



# AQIP TECHNOLOGY FEE ACTION TEAM

## FINAL REPORT Spring 2009 Presented April 13, 2009

<b>Name</b>	<b>Location</b>	<b>Team Responsibility</b>
Scott Cowdrey CIO	Central Services	Co-sponsor
Gwyn Ebie Professor, Technology	Aspen Campus	Scribe
Erin Furman Microcomputer Specialist II	Alpine Campus	Team Member
Sandra Thwing Accounts Receivable/Cash Management	Central Services	Team Leader
Daryl Yarrow CEO, Virtual Campus	Central Services	Co-sponsor

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# PROJECT STATEMENT

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## ➔ *Background Information*

Because of the increasing cost of technology and increasing demands for these services, an AQIP team was formed to evaluate and explore options for establishing a student technology fee. Several factors were considered when looking at this issue: (1) what are the state guidelines and laws? (2) What are Colorado Mountain College's regulations? (3) What do other community colleges, both locally and regionally do? (4) How is the fee fairly and equitably assessed?

Colorado Mountain College's philosophy in the past has been to limit the amount of fees charged to students. Instead, the idea has been to increase student tuition; however, there have been no increases in tuition for several years. Many other institutions charge some fees (see pages 11-12) to help offset the costs of technology. Currently CMC has very limited fees. Except for student activity fees at the residential campuses, we have only program specific fees (see page 9-10). Because budget cuts have added pressure for all the departments within CMC, adding a technology fee would enable more IT projects to be considered and completed. In addition, a technology fee could also help to release some funds for other budgets.

We, as a team, considered the addition of a technology fee from several different perspectives. (1) The student perspective: what benefit do the students get? They are already provided with technology without any additional cost, so what benefits would they receive. The student body is required to have a say in how the fees are spent and their expectations must be considered. (2) The community perspective: the community already pays taxes and may consider tuition costs adequate. However, it is possible that the community could pressure CMC to cut

costs and pare the budget; therefore, having a technology fee to help offset costs could be a positive outcome. (3) The IT/CMC perspective: Budget cuts have added pressure for all departments so the addition of a technology fee would enable more IT projects to be considered and completed.

We showed our current budget process and analyzed the current situation. We also considered other options in place of a technology fee, such as partnerships with outside businesses and grants. As we gathered information and prepared our force field analysis it became clear to us that our proposal to implement a technology fee made the most sense.

Currently all technology systems and processes are handled through the college's internal budget, but is this enough? As we lose funding from the state we need to find alternative funding and pursue options for continuing to provide the necessary technology for our students. Money wisely spent and implemented on technology is a good investment.

## ➤ *Project Statement*

To improve CMC's technology-funding process as measured by an increase in income from alternative sources and the identification of new technologies or services that result.

## ➤ *Operational Definitions*

- *Chaffee*: Chaffee Campus
- *CIO*: Chief Information Officer
- *CLETA*: Colorado Law Enforcement Training Academy
- *CUA*: Culinary Arts
- *EMS*: Emergency Medical Services

- *EMT*: Emergency Medical Technician
- *Fee*: Any charge assessed against students by an institution of higher education, the revenues from which are used for academic or non-academic purposes.
- *ICT*: Information and Communication Technology
- *IT*: Information Technology
- *ITC*: Information Technology Committee
- *LPN*: Licensed Practical Nurse
- *RN*: Registered Nurse
- *SKB*: Ski Business
- *SPV*: Spring Valley is part of the Roaring Fork Campus
- *SU*: Summit Campus
- *Technology fee*: “Nationwide, the use of technology fees is fairly consistent with all responding states indicating that the fees are used strictly for items such as computers, software, Internet access, technology infrastructure, and computer labs” (Christal, 1997).

# PART 1:

## DEFINITION OF CURRENT PROCESS

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Colorado Mountain College follows the policies stated in the “*Colorado Department of Higher Education Fees Policy*.” Below is a summary of the data that refers specifically to the current process of establishing fees.

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### 1.00 General Description and Intent

It is the intent of the Commission that the following will be considered when establishing tuition and fee rates:

- Governing boards should consider the relationship of proposed tuition and fee rates to total cost per student.
- Board approved institution tuition and fee proposals should consider financial aid available from all sources for needy students.

### 3.00 Student Fee Policy

Fee: Any charge assessed against students by any institution of higher education, the revenues from which are used for academic or nonacademic purposes, including but not limited to the following:

Only the relevant information is noted below.

(f) Providing or purchasing equipment or programmatic activities relating to computer equipment, laboratory equipment, or other technology

(h) Payment for costs incurred in specific courses including, but not limited to, laboratory, music, art, materials, and telecourse online fees

(i) Payment of nonspecific costs related to the instructional program or college

### 3.02 Governing Board Duties

3.02.01 Each institution of higher education, including the Auraria Higher Education Center, shall give at least a thirty-day notice of any fee assessment or increase. At a minimum, such notice shall specify:

- The amount of the new fee or fee increase;
- The reason for the fee assessment or increase;
- The purpose for which the institution will use revenues received from the fee assessment or increase, and
- Whether the fee assessment or increase is temporary or permanent and, if temporary, the repeal date for the fee assessment or increase.

