



Cost and FTE

- The Department of Higher Education is requesting a \$20 million General Fund reduction to higher education in FY 2016-17. This request is made solely for state General Fund budget balancing purposes.

Current Program

- Over 160,000 resident full-time students attend Colorado public institutions, with 45 percent of the students attending two-year and certificate granting institutions.
- Past studies have shown Colorado public higher education institutions to be among the most productive in the nation. Colorado's public higher education systems' efficiency was confirmed in a new 2015 study.
- From 2005-06 to FY 2013-14, tuition as a percent of median income increased by 78 percent. That is, Colorado median income grew by a cumulative 16 percent over this time while resident tuition grew by a cumulative 106 percent due to less state funding.
- SB14-001 capped Colorado resident tuition increases at no more than 6.0 percent for FY 2014-15 and FY 2015-16 and made significant General Fund investments in higher education to make this possible. In fact, tuition increases were considerably lower than the authorized cap in most cases.
- In 2014 the General Assembly passed HB14-1319 which allocates higher education funding based on performance outcomes. These outcomes include institutional productivity and degrees completed, student retention, STEM degrees, and low-income (Pell) students.

Problem or Opportunity

- The General Fund budget for public higher education is reduced by \$20 million in the FY 2016-17 request. The reduction is necessary in order to balance the Colorado state budget within the available revenue.

Consequences of the Base Reduction

- The HB14-1319 performance outcomes model was revised this year, pursuant to the JBC's Request for Information (RFI) and its June 2015 direction to the Department of Higher Education. Necessarily, the FY 2016-17 request with the \$20 million reduction is run through the statutory performance outcomes model.
- The reduction of \$20 million General Fund in the Colorado public higher education system may result in higher tuition increases at many institutions. Using a fairly conservative growth measure of 1.8 percent inflation (\$50.8 million) plus mandated PERA AED and SAED increases (\$5.8 million), an additional \$56.6 million is necessary for the Governing Boards just to "break even." (Note this calculation translates into around \$72 million for all higher education areas.) In this context, a reduction of \$20 million for higher education further compounds this fiscal pressure and translates into a total of \$76 million that must be generated from students through tuition. This need would translate into potential average tuition increases of 8.7 percent (median of 9.2 percent). However, the impact and corresponding tuition increases would vary significantly by institution.
- Institutions already operating with comparatively few operating funds may have difficulty enhancing the quality of educational programs and offerings and strengthening the financial positions of the institutions.
- No reductions are taken in the financial aid line items.

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Schedule 13

Funding Request for the FY 2016-17 Budget Cycle

Department of Higher Education

Request Title

R-01 Base Reduction for Public Colleges & Universities

Dept. Approval By:	<i>Devin C. Duffy</i>	<input checked="" type="checkbox"/>	Supplemental FY 2016-16
		<input type="checkbox"/>	Change Request FY 2016-17
		<input type="checkbox"/>	Base Reduction FY 2016-17
OSPB Approval By:	<i>Erin J. ... 10/24/15</i>	<input type="checkbox"/>	Budget Amendment FY 2016-17

Summary Information	Fund	FY 2015-16		FY 2016-17		FY 2017-18
		Initial Appropriation	Supplemental Request	Base Request	Change Request	Continuation
Total		\$3,428,876,584	\$0	\$3,428,876,584	(\$38,181,905)	(\$38,181,905)
FTE		23,412.5	0.0	23,412.5	0.0	0.0
Total of All Line Items Impacted by Change Request	GF	\$873,738,946	\$0	\$873,738,946	(\$20,000,000)	(\$20,000,000)
	CF	\$2,108,466,003	\$0	\$2,108,466,003	\$0	\$0
	RF	\$646,671,635	\$0	\$646,671,635	(\$19,181,905)	(\$19,181,905)
	FF	\$0	\$0	\$0	\$0	\$0

Line Item Information	Fund	FY 2015-16		FY 2016-17		FY 2017-18
		Initial Appropriation	Supplemental Request	Base Request	Change Request	Continuation
Total		\$294,582,047	\$0	\$294,582,047	(\$12,935,515)	(\$12,935,515)
FTE		0.0	0.0	0.0	0.0	0.0
04. College Opportunity Fund Program - Stipends for Public Students	GF	\$294,582,047	\$0	\$294,582,047	(\$12,935,515)	(\$12,935,515)
	CF	\$0	\$0	\$0	\$0	\$0
	RF	\$0	\$0	\$0	\$0	\$0
	FF	\$0	\$0	\$0	\$0	\$0

Total		\$1,506,375	\$0	\$1,506,375	(\$40,170)	(\$40,170)
FTE		0.0	0.0	0.0	0.0	0.0
04. College Opportunity Fund Program - Stipends Eligible FTE Students - Private Institutions	GF	\$1,506,375	\$0	\$1,506,375	(\$40,170)	(\$40,170)
	CF	\$0	\$0	\$0	\$0	\$0
	RF	\$0	\$0	\$0	\$0	\$0
	FF	\$0	\$0	\$0	\$0	\$0

Total		\$236,955,791	\$0	\$236,955,791	(\$3,070,369)	(\$3,070,369)
FTE		0.0	0.0	0.0	0.0	0.0
04. College Opportunity Fund Program - Fee-for-Service Contracts With State Institutions	GF	\$236,955,791	\$0	\$236,955,791	(\$3,070,369)	(\$3,070,369)
	CF	\$0	\$0	\$0	\$0	\$0
	RF	\$0	\$0	\$0	\$0	\$0
	FF	\$0	\$0	\$0	\$0	\$0

Total		\$116,133,797	\$0	\$116,133,797	(\$3,176,021)	(\$3,176,021)
FTE		0.0	0.0	0.0	0.0	0.0
04. College Opportunity Fund Program - Fee-for-Service Contracts/State Institutions/Specialty Educ.	GF	\$116,133,797	\$0	\$116,133,797	(\$3,176,021)	(\$3,176,021)
	CF	\$0	\$0	\$0	\$0	\$0
	RF	\$0	\$0	\$0	\$0	\$0
	FF	\$0	\$0	\$0	\$0	\$0

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COLORADO
Department of Higher Education

John W. Hickenlooper
Governor

Lt. Gov. Joseph Garcia
Executive Director

FY 2016-17 Base Reduction | November 1, 2015

Department Priority: R-1 (Base Reduction)
Request Detail: Base Reduction for Public Colleges and Universities

Summary of Incremental Funding Change for FY 2016-17	Total Funds	General Fund
Operational Funding Reduction for Public Colleges and Universities	(\$39,181,905)	(\$20,000,000)

The Department of Higher Education requests a decrease of \$20.0 million General Fund (\$39.2 million total funds) for FY 2016-17. The General Fund request is made solely due to state budget balancing needs. The request is comprised of the following components: (1) a reduction to the College Opportunity Fund for Governing Boards of \$19,181,905; (2) a calibrative adjustment to COF private stipends which results in a reduction of \$40,170; (3) a reduction of \$482,099 to local district junior colleges and (4) a reduction of \$295,826 to public area vocational schools. The Governing Board COF reduction is also adjusted in the reappropriated funds to the Governing Boards appropriation, consistent with the statutory COF methodology.

The reduction of \$20 million General Fund in the Colorado public higher education system may result in higher tuition increases at many institutions in FY 2016-17. Using a fairly conservative growth measure of 1.8 percent inflation (\$50.8 million) plus mandated PERA AED and SAED increases (\$5.8 million), an additional \$56.6 million is necessary for the Governing Boards just to "break even." (Note that this calculation translates into around \$72 million for all higher education areas.) In this context, a reduction of \$20 million for higher education further compounds this fiscal pressure and translates into a total of \$76 million that must be generated from students through tuition. This need would translate into potential average tuition increases of 8.7 percent (median of 9.2 percent). However, the impact and corresponding tuition increases would vary significantly by institution.

Detail on the Base Reduction

The Department requests a decrease of \$20 million General Fund for public colleges and universities operating budgets. The request is comprised of the following components:

Funding Area	General Fund
Governing Boards	(19,181,905)
Local District Junior College	(482,099)
Area Vocational School	(295,826)
COF - Private Stipends	(40,170)
Total	(20,000,000)

Governing Boards (\$19.2 million General Fund reduction). The \$20 million overall reduction to higher education calculates to a \$19.2 million General Fund reduction to Governing Boards, or 3.0 percent. The reduction to each Governing Board reflects the reduction of funding as implemented through the revised HB14-1319 allocation model.

Governing Board	FY 2015-16	FY 2016-17	Change	Percent Change from Prior Year
Adams	14,121,017	\$13,847,673	(273,344)	-1.94%
Mesa	24,465,356	\$23,653,557	(811,799)	-3.32%
Mines	20,547,328	\$20,155,942	(391,386)	-1.90%
CSU	134,660,184	\$130,420,511	(4,239,673)	-3.15%
CCCS	153,549,541	\$148,542,857	(5,006,684)	-3.26%
Ft. Lewis	11,822,422	\$11,255,570	(566,852)	-4.79%
Metro	50,153,399	\$49,688,568	(464,831)	-0.93%
CU	184,615,667	\$180,531,397	(4,084,270)	-2.21%
UNC	41,092,729	\$38,045,385	(3,047,344)	-7.42%
Western	11,643,992	\$11,348,270	(295,722)	-2.54%
Total	646,671,635	627,489,730	(19,181,905)	-2.97%

Local District Junior Colleges (\$482,099 General Fund reduction). The decrease for Local District Junior Colleges is taken at the same percent decrease as the Governing Boards (per statute).

	FY 2015-16	FY 2016-17	Change	% Change
CMC	7,452,827	7,231,728	(221,099)	-3.0%
Aims	8,797,792	8,536,792	(261,000)	-3.0%
Total	16,250,619	15,768,520	(482,099)	-3.0%

Area Vocational School (\$295,826 General Fund reduction). The decrease applied to Area Vocational Schools is the same percent decrease as the Governing Boards (per statute).

	FY 2015-16	FY 2016-17	Change	% Change
AVS	9,971,721	9,675,895	(295,826)	-3.0%

COF - Private Stipends (\$40,170 General Fund reduction). The decrease for the COF private stipends line item is based on the proposed \$73 COF per credit hour rate (currently \$75). Statute provides for this line item to be funded based on half of the COF stipend rate.

	FY 2015-16	FY 2016-17	Change
SFTE	1339.0	1339.0	-
1/2 COF credit hour	37.5	36.5	(1.00)
Subtotal	50,213	48,874	(1,339)
Credit Hours	30	30	-
Subtotal	1,506,375	1,466,205	(40,170)

Context of the Higher Education Base Reduction

The base (budget) reduction is submitted amid an environment of significant change in higher education accountability and greater information and evaluation about higher education costs. This year, two primary budget related efforts have been undertaken in Colorado higher education. First, the General Assembly passed and the Department implemented HB14-1319 which required a performance funding system for higher education. Over the last few months, the Department has also significantly revised the HB14-1319 performance outcomes model pursuant to the JBC RFI and the JBC's June 2015 direction to the Department. All adjustments in the budget are implemented through this revised model. Secondly, the Department performed detailed evaluations on higher education costs and on the relationship of those costs to tuition. This information has provided for a greater understanding of higher education costs, tuition, and the impact of this budget reduction.

Higher Education Performance Outcomes Model

In 2014, the General Assembly passed HB 14-1319, requiring that the system of public higher education be allocated funding using a performance outcome model. After an extensive outreach process, the Department implemented this model and presented the final version for FY 2015-16 in January 2015. The Joint Budget Committee added an RFI to the FY 2015-16 Long Bill asking for the Department to evaluate key metrics within the initial model. This RFI was the subject of the JBC's June 2015 meeting with the Department. Among other changes, the JBC requested a model that was more intuitive and one which addressed concerns about duplicative impacts based on the weighting and utilization of the selected variables, as well as other policies, such as financial aid. To address the RFI, the Department spent the summer months meeting with its higher education stakeholders to get feedback on making the model more intuitive, while also adding sustainability in times of decreased funding. As a result of these meetings, and numerous variations of the model, the Department has a recommended model, which addresses the issues from the RFI and achieves the Department's goals of being simple, sustainable and intuitive. This model is used to implement the FY 2016-17 budget request. Detail on the new model is contained in the Department's "Higher Education Funding Allocation Model, Final Report" report which responds to the statutory reporting requirement included in HB14-1319 as well as the RFI (see HB14-1319 tab within FY 2016-17 budget request).

Colorado Higher Education Costs

2015 Colorado Higher Education Cost Study Shows Colorado Cost Containment

The Colorado Department of Higher Education contracted with the National Center for Higher Education Management Systems (NCHEMS) to perform an analysis of higher education costs in Colorado, and how these compared to national costs ("Why Higher Education Costs are What They Are" June 30, 2015). According to the NCHEMS report, the majority of costs at Colorado public institutions of higher education are a direct result of faculty and staff compensation. Remaining costs include supplies and operating expenses (utilities, insurance, office and laboratory supplies, maintenance of plant etc.), interest and depreciation. Among the findings, the study found:

- Colorado institutions have fewer resources to expend on activities designed to fulfill their missions than do other similar institutions elsewhere in the country.
- Colorado institutions are spending an increasing share of their resources on faculty and staff.

- Colorado institutions are more reliant on part-time faculty than their national counterparts.

Colorado Higher Education Core Base Costs

The U.S. Census Bureau’s report on state government employment and payroll data for March 2013 shows that 56 percent of all State of Colorado government employees are working in public higher education. According to the Department of Personnel and Administration’s June 2015 Workforce file, nearly one in four (24.2 percent) of the state’s classified employees are working at a public institution of higher education. An even greater percentage of the total state workforce is found in public higher education.

However, the state does not provide a direct increase in funding for these employees for cost-of-living and health, life and dental insurance through regular compensation common policies. Instead, such costs would be funded through additional state funding, tuition, or from internal reductions taken. At a minimum, these costs (e.g., supplies, utilities, employee cost of living increases and benefits) will increase by inflation from FY 2016 to FY 2017.

As with all departments with state employees, institutions of higher education will have to pay for the increases to employee benefits that result from the PERA Amortization Equalization Disbursement (AED) and Supplemental Amortization Equalization Disbursement (SAED). The increase from FY 2015-16 to FY 2016-17 for AED and SAED increases are 0.4% and 0.5% respectively, for a total increase to a PERA-covered employee’s benefits of 0.9%. This requirement costs \$5.8 million. Based on this request, this mandate will need to be absorbed within the reduced institutional budgets or passed on to students and families.

Education and General Expenses (E&G) are a subset of expenses which includes education and related expenses plus state funded research. At public institutions of higher education these cost centers are primarily funded by two sources: (1) General Fund appropriations from the state, and (2) students and families from tuition. For the context of the FY 2016-17 base costs and the associated tuition impact that this request may generate, the Department applied a OSPB September 2015 projection of 1.8 percent CPI to Education and General (E&G) costs of \$2.8 billion in FY 2016-17. Education and General (E&G) costs are derived from institutional 2014 Budget Data Book submissions, FY 14-15 estimates. This conservative inflationary based calculation on a prior year E&G base yields estimated costs of \$50,844,901.

The Department then calculated the mandatory AED and PERA costs that institutions must pay. For the calculations of PERA AED and SAED increases, total PERA salaries were calculated from the FY 2014-15 estimate in the October 2014 Budget Data Book submissions. This sum calculates to an increase of \$5,754,918 which would need to be funded by institutions in FY 2016-17.

Thus, for FY 2016-17 a conservative estimate of total base costs for Governing Boards is \$56,599,819, assuming 1.8 percent CPI of \$50,844,901 and PERA AED and SAED costs of \$5,754,918. In total, the \$56.6 million baseline need translates into 2.0 percent on the \$2.8 billion E&G base.

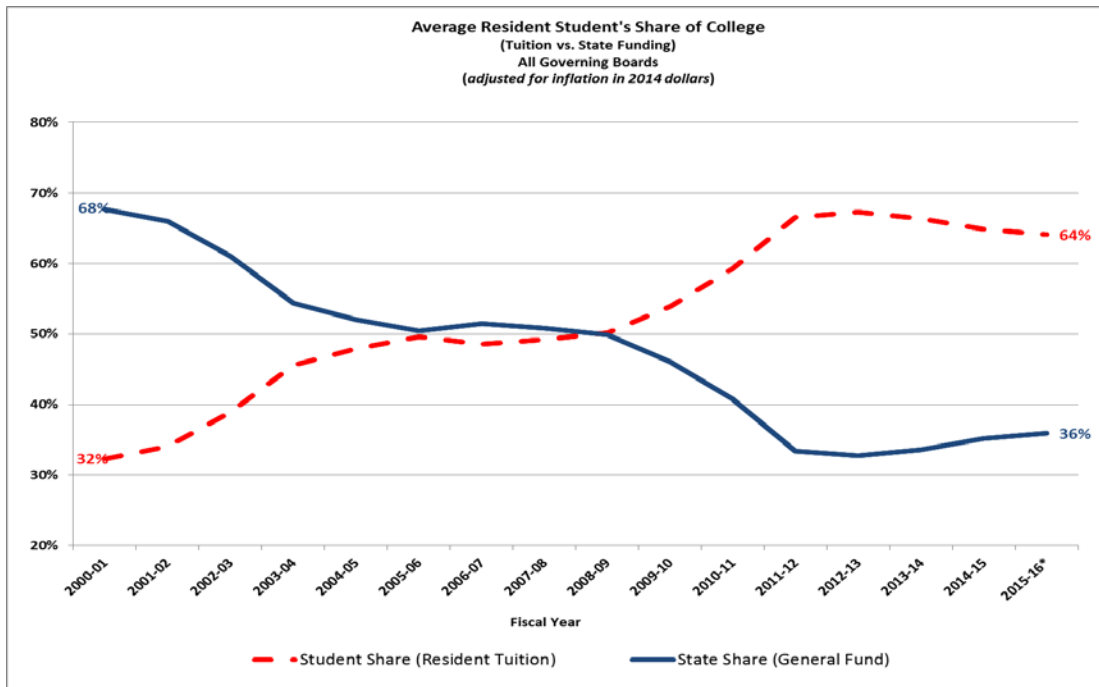
Governing Board	E&G Inflation	PERA AED and SAED	TOTAL Costs (Inflationary and PERA)	GF Reduction (through Model)	TOTAL Impact for Governing Boards
Adams	593,721	63,482	657,203	273,344	930,547
Mesa	1,416,423	116,049	1,532,472	811,799	2,344,271

Governing Board	E&G Inflation	PERA AED and SAED	TOTAL Costs (Inflationary and PERA)	GF Reduction (through Model)	TOTAL Impact for Governing Boards
Mines	2,775,683	502,747	3,278,430	391,386	3,669,817
CSU	10,214,506	698,542	10,913,048	4,239,673	15,152,721
CCC	7,461,491	1,972,788	9,434,279	5,006,684	14,440,963
Ft. Lewis	945,523	59,692	1,005,215	566,852	1,572,067
Metro	2,845,647	354,525	3,200,172	464,831	3,665,003
CU	21,520,922	1,743,671	23,264,593	4,084,270	27,348,862
UNC	2,588,607	205,099	2,793,706	3,047,344	5,841,050
Western	482,379	38,322	520,701	295,722	816,423
TOTAL	50,844,901	5,754,918	56,599,819	19,181,905	75,781,724

Tuition Costs and Relationship to Higher Education Costs

Tuition increases are a function of higher education costs relative to an institution's ability to generate dollars (either General Fund or tuition) to cover those costs. Costs (such as the \$75.8 million noted above) which are not funded by General Fund may need to be supported through tuition increases. The last 15 years have witnessed a marked reversal in who bears the burden for higher education costs. As General Fund is reduced, tuition increases make up the difference – resulting in more costs for students and families. From 2005-06 to FY 2013-14, tuition as a percent of median income increased by 78 percent. That is, Colorado median income grew by a cumulative 16 percent over this time while resident tuition grew by a cumulative 106 percent due to less state funding.

In FY 2000-01, the state covered 68 percent of the cost of college, while students and families picked up 32 percent. By FY 2011-12, those numbers had reversed: students and families were covering two-thirds of the costs and the state was paying for a third.



Since FY 2010-11, resident undergraduate tuition increases have varied across public institutions. The table below illustrates the increases.

Comparison of Resident Undergraduate Tuition Rates FY 2010-11 to FY 2014-15					
Institution	FY 2010-11	FY 2014-15	4 Yr. Increase	4 Yr. % Increase	Annualized
CU Boulder	7,018	9,048	2,030	28.9%	7.2%
CU Co Springs	6,270	7,710	1,440	23.0%	5.7%
CU Denver	6,216	8,760	2,544	40.9%	10.2%
CSU Fort Collins	5,256	7,868	2,612	49.7%	12.4%
CSU Pueblo	4,068	5,824	1,756	43.2%	10.8%
Fort Lewis	3,380	5,544	2,164	64.0%	16.0%
UNC	4,680	6,024	1,344	28.7%	7.2%
Adams	2,952	5,160	2,208	74.8%	18.7%
Colorado Mesa	5,480	6,812	1,332	24.3%	6.1%
Metro	3,107	4,973	1,866	60.1%	15.0%
Western State	3,422	5,539	2,117	61.9%	15.5%
Mines	11,550	14,790	3,240	28.1%	7.0%
Community Colleges	2,888	3,747	859	29.7%	7.4%

Source: CCHE Tuition and Fees Report, FY 2014-15. Assumes 30 credit hours.

Sector	FY 2010-11	FY 2014-15	4 Yr. Increase	4 Yr. % Increase	Annualized
Ave. 4 Year Inst.	4,939	6,896	1,957	39.6%	9.9%
CU/CSU/Mines	7,941	10,569	2,627	33.1%	8.3%
Other 4 Years Inst.	4,397	6,261	1,863	42.4%	10.6%

Recent Efforts to Slow Tuition Increases

Recent investments by the General Assembly slowed what had been a high rate of growth in tuition rate increases. Specifically, SB14-001 capped tuition at 6.0 percent for FY 2014-15 and FY 2015-16 and provided \$60.0 million General Fund in FY 2014-15 for this purpose (along with additional funding for financial aid). Funding to continue this tuition cap for FY 2015-16 was provided through the Long Bill appropriation, SB15-234. These increases in state appropriations resulted in a steady buy-down of the student and family share of the costs of college, so that in FY 2016, the state will be paying for 36%.

Resident Undergraduate Tuition Rates FY 2013-14 to FY 2015-16						
Institution	FY 2013-14 Tuition	FY 2015-16 Tuition	Increase	% Increase	Annualized	
CU Boulder	8,760	9,312	552	6.3%	3.2%	
CU Co Springs	7,470	7,980	510	6.8%	3.4%	
CU Denver	8,460	9,090	630	7.4%	3.7%	
CSU Fort Collins	7,494	8,301	807	10.8%	5.4%	
CSU Pueblo	5,494	6,159	665	12.1%	6.0%	
Fort Lewis	5,232	5,856	624	11.9%	6.0%	
UNC	5,748	6,372	624	10.9%	5.4%	
Adams	4,872	5,448	576	11.8%	5.9%	
Colorado Mesa	6,438	7,185	747	11.6%	5.8%	
Metro	4,691	5,222	531	11.3%	5.7%	
Western State	5,275	5,844	569	10.8%	5.4%	
Mines	14,400	15,225	825	5.7%	2.9%	
Community Colleges	3,585	3,915	330	9.2%	4.6%	

Source: Colorado Dept. of Higher Education. Assumes 30 credit hours.

Institution	FY 2013-14 Tuition	FY 2015-16 Tuition	Increase	% Increase	Annualized	
4 Year Average	7,028	7,666	638	9.1%	4.5%	
CU/CSU/Mines	10,218	10,946	728	7.1%	3.6%	
Other 4 Years	5,964	6,573	608	10.2%	5.1%	

Operational Impact of the Budget Reduction:

The reduction equates to about a 3.0 percent decrease in total General Fund to public institutions of higher education. The reduction could result in higher tuition increases. Institutions already operating with comparatively few operating funds may have difficulty enhancing the quality of educational programs and offerings and strengthening the financial positions of the institutions.

