



Background

The Department of Personnel and Administration, Division of Human Resources, tracks the employees within the State Personnel System, including identifying compensation, retention, turnover, and numerous other trends. The trends found in the State’s workforce data influence the policies and programs administered the Department as it uses this information in its efforts in workforce planning, compensation structure, and consulting and advice on selection and retention efforts, and vice versa: the strategies and guidelines set in place by the Division also influence the trends seen in the workforce. This report gives overall descriptive statistics on the profile of the workforce, the compensation package received by employees, and the employee turnover within groups, departments, and the State as a whole, and also highlights the major trends of Fiscal Year (FY) 2009-10.

Figure 1 – Employees and Population

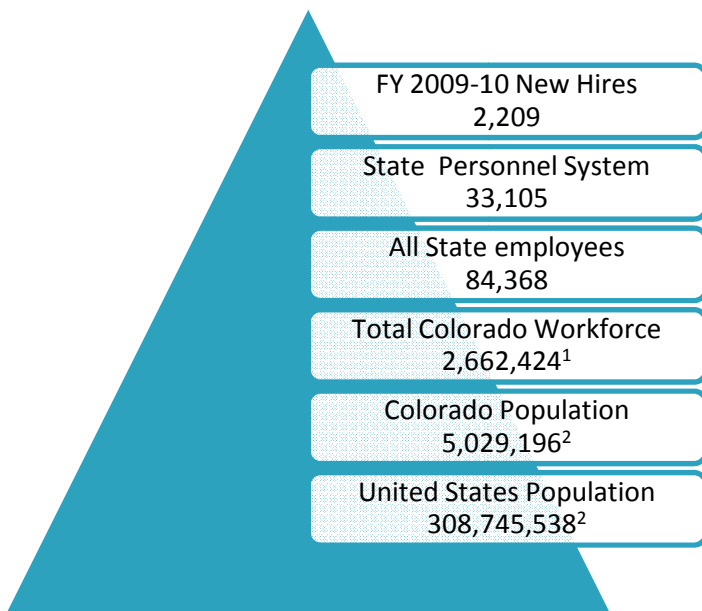


Table 1 – Permanent State Personnel System Summary FY 2009-10

	New Hires	Statewide Workforce
Count	2,209	33,105
Median Age	38.72	47.64
Median Salary	\$39,276	\$47,304
Percent Minority	25.6%	24.8%
Percent Female	49.9%	48.7%
Voluntary Turnover	8.7%	4.5%

Who are we?

The State of Colorado employs over 80,000 people. However, not all of these employees fall under the State Personnel System and are subject to the rules, compensation structure, and benefits governing the Personnel System. Most employees in the Judicial and Legislative branches of government (with the exception of the State Auditor’s Office) and faculty, administration, and exempt professionals within institutions of higher education are considered “non-classified,” or not part of the System. Unless otherwise noted, this report contains general statistics, trends, and other information for the State Personnel System Only.

Key Statistics:

- As of June 30, 2010, there were 33,105 permanent classified employees working for the State of Colorado.
- About seven percent of these employees were hired within the previous fiscal year.
- The median age is 47.64.
- The median salary is \$47,304.

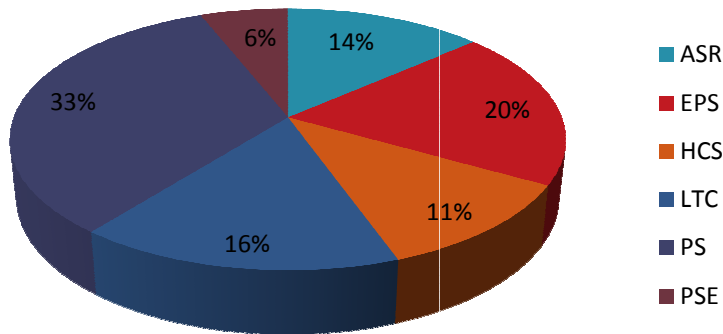
¹ Census Bureau 2010 Population Estimates

² Bureau of Labor Statistics, 2010 Colorado Employment Statistics

Occupation Make-up

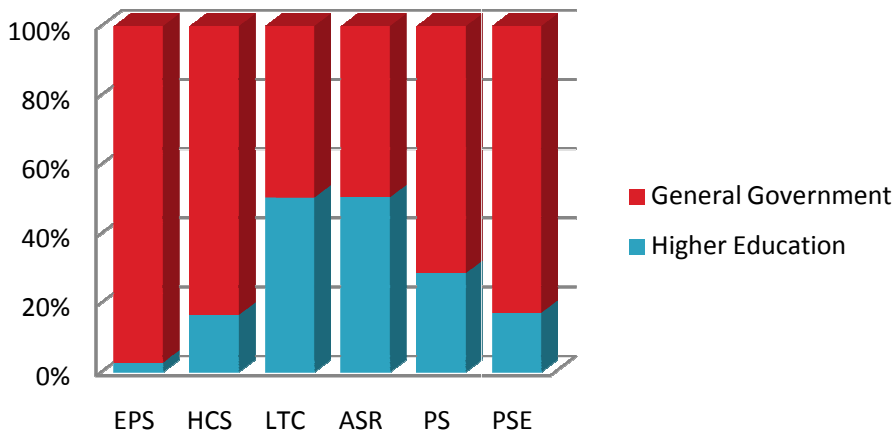
The classified workforce varies greatly in different areas in State government, and therefore is broken down into six occupational groups: Enforcement and Protective Services (EPS); Health Care Services (HCS); Labor, Trades and Crafts (LTC); Administrative Support and Related (ASR); Professional Services (PS); and Physical Science and Engineering (PSE). These occupational groups are the basis for many of the compensation policies developed by and system studies performed by the Department.

Figure 3 - Workforce by Occupation Group



Classified employees within higher education tend to hold positions in administrative support and labor trades positions. This is because professional positions and those in the physical sciences or engineering are often exempt professionals, faculty, or administration within higher education, and not included in the classified system.

Figure 4 - Occupation Group by General Government and Higher Education



Who are we?

One third of classified employees work in a position within the professional services occupation group. This includes tax examiners, auditors, administrative law judges, and information technology professionals, among many others.

It is often noted that the average salary for classified employees is lower in higher education than general government, but this is generally due to the type of positions and occupation groups that are considered classified in each group.

Additional statistics for occupational groups:

Median Salary

Administrative	\$36,036
Enforcement	\$48,396
Health Care	\$44,838
Labor Trade Crafts	\$37,068
Professional	\$55,512
Physical Sciences	\$71,400

Average Age

Administrative	48.03
Enforcement	42.78
Health Care	46.24
Labor Trade Crafts	48.05
Professional	47.32
Physical Sciences	47.28

Percent Female

Administrative	85.5%
Enforcement	23.6%
Health Care	74.8%
Labor Trade Crafts	20.7%
Professional	57.9%
Physical Sciences	21.9%

Overall Changes

Key statistics for the classified state workforce are shown for the last three fiscal years in Figure 5.

Figure 5 – Workforce Changes at a Glance				
	FY 2007-08	FY 2008-09	FY 2009-10	Percent Change
Classified Employees	33,106	33,526	33,105	↑0.0%
Average Age	45.88	46.18	46.52	↑1.4%
Median Age	47.08	47.32	47.64	↑1.2%
Average Length of Service	9.40	9.53	9.73	↑3.5%
Median Length of Service	7.41	7.61	7.66	↑3.4%
Average Salary	\$49,933	\$51,147	\$51,473	↑3.1%
Median Salary	\$45,960	\$47,040	\$47,304	↑2.9%
Eligible to Retire	11.7%	12.6%	17.0%	↑45.3%
Eligible to Retire in Five Years	32.0%	33.1%	34.1%	↑6.6%
Turnover	11.1%	8.5%	8.6%	↓22.5%

Changes In Compensation

As shown above, compared to last year, compensation remained stable. Although base increases and performance-based pay increases have been awarded in previous years (Figure 6), no base increases were awarded in FY 2009-10.