3.02.02 All governing boards shall annually review and approve (or reapprove) all mandatory fees including: student activity fees and instructional fees (including college specific and program specific fees). Such fees will be charged to students only after the review and approval of the governing board.

3.02.03 All governing boards shall annually review and approve all new course specific fees and all increases in course specific fees. Such new fees and fee increases will be charged to students only after the review and approval of the governing board.

3.02.07 For all Community Colleges – The State Board for Community Colleges and Occupational Education shall meet with the Student Advisory Council, established in 23-60-104 C.R.S., to establish a fee policy for all institutions under its control. Such policy shall be subject to the modification and approval of the board, in accordance with the requirements of the Institutional Plan for Student Fees as outlined in section 3.03.

3.03 Institutional Plan for Student Fees:

All course specific, instructional, user and student activity fees, as defined in section 3.05, are subject to the requirements of section 3.03. (this excludes fees defined as “charge for services.”) A copy of each institution’s student fees plan and any revisions to the plan must be filed with DHE. Each plan shall include, but not be limited to, the following components:

- Defining the student fee proposal and approval process. Absent any autonomy agreement already in place, such process includes the opportunity for the students and institutional student government representatives to address the governing board during board discussion and action of the student fee proposal.
- Defining and categorizing all campus wide mandatory student fees to include, but not be limited to, permanent student purpose fees, nonpermanent student purpose fee, bond fees, fees for a specific academic course and administrative fees.

- Establishing procedures for student participation in setting student fees at the institution, including: administrative fees, instructional fees (including course specific), and student activity fees.
- Establishing a complaint resolution process for disputes on student fee proposals or any issues relating to student fees.
- Including a time frame of the budget approval and board action of the tuition and fees action.
- Specifying whether to allow for the use of student fees or tuition for academic facilities construction. Use of tuition or fees would be allowed only under the following conditions, including:
  - All other financing options have been explored;
  - Any referendum relating to the use of fees under this section is initiated by the student government; and
- Procedures for any student vote or referendum relating to student fees shall include:
  - Full disclosure of information relating to the referendum.
  - Agreements on distribution of unbiased, factual information regarding the referendum
  - Restriction on campaigning by the institution and student government.
- No new fee, fee increase, or fee extension that is defeated by a vote of the student body may be resubmitted for a student vote until the following regularly scheduled election.
- Any administrative costs charged to students or student groups, such as: maintenance, utilities, or accounting services.

### 3.05 Fee Categories:

#### 3.05.04 Technology Fees

- Mandatory fees collected for the purpose of providing or purchasing equipment or programmatic activities relating to computer equipment, laboratory equipment, or other technology
- Appropriated
- Reported to DHE annually
- Do not include course specific or instruction technology fees for online, non-cash funded courses

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Source: Colorado Department of Higher Education Fees Policy-Rev 10/2/08 Document received from Renee Kuharski

# PART 2:

## ANALYSIS OF CURRENT SITUATION

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### ➤ *Student Activity Fees at Colorado Mountain College*

All residential campuses at Colorado Mountain College provide a variety of student activities planned and supervised by student government and the Student Activities Coordinator. Student fees pay for these activities. The fee amount varies by campus, and by the number of credit hours that a student enrolls in each semester.

<b>Credit Hours</b>	<b>Alpine</b>	<b>Timberline</b>	<b>Roaring Fork/ Spring Valley</b>
6-8	No fee	No fee	\$55
9+	\$65	\$55	\$80
9-11.5	\$80	\$55	\$80
12+	\$80	\$90	\$80

Source: CMC's Chapter 29: Course Charges/ Program (AAS/COP) Fees

## ➤ *Program Fees at Colorado Mountain College*

Because of special requirements for laboratories and specialized equipment and materials, several programs carry supplemental or program fees. Some programs also require the student to purchase professional equipment.

<b>Program Name</b>	<b>Location</b>	<b>Fee</b>
CLETA	Spring Valley	\$885
CLETA	Timberline/Chaffee	\$885
Culinary Arts	Summit	\$40/course
Culinary Arts	Vail/Eagle Valley	\$40/course
CUA skills course charge		\$40/course
EMT-Basic	College-wide/Campus	\$100
EMS- Paramedic	Vail/Eagle Valley	\$550
Ski & Snowboard Bus.	Alpine	
	Course charge applied to the following courses:	
	SKB 210 Product Design	\$300
	SKB 130 Accelerated Boot Fitting	\$150
	SKB 110 Introduction to Boot Fitting	\$150
	SKB 111 Advanced Boot Fitting	\$150
	SKB 140 Accelerated Ski & Board Tuning	\$160
	SKB 120 Introduction to Tuning	\$160
Nursing (Assoc Degree/RN)	SPV, SU, Chaffee	\$200
Nursing (Practical/LPN)	Spring Valley	\$200
Veterinary Technology	Spring Valley	\$200

Source: CMC's Chapter 29: Course Charges/ Program (AAS/COP) Fees Document rec'd from Renee Kuharski

## ➤ *What are the other Community Colleges in Colorado are doing?*

Below is a survey of what other community colleges in the state of Colorado are currently doing. This data was obtained from the web sites of the various community colleges.

Aims Community College is the only community college in the state of Colorado who collects a technology fee from their students.

