employees), the quality of our educational service delivery will suffer.

A 2006 study showed that FRCC has a substantial economic impact on the college’s surrounding communities and students. For every \$1 invested in FRCC, he or she will receive a cumulative \$5.36 in higher future earnings over the next 30 years. Taxpayers see a real money “book” return of 8% on their annual investments in FRCC and recover all investments in 15 years. The State benefits from improved health and reduced welfare, unemployment, and crime, saving the public \$3.9 million per year annually that students are in the workforce. The FRCC service area’s economy owes roughly \$145.4 million of it regional income to FRCC operations and past student productivity investments. Given that FRCC’s enrollment has grown nearly 40% since 2006, these impacts and return on investment are likely much greater now in 2010.

“Over many decades FRCC has been Adams County Education Consortium’s ‘go to’ source for customized employee training, which is a great resource for retaining existing primary employers. Economic development only succeeds when a balanced public/private partnership exists with excellence infrastructure and an outstanding, educated workforce. FRCC truly ‘gets it’ on the critical subject of curriculum relevancy, which directly connects employer needs and students skills.”

Lamar Community College

QUICK FACTS

Student headcount
1,080

Resident/non-resident
645 / 118

Undergraduate/Graduate
763

Annual Awards
(certificates and degrees)
197

Employees
48 faculty
41 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$3,094,286	\$1,547,143
Financial Aid	\$431,736	\$215,868

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

The unfortunate outcome of this level of budget cuts would be higher resident tuition rates, fewer academic and occupational programs, and reduced support services for students. This will equate to a substantial decrease in access to higher education for all area students, particularly for low income and first generation students who do not have the means to relocate.

With 24.3% of area adults lacking a high school diploma and 31.5% with no college degree, regional educational attainment levels are among the lowest in the State. More than half of these students require developmental courses and aligned support services, compared to 27 percent for those with parents who have a bachelor's degree. Budget cuts of this magnitude would limit students' access to appropriate developmental coursework and support services.

19.1% of the households in Lamar Community College's (LCC) service area fall below the Federal Poverty Threshold. Surveys have indicated that one of the primary reasons students choose community colleges is their geographic location. These budget cuts will increase geographic barriers for the region's least mobile low-income students, as costly career and technology programs are scaled back or eliminated to meet budget targets. As a result, this will narrow the gateway to self sufficiency for our region's residents and limit the ability of LCC to be the primary educational resource for area residents' pathway out of poverty.

LCC is an economic driver in Southeast Colorado. Beyond the immediate impact to how LCC serves its area population, its regional economy would be significantly damaged by substantial budget reductions. In addition to being a major employer in the area, it also trains the area's workforce, provides opportunities for lifelong learning and wellness, and serves as a cultural magnet. The college also represents a critical piece in how area economic development agencies market our communities to potential investors.

"For some residents, LCC is their only hope of obtaining the credentials that allow them to move forward. For others, it is their best chance to overcome the barriers, such as no high school diploma or GED, that keep them on the edge of survival. When your main concern is food, shelter and clothing, it is difficult to do more than live day-to-day. LCC allows people to dream and achieve that dream precisely because it is here and it is accessible and affordable. LCC plays a critical role the development of a skilled workforce and opens the door to the future for the students and communities they serve."

Linda Fairbairn
Prowers County Department of Social Services

Morgan Community College

QUICK FACTS

Student headcount
1,918

Resident/non-resident
1,088 / 33

Undergraduate/Graduate
1,121

Annual Awards
(certificates and degrees)
387

Employees
120 faculty
54 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$4,508,270	\$2,254,135
Financial Aid	\$540,373	\$270,186

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

Eighty percent of the students attending Morgan Community College (MCC) rely on financial aid. With the loss of financial aid and likely increases in resident tuition rates due to this level of budget cuts, support services like tutoring, work study jobs, and enrollment services would be severely limited. In addition, significant reductions would need to be made to high cost career and technology programs as well as to rural satellite educational centers in MCC’s service area.

