

February 5, 2020

Representative Andy Josephson
Chair
University Budget Subcommittee
House Finance Committee
Capitol Building, Room 502
Juneau, Alaska 99801

Dear Representative Josephson:

Please find below responses to questions asked by members of the House Finance University Budget Subcommittee at the January 28 and February 4 meetings. Where appropriate we have appended supplemental information to this letter.

Provide details that explain the activities in each of the categories referenced on Slide 16, FY19 Operating Expenses by Category, from the January 28th presentation:

The University of Alaska uses program codes to classify all expenditures into nationally recognized standardized categories used by most institutions of higher education. The categories as published by the National Center for Higher Education Management Systems (NCHEMS) are described below with the amount of UA's total FY19 operating expenditure (\$818M) attributed to each category:

Instruction and Student Related: (\$332.6M 40.7%)

- Academic Support: (\$45.8M 5.6%) *The academic support category includes expenditures related to academic administration and governance to the institution's academic programs; academic program advising; course and curriculum planning, research, development and evaluation, including faculty development; and academic computing, including regional academic mainframes and the student micro-computer labs.*
- Instruction: (\$195.7M, 23.9%) *The instruction service category includes expenditures for all activities, which are part of the system's instruction programs. Instructional services include all credit and non-credit courses for academic and vocational instruction.*
- Intercollegiate Athletics: (\$12.8M, 1.6%) *Intercollegiate athletic sports are organized in association with the NCAA or NAIA. The intercollegiate athletics category includes expenditures for the necessary support staff associated with the athletic programs.*
- Library Services: (\$14.8M, 1.8%) *The library services category includes expenditures for services, which directly support the collection, cataloging,*

storage and distribution of published materials -- periodical, subscription and book holdings, microfiche and other reference technology aids and inter-library bibliographic access through networks such as Online Computer Library Center (OCLC) and Alaska Library Network.

- Scholarships: (\$26.4, 3.2%) *The scholarships category includes scholarships and fellowships in the form of grants to students, as well as trainee stipends, prizes, and student awards.*
- Student Services: (\$37.1, 4.5%) *The student services category includes expenditures related to admissions, the registrar and those activities whose primary purpose is to contribute to the students' emotional and physical well-being and to their intellectual, cultural, and social development outside the context of the formal instruction program. Student services include social recreational, and cultural activities; counseling services which include personal, career guidance and placement, and vocational testing; student health medical services; financial aid management and student employment; student admissions, registration and student records administration; and student recruitment marketing and counseling.*

Other Categories: (\$485.4M, 59.3%)

- Auxiliary Services: (\$39.5, 4.8%) *The auxiliary services category includes expenditures for conveniences and services needed by students to maintain an on-campus, resident student body. These services include resident student housing, food service dining halls, retail stores' operations such as the bookstore and vending machines, and specialized services such as childcare.*
- Institutional Support: (\$122.5M, 15.0%) *The institutional support category includes expenditures related to executive services and other institutional support function. These services include the following: the office of the President, chancellors' offices, business offices, accounting, budget, EEO/AA, educational properties management, facilities planning and construction, finance, human resources, information services, institutional research, internal audit, investment properties management, legal counsel, payroll, procurement, records, risk and hazardous materials management, systems maintenance, university relations, support for the assemblies and the Board of Regents.*
- Physical Plant: (\$121.5, 14.9%) *The physical plant category includes expenditures related to plant administrative services; building maintenance services including routine and preventative repair and maintenance of buildings and structures; remodeling and renovation projects; custodial services including janitorial and elevator operations; landscaping and grounds maintenance services; utilities services including electricity, heating fuel, garbage and sewage disposal; and specialized safety and code compliance management services including campus security and hazardous materials management. Also included are expenditures for fire protection, property insurance, and similar items.*
- Public Service: (\$43.8, 5.4%) *The public service category includes expenditures for activities whose primary purpose is to make available to the public the various unique resources and capabilities of the university in response to a specific*

community need or problem. The major public service units are the Cooperative Extension Service, KUAC Radio and TV, small business development programs and other community service programs produced in cooperation with community organizations and local governments.

- Research: (\$158.0, 19.3%) *The research category includes expenditures for activities directly related to scientific and academic research. The majority of the research is funded by non-general funds.*

How is the university taking the FY20 \$25M UGF budget reduction?

