

## **Block Project Results – Standardize fees assessed to Student Accounts**

### **Committee Members:**

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*Naomi Clark, Student Accounts and Loans Collections Coordinator*

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**Block Project Objective:** The Committee reviewed the current fee structure and identified new improved/creative ways to assess departmental fees in a more timely and standardized manner. We were also challenged to discuss and research other miscellaneous fees/fines to find new ways of billing these fees without charging them directly to the students account to avoid Title IV infractions.

**Progress:** In our first two meetings our committee reviewed and discussed all the miscellaneous fees currently assessed to the student account. The discussion primarily consisted of reviewing the current policies and procedures surrounding each fee assessment. For many on the committee much of the information relayed on current processes provided a great learning opportunity, and gave detailed insight on all the different opportunities CC offers to individual departments, as well as students. It also provided a previously unknown view as to how many fees/fines the College currently works with, and the real need to develop a more streamlined process.

Once the basic knowledge was acquired, the committee grouped the fees/fines into three categories: Fees that could be assessed directly to a course (departmental materials, field trips, food, travel, etc.), Fees/Fines that could potentially be eliminated and/or absorbed by charging the department, and lastly fees that needed more research and/or further discussion with specific department.

Breakdown of Categories:

### **Course Fees (Current fees assessed to student accounts)**

- Art Department Material Fees
- Baca Meals and Meals for Field Trips
- EMT Course Fees
- Music Material/Book Fees
- Miscellaneous departments; assessing book/material fees, travel, field trip expenses, lodging, etc.
- Wilderness First Responder Course Fee

### Eliminate Fees/College absorbs Fees

- Administrative Fees for financial aid advances and MAT payment plans
- Taxi Vouchers
- Tuition Remission Fee (has not been assessed in two to three years)
- Bookstore – Non returned Gowns
- Late Registration/Check-In Fee
- Arts and Crafts Class Fee – covered by Activity Fee or should be fully covered by Activity Fee

### Research Needed:

- Athletic Fees (Medical, Equipment, Club Sports)
- Campus Traffic Fines and Parking Fees
- Library Fines (Unreturned books/equipment/videos)
- Dorm Damage
- Health Fees (Counseling/Psychiatric Visits)

In identifying these categories we began with course fees and initiated further discussion with Ann VanHorn in the Summer Session office and Emily Chan in the Dean's Office. We invited Ann to speak about how departments determined budget for their course fees during the summer. We also invited Emily to help give us insight on how the college could make course fees more standard across the academic year not just summer), how to work with individual departments/chairs on rolling a process out, and her thoughts on some of our suggestions. Currently, various departments work with the summer session office quite efficiently and budget for their course fees. Per this discussion, it was relayed that instructors with the assistance from Departments chairs submit a detailed spreadsheet on materials/travel/ etc. needed and the course via an academic committee. The course fees are noted on the course schedule along with the class information. Emily and Ann felt confident that departments could complete a similar process in the academic year.

### **Research Results:**

The fees categorized as "research needed" were handled in the following way: Each Committee member contacted one of our peer institutions (as indicated by the College) and asked how they handled miscellaneous fees on their campuses. Also, certain committee members met with each of the departments above to discuss their internal processes and possible ways to assess fees without charging to the student account.

The Peer schools that were contacted are Macalester, Trinity, Bates, Grinnell, Colgate and Wesleyan. The process for handling miscellaneous fees varied across the board. The majority of

institutions either had course fees attached to courses or no course fees at all. The fees were charged up front and not later in the term. Some of the schools assessed library, dorm and traffic to the student account, but most offices tried to collect these fees internally first before assessments were made to the student account and escalating to disciplinary action depending on the infraction. Most schools did not have Athletic fees or Health Fees. Health fees were either assessed to all students on their campus or collected internally by their health center.

