

EXECUTIVE SUMMARY

Item Name: **Setting Base Tuition and Mandatory Fees, Differential Tuition and Program Fees, Class Fees and other fees, and Residence Housing and Meal Plans for the 2017-2018 Academic Year**

- Action Item
- Committee Recommendation to Full Board
- First Read of Proposed Policy Change
- Discussion Item

Issue: The universities ask the board to approve the proposed 2017-18 base tuition and mandatory fees, differential tuition, class fees, program fees; and residence housing and meal plans for Arizona State University, Northern Arizona University and the University of Arizona.

Enterprise

- Empower Student Success and Learning
- Advance Educational Attainment within Arizona
- Create New Knowledge
- Impact Arizona
- Compliance
- Real property purchase/sale/lease
- Other: University Funding Adequacy and Student Affordability and Accessibility

Statutory/Policy Requirements

- The Arizona Constitution Art. XI Sec. 6 provides that university "instruction furnished shall be as nearly free as possible." Article XI Sec. 10 provides that the "legislature shall make such appropriations, to be met by taxation, as shall insure the proper maintenance of all state educational institutions, and shall make such special appropriations as shall provide for their development and improvement."
- A.R.S. §15-1626 General Administrative Powers of the Board authorizes the Board to establish tuition.
- Board Policies 4-101 through 4-104 outline the process for which the Board sets tuition and fees.

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Background

- This agenda item covers all student tuition and fee requests, including base tuition and mandatory fees, differential tuition, program fees, class fees and other fees; and residence housing rates and meal plans.
- Information provided to the board for the 2017-18 tuition setting process follows the Board's policy framework. The policy framework includes the consideration of these factors when setting tuition:

Funding adequacy to achieve Arizona Higher Education goals in the Board's long-term strategic plan outlined in *Impact Arizona*:

- The amount of state support provided to the university system
- Revenues generated from tuition and fees
- Uses of incremental tuition and fee revenues
- Tuition and fee revenues used to service bonded indebtedness

Affordability/Accessibility:

- Cost of attendance/median family income, benchmarked nationally
- The availability of student financial aid
- Net price for low-income students (data for full-time students who submit FAFSA)
- High access/Low cost options

- Student consultation and involvement is an important aspect of the tuition and fee setting process. Through numerous meetings between university and student leadership, both sides gain a better understanding of university and student needs.
- At its November 2016 meeting, the Board received the FY 2016 Student Financial Aid Report, with information on financial aid trends, total student aid, sources of aid, student indebtedness, and financial aid plans for the upcoming year. Information contained in this report were further reviewed and discussed at the Board's Tuition Workshop held on March 30, 2017. The annual Student Financial Aid Report is useful for providing a context for how students are meeting the Cost of Attendance at Arizona's public universities.
- On March 17, 2017, the Presidents announced their recommendations for the 2017-18 tuition and fees rates. Each university's recommendations are presented under the respective university tab in this Executive Summary.
- On March 28, 2017, a tuition hearing was held to allow for public comment on the president's tuition proposals. The hearing was video-conferenced at the main campuses as well as five other campus locations throughout the state.
- On March 30, 2017, the board held its annual tuition and fee workshop. This special study session was devoted entirely to the presidents' tuition and fee proposals and residence housing and meal plan recommendations, and the impact on revenue and student financial aid.

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- In addition to base tuition, the universities charge other fees or differential tuition rates:
 - **Mandatory Fees** are university specific and charged to all students. Examples of mandatory fees include Information Technology fees to strengthen network infrastructure and provide wireless access, or Student Health Fees to enhance services for students who seek both preventive and acute care, and enhance outreach and wellness education and services.
 - **Differential tuition** is an additional charge to an entire college/school or campus at the graduate or undergraduate level or both. Differential tuition may be higher or lower than the base tuition. Criteria for these requests include the quality of the student experience, access and affordability, variance in the cost of instruction, and market pricing.
 - **Program fees** cover other expenses not normally associated with the delivery of a program. Program fees are to cover specific costs. Criteria for program fee approval include access and affordability, additional costs of the program, increased earnings potential of graduates, market pricing and improving quality.
 - Academic and Student Affairs Committee reviews and approves any new programs proposed by the universities. Programs funded in total or in part with program fee revenue require an additional review by the committee before the fee is forwarded to the full Board.
 - **Class fees and deposits** are to cover extraordinary expenses or deposits that are necessary for successful completion of the class objectives and used only for class expenses. Examples of class fees include off-campus field trips, specialized equipment/facilities use; expendable materials, and such.

Summary of university requests:

ASU

- ASU proposes a tuition increase of \$150 for resident undergraduates and \$160 for resident graduates, both about 1.5%. The increase for nonresident undergraduates and graduates is \$900 and \$990, respectively, both about 3.5%. For international undergraduates the tuition rate will increase \$1,240 and for graduates \$1,350, or a 4.5% increase. ASU proposes to maintain its resident tuition surcharge at its current level of \$270 per semester. The surcharge is conditional based on the amount of state support ASU receives.
- No increases in ASU's mandatory fees are proposed.
- ASU's proposal includes new and increases in graduate program fees. ASU requests four new program fees in the areas of Health Solutions-Post Baccalaureate Certificate in Communication Sciences and Disorders, and MS Biomechanics; Teachers College-MEd Educational Leadership; and Business-MS Management (Online). ASU requests an increase to 11 of their existing program fees within the College of Business, College of Liberal Arts and Sciences, Nursing and Health Innovation, Engineering, and New College.

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- In addition, ASU's proposal includes seven new class fees: six in the Engineering/AMT Flight Operations and Safety courses and one in WPC Business for the Immersive Entrepreneurial Experience.
- For housing and meal plans, ASU proposes to increase residence halls and required meal plans by an average of 3.5 percent each, for an average annual increase of \$207 for residence halls and \$150 for meal plans.

NAU

- NAU's proposed tuition rates for 2017-18 maintain the Pledge guaranteed tuition program, resulting in no tuition increase for the majority of continuing undergraduate students at the Flagstaff campus. NAU recommends new tuition rates 3.0 percent higher for all graduate students and undergraduate resident and nonresident students at the Flagstaff campus and statewide. For students on the Pledge program, this equates to an increase over the four years of less than 1.0 percent per year.
- For resident undergraduate students attending the Yuma campus, NAU proposes a 5.0 percent increase. This proposed increase brings the Yuma campus tuition to the same level as the statewide rate. For the Yavapai campus, NAU proposes an increase of 8.6 percent for both resident and nonresident students. NAU-Yavapai is a year-round campus offering bachelor's degree programs that allow students to complete the program in three years.
- No increases in NAU's mandatory fees are proposed.
- NAU's proposal includes one program fee increase for the undergraduate Honors College, and the elimination of one program fee for the GIS Certification program. NAU's proposes no changes to any of their class fees.
- For housing and meal plans, NAU proposes to increase student housing by an average of 5.9% (about \$306 per year) and meal plans by an average of 8.9 percent (between \$334 and \$406 per year). Meal plan rates are guaranteed for two years, so for current participants, there will be no increases for 2017-18.

UA

- UA proposes a 1.0 percent tuition increase for all new and continuing students, undergraduate, graduate, resident and nonresident students. This will be UA's fourth year of their Tuition Guarantee Program on the main campus (third year at UA South) with tuition and mandatory fee rates guaranteed for four years, so the majority of UA's continuing undergraduate students will see no increases.
- UA proposes increases in their mandatory fees totaling \$350. These increases only apply to new incoming students beginning Fall 2017, and students not on the Tuition Guarantee Program. Mandatory fees are included in UA's Tuition Guarantee, so continuing students will not be affected by the rate changes.

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- Library Tech Fee increase of \$55 to support the library portion of the Bear Down Student Success District, additional technology tools and software, upgrades to the wireless network, and ongoing operations and programmatic services. This fee, established in 2006-07 was last increased in 2013-14.
- Student Services fee increase of \$70 to support Bear Down Student Success District as well as ongoing programmatic services and strategic initiatives. This fee was first established in 2008-09 as a two year phase-in, and has not increased since 2009-10;
- Health and Recreation Fee increase of \$125 to support the health and recreation portions of the Bear Down Student Success District and the Honors Village as well as ongoing operations and programmatic services. This fee was first established in 2010-11 as a two year phase-in, and has not increased since 2011-12;
- Athletics fee of \$100 is a newly proposed fee to support facilities and ongoing operations and programmatic services for Athletics. Graduate students will be charged half (\$50), but will have a choice of opting out.
- The UA proposal also includes differential tuition, program fees and class fee increases. For undergraduate students, the UA requests two new differential tuitions in the College of Engineering-Architecture, and one new program fee in the College of Agriculture and Life Sciences-Animal Biomedical Industries. For graduate students, the UA proposes two new program fees: one for the College of Medicine-Genetic Counseling Graduate Program, and the other for the College of Public Health-Health Certificate Program. In addition, the UA proposes increases in three existing program fees in the College of Nursing and the College of Pharmacy.
- The UA also proposes to increase three existing class fees and to add one new class fee for graduate students in the College of Sciences for Chemistry and Biochemistry course.
- For housing, the UA proposes to increase undergraduate student housing by an average of 2.7% (about \$190 per year). The UA does not provide meal plans at its residence halls, but give students options of purchasing a meal plan through the Student Union, which then provides for discounts at the various eateries throughout campus including the student union.

Strategic Implications

- Revenues generated from tuition and fees play a primary role in funding the universities' Strategic Academic and Business Plans and the Board's Strategic Plan, which can be found on the ABOR website at: <http://www.azregents.edu/impact-arizona/abor-strategic-plan>

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- Adequate state funding is critical to making Arizona's public universities accessible and affordable, and the level of state support is one of the principal drivers of tuition decisions. Along with general fund appropriations, tuition and fee revenues support the operations and maintenance of the universities. Lack of sufficient funding from these combined sources limits the universities' ability to meet their planned goals.

Cost Summary

- Under the Presidents' tuition proposals, incremental gross tuition and fee revenues are estimated at \$161.4 million; \$124.6 million in base tuition and \$36.8 million in differential/program/class fees and mandatory fees. Of the \$124.6 million in base tuition, \$81.7 million (66%) is attributable to enrollment growth and change in the mix of students and \$42.9 million (34%) from rate increases.
- For enrollment, the universities are estimating increases between 2.2% and 4.2% for a total enrollment increase of 5,687 FTE students for the system.
- Taking into account the Regents financial aid set aside and other financial aid programs supported from tuition and fees, the net tuition and fee revenues available for operations and strategic initiatives is approximately \$116.1 million.

Recommendation

The universities ask the board to approve the proposed 2017-18 base tuition and mandatory fees, differential tuition; program and class fees; and resident housing and meal plans, as presented in this executive summary.

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Summary of Revenue Impact of Tuition and Fee Increases

FY 2017-18

(In Thousands)	ASU	NAU	UA	System Total
Tuition & Fees				
FY17 Gross Tuition & Fee Estimate	\$1,578,131	\$351,200	\$854,444	\$2,783,775
FY18 Tuition Rate Increase (ASU includes surcharge)	\$36,358	\$4,421	\$2,098	\$42,877
FY18 Tuition from Enrollment Growth/Change in mix (FY17 Rate)	\$43,899	\$16,051	\$21,746	\$81,696
Total Incremental Base Tuition	\$80,257	\$20,472	\$23,844	\$124,573
% of Base Tuition due to rate increase	45%	22%	9%	34%
% of Base Tuition due to growth/change in mix	55%	78%	91%	66%
FY18 Fee Revenue Increases (rate + enrollment growth)	\$21,152	\$2,830	\$12,874	\$36,856
FY18 Gross Tuition and Fee Estimates	\$1,679,540	\$374,502	\$891,162	\$2,945,204
FY18 Gross Incremental Tuition and Fee Revenue	\$101,409	\$23,302	\$36,718	\$161,429
Financial Aid:				
Regent Set Aside (Board Policy 4-309)	\$7,732	\$2,057	\$867	\$10,656
Differential Tuition and Program Fee Set Aside (Board Policy 4-104)	\$1,496	\$126	\$283	\$1,905
Other scholarships	\$13,549	\$10,813	\$8,422	\$32,784
Total Financial Aid	\$22,776	\$12,996	\$9,572	\$45,344
FY18 Net Incremental Tuition and Fee Revenue	\$78,633	\$10,306	\$27,146	\$116,085
FY18 Incremental State Appropriations (Increase over FY 2017 - Governor's Recommendation excluding Research Infrastructure)	\$4,332	\$339	(\$1,434)	\$3,237
Total New Sources Available for Ongoing and Strategic Expenditures	\$82,965	\$10,645	\$25,712	\$119,322
Estimated Fall 2017 Increase Student Enrollment (FTE)	3,913	814	960	5,687
	4.2%	2.8%	2.2%	4.4%

EXECUTIVE SUMMARY

University Proposed Strategic Expenditures FY 2018

ARIZONA STATE UNIVERSITY	
\$ in Thousands	
Enrollment Growth Related Expenses	\$20,800
Investment in programs supported by fees	19,656
Investment in faculty hiring and academic support	19,700
Salary merit program	9,900
Facilities costs (O&M, utilities, leases)	6,700
Support services investments	4,800
Technology investments	3,400
Research investments	2,900
Risk management insurance premium payment adjustment	2,300
Debt service	700
Total Strategic Investments	\$90,856
New Sources Available	\$82,965
Expenditure Reduction/Reallocation	<u>(\$7,891)</u>
NORTHERN ARIZONA UNIVERSITY	
\$ in Thousands	
Enrollment Growth Expenses	\$3,695
Allied Health Program Expansion	600
Technological Infrastructure Investment	700
Research Initiative Investment	2,250
Online Education Investment	500
Recruiting & retaining faculty and staff	2,500
ERE Increases	1,000
Facilities Investments (Utilities; Operations and Maintenance; Debt Service)	1,400
Multi year pledge support	400
Total Strategic Investments	\$13,045
New Sources Available	\$10,645
Expenditure Reduction/Internal Reallocation	<u>(\$2,400)</u>
UNIVERSITY OF ARIZONA	
\$ in Thousands	
Employee & Staff Salary Adjustments	9,000
Minimum Wage Adjustment	2,000
Retention & Recruitment of Faculty and Academic Support	3,000
Guarantee Program Multi-Year Support	1,000
Facilities & Administrative Support	2,000
Enrollment Growth & Program Support	8,000
Student Recruitment, Retention, Engagement	1,500
Development Support Initiative	5,000
IT Infrastructure & Security	3,000
Deferred Maintenance/Building Renewal	11,800
Programs Supported by Fees	5,590
College of Medicine MD programs	84
Statewide Adjustments	(133)
Total Strategic Investments	51,841
New Sources Available	\$25,712
Expenditure Reduction/Reallocation	<u>(\$26,129)</u>

Arizona University System
President's Recommended
2017-2018
Base Tuition and Mandatory Fees

Undergraduate

ASU (All Campuses) - Resident Undergraduate -All students except freshmen and sophomores in the Polytechnic School and New College

ASU - Resident Undergraduate -Freshman and sophomore students in the Polytechnic School and New College

ASU (All campuses) - Nonresident Undergraduate -All domestic students except freshmen and sophomores in the Polytechnic School and New College

ASU - Nonresident Undergraduate -Freshman and sophomore students in the Polytechnic School and New College

ASU - Undergraduate International -All international students except freshmen and sophomores in the Polytechnic School and New College

ASU - Undergraduate International -Freshman and sophomore students in the Polytechnic School and New College

Arizona University System
President's Recommended
2017-2018
Base Tuition and Mandatory Fees

Undergraduate

ASU Colleges at Lake Havasu City - Resident Undergraduate

ASU Colleges at Lake Havasu City - Nonresident Undergraduate

ASU Eastern Arizona Colleges - Resident Undergraduate

Arizona University System
President's Recommended
2017-2018
Base Tuition and Mandatory Fees

Graduate

ASU (All Campuses) - Resident Graduate

	TUITION		MANDATORY FEES								TUITION + SURCHARGE + MANDATORY FEES
		Tuition Surcharge	AFAT	SRC	TECH	STUDENT PROGRAMS	STUDENT SVC FACILITY	HEALTH & WELLNESS	STUDENT ATHLETICS	Total Fees	
2016-17	\$10,810	\$270	\$96	\$50	\$100	\$50	\$150	\$80	\$150	\$946	\$11,756
2017-18	\$10,970	\$270	\$98	\$50	\$100	\$50	\$150	\$80	\$150	\$948	\$11,918
\$ Change	\$160	\$0	\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$2	\$162
% Change	1.5%										1.4%

ASU (All Campuses) - Nonresident Graduate

	TUITION		MANDATORY FEES								TUITION + MANDATORY FEES
			AFAT	SRC	TECH	STUDENT PROGRAMS	STUDENT SVC FACILITY	HEALTH & WELLNESS	STUDENT ATHLETICS	Total Fees	
2016-17	\$28,186		\$96	\$50	\$100	\$50	\$150	\$80	\$150	\$676	\$28,862
2017-18	\$29,176		\$98	\$50	\$100	\$50	\$150	\$80	\$150	\$678	\$29,854
\$ Change	\$990		\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$2	\$992
% Change	3.5%										3.4%

ASU (All Campuses) - Graduate International

	TUITION		MANDATORY FEES								TUITION + MANDATORY FEES
			AFAT	SRC	TECH	STUDENT PROGRAMS	STUDENT SVC FACILITY	HEALTH & WELLNESS	STUDENT ATHLETICS	Total Fees	
2016-17	\$29,986		\$96	\$50	\$100	\$50	\$150	\$80	\$150	\$676	\$30,662
2017-18	\$31,336		\$98	\$50	\$100	\$50	\$150	\$80	\$150	\$678	\$32,014
\$ Change	\$1,350		\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$2	\$1,352
% Change	4.5%										4.4%

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Arizona State University

Program Fees

Class Fees

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ARIZONA STATE UNIVERSITY

Fee Type	College/School/Program	Grad/Undergrad	Upper/Lower Division	New or Increase	Data Input		Per Semester				Reference Page #	Charge Basis
					Student Enrollment	Current Fee	Proposed	Incremental Increase	Incremental Increase per AY	Estimated Additional Revenue		
TOTAL										\$3,581,000		
GRADUATE - PROGRAM FEE												
Program Fee	Health Solutions/Post-Bac Cert Communication Sci & Disorders	Graduate		New	20	\$0	\$1,000	\$1,000	\$2,000	\$40,000	19	\$125 per CH
Program Fee	Health Solutions/MS Biomechanics	Graduate		New	24	\$0	\$1,600	\$1,600	\$3,200	\$76,800	21	per Semester
Program Fee	Teachers Coll/Med Educational Leadership	Graduate		New	25	\$0	\$750	\$750	\$1,500	\$37,500	23	per Program
Program Fee	Business/MS Management (Online)	Graduate		New	70	\$0	\$7,500	\$7,500	\$15,000	\$1,050,000	25	per Year/\$500 per CH
Program Fee	Liberal Arts & Sci/M Urban & Env Planning	Graduate		Increase	45	\$1,250	\$1,750	\$500	\$1,000	\$45,000	27	per Year
Program Fee	Nursing & Health Innov/DNP	Graduate		Increase	275	\$2,000	\$2,500	\$500	\$1,000	\$275,000	29	per Semester
Program Fee	Engineering/Masters programs with exclusions	Graduate		Increase	3,400	\$50	\$60	\$10	\$10	\$365,100	31	per CH
Program Fee	New College/MS Psychology	Graduate		Increase	50	\$15	\$31	\$16	\$32	\$13,100	33	per CH
Program Fee	Business/MS Finance	Graduate		Increase	50	\$11,000	\$11,500	\$500	\$1,000	\$50,000	35	per Year
Program Fee	Business/MS Global Logistics	Graduate		Increase	40	\$10,000	\$11,000	\$1,000	\$2,000	\$80,000	37	per Year
Program Fee	Business/MS Management	Graduate		Increase	35	\$6,500	\$7,500	\$1,000	\$2,000	\$70,000	39	per Year
Program Fee	Business/MBA (Online)	Graduate		Increase	150	\$8,125	\$8,625	\$500	\$1,000	\$150,000	41	per Year
Program Fee	Business/MBA (Full-Time)	Graduate		Increase	120	\$7,500	\$8,500	\$1,000	\$2,000	\$240,000	43	per Year
Program Fee	Business/MBA (Executive)	Graduate		Increase	35	\$13,125	\$14,750	\$1,625	\$3,250	\$113,800	45	per Year
Program Fee	Business/M Real Estate Development	Graduate		Increase	20	\$12,125	\$13,125	\$1,000	\$2,000	\$40,000	47	per Year
CLASS FEES												
Class Fee	Business/WPC 494 DU: Immersive Entrepreneurial Experience	Undergraduate	Upper	New	80	\$0	\$7,000	\$7,000	\$7,000	\$560,000	49	
Class Fee	Engineering/AMT 151 Flight Operations and Safety III.a 1	Undergraduate	Lower	New	6	\$0	\$8,898	\$8,898	\$8,898	\$53,400	50	
Class Fee	Engineering/AMT 206 Flight Operations and Safety IV.a 1	Undergraduate	Lower	New	6	\$0	\$7,855	\$7,855	\$7,855	\$47,100	51	
Class Fee	Engineering/AMT 211 Flight Operations and Safety V.a 1	Undergraduate	Lower	New	6	\$0	\$10,740	\$10,740	\$10,740	\$64,400	52	
Class Fee	Engineering/AMT 251 Flight Operations and Safety VI.a 1	Undergraduate	Lower	New	6	\$0	\$10,006	\$10,006	\$10,006	\$60,000	53	
Class Fee	Engineering/AMT 306 Flight Operations and Safety VII.a 1	Undergraduate	Upper	New	6	\$0	\$10,298	\$10,298	\$10,298	\$61,800	54	
Class Fee	Engineering/AMT 311 Flight Operations and Safety VII.a 1	Undergraduate	Upper	New	6	\$0	\$14,670	\$14,670	\$14,670	\$88,000	55	

ESTIMATED CURRENT REVENUE FROM COURSE FEES (2016-2017)

ASU											
Semester	Total # of courses in the course bank	Total # of courses with approved fees	# of courses offered	% with fees	Number of courses with fees \$100 and under	% of courses with fees \$100 and under	Revenue from \$100 and under	Number of courses with fees over \$100	% of courses with fees over \$100	Revenue from course fees over \$100	Total Revenue from course fees
Fall 2016	13,261	5,342	5,792	40.45%	2,279	39.35%	\$10,468,182	64	1.10%	\$364,163	\$10,832,345
Spring 2017			5,850	41.64%	2,383	40.74%	\$10,249,780	53	0.91%	\$369,465	\$10,619,245
TOTAL REVENUE FROM COURSE FEES								\$20,717,962		\$733,628	\$21,451,590

ASU EXISTING DIFFERENTIAL TUITION and PROGRAM FEES SUMMARY

DIFFERENTIAL TUITION

DATE ESTABLISHED	COLLEGE/SCHOOL	PROGRAM	UG/GRAD	AMOUNT	EST. ANNUAL REVENUE \$
April 2011	Business	Undergraduate programs	Undergraduate	\$400/semester \$100/credit (Online)	\$10,048,000
April 2011	Design and the Arts	Undergraduate programs (Fr./So.)	Undergraduate	\$150/semester	\$513,000
April 2011	Design and the Arts	Undergraduate programs (Jr./Sr.)	Undergraduate	\$300/semester	\$1,294,000
April 2012	Engineering	Undergraduate programs	Undergraduate	\$400/semester \$633/credit (Online)	\$13,714,000
December 2007	Journalism	Cronkite Graduate Programs	Graduate	\$1,000/semester	\$154,000
April 2011	Journalism	Undergraduate programs	Undergraduate	\$500/semester	\$1,022,000
April 2013	Law	Juris Doctorate	Graduate	\$7,725 (Resident) \$7,507 (Non-resident)	\$10,624,000
December 2008	Nursing and Health	Undergraduate programs	Undergraduate	\$750/semester \$435/credit (Online)	\$552,000
May 2015	Thunderbird	Bachelor of Global Management Fr/Soph	Undergraduate	\$400/semester	\$45,000
May 2015	Thunderbird	Bachelor of Global Management Jr/Sr	Undergraduate	\$800/semester	\$14,000

PROGRAM FEES

DATE ESTABLISHED	COLLEGE/SCHOOL	PROGRAM	UG/GRAD	AMOUNT	EST. ANNUAL REVENUE \$
April 2011	Business	Master of Real Estate Development	Graduate	\$12,125/semester	\$509,000
April 2011	Business	MS Taxation MS Accountancy	Graduate	\$4,000/semester part-time \$6,500/semester full-time	\$1,500,000
April 2005	Business	Non-majors enrolled in business courses	Graduate	\$500/credit	\$12,000
March 2006	Business	W.P. Carey MBA: Corporate	Graduate	\$1,104/credit	\$0
April 2011	Business	W.P. Carey MBA: Evening W.P. Carey MBA: Full-time W.P. Carey MBA: Online	Graduate	\$16,250/year \$15,000/year \$16,250/year	\$11,574,000
April 2011	Business	W.P. Carey MBA: Executive	Graduate	\$13,125/semester	\$1,653,000
December 2008	Business	Master in Management	Graduate	\$6,500/semester	\$494,000
April 2011	Business	Master Science Information Management-Tempe	Graduate	\$6,100/semester	\$536,000
April 2011	Business	Master Science Information Management-Online	Graduate	\$4,575/semester - 1st and 2nd; \$3,050/3rd and 4th semester	\$820,000
April 2011	Business	Program Facility Fee	Undergraduate	\$125/semester	\$2,843,000
April 2013	Business	Master Business Analytics	Graduate	\$10,500/semester	\$2,646,000
April 2014	Business	Master Business Analytics - Online	Graduate	\$12,000/semester	\$576,000
April 2014	Business	Master Finance	Graduate	\$11,500/semester	\$1,164,000
April 2014	Business	Master Global Logistics	Graduate	\$10,000/semester	\$800,000
April 2011	Design and the Arts	Master of Architecture	Graduate	\$2,425/semester	\$403,000
December 2008	Design and the Arts	Master of Healthcare Environmental Design	Graduate	\$2,500/semester	\$0
April 2011	Design and the Arts	Master of Landscape Architecture	Graduate	\$2,425/semester	\$42,000
April 2011	Design and the Arts	Master of Urban Design	Graduate	\$2,425/semester	\$33,000
March 2006	Design and the Arts	Master Science Design	Graduate	\$500/semester	\$21,000
April 2011	Design and the Arts	Master of Industrial Design	Graduate	\$2,425/semester	\$237,000
April 2011	Design and the Arts	Master of Interior Architecture	Graduate	\$2,425/semester	\$111,000
April 2011	Design and the Arts	Master of Visual Communication Design	Graduate	\$2,425/semester	\$135,000
March 2006	Design and the Arts	MS Building Design (Built Environment)	Graduate	\$1,625/semester	\$52,000
April 2013	Design and the Arts	Master of Arts	Graduate	\$400/semester	\$358,000
April 2013	Design and the Arts	BA in Film	Undergraduate	\$300/semester	\$35,000
April 2004	Engineering	Engineering Graduation programs - Online ASU Managed	Graduate	\$402/credit	\$1,401,000
April 2005	Engineering	Engr Graduate Programs, except online	Graduate	\$400/semester Phasing in to max of \$1,300/semester in fall 2017 (Online - PRS Managed)	\$2,552,000
March 2010	Engineering	PSM in Solar Energy and Commercialization	Graduate	\$500/credit	\$192,000
April 2013	Engineering	MS Supply Chain Mgt & Eng	Graduate	\$6,250/semester	\$0
May 2015	Engineering	MS Software Engineering	Graduate	\$400/semester	\$35,000
December 2008	Graduate College	MS Translational Neuroscience	Graduate	\$250/credit	\$0
March 2010	Health Solutions	Master of Advanced Study in Health Informatics	Graduate	\$350/credit	\$67,000
December 2008	Health Solutions	DBH Behavioral Health	Graduate	\$5,000/semester	\$1,544,000
April 2014	Health Solutions	Biomedical Diagnostics	Graduate	\$2,000/semester \$222/credit (Online)	\$161,000
April 2012	Health Solutions	MS Healthcare Delivery	Graduate	\$2500/semester	\$472,000
April 2014	Health Solutions	SNHP Graduate	Graduate	\$500/semester \$180/credit (Online)	\$173,000
April 2011	Health Solutions	SNHP Undergraduate	Undergraduate	\$300/semester \$125/credit (Online)	\$4,225,000
April 2011	Health Solutions	Speech and Hearing Science	Undergraduate	\$400/semester	\$276,000
March 2010	Health Solutions	Doctorate in Audiology	Graduate	\$1,200/semester	\$93,000
March 2010	Health Solutions	Master of Science in Communications Disorders	Graduate	\$800/semester	\$121,000
March 2010	Health Solutions	Speech - Language Pathology Assistant Certificate	Undergraduate	\$250/credit	\$45,000
May 2015	Health Solutions	ASU Dietetic Internship Program	Graduate	\$1,000/semester	\$16,000
April 2016	Health Solutions	Master of Integrated Health Care	Graduate	\$2,000/semester	\$0
April 2016	Health Solutions	Master of Science in Biomedical Informatics	Graduate	\$2,000/semester	\$56,000
April 2012	Law	Master of Laws LLM	Graduate	\$8,375/semester	\$187,000

ASU EXISTING DIFFERENTIAL TUITION and PROGRAM FEES SUMMARY

PROGRAM FEES					
April 2012	Law	Master of Laws/Legal Studies (Res) Master of Laws/Legal Studies (Non-Res)	Graduate	\$15,600/semester FT and \$1,400/credit PT \$19,600/Semester and \$1,700/credit PT	\$428,000
April 2014	Law	Master of Laws (MLS) Online	Graduate	\$548/credit	\$832,000
May 2015	Law	MLS Sports Law Business	Graduate	\$1,014/credit resident \$1,200/credit non-resident	\$341,000
December 2008	Liberal Arts & Sciences	MA Applied Ethics & the Professions	Graduate	\$350/credit hour (\$10,500 for 30 credits executive track)	
December 2008	Liberal Arts & Sciences	MAS American Media and Popular Culture	Graduate	\$250/course	\$29,000
April 2004	Liberal Arts & Sciences	MAS Geographical Information Systems	Graduate	\$400/credit	\$323,000
December 2007	Liberal Arts & Sciences	MAS Infant Family Practice	Graduate	\$300/credit	\$12,000
December 2007	Liberal Arts & Sciences	MAS Marriage and Family Therapy	Graduate	\$475/credit	\$302,000
April 2011	Liberal Arts & Sciences	MAS Transborder Studies	Graduate	\$250/credit	\$0
April 2005	Liberal Arts & Sciences	Master of Liberal Studies	Graduate	\$200/credit	\$376,000
April 2011	Liberal Arts & Sciences	Master of Urban & Environmental Planning	Graduate	\$1,250/semester	\$105,000
December 2007	Liberal Arts & Sciences	MS Biochemistry	Graduate	\$300/semester	\$2,400
April 2011	Liberal Arts & Sciences	PSM Nanotechnology	Graduate	\$1,000/semester FT and \$500/semester PT	\$18,000
December 2008	Future of Innovation III Society	Masters of Science and Technology Policy	Graduate	\$250/credit	\$61,000
December 2008	Liberal Arts & Sciences	Master of Advanced Study in Screenwriting	Graduate	\$250/semester	\$0
April 2011	Liberal Arts & Sciences	MS Counseling	Graduate	\$300/semester	\$700,000
Spring 2015	Liberal Arts & Sciences	Biomimicry Certificate and MS	Graduate	\$248/credit	\$217,000
April 2011	Liberal Arts & Sciences	Life/Natural Sciences	Undergraduate	\$400/semester	\$5,630,000
May 2015	Liberal Arts & Sciences	Master of Applied Behavioral Analysis	Graduate	\$2,500/semester	\$200,000
April 2016	Liberal Arts & Sciences	MA History - Online	Graduate	\$40/Credit	\$89,000
March 2010	New Interdis Arts & Sciences	MS Psychology	Graduate	\$250/semester (maximum of \$500)	\$16,000
December 2007	Nursing and Health	Doctor of Nursing Practice	Graduate	\$2,000/semester	\$844,000
December 2007	Nursing and Health	Master of Healthcare Innovation	Graduate	\$2,000/semester	\$261,000
December 2007	Nursing and Health	MS Clinical Research Management	Graduate	\$250/credit (maximum \$2,000)	\$271,000
April 2005	Nursing and Health	MS Nursing	Graduate	\$750/semester	\$37,000
December 2007	Nursing and Health	Nursing Graduate Certificates	Graduate	\$250/credit (maximum \$2,000)	\$43,000
December 2007	Nursing and Health	PhD in Nursing and Healthcare Innovation	Graduate	\$2,000/semester	\$94,000
March 2010	Nursing and Health	Master of Public Health	Graduate	\$2,500/semester	\$0
March 2010	Nursing and Health	Second Degree Students Pursing BSN	Undergraduate	\$5,500/semester	\$517,000
April 2011	Nursing and Health	Undergraduate BSN Pre-Licensure	Undergraduate	\$1,000/semester	\$1,359,000
April 2011	Nursing and Health	Undergraduate Non-Nursing	Undergraduate	\$300/semester	\$608,000
April 2011	Nursing and Health	Undergraduate Non-Nursing - Online	Undergraduate	\$300/semester	\$608,000
April 2011	Public Programs	Cert in NP Leadership Mgt Comm Research/Development	Graduate	\$300/semester	\$7,000
December 2008	Public Programs	Certificate in Trauma and Bereavement	Graduate	\$500 one time fee	\$1,000
April 2011	Public Programs	Master NonProfit Std Comm Resources/Development	Graduate	\$350/semester	\$32,000
April 2011	Public Programs	Master of Public Administration	Graduate	\$1,250/semester	\$321,000
April 2011	Public Programs	Master of Public Policy	Graduate	\$1,250/semester	\$75,000
April 2014	Public Programs	MA Emergency Management & Homeland Security	Graduate	\$50/credit	\$374,000
March 2010	Public Programs	Master of Social Work	Graduate	\$650/semester \$97/credit (Online)	\$1,732,000
April 2016	Public Programs	Master of Public Safety Leadership and Administration	Graduate	\$660/semester \$40/credit (Online)	\$34,000
April 2016	Public Programs	Executive Master of Public Administration	Graduate	\$5,300/semester	\$0
April 2011	Public Programs	Undergraduate Social Work	Undergraduate	\$325/semester	\$352,000
April 2016	Public Programs	BS Criminology and Criminal Justice - Online	Undergraduate	\$17/credit	\$80,000
April 2013	School of Sustainability	Executive MS in Sustainability Leadership	Graduate	\$10,000/semester	\$290,000
April 2015	School of Sustainability	MS in Sustainability Leadership - Online	Graduate	\$208/Credit	\$184,000
December 2008	Teachers College	M.Ed. Curriculum & Instruction (Elementary, Early Childhood, Secondary)	Graduate	\$500/semester (maximum of \$1,000)	\$105,000
April 2013	Teachers College	M.Ed. Curriculum & Instruction (Elementary, Early Childhood, Secondary) - Online	Graduate	\$950/semester	\$1,420,000
May 2015	Teachers College	EdD Leadership and Innovation - Online	Graduate	\$183/credit	\$149,000
May 2015	Teachers College	ME.d Higher and Postsecondary Education	Undergraduate	\$700/semester	\$73,000
April 2016	Teachers College	BAE Educational Studies - Online		\$30/credit	\$84,000
December 2008	Technology and Innovation	PSM Science, Engineering, and Technology Management	Graduate	\$500/credit	\$0
March 2010	Technology and Innovation	MS in Engineering Entrepreneurship & Innovation	Graduate	\$1,250/credit	\$0
May 2015	Thunderbird	Master of Global Management, Full Time	Graduate	\$1,750/credit	\$3,926,000
May 2015	Thunderbird	MA Global Affairs & Management	Graduate	\$1,333/credit	\$1,916,000
May 2015	Thunderbird	Executive Master of Global Management	Graduate	\$2598.30/credit	\$886,000
May 2015	Thunderbird	Graduate Certificate (Non-ASU)	Graduate	\$508/credit	\$0
May 2015	Thunderbird	Graduate Certificate (ASU)	Graduate	\$208/credit	\$16,000
May 2015	Thunderbird	Online Master of Global Management	Graduate	\$1,475/credit	\$1,213,000

PROGRAM FEE REQUEST

University Arizona State University

College/School College of Health Solutions

Department Speech & Hearing Science

Program Communication Sciences and Disorders Certificate

Graduate <u>X</u>	Undergraduate _____	Upper Division _____	Lower Division _____
New	\$ <u>125/credit</u> (Proposed)	Fall 2017 (Effective Date)	
Existing	\$ _____ (Proposed)	\$ _____ (Current)	_____ (Year Approved)

Rationale for Request

The post-baccalaureate certificate in Communication Sciences and Disorders is offered by the Speech and Hearing Sciences department to provide a set of coursework to prepare students without an undergraduate degree in communication sciences and disorders to apply for graduate school in the discipline. The certificate on the student's transcript will provide a competitive advantage for students who are applying for graduate school in speech and hearing fields.

The courses that comprise the certificate are taught by departmental faculty and most are at capacity. Sections will need to be added in some courses to accommodate certificate students. Additionally, the certificate program students will require professional advising to assure they have all the prerequisite coursework to apply to graduate school in communicative disorders or audiology.

Compliance with Board Guidelines

Cost of Instruction. Students who want to apply to a graduate program in Speech-Language Pathology or Audiology must take a series of prerequisite courses that are part of the major. Currently, students enroll for these courses as non-degree seeking students and increase enrollment in these classes, often making it difficult for our degree-seeking students to get into classes. Therefore, additional sections are needed to accommodate these certificate students. This fee will enable the department to add sections to classes as enrollment increases, hire additional faculty associates and employ graduate teaching assistants to offer more labs. This will allow us to accommodate both the degree-seeking and certificate students so they can complete their coursework efficiently.

Access and Affordability. 17% of fee revenue will be set-aside for need-based financial aid.

Student Consultation

A focus group was conducted in January 2017 with 18 of the 20 students currently taking the prerequisite coursework to gain input on the proposed fee. The feedback was positive in favor of the program fee, provided the funds were used for additional advising and to offer additional sections of classes, labs and other opportunities to enhance the student experience.