At the January 17th Board of Regents meeting, each of the university's four Major Administrative Units – UAA, UAF, UAS and the Statewide office - presented their plans for making the FY20 budget reductions. Administrative services, facilities maintenance, and student and academic support services have borne a large share of reductions fiscal year-to-date. A new integrated system-wide Human Resources organizational structure went into effect in September, with directors focused on functional areas servicing the entire system. In addition, procurement and contracting services were integrated across the system in an effort to improve efficiency and standardization for processes. Information technology improvements have been implemented and more are in progress with the goal of improving student experience, reducing costs, driving-down redundancies and unnecessary and difficult to sustain customizations. Moving forward academic programs will necessarily be impacted by reductions in UA's budget. Each university is currently conducting academic program reviews and in March, the Chancellors are expected to provide recommendations to the President on areas for possible reduction, consolidation or discontinuation. By policy, the Board of Regents must approve any academic program changes, and aren't expected to make those determinations before their meeting in June. The university provided more detail on how each MAU is taking the \$25 million FY20 UGF budget reduction at the House Finance Subcommittee meeting held February 4th.

What is the process for setting deferred maintenance priorities and how do you determine what you'll do internally vs by outside contract?

UA is responsible for maintaining facilities and infrastructure across the state. UA continues to be good stewards of these valuable assets, while exploring ways to reduce its facilities footprint and long-term operating costs. UA has over 400 facilities totaling 8.1 million gross square feet, with an average age of 34 years, an inflation-adjusted value of \$4.2 billion, and a deferred maintenance/renewal & repurposing (DM/R&R) backlog in excess of \$1.2 billion.

The Board of Regents' approach to facilities maintenance is a reflection of the unique nature of the system's portfolio. Regents have a Facilities & Land Management Committee that meets a minimum of four-times a year to address matters of policy and oversight. Reporting to the UA President, our Facilities Council collaborates on system-wide maintenance issues and tracks the condition of facilities across the entire UA system. The council employs metrics to monitor facility life cycles, prioritize maintenance and inform business decisions. Three principal criteria are used to prioritize maintenance 1) safety, accessibility and health; 2) energy and cost savings opportunities; and 3) system or mission-critical retooling.

Through active stewardship, the university is leveraging shrinking maintenance operations budgets to lengthen the service life of buildings beyond the typical age for major renewal. Due to many years of unfunded deferral of critical projects, there is an increasing risk of building closure. Emergency repairs are becoming more common place as major components and systems surpass their normal life-span. Resources are going toward reactive maintenance. This academic year alone, UAA has had two separate infrastructure failures in two buildings requiring evacuation and rescheduling for over 60 class sections impacting campus operations for two weeks while emergency repairs were made. Similarly, UAF has had to close three floors of restrooms in Bartlett Hall to make emergency plumbing repairs. These unplanned closures cause significant hardship on student learning, they are expensive, and there is associated lost productivity of all university students, faculty and staff.

Each university manages the facilities needs of their individual campuses. A determination as to whether work should be performed by in-house maintenance staff or outsourced is typically based on the size and scope of the project. UA will provide more detail on facilities management and deferred maintenance at the House Finance Subcommittee scheduled for February 6th.

Provide the data underlying the WICHE undergraduate tuition and fees trend graphed on Slide 24 from the January 28th presentation:

The Western Interstate Commission for Higher Education (WICHE) is an interstate compact of 16 western states established to promote and facilitate resource sharing, collaboration, and cooperative planning. In November 2019, WICHE published a [comprehensive report](#) of tuition and fees across higher education institutions in the region over the past one-, five- and 10 year periods. Average resident undergraduate tuition and fees across the WICHE region increased 56.4% in the period between 2009-10 and 2019-20. Alaska's have gone up 65.4% during over the same period. As discussed in our presentation, despite the steady increases, UA tuition remains well below the average of other western states.

Undergraduate Tuition and Fees

	2009-10	2014-15	2018-19	2019-20	10 Yr
WICHE Average					
Fees	1,186	1,461	1,563	1,506	27%
Tuition	4,576	6,355	7,166	7,506	64%
Total	5,762	7,816	8,729	9,012	56%
Alaska					
Fees	749	1,091	1,484	1,545	106%
Tuition	4,230	5,220	6,360	6,690	58%
Total	4,979	6,311	7,844	8,235	65%

Source: WICHE Tuition & Fees in Public Higher Education in the West 2019-20

The University of Alaska's tuition rate has doubled over the last decade at an average rate of 5% per year. UA's tuition rate per credit hour history is attached as Appendix A. See full WICHE tables attached as Appendix B.