Figure 6 – Salary Increases Over Time				
Fiscal Year	Base Salary	Performance Pay	Total State Increase	Employment Cost Index*
FY 2001-02	5.2%	0.0%	5.2%	2.9%
FY 2002-03	4.7%	0.8%	5.5%	2.9%
FY 2003-04	0.0%	0.0%	0.0%	2.4%
FY 2004-05	2.0%	1.0%	3.0%	2.6%
FY 2005-06	3.0%	0.0%	3.0%	3.2%
FY 2006-07	2.6%	0.0%	2.6%	3.4%
FY 2007-08	3.7%	1.4%	5.1%	3.4%
FY 2008-09	3.3%	1.4%	4.7%	1.2%
FY 2009-10	0.0%	0.0%	0.0%	1.5%

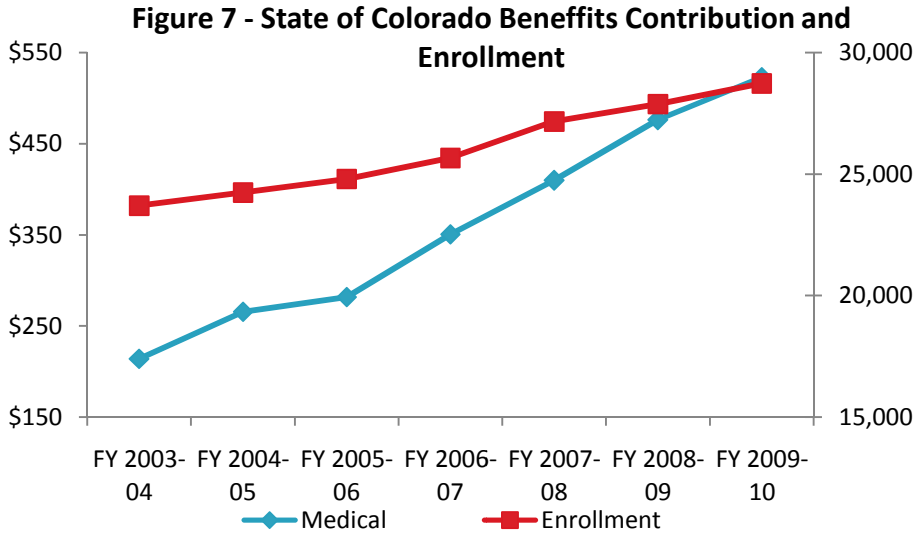
*Employment Cost Index is a quarterly economic series detailing the changes in the costs of labor for businesses in the United States economy and is used to monitor inflation.

What happened?

- The number of employees decreased slightly from the previous year.
- The median age and length of service both continue to increase over the last three years.
- The number of employees that are eligible to retire has increased over the last three years.
- Correspondingly, the number of employees eligible for retirement within the next five years has also increased. Reasons for this trend are discussed later in this report.
- Median salary (\$47,304) does not show a significant increase from the previous year.
- Salary Survey and Performance Based Pay base increases were both frozen for FY 2009-10.
- The Employment Cost Index reported by the United States Department of Labor continues to rise, although at a much slower rate than in previous years.

Changes in State of Colorado Benefits Contribution and Enrollment

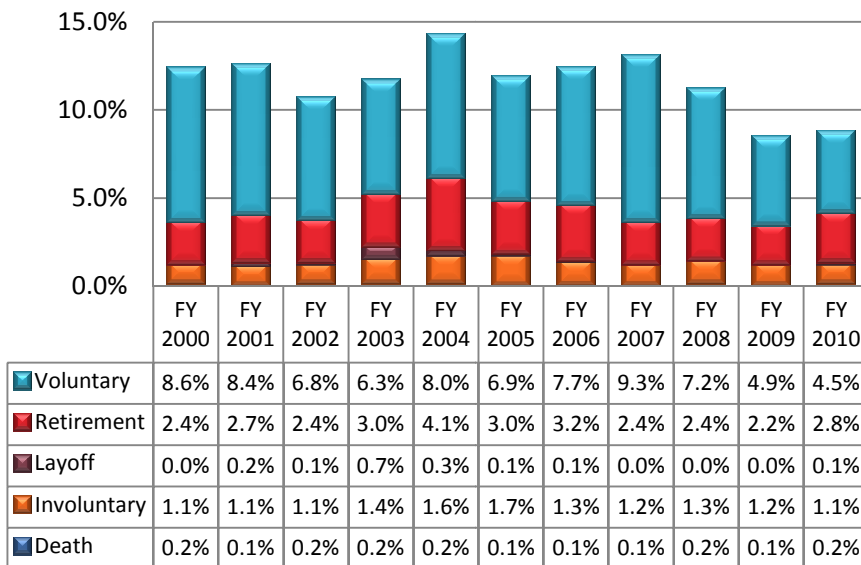
In addition to wages, employee total compensation includes State contributions to employee benefits. Prior to FY 2003-04, the State's contribution dollars toward health benefit programs were specified in statute. Following a change in statute, the State's contribution is set based on an annual compensation survey and approval by the General Assembly. Since then, the State has continued its effort to catch up with the market contribution level.



Turnover

The overall turnover rate decreased in the previous fiscal year (to 8.5%), and remained relatively low (8.6%) in FY 2009-10 as compared to previous years.

Figure 8 - Historical Employee Turnover



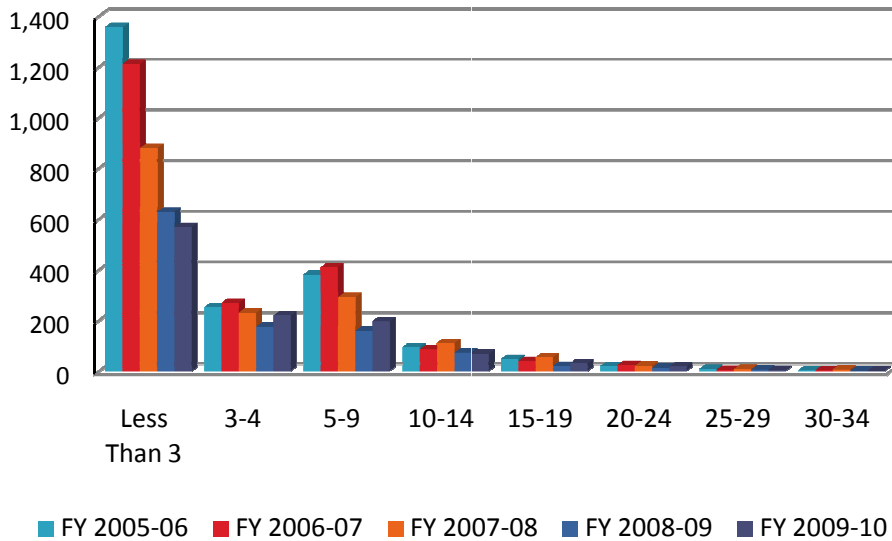
What happened?

- The average State contribution to health benefits, as well as the total enrollment in the State's health benefits, plans has increased over time. A total compensation package is a key tool used in attracting and retaining a qualified workforce, and a health benefits program is an important component of that package.
- Turnover has remained low for the last two years; in fact, turnover is the lowest it has been in a decade. This year's rate was 8.6%.
- The separation type that has decreased the most is voluntary. Since FY 1999-2000, the rate has fluctuated between just over six percent to over nine percent. This year's voluntary separations were at a rate of 4.5%.

Turnover (continued)

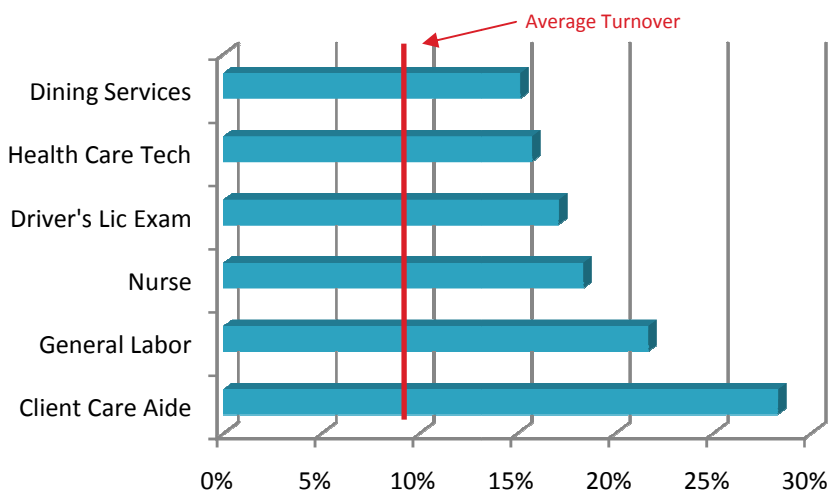
As voluntary turnover accounts for the most number of separations, changes in the rate affect the overall turnover rate the most. The count of voluntary separations is shown by service group in the chart below. The most separations occur in the service group with less than three years of service. This is consistent with the voluntary separation counts from the past several fiscal years.