Following is a summary of the survey responses:

94% approve a program fee to provide advising on relevant graduate and professional schools, jobs and internships,

88% approve a program fee if it improves the quality of instruction,

88% approve a program fee if it leads to new 'clinical skills' courses that include actual practice,

83% approve a program fee if the funds are invested directly back into the college to enhance the student experience.

MARKET PRICING

Below is a comparison to other programs nationally that offer post baccalaureate certificates or programs.

Institution	Degree	Resident tuition and fees (per year)	Nonresident tuition and fees (per year)
Arizona State University	Communication Sciences and Disorders Post-Baccalaureate Certificate	\$14,026 \$24,07	8
Florida State University	SLP Prerequisites (Bridge) Program	\$12,964 \$12,96	4
University of Washington – Seattle	Post Bac in Speech-Language Pathology	\$23,847 \$23,84	7
University of Wisconsin – Madison	Comm Science & Disorders Post Bac Cert	\$10,488 \$34,73	8
Northwestern Pre-Speech Pathology		\$9,175	\$9,175
University of Oregon	Comm Disorders Post Bac Program	\$5,544 \$19,65	6
University of Vermont	SLP Pre Master's Track	\$11,322	\$11,322
Pacific University Oregon	SLP Post Baccalaureate	\$10,125	\$10,125

ACCOUNTABILITY

Financial Aid Set Aside Amount: 17 %

Proposed Annual Revenue

Program Fee	\$	2,000
Number of Students	#	20
Total Revenue	=	40,000

Proposed Annual Expenditures

Financial Aid Set Aside	\$	6,800
Institutional and Advising Personnel	\$	15,000
Support Staff	\$	15,000
Operating Expenses	\$	3,200
Total Program Costs	=	40,000

PROGRAM FEE REQUEST

University Arizona State University

College/School College of Health Solutions

Department Nutrition & Health Promotion

Program MS in Biomechanics

Graduate <u>X</u>	Undergraduate _____	Upper Division _____
New	\$ <u>1,600/semester</u> (Proposed)	Fall 2017 (Effective Date)
Existing	\$ _____ (Proposed)	\$ _____ (Current)

Rationale for Request

A fundamental component and unique feature of the MS in Biomechanics is to provide intensive, hands-on experience with gold-standard equipment and resources that are used in biomechanical assessment facilities in both academic and clinical settings. To appropriately prepare students for future employment as research or clinical associates or continued education in doctoral programs, the resources of the program must be enhanced beyond their current capabilities. The program fee has been designed to support the investment in these necessary pieces of equipment, as well as provide a continued revenue stream to support software upgrades and maintenance.

Compliance with Board Guidelines

Quality of the Student Experience. The MS in Biomechanics degree program is designed for advanced study of human movement through the implementation of mechanical principles. Specifically, the curriculum is heavily focused on the application of biomechanical concepts with regard to both clinical and research applications by transitioning the students to intensive hands-on, experiential learning during the second year of the program. The program will prepare students to continue into a doctoral program or seek employment in a clinical, research, or industry setting.

For students to have the skill set needed to be competitive job applicants, they must have the opportunity to train and gain experience with the equipment utilized in the field. Upon surveying the jobs posted on the International Society of Biomechanics job board (Biomch-L, the premier job posting location in the field) over the last 18 months, applicants are asked to have laboratory experience analyzing human motion with 3D motion capture, force plates, and electromyography and showcase proficiency with specialized software utilized to analyze data collected. Additionally, it is commonly requested that applicants have research experience and practical knowledge of research principles to be able to aid ongoing laboratory (research or clinical) duties, such as participant preparations, study planning, client movement analyses, research data collection, equipment maintenance, and computer support.

To appropriately prepare students for future employment as research or clinical associates or continued education in doctoral programs, the resources of the program must be enhanced beyond their current capabilities. The program fee has been designed to support the investment in these necessary pieces of equipment, as well as provide a continued revenue stream to offset software upgrades and maintenance.

Access and Affordability. 17% of the fee revenue will be set-aside for financial aid.

Student Consultation

Undergraduate students in biomechanics and biomechanics-related courses were given the opportunity to provide feedback on the fees proposed for the MS Biomechanics degree. Students were given background information about the MS proposal and the purpose of the fees in order to provide the students with proper context for the request. Survey participation was completely voluntary.

There was overwhelming support for fees at the proposed amount: 90% of respondents believed the proposed fee is comparable to other programs; 87% felt the \$1,600 program fee is justifiable considering the requirement for additional equipment and resources for students; 89% would not change majors if a program fee was approved.

MARKET PRICING

As the MS in Biomechanics Program is the first of its kind in the country it is not possible to find directly comparable programs. However, we are able to make comparisons to the other graduate program options that students with similar interests have. Students in the Kinesiology Program (for example) regularly report that they are interested in attending Physical Therapy school, graduate school in kinesiology, graduate school in athletic training, and other medical school options (such as Medical Degree, Chiropractic, Physician Assistant, and Osteopathic Medicine programs) upon graduation. As the earning potential for many medical professions (e.g., MD) is much greater than the earning potential for someone with an MS in Kinesiology we compare to graduate programs that have similar starting salaries

Institution	Degree	Resident tuition and fees (per year)	Nonresident tuition and fees (per year)
Arizona State University	MS in Biomechanics	\$15,976	\$26,028
Northern Arizona University	Physical Therapy	\$14,906	\$26,892
Ohio State University – Columbus	Physical Therapy	\$13,361	\$31,529
Pennsylvania State University – Main Campus	MS Kinesiology, Biomechanics Concentration	\$15,924	\$26,652
University of Iowa	Physical Therapy	\$13,372	\$20,095
University of Maryland – Baltimore	Physical Therapy	\$12,484	\$20,224
University of Minnesota – Twin Cities	MS Kinesiology, Biomechanics Concentration	\$16,240	\$25,120
University of Wisconsin – Madison	Physical Therapy	\$12,942	\$26,269

ACCOUNTABILITY

Financial Aid Set Aside Amount: 17 %

Proposed Annual Revenue

Program Fee	\$	3,200
Number of Students	#	24
Total Revenue	=	76,800

Proposed Annual Expenditures

Financial Aid Set Aside	\$	13,056
Institutional and Advising Personnel	\$	
Support Staff	\$	
Operating Expenses	\$	63,744
Total Program Costs	=	76,800

PROGRAM FEE REQUEST

University Arizona State University

College/School Mary Lou Fulton Teachers College

Department Division of Educational Leadership and Innovation Program M.Ed., Educational Leadership

Graduate <input checked="" type="checkbox"/>	Undergraduate _____	Upper Division _____
New	\$1500.00/program (\$42/CH) (Proposed)	Fall 2017 (Effective Date)
Existing	\$ _____ (Proposed)	\$ _____ (Current)

Rationale for Request

The M.Ed. in Educational Leadership program is delivered through a series of hybrid format core courses, with face-to-face and online components, and an intensive internship experience. With the increased focus on the quality of hybrid programs, we have learned that there are expenses associated with quality programming that are not being addressed with current resources. We must ensure the learning experience of the master's degree students is of the highest quality, including frequent feedback and substantive support during the internship. The primary purpose of the program fee is to provide support for faculty and internship coaches, internship coordination, hybrid course development and design, and technical expertise.

Compliance with Board Guidelines

Quality of the Student Experience. The purpose of the program fee is to ensure a high-quality learning experience for Educational Leadership students. The fee will provide coaching, mentoring and administrative support for Educational Leadership students as they engage in the year-long internship component of the program.

Fee revenues will support investments in four main areas:

1. Compensation for leadership coaches, who will mentor students through their year-long internship experience.
2. Curricular student support services, which will provide service to students to support the development and mastery of core program competencies and skills; for example, this item may include service such as the ASU Communication, Assessment and Learning (CALL) lab, which offers students substantive feedback on effective communication strategies.
3. Enhanced administrative coordination for all students in their principal internship.
4. Operating expenses, including professional development, travel, etc. for leadership coaches to support the fulfillment of program and course learning objectives.

Access and Affordability. 17% of revenue will be set aside to award as scholarships to students.

Student Consultation

Feedback on the proposed program fee was solicited from currently enrolled master's students and student leaders (n=23) through an online survey. Sixty-six percent of respondents were supportive of the fee if it is used to support mentorship through the internship experience. To solicit feedback, college leadership also provided information about the proposed fee to the President of the Graduate and Professional Student Association, who shared the information with the Assembly student representatives from the Teachers College. We requested notification by November 18 if further discussion was requested. To date, no follow up has been requested.

Additionally, a leadership coaching pilot project was conducted during the Spring 2016 semester. Twenty-two students in the hybrid Educational Leadership program elected to participate. Student responses to the pilot were very positive, noting that the leadership coaches provided a personal conduit to a practicing administrator and individualized internship support. Coaches provided crucial feedback on core internship components; mentorship on academic and professional decisions; and knowledge and feedback on components of successful school leadership.

MARKET PRICING

From a marketing perspective, the ASU Educational Leadership program compares favorably in pricing structure. Resident and non-resident tuition at institutions in ASU's peer set are provided below. These figures best represent the cost of both a master's degree (or equivalent) in Educational Leadership and principalship licensure; while at many institutions (like ASU) these programs are combined, some offer principalship preparation as a separate graduate certification.

AY 2016-17 Tuition and Fees

University	Program	Resident	Non-Resident
Arizona State University	MEd, Educational Leadership (Hybrid)	\$29,724	\$43,124
University of Washington, Seattle	MEd, Educational Leadership and Policy Studies	\$34,644	\$57,314
Florida State University	MS, Educational Leadership and Administration	\$17,255	\$52,715
Indiana University, Bloomington	MSEd, Educational Leadership	\$17,697	\$48,352
Michigan State University	MA, K-12 Educational Administration	\$27,873	\$53,485
Ohio State University	MA, Educational Studies, Educational Administration + Principal Licensure Program	\$25,276	\$64,220
Pennsylvania State University, Main Campus	MEd, Educational Leadership (with Principal licensure)	\$29,856	\$47,736
Rutgers University	EDM, Educational Administration and Supervision: NJ Principal and Supervision Certification	\$44,300	\$65,084
University of Arizona	MEd, Educational Leadership	\$31,280	\$64,292
University of California, Los Angeles	MEd, Principalship Leadership Institute	\$22,110	\$52,314
University of Connecticut	Sixth year diploma, Administrator Preparation Program	\$27,699	\$64,653
University of Illinois, Urbana-Champaign	EDM, Education Policy, Organization and Leadership: Educational Administration and Leadership, Principal Preparation concentration	\$21,640	\$40,620
University of Iowa	MA, Educational Leadership (with Principal licensure)	\$45,760	\$114,584
University of Minnesota, Twin Cities	MA, Organizational Leadership, Policy and Development, Educational Policy and Leadership program (Note: Program does not meet MN principal certification requirements)	\$54,205	\$80,475
University of Texas, Austin	MEd, Public School Executive Leadership Program, Principalship Program	\$18,881	\$39,354
University of Wisconsin, Madison	MS, Educational Leadership and Policy Analysis + Principal licensure	\$23,935	\$50,589
Northern Arizona University	MEd, Educational Leadership, Principalship, PreK-12	\$17,852	\$40,640

ACCOUNTABILITY

Financial Aid Set Aside Amount: 17 %

Proposed Annual Revenue

Program Fee	\$	1500
Number of Students	#	25
Total Revenue	=	37,500

Proposed Annual Expenditures

Financial Aid Set Aside	\$	6,375
Institutional and Advising Personnel	\$	27,000
Support Staff	\$	2,062.50
Operating Expenses	\$	2,062.50
Total Program Costs	=	37,500

PROGRAM FEE REQUEST

University Arizona State University

College/School W. P. Carey School of Business

Department Graduate Programs

Program Online Master of Science in Management (MiM)

Graduate <u>X</u>	Undergraduate _____	Upper Division _____
New	\$ <u>15,000</u> (Proposed)	Fall 2017 (Effective Date)
Existing	— (Proposed)	(Current) _____ (Year Approved)

Rationale for Request

The Master of Science in Management (MiM) degree was first offered on-campus in fall 2012. The Graduate Programs Office of the W. P. Carey School is partnering with EdPlus and ASU Online to offer an online platform extension of the MS in Management program launching fall 2017. The MIM degree program has three distinct components that add immediate value by providing students with exposure to key business principles, exploring leadership concepts in-depth and concluding with a capstone consulting project that bridges the gap between academic learning and real-world business applications.

Compliance with Board Guidelines

Quality of the Student Experience. Program fees will fund program components which significantly enhance the quality of the student experience. The program fee revenue will be used to fund enhancements to the curriculum through investments in faculty, a high level of student services, advanced software, technology, supplies, and academic alliance costs. Through the fees, graduates of the program can increase their earnings potential as they are able to receive career counseling, participate in networking activities, and will learn through knowledgeable faculty that maintain significant research and industry connections.

The W. P. Carey Graduate Programs Student Services Team provides full service academic, co-curricular and student engagement support from the time students are admitted, through graduation and beyond. Such support contributes to exceptional student retention and academic success. In addition, our high level of service lays the foundation for a relationship with the University and the W. P. Carey School.

Access and Affordability. 17% of the program fee is set-aside for scholarship purposes. Designated financial aid counselors provide a full-range of financial aid knowledge and assistance.

Student Consultation

The Graduate Program Office (GPO) engaged MiM ground students since on the online MiM is a new program. The students were contacted in several ways to provide feedback on the proposed fee. The students were notified of the proposal through the weekly newsletter. The GPO administration attended a class where 29 MiM students were in attendance. Students asked questions about how competitor/peer programs' pricing affected decision making for W. P. Carey School of Business programs, and also about how the 17% scholarship allocation method works across programs. A lunch was scheduled to discuss the fee proposal and office hours were held for students who wanted to provide feedback; none attended. Emails were also sent from the Assistant Dean to the students requesting their feedback. We did not receive any opposition to the fee proposal.

MARKET PRICING

Institution Deg	Fee	Resident tuition and fees, annual	Non-resident tuition and fees, annual
Arizona State University	MS in Management (online)	24,800	\$24,800
Colorado State University (Global Campus)	MS in Management (online)	19,800	19,800
Boston University (Carroll)	MS in Management (online)	28,865	28,865
Michigan State University (Broad)	MS in Management, Strategy, and Leadership (online)	32,700	32,700
Indiana University (Kelley)	Master of Science in Strategic Management (online)	39,000	39,000
University of Texas – Dallas (Jindal)	MS in Management Science (online)	18,252	24,252
Texas A&M (Mays)	MS in Management (online)	24,500	24,500
University of Notre Dame	MS in Management	30,450	30,450
Northwestern University (Kellogg)	MS in Management	48,000	48,000
Grand Canyon University	MS in Leadership	21,830	21,830
Pennsylvania State University – Main Campus	MS in Management	22,000	36,000
University of Texas – Austin	MBA with management focus	53,302	68,836
University of Washington – Seattle	MBA with leadership focus	57,906	54,258
Northern Arizona University	MBA applied management	18,612	28,838
University of Arizona	N/A		

ACCOUNTABILITY

Financial Aid Set Aside Amount: 17 %

Proposed Annual Revenue

Program Fee	\$	15,000
Number of Students	#	70
Total Revenue	=	\$1,050,000

Proposed Annual Expenditures

Financial Aid Set Aside	\$	178,800
Faculty and Curriculum Development and Delivery	\$	211,500
Student Support staff, student services, admissions, and career management	\$	310,000
Operating Expenses	\$	350,300
Total Program Costs	=	1,050,000

PROGRAM FEE REQUEST

University: Arizona State University

College/School: College of Liberal Arts & Sciences

Department: School of Geographical Sciences & Urban Planning Program: Masters in Urban & Environmental Planning

Graduate <u>X</u>	Undergraduate	Upper Division	Lower Division
New	\$ _____ (Proposed)	_____ (Effective Date)	
Existing	\$ <u>\$3,500 per year</u> (Proposed)	\$ <u>\$2,500 per year</u> (Current)	<u>2015</u> (Year Approved)

Rationale for Request

The Masters in Urban and Environmental Planning (MUEP) takes full advantage of the wide array of faculty expertise, state-of-the-art computing and studio facilities, and its location in one of the largest metropolitan areas in the country. We are seeking an increase to \$3,500 per student per year effective for the incoming class in Fall 2018. This increase is requested to address the caliber and volume of support needed by the applicant and attending body of this program, the need to dedicate both professional student services and instructional support adequate to oversee the program and to optimize the school's opportunity of retaining a solid accreditation from the Planning Accreditation Board, the program's official accreditor. The proposed program is consistent with the University's enterprise model of program development. The Board of Regents allows program fees to be approved based on market conditions. We provide evidence that there is an adequate market to support these fees in comparable program settings.

Compliance with Board Guidelines

Quality of the Student Experience. The MUEP is accredited by the Planning Accreditation Board and among the key criteria considered by the accrediting body is the hiring of clinical faculty/professors of practice. This is an area of concern raised directly by the student body and recognized by current faculty. The proposal encompasses a planned increase in both the number of such faculty *and* the rate of pay to help recruit the very best professionals as program instructors. Recent experience has also shown that we must offer dedicated professional student services support; the addition of a dedicated Program Coordinator will ensure that students receive top quality support. This individual will work with students from the moment of their initial inquiry through admission and ultimately graduation while also working to increase the diversity of internship and capstone project opportunities available. The MUEP Opportunity Fund will provide every student with \$400 per academic year for independently determined expenses pursuant to improving their educational experience, be that for the purchase of data for analysis, specialized software or conference/research-related travel. The school will continue to conduct a "Boot Camp" as a component of the orientation process, which consists of introductions to critical components of the class, technology that will be used throughout the program and appropriate methodological and statistical basics to ensure all students are prepared for the start of their program.

Access and Affordability. 17% of program fee revenue will be set-aside for need-based financial aid.

Student Consultation

The School distributed an electronic survey to 246 alumni of the MUEP program. Questions were asked about the quality of the program and value of the fee (as well as its reasonableness), including: dedicated program administrative staff; the need for professors of practice; the importance of good internship/capstone opportunities; facility and technological/instructional needs. At least 86% of respondents agreed with the need for the school to invest program fee income in ensuring the outlined services are provided; 100% agreed that the school must hire more professors of practice and 96% agreed that additional support for internships/projects is necessary; 69% rated the proposed fee as reasonable. The school also hosted an in-person forum for existing MUEP students. Eleven students (~24% of enrollment) attended this hour-long meeting with school and program leadership. These students identified the need for a more diverse faculty experientially as well as greater opportunities for substantive internships to strengthen career readiness. All felt that increased staff capacity, especially if filled by an individual with planning experience, would significantly improve the school's ability to recruit other professionals to teach, build the relationships needed to improve engagement opportunities, and to support traditional "academic" faculty in ensuring program and curriculum changes reflect the professional world most graduates will enter.

MARKET PRICING

Institution	Degree	Resident Tuition	Non-Resident Tuition
Arizona State University	MUEP: Masters of Environmental Planning	\$ 30,552	\$ 63,585
University of California - Los Angeles	MURP: Masters in Urban and Regional Planning	\$ 45,933	\$ 71,395
Florida State University	MPS: Masters of Science in Planning	\$ 23,007	\$ 53,315
University of Illinois - Urbana-Champaign	MUP: Masters in Urban Planning	\$ 34,512	\$ 62,984
University of Iowa	MA in Urban and Regional Planning	\$ 19,386	\$ 53,742
University of Maryland - College Park	MCP: Masters of Community Planning	\$ 34,324	\$ 70,468
Michigan State University	MURP: Masters in Urban and Regional Planning	\$ 30,112	\$ 59,094
University of Minnesota - Twin Cities	MURP: Masters in Urban and Regional Planning	\$ 39,305	\$ 55,829
Rutgers University - New Brunswick	MCRS Master of City and Regional Planning	\$ 40,328	\$ 61,976
University of Washington - Seattle	MUP: Masters in Urban Planning	\$ 35,952	\$ 62,424
University of Wisconsin - Madison	MURP: Masters in Urban and Regional Planning	\$ 23,740	\$ 50,393
University of Arizona	MSP: Master of Science in Planning	\$ 30,794	\$ 70,296

ACCOUNTABILITY

Financial Aid Set Aside Amount: 17 %

Proposed Annual Revenue

Program Fee	\$	3,500
Number of Students	#	45
Total Revenue	=	157,500

Proposed Annual Expenditures

Financial Aid Set Aside	\$	26,775
Institutional and Advising Personnel	\$	55,739
Support Staff	\$	39,435
Operating Expenses	\$	35,551
Total Program Costs	=	157,500

PROGRAM FEE REQUEST

University Arizona State University

College/School College of Nursing & Health Innovation

Department _____

Program Doctor of Nursing Practice (DNP)

Graduate x _____

Undergraduate _____

Upper Division _____

Lower Division _____

New

\$ _____

(Proposed)

(Effective Date)

Existing

\$2,500

\$2,000

2008

(Proposed)

(Current)

(Year Approved)

Rationale for Request

The college is proposing a \$500/semester increase in the DNP program fee from \$2,000 to \$2,500 per semester. The DNP program fee was instituted nine years ago and has not been adjusted since that time. While the program fee adequately covered program delivery costs nine years ago, the costs of the program have increased during the past decade primarily due to increasing faculty salaries, cost of maintaining state of the art simulation labs, costs associated with standardized patients, and a lowering of student faculty ratios by outside accrediting agencies and clinical sites. The proposed fee increase will allow the college to attract and maintain quality faculty, introduce standardized patients, keep the simulation lab current, and lower student faculty ratios. Nurses with the DNP credential are highly sought after and the salaries are substantial.

Compliance with Board Guidelines

Quality of the Student Experience. Students entering this program are usually employed nurses who work a variety of shifts. This program was designed to make it easier for employed nurses, who might work or live at a distance, to continue their education without having to travel to campus for the vast majority of their coursework. The online learning is augmented with several on campus immersions during the year. These immersions give the students face to face interaction with their instructors and contemporaries. Delivering the content using the latest technology and learning techniques increases the cost, but also increases access to this degree. The program fee allows for a more flexible, accessible, quality education than would be available in a traditionally structured educational program.

Access and Affordability. 17% of the program fees will be set aside for need-based financial aid. Given the significant increase in earnings potential, the cost of the degree is not prohibitive and the graduate has the potential to quickly realize a financial return on their investment through higher salaried positions within the nursing profession.

Increased Earnings Potential of Program Graduates. According to the American Academy of Nurse Practitioners the average full time NP salary in 2015 was \$97,083, up from \$73,630 in 2007. This is significantly higher than bachelor prepared RN's who are paid in the mid \$50,000 range

Student Consultation

The Associate Dean of Academic Affairs met with 45 graduate students (40 DNP) in November 2016 to discuss the potential fee increase. After an open discussion the students unanimously agreed they could support the \$500/semester increase as long as they realized the direct impact on maintaining quality and reputation of program; and that faculty would work to decrease the costs of books and required software. While 100% of the students present supported the proposed increase, the students raised a concern that the additional \$500 fee per semester might present a financial hardship for some students, but they also acknowledged the potential for significant increases in earnings from attaining a DNP.

MARKET PRICING

The ASU DNP program is competitively priced compared to peers in the western United States. Assuming a \$500 per semester increase in the program fee, ASU will still be lower than all of the group except for NAU. See table below for comparison.

	Tuition and Fees	
	Annual	
	Resident	Non Resident
Oregon Health Sciences Center	\$ 26,318	\$ 30,856
University of Washington	\$ 25,460	\$ 38,934
Washington State University	\$ 18,230	\$ 33,252
UA	\$ 17,582	\$ 37,334
ASU	\$ 16,756	\$ 33,862
NAU	\$ 11,428	\$ 23,416

ACCOUNTABILITY

Financial Aid Set Aside Amount: 17 %

Proposed Annual Revenue

Program Fee	\$	5,000
Number of Students	#	275
Total Revenue	=	\$1,375,000

Proposed Annual Expenditures

Financial Aid Set Aside	\$	233,750
Institutional and Advising Personnel	\$	1,041,250
Support Staff	\$	
Operating Expenses	\$	100,000
Total Program Costs	=	1,375,00 0

PROGRAM FEE REQUEST

University: Arizona State University **College/School:** Ira A. Fulton Schools of Engineering

Ira A. Fulton Schools of Engineering

Department: All

Program: All graduate degree and certificate programs, except:

Online: Construction Management MS, Sustainable Engineering (MSE), Electrical Engineering MSE, Industrial Engineering, Material Science and Engineering MS, Engineering M, Engineering Science MSE (Software Engineering), Nuclear Power Engineering Certificate, Lean Six Sigma Black Belt Certificate. **On-Campus:** PSM in Solar Energy

Graduate XX

Undergraduate _____

Upper Division

Lower Division

New

\$

(Proposed)

Effective Date)

Existing

\$450 per semester

(Proposed)

\$ 50 per credit hour/max of

\$400 per semester

2005

Rationale for Request

The Ira A. Fulton Schools of Engineering has an approved program fee for all graduate programs, with the exceptions listed above. Approved in 2005, the fee was established to help defray the costs of delivering programs that are substantially more expensive than costs typical for other programs across the university. The additional costs arose primarily from the laboratory intensive curriculum that requires specialized equipment reflecting current industry practices, technical staff, safety personnel, and teaching assistants to support laboratories and instruction. The increase proposed will allow us to support a wider range of experiences, services and opportunities for graduate students beyond the conventional engineering school program, greatly enhancing the quality of the student experience and earnings potential of program graduates.

Compliance with Board Guidelines

Quality of the Student Experience. The student experience will be significantly enhanced through the increase in the graduate program fee. Funding from the original fee and increase will be used to support the following priorities: **Technology:** access to advanced engineering technology embedded in the curriculum. **Technical Support Staff:** highly trained technical staff to install, calibrate and maintain specialized equipment; safety personnel to ensure the laboratories meet safety standards and students receive adequate instruction to utilize the equipment safely. **Graduate Teaching Assistants:** teaching assistants utilized in labs and recitation sections to assist students in meeting learning outcomes. **Specialized Instruction:** to ensure graduates achieve highly desirable employment outcomes, elective courses not typically found in graduate programs will be offered and taught by CEO's with industry experience; professors of practice with expertise in areas such as entrepreneurship and "maker" and data science courses; eminent scholars with specialized expertise. **Fulton Difference:** includes a range of experiences, services and opportunities for graduate students beyond the conventional engineering school program. **Collaborative Work Spaces:** support project-based learning; facilitate the incorporation of advanced projects into the graduate curriculum.

Access and Affordability: 17% of the program fee to be set aside for need-based scholarships and selected merit-based scholarships as a retention tool for high achieving domestic and international students.

Employability. The improvements in the quality of the student experience described will differentiate our Fulton graduates from other school graduates in their ability to work with and use advanced technology and assimilate rapidly into project teams, keeping them marketable and competitive in the industry and with the most desirable employers.

Student Consultation

The Fulton Schools of Engineering solicited feedback from 3,400 current graduate students in programs impacted by the fee increase through multiple communication venues including: Letter, electronically distributed to enrolled graduate students outlining fee usage since implementation and proposed service enhancements; special edition of Inner Circle (online newsletter reiterating the above communication; online open forum; in-person open forum; e-mail account (FSEgrad@asu.edu) communicated through all venues for students to submit questions or feedback, particularly for those who could not attend the open forums. Based on questions/discussions regarding a feedback mechanism through which graduate students could participate in prioritizing services the fee could support, a Graduate Student Advisory Group is being formed with student representatives from all six of the Fulton Schools, and from domestic, international, master's, PhD, on-campus, and online programs. This group will be convened by the Assistant Dean for Graduate Programs, and meet at least once per semester to discuss graduate program fee expenditures and other outstanding issues facing engineering graduate students. There has been no negative feedback to date regarding the fee increase.

MARKET PRICING

Table 1 Comparable Programs - Annual Tuition and Fees

Institution	Degree	Full Immersion		Digital Immersion
		Resident	Non-Resident	
Pennsylvania State Univ - University Park	Engineering specific	\$ 22,242	\$ 36,598	\$ 22,320
University of Washington - Seattle	Engineering specific	\$ 22,194	\$ 34,383	0
University of Illinois Urbana-Champaign	Engineering specific	\$ 20,856	\$ 35,650	\$ 26,016
Michigan State University	Engineering specific	\$ 18,260	\$ 34,592	N/A
Rutgers University - New Brunswick	Generic curriculum	\$ 17,922	\$ 28,770	\$ 24,000
University of Minnesota - Twin Cities	Generic curriculum	\$ 17,334	\$ 26,214	\$ 31,688
University of Maryland - College Park	Generic curriculum	\$ 17,162	\$ 35,234	N/A
University of Connecticut	Generic curriculum	\$ 15,996	\$ 37,032	N/A
Georgia Tech	Engineering specific	\$ 15,652	\$ 30,072	
Ohio State University - Columbus	Engineering specific	\$ 12,935	\$ 33,383	N/A
Univ of California - Los Angeles	Generic curriculum	\$ 12,683	\$ 27,785	\$ 34,650
Arizona State University - Tempe	Engineering specific	\$ 12,576	\$ 29,682	\$ 21,892
University of Arizona	Generic curriculum	\$ 12,397	\$ 32,149	\$ 27,576
Arizona State University - Poly	Engineering specific	\$ 12,301	\$ 29,407	\$ 21,892
University of Wisconsin - Madison	Generic curriculum	\$ 11,942	\$ 25,269	\$ 15,650
University of Texas - Austin	Engineering specific	\$ 11,792	\$ 21,788	N/A
Florida State University	Generic curriculum	\$ 11,554	\$ 26,707	N/A
Indiana University - Bloomington	Engineering specific	\$ 10,624	\$ 30,114	N/A
University of Iowa	Engineering specific	\$ 10,579	\$ 28,183	N/A
Northern Arizona University	Generic curriculum	\$ 9,990	\$ 21,976	N/A
Texas A&M	Engineering specific	\$ 8,975	\$ 19,145	

ACCOUNTABILITY

Financial Aid Set Aside Amount: 17 %

Proposed Annual Revenue

Program Fee	\$	60 per credit hour
Number of Students	#	3,400
Total Revenue	=	\$2,190,500

Proposed Annual Expenditures

Financial Aid Set Aside	\$	372,385
TA support/Specialized Instruction	\$	750,000
Support Staff – Lab Managers, Safety personnel	\$	300,000
Fulton Difference/Entrepreneurial activities and space	\$	262,000
Operating Expenses/Capital Equipment	\$	506,115
Total Program Costs	=	\$2,190,500

PROGRAM FEE REQUEST

University: Arizona State University

College/School: New College of Interdisciplinary Arts & Sciences

Department: School of Social and Behavioral Sciences Program: Master of Science in Psychology

Graduate <u>XXX</u>	Undergraduate _____	Upper Division_____	Lower Division_____
New	(Proposed)	(Effective Date)	
Existing	<u>\$31/credit</u> (Proposed)	<u>\$500 (one time)</u> (Current)	<u>2012</u> (Year Approved)

Rationale for Request

The Master of Science (M.S.) in Psychology (MSP) program is a two-year research-oriented program most appropriate for students who plan to continue on to a doctoral program or pursue careers in the professional sector addressing real world situations and solving real world problems where research methods tools such as quasi-experimentation, research instrumentation, and statistical analysis are essential. This request is to increase the program fee associated with this program from a one-time \$500 fee to a \$31 per credit fee. Effectively, this will raise the per credit hour fee from \$15.15 to \$31. This fee increase is requested to ensure students have access to research opportunities that best prepare them for success following graduation.

Compliance with Board Guidelines

Quality of the Student Experience. The students in the immersion MS program are all engaged in a research-intensive track that culminates in an empirical thesis project. Most of these students seek to move on to PhD programs after graduation. There are two critical components to enhancing their success in these endeavors: (A) the conduct of empirical psychological research, and (B) experience disseminating the findings from such research. These are necessary skills / experiences to PhD program entry. Apart from the portion of this fee set aside for financial aid, the entire fee goes toward these two components, with 95% of that returned directly to the students in the form of assistance for research and travel to professional conferences. There are two specific ways this fee increases students' careers/earnings. First, for those interested in psychology as a profession, a PhD is generally required. The activities supported by this fee are critical to gaining acceptance into PhD programs and subsequent employment in this field. Second, our most common non-psychology career outcome is government/policy research and data analysis. These fees go directly toward the research and data analysis training component of our program, which is the basis of our graduates' ability to obtain those positions. In other words, this fee will support the most marketable and career-critical aspects of a psychology training program.

Access and Affordability. Seventeen percent (17%) of the fees collected will be set aside for financial assistance.

The increase requested would apply to entering students only effective fall 2017.

Student Consultation (~100 words)

Student feedback led to the proposed increase in fees. In summary, 32 of our 49 current MS students (65%) attended discussion and feedback sessions pertaining to this fee. The students' feedback is directly responsible for our plan to A) use almost all of the program fee funds for student research and travel, B) expand the use of travel funds to attend doctoral interviews (if necessary), C) initiate the fee increase for NEW students entering in Fall 17 and later, and D) allocate funds person-by-person (rather than first-come-first-served). Students will be provided annual opportunities (similar discussion/feedback sessions) to provide feedback on future use of the funds per ABOR policy.

MARKET PRICING

Florida State University: Graduate 24 Credits/yr Resident: \$11,503 Non-Resident: \$26,657
Indiana University - Bloomington: Graduate 24 Credits/yr Resident: \$9,996 Non-Resident: \$29,720
Michigan State University: Graduate 24 Credits/yr Resident: \$16,802 Non-Resident: \$32,978
Northern Arizona University: MA Psychology Resident: \$9,988 Non-Resident: \$21,976
Ohio State University - Columbus: General Graduate Tuition Resident: \$12,673 Non-Resident: \$33,530
Penn. State University - Main Campus: General Graduate Tuition Resident: \$21,330 Non-Resident: \$35,918
Rutgers University - New Brunswick: General Graduate Tuition Resident: \$18,654 Non-Resident: \$30,247
University of Arizona: General Graduate Tuition Resident: \$12,631 Non-Resident: \$32,778
University of California - Los Angeles: General Graduate Tuition Resident: \$12,937 Non-Resident: \$28,341
University of Connecticut: General Graduate Tuition Resident: \$15,996 Non-Resident: \$37,032
University of Illinois - Urbana-Champaign: General Graduate Tuition Resident: \$16,428 Non-Resident: \$30,949
University of Iowa: General Graduate Tuition Resident: \$10,564 Non-Resident: \$28,520
University of Maryland - College Park: General Graduate Tuition Resident: \$17,505 Non-Resident: \$35,939
University of Minnesota - Twin Cities: General Graduate Tuition Resident: 18,090 Non-Resident: 27,147
University of Texas - Austin: General Graduate Tuition Resident: \$11,487 Non-Resident: \$21,812
University of Washington - Seattle: General Graduate Tuition Resident: \$16,591 Non-Resident: \$28,880
University of Wisconsin - Madison: General Graduate Tuition Resident: \$12,181 Non-Resident: \$25,775
College of William and Mary (Competitor) MS Program in Psychology Resident: \$14,258 Non-Resident: \$30,500
Wake Forest University (Competitor) MS Program in Psychology All Students: \$49,582
American University (Competitor) MA Program in Psychology All Students: \$37,896 (24 cr/yr)

ACCOUNTABILITY

Financial Aid Set Aside Amount: **17%**

Proposed Annual Revenue

Program Fee	\$	511 (assumes 16.5 cr/yr)
Number of Students	#	50
Total Revenue	=	\$25,550

Proposed Annual Expenditures

Financial Aid Set Aside	\$	4,344
Institutional and Advising Personnel	\$	0
Support Staff	\$	0
Operating Expenses (Student Travel & Research; Software Licensing)	\$	21,206
Total Program Costs	=	\$25,550

PROGRAM FEE REQUEST

University Arizona State University

College/School W. P. Carey School of Business

Department Graduate Programs

Program MS Finance

Graduate <u>X</u>	Undergraduate _____	Upper Division _____
New	\$ _____ (Proposed)	_____ (Effective Date)
Existing	\$ <u>23,000</u> (Proposed)	\$ <u>22,000</u> (Current)

2014
(Year Approved)

Rationale for Request

A program fee increase was last approve for the Master of Science in Finance in 2014. Since that increase, costs continue to increase for delivery of curriculum, services and materials that are essential to a high-quality educational experience. The program prepares students to excel in a highly competitive marketplace for talent with advanced knowledge of finance, with a curriculum that spans corporate finance and asset/portfolio management. The curriculum is designed to ensure that students have a solid understanding of statistics and modeling tools essential in today's financial industry. The program fee increase will support the increasing cost and ensure the program remains competitive in the market place.

Compliance with Board Guidelines

Quality of the Student Experience. Program fees directly benefit students through support for student services and technology staff; investments in faculty, facilities, hardware equipment for labs and instructions; improved meeting rooms to promote team-based learning; and other student service features such as career counseling, which is especially important for a program whose graduates may also be looking for their first jobs. The School will continue to facilitate networking opportunities to ensure the best employment outcomes for the students. Such support contributes to exceptional student retention and academic success. In addition, our high level of service lays the foundation for a relationship with the University and the W. P. Carey School after graduation. Finally, the quality of the student experience in the MSF program is linked closely to the quality of content (curriculum) and the faculty that delivers this curriculum.

Access and Affordability At least 17% of program fees are allocated towards providing scholarships to qualified students. This improves access and ensures that the program attracts highly qualified applicants. Designated financial aid counselors provide a full-range of financial aid knowledge and assistance to our students.

The increase requested would apply to newly enrolled students in the MS Finance program effective fall 2017.

Student Consultation

The Graduate Program Office (GPO) engaged all students to provide feedback on the proposed increase. The students were notified of the proposal through the weekly newsletter. The GPO administration attended a class where 50 students were in attendance. The general feedback from students indicated their support for additional scholarship funds and additional career coaching resources for international students. There was a brief discussion about peer/competitor institutions, with specific emphasis on why we are priced relative to our peers. It closed with a commitment to send a survey to all students to solicit formal feedback.

All 50 currently enrolled students were sent a three-question online survey. Five students who were surveyed opposed the increase.