How do you allocate the budget and what is the benefit of a single appropriation?

The Board of Regents submits a unified request for Legislative consideration based on a comprehensive campus-based budget development and review process that is guided by priorities established by the Board. UA's FY20 budget was \$25 million UGF less than the prior year. This reduction was allocated to each of the four Major Administrative Units based on their percentage of UA total UGF funding in FY19. In addition, following a three year across the board salary freeze, in June the university completed a comprehensive compensation and benefits review with the intent on improving internal equity, retention, and recruitment. In September, the Board proposed a strategic reallocation of a \$3.4 in compensation adjustments related to equity and competitive market. These adjustments are part of a plan to bring university employees that are currently below 90% of the market median up to 90% over the next three years (FY20-22). The Board also allocated \$0.7 million to address areas of acute concern and better position the university for growth in the culture of respect, service, safety, and Title IX compliance. Finally, the Board is directing \$5 million towards strategic initiatives in support of board priorities and goals in the areas of: economic development, workforce development, research, educational attainment and cost effectiveness.

	FY20 Current	UAA	UAF	UAS	SW/EE
Expense Factors					
• State UGF Reduction	25.0	9.2	12.5	0.0	3.3
• Investments	9.1	3.2	4.5	0.3	1.1
• Strategic Initiatives (based of BOR Goals & Measures) *	5.0	1.8	2.5	0.0	0.7
• Compensation (Equity & Market)	3.4	1.3	1.7	0.2	0.2
• Title IX/Safety	0.7	0.1	0.3	0.1	0.2
• Shared Cost Allocation	0.0	0.0	0.0	2.3	-2.3
Total	34.1	12.4	17.0	2.6	2.1

* In February and June the UA Board of Regents (BOR) will reevaluate UA's Goals & Measures and specific investments necessary to achieve the goals.

In these times of significant budget reductions, a single appropriation provides the Board the most flexibility and efficient means of internal budget management. The Board works to manage competing interests and regional priorities across the state, and to respond to the needs of local and regional constituents. Policies have been developed that promote program alignment and collaboration between campuses and avoid unnecessary program duplication. There are never sufficient resources to provide all the instruction, research and outreach Alaskan's want, and priorities vary region to region. However, regardless of the appropriation structure, the Board will continue to meet the mission of the university and to maintain strict fiduciary control over all funds appropriated.

How much money is being saved by “pausing” residential housing at Kenai Peninsula College?

After considerable thought and discussion, Kenai Peninsula College decided to pause the Kenai River Campus residence hall operations as of June 30, 2020. Student residency in the hall, built in 2013, has continually decreased the past two years, in the current semester only 15 students are staying in the hall, well below the 55-60 needed to break even.

During the hiatus, KPC will place the hall in a “warm status” meaning the utilities will remain connected and the site will be continuously monitored by facilities staff. KPC estimates the cost of maintaining the facility in warm status is \$65,000 - \$70,000 (barring a need for any major repairs). Total operating and maintenance costs for the facility were \$219,000 in FY19, of which \$172,000 was supplemented from operating funds. With occupancy declines the operating subsidy is expected to grow in FY21. With the facility in warm status, KPC will be save roughly \$100,000.

<https://kpc.alaska.edu/about/news/detail/krcreshallhiatus.cshtml>

In reference to Slide 22, UA Fall Headcount (FY10-19), from the January 28th presentation, how are applications trending?

The Spring Semester 2020 To-Date as of January 13, 2020 vs January 14, 2019: Program applications decreased at UAA by -24.3 percent, by -0.8 percent at UAF, and by -6.6 percent at UAS, resulting in a net decrease at the UA system of -15.3 percent from a year ago.

What firm has University of Alaska Fairbanks outsourced its custodial services?

UAF's contractor for custodial and janitorial services on campus is ABM Alaska.

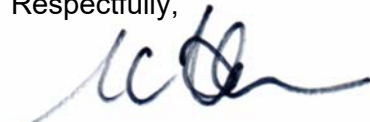
What type of activities are you considering moving to a shared service model?