Figure 9 - Voluntary Separations by Service Group



It should be noted that overall turnover remains high in some job classes (Figure 10).

**Figure 10 - Average Turnover Rates Greater than 15%
FY 2005-06 to FY 2009-2010**



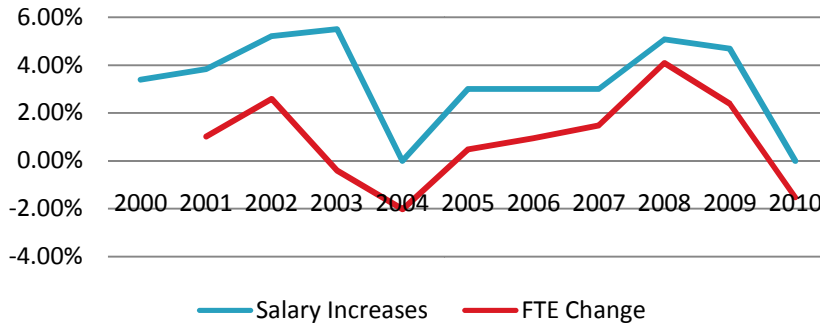
What happened?

- Voluntary turnover is highest in the group of employees with less than three years of service.
- Voluntary turnover is virtually non-existent in groups with 20 or more years of service. Most employees in this group are currently or close to retirement eligible, so their separation is most likely to be a retirement.
- Turnover remains high in some classes. It is over 15%, and as high as 28%, in jobs in dining services and general labor, as well health care technicians, drivers' license examiners, nurses, and client care aides.

Reasons

The State of Colorado as an employer is reflective of the economy in the state and nation in which it resides. Some key indicators reflect the downturn in the economy. The number of employees, shown as full time equivalent (FTE) below, and their compensation were affected during economic declines in 2003 - 2004 and 2009 - 2010 as hiring decreased and salary increases slowed or stopped.

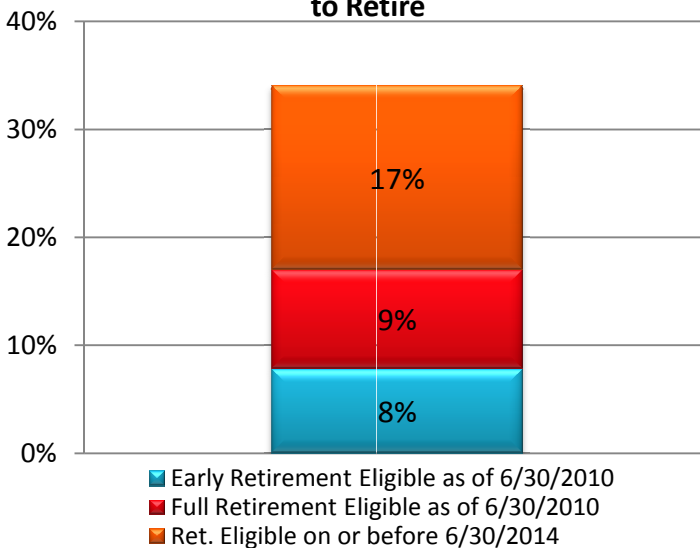
Figure 11 – Ten Year Salary and FTE Trend



Aging Workforce

The Bureau of Labor Statistics reports that “the future age structure of the population will be older than it is now... As (baby boomers) age, the median age will rise. In 2011, the first members of the Baby Boom will reach age 65...” This means that the number of workers eligible for retirement is going to increase substantially. This nationwide effect, as well as retirement rates in the State workforce decreasing, and all turnover rates increasing over the last several years, especially in the lower service groups, sets the State up for an aging workforce with a substantial portion becoming eligible for retirement.

Figure 12 - Percent of Employees Eligible to Retire



Why?

The State of Colorado is reflective of the economy of the state and the nation as a whole. Just as in the private sector, salary increases and number of employees generally decrease during slower economic periods.

As employees with more years of service put off retirement

(i.e., retirement eligible employees are staying),

employees with three years of service or less continue to have the highest voluntary turnover rate

(i.e., not-even-close to retirement eligible employees are leaving),

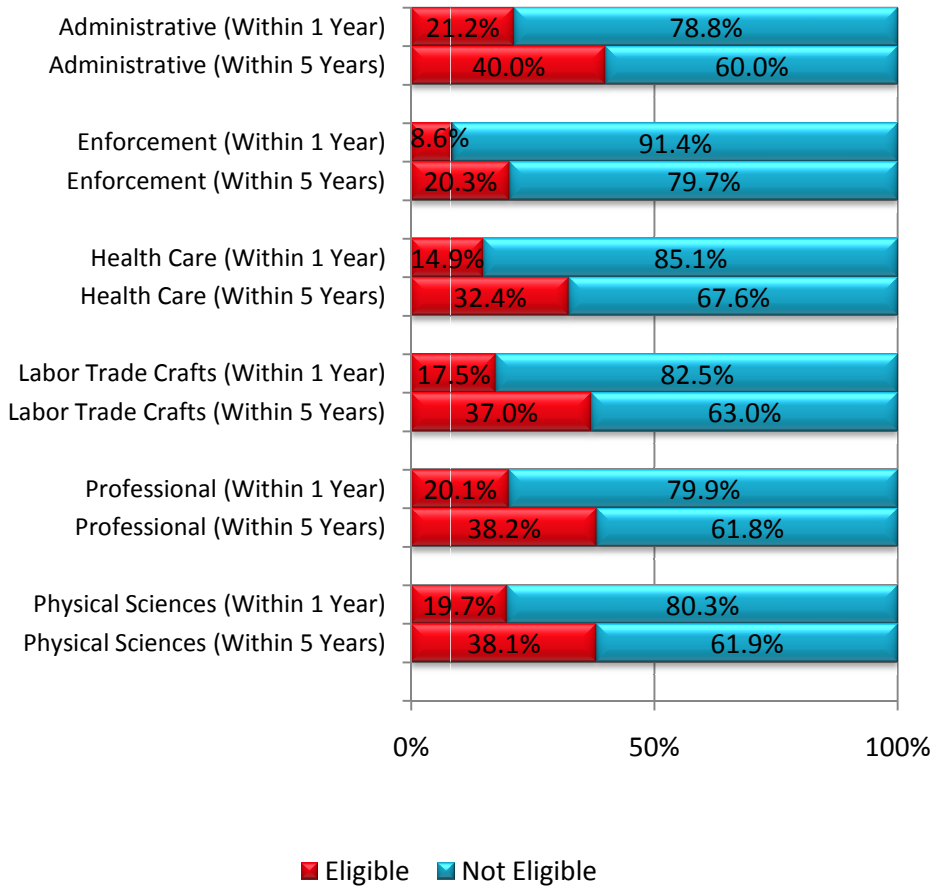
and overall turnover stays low

(i.e., the current workforce continues to age and acquire years of service),

the overall age and level of service of the entire workforce is increasing.