In order to estimate that potential tuition impact associated with this budget request, the table below takes the \$56,599,819 core base costs for FY 2016-17 (noted earlier) and adds the \$19,181,905 General Fund reduction for Governing Boards (discussed earlier). The sum of these components adds to \$75,781,724 which Governing Boards would need to generate to cover base costs.

The table below calculates the total dollars generated from for each 1.0 percent increase in tuition. This is calculated in total and by individual Governing Board. For the total Governing Board budget (aggregated), each 1.0 percent increase in tuition generated \$9,143,675 for Governing Boards. The \$75,781,724 “base

costs” calculation is then divided by the figure of \$9,143,675 (albeit by Governing Board) to estimate the potential tuition impact.

Governing Board	TOTAL of Inflationary Increase and GF Reduction	Total Raised by 1% Tuition Increase	% Tuition Increase Needed to Cover (only) Core Costs and GF Reduction
Adams	930,547	94,918	9.8
Mesa	2,344,271	454,022	5.2
Mines	3,669,817	519,482	7.1
CSU	15,152,721	1,638,346	9.2
CCC	14,440,963	1,957,771	7.4
Ft. Lewis	1,572,067	115,664	13.6
Metro	3,665,003	810,792	4.5
CU	27,348,862	2,975,541	9.2
UNC	5,841,050	491,053	11.9
Western	816,423	86,087	9.5
TOTAL	75,781,724	9,143,675	8.3

As the table above indicates, the range of tuition increases is substantial. Using this metric, the calculated tuition increase is over 8.0 percent (median of 9.2 percent). However, the impact and corresponding tuition increases would vary significantly by institution.

It is important to note that this estimate does not include costs above inflation, additional salary increases, or strategic improvements, including but not limited to maintaining the current quality of educational programs and offerings. The analysis conducted by the Department incorporates these factors not captured in the cost estimate by applying a *Cost plus Policy* basis for analyzing and determining the tuition recommendation. This allows for the recommended tuition limit, if applicable, to capture each institution’s own unique niche – reflecting competitive environments, level of state support, and other distinct characteristics.

Based on this analysis, if the state meets the entire minimum cost estimate, institutions would require lower tuition rate increases, in order to pay for mandatory cost increases and strategic improvements. As illustrated below, if the state is unable to cover these minimum costs, tuition rate increases are likely to continue rising.

The CCHE tuition policy for FY 2016-17 (and thereafter) was developed in response to the requirement in HB14-1319. This policy is discussed in greater detail in the CCHE Tuition Policy tab in the budget binder. However, in the context of this budget request which contains a budget decrease, the Colorado Commission on Higher Education (CCHE) tuition recommendation is for Governing Board tuition flexibility. Specifically, the CCHE recommendation for FY 2016-17 is that there will be no restrictions on tuition levels set by governing boards if funding falls below FY 2015-16 levels, which this request seeks to do.

Assumptions and Calculations

This request assumes a forthcoming FY 2015-16 supplemental, which moves \$277,495 from the University of Colorado's Fee-for-Service amount to their Specialty Education Program (SEP) Fee-for-Service amount to correct for CDHE staff error, passes. For the initial FY 2015-16 University of Colorado allocations CDHE staff used in the FY 2016-17 funding allocation model, \$277,495 was moved from CU's section 23-18-303, C.R.S. Fee-for-Service amount to the CU Specialty Education Program Fee-for-Service. The statutorily required proportional reductions to SEP were calculated with the additional \$277,495 in CU's SEP fee-for-service amount.

For additional details and descriptions of the weights & metrics used in the funding allocation model, as well as more information about the results of the FY 2016-17 run of the funding allocation model, please see Appendix A, "Higher Education Funding Allocation Model, Final Report".

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COLORADO

**Colorado Commission on
Higher Education**

Department of Higher Education

2016-17
COLORADO HIGHER EDUCATION FUNDING
ALLOCATION MODEL

October 2015

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CONTENTS

Introduction	3
Overview of the Higher Education Funding Allocation Model	4
Review Process and Changes to the Higher Education Funding Allocation Model	5
Funding Allocation Model Definitions and Weights	7
FY 2016-17 Higher Education Funding Allocation Model	13
Department Response to Joint Budget Committee Requests for Information	17

Introduction

Each year, the Department prepares and the Colorado Commission on Higher Education (CCHE) approves an annual budget request for public colleges and universities, along with a student financial aid calibration. Pursuant to the enactment of H.B. 14-1319, allocations to governing boards are determined through the new higher education allocation and each year thereafter, the November 1 budget request shall include:

- (a) A detailed description of the fee-for-service contract factors, metrics, and values assigned for each
- (b) Specific details for each institution on how the fee-for-service contract is applied, the level of funding requested for each factor and metric.

Following the implementation of the new allocation model for FY 2015-16, the Department, governing boards and CCHE recognized refinements were needed. Beginning in spring 2015, the Department of Higher Education (DHE) convened a Funding Allocation Model Review Team, which was comprised of a representative from each governing board and Office of State Planning and Budgeting (OSPB), to review the allocation model, and to provide and respond to recommended changes to the model. Additionally, the Joint Budget Committee (JBC) provided seven (7) Requests for Information (RFI) related to the funding allocation model.

The overarching goals of the review process and subsequent changes to the allocation formula were to provide a simple, clear and sustainable model that implements the legislation and provides incentives to institutions to meet the policy objectives of the Colorado Commission on Higher Education's Master Plan.

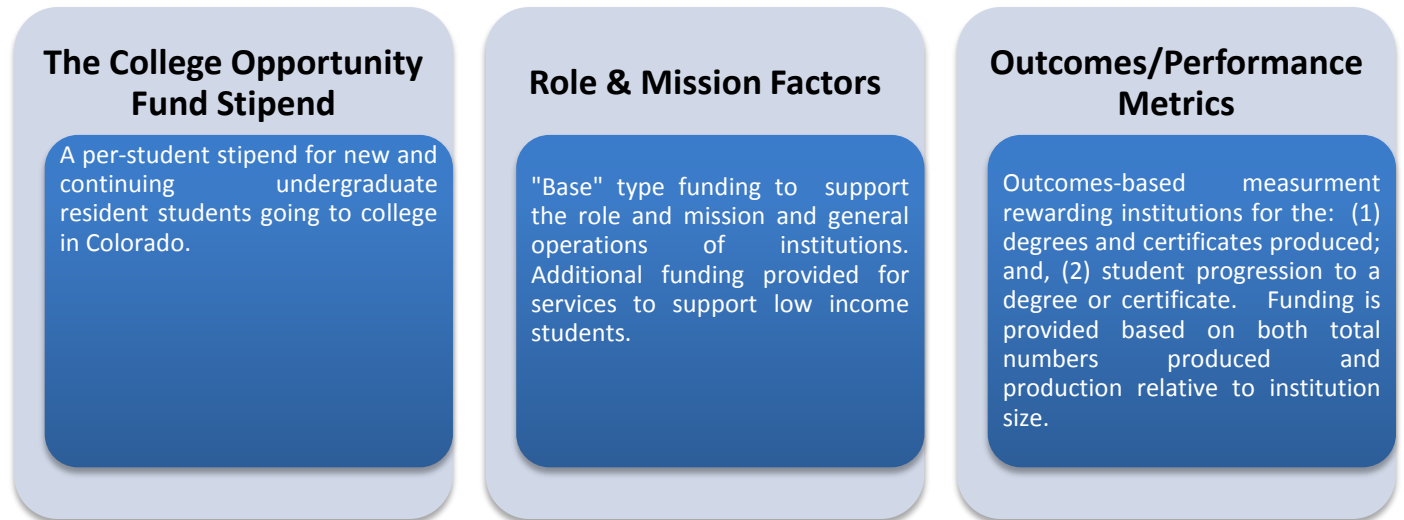
The report summarizes the higher education funding allocation model framework, changes and finalized components.

This report provides the higher education funding allocation model and includes:

- Overview of the Higher Education Funding Allocation Formula/Model
- Model review process
- Model component weights and definitions
- FY 2016-17 Model
- Response to Joint Budget Committee Requests for Information

Overview of the Higher Education Funding Allocation Model

As required by HB 14-1319, the higher education funding allocation Model consists of three sections:



Within each section there are individual components based on the statutory requirements in H.B. 14-1319:

Role & Mission:

- **Mission Differentiation** - This factor provides funding to offset programmatic costs and support for each institution's unique role and incorporates all factors outlined in the Role & Mission section of HB 14-1319.
- **Support Services for Pell-eligible Students** - Provides additional resources to institutions for meeting the needs of and providing services to low income students. The calculation is based on a percentage of the COF Stipend and the number of resident students meeting the criteria.

Outcomes/Performance:

- **Completion & Retention** - This metric rewards an institution's performance based on the number of students who transfer from a two-year to a four-year institution after completing at least 18 credit hours; number of certificates/degrees conferred; and number of students who make academic progress of 25%, 50%, and 75% in the relative two-year or four-year program.

Institutional Productivity - This metric rewards an institution's performance in relation to their size compared to the other state governing board institutions in Colorado. This addresses concerns about small institutions' inability to compete for performance dollars and recognizes rates of productivity.

Important Statutory Requirements for Appropriations

Pursuant to section 23-18-303, Specialty Education Programs, Area Vocational Schools and Local District Junior Colleges (also excludes student financial aid and capital funds) do not

receive their allocations through the model. Funding for these programs must be equal to the preceding year, plus-or-minus the same change in the Total State Appropriation.

Total State Appropriation (TSA)

Total state appropriation means, for a state fiscal year, the sum of the total amount appropriated to the governing boards of the state institutions of higher education for fee-for-service contracts determined pursuant to section 23-18-303, C.R.S and the amount of the appropriation to the college opportunity fund established in section 23-18-202, C.R.S. for student stipends. *Section 23-18-302 (10), C.R.S.*

Appropriations for Specialty Education Programs (SEP), Area Vocational Schools (AVS) and Local District Junior Colleges (LDJC)

Funding must be equal to such contract for the preceding year, plus-or-minus the same change in the *total state appropriation* and allows for a funding increase for these programs in excess of the percentage increase in the *total state appropriation*, or a decrease less than percentage decrease in the *total state appropriation*. *Section 23-18-304, C.R.S.*

Review Process and Changes to the Higher Education Funding Allocation Model

Following the implementation of the new allocation model for FY 2015-16, the Department, governing boards and CCHE recognized refinements were needed. As part of the review process, the Department utilized an inclusive and collaborative process to discuss the development and implementation of any needed modifications. This has included the formation of a Funding Allocation Model Review Team (FAMRT), which is comprised of representatives from each governing board and OSPB. Since April, this team spent countless hours working to improve the model. The overarching goals of the review process were to simplify and reduce the volatility of the model, as well as to ensure the model could work under various budget scenarios, such as funding reductions.

Additionally, the Joint Budget Committee provided seven Requests for Information (RFI) related to the funding allocation model. A majority of these RFIs focused on the complexity and lack of intuitiveness of Version 1.0 of the model. The issues raised in the RFIs were also conveyed by the JBC members during a Department update to the Committee on June 19, 2015.

The first phase of the work involved bringing the model in house to the department from the vendor, National Center for Higher Education Management Systems, and conducting a thorough technical review of every aspect of the model. The Department identified and made technical corrections, which were vetted through the Funding Allocation Model Review Team (FAMRT).

Through the second phase of work, the Department and review team addressed needed structural changes to the allocation model. After analysis and input from with the review team, Department staff and Funding Allocation Model Review Team concluded two areas needed refinements to make the model simpler and less volatile:

- The Tuition Stability Factor (Role & Mission) and its role in creating a less volatile representation of Role & Mission; and
- The influence and mechanics of the Volume Adjusted Awards (Performance), which created issues regarding the intuitiveness of model.

Changes to Role & Mission

In the 2015-16 allocation model, Role & Mission was based on three factors:

- Weighted Student Credit Hours;
- Pell as Percentage of the College Opportunity Fund Stipend; and
- The Tuition Stability Factor.

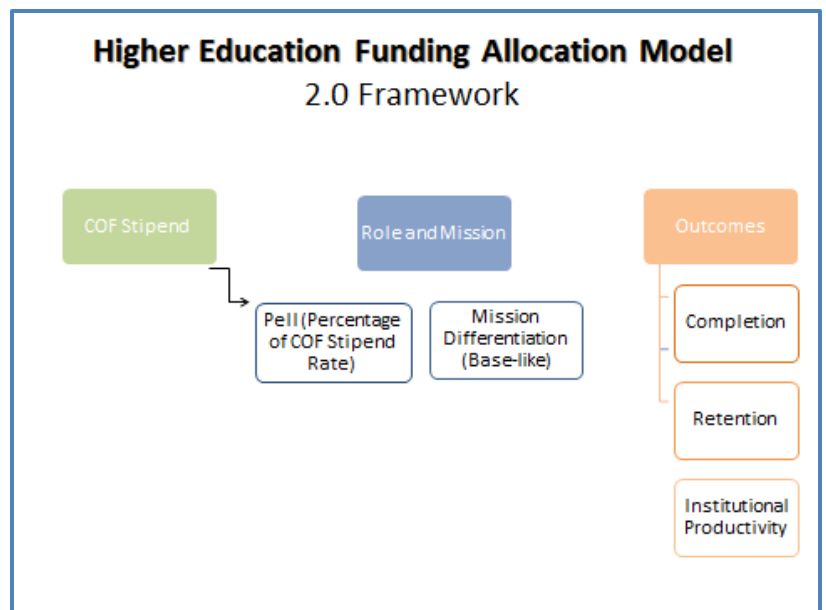
In particular, the Tuition Stability Factor was identified as area for immediate improvement. After conducting further analysis, it was also determined that the Weighted Student Credit Hour created additional volatility, as it was primarily driven by changes in production at institutions in an already production heavy model. The review team concluded that Role and Mission funding should provide a counterbalance to the enrollment/volume driven nature of the College Opportunity Fund (COF) stipend and the statutorily required counts of awards conferred on the Performance side of the model.

Solution

Change the nature of Role and Mission funding: Capture the role and mission of each governing board (i.e., size, location, selectivity, cost of programs) by eliminating weighted student credit hours and the tuition stability factor and replacing these with a factor that captures “mission differentiation,” which is based on the outputs from the fiscal year (FY) 2015-16 funding allocation model along with institution type and size.

Modifications to Outcomes/Performance

Within the Outcomes/Performance component, the influence of the “Volume Adjusted Awards” metric hurt the intuitiveness of the first version of the model. However, without this metric, the entire outcome/performance component of the model would be driven by counts, making it difficult for smaller institutions, such as the high performing Colorado School of Mines, to earn performance funding.



Solution

Capping the Volume Adjusted Awards Metric and renaming it Institutional Productivity: By placing a monetary cap on this metric, any new additional dollars flow directly to the Completion and Retention Metric. Capping the amount of funding flowing through the Institutional Productivity balances the importance of increasing award attainment (counts) and the efficiency of increasing award attainment (awards per FTE student).

Funding Allocation Model Definitions and Weights

College Opportunity Fund Stipend

Student stipends are authorized under the College Opportunity Fund Program (23-18-201, et.seq.); and must be at least 52.5 percent of “total state appropriation” Section 23-18-305 (2) (a), C.R.S.

College Opportunity Fund (COF) Stipend		
Measurement in HB 14-1319 Model	Stipend Rate	% of TSA
Based on FY 2014-15 COF actuals.	\$75	54.7%

Role & Mission

The Performance metrics reward institutions for the number of credentials awarded and students transferred [23-18-303(4)(a), C.R.S.]; as well as academic progress/retention [23-18-303(4)(b), C.R.S.]. These metrics are based on the count of credentials awarded and transferred by a governing board and the student counts of those who are reaching these thresholds at each institution in a given academic year. In addition, the CCHE Funding Allocation Model includes an additional metric pursuant to 23-18-303 (4)(c), C.R.S. that rewards performance in a manner which recognizes institutional performance in relation to their size and capacity.

As required in statute, the model includes specific weights for different academic award levels and identifies STEM and health care as “high priority” programs that receive a higher weight. Additional bonuses are provided for completions awarded to and transfers of Pell-eligible students (required by statute).

Role & Mission Factor Definitions and Data Sources		
Factor	Definition	Date Source/Year
Mission Differentiation	Based on the outputs from the FY 2015-16 funding allocation model and institution type and size that represents mission differentiation for each governing board (i.e., size, location, selectivity, cost of programs). This base type figure is a one-time calculation.	Outcomes of FY 2015-16 Allocation Model
Support Services for Pell-eligible Students	Credit hours for resident undergraduate Pell eligible students summed by institution. Use Pell-eligible credit hours as a percent of the College Opportunity Fund (COF) stipend (must never be less than 10 percent of COF).	Student Unit Record Data System (SURDS)/ Academic Year

	(AY) 2014-15
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More on Mission Differentiation

The Mission Differentiation factor is calculated using the FY 2015-16 funding model allocation output for Role and Mission and Performance multiplied by the institution’s tier percentage which is based on the type of institution and number of full time equivalent students it serves (Chart A Supplemental). For example, Adams State University is in tier C5 (Comp 4 year with under 2,500 SFTE). The tier percentage of 75 percent is multiplied by the allocation of \$11,106,275 to determine their Mission Differentiation amount of \$8,329,706.

To account for the different types of institutions within a governing board, the percentage of SFTE for each institution is calculated as a percentage of the governing board total SFTE. For example, the Colorado State University governing board is comprised of CSU-Fort Collins which enrolls 85.9% of their students and CSU-Pueblo enrolls 14.1% for a total of a 100 percent. The SFTE percentage is multiplied by the governing board’s model outcomes to create an individual dollar amount for each institution (Chart A, Column G) to then be multiplied by the tier percentage, which generates their Mission Differentiation amount.

Mission Differentiation by Institution								
A	B	C	D	E	F	G	H	I
Type	Institution	Tier	FY 2015 SFTE	SFTE Percentage of Governing Board Total	15-16 Model Outcomes by Governing Board	15-16 model Outcomes * % SFTE (E*F)	Tier Percentage (See Supplemental Chart)	Mission Differentiation (G*H)
Research								
	CSU Ft. Collins	R2	23,135	85.9%	\$36,830,679	31,624,026	50%	15,812,013
	CU-Boulder	R1	26,712	57.8%	\$60,884,140	35,188,393	45%	15,834,777
	UNC	R3	8,954	100.0%	\$23,915,186	23,915,186	68%	16,142,751
	Mines	R3	5,529	100.0%	\$14,255,738	14,255,738	68%	9,622,623
Comp 4 Year								
	Adams	C5	2,325	100.0%	\$11,106,275	11,106,275	75%	8,329,706
	CU-Denver	C2	10,445	22.6%	\$60,884,140	13,759,463	50%	6,879,731
	CU-Co Spr	C3	9,061	19.6%	\$60,884,140	11,936,284	60%	7,161,771
	CSU - Pueblo	C4	3,809	14.1%	\$36,830,679	5,206,653	68%	3,514,491
	Ft. Lewis	C4	3,543	100.0%	\$7,276,606	7,276,606	68%	4,911,709
	Mesa	C3	7,399	100.0%	\$9,855,958	9,855,958	60%	5,913,575
	Metro	C1	16,111	100.0%	\$18,540,331	18,540,331	45%	8,343,149
	Western	C5	1,991	100.0%	\$8,871,375	8,871,375	75%	6,653,531
2 Year								
	CCCS Large Urban	A	21,436	40.4%	\$44,055,048	17,813,483	45%	8,016,068

	CCCS Med Urban	B	25,267	47.7%	\$44,055,048	20,997,074	60%	12,598,245
	CCCS Small Rural	C	6,311	11.9%	\$44,055,048	5,244,490	65%	3,408,919

Mission Differentiation Supplemental Chart		
Mission Differentiation Tiers		
Tier	FTE Range	Tier Percentage
Research		
R1	25,000+	45%
R2	15,000 to 25,000	50%
R3	Under 15,000	68%
Comp 4-year		
C1	15,000+	45%
C2	10,000 to 15,000	50%
C3	5,000 to 10,000	60%
C4	2,500 to 5,000	68%
C5	Under 2,500	75%
2-year		
A	7,500 +	45%
B	1,500 to 7,500	60%
C	< 1,500	65%

Role & Mission Factor Weights	
Factor	Weight
Mission Differentiation	N/A (flat dollar amount).
Pell-eligible	10% of the COF Stipend

Outcomes/Performance

The Performance metrics reward institutions for the number of credentials awarded and students transferred [23-18-303(4)(a), C.R.S.]; as well as academic progress/retention [23-18-303(4)(b), C.R.S.]. These metrics are based on the student counts at each institution who are reaching these thresholds. In addition, FY 2016-17 funding allocation model includes an additional metric pursuant to 23-18-303 (4)(c), C.R.S. that rewards performance in a manner that recognizes institutional performance in relation to their size and capacity.

As required in statute, the model includes specific weights related to the academic award level and identifies STEM and health care as “high priority” subjects that receive a higher weight. Additional bonuses are provided for completions awarded to and transfers of Pell-eligible (required by statute).

Completion and Transfer weights are as follows:

Outcomes/Performance Metric Definitions and Data Sources		
Metric	Definition	Data Source/ Year
Completion	<p>The number of certificates or degrees awarded an institution and the number of students who transfer from a community college to another institution after the completion of a minimum of 18 credit hours. The amount to be awarded for each certificate or degree is based on the subject and level of the credential.</p> <p>Certificates will be counted when issued for:</p> <ul style="list-style-type: none"> • Programs spanning one year (24 credit hours) or more; or • Programs less than one year (24 credit hours) and meeting the federal “gainful employment” definition, or representing the highest award earned at stop-out. When multiple certificates of less than one year are earned by a student then only one is counted. <p>Students earning multiple certificates in an academic year will have each earned certificate count as a separate outcome. A community college that receives an incentive for a transfer student cannot also receive a retention bonus for that student in the same year.</p> <p>The value shall be increased for each credential earned by or transfer of a Pell-eligible undergraduate student.</p>	Student Unit Record Data System (SURDS)/ AY 2014-15
Retention	<p>The number of students who make the following steps of academic progress:</p> <p>Four-year institutions -number of students who cross the threshold of completing:</p> <ul style="list-style-type: none"> • 30 credit hours • 60 credit hours • 90 credit hours <p>Two-year institutions - number of students who cross the threshold of completing:</p> <ul style="list-style-type: none"> • 15 credit hours • 30 credit hours • 45 credit hours <p>Concurrent enrollment will be included and each student will be counted only once at each academic progress interval. Students crossing multiple progress intervals are counted in the highest interval.</p>	Student Unit Record Data System (SURDS)/ AY 2014-15

Outcomes/Performance Metric Definitions and Data Sources		
Metric	Definition	Data Source/Year
Institutional Productivity	Calculated by: <ol style="list-style-type: none"> 1. Dividing an institutions total weighted degree total by Student Full-time Equivalent (SFTE) = "Awards per FTE" 2. Indexing individual institutions' "Awards per FTE" to the state average "Awards per FTE" 3. Multiply "indexed awards per FTE" by total "awards per FTE" funding to get allocation by institution for this metrics 	Student Unit Record Data System (SURDS)/ AY 2014-15 Budget Data Book

Outcomes/Performance Metric Weights

Completion and Transfer Weights	
Credential Level	Weight
Transfer	.25
Certificates	0.25
Associates	0.50
Bachelors	1.00
Graduate Certificate	0.25
Masters	1.25
Specialists	1.25
Doctoral	1.25

Additional Undergraduate Completion/Transfer Bonus for Priority Populations	
Type	Additional Bonus
Pell-Eligible	1.6
STEM and Heath	1.5

Retention Weights (completed credit hours)	
Credit Hours Accumulated	CCHE Adopted Model Weight
15/30	.25
30/60	.50
45/90	.75

After the points have been calculated for the completion and retention metrics, weights are then uniformly applied to the counts for each institution.