UA is evaluating where shared services models may be able to increase efficiencies, standardize processes and reduce costs. A shared services model can increase collaboration between units and foster the implementation of best practices, and help bridge operational gaps in areas spread thin by consecutive years of budget cuts. If we can simplify and standardize, without sacrificing service quality, we likely can do so with fewer resources and for less cost. Staff reductions have left some functional areas with limited backup capacity, putting business continuity at risk. One objective of exploring shared services models, is to relieve pressure on lean offices and on individuals shouldering multiple operational responsibilities. As mentioned above, in September, we launched an integrated Human Resources structure with directors focused on functional areas that service the entire enterprise. Procurement and contracting services are also shared across the system wide in an effort to improve efficiency and standardization. A number of information technology improvements have also been made and processes standardized. More are underway. UAA uses a shared services model for computer hardware and software desktop support, and the UAA College of Arts and Sciences uses a shared services model to provide administrative support to several departments within a single academic division. Savings generated by moving to an administrative services hub, allowed more resources to be put towards student academic advising

within the college. Similarly, the Business Enterprise Institute at UAA uses a unified fiscal and administrative team to service several different business and economic development units under one umbrella services group.

If we can provide you or the committee members any additional information on these topics or any others related to the University of Alaska, please don't hesitate to contact us.

Respectfully,

A handwritten signature in blue ink, appearing to read 'Miles Baker', with a stylized flourish at the end.

Miles Baker

cc

Jim Johnsen, President
Michelle Rizk, VP University Relations

Attachments

A – UA Tuition Rate per Credit Hour 2008-2021
B – WICHE Tuition & Fees Detailed Data Tables

Appendix A

Tuition Rate History 2008-2021 (in \$ per credit hour)

Year (Fall-Spring Semesters)	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Tuition Rate Increase	7%	5%	5%	4% 100-200 Levels/ 7% for all others	5% 100-200 Levels/ 10% for all others	7% 100-400 Levels/ 3% for Graduate	2% all Levels except, 4% for UG non-resident	\$6 per credit UG; \$12 per credit Graduate & non-resident	5%	5%	10% for PWSC and Kodiak 5% for all others	10% for PWSC and Kodiak 5% for all others	9.5% for PWSC and Kodiak 5% for all others	5%
Lower Division														
PWSC	110	116	122	127	133	142	145	152	160	168	185	204	223	234
Kodiak	112	118	124	129	135	144	147	153	161	169	185	204		
All Others	128	134	141	147	154	165	168	174	183	192	202	212		
Upper Division	144	151	159	170	187	200	204	210	221	232	244	256	269	282
Undergraduate (UG) Non-Resident Surcharge	299	314	330	353	388	415	432	444	466	489	513	539	566	566
Graduate	287	301	316	338	372	383	391	403	423	444	466	489	513	513
Graduate Non-Resident Surcharge	299	314	330	353	388	400	408	420	441	463	513	539	566	566

Appendix B-1

WICHE Region Averages, 2009-10 to 2019-20

Table 1a. Tuition and Fees, Current Dollars, Unweighted

	Average Rates				Percent Change		
	2019-20	2018-19	2014-15	2009-10	1-Year	5-Year	10-Year
Four-Year Institutions							
Undergraduate							
<i>Resident</i>							
WICHE	\$ 9,012	\$ 8,729	\$ 7,816	\$ 5,762	3.2%	15.3%	56.4%
WICHE (w/o CA)	8,934	8,552	7,486	5,539	4.5%	19.3%	61.3%
<i>Non-Resident</i>							
WICHE	23,461	23,066	20,164	16,614	1.7%	16.4%	41.2%
WICHE (w/o CA)	22,528	21,934	18,958	14,908	2.7%	18.8%	51.1%
Graduate							
<i>Resident</i>							
WICHE	11,055	10,580	9,410	7,166	4.5%	17.5%	54.3%
WICHE (w/o CA)	11,400	10,779	9,359	7,273	5.8%	21.8%	56.7%
<i>Non-Resident</i>							
WICHE	23,254	22,579	20,469	17,010	3.0%	13.6%	36.7%
WICHE (w/o CA)	24,011	23,154	20,546	16,495	3.7%	16.9%	45.6%
Two-Year Institutions							
Undergraduate							
<i>Resident</i>							
WICHE	2,920	2,854	2,593	1,871	2.3%	12.6%	56.1%
WICHE (w/o CA)	4,104	3,956	3,513	2,698	3.7%	16.8%	52.1%
<i>Non-Resident</i>							
WICHE	9,649	9,352	8,155	6,986	3.2%	18.3%	38.1%
WICHE (w/o CA)	9,686	9,459	8,698	7,352	2.4%	11.4%	31.7%