<b>Postsecondary Institution</b>	<b>Fee Description</b>	<b>Tuition</b>
Aims Community College	\$7.50 per credit/ maximum \$112.50 per student Technology Fee	\$55 per credit
Arapahoe Community College	\$5.60 per credit unspecified	\$173 per credit
Colorado Northwestern Community College	\$5.85 per credit for high cost courses	\$81 per credit
Community College of Aurora	\$5.85 per credit for math and English	\$173 per credit
Front Range Community College	\$5.85 per credit for equipment	\$173 per credit
Lamar Community College	\$5.85 for high-cost courses	\$173 per credit

<b>Postsecondary Institution</b>	<b>Fee Description</b>	<b>Tuition</b>
Morgan Community College	\$5.85 per credit for academic course fee	\$173 per credit
Northeastern Junior College	\$9.92 per credit, and some courses additional \$5.85	\$173 per credit
Otero Junior College	None	\$173 per credit
Pikes Peak Community College	\$5.85 instructional course fee	\$173 per credit
Red Rocks Community College	\$5.85 course fee plus \$8.90 student fee	\$173 per credit
Trinidad State College	Student Activity \$3.10 per, campus fee \$1.20 per credit, Student Revenue Bond fee is \$4.60 per credit, medium and high cost courses \$5.85 per credit	\$173 per credit

**➡** *What is the current Colorado Mountain College technology budget?*

For the 2008-2009 academic year the total Colorado Mountain College budget amount was \$5,671,948.33 or 7.18% of the total budget. Below is a series of data that detail the IT expenditures in relation to other budgets.

Figure 2.1 below summarizes the 10-General Fund totals for the past four academic years, and the percentage of the budget that is allocated to IT. For the 2008-2009 academic year 6.72% was allocated to IT expenses.

	<b>2008-2009</b>	<b>2007-2008</b>	<b>2006-2007</b>	<b>2006-2007</b>
10 General Fund Total Budget	53,812,689.65	52,472,819.00	43,460,655.00	38,961,965.00
10 General Fund IT Budget	3,618,304.33	3,308,099.05	3,030,900.00	2,702,865.02
Percent	6.72%	6.30%	6.97%	6.94%

Figure 2.1: General Fund Budget and IT Budget

Figure 2.2 below summarizes the 51-Capital Equipment and Maintenance Fund for the past four academic years, and the percentage of the budget that is allocated for IT expenditures.

	<b>2008-2009</b>	<b>2007-2008</b>	<b>2006-2007</b>	<b>2005-2006</b>
51 Capital Equipment and Maintenance Fund Total Budget	2,862,400.00	4,005,700.00	1,591,411.00	1,700,412.00
51 Capital Equipment and Maintenance Fund IT Budget	2,053,644.00	1,952,000.00	1,207,750.00	849,837.24
	71.75%	48.73%	75.89%	49.98%

Figure 2.2: Capital Equipment and Maintenance Fund and IT Budget

Figure 2.3 below summarizes the combined totals of the 10 and 51 budgets and the percentage of the total budget that is allocated to IT expenses.

	2008-2009	2007-2008	2006-2007	2005-2006
Total 10 and 51 Budget Combined	56,675,089.65	56,478,519.00	45,052,066.00	40,662,377.00
IT Budget	5,671,948.33	5,260,099.05	4,238,650.00	3,552,702.26
Percent	10.01%	9.31%	9.41%	8.74%

Figure 2.3: Combined 10 and 51 Budgets, and IT Budget

Figure 2.4 below summarizes the total combined budgets and the percentage of the total budget that is allocated to IT expenses. Figure 2.5 displays the same information in a graph format.

	2008-2009	2007-2008	2006-2007	2005-2006
<b>All Funds--Total Budget</b>	<b>79,028,730.15</b>	<b>82,196,687.08</b>	<b>64,795,365.60</b>	<b>62,013,816.28</b>
<b>IT Budget</b>	<b>5,671,948.33</b>	<b>5,260,099.05</b>	<b>4,238,650.00</b>	<b>3,552,702.26</b>
	<b>7.18%</b>	<b>6.40%</b>	<b>6.54%</b>	<b>5.73%</b>