Completion and Retention Metric Weights

Completion	85%
Retention	15%

Institutional Productivity

This metric functions as a “carve out” off the top of the amount allocated to the Performance component of the model and is capped at \$10 million.

FY 2016-17 Higher Education Funding Allocation Model

Budget Overview *(Does not represent actual allocations as numbers may vary due to rounding)*



COLORADO
Department of
Higher Education

Funding Allocation Model (Draft)

Fiscal Year 2016-17

FUNDING ALLOCATIONS

Total Appropriations for Higher Education

Full Appropriations for Higher Education	\$652,847,185
Specialty Education Programs Amount	\$112,957,776
Local District Junior College Amount	\$15,768,520
Area Vocational Schools Amount	\$9,675,895
New Total State Appropriations for Model (TSA)	\$514,444,994

Budget Percentage Increase

-2.966501%

SEP Additional Increase

0.00%

COF Stipend

Total Awarded from COF Stipend

\$281,646,532

COF Stipend per Credit Hour

573

Percent of Appropriation Dedicated to COF Stipend

54.7%

COF Stipend must be 52.5% or greater.

Role & Mission and Performance Allocations

Total in Role and Mission Allocation	\$139,773,421
Total: Performance	\$93,025,041

Role and Mission Split Percentage

60%

Performance Split Percentage

40%

**Note: Input dollar amounts are rounded to the nearest whole dollar, and may differ slightly from Total State Appropriations due to rounding.

Role & Mission (Does not represent actual allocations as numbers may vary due to rounding)



COLORADO
Department of
Higher Education

Funding Allocation Model (Draft)

Fiscal Year 2016-17

User: Emma Beck

Pell Percentage Weight
10.0%

ROLE AND MISSION

Role & Mission Final Output

Governing Board	Dollars Awarded to Pell	Mission Differentiation	Total Awards from Role and Mission
Adams State University	\$175,817	8,079,815	\$8,255,632
CCCS	\$4,325,730	23,302,534	\$27,628,264
Colorado Mesa University	\$571,451	5,736,168	\$6,307,619
Colorado School of Mines	\$145,390	9,333,944	\$9,479,335
CSU System	\$1,187,192	18,746,709	\$19,933,900
CU System	\$1,994,776	28,979,890	\$30,974,767
Fort Lewis College	\$130,962	4,764,358	\$4,895,320
Metropolitan State University of Denver	\$1,435,034	8,092,854	\$9,527,888
University of Northern Colorado	\$557,340	15,658,468	\$16,215,808
Western State Colorado University	\$100,963	6,453,925	\$6,554,888
Grand Total	\$10,624,656	129,148,766	\$139,773,421



Outcomes/Performance (Does not represent actual allocations as numbers may vary due to rounding)



COLORADO
Department of
Higher Education

Funding Allocation Model (Draft)

Fiscal Year 2016-17

PERFORMANCE

Transfer Weight

Certificate Weighting

Associate Weight

Baccalaureate Weight

Grad. Certificate Weight

Master Weight

Specialist Weight

Doctorate Weight

Governing Board	Completions, Retention, and Transfer along Table (Down)	Institutional Productivity	Total Awards from Performance
Adams State University	\$1,664,939	\$1,113,561	\$2,778,499
CCCS	\$16,475,599	\$716,497	\$17,192,096
CSU System	\$15,310,297	\$1,058,650	\$16,368,947
CU System	\$27,062,622	\$1,064,314	\$28,126,936
Colorado Mesa University	\$3,084,714	\$920,567	\$4,005,281
Colorado School of Mines	\$3,557,972	\$1,090,841	\$4,648,813
Fort Lewis College	\$1,475,635	\$951,281	\$2,426,916
Metropolitan State University of Denver	\$7,762,989	\$1,007,324	\$8,770,313
University of Northern Colorado	\$5,713,238	\$1,087,217	\$6,800,455
Western State Colorado University	\$915,483	\$989,750	\$1,905,234

Volume Adjustment Factors

SFTE Carveout	10,000,000
Completion & Retention	\$83,025,041
Total: Performance	\$93,025,041

Total of Indexed Weighted Awards

Enter Total of Indexed Weighted Awards

Completion Weight

Retention Weight

URM Bonus

Pell Bonus

Priority Bonus

Final Output (Does not represent actual allocations as numbers may vary due to rounding)



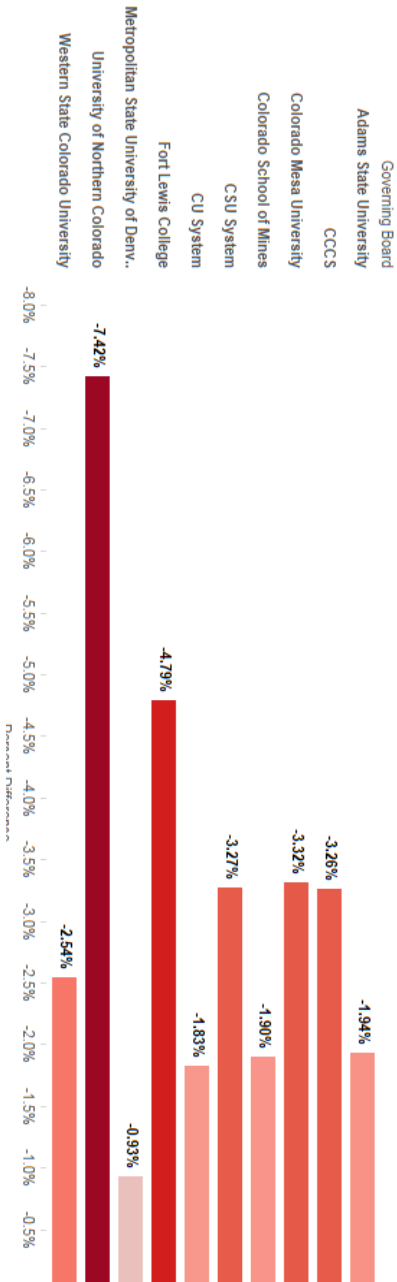
COLORADO
Department of
Higher Education

Funding Allocation Model (Draft)

Fiscal Year 2016-17

FUNDING BY GOVERNING BOARD

Governing Board	Total Awarded from COF Stipend	Total Awards from Role and Mission	Total Awards from Performance	Final Allocation Before Guardrails	Percentage Change - No SEP	Final Allocation with SEP Included	Percentage Change with SEP	Final Guardrail Allocation	Final Guardrail Percentage Change
Adams State University	\$2,813,542	\$8,255,632	\$2,778,499	\$13,847,673	-1.94%	\$13,847,673	-1.94%	\$13,847,673	-1.94%
CCCS	\$103,633,986	\$27,628,264	\$17,192,096	\$148,454,346	-3.26%	\$148,454,346	-3.26%	\$148,454,346	-3.26%
CSU System	\$41,899,776	\$19,933,900	\$16,368,947	\$78,202,623	-3.27%	\$130,420,510	-3.15%	\$78,202,623	-3.27%
CU System	\$60,689,806	\$30,974,767	\$28,126,936	\$119,791,509	-1.83%	\$180,531,398	-2.21%	\$119,791,509	-1.83%
Colorado Mesa University	\$13,340,658	\$6,307,619	\$4,005,281	\$23,653,558	-3.32%	\$23,653,558	-3.32%	\$23,653,558	-3.32%
Colorado School of Mines	\$6,029,345	\$9,479,335	\$4,648,813	\$20,157,493	-1.90%	\$20,157,493	-1.90%	\$20,157,493	-1.90%
Fort Lewis College	\$3,933,335	\$4,895,320	\$2,426,916	\$11,255,571	-4.79%	\$11,255,571	-4.79%	\$11,255,571	-4.79%
Metropolitan State University of Denver	\$31,388,814	\$9,527,888	\$8,770,313	\$49,687,015	-0.93%	\$49,687,015	-0.93%	\$49,687,015	-0.93%
University of Northern Colorado	\$15,029,121	\$16,215,808	\$6,800,455	\$38,045,384	-7.42%	\$38,045,384	-7.42%	\$38,045,384	-7.42%
Western State Colorado University	\$2,888,149	\$6,554,888	\$1,905,234	\$11,348,271	-2.54%	\$11,348,271	-2.54%	\$11,348,271	-2.54%



Response to Joint Budget Committee Requests for Information

DHE 25 (related to the HB 14-1319 Funding Allocation Model)

Department of Higher Education, Colorado Commission on Higher Education, Administration - The Joint Budget Committee requests that during the annual review process of the new funding allocation model the Department consider the following policy issues, include with their annual budget request, due November 1, 2015, a report on how these issues were examined, incorporated into the current model, or otherwise decided upon, and make recommendations for changes to the model, if needed, including identifying any needed funding to implement.

- a) **Examine the role of the “Tuition Stability Factor” within the model and how it should be utilized in the future.**

The 2016-17 model no longer includes the Tuition Stability Factor.

In the 2015-16 model, the Tuition Stability Factor was used to balance the funding formula and to ensure that institutions could continue to comply with the College Affordability Act, which included a 6 percent tuition cap on resident tuition. However, as noted by the Department this factor needed to be refined and/or eliminated. During the review process, it was determined that a “base” type figure was the appropriate approach to the Role & Mission portion of the model. The resulting change was the elimination of the Tuition Stability Factor and the Weighted Student Credit Hour Factor. These factors were replaced by the Mission Differentiation Factor, which represents the role and mission of each institution (i.e., size, location, selectivity, cost of programs) and is based on the outputs from the FY 2015-16 funding allocation model, as well as institution type and size. The utilization of this factor simplifies the model and reduces volatility.

- b) **Examine the feasibility, cost, and benefit to weighting resident and non-resident students within the model.**

H.B. 14-1319 makes no distinction on the treatment of non-resident students. During the 2015-16 allocation model development process, the question was raised to stakeholders about the types of students to be included within the factors and metrics of the model - should the model count all students or resident students only? The legislation was intentionally silent on this issue, purposefully leaving it to the project process to address.

A robust discussion took place over several Funding Allocation Model Expert Team and Executive Advisory Group meetings before a final recommendation was developed and forwarded to CCHHE for action. In these discussions a number of important policy issues were vetted - public perception; recognizing overall institutional performance; understanding the inability to separate programmatic

costs associated with resident and non-resident; and, providing incentives to achieve statewide performance goals.

The Colorado Commission on Higher Education's Master Plan - [Colorado Competes, A Completion Agenda for Higher Education](#) - focuses on the achievements of all students in Colorado. In addition, the legislation itself calls for recognizing the total number of students performing under "transfers", "retention", and "completions".

Further, after reviewing prior fee-for-service contracts there has not been a distinction between services provided to residents versus services provided to non-residents under the previous funding allocation process. On campuses, services are made available to all students and are not segregated by student residency status; and, classrooms have both residents and non-residents in courses studying alongside one another.

- c) Examine the feasibility, cost, and benefit to program the ability to download model settings and funding results into an Excel spreadsheet format for any given "run" of the model; allowing users to compare the impact of various model settings without excessive data entry.
- d) (i) Ensure the ability for all concerned parties to examine data used by the model; and (ii) examine the feasibility, cost, and benefit to program a mechanism into the model that would allow for consideration of how model results would change with different underlying data, e.g., data from prior years.

In response to c and d, the Department created an Excel-based version of the funding allocation model. This tool provides additional access to the formulas, data tables and the order of operations used in each section of the model. Additionally, this tool allows users to develop and compare "model scenarios" without excessive data entry.

The development of this tool and bringing the model "in house" from the National Center for Higher Education Management Systems, the Department has been able to provide full access to underlying data to the governing boards.

In tandem, the Excel and Tableau versions of the model allow users of all knowledge levels to access the higher education allocation funding model in an understandable and transparent manner.

- e) Examine the feasibility, cost, and benefit to program a mechanism to run the model so that an adjustment to any particular model setting or value does not change the funding allocation associated with other model components but instead increases or decreases the total model funding - thus enabling an increase or decrease support for services (such as Pell-eligible students or

masters degrees awarded) without simultaneously reducing funding to other model components.

The changes to the funding allocation model for 2016-17 and the creation of the Excel-based version of the model allow for an adjustment to be made to isolated parts of the model without affecting the other model components. For example, it is now possible to change the funding for Pell-eligible students without affecting the other various factors and metrics in the model.

Because of these changes, policy makers now have a far more powerful tool for supporting increased postsecondary student attainment and flexibility to make adjustments in order to meet evolving state-wide goals.

- f) Continue to examine how performance funding is awarded to incentivize increased completions, retentions, and transfers. In particular:
- I. Explore why increasing the proportion of funding directed to performance in the FY 2015-16 model reduces funding to the state's more selective institutions. Does this indicate a need for further changes to the model?
 - II. Explore how changes in the numbers of degrees awarded at small versus large governing boards could affect performance funding for each, given FY 2015-16 model settings and recent trends in degrees awarded at boards of different sizes.

Within the Outcomes/Performance component, the influence of the metric called "Volume Adjusted Awards" hurt the intuitiveness of the first version of the model. However, without this metric, the entire outcome/performance component of the model would have been driven by counts.

In order to make the model more intuitive and take into consideration institutional size so that all governing boards could compete within the outcomes/performance component, the 2016-17 funding allocation model caps Institutional Productivity (formerly called Volume Adjusted Awards Metric) at \$10 million. This change results in any funding added to performance to flow through the Completion/Retention counts based metric.

In combination with the addition of the Mission Differentiation factor, the Performance portion of the model is now more intuitive and clearly demonstrates the importance of increasing the number of credentials to final allocations to Governing Boards. Also, the change allows for smaller governing boards and more selective institutions the opportunity to compete for Outcomes/Performance funding.

- g) Examine the feasibility, cost, and benefit to incorporating total institutional revenue within the model.

Through the development of the Mission Differentiation Factor the Department explored several options of incorporating total revenues within the model. However, the Funding Model Review Team expressed concern with this type of approach and felt greater study is required. Additionally, given that the Department and Governing Boards have been working to develop new tuition policies, incorporating total institutional revenues should be discussed after the finalization of the new tuition policies.

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COLORADO

**Colorado Commission on
Higher Education**

Department of Higher Education

Report on the Development of New Tuition Policies

1560 Broadway, Suite 1600 • Denver, Colorado 80204 • (303) 866-2723
LT. GOVERNOR JOSEPH GARCIA, EXECUTIVE DIRECTOR

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Contents

- Report on the Development of New Tuition Policies 1
- Introduction 3
- Process for Developing New Tuition Policies 4
 - Developing a Framework..... 6
- New Tuition Policy Process..... 8
- Tuition Policy Recommendation for FY 2016-17 10
 - Recommendation..... 11

Introduction

In Colorado and across the nation, the rising cost of college tuition is receiving considerable public attention. At the same time, the importance of having a postsecondary credential has never been more important. The postsecondary credential a student earns can provide substantial returns on investment in the form of higher income and greater employment opportunities. Equally important, Colorado's Master Plan calls for increasing the attainment of high quality postsecondary credentials to meet anticipated workforce demands by 2025. However, Colorado's decade-long shift from a funding model, largely supported by state appropriations, to one primarily dependent on tuition revenues has challenged institutions' ability to balance operational realities with the need to provide affordable access to higher education for Colorado families.

HB 14-1319 directed the Colorado Commission on Higher Education (the Commission, CCHE) to submit to the General Assembly by November 1, 2015, new tuition policies that ensure both accessible and affordable higher education for Colorado residents, while reflecting the level of state funding for institutions, and the need of each institution to enhance its financial position and sustainability. In addition, the Commission is statutorily required to provide a tuition policy recommendation with the annual budget request.

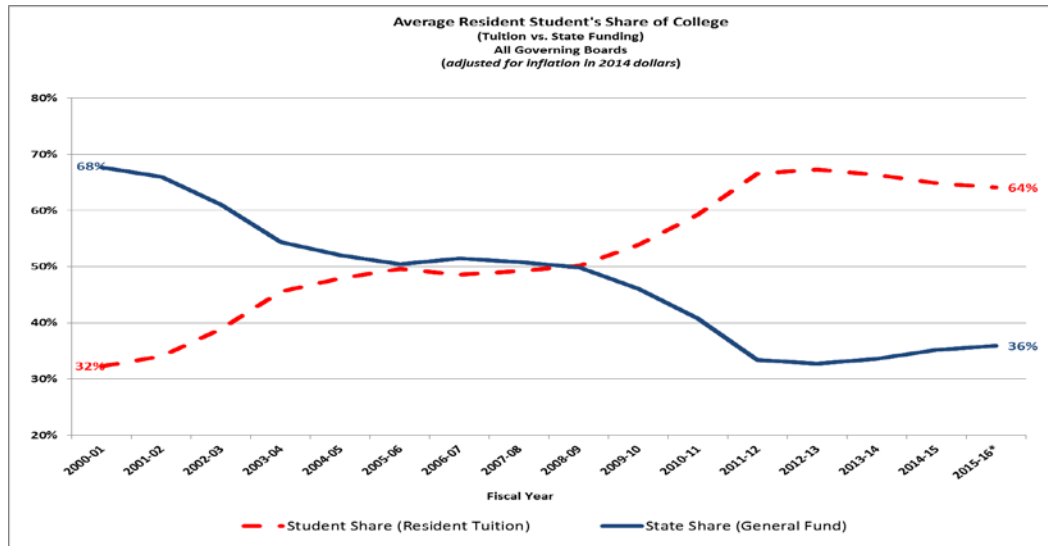
Last fall, the Department of Higher Education (the Department, DHE) conducted a statewide public education and outreach process to gather input about higher education, and one of the top priorities identified was affordability. Concurrently, as part of the implementation plan for HB 14-1319, the Department established a Cost Driver and Analysis Expert Team to provide the Commission with a thorough analysis of what is driving costs of higher education in Colorado. The results of this analysis found that Colorado's public institutions, of all types, have fewer resources with which to support basic operations than do similar institutions in nearly all other states.

The Charge

Pursuant to HB 14-1319, by November 1, 2015, CCHE shall submit to the Legislature tuition policies that ensure both accessible and affordable higher education for residents.

- Tuition policies must also reflect:
 - Level of state funding needed for institutions
 - The need of each institution to enhance the quality of programs and offerings to strengthen their financial position
- Tuition policy recommendations must be developed in consultation with governing boards and interested parties using an inclusive and transparent process.

The last 15 years have witnessed a marked reversal in who bears the burden of higher education costs. As General Fund support is reduced, tuition increases make up the difference - resulting in higher costs for students and families. As illustrated below, in FY 2000-01, the state supplied 68 percent of the cost of college, while students and families paid 32 percent. By FY 2011-12, those numbers had reversed: students and families were covering two-thirds of the costs and the state was paying for a third.



In fiscal years 2014-15 and 2015-16, Colorado's public institutions witnessed their smallest year-over-year percent increase in tuition rates in more than a decade. This was largely the result of increases in General Fund support for higher education.

Finding the right balance between the seemingly opposing ideas of affordability for families and strengthening the financial position of institutions, is at the core of the Commission's tuition policy process and recommendation. Also of critical importance is the understanding that state appropriations are the fundamental incentive that will keep tuition low while also enhancing the quality of Colorado's public institutions of higher education.

This report brings forth recommendations that represent a comprehensive analysis of tuition policies, which can be used in Colorado to promote greater affordability, operational stability and funding flexibility at the state public postsecondary institutions. Most importantly, the Commission's new tuition policy signals a paradigm shift from the historic method of limiting tuition increases in footnote of the Long Bill, or through special legislation, to a cost-driven approach, which makes a persuasive case for additional state funding.

Process for Developing New Tuition Policies

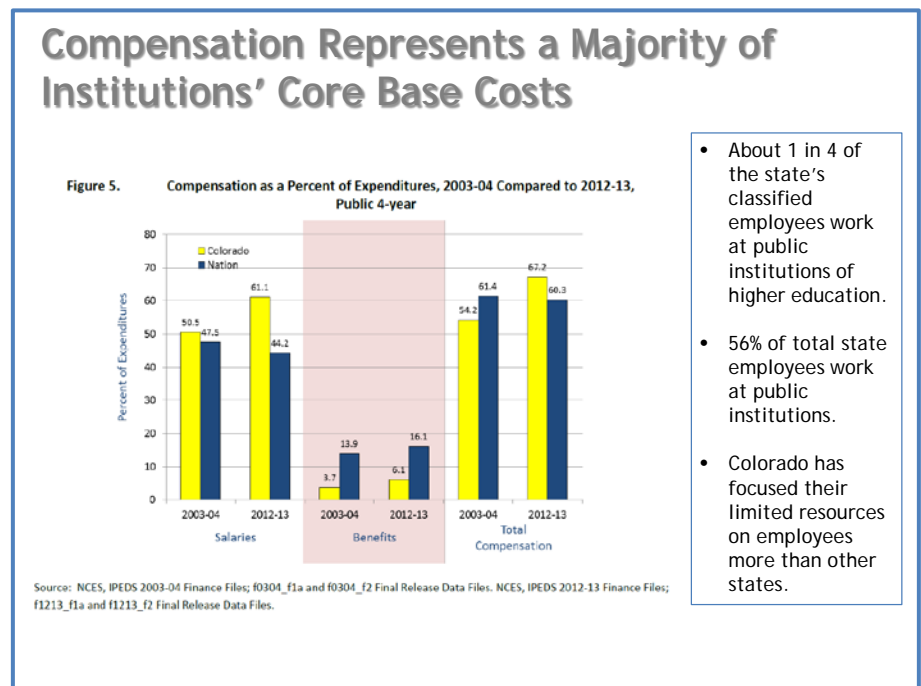
The charge to develop new tuition policies comes at a time when the rising cost of tuition is receiving considerable public attention nationwide; this holds true in Colorado, as well. The Colorado Commission on Higher Education and the Department of Higher Education, in

consultation with the governing boards and other interested parties, conducted a comprehensive analysis of higher education costs and tuition policies that could be used to promote greater affordability, operational stability and funding flexibility at the state public postsecondary education institutions.

The Department contracted with the National Center for Higher Education Management Systems (NCHEMS) to analyze higher education costs in Colorado, and how these compared to national costs (*Why Higher Education Costs are What They Are and Tuition-Setting Practices in Colorado’s Public Colleges and Universities*). In addition, the Department established a Cost Driver and Analysis Expert Team—comprised of individuals from Colorado’s 10 governing boards, the Colorado Commission on Higher Education and the Office of State Planning and Budgeting—to advise, provide feedback, review and work with NCHEMS throughout their analysis process. The hard work and insight provided by the Cost Driver team members was a valuable and essential component of the tuition policy process.

Higher education is fundamentally a personnel-heavy, knowledge-based business. According to the NCHEMS report, the majority of costs at Colorado public institutions of higher education are a direct result of faculty and staff compensation. Remaining costs include supplies, interest, depreciation and operating expenses (utilities, insurance, office and laboratory supplies, maintenance of plant etc.). The report also found that:

- Colorado institutions have fewer resources to expend on activities designed to fulfill their missions than do other similar institutions elsewhere in the country.
- Colorado institutions are spending an increasing share of their resources on faculty and staff.
- Colorado institutions are more reliant on part-time faculty as a cost cutting measure than their national counterparts.