Table 1b. Tuition and Fees, Current Dollars, Weighted

	Average Rates				Percent Change		
	2019-20	2018-19	2014-15	2009-10	1-Year	5-Year	10-Year
Four-Year Institutions							
Undergraduate							
<i>Resident</i>							
WICHE	\$ 9,724	\$ 9,519	\$ 8,671	\$ 6,287	2.2%	12.1%	54.7%
WICHE (w/o CA)	9,735	9,406	8,367	5,997	3.5%	16.3%	62.3%
<i>Non-Resident</i>							
WICHE	27,151	26,503	23,162	19,437	2.4%	17.2%	39.7%
WICHE (w/o CA)	26,513	25,580	22,254	17,495	3.6%	19.1%	51.5%
Graduate							
<i>Resident</i>							
WICHE	11,936	11,672	10,740	7,844	2.3%	11.1%	52.2%
WICHE (w/o CA)	12,399	11,967	10,749	7,993	3.6%	15.4%	55.1%
<i>Non-Resident</i>							
WICHE	26,119	25,720	23,740	19,506	1.6%	10.0%	33.9%
WICHE (w/o CA)	27,811	27,151	24,208	19,209	2.4%	14.9%	44.8%
Two-Year Institutions							
Undergraduate							
<i>Resident</i>							
WICHE	2,254	2,222	2,090	1,393	1.5%	7.8%	61.8%
WICHE (w/o CA)	4,012	3,890	3,421	2,607	3.1%	17.3%	53.9%
<i>Non-Resident</i>							
WICHE	9,973	9,699	8,265	7,060	2.8%	20.7%	41.3%
WICHE (w/o CA)	10,608	10,492	9,678	8,196	1.1%	9.6%	29.4%

Notes: Information about enrollment weights is located in Appendix G. Tuition and fees are presented with and without California. In the two-year sector especially, the large number of two-year colleges combined with their historically low matriculation fee structure distort otherwise regional patterns.

Appendix B-2

Public Four-Year Institutions, 2009-10 to 2019-20

Table 3a. Undergraduate Tuition and Fees, State Averages, Current Dollars

	Resident							Non-Resident						
	Average Rates				Percent Change			Average Rates				Percent Change		
	2019-20	2018-19	2014-15	2009-10	1-Year	5-Year	10-Year	2019-20	2018-19	2014-15	2009-10	1-Year	5-Year	10-Year
Alaska	\$8,235	\$7,844	\$6,311	\$4,979	5.0%	30.5%	65.4%	\$25,215	\$24,014	\$19,631	\$14,879	5.0%	28.4%	69.5%
Arizona	9,512	11,160	10,283	6,798	-14.8%	-7.5%	39.9%	22,322	29,122	25,088	19,796	-23.3%	-11.0%	12.8%
California	9,235	9,168	8,608	6,297	0.7%	7.3%	46.7%	26,142	25,861	23,064	20,721	1.1%	13.3%	26.2%
California State University System	7,375	7,303	6,759	4,893	1.0%	9.1%	50.7%	19,255	19,183	17,919	16,053	0.4%	7.5%	20.0%
University of California System	13,989	13,933	13,334	9,886	0.4%	4.9%	41.5%	43,743	42,925	36,212	32,651	1.9%	20.8%	34.0%
Colorado	10,424	10,271	8,640	5,724	1.5%	20.6%	82.1%	26,096	25,333	21,781	17,203	3.0%	19.8%	51.7%
Guam	7,064	7,064	6,238	6,198	0.0%	13.2%	14.0%	15,884	15,884	14,248	17,448	0.0%	11.5%	-9.0%
Hawaii	9,187	9,067	8,181	5,414	1.3%	12.3%	69.7%	25,171	25,051	22,445	15,526	0.5%	12.1%	62.1%
Idaho	7,807	7,399	6,473	4,840	5.5%	20.6%	61.3%	24,169	22,863	18,888	14,109	5.7%	28.0%	71.3%
Montana	6,626	6,589	5,690	5,090	0.6%	16.4%	30.2%	21,635	21,270	18,720	15,713	1.7%	15.6%	37.7%
Nevada	7,289	7,022	5,947	4,375	3.8%	22.6%	66.6%	21,490	20,677	18,646	15,690	3.9%	15.3%	37.0%
New Mexico	6,865	6,608	5,401	3,706	3.9%	27.1%	85.3%	17,076	16,499	14,342	10,692	3.5%	19.1%	59.7%
North Dakota	8,276	7,686	6,834	5,916	7.7%	21.1%	39.9%	11,412	12,868	12,657	11,644	-11.3%	-9.8%	-2.0%
Oregon	10,588	10,005	8,391	6,716	5.8%	26.2%	57.7%	29,126	27,633	23,608	18,128	5.4%	23.4%	60.7%
South Dakota	9,299	9,018	8,039	6,488	3.1%	15.7%	43.3%	12,735	12,345	10,790	7,861	3.2%	18.0%	62.0%
Utah	6,872	6,693	5,898	4,354	2.7%	16.5%	57.8%	20,208	19,708	17,283	13,188	2.5%	16.9%	53.2%
Washington	10,465	8,980	9,885	6,749	16.5%	5.9%	55.1%	29,026	26,583	23,670	18,212	9.2%	22.6%	59.4%
Wyoming	5,581	5,400	4,646	3,726	3.4%	20.1%	49.8%	18,151	17,490	14,876	11,646	3.8%	22.0%	55.9%
Average	9,012	8,729	7,816	5,762	3.2%	15.3%	56.4%	23,461	23,066	20,164	16,614	1.7%	16.4%	41.2%

