The Commission initiated a funding study in July of this year that proposed to review national funding models for higher education. The National Center for Higher Education Management Systems (NCHEMS), a well-established private nonprofit organization dedicated to assist higher education improve their management capability, agreed to lead this study. Each institution contributed to the cost of the study and participated in the effort.

The study was precipitated by a consensus among higher education administrators, Commissioners, Governing Board members and legislators that there was a need for an independent assessment of the overall state of higher education funding in Colorado in order to refine the College Opportunity Fund program and address inequities or inconsistencies in funding.

NCHEMS’ key recommendation is to move the funding discussions for higher education away from a cost model to a revenue-driven model. The fundamental question NCHEMS posed was how to determine whether institutions were adequately and equitably funded: i.e., each institution has adequate resources for the unique missions and resulting program offerings that affect cost.

NCHEMS identified two sets of national models: one that uses costs, formulas and pieces of the structure of higher education to negotiate funding and the other that uses benchmarks developed through comparative institution analysis taking into consideration revenue in addition to costs. Based on NCHEMS’ strong recommendation to utilize a model that benchmarks data and revenues, they developed comparable institutional benchmarks for each public higher education institution in Colorado. Using a revenue-driven model calculates the total of general tax funds and tuition and fees provided for operation of higher education. This model is not intended to be based on actual costs and does not take into account relative tax bases, governance structures, or history of funding.
This model is not intended to serve as a distribution/allocation model. Further work must be conducted collaboratively with all stakeholders before decisions are made on proper allocation models.

Attachment A defines the criteria used by NCHEMS to select the benchmark institutions and shows each institution’s benchmark/peer groups. In almost all cases, institutions wish to continue analyzing and refining peer selections. Each institution except the Community Colleges has a set of peer groups that reflect the criteria used – e.g., size, program type, role and mission and geographic setting as shown in Attachment A-1. The Community Colleges are broken into four groups and compared within these groups as shown in Attachment A-2.

The first set of calculations shows that Colorado higher education institutions receive only approximately 63.3% of the funding of their peers. As a comparison, a review of K-12 education funding shows K-12 schools in Colorado are funded at 92% of the national average. Importantly, the study shows which institutions have been disproportionately under-funded and provides critical data on tuition revenues relative to general fund dollars against comparable institutional benchmarks. Although the findings of the NCHEMS study may not be surprising to those familiar with the state of higher education funding in Colorado, the Commission, legislature and institutions now have data necessary to develop a cohesive and comprehensive funding plan to bring Colorado institutions up to at least the average level of benchmark funding.

Stakeholders also can and should take these data and findings and conduct further analysis to determine the best mechanism for addressing inequities in funding levels within the state system. The information presented in the study will also assist stakeholders in determining how to better allocate funds to the College Opportunity Fund stipend, fee-for-service contracts, and financial aid in order to drive state priorities and provide greater predictability to institutions for budget planning purposes. In addition, the study should facilitate a discussion regarding the proportion of educational costs that should be borne by taxpayers (stipend, fee-for-service and financial aid) versus students and families (tuition and fees).

A review of the proportion of revenues coming from state sources shows that as state funding for higher education declined, reliance on tuition and fee revenue increased. It is important to remember that the comparison of tuition and fees to the benchmarked institutions must be separated by resident and nonresident students since nonresident tuition rates are four to five times higher than resident rates at some institutions. For example, at the University of Colorado Boulder, the resident undergraduate full time tuition rate is $4,554 and the nonresident undergraduate full time tuition rate is $22,450.

Attachment B shows the percent of funding Colorado institutions receive compared to their benchmark institutions. In order to fund all state institutions at the same level as the average – not the highest – peer benchmarks, it would require approximately $848M in revenues in today’s dollars; Colorado is even slightly farther behind in general fund revenues.
Attachment C is a series of charts showing the proportion of revenues (tuition and fees, general fund and total revenues) as percent of funding by type of institution – research, four-year and community colleges.

Attachment D shows each institution as a percent of their peer/benchmark institutions. Each institutional chart shows the dollar revenues of peer comparisons and Colorado institution.

Attachment E shows nonresident and resident tuition and fee rates (not revenues) to clarify the difference in collections these rates can have. These rates are not intended to be benchmark figures and further analysis and work on the figures are necessary in order to establish appropriate tuition rate benchmarks. However, the preliminary information demonstrates that a disproportionate amount of the tuition rate increases has been shifted to out-of-state residents over the last several years. Importantly, the data shows that there is little flexibility in terms of increasing tuition rates and revenue for out-of-state students whereas some flexibility exists in the market to increase tuition rates and revenue for in-state students.
CRITERIA FOR SELECTION OF PEERS

In selecting peers for the Colorado institutions, the following criteria were employed:

1. **Similarity of Mission.** Before more fine-grained criteria were utilized, some broad indicators of institutional mission were employed. These included:

   a. Control-only public institutions were considered as peers.

   b. Land-Grant Status—Because of the special set of services provided by landgrant institutions (Agricultural Extension, Agricultural Research, etc.), peers for Colorado State University (CSU) were selected from among other landgrant institutions. Land-grand institutions were excluded from consideration as peers for the other Colorado institutions.

   c. Presence of a Medical School—Because medical schools are so expensive, their presence within an institution can significantly affect overall institutional operating costs. As a consequence, institutions with embedded medical programs were excluded from consideration as peers for Colorado institutions. The same logic applies to veterinary medicine. As a result, only land-grant institutions with vet med programs were included as peers for CSU.

   d. Research Involvement—The extent to which institutions have research as a significant component of their mission is a defining institutional characteristic. Therefore, for universities having a research mission, the amount of research being conducted was considered in the peer selection process. This is the only selection criterion for which fiscal data were utilized.

   e. Levels of Instructional Offerings—Because more advanced educational offerings tend to be more costly, an effort was made to match Colorado institutions with other institutions having similar emphases.

      • Doctoral-granting institutions matched with other doctoral-granting institutions.

      • Masters-granting institutions matched with other masters institutions, with attention to the proportional on graduate versus undergraduate programming.
2. Size. Colorado institutions were matched with other institutions of generally similar size. This factor is especially important for smaller institutions for which comparisons with other institutions not large enough to benefit from economies of scale are critical.

3. Program mix. Because the costs of offering some programs are considerably higher than those associated with others, institutional emphasis on high-cost programs was included as a selection criteria.

   • For four-year institutions, consideration was given to emphasis on health and engineering programs.

   • For two-year institutions, emphasis on health, trades, and technical programs was considered.

Procedures

In selecting peers:

1. Funding was considered as the independent variable in the process. All peers were picked "blind"-that is, on the basis of mission, size, and program characteristics before any data on finances were compiled and reviewed.