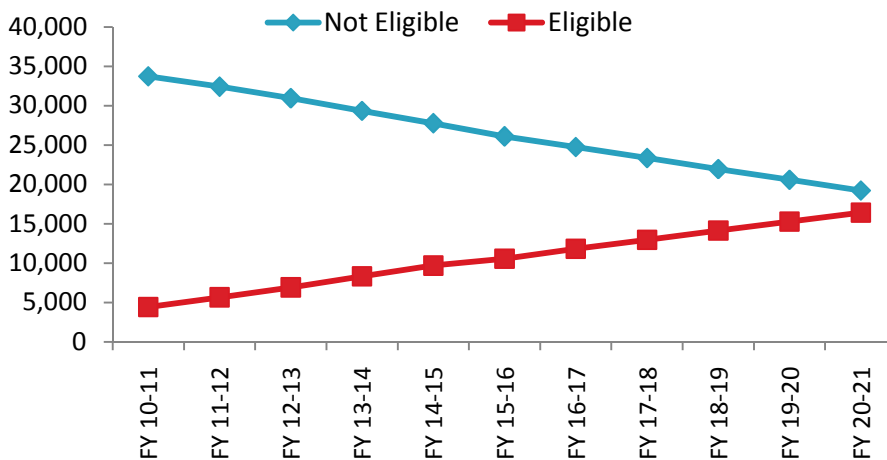
Seventeen percent of current permanent classified employees are eligible for either partial or full retirement as of June 30, 2010, and the number of employees eligible for retirement as of June 30, 2014 could **double**.

Figure 13 - Retirement Eligibility by Occupational Group



The following chart shows the anticipated number of employees eligible and not eligible for retirement under current trends for the next decade.

Chart 14 - Potential Retirement



What if the trends continue?

- Based on current workforce, over one third will be eligible to retire as of June 30, 2014. This trend is most significant in the administrative, professional, and physical science occupational groups.
- The State may risk losing much of its institutional knowledge and experience as long-term employees retire.
- The design of the State’s retirement plan creates the need for active workers to subsidize retirees. After the end of the current economic cycle, if retirement-eligible employees leave en masse and turnover rates for employees with less than three years of service remain the same, the State may face an increased burden on its retirement plan.
- If compensation trends continue and market salaries and wages far surpass those for similar State classes, the State may have trouble recruiting and retaining a qualified workforce.

In conclusion, the State must address the trend of an aging workforce as well as continue the effort to offer a competitive total compensation package.

Assumptions and Definitions

Workforce

Definition of an employee in the state personnel system:

- Referred to as a “state classified employee” or a “civil service employee”;
- Permanent full-time or part-time employee;
- Does not include higher education faculty and administrators;
- Does not include legislative or judicial staff;
- Does not include temporary/contingent employees.

Unless otherwise noted, this report only includes state personnel system data.

Non-state personnel system employee information is derived from the Colorado Personnel Payroll System (CPPS); non-state personnel system employees from higher education are not included.

The state personnel system workforce can be measured by positions, full-time equivalents (FTE), or employees. A position is an individual distinct set of duties or assignments. FTE is the budgetary equivalent of one permanent position working 2,080 hours per fiscal year. Employees are the actual people holding a position and working in the personnel system. Data in this report are based on number of employees unless otherwise stated.

The Colorado fiscal year runs from July 1 through June 30. FY 2009-10 data in this report are based on a June 30, 2010 dataset from CPPS and data provided by the University of Colorado, Colorado State University, and the Colorado Community College System.

Average is the arithmetic mean, the value of all the entries in a set of data divided by the number of entries. Median is the middle value in a set of data, an equal number of values above it and below it. Due to rounding, percent totals may not always equal 100%.

Turnover

Definition of turnover for employees in the state personnel system:

- Employee-initiated separations from state employment (voluntary);
- Employer-initiated separations from state employment (involuntary);
- Layoffs;
- Retirements;
- Deaths.

Turnover data exclude employees who transfer from one department to another because they are still considered employees of the state personnel system.

Benefits

Benefits information is gathered and summarized by higher education and general government and derived from an internal report generated by the Department’s Employee Benefits Unit.

Only permanent employees are eligible for benefits; temporary employees are not eligible for benefits.

Note that benefits information includes non-state personnel system employees who are not in higher education, specifically judicial and legislative employees, and executive directors.

This report was prepared by the HR Analytics Unit of the Division of Human Resources, Department of Personnel and Administration. This report is intended to be for informational purposes only and does not represent an opinion from the Division. Current trends have been highlighted as an illustration of workforce issues in the respective fiscal year.

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For additional information
and electronic copies of this report, go to
<http://www.colorado.gov/dpa/dhr/>

For current monthly workforce information
and data analysis, go to
[HR Analytics Homepage](#)

Appendix A – Annual Workforce Statistics

Permanent State Personnel System Employees	FY 2007-08	FY 2008-09	FY 2009-10
General Government Head Count	23,530	23,952	23,836
Higher Education Head Count	9,576	9,574	9,269
Total Head Count	33,106	33,526	33,105
Average Age	45.88	46.18	46.52
Median Age	47.08	47.32	47.64
Average Length of Service (years)	9.40	9.53	9.73
Median Length of Service (years)	7.41	7.61	7.66
Average Salary	\$49,933	\$51,147	\$51,473
Median Salary	\$45,960	\$47,040	\$47,304
Minorities	36.1%	35.8%	24.8%
Females	49.1%	49.0%	48.7%
Currently Eligible to Retire	11.7%	12.6%	17.0%
Eligible to Retire in 5 Years	32.0%	33.1%	34.1%
Turnover Rate	11.1%	8.5%	8.6%

Permanent State Personnel System Employees, by Occupational Group				
Occupational Group	Average Age	Median Age	Average Salary	Median Salary
Administrative	48.03	49.95	\$37,706	\$36,036
Enforcement	42.78	42.28	\$52,304	\$48,396
Health Care	46.24	47.46	\$49,254	\$44,832
Labor Trade Crafts	48.05	49.48	\$37,536	\$37,068
Professional	47.32	48.40	\$60,121	\$55,512
Physical Sciences	47.28	48.47	\$73,664	\$71,400

Permanent State Personnel System Employees, by Occupational Group, continued			
Occupational Group	Head Count	Percent Females	Percent Minority
Administrative	4,490	85.5%	24.0%
Enforcement	6,495	23.6%	27.3%
Health Care	3,754	74.8%	28.8%
Labor Trade Crafts	5,354	20.7%	33.3%
Professional	11,030	57.9%	20.1%
Physical Sciences	1,982	21.9%	13.7%

Permanent Non-State Personnel System Employees*			
	FY 2007-08	FY 2008-09	FY 2009-10
Head Count	4,977	5,143	5,257

* Includes Judicial & Legislative Branches but excludes non-state personnel system higher education employees

Appendix A – Annual Workforce Statistics (continued)

Benefits (Includes Judicial and Legislative)	
	FY 2009-10
Employees Eligible for State Benefits	38,362
Employees Enrolled in State Medical Benefits	28,728
Employees Enrolled in State Dental Benefits	30,443

Permanent State Personnel System New Hires			
	FY 2007-08	FY 2008-09	FY 2009-10
Total Head Count	3,765	2,893	2,209
Average Age	39.25	40.30	39.74
Median Age	38.20	39.53	38.72
Average Salary	\$39,774	\$40,515	\$41,323
Median Salary	\$38,100	\$39,276	\$39,276
Minorities	36.6%	34.1%	25.6%
Females	51.9%	54.1%	49.9%
Eligible to Retire in 5 Years	10.8%	14.0%	12.0%
Voluntary Turnover	13.9%	9.6%	8.7%