Public Four-Year Institutions, 2009-10 to 2019-20

Table 3b. Undergraduate Tuition and Fees, State Averages, Current Dollars, Weighted

	Resident							Non-Resident						
	Average Rates				Percent Change			Average Rates				Percent Change		
	2019-20	2018-19	2014-15	2009-10	1-Year	5-Year	10-Year	2019-20	2018-19	2014-15	2009-10	1-Year	5-Year	10-Year
Alaska	\$8,144	\$7,746	\$6,177	\$4,978	5.1%	31.8%	63.6%	\$25,124	\$23,916	\$19,497	\$14,878	5.1%	28.9%	68.9%
Arizona	11,708	11,365	10,379	6,803	3.0%	12.8%	72.1%	30,510	29,837	25,656	20,111	2.3%	18.9%	51.7%
California	9,711	9,649	9,035	6,665	0.6%	7.5%	45.7%	27,899	27,568	24,248	21,964	1.2%	15.1%	27.0%
California State University System	7,360	7,301	6,768	4,874	0.8%	8.8%	51.0%	19,240	19,181	17,928	16,034	0.3%	7.3%	20.0%
University of California System	14,022	13,956	13,322	9,894	0.5%	5.3%	41.7%	43,776	42,948	36,200	32,659	1.9%	20.9%	34.0%
Colorado	11,166	10,952	9,181	6,166	2.0%	21.6%	81.1%	29,670	28,584	24,709	19,951	3.8%	20.1%	48.7%
Guam	7,064	7,064	6,238	6,198	0.0%	13.2%	14.0%	15,884	15,884	14,248	17,448	0.0%	11.5%	-9.0%
Hawaii	10,904	10,729	9,638	6,602	1.6%	13.1%	65.2%	30,343	30,168	26,595	18,021	0.6%	14.1%	68.4%
Idaho	7,993	7,587	6,595	4,885	5.4%	21.2%	63.6%	25,017	23,639	19,394	14,298	5.8%	29.0%	75.0%
Montana	7,083	7,023	6,247	5,484	0.9%	13.4%	29.2%	24,472	23,694	20,712	17,000	3.3%	18.2%	43.9%
Nevada	7,966	7,680	6,505	4,876	3.7%	22.5%	63.4%	22,866	22,006	20,221	17,085	3.9%	13.1%	33.8%
New Mexico	7,425	7,128	6,159	4,659	4.2%	20.6%	59.4%	21,447	20,604	18,125	14,642	4.1%	18.3%	46.5%
North Dakota	9,343	8,655	7,506	6,300	8.0%	24.5%	48.3%	13,056	15,373	16,765	14,141	-15.1%	-22.1%	-7.7%
Oregon	11,182	10,596	8,822	6,896	5.5%	26.7%	62.2%	31,263	30,033	25,964	20,498	4.1%	20.4%	52.5%
South Dakota	9,256	8,953	7,933	6,347	3.4%	16.7%	45.8%	12,729	12,316	10,708	7,720	3.4%	18.9%	64.9%
Utah	7,153	6,952	6,140	4,543	2.9%	16.5%	57.5%	21,119	20,560	18,037	13,625	2.7%	17.1%	55.0%
Washington	10,241	9,882	10,811	7,208	3.6%	-5.3%	42.1%	30,392	28,461	25,693	19,856	6.8%	18.3%	53.1%
Wyoming	5,581	5,400	4,646	3,726	3.4%	20.1%	49.8%	18,151	17,490	14,876	11,646	3.8%	22.0%	55.9%
Average	9,724	9,519	8,671	6,287	2.2%	12.1%	54.7%	27,151	26,503	23,162	19,437	2.4%	17.2%	39.7%