Figure 2.4: Total Budget and IT Budget

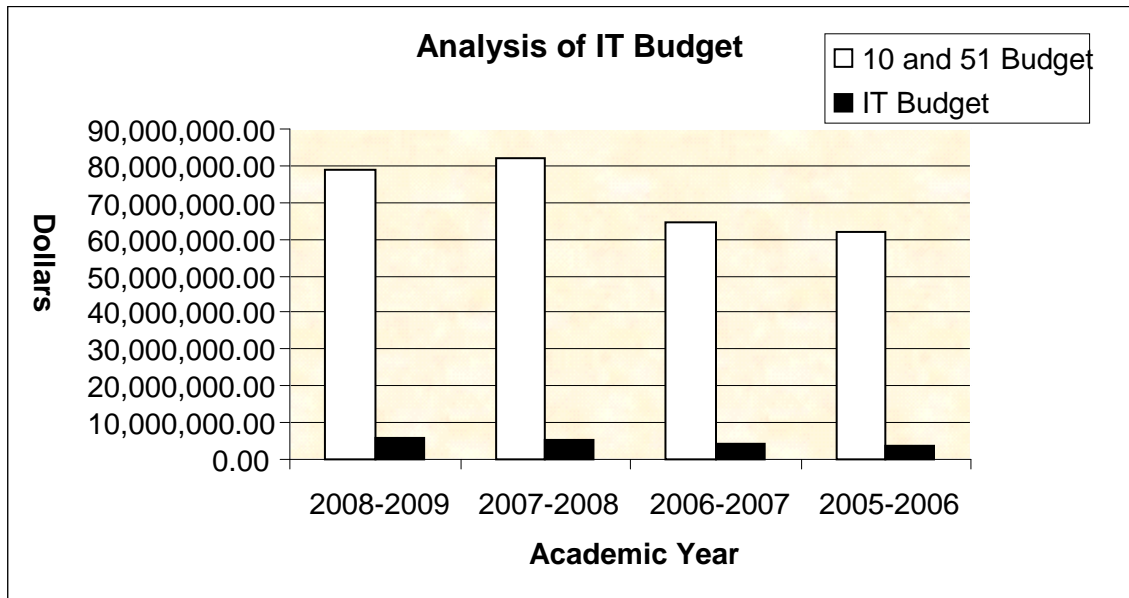


Figure 2.5: Total Budget and IT Budget

Figure 2.6 below summarizes the 10 General Fund budget and the IT cost per student based on FTE. For the academic year 2007-2008, \$1,121.39 was spent per student enrolled in credit classes on IT. This is an increase of \$137.97 per student from the \$983.42 for the 2006-2007 academic year. If a technology fee is applied only to credit classes, this figure will increase. Figure 2.6 also reveal a \$721.35 is spent per student for both credit and non-credit classes. If a technology fee is applied to credit and non-credit classes, this figure will increase.

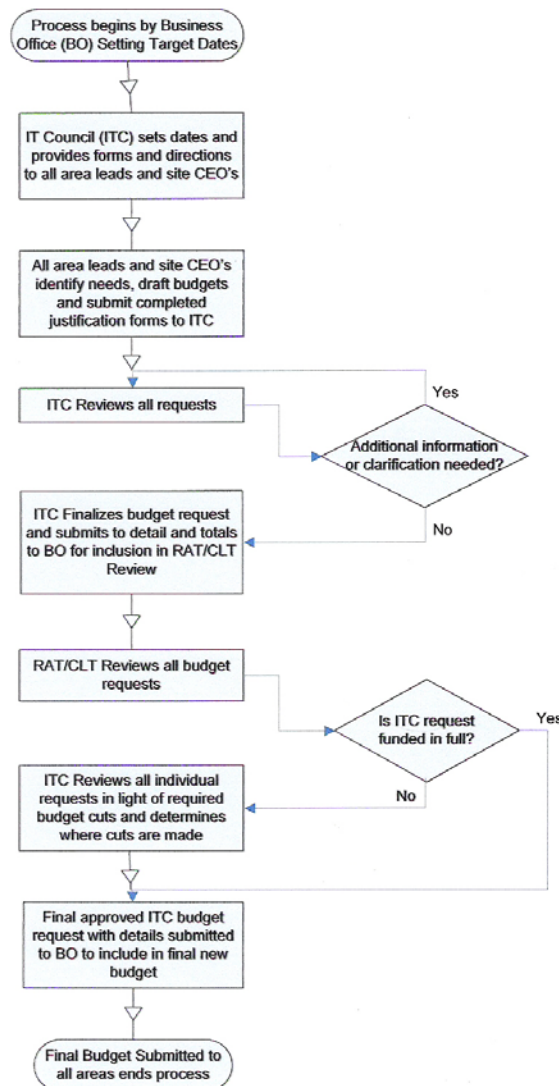
<b>Budget Analysis of \$-10 Fund Only Cost of IT per Student</b>			
	2007-2008	2006-2007	2005-2006
10-General Fund	\$3,308,099.05	\$3,030,900.00	\$2,702,865.02
FTE-Credit only	2950	3082	3016
FTE-ESL	525	600	589
FTE-Non-credit	1111	435	495
FTE-Total	4586	4117	4100
<b>IT Cost Per Student Based on FTE</b>			
FTE-Credit only	<b>\$1,121.39</b>	<b>\$983.42</b>	<b>\$896.18</b>
FTE-Total	<b>\$721.35</b>	<b>\$736.19</b>	<b>\$659.24</b>

Figure 2.6: Budget Analysis of 10 General Fund and IT Costs

# ➤ Technology Budget Request and Approval Process at Colorado Mountain College

Below is the budget request and approval process that the IT follows in the allocation of the IT budget.

## Technology Budget Request and Approval Process – Draft 3-5-09



Source: Colorado Mountain College, IT Department

# PART 3:

## ANALYSIS OF CAUSES FOR CURRENT OUTCOMES

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Some postsecondary institutions specifically state their technology fees while others build their technology expenditures into tuition rates. Research states that any new fee established for technology should be carefully examined to determine the impact on the student. Some postsecondary institutions believe that a technology fee should be uniformly applied and kept as low as possible. While technology fees are an added boost to the budgets of many community colleges, many consider any fees as a stealth tuition increase that is pricing too many people out of the community college system.

Below are three publications that examine technology fees: “*Computer Fees in Universities*,” “*Analysis and Final Report on Establishing a System Wide Technology Fee*” published by the North Carolina Community College System, and “*Saint Xavier University: Fee Survey Summary*.”