MARKET PRICING

Institution (Business School)	Public / Private	Degree	Resident tuition and fees, annual	Non-resident tuition and fees, annual
Arizona State University (W. P. Carey)	Public	Master of Science in Finance	\$33,624	\$50,100
University of Maryland – College Park (Smith)	Public	Master of Science in Business: Finance	\$48,967	\$61,567
University of Texas – Dallas (Jindal)	Public	Master of Science in Finance	\$41,566	\$41,566
University of Arizona (Eller)	Public	Master of Science in Finance	\$30,941	\$50,673
Ohio State University (Fisher)	Public	Fisher Specialized Master in Business-Finance (SMF)	\$56,651	\$56,661
University of Texas – Austin (McCombs)	Public	Master of Science in Finance	\$41,566	\$41,566
University of Utah (Eccles)	Public	Master of Science in Finance	\$27,400	\$52,000
University of Rochester (Simon)	Private	Master of Science in Finance		\$75,000
Boston College (Carroll)	Private	Master of Science in Finance		\$51,135
Vanderbilt University (Owen)	Private M\$	Finance		\$51,900
Southern Methodist University (Cox)	Private	Masters of Science in Finance		\$49,620

ACCOUNTABILITY

Financial Aid Set Aside Amount: 17 %

Proposed Annual Revenue

Program Fee	\$	23,000
Number of Students	#	50
Total Revenue	=	\$1,150,000

Proposed Annual Expenditures

Financial Aid Set Aside	\$	195,500
Faculty and Curriculum Development and Delivery	\$	345,000
Student Support staff, student services, admissions, and career management	\$	322,000
Operating Expenses	\$	287,500
Total Program Costs	=	\$1,150,000

PROGRAM FEE REQUEST

University Arizona State University

College/School W. P. Carey School of Business

Department Graduate Programs

Program MS Global Logistics

Graduate <u>X</u>	Undergraduate _____	Upper Division _____
New	\$ _____ (Proposed)	_____ (Effective Date)
Existing	\$ <u>22,000</u> (Proposed)	\$ <u>20,000</u> (Current)

_____ 2014 _____
(Year Approved)

Rationale for Request

The program fee for the Master of Science in Global Logistics (MSGL) degree was approved in 2014. Since then, costs continue to increase for delivery of curriculum, services and materials that are essential to a high-quality educational experience. The program is as an accelerated, full-time program offered to students with an interest in foreign trade, global sourcing, global supply chain management, and overseas economic development. The program fee increase will support the increasing cost and ensure the program remains competitive in the market place.

Compliance with Board Guidelines

Quality of the Student Experience. Program fees fund program components that significantly enhance the quality of the student experience. The program fee revenue is used to fund enhancements to curriculum through investments in faculty. Also, the fee allows the school to provide full academic services and student engagement support from the time students are admitted, through graduation and beyond. Such support contributes to exceptional student retention and academic success. In addition, our high level of service lays the foundation for a relationship with the University and the W. P. Carey School. Key services include: orientation, registration for classes, academic advising and monitoring of academic progress, iPos support, academic preparation, graduation application support, financial aid services, electronic and in-person program communications, speaker series and other professional development opportunities, and advising and financial support for student clubs and activities.

Access and Affordability At least 17% of program fees are allocated towards providing scholarships to qualified students. This improves access and ensures that the program attracts highly qualified applicants. Designated financial aid counselors provide a full-range of financial aid knowledge and assistance to our students.

The increase requested would apply to newly enrolled students in the MS Global Logistics program effective fall 2017.

Student Consultation

The Graduate Program Office (GPO) engaged all students to provide feedback on the proposed increase. The students were notified of the proposal through the weekly newsletter. The GPO administration attended a class where 38 students were in attendance. Students were asked for thoughts and feedback about the increase and there was no opposition to the proposal.

The GPO hosted a lunch for an in depth discussion of the proposal. All students were invited and 9 students attended; GPO administration discussed the fee increase, discussed the competitive landscape for this program, the admissions selection process, the scholarship award process, and program-specific innovations like experiential trips to shipping ports. Questions from students focused on overall instructional costs, comparative faculty cost across the university, and potential impact on students for whom the marginal increase would be a discouraging factor.

All 42 currently enrolled students were sent a three-question online survey. Five students, 12%, who were surveyed opposed the increase.

MARKET PRICING

Institution Deg	ree	Resident tuition and fees, annual	Non-resident tuition and fees, annual
Arizona State University	M. S. in Global Logistics	\$29,518	\$44,066
University of Washington (Foster)	MS in Supply Chain Management	38,000	38,000
Massachusetts Institute of Technology (Sloan)	MS in Logistics Engineering	67,938	67,938
Ohio State University (Fisher)	MS in Business Logistics Engineering	28,571	46,741
University of Maryland (Smith)	MS in Supply Chain Management	48,967	61,177
Pennsylvania State University (Smeal)	Master of Professional Studies in Supply Chain Management	32,456	32,456
Michigan State University (Broad)	MS in Supply Chain Management	51,600	51,600
California State University – Long Beach	MS in Supply Chain Management	29,250	29,250
University of Tennessee (Haslam)	MS in Supply Chain Management	38,944	69,643
University of Wisconsin	MBA in Supply Chain Management	31,788	64,328
Georgia Institute of Technology (Milton)	MS in Supply Chain Management	18,154	38,828

ACCOUNTABILITY

Financial Aid Set Aside Amount: 17 %

Proposed Annual Revenue

Program Fee	\$	22,000
Number of Students	#	40
Total Revenue	=	\$880,000

Proposed Annual Expenditures

Financial Aid Set Aside	\$	149,600
Faculty and Curriculum Development and Delivery	\$	264,000
Student Support staff, student services, admissions, and career management	\$	246,400
Operating Expenses	\$	220,000
Total Program Costs	=	880,000

PROGRAM FEE REQUEST

University Arizona State University

College/School W. P. Carey School of Business

Department Graduate Programs

Program Master of Science in Management (MiM)

Graduate <u>X</u>	Undergraduate _____	Upper Division _____
New	\$ _____ (Proposed)	(Effective Date)
Existing	\$ <u>15,000</u> (Proposed)	\$ <u>13,000</u> (Current)

Rationale for Request

Program Fees were first approved by ABOR for the Master of Science in Management (MiM) degree in 2010. The MiM degree is an accelerated nine month degree program with three distinct components that add immediate value by providing students with exposure to key business principles, exploring leadership concepts in-depth and concluding with a capstone consulting project that bridges the gap between academic learning and real-world business application. Costs have continued to increase for delivery of services, facilities and materials that are essential to a high-quality educational experience. Accordingly, new fee adjustments are requested to maintain the level of curriculum content and delivery, technology, services, and facilities that support educational quality at the W. P. Carey School. The program fee increase will support increasing costs and ensure the program remains competitive in the market place.

Compliance with Board Guidelines

Quality of the Student Experience. Program fees fund program components which significantly enhance the quality of the student experience. The program fee is used to fund enhancements to the curriculum through investments in faculty, a high level of student services, advanced software, technology, supplies, and academic alliance costs. In addition, the fees fund graduate building spaces. The building spaces provide students with state of the art facilities, including meeting rooms, team rooms and visual displays that enhance learning. Through the fees, graduates of the program can increase their earnings potential as they are able to receive career counseling, participate in networking activities, and they learn through knowledgeable faculty that maintain significant research and industry connections.

Access and Affordability. 17% of the program fee is set-aside for scholarship purposes. Designated financial aid counselors provide a full-range of financial aid knowledge and assistance.

The requested increase would apply to the newly enrolled students in the Master of Science in Management effective Fall 2017.

Student Consultation

The Graduate Program Office (GPO) engaged all students to provide feedback on the proposed increase. The students were notified of the proposal through the weekly newsletter. The GPO administration attended a class where 29 students were in attendance. Students asked questions about how competitor/peer programs' pricing affected decision making for W. P. Carey School of Business programs, and also about how the 17% scholarship allocation method works across programs. A lunch was scheduled to discuss the fee proposal and office hours were held for students who wanted to provide feedback; none attended. Emails were also sent from the Assistant Dean to the students requesting their feedback. We did not receive any opposition to the fee proposal.

All 51 currently enrolled students were sent a three-question online survey. Eight students, 15.6%, opposed the increase.

MARKET PRICING

Institution Deg	ree	Resident tuition and fees, annual	Non-resident tuition and fees, annual
Arizona State University	MS in Management	24,128	\$39,562
Southern Methodist University (Cox)	MS in Management	45,656	45,656
Wake Forest University	MS in Management	45,460	45,460
Florida State University (Hough)	MS in Management	16,983	40,174
Duke University (Fuqua)	Master of Management Studies	48,900	48,900
Indiana University - Bloomington	MS in Management	44,510	49,510
Texas A&M (Mays)	MS in Management	24,500	24,500
University of Notre Dame	MS in Management	30,450	30,450
Northwestern University (Kellogg)	MS in Management	48,000	48,000
Grand Canyon University	MS in Leadership	21,830	21,830
Pennsylvania State University – Main Campus	MS in Management	22,000	36,000
University of Texas – Austin	MBA with management focus	53,302	68,836
University of Washington – Seattle	MBA with leadership focus	57,906	54,258
Northern Arizona University	MBA applied management	18,612	28,838
University of Arizona	N/A		

ACCOUNTABILITY

Financial Aid Set Aside Amount: 17 %

Proposed Annual Revenue

Program Fee	\$	15,000
Number of Students	#	35
Total Revenue	=	\$525,000

Proposed Annual Expenditures

Financial Aid Set Aside	\$	89,250
Faculty and Curriculum Development and Delivery	\$	157,500
Student Support staff, student services, admissions, and career management	\$	147,000
Operating Expenses	\$	131,250
Total Program Costs	=	525,000

PROGRAM FEE REQUEST

University	Arizona State University	College/School	W. P. Carey School of Business
Department	Graduate Programs	Program	MBA Online
Graduate <input checked="" type="checkbox"/>		Undergraduate	Upper Division Lower Division
New	\$ _____ (Proposed)	\$ _____ (Effective Date)	
Existing	\$ <u>17,250</u> (Proposed)	\$ <u>16,250</u> (Current)	2011 (Year Approved)

Rationale for Request

The MBA Online program is a top ranked program. The last increase in the Online MBA program fee was approved in 2011. Since that increase, costs continue to increase for delivery of curriculum, services and materials that are essential to a high-quality educational experience. Revenues from the fees have supported improvements in quality of the MBA program of the W. P. Carey School through investments in faculty and faculty development, curriculum modernization, and enhancements to basic educational technology infrastructure. The program fee increase will support increasing costs and ensure that the program remains competitive with leading public business school online programs.

Compliance with Board Guidelines

Quality of the Student Experience. Program fees fund program components which significantly enhance the quality of the student experience. The program fee revenue is used to fund enhancements to curriculum through investments in faculty, a high level of student services, advanced software, technology, supplies, and academic alliance costs. Through the fees, graduates of the program can increase their earnings potential as they are able to receive career counseling, participate in networking activities, and they will learn through knowledgeable faculty that maintain significant research and industry connections.

Access and Affordability. At least 17% of the program fee is set aside for financial aid and scholarship support. Designated financial aid counselors provide a full-range of financial aid knowledge and assistance to candidates for the degree.

The increase requested would apply to newly enrolled students in the Online MBA effective fall 2017.

Student Consultation

The Graduate Program Office (GPO) engaged all students to provide feedback on the proposed increase. The students were notified of the proposal through the weekly newsletter. The GPO Administration then held a town hall (both in-person and phone-in); no MBA Online students chose to participate. Emails were also sent from the Assistant Dean to the students requesting their feedback. We did not receive any opposition to the fee proposal.

A formal request for feedback was sent to all currently enrolled students via survey. All currently enrolled students (330) were sent a three-question online survey. Only 15.5% (51 students) of those surveyed opposed the increase.

MARKET PRICING

Institution Degr	ee	Resident tuition and fees, annual	Non-resident tuition and fees, annual
Arizona State University	Online MBA	\$28,350	\$28,350
Indiana University – Bloomington (Kelley)	Online MBA	33,915	33,915
Temple University (Fox)	Online MBA	31,880	31,880
University of North Carolina (Kenan-Flagler)	Online MBA	52,329	52,329
University of Florida (Hough)	Online MBA	29,000	29,000
University of Texas – Dallas (Jindal)	Online MBA	23,978	40,360
Carnegie Mellon University (Tepper)	Online MBA	66,779	66,779
Ohio State University – Columbus	Online MBA	30,173	50,612
University of California – Los Angeles (Anderson)	Online MBA	40,800	40,800
University of Wisconsin – Eau Claire	Online MBA	22,250	22,250
University of Arizona	Online MBA	45,000	45,000
Pennsylvania State University – Main Campus	Online MBA	30,000	30,000
Northern Arizona University	-	-	-

ACCOUNTABILITY

Financial Aid Set Aside Amount: 17 %

Proposed Annual Revenue

Program Fee	\$	17,250
Number of Students	#	150
Total Revenue	=	\$2,587,500

Proposed Annual Expenditures

Financial Aid Set Aside	\$	439,875
Faculty and Curriculum Development and Delivery	\$	776,250
Student Support staff, student services, admissions, and career management	\$	724,500
Operating Expenses	\$	646,875
Total Program Costs	=	2,587,500

PROGRAM FEE REQUEST

University Arizona State University College/School W. P. Carey School of Business

Department Graduate Programs Program MBA Full-Time

Graduate <u>X</u>	Undergraduate _____	Upper Division _____
New	\$ _____ (Proposed)	(Effective Date)
Existing	\$ <u>17,000</u> (Proposed)	\$ <u>15,000</u> (Current)

2011
(Year Approved)

Rationale for Request

The MBA Full-Time program is a top ranked two-year program. The last significant increase in the Full-Time MBA program fee was a \$2,000 increase approved in 2011. Since that increase, costs continue to increase for delivery of curriculum, services and materials that are essential to a high-quality educational experience. Despite the offering of the Forward Focus Scholarship program, which is currently supported by a combination of school funds and donor funding, a fee adjustment is now requested to keep the pricing of the program consistent with our peer and aspirant schools in planning for a potential future where the Forward Focus program is not available to support the entire cost of the program. The program fee increase will support the increasing costs and ensure that the program remains competitive with leading public business schools.

Compliance with Board Guidelines

Quality of the Student Experience. Program fees fund program components that significantly enhance the quality of the student experience. The program fee revenue is used to fund enhancements to curriculum through investments in faculty. Also, the fee allows the school to provide full academic services and student engagement support from the time students are admitted, through graduation and beyond. Such support contributes to exceptional student retention and academic success. In addition, our high level of service lays the foundation for a relationship with the University and the W. P. Carey School. Key services include: orientation, registration for classes, academic advising and monitoring of academic progress, iPos support, academic preparation, graduation application support, financial aid services, electronic and in-person program communications, speaker series and other professional development opportunities, and advising and financial support for student clubs and activities.

Access and Affordability. At least 17% of the program fee is set-aside for scholarships in the Full-Time program since these students have given up their jobs and are returning to school fulltime. Designated financial aid counselors provide a full-range of financial aid knowledge and assistance.

The increase requested would apply to newly enrolled students in the Full-Time MBA effective fall 2017.

Student Consultation

The Graduate Program Office (GPO) engaged all students in several ways to give students the chance to provide feedback on the proposed increase. The students were notified of the proposal through the weekly newsletter. The GPO Administration then held a town hall and there was no opposition.

A formal request for feedback was sent to all currently enrolled students via survey.

All currently enrolled students (204) were sent a three-question online survey. Only 7% (14 students) of those surveyed opposed the increase.

MARKET PRICING

Institution Degr	ee	Resident tuition and fees, annual	Non-resident tuition and fees, annual
Arizona State University	Full-time MBA	\$26,493	\$41,927
University of California - Los Angeles	Full-time MBA	50,500	55,000
University of Connecticut	Full-time MBA	14,552	35,588
Florida State University	Full-time MBA	20,131	46,650
University of Illinois – Urbana-Champaign	Full-time MBA	26,650	38,200
Indiana University - Bloomington	Full-time MBA	27,074	46,550
University of Iowa	Full-time MBA	37,960	54,028
University of Maryland – College Park	Full-time MBA	45,499	54,409
Michigan State University	Full-time MBA	28,300	45,000
University of Minnesota – Twin Cities	Full-time MBA	44,363	54,763
Ohio State University – Columbus	Full-time MBA	30,100	50,000
Pennsylvania State University – Main Campus	Full-time MBA	27,500	42,070
Rutgers University - New Brunswick	Full-time MBA	13,909	21,650
University of Texas – Austin	Full-time MBA	33,298	48,832
University of Washington – Seattle	Full-time MBA	31,200	42,129
University of Wisconsin - Madison	Full-time MBA	17,295	31,221
Northern Arizona University	Full-time MBA	18,428	32,934
University of Arizona	Full-time MBA	45,900	65,100

ACCOUNTABILITY

Financial Aid Set Aside Amount: 17 %

Proposed Annual Revenue

Program Fee	\$	17,000
Number of Students	#	120
Total Revenue	=	\$2,040,000

Proposed Annual Expenditures

Financial Aid Set Aside	\$	1,020,000
Faculty and Curriculum Development and Delivery	\$	367,200
Student Support staff, student services, admissions, and career management	\$	306,000
Operating Expenses	\$	346,800
Total Program Costs	=	2,040,000

PROGRAM FEE REQUEST

University Arizona State University College/School W. P. Carey School of Business

Department Graduate Programs Program MBA Executive

Graduate <u>X</u>	Undergraduate _____	Upper Division _____	Lower Division _____
New \$ _____ (Proposed)		(Effective Date) \$ _____	
Existing \$ <u>29,500</u> (Proposed)	\$ <u>26,250</u> (Current)		2011 (Year Approved)

Rationale for Request

The last significant increase in the Executive MBA program fee was approved in 2011. Since that increase, costs continue to increase for delivery of curriculum, services and materials that are essential to a high-quality educational experience. Revenues from the fees support the quality of the program through investments in faculty and faculty development, curriculum modernization, additions to the student support and career resources, and enhancements to basic educational infrastructure including classrooms and information technology. The program fee increase will support increasing costs and ensure that the program remains competitive with leading public business schools.

Compliance with Board Guidelines

Quality of the Student Experience. Program fees fund program components that significantly enhance the quality of the student experience. The program fees are used to fund enhancements to curriculum through investments in faculty. Also, the fee allows the school to provide full academic services and a dedicated student support team from the time students are admitted, through graduation and beyond. Such support contributes to exceptional student retention and academic success. In addition, our high level of service lays the foundation for a relationship with the University and the W. P. Carey School. Key services include: orientation, registration for classes, academic advising and monitoring of academic progress, iPos support, academic preparation, graduation application support, financial aid services, electronic and in-person program communications, speaker series and other professional development opportunities, 1-on-1 executive coaching, and advising and financial support for student practicum and activities. Student satisfaction with the EMBA program experience in the W. P. Carey School is very high and the academic ratings of the W. P. Carey EMBA continue to improve.

Access and Affordability. At least 17% of the program fee is set-aside for scholarships, which often support the travel of students who are attending the program from outside Arizona. In addition, the decrease in employer funding for education has resulted in many students seeking scholarship from the college to support their attendance in the program; this fee increase will facilitate a greater degree of scholarship availability. Finally, designated financial aid counselors provide a full-range of aid knowledge and assistance for students in this program.

The increase requested would apply to newly enrolled students in the EMBA effective fall 2017.

Student Consultation (~100 words)

The Graduate Program Office (GPO) engaged all EMBA students in several ways to give students the chance to provide feedback on the proposed increase. The fee increase proposal was included as part of weekly announcements, and students expressed a strong inclination to NOT hold a special meeting to talk about the fee and suggested they would rather be surveyed. The Assistant Dean offered time on 11/18 and 11/19 for conversation with students, but none accepted the invitation. A formal request for feedback was sent to all currently enrolled students via survey.

All currently enrolled students (61) were sent a three-question online survey. Only 16% (10 students) of those surveyed opposed the increase.

MARKET PRICING

Institution Degr	ee	Resident tuition and fees, annual	Non-resident tuition and fees, annual
Arizona State University	Executive MBA	\$39,600	\$39,600
University of California – Berkeley	Executive MBA	87,000	87,000
University of Chicago (Booth)	Executive MBA	92,000	92,000
Northwestern University (Kellogg)	Executive MBA	97,158	97,158
New York University (Stern)	Executive MBA	92,300	92,300
University of California – Los Angeles (Anderson)	Executive MBA	74,235	74,235
University of Texas – Austin (McCombs)	Executive MBA	56,704	56,704
University of Michigan – Ann Arbor (Ross)	Executive MBA	75,062	77,562
Indiana University – Bloomington (Kelley)	Global MBA	35,250	35,250
Ohio State University (Fischer)	Executive MBA	57,500	57,500
University of Arizona (Eller)	Executive MBA	42,000	42,000
University of Nevada- Las Vegas	Executive MBA	22,000	22,000

ACCOUNTABILITY

Financial Aid Set Aside Amount: 17 %

Proposed Annual Revenue

Program Fee	\$	29,500
Number of Students	#	35
Total Revenue	=	\$1,032,500

Proposed Annual Expenditures

Financial Aid Set Aside	\$	175,525
Faculty and Curriculum Development and Delivery	\$	309,750
Student Support staff, student services, admissions, and career management	\$	289,100
Operating Expenses	\$	258,125
Total Program Costs	=	\$1,032,500

PROGRAM FEE REQUEST

University Arizona State University

College/School W. P. Carey School of Business

Department Graduate Programs

Program M. of Real Estate Development

Graduate <u>X</u>	Undergraduate _____	Upper Division _____
New	\$ _____ (Proposed)	_____ (Effective Date)
Existing	\$ _____ \$26,250 (Proposed)	\$ _____ 24,250 (Current)

Rationale for Request

The Master of Real Estate Development (MRED) program is a 9 month specialized master's degree that prepares students to excel in a highly competitive marketplace for talent with advanced knowledge of real estate development, with a curriculum that spans urban economics and development principals, market analysis, master planning and design, real estate law and engineering and construction. The curriculum is a transdisciplinary partnership between four colleges, The W. P. Carey School of Business, Sandra Day O'Connor College of Law, Herberger Institute for Design and the Arts, and Del E. Webb School of Construction. The program fee increase is a response to rising costs and the competitive market place for this degree.

Compliance with Board Guidelines

Quality of the Student Experience. Program fees fund program components which significantly enhance the quality of the student experience. The program fee is used to fund enhancements to curriculum through investments in faculty. Also, the fee allows the school to provide full academic services and student engagement support from the time students are admitted, through graduation, and beyond. Such support contributes to exceptional student retention and academic success. In addition, our high level of service lays the foundation for a relationship with the University and the W. P. Carey School. Key services include: orientation, registration for classes, academic advising and monitoring of academic progress, iPos support, academic preparation, graduation application support, financial aid services, electronic program communications, on-campus speaker series and other professional development opportunities, advising and financial support, and coaching specific to the challenges faced by students in a highly competitive job market.

Access and Affordability. At least 17% of the program fee is set aside for scholarships in the MRED program. Designated financial aid counselors provide a full-range of financial aid knowledge and assistance to candidates for the degree.

The increase requested would apply to newly enrolled students in the MRED effective fall 2017.

Student Consultation

The Graduate Program Office (GPO) engaged all students in several ways to give students the chance to provide feedback on the proposed increase. The students were notified of the proposal through the weekly newsletter. The GPO administration attended a class where 10 students were in attendance for a lengthy conversation on the fee proposal. While many students expressed hesitation and/or discomfort with an increase in the fees, there was general agreement that scholarships, overall operating costs related to student support, and the competitive landscape make the increase reasonable.

A formal request for feedback was sent to all currently enrolled students via survey.

All 19 currently enrolled students were sent a three-question online survey. One student opposed the increase.

MARKET PRICING

Institution Deg	Fee	Resident tuition and fees, annual	Non-resident tuition and fees, annual
Arizona State University	Master of Real Estate Development	\$36,100 \$53,20	0
Auburn University (Harbert)	Master of Real Estate Development	58,500 58,500	
Clemson University	Master of Real Estate Development	55,000 55,000	
Columbia University	Master of Science in Real Estate Development	76,320 76,320	
Cornell University	Master of Professional Studies in Real Estate	48,900 48,900	
Harvard University	Master in Design Studies: Real Estate and the Built Environment	45,590 45,590	
Massachusetts Institute of Technology	Master of Science in Real Estate Development	67,958 67,958	
New York University (Schack)	Master of Science in Real Estate Development	37,616 37,616	
University of San Diego	Master of Science in Real Estate	44,160 44,160	
University of Southern California	Master of Real Estate Development	82,050 82,050	
Texas A&M (Mays)	Master of Real Estate	17,770	39,208

ACCOUNTABILITY

Financial Aid Set Aside Amount: 17 %

Proposed Annual Revenue

Program Fee	\$	26,250
Number of Students	#	20
Total Revenue	=	\$525,000

Proposed Annual Expenditures

Financial Aid Set Aside	\$	89,250
Faculty and Curriculum Development and Delivery	\$	157,500
Student Support staff, student services, admissions, and career management	\$	147,000
Operating Expenses	\$	131,250
Total Program Costs	=	525,00 0

CLASS FEES REQUEST

University Arizona State University

College/School W. P. Carey School of Business

Course Number WPC 494

Department Undergraduate Programs

Course Title DU: Immersive Entrepreneurial Experience

Graduate

Undergraduate X

New

\$ \$7,000
 (Proposed)

 Fall 2017
 (Effective Date)

Existing

\$ NA
 (Proposed)

\$ NA
 (Current) NA
 (Year Approved)

Rationale for Request

This one semester entrepreneurial program is designed to help students successfully launch a startup business. The ASU-Draper University Entrepreneurship Incubator Program, located in San Mateo, California, introduces students to Draper University's Hero Training, team challenges, and all-star entrepreneurial speakers. Draper will provide business and engineering course content, helping students to establish a strong framework for their startup idea and prepare them to pitch it to investors in Silicon Valley. The class fees will support the students in their experience at Draper University.

Compliance with Board Guidelines

The course fees will be collected from students enrolled in WPC 494 to cover the fee for participation in the Draper University Entrepreneurship Incubator Program. Draper will bill W. P. Carey \$7,000 for each student and W. P. Carey will pay Draper for these expenses.

All revenue and expenditures are tracked monthly and reconciled to the University's accounting system.

Proposed Annual Revenue

Class Fee	\$	7,000
Number of Students	#	80/year
Total Revenue	\$	560,000

Proposed Annual Expenditures

Expendable Materials	\$	
Field Trips/Specialized Equipment	\$	560,000.00
Private Instruction	\$	
Personnel Expenses	\$	
Total Expenditures	\$	560,000.00

CLASS FEES REQUEST

University Arizona State University

College/School: Ira A. Fulton Schools of Engineering

Course Number: AMT 151

Department: The Polytechnic School

Course Title: Flight Operations and Safety III.a 1

Graduate	<u>_____</u>	Undergraduate	<u>X</u>	<u>_____</u>
New	\$ <u>8,898</u>	(Proposed)	<u>Fall 2017</u>	(Effective Date)
Existing	\$ <u>_____</u>	(Proposed)	\$ <u>_____</u>	(Current) <u>_____</u> (Year Approved)

Rationale for Request (~100 words)

ASU's Aviation Program and the Pat Tillman Veterans Center have been working with the Veterans Administration (VA) to clarify the status of the use of benefits under the GI Bill for ASU's Aeronautical Management Technology (Professional Flight) BS degree. Under changes mandated by the VA, it became a requirement to define each class in terms of a discrete amount of flight and ground events, and to assign a specific number of hours and cost per hour to each event. The sum of these defined costs can then be considered the minimum fee for the particular class. Going forward, maintaining VA compliance requires the adoption of the discrete curriculum structure with a single class fee charged to a student's ASU account and payment subsequently made to the flight training provider by ASU.

Compliance with Board Guidelines (~250 words)

AMT 151 is one of six courses that comprise the flight training component of the BS in Aeronautical Management Technology - Professional Flight degree program. The flight training is conducted by a private flight training provider, currently Airline Transport Professionals (ATP). As of Dec 2015, the VA policy excludes payment of private pilot instruction for universities who use a 3rd party flight training provider. This policy sets a standard "85/15" rule, whereby these same conditions and billing procedures need to apply to a group of non-VA students representing at least 15% of students in the total group.

This course fee request represents the minimum cost of eligible flight instruction for AMT 151, which in turn will be paid by the VA or the student. As 15% of the students utilizing this option must also come from the non-VA population, non-VA students may opt for this track if they are already a licensed Private Pilot.

This course fee will be collected by ASU and passed on to the Flight Training Provider. For all students in this track who need to pay above the minimum to complete the course requirements, those additional fees will be paid directly to the flight training provider.

Proposed Annual Revenue

Class Fee	\$	8,898
Number of Students	#	6
Total Revenue	=	53,388

Proposed Annual Expenditures

Expendable Materials	\$	0
Field Trips/Specialized Equipment	\$	0
Private Instruction	\$	53,388
Personnel Expenses	\$	0
Total Expenditures	=	53,388

CLASS FEES REQUEST

University Arizona State University

College/School: Ira A. Fulton Schools of Engineering

Course Number: AMT 206

Department: The Polytechnic School

Course Title: Flight Operations and Safety IV.a 1

Graduate	<u>_____</u>	Undergraduate	<u>X</u>	<u>_____</u>
New	\$ <u>7,855</u>	(Proposed)	<u>Fall 2017</u>	(Effective Date)
Existing	\$ <u>_____</u>	(Proposed)	\$ <u>_____</u>	(Current) <u>_____</u> (Year Approved)

Rationale for Request (~100 words)

ASU's Aviation Program and the Pat Tillman Veterans Center have been working with the Veterans Administration (VA) to clarify the status of the use of benefits under the GI Bill for ASU's Aeronautical Management Technology (Professional Flight) BS degree. Under changes mandated by the VA, it became a requirement to define each class in terms of a discrete amount of flight and ground events, and to assign a specific number of hours and cost per hour to each event. The sum of these defined costs can then be considered the minimum fee for the particular class. Going forward, maintaining VA compliance requires the adoption of the discrete curriculum structure with a single class fee charged to a student's ASU account and payment subsequently made to the flight training provider by ASU.

Compliance with Board Guidelines (~250 words)

AMT 206 is one of six courses that comprise the flight training component of the BS in Aeronautical Management Technology - Professional Flight degree program. The flight training is conducted by a private flight training provider, currently Airline Transport Professionals (ATP). As of Dec 2015, the VA policy excludes payment of private pilot instruction for universities who use a 3rd party flight training provider. This policy sets a standard "85/15" rule, whereby these same conditions and billing procedures need to apply to a group of non-VA students representing at least 15% of students in the total group.

This course fee request represents the minimum cost of eligible flight instruction for AMT 151, which in turn will be paid by the VA or the student. As 15% of the students utilizing this option must also come from the non-VA population, non-VA students may opt for this track if they are already a licensed Private Pilot.

This course fee will be collected by ASU and passed on to the Flight Training Provider. For all students in this track who need to pay above the minimum to complete the course requirements, those additional fees will be paid directly to the flight training provider.

Proposed Annual Revenue

Class Fee	\$	7,855
Number of Students	#	6
Total Revenue	=	47,130

Proposed Annual Expenditures

Expendable Materials	\$	0
Field Trips/Specialized Equipment	\$	0
Private Instruction	\$	47,130
Personnel Expenses	\$	0
Total Expenditures	=	47,130

CLASS FEES REQUEST

University Arizona State University

College/School: Ira A. Fulton Schools of Engineering

Course Number: AMT 211

Department: The Polytechnic School

Course Title: Flight Operations and Safety V.a 1

Graduate	<u>_____</u>	Undergraduate	<u>X</u>	<u>_____</u>
New	\$ <u>10,740</u> (Proposed)		<u>Fall 2017</u> (Effective Date)	
Existing	\$ <u>_____</u> (Proposed)	\$ <u>_____</u> (Current)		<u>_____</u> (Year Approved)

Rationale for Request (~100 words)

ASU's Aviation Program and the Pat Tillman Veterans Center have been working with the Veterans Administration (VA) to clarify the status of the use of benefits under the GI Bill for ASU's Aeronautical Management Technology (Professional Flight) BS degree. Under changes mandated by the VA, it became a requirement to define each class in terms of a discrete amount of flight and ground events, and to assign a specific number of hours and cost per hour to each event. The sum of these defined costs can then be considered the minimum fee for the particular class. Going forward, maintaining VA compliance requires the adoption of the discrete curriculum structure with a single class fee charged to a student's ASU account and payment subsequently made to the flight training provider by ASU.

Compliance with Board Guidelines (~250 words)

AMT 211 is one of six courses that comprise the flight training component of the BS in Aeronautical Management Technology - Professional Flight degree program. The flight training is conducted by a private flight training provider, currently Airline Transport Professionals (ATP). As of Dec 2015, the VA policy excludes payment of private pilot instruction for universities who use a 3rd party flight training provider. This policy sets a standard "85/15" rule, whereby these same conditions and billing procedures need to apply to a group of non-VA students representing at least 15% of students in the total group.

This course fee request represents the minimum cost of eligible flight instruction for AMT 211, which in turn will be paid by the VA or the student. As 15% of the students utilizing this option must also come from the non-VA population, non-VA students may opt for this track if they are already a licensed Private Pilot.

This course fee will be collected by ASU and passed on to the Flight Training Provider. For all students in this track who need to pay above the minimum to complete the course requirements, those additional fees will be paid directly to the flight training provider.

Proposed Annual Revenue

Class Fee	\$	10,740
Number of Students	#	6
Total Revenue	=	64,440

Proposed Annual Expenditures

Expendable Materials	\$	0
Field Trips/Specialized Equipment	\$	0
Private Instruction	\$	64,440
Personnel Expenses	\$	0
Total Expenditures	=	64,440

CLASS FEES REQUEST

University Arizona State University

College/School: Ira A. Fulton Schools of Engineering

Course Number: AMT 251

Department: The Polytechnic School

Course Title: Flight Operations and Safety VI.a 1

Graduate	<u>_____</u>	Undergraduate	<u>X</u>	<u>_____</u>
New	\$ <u>10,006</u>	(Proposed)	<u>Fall 2017</u>	(Effective Date)
Existing	\$ <u>_____</u>	(Proposed)	\$ <u>_____</u>	(Current) <u>_____</u> (Year Approved)

Rationale for Request (~100 words)

ASU's Aviation Program and the Pat Tillman Veterans Center have been working with the Veterans Administration (VA) to clarify the status of the use of benefits under the GI Bill for ASU's Aeronautical Management Technology (Professional Flight) BS degree. Under changes mandated by the VA, it became a requirement to define each class in terms of a discrete amount of flight and ground events, and to assign a specific number of hours and cost per hour to each event. The sum of these defined costs can then be considered the minimum fee for the particular class. Going forward, maintaining VA compliance requires the adoption of the discrete curriculum structure with a single class fee charged to a student's ASU account and payment subsequently made to the flight training provider by ASU.

Compliance with Board Guidelines (~250 words)

AMT 251 is one of six courses that comprise the flight training component of the BS in Aeronautical Management Technology - Professional Flight degree program. The flight training is conducted by a private flight training provider, currently Airline Transport Professionals (ATP). As of Dec 2015, the VA policy excludes payment of private pilot instruction for universities who use a 3rd party flight training provider. This policy sets a standard "85/15" rule, whereby these same conditions and billing procedures need to apply to a group of non-VA students representing at least 15% of students in the total group.

This course fee request represents the minimum cost of eligible flight instruction for AMT 251, which in turn will be paid by the VA or the student. As 15% of the students utilizing this option must also come from the non-VA population, non-VA students may opt for this track if they are already a licensed Private Pilot.

This course fee will be collected by ASU and passed on to the Flight Training Provider. For all students in this track who need to pay above the minimum to complete the course requirements, those additional fees will be paid directly to the flight training provider.

Proposed Annual Revenue

Class Fee	\$	10,006
Number of Students	#	6
Total Revenue	=	60,036

Proposed Annual Expenditures

Expendable Materials	\$	0
Field Trips/Specialized Equipment	\$	0
Private Instruction	\$	60,036
Personnel Expenses	\$	0
Total Expenditures	=	60,036

CLASS FEES REQUEST

University Arizona State University

College/School: Ira A. Fulton Schools of Engineering

Department: The Polytechnic School

Course Number: AMT 306

Course Title: Flight Operations and Safety VII.a 1

Graduate	<u>_____</u>	Undergraduate	<u>X</u>	<u>_____</u>
New	\$ <u>10,298</u>	(Proposed)	<u>Fall 2017</u>	(Effective Date)
Existing	\$ <u>_____</u>	(Proposed)	\$ <u>_____</u>	(Current) <u>_____</u> (Year Approved)

Rationale for Request (~100 words)

ASU's Aviation Program and the Pat Tillman Veterans Center have been working with the Veterans Administration (VA) to clarify the status of the use of benefits under the GI Bill for ASU's Aeronautical Management Technology (Professional Flight) BS degree. Under changes mandated by the VA, it became a requirement to define each class in terms of a discrete amount of flight and ground events, and to assign a specific number of hours and cost per hour to each event. The sum of these defined costs can then be considered the minimum fee for the particular class. Going forward, maintaining VA compliance requires the adoption of the discrete curriculum structure with a single class fee charged to a student's ASU account and payment subsequently made to the flight training provider by ASU.

Compliance with Board Guidelines (~250 words)

AMT 306 is one of six courses that comprise the flight training component of the BS in Aeronautical Management Technology - Professional Flight degree program. The flight training is conducted by a private flight training provider, currently Airline Transport Professionals (ATP). As of Dec 2015, the VA policy excludes payment of private pilot instruction for universities who use a 3rd party flight training provider. This policy sets a standard "85/15" rule, whereby these same conditions and billing procedures need to apply to a group of non-VA students representing at least 15% of students in the total group.

This course fee request represents the minimum cost of eligible flight instruction for AMT 306, which in turn will be paid by the VA or the student. As 15% of the students utilizing this option must also come from the non-VA population, non-VA students may opt for this track if they are already a licensed Private Pilot.

This course fee will be collected by ASU and passed on to the Flight Training Provider. For all students in this track who need to pay above the minimum to complete the course requirements, those additional fees will be paid directly to the flight training provider.