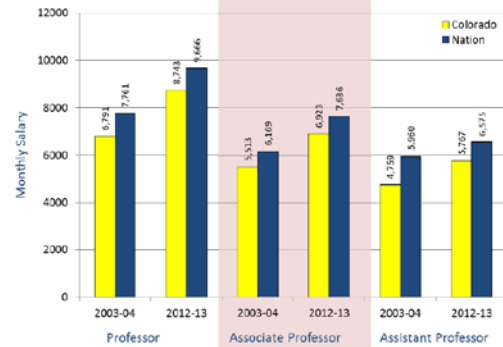


- Since such a large portion of institutional revenue comes from tuition, setting tuition rates is a high stakes endeavor, which is strongly impacted by changes in state funding. Despite all of this, Colorado is doing a better job, as compared to other states, of providing opportunities to the lowest income students and families.

Colorado Institutions' Compensation is Lower than National Average

- Individual employee's compensation at Colorado's public institutions is lower than the national average for all public institutions.

Figure 15. Monthly Salary Comparisons, 2003-04 Compared to 2012-13, Public 4-Year



Source: NCES, IPEDS 2003-04 Faculty Salary File; sal2003_a Final Release Data File. NCES, IPEDS 2012-13 Faculty Salary File; sal2012_b Provisional Release Data File.

Department staff, NCHEMS representatives and the Cost Driver Analysis Team collected, analyzed, and synthesized vast quantities of data over the course of fall 2014 through spring 2015. This significant undertaking culminated in the summer of 2015, bringing together commissioners, subject matter experts and other stakeholders at the CCHE retreat to establish new tuition policies.

Developing a Framework

As the Commission, the governing boards, and other interested parties worked cooperatively to structure an ongoing tuition policy for the state, it was determined that articulating a set of values would be helpful in finding the right balance between affordability for students and sustainability of the institutions, especially in light of the current, somewhat challenging, state budget environment.

Value 1: State Investment in Higher Education

All of Colorado's public institutions of higher education have fewer resources to support basic operations than do similar institutions in other states. This low level of funding means that Colorado institutions are less able to absorb revenue shortfalls through productivity enhancements. State appropriations are the key incentive to keeping tuition low and play the biggest role in determining the actual tuition

At public institutions, successful tuition policy will likely be linked to state appropriations. Because so many institutions rely on appropriations and tuition as primary sources of revenue, a decline in one revenue source means the other one must increase or costs must decrease.

-National Conference of State Legislatures, September 2015

rate charged to students. The extent to which state funding increases or decreases is directly linked to the extent tuition increases can be limited.

Value 2: Tuition Impact on Students and Families

Incorporating student and family-focused measures of affordability is an important and evolving value. This is especially relevant as students and families bear more and more of the support cost for public postsecondary education in Colorado. Substantial reductions in state support have shifted the majority funding burden of higher education to students and families. As illustrated above by, in fiscal year 2001, the state covered 68 percent of the cost of postsecondary education, while students and families paid the remaining 32 percent. Despite increases in state investment in the last two years, the state's share is only 36 percent, while students and families are paying 64 percent.

Throughout the tuition policy development process, there was great deal of discussion surrounding the concept of affordability and the difficulty in defining affordability. Many believed it would be useful to have an acceptable Colorado-specific measure of affordability. Department staff explored whether there was a readily available measure that might be easily incorporated into the tuition recommendation for fiscal year (FY) 2016-2017, but did not find an acceptable approach. As part of the proposed ongoing process, a significant undertaking of the Commission will be to pursue, along with the governing boards and interested parties, development of some Colorado-specific measure(s) of affordability (e.g. change in median family income).

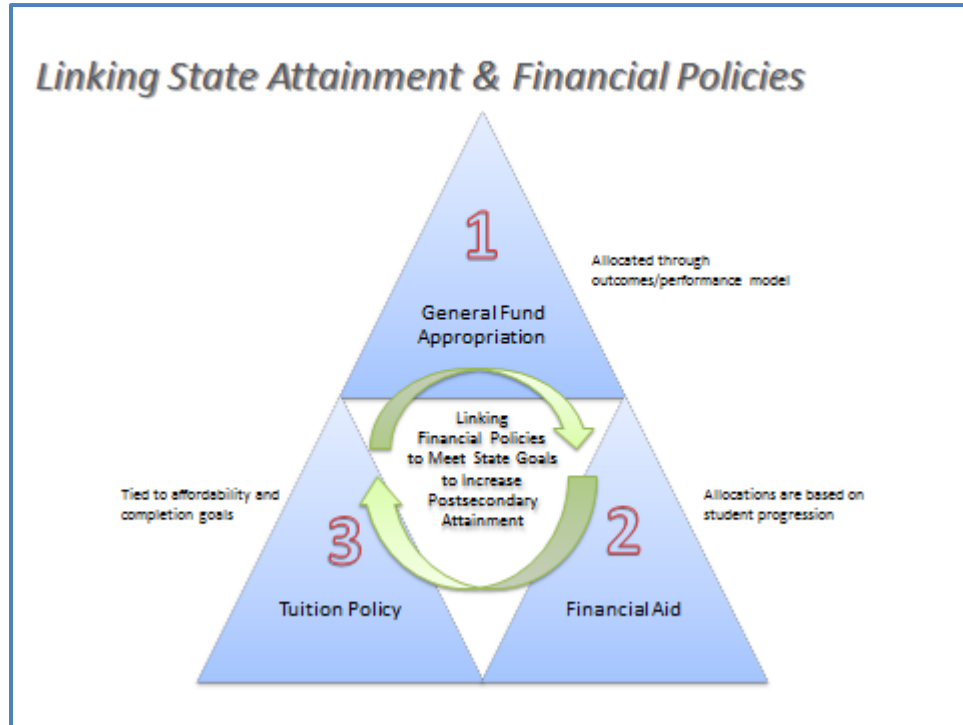
Value 3: Flexibility for Institutions

In Colorado, governing boards have constitutionally granted responsibility and authority over the financial management of their institutions; a major component of sound financial management is the setting of tuition. Members of governing boards are appointed by the Governor and confirmed by the Senate (except for the Regents of the University of Colorado, who are elected). This value affirms that governing boards are best equipped to set tuition and hold fiduciary duty to their respective institutions. Value 3 reinforces the role of the governing boards in setting tuition within their fiduciary duty to institutions, while simultaneously recognizing the need for a mechanism whereby a governing board could request an exception/waiver from a tuition increase limit.

Value 4: Accountability and Meeting Completion Goals

The Commission, among other duties, is charged with preparing a statewide master plan pursuant to the requirements set forth by the Legislature, in addition to coordinating with governing boards to implement statewide policies. Value 4 acknowledges the Commission's commitment to Colorado's Master Plan goals while also recognizing the importance of accountability when a governing board has requested to exceed the tuition increase limit through a Tuition Accountability Plan.

This value-based framework adopted by the Commission links statewide attainment goals and ensures that the major elements of higher education financing policy - appropriations, tuition, and financial aid - are aligned in order to address college affordability and student access and success.



New Tuition Policy Process

Pursuant to C.R.S §23-5-129 (6)(c) and C.R.S §23-1-108 (12)(b), beginning in FY 2016-17 and each year thereafter, the Commission shall be required to include in the annual budget request tuition recommendations for resident undergraduate students for each state institution of higher education. The Commission and the Department recommend keeping this portion of statute. As part of this request, it is critical that tuition revenues are not appropriated and remain an informational item in the Long Bill.

Roles & Responsibilities

Governing boards have the responsibility and authority for the financial management of their institutions. A major component of sound financial management is the setting of tuition. Since institutions have unique roles and missions and differing student needs, governing boards are best equipped to set tuition and hold a fiduciary duty to their respective institutions. The Commission has a responsibility to exercise oversight and to ensure that educational quality and student access are maintained.

Business Cycle Approach to Determine the Tuition Policy Recommendation

The Commission, in consultation with the governing boards and other interested parties, has developed an annual process and methodology for setting tuition increase limits. Such a process takes into consideration the following:

- The condition of the state general fund and state investment levels in higher education;
- The impact of tuition increases on students and families;

- The financial health of institutions and their ability to enhance overall quality; and
- Accountability and progress towards completion goals

Flexibility for Institutions

Governing boards will have the ability to request flexibility from the Commission’s tuition increase limits through a Tuition Accountability Plan. The content of Tuition Accountability Plans will include:

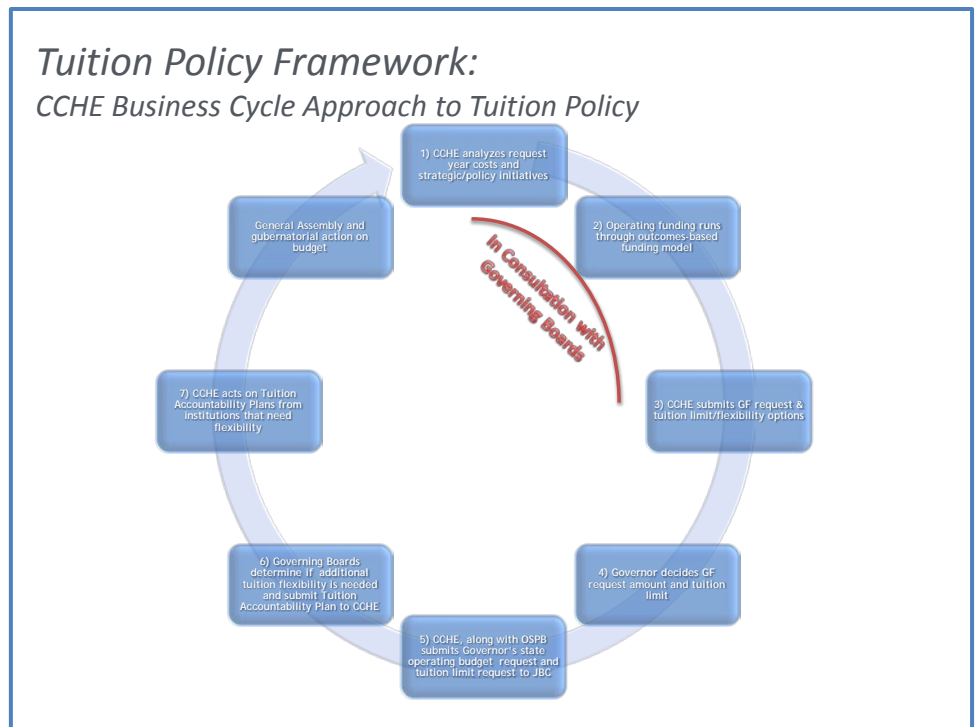
- Price and tuition strategies including substantiated business case for the increase;
- A demonstration of how the governing board will work to protect resident low and middle income students;
- How tuition increases will help the institution meet the Commission’s Master Plan Goals; and
- Evidence that completion goals are being met.

The Commission will review each request for tuition flexibility and either approve or deny the request for tuition increases above the recommended tuition increase limit. If the Commission denies the request, the governing board shall not exceed the undergraduate resident tuition increase limit, if applicable.

Business Cycle Calendar

The following steps mirror the state’s budget cycle and integrate the tuition recommendation process with the General Fund appropriation process, while also including a mechanism for the Governing Boards to request additional flexibility above the tuition increase limit through a Tuition Accountability Plan (with the Commission’s approval).

1. CCHE works with governing boards to analyze budget request year base costs and the costs of possible strategic improvements (June, July).
2. Operating funding runs through the funding allocation model to determine allocations for the budget year (July, August).
3. CCHE submits to



the Governor: the General Fund operating request and tuition limit/flexibility options (Aug, September).

4. Governor determines General Fund operating request and tuition limit/flexibility request (October).
5. CCHE, along with the Office of State Planning and Budgeting, submits Governor’s General Fund operating request and tuition limit/flexibility request to Joint Budget Committee (November 1).
6. Governing Boards, based on the Governor’s request, determine if additional flexibility is needed and if so, submit Tuition Accountability Plans to CCHE (December, January)
7. Step 7: CCHE acts on Tuition Accountability Plans from governing boards that request additional flexibility (spring)
8. Step 8: General Assembly and Governor’s action on the budget (spring)

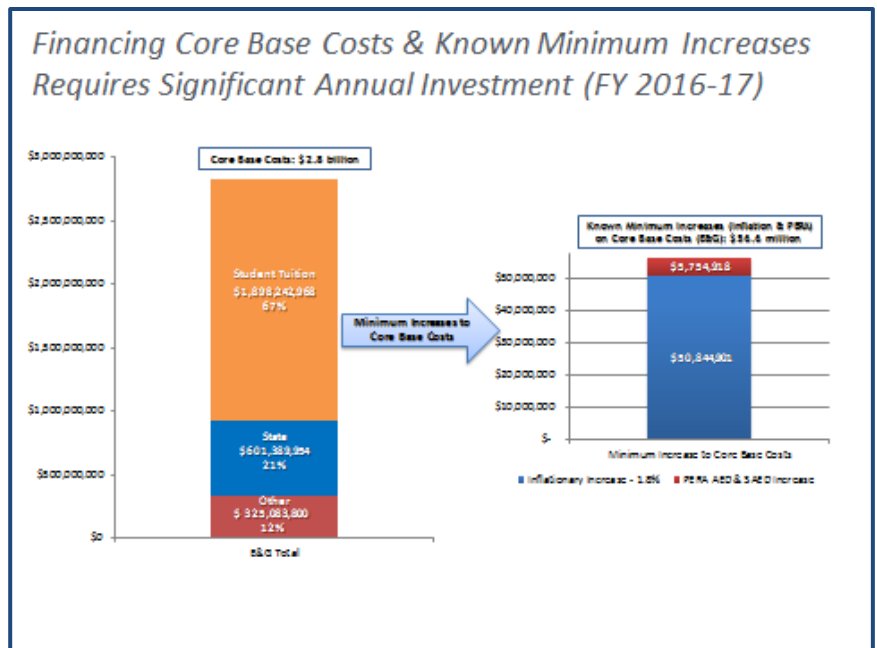
Tuition Policy Recommendation for FY 2016-17

For FY 2016-17, governing boards shall have the authority to raise tuition rates for resident undergraduate students within specified tuition increase limits. The tuition increase limits will be directly linked to the level of General Fund support. In other words, an increase in General Fund investment results in lower tuition increase limits, while a decrease in General Fund investment results in higher tuition increases, and a Commission recommendation of flexibility for governing boards to set tuition.

Analysis

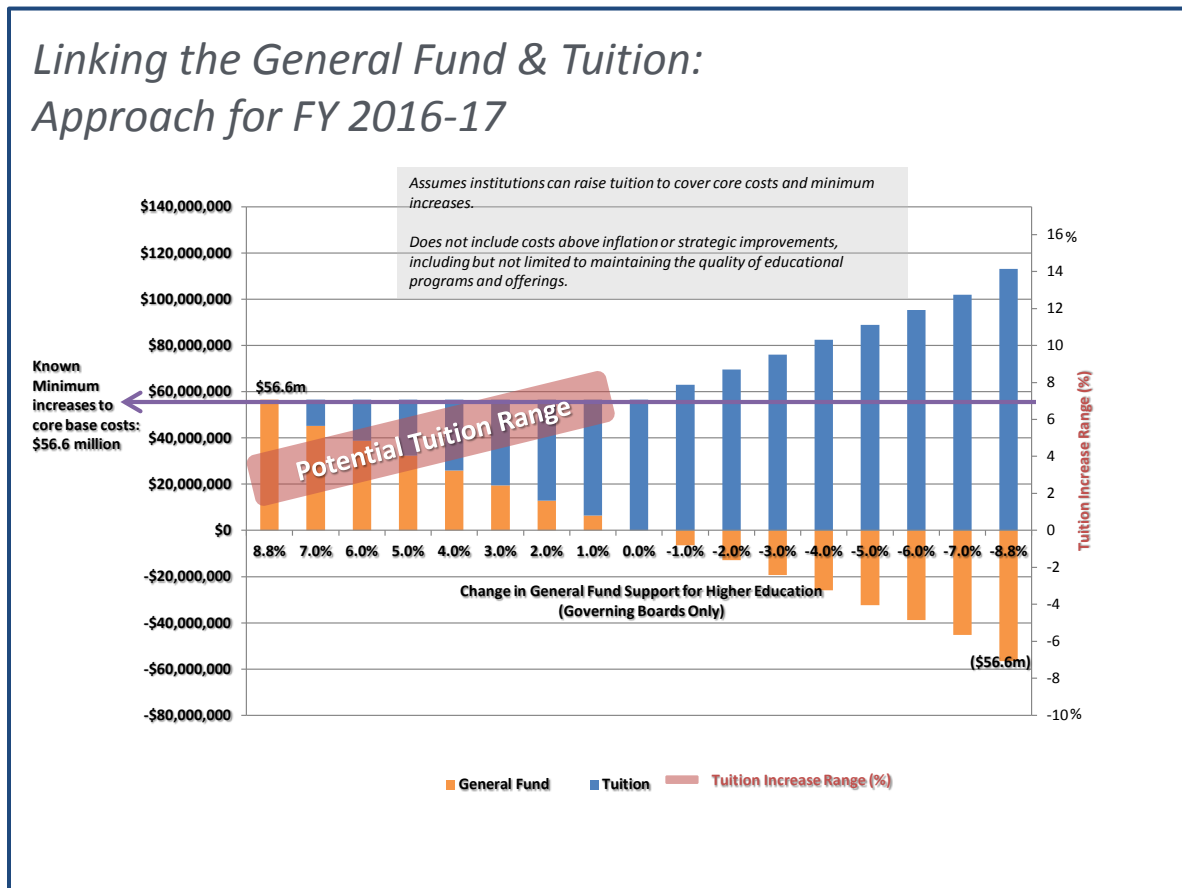
Public institutions of higher education have fixed costs they must meet in order to maintain their institutions. In 2015, the Department of Higher Education performed an evaluation of higher education costs and on the relationship of those costs to tuition. Based on this analysis, the Department conservatively estimates that the base cost increases that institutions must bear is \$56.6 million.

It is important to note that this estimate does not include costs above inflation, additional salary increases, or strategic improvements, including but not limited to maintaining the current quality of educational programs and offerings. The analysis conducted by the Department incorporates these factors not captured in the cost estimate by applying a *Cost plus Policy* basis for analyzing and determining the tuition recommendation. This allows for the



recommended tuition limit, if applicable, to capture each institution’s own unique niche - reflecting competitive environments, level of state support, and other distinct characteristics.

Utilizing this *Cost plus Policy* approach, if the state meets the entire minimum cost estimate, institutions would require lower tuition rate increases, in order to pay for mandatory cost increases and strategic improvements. As illustrated below, if the state is unable to cover these minimum costs, tuition rate increases are likely to continue rising.



Recommendation

For FY 2016-17, the tuition policy recommendation is as follows:

- If the state General Fund appropriation is flat or falls below the level appropriated in FY 2015-16 (\$672 million), there will be no restrictions on tuition levels set by governing boards.
- If the state General Fund appropriation increases above the level appropriated for FY 2015-16, the tuition increase limit on resident undergraduate tuition is dependent upon the level of state investment. For example, a state General Fund increase of 5 percent will result in a CCHÉ requested tuition increase limit of 6 percent.

- Because all state general funds are allocated through the higher education allocation funding formula, some governing boards may receive an allocation that is less than the overall percentage growth for higher education. Those governing boards receiving less than the overall percentage growth may increase tuition by one percentage point higher than the tuition recommendation limit (e.g., if the overall increase is 5 percent with a tuition increase limit of 6 percent; a governing board receiving a general fund increase of less than 5 percent would be able to increase tuition up to 7 percent).
- Governing boards will have the ability to request flexibility above CCHE tuition increase limit through a Tuition Accountability Plan.

Next Steps

- Amend Commission policies to clearly outline the new processes and the Commission's role therein. Official Commission policies will also include the development of Tuition Accountability Plan forms, processes and procedures.
- Request technical and clean-up changes to applicable statutes.



COLORADO

**Department of
Higher Education**

FY 2015-16 Request for Information DHE-26

Mandatory Fees Policy Review

1560 Broadway, Suite 1600 • Denver, Colorado 80202 • (303) 866-2723

LT. GOV. JOSEPH A. GARCIA, EXECUTIVE DIRECTOR

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As part of a request for information (RFI) from the Joint Budget Committee (JBC), the Department was asked to review its student fee policy along with making a recommendation for tuition policy. The Department does not recommend a change in fee policy at this time. Instead the Department believes that it needs to do a better job reporting on student fees to allow for more understanding on the usage of student fees by institutions. To meet this goal, Department has done an analysis of what types of services and goods institutions are charging fees for, as well as how much is being charged. Institutions annually provide the department with a data on fees charged to students including: the type of fee, how the fee is assessed (linear or credit hour window), what the fee is for, and the amount of the fee. The Department has used this information to provide the analysis included in appendix A. For more detailed analysis, the department has provided the raw fee data submitted by the institutions in appendix B.

What are Student Fees?

Broadly defined, fees are any dollar amount, other than tuition, assessed to students as a condition of enrollment. They can be broken down into two subsets based on usage: mandatory fees, which are charged to all students; and designated fees, which are charged to specific students based on course enrollment, program participation or services used. Typically, fees are charged to students at either a flat, linear (per credit hour) rate or at a credit hour window rate. A credit window is when an institution charges a flat rate for a specified range of credit hours, usually between twelve (12) and eighteen (18) credit hours. All fees target specific aspects of the student experience, which benefit the student either directly or indirectly, but are not covered by tuition. The total amount charged and the subsequent dispersion of fees varies widely because each institution has very specific, individualized fee revenue needs. **Each institution is unique in its mission and revenue needs.**

From October 2009 through July 2010, the Colorado Office of the State Auditor conducted a performance audit in response to a legislative request seeking a review of student fee policies and student input into fee decisions. The audit concluded that the fee policies lacked transparency, consistency and student input. As a result of the performance audit, legislation was passed in 2011, resulting in C.R.S. 23-1-105.5, which required CCHE to adopt new policies regarding the collection and use of student fees by institutional governing boards.

Recognizing that statute provides broad fiduciary responsibility of institutions to governing boards, the resulting CCHE policy was designed to be rational, transparent and inclusive of student input, thus bringing the practice and structure of student fee collection more in line with the General Assembly's goal of greater transparency and accountability in cost to students and families for higher education. The guidelines that outline the new fee policy were approved by the Colorado Commission on Higher Education (CCHE) on August 1st, 2012. These official guidelines state that it is the responsibility of the institutional governing board to draft

institution-specific policies and procedures relating to all student fees. The resulting fee policy requires each institution to publish an Institutional Plan for Student Fees, which defines, categorizes and describes the purpose of each individual fee. In addition, the current policy requires governing boards to establish appropriate methods for receiving meaningful student input that consider the unique student-body characteristics of its institution, necessary to establish and set student fees and fee rates. The Institutional Plan for Student Fees must include an established level of student input for all fees.

History of Fee Policy in Colorado

Fee policy in Colorado had seen significant changes over the past 20 years. As the amount charged to students and families for fees began to rise, state officials, institutional governing boards, students and families saw the need for a more transparent and inclusive fee-setting process. In 1994, the legislature passed HB 94-1362 requiring CCHE to create a fee policy and the institutions of higher education to develop individual policies based on CCHE guidelines. HB 94-1362 mandates that CCHE guidelines require institutions to:

- consider student opinions
- give 30 day notice of any fee assessment or increase and that the notice include:
 - amount of new fee or amount increased
 - reasoning for increase
 - purpose of fee revenue
 - fee status as permanent or temporary (if temporary, must include duration)

In 2008, the Senate passed SJR 08-037 which requires a review of fee policies by institutional governing boards to ensure that policies are consistently updated. While the initial reviews were taking place, the legislature limited the increase in fees for faculty retention, faculty compensation, or construction of facilities to \$5 per credit hour (footnote 20a of HB 08-1375).

In light of the concern over fee policy, in fiscal year 2009-2010, the aforementioned performance audit was conducted at six institutions of higher education. The audit concluded that controls over the fee structure needed to be further improved to include greater transparency and consistency.