### ➔ *Computer Fees in Universities*

The following is a summary of “*Computer Fees in Universities*.” Caution should be made in applying “university” concepts to a “community college” environment. Access to low cost education is frequently the central goal of community colleges. There is no doubt that there has been an increase in the use of technology on campuses around the world. Universities are constantly faced with financial challenges as they attempt to provide more and better Information

and Communication Technology (ICT) services for students and faculty. At some universities, the ICT fee is included as part of the student fees while at other postsecondary institutions it is specifically stated as ICT/computer fees. The debate continues as postsecondary institutions struggle with technology budgets.

The following text is a summary from

<http://www.widernet.org/projects/computerfees/Report.htm>.

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- At some universities, the Information and Communication Technology fee is just built in as part of the student fees while in others it is specifically stated as ICT/computer fees.
- In 1997, the average rate of ICT fees was \$5.96 per credit for public universities, almost \$2.00 per credit higher than the \$4.00 fee proposed for the University and Community College System (UCCSN). For Community Colleges who do have technology fees, the average ICT fee comes up to \$164.
- In 1995, 48% of **public institutions** charged technology fees. In 1998, 67% of the institutions responding reported charging students fees for Information technology. This is an increase from the earlier recorded figures of previous years (i.e. 1995- 48%, 1996- 52% and 1997-56%). The 1998 survey revealed that more campuses are using student fees to help cover rising ICT costs.
- As stated by the Director of Campus Computing; Kenneth Green, though the continuous rise in ICT fees shows the increasing financial challenges of an ICT system, yet campus officials must avoid the temptation to use student fees to supplant, rather than supplement the institutional investment in ICT.

The committee, cited in this article, was very thorough and insightful and engaged in intense research on the issue of a campus-wide fee for technology. It sought out and made known the views of the students as well as carried out surveys to determine the desires of the students on what should be done with these fees. Numerous recommendations were made, some interesting and obviously pertinent ones include:

- 80% of the fee income collected be allocated to the academic college/program and 20% to the office of the CIO.
- The learning technology fee be increased at least at the same rate as tuition increases.
- Each college and the office of the CIO develop a public plan for the proposed use of the fee.

- Each college and the office of the CIO will provide an annual report to the provost detailing the uses of the fee income for the past year. The report should include survey of student satisfaction and indicate proposed uses of funds in the following year.
- The university conduct a comprehensive evaluation of the technology fee at the end of the first five years of implementation
- The University of Iowa has a general technology fee assessed to all students. The institution believes that access to technology is a vital part of all students' education, and to ensure that students have access to up-to-date technology. The collected fees are used for projects that enhance student learning using technology and increase student access to information technology resources.
- At University of Nevada Las Vegas, there was a mixed response to the imposition of computer fees. While some considered it appropriate and necessary, some were totally against it while some just felt it was too high.

The literature available shows that the general response of students to the imposition of technology fees has not been as antagonistic as one may have thought. The Student Association at the University of Iowa Student Association agreed that additional revenues were needed to accomplish its technology goals. They agreed to a computer fee of the following description with these terms. The Computer Fee Description:

- Mandatory for all students taking any course credit, but not payable by post-comprehensive and masters final registrations and those students who may be receiving course credit, but are not on campus
- Established at a level of \$40 per semester for all students except those in the College of Engineering. Engineering students will have a level of \$100 per semester. The fee shall be prorated in proportion to registered credits, but that proration will not be at a level of less than 50% of the appropriate fee
- No increases shall be sought in the Fee until two years have elapsed since its institution. When such increases do occur, they shall not exceed the rate of growth of the Higher Education Price Index or a comparable index agreed to by the Student Association at that time.
- There will be an appeals procedure by which students may appeal a computing fee assessment which they believe is unfair, inaccurate, or not consistent with University policy

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Source: <http://www.widernet.org/projects/computerfees/Report.htm>

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## ➤ *Analysis and Final Report on Establishing a System Wide Technology Fee*

The following is a summary of “Analysis and Final Report on Establishing a System Wide Technology Fee” published by the North Carolina Community College System. The following survey was a feasibility study of establishing a system wide technology fee by North Carolina Community College Systems to gauge the level of interest in and support for establishing a system wide technology fee. Fifty-nine institutions responded. It should be noted that the respondents were from IT administrators, not students.

The following text is a summary from  
[www.ncccs.cc.nc.us/Business\\_Finance/docs/Kennon%20Web%20Info/techanal.pdf](http://www.ncccs.cc.nc.us/Business_Finance/docs/Kennon%20Web%20Info/techanal.pdf).

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Question 1: Do you currently have a Technology Fee?

88.1% responses indicated that they did not have a fee. Of the respondents who did have a technology fee, the “charge per course” was the most prevalent, and the amounts for each were relatively low.

Question 2: If you currently have a fee, would you support the establishment of a uniform fee system wide in lieu of your current fee?

71% responses indicated they would not support a uniform fee, preferring to keep their existing fee structure.

Question 3: If you do not currently have a Technology Fee, would you support the establishment of a fee?