Appendix B – Workforce Statistics by Department

Department	Fiscal Year	Average age	Median Age	Average Years of Service	Median Years of Service	Average Salary	Median Salary	Percent Female	Percent Minority	Retirement Eligible	Retirement Eligible in 5 Years
Adams State College	FY 2007-08	46.02	48.16	9.14	7.13	\$35,745	\$32,172	59.29%	47.79%	14.04%	33.33%
	FY 2008-09	45.95	48.04	9.13	7.33	\$36,621	\$33,798	59.82%	43.75%	14.16%	30.97%
	FY 2009-10	46.11	48.08	9.53	7.16	\$36,925	\$33,000	55.75%	45.13%	19.47%	32.74%
Agriculture	FY 2007-08	45.97	46.65	10.54	8.44	\$51,407	\$46,854	37.23%	12.41%	14.54%	31.91%
	FY 2008-09	46.21	46.41	11.02	9.02	\$53,947	\$49,728	37.50%	12.13%	16.18%	36.03%
	FY 2009-10	46.75	46.96	11.06	9.38	\$53,539	\$49,584	37.41%	11.87%	20.86%	39.57%
Arapahoe Community College	FY 2007-08	45.17	47.63	5.92	3.94	\$35,017	\$33,684	57.50%	32.50%	5.00%	21.25%
	FY 2008-09	46.72	48.55	7.32	6.39	\$36,878	\$35,268	53.45%	32.76%	12.07%	31.03%
	FY 2009-10	49.12	51.07	8.58	8.26	\$37,407	\$35,755	53.70%	33.33%	18.52%	37.04%
Auraria Higher Education Center	FY 2007-08	46.93	48.84	9.44	7.82	\$38,362	\$36,132	36.43%	55.04%	13.95%	37.21%
	FY 2008-09	47.46	49.55	9.66	7.41	\$38,678	\$36,948	36.33%	57.94%	17.19%	39.45%
	FY 2009-10	48.01	50.11	10.26	7.59	\$38,675	\$35,592	36.23%	47.17%	25.66%	40.75%
Colorado Community College System	FY 2007-08	48.17	50.22	9.88	6.63	\$40,957	\$40,026	57.63%	33.90%	20.34%	40.68%
	FY 2008-09	49.63	50.8	10.7	7.63	\$42,107	\$41,406	60.71%	30.36%	23.21%	46.43%
	FY 2009-10	50.25	51.50	11.21	7.68	\$41,028	\$38,251	59.26%	38.89%	29.63%	46.30%
Colorado School of Mines	FY 2007-08	48.75	51.05	9.4	6.76	\$44,370	\$43,650	48.10%	13.92%	14.83%	39.43%
	FY 2008-09	48.74	50.35	9.36	6.88	\$43,835	\$42,852	49.01%	14.65%	16.57%	39.61%
	FY 2009-10	49.47	51.37	9.62	6.65	\$44,573	\$43,848	47.31%	12.90%	23.92%	43.55%
Colorado State University – Fort Collins	FY 2007-08	47.27	49.03	10.92	8.11	\$41,612	\$38,460	62.65%	16.87%	17.75%	38.93%
	FY 2008-09	47.6	49.57	11.2	8.44	\$42,272	\$39,054	61.44%	17.41%	19.19%	40.67%
	FY 2009-10	48.18	50.03	11.74	9.07	\$42,821	\$39,768	61.06%	21.21%	24.66%	43.34%
Colorado State University- Global Campus	FY 2007-08	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	FY 2008-09	45.22	50.11	9.68	10.75	\$63,170	\$61,872	80.00%	40.00%	20.00%	60.00%
	FY 2009-10	44.68	44.68	8.06	8.06	\$53,562	\$53,562	50.00%	0.00%	50.00%	50.00%
Colorado State University - Pueblo	FY 2007-08	47.53	49.2	11.66	11.64	\$39,172	\$35,952	58.99%	47.48%	12.95%	34.53%
	FY 2008-09	47.71	49.65	10.95	10.03	\$39,375	\$36,624	55.10%	48.98%	12.24%	38.10%
	FY 2009-10	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Community College of Aurora	FY 2007-08	47.6	50.1	9	7.73	\$36,329	\$36,966	70.18%	49.12%	21.05%	38.60%
	FY 2008-09	46.83	49.33	7.85	5.66	\$36,548	\$38,184	69.09%	56.36%	16.36%	34.55%
	FY 2009-10	47.36	48.32	8.47	5.72	\$36,600	\$37,897	71.43%	53.06%	14.29%	40.82%
Community College of Denver	FY 2007-08	46.8	45.38	12.84	9.75	\$44,722	\$45,042	86.67%	76.67%	20.00%	36.67%
	FY 2008-09	44.54	45.56	10.67	9.89	\$44,762	\$44,568	83.87%	77.42%	16.13%	22.58%
	FY 2009-10	45.87	46.05	10.96	9.93	\$45,776	\$44,671	86.67%	73.33%	16.67%	20.00%

Appendix B – Workforce Statistics by Department (continued)

Department	Fiscal Year	Average age	Median Age	Average Years of Service	Median Years of Service	Average Salary	Median Salary	Percent Female	Percent Minority	Retirement Eligible	Retirement Eligible in 5 Years
Corrections	FY 2007-08	43.77	44.34	8.14	7.41	\$50,387	\$46,296	36.05%	25.55%	6.42%	22.93%
	FY 2008-09	44.31	44.83	8.28	7.33	\$51,524	\$46,746	37.06%	25.35%	7.02%	24.44%
	FY 2009-10	44.69	45.07	8.68	7.35	\$51,374	\$46,848	36.92%	25.44%	10.38%	25.86%
Education	FY 2007-08	46.25	46.39	8.03	5.61	\$48,411	\$44,496	75.00%	34.62%	7.69%	30.77%
	FY 2008-09	47.22	48.64	9.34	7.03	\$44,120	\$39,882	70.35%	26.55%	9.29%	34.07%
	FY 2009-10	47.55	48.93	9.62	6.84	\$44,951	\$40,572	69.30%	27.19%	15.79%	35.09%
Fort Lewis College	FY 2007-08	47.25	49.2	7.91	6.37	\$36,740	\$33,012	55.32%	18.09%	9.57%	32.45%
	FY 2008-09	48.61	50.97	8.05	7.23	\$35,339	\$34,674	60.26%	16.03%	9.62%	38.46%
	FY 2009-10	48.95	51.13	8.31	6.21	\$37,284	\$34,314	56.33%	18.99%	17.72%	39.24%
Front Range Community College	FY 2007-08	48.6	51.55	8.1	7.13	\$36,587	\$35,016	65.26%	20.66%	12.21%	39.44%
	FY 2008-09	48.92	51.5	8.45	7.71	\$88,322	\$36,450	63.08%	18.13%	13.85%	42.05%
	FY 2009-10	49.49	52.32	8.98	7.94	\$38,126	\$35,821	64.40%	19.90%	20.94%	46.07%
Governor's Office	FY 2007-08	51.36	51.36	21.08	21.08	\$58,908	\$58,908	100.00%	0.00%	0.00%	100.00%
	FY 2008-09	49.31	49.69	12.28	11.74	\$73,630	\$71,862	36.22%	19.90%	18.88%	45.41%
	FY 2009-10	49.55	50.30	12.55	12.11	\$72,592	\$71,346	37.91%	19.23%	22.53%	47.80%
Health Care Policy and Financing	FY 2007-08	43.68	43.63	5.44	3.25	\$62,278	\$58,944	71.83%	34.13%	6.35%	22.62%
	FY 2008-09	43.41	42.85	5.79	3.7	\$63,136	\$60,606	72.66%	31.84%	7.12%	22.85%
	FY 2009-10	43.88	43.00	5.69	4.06	\$63,141	\$60,006	67.67%	29.00%	9.00%	23.67%
Higher Education	FY 2007-08	44.65	44.25	6.83	3.75	\$51,024	\$46,416	62.92%	19.66%	12.92%	28.65%
	FY 2008-09	45.62	45.18	7.34	4.42	\$55,713	\$49,060	64.04%	16.29%	16.85%	29.78%
	FY 2009-10	54.02	52.00	17.16	17.92	\$41,250	\$40,812	46.67%	20.00%	46.67%	60.00%
Human Services	FY 2007-08	45.95	47	8.71	6.4	\$48,544	\$45,156	63.86%	36.12%	10.82%	31.48%
	FY 2008-09	46.15	47.31	8.68	5.88	\$49,444	\$45,672	63.54%	36.48%	11.44%	32.44%
	FY 2009-10	46.54	47.71	9.01	6.16	\$49,566	\$46,200	62.65%	37.09%	16.06%	33.24%
Labor and Employment	FY 2007-08	49.43	50.96	11.02	8.14	\$55,914	\$54,456	58.75%	32.40%	18.46%	45.19%
	FY 2008-09	49.62	51.5	10.7	7.66	\$57,539	\$55,710	59.18%	31.60%	19.54%	45.57%
	FY 2009-10	48.72	50.36	9.35	6.58	\$55,121	\$48,708	59.57%	31.34%	22.25%	41.87%
Lamar Community College	FY 2007-08	49.25	49.27	10.14	9.18	\$32,145	\$33,384	64.29%	21.43%	7.14%	35.71%
	FY 2008-09	50.99	53.16	11.06	10.18	\$32,590	\$34,674	66.67%	20.00%	13.33%	40.00%
	FY 2009-10	53.87	55.83	12.83	13.00	\$33,305	\$34,261	69.23%	23.08%	38.46%	69.23%
Law	FY 2007-08	47.81	49.63	8.51	7.17	\$54,615	\$52,332	66.04%	26.42%	9.43%	35.85%
	FY 2008-09	48.77	50.62	9.12	7.89	\$56,635	\$54,618	69.80%	26.17%	9.40%	38.26%
	FY 2009-10	49.43	51.28	9.8	8.67	\$58,241	\$56,136	66.45%	24.52%	18.71%	40.00%