Proposed Annual Revenue

Class Fee	\$	10,298
Number of Students	#	6
Total Revenue	=	61,788

Proposed Annual Expenditures

Expendable Materials	\$	0
Field Trips/Specialized Equipment	\$	0
Private Instruction	\$	61,788
Personnel Expenses	\$	0
Total Expenditures	=	61,788

CLASS FEES REQUEST

University Arizona State University

College/School: Ira A. Fulton Schools of Engineering

Course Number: AMT 311

Department: The Polytechnic School

Course Title: Flight Operations and Safety VIII.a 1

Graduate	<u>_____</u>	Undergraduate	<u>X</u>	<u>_____</u>
New	\$ <u>14,670</u>	(Proposed)	<u>Fall 2017</u>	(Effective Date)
Existing	\$ <u>_____</u>	(Proposed)	\$ <u>_____</u>	(Current) <u>_____</u> (Year Approved)

Rationale for Request (~100 words)

ASU's Aviation Program and the Pat Tillman Veterans Center have been working with the Veterans Administration (VA) to clarify the status of the use of benefits under the GI Bill for ASU's Aeronautical Management Technology (Professional Flight) BS degree. Under changes mandated by the VA, it became a requirement to define each class in terms of a discrete amount of flight and ground events, and to assign a specific number of hours and cost per hour to each event. The sum of these defined costs can then be considered the minimum fee for the particular class. Going forward, maintaining VA compliance requires the adoption of the discrete curriculum structure with a single class fee charged to a student's ASU account and payment subsequently made to the flight training provider by ASU.

Compliance with Board Guidelines (~250 words)

AMT 311 is one of six courses that comprise the flight training component of the BS in Aeronautical Management Technology - Professional Flight degree program. The flight training is conducted by a private flight training provider, currently Airline Transport Professionals (ATP). As of Dec 2015, the VA policy excludes payment of private pilot instruction for universities who use a 3rd party flight training provider. This policy sets a standard "85/15" rule, whereby these same conditions and billing procedures need to apply to a group of non-VA students representing at least 15% of students in the total group.

This course fee request represents the minimum cost of eligible flight instruction for AMT 311, which in turn will be paid by the VA or the student. As 15% of the students utilizing this option must also come from the non-VA population, non-VA students may opt for this track if they are already a licensed Private Pilot.

This course fee will be collected by ASU and passed on to the Flight Training Provider. For all students in this track who need to pay above the minimum to complete the course requirements, those additional fees will be paid directly to the flight training provider.

Proposed Annual Revenue

Class Fee	\$	14,670
Number of Students	#	6
Total Revenue	=	88,020

Proposed Annual Expenditures

Expendable Materials	\$	0
Field Trips/Specialized Equipment	\$	0
Private Instruction	\$	88,020
Personnel Expenses	\$	0
Total Expenditures	=	88,020

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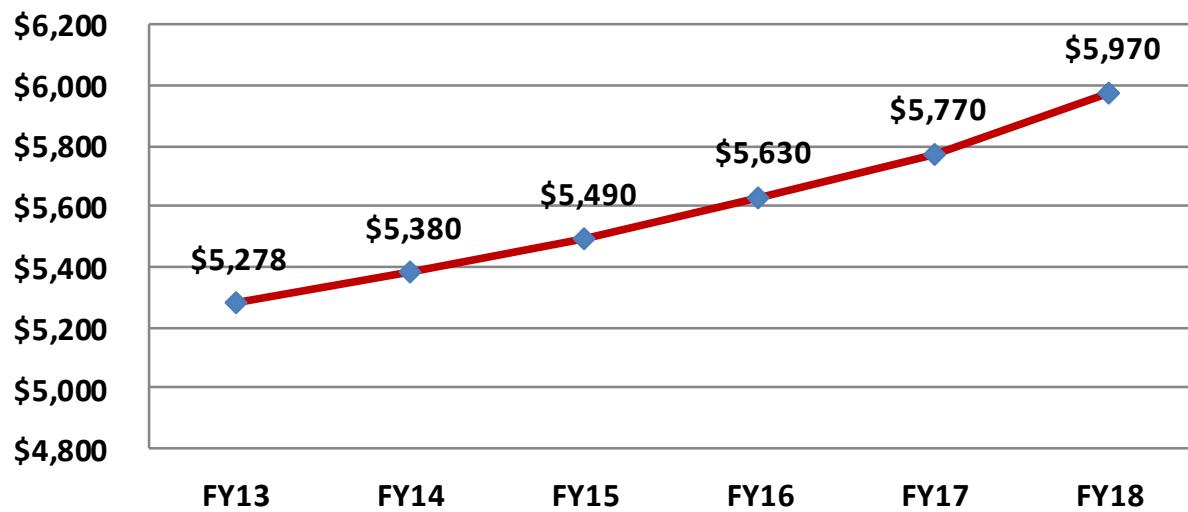
Arizona State University

Student Housing

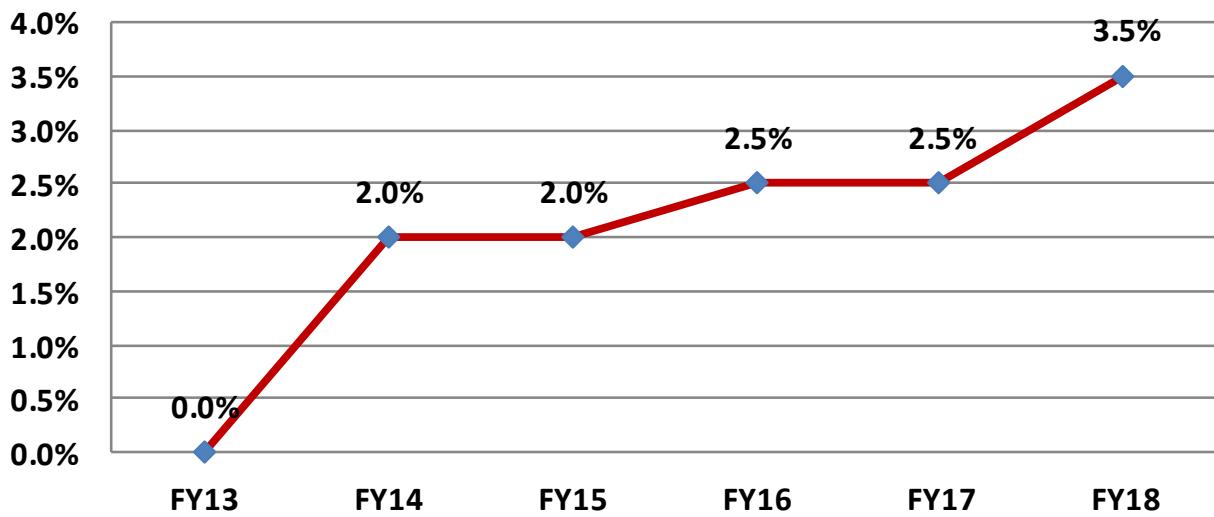
Dining

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**RESIDENCE HALL BASIC RATES
ASU
AY 2013-2018**



**RESIDENCE HALL RATE INCREASES
ASU
AY 2013-2018**



ARIZONA STATE UNIVERSITY HOUSING RATE REQUESTS

Arizona State University requests approval to set 2017-2018 Residence Hall rates at an average increase of 3.5% over prior year.

- The development of room and board rates at Arizona State University involves residential students and elected (RHA) student leaders on each campus. The objective is to ensure the educational, programmatic and service support necessary to meet students' needs and enhance their academic and personal success.
- Room and board rates are established with the goal of providing affordable, high quality learning environments. To this end, ASU offers a wide range of accommodations to meet the diverse needs of the student body. Monthly housing rates range from \$382-\$990 per month to accommodate a broad level of needs and preferences. All environments, independent of location or cost, are supported with a commensurate level of academic and student support services to assist each student in achieving their educational potential.
- University Housing continues to make repairs and renovations necessary to address deferred maintenance, including ADA/accessibility, building integrity, functionality, life safety and energy conservation. Requested rate increases will allow for continued progress in responding to these ongoing concerns in addition to addressing an anticipated increase in utilities.
- The proposed increase takes into account the impact of the increase in minimum wage as required by Proposition 206.
- Projected room and board rate increases have been reviewed and supported by the leadership of the Residence Hall Association. Letters supporting the recommended rates are attached as documentation.
- Rates for ASU related entities are provided for informational purposes.

Arizona State University
Residential Life
FY 2017 - 2018

Student Housing Rate Recommendations

Room Configuration	FY 16/17	FY 17/18	% Change	Annual \$ Change
Common Bath Style	\$5,770	\$5,970	3.5%	\$200
Suite Style - Double Type A	\$6,000	\$6,210	3.5%	\$210
Suite Style - Double Type B	\$6,450	\$6,680	3.6%	\$230
Apartments				
2 Bedroom	N/A	\$7,260	N/A	N/A
4 Bedroom	\$6,780	\$7,020	3.5%	\$240
Polytechnic Housing				
Residence Halls - Double	\$4,810	\$4,980	3.5%	\$170
Shared Houses - 4 bedroom/3 Bath	\$3,690	\$3,820	3.5%	\$130
Family Houses - NDV Unfurnished 2 Bedroom/2 Bath	\$7,630	\$7,900	3.5%	\$270
Average Increase			3.5%	\$207

Notes:

- 1) The proposed rates are per person, per academic year unless otherwise noted.
- 2) Common Bath Style is Hayden, Best & Irish halls.
- 3) Suite Style Double configuration is 4 students in 2 bedroom with a shared bath (Type A - PV East, PV West & McClintock). (Type B - Adelpi Commons, San Pablo & Sonora).
- 4) Apartments are available for continuing students only (2 bedroom Towers, 4 bedroom Las Casas).
- 5) The Residence Hall Association charge of \$50 per academic year will be added to the above rates to support Residence Hall Student Government cultural, educational, and social programming.
- 6) A \$49 per semester residential college fee will apply to all residents in a residential college.
- 7) Some Halls display the least expensive rate of multiple available room configurations.

Arizona State University
Residential Life
FY 2017 - 2018

Student Housing Rates - ASU Related Entities
(Information Only)

Facility	FY 16/17	FY 17/18	% Change	Average \$ Change
Barrett Honors College - 2 Bedroom/1 Bath	\$7,850	\$8,100	3.2%	\$250
Tooker House	N/A	\$7,975	N/A	N/A
Vista del Sol - 3 Bedroom/3 Bath - (Double) 12 months	\$6,750	\$6,990	3.6%	\$240
Hassayampa Academic Village	\$7,320	\$7,580	3.6%	\$260
Manzanita	\$7,650	\$7,880	3.0%	\$230
Casa De Oro	\$6,154	\$6,340	3.0%	\$186
Taylor Place - Tower I Doubles	\$8,710	\$8,970	3.0%	\$260
Century - Double	\$7,440	\$7,660	3.0%	\$220
ASU Related Entities Average Increase			3.2%	\$235

Notes:

- 1) The proposed rates are per person, per academic year unless otherwise noted.
- 2) Casa De Oro will continue promotional rate to encourage occupancy. Standard rate is \$7,700.
- 3) The Residence Hall Association charge of \$50 per academic year will be added to the above rates to support Residence Hall Student Government cultural, educational, and social programming.
- 4) A \$49 per semester residential college fee will apply to all residents in a residential college.
- 5) Some Halls display the least expensive rate of multiple available room configurations.

ARIZONA STATE UNIVERSITY MEAL PLAN RATE REQUEST

Arizona State University requests approval to increase the minimum required board plan by an average of 3.5% for residential students at the Tempe, Downtown Phoenix, Polytechnic and West Campus locations.

- Each semester Arizona State University assesses the quality and satisfaction of the food service program by conducting a student DiningStyles™ survey and the Educational Benchmarking Incorporated (EBI) satisfaction survey. Both surveys indicate an increase in customer satisfaction, year over year.
- The food service contractor and the university review the findings of the surveys and make improvements in the program accordingly.
- The proposed increase takes into account the increase in food costs as reported by the November 2016 Consumer Price Index for Food Away from Home; additional operating and programming expenditures, increases in natural gas and electric prices, and worker wages.
- The proposed increase takes into account the impact of the increase in minimum wage as required by Proposition 206.
- Letters of support from the Residence Hall Association are attached.

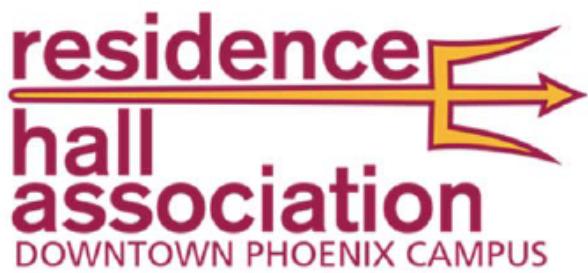
Arizona State University
Residential Life
FY 2017 - 2018

Student Board Rate Recommendations

Meal Plan	FY 16/17	FY 17/18	% Change	Annual \$ Change
All Campus Meal Plans				
8 meals/week w/ \$150 M&G (FTF)*	\$2,725	\$2,820	3.5%	\$95
Maroon - 180 Meals/semester (5 days) w/ \$375 M&G	\$4,025	\$4,170	3.6%	\$145
Sparky's - 14 meals/week w/ \$375 M&G	\$4,730	\$4,900	3.6%	\$170
Unlimited - (7 days/week) w/ \$250 M&G	\$5,045	\$5,220	3.5%	\$175
All M&G (\$1,050/semester, Upperclass only)*	\$2,030	\$2,100	3.5%	\$70
Barrett Meal Plans (Tempe Campus Only)				
Barrett 12 meals/week w/ \$200 M&G (FTF)*	\$5,315	\$5,500	3.5%	\$185
Barrett 14 meals/week w/ \$400 M&G	\$5,965	\$6,170	3.4%	\$205
Barrett Unlimited - (7 days/week) w/ \$100 M&G	\$6,250	\$6,470	3.5%	\$220
Barrett All M&G (\$1,510/semester, Upperclass only)*	\$2,920	\$3,020	3.4%	\$100
Barrett 150 Meals/semester w/ \$350 M&G (Upperclass only)	\$3,875	\$4,010	3.5%	\$135
Average Increase			3.5%	\$150

Notes:

- 1) * Indicates minimum buy-in plan.
- 2) The proposed rates are per person per academic year.
- 3) M&G is a declining balance meal option.



February 13, 2016

To Arizona Board of Regents:

On behalf of the Residence Hall Association and the residents at the Arizona State University Downtown location, we support the increase in Housing and Dining Rates for the 2017-2018 Academic Year.

If you have any questions please feel free to email me at:
avastorg@asu.edu

Thank you for your consideration,

Annamarie Astorga
Executive Director
Residence Hall Association
Arizona State University - Downtown



February 9, 2017

Executive Director Kellie Cloud,

On behalf of the RHA and the RHA Executive Board here at ASU Polytechnic we are writing to express RHA's support for the 2017-2018 Housing & Dining Rates for the Polytechnic location.

The RHA organization at ASU Polytechnic is a residential body that caters to roughly 1,200 residents on campus who are completely diverse in their own ways, we see the importance in community and feel that the rates presented would be a great direction to approach development to this wonderful place so many of us call home.

As representatives of the residential community, the RHA body, and the RHA Executive Board, we see the importance and the benefits that can be taken away from the improvements and the increases from the rate presentation. The organization favors the direction of development and how to consistently improve the facilities and overall experience of living at ASU Polytechnic.

It is with great pleasure that we write to you this letter of support for the 2017-2018 Housing & Dining Rates. For any questions on ASU Polytechnic RHA's decision please do not hesitate to contact us by emailing Luke Whelan-Gonzales, luke.whelan-gonzales@asu.edu.

Respectfully,

A handwritten signature in black ink that reads "Luke W".

Luke Whelan-Gonzales
Executive Director
RHA Polytechnic

A handwritten signature in black ink that reads "DJ Payton".

DJ Payton
Advisor,
RHA Polytechnic



February 14th, 2017

To the Arizona Board of Regents:

Arizona State University - Tempe Residence Hall Association supports the proposed Housing and Dining rates for the 2017-2018 Academic Year.

It is was great pleasure that I write this letter of support for the 2017-2018 Housing & Dining Rates. If you have any questions at all, please do not hesitate to contact me, Allyson Atkinson, at rha@asu.edu.

Sincerely,

Allyson Atkinson

Allyson Atkinson
Executive Director
Residence Hall Association
Arizona State - Tempe



February 1, 2017

To the Arizona Board of Regents,

On behalf of the Residence Hall Association and residents at Arizona State University's West campus, we support the Housing and Dining Rate increase for the 2017-2018 Academic Year.

If you have any questions feel free to email me at executive.rhaw@asu.edu.

Thank you for your consideration,

Evan Adams

Evan Adams
Executive Director
Residence Hall Association
Arizona State University

Arizona University System
 President's Recommended
 2017-2018
 Base Tuition and Mandatory Fees

Undergraduate

NAU Flagstaff - Resident Undergraduate - NEW STUDENTS STARTING FALL 2017 - PLEDGE (1st Yr)

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	STUDENT HEALTH/SRC	ASNAU & GREEN FEE	Total Fees	
2016-17	\$9,746	\$76	\$50	\$336	\$500	\$56	\$1,018	\$10,764
2017-18	\$10,038	\$79	\$50	\$336	\$500	\$56	\$1,021	\$11,059
\$ Change	\$292	\$3	\$0	\$0	\$0	\$0	\$3	\$295
% Change	3.0%							2.7%

NAU Flagstaff - Resident Undergraduate - NON PLEDGE/NON DEGREE

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	STUDENT HEALTH/SRC	ASNAU & GREEN FEE	Total Fees	
2016-17	\$7,647	\$76	\$50	\$336	\$500	\$56	\$1,018	\$8,665
2017-18	\$7,876	\$79	\$50	\$336	\$500	\$56	\$1,021	\$8,897
\$ Change	\$229	\$3	\$0	\$0	\$0	\$0	\$3	\$232
% Change	3.0%							2.7%

NAU Yuma - Resident Undergraduate

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT			Total Fees	
2016-17	\$7,101	\$71	\$0	\$336			\$407	\$7,508
2017-18	\$7,456	\$75	\$0	\$336			\$411	\$7,867
\$ Change	\$355	\$4	\$0	\$0			\$4	\$359
% Change	5.0%							4.8%

NAU Statewide - Resident Undergraduate

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT			Total Fees	
2016-17	\$7,239	\$72	\$0	\$336			\$408	\$7,647
2017-18	\$7,456	\$75	\$0	\$336			\$411	\$7,867
\$ Change	\$217	\$3	\$0	\$0			\$3	\$220
% Change	3.0%							2.9%

NAU Yavapai- Resident Undergraduate

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT			Total Fees	
2016-17	\$5,453	\$54	\$0	\$336			\$390	\$5,843
2017-18	\$5,920	\$59	\$0	\$336			\$395	\$6,315
\$ Change	\$467	\$5	\$0	\$0			\$5	\$472
% Change	8.6%							8.1%

Arizona University System
President's Recommended
2017-2018
Base Tuition and Mandatory Fees

Undergraduate

NAU Flagstaff - Nonresident Undergraduate - NEW STUDENTS STARTING FALL 2017 - PLEDGE (1st Yr)

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	STUDENT HEALTH/SRC	ASNAU & GREEN FEE	Total Fees	
2016-17	\$23,126	\$76	\$50	\$336	\$500	\$56	\$1,018	\$24,144
2017-18	\$23,820	\$79	\$50	\$336	\$500	\$56	\$1,021	\$24,841
\$ Change	\$694	\$3	\$0	\$0	\$0	\$0	\$3	\$697
% Change	3.0%							2.9%

NAU Flagstaff - Nonresident Undergraduate - NON PLEDGE/NON DEGREE

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	STUDENT HEALTH/SRC	ASNAU & GREEN FEE	Total Fees	
2016-17	\$20,003	\$76	\$50	\$336	\$500	\$56	\$1,018	\$21,021
2017-18	\$20,604	\$79	\$50	\$336	\$500	\$56	\$1,021	\$21,625
\$ Change	\$601	\$3	\$0	\$0	\$0	\$0	\$3	\$604
% Change	3.0%							2.9%

NAU Yuma - Nonresident Undergraduate

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT			Total Fees	
2016-17	\$20,003	\$71	\$0	\$336			\$407	\$20,410
2017-18	\$20,604	\$75	\$0	\$336			\$411	\$21,015
\$ Change	\$601	\$4	\$0	\$0			\$4	\$605
% Change	3.0%							3.0%

NAU Statewide - Nonresident Undergraduate

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT			Total Fees	
2016-17	\$20,003	\$72	\$0	\$336			\$408	\$20,411
2017-18	\$20,604	\$75	\$0	\$336			\$411	\$21,015
\$ Change	\$601	\$3	\$0	\$0			\$3	\$604
% Change	3.0%							3.0%

NAU Yavapai - Nonresident Undergraduate

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT			Total Fees	
2016-17	\$16,126	\$54	\$0	\$336			\$390	\$16,516
2017-18	\$17,508	\$59	\$0	\$336			\$395	\$17,903
\$ Change	\$1,382	\$5	\$0	\$0			\$5	\$1,387
% Change	8.6%							8.4%

Arizona University System
 President's Recommended
 2017-2018
 Base Tuition and Mandatory Fees

Graduate

NAU Flagstaff - Resident Graduate

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	STUDENT HEALTH/SRC	ASNAU & GREEN FEE			Total Fees
2016-17	\$8,971	\$76	\$50	\$336	\$500	\$56			\$1,018 \$9,989
2017-18	\$9,240	\$79	\$50	\$336	\$500	\$56			\$1,021 \$10,261
\$ Change	\$269	\$3	\$0	\$0	\$0	\$0			\$3 \$272
% Change		3.0%							2.7%

NAU Flagstaff - Nonresident Graduate

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	STUDENT HEALTH/SRC	ASNAU & GREEN FEE			Total Fees
2016-17	\$20,958	\$76	\$50	\$336	\$500	\$56			\$1,018 \$21,976
2017-18	\$21,588	\$79	\$50	\$336	\$500	\$56			\$1,021 \$22,609
\$ Change	\$630	\$3	\$0	\$0	\$0	\$0			\$3 \$633
% Change		3.0%							2.9%

NAU Yuma/Statewide/Online - Resident Graduate

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT					Total Fees
2016-17	\$8,971	\$72		\$336					\$408 \$9,379
2017-18	\$9,240	\$75		\$336					\$411 \$9,651
\$ Change	\$269	\$3		\$0					\$3 \$272
% Change		3.0%							2.9%

NAU Yuma/Statewide/Online - Nonresident Graduate

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT					Total Fees
2016-17	\$20,958	\$72		\$336					\$408 \$21,366
2017-18	\$21,588	\$75		\$336					\$411 \$21,999
\$ Change	\$630	\$3		\$0					\$3 \$633
% Change		3.0%							3.0%

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Northern Arizona University

Program Fees

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Differential Tuition, Program Fees, Class Fees

NORTHERN ARIZONA UNIVERSITY

		DATA INPUT									
FEE TYPE	College/School/Program	Grad/ Undergrad	Upper/Lower Division	New or Increase	Per Semester			Incremental Increase	Incremental Increase per AY	Estimated Additional Revenue	Reference Page #
					Student Enrollment	Current Fee	Proposed				
TOTAL										\$390,000	
UNDERGRADUATE - PROGRAM FEE										\$390,000	
Program Fee	Honors Program/Honors College	UG	Lower	Increase	1,300	\$100	\$250	\$150	\$300	\$390,000	79
Program Fee	College of Social & Behavioral Sciences, GIS Certificate	UG	Lower	Delete	0	\$750	\$0	-\$750	-\$1,500	\$0	

ESTIMATED CURRENT REVENUE FROM COURSE FEES (2016-2017)

NAU											
Semester	Total # of courses in the course bank	Total # of courses with approved fees	# of courses offered	% with fees	Number of courses with fees \$100 and under	% of courses with fees \$100 and under	Revenue from \$100 and under	Number of courses with fees over \$100	% of courses with fees over \$100	Revenue from course fees over \$100	Total Revenue from course fees
Fall 2016	5,293	1,098	2,353	25.33%	562	23.88%	\$2,193,454	34	1.44%	\$894,103	\$3,087,557
Spring 2017			2,308	25.69%	550	23.83%	\$2,056,826	40	1.73%	\$703,255	\$2,760,082
TOTAL REVENUE FROM COURSE FEES							\$4,250,281			\$1,597,358	\$5,847,639

NAU EXISTING DIFFERENTIAL TUITION and PROGRAM FEES SUMMARY

PROGRAM FEES

DATE ESTABLISHED	COLLEGE/SCHOOL	PROGRAM	UG/GRAD	AMOUNT	EST. ANNUAL REVENUE \$
2016	Extended Campus	Masters in Global Business Administration	Graduate	\$6,000/yr	\$60,000
2016	Social and Behavioral Sciences	Politics and International Affairs	Graduate	\$1,500/sem	\$15,000
2016	School of Nursing	MS and Post MS FNP Certificate	Graduate	\$60/credit	\$6,000
2016	Health and Human Services	Athletic Training - Phx Biomed	Graduate	\$1,500/sem	\$85,000
2016	School of Nursing	BSN Accelerated Option - post bacc	Undergraduate	\$2,400/yr	\$45,000
2016	School of Nursing	Nursing, BSN	Undergraduate	\$2,400/yr	\$230,000
2016	School of Hotel & Restaurant Management	Hotel Restaurant Management, BS	Undergraduate	\$290/sem	\$250,000
2016	School of Earth Sciences and Environmental Sustainability	Geology	Undergraduate	\$700/ sem for 3 semesters	\$50,000
2014	Health and Human Services	Doctor of Physical Therapy - Phoenix Biomedical Campus	Graduate	\$3,500/sem	\$854,000
2014	Health and Human Services	Doctor of Occupational Therapy	Graduate	\$11,000/year	\$1,089,000
2014	Engineering, Forestry and Natural Sciences	Bachelor of Science in Forestry	Undergraduate	\$200/year	\$25,000
2014	Business	Bachelor of Science in Business Administration	Undergraduate	\$580/year	\$680,750
2013	Health and Human Services	Athletic Training, MS - Flagstaff	Graduate	\$1,000/sem	\$26,000
2013	Business	MBA/HRM	Graduate	\$17,000	\$0
2013	Engineering, Forestry and Natural Sciences	MS in Climate Science and Solutions	Graduate	\$4,500 (total program)	\$50,000
2012	School of Nursing	Doctor of Nursing Practice	Graduate	\$60/credit	\$5,000
2012	Health and Human Services	Physician Assistant Studies	Graduate	\$7,000/sem	\$1,100,000
2012	Health and Human Services	MS in Clinical Speech-Language Pathology	Graduate	\$40/credit	\$25,000
2011	Academic Affairs/Provost	Honors Program	Undergraduate	\$100/year (increase to \$500/year in Fall 2017; \$700/year in Fall 2018)	\$650,000
2010	Health and Human Services	Doctor of Physical Therapy - Flagstaff	Graduate	\$2,500/sem	\$705,000
2010	Business	Master in Bus. Administration	Graduate	\$7,000 for program	\$175,000
2010	Engineering, Forestry and Natural Sciences	EGR: Elec, Env, CS, Inform, Mech; Const Mgmt (Jr & Sr only)	Undergraduate	\$500/year	\$450,000
2010	Health and Human Services	Dental Hygiene	Undergraduate	\$1,600/yr	\$35,000
2010	School of Nursing	BSN-Reg Nurse Option	Undergraduate	\$10/credit hour	\$75,000
2010	Health and Human Services	MS Nursing	Graduate	\$40/credit hour	\$120,000
2004	Graduate College/Extended Campuses	Master of Administration	Graduate	\$2,500	\$175,000
2001	Engineering, Forestry and Natural Sciences	Master of Engineering	Graduate	\$402/credit hour for distance-delivered courses	\$5,000

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PROGRAM FEE REQUEST

University Northern Arizona University

College/School Honors College

Department Honors College

Program University Honors Program

Graduate

Undergraduate X

Upper Division X

Lower Division X

New

\$

(Proposed)

(Effective Date)

\$250/semester Fall 17

Existing

\$ \$100/semester

(Current)

\$350/semester Fall 18

 2011

(Proposed)

(Year Approved)

Rationale for Request (~100 words)

NAU's new Honors College expands opportunities for Honors students by diversifying its curricular and extra-curricular programming with the intent of promoting student achievement and success. The Honors College curriculum ensures a richer, more fulfilling experience for high achieving students that integrates Honors with departmental curricula, culminating in a year-long Honors Capstone Pathway experience. The curriculum ensures students gain the knowledge and skills that will prepare them for success— personally, academically, and professionally. The Honors College requests an increase in the existing Honors program fee to expand from a program to a full college experience and support structure. The resources generated through a fee will enable the program to continue to improve program performance while managing substantial enrollment growth. With the evolution of the University Honors Program to an Honors College, we are increasing required courses, research requirements, and experiential learning activities. In addition, the Honors college will occupy its own building on campus, and is expected to offset a portion of the cost of constructing the building.

Compliance with Board Guidelines (~250 words)

This request is consistent with ABOR Policy 4-104, "Procedure for Setting and Distributing Tuition and Fees." 14% of the program fee will be set aside for scholarships that will preserve accessibility for eligible students to receive scholarships through the Office of Financial Aid. We will use the standard university methods and processes to ensure that the program fee funds are spent for appropriate purposes.

Following ABOR guidelines, revenues from the fee will be allocated to student support services (academic and career advisors, writing center tutors and coordinator, and peer mentors and facilitators), programming and program coordination, events, course staffing, extra and co-curricular enrichment, student research, internship, and creative activities support, and classroom infrastructure.

Student Consultation (~100 words)

The Honors College conducted four program fee increase presentations to Honors students. Two of the meetings were with Honors student leadership groups and two were open to all Honors students. Honors students are in favor of an increase in the program fee if it helps provide student support, resources, programming, and facilities. There were no negative comments on increasing the program fee; although, there was a suggestion of not increasing the fee for current students and another student commented that on top of other fees they pay it often adds up to a lot of fees. Students commented that the increased fee amount seemed fair and would also put us more on par with our competitors.

MARKET PRICING

ARIZONA INSTITUTION	Resident tuition AY 16/17
Arizona State University w/ Honors fee (\$750.00/semester)	\$11,870
University of Arizona w/Honors fee (\$250.00/semester)	\$12,300
Northern Arizona University w/ Honors fee (current \$100.00/semester)	\$9,946
*NAU tuition is held a fixed rate for four-years for incoming freshman.	

Institution	Resident tuition + fees
Southern Illinois University Carbondale	\$12,231
Northern Illinois University	12,212
Ohio University-Main Campus	11,744
Western Michigan University	11,493
George Mason University	11,300
The University of Alabama	11,270
University of Akron Main Campus	10,946
Georgia State University	10,686
Bowling Green State University-Main Campus	10,606
University of Maine	10,600
Old Dominion University	10,046
Kent State University Kent Campus	10,012
Northern Arizona University	9,946
University of Nevada-Las Vegas	9,872
Wichita State University	7,370
University of North Carolina at Greensboro	7,029

Source: Relevant university website (checked 17 November 2016)

ACCOUNTABILITY

Financial Aid Set Aside Amount: 14 %

Proposed Annual Revenue

Program Fee	\$	500
Number of Students	#	1300
Total Revenue	=	650,000

Proposed Annual Expenditures

Financial Aid Set Aside	\$	91,000
Institutional and Advising Personnel	\$	120,000
Support Staff	\$	120,000
Operating Expenses	\$	319,000
Total Program Costs	=	650,000

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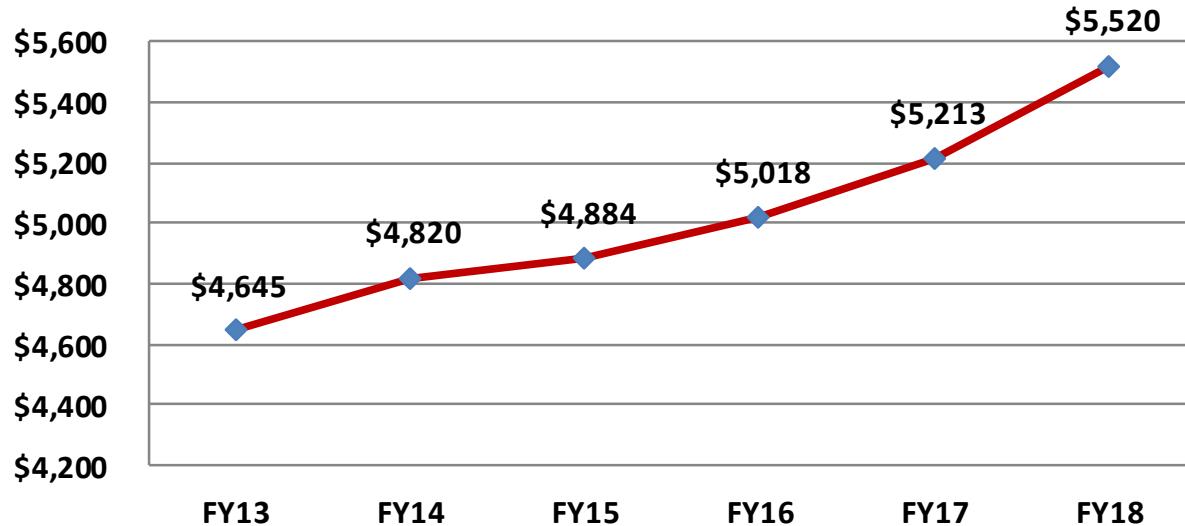
Northern Arizona University

Student Housing

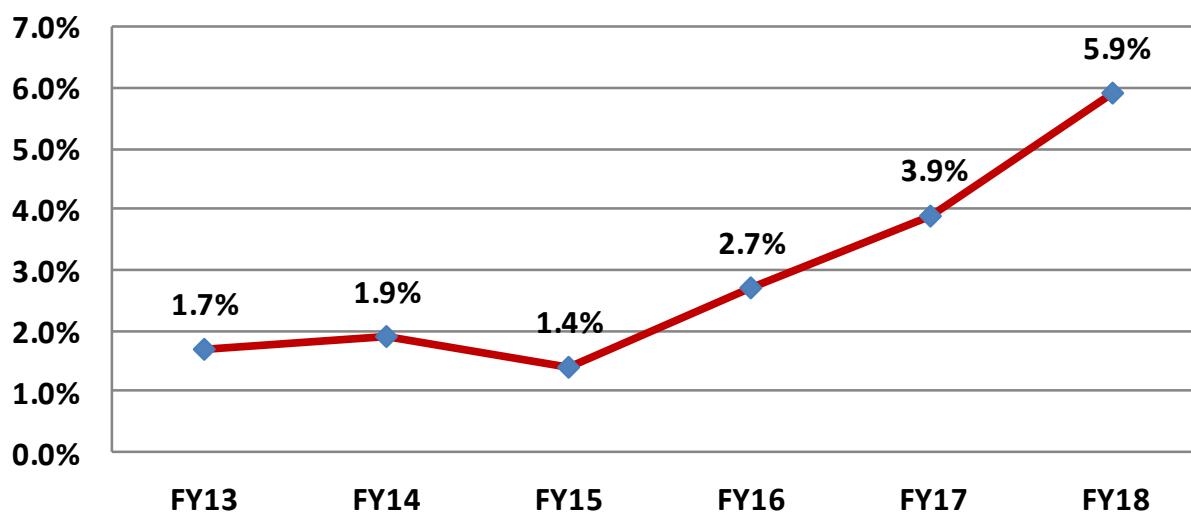
Dining

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RESIDENCE HALL BASIC RATES
NAU
AY 2013-2018



RESIDENCE HALL RATE INCREASES
NAU
AY 2013-2018



NORTHERN ARIZONA UNIVERSITY HOUSING RATE REQUESTS

Northern Arizona University requests Board approval to set 2017-2018 Residence Hall and Family Apartment rates by a weighted average increase of 5.88% for single student housing and family apartments. The proposed increases are in support of additional operating expenditures, utility increases, minimum wage increases from on and off-campus vendors, and fire life safety retrofits.

- Each year Northern Arizona University follows a collaborative process to assess residence hall rates and to make recommendations for any changes in rates.
- The 2016-2017 Residence Life Advisory Council was comprised of student government representatives, Residence Hall Association representatives, and faculty/ staff.
- The council requested and reviewed major expenditures for the current fiscal year.
- The council reviewed influential factors such as rate of inflation, utility costs, debt service adjustments, aging infrastructure, fire life safety retrofits, support service enhancements, and planned capital improvements affecting the 2018 budget. A line item budget was presented and reviewed by the committee; nine different budget scenarios ranging from 0% to 5.88% were presented for the Council's review and consideration.
- Current residence hall rates are the lowest among the three state universities. The proposed rates are expected to maintain this relationship.
- In a recent market comparison of similar off campus student housing, NAU's rates are significantly lower.
- The Residence Life Advisory Council's unanimous recommendation is presented and endorsed by a letter of support from the president of the Residence Hall Association, Kendrick Daly.

NORTHERN ARIZONA UNIVERSITY
ACADEMIC YEAR RESIDENCE HALL RATES
PROPOSED RATES - SINGLE STUDENTS

Hall Type	Proposed			
	2016-2017	2017-2018	\$ Increase	% Increase
Calderon	\$5,216	\$5,576	\$360	6.90%
Campus Heights Dbl	\$5,384	\$5,720	\$336	6.24%
1 br shared	\$5,512	\$5,832	\$320	5.81%
2 br. single	\$5,616	\$5,952	\$336	5.98%
Freshman Halls	\$5,128	\$5,408	\$280	5.46%
Gabaldon	\$5,192	\$5,528	\$336	6.47%
McDonald/Raymond	\$5,104	\$5,424	\$320	6.27%
Mountain View	\$4,952	\$5,296	\$344	6.95%
Roseberry	\$5,032	\$5,360	\$328	6.52%
Gillenwater	\$5,256	\$5,576	\$320	6.09%
Pine Ridge Village				
4 bedroom/2 bath	\$5,832	\$6,184	\$352	6.04%
McKay Village				
4 bedroom/2 bath	\$5,832	\$6,184	\$352	6.04%
3 bedroom/1 bath	\$6,096	\$6,464	\$368	6.04%
2 bedroom/2 bath	\$5,392	\$5,720	\$328	6.08%
(4 student)				
2 bedroom/1 bath	\$6,536	\$6,920	\$384	5.88%
South Village – Dbl.	\$5,176	\$5,480	\$304	5.87%
Sing.	\$5,472	\$5,792	\$320	5.85%
Large Dbl.	\$5,400	\$5,704	\$304	5.63%
Large Sing.	\$5,632	\$5,960	\$328	5.82%
Weighted Average:	\$5,213	\$5,520	\$306	5.88%

PROPOSED MONTHLY RATES
FAMILY HOUSING APARTMENTS

	Proposed			
	<u>2016-2017</u>	<u>2017-2018</u>	<u>\$ Increase</u>	<u>% Increase</u>
South Family				
Two bedroom	\$864	\$915	\$51mo.	5.88%
Large two-bedroom	\$955	\$1011	\$56mo.	5.88%
Weighted Average Increase		\$949	\$ 53mo.	5.88%

Note: Apartments are partially furnished and include all utilities, cable TV and internet service.