In addition we set up meetings with various departments across the CC campus to gain a better insight on where/how these fees were deriving from. From these meetings we gained insight and learned a variety of things:

**Athletic Office:** We met with Jane Newberry, Chris Starr and Celena Swedlund to discuss details. Currently, we identified that some athletic fees assessed to student account are minimal (medical fees, equipment and lost equipment). While athletics has tried to help absorb some of these fees revenue seemed definitely needed and the department felt they could not absorb all fees currently being assessed to the student account. The Club sports are student driven, and all charges associated with each club sport vary term by term depending on # of participants, and additional costs such as uniforms requested by each group. The Athletic department assists by funding the field rentals, while the student activity fee currently funds some of their expenses such as equipment and travel. The students also complete fundraisers to help with expenses. These fundraisers are not restricted only to Club Sports but to other CC sports activities as well. Currently, any fees that are not charged to the student account are collected by Jane Newberry.

**Library:** We met with Brandi Lachocki, LeDreka Davis, Steve Lawson and Ivan Gaetz. We approached their office to gain a better understanding of what types of fees are being assessed to the student account, and their policies and procedures for collecting these fees/fines. Based on our discussion it was relayed to our committee that revenue was not a concern for the library. The Library indicated that their primary concern and/or objective was getting the resource (equipment, book and/or videos) returned timely and in good shape. Having the resource available for other students to use is far more efficient and valuable than receiving the funds to replace the resource. In addition, we discussed the current policy and consequence if student does not return book and/or equipment timely and the effectiveness of these processes. Two to three notices are sent to student/faculty from the Library reminding them of the unreturned item. After these notices result unsuccessful, then the cost of the book or equipment is charged to the student account. The Library sends approximately 25 to 30 charges each block to student accounts and maybe two to three (at most) are removed each block when student returns equipment. Based on this, and detailed discussion on the interaction with students, it was quickly identified that the current process of charging the student account was not proving to be an effective means to encouraging students to return the resource needed in good shape and/or timely to the library.

**Dorm Damage:** Committee members met with Justin Weis and Zachary Kroger to discuss our current process on dorm damage. In regards to housing, revenue is of vital importance because it provides the means to repair our facilities, and ensure the high quality aesthetic, comfort, and safety that our students/families expect from Colorado College. Justin and Zachary discussed how the damage is assessed by each RLC within each building. They look at damage that is \$20 or greater. The damage is assessed either individually or in mass depending on what it is and the ability to identify who caused the damage. Individual charges will result with specific room damages charged to that individual student account, while mass assessments (damages in a main area or those unidentified) will result in the charges being spread amongst several students. We discussed the possibility of collecting a one-time deposit and rolling it from term to term to offset damage costs. One of the concerns brought up by this suggestion was by taking over their own billing would cause an issue as their department does not have the staffing to deal with billing fees. They also stated that in the past their office did in fact collect a deposit each year but administratively it was a lot of work. The committee members expressed why the current policy of assessing the damages to the student account has not proven effective. Primarily the concerns brought to the forefront were centered on the impact to families. By assessing the fee to the student account months later is not a consequence to the student. Increasingly those who are creating the damage see no immediate level of responsibility, and ultimately the cost and responsibility is passed to the parent and/or payer of their account. One example, of a student who had lost a key more than 7 times and had them simply charged to the account was discussed. For the committee this was an example of not only a safety concern, but a clear indication of why simply charging to the account was not an effective means of discouraging these types of instances. Thoughts and ideas on how to better provide the funding needed to maintain CC's facilities and in addition encourage a more custodial behavior from our students was had in this meeting.

**Traffic Fines/Parking Fees:** Nick Calkins from our Campus Safety office provided his time to meet with committee members on our current parking fine assessment methods. To begin, Nick provided committee members with an overview of the methodology behind our current fine process, stressing that revenue was not their primary goal. It is important to note that even though revenue was not identified as the primary means for Campus Safety it is an important piece as our current Tiger Patrol is partially funded by the collection of these fines. Currently Parking/Traffic fines are assessed to the student account the block after the violation has occurred. With the current process, in many cases the financial responsibility falls upon the payer/parent and not the student/offender of these offenses. In addition funding resources meant to assist our students with their tuition costs (loans, grants, etc.) are sometimes being used to absorb these types of fines. While, parking is limited on the CC campus it is still vital that both students and staff follow the guidelines set by our safety office to ensure safety on this campus. There were several possible solutions we discussed including stricter consequences to students who are not abiding by our traffic guidelines and especially for repeat offenders. We discussed boots as an effective tool for students who are continually parking and/or violating traffic safety