2. Every effort was made to select "actual" peers, not aspirational peers.

3. The universe of institutions incorporated into the selection process was national in scope. A reasonable list of true comparison institutions could not be created if the search were limited to contiguous (or regional) states. However, an effort was made to include regional institutions wherever possible.
Links to Attachments A1 and A2 (Peer Institutions)

4-Year Institutions

Adams State College
Colorado State University at Pueblo
Fort Lewis College
Mesa State College
Metropolitan State College
University of Colorado-Colorado Springs
Western State College

Research Institutions

Colorado School of Mines
Colorado State University
University of Colorado at Boulder
University of Colorado at Denver
University of Colorado Health Sciences Center
University of Northern Colorado

2-Year Institutions

Group A
Front Range Community College
Pikes Peak Community College

Group B
Colorado Northwestern Community College
Lamar Community College
Northeastern Junior College
Otero Junior College

Group C
Arapahoe Community College
Community College of Aurora
Community College of Denver
Pueblo Community College
Red Rocks Community College

Group D
Morgan Community College
Trinidad State Junior College
NCHEMS PEERS - Adams State College

Data Source: NCHEMS NCES Finance Dataset, 2004-05  
Prepared by: Linda Keep (303) 497-0314  
Date: 9/7/06

Institution

ADAMS STATE COLLEGE  
ARIZONA STATE UNIVERSITY AT THE WEST CAMPUS  
ARMSTRONG ATLANTIC STATE UNIVERSITY  
AUGUSTA STATE UNIVERSITY  
BOWIE STATE UNIVERSITY  
CAMERON UNIVERSITY  
CHICAGO STATE UNIVERSITY  
COLORADO STATE UNIVERSITY-PUEBLO  
COLUMBUS STATE UNIVERSITY  
CUNY MEDGAR EVERS COLLEGE  
CUNY YORK COLLEGE  
DIXIE STATE COLLEGE OF UTAH  
FARMINGDALE STATE UNIVERSITY OF NEW YORK  
FITCHBURG STATE COLLEGE  
FRAMINGHAM STATE COLLEGE  
GOVERNORS STATE UNIVERSITY  
INDIANA UNIVERSITY-NORTHWEST  
INDIANA UNIVERSITY-SOUTH BEND  
INDIANA UNIVERSITY-SOUTHEAST  
LOUISIANA STATE UNIVERSITY-SHREVEPORT  
SUNY EMPIRE STATE COLLEGE  
TEXAS A & M UNIVERSITY-CORPUS CHRISTI  
UNIVERSITY OF ARKANSAS AT FT SMITH  
UNIVERSITY OF HOUSTON-CLEAR LAKE  
UNIVERSITY OF MICHIGAN-FLINT  
WASHBURN UNIVERSITY  
WESTERN CONNECTICUT STATE UNIVERSITY  
WORCESTER STATE COLLEGE
NCHEMS PEERS - Colorado State University

Data Source: NCHEMS NCES Finance Dataset, 2004-05
Prepared by: Linda Keep (303) 497-0314
Date: 9/7/06

Institution

COLORADO STATE UNIVERSITY
AUBURN UNIVERSITY MAIN CAMPUS
IOWA STATE UNIVERSITY
KANSAS STATE UNIVERSITY
MISSISSIPPI STATE UNIVERSITY
NORTH CAROLINA STATE UNIVERSITY AT RALEIGH
OKLAHOMA STATE UNIVERSITY-MAIN CAMPUS
OREGON STATE UNIVERSITY
PURDUE UNIVERSITY-MAIN CAMPUS
TEXAS A & M UNIVERSITY
THE UNIVERSITY OF TENNESSEE
UNIVERSITY OF CALIFORNIA-DAVIS
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIV
WASHINGTON STATE UNIVERSITY
Institution

COLORADO STATE UNIVERSITY-PUEBLO
CHRISTOPHER NEWPORT UNIVERSITY
COASTAL CAROLINA UNIVERSITY
CUNY YORK COLLEGE
FAIRMONT STATE UNIVERSITY
LOCK HAVEN UNIVERSITY OF PENNSYLVANIA
MISSOURI SOUTHERN STATE UNIVERSITY
MISSOURI WESTERN STATE COLLEGE
RAMAPO COLLEGE OF NEW JERSEY
SHEPHERD UNIVERSITY
THE RICHARD STOCKTON COLLEGE OF NEW JERSEY
UNIVERSITY OF SOUTH CAROLINA UPSTATE
Institution

FORT LEWIS COLLEGE
CHRISTOPHER NEWPORT UNIVERSITY
CONCORD UNIVERSITY
EASTERN OREGON UNIVERSITY
EVERGREEN STATE COLLEGE
MASSACHUSETTS COLLEGE OF LIBERAL ARTS
RAMAPO COLLEGE OF NEW JERSEY
ST MARY'S COLLEGE OF MARYLAND
SUNY COLLEGE AT PURCHASE
THE UNIVERSITY OF VIRGINIA'S COLLEGE AT WISE
UNIVERSITY OF HAWAII AT HILO
UNIVERSITY OF MINNESOTA-MORRIS
UNIVERSITY OF NORTH CAROLINA AT ASHEVILLE
NCHEMS PEERS - Mesa State College

Data Source: NCHEMS NCES Finance Dataset, 2004-05
Prepared by: Linda Keep (303) 497-0314
Date: 9/7/06

Institution

MESA STATE COLLEGE
BLACK HILLS STATE UNIVERSITY
CAMERON UNIVERSITY
COLUMBIA COLLEGE
DICKINSON STATE UNIVERSITY
FERRIS STATE UNIVERSITY
LAKE SUPERIOR STATE UNIVERSITY
LEWIS-CLARK STATE COLLEGE
MISSOURI SOUTHERN STATE UNIVERSITY
MISSOURI WESTERN STATE COLLEGE
SHAWNEE STATE UNIVERSITY
SHEPHERD UNIVERSITY
SOUTHERN ARKANSAS UNIVERSITY MAIN CAMPUS
UNIVERSITY OF ARKANSAS AT MONTICELLO
UNIVERSITY OF SOUTH CAROLINA UPSTATE
UNIVERSITY OF SOUTH CAROLINA-AIKEN
UNIVERSITY OF SOUTHERN INDIANA
WEST VIRGINIA STATE UNIVERSITY
Institution

METROPOLITAN STATE COLLEGE OF DENVER
APPALACHIAN STATE UNIVERSITY
CALIFORNIA STATE UNIVERSITY-CHICO
CALIFORNIA STATE UNIVERSITY-FRESNO
CALIFORNIA STATE UNIVERSITY-SAN BERNARDINO
COLLEGE OF CHARLESTON
EASTERN MICHIGAN UNIVERSITY
JAMES MADISON UNIVERSITY
KENNESAW STATE UNIVERSITY
SAINT CLOUD STATE UNIVERSITY
UNIVERSITY OF CENTRAL OKLAHOMA
UNIVERSITY OF HOUSTON-DOWNTOWN
UNIVERSITY OF NORTHERN IOWA
WESTERN WASHINGTON UNIVERSITY
NCHEMS PEERS - Colorado School of Mines

Data Source: NCHEMS NCES Finance Dataset, 2004-05
Prepared by: Linda Keep (303) 497-0314
Date: 9/7/06

Institution

COLORADO SCHOOL OF MINES
MICHIGAN TECHNOLOGICAL UNIVERSITY
NEW JERSEY INSTITUTE OF TECHNOLOGY
NEW MEXICO INSTITUTE OF MINING AND TECHNOLOGY
SOUTH DAKOTA SCHOOL OF MINES AND TECHNOLOGY
UNIVERSITY OF ALABAMA IN HUNTSVILLE
UNIVERSITY OF MISSOURI-ROLLA
NCHEMS PEERS - University of Colorado at Boulder

Data Source: NCHEMS NCES Finance Dataset, 2004-05
Prepared by: Linda Keep (303) 497-0314
Date: 9/7/06

Institution

UNIVERSITY OF COLORADO AT BOULDER
FLORIDA STATE UNIVERSITY
INDIANA UNIVERSITY-BLOOMINGTON
SUNY AT ALBANY
THE UNIVERSITY OF TEXAS AT AUSTIN
UNIVERSITY OF CALIFORNIA-BERKELEY
UNIVERSITY OF CALIFORNIA-SANTA BARBARA
UNIVERSITY OF CONNECTICUT
UNIVERSITY OF KANSAS MAIN CAMPUS
UNIVERSITY OF MASSACHUSETTS-AMHERST
UNIVERSITY OF NEBRASKA AT LINCOLN
UNIVERSITY OF OREGON
NCHEMS PEERS - University of Colorado as Colorado Springs

Data Source: NCHEMS NCES Finance Dataset, 2004-05
Prepared by: Linda Keep (303) 497-0314
Date: 9/7/06