Appendix B – Workforce Statistics by Department (continued)

Department	Fiscal Year	Average age	Median Age	Average Years of Service	Median Years of Service	Average Salary	Median Salary	Percent Female	Percent Minority	Retirement Eligible	Retirement Eligible in 5 Years
Legislative Branch	FY 2007-08	34.89	33.22	4.38	1.67	\$64,148	\$51,492	64.52%	12.90%	3.23%	8.06%
	FY 2008-09	34.91	34.02	4.43	2.53	\$63,783	\$57,504	64.41%	15.25%	1.69%	5.08%
	FY 2009-10	35.8	35.02	5.2	3.13	\$66,161	\$57,078	60.00%	15.00%	5.00%	5.00%
Local Affairs	FY 2007-08	48.44	49.59	10.12	7.29	\$66,149	\$63,504	53.13%	21.25%	14.38%	38.13%
	FY 2008-09	48.09	49.63	9.58	7.66	\$66,149	\$61,452	55.00%	20.63%	13.13%	33.75%
	FY 2009-10	47.12	47.36	8.42	6.16	\$65,382	\$60,600	56.17%	17.90%	14.81%	31.48%
Mesa State College	FY 2007-08	49.21	50.53	7.26	5.08	\$32,912	\$30,216	50.46%	13.76%	11.01%	33.03%
	FY 2008-09	49.69	51.19	7.31	5.24	\$32,272	\$31,548	51.85%	12.04%	12.96%	33.33%
	FY 2009-10	49.95	51.51	7.34	4.55	\$34,041	\$31,632	44.95%	13.76%	15.60%	35.78%
Metropolitan State College	FY 2007-08	45.77	46.49	9.77	7.13	\$46,876	\$45,048	65.99%	36.44%	14.98%	34.01%
	FY 2008-09	45.92	46.83	9.71	6.24	\$48,058	\$46,734	68.00%	37.60%	15.60%	35.60%
	FY 2009-10	46.51	46.96	9.98	5.57	\$48,083	\$45,264	67.16%	35.06%	20.30%	35.06%
Military and Veterans Affairs	FY 2007-08	48.77	49.44	7.14	5.61	\$49,905	\$45,156	23.89%	17.70%	15.04%	36.28%
	FY 2008-09	48.98	49.27	7.73	6	\$50,135	\$46,044	24.78%	17.70%	14.16%	31.86%
	FY 2009-10	48.38	49.03	7.26	4.66	\$49,936	\$46,056	25.20%	14.96%	14.17%	33.07%
Morgan Community College	FY 2007-08	46.64	43.76	6.22	4.38	\$31,384	\$30,216	58.33%	25.00%	8.33%	33.33%
	FY 2008-09	44.77	42.35	5.67	4.56	\$30,274	\$31,440	75.00%	41.67%	8.33%	16.67%
	FY 2009-10	42.02	35.80	7.41	8.25	\$30,889	\$31,537	60.00%	40.00%	10.00%	20.00%
Natural Resources	FY 2007-08	45.08	46.38	10.48	7.49	\$60,441	\$56,532	30.94%	13.91%	11.98%	33.20%
	FY 2008-09	45.45	46.52	10.77	8.12	\$62,255	\$58,212	31.20%	14.15%	13.27%	35.02%
	FY 2009-10	45.79	46.58	10.91	8.65	\$62,909	\$58,308	31.47%	12.15%	18.16%	34.44%
Northeastern Community College	FY 2007-08	50.69	51.59	11.49	9.68	\$31,902	\$30,000	69.57%	15.22%	28.26%	47.83%
	FY 2008-09	51.14	50.92	12.62	10.68	\$33,641	\$32,154	57.69%	15.38%	23.08%	42.31%
	FY 2009-10	50.81	52.08	12.04	11.50	\$33,665	\$31,536	59.09%	18.18%	31.82%	50.00%
Northwestern Community College	FY 2007-08	46.75	49.93	5.94	2.65	\$31,753	\$30,216	83.33%	4.17%	0.00%	25.00%
	FY 2008-09	48.29	50.93	6.82	4.08	\$33,715	\$33,486	85.71%	4.76%	0.00%	23.81%
	FY 2009-10	49.61	52.11	7.98	5.08	\$33,177	\$33,010	87.50%	0.00%	12.50%	37.50%
Otero Junior College	FY 2007-08	45.82	46.12	10.54	9.05	\$29,175	\$28,074	45.83%	50.00%	16.67%	25.00%
	FY 2008-09	44.73	45.71	9.84	7.28	\$29,955	\$28,926	46.15%	50.00%	15.38%	26.92%
	FY 2009-10	45.94	46.71	10.41	8.28	\$30,226	\$29,821	45.83%	54.17%	16.67%	25.00%
Personnel and Administration	FY 2007-08	47.34	48.48	10.96	9.21	\$56,625	\$53,388	49.64%	31.34%	15.58%	38.95%
	FY 2008-09	46.59	47.75	10.6	8.66	\$53,411	\$46,422	56.15%	34.87%	16.15%	35.90%
	FY 2009-10	47.47	48.86	10.56	9.31	\$54,950	\$47,070	55.28%	33.89%	19.17%	36.39%

Appendix B – Workforce Statistics by Department (continued)