Board of Regents Meeting
April 6-7, 2017
Northern Arizona University
Page 3 of 3

For Information Only

NAU Related Entities/American Campus Community Properties

	2016-2017	2017-2018	\$ Increase	% Increase
Hilltop Townhomes				
	\$699/mo	\$724/mo	\$25/mo	3.58%
	\$679/mo	\$699/mo	\$20/mo	2.95%
 The Suites	 \$669/mo	 \$704/mo	 \$35/mo	 5.23%
	\$624mo	\$639/mo	\$15/mo	2.4%

NORTHERN ARIZONA UNIVERSITY MEAL PLAN RATE REQUESTS

Northern Arizona University requests Board approval to set 2017-2018 Meal Plan rates to an average increase of 8.93% for residential meal plans. The proposed increases are in support of additional operating expenditures, an increase in hourly employee wages, and increases in food and utility costs.

- Each year Northern Arizona University assesses the quality and satisfaction of the food service program by conducting a student survey. In fall 2016 a customer satisfaction survey was conducted by the National Association of College & University Food Services. The food service contractor and the university have reviewed the findings of the survey that indicated continued significant levels of customer satisfaction. However, as in previous years, adjustments based on the feedback will be made accordingly.
- In fall 2016 4,804 first-time freshmen living in on campus housing had a mandatory meal plan. Nineteen completed a request for meal plan exemption, and 16 were granted an exemption to the mandatory meal plan. The 4,788 are eligible for the guaranteed meal plan, meaning there will be no increase in the price of their meal plan for AY 2017-2018.
- In fall 2016 upper-class board (meal) plan participation consisted of 1,505 participants, or 24% of total meal plan holders.

NORTHERN ARIZONA UNIVERSITY
ACADEMIC YEAR MEAL PLAN RATES

PROPOSED RATES

Guaranteed Program to all current (AY 2016-2017) Participants

Meal Plan	AY 2016-2017 Price	AY 2017-2018 Price	\$ Increase	% Increase
10 meals/week	\$3,748	\$3,748	\$0.00	0.0%
14 meals/week	\$4,164	\$4,164	\$0.00	0.0%
19 meals/week	\$4,544	\$4,544	\$0.00	0.0%
Unlimited	\$4,544	\$4,544	\$0.00	0.0%

New Participants AY 2017-2018

Rate is guaranteed for AY 2018-2019

Meal Plan	AY 2017-2018 Price	\$ Increase	% Increase
10 meals/week	\$4,082	\$334.00	8.91%
14 meals/week	\$4,536	\$372.00	8.93%
19 meals/week	\$4,950	\$406.00	8.93%
Unlimited	\$4,950	\$406.00	8.93%



Residence Hall Association

PO Box 6003 Flagstaff, AZ 86011

Telephone: 928.523.2341 Email: RHA@nau.edu Website: nau.edu/RHA

February 15, 2017

To the Arizona Board of Regents:

The Residence Hall Association (RHA) of Northern Arizona University is the elected body representing residential students on the NAU campus. RHA is offering its support of the proposed 5.88% average increase for single student housing and 5.88% increase in family housing rates for the 2017-2018 academic year.

RHA had significant involvement in the review of the annual budget, hall improvements, and the various factors leading to the above recommended housing rates. Rate options varying from 0% - 5.88% were reviewed and discussed. The process for establishing housing rates is an open process with extensive student involvement in the process and decision and we believe this recommendation best represents the on-campus students and their interests.

Sincerely,

A handwritten signature in black ink that reads "Kendrick Daly".

Kendrick Daly
RHA President

Campus Dining Advisory Council
Northern Arizona University

March 1, 2017

Arizona Board of Regents
2020 N. Central Avenue
Suite 230
Phoenix, AZ 85004

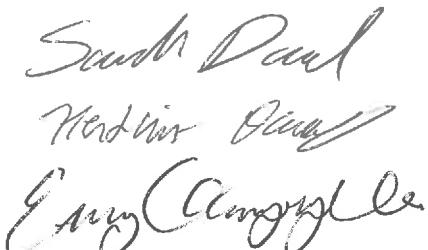
To whom it may concern,

We understand the integral role that campus dining and meal plans play in Northern Arizona University's campus community from a financial perspective as well as a student wellness perspective. This is one of the reasons we elected to serve on the Campus Dining Advisory Council. NAU Dining provides quality and nutritious meals for our student population while continually engaging students in the development and implementation of creative concepts, making changes to menus and offerings to provide a wide variety of options to a steadily growing campus population with diverse needs.

Currently a major renovation and expansion of resident dining and retail platforms on south campus is underway, which will bring even more fresh, healthy and innovative dining opportunities to Northern Arizona University students beginning this fall. Meal plans at NAU have adapted to student needs in recent years, becoming even more flexible in implementing a weekly carry over of unused meals as well as providing technology based solutions to increase accessibility of both food and information. The continual evolution of the dining program illustrates that student well-being will continue to be a priority in shaping the future of NAU Campus Dining.

In addition to the inflation of food, utilities and other direct expenses, the increase in the state minimum wage to \$10.00 and an additional \$2.00 increase in the Flagstaff city minimum wage will increase costs to the dining program in the 2017-2018 academic year and beyond. We are working with NAU Campus Dining to develop additional program improvements and we support an 8.9% meal plan rate increase based on these considerations. We understand this rate increase will not apply to current meal plan holders due to the two-year rate guarantee.

Thank you for your consideration,

The image shows three handwritten signatures stacked vertically. The top signature is "Sarah Duval", the middle one is "Kendrick Daly", and the bottom one is "Emily Campagnolo".

Kendrick Daly, Sarah Duval, Emily Campagnolo
Northern Arizona University Campus Dining Advisory Council

Arizona University System
President's Recommended
2017-2018
Base Tuition and Mandatory Fees

Undergraduate

UA Main - Resident Undergraduate - NEW STUDENTS STARTING FALL 2016 - GUARANTEE (1st Yr)

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC	ATHLETICS	Total Fees	
2016-17	\$10,752	\$107	\$50	\$480	\$80	\$300	\$0	\$1,017	\$11,769
2017-18	\$10,860	\$108	\$50	\$535	\$150	\$425	\$100	\$1,368	\$12,228
\$ Change	\$108	\$1	\$0	\$55	\$70	\$125	\$100	\$351	\$459
% Change	1.0%								3.9%

UA Main - Resident Undergraduate - CONTINUING STUDENTS/NON GUARANTEE

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC	ATHLETICS	Total Fees	
2016-17	\$10,160	\$101	\$50	\$480	\$80	\$300	\$0	\$1,011	\$11,171
2017-18	\$10,262	\$102	\$50	\$535	\$150	\$425	\$100	\$1,362	\$11,624
\$ Change	\$102	\$1	\$0	\$55	\$70	\$125	\$100	\$351	\$453
% Change	1.0%								4.1%

UA Main - Nonresident Undergraduate - NEW STUDENTS STARTING FALL 2016 - GUARANTEE (1st Yr)

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC	ATHLETICS	Total Fees	
2016-17	\$33,950	\$107	\$50	\$480	\$80	\$300	\$0	\$1,017	\$34,967
2017-18	\$34,290	\$108	\$50	\$535	\$150	\$425	\$100	\$1,368	\$35,658
\$ Change	\$340	\$1	\$0	\$55	\$70	\$125	\$100	\$351	\$691
% Change	1.0%								2.0%

UA Main - Nonresident Undergraduate - CONTINUING STUDENTS/NON GUARANTEE

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC	ATHLETICS	Total Fees	
2016-17	\$30,759	\$101	\$50	\$480	\$80	\$300	\$0	\$1,011	\$31,770
2017-18	\$31,067	\$102	\$50	\$535	\$150	\$425	\$100	\$1,362	\$32,429
\$ Change	\$308	\$1	\$0	\$55	\$70	\$125	\$100	\$351	\$659
% Change	1.0%								2.1%

Arizona University System
 President's Recommended
 2017-2018
 Base Tuition and Mandatory Fees

Undergraduate

UA South - Resident Undergraduate - NEW STUDENTS STARTING FALL 2015 - GUARANTEE (1st Yr)

	TUITION	AFAT							TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC		Total Fees	
2016-17	\$8,780	\$87		\$344	\$80			\$511	\$9,291
2017-18	\$8,868	\$88		\$399	\$80			\$567	\$9,435
\$ Change	\$88	\$1	\$0	\$55	\$0	\$0		\$56	\$144
% Change	1.0%								1.5%

UA South - Resident Undergraduate - CONTINUING STUDENTS/ NON GUARANTEE

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC		Total Fees	
2016-17	\$8,297	\$82		\$344	\$80			\$506	\$8,803
2017-18	\$8,380	\$83		\$399	\$80			\$562	\$8,942
\$ Change	\$83	\$1	\$0	\$55	\$0	\$0		\$56	\$139
% Change	1.0%								1.6%

UA South - Nonresident Undergraduate - NEW STUDENTS STARTING FALL 2015 - GUARANTEE (1st Yr)

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC		Total Fees	
2016-17	\$33,950	\$87		\$344	\$80			\$511	\$34,461
2017-18	\$34,290	\$88		\$399	\$80			\$567	\$34,857
\$ Change	\$340	\$1	\$0	\$55	\$0	\$0		\$56	\$396
% Change	1.0%								1.1%

UA South - Nonresident Undergraduate - CONTINUING STUDENTS/ NON GUARANTEE

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC		Total Fees	
2016-17	\$30,759	\$82		\$344	\$80			\$506	\$31,265
2017-18	\$31,067	\$83		\$399	\$80			\$562	\$31,629
\$ Change	\$308	\$1	\$0	\$55	\$0	\$0		\$56	\$364
% Change	1.0%								1.2%

Arizona University System
President's Recommended
2017-2018
Base Tuition and Mandatory Fees

Graduate

UA Main - Resident Graduate - New Students Starting Fall 2017

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC		
2016-17	\$11,372	\$101	\$50	\$480	\$80	\$300		\$1,011 \$12,383
2017-18	\$11,486	\$102	\$50	\$535	\$150	\$425		\$1,262 \$12,748
\$ Change	\$114	\$1	\$0	\$55	\$70	\$125		\$251 \$365
% Change	1.0%							2.9%

UA Main - Resident Graduate - Students Enrolled prior to Fall 2017

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC		
2016-17	\$11,372	\$101	\$50	\$480	\$80	\$300		\$1,011 \$12,383
2016-17	\$11,486	\$102	\$50	\$480	\$80	\$300		\$1,012 \$12,498
\$ Change	\$114	\$1	\$0	\$0	\$0	\$0		\$1 \$115
% Change	1.0%							0.9%

UA Main - Nonresident Graduate - New Students Starting Fall 2017

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC		
2016-17	\$31,124	\$101	\$50	\$480	\$80	\$300		\$1,011 \$32,135
2017-18	\$31,436	\$102	\$50	\$535	\$150	\$425		\$1,262 \$32,698
\$ Change	\$312	\$1	\$0	\$55	\$70	\$125		\$251 \$563
% Change	1.0%							1.8%

UA Main - Nonresident Graduate - Students Enrolled Prior to Fall 2017

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC		
2016-17	\$31,124	\$101	\$50	\$480	\$80	\$300		\$1,011 \$32,135
2016-17	\$31,436	\$102	\$50	\$480	\$80	\$300		\$1,012 \$32,448
\$ Change	\$312	\$1	\$0	\$0	\$0	\$0		\$1 \$313
% Change	1.0%							1.0%

UA South - Resident Graduate - New Students Starting Fall 2017

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC		
2016-17	\$11,028	\$82		\$344	\$80			\$506 \$11,534
2017-18	\$11,139	\$83		\$399	\$80			\$562 \$11,701
\$ Change	\$111	\$1		\$55	\$0			\$56 \$167
% Change	1.0%							1.4%

UA South - Resident Graduate - Students Enrolled Prior to Fall 2017

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC		
2016-17	\$11,028	\$82		\$344	\$80			\$506 \$11,534
2016-17	\$11,139	\$83		\$344	\$80			\$507 \$11,646
\$ Change	\$111	\$1		\$0	\$0			\$1 \$112
% Change	1.0%							1.0%

UA South - NonResident Graduate - New Students Starting Fall 2017

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC		
2016-17	\$31,124	\$82		\$344	\$80			\$506 \$31,630
2017-18	\$31,436	\$83		\$399	\$80			\$562 \$31,998
\$ Change	\$312	\$1		\$55	\$0			\$56 \$368
% Change	1.0%							1.2%

UA South - NonResident Graduate - Students Enrolled Prior to Fall 2017

	TUITION	MANDATORY FEES						TUITION + MANDATORY FEES
		AFAT	SRC	LIB TECH	STU SVCS	HEALTH & REC		
2016-17	\$31,124	\$82	\$0	\$344	\$80			\$506 \$31,630
2016-17	\$31,436	\$83	\$0	\$344	\$80			\$507 \$31,943
\$ Change	\$312	\$1	\$0	\$0	\$0			\$1 \$313
% Change	1.0%							1.0%

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University of Arizona

Differential Tuition

Program Fees

Class Fees

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Differential Tuition, Program Fees, Class Fees

UNIVERSITY OF ARIZONA

FEE TYPE	College/School/Program	Grad/ Undergrad	Upper/Lower Division	New or Increase	DATA INPUT			Per Semester			Reference Page #
					Annual Student Enrollment	Current Fee	Proposed	Incremental Increase	Incremental Increase per AY	Estimated Additional Revenue	
TOTAL										\$2,062,600	
UNDERGRADUATE - DIFFERENTIAL TUITION										\$162,000	
Differential Tuition	College of Engineering / Architectural Engineering / Undergraduate Upper Division	Undergrad	Upper	New	60	\$0	\$900	\$900	\$1,800	\$108,000	105
Differential Tuition	College of Engineering / Architectural Engineering / Undergraduate Lower Division	Undergrad	Lower	New	60	\$0	\$450	\$450	\$900	\$54,000	107
UNDERGRADUATE - PROGRAM FEE										\$300,000	
Program Fee	College of Agriculture & Life Sciences / Animal & Biomedical Industries / BS	Undergrad	Upper	New	100	\$0	\$1,500	\$1,500	\$3,000	\$300,000	109
GRADUATE - PROGRAM FEE										\$1,562,300	
Program Fee	College of Medicine / Cellular & Molecular Medicine / Genetic Counseling Graduate Program	Graduate	N/A	New	5	\$0	\$3,000	\$3,000	\$6,000	\$30,000	111
Program Fee	College of Nursing / Master of Science Entry to Profession of Nursing, Res	Graduate	N/A	Increase	85	\$40,000	\$44,000	\$4,000	\$12,000	\$1,020,000	113
Program Fee	College of Nursing / Master of Science Entry to Profession of Nursing, Non-Res	Graduate	N/A	Increase	15	\$49,000	\$53,000	\$4,000	\$12,000	\$180,000	113
Program Fee	College of Pharmacy / Doctor of Pharmacy	Graduate	N/A	Increase	428	\$6,350	\$6,725	\$375	\$750	\$321,000	115
Program Fee	College of Public Health / Health Administration Certificate	Graduate	N/A	New	3	\$0	\$1,875	\$1,875	\$3,750	\$11,300	117
CLASS FEES										\$38,300	
AFAS 497P / 597P	College of Humanities / Africana Studies	Grad / Undergrad	Both	Increase	12	\$2,800	\$2,850	\$50	\$50	\$600	119
CHEM 545	College of Science / Chemistry & Biochemistry	Grad	N/A	New	10	\$0	\$140	\$140	\$140	\$1,400	120
MUSI 181, 182, 282 382, 482, 580	College of Fine Arts / Music	Grad / Undergrad	Both	Increase	272	\$105	\$123	\$18	\$18	\$4,900	121
MUSI 185, 285, 385, 485, 585, 685, 785	College of Fine Arts / Music	Grad / Undergrad	Both	Increase	534	\$125	\$185	\$60	\$60	\$32,000	122

ESTIMATED CURRENT REVENUE FROM COURSE FEES (2016-2017)

UA											
Semester	Total # of courses in the course bank	Total # of courses with approved fees	# of courses offered	% with fees	Number of courses with fees \$100 and under	% of courses with fees \$100 and under	Revenue from \$100 and under	Number of courses with fees over \$100	% of courses with fees over \$100	Revenue from course fees over \$100	Total Revenue from course fees
Fall 2016	12,417	1,239	6,261	9.36%	553	8.83%	\$1,960,069	33	0.53%	\$709,632	\$2,669,701
Spring 2017			6,196	10.60%	624	10.07%	\$1,767,150	33	0.53%	\$333,520	\$2,100,670
TOTAL REVENUE FROM COURSE FEES							\$3,727,219			\$1,043,152	\$4,770,371

UA EXISTING DIFFERENTIAL TUITION and PROGRAM FEES SUMMARY					
DIFFERENTIAL TUITION					
DATE ESTABLISHED	COLLEGE/SCHOOL	PROGRAM	UG/GRAD	AMOUNT (per semester, per unit or fixed)	2016-2017 Estimated Annual Revenue
2005	Architecture, Planning & Landscape Architecture	Bachelor of Architecture (Fr, So, Jr, Sr)	Undergraduate	\$750 (\$375 Fr)/sem	\$397,200
2011	Engineering	Undergraduate (Lower Division)	Undergraduate	\$450/sem	\$1,201,800
2006	Engineering	Undergraduate (Upper Division)	Undergraduate	\$900/sem	\$2,216,700
2010	Fine Arts	All Undergraduate Degree Programs in Schools of Art, Dance, Music, and Theatre, Film & Television	Undergraduate	\$300/sem	\$404,400
2003	Management	All Undergraduate Professional Programs in Management, (Upper Division)	Undergraduate	\$900/sem	\$3,761,400
2009	Nursing	BSN Program, Undergraduate (Upper Division)	Undergraduate	\$2,000/sem	\$847,700
2010	Public Health	Bachelor of Science Public Health (Upper Division)	Undergraduate	\$50/unit	\$378,700
PROGRAM FEES					
DATE ESTABLISHED	COLLEGE/SCHOOL	PROGRAM	UG/GRAD	AMOUNT (per semester unless per unit or flat)	2016-2017 Estimated Annual Revenue
2016	Agriculture & Life Sciences	Animal & Comparative Biomedical Sciences: Masters Degree in Animal & Biomedical Industries	Graduate	\$1,500/sem	\$0
2016	Agriculture & Life Sciences	Animal & Comparative Biomedical Sciences: Doctor of Veterinary Medicine	Graduate	\$8,000/sem	\$0
2016	Agriculture & Life Sciences	Career & Academic Services (Upper and Lower Divisions)	Undergraduate	\$75/sem	\$568,900
2010	Agriculture & Life Sciences	Norton School of Family & Consumer Resources: Family Studies & Human Development - Upper Division	Undergraduate	\$200/sem	\$57,400
2010	Agriculture & Life Sciences	Norton School of Family & Consumer Resources: Retail & Consumer Sciences - Upper Division	Undergraduate	\$250/sem	\$27,800
2015	Agriculture & Life Sciences	Nutritional Sciences: Undergraduate (Upper and Lower Division)	Undergraduate	\$250/sem	\$345,400
2016	Agriculture & Life Sciences	Soil, Water & Environmental Science: BS in Environmental Science (Upper Division)	Undergraduate	\$350/sem	\$65,900
2012	Architecture, Planning & Landscape Architecture	Graduate Certificate in Heritage Conservation	Graduate	\$200/unit	\$5,600
2004	Architecture, Planning & Landscape Architecture	Architecture and Landscape Architecture & Planning: Master of Architecture, Master of Landscape Architecture, Master of Science in Architecture, Master of Science in Planning	Graduate	\$1,500/sem	\$298,100
2010	Architecture, Planning & Landscape Architecture	Planning: Master of Real Estate Development	Graduate	\$4,450/sem	\$40,100
2004	Engineering	Graduate Engineering Distance Learning Surcharge Fee - MS in Systems Engineering/Engineering Management, Yuma Provoing Grounds	Graduate	\$235/unit	\$8,500
2010	Fine Arts	Art: Masters & Doctoral Degree Programs	Graduate	\$300/sem	\$47,400
2010	Fine Arts	Dance: Master of Fine Arts In Dance	Graduate	\$300/sem	\$6,000
2010	Fine Arts	Music: Masters of Music, Doctor of Musical Arts, Doctor of Philosophy	Graduate	\$300/sem	\$100,500
2010	Honors College	Undergraduate Honors Education (Fr, So, Jr, Sr)	Undergraduate	\$250/sem	\$2,251,500
2002	Law	Masters of Law (LLM) & Doctor of Judicial Science (SJD)	Professional	\$26,000 fixed	\$92,100
2013	Law	Master of Legal Studies (MLS)	Professional	\$26,000 fx \$866.67/unit	\$188,600
2013	Law	Master of Professional Studies in Indigenous Governance (MPS)	Professional	\$26,000 fx \$866.67/unit	\$0
2002	Law	Juris Doctor (JD), Resident	Professional	\$24,500 fixed	\$2,208,700
2002	Law	Juris Doctor (JD), Non-Resident	Professional	\$29,000 fixed	

UA EXISTING DIFFERENTIAL TUITION and PROGRAM FEES SUMMARY					
PROGRAM FEES					
DATE ESTABLISHED	COLLEGE/SCHOOL	PROGRAM	Graduate	AMOUNT (per semester unless per unit or flat)	2016-2017 Estimated Annual Revenue
2002	Law	Juris Doctor with Advanced Standing (AJD), Resident	Professional	\$24,500 fixed	\$68,900
2002	Law	Juris Doctor with Advanced Standing (AJD), Non-Resident	Professional	\$29,000 fixed	
2013	Management	Undergraduate Pre-Business Program (Lower Division)	Undergraduate	\$350/sem	\$2,384,800
2003	Management	Undergraduate Advanced Standing - Summer/Winter Sessions only	Undergraduate	\$50/unit	\$314,800
1997	Management	All Masters Programs Delivered by Eller College of Management	Graduate	\$5,750/sem	\$4,156,500
1998	Management	Eller MBA Program: Evening MBA	Graduate	\$51,000 fixed	\$1,007,400
2005	Management	Eller MBA Program: Executive MBA	Graduate	\$68,000 fixed	\$699,700
2016	Medicine	Cellular & Molecular Medicine: Graduate Certificate in Biomedical Sciences	Graduate	\$50/unit	\$1,900
2014	Medicine	Cellular & Molecular Medicine: Master of Science	Graduate	\$50/unit	\$50,700
2015	Medicine	Medical Students	Graduate	\$9,622/sem-R; \$10,583/sem-NR	\$15,557,600
2016	Medicine	Pharmacology: MS in Pharmacology/Perfusion Sciences	Graduate	\$500/sem	\$7,000
2011	Nursing	Master's Entry to Professional Nursing	Graduate	\$40,000 fixed 2 Yr. Program Res.	\$1,603,500
PhD 2003 DNP 2006	Nursing	Doctor of Nursing Practice (DNP) and PhD	Graduate	\$2,600/sem	\$538,200
1995	Pharmacy	Doctor of Pharmacy	Graduate	\$6,350/sem	\$5,345,300
2012	Public Health	Public Health Graduate Certificates	Graduate	\$250/unit	\$6,500
2013	Public Health	MD-Public Health Certificate	Graduate	\$600/sem	\$0
2013	Public Health	MD-Masters of Public Health, Phoenix Campus	Graduate	\$750/sem	\$24,900
MPH 2005 DrPH 2006 PhD 2010	Public Health	All Graduate Degree Programs: MPH, MS, PhD & DrPH in Public Health	Graduate	\$75/unit	\$449,400
2014	Science	Computer Science: BS & BA Lower Division	Undergraduate	\$150/sem	\$214,900
2014	Science	Computer Science: BS & BA Upper Division	Undergraduate	\$300/sem	\$230,900
2014	Science	Geosciences: BS, Lower & Upper Division	Undergraduate	\$150/sem	\$62,900
2015	Science	Mind, Brain & Behavior: Neuroscience & Cognitive Science Pre-Majors	Undergraduate	\$65/sem	\$35,300
2015	Science	Mind, Brain & Behavior: Neuroscience & Cognitive Science Majors	Undergraduate	\$400/sem	\$141,200
2016	Science	Mind, Brain & Behavior, Psychology: Psychological Science Upper Division	Undergraduate	\$200/sem	\$1,400
2016	Science	Speech, Language & Hearing Sciences: Bilingual Certificate Program	Graduate	\$500/sem	\$12,500
2016	Science	Speech, Language & Hearing Sciences: Clinical MS in Speech-Language Pathology	Graduate	\$500/sem	\$55,000
2016	Science	Speech, Language & Hearing Sciences: Doctor of Audiology	Graduate	\$750/sem	\$56,300
2010	Social & Behavioral Sciences	Geography & Development: BS in Regional Development, BS in Geography, BA in Geography	Undergraduate	\$50/sem	\$16,900
2012	Social & Behavioral Sciences	Geography & Development: Masters in Development Practice	Graduate	\$750/fall & spring sem; \$500/summer	\$40,800
2010	Social & Behavioral Sciences	Geography & Development and Natural Resources & Environment: Master of Science in Geographic Information Systems Technology	Graduate	\$100/unit	\$47,700
2014	Social & Behavioral Sciences	Government & Public Policy: BA in Law, Upper Division	Undergraduate	\$900/sem	\$294,900
2013	Social & Behavioral Sciences	Government & Public Policy: BS in Criminal Justice, BA in Political Science, BS in Public Management & Public Policy	Undergraduate	\$450/sem	\$866,800
2001	Social & Behavioral Sciences	Government & Public Policy: Masters in Public Administration	Graduate	\$1,250/sem	\$105,000
2016	Social & Behavioral Sciences	Government & Public Policy: Masters in Public Policy	Graduate	\$1,250/sem	\$21,300

UA EXISTING DIFFERENTIAL TUITION and PROGRAM FEES SUMMARY					
PROGRAM FEES					
DATE ESTABLISHED	COLLEGE/SCHOOL	PROGRAM	Graduate	AMOUNT (per semester unless per unit or flat)	2016-2017 Estimated Annual Revenue
2003 2011	Social & Behavioral Sciences	Information Resources & Library Science: All SIRLS Graduate Programs & Graduate Certificates	Graduate	\$250/unit	\$310,400
2008	Social & Behavioral Sciences	Journalism: Bachelor's Degree in Journalism, Juniors and Seniors	Undergraduate	\$250/sem	\$88,300
2009	Social & Behavioral Sciences	Journalism: Master's Degrees in Journalism	Graduate	\$100/unit	\$28,400
2010	Social & Behavioral Sciences	Linguistics: MS in Human Language Technology	Graduate	\$250/sem	\$6,500
2010	Social & Behavioral Sciences	Philosophy, Government & Public Policy, Economics, Center for Philosophy of Freedom: Philosophy, Politics, Economics and Law BA - Juniors and Seniors	Undergraduate	\$400/sem	\$51,600
2014	Social & Behavioral Sciences	Sociology: BS in Care, Health & Society, Upper Division	Undergraduate	\$300/sem	\$114,300
2014	Social & Behavioral Sciences	Sociology: BA in Sociology Upper Division	Undergraduate	\$300/sem	\$86,600

Program Fees Eliminated:

DATE EST	COLLEGE/SCHOOL	PROGRAM	GR/UNDER	AMOUNT	
2014	Agriculture & Life Sciences	Nutritional Sciences: Professional Science Masters in Applied Nutrition	GR	\$300/Unit	
2008	Management	Management Information Systems: Certificates	GR	\$525/Unit	
2013	Management	Eller MBA Program: Online MBA	GR	\$1,000/Unit	
2006	Nursing	Doctor of Nursing Practice Web Delivered	GR	\$700/Unit ABOR approved, \$280/Unit charged	
2008	Optical Science	Optical Science Distance Learning Program	GR	\$450/Unit	
2003	Social & Behavioral Sciences	School of Information: All SIRLS Graduate Programs & Graduate Certificates	GR	\$250/Unit	

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DIFFERENTIAL TUITION REQUEST

University: **University of Arizona**

College: **College of Engineering**
Program: **Engineering Undergraduate, Upper Division**

Check One: Graduate Undergraduate Check one: Upper Division Lower Division Both

Proposed Effective Date for New Fee: Fall 2017

New Fee \$ 900
(Proposed Fee)

Existing Fee \$ \$
(Proposed Fee) (Current Fee) (Year Current Fee Approved)

Proposed fee to be applied as:

Per Term
 Per Unit, Total of ____ Units per Program

Proposed fee to be applied:

Fall Spring Summer Winter

Date Submitted: 11/21/16 (rev. 2/17/17)

Rationale for Request (~100 words)

This request is to extend the College of Engineering upper division differential tuition to the new Architectural Engineering (ARCE) degree program. These funds will be used to support TA salaries and Employee Related Expenses, Adjuncts, Lab Equipment, Computer Hardware and Software, and IT support. These funds will be allocated to departments based on students paying. They allow us to have up-to-date experiences for students – both in labs and in the ability to offer special classes - and this increases the value of the overall experience. Also, our student population is growing and we are at capacity relative to available equipment and being able to provide support labs.

Compliance with Board Guidelines (~250 words)

Every upper division differential tuition dollar distributed back to the college is put back into upper division undergraduate programs in the form of hiring adjuncts to offer special classes, hiring TA's to help students learn, purchasing and maintaining equipment for labs associated with the major, purchasing and maintaining state-of-the-art software and hardware to enhance the student experience, and maintaining student study and tutoring rooms.

Affordability is handled through a 14% financial aid set-aside and this is distributed on a needs-basis to engineering students that pay the differential tuition. Engineering is typically a "high cost" educational experience as we have costs that other programs do not have. We need to teach in smaller sections, have lab experiences, and have specialized instructor knowledge. Our adjuncts and TA's are typically paid more than others on campus. Many of our peers have differential tuition and our level is not significantly different than that of other schools. We have data that shows the average starting salary is over \$60,000 per year and approximately 55% of our graduates stay and work for Arizona companies. The total differential tuition of \$3600 for the two year period is justified by our starting salaries. We anticipate the starting for ARCE graduates will be similar to the remainder of engineering.

Student Consultation (~100 words)

Our student body has reinforced their approval of increases in differential tuition since COE's original request in 2011. In the latest request for input on a differential tuition increase in 2013, the Engineering Student Council (ESC) served as the student governing body of the College of Engineering, with representatives from each Engineering club, each Engineering department, At-Large members, upper and lower division students, and the Executive Board members. They are empowered to help make decisions and plan activities that affect all students in the College. The ESC met on Jan. 22, 2013, and after considerable discussion, the officers took a vote of the members. Those voting were 80% in favor of the increase (31 in favor, 8 opposed, and 13 abstaining - many who were seniors did not want to vote since they would not pay the fee).

MARKET PRICING (~200)

Projections to 2017-18 based on 2016-17 tuition level with a typical increase in tuition and fees and fixed differential tuition

	School	2016-2017 Tuition & Fees	2017-2018 Projected Tuition & Fees @ 2%	Diff tuition charged per year and Requested Fee	2017-2018 Total Projected + Requested Tuition & Fees	who pays
1	U Illinois-Urbana Champaign	15,698	16,012	4,920	20,932	both upper and lower
2	Pennsylvania State U	17,900	18,258	2,338	20,596	upper division
3	U Minnesota-Twin Cities	14,142	14,425	600	15,025	both upper and lower
4	The University of Arizona	11,769	12,004	1,800	13,804	upper division
5	U Wisconsin-Madison	10,488	10,698	1,400	12,098	both upper and lower
6	Ohio State U	10,037	10,238	1,180	11,418	both upper and lower
7	U Texas-Austin	10,144	10,347	868	11,215	both upper and lower
8	Texas A&M U	10,030	10,231	800	11,031	both upper and lower

ACCOUNTABILITY

Financial Aid Set-Aside Amount: 14%

Proposed Annual Revenue

Annual Differential Tuition Amount	\$	1,800
Number of Students Enrolled Annually (Enter the full-time equivalent of students enrolled in all programs affected by the differential tuition.)	#	60
Total Annual Revenue (Multiply Annual Differential Tuition Amount by Number of Students Enrolled Annually.)	=	108,000

Proposed Annual Expenditures

Financial Aid Set Aside (14%)	\$	15,120
Institutional and Advising Personnel	\$	26,980
Support Staff Expense	\$	10,000
Operating Expenses	\$	41,847
Administrative Cost *(15.13%)	\$	14,053
Total Costs	=	108,000

***Note:** Consistent with all tuition and fees, a portion of the program fees and/or differential tuition will be allocated for administrative costs in accordance with the procedures described by the university's responsibility center budget model." The Administrative Cost will be 15.13% for FY 2018.

DIFFERENTIAL TUITION REQUEST

University: **University of Arizona**

College/School: **College of Engineering**
Program: **Engineering Undergraduate, Lower Division**

Check One: Graduate Undergraduate Check one: Upper Division Lower Division Both

Proposed Effective Date for New Fee: Fall 2017

New Fee \$450
(Proposed Fee)

Existing Fee \$..... \$.....
(Proposed Fee) (Current Fee) (Year Current Fee Approved)

Proposed fee to be applied as:

Per Term
 Per Unit, Total of ____ Units per Program

Proposed fee to be applied:

Fall Spring Summer Winter

Date Submitted: 11/21/16 (rev. 2/17/17)

Rationale for Request (~100 words)

This request is to extend the College of Engineering differential tuition fee to the new Architectural Engineering (ARCE) program that is approved to begin in the fall of 2017. The lower division differential tuition covers college-wide expenses in support of our undergraduates including Advising costs, TA salaries and Employee Related Expenses, Adjuncts, Lab Equipment, Computer Hardware and Software, and IT support. These funds will be allocated to the college to support an additional freshman/sophomore advisor, a program coordinator for Engineering Honors, Residence Life, and Club/group activities, and TA's in the lower division classes within engineering departments.

Compliance with Board Guidelines (~250 words)

Every lower division differential tuition dollar distributed back to the college is put back into lower division undergraduate programs in the form of hiring TA's/Tutors to offer smaller section sizes that help students learn the material and hiring advisors to monitor and guide student academic choices. Purchasing and maintaining software and hardware for enhancing the student experience, and upgrading and maintaining student study and tutoring rooms. Affordability is enhanced through a 14% financial aid set-aside and this is distributed on a needs basis to engineering students that pay the differential tuition.

Engineering is typically a "high cost" educational experience as we have costs that other programs do not have. We need to teach in smaller sections as this improves retention. We have shown that our strategy of admitting and advising students is working as we now have 89% 1st year retention. We have used the lower division differential tuition to hire adjuncts in freshman/sophomore ENGR service classes, an additional advisor, and TA support. We anticipate that ARCE students will benefit to an equivalent degree as other engineering students and majors.

We have data on salaries that show our average starting salary is over \$60,000 per year and approximately 55% of our graduates stay and work for Arizona companies. The differential tuition is justified in light of engineers' starting salaries. ARCE students will earn comparable salaries as other engineering disciplines.

Student Consultation (~100 words)

Our student body has reinforced their approval of increases in differential tuition since COE's original request in 2011. In the latest request for input on a differential tuition increase in 2013, the Engineering Student Council (ESC) served as the student governing body of the College of Engineering, with representatives from each Engineering club, each Engineering department, At-Large members, upper and lower division students, and the Executive Board members. They are empowered to help make decisions and plan activities that affect all students in the College. The ESC met on Jan. 22, 2013, and after considerable discussion, the officers took a vote of the members. Those voting were 80% in favor of the increase (31 in favor, 8 opposed, and 13 abstaining - many who were seniors did not want to vote since they would not pay the fee).

MARKET PRICING (~200)

Contact: Andrew Comrie, Senior Vice President for Academic Affairs & Provost, 520-621-1856, comrie@email.arizona.edu

Projections to 2017-18 based on 2016-17 tuition level with a typical increase in tuition and fees and fixed differential tuition

	School	2016-2017 Tuition & Fees	2017-2018 Projected Tuition & Fees @ 2%	Diff tuition charged per year and Requested Fee	2017-2018 Total Projected + Requested Tuition & Fees	who pays
1	U Illinois-Urbana Champaign	15,698	16,012	4,920	20,932	both upper and lower
2	Pennsylvania State U	17,900	18,258	2,338	20,596	upper division
3	U Minnesota-Twin Cities	14,142	14,425	600	15,025	both upper and lower
4	The University of Arizona	11,769	12,004	900	12,904	lower division
5	U Wisconsin-Madison	10,488	10,698	1,400	12,098	both upper and lower
6	Ohio State U	10,037	10,238	1,180	11,418	both upper and lower
7	U Texas-Austin	10,144	10,347	868	11,215	both upper and lower
8	Texas A&M U	10,030	10,231	800	11,031	both upper and lower

ACCOUNTABILITY (Values are proportionally based on the 2014 request, i.e., 50 students of 1000)

Financial Aid Set-Aside Amount: 14%

Proposed Annual Revenue

Annual Differential Tuition Amount	\$	900
Number of Students Enrolled Annually (Enter the full-time equivalent of students enrolled in all programs affected by the differential tuition.)	#	60
Total Annual Revenue (Multiply Annual Differential Tuition Amount by Number of Students Enrolled Annually.)	=	54,000

Proposed Annual Expenditures

Financial Aid Set Aside (14%)	\$	7,560
Institutional and Advising Personnel	\$	10,000
Support Staff Expense	\$	5,000
Operating Expenses	\$	24,414
Administrative Cost *(15.13%)	\$	7,026
Total Costs	=	54,000

Note: Consistent with all tuition and fees, a portion of the program fees and / or differential tuition will be allocated for administrative costs in accordance with the procedures described by the university's responsibility centered budget model. (15.13% for FY 2018)

PROGRAM FEE REQUEST

University: **University of Arizona**

College: **College of Agriculture and Life Sciences**

School: **School of Animal & Biomedical Industries** Program: **BS in Animal and Biomedical Industries**

Check One: Graduate Undergraduate Check one: Upper Division Lower Division Both

Proposed Effective Date for New Fee: Fall 2017

New Fee \$1,500.
(Proposed Fee)

Existing Fee \$..... \$ N/A..... N/A.....
(Proposed Fee) (Current Fee) (Year Current Fee Approved)

Proposed fee to be applied as:

Per Term
 Per Unit, Total of ____ Units per Program
Proposed fee to be applied:
 Fall Spring Summer Winter (to be charged only in the year containing the 10 core courses constituting the Three Pillars, described below)

Date Submitted: December 1, 2016

Rationale for Request The College of Agriculture & Life Sciences (CALS) is developing a two-semester set of core courses in the newly proposed BS degree in Animal and Biomedical Industries (BSABI) in the School of Animal and Comparative Biomedical Sciences (ACBS). Twin goals of the new BS degree are 1) to prepare students for evolving career paths in managerial and leadership roles in animal and bio-medical industries, and 2) to give well-prepared undergraduates an opportunity for accelerated entry into the new Doctor of Veterinary Medicine (DVM) program. A cohort of students will take the 10 core courses in a common curriculum of foundational coursework focused on the three pillars: One Health, Commerce and Human-Animal Interdependence. These courses will be taught at the 400/500 level. Students in the BSABI core program year will enter as a cohort along with students admitted into the newly approved non-thesis, one-year MS degree program in Animal and Biomedical Industries (MSABI). None of the existing coursework currently taught in ACBS can be utilized, and funding is needed to create and teach these new courses. An identical fee per semester for graduate students taking the new MSABI was approved in April 2016.