Note: Change in the unweighted average tuition and fees in Arizona and Washington between 2018-19 and 2019-20 are the result of the reporting of additional institutions for the first time in 2019-20. The enrollment-weighted average tuition and fees and change in enrollment-weighted rates provide a more accurate average price a students pays in those states and the average change in the past year. Averages for the University of California and California State University systems are provided in addition to the state average due to the variability in rates across the two systems. See the state notes for more information. Information about enrollment weights is located in Appendix G.

Appendix B-3

Public Four-Year Institutions, 2009-10 to 2019-20
Table 3c. Undergraduate Fees, State Averages, Current Dollars

	Resident							Non-Resident						
	Average Rates				Fees as Percent of Total			Average Rates				Fees as Percent of Total		
	2019-20	2018-19	2014-15	2009-10	2019-20	2014-15	2009-10	2019-20	2018-19	2014-15	2009-10	2019-20	2014-15	2009-10
Alaska	\$1,545	\$1,484	\$1,091	\$749	18.8%	17.3%	15.0%	\$1,545	\$1,484	\$1,091	\$749	6.1%	5.6%	5.0%
Arizona	570	1,069	779	367	6.0%	7.6%	5.4%	570	876	779	367	2.6%	3.1%	1.9%
California	1,890	1,823	1,520	1,137	20.5%	17.7%	18.1%	1,890	1,823	1,520	1,137	7.2%	6.6%	5.5%
California State University System	1,633	1,561	1,287	867	22.1%	19.0%	17.7%	1,633	1,561	1,287	867	8.5%	7.2%	5.4%
University of California System	2,547	2,491	2,114	1,828	18.2%	15.9%	18.5%	2,547	2,491	2,114	1,828	5.8%	5.8%	5.6%
Colorado	2,079	2,002	1,565	1,163	19.9%	18.1%	20.3%	2,079	2,002	1,624	1,132	8.0%	7.5%	6.6%
Guam	764	764	538	498	10.8%	8.6%	8.0%	764	764	538	498	4.8%	3.8%	2.9%
Hawaii	523	523	469	238	5.7%	5.7%	4.4%	523	523	469	238	2.1%	2.1%	1.5%
Idaho	1,939	1,853	1,725	1,623	24.8%	26.7%	33.5%	1,939	1,853	1,725	1,623	8.0%	9.1%	11.5%
Montana	1,589	1,553	1,422	1,123	24.0%	25.0%	22.1%	1,716	1,678	1,527	5,287	7.9%	8.2%	33.6%
Nevada	947	972	735	673	13.0%	12.4%	15.4%	947	972	735	673	4.4%	3.9%	4.3%
New Mexico	1,852	1,808	1,391	850	27.0%	25.8%	22.9%	1,796	1,753	1,391	850	10.5%	9.7%	8.0%
North Dakota	1,480	1,430	1,390	1,282	17.9%	20.3%	21.7%	1,480	1,430	1,390	1,282	13.0%	11.0%	11.0%
Oregon	1,764	1,747	1,520	1,360	16.7%	18.1%	20.2%	1,764	1,747	1,495	1,360	6.1%	6.3%	7.5%
South Dakota	1,617	1,582	3,960	3,737	17.4%	49.3%	57.6%	1,617	1,582	4,545	3,737	12.7%	42.1%	47.5%
Utah	939	904	828	656	13.7%	14.0%	15.1%	939	912	828	656	4.6%	4.8%	5.0%
Washington	1,001	916	825	1,134	9.6%	8.3%	16.8%	1,001	908	825	1,131	3.4%	3.5%	6.2%
Wyoming	1,411	1,380	1,256	906	25.3%	27.0%	24.3%	1,411	1,380	1,256	906	7.8%	8.4%	7.8%
Average	1,506	1,563	1,461	1,186	16.7%	18.7%	20.6%	1,509	1,554	1,507	1,414	6.4%	7.5%	8.5%