Institution

UNIVERSITY OF COLORADO AT COLORADO SPRINGS
FLORIDA ATLANTIC UNIVERSITY-BOCA RATON
PORTLAND STATE UNIVERSITY
THE UNIVERSITY OF TENNESSEE-CHATTANOOGA
THE UNIVERSITY OF TEXAS AT EL PASO
UNIVERSITY OF MASSACHUSETTS-BOSTON
UNIVERSITY OF MISSOURI-ST LOUIS
UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE
WESTERN CAROLINA UNIVERSITY
WICHITA STATE UNIVERSITY
UNIVERSITY OF MICHIGAN-DEARBORN
OAKLAND UNIVERSITY
SALEM STATE COLLEGE
SONOMA STATE UNIVERSITY
WEST CHESTER UNIVERSITY OF PENNSYLVANIA
Institution

UNIVERSITY OF COLORADO AT DENVER
CLEVELAND STATE UNIVERSITY
GEORGE MASON UNIVERSITY
PORTLAND STATE UNIVERSITY
THE UNIVERSITY OF TEXAS AT DALLAS
UNIVERSITY OF AKRON MAIN CAMPUS
UNIVERSITY OF MASSACHUSETTS-LOWELL
UNIVERSITY OF MEMPHIS
UNIVERSITY OF MISSOURI-ST LOUIS
UNIVERSITY OF NORTH CAROLINA AT GREENSBORO
WICHITA STATE UNIVERSITY
NORTHERN ARIZONA UNIVERSITY
Institution

UNIVERSITY OF COLORADO HEALTH SCIENCES CENTER
LOUISIANA STATE UNIVERSITY-HEALTH SCIENCES CENTER
MEDICAL COLLEGE OF GEORGIA
MEDICAL COLLEGE OF OHIO
MEDICAL UNIVERSITY OF SOUTH CAROLINA
NORTHEASTERN OHIO UNIVERSITIES COLLEGE OF MEDICINE
OKLAHOMA STATE UNIVERSITY CENTER FOR HEALTH SCIENCES
OREGON HEALTH & SCIENCE UNIVERSITY
SUNY HEALTH SCIENCE CENTER AT BROOKLYN
SUNY HEALTH SCIENCE CENTER AT SYRACUSE
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
THE UNIVERSITY OF CONNECTICUT SCH OF MED AND DENT
THE UNIVERSITY OF TEXAS HEALTH SCIENCE CENTER
THE UNIVERSITY OF TEXAS HEALTH SCIENCE-SAN ANTONIO
THE UNIVERSITY OF TEXAS MEDICAL BRANCH
UNIVERSITY OF ARKANSAS FOR MEDICAL SCIENCES
UNIVERSITY OF KANSAS MEDICAL CENTER
UNIVERSITY OF MASSACHUSETTS MEDICAL SCH WORCESTER
UNIVERSITY OF MEDICINE AND DENTISTRY OF NEW JERSEY
UNIVERSITY OF MISSISSIPPI MEDICAL CENTER
UNIVERSITY OF NEBRASKA MEDICAL CENTER
UNIVERSITY OF NORTH TEXAS-HLTH SCI CTR AT FT WORTH
UNIVERSITY OF OKLAHOMA HEALTH SCIENCES CENTER
UNIVERSITY OF PUERTO RICO-MEDICAL SCIENCES CAMPUS
UNIVERSITY OF TEXAS SOUTHWESTERN MEDICAL CENTER AT DALLAS
WEST VIRGINIA SCHOOL OF OSTEOPATHIC MEDICINE
NCHEMS PEERS - University of Northern Colorado

Data Source: NCHEMS NCES Finance Dataset, 2004-05
Prepared by: Linda Keep (303) 497-0314
Date: 9/7/06

Institution

UNIVERSITY OF NORTHERN COLORADO
BALL STATE UNIVERSITY
BOWLING GREEN STATE UNIVERSITY-MAIN CAMPUS
ILLINOIS STATE UNIVERSITY
INDIANA UNIVERSITY OF PENNSYLVANIA-MAIN CAMPUS
MIAMI UNIVERSITY-OXFORD
NORTHERN ARIZONA UNIVERSITY
NORTHERN ILLINOIS UNIVERSITY
SUNY AT BINGHAMTON
UNIVERSITY OF NORTH CAROLINA AT GREENSBORO
UNIVERSITY OF NORTH TEXAS
NCHEMS PEERS - Western State College of Colorado

Data Source: NCHEMS NCES Finance Dataset, 2004-05
Prepared by: Linda Keep (303) 497-0314
Date: 9/7/06

Institution

WESTERN STATE COLLEGE OF COLORADO
ALCORN STATE UNIVERSITY
CALIFORNIA STATE UNIVERSITY-MONTEREY BAY
CONCORD UNIVERSITY
ELIZABETH CITY STATE UNIVERSITY
FORT VALLEY STATE UNIVERSITY
LINCOLN UNIVERSITY
MANSFIELD UNIVERSITY OF PENNSYLVANIA
MORRISVILLE STATE COLLEGE
SUNY COLLEGE OF AGRIC AND TECHN AT COBLESKILL
SUNY COLLEGE OF TECHNOLOGY AT ALFRED
SUNY COLLEGE OF TECHNOLOGY AT CANTON
SUNY COLLEGE OF TECHNOLOGY AT DELHI
UNIVERSITY OF ARKANSAS AT MONTICELLO
UNIVERSITY OF ARKANSAS AT PINE BLUFF
UNIVERSITY OF MAINE AT FARMINGTON
UNIVERSITY OF MARYLAND-EASTERN SHORE
UNIVERSITY OF MONTEVALLO
WEST LIBERTY STATE COLLEGE
WINSTON-SALEM STATE UNIVERSITY
NCHEMS PEERS - Community Colleges Group A

Data Source: NCHEMS NCES Finance Dataset, 2004-05
Prepared by: Linda Keep (303) 497-0314
Date: 9/7/06

Institution
FRONT RANGE COMMUNITY COLLEGE
PIKES PEAK COMMUNITY COLLEGE
AMARILLO COLLEGE
CENTURY COMMUNITY AND TECHNICAL COLLEGE
COLLEGE OF LAKE COUNTY
CUESTA COLLEGE
DEL MAR COLLEGE
ELGIN COMMUNITY COLLEGE
FOOTHILL COLLEGE
GUILFORD TECHNICAL COMMUNITY COLLEGE
HENRY FORD COMMUNITY COLLEGE
J SARGEANT REYNOLDS COMMUNITY COLLEGE
JOHN C CALHOUN STATE COMMUNITY COLLEGE
KALAMAZOO VALLEY COMMUNITY COLLEGE
LORAIN COUNTY COMMUNITY COLLEGE
MIDLANDS TECHNICAL COLLEGE
OAKTON COMMUNITY COLLEGE
ROCK VALLEY COLLEGE
SOUTHWEST TENNESSEE COMMUNITY COLLEGE
SOUTHWESTERN ILLINOIS COLLEGE
SPOKANE COMMUNITY COLLEGE
TRITON COLLEGE
WASHTENAW COMMUNITY COLLEGE
NCHEMS PEERS - Community Colleges Group B

Data Source: NCHEMS NCES Finance Dataset, 2004-05
Prepared by: Linda Keep (303) 497-0314
Date:

Institution

COLORADO NORTHWESTERN COMMUNITY COLLEGE
OTERO JUNIOR COLLEGE
NORTHEASTERN JUNIOR COLLEGE
LAMAR COMMUNITY COLLEGE
AIKEN TECHNICAL COLLEGE
ALABAMA SOUTHERN COMMUNITY COLLEGE
ARKANSAS NORTHEASTERN COLLEGE
ASHLAND COMMUNITY AND TECHNICAL COLLEGE
ASNUNTUCK COMMUNITY COLLEGE
BARSTOW COLLEGE
BERKSHIRE COMMUNITY COLLEGE
BIG BEND COMMUNITY COLLEGE
BRUNSWICK COMMUNITY COLLEGE
CECIL COMMUNITY COLLEGE
CENTRAL ALABAMA COMMUNITY COLLEGE
CENTRAL WYOMING COLLEGE
CHATTANOOCHEE VALLEY COMMUNITY COLLEGE
CHESAPEAKE COLLEGE
CHIPOLA COLLEGE
CLARENDON COLLEGE
CLARK STATE COMMUNITY COLLEGE
CLATSOP COMMUNITY COLLEGE
CLINTON COMMUNITY COLLEGE
COFFEEVILLE COMMUNITY COLLEGE AND AREA TECHNICAL SCHOOL
COLBY COMMUNITY COLLEGE
COLLEGE OF EASTERN UTAH
COLLEGE OF THE SISKIYOUS
CONNORS STATE COLLEGE
CRAVEN COMMUNITY COLLEGE
CROWDER COLLEGE
DANVILLE AREA COMMUNITY COLLEGE
DELaware technical and community college-terry
DENMARK TECHNICAL COLLEGE
DODGE CITY COMMUNITY COLLEGE
DYERSBURG STATE COMMUNITY COLLEGE
EAST ARKANSAS COMMUNITY COLLEGE
EASTERN WYOMING COLLEGE
EDISON STATE COMMUNITY COLLEGE
ENTERPRISE-OZARK COMMUNITY COLLEGE
FEATHER RIVER COMMUNITY COLLEGE DISTRICT
FLATHEAD VALLEY COMMUNITY COLLEGE
FLORIDA KEYS COMMUNITY COLLEGE
ROXBURY COMMUNITY COLLEGE
SAMPSON COMMUNITY COLLEGE
SANTA FE COMMUNITY COLLEGE
SEMINOLE STATE COLLEGE
SHAWNEE COMMUNITY COLLEGE
SNEAD STATE COMMUNITY COLLEGE
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SPOON RIVER COLLEGE
SULLIVAN COUNTY COMMUNITY COLLEGE
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DALTON STATE COLLEGE
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DELAWARE TECHNICAL AND COMMUNITY COLLEGE-STANTON-DIXIE STATE COLLEGE OF UTAH
DURHAM TECHNICAL COMMUNITY COLLEGE
EAST CENTRAL COMMUNITY COLLEGE
EAST MISSISSIPPI COMMUNITY COLLEGE
EASTERN ARIZONA COLLEGE
EL CENTRO COLLEGE
FLOYD COLLEGE
FORSYTH TECHNICAL COMMUNITY COLLEGE
GATEWAY COMMUNITY COLLEGE
GERMANNIA COMMUNITY COLLEGE
GRAYSON COUNTY COLLEGE
GREEN RIVER COMMUNITY COLLEGE
GWINNETT TECHNICAL COLLEGE
HAWKEYE COMMUNITY COLLEGE
HAZARD COMMUNITY AND TECHNICAL COLLEGE
HOCKING COLLEGE
HOLMES COMMUNITY COLLEGE
HONOLOLU COMMUNITY COLLEGE
HORRY-GEORGETOWN TECHNICAL COLLEGE
HUTCHINSON COMMUNITY COLLEGE
INDIAN HILLS COMMUNITY COLLEGE
INVER HILLS COMMUNITY COLLEGE
IOWA CENTRAL COMMUNITY COLLEGE
IOWA WESTERN COMMUNITY COLLEGE
ITAWAMBA COMMUNITY COLLEGE
JACKSON COMMUNITY COLLEGE
JACKSON STATE COMMUNITY COLLEGE
JOHN A LOGAN COLLEGE
JOHN TYLER COMMUNITY COLLEGE
JOHNSTON COMMUNITY COLLEGE
JONES COUNTY JUNIOR COLLEGE
KASKASKIA COLLEGE
KELLOGG COMMUNITY COLLEGE
KILGORE COLLEGE
KISHWAUKEE COLLEGE
LAKE MICHIGAN COLLEGE
LAKE WASHINGTON TECHNICAL COLLEGE
LAKELAND COMMUNITY COLLEGE
LARAMIE COUNTY COMMUNITY COLLEGE
LEE COLLEGE
LEHIGH CARBON COMMUNITY COLLEGE
LEWIS AND CLARK COMMUNITY COLLEGE
LINCOLN LAND COMMUNITY COLLEGE
LINN-BENTON COMMUNITY COLLEGE
LORD FAIRFAX COMMUNITY COLLEGE
LUZERNE COUNTY COMMUNITY COLLEGE
MASSACHUSETTS BAY COMMUNITY COLLEGE
MASSASOIT COMMUNITY COLLEGE
MCLENNAN COMMUNITY COLLEGE
MERIDIAN COMMUNITY COLLEGE
MIDLAND COLLEGE
MISSISSIPPI DELTA COMMUNITY COLLEGE
MOHAVE COMMUNITY COLLEGE
MORTON COLLEGE
MOUNT WACHUSETT COMMUNITY COLLEGE
MT HOOD COMMUNITY COLLEGE
MUSKEGON COMMUNITY COLLEGE
NASHVILLE STATE TECHNICAL COMMUNITY COLLEGE
NAUGATUCK VALLEY COMMUNITY COLLEGE
NEW HAMPSHIRE TECHNICAL INSTITUTE
NEW RIVER COMMUNITY COLLEGE
NORTH CENTRAL TEXAS COLLEGE
NORTH IDAHO COLLEGE
NORTH IOWA AREA COMMUNITY COLLEGE
NORTH SHORE COMMUNITY COLLEGE
NORTHAMPTON COUNTY AREA COMMUNITY COLLEGE
NORTHEAST COMMUNITY COLLEGE
NORTHEAST IOWA COMMUNITY COLLEGE-CALMAR
NORTHEAST MISSISSIPPI COMMUNITY COLLEGE
NORTHEAST STATE TECHNICAL COMMUNITY COLLEGE
NORTHERN ESSEX COMMUNITY COLLEGE
NORTHLAND PIONEER COLLEGE
NORTHWEST ARKANSAS COMMUNITY COLLEGE
NORTHWEST SHOALS COMMUNITY COLLEGE-MUSCLE SHOALS
NORTHERN MICHIGAN COLLEGE
ODESSA COLLEGE
OKLAHOMA STATE UNIVERSITY-OKLAHOMA CITY
OKLAHOMA STATE UNIVERSITY-OKMULGEE
OLYMPIC COLLEGE
PALO VERDE COLLEGE
PARADISE VALLEY COMMUNITY COLLEGE
PASCO-HERNANDO COMMUNITY COLLEGE
PATRICK HENRY COMMUNITY COLLEGE
PEARL RIVER COMMUNITY COLLEGE
PENINSULA COLLEGE
PIEDMONT TECHNICAL COLLEGE
PIEDMONT VIRGINIA COMMUNITY COLLEGE
PRAIRIE STATE COLLEGE
PULASKI TECHNICAL COLLEGE
QUINCY COLLEGE
QUINSIGAMOND COMMUNITY COLLEGE
READING AREA COMMUNITY COLLEGE
REND LAKE COLLEGE
RIVERLAND COMMUNITY COLLEGE
ROANE STATE COMMUNITY COLLEGE
ROCHESTER COMMUNITY AND TECHNICAL COLLEGE
ROGUE COMMUNITY COLLEGE
ROWAN-CABARRUS COMMUNITY COLLEGE
SAN JOSE CITY COLLEGE
SANDHILLS COMMUNITY COLLEGE
SHELTON STATE COMMUNITY COLLEGE
Institution