Current Fee Policy in Colorado

In a response to the performance audit, on August 10, 2011, the House enacted HB 11-1301, which effectively repealed previous guidelines and legislation pertaining to student fees. In addition, the legislation granted CCHE the duties and powers with respect to student fees, as outlined in C.R.S. § 23-1-105.5. Section 23-1-105.5 (1) of the Colorado Revised Statutes states:

(1) The commission shall adopt policies concerning the collection and use of student fees by the governing boards of the state institutions of higher education, as defined in

23-5-119.5. The policies may address, but need not be limited to, the purposes for student fees, categories of student fees, the distinctions between tuition revenue and student fee revenue, accounting for student fee revenue, student fee fund balances, the minimum level of student involvement in the processes for establishing, reviewing, changing the amount of, and discontinuing student fees, and student fees that apply to a student concurrently enrolled pursuant to article 35 of title 22, C.R.S. In preparing the policies, the commission shall seek input from the governing boards, the state institutions of higher education, and the student representative to the advisory committee created pursuant to section 23-1-103 and representatives of the student governments at the state institutions of higher education.

CCHE created a working group consisting of: four institutional representatives, four student representatives, and a governing board representative, tasked with recommending a new policy that would be representative of individual institutional missions while also addressing the issues raised by the 2010 performance audit.

With guidance from the working group, on August 1, 2012, CCHE approved the new fee policy guidelines (CCHE Policy Section VI, Part C). These guidelines include extensive procedural direction, clear differentiation between the responsibilities of four-year Institutions, community college system institutions, and institutions located at the Auraria Campus pertaining to student involvement and individual institutional profiles. The policy also includes a requirement for governing boards to do an annual review of their Institutional Plans for Student Fees.

To meet the goals of transparency and consistency, the current fee policy requires all institutions to prepare Institutional Plans for Student Fees and submit them to the Department of Higher Education (DHE) on or before September 1 each year for review and approval. The Institutional Plans for Student Fees must include:

- Definitions and categorization of all student fees based on usage
- Established procedures and method of student involvement
 - Established procedures for any student or referendum relating to student fees
- Established complaint resolution process
- A time frame for budget approval and board action on tuition and fees
- Clear distinction as to whether use of student fees or tuition may be used for construction of academic facilities
- A list and description of any administrative costs charged to students or student groups for the administration of the student fee
- Established procedures for the institutional review of fee fund balances
 - The threshold at which reviews of fee fund balances should be reviewed.

Additionally, institutions are required to maintain internal transparency and accountability by providing students a minimum 30 day notice of fee assessment or increase. To comply with the new guidelines, the 30 day notice must include:

- The amount of the new fee or fee increase
- The reason for the fee assessment or increase
- The purpose for which the new revenues will be used
- Whether the fee assessment or increase is permanent or temporary and if temporary, the date of repeal
- Any additional requirements as outlined in the institution's student fee plan.

The working group recognized that each institution has unique a student body profile and recommended that the CCHE policy require the Institutional Plan for Student Fees to outline the method to be used when seeking student input on new fees or fee increases. The guidelines also permit the duly elected student government at any given institution to institute rules or processes for assessing student input, including referenda and resolutions.

The new fee policy includes extensive direction for receiving meaningful student input with regard to student fees whether the institution is part of the Community College System, located at the Auraria Campus or a four-year institution.

- Four-year Institution The administration of each institution, in consultation with student representatives, are to establish a fee policy. The policy is subject to the modification and approval of the institutional governing board.
- Institutions located at the Auraria Campus The administration of the Auraria Higher Education Center and the Student Advisory Council to the Auraria Board establish a fee policy for the institutions located at the Auraria Campus. The policy includes all fees assessed by the Auraria Higher Education Center and is in addition to the policy each institution will have with its respective governing board. The policy must be consistent with the requirements outlined in C.R.S. 23-70-107.
- Community College System Institutions The State Board for Community Colleges and Occupational Education meets with the Student Advisory Council (as established in C.R.S. 23-60-104) to establish a fee policy for all institutions under its control. Such policy shall be subject to modification and approval of the board.

Institutional Plans for Student Fees

Institutional Plans for Student Fees are meant to preserve a degree of autonomy for institutions while balancing the statutory requirement of meaningful student input, consistency and transparency (C.R.S. 23-5-199 et. sec.). To achieve this, Institutional Plans for Student Fees contain information, guidance, policies and procedures regarding all fees assessed at the institution. Each Institutional Plans for Student Fees must include, but not be limited to:

- Definition and categorization of all student fees based on categories deemed relevant by the governing board. Description of the purposes for each fee established at the institution.
- Procedures, method and level of student participation in the establishing, setting, reviewing, modifying and discontinuing student fees and fees at the institution
- An established complaint resolution process for disputes on the imposition or amount of a student fee
- A time frame for budget approval and board action on tuition and fees
- Language that specifies whether to allow for the use of student fees or tuition for academic facilities construction and the method and level of student involvement in any such decisions.
- Established procedures for any student vote or referendum relating to student fees
- A list and description of any administrative costs charged to students or student groups for the administration of the student fee
- Established procedures for the institutional review of fee fund balances, including the threshold at which reviews are required.
- A clear and transparent process for the regular review and evaluation of: Fee rate assessments; Fee expenditures; Institution fee policies. The institution may determine whether such reviews are to be conducted by institutional administration, independent internal entities or independent external entities.

Disclosure Requirements

Each institution is required to disclose the fees charged to students on the student's billing statement and conspicuously identify optional fees or charges that are automatically assessed unless the student chooses not to pay the fee through a negative check off. Refunds of any automatically assessed fee (except for health care services) are to be refunded by the institution upon request during the entire semester in which the student paid the fee. Additionally institutions' websites must contain current descriptions of all fees as well as a tuition calculator that accurately assesses the cost of attendance. If a governing board uses revenues from the general fund fee for the repayment of bonds or other debt obligation, the governing board is required to specify the portion of the general student fee that is applied to the repayment of the bonds or other debt obligations. By September 1 of each year, each governing board is required to submit to DHE a report detailing:

- Tuition rates by credit hour for all differentials assessed to undergraduate, graduate and professional degree and non-degree seeking students.
- Fee rates by credit hour for all fees assessed to undergraduate, graduate and professional degree and non-degree seeking students.
- Current and accurate copies of all current Institutional Plans for Student Fees.

- Reporting and explanation of any changes in current student fee rates and all new student fees including the date of governing board review and approval
- Other information as requested by DHE.

By January 15 of each year, DHE will submit a report to CCHE for approval and distribution to the Education Committees of the House of Representatives and the Senate of the Colorado General Assembly. The report will summarize:

- Tuition decisions made by each governing board and their consistency with CCHE policy and legislative intent
- Fee decisions made by each governing board and their consistency with CCHE policy and legislative intent
- Significant changes of trends in tuition and fees throughout the state.

Fee Policy Recommendation

The Department does not recommend a change in fee policy at this time. Instead, the Department believes that it has not done its due diligence in meeting the reporting requirements of C.R.S. § 23-1-105.5. As a result, there is confusion on the part of the General Assembly about what institutions charge students fees for and the amount being charged for various types of fees. For example, while it is public knowledge that institutions charge fees for capital facilities, capital fees are small portion of total mandatory fees charged to students. Before a discussion can be had about student fee policy, the current usage of fees by institutions should be clearly understood.

In order to help dispel the confusion and myths surrounding student fees, the Department believes it needs to be more forthcoming and detailed in how it reports on student fees. To meet this goal, Department has done an analysis of what types of services and goods institutions are charging fees for, as well as how much is being charged. Institutions annually provide the department with a data on fees charged to students including: the type of fee, how the fee is assessed (linear or credit hour window), what the fee is for, and the amount of the fee. The Department has used this information to provide the analysis is included in appendix A. The department will provide the raw fee data submitted by the institutions upon request.



Mandatory Fees Policy Review

Appendix A - FY 2015-16 Mandatory Fees by Institution

1560 Broadway, Suite 1600 • Denver, Colorado 80202 • (303) 866-2723

LT. GOV. JOSEPH A. GARCIA, EXECUTIVE DIRECTOR

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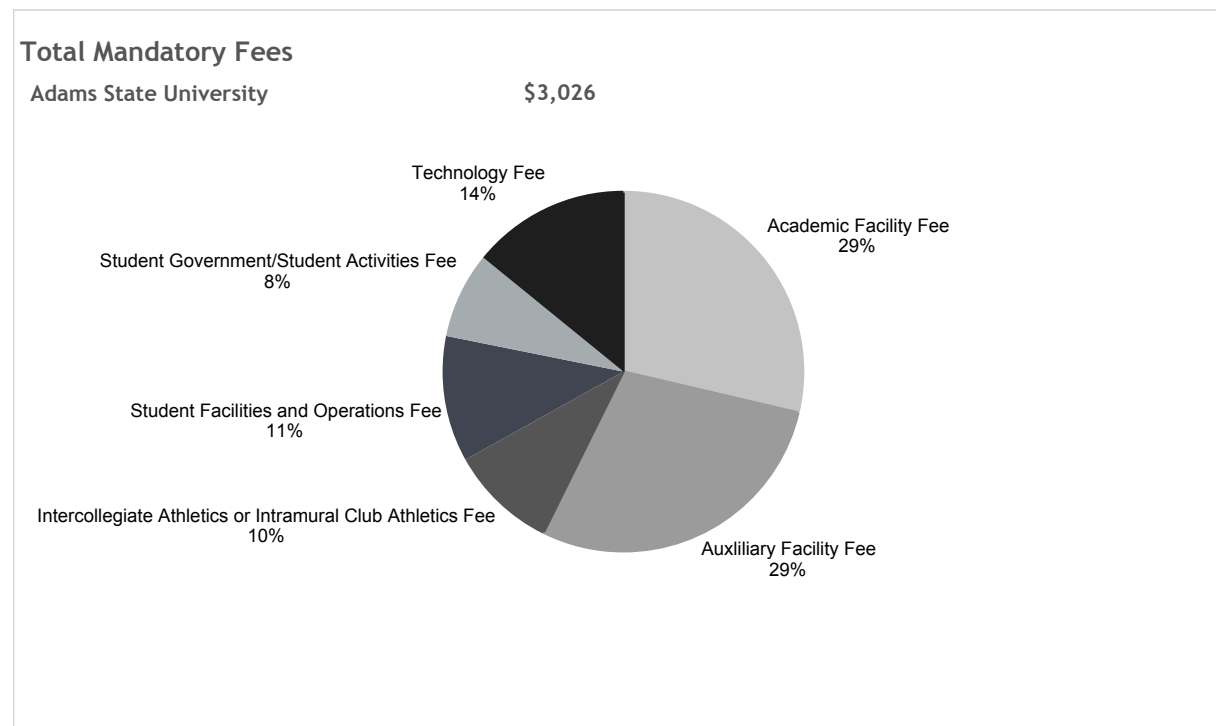
Undergraduate Mandatory Fees Per Academic Year at Adams State University

* Preliminary data - undergoing data validation and will be updated as data is corrected



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours	
Adams State University	Academic Facility Fee	CAPITAL FEE	Window	\$868	28.7%
	Auxiliary Facility Fee	CAPITAL FEE	Window	\$868	28.7%
	Intercollegiate Athletics or Intramural Club Athletics Fee	COLLEGE SERVICE FEES	Window	\$290	9.6%
	Student Facilities and Operations Fee	COLLEGE SERVICE FEES	Window	\$340	11.2%
	Student Government/Student Activities Fee	COLLEGE SERVICE FEES	Window	\$234	7.7%
	Technology Fee	COLLEGE SERVICE FEES	Window	\$427	14.1%



Fee Policy

- Academic Facility Fee
- Auxiliary Facility Fee
- Intercollegiate Athletics or Intramural Club Athletics Fee
- Student Facilities and Operations Fee
- Student Government/Student Activities Fee
- Technology Fee

Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

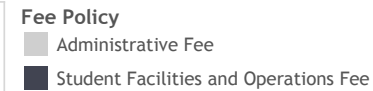
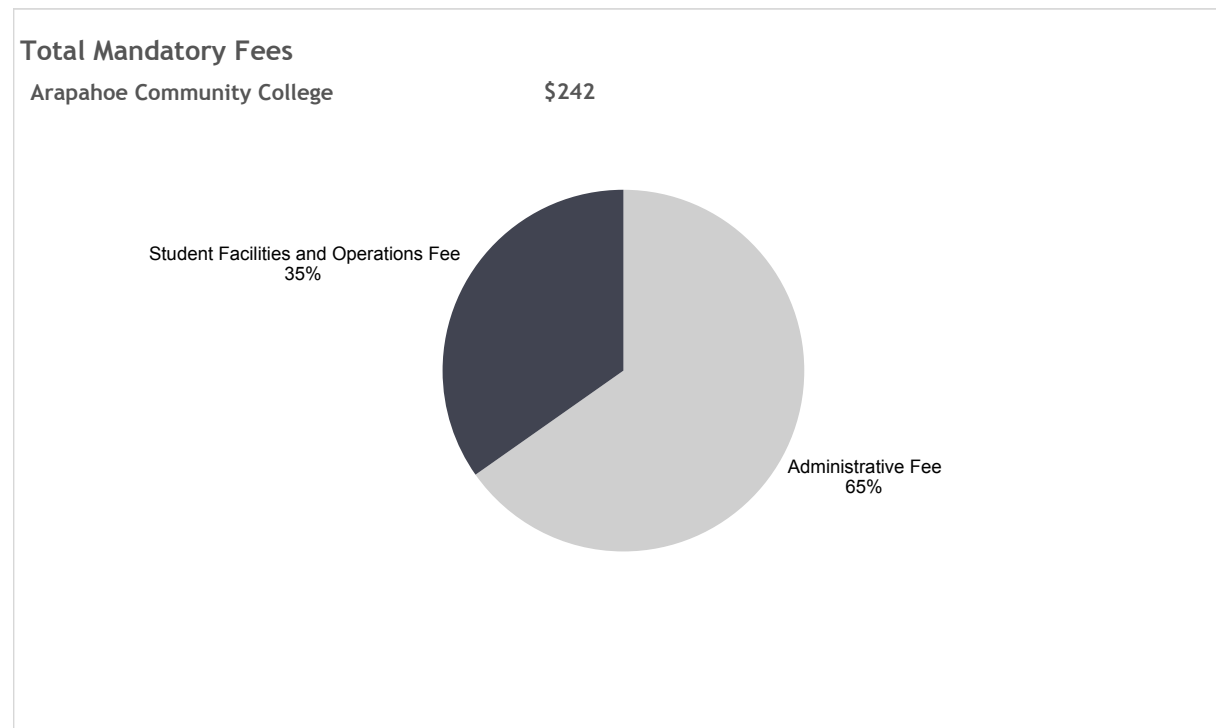
Undergraduate Mandatory Fees Per Academic Year at Arapahoe Community College

* Preliminary data - undergoing data validation and will be updated as data is corrected



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours	
Arapahoe Community College	Administrative Fee	HEALTH AND WELLNESS FEE	Null	\$20	8.1%
		REGISTRATION FEE	Flat	\$26	10.6%
		STUDENT ACTIVITY FEE	Linear	\$113	46.5%
	Student Facilities and Operations Fee	STUDENT BUILDING FEE	Linear	\$84	34.8%



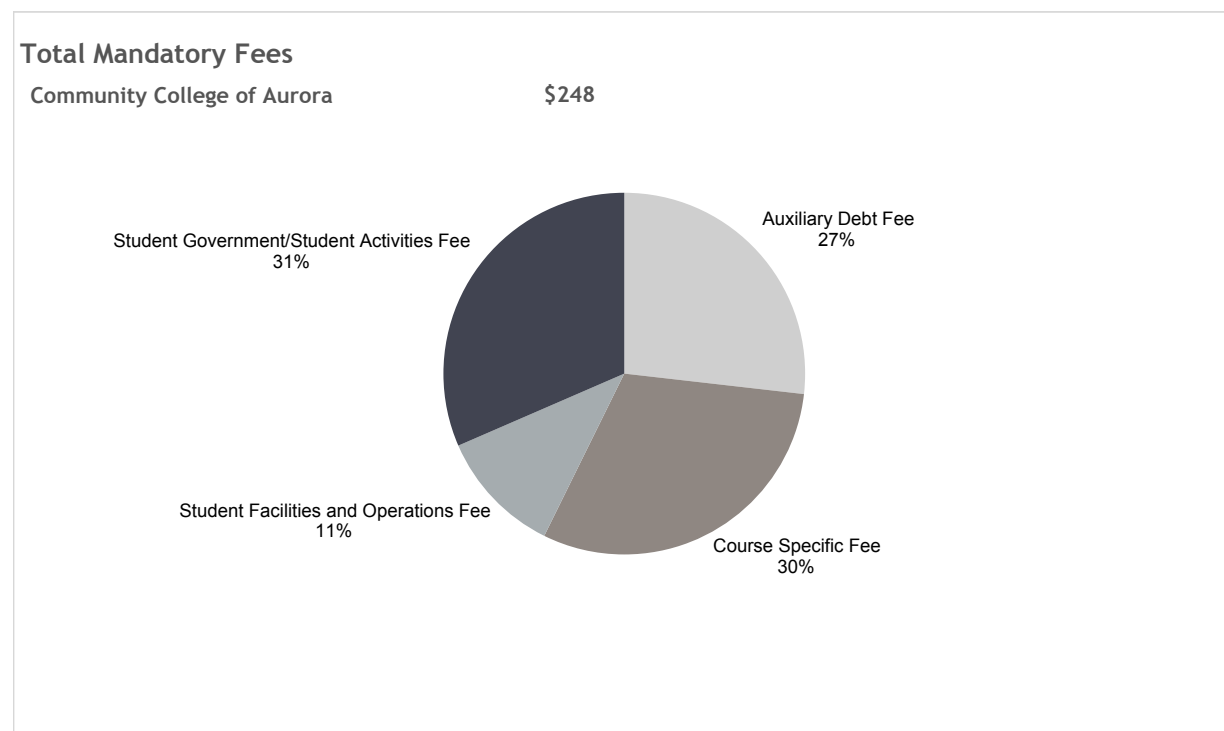
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Community College of Aurora



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours		
Community College of Aurora	Auxiliary Debt Fee	STUDENT CENTER FEE	Linear	\$67		26.8%
	Course Specific Fee	REGISTRATION FEE	Flat	\$26		10.3%
		TECHNOLOGY FEE	Flat	\$50		20.1%
	Student Facilities and Operations Fee	PARKING FACILITIES	Modified Linear	\$28		11.2%
	Student Government/Student Activities Fee	STUDENT ACTIVITY FEE	Flat	\$38		15.5%
		STUDENT GOVT FEE	Modified Linear	\$40		16.0%



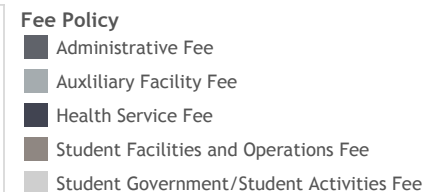
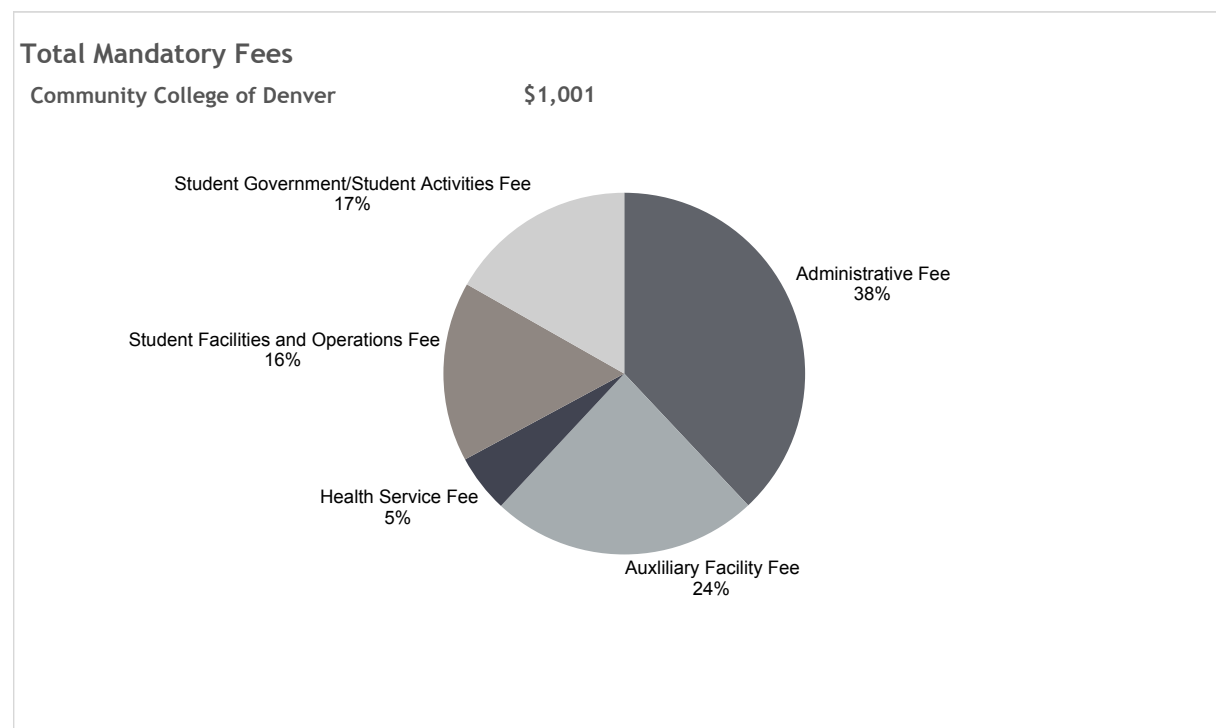
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Community College of Denver



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours		
Community College of Denver	Administrative Fee	AURARIA LIBRARY RESOURCE FEE	Linear	\$141		14.1%
		AURARIA RTD FEE	Flat	\$194		19.4%
		CLEAN ENERGY FEE	Flat	\$10		1.0%
		REGISTRATION FEE	Flat	\$26		2.6%
		TIVOLI STUDENT FACILITIES FEE	Flat	\$10		1.0%
	Auxiliary Facility Fee	STUDENT BUILDING FEE	Linear	\$240		24.0%
	Health Service Fee	HEALTH CENTER FEE - MSCD MED CTR	Flat	\$48		4.8%
		IMMUNIZATION FEE	Flat	\$4		0.4%
	Student Facilities and Operations Fee	BOND FEES 12+ CREDITS	Modified Linear	\$161		16.1%
	Student Government/Student Activities Fee	STUDENT GOVT OPERATIONS	Linear	\$168		16.8%