Compliance with Board Guidelines This program fee request is being made under the ABOR policy 4-104 that allows additional fees to be charged to students in programs that have increased costs of delivery.

1. The quality of the student's educational experience in this program is critical. To meet both program goals, the experience must provide adequate clinical training and clinical caseloads to prepare students for entry into a professional DVM program, as well as provide the broader exposure to the three pillars (One Health, Human-Animal Interdependence, and Commerce) to prepare students for rapidly evolving careers in industry.
2. We will set aside at least 14% of our revenues for need-based student assistance. Financial aid will be distributed based on need criteria determined by student FAFSA application and in concert with the faculty scholarship committee.
3. Every effort has been taken to keep this fee as low as possible, and even when added to the tuition, the total cost of the 10 core courses is less than the first year cost of most traditional Veterinary Medical education programs (see chart below).

Student Consultation CALS has obtained student and stakeholder input into the pricing of the 10 core Pillar courses. Student support for a public veterinary medical program in AZ is very strong, and especially so for the innovative education model leading to the DVM at the UA. A guiding principle for the development of this program has been to structure coursework so as to maintain high quality and multiple pathways for entry, at the same time reducing the total cost to the student of the DVM degree. The 10 core courses (and proposed fee structure) have been introduced to students in a variety of ways including informational lectures; faculty presentations at student organization meetings (ex: Pre-vet club of approximately 100 members); through our college newsletter; via television and in local newspaper and magazine articles. In addition, we have held information panels with both stakeholders and student leaders on the panel. As illustrated in the chart below, the proposed annual cost of the one-year, core Pillars program is priced well below comparable costs for the first year of a DVM degree at competitor schools, for both in-state and out-of-state students. An identical fee per semester for graduate students taking the 10 core courses in the new MS degree in ABI was approved in April 2016.

MARKET PRICING For BSABI participants who are subsequently admitted to the UA's four year DVM degree program, the 10 core courses satisfy the first year DVM requirements, leaving three years to be completed. Competitor DVM programs typically span four years entirely at the graduate level. For comparison purposes, the table below lists annual first-year fees associated with a sample of Veterinary Medical Schools in the western United States that offer a DVM program. These are our competitor institutions for the DVM degree. Summing in-state tuition, mandatory fees, and the proposed program fee of \$1,500/semester (\$3,000 for the year), the UA's total cost for students in their "first" year (via BSABI or MSABI) is well below competitor schools. Moreover, by satisfying first-year requirements while still an undergraduate, and with only 3 years remaining to the DVM degree, UA BSABI students can achieve a DVM degree at significantly lower cost (including time out of the work force) than students at any of these competitor schools.

School	In-state Annual Tuition & Mandatory Fees*	Additional Program Fees	Total	Out of State Annual Tuition & Mandatory Fees*	Additional Program Fees	Total
Midwestern University/Phoenix	\$54,758	\$600	\$55,358	\$54,758	\$600	\$55,358
Western University/Pomona	\$50,736	\$80	\$50,816	\$50,736	\$80	\$50,816
Colorado State	\$31,764	\$0	\$31,764	\$57,766	\$0	\$57,766
UC Davis	\$31,324	\$0	\$31,324	\$31,324	\$12,245	\$43,569
Washington State	\$22,390	\$1,960	\$24,350	\$53,444	\$1,960	\$55,404
Oregon State	\$23,079	\$1,048	\$24,127	\$44,589	\$1,048	\$45,637
University of Arizona	\$12,004	\$3,000	\$15,004	\$35,666	\$3,000	\$38,666

*Includes an estimated 2% increase in tuition and mandatory fees to estimate comparisons for next year.

ACCOUNTABILITY

Financial Aid Set-Aside Amount: 14%

Proposed Annual Revenue

Annual Program Fee Amount	\$	3,000
Number of Students Enrolled Annually	#	100
Total Annual Revenue	=	300,000

Proposed Annual Expenditures

Financial Aid Set Aside (14%)	\$	42,000
Institutional and Advising Personnel	\$	160,965
Support Staff Expense	\$	40,000
Operating Expenses	\$	18,000
Administrative Expense* (15.13%)	\$	39,035
Total Annual Program Costs	=	300,000

Note: "Consistent with all tuition and fees, a portion of the program fees and/or differential tuition will be allocated for administrative costs in accordance with the procedures described by the university's responsibility center budget model." The Administrative Cost will be 15.13% for FY 2018.

PROGRAM FEE REQUEST

University: University of Arizona
Department: Cellular and Molecular Medicine

College/School: College of Medicine - Tucson
Program: Genetic Counseling Graduate Program

Check One: Graduate Undergraduate **Check one:** Upper Division Lower Division Both

Proposed Effective Date for New Fee: August 2018

New Fee \$3,000

(Proposed Fee)

Existing Fee \$..... \$.....
(Proposed Fee) (Current Fee) (Year Current Fee Approved)

Proposed fee to be applied as:

Per Term

Per Unit, Total of _____ Units per Program

Proposed fee to be applied:

Fall Spring Summer Winter Date

Submitted: 1/11/17

Rationale for Request (~100 words)

Genetic Counseling graduate programs require a significant time and effort commitment from the faculty. We anticipate that these funds will be used to support faculty time to devote to student's needs in advising and to the clinical placements of the students.

Genetic counseling graduate programs are academically rigorous, and also include significant practical clinical experience as a required aspect for program approval through the Accreditation Council for Genetic Counselors. Students spend 1-2 days per week in the first year and 2-3 days per week in the second year in clinical rotations. Clinical training sites provide supervision by geneticists and genetic counselors. The Program Associate Director will be responsible for developing, coordinating, monitoring and evaluating the progression of the students through their clinical experiences. In addition, the Associate Director will work with the clinical supervisors to provide optimum training, as well as investigate future clinical placement sites in anticipation of program growth.

Compliance with Board Guidelines (~250 words)

The special program fee will enhance the quality of the student experience by supporting faculty advising and coordination of clinical training sites. Financial aid will be offered to students with financial need. We anticipate that the availability of financial aid funding will be attractive to program applicants. In addition, funds will be used to purchase new technology for students and will assist students with travel expenses to attend national conferences that will enhance their knowledge, experience, and allow them to network with established genetic counselors.

The tuition and fee structure is comparable to other Genetic Counseling Graduate programs. By academic year 2021-22, we plan to increase the program size to twelve (six per class), then reevaluate increasing admissions. Genetic counseling is a rapidly growing, clinically essential part of 21st century medicine. Employment of genetic counselors is projected to grow 29 percent from 2014 to 2024, much faster than the average for all occupations. The current ratio of residents in Arizona to the number of genetic counselors greatly exceeds the national average, and significantly hinders the ability of our state to provide sufficient, reliable health information, surveillance, and management of genetic disorders. Within the state of Arizona, there is a substantial need to increase the pool of applicants for employment. Two websites each currently list 8 open positions for genetic counselors in Arizona. There are approximately 800 annual applications to genetic counseling programs in North America for 150 openings. The average starting salary for genetic counselors in Arizona is \$65-70,000.

Student Consultation (~100 words)

As a new program, we have not had the opportunity to assess current student response to a special program fee. The market analysis was used to determine a competitive tuition and fee structure that includes the special program fee.

MARKET PRICING (~200)

We aim to establish tuition and fees for the University of Arizona Genetic Counseling program at a price that will be competitive with other public institutions providing Genetic Counseling graduate education. An analysis of similar institutions in 2015 found an average annual in-state tuition and fees of approximately \$12,000 - \$16,000 and \$35,000-\$40,000 for out-of-state tuition. The in-state tuition of \$17,040 and out-of-state tuition of \$35,362 for the Genetic Counseling Graduate Program at the University of Arizona includes the requested \$3,000 per semester special fee, and fits within fees at other institutions.

University	Graduate Resident				Graduate Non-Resident			
	2016-2017 Tuition & Fees Resident	2017-2018 Projected Tuition & Fees @ 2%	Requested Fee	2017-2018 Total Projected + Requested R-Tuition & Fees	2016-2017 Tuition & Fees Non-Resident	2017-2018 Projected Tuition & Fees @ 2%	Requested Fee	2017-2018 Total Projected + Requested NR-Tuition & Fees
UC Irvine	26,909	27,447		27,447	39,153	39,936		39,936
U Alabama Birmingham	23,130	23,593		23,593	57,825	58,981		58,981
U Cincinnati	21,702	22,136		22,136	39,315	40,101		40,101
The University of Arizona	12,383	12,631	6,000	18,631	32,135	32,778	6,000	38,778
U of Colorado-Denver	15,568	15,879		15,879	30,048	30,649		30,649
U Arkansas	14,635	14,978		14,978	27,872	28,429		28,429
U Oklahoma	12,674	12,927		12,927	33,936	34,615		34,615
Indiana State University	12,276	12,522		12,522	24,086	24,568		24,568
U Wisconsin-Madison	11,942	12,181		12,181	25,269	25,774		25,774
U of South Florida	10,428	10,637		10,637	21,126	21,549		21,549
U Michigan	10,340	10,547		10,547	20,885	21,303		21,303

ACCOUNTABILITY

Financial Aid Set-Aside Amount: 14%

Proposed Annual Revenue

	Year 1	Year 2
Annual Program Fee Amount	\$ 6,000	6,000
Number of Students Enrolled Annually	# 5	10
Total Annual Revenue	= 30,000	60,000

Proposed Annual Expenditures

Financial Aid Set Aside (14%)	\$ 4,200	8,400
Institutional and Advising Personnel	\$ 17,396	34,793
Support Staff Expense	\$ 0	0
Operating Expenses	\$ 4,500	9,000
Administrative Costs (15.13%)*	\$ 3,904	7,807
Total Annual Program Costs	= 30,000	60,000

Note: "Consistent with all tuition and fees, a portion of the program fees and/or differential tuition will be allocated for administrative costs in accordance with the procedures described by the university's responsibility center budget model." The Administrative cost for FY 2018 will be 15.13%.

PROGRAM FEE REQUEST

University: **University of Arizona**

College/School: **College of Nursing**

Program: **Masters Entry to Professional Nursing (MEPN)**

Check One: Graduate Undergraduate **Check one:** Upper Division Lower Division Both

Proposed Effective Date for New Fee: Fall 2017

New Fee \$.....

(Proposed Fee)

Existing Fee Proposed: fixed fee for the 15-month program
\$44,000 resident; \$53,000 non-resident

Current: fixed fee for the 15-month program
\$40,000 resident; \$ 49,000 non-resident

Year Current Fee Approved: 2015

Proposed fee to be applied as:

Per Term

Per Unit, Total of ____ Units per Program

Fixed fee for the 15-month program, total 4 terms.

Proposed fee to be applied:

Fall Spring Summer Winter

Date Submitted: 1/5/2017

Rationale for Request (~100 words)

During the past two years, the nursing education environment has seen quite some rising costs mainly due to regulation and market changes.

Rising costs for this pre-licensure program (MEPN) for entry to the profession of nursing include:

- Increased instructor costs related to health system clinical rotations. These are mandated changes to student to faculty ratios - one instructor for every 5-6 students - prior norm of one for every 8-10 students.
- Purchase (lease, subscribe) of vendor programs for clinical credentialing required by health systems, e.g., immunizations, background checks, etc.
- Increased costs for participation in clinical rotation scheduling systems, including greater demand on staff time for complex clinical site coordination.
- Increasing technology costs for providing examinations, learning support services, web-based skill development simulations, etc.
- Proportion of simulated learning increased, need to resupply, refurbish and expand simulation center learning resources.

Compliance with Board Guidelines (~250 words)

The fee will enable the College to successfully operate the Masters Entry to Professional Nursing program and continue its over 50 year tradition of offering a nationally distinguished education in healthcare to meet the needs of the citizens of Arizona. The market demand for nursing professionals remains very strong. The earnings potential for an entry level Registered Nurse with graduate training ranges from \$55,000 to \$70,000.

The College of Nursing remains committed to providing access to graduate education for students seeking preparation to embark on careers as professional nurses. 14% of the fees will be set aside for financial aid to students who demonstrate need as evidenced on the FAFSA or equivalent calculator. The College of Nursing, through philanthropic sources, provides financial aid to a large number of graduate students and development efforts continue to focus upon student support. The MEPN program fee enables the College to sustain and enhance the student experience.

Student Consultation (~100 words)

Contact: Andrew Comrie, Senior Vice President for Academic Affairs & Provost, 520-621-1856, comrie@email.arizona.edu

The requested change to the program fee is to be implemented with the class entering the program in May 2017. No current students will be impacted.

MARKET PRICING (~200)

Institution	Total Tuition
Univ. of California, Los Angeles	\$53,790/\$78,280
Univ. of California, San Francisco	\$57,750
Univ. of Maryland (Clinical Nursing Leader)	\$47,060/\$86,060
University of Arizona	\$44,000/\$53,000

The Masters Entry to Professional Nursing program exceeds the cost to students within the traditional BSN, however, students will be able to enter the workforce nine months earlier than traditional BSN graduates thereby earning nearly a full year of professional compensation due to the accelerated pace of the program. Many non-resident students who complete the program are expected to remain in Arizona thereby increasing the nursing workforce in the state. The program price is market competitive and appropriately set to cover program costs inclusive of clinical supervision and extensive simulation laboratory experience.

ACCOUNTABILITY

Financial Aid Set-Aside Amount: 14%

Proposed Annual Revenue

Annual Program Fee Amount (15-month fixed fee)	\$	44,000/53,000
Number of Students Enrolled Annually	#	100 (85% resident), two classes overlapping in the summer semester
Total Annual Revenue	=	4,500,000

Proposed Annual Expenditures

Financial Aid Set Aside (14%)	\$	630,000
Institutional and Advising Personnel	\$	2,782,119
Support Staff Expense	\$	202,350
Operating Expenses	\$	300,000
Administrative Cost* (15.13%)	\$	585,531
Total Annual Program Costs	=	4,500,000

***Note:** Consistent with all tuition and fees, a portion of the program fees and / or differential tuition will be allocated for administrative costs in accordance with the procedures described by the university's responsibility centered budget model. (15.13% for FY 2018)

PROGRAM FEE REQUEST

University: **University of Arizona**

College: **Pharmacy**

Program: **Doctor of Pharmacy**

Check One: Graduate Undergraduate Check one: Upper Division Lower Division Both

Proposed Effective Date for New Fee: Fall 2017

New Fee (Proposed Fee)

Existing Fee \$6,725/sem fall 2017 \$6,350 2015
\$7,100/sem fall 2018 (Current Fee) (Yr Current Fee Approved)
(Proposed Fee)

Proposed fee to be applied as:

Per Term

Per Unit, Total of ___ Units per Program

Proposed fee to be applied:

Fall Spring Summer Winter

Date Submitted: 12/2/16; revised 2/15/17

Rationale for Request (~100 words)

The PharmD program is expanding the elective offerings in this professional program to give our students education in business practices and legal issues important for most of our graduates. This will be accomplished by hiring faculty from the Eller College of Management and from the College of Law to teach these courses to our students. In addition, the program will increase the travel budget for PharmD students to give more students opportunities to attend and present at national professional meetings. In addition, more support will be provided by tutors and counselors to PharmD students who need additional support to be successful in this professional program. Furthermore, we will upgrade distance learning technology to support instruction and student discussion across the population of PharmD students located in Tucson and Phoenix.

Compliance with Board Guidelines (~250 words)

The fee will enhance the quality of the educational experience and increase the professional skills of our students. The graduates will be better prepared for the workforce and career directions they select. Our common program offered in two locations will be better connected through the enhanced distance learning technology. Additional faculty and classroom support will ensure that PharmD students in Phoenix and Tucson have the same educational experience. The fee increase will enhance small group teaching sessions and in class active learning across the campuses and enhance counseling activities to increase retention for struggling students.

The cost of instruction and the clinical experiences in this professional degree are substantially higher than normal graduate programs. The cost of the UA program is substantially less than our peers. In addition, the 14% financial aid set-aside will be used to support students who need assistance.

Student Consultation (~100 words)

Dean Schnellmann and Associate Dean Murphy met with the Student Council November 29, 2016 to discuss the need for a \$1,500 increase in the program fee over two years. The proposal discussed was for \$1,000 beginning Fall 2017 and another \$500 beginning Fall 2018. Students requested that we change the request to \$750 each year, which was accepted by the dean. Students asked for a general breakdown of how the increases would benefit the college and the student body and were given the information provided in the rationale of this request. In addition, a Town Hall was held January 16, 2017 for all students. Approximately 30 attended in Tucson with another 10 by videoconference from Phoenix. The requests were generally similar to those raised by the Student Council.

MARKET PRICING (~200)

Careers in pharmacy remain among the highest rated for best jobs and best healthcare jobs. The demand remains slightly higher than supply, despite the dramatic increase in number of colleges/schools. Salaries on graduation exceed \$100,000 and the median salary of pharmacists is ~ \$121,500. Our students are accepted into residency programs at a higher percentage than most colleges across the country and are highly sought by employers.

Tuition at our peer institutions:

College/School	2016-2017 Tuition, Mandatory Fees & Program Fees for all but UA	2017-2018 Projected 2% Increase	UA PharmD Program Fee WITH Proposed \$750 Increase	New Tuition and Fees - Resident
U California – SD	\$37,463	\$38,212		\$38,212
U California – SF	\$33,347	\$34,014		\$34,014
U Washington	\$30,007	\$30,607		\$30,607
U Colorado	\$28,645	\$29,218		\$29,218
U Minnesota	\$27,695	\$28,249		\$28,249
U Arizona	\$12,383	\$12,631	\$13,450	\$26,081
U Texas at Austin	\$16,304	\$16,630		\$16,630

ACCOUNTABILITY

Financial Aid Set-Aside Amount: 14%

Proposed Annual Revenue	2017	2018
Annual Program Fee Amount	\$ 13,450	14,200
Number of Students Enrolled Annually	# 428	450
Total Annual Revenue	= 5,756,600	6,390,000

Proposed Annual Expenditures

Financial Aid Set Aside (14%)	\$ 805,924	894,600
Institutional and Advising Personnel (NEW in 2017-2018)	\$ 100,000	0
Support Staff Expense	\$ 3,751,639	4,288,946
Operating Expenses	\$ 350,000	375,000
Administrative Costs (15.13 % for FY 2018)	\$ 749,037	831,454
Total Annual Program Costs	= 5,756,600	6,390,000

Note: "Consistent with all tuition and fees, a portion of the program fees and/or differential tuition will be allocated for administrative costs in accordance with the procedures described by the university's responsibility center budget model." The Administrative Cost will be 15.13% for FY 2018.

PROGRAM FEE REQUEST

University: University of Arizona

College/School: College of Public Health
Program: Health Administration Certificate

Check One: Graduate Undergraduate Check one: Upper Division Lower Division Both

Proposed Effective Date for New Fee: August 1, 2017

New Fee \$ 250/unit
(Proposed Fee)

Existing Fee \$
(Proposed Fee) \$
(Current Fee)
(Year Current Fee Approved)

Proposed fee to be applied as:

Per Term
 X Per Unit, Total of 15 Units per Program

Proposed fee to be applied:

X Fall X Spring X Summer X Winter

Date Submitted: November 11, 2016

Rationale for Request (~100 words)

The College of Public Health (COPH) is requesting to re-initiate our program fee for the graduate certificate in health administration to support the following activities:

- 1) Computer support for courses that are taken by students on both the Tucson and Phoenix Campus. This includes maintaining and keeping current the state-of-the-art software in our computer classroom that is used for several required courses and is a resource for our students to conduct course assignments.
- 2) Support videoconferencing capabilities for “real-time” synchronous classes between our Tucson and Phoenix campuses.
- 3) Provide the required additional advising needed to oversee students who are on two campuses.
- 4) Provide for a breadth of community-based instructors for our courses that allow students to get further insight to public health programs.

Compliance with Board Guidelines (~250 words)

(1) The program fee will substantially support the quality of the learning experience for the student, providing a basis for later opportunities that justifies the extra cost to the student. MEZCOPH provides professional graduate education. The program fee allows MEZCOPH to enhance an applied curriculum and provide the student support services necessary to have continual communication with community organizations. The fees will also negate the need for MEZCOPH to limit the enrollment in its courses and will be used in part to support graduate assistantships.

(2) The program fee provides set aside for need based aid at a rate of 14% and this will be monitored on an annual basis for compliance.

(3) As a professional school, MEZCOPH's operational costs are greater than normal academic programs so that we can provide outreach to Arizonans. Our applied courses are computer intensive and require small faculty to student ratios. Students interact directly with public and private agencies providing community based public health services and research.

(4) The program is still very affordable compared with the tuition from other peer schools of public health. The graduate certificate will allow students a better opportunity to gain knowledge and be more employable as they will have more knowledge regarding the dynamic changes that are occurring in public health.

Student Consultation (~100 words)

This request for a program fee is consistent with the fees that are currently applied to all the certificate programs within the College of Public Health. Last year, in consultation with the students, it was determined that all degree programs should have similar program fees, and this was approved by ABOR last year. Past discussions with students have supported that all students have the same fees across programs within the College of Public Health.

MARKET PRICING (~200)

Contact: Andrew Comrie, Senior Vice President for Academic Affairs & Provost, 520-621-1856, comrie@email.arizona.edu

Given that this request is for a certificate program and the fee is based on a per unit cost, the following tables compare the current tuition and fees for the health administration certificate with peer institutions given that tuition for in-state is capped at 7 units for residents. Also, given that this program is a certificate program, most if not all the students in the program will be residents. The proposed cost for the graduate certificate in health administration on a per credit basis is in line with the peer average and just above the peer median for complete degree programs.

	Graduate Resident			
	2016-2017 Tuition & Fees Resident	2017-2018 Projected Tuition & Fees @ 2%	Additional Fees	2017-2018 Total Projected + Requested Tuition & Fees
Pennsylvania State U	20,912	21,330	942	22,272
U Illinois-Urbana Champaign	16,106	16,428	3,758	20,186
U Minnesota-Twin Cities	17,735	18,090	1,445	19,535
U Maryland-College Park	17,162	17,505	1,520	19,025
U Washington	16,266	16,591	1,071	17,662
Michigan State U	16,764	17,099	-	17,099
The University of Arizona	12,383	12,631	3750	16,381
U Florida	12,737	12,992	2,795	15,787
U California-Davis	13,237	13,502	1,944	15,446
U California-Los Angeles	12,683	12,937	1,743	14,680
U North Carolina-Chapel Hill	11,606	11,838	1,931	13,769
Ohio State U	12,425	12,673	865	13,538
U Wisconsin-Madison	11,942	12,181	1,142	13,323
U Iowa	10,357	10,564	1,297	11,861
Texas A&M U	8,711	8,885	2,869	11,754
U Texas-Austin	11,262	11,487	-	11,487

ACCOUNTABILITY

Financial Aid Set-Aside Amount: 14%

Proposed Annual Revenue

Annual Program Fee Amount	\$	3,750
Number of Students Enrolled Annually	#	3
Total Annual Revenue	=	11,250

Proposed Annual Expenditures

Financial Aid Set Aside (14%)	\$	1,575
Institutional and Advising Personnel	\$	5,000
Support Staff Expense	\$	1,973
Operating Expenses	\$	1,238
Administrative Cost* (15.13%)	\$	1,464
Total Annual Program Costs	=	\$11,250

***Note:** "Consistent with all tuition and fees, a portion of the program fees and/or differential tuition will be allocated for administrative costs in accordance with the procedures described by the university's responsibility center budget model." The Administrative Cost will be 15.13% for FY 2018.

CLASS FEES REQUEST

University **University of Arizona** College **College of Humanities**
Course Number **AFAS 497P / 597P** Department **Africana Studies**
Course Title **Africana Studies Service Learning Experience**

Graduate Undergraduate

New	\$ 2,850.00 (Proposed)	Fall 2016 (Effective Date)
Existing	\$ _____ (Proposed)	\$ _____ (Current) (Year Approved)

Rationale for Request (~100 words)

An exciting component of AFAS 497P/597P is a trip to Paris, France during Thanksgiving or spring break where students will experience that which we are studying throughout the term. During this 10-day excursion, students will visit sites where African American expatriates lived, worked and entertained throughout the 20th century. Students will also complete a variety of digital projects that will both complement their learning and serve as a method of evaluating levels of engagement throughout the trip.

The University Fees Committee approved the amount of \$2,850 in December 2015, but there was an error in the amount presented on the request to the Arizona Board of Regents. This is a request to restore the fee to the correct amount of \$2,850.

Compliance with Board Guidelines (~250 words)

Off-Campus Field Trip

Proposed Annual Revenue

Class Fee	\$	2,850
Number of Students	#	12
Total Revenue	=	34,200

Proposed Annual Expenditures

Expendable Materials	\$	0
Field Trips		34,200
Personnel Expenses	\$	0
Total Expenditures	=	34,200

CLASS FEES REQUEST

University: **University of Arizona**

College: **College of Science**

Course Number: **CHEM 545**

Department: **Chemistry and Biochemistry**

Course Title: **Laboratory Methods for Organic Chemistry**

Graduate X Undergraduate

New \$ 140 Fall 2017
(Proposed) (Effective Date)

Rationale for Request (~100 words)

Chem 545 is a practical laboratory course in organic chemistry for incoming graduate students. The requested fee will fund only half of the expenses for this course, with the department paying the balance. The fee will pay for the purchase of half the chemicals as well as half of the time spent on the nuclear magnetic resonance (NMR) instruments.

Compliance with Board Guidelines (~250 words)

The requested fee is for consumable chemicals and time on the NMR instruments, as well as the consumable minor equipment such as pipettes, thin layer chromatography (TLC) plates and disposable syringes.

Proposed Annual Revenue

Class Fee	\$	140
Number of Students	#	10
Total Revenue	=	\$1,400

Proposed Annual Expenditures

Expendable Materials	\$	700
Specialized Equipment	\$	700
Private Instruction	\$	0
Personnel Expenses	\$	0
Total Expenditures	=	\$1,400

Contact: Andrew Comrie, Senior Vice President for Academic Affairs & Provost, 520-621-1856, comrie@email.arizona.edu

CLASS FEES REQUEST

University: **University of Arizona**

College: **College of Fine Arts**

Course Numbers: MUSI 181, 182, 282, 382, 482, 580

School: **Music**

Course Titles: Music Individual Studies (two units)

Graduate X Undergraduate X

New	\$.....	Fall 2017
	(Proposed)	(Effective Date)
Existing	\$ 123	\$ 105
	(Proposed)	(Current)
		2001
		(Year Approved)

Rationale for Request (~100 words)

Private instruction in all instruments requires the piano. Part of this fee is used to maintain our pianos found in the practice rooms and within the private studios where lessons are held. The aforementioned facilities and equipment are controlled so that only students enrolled in the appropriate MUSI course will have access. In addition, a portion of the fees have been used to supplement non-tenure eligible instructional faculty for private instruction, all of which covers our overflow of students that go beyond the loads of tenured and tenure-eligible faculty. This is in line with ABOR policy and the other Arizona universities.

Many years ago the School had a small number of pianos, many which were loaned to the UA by a local piano company. In 1998, the University committed \$2M to purchase new Steinway pianos for all practice rooms and studios where lessons are given. The three-year purchase plan allows our music students to practice on some of the best pianos in the world instead of using the borrowed instruments from the past.

Around the same time as the purchase was being completed, the contract for piano maintenance expired, and after a competitive bid, the School found that the cost to maintain these pianos rose by 73%. In November 2007, the School successfully searched for and secured a full time piano technician to service the entire fleet of pianos. This allowed the School control the cost of labor through hiring a salaried employee. As the piano inventory continues to age, the cost of maintenance is growing rapidly. Between parts, additional labor (in the form of an additional, part-time piano technician) and normal wear and tear, the School costs have increased dramatically. With ongoing budget cuts, lost faculty lines and the need for an increase in student credit hours, there is a greater need for non-tenure eligible instructional support.

Compliance with Board Guidelines (~250 words)

The fee is being charged to students who are enrolled in this private instruction course for the purpose of supporting their activities within this course in accordance with ABOR Policy 4-104F.

Proposed Annual Revenue

Class Fee	\$	123
Number of Students	#	272
Total Revenue	=	\$33,456

Proposed Annual Expenditures

Expendable Materials	\$	1,686
Field Trips/Specialized Equipment	\$	0
Private Instruction	\$	16,582
Personnel Expenses	\$	15,188
Total Expenditures	=	\$33,456

CLASS FEES REQUEST

University: **University of Arizona**

Course Numbers: MUSI 185, 285, 385, 485, 585, 685, 785

Course Titles: Music Individual Studies (four units)

College:

College of Fine Arts

School:

Music

Graduate X

Undergraduate X

New	\$.....	Fall 2017
	(Proposed)	(Effective Date)
Existing	\$ 185	\$ 125
	(Proposed)	(Current)
		2001
		(Year Approved)

Rationale for Request (~100 words)

Private instruction in all instruments requires the piano. Part of this fee is used to maintain our pianos found in the practice rooms and within the private studios where lessons are held. The aforementioned facilities and equipment are controlled so that only students enrolled in the appropriate MUSI course will have access. In addition, a portion of the fees have been used to supplement non-tenure eligible instructional faculty for private instruction, all of which covers our overflow of students that go beyond the loads of tenured and tenure-eligible faculty. This is in line with ABOR policy and the other Arizona universities.

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Around the same time as the purchase was being completed, the contract for piano maintenance expired, and after a competitive bid, the School found that the cost to maintain these pianos rose by 73%. In November 2007, the School successfully searched for and secured a full time piano technician to service the entire fleet of pianos. This allowed the School control the cost of labor through hiring a salaried employee. As the piano inventory continues to age, the cost of maintenance is growing rapidly. Between parts, additional labor (in the form of an additional, part-time piano technician) and normal wear and tear, the School costs have increased dramatically. With ongoing budget cuts, lost faculty lines and the need for an increase in student credit hours, there is a greater need for non-tenure eligible instructional support.

Compliance with Board Guidelines (~250 words)

The fee is being charged to students who are enrolled in this private instruction course for the purpose of supporting their activities within this course in accordance with ABOR Policy 4-104F.

Proposed Annual Revenue

Class Fee	\$	185
Number of Students	#	534
Total Revenue	=	98,790

Proposed Annual Expenditures

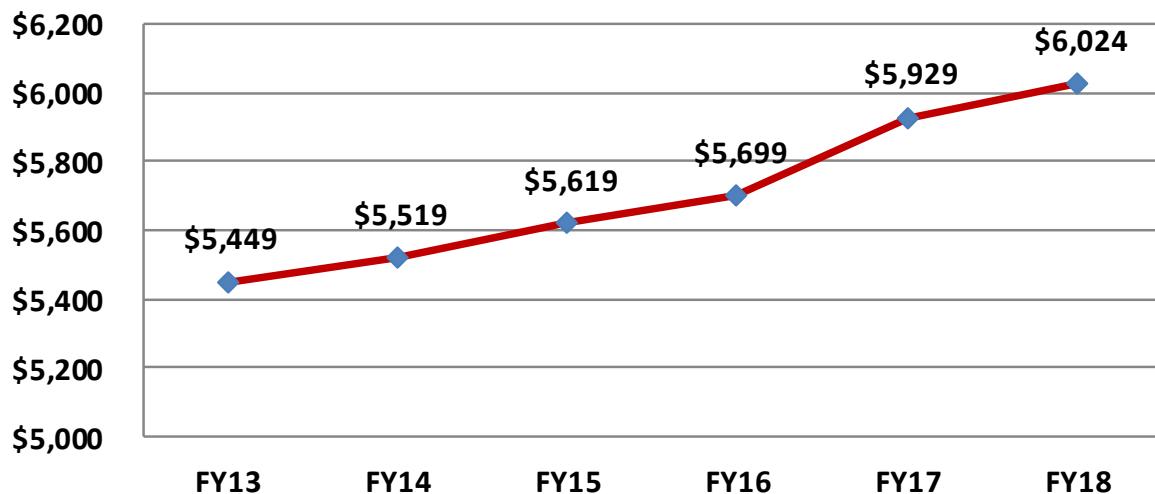
Expendable Materials	\$	3,311
Specialized Equipment	\$	0
Private Instruction	\$	65,660
Personnel Expenses	\$	29,819
Total Expenditures	=	98,790

University of Arizona

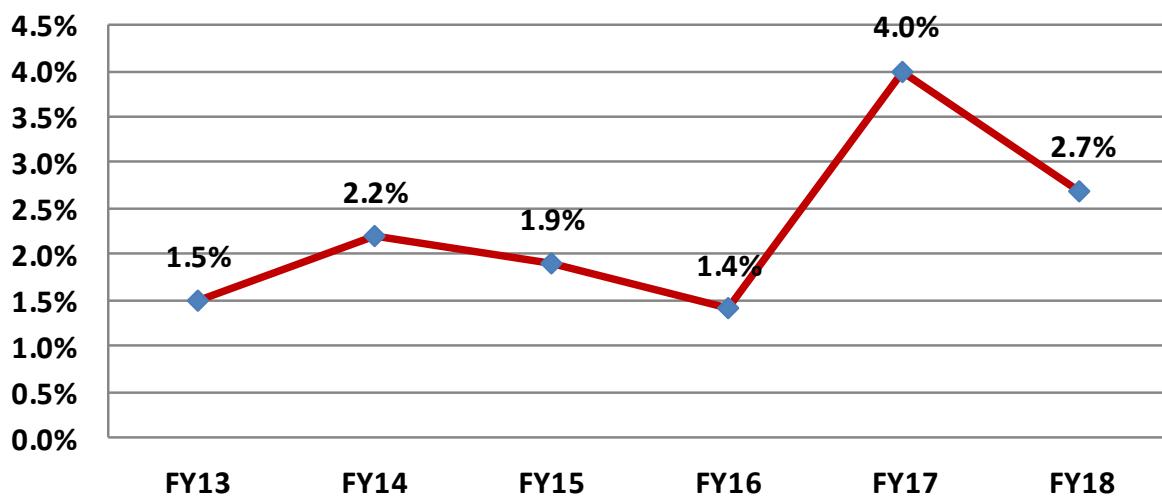
Student Housing

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RESIDENCE HALL BASIC RATES
UA
AY 2013-2018



RESIDENCE HALL RATE INCREASES
UA
AY 2013-2018



UNIVERSITY OF ARIZONA HOUSING RATE REQUESTS

The University of Arizona requests Board authority to simplify the undergraduate housing rate structure by merging rate groups 3 and 4 into one rate group to create three, rather than four, rate groups, which results in a 2.70% weighted average increase. No rate change is requested for graduate housing in La Aldea.

- Residence Life evaluated undergraduate rates in the context of Arizona's change to its minimum wage and institutional financial circumstances that will continue to affect operations in FY2017-18.
 - Increase in the State minimum wage to \$10, effective at the UA on July 3, 2017, significantly impacts Residence Life's labor costs directly and indirectly:
 - Direct: raising more than 300 student employees' wages to \$10
 - Indirect: adjusting the starting wage for 100+ custodians (salary compression)
 - 40% increase in utility costs as a result of UA utility rate studies process
 - Set-aside of funds for university-wide compensation plan
- The 2.70% weighted average increase is lower than the 2016 CPI for college housing.
- Residence Life continues to commit resources to building new and augmenting current partnerships with campus units to foster environments that support student exploration, growth and success. Current initiatives include innovating and growing existing theme communities (e.g., Eller, Engineering) and bolstering our commitment to inclusion.
- The proposed undergraduate housing rates were developed in collaboration with the Residence Hall Association (RHA), the Budget Office and the Office of the Senior Vice President for Student Affairs & Enrollment Management and Academic Initiatives & Student Success.
- The RHA Budget Review Committee reviewed factors influencing rates, including labor costs, facilities improvements and debt service requirements. Highlights of these factors and three rate models were presented to the RHA General Body to share with residential students for input. The General Body voted in support of the attached recommendation.
- A letter from the Residence Hall Association supporting the recommended undergraduate rates is attached to the Executive Summary.
- For graduate housing rates in La Aldea, Residence Life researched and considered the rental rates of surrounding community properties during the rate-setting process and concluded its rates aligned with community rates.

UNIVERSITY OF ARIZONA
 PROPOSED RATES FOR UNIVERSITY HOUSING
 2017-2018

RESIDENCE	APPROVED FY 2017 RATE	PROPOSED FY 2018 RATE	\$ CHANGE	% CHANGE
<u>Group One</u>				
Babcock, Coconino, Kaibab-Huachuca doubles, Navajo-Pinal, Hopi, Yavapai, Arizona-Sonora [T]	\$5,929	\$6,029	\$100	1.69%
<u>Group Two</u>				
Apache-Santa Cruz, Cochise, Gila, Graham-Greenlee, Manzanita-Mohave, Maricopa, Yuma	\$6,669	\$6,769	\$100	1.50%
<u>Group Three</u>				
Arizona-Sonora [D], Del Puente, La Cienega, La Paz, Pima, San Pedro, Rawls/Eller [Q]	\$7,489	\$8,149	\$660	8.81%
<u>Group Four</u>				
Arbol de la Vida, Coronado, Likins, Rawls/Eller [D]	\$8,249	\$8,149	(\$100)	-1.21%
Undergraduate Weighted Average Increase				2.70%
GRADUATE APARTMENTS:				
(Monthly rates, single occupancy per bedroom)				
La Aldea, one-bedroom, one bath	\$980	\$980	\$0	0%
La Aldea, two-bedroom, two baths-unit A	\$745	\$745	\$0	0%
La Aldea, two-bedroom, two baths-unit B	\$725	\$725	\$0	0%
La Aldea, four-bedroom, four baths-unit AB	\$675	\$675	\$0	0%
La Aldea, four-bedroom, four baths-unit C	\$660	\$660	\$0	0%
La Aldea, four-bedroom, four baths-unit D	\$625	\$625	\$0	0%
Graduate Weighted Average Increase				0%

Notes:

- 1) The \$51 RHA fee will be added to the above rates in all undergraduate facilities to support cultural, educational and social programming.
- 2) All single rooms are 150% of double room rate.
- 3) There is a \$150 nonrefundable application fee for undergraduate housing and \$50 nonrefundable application fee for graduate housing.
- 4) The proposed rates are per person.