These budget cuts would create a division of “haves” and “have nots” in terms of access to educational opportunities. Unfortunately, in eastern Colorado, the “have-nots” represent a large portion of our constituents and the ability of low-income and first generation students to be successful will be made even more difficult. Given the magnitude of these cuts, MCC would likely need to close its four satellite centers, which provide educational services to 11,500 square miles over six counties in eastern Colorado. Necessary staffing and course offering reductions would limit the training and service capabilities of MCC to levels not seen since 1985, when MCC educated nearly 2/3 less students.

The biggest impacts to program offerings would be in the career and technology areas, particularly the very costly nursing and first-responder health programs, and concurrent enrollment with K-12 school districts. These health programs are expensive because of stringent accreditation rules regarding qualified full-time faculty to student ratios, which would make it difficult to run given the likely staffing reductions necessary to meet budget targets. Also, due to the breadth of the service area to cover, concurrent enrollment through MCC (particularly in the way MCC can deliver classes through various distance mechanisms to reach students in 27 school districts) will likely be curtailed or eliminated. The loss of these programs would have a devastating impact on both the economic infrastructure and health care services provided to communities throughout eastern Colorado.

MCC is one of the great tools we have in the Economic Development arena when we market Morgan County and Northeastern Colorado to recruit new business and to expand and retain existing business. MCC consistently promotes the growth and development of the region’s economy by providing workforce training and by building and coordinating partnerships with schools, businesses, local economic development and job training agencies, local governments and other partners in the region. MCC is truly the backbone to quality education and the future workforce for the 6 rural counties it serves.”

Northeastern Junior College

QUICK FACTS

Student headcount
2,497

Resident/non-resident
1,366 / 101

Undergraduate/Graduate
1467

Annual Awards
(certificates and degrees)
337

Employees
103 faculty
97 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$5,250,299	\$2,625,149
Financial Aid	\$749,562	\$374,781

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

This level of budget reductions would likely increase resident tuition significantly, close several high cost career and technical programs, reduce services in the areas of advising, financial aid, counseling, and administration, increase class size and reduce full-time faculty.

In FY 2009-10, Northeastern Junior College (NJC) served 1361 first-generation students in either a full or part-time capacity, approximately 35% of our student population. Given our first-generation students' higher demand and need for academic and student services like advising and counseling, cuts to these areas would present significant obstacles to their success. In addition, more than 150 NJC students transfer successfully each year to 4-year colleges and universities in the state. The freshman and sophomore education provided by NJC is economical for both the state and our students and serves to increase the number of baccalaureate degrees awarded annually in Colorado. Data supports that NJC's efficient education is also effective as our students perform as well as native students when they transfer.

Given the likely high resident tuition rate increases and cuts to state/institutional financial aid, lower and middle class students in NJC's service area will find it increasingly beyond their financial capacity to attend college and transfer into 4-year colleges to obtain additional education.

NJC is the sole career and technical training facility for Logan, Phillips, and Sedgwick Counties and a large employer in the area. Our programs in nursing, wind-technology, auto tech, and diesel technology are the fundamental providers of trained employees for institutions and organizations in Northeast Colorado. Our workforce and economy depends on the NJC supply of well trained, qualified, and certified program graduates. Many of these programs would be significantly curtailed or closed with a 50% state support budget reduction.

"NJC is a major employer in Sterling and the northeast Colorado area that is a vital contributor to the economic stability and growth in this area. NJC's monetary contribution through its employment and its quality educational programs from transfer students to specialized technical training provide a key element in the economic survival of this rural area in northeast Colorado."