MORGAN COMMUNITY COLLEGE
TRINIDAD STATE JUNIOR COLLEGE
ATHENS TECHNICAL COLLEGE
BAINBRIDGE COLLEGE
BAY DE NOC COMMUNITY COLLEGE
BEAUFORT COUNTY COMMUNITY COLLEGE
BELMONT TECHNICAL COLLEGE
BLACK RIVER TECHNICAL COLLEGE
BLADEN COMMUNITY COLLEGE
BRAZOSPORT COLLEGE
CENTRAL CAROLINA TECHNICAL COLLEGE
CENTRAL OHIO TECHNICAL COLLEGE
CISCO JUNIOR COLLEGE
CLEVELAND COMMUNITY COLLEGE
CLOUD COUNTY COMMUNITY COLLEGE
COASTAL GEORGIA COMMUNITY COLLEGE
COLUMBIA-GREENE COMMUNITY COLLEGE
DABNEY S LANCASTER COMMUNITY COLLEGE
EASTERN MAINE COMMUNITY COLLEGE
EDGECOMBE COMMUNITY COLLEGE
GALVESTON COLLEGE
H COUNCILL TRENHOLM STATE TECHNICAL COLLEGE
HALIFAX COMMUNITY COLLEGE
HAYWOOD COMMUNITY COLLEGE
HENDERSON COMMUNITY COLLEGE

ILLINOIS EASTERN COMMUNITY COLLEGES-FRONTIER COMMUNITY
ILLINOIS EASTERN COMMUNITY COLLEGES-OLNEY CENTRAL COLLEGE
ISOTHERMAL COMMUNITY COLLEGE
IVY TECH STATE COLLEGE-KOKOMO
IVY TECH STATE COLLEGE-SOUTH CENTRAL
IVY TECH STATE COLLEGE-WHITEWATER
J F INGRAM STATE TECHNICAL COLLEGE
JAMES A RHODES STATE COLLEGE
JEFFERSON DAVIS COMMUNITY COLLEGE
JOHN WOOD COMMUNITY COLLEGE
KENT STATE UNIVERSITY-ASHTABULA CAMPUS
KIRTLAND COMMUNITY COLLEGE
LABETTE COMMUNITY COLLEGE
LAKE AREA TECHNICAL INSTITUTE
LAMAR STATE COLLEGE-ORANGE
LAWSON STATE COMMUNITY COLLEGE
LUNA COMMUNITY COLLEGE
LURLEEN B WALLACE COMMUNITY COLLEGE
MARION TECHNICAL COLLEGE
MID MICHIGAN COMMUNITY COLLEGE
MINNESOTA STATE COMM AND TECH COLLEGE-FERGUS FALLS
MONTANA STATE UNIVERSITY-COLL OF TECHN-GREAT FALLS
MONTGOMERY COMMUNITY COLLEGE
MOUNTAIN EMPIRE COMMUNITY COLLEGE
NATIONAL PARK COMMUNITY COLLEGE
NEOSHO COUNTY COMMUNITY COLLEGE
NEW MEXICO JUNIOR COLLEGE
NH COMMUNITY TECHNICAL COLLEGE-NASHUA-CLAREMONT
NICOLET AREA TECHNICAL COLLEGE
NORTH ARKANSAS COLLEGE
NORTHEAST ALABAMA COMMUNITY COLLEGE
NORTHERN MAINE TECHNICAL COLLEGE
NORTHERN NEW MEXICO COMMUNITY COLLEGE
NORTHLAND COMMUNITY AND TECHNICAL COLLEGE
ORANGEBURG CALHOUN TECHNICAL COLLEGE
OWENSBORO COMMUNITY AND TECHNICAL COLLEGE
PIEDMONT COMMUNITY COLLEGE
REID STATE TECHNICAL COLLEGE
ROBESON COMMUNITY COLLEGE
ROCKINGHAM COMMUNITY COLLEGE
SALEM COMMUNITY COLLEGE
SAUK VALLEY COMMUNITY COLLEGE
SEWARD COUNTY COMMUNITY COLLEGE
SHERIDAN COLLEGE
SOUTHEASTERN COMMUNITY COLLEGE
SOUTHERN ARKANSAS UNIVERSITY TECH
SOUTHERN UNIVERSITY AT SHREVEPORT
SOUTHWEST WISCONSIN TECHNICAL COLLEGE
SOUTHWESTERN COMMUNITY COLLEGE
SOUTHWESTERN OREGON COMMUNITY COLLEGE
STANLY COMMUNITY COLLEGE
TECHNICAL COLLEGE OF THE LOWCOUNTRY
TEXAS STATE TECHNICAL COLLEGE-WEST TEXAS
UMPQUA COMMUNITY COLLEGE
UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE-MORRILTON
UNIVERSITY OF MONTANA-HELENA COLLEGE OF TECHNOLOGY
VERNON COLLEGE
VIRGINIA HIGHLANDS COMMUNITY COLLEGE
WASHINGTON STATE COMMUNITY COLLEGE
WEST VIRGINIA NORTHERN COMMUNITY COLLEGE
WYTHEVILLE COMMUNITY COLLEGE
### Attachment B

Total Dollars Needed to Reach Peer Benchmark

<table>
<thead>
<tr>
<th>Type of Institution</th>
<th>Total Dollars Needed*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Colleges</td>
<td>$102,352,256</td>
</tr>
<tr>
<td>4-Year</td>
<td>$221,640,627</td>
</tr>
<tr>
<td>Research</td>
<td>$524,205,559</td>
</tr>
<tr>
<td>Total</td>
<td>$848,198,442</td>
</tr>
</tbody>
</table>

*In Constant Dollars

**Total Dollars Needed to Reach Peer Benchmark**

<table>
<thead>
<tr>
<th>Dollars Needed</th>
<th>Community Colleges</th>
<th>4-Year</th>
<th>Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td>Good</td>
<td>Good</td>
<td>Poor</td>
</tr>
<tr>
<td>$100,000,000</td>
<td>Poor</td>
<td>Poor</td>
<td>Poor</td>
</tr>
<tr>
<td>$200,000,000</td>
<td>Poor</td>
<td>Poor</td>
<td>Poor</td>
</tr>
<tr>
<td>$300,000,000</td>
<td>Poor</td>
<td>Poor</td>
<td>Poor</td>
</tr>
<tr>
<td>$400,000,000</td>
<td>Poor</td>
<td>Poor</td>
<td>Poor</td>
</tr>
<tr>
<td>$500,000,000</td>
<td>Poor</td>
<td>Poor</td>
<td>Poor</td>
</tr>
<tr>
<td>$600,000,000</td>
<td>Poor</td>
<td>Poor</td>
<td>Poor</td>
</tr>
</tbody>
</table>

[Graph showing total dollars needed for community colleges, 4-year institutions, and research institutions.]
Research Institutions, % Peer Benchmark

- GF Per FTE: 41%
- T&F Per FTE: 120%
- % of Peers: 64%

Legend:
- Light blue: Research-Peers
- Dark blue: Research
4-Year Institutions, % of Peer Benchmark

- GF Per FTE: 54%
- T&F Per FTE: 67%
- % of Peers: 58%

Attachment C
CCCS Note:

If the programmatic offering element is removed from the analysis, according to other NCHEMS data from a different project, Colorado’s community colleges are far more underfunded by General Fund than even the study points out. Colorado’s community colleges cannot afford to offer programs that other states offer routinely. The peer institutions are not a reflection necessarily, then, of the program offerings that should be in place.
The peer institution discussions are ongoing; the CSM argues that the current list of peers may not fully reflect the School’s highly-focused educational and research mission in science, technology, engineering, and math; and may not adequately reflect the issues of the lack of economies of scale for smaller institutions.
**CSU FY 06-07**