guidelines as a means of discouraging the behavior (a practice used by CC before that proved effective). We also discussed ideas on how to more effectively communicate with students/staff of their options when receiving violations, and how to better accommodate our driving population on the campus. As a part of the solution, Nick along with committee members discussed the current tracking/parking system. Based on the information provided by Nick, the current software used by Campus Safety (T2) is extremely robust and could handle the collection of parking tickets and parking fees without going through the students account. It was brought up within the meeting, that the ability to direct issue violations is possible and not charge to the students account (therefore placing the consequence on the offender and not paying party) however this may require the addition of a staffing person in campus safety to properly manage and administer this new process.

The meetings provided great insight into many aspects of Colorado College, and helped our committee identify the means of a more standardized process for assessing fees/fines. Based on the information gathered and discussion by committee members our recommendations are as follows:

### **Recommendations:**

1. **Creation of Course Fee specific to the Course:** Departments who have expenses that go above and beyond their normal course expenses (e.g. field trips and Baca trips, additional and special materials, travel, lodging, etc.) that they are unable to fund themselves and need to pass these fees along to the student should create a course fee that will be entered into the online course schedule process. We ask that departments review their courses and budget accordingly for these types of expenses up front. In addition, when departments submit their courses that require additional fees for approval to the Dean's office that the review of the requested fees be part of the course approval process. When the course is entered into Banner the department should also attach the course fee so students can view this as an additional fee when signing up for the course during preregistration in late March/early April. The student accounts office will then review the course schedule prior to our semester billing and set up each course with the appropriate fee. When the student signs up for the course the extra fee will be applied to the student account and if the student drops the student account will be updated to reflect the removal of the course fee. The goal is to have all fees billed up front so students and parents have the opportunity to budget expenses at the beginning of a term and not get hit with miscellaneous fees in the middle or end of a term that may cause financial hardship.
  - The committee would like to stress that we are not promoting the wide use of course fees. We are asking that IF a department feels additional fees are necessary (considering ALL fees – food, materials, travel, etc.) for a course that the department cannot cover themselves that the department budget for this early

and get this fee approved along with the course. The goal is that by providing this course fee information up front it will allow students/families to pre-plan their expenses for the year. It will also provide the opportunity for our high need students to work with various offices (such as student accounts/financial aid) early on to ensure they are provided the time and means to cover their expenses. The primary goal being to provide departments with a more transparent view of their budgetary needs, and provide families with more accurate billing and planning methods.

- The committee is asking that course fees be approved along with the course via the normal approval process.
  - The committee is asking that field trip meals and Baca meals are considered into the course fee cost. We do not want the fees to be taken from the students' meal plan or charged to the student account moving forward. The fee needs to be worked into the total cost of the course fee.
  - The committee is also asking that each department that require a course fee break down the specific detail of the fees to include for the Dean's office approval process. The break out of the course deposit is important for not only the student but also the student account office. Due to specific tax reporting guidelines certain fees will be acceptable to report as tuition and acceptable fees, but other fees such as travel, lodging and food will not be acceptable items to report as fees in Box 2 on the 1098T tax form which is a required tax document that is sent to ALL students each calendar year for IRS tax reporting.
2. We request that all administrative fees be eliminated (financial aid advance fee, MAT payment plan fee, study abroad fee, late registration/check in fee and tuition remission fee). The elimination of these fees will not create a funding burden to the college. Currently these fees create administrative inefficiencies and also create frustration and confusion from our CC families.
  3. We request that students who need to take a taxi for medical and/or any other reason be responsible for paying their own taxi fee and if the college chooses to pay the fee that is the departments' choice and the department will absorb the cost. We should not be charging taxi vouchers to the student account if the college offers to provide transportation for medical/other reasons on behalf of our student.
  4. We ask that the activity fee cover the entire cost for students wanting to take Arts & Crafts Classes. No credit is earned for these courses. The classes are extracurricular and students can participate if they choose.
  5. We request students who wish to participate in equestrian lessons coordinated by Outdoor Education, pay the trainer Tracey Powers directly.
  6. We request that if a student misplaces and/or damages their gold card needing a replacement that the student pays the Worner desk the fee **before** the card will be

reprinted. This will move the consequence promptly to the students instead of charging the fee to the student account. By charging the fee to the student account results in no immediate consequence to the student for losing and/or damaging card and transfers that responsibility to the paying party.