77.4% of the colleges currently do not have a technology fee but would support the establishment of one. Therefore, among the institutions with a fee or without, 69.5% would support the establishment of a fee. Among those colleges that do not support the establishment of a fee, the following are illustrative of the comments:

- “Passing this cost along to students will invariably price more students out of classes.”
- “It lessens the pressure for the General Assembly to fund other costs.”
- “Increases in fees undermine our commitment to access”
- “The existing policy on fees is adequate, if allowed to be implemented.”

Question 4: If you support the establishment of a fee”

a. Should it be uniform?

- 92.7% believe it should be uniform.

- b. Upon what basis should it be charged?
- 76.3% believe it should be charged on a “per credit hour” basis, and 23.7% believe it should be charged on a semester basis.
  - Therefore, 49.2%) believe a uniform, system wide technology fee should be charged on a credit hour basis, and 15.3% believe a uniform, system wide technology fee should be charged on a semester basis; therefore
  - Therefore 64.5% of institutions would support a uniform, system wide technology fee on a reasonable charge basis.
- c. What should the charge be?
- 96.6% that support a “per credit hour” charge believe the charge should be less than \$5 per credit hour.
  - 15% supported a “per semester” charge, supporting a charge of \$15 or less per semester.

Question 5: Please list some important uses of the fee:

- | Listed Important Uses of the Fee:              | Frequency |
|--|-----------|
| Software purchases, license and maintenance    | 18.79%    |
| Print material, supplies                       | 12.12%    |
| Purchase of more computers for student use     | 10.91%    |
| Equipment repairs & maintenance                | 9.70%     |
| Telephone line charges                         | 7.88%     |
| Wiring/Network infrastructure                  | 6.67%     |
| Equipment replacement/upgrades                 | 4.85%     |
| To employ Computer Lab Assistants              | 4.24%     |
| Internet Access                                | 4.24%     |
| Faculty & Staff training to utilize technology | 3.03%     |
| Computer Lab Managers                          | 3.03%     |
| Distance Learning expenses                     | 3.03%     |
| Add same fee for Continuing Ed Classes         | 3.03%     |
- Clearly, of the first four items listed, 40.6% are for “other cost” items. There are also suggested uses of the fee that includes equipment, personnel, and renovation.

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Source:

[http://www.ncccs.cc.nc.us/Business\\_Finance/docs/Kennon%20Web%20Info/techanal.pdf](http://www.ncccs.cc.nc.us/Business_Finance/docs/Kennon%20Web%20Info/techanal.pdf)

## ☉ Saint Xavier University: Technology Fee Survey Summary

Saint Xavier University conducted a technology fee survey. Fifty-one postsecondary institutions responded. Of the 52 institutions responding, six were community colleges. It should also be noted that the directors of instructional technology responded to the survey.

The following text is a summary from

<http://net.educause.edu/ir/library/pdf/CSD3039.pdf>.

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### Saint Xavier University Director of Instructional Technology Technology Fee Survey Summary

1. Do you assess a technology fee?

Yes	58%
No	42%

2. If yes, how much?

Highest flat rate	\$200 per semester
Lowest flat rate	\$50
<b>Average</b>	<b>\$109</b>

Per credit high	\$16.00
Per credit low	\$1.00
<b>Average</b>	<b>\$6.70</b>

3. Do you charge a different technology fee for full-time and part-time students?

Yes	46%
No	54%

4. How often is the fee collected?

Semester	97%
Annually	3%

5. Where does the money go?

General	15%
Special	85%

6. Are students provided a list of technology services covered by fee each semester?

Yes	52%
No	48%

7. Who determines services covered by technology fees?

University Committee	68%
IT	22%
Other	16%

8. Do students have input in determining technology fee or services?

Yes	61%
No	39%

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Source: <http://net.educause.edu/ir/library/pdf/CSD3039.pdf>

## ➤ *The ECAR Study of Undergraduate Students and Information Technology, 2008*

This research is from the EDUCAUSE Center for Applied Research. The data was obtained from a web-based survey of college and university freshmen and seniors at 90 four-year institutions and students at 8 two-year institutions. Additional data was obtained from focus groups at four institutions, prior surveys, and an open-ended survey. Of the 27,317 student respondents, 78% were traditional students under the age of 25 year of age, attending four-year institutions (87.8%), and going to school full time (84.0%). Most attended public institutions (74.8%), and about a third (32.3%) attended institutions with enrollments greater than 15,000 students. This is a 124-page document and can be accessed in its entirety at <http://net.educause.edu/ir/library/pdf/ERS0808/RS/ERS0808w.pdf>.

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**Table 2-15**  
**Percentage of Campuses That Charge General Technology Fees**

	<b>ALL</b>	<b>DR</b>	<b>MA</b>	<b>BA</b>	<b>AA</b>	<b>OTHER</b>
Yes	52.8%	57.8%	64.4%	39.1%	69.5%	28.3%
No	47.2%	42.2%	35.6%	60.9%	30.5%	71.7%

**Table 2-10**  
**Centralized IT Funding as a Percentage of Total Campus Expenses**

	<b>Mean</b>	<b>Median</b>
ALL*	5.3%	4.7%
DR EXT	3.8%	3.6%
DR INT	4.7%	4.5%
MA I	5.3%	5.1%
MA II	5.1%	4.9%
BA LA	4.8%	4.5%
BA GEN	5.6%	4.5%
AA	7.4%	7.0%
OTHER	5.3%	4.5%

\* N = 543

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Source: <http://net.educause.edu/ir/library/pdf/ERS0808/RS/ERS0808w.pdf>.