Residence Hall Association
Residence Life
The University of Arizona

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Fax: (520) 621-8533
www.rha.arizona.edu

March 3, 2017

To the members of the Arizona Board of Regents,

Here at the University of Arizona, students from the Residence Hall Association are able to come together with staff from Residence Life to discuss housing rates for the upcoming year. This group is formally recognized as the University of Arizona's Residence Hall Rate Setting Committee. Their main task is to work together to gain feedback and information regarding the rates for the upcoming 2017-2018 Academic Year.

The committee consists of all of the Residence Hall Association's Executive Board (President, NCC, Director of Marketing, Director of Business Administration, Director of Training and Development, Director of Equipment Services, Director of Programming, Executive Director of NRHH, and Parliamentarian), RHA's Advisor, Sammie Linton, and a range of Residence Life Staff members. As the representatives for all undergraduate on-campus students, the Executive Board members were able to review Residence Life's budgets, plans, and challenges over four meetings before rate proposals were finalized. This allowed members to ask questions and gain a better understanding as well as provide feedback as to how the rates would need to increase.

On February 16th the Executive Director of Residence Life, Nick Sweeton and his team presented three options to the RHA General Body consisting of 36 student representatives. They were able to see a full presentation of Residence Life's budget and plans for the upcoming years, and ask questions, discuss, and bring back that information to their halls to be voted on the following week.

On February 23rd, RHA's General Body members voted on the three options that had been presented to them. All three options proposed "collapsing" rate groups 3 and 4 into one group to simplify the rate structure. The differences across the three options were in how the rate increase was distributed across the halls. Halls came to their decision after having brought back information to their halls and then coming to a consensus. They also had the opportunity to bring any questions their halls had back to Nick and his team. After a very active discussion, the general body came to a clear majority for the **second option presented to them for the 2017-2018 Academic Year**. This option would increase hall rates by a weighted average of 2.70%.

The increase that RHA General Body endorsed was reached through a very thorough and active manner that challenged them to think about the rates in different ways. They made their decisions with the best intention of representing their hall and future residents. I, as President of RHA, along with the Executive Board, fully support their decision.

Sincerely,

Michael Robles
President | Residence Hall Association University of Arizona
rhapresident@email.arizona.edu

APPENDIX

APPENDIX

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APPENDIX

APPENDIX A

ARIZONA UNIVERSITY SYSTEM Incremental Tuition and Fee Revenue Estimates for FY 2017-18		ASU	NAU	UA (Excl COM)	UA COM	TOTAL UA	SYSTEM TOTAL
BASE TUITION							
UNDERGRADUATE							
Resident		12,868,900	10,975,500	6,382,200		6,382,200	30,226,600
Nonresident		52,483,800	7,999,100	16,067,400		16,067,400	76,550,300
Subtotal Undergraduate		65,352,700	18,974,600	22,449,600	-	22,449,600	106,776,900
GRADUATE							
Resident		3,687,600	1,447,500	518,200	79,100	597,300	5,732,400
Nonresident		11,216,700	49,500	758,900	38,400	797,300	12,063,500
Subtotal Graduate		14,904,300	1,497,000	1,277,100	117,500	1,394,600	17,795,900
Total Incremental Base Tuition		80,257,000	20,471,600	23,726,700	117,500	23,844,200	124,572,800
DIFFERENTIAL TUITION AND PROGRAM FEES							
Differential - Undergraduate				162,000		162,000	162,000
Program Fee - Undergraduate			500,000	300,000		300,000	800,000
Differential - Graduate							-
Program Fee - Graduate		2,646,300	400,000	1,562,300		1,562,300	4,608,600
Incremental Differential T&F from Enrollment growth, Summer & Other		15,225,500		7,263,600		7,263,600	22,489,100
Total Differential Tuition and Program Fees		17,871,800	900,000	9,287,900	-	9,287,900	28,059,700
COURSE FEES/OTHER		2,496,400	833,400	38,300	-	38,300	3,368,100
MANDATORY FEE REVENUE (EXCLUDING AFAT)		783,800	1,096,500	3,547,400	-	3,547,400	5,427,700
GROSS TUITION AND FEE REVENUE		101,409,000	23,301,500	36,600,300	117,500	36,717,800	161,428,300
Base Tuition - Regents Financial Aid Set Aside (RSA)	14%	7,732,000	2,057,000	854,900	11,800	866,700	10,655,700
Differential/Program Fee - Financial Aid Set Aside	14%	1,495,600	126,000	283,400		283,400	1,905,000
Subtotal		9,227,600	2,183,000	1,138,300	11,800	1,150,100	12,560,700
Additional Financial Aid		13,548,500	10,813,200	8,400,000	22,100	8,422,100	32,783,800
Total Incremental Financial Aid		22,776,100	12,996,200	9,538,300	33,900	9,572,200	45,344,500
NET TUITION AND FEE REVENUE (Net of Financial Aid)		78,632,900	10,305,300	27,062,000	83,600	27,145,600	116,083,800
Revenue from Enrollment Growth/Change in mix		43,898,600	16,050,900	21,745,900		21,745,900	81,695,400
Res (UG/Grad)		9,235,500	9,503,200	6,097,400		6,097,400	24,836,100
NR (UG/Grad)		34,663,100	6,547,700	15,648,500		15,648,500	56,859,300
Revenue from Rate Increase (Excludes Surcharge)		36,358,400	4,420,700	1,980,800	117,500	2,098,300	42,877,400
Res (UG/Grad)		7,321,000	2,241,000	445,600	-	445,600	10,007,600
NR (UG/Grad)		29,037,400	2,179,700	1,535,200	117,500	1,652,700	32,869,800
Total		80,257,000	20,471,600	23,726,700	117,500	23,844,200	124,572,800

APPENDIX

APPENDIX B

History of Enrollment (FTE) Projections and Actuals

	ASU	NAU	UA	Total
Enrollment				
Fall 12 Estimate	75,504	23,089	38,780	137,373
Fall 12 Actual	73,062	24,208	40,314	137,584
Variance	(2,442)	1,119	1,534	211
	-3.3%	4.6%	3.8%	0.2%
Fall 13 Estimate	74,872	24,441	41,016	140,329
Fall 13 Actual	76,376	24,816	40,791	141,983
Variance	1,504	375	(225)	1,654
	2.0%	1.5%	-0.6%	1.2%
Fall 14 Estimate	80,150	25,332	40,921	146,403
Fall 14 Actual	81,254	25,934	42,388	149,576
Variance	1,104	602	1,467	3,173
	1.4%	2.3%	3.5%	2.1%
Fall 15 Estimate	87,352	27,084	43,384	157,820
Fall 15 Actual	88,743	27,374	43,323	159,440
Variance	1,391	290	(61)	1,620
	1.6%	1.1%	-0.1%	1.0%
Fall 16 Estimate	94,331	28,824	44,652	167,807
Fall 16 Actual	94,077	28,710	43,570	166,357
Variance	(254)	(114)	(1,082)	(1,450)
	-0.3%	-0.4%	-2.5%	-0.9%
Fall 17 Estimate	97,990	29,524	44,530	172,044
Projected Increase over prior year actuals	3,913	814	960	5,687
	4.2%	2.8%	2.2%	3.4%
UG				
Res	814	564	482	1,860
NR	2,048	326	297	2,671
Grad				-
Res	253	(103)	65	215
NR	798	27	116	941
Total	3,913	814	960	5,687
Estimated Fall 2017 Online Enrollment	2,434	152	630	3,216
Online as a percent of projected increase	62.2%	18.7%	65.6%	56.6%

APPENDIX

APPENDIX C

ARIZONA UNIVERSITY SYSTEM
 UNDERGRADUATE BASE TUITION AND MANDATORY FEES
 AT THE MAIN CAMPUSES OF ASU, NAU AND THE UA

RESIDENT											
	ASU	CHANGE		NAU	CHANGE		UA	CHANGE			
Year	\$	\$	%	\$	\$	%	\$	\$	%		
PRESIDENT'S RECOMMENDATIONS											
2017-18 New Student	10,792	152	1.4%	11,059	295	2.7%	12,228	459	3.9%		
2016-17 New Student	10,640	162	1.5%	10,764	406	3.9%	11,769	366	3.2%		
2015-16 New Student	10,478	321	3.2%	10,358	369	3.7%	11,403	446	4.1%		
2014-15 New Student	10,157	155	1.5%	9,989	251	2.6%	10,957	566	5.4%		
2013-14 New Student	10,002	282	2.9%	9,738	467	5.0%	10,391	356	3.5%		
2012-13 New Student	9,720	4	0.0%	9,271	447	5.1%	10,035	0	0.0%		
5-YR AVG ANNUAL INCR			1.8%				4.1%				3.2%
2011-12 New Student	9,716	1,588	19.5%	8,824	1,157	15.1%	10,035	1,798	21.8%		
2010-11 New Student	8,128	1,288	18.8%	7,667	1,040	15.7%	8,237	1,395	20.4%		
2009-10 New Student	6,840	1,181	20.9%	6,627	1,181	21.7%	6,842	1,311	23.7%		
2008-09 New Student	5,659	690	13.9%	5,446	605	12.5%	5,531	494	9.8%		
2007-08	4,969	283	6.0%	4,841	295	6.5%	5,037	283	6.0%		
10-YR AVG ANNUAL INCR			8.5%				9.0%				9.5%
2006-07	4,686	282	6.4%	4,546	153	3.5%	4,754	267	6.0%		
2005-06	4,404	342	8.4%	4,393	321	7.9%	4,487	400	9.8%		
2004-05	4,062	469	13.1%	4,072	479	13.3%	4,087	494	13.7%		
2003-04	3,593	1,010	39.1%	3,593	1,010	39.1%	3,593	1,010	39.1%		
2002-03	2,583	97	3.9%	2,583	97	3.9%	2,583	97	3.9%		
2001-02	2,486	142	6.1%	2,486	142	6.1%	2,486	142	6.1%		
15-YR AVG ANNUAL INCR			10.6%				10.7%				11.4%

NONRESIDENT											
	ASU	CHANGE		NAU	CHANGE		UA	CHANGE			
Year	\$	\$	%	\$	\$	%	\$	\$	%		
2017-18 New Student	27,372	902	3.4%	24,841	697	2.9%	35,658	691	2.0%		
2016-17 New Student	26,470	1,012	4.0%	24,144	796	3.4%	34,967	2,337	7.2%		
2015-16 New Student	25,458	955	4.2%	23,348	839	3.7%	32,630	3,209	10.9%		
2014-15 New Student	24,503	849	3.6%	22,509	416	1.9%	29,421	2,348	8.7%		
2013-14 New Student	23,654	681	3.0%	22,093	467	2.2%	27,073	842	3.2%		
2012-13 New Student	22,973	658	2.9%	21,626	447	2.1%	26,231	737	2.9%		
5-YR AVG ANNUAL INCR			3.5%				2.7%				6.5%
2011-12 New Student	22,315	1,723	8.4%	21,179	1,112	5.5%	25,494	898	3.7%		
2010-11 New Student	20,592	967	4.9%	20,067	2,213	12.4%	24,596	2,345	10.5%		
2009-10 New Student	19,625	1,678	9.3%	17,854	1,310	7.9%	22,251	3,586	19.2%		
2008-09 New Student	17,947	946	5.6%	16,544	2,049	14.1%	18,665	2,394	14.7%		
2007-08	17,001	1,156	7.3%	14,495	1,008	7.5%	16,271	1,311	8.8%		
10-YR AVG ANNUAL INCR			5.3%				6.0%				8.9%
2006-07	15,845	752	5.0%	13,487	464	3.6%	14,960	1,289	9.4%		
2005-06	15,093	2,176	16.8%	13,023	431	3.4%	13,671	604	4.6%		
2004-05	12,917	804	6.6%	12,592	479	4.0%	13,067	704	5.7%		
2003-04	12,113	1,010	9.1%	12,113	1,010	9.1%	12,363	1,260	11.3%		
2002-03	11,103	751	7.3%	11,103	751	7.3%	11,103	751	7.3%		
2001-02	10,352	552	5.6%	10,352	1,576	18.0%	10,352	552	5.6%		
15-YR AVG ANNUAL INCR			6.8%				7.0%				8.9%

APPENDIX

APPENDIX D

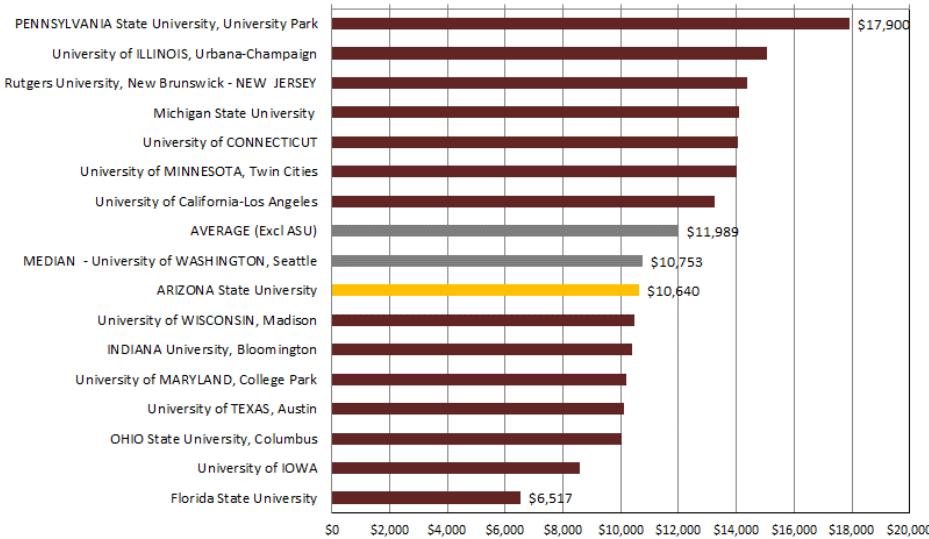
2016-17
COST OF ATTENDANCE
ASU Peers
(RANKED BY RESIDENT COA: HIGH TO LOW)

	INSTITUTION	RESIDENT COA	NONRES COA	RES TUITION & FEES	NR TUITION & FEES	ROOM & BOARD	BOOKS & SUPPLIES
1	PENNSYLVANIA State University, University Park	31,600	46,082	17,900	32,382	11,860	1,840
2	University of California-Los Angeles	29,948	56,630	13,244	39,926	15,069	1,635
4	Rutgers University, New Brunswick - NEW JERSEY	27,982	43,633	14,372	30,023	12,260	1,350
3	University of ILLINOIS, Urbana-Champaign	27,566	43,188	15,058	30,680	11,308	1,200
5	University of CONNECTICUT	27,352	49,144	14,066	35,858	12,436	850
6	Michigan State University	24,925	48,752	14,115	37,942	9,734	1,076
7	AVERAGE (Excl ASU)	24,440	44,381	11,989	31,930	11,301	1,150
	University of MINNESOTA, Twin Cities	24,402	34,066	14,025	23,689	9,377	1,000
8	MEDIAN RES COA - University of WASHINGTON, Seattle	23,269	47,307	10,753	34,791	11,691	825
9	University of MARYLAND, College Park	23,140	45,003	10,182	32,045	11,758	1,200
10	ARIZONA State University	23,129	38,959	10,640	26,470	11,386	1,103
11	OHIO State University, Columbus	22,937	41,129	10,037	28,229	11,666	1,234
12	University of TEXAS, Austin	22,228	48,024	10,110	35,906	11,456	662
13	University of WISCONSIN, Madison	22,134	44,384	10,488	32,738	10,446	1,200
14	INDIANA University, Bloomington	21,658	45,516	10,388	34,246	10,040	1,230
15	University of IOWA	19,633	39,871	8,575	28,813	10,108	950
16	Florida State University	17,821	32,987	6,517	21,683	10,304	1,000
	Average (Excl ASU)	24,440	44,381	11,989	31,930	11,301	1,150
	Median (Excl ASU)	23,269	45,003	10,753	32,382	11,456	1,200
	Difference Between Peer Average and ASU	1,311	5,422	1,349	5,460		
	Difference Between Peer Median and ASU	140	6,044	113	5,912		
	Difference Between Peer Average and ASU	6%	14%	13%	21%		
	Difference Between Peer Median and ASU	1%	16%	1%	22%		

APPENDIX

APPENDIX D

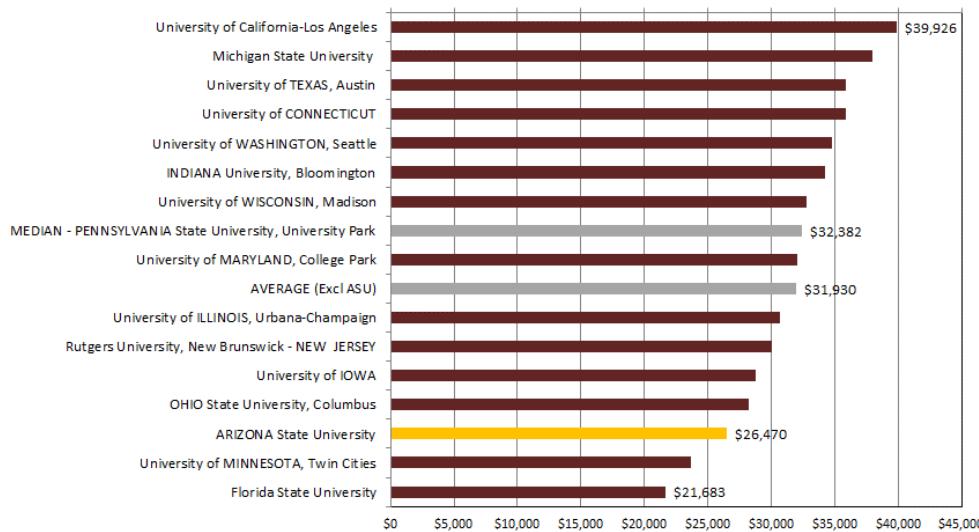
2016-17
ASU Peers - Resident Undergraduate Tuition and Fees



ASU rates shown are for new students starting Fall 2016 at the main campus.
 ASU has lower tuition options at its campus in Lake Havasu City.

ASU is \$1,349 (13%) below the average of peers; and
 \$113 (1%) below the median of peers.

2016-17
ASU Peers - NonResident Undergraduate Tuition and Fees



ASU is \$5,460 (21%) below the average of peers; and
 \$5,912 (22%) below the median of peers.

APPENDIX E

2016-17
COST OF ATTENDANCE
NAU Peers
(RANKED BY RESIDENT COA: HIGH TO LOW)

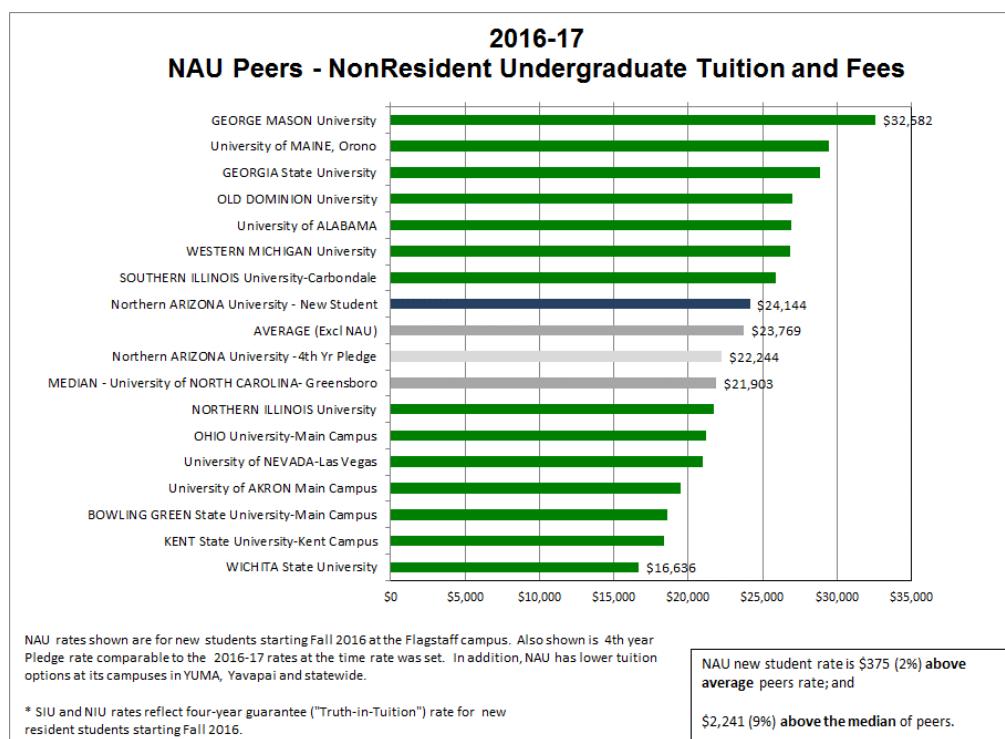
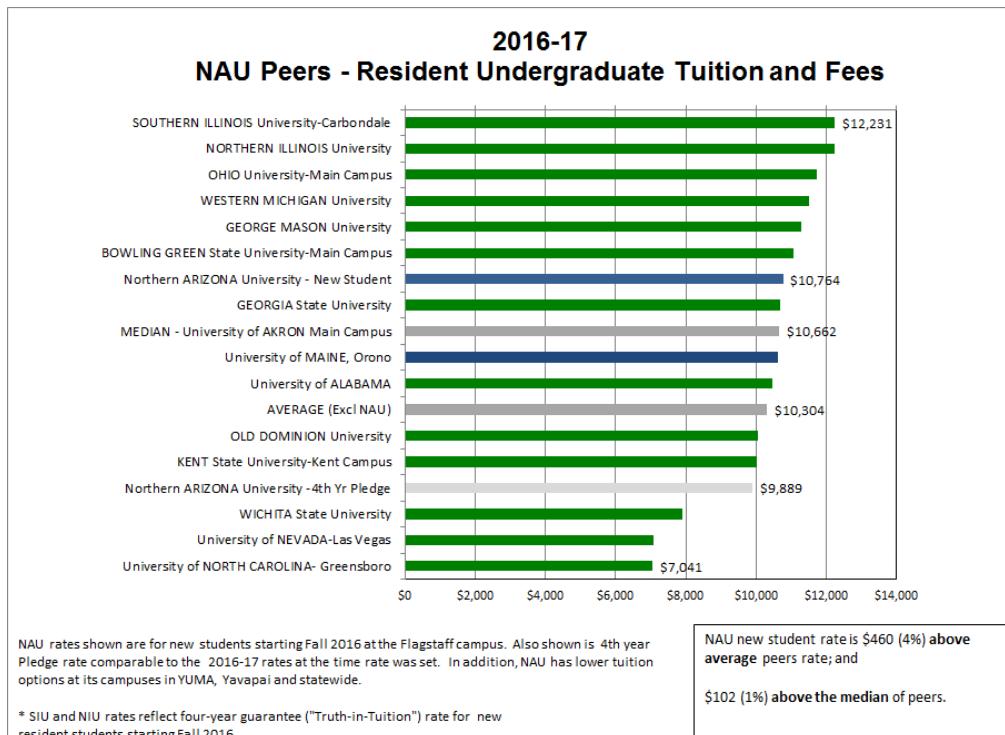
	INSTITUTION	RESIDENT COA	NONRES COA	RES TUITION & FEES	NR TUITION & FEES	ROOM & BOARD	BOOKS & SUPPLIES
1	University of AKRON Main Campus	24,057	32,862	10,662	19,467	12,395	1,000
2	OHIO University-Main Campus	23,950	33,414	11,744	21,208	11,176	1,030
3	SOUTHERN ILLINOIS University-Carbondale	23,517	37,166	12,231	25,880	10,186	1,100
4	NORTHERN ILLINOIS University	23,314	32,779	12,224	21,689	9,690	1,400
5	GEORGE MASON University	23,230	44,512	11,300	32,582	10,730	1,200
6	GEORGIA State University	22,658	40,868	10,686	28,896	10,972	1,000
7	KENT State University-Kent Campus	22,022	30,386	10,012	18,376	10,720	1,290
8	MEDIAN RES COA - WESTERN MICHIGAN University	22,002	37,360	11,493	26,851	9,561	948
9	OLD DOMINION University	21,910	38,890	10,046	27,026	10,864	1,000
10	University of MAINE, Orono	21,792	40,662	10,628	29,498	10,164	1,000
	AVERAGE (Excl NAU)	21,446	34,911	10,304	23,769	10,048	1,094
11	Northern ARIZONA University - New Student	21,246	34,626	10,764	24,144	9,482	1,000
12	University of ALABAMA	21,220	37,700	10,470	26,950	9,550	1,200
13	BOWLING GREEN State University-Main Campus	20,757	28,293	11,057	18,593	8,690	1,010
	Northern ARIZONA University - 4th Yr Pledge	20,371	32,726	9,889	22,244	9,482	1,000
14	University of NEVADA-Las Vegas	19,021	32,931	7,063	20,973	10,734	1,224
15	University of NORTH CAROLINA- Greensboro	16,577	31,439	7,041	21,903	8,580	956
16	WICHITA State University	15,659	24,398	7,897	16,636	6,712	1,050
	Average (Excl NAU)	21,446	34,911	10,304	23,769	10,048	1,094
	Median (Excl NAU)	22,002	33,414	10,662	21,903	10,186	1,030

Difference Between Peer Average and NAU (New)	200	285	(460)	(375)
Difference Between Peer Median and NAU (New)	756	(1,212)	(102)	(2,241)
Difference Between Peer Average and NAU (4th Yr)	1,075	2,185	415	1,525
Difference Between Peer Median and NAU (4th Yr)	1,631	688	773	(341)

Difference Between Peer Average and NAU (New)	1%	1%	-4%	-2%
Difference Between Peer Median and NAU (New)	4%	-4%	-1%	-9%
Difference Between Peer Average and NAU (4th Yr)	5%	7%	4%	7%
Difference Between Peer Median and NAU (4th Yr)	8%	2%	8%	-2%

APPENDIX

APPENDIX E



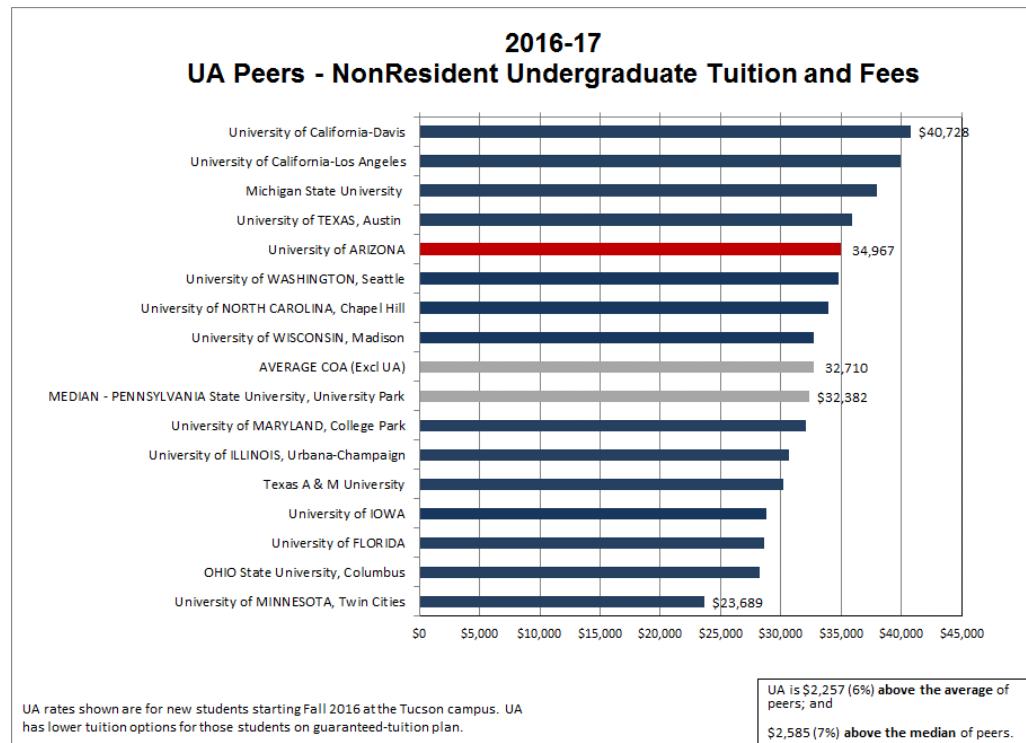
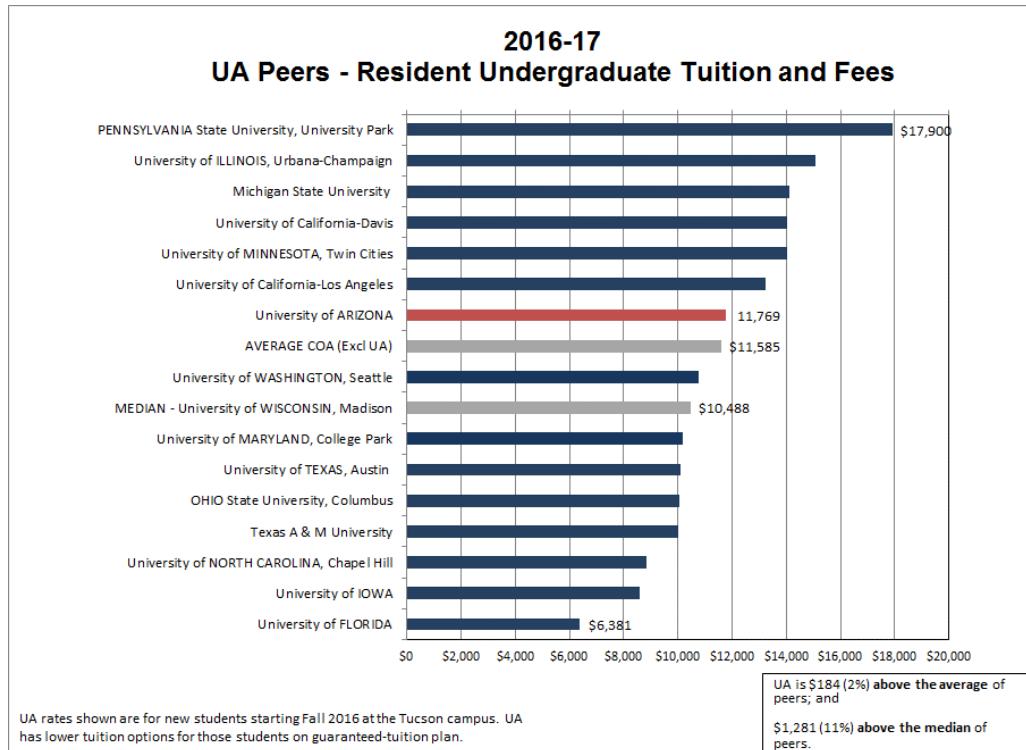
APPENDIX F

2016-17
COST OF ATTENDANCE
UA Peers
(RANKED BY RESIDENT COA: HIGH TO LOW)

	INSTITUTION	RESIDENT COA	NONRES COA	RES TUITION & FEES	NR TUITION & FEES	ROOM & BOARD	BOOKS & SUPPLIES
1	PENNSYLVANIA State University, University Park	31,600	46,082	17,900	32,382	11,860	1,840
2	University of California-Davis	30,485	57,167	14,046	40,728	14,838	1,601
3	University of California-Los Angeles	29,948	56,630	13,244	39,926	15,069	1,635
	University of ILLINOIS, Urbana-Champaign	27,566	43,188	15,058	30,680	11,308	1,200
4	Michigan State University	24,925	48,752	14,115	37,942	9,734	1,076
5	University of MINNESOTA, Twin Cities	24,402	34,066	14,025	23,689	9,377	1,000
6	AVERAGE COA (Excl UA)	24,181	45,306	11,585	32,710	11,387	1,209
7	University of ARIZONA	23,869	47,067	11,769	34,967	11,300	800
8	University of WASHINGTON, Seattle	23,269	47,307	10,753	34,791	11,691	825
9	MEDIAN RES COA - University of MARYLAND, College Park	23,140	45,003	10,182	32,045	11,758	1,200
10	OHIO State University, Columbus	22,937	41,129	10,037	28,229	11,666	1,234
11	University of TEXAS, Austin	22,228	48,024	10,110	35,906	11,456	662
12	University of WISCONSIN, Madison	22,134	44,384	10,488	32,738	10,446	1,200
13	University of NORTH CAROLINA, Chapel Hill	21,494	46,576	8,834	33,916	11,218	1,442
14	Texas A & M University	21,452	41,630	10,030	30,208	10,368	1,054
15	University of IOWA	19,633	39,871	8,575	28,813	10,108	950
16	University of FLORIDA	17,501	39,778	6,381	28,658	9,910	1,210
	Average Resident (Excl UA)	24,181	45,306	11,585	32,710	11,387	1,209
	Median Resident (Excl UA)	23,140	45,003	10,488	32,382	11,308	1,200
	Difference Between UA and Average	312	(1,761)	(184)	(2,257)		
	Difference Between UA and Median	(729)	(2,064)	(1,281)	(2,585)		
	Difference Between UA and Average	1%	-4%	-2%	-6%		
	Difference Between UA and Median	-3%	-4%	-11%	-7%		

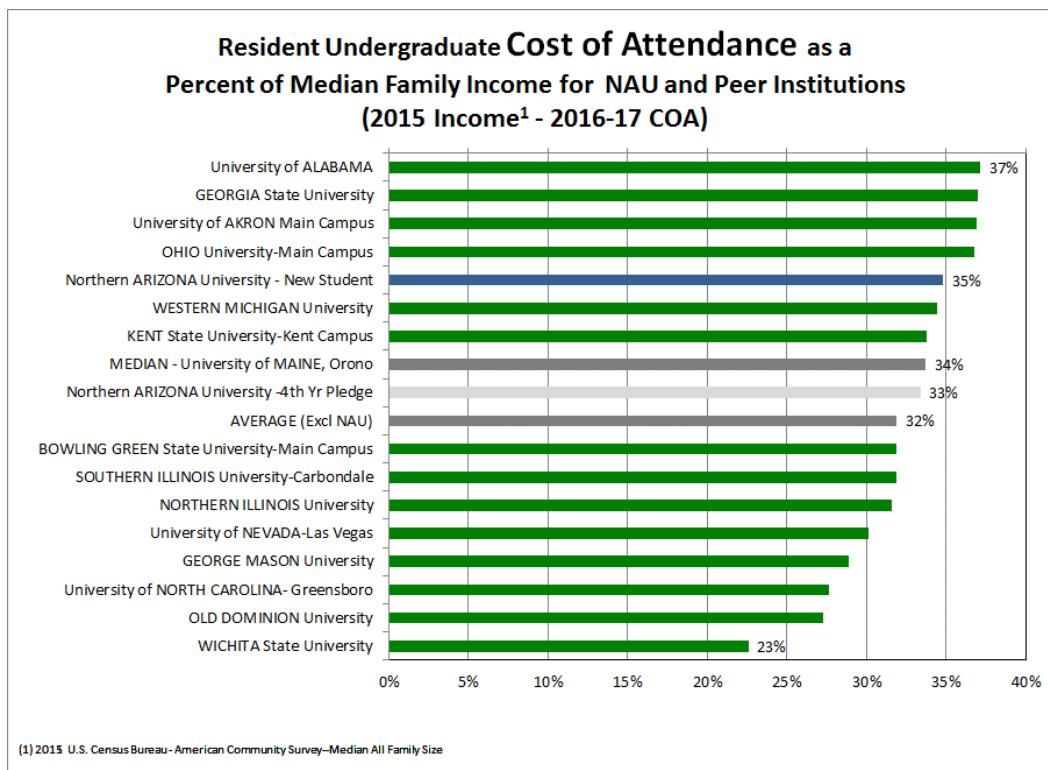
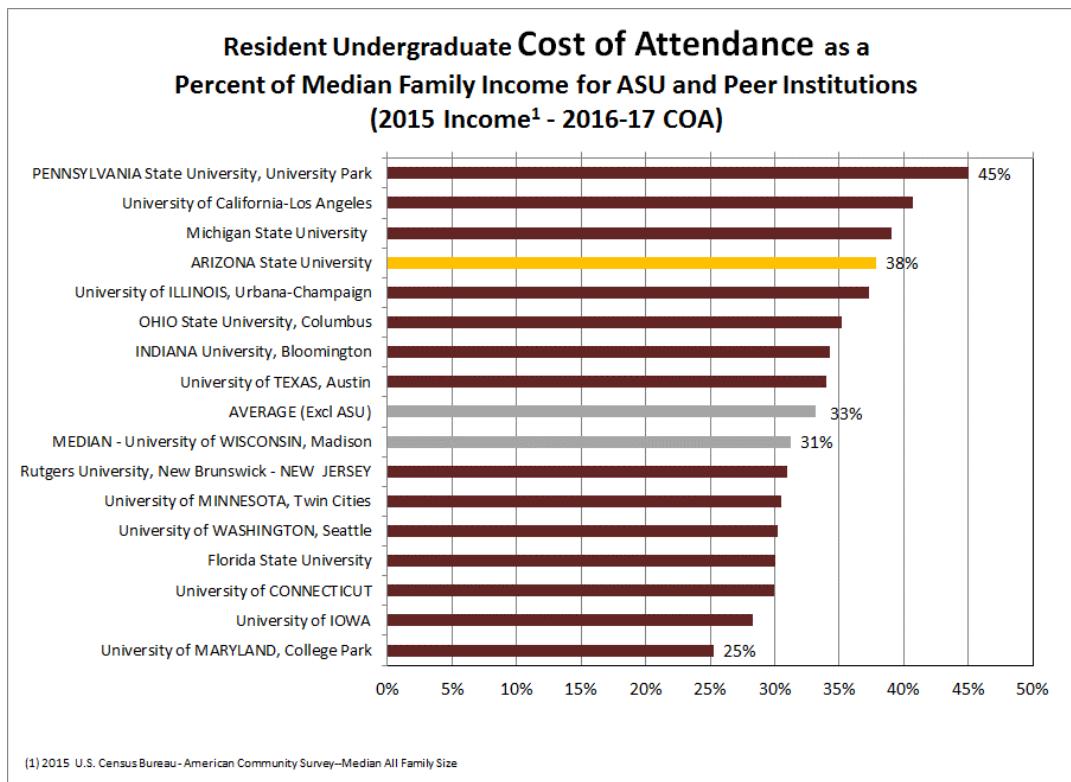
APPENDIX