Mike Lauer, CPA, NJC Alumni
Former NJC Board of Trustee and NJC Foundation

Otero Junior College

QUICK FACTS

Student headcount
1,660

Resident/non-resident
1,209 / 103

Undergraduate/Graduate
1,312

Annual Awards
(certificates and degrees)
461

Employees
78 faculty
138 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$4,688,805	\$2,344,402
Financial Aid	\$867,320	\$433,660

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

This level of state support and financial aid cut would reach across all programs at Otero Junior College (OJC), forcing an increase in resident tuition rates and class sizes, as well as a reduction in most low enrollment/high cost programs class offerings, faculty and staff, and academic student services.

Over 70% of OJC students receive some type of need-based financial aid and 30% are first-generation students. A 50% cut in state financial aid coupled with likely higher tuition rates will disproportionately hurt these student populations. Moreover, colleges like OJC that deliver services in low socio-economic regions of the state would be disproportionately impacted by these financial aid reductions.

Given their extremely high cost, programs in vocational areas such as nursing, automotive, and law academy would likely face reductions. And, student services such as advising, tutoring, and career counseling would have to be cut, negatively impacting retention and graduation rates. In addition to program and related staffing reductions, remaining faculty and staff salaries would likely continue to be frozen (and perhaps cut) while at the same time teaching and staff workload would be increased. Given this environment, retention of highly skilled faculty and staff would be very difficult, especially in the high demand areas such as health care and science.

OJC is one of the top five employers in its three county service area. Our employees and students pump hundreds of thousands of dollars into the local economy every year. OJC is one of the largest customers of many local businesses including office supply, hardware materials, construction trades, sporting goods, print and radio advertising. Any reduction in student enrollment, staffing levels, and construction spending will have very negative impacts in a region of the state with some of the lowest per capita income levels and highest unemployment levels.

“Otero Junior College is a vital part of our community. They take an active leadership role in partnering on progressive activities, working with economic development, grant writing/management and many others. Their impact is not only in Otero County, but all of Southeastern Colorado. OJC is the catalyst that pulls all of our communities together and we would not be where we are without them.”

Kevin Karney, Keith Goodwin and Jim Sandoval
Otero County Commissioners

Pikes Peak Community College

QUICK FACTS

Student headcount
13,572

Resident/non-resident
8,967 / 546

Undergraduate/Graduate
9,513

Annual Awards
(certificates and degrees)
1,595

Employees
514 faculty
344 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$16,911,634	\$8,455,817
Financial Aid	\$4,526,333	\$2,263,166

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

Continued cuts to these levels of funding would most certainly lead to increasing resident tuition rates and diminished levels of customer service and higher staff turnover rates. In order to absorb a cut of this magnitude indefinitely, the college would be forced to eliminate spending on capital improvement projects and continue to freeze staff and faculty salaries.

In the Fall term of 2009, 45% of all students and 53% of all entering students were first-generation. In the same semester, 44% of all students and 45% of all entering students were low-income. As tuition rates continue to climb and state funding continues to be cut, these students will increasingly rely on student loans (and the future debt burden this entails) or they may simply choose to not to pursue a college education for lack of financial resources.

The economic impact of Pikes Peak Community College (PPCC) in 2005 was conservatively estimated at \$150 million in additional economic activity. An estimated 20% of business investment in the Pikes Peak Region would likely not have occurred without workforce and development training provided in large part by PPCC. PPCC trains approximately 50% of the early responders (EMT, Fire, Police, and Homeland Security technicians) for Southern Colorado. PPCC also provides a major portion of the health care support personnel, such as nurses and diagnostic technicians, for regional hospitals and health care providers.

Cuts to financial aid and state support will reduce the opportunity for students to obtain the education and training in order to get good jobs and contribute to the economic and social well-being of the region’s communities. This reduction in a skilled workforce will not only reduce income levels, it will also reduce the overall economic stability and viability of southern Colorado. A 50% cut in state and financial aid would be devastating to the regional economic and social infrastructure of Southern Colorado.