# Part 4:

## DEVELOPMENT OF IMPROVEMENT THEORY AND IMPLEMENTATION PLAN

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### ➔ *Force Field*

The decision to implement technology fees has both driving and restraining forces:

# FORCE FIELD

DRIVING FORCES	RESTRAINING FORCES
<ul style="list-style-type: none"><li>• Current budget cuts have added budgetary pressures in all departments, technology fees would free up budget money that could be used for other uses.</li></ul>	<ul style="list-style-type: none"><li>• Fees raise the cost of attending school for the student. Fees are often hidden costs to students.</li></ul>
<ul style="list-style-type: none"><li>• Additional IT projects could be considered and completed</li></ul>	<ul style="list-style-type: none"><li>• CMC's current policy is not to encumber students with a progression of general fees that accumulate outside the tuition structure.</li></ul>
<ul style="list-style-type: none"><li>• Future budget cuts would have less impact on the technology budget.</li></ul>	<ul style="list-style-type: none"><li>• At a time when CMC is not increasing tuition, introducing technology fees is not in keeping with the spirit of the current economy of not increasing costs.</li></ul>
<ul style="list-style-type: none"><li>• Technology fees would ensure an even budget, protecting CMC's invest in technology</li></ul>	<ul style="list-style-type: none"><li>• In a past survey, students were not in favor of technology fees.</li></ul>

## ➤ *BRAINSTORMING IDEAS FOR TECHNOLOGY FEES*

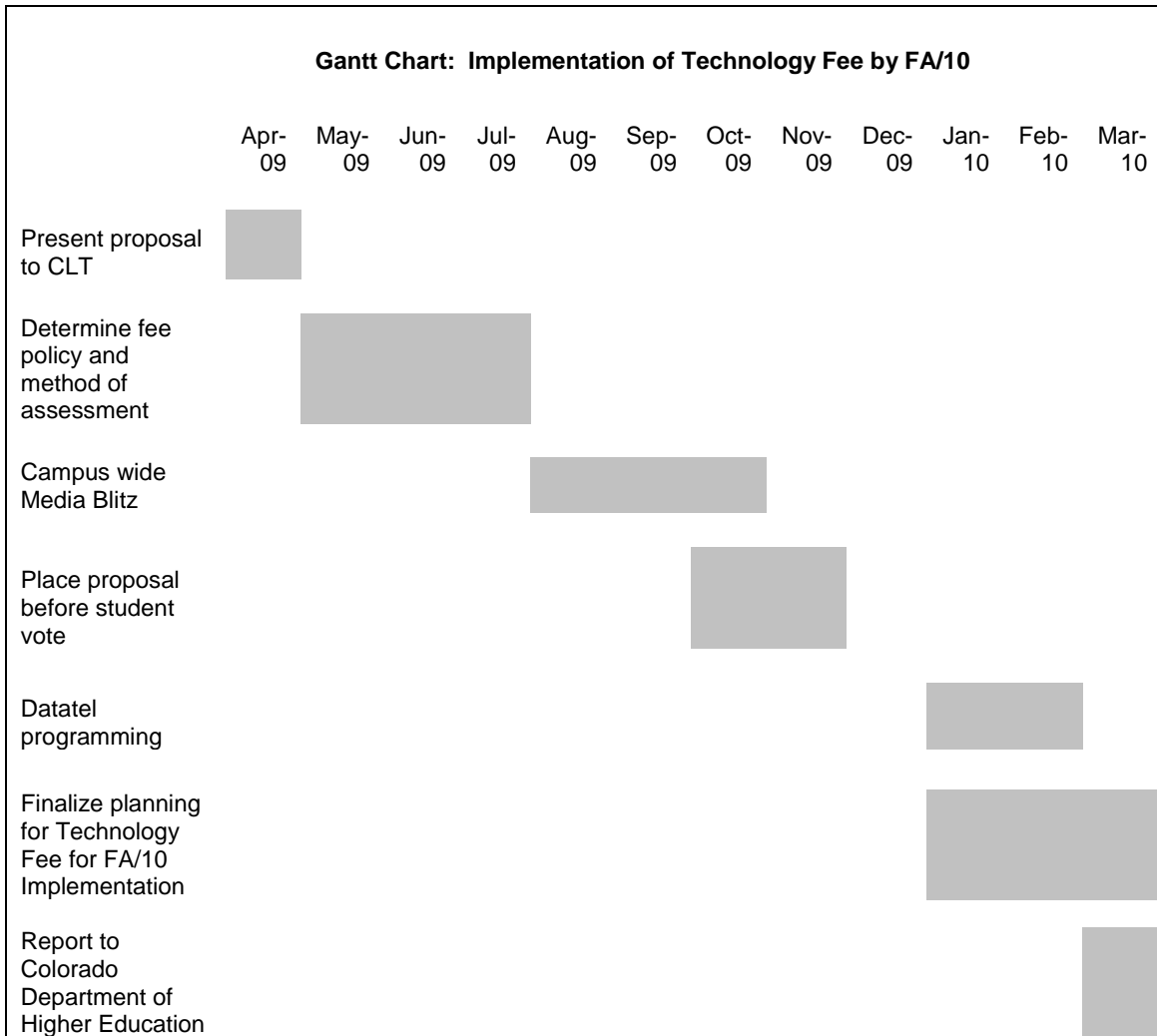
The Technology Fee Team did a brainstorming exercise to expose various ideas we were thinking. We wanted to think outloud:

- Fair and equitable
- Part time vs. full time
- Credit hour or flat fee
- What does it fund?
- How distributed?
- Is the current budget sufficient?
- Are there other ways to help fund technology?
- Grants
- Partnerships
- Student perceptions
- Faculty perceptions
- Community perceptions
- How does it affect student aid?
- What do other colleges do?
- If we charge a fee for only credit classes—credit FTE=2950 and non-credit FTE=1636—is that fair?
- Current spending is \$1121 per student based on credit FTE. Is current funding already sufficient?
- Financial aid—tuition vs. fees
- Would a technology fee benefit residential campuses more then commuter campuses?
- Would residential campuses benefit from an additional fee for networking in residence halls?
- Will students actively participate in how the money is spent?
- Student satisfaction as a criterion to successfully implementing a technology fee Student input important.
- Equity between credit and non-credit class fees
- Would scholarships pay for these fees?
- Who wants the technology fee—students, administration, faculty, IT?
- The community already pays taxes and considers tuition costs adequate
- Budget cuts have added pressure for all departments
- Tuition or fee?

## ➔ *Gantt Chart for Implementation of Technology Fee*

Below is a Gantt Chart detailing the timeline for the implementation of a technology fee.

# Gantt Chart



## ➤ *What additional funding could a technology fee generate?*

Below is a spreadsheet detailing what dollar amount a technology fee might generate. A \$1 technology fee would generate an additional funding of \$88,500 if applied only to credit FTE and \$137,580 if applied to credit and non-credit FTE. If tuition was increased by \$1 instead of enacting a technology fee, tuition would increase by 2.33%. As a community college, Colorado Mountain College should always be mindful of how increased costs alter access for potential students.

The spreadsheet below also details the dollar amount a technology fee might generate for a \$2 and \$5 technology fee.

<b>Funding from a Technology Fee</b>					
<b>2007-2008 Academic Year</b>					
		FTE	# of credit hours (FTE*30)	\$2 Technology Fee per credit	\$5 Technology Fee per credit
<b>Option A:</b>	FTE-Credit only	2950	88,500	\$ 177,000.00	\$ 442,500.00
	Percentage of increase based on \$45 per credit tuition			4.44%	11.11%
<b>Option B:</b>		FTE	# of credit hours (FTE*30)	Increase tuition \$2, from \$45 to \$47	Increase tuition \$5, from \$45 to \$50
		2950	88,500	\$ 177,000.00	\$ 442,500.00
<b>Option C:</b>		# of Residential Students		\$30 per semester (\$2*15 credits)	\$75 per semester (\$5*15 credits)
		1023		\$ 30,690.00	\$ 76,725.00

# PART 5:

## PLAN TO STUDY RESULTS

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- Are the additional funds spent in keeping with the Student Technology Fee Plan?
- Is the Plan in keeping with the state requirements?
- Report on student satisfaction. Survey the student group who initially approved the technology fee.

# PART 6:

## PLAN TO ENGRAFT IMPROVEMENTS INTO THE SYSTEM

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- Create a student/faculty/administration council to draft a Technology Fee Policy. For example see <http://www.bpsc.edu/TECH.HTML>
- Add student representation to Information Technology Committee.

# PART 7:

## IDEAS FOR SUBSEQUENT TEAM PROJECTS

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1. Explore alternate funding sources such as partnerships and grants.
2. Survey students (1) student perceptions of a technology fee. (2) the dollar amount of the fee, and (3) what the technology fee might fund.
3. If the technology fee is funded, a team that includes student representation should be created to create a technology fee policy. This policy should include how the dollars are spent and how the IT department is accountable for the dollars.

## REFERENCES

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Christal, M. (1997, March). State Tuition and Fee Policies: 1996-97. *SHEEO* (State Higher Education Executive Officers), Denver, 62-62.

## ➤ *College Leadership Team (CLT) Feedback*

The AQIP Technology Fee Action Team is presenting three choices that support different levels of a technology fee.

April 13, 2009

Co-Sponsors: Scott Cowdrey, Daryl Yarrow

<b>Idea for Improvement</b>	<b>Support</b>
<p>Option A: Support a <b>technology fee</b> of \$2-5 for students enrolled in credit classes district wide.</p> <p>Rationale: There are many technology projects that are not funded or completed because of budget restraints.</p>	
<p>Option B: Support a <b>tuition increase</b> of \$2-5 for students enrolled in credit classes.</p> <p>Rationale: Low-income students traditionally depend on scholarships for access. Tuition is a transparent cost of going to college.</p>	
<p>Option C: Support a <b>technology fee</b> of \$30-75 per student per semester for residential students.</p> <p>Rationale: Residential students use high speed technology that non-residential students privately fund.</p>	

Team Feedback Meeting –Date: \_\_\_\_\_

Co-Sponsors: Scott Cowdrey, Daryl Yarrow      Leader: Sandra Thwing