Department	Fiscal Year	Average age	Median Age	Average Years of Service	Median Years of Service	Average Salary	Median Salary	Percent Female	Percent Minority	Retirement Eligible	Retirement Eligible in 5 Years
Pikes Peak Community College	FY 2007-08	45.62	46.88	8.43	6.93	\$37,732	\$34,794	66.82%	27.65%	8.76%	26.27%
	FY 2008-09	46.82	48.03	10.02	8.55	\$39,982	\$38,490	62.69%	27.60%	10.88%	29.02%
	FY 2009-10	46.77	48.77	9.81	8.66	\$40,033	\$36,745	62.69%	26.37%	17.41%	30.35%
Public Health and Environment	FY 2007-08	46.66	47.86	9.75	7.39	\$66,372	\$64,074	61.92%	20.07%	12.09%	35.51%
	FY 2008-09	46.82	47.6	9.75	7.65	\$66,453	\$64,656	62.10%	19.65%	12.30%	36.09%
	FY 2009-10	46.7	47.37	9.67	7.50	\$68,046	\$65,724	62.86%	19.68%	18.17%	36.35%
Public Safety	FY 2007-08	41.01	39.97	9.78	8.47	\$60,295	\$55,860	32.86%	15.00%	8.14%	18.46%
	FY 2008-09	41.35	40.33	10.02	8.95	\$61,993	\$57,636	32.27%	14.69%	8.19%	19.56%
	FY 2009-10	41.78	40.98	10.15	8.86	\$62,795	\$59,640	33.02%	15.09%	9.72%	19.52%
Pueblo Community College	FY 2007-08	47.55	48.43	9.69	8.04	\$34,376	\$33,492	69.15%	42.55%	20.21%	35.11%
	FY 2008-09	47.66	49.23	9.99	8.25	\$35,793	\$34,788	72.29%	43.37%	16.87%	32.53%
	FY 2009-10	47.24	48.16	9.62	8.31	\$34,792	\$33,751	72.22%	38.89%	20.00%	28.89%
Red Rocks Community College	FY 2007-08	47.49	50.05	8.63	8.05	\$36,513	\$35,268	60.47%	29.07%	10.47%	36.05%
	FY 2008-09	48.36	51.37	10.13	9.23	\$38,887	\$39,888	60.27%	33.33%	16.44%	45.21%
	FY 2009-10	49.78	52.78	11.23	10.22	\$39,368	\$40,181	58.21%	34.33%	29.85%	47.76%
Regulatory Agencies	FY 2007-08	48.29	49.03	8.99	7.04	\$62,480	\$57,960	57.14%	26.45%	13.13%	38.22%
	FY 2008-09	48.98	49.73	9.36	7.32	\$64,625	\$60,348	55.87%	25.00%	15.15%	39.77%
	FY 2009-10	49.35	50.27	9.5	6.86	\$64,791	\$59,994	55.37%	25.19%	20.37%	43.52%
Revenue	FY 2007-08	47.37	48.48	10	7.74	\$51,067	\$47,244	55.49%	28.49%	13.04%	37.99%
	FY 2008-09	47.65	48.71	10.14	7.78	\$52,725	\$48,222	55.48%	28.57%	15.19%	38.77%
	FY 2009-10	47.95	49.11	10.35	7.77	\$53,213	\$48,300	55.78%	28.84%	20.13%	40.26%
Secretary of State	FY 2007-08	43.26	42.74	5.88	4.41	\$55,260	\$50,292	61.95%	30.97%	5.31%	20.35%
	FY 2008-09	44.33	44.35	6.56	5.21	\$58,309	\$53,244	61.68%	26.17%	9.35%	22.43%
	FY 2009-10	43.96	43.02	6.88	5.01	\$57,929	\$51,888	57.02%	28.07%	12.28%	21.05%
Transportation	FY 2007-08	46.58	47.66	10.42	8.13	\$55,024	\$48,468	18.43%	22.83%	10.77%	33.28%
	FY 2008-09	47.01	48.1	10.64	8.64	\$56,504	\$49,968	17.90%	22.67%	11.92%	35.21%
	FY 2009-10	47.37	48.47	10.68	8.66	\$56,842	\$49,644	17.44%	22.17%	16.72%	36.42%
Treasury	FY 2007-08	46.83	46.77	9.64	8.23	\$61,484	\$61,596	69.57%	21.74%	13.04%	34.78%
	FY 2008-09	48.21	47.77	9.89	7.82	\$63,035	\$64,716	70.83%	20.83%	16.67%	37.50%
	FY 2009-10	49.69	50.55	10.89	7.94	\$66,037	\$65,496	73.91%	21.74%	21.74%	52.17%
Trinidad State Junior College	FY 2007-08	49.1	48.05	13.27	15.71	\$33,351	\$30,972	48.39%	54.84%	9.68%	41.94%
	FY 2008-09	48.24	46.55	11.71	13.19	\$32,609	\$31,032	43.33%	56.67%	26.67%	43.33%
	FY 2009-10	49.35	47.63	12.66	13.96	\$31,967	\$30,565	41.38%	58.62%	24.14%	48.28%

Appendix B – Workforce Statistics by Department (continued)

Department	Fiscal Year	Average age	Median Age	Average Years of Service	Median Years of Service	Average Salary	Median Salary	Percent Female	Percent Minority	Retirement Eligible	Retirement Eligible in 5 Years
University of Colorado - Boulder	FY 2007-08	46.22	47.8	9.98	8.11	\$41,256	\$39,036	56.00%	100.00%	14.77%	34.74%
	FY 2008-09	46.55	48.16	10.32	8.71	\$39,845	\$39,066	56.04%	100.00%	16.12%	35.42%
	FY 2009-10	47.02	48.49	10.8	9.21	\$42,754	\$40,308	55.66%	16.97%	21.07%	37.20%
University of Colorado - Colorado Springs	FY 2007-08	45.34	47	6.97	5.12	\$40,975	\$39,018	58.48%	100.00%	6.92%	25.26%
	FY 2008-09	45.4	46.48	6.89	5.11	\$39,128	\$39,588	54.58%	100.00%	7.19%	24.51%
	FY 2009-10	46.04	47.40	7.61	5.87	\$41,064	\$40,056	53.16%	12.62%	10.96%	27.91%
University of Colorado - Denver	FY 2007-08	48.04	51.42	12.42	9.66	\$44,516	\$44,214	76.76%	100.00%	24.32%	45.95%
	FY 2008-09	47.74	50.92	12.26	9.71	\$42,703	\$43,674	75.96%	100.00%	24.04%	45.90%
	FY 2009-10	46.83	49.59	12.08	9.99	\$44,471	\$43,644	77.40%	18.08%	25.99%	42.37%
University of Colorado - Health Sciences	FY 2007-08	46.82	48.27	9.45	6.62	\$43,997	\$40,770	58.23%	100.00%	16.19%	36.18%
	FY 2008-09	46.43	47.91	9.13	5.77	\$43,202	\$41,124	59.27%	100.00%	15.21%	35.99%
	FY 2009-10	46.81	47.86	9.32	5.93	\$44,531	\$41,122	59.23%	16.50%	19.06%	35.81%
University of Colorado - System	FY 2007-08	46.42	48.42	9.68	8.16	\$56,286	\$55,398	61.40%	100.00%	14.04%	35.53%
	FY 2008-09	47.28	48.61	10.36	8.82	\$57,294	\$57,138	60.10%	100.00%	15.87%	41.35%
	FY 2009-10	47.53	48.58	10.84	9.28	\$57,572	\$55,414	58.93%	11.90%	21.43%	38.69%
University of Northern Colorado	FY 2007-08	47.03	48.98	9.86	7.29	\$36,272	\$33,966	58.55%	23.45%	15.40%	38.22%
	FY 2008-09	46.98	48.98	9.61	5.94	\$34,554	\$34,302	56.94%	23.36%	15.06%	38.00%
	FY 2009-10	47.04	48.97	9.01	5.60	\$36,526	\$34,764	55.54%	23.23%	19.42%	36.12%
Western State College	FY 2007-08	45.2	49.15	7.92	3.77	\$36,465	\$33,582	56.92%	10.77%	6.15%	29.23%
	FY 2008-09	45.77	48.25	8.25	3.94	\$38,039	\$35,268	52.31%	10.77%	12.31%	30.77%
	FY 2009-10	45.53	48.68	7.71	3.86	\$36,361	\$34,884	48.44%	14.06%	14.06%	25.00%

Appendix C – Average Annual Salary and Benefit Cost by Department

Department	Average Salary	Average Benefit Cost	Average Total Compensation
Adams State College	\$36,680	\$13,103	\$49,783
Agriculture	\$53,932	\$12,566	\$66,498
Arapahoe Community College	\$27,358	\$12,297	\$39,655
Auraria Higher Education Center	\$37,861	\$12,157	\$50,018
Colorado Community College System	\$40,166	\$11,574	\$51,740
Colorado School of Mines	\$43,784	\$12,002	\$55,786
Colorado State University – Fort Collins	\$42,380	\$11,829	\$54,209
Colorado State University - Global Campus	\$32,562	\$11,454	\$44,016
Colorado State University - Pueblo	\$0	\$12,638	\$12,638
Community College of Aurora	\$33,310	\$12,013	\$45,323
Community College of Denver	\$43,555	\$12,958	\$56,513
Corrections	\$51,090	\$13,103	\$64,193
Education	\$57,821	\$12,339	\$70,160
Fort Lewis College	\$36,168	\$12,053	\$48,221
Front Range Community College	\$35,830	\$11,910	\$47,740
Governor's Office	\$66,613	\$12,911	\$79,524
Health Care Policy and Financing	\$62,560	\$11,676	\$74,236
Higher Education	\$51,958	\$11,426	\$63,384
Human Services	\$49,537	\$12,427	\$61,964
Judicial Branch	\$59,556	\$12,854	\$72,410
Labor and Employment	\$54,508	\$11,886	\$66,394
Lamar Community College	\$34,732	\$10,021	\$44,753
Law	\$73,178	\$12,136	\$85,314
Legislative Branch	\$53,582	\$12,670	\$66,252
Local Affairs	\$64,425	\$12,917	\$77,342
Mesa State College	\$33,318	\$11,181	\$44,499
Metropolitan State College	\$47,173	\$11,704	\$58,877
Military and Veterans Affairs	\$47,509	\$12,321	\$59,830
Morgan Community College	\$27,137	\$13,222	\$40,359
Natural Resources	\$63,050	\$13,244	\$76,294
Northeastern Community College	\$27,782	\$12,410	\$40,192
Northwestern Community College	\$29,094	\$11,546	\$40,640
Otero Junior College	\$30,651	\$13,466	\$44,117
Personnel and Administration	\$53,836	\$12,546	\$66,382
Pikes Peak Community College	\$36,520	\$11,975	\$48,495
Public Health and Environment	\$68,390	\$12,663	\$81,053
Public Safety	\$62,541	\$13,857	\$76,398
Pueblo Community College	\$33,757	\$12,104	\$45,861
Red Rocks Community College	\$32,604	\$11,987	\$44,591
Regulatory Agencies	\$65,154	\$12,335	\$77,489
Revenue	\$52,794	\$12,664	\$65,458
Secretary of State	\$57,828	\$12,101	\$69,929
Transportation	\$56,848	\$13,598	\$70,446
Treasury	\$68,453	\$12,471	\$80,924
Trinidad State Junior College	\$31,100	\$11,743	\$42,843