7. We request if a student wants to check-out any type of equipment from Audio Visual, Library, Academic Technology, Help Desk, Outdoor Education, etc. they pay to the department some type of deposit, the student should also sign some type of waiver that if the equipment is NOT returned timely and/or damaged the students grades/transcripts will be held or student will be sent to the student conduct office for further action. If the student damages the equipment they will need to pay that specific department for the replacement fees.
8. For the Athletic fees, we ask that the activity fee be increased to cover ALL Club Sport Fees, we ask for a slight bump in budget for Athletics to cover the equipment that students can buy currently OR the department will need to collect these fees internally. We will continue to assess the Sports Rider Fee to the student account but asked that Celena send the list of students to charge earlier in the fall term.
9. For the Traffic and Parking Fees/Fines, we ask that the Security office collect their own fees via their T2 system. The cashier's office can still assist by accepting payments if the student brings ticket to our office, but no fees will be charged to the student account. The student accounts office has an idea to offer an online payment option for traffic tickets but it would require an additional expense to the college (I will discuss this in more detail below).
10. For the Library fines, we recommend stricter policies, notices that lay out consequences for not returning books and/or videos. Some of the consequences could include the holding of grades/transcripts and if the student has an excessive amount of unreturned items we suggest sending the students name to the conduct office for review. Since the revenue is not an issue, we suggest no fees/fines be assessed to student account. The continued assessment of late fees/fines by the Library may also be another means of regaining the property unreturned. Another solution our committee would recommend is reviewing the possibility of temporarily suspending their library account so they cannot check out further books and/or videos if they have not returned items.
11. For Dorm Damage fees, we recommend the Residential Life office increase the damage limit to \$100 per student and cover more of the smaller damage fees with their increased budget. In addition to increase the dollar threshold for the damages, we also recommend some sort of deposit (logistics will need to be worked out since administratively deposits can be complicated) and any excess fees continue to be charged to the student account.
12. For the Counseling and Psychiatric Visits, the committee recommends charging all students a wellness fee as part of an up-front comprehensive fee or increasing the Student Activity Fee for this specific purpose. Since ALL students have access to utilize our counselors on campus a small wellness fee makes sense. This will cover the costs of

paying our counselors and providing this very important service to our students. All the members of the committee felt strongly as to the importance of free access to counseling and psychiatric help for all students. Since CC values wellness on our campus community, so the committee questioned whether there might be an endowment that could cover the costs of counseling and psychiatric visits for our students moving forward.

**Fees that will remain charged to the student account and additional comments:**

1. We will continue to assess music lessons to the student account and have asked the music department to work on a more effective means to bill at the beginning of the term by taking attendance.
2. We will also continue to charge the Sports Rider Insurance to the student account.
3. The LCDI Summer Charges for International student housing during the summer will continue being assessed to student account.
4. The federal withholding tax is specifically for international students who are not US Citizens and must be handled through the student account.

**Possible Solution for Departments that cannot collect their own fees:** The committee discussed other payment methods for students to pay fees that were not billed to their student account. For example, if the Library wanted to assess late fines and they didn't want to collect the money in their office we have a potential online and point of sale solution. The Student Accounts office has recently purchased TouchNet, which will handle all student account billing and payment solutions for tuition and allowable costs. Although, another product offered by TouchNet that CC did not purchase is TouchNet Marketplace. TouchNet Marketplace offers an online solution for fees unrelated to student accounts that need to be paid via other departments on campus. TouchNet works with departments to create a web store and/or web page and also offers a payment link for the processing of ACH and/or credit card payment options. A good way for CC to centralize payments on campus that will feed directly to the Banner general ledger would be to look at TouchNet Marketplace. This product could not only be a solution to these individual departments below but the entire campus.