“From my viewpoint, a cut of 50 percent to the PPCC budget would be devastating, especially at a time when we desperately need effective, affordable education programs for our citizens. The current workforce dilemma in the United States is the lack of skilled workers and artisans who can operate a machine, administer a computer system or serve in a hospital. Community colleges serve that need.”

**David L. White, Executive Vice President of Marketing
Colorado Springs Regional Economic Development Corporation**

Pueblo Community College

QUICK FACTS

Student headcount
6,592

Resident/non-resident
4,571 / 132

Undergraduate/Graduate
4,703

Annual Awards
(certificates and degrees)
1,106

Employees
481 faculty
155 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$11,122,609	\$5,561,304
Financial Aid	\$3,429,124	\$1,714,562

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

A budget cut of this magnitude would lead to increased resident tuition rates and reductions of staffing and program offerings at Pueblo Community College (PCC), as well as possible reductions in geographic access in rural areas of the PCC service area.

At PCC, 48 percent of the students are Pell eligible students, which are primarily low income and first-generation students. If state support were reduced by 50%, this would have a detrimental impact to students who are low income and first generation since financial aid is a primary source of financial support during their educational experience. In addition, likely cuts to academic and administrative student services like financial aid, enrollment services, and mentoring would disproportionately impact these students.

Programs that have high costs and restricted enrollments, like nursing and dental hygiene, may have to be cut if funding is reduced dramatically, due to the high technology replacement costs and lower student-to-faculty ratio requirements. Moreover, controlled maintenance funding currently dedicated to facilities and campus infrastructure would likely be redirected to help cover operating budget cuts, leaving a financial void in caring for state assets.

PCC serves the Pueblo, Durango, Fremont and Cortez communities and budget cuts of this size would see program offerings and service levels be diminished in these areas. Recently expanded service offerings into southwestern Colorado would be significantly impacted by both the operating and financial aid reduction but also due to the likely higher resident tuition rates. The non-resident tuition rate at San Juan College in New Mexico is already less than the PCC resident tuition rate. As resident tuition rises to partially offset budget reductions, this gap will grow and leave many southwestern residents little financial choice but to attend college out-of-state, taking (possibly forever) out of Colorado the economic benefits that accrue to those with a post-secondary education.

“Investment in people is our best hope for the future. Reducing funds to our community colleges would significantly reduce opportunities for people who, in this economy, need them more than ever before. Our community colleges are the last best hope for a significant number of people within our community.”

Red Rocks Community College

QUICK FACTS

Student headcount
9,143

Resident/non-resident
5,792 / 282

Undergraduate/Graduate
6,074

Annual Awards
(certificates and degrees)
1,215

Employees
247 faculty
240 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$11,278,014	\$5,639,007
Financial Aid	\$2,021,071	\$1,010,535

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

A budget cut of this size would force a substantial increase of resident tuition rates, coupled with the reduction and possible elimination of high cost programs, academic support services, student support programs, and full-time faculty and staff positions.

The combination of higher tuition and reduced availability of tutoring, student internships, and faculty mentoring would have a disproportionate impact on first-generation and low income students—the students who can least afford to take out additional loan debt and who make the most use of Red Rocks Community College’s (RRCC) academic support services.

Given the magnitude of the budget reduction, course offerings in high-cost career and technical programs would likely be reduced and new program development would be eliminated, hampering RRCC’s ability to respond to new industry demands. Students in high-cost programs that were not eliminated would likely face higher differential tuition rates for these courses.

A cut of this magnitude would require a reduction in force of both full-time employees and large number of adjunct instructors. It would increase the unemployment rates and decrease the spending power in Jefferson County, which would have a negative effect on the local economy. Reducing the ability to adequately train a workforce in Jefferson County would contribute to business relocation and loss of new industry moving into the county. This would further exacerbate the current downturn in the economy.

A skilled workforce is key to the economic health of all communities served by RRCC. RRCC plays a significant role in producing the technical workforce for the health, energy and construction sectors in our region. Good paying technical jobs will be lost to Coloradoans as employers are forced to import these skilled workers from other states or move their operations.