Public Four-Year Institutions, 2009-10 to 2019-20
Table 3d. Undergraduate Fees, State Averages, Current Dollars, Weighted

	Resident							Non-Resident						
	Average Rates				Fees as Percent of Total			Average Rates				Fees as Percent of Total		
	2019-20	2018-19	2014-15	2009-10	2019-20	2014-15	2009-10	2019-20	2018-19	2014-15	2009-10	2019-20	2014-15	2009-10
Alaska	\$1,454	\$1,386	\$957	\$748	17.8%	15.5%	15.0%	\$1,454	\$1,386	\$957	\$748	5.8%	4.9%	5.0%
Arizona	929	1,118	823	359	7.9%	7.9%	5.3%	929	966	823	359	3.0%	3.2%	1.8%
California	1,958	1,896	1,575	1,200	20.2%	17.4%	18.0%	1,958	1,896	1,575	1,200	7.0%	6.5%	5.5%
California State University System	1,618	1,559	1,296	848	22.0%	19.1%	17.4%	1,618	1,559	1,296	848	8.4%	7.2%	5.3%
University of California System	2,580	2,514	2,102	1,836	18.4%	15.8%	18.6%	2,580	2,514	2,102	1,836	5.9%	5.8%	5.6%
Colorado	1,964	1,876	1,548	1,227	17.6%	16.9%	19.9%	1,964	1,876	1,587	1,177	6.6%	6.4%	5.9%
Guam	764	764	538	498	10.8%	8.6%	8.0%	764	764	538	498	4.8%	3.8%	2.9%
Hawaii	732	732	660	365	6.7%	6.8%	5.5%	732	732	660	365	2.4%	2.5%	2.0%
Idaho	2,192	2,096	1,858	1,714	27.4%	28.2%	35.1%	2,192	2,096	1,858	1,714	8.8%	9.6%	12.0%
Montana	1,721	1,663	1,531	202	24.3%	24.5%	3.7%	1,906	1,844	1,658	5,695	7.8%	8.0%	33.5%
Nevada	1,091	1,079	845	844	13.7%	13.0%	17.3%	1,091	1,079	845	844	4.8%	4.2%	4.9%
New Mexico	1,850	1,793	917	1,090	24.9%	14.9%	23.4%	1,663	1,612	917	1,090	7.8%	5.1%	7.4%
North Dakota	1,496	1,407	1,297	1,125	16.0%	17.3%	17.9%	1,496	1,407	1,297	1,125	11.5%	7.7%	8.0%
Oregon	1,890	1,787	1,205	976	16.9%	13.7%	14.1%	1,890	1,787	1,454	976	6.0%	5.6%	4.8%
South Dakota	1,557	1,501	3,810	3,596	16.8%	48.0%	56.7%	1,557	1,501	4,449	3,596	12.2%	41.6%	46.6%
Utah	975	933	870	688	13.6%	14.2%	15.1%	975	936	870	688	4.6%	4.8%	5.0%
Washington	890	903	831	1,045	8.7%	7.7%	14.5%	890	890	831	1,044	2.9%	3.2%	5.3%
Wyoming	1,411	1,380	1,256	906	25.3%	27.0%	24.3%	1,411	1,380	1,256	906	7.8%	8.4%	7.8%
Average	1,644	1,615	1,369	1,076	16.9%	15.8%	17.1%	1,643	1,599	1,401	1,204	6.1%	6.0%	6.2%

Note: Change in the unweighted average tuition and fees in Arizona and Washington between 2018-19 and 2019-20 are the result of the reporting of additional institutions for the first time in 2019-20. The enrollment-weighted average tuition and fees and change in enrollment-weighted rates provide a more accurate average price a students pays in those states and the average change in the past year. Averages for the University of California and California State University systems are provided in addition to the state average due to the variability in rates across the two systems. See the state notes for more information. Information about enrollment weights is located in Appendix G.