<table>
<thead>
<tr>
<th>Peer Benchmark</th>
<th>Peers</th>
<th>CSU</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>GF Per FTE</td>
<td>11,554</td>
<td>4,554</td>
<td>39.41%</td>
</tr>
<tr>
<td>GF + Tuition and Fees Per FTE</td>
<td>18,724</td>
<td>10,711</td>
<td>57.20%</td>
</tr>
<tr>
<td>Tuition and Fees Per FTE</td>
<td>7,170</td>
<td>6,157</td>
<td>85.88%</td>
</tr>
</tbody>
</table>
**UCB FY 06-07**

**Peer Benchmark**

- **GF Per FTE Peers UCB % of Peers**
  - Peers: 9,523
  - UCB: 2,413
  - % of Peers: 25.34%

- **Tuition and Fees Per FTE Peers UCB % of Peers**
  - Peers: 17,298
  - UCB: 12,496
  - % of Peers: 72.24%

- **% of Peers**
  - Peers: 7,775
  - UCB: 10,083
  - % of Peers: 129.68%

**UCB Note:**

The peer institutions utilized in the study were selected by NCHEMS without input from the University of Colorado. The University had previously selected a set of peer institutions which are larger in number and which the University believes are more representative of the current role and mission of the campuses. The University is continuing to work with NCHEMS on this issue.
<table>
<thead>
<tr>
<th></th>
<th>GF Per FTE</th>
<th>T&amp;F Per FTE</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>GF Per FTE Peers</td>
<td>6,948</td>
<td>2,780</td>
<td>40.02%</td>
</tr>
<tr>
<td>GF + Tuition and Fees Per FTE Peers</td>
<td>13,335</td>
<td>10,086</td>
<td>75.64%</td>
</tr>
<tr>
<td>Tuition and Fees Per FTE Peers</td>
<td>6,387</td>
<td>7,305</td>
<td>114.37%</td>
</tr>
</tbody>
</table>
HSC FY 06-07

<table>
<thead>
<tr>
<th>Peer Benchmark</th>
<th>GF Per FTE</th>
<th>T&amp;F Per FTE</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>GF Per FTE</td>
<td>67,913</td>
<td>27,993</td>
<td>41.22%</td>
</tr>
<tr>
<td>GF + Tuition and Fees Per FTE</td>
<td>77,715</td>
<td>45,219</td>
<td>58.19%</td>
</tr>
<tr>
<td>Tuition and Fees Per FTE</td>
<td>9,802</td>
<td>17,226</td>
<td>175.75%</td>
</tr>
</tbody>
</table>
UNC FY 06-07

<table>
<thead>
<tr>
<th>Peer Benchmark</th>
<th>GF Per FTE</th>
<th>T&amp;F Per FTE</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>GF Per FTE</td>
<td>46%</td>
<td></td>
<td>61%</td>
</tr>
<tr>
<td>GF + Tuition and Fees Per FTE</td>
<td>53%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GF Per FTE</th>
<th>Peers</th>
<th>UNC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6,817</td>
<td>3,152</td>
<td>46.24%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GF + Tuition and Fees Per FTE</th>
<th>Peers</th>
<th>UNC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>13,296</td>
<td>7,087</td>
<td>53.30%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tuition and Fees Per FTE</th>
<th>Peers</th>
<th>UNC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6,480</td>
<td>3,935</td>
<td>60.73%</td>
</tr>
</tbody>
</table>
**ASC FY 06-07**

<table>
<thead>
<tr>
<th>Peer Benchmark</th>
<th>Peers</th>
<th>ASC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>GF Per FTE</td>
<td>6,150</td>
<td>2,665</td>
<td>43.33%</td>
</tr>
<tr>
<td>GF + Tuition and Fees Per FTE</td>
<td>10,235</td>
<td>4,369</td>
<td>42.69%</td>
</tr>
<tr>
<td>Tuition and Fees Per FTE</td>
<td>4,085</td>
<td>1,704</td>
<td>41.71%</td>
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</tbody>
</table>
CSU-P FY 06-07

<table>
<thead>
<tr>
<th>Peer Benchmark</th>
<th>Peers</th>
<th>CSU-P</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>GF Per FTE</td>
<td>5,019</td>
<td>3,454</td>
<td>68.82%</td>
</tr>
<tr>
<td>GF + Tuition and Fees Per FTE</td>
<td>9,915</td>
<td>5,991</td>
<td>60.42%</td>
</tr>
<tr>
<td>Tuition and Fees Per FTE</td>
<td>4,896</td>
<td>2,537</td>
<td>51.82%</td>
</tr>
</tbody>
</table>
### FLC FY 06-07

<table>
<thead>
<tr>
<th>Peer Benchmark</th>
<th>Peer Benchmark FY 06-07</th>
</tr>
</thead>
<tbody>
<tr>
<td>GF Per FTE</td>
<td>8,117</td>
</tr>
<tr>
<td>T&amp;F Per FTE</td>
<td>13,600</td>
</tr>
<tr>
<td>% of Peers</td>
<td>5,483</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GF Per FTE</th>
<th>Peers</th>
<th>FLC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,117</td>
<td>2,829</td>
<td></td>
<td>34.85%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GF + Tuition and Fees Per FTE</th>
<th>Peers</th>
<th>FLC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>13,600</td>
<td>6,671</td>
<td></td>
<td>49.05%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tuition and Fees Per FTE</th>
<th>Peers</th>
<th>FLC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,483</td>
<td>3,842</td>
<td></td>
<td>70.07%</td>
</tr>
</tbody>
</table>
MSC FY 06-07

MSC Note:
Mesa State College is continuing to identify the most appropriate peer institutions based on role, mission and size.
MSCD FY 06-07

<table>
<thead>
<tr>
<th>Peer Benchmark</th>
<th>GF Per FTE</th>
<th>T&amp;F Per FTE</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 06-07 MSCD Peers</td>
<td>5,695</td>
<td>10,348</td>
<td>2,495</td>
</tr>
<tr>
<td>FY 06-07 % of Peers</td>
<td>43%</td>
<td>53%</td>
<td>48%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GF Per FTE</th>
<th>Peers</th>
<th>MSCD</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,695</td>
<td>2,495</td>
<td></td>
<td>43.80%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GF + Tuition and Fees Per FTE</th>
<th>Peers</th>
<th>MSCD</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,348</td>
<td>4,984</td>
<td></td>
<td>48.17%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tuition and Fees Per FTE</th>
<th>Peers</th>
<th>MSCD</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,653</td>
<td>2,490</td>
<td></td>
<td>53.51%</td>
</tr>
</tbody>
</table>
### GF Per FTE
- **Peers**: 6,500
- **UCCS**: 2,652
- **% of Peers**: 40.79%

### GF + Tuition and Fees Per FTE
- **Peers**: 12,372
- **UCCS**: 8,192
- **% of Peers**: 66.21%

### Tuition and Fees Per FTE
- **Peers**: 5,872
- **UCCS**: 5,541
- **% of Peers**: 94.35%
WSC FY 06-07

<table>
<thead>
<tr>
<th>Peer Benchmark</th>
<th>WSC-Peers</th>
<th>WSC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>GF Per FTE</td>
<td>7,402</td>
<td>5,015</td>
<td>67.75%</td>
</tr>
<tr>
<td>GF + Tuition and Fees Per FTE</td>
<td>10,555</td>
<td>9,277</td>
<td>87.89%</td>
</tr>
<tr>
<td>Tuition and Fees Per FTE</td>
<td>3,153</td>
<td>4,262</td>
<td>135.18%</td>
</tr>
</tbody>
</table>
ACC FY 06-07

<table>
<thead>
<tr>
<th>Peer Benchmark</th>
<th>ACC</th>
<th>Peers</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>GF Per FTE</td>
<td>2,445</td>
<td>5,114</td>
<td>47.81%</td>
</tr>
<tr>
<td>GF + Tuition and Fees Per FTE</td>
<td>5,835</td>
<td>7,171</td>
<td>81.37%</td>
</tr>
<tr>
<td>Tuition and Fees Per FTE</td>
<td>3,390</td>
<td>2,057</td>
<td>164.80%</td>
</tr>
</tbody>
</table>
CNCC FY 06-07