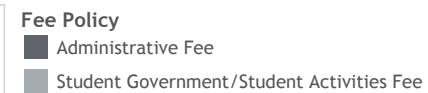
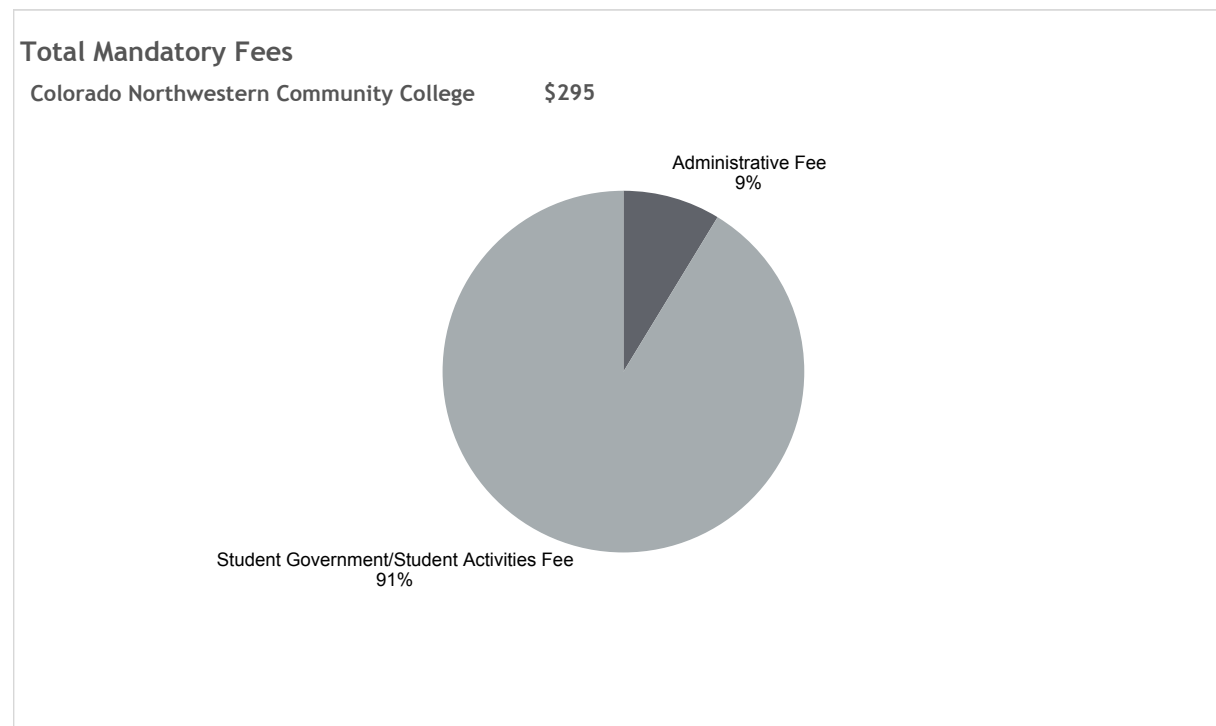
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Colorado Northwestern Community College



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours		
Colorado Northwestern Community College	Administrative Fee	REGISTRATION FEE	Flat	\$26		8.7%
	Student Government/Student Activities Fee	STUDENT ACTIVITY FEE	Linear	\$159		54.0%
		STUDENT GOVT OPERATIONS	Linear	\$79		26.6%
		WIRELESS ACCESS FEE	Linear	\$32		10.7%



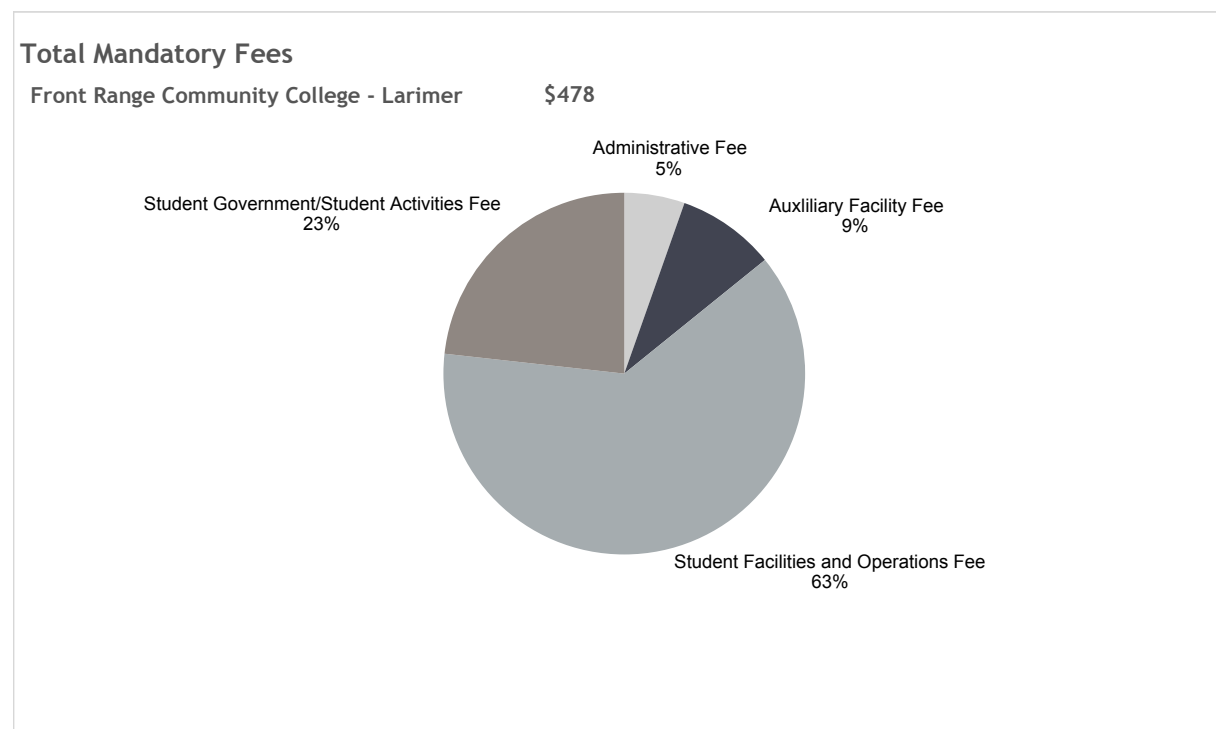
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Front Range Community College - Larimer



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours	
Front Range Community College - Larimer	Administrative Fee	REGISTRATION FEE	Flat	\$26	5.4%
	Auxiliary Facility Fee	PARKING FACILITIES - LARIMER	Modified Linear	\$42	8.8%
	Student Facilities and Operations Fee	CONSTRUCTION BOND FEE- LARIMER	Modified Linear	\$168	35.2%
		STUDENT CENTER BOND FEE- LARIMER	Modified Linear	\$131	27.4%
	Student Government/Student Activities Fee	STUDENT GOVT OPERATIONS- LARIMER	Modified Linear	\$111	23.2%



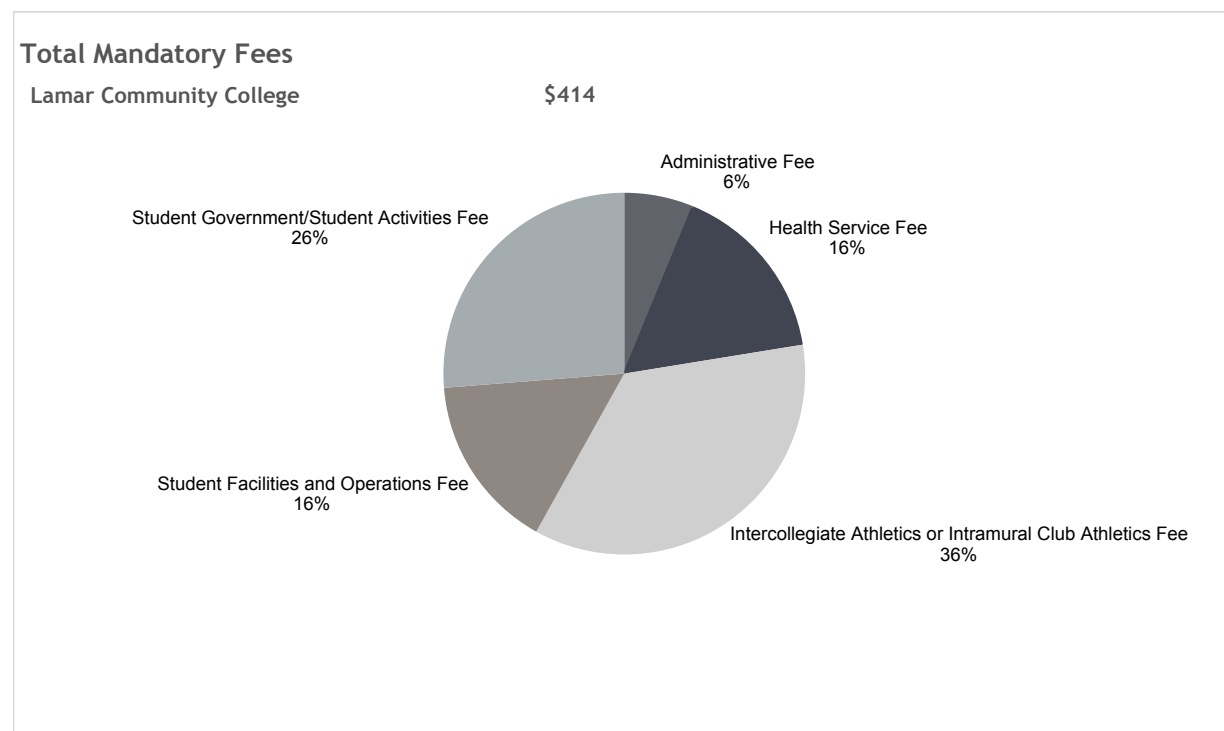
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Lamar Community College



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours		
Lamar Community College	Administrative Fee	REGISTRATION FEE	Flat	\$26		6.2%
	Health Service Fee	HEALTH CENTER FEE	Flat	\$67		16.2%
	Intercollegiate Athletics or Intramural Club Athletics Fee	STUDENT ATHLETIC FEE	Modified Linear	\$148		35.7%
	Student Facilities and Operations Fee	STUDENT CENTER FEE	Modified Linear	\$65		15.7%
	Student Government/Student Activities Fee	STUDENT ACTIVITY FEE	Modified Linear	\$58		13.9%
			STUDENT SENATE FEE	Modified Linear	\$51	



- Fee Policy**
- Administrative Fee
 - Health Service Fee
 - Intercollegiate Athletics or Intramural Club Athletics Fee
 - Student Facilities and Operations Fee
 - Student Government/Student Activities Fee

Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

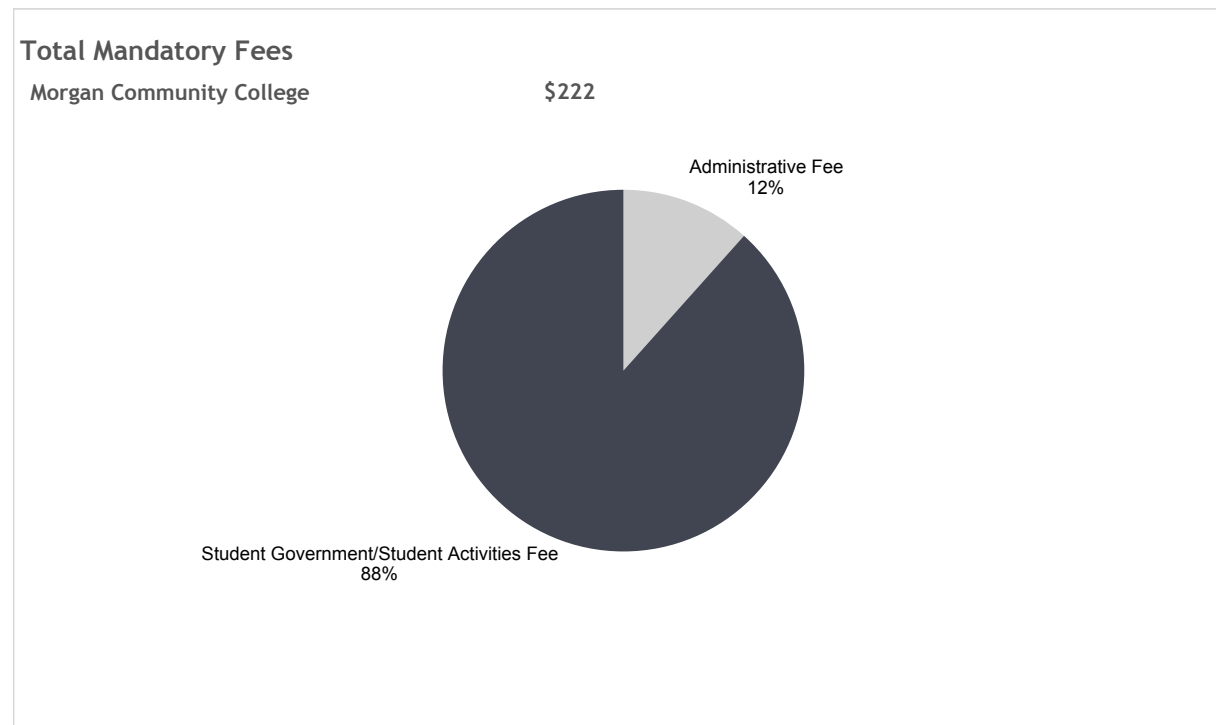
Undergraduate Mandatory Fees Per Academic Year at Morgan Community College

* Preliminary data - undergoing data validation and will be updated as data is corrected



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours		
Morgan Community College	Administrative Fee	REGISTRATION FEE	Flat	\$26		11.6%
	Student Government/Student Activities Fee	STUDENT ACTIVITY FEE	Modified Linear	\$106		47.8%
		STUDENT CENTER BOND FEE	Modified Linear	\$90		40.6%



Fee Policy
 Administrative Fee
 Student Government/Student Activities Fee

Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Northeastern Junior College

* Preliminary data - undergoing data validation and will be updated as data is corrected



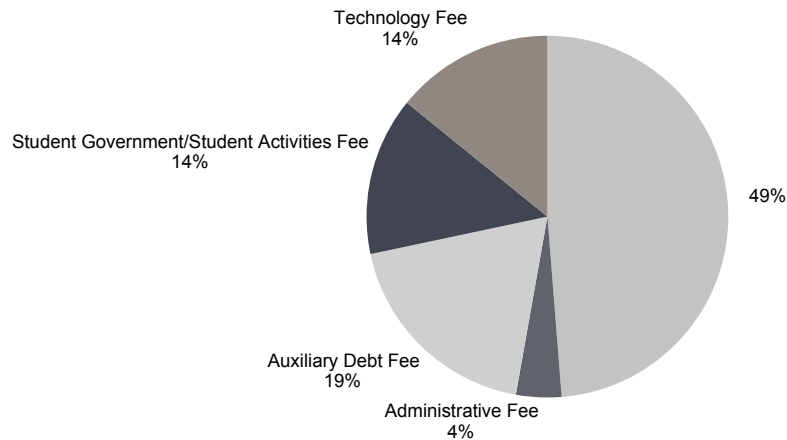
Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours	
Northeastern Junior College	Null	EVENT CENTER FEE	Null	\$250	39.3%
	Null	HEALTH CENTER FEE	Null	\$60	9.4%
	Administrative Fee	REGISTRATION FEES	Flat	\$26	4.0%
	Auxiliary Debt Fee	BOND FEES	Linear	\$120	18.9%
	Student Government/Student Activities Fee	ASSOCIATED STUDENT GOV'T FEE	Linear	\$90	14.2%
	Technology Fee	TECHNOLOGY FEE	Linear	\$90	14.2%

Total Mandatory Fees

Northeastern Junior College

\$636



Fee Policy

- Null
- Administrative Fee
- Auxiliary Debt Fee
- Student Government/Student Activities Fee
- Technology Fee

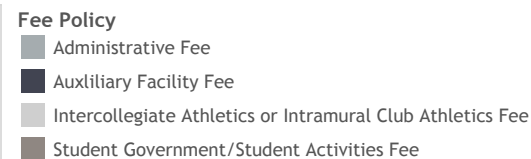
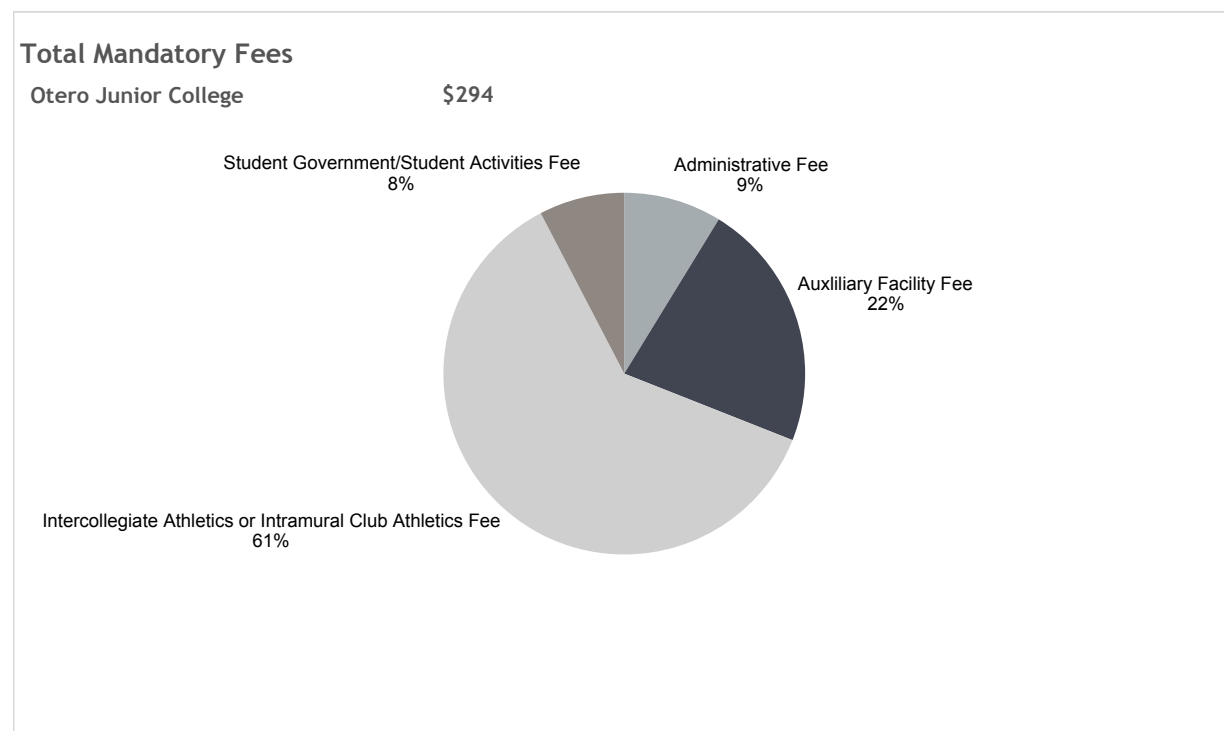
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Otero Junior College



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours		
Otero Junior College	Administrative Fee	REGISTRATION FEE	Flat	\$26		8.7%
	Auxiliary Facility Fee	FITNESS CENTER FEE	Linear	\$65		22.3%
	Intercollegiate Athletics or Intramural Club Athletics Fee	INTERCOLLEGIATE ATHLETICS	Flat	\$38		12.9%
		STUDENT CENTER FEE	Modified Linear	\$143		48.5%
	Student Government/Student Activities Fee	STUDENT ACTIVITY FEE	Flat	\$22		7.6%



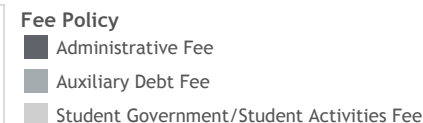
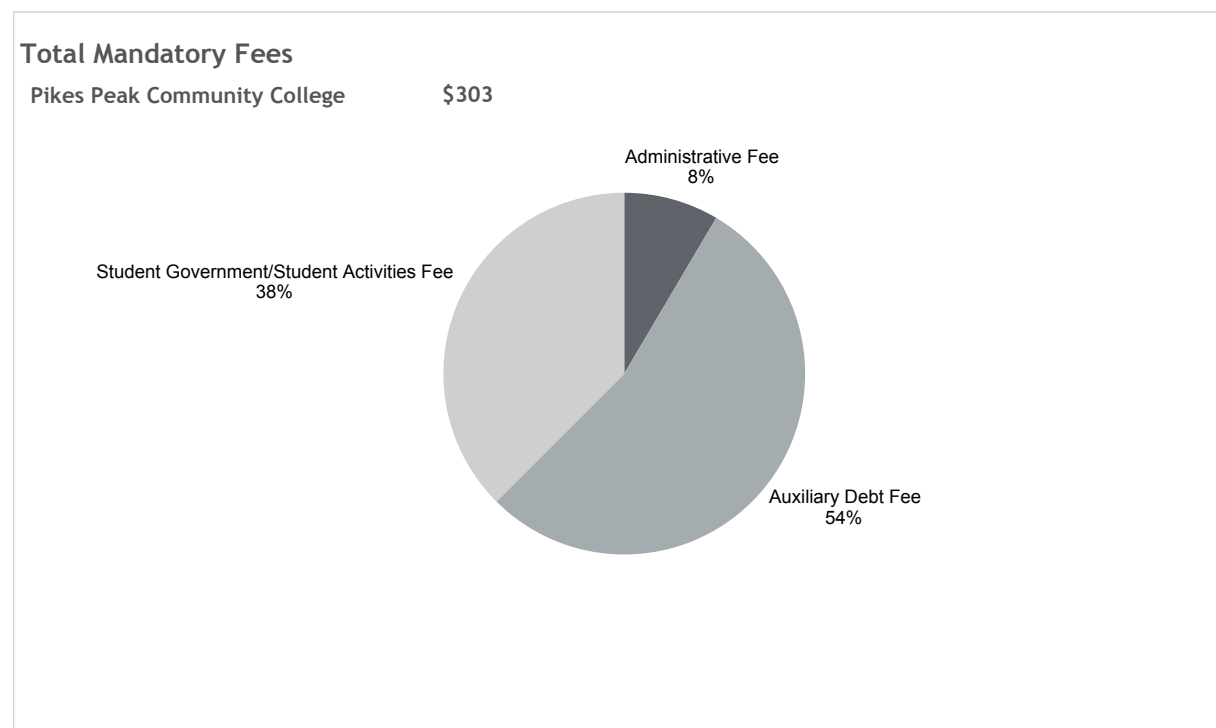
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Pikes Peak Community College



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours		
Pikes Peak Community College	Administrative Fee	REGISTRATION FEE	Flat	\$26		8.5%
	Auxiliary Debt Fee	CHILD DEVELOPMENT FEE	Linear	\$106		34.9%
		STUDENT CENTER FEE	Linear	\$58		19.1%
	Student Government/Student Activities Fee	GREEN CAMPUS FEE	Linear	\$11		3.6%
		PARKING LOT FEE	Linear	\$40		13.2%
		SPORTS AND REC FEE	Linear	\$25		8.1%
		STUDENT GOV'T FEE	Linear	\$38		12.7%



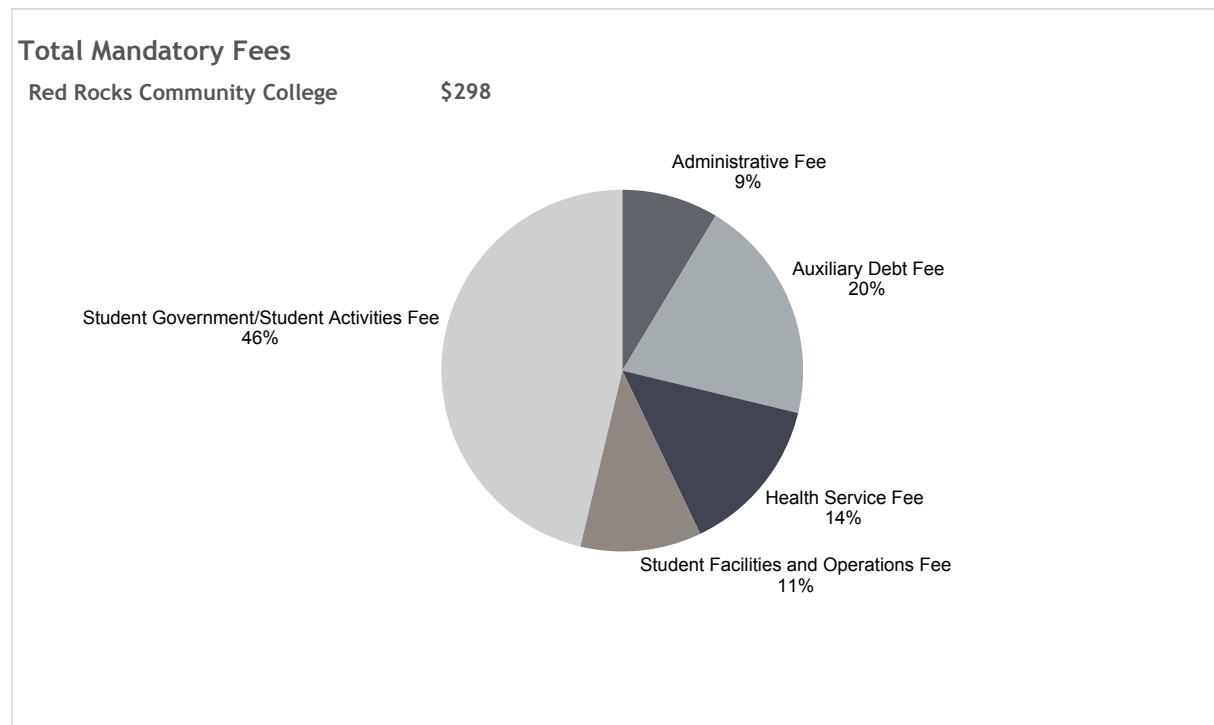
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Red Rocks Community College