Appendix C – Average Annual Salary and Benefit Cost by Department (continued)

Department	Average Salary	Average Benefit Cost	Average Total Compensation
University of Colorado - Boulder	\$41,923	\$11,177	\$53,100
University of Colorado - Colorado Springs	\$41,976	\$11,824	\$53,800
University of Colorado - Denver	\$44,646	\$10,316	\$54,962
University of Colorado - Health Sciences	\$44,392	\$11,826	\$56,218
University of Colorado - System	\$56,078	\$12,801	\$68,879
University of Northern Colorado	\$36,784	\$12,188	\$48,972
Western State College	\$36,880	\$12,539	\$49,419
Statewide Summary	\$52,783	\$12,683	\$65,466

Appendix D – Overtime Payments

Percent of Payroll Spent on Overtime Cash Payment			
Department	FY 2007-08	FY 2008-09	FY 2009-10
Agriculture	1.86%	1.58%	2.17%
Corrections	0.74%	0.59%	0.55%
Education	0.24%	0.25%	0.07%
Governor's Office	0.00%	0.00%	0.00%
Health Care Policy and Financing	0.00%	0.00%	0.00%
Human Services	5.67%	4.06%	1.27%
Labor and Employment	2.09%	1.73%	4.40%
Law	0.04%	2.20%	0.00%
Legislative Branch	0.00%	0.00%	0.00%
Local Affairs	0.00%	0.00%	0.00%
Military and Veterans Affairs	0.00%	0.00%	0.23%
Natural Resources	0.17%	0.36%	0.35%
Personnel and Administration	0.36%	0.34%	0.59%
Public Health and Environment	0.47%	0.51%	0.09%
Public Safety	0.10%	0.10%	3.67%
Regulatory Agencies	3.48%	3.17%	0.00%
Revenue	0.04%	0.02%	0.09%
Secretary of State	0.47%	0.26%	0.00%
Transportation	0.01%	0.02%	3.87%
Treasury	0.00%	0.00%	0.00%
Statewide Total	1.70%	1.44%	1.16%

Appendix E – Employee Turnover

Department	Death		Involuntary		Layoff		Retire		Voluntary		Total	
	Count	% Turnover	Count	% Turnover	Count	% Turnover	Count	% Turnover	Count	% Turnover	Count	% Turnover
Adams State College	0	0.0%	0	0.0%	0	0.0%	3	2.7%	6	5.3%	9	8.0%
Agriculture	1	0.4%	2	0.7%	0	0.0%	5	1.8%	8	2.9%	16	5.8%
Arapahoe Community College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Auraria Higher Education Center	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.4%	1	0.4%
Colorado Community College System	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Colorado School of Mines	0	0.0%	0	0.0%	1	0.3%	0	0.0%	6	1.6%	7	1.9%
Colorado State University – Fort Collins	3	0.1%	4	0.2%	2	0.1%	9	0.4%	37	1.7%	55	2.5%
Colorado State University - Global Campus	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	100.0%	2	100.0%
Colorado State University - Pueblo	0	0.0%	1	0.0%	0	0.0%	6	0.0%	9	0.0%	16	0.0%
Community College of Aurora	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Community College of Denver	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Corrections	10	0.2%	78	1.3%	0	0.0%	166	2.7%	317	5.1%	571	9.3%
Education	1	0.4%	1	0.4%	0	0.0%	3	1.3%	15	6.6%	20	8.7%
Fort Lewis College	0	0.0%	0	0.0%	0	0.0%	1	0.6%	5	3.2%	6	3.8%
Front Range Community College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Governor's Office	0	0.0%	1	0.5%	3	1.6%	13	7.1%	7	3.8%	24	13.0%
Health Care Policy and Financing	0	0.0%	0	0.0%	0	0.0%	8	2.7%	24	8.0%	32	10.7%
Higher Education	0	0.0%	0	0.0%	0	0.0%	1	6.7%	0	0.0%	1	6.7%
Human Services	14	0.3%	112	2.1%	24	0.5%	162	3.0%	427	8.0%	739	13.9%
Labor and Employment	2	0.2%	26	2.1%	0	0.0%	36	2.9%	52	4.1%	116	9.3%
Lamar Community College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Law	1	0.6%	0	0.0%	0	0.0%	6	3.9%	5	3.2%	12	7.7%
Legislative Branch	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	3.3%	2	3.3%
Local Affairs	0	0.0%	2	1.2%	0	0.0%	11	6.8%	5	3.1%	18	11.1%
Mesa State College	0	0.0%	6	5.5%	0	0.0%	3	2.8%	8	7.3%	17	15.6%
Metropolitan State College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	1.1%	3	1.1%
Military and Veterans Affairs	0	0.0%	1	0.8%	0	0.0%	3	2.4%	3	2.4%	7	5.6%
Morgan Community College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Natural Resources	1	0.1%	4	0.3%	1	0.1%	58	3.9%	30	2.0%	94	6.4%

Appendix E – Employee Turnover (continued)

Department	Death		Involuntary		Layoff		Retire		Voluntary		Total	
	Count	% Turnover	Count	% Turnover	Count	% Turnover	Count	% Turnover	Count	% Turnover	Count	% Turnover
Northeastern Community College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Northwestern Community College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Otero Junior College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Personnel and Administration	0	0.0%	3	0.8%	1	0.3%	14	3.9%	10	2.8%	28	7.8%
Pikes Peak Community College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Public Health and Environment	1	0.1%	3	0.2%	0	0.0%	32	2.5%	50	4.0%	86	6.8%
Public Safety	3	0.2%	14	1.0%	1	0.1%	28	2.0%	45	3.3%	91	6.6%
Pueblo Community College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Red Rocks Community College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Regulatory Agencies	0	0.0%	3	0.6%	0	0.0%	19	3.5%	28	5.2%	50	9.3%
Revenue	4	0.3%	8	0.6%	0	0.0%	60	4.4%	50	3.7%	122	9.0%
Secretary of State	1	0.9%	0	0.0%	0	0.0%	2	1.8%	7	6.1%	10	8.8%
Transportation	5	0.2%	35	1.1%	1	0.0%	169	5.6%	129	4.2%	339	11.1%
Treasury	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	4.3%	1	4.3%
Trinidad State Junior College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
University of Colorado - Boulder	3	0.1%	30	1.2%	2	0.1%	53	2.1%	106	4.3%	194	7.8%
University of Colorado - Colorado Springs	1	0.3%	6	2.0%	0	0.0%	2	0.7%	30	10.0%	39	13.0%
University of Colorado - Denver	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
University of Colorado - Health Sciences	0	0.0%	1	0.1%	1	0.1%	16	1.4%	6	0.5%	24	2.1%
University of Colorado - System	0	0.0%	3	1.8%	0	0.0%	4	2.4%	6	3.6%	13	7.8%
University of Northern Colorado	1	0.2%	11	2.0%	0	0.0%	29	5.3%	40	7.3%	81	14.8%
Western State College	0	0.0%	0	0.0%	0	0.0%	3	4.7%	9	14.1%	12	18.8%
Total	52	0.2%	355	1.1%	37	0.1%	925	2.8%	1,489	4.5%	2,858	8.6%