<table>
<thead>
<tr>
<th></th>
<th>Peers</th>
<th>CNCC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>GF Per FTE</td>
<td>6,663</td>
<td>3,206</td>
<td>48.11%</td>
</tr>
<tr>
<td>GF + Tuition and Fees Per FTE</td>
<td>8,596</td>
<td>5,236</td>
<td>60.91%</td>
</tr>
<tr>
<td>Tuition and Fees Per FTE</td>
<td>1,933</td>
<td>2,030</td>
<td>105.01%</td>
</tr>
</tbody>
</table>
CCA FY 06-07

<table>
<thead>
<tr>
<th>GF Per FTE</th>
<th>Peers</th>
<th>CCA</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5,114</td>
<td>2,859</td>
<td>55.91%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GF + Tuition and Fees Per FTE</th>
<th>Peers</th>
<th>CCA</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7,117</td>
<td>5,434</td>
<td>75.79%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tuition and Fees Per FTE</th>
<th>Peers</th>
<th>CCA</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,057</td>
<td>2,576</td>
<td>125.21%</td>
</tr>
</tbody>
</table>
CCD FY 06-07

<table>
<thead>
<tr>
<th></th>
<th>GF Per FTE</th>
<th>Peers</th>
<th>CCA</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5,114</td>
<td></td>
<td>2,859</td>
<td>55.91%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>GF + Tuition and Fees Per FTE</th>
<th>Peers</th>
<th>CCA</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7,171</td>
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<td>5,434</td>
<td>75.79%</td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>Tuition and Fees Per FTE</th>
<th>Peers</th>
<th>CCA</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,057</td>
<td></td>
<td>2,576</td>
<td>125.21%</td>
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## FRCC FY 06-07

<table>
<thead>
<tr>
<th></th>
<th>Peers</th>
<th>FRCC</th>
<th>% of Peers</th>
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</thead>
<tbody>
<tr>
<td>GF Per FTE</td>
<td>5,620</td>
<td>1,936</td>
<td>34.46%</td>
</tr>
<tr>
<td>GF + Tuition and Fees Per FTE</td>
<td>7,649</td>
<td>4,791</td>
<td>62.64%</td>
</tr>
<tr>
<td>Tuition and Fees Per FTE</td>
<td>2,029</td>
<td>2,855</td>
<td>140.70%</td>
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</table>
### LCC FY 06-07

<table>
<thead>
<tr>
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<th>LCC</th>
<th>% of Peers</th>
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</thead>
<tbody>
<tr>
<td>GF Per FTE</td>
<td>6,663</td>
<td>4,781</td>
<td>71.76%</td>
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<tr>
<td>GF + Tuition and Fees Per FTE</td>
<td>8,596</td>
<td>6,368</td>
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<tr>
<td>Tuition and Fees Per FTE</td>
<td>1,933</td>
<td>1,587</td>
<td>82.11%</td>
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MCC FY 06-07

<table>
<thead>
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<th>Peers</th>
<th>MCC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>GF Per FTE</td>
<td>5,608</td>
<td>4,685</td>
<td>83.55%</td>
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<tr>
<td>GF + Tuition and Fees Per FTE</td>
<td>7,415</td>
<td>6,552</td>
<td>88.36%</td>
</tr>
<tr>
<td>Tuition and Fees Per FTE</td>
<td>1,807</td>
<td>1,867</td>
<td>103.29%</td>
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<tr>
<td></td>
<td>Peers</td>
<td>NEJC</td>
<td>% of Peers</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------</td>
<td>------</td>
<td>------------</td>
</tr>
<tr>
<td>GF Per FTE</td>
<td>6,663</td>
<td>3,714</td>
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<tr>
<td>GF + Tuition and Fees Per FTE</td>
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<td>5,806</td>
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</tr>
<tr>
<td>Tuition and Fees Per FTE</td>
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<td>2,093</td>
<td>108.25%</td>
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</table>
OJC FY 06-07

<table>
<thead>
<tr>
<th>Peer Benchmark</th>
<th>Peers</th>
<th>OJC</th>
<th>% of Peers</th>
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</thead>
<tbody>
<tr>
<td>GF Per FTE</td>
<td>6,663</td>
<td>4,070</td>
<td>61.09%</td>
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<tr>
<td>GF + Tuition and Fees Per FTE</td>
<td>8,596</td>
<td>5,309</td>
<td>61.76%</td>
</tr>
<tr>
<td>Tuition and Fees Per FTE</td>
<td>1,933</td>
<td>1,239</td>
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</table>
### PPCC FY 06-07

#### Peer Benchmark

<table>
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<th>GF Per FTE</th>
<th>Peers</th>
<th>PPCC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,620</td>
<td>2,135</td>
<td>2,135</td>
<td>38.00%</td>
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<table>
<thead>
<tr>
<th>GF + Tuition and Fees Per FTE</th>
<th>Peers</th>
<th>PPCC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,649</td>
<td>4,713</td>
<td>4,713</td>
<td>61.62%</td>
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<table>
<thead>
<tr>
<th>Tuition and Fees Per FTE</th>
<th>Peers</th>
<th>PPCC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,029</td>
<td>2,578</td>
<td>2,578</td>
<td>127.06%</td>
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<tr>
<td></td>
<td>PCC Per FTE</td>
<td>Peers</td>
<td>CCD</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------------</td>
<td>-------</td>
<td>------</td>
</tr>
<tr>
<td>GF Per FTE</td>
<td>5,114</td>
<td>5,114</td>
<td>2,138</td>
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<td>GF + Tuition and Fees Per FTE</td>
<td>7,171</td>
<td>7,171</td>
<td>3,821</td>
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<td>Tuition and Fees Per FTE</td>
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<td>1,684</td>
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RRCC FY 06-07

<table>
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<th>PCC</th>
<th>% of Peers</th>
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</thead>
<tbody>
<tr>
<td>GF Per FTE</td>
<td>5,114</td>
<td>2,534</td>
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<tr>
<td>GF + Tuition and Fees Per FTE</td>
<td>7,171</td>
<td>4,095</td>
<td>57.11%</td>
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<tr>
<td>Tuition and Fees Per FTE</td>
<td>2,057</td>
<td>1,561</td>
<td>75.91%</td>
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TSJC FY 06-07

<table>
<thead>
<tr>
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<th>GF Per FTE</th>
<th>T&amp;F Per FTE</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>TSJC FTE</td>
<td>78%</td>
<td>73%</td>
<td>77%</td>
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<tr>
<td>TSJC FY 06-07</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>GF Per FTE Peers</th>
<th>TSJC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>TSJC-Per Peers</td>
<td>5,608</td>
<td>4,364</td>
<td>77.82%</td>
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<table>
<thead>
<tr>
<th></th>
<th>GF + Tuition and Fees Per FTE Peers</th>
<th>TSJC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>TSJC-Per Peers</td>
<td>7,415</td>
<td>5,674</td>
<td>76.52%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Tuition and Fees Per FTE Peers</th>
<th>TSJC</th>
<th>% of Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>TSJC-Per Peers</td>
<td>1,807</td>
<td>1,310</td>
<td>72.49%</td>
</tr>
</tbody>
</table>
**FY 07-08 Inflated Tuition Rates**