The student accounts office will continue to complete research on the TouchNet Marketplace product to see if this product could handle the "payment" needs across our campus. Since we are looking at standardizing fees on our campus, it is a great opportunity for the college to look at centralizing our payment processing functions across campus!

Offices that might benefit from the TouchNet Marketplace product are: (some of these ideas are being used at other institutions)

Athletics Office – another option besides paying the Athletics office directly with cash or check for equipment, etc. could also be used for the payment of summer camps (which is currently being outsourced by an unknown company).



Library – collection of library fines

Traffic/Parking Office – collection of traffic tickets and parking fees (offering an online payment function besides cash and check in their office).

Summer Session – collection of summer deposits

Admission Office – collection of admission deposits and application fees

Advancement – collection of donations

We believe that there are certain recommendations that could be implemented right away and others, such as traffic and/or course fees might require implementation for the 2016-2017 academic year. Please let me know if I can provide any other information or answer any questions.

**Final Thoughts and Thank you:**

The committee completed a lot of hard work in a short time frame to meet our goals. We are both proud and hopeful that our efforts will be noticed and recommendations will be seriously considered for approval. “Colorado College strives to provide one of the most dynamic, open, and vibrant liberal arts education’s” in the country to our students, while also being a leader in our community. In reviewing our recommendations above we believe that the standardization of fees/fines, addition of course fees, and working more closely to identify the financial needs of students/families and department doesn’t just impact the goals outlined in this project, but directly impacts and promotes 4 of the 5 recommendations from the Colorado College Plan of Building on the Block:

1. Providing additional Support to realize the potential of our pioneering block plan.
2. Building a Nationally Recognized Summer and Half Block programs for a new generation of learners.
3. Enhancing our Distinctive Place of Learning-Our Campus-To Support our Engaged Globally Connected Academic community and embody our regional and historical Identity.
4. The focus on Workplace excellence to foster an organization that is an innovative and dynamic as the CC academic experience.

This block project has allowed our committee the opportunity to reach out to departments on campus and learn about their processes and issues. It has also allowed us to meet our peers in other areas and gain a true understanding of what it takes for the campus to run smoothly. While this experience has been eye-opening in various respects for many, we believe that this type of reach out and/or project is important for improved communication on our campus!

Thank you for giving the Student Accounts office this wonderful opportunity. Our department not only strives to offer the best customer service for our students and parents, but to also strive to be a collaborative team member with all departments across our campus community.

### **NEXT STEPS**

**Finance and Administration will assume responsibility for the next steps. Each different fee charge will need to be discussed with the appropriate folks (i.e. book fines with the librarians) and then we will be able to determine the appropriate next steps. These discussions will begin in Block 1. The process of discussing each fee will take some time.**