“If funding at RRCC is significantly reduced, then opportunities for post-secondary education and job training will also be significantly reduced. RRCC is central to economic and cultural health of Jefferson County and funding reductions will seriously impact our ability to guide economic recovery and provide post-secondary education for our youth.”

**Dr. Cindy Stevenson, Superintendent
Jefferson County Public Schools**

Trinidad State Junior College

QUICK FACTS

Student headcount
1,812

Resident/non-resident
1,416 / 159

Undergraduate/Graduate
1,575

Annual Awards
(certificates and degrees)
564

Employees
56 faculty
118 staff

Hypothetical 50 Percent Reduction

State Funds for Higher Ed	FY10-11 Base Year	FY11-12 Hypothetical 50% Cut
State Support + ARRA Funding*	\$5,272,549	\$2,636,274
Financial Aid	\$1,062,149	\$531,074

*Includes College Opportunity Fund and State Fiscal Stabilization Funds from ARRA.

In Trinidad State Junior College's (TSJC) 8-county service area, over 80% of the population does not have a bachelor's degree. 84% of entering students did not pass at least one of the college's accuplacer tests and will require some level of remediation before attempting college-level curriculum. 92% of TSJC's 2009 fall enrollment met the federal government's low-income and/or first-generation qualification thresholds. Clearly, a budget cut of this magnitude would severely impact low income and first-generation students at TSJC, perpetuating poverty in the region and permanently altering the definition of access to higher education.

With state financial aid reduced by 50% and tuition rates likely rising substantially, students would either not attend or take fewer classes, extending the time it takes an already fragile/high risk population to attain a degree—yielding lower retention and graduation rates. A large number of these low income and first generation students at TSJC are minorities and losing their enrollment could jeopardize TSJC's federal Hispanic Serving Institution (HSI) status designation. Without this designation, TSJC would lose the ability to receive significant Title V and other grant funds—and have to shut down all the learning resources at the college that are paid for by these federal grants.

High-cost career and technical education programs will be the first to be impacted, given their lower enrollment requirements and significant technology/faculty investments. But, for TSJC, cuts at this level would require a major evaluation of every aspect of the college's operations, including all programs, course offerings, buildings, faculty/staff and satellite campuses.

TSJC serves as an "anchor" in the Trinidad and Alamosa communities and is the oldest community college in Colorado. TSJC is one of the larger employers in region and the loss of the economic multiplier of payroll and students attending TSJC would negatively impact Trinidad, Alamosa and the surrounding communities.

"Without TSJC providing training for today's career and technical jobs, the community would lose the ability to have the workforce necessary for sustainability and growth. A cut of this size would have a multiplier effect within the city and county. Families would be left unemployed. We would lose the ability to recruit new businesses and grow our existing ones. It would have devastating ramifications on the local economy."

Jenny Garduno, Mayor
City of Trinidad

Conclusion

In order for Colorado to meet the challenges presented in this report and rise to our potential as a state, we have to change course. If we do not, we are destined for a future we will regret and which will not put our state and citizens in a position to be competitive in the years ahead. The 50 percent plans included in this report illustrate what this future could look like.

In order to avert this future, we need to proceed, over time, with a course correction. The public institutions of higher education believe it will require more investment, with increased focus on priorities, creativity and accountability for results. It will also require the public institutions of higher education to innovate and think differently to increase access to higher education for students of all ages and circumstance, to strengthen our educational pipeline into college, and to achieve more effective governance.

The Higher Education Strategic Planning Steering Group presented recommendations in its Report, “The Degree Dividend” to the Governor and to the Colorado Commission on Higher Education on what Colorado can do to get higher education back on the right course for our future. The findings in this report identify the alternative.

Colorado Commission on Higher Education
1560 Broadway, Suite 1600, Denver, CO 80202