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours		
Red Rocks Community College	Administrative Fee	REGISTRATION FEE	Flat	\$26		8.6%
	Auxiliary Debt Fee	STUDENT CENTER FEE	Window	\$60		20.2%
		STUDENT REC CENTER (FALL/ SPRING)	Flat	Null		0.0%
		STUDENT REC CENTER (SUMMER)	Flat	Null		0.0%
	Health Service Fee	HEALTH CENTER FEE (FALL/ WINTER)	Flat	\$42		14.2%
		HEALTH CENTER FEE (SUMMER)	Flat	\$0		0.0%
	Student Facilities and Operations Fee	STUDENT PARKING FEE	Window	\$32		10.8%
	Student Government/Student Activities Fee	STUDENT ACTIVITY FEE	Window	\$138		46.3%



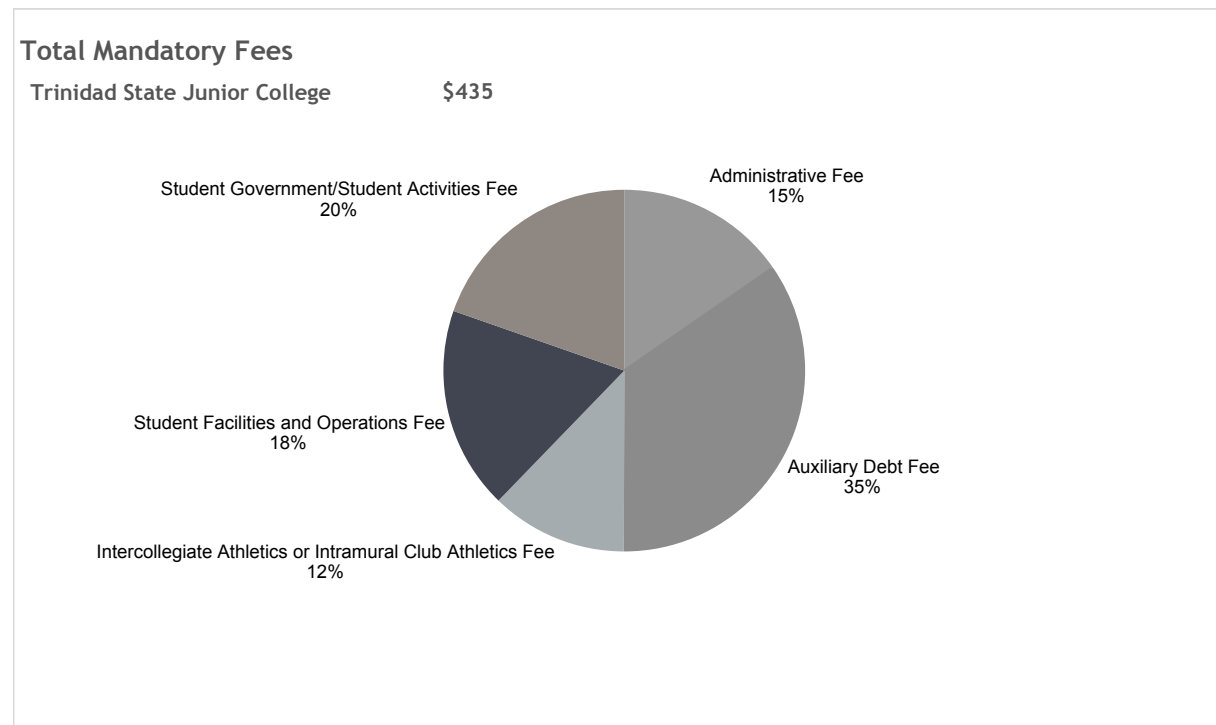
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Trinidad State Junior College



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours	
Trinidad State Junior College	Administrative Fee	CAMPUS FEE	Linear	\$41	9.4%
		REGISTRATION FEE	Flat	\$26	5.9%
	Auxiliary Debt Fee	STUDENT CENTER BOND FEE	Modified Linear	\$151	34.7%
	Intercollegiate Athletics or Intramural Club Athletics Fee	ATHLETIC FEE	Window	\$53	12.2%
	Student Facilities and Operations Fee	STUDENT UNION	Window	\$79	18.1%
	Student Government/Student Activities Fee	STUDENT ACTIVITY FEE	Modified Linear	\$85	19.6%



Fee Policy

- Administrative Fee
- Auxiliary Debt Fee
- Intercollegiate Athletics or Intramural Club Athletics Fee
- Student Facilities and Operations Fee
- Student Government/Student Activities Fee

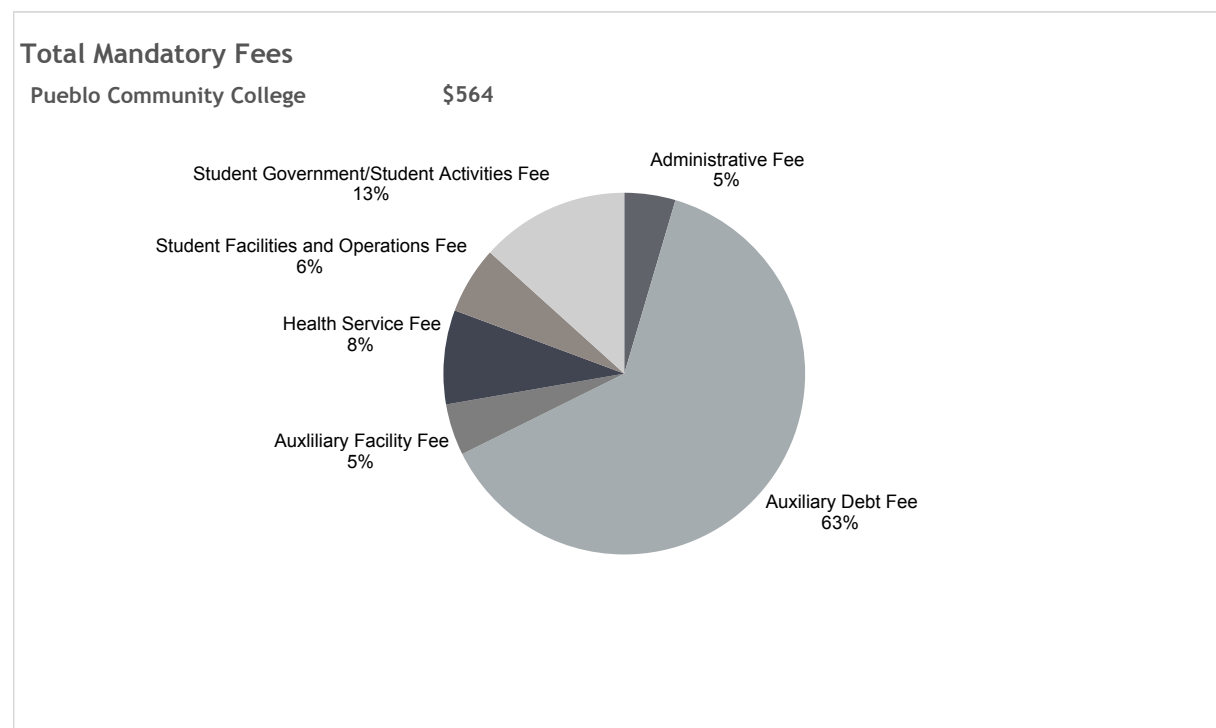
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Pueblo Community College



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours		
Pueblo Community College	Administrative Fee	REGISTRATION FEE	Flat	\$26		4.6%
	Auxiliary Debt Fee	CAPITAL CONSTRUCTION FEE	Linear	\$186		33.0%
		COLLEGE CENTER FEE	Modified Linear	\$170		30.1%
	Auxiliary Facility Fee	FITNESS CENTER FEE	Linear	\$26		4.6%
	Health Service Fee	HEALTH CENTER FEE	Flat	\$47		8.4%
	Student Facilities and Operations Fee	PARKING FEE	Modified Linear	\$34		6.0%
	Student Government/Student Activities Fee	STUDENT ACTIVITY FEE	Modified Linear	\$36		6.3%
		STUDENT SENATE FEE	Modified Linear	\$40		7.0%



- Fee Policy**
- Administrative Fee
 - Auxiliary Debt Fee
 - Auxiliary Facility Fee
 - Health Service Fee
 - Student Facilities and Operations Fee
 - Student Government/Student Activities Fee

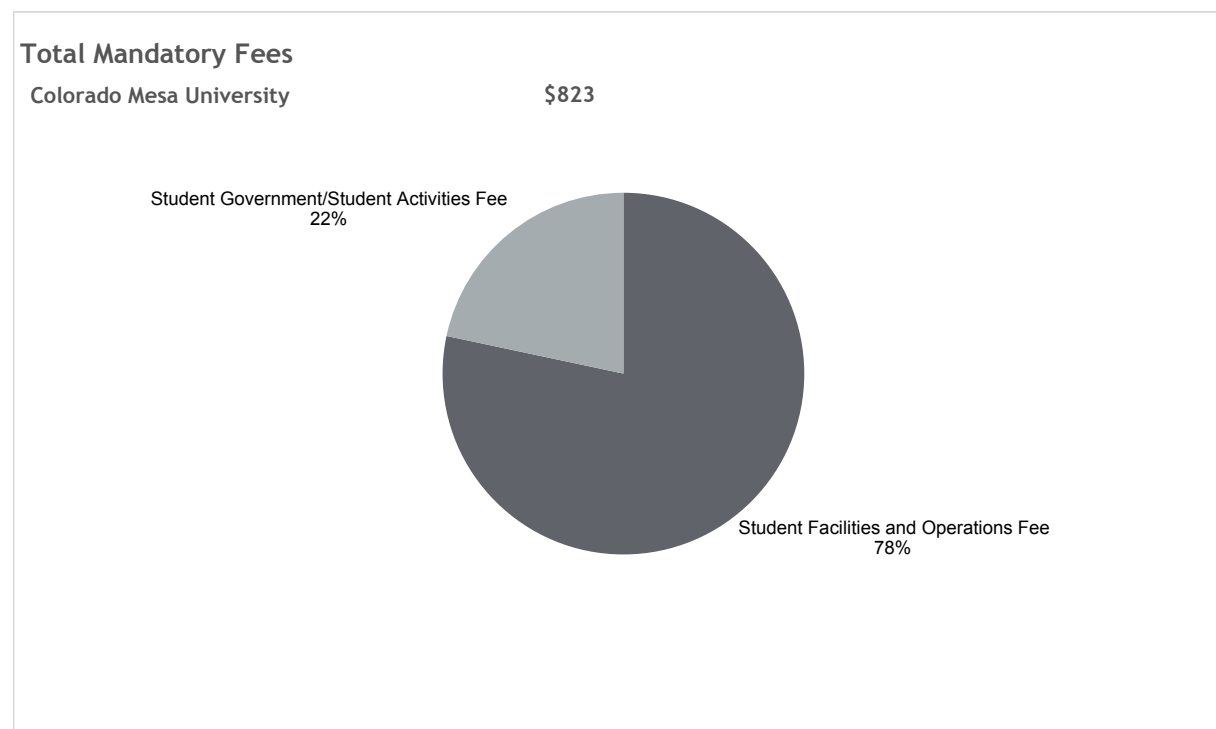
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Colorado Mesa University



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours	
Colorado Mesa University	Student Facilities and Operations Fee	FACILITY DEBT SERVICE FEE (STUDENT FACILITIES DEBT FEE)	Linear	\$432	52.5%
		GENERAL STUDENT FEES	Linear	\$212	25.8%
	Student Government/Student Activities Fee	GENERAL STUDENT FEES	Linear	\$178	21.7%



Fee Policy
 Student Facilities and Operations Fee
 Student Government/Student Activities Fee

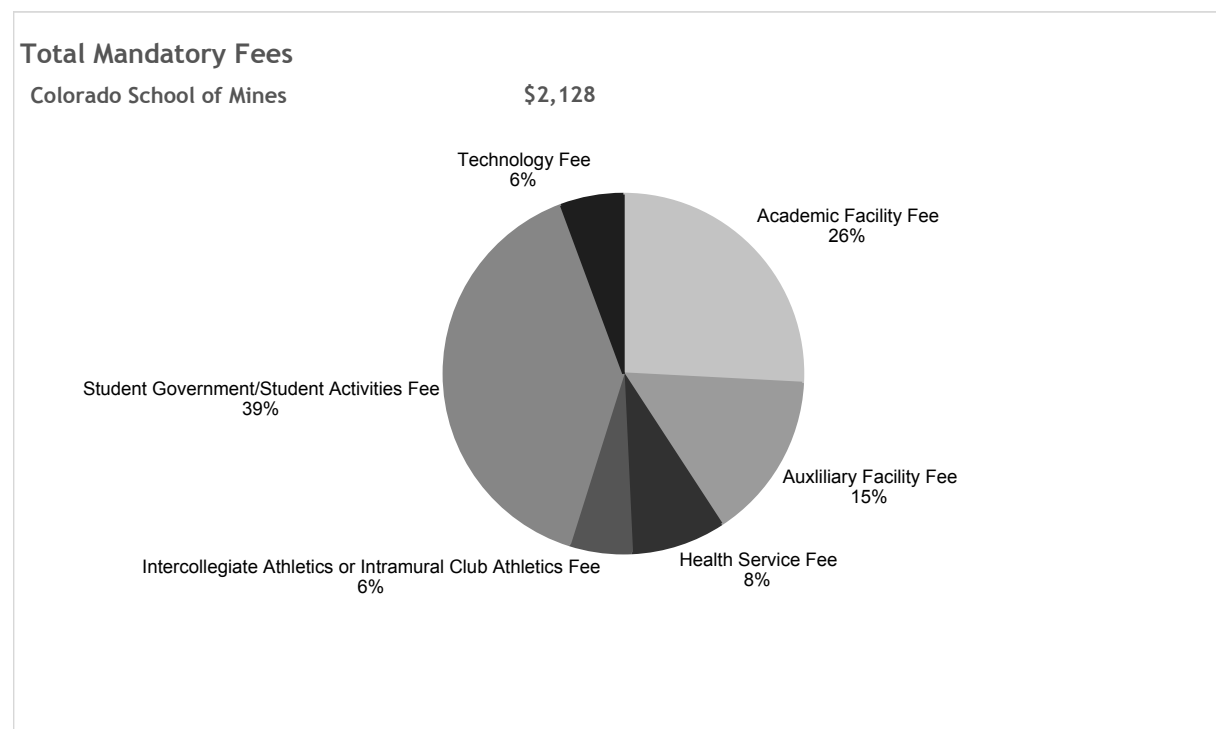
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Colorado School of Mines



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours	
Colorado School of Mines	Academic Facility Fee	ACADEMIC CONSTRUCTION BUILDING FEE	Window	\$550	25.8%
	Auxiliary Facility Fee	RECREATION CENTER FEE	Window	\$318	15.0%
	Health Service Fee	HEALTH SERVICES FEE	Window	\$180	8.5%
	Intercollegiate Athletics or Intramural Club Athletics Fee	ATHLETIC FEE	Window	\$119	5.6%
	Student Government/Student Activities Fee	ASSOCIATED STUDENT FEE	Window	\$200	9.4%
		INTERMODAL TRANSPORTATION FEE	Window	\$97	4.6%
		STUDENT SERVICES FEE	Flat	\$543	25.5%
Technology Fee	TECHNOLOGY FEE	Flat	\$120	5.6%	



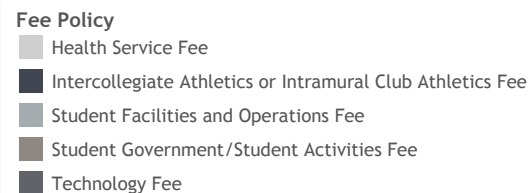
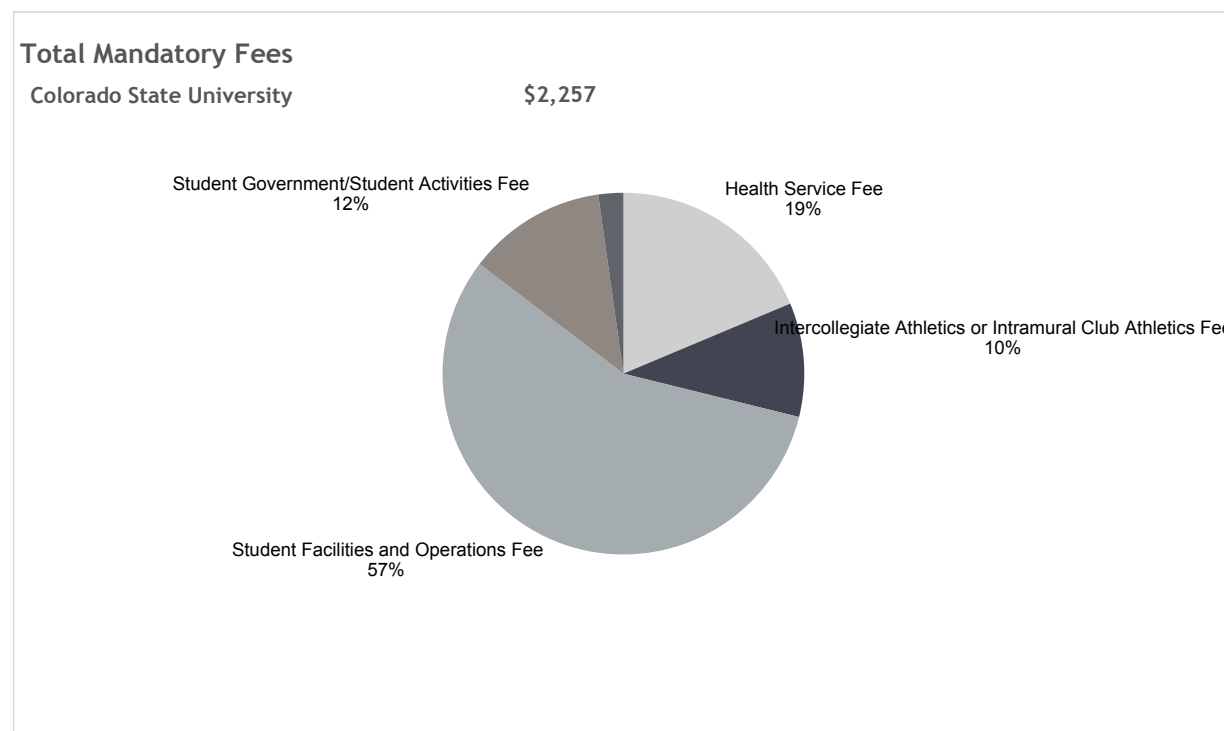
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Colorado State University



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours		
Colorado State University	Health Service Fee	CSU HEALTH NETWORK	Flat	\$422		18.7%
	Intercollegiate Athletics or Intramural Club Athletics Fee	CSU INTERCOLLEGIATE ATHLETICS	Flat	\$220		9.7%
		INTERCOLLEGIATE ATHLETICS DEBT INST..	Flat	\$10		0.4%
		Student Facilities and Operations Fee	CAMPUS RECREATION CENTER	Flat	\$164	
	Student Facilities and Operations Fee	CAMPUS RECREATION CENTER DEBT INS..	Flat	\$114		5.0%
		FACILITY FEES	Linear	\$125		5.5%
		FACILITY FEES DEBT INSTRUMENT	Linear	\$498		22.1%
		LORY STUDENT CENTER DEBT INSTRUME..	Flat	\$152		6.8%
		LORY STUDENT CENTER OPERATIONS	Flat	\$223		9.9%
	Student Government/Student Activities Fee	CSU STUDENT SERVICES	Flat	\$201		8.9%
		STUDENT GOVERNMENT (ASCSU)	Flat	\$79		3.5%
	Technology Fee	CSU TECHNOLOGY FEES	Flat	\$50		2.2%



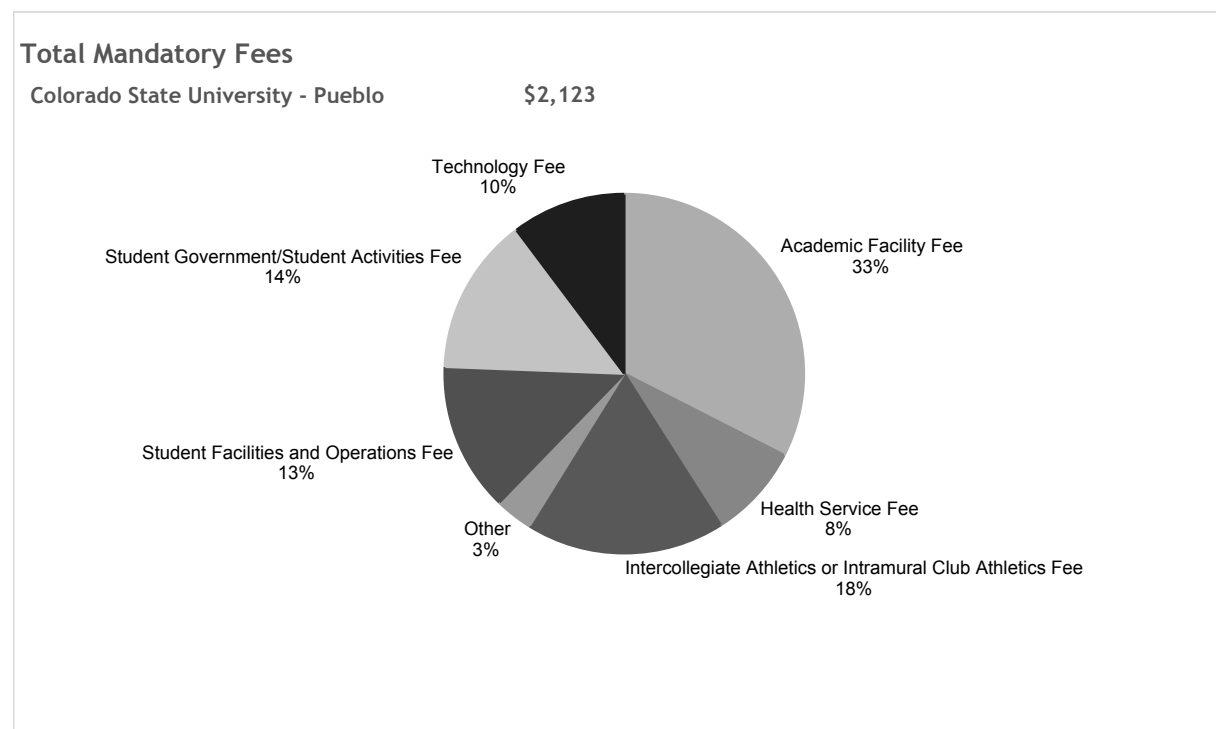
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Colorado State University - Pueblo