**FEES ASSESSED TO STUDENT ACCOUNTS**  
 Three year fiscal year figures + Average

Detail Code	Description	Total Revenue FY14	Total Revenue FY13	Total Revenue FY12	3 Year Average	Recommended Category
MADM	ART DEPT MATERIAL FEES	\$ 11,326.28	\$ 19,699.57	\$ 22,038.94	\$ 17,688.00	Course Fee
BBCA	BACA MEALS	\$ 8,302.95	\$ 7,136.76	\$ 4,174.33	\$ 6,538.00	Course Fee
MCLF	CHEMISTRY LAB FEES	\$ 1,186.00	\$ 1,440.50	\$ 1,702.50	\$ 1,443.00	Course Fee
MEMT	EMT COURSE FEE	\$ 18,125.00	\$ 7,975.00	\$ 13,050.00	\$ 13,050.00	Course Fee
BOCF	MEALS FOR FIELD TRIPS	\$ 7,546.62	\$ 8,402.24	\$ 5,119.74	\$ 7,023.00	Course Fee
MNCB	MUSIC COURSE/BOOK CHARGES	\$ 1,405.93	\$ 1,640.28	\$ 1,966.31	\$ 1,671.00	Course Fee
MWFC	WILDERNESS FIRST COURSE FEE	\$ 84,000.00	\$ 91,100.00	\$ 47,380.00	\$ 74,160.00	Course Fee
MSCT	Other Departmental Misc. Fees	\$ 1,250.00	\$ 44,392.00	\$ 29,537.00	\$ 25,060.00	Course Fee
DADV	FINANCIAL AID ADVANCE ADMIN FEE	\$ 737.00	\$ 516.50	\$ 286.00	\$ 513.00	Eliminate
DMAT	MAT ADMINISTRATIVE FEE	\$ 640.00	\$ 2,040.00	\$ 1,160.00	\$ 1,280.00	Eliminate
DTRF	TUITION REMISSION FEE	\$ -	\$ -	\$ 50.00	\$ -	Eliminate
MLRF	LATE REGISTRATION FEE	\$ 3,600.00	\$ -	\$ -	\$ -	Eliminate
MSAF	STUDY ABROAD ADMIN FEE	\$ 37,200.00	\$ 39,000.00	\$ 40,800.00	\$ 39,000.00	Eliminate - due to home school model change
MTXV	TAXI VOUCHER	\$ 950.14	\$ 2,086.20	\$ 645.90	\$ 1,227.00	Eliminate
MACF	BOOKSTORE - Unreturned gowns	\$ -	\$ -	\$ -	\$ -	Eliminate
MEQL	ARTS & CRAFTS CLASS FEE	\$ 8,480.00	\$ 7,935.00	\$ 3,280.00	\$ 6,565.00	Eliminate - Activity Fee to cover
MGID	EQUESTRIAN LESSONS	\$ 7,700.00	\$ 5,150.00	\$ 8,750.00	\$ 7,200.00	Eliminate - students to pay Tracey Powers directly
MPRK	GOLD CARD ID REPLACEMENT FEE	\$ 7,150.00	\$ 7,575.00	\$ 11,010.00	\$ 8,578.00	Eliminate - worner desk to collect fees
	PRACTICE ROOM/RENTAL/KEY	\$ 3,065.00	\$ 5,376.25	\$ 1,645.00	\$ 3,362.00	Eliminate - internal use
MATC	ATHLETIC CHARGE	\$ 1,583.34	\$ 816.33	\$ 1,705.02	\$ 1,368.00	Research
	ATHLETIC CLUB SPORTS	\$ 3,805.00	\$ 18,657.00	\$ 7,100.00	\$ 9,854.00	Research
MAMC	ATHLETIC DEPT MEDICAL FEES	\$ -	\$ 1,256.59	\$ 324.61	\$ 791.00	Research
MAVE	AUDIO/VISUAL EQUIPMENT	\$ 315.32	\$ 855.78	\$ 1,605.82	\$ 926.00	Research
	Gear House Rental Equipment	\$ 158.00	\$ -	\$ -	\$ -	Research
MTRF	CAMPUS TRAFFIC FINES	\$ 15,330.00	\$ 15,925.00	\$ 30,082.50	\$ 20,446.00	Research
MPKF	PARKING FEE	\$ 52,517.77	\$ 49,106.25	\$ 59,287.50	\$ 53,637.00	Research
HSF2	Counseling Visits at Boettcher Health	\$ 8,200.00	\$ 7,240.00	\$ 11,995.00	\$ 9,145.00	Research
HSF8	Psych Visits at Boettcher Health	\$ 13,650.00	\$ 21,865.00	\$ 7,435.00	\$ 14,330.00	Research
RDDF	RESIDENTIAL HALL DORM DAMAGE	\$ 43,578.40	\$ 44,102.20	\$ 31,910.53	\$ 39,864.00	Research
MLLB	LIBRARY/LOST BOOKS/VIDEOS	\$ 9,517.00	\$ 5,579.00	\$ 6,381.00	\$ 7,159.00	Research
MMLE	MUSIC LIBRARY FINE	\$ 275.00	\$ 254.00	\$ 103.00	\$ 211.00	Research
MSSH	LCDI SUMMER CHARGE	\$ -	\$ 7,477.00	\$ 5,082.00	\$ 6,280.00	Continue assessment to Student Account
MFWT	FEDERAL/STATE WITHHOLDING TAX	\$ 12,408.49	\$ -	\$ 2,136.00	\$ 7,272.00	Continue assessment to Student Account
MMJUF	MUSIC FEE (LESSONS)	\$ 129,200.00	\$ 121,194.97	\$ 119,212.00	\$ 123,202.00	Continue assessment to Student Account
HSRI	Sports Rider Insurance	\$ 12,870.00	\$ 18,050.00	\$ 25,650.00	\$ 18,857.00	Continue assessment to Student Account
<b>TOTALS</b>		<b>\$ 351,634.75</b>	<b>\$ 424,599.45</b>	<b>\$ 355,607.70</b>	<b>\$ 378,369.00</b>	