*Rates inflated by Higher Education Price Index from Fall 05 actuals

### Research Institutions

<table>
<thead>
<tr>
<th>Tuition Rates</th>
<th>Peers Inflated</th>
<th>School Inflated</th>
<th>% of Peer Average</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CSM</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resident Tuition &amp; Fees</td>
<td>7,157</td>
<td>8,979</td>
<td>125.45%</td>
</tr>
<tr>
<td>Non-Resident Tuition &amp; Fees</td>
<td>15,275</td>
<td>22,850</td>
<td>149.59%</td>
</tr>
<tr>
<td><strong>CSU</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resident Tuition &amp; Fees</td>
<td>6,144</td>
<td>5,030</td>
<td>81.86%</td>
</tr>
<tr>
<td>Non-Resident Tuition &amp; Fees</td>
<td>17,758</td>
<td>17,115</td>
<td>96.38%</td>
</tr>
<tr>
<td><strong>UCB</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resident Tuition &amp; Fees</td>
<td>7,060</td>
<td>5,923</td>
<td>83.89%</td>
</tr>
<tr>
<td>Non-Resident Tuition &amp; Fees</td>
<td>19,811</td>
<td>25,166</td>
<td>127.03%</td>
</tr>
<tr>
<td><strong>UCD</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resident Tuition &amp; Fees</td>
<td>6,336</td>
<td>4,386</td>
<td>69.22%</td>
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<tr>
<td>Non-Resident Tuition &amp; Fees</td>
<td>16,103</td>
<td>17,552</td>
<td>109.00%</td>
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<tr>
<td><strong>UCD-HSC</strong></td>
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<td></td>
</tr>
<tr>
<td>Resident Tuition &amp; Fees</td>
<td>6,105</td>
<td>6,995</td>
<td>114.58%</td>
</tr>
<tr>
<td>Non-Resident Tuition &amp; Fees</td>
<td>14,718</td>
<td>23,725</td>
<td>161.19%</td>
</tr>
<tr>
<td><strong>UNC</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resident Tuition &amp; Fees</td>
<td>8,320</td>
<td>4,230</td>
<td>50.84%</td>
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<tr>
<td>Non-Resident Tuition &amp; Fees</td>
<td>15,809</td>
<td>13,650</td>
<td>86.34%</td>
</tr>
</tbody>
</table>

### FY 07-08 Inflated Tuition Rates

*Rates inflated by Higher Education Price Index from Fall 05 actuals

### Four-Year Institutions

<table>
<thead>
<tr>
<th>Tuition Rates</th>
<th>Peers Inflated</th>
<th>School Inflated</th>
<th>% of Peer Average</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASC</strong></td>
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<td></td>
</tr>
<tr>
<td>Resident Tuition &amp; Fees</td>
<td>4,769</td>
<td>2,616</td>
<td>54.86%</td>
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<tr>
<td>Non-Resident Tuition &amp; Fees</td>
<td>12,062</td>
<td>10,058</td>
<td>83.38%</td>
</tr>
<tr>
<td><strong>CSU-P</strong></td>
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</tr>
<tr>
<td>Resident Tuition &amp; Fees</td>
<td>6,426</td>
<td>3,919</td>
<td>61.00%</td>
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<tr>
<td>Non-Resident Tuition &amp; Fees</td>
<td>12,346</td>
<td>15,650</td>
<td>126.76%</td>
</tr>
<tr>
<td><strong>FLC</strong></td>
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<td></td>
</tr>
<tr>
<td>Resident Tuition &amp; Fees</td>
<td>6,556</td>
<td>3,629</td>
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</tr>
<tr>
<td>Non-Resident Tuition &amp; Fees</td>
<td>13,603</td>
<td>15,104</td>
<td>111.04%</td>
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<tr>
<td><strong>MSC</strong></td>
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</tr>
<tr>
<td>Resident Tuition &amp; Fees</td>
<td>5,911</td>
<td>3,396</td>
<td>57.45%</td>
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<tr>
<td>Non-Resident Tuition &amp; Fees</td>
<td>12,371</td>
<td>11,319</td>
<td>91.50%</td>
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<td>Institution</td>
<td>Resident Tuition &amp; Fees</td>
<td>Non-Resident Tuition &amp; Fees</td>
<td></td>
</tr>
<tr>
<td>-------------</td>
<td>------------------------</td>
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<tr>
<td>MSCD</td>
<td>4,874</td>
<td>14,118</td>
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<tr>
<td>UCBS</td>
<td>5,554</td>
<td>15,480</td>
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<tr>
<td>WSC</td>
<td>5,393</td>
<td>11,271</td>
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</tbody>
</table>

FY 07-08 Inflated Tuition Rates*

*Rates inflated by Higher Education Price Index from Fall 05 actuals

<table>
<thead>
<tr>
<th>Two-Year Institutions</th>
<th>Tuition Rates</th>
<th>Peers Inflated</th>
<th>School Inflated</th>
<th>% of Peer Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC</td>
<td>Resident Tuition &amp; Fees</td>
<td>2,892</td>
<td>2,091</td>
<td>72.33%</td>
</tr>
<tr>
<td></td>
<td>Non-Resident Tuition &amp; Fees</td>
<td>6,278</td>
<td>9,300</td>
<td>148.13%</td>
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<tr>
<td>CNCC</td>
<td>Resident Tuition &amp; Fees</td>
<td>2,736</td>
<td>2,664</td>
<td>97.35%</td>
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<tr>
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<td>Non-Resident Tuition &amp; Fees</td>
<td>6,332</td>
<td>9,389</td>
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<tr>
<td>CCA</td>
<td>Resident Tuition &amp; Fees</td>
<td>2,892</td>
<td>2,545</td>
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<tr>
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<td>Non-Resident Tuition &amp; Fees</td>
<td>6,278</td>
<td>11,554</td>
<td>184.04%</td>
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<tr>
<td>CCD</td>
<td>Resident Tuition &amp; Fees</td>
<td>2,892</td>
<td>2,536</td>
<td>87.69%</td>
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<td></td>
<td>Non-Resident Tuition &amp; Fees</td>
<td>6,278</td>
<td>9,743</td>
<td>155.19%</td>
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<tr>
<td>FRCC</td>
<td>Resident Tuition &amp; Fees</td>
<td>3,711</td>
<td>2,171</td>
<td>58.49%</td>
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<tr>
<td></td>
<td>Non-Resident Tuition &amp; Fees</td>
<td>7,048</td>
<td>9,379</td>
<td>133.07%</td>
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<tr>
<td>LCC</td>
<td>Resident Tuition &amp; Fees</td>
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<td>2,817</td>
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<td>9,543</td>
<td>150.71%</td>
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<td>MCC</td>
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<td>2,906</td>
<td>2,102</td>
<td>72.38%</td>
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<td>Non-Resident Tuition &amp; Fees</td>
<td>6,171</td>
<td>9,311</td>
<td>150.87%</td>
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<tr>
<td>NEJC</td>
<td>Resident Tuition &amp; Fees</td>
<td>2,736</td>
<td>2,562</td>
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<td>Non-Resident Tuition &amp; Fees</td>
<td>6,332</td>
<td>7,932</td>
<td>125.27%</td>
</tr>
<tr>
<td>OJC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Institution | Resident Tuition & Fees | Non-Resident Tuition & Fees | Increase (%)
<table>
<thead>
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<th></th>
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<tr>
<td></td>
<td>2,736</td>
<td>6,332</td>
<td>95.37%</td>
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<tr>
<td>PPCC</td>
<td>3,711</td>
<td>7,048</td>
<td>56.50%</td>
</tr>
<tr>
<td>PCC</td>
<td>2,892</td>
<td>6,278</td>
<td>75.07%</td>
</tr>
<tr>
<td>RRCC</td>
<td>2,892</td>
<td>6,278</td>
<td>75.15%</td>
</tr>
<tr>
<td>TSJC</td>
<td>2,906</td>
<td>6,171</td>
<td>83.70%</td>
</tr>
<tr>
<td></td>
<td>2,972</td>
<td>6,397</td>
<td>80.13%</td>
</tr>
<tr>
<td></td>
<td>2,382</td>
<td>9,336</td>
<td>145.94%</td>
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