APPENDIX F



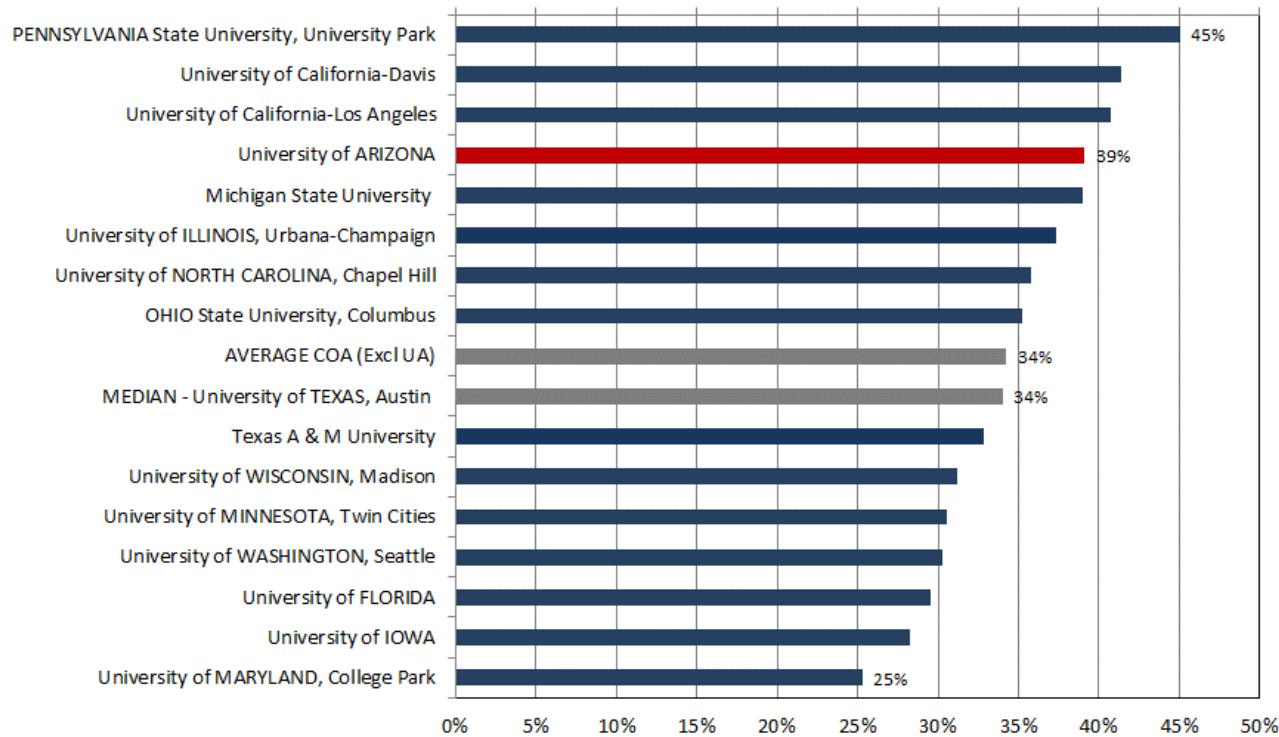
APPENDIX

APPENDIX G



APPENDIX G

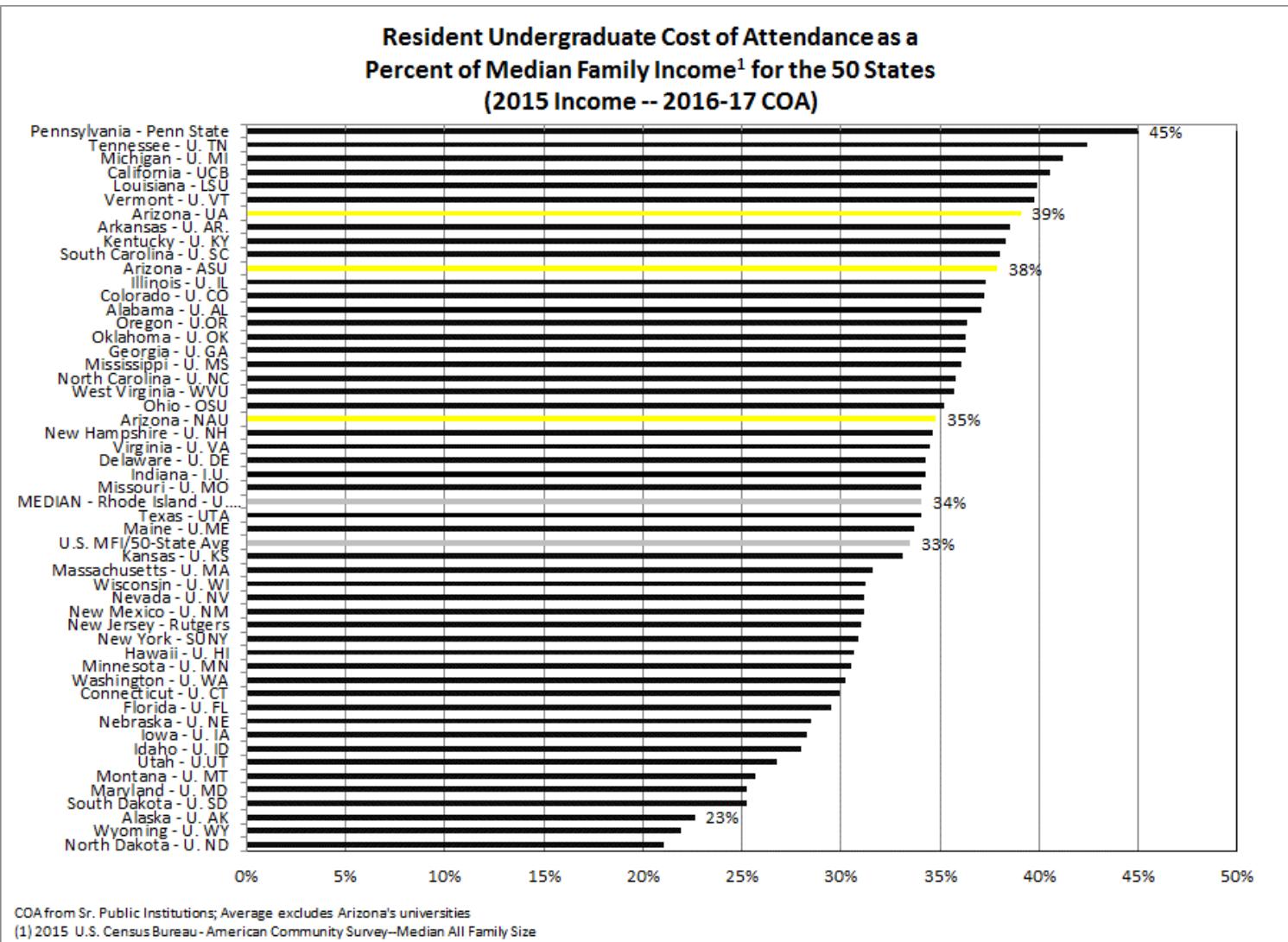
**Resident Undergraduate Cost of Attendance as a
Percent of Median Family Income for UA and Peer Institutions
(2015 Income¹ - 2016-17 COA)**



(1) 2015 U.S. Census Bureau - American Community Survey - Median All Family Size

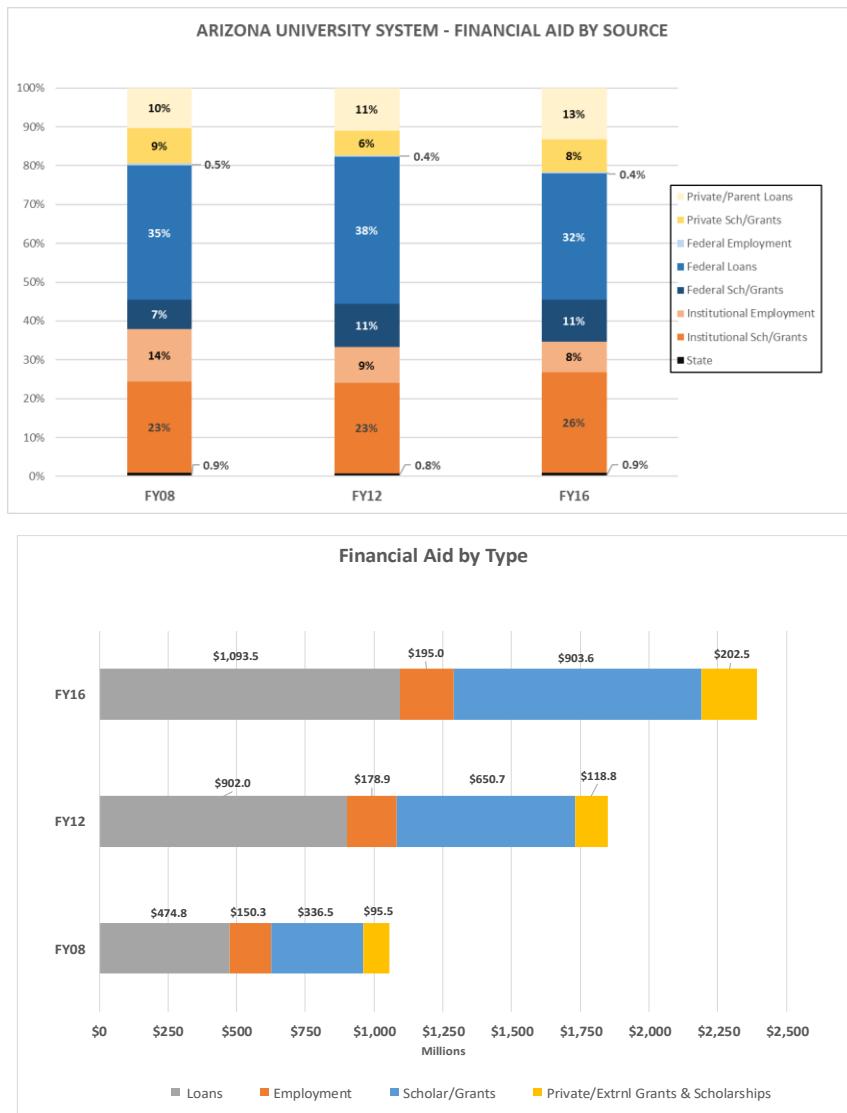
APPENDIX

APPENDIX H



APPENDIX

APPENDIX I



Financial aid is any form of assistance that assists a student with the costs of attending college.

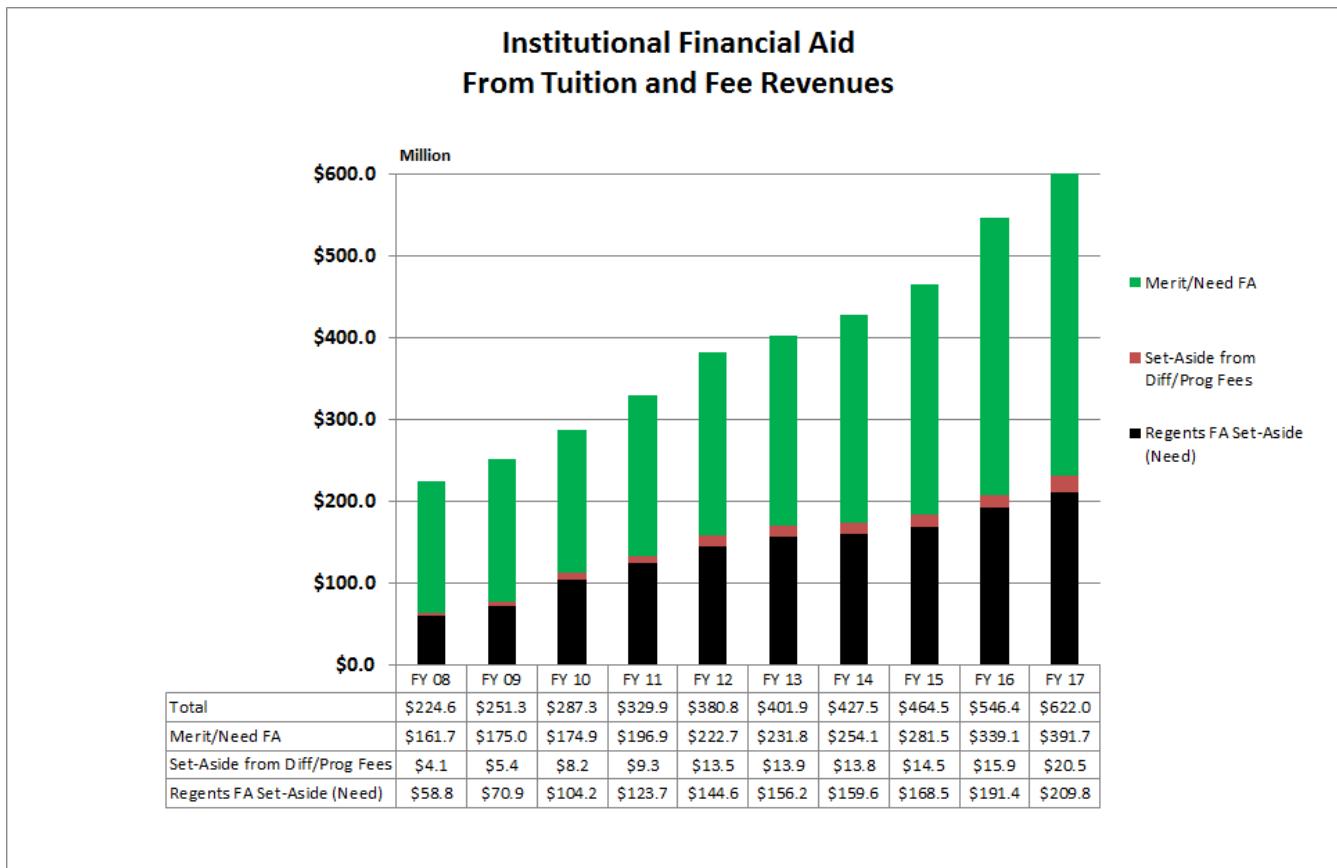
Gift aid is financial aid that does not have to be repaid. It comes in different forms and is called by various headings, such as scholarships, grants, tuition remission programs, or tuition waivers.

Where gift aid is essentially viewed as “free” money, self-help aid is money that comes with a cost. There are two types of self-help aid: loans and employment/work-study. Both programs are provided with some kind of condition. The theory is that in fulfilling the condition, students are essentially helping themselves.

During 2015-16, financial aid provided to students in the AUS totaled \$2.39 billion. Since FY 2008, financial aid has more than doubled from \$1.06 billion in FY 2008. Although scholarships/grants experienced the largest percentage growth between FY 2008 and FY 2016, self-help (employment and loans) had the largest dollar increase of \$663 million.

APPENDIX

APPENDIX J



The universities retain millions of dollars from tuition and program fee revenues to support need-based financial aid, university scholarships, financial aid for top Arizona high school graduates and university undergraduate and graduate scholars.

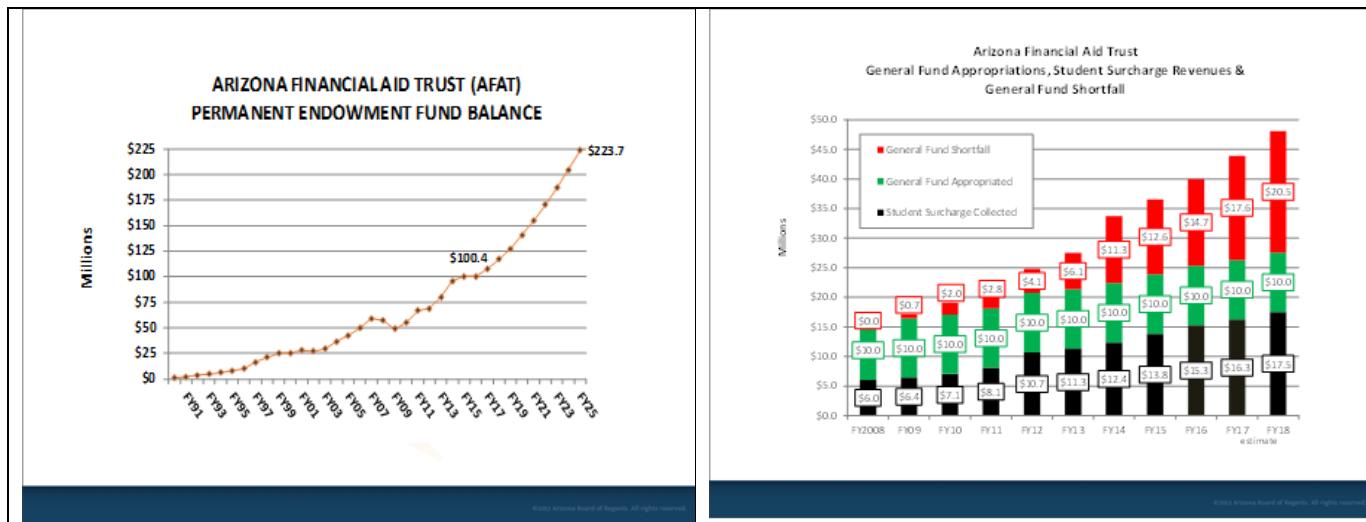
In FY 2017, the universities are expecting to retain about 26% of tuition and program fee revenues for student financial aid - \$622 million, an increase of \$75.6 million (14%) above FY 2016.

A portion of financial aid retained from tuition revenues, identified as the *Regents Financial Aid Set-Aside (RSA)*, directs the universities to set aside at least 14% of specified tuition revenues for need-based aid, to help offset the impact of tuition increases. The set-aside amount is formula driven. As tuition revenues increase, the amount of the student financial aid set-aside increases.

For FY 2017, the RSA is \$209.8 million, representing about one-third of total tuition and fees retained for financial aid. Based on the president's recommendations for FY 2017-18, the RSA is estimated to increase by approximately \$10.7 million or about 5 percent.

APPENDIX

APPENDIX K



The Arizona Financial Aid Trust Fund (AFAT) was established to provide immediate aid to students with financial need and to create an endowment for future aid. By FY 2025, the endowment is expected to reach about \$224 million.

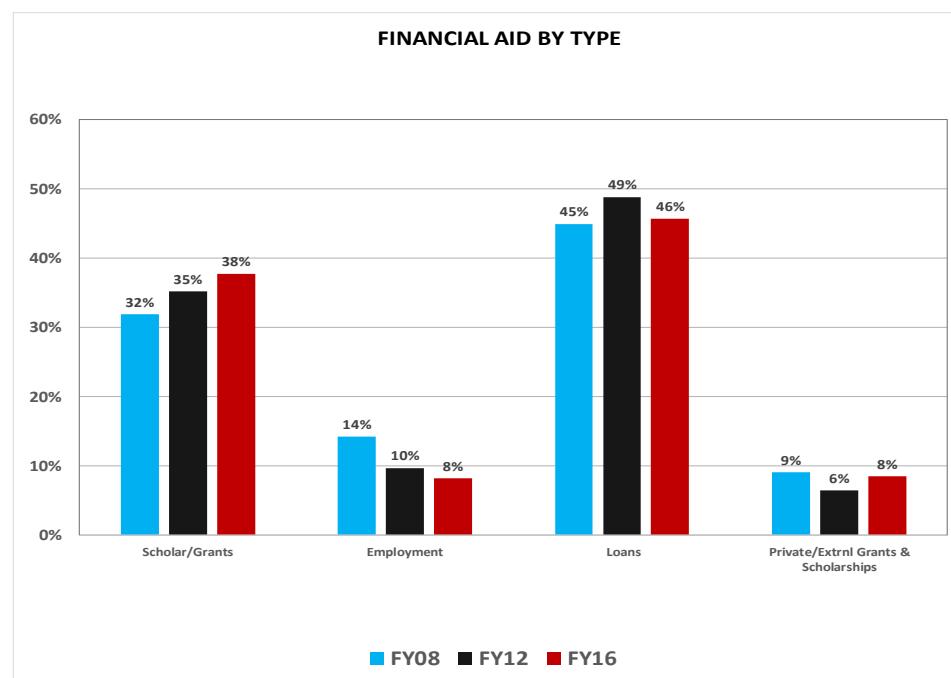
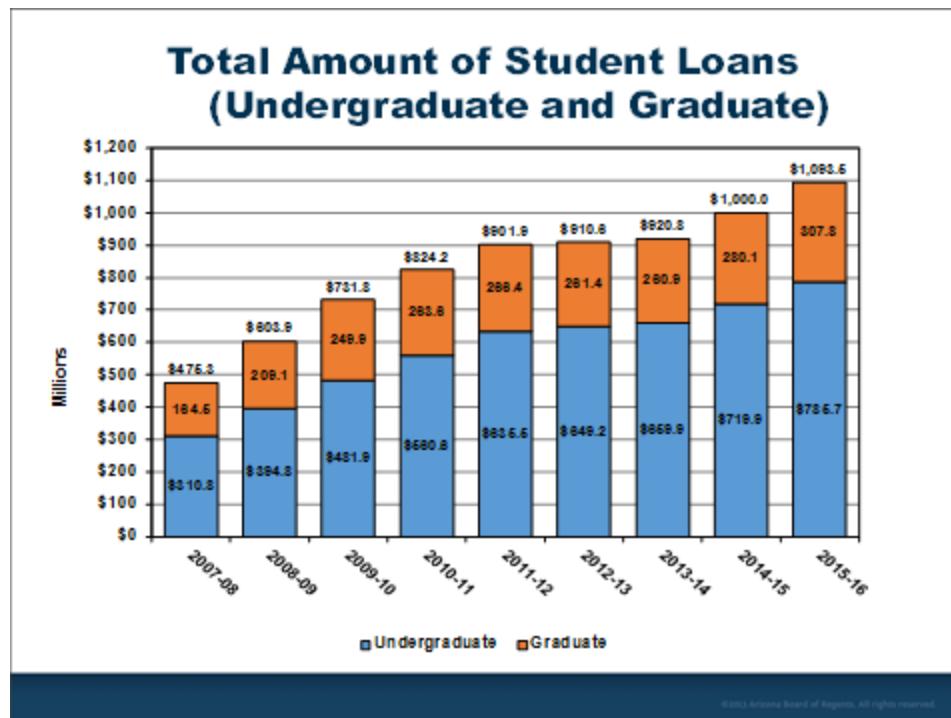
There are three sources of revenue for the fund: funds appropriated by the legislature; a fee paid by students; and interest earned on the endowment. In FY 2007, state legislation specified that 75% of the combined revenue be used for student aid and 25% placed in the permanent endowment. In addition, the state was to match the student surcharge collected at 2:1. However, FY 2008 was the only year that the state met its obligation to match the student surcharge at 2:1.

In FY 2016, the combined revenue into AFAT totaled about \$25 million, of which \$10 million was from general fund appropriations and \$15 million from student fees, with 7,602 awards given.

Arizona has only two state-supported financial aid programs: AFAT (\$10M) and LEAP (Leveraging Educational Assistance Partnership--\$1.2M) administered by the Commission for Postsecondary Education. According to the most recent NASSGAP (National Association of State Student Grant & Aid Programs) Annual Survey on State-Sponsored Financial Aid, Arizona ranks 35th in the country for state-supported financial aid; 41st for state grant expenditures as a percent of state support for higher education, and near last at 46th for state-funded grant dollars per state population

APPENDIX

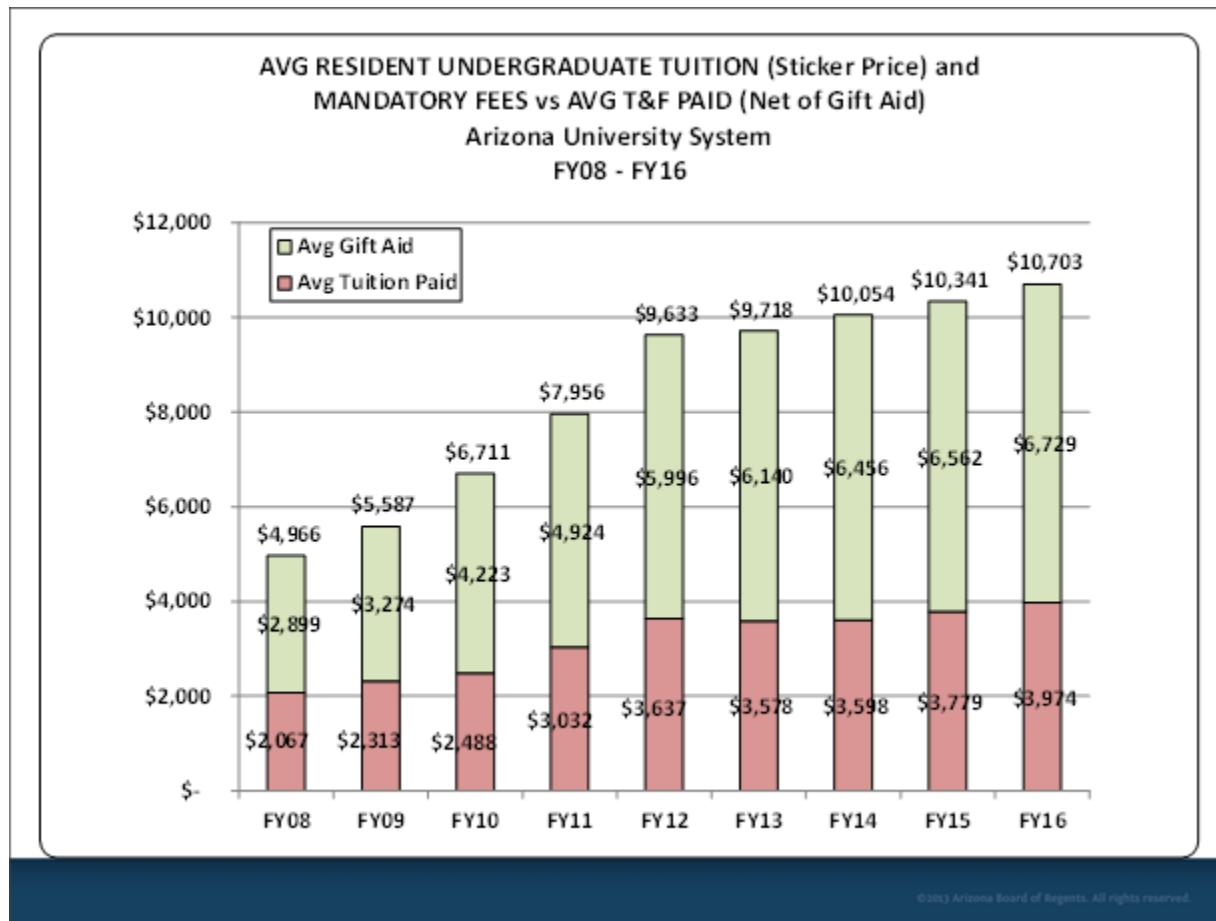
APPENDIX L



Students receive the majority of aid from loans (both student and parent loans). Since FY 2008, the amount of loans has more than doubled, but loans as a percent of total aid has remained constant. In FY 2008, loans represented about 45 percent of total aid versus 46 percent in FY 2016.

APPENDIX

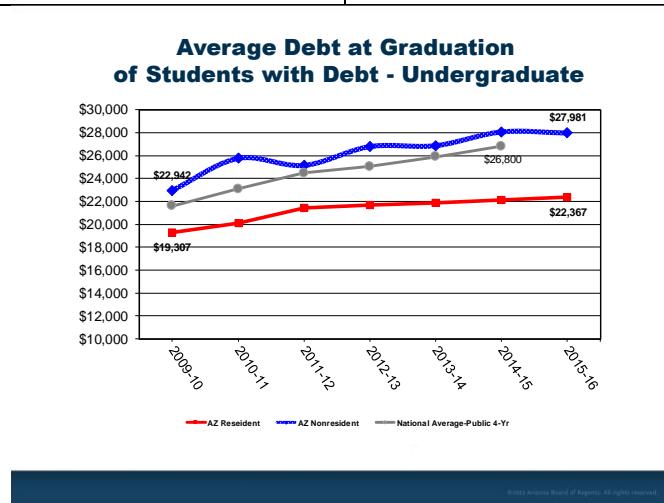
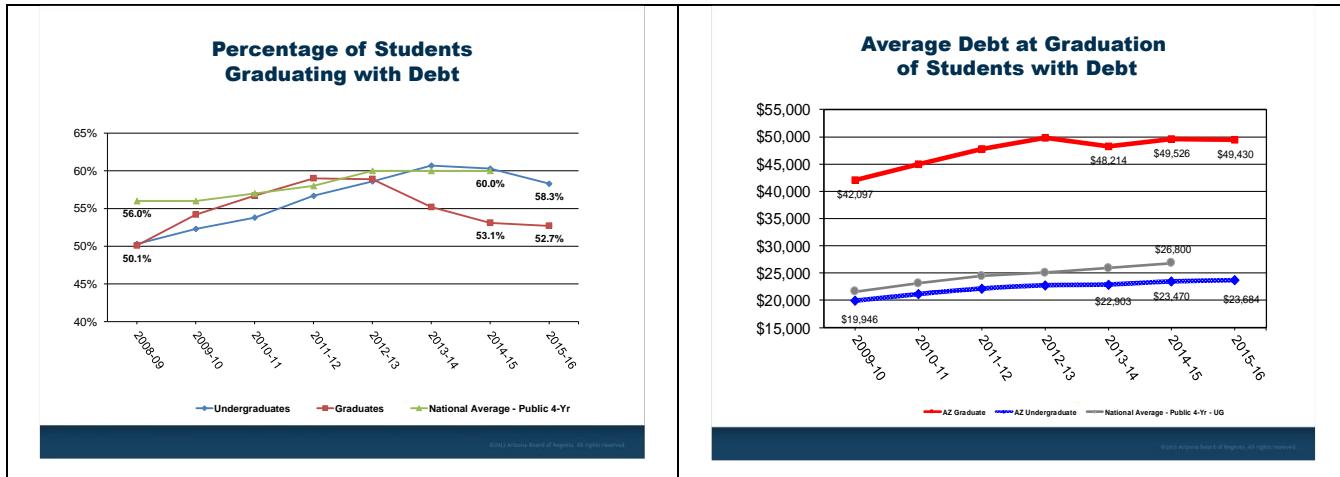
APPENDIX M



Net Cost of tuition and fees is the price students actually pay; i.e. "sticker" price less financial aid (gift aid) received. In FY 2016, students paid an average of 35% of the tuition and fee sticker price, with the balance paid for with gift aid.

APPENDIX

APPENDIX N



Between FY 2015 and FY 2016, the proportion of students graduating with debt has declined for both undergraduate and graduate students. Nationally, among four-year public institutions the percent of undergraduate students graduating with loan debt has remained constant in the past few years at about 60% in FY 2015 (the latest data available),

In 2015-16, the average debt for undergraduate students who graduated with loans was \$23,680, up slightly from \$23,470 in FY 2015. Since FY 2010, undergraduate student debt has increased about 19%.

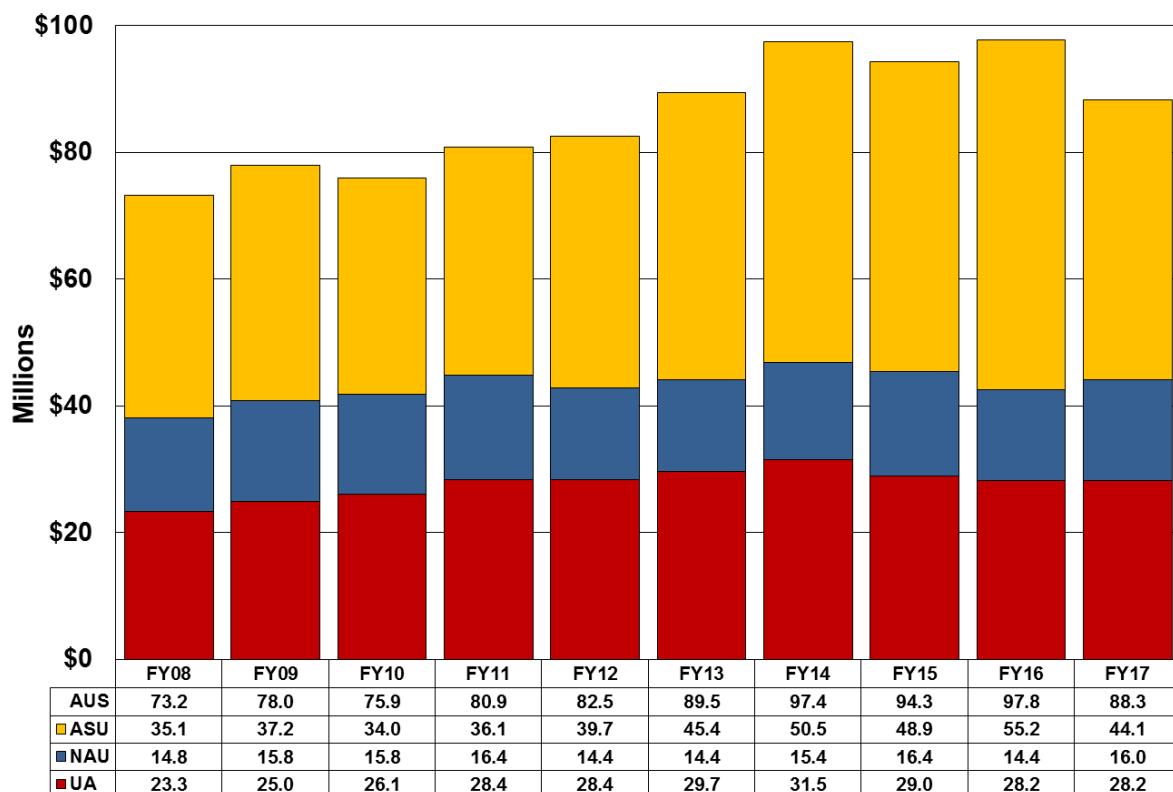
The average debt for graduate students with loans at graduation stayed about the same between FY 2015 and FY 2016, although since FY 2010 has increased about 19%, from \$42,097 in FY 2010 to \$49,430 in FY 2016.

According to a report by the Institute for College Access & Success the statewide average debt at graduation varies widely among the states, but Arizona is identified as a low-debt state ranking 36th among the 50 states

APPENDIX

APPENDIX O

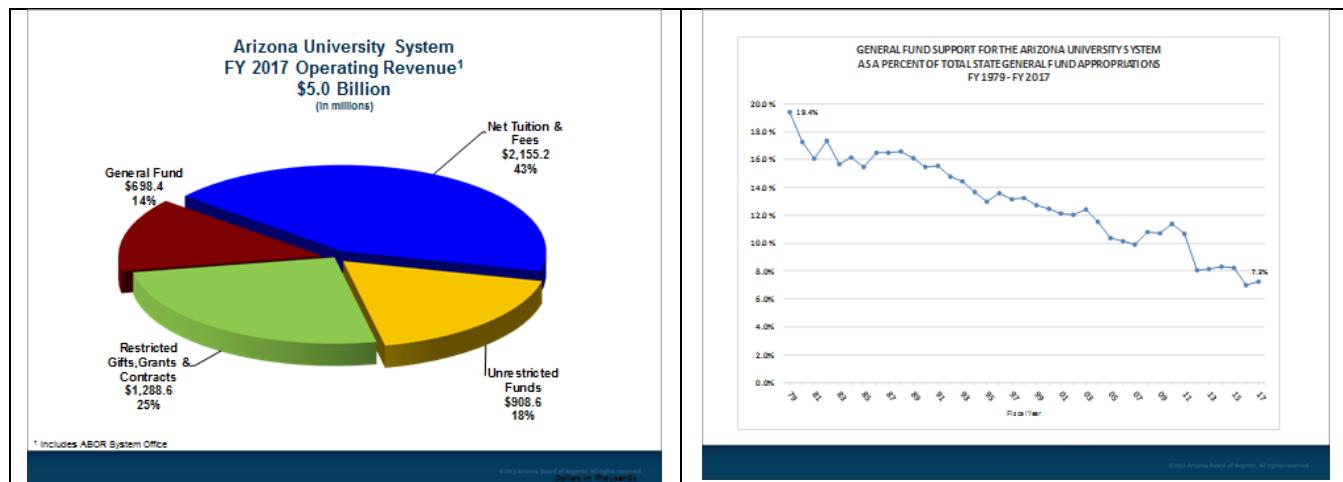
**Debt Service
 Supported from Tuition Revenues
 FY 2008 - FY 2017**



University debt service paid from tuition revenues is one factor the board considers during the tuition setting process. The universities finance new academic buildings or renovations to existing building with tuition and other sources of revenue. The amount of debt paid with tuition was \$88.3 million in FY 2017, or about 4 percent of net tuition and fee revenues.

APPENDIX

APPENDIX P



Each of Arizona's universities relies on revenues from a variety of sources to perform its distinctive role in Arizona, as well as in national and even global contexts. The four main categories of funding for university operations are: State General Fund Appropriations; Tuition and Fee Revenues; Restricted Gifts, Grants, and Contracts; and Unrestricted Local Funds.

For FY 2017, state General Fund appropriations make up about 14% of total university operating revenues; Net tuition and fee revenues 43%; unrestricted local funds 18%; and restricted gifts, grants and contracts 25%.

State general fund for higher education as a percent of total State general funds has been declining since 1979, when the Arizona University System received nearly 20% of the State's general fund. With declining state revenues and competing interests from other state supported entities, the universities' share of the state's general fund is now about 7.3%.

Since 2008 before the great recession, state support for the Arizona university system totaled \$1.121 billion. In FY 2017, state support is \$698.4 million, which is about \$423 million less than what it was at the beginning of FY 2008. This represents a 38% reduction in state support over the past nine years.