## Standardizing Fee Structure at Colorado College

Business Office/Student Accounts

Amy Ingalsbe, Student Accounts Manager

Enid Ruiz-Mattei, Senior Budget Analyst

Naomi Clark, Student Accounts Collections Coordinator

The student accounts office proposes that the college review our current fee structure and discuss the most efficient way to standardize assessment and processes for all fees at CC. Our office is suggesting that this topic be a block project with the goal to implement all fee changes prior to the 2016-2017 school year. There are a number of reasons why the college should review this topic and why our office feels extremely passionate about this:

- Title IV federal awards are only allowed to pay institutional costs, which includes tuition, room, board, educational fees, books and travel. Currently departments assess miscellaneous fees to the student account after the initial billing period for the term to offset their costs/expenses (ex. Art materials fee). Title IV funds cannot pay these fees per federal guidelines (see attached). In the event of a federal government audit, the college runs the risk of paying penalties and potentially losing Title IV funds since we were inadvertently paying miscellaneous fees. Administratively this is difficult to manage and also poses issues with our refunding process.
- Tax Reporting is something that is currently being reviewed by our Tax Compliance Manager, Sarah Hintz. We are finding that some of the miscellaneous fees being assessed by departments should be treated as course fees which could be included in box 2 (tuition billed for calendar year) on the 1098T (Tuition Statement) tax form. All fees again need to be reviewed to insure for proper tax reporting.
- In addition to Title IV issues, there is a lack of transparency and efficient communication to parents and students as it relates to costs. All fees at CC should be billed up front on a semester invoice. By assessing all fees upfront, parents and students can budget properly for the term and not be surprised with small fees due later in the term. We understand there may be unforeseen events that occur later in the semester which warrant a charge to the student account (ex. Dorm Damage). Assessing fees ahead of time allows our families to budget and plan for proper payment of their fees. Currently, there is a lot of frustration and confusion among students and parents regarding what they owe for the semester. By assessing fees upfront, this will improve upfront communication providing better customer service to our students and parents.
- The personnel in the student account's office deals with uncollectable accounts every day. Our concern is the lack of understanding the departments assessing these miscellaneous fees have regarding the consequences if the student does not pay their fees. Students may be placed on financial suspension for non-payment and/or they may be sent to a third party collection agency where they would incur collection costs and negative credit reporting. Many accounts are returned from our third party collection agencies and written off. This is recorded as bad debt to the college. This is a negative experience for the student which may be avoided with proper guidelines and more efficient procedures. Departments should understand the hard work

## APPENDIX B

involved in the collection of miscellaneous fees and the negative impact to our students if fees are not paid.

Our Proposal is to first review all fees assessed to the student account (spreadsheet attached). The second step is to determine if the fee can be eliminated, created as a course fee, and/or discuss a process change with the department. Another suggestion is some of the fees could be made into a standard fee that all students get charged up front (separate from activity fee), which would be considered into the cost of attendance.

Part of this block project may want to include the standardizing of our study abroad fees. I understand and am familiar with all the discussions around this topic. I know this is a massive discussion/project so it may want to be handled separately. Although, the study abroad fees are also administratively challenging for the student accounts office and standardizing the process would be wonderful.