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours	
Colorado State University - Pueblo	Academic Facility Fee	STUDENT FACILITY	Linear	\$690	32.5%
	Health Service Fee	STUDENT HEALTH FEE	Linear	\$180	8.5%
	Intercollegiate Athletics or Intramural Club Athletics Fee	STUDENT ATHLETIC FEE	Linear	\$380	17.9%
	Other	CHILD CARE CENTER DISCOUNT PROGRAM	Linear	\$12	0.6%
		STUDENT CENTER FEE	Linear	\$60	2.8%
	Student Facilities and Operations Fee	STUDENT RECREATION CENTER OPERATIONS FEE	Linear	\$284	13.4%
	Student Government/Student Activities Fee	STUDENT AFFAIRS FEE	Linear	\$300	14.1%
	Technology Fee	TECHNOLOGY FEE	Linear	\$218	10.2%



Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Fort Lewis College



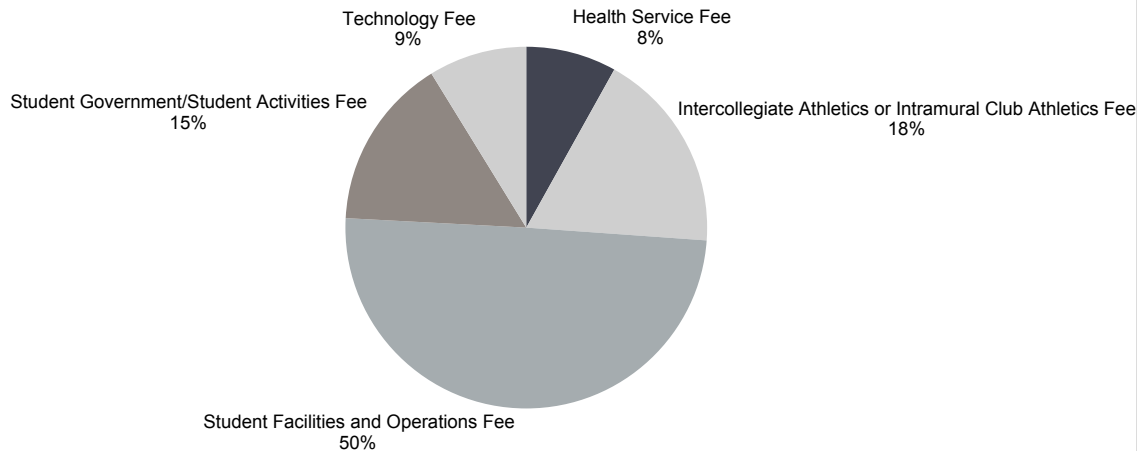
Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours		
Fort Lewis College	Health Service Fee	HEALTH/COUNSELING CENTER FEE	Linear	\$141		8.1%
	Intercollegiate Athletics or Intramural Club Athletics Fee	ATHLETICS FEE	Linear	\$270		15.5%
		CLUB SPORTS FEE	Linear	\$45		2.6%
	Student Facilities and Operations Fee	STUDENT LIFE CENTER FEE	Linear	\$276		15.8%
		STUDENT UNION BUILDING FEE	Linear	\$591		33.9%
	Student Government/Student Activities Fee	ARTS FEE	Linear	\$17		0.9%
		CAREER SERVICES FEE	Linear	\$11		0.6%
		RECREATION SERVICES FEE	Linear	\$92		5.2%
		STUDENT ACTIVITIES FEE	Linear	\$149		8.5%
	Technology Fee	SUSTAINABILITY INITIATIVES FEE	Linear	\$2		0.1%
		TECHNOLOGY FEE	Linear	\$153		8.8%

Total Mandatory Fees

Fort Lewis College

\$1,745



Fee Policy

- Health Service Fee
- Intercollegiate Athletics or Intramural Club Athletics Fee
- Student Facilities and Operations Fee
- Student Government/Student Activities Fee
- Technology Fee

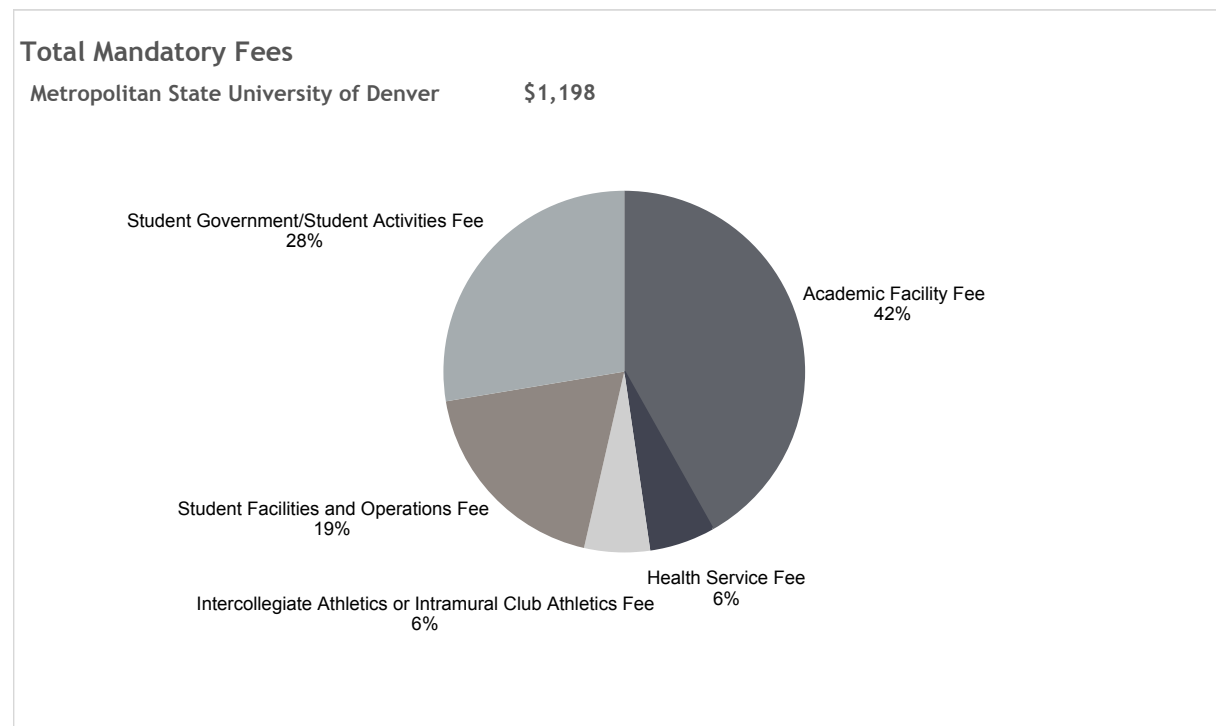
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at Metropolitan State University of Denver



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours		
Metropolitan State University of Denver	Academic Facility Fee	METRO BOND FEE	Window	\$502		41.9%
	Health Service Fee	HEALTH SERVICES FEE	Flat	\$66		5.5%
		IMMUNIZATION FEE	Flat	\$4		0.4%
	Intercollegiate Athletics or Intramural Club Athletics Fee	INTERCOLLEGIATE ATHLETICS FEE	Flat	\$70		5.9%
	Student Facilities and Operations Fee	AHEC FACILITIES BOND	Modified Linear	\$155		13.0%
		CAMPUS RECREATION FEE	Flat	\$50		4.2%
		CLEAN ENERGY FEE	Flat	\$10		0.8%
		TIVOLI PARK FACILITY	Flat	\$10		0.8%
	Student Government/Student Activities Fee	PHOENIX CENTER	Flat	\$4		0.3%
		RTD PASS FEE	Flat	\$194		16.2%
STUDENT AFFAIRS FEE		Modified Linear	\$133		11.1%	



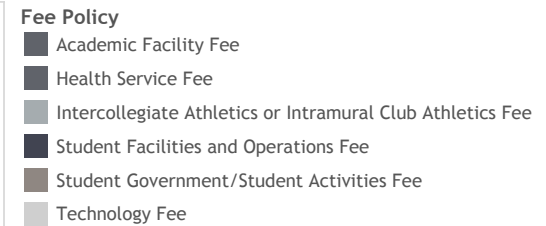
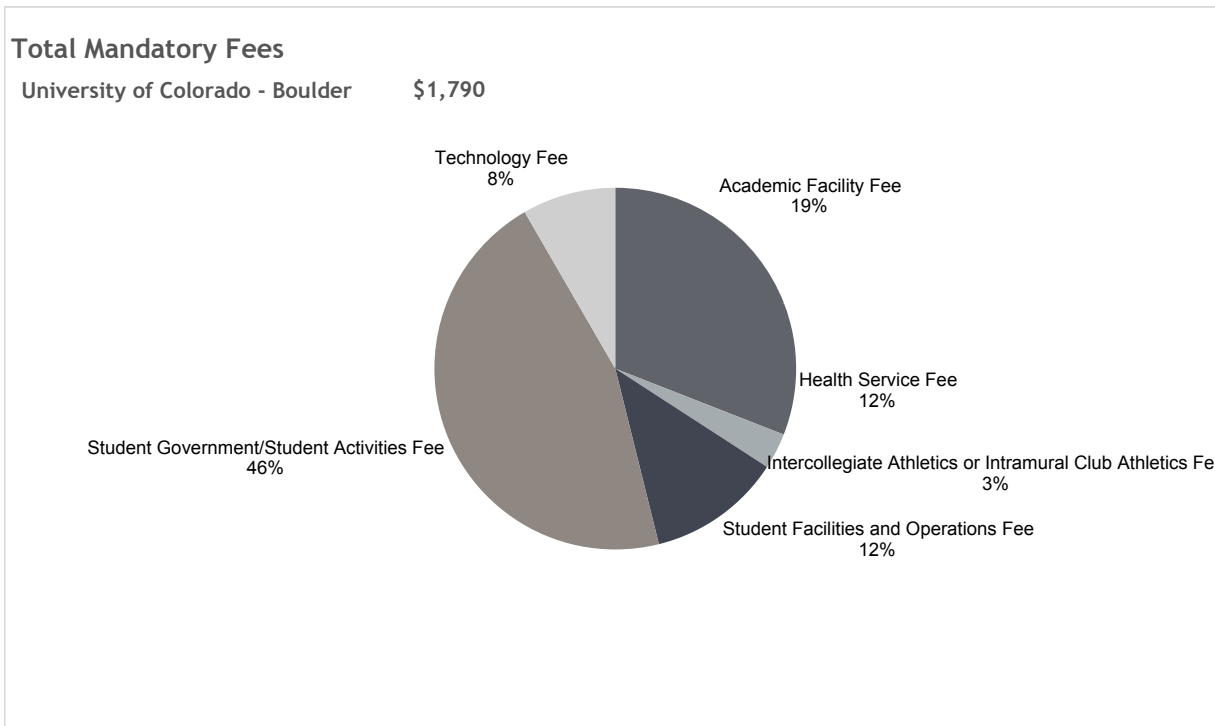
Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at University of Colorado - Boulder



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours		
University of Colorado - Boulder	Academic Facility Fee	CAPITAL CONSTRUCTION	Window	\$340		19.1%
	Health Service Fee	MENTAL HEALTH RESOURCE FEE	Window	\$42		2.4%
		WARDENBURG STUDENT HEALTH FEE	Window	\$168		9.5%
	Intercollegiate Athletics or Intramural Club Athletics Fee	ATHLETIC	Window	\$57		3.2%
	Student Facilities and Operations Fee	REC CENTER EXPANSION REFERENDUM FEE	Window	\$213		12.0%
	Student Government/Student Activities Fee	ARTS & CULTURAL ENRICHMENT	Flat	\$20		1.1%
		CAREER SERVICES	Flat	\$24		1.3%
		RTD	Flat	\$170		9.6%
		UCSU STUDENT ACTIVITY	Window	\$596		33.5%
	Technology Fee	STUDENT COMPUTING	Window	\$134		7.6%
STUDENT INFORMATION SYSTEM		Flat	\$14		0.8%	



Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at University of Colorado - Colorado Springs

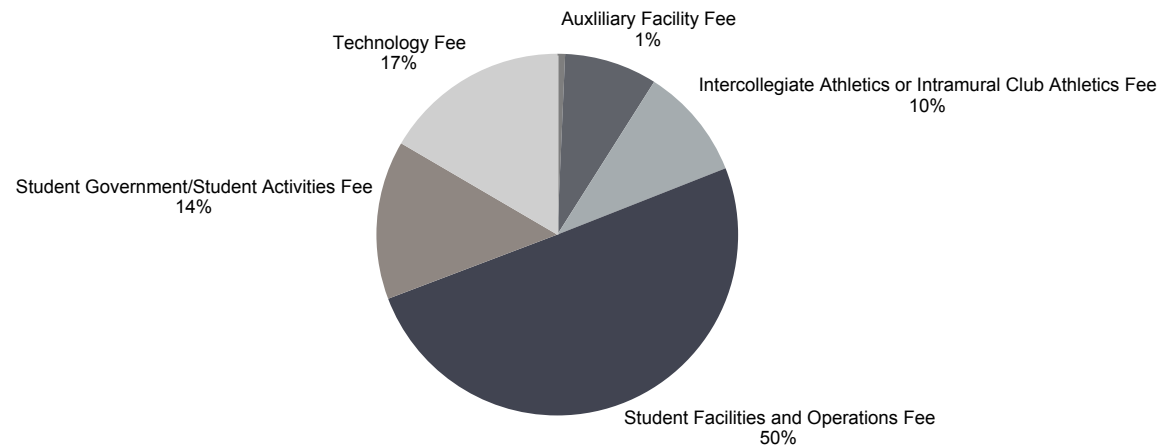


Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours			
University of Colorado - Colorado Springs	Auxiliary Facility Fee	SUSTAINABILITY STUDENT FEE	Flat	\$10		0.7%	
	Health Service Fee	STUDENT HEALTH CENTER FEE	Flat	\$120		8.3%	
	Intercollegiate Athletics or Intramural Club Athletics Fee	ATHLETICS FEE	Linear	\$146		10.0%	
	Student Facilities and Operations Fee	CAMPUS RECREATION CENTER BOND FEE		Flat	\$320		22.1%
		FAMILY DEVELOPMENT CENTER OPERATING FEE		Flat	\$6		0.4%
		FAMILY DEVELOPMENT CENTER BOND FEE		Flat	\$20		1.4%
		STUDENT RECREATION FEE		Linear	\$30		2.1%
		UNIVERSITY CENTER BOND FEE		Linear	\$351		24.2%
	Student Government /Student Activities Fee	STUDENT ACTIVITIES FEE		Flat	\$28		1.9%
		STUDENT EVENT/PERFORMANCE FEE		Window	\$8		0.6%
		STUDENT SAFETY AND TRANSPORTATION FEE		Flat	\$169		11.7%
	Technology Fee	LEARNING TECHNOLOGY FEE		Linear	\$180		12.4%
		STUDENT INFORMATION SYSTEM		Linear	\$60		4.1%

Total Mandatory Fees

University of Colorado - Colorad.. \$1,448



Fee Policy

- Auxiliary Facility Fee
- Health Service Fee
- Intercollegiate Athletics or Intramural Club Athletics Fee
- Student Facilities and Operations Fee
- Student Government/Student Activities Fee
- Technology Fee

Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at University of Colorado Denver

* Preliminary data - undergoing data validation and will be updated as data is corrected



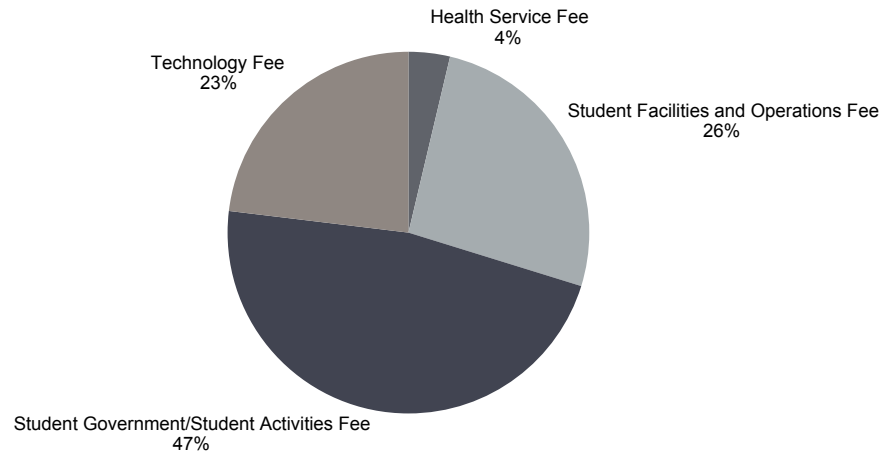
Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours		
University of Colorado Denver	Health Service Fee	AURARIA STUDENT HEALTH CENTER	Flat	\$48		3.7%
		AURARIA BOND	Flat	\$127		9.8%
	Student Facilities and Operations Fee	AURARIA ENERGY RENEWAL	Flat	\$10		0.8%
		AURARIA STUDENT FACILITIES	Flat	\$10		0.8%
		AURARIA STUDENT RECREATION	Flat	\$12		0.9%
		WELLNESS CENTER	Modified Linear	\$180		13.9%
		AURARIA RTD COLLEGE PASS PROGRAM	Flat	\$194		14.9%
		CULTURAL EVENTS	Flat	\$8		0.6%
	Student Government/Student Activities Fee	PHOENIX CENTER FEE	Flat	\$4		0.3%
		STUDENT ACTIVITY	Flat	\$52		4.0%
		STUDENT NEWSPAPER	Flat	\$8		0.6%
		STUDENT SERVICES	Linear	\$327		25.1%
		STUDENT SPIRIT FEE	Flat	\$18		1.4%
		STUDENT SPIRIT MASCOT FEE	Flat	\$2		0.2%
		INFORMATION TECHNOLOGY	Linear	\$240		18.5%
	Technology Fee	STUDENT INFORMATION SYSTEM (SIS)	Linear	\$60		4.6%

Total Mandatory Fees

University of Colorado Denver

\$1,299



Fee Policy

- Health Service Fee
- Student Facilities and Operations Fee
- Student Government/Student Activities Fee
- Technology Fee

Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

Undergraduate Mandatory Fees Per Academic Year at University of Northern Colorado

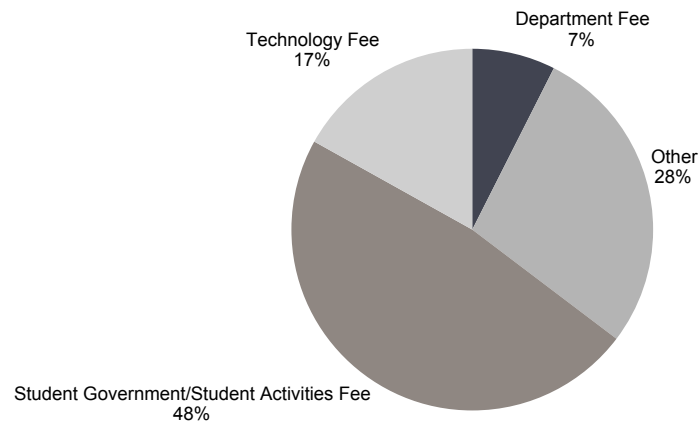


Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours	
University of Northern Colorado	Department Fee	UG Library Fee	Linear	\$134	7.4%
	Other	Capital Fee	Modified Linear	\$500	27.9%
	Student Government/Student Activities Fee	LEAF FEE	Modified Linear	\$20	1.1%
		Student Services Fee	Modified Linear	\$837	46.7%
	Technology Fee	UG Technology Fee	Linear	\$303	16.9%

Total Mandatory Fees

University of Northern Colorado \$2,264



Fee Policy

- Department Fee
- Other
- Student Government/Student Activities Fee
- Technology Fee

Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5

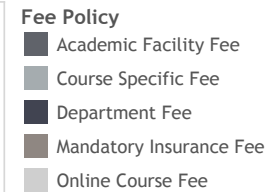
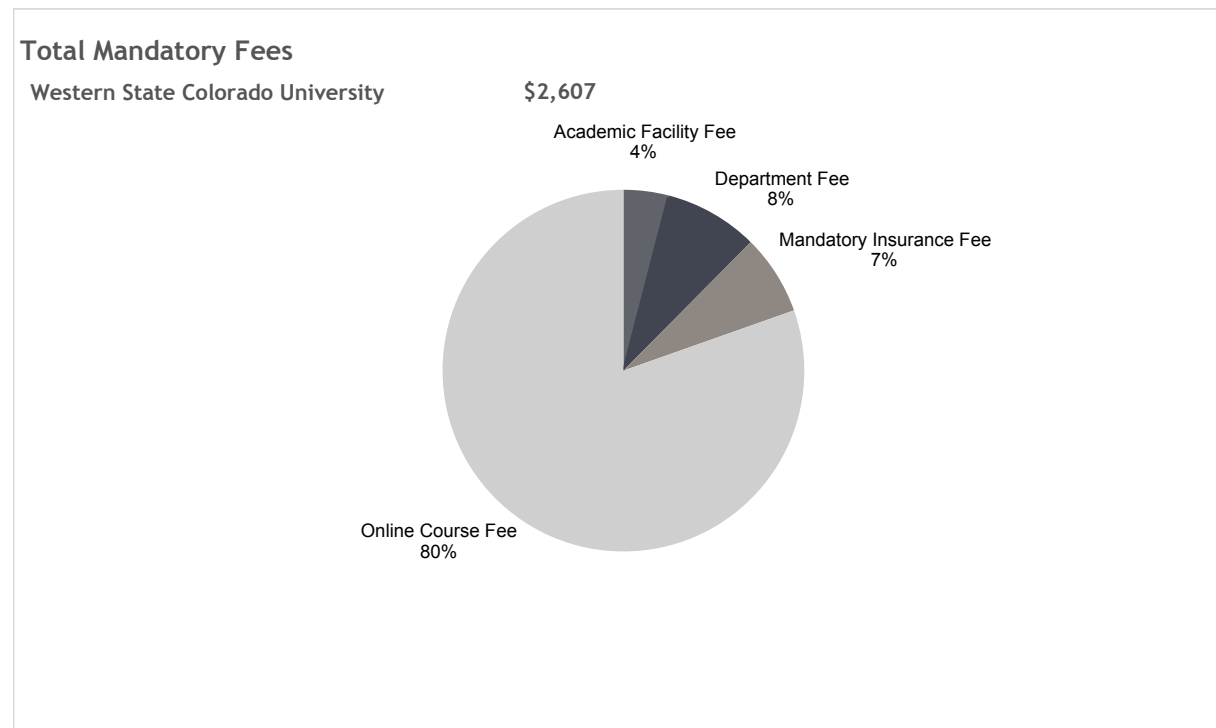
Undergraduate Mandatory Fees Per Academic Year at Western State Colorado University

* Preliminary data - undergoing data validation and will be updated as data is corrected



Mandatory Fee Descriptions - policy, description, rate type, and rate

Institution ..	Fee Policy	Name Desc	Rate Type	Rate per 30 Credit Hours	
Western State Colorado University	Academic Facility Fee	Student Computing Fee	Window	\$104	4.0%
	Course Specific Fee	Campus Sustainability Fee	Flat	\$10	0.4%
	Department Fee	INTERCOLLEGIATE ATHLETICS	Window	\$218	8.4%
	Mandatory Insurance Fee	Student Government	Window	\$186	7.1%
	Online Course Fee	Facilty Fee	Window	\$1,797	68.9%
	Online Course Fee	University Center Operations	Window	\$292	11.2%



Source: Institutional Tuition and Fee Report to DHE per C.R.S 23-1-105.5