

EXECUTIVE SUMMARY

Item Name: Setting Base Tuition and Mandatory Fees, Differential Tuition and Program Fees, Class Fees and other academic fees, and Residence Housing and Meal Plans for the 2021-2022 Academic Year

Action Item

Requested Action: The board office asks the board to review and approve the universities' proposed 2021-2022 base tuition, mandatory fees, all academic fees; and residence housing and meal plans for Arizona State University, Northern Arizona University and the University of Arizona.

Background

- This agenda item covers all student tuition and fee requests, including base tuition and mandatory fees, differential tuition, college fees, program fees, class fees and other academic fees; and residence housing rates and meal plans.
- Throughout the year, the board receives information from the universities on their budgets and costs, academic strategic plans, educational quality, enrollment, and financial aid, which provide a framework for the university presidents' tuition proposals.
- The universities' FY 2021-22 proposals include all new and changes to existing tuition and academic fees, and university housing and meal plans.
- Additional information provided to the board for the 2021-22 tuition setting process include the following:

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 academic fees
- Uses of incremental tuition and fee revenues

Affordability/Accessibility:

- Cost of attendance/median family income, benchmarked nationally
- Student financial aid
- Net price of tuition/Net Cost of Attendance
- High access/Lower cost options

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- At its November 2020 meeting, the Board received the FY 2020 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. 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 26, 2021, the Presidents announced their recommendations for the 2021-22 tuition and fees rates. Each university's recommendations appear under the respective university tab in this Executive Summary.
- In addition to base tuition, the universities charge other academic fees:
 - **College Fee** applies to an entire college, school or division at the undergraduate or graduate level. Criteria for these requests include the quality of the student experience and variance in the cost of instruction.
 - **Differential Tuition** applies to an entire college/school at the undergraduate or graduate level or both. Criteria for these requests include the quality of the student experience, variance in the cost of instruction, and market pricing.
 - **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.
 - **Program fees** cover other expenses not normally associated with the delivery of a program. Program fees are additional amounts charged to students in select degree programs within colleges, schools or departments, including honors colleges or programs, that demonstrate one or more of the following: higher costs of delivering instruction; the need for or use of special equipment, technology, or key personnel expenses; or market conditions. 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 Affairs and Educational Attainment Committee reviews and forwards to the full board any new programs proposed by the universities and associated program fee/differential tuition requirements.
 - **Class fees and deposits** are additional charges for specific classes or courses that have demonstrably higher costs of delivering instruction overall because of the need for or use of special equipment, supplies, technology, key personnel expenses, field trips, or other costs approved by the Board.
 - **Other academic fees** apply to students enrolled as a student at the university, in a program of the university, or in a class offered by the university. Examples of other academic fees include enrollment deposits, freshman orientation fees, ICourse fees, etc.

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- Student consultation and involvement is an important aspect of the tuition and academic fee setting process. Through numerous meetings between university and student leadership, both sides gain a better understanding of university and student needs. Included in the universities' fee requests is a section describing the method and outcomes of student feedback on new fee requests or changes to existing fees.

Summary of university requests:**ASU**

- ASU proposes no tuition increases (including online) for both resident and nonresident undergraduate and graduate students for academic year 2021-22. This is the second year in a row with no tuition increases for resident immersion students, and is the tenth year of a ten-year pledge that resident tuition would not increase more than 3 percent in any given year.
- Under ASU's college fee structure, the majority of undergraduate students pay a college fee in addition to base tuition. ASU proposes no changes to its college fee pricing structure. Below is the college fee pricing structure for immersion students:

Resident	Nonresident
○ College Fee Level 1 = \$0	○ College Fee Level 1 = \$0
○ College Fee Level 2 = \$210	○ College Fee Level 2 = \$360
○ College Fee Level 3 = \$770	○ College Fee Level 3 = \$1,320
○ College Fee Level 4 = \$1,050	○ College Fee Level 4 = \$1,800
○ ASU's proposal does include moving the undergraduate college fee for Herberger Institute from College Fee level 3 to College Fee level 4 for all new undergraduate immersion students. ASU plans to expand the Herberger Institute from one location to four in the next two years and expand and upgrade programs, enrollments and facilities.	
• ASU's proposal includes both new program fees and increases to existing program fees for graduate students. ASU requests 10 new graduate program fees in: College of Health Solutions-Strength and Conditioning; College of Nursing and Health Innovation-Regulatory Science; Teachers College-Teacher Certificate (online); College of Law-Human Resources and Employment Law; College of Liberal Arts and Sciences-Women and Gender Studies (online); College of Public Service and Community Solutions-Crime Analysis and Policy Advocacy (online); and WP Carey School of Business-Marketing Certificate (online) and Real Estate Certificate.	
• ASU proposes increases in 10 existing program fees: College of Health Solutions-Audiology, Communication Disorders, and Nutritional Science; Herberger Institute-Architecture and Design; Thunderbird School of Global Management-Global Affairs and Management; and WP Carey School of Business-Accountancy and Taxation.	

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- For other academic fees, ASU proposes to establish a seat deposit in the College of Law for Master of Sports Law and Business; and increase the mandatory undergraduate student programs fee \$10 per year, to support programming initiatives, clubs and organizations.
- For housing and meal plans, ASU proposes to increase student housing by an average of 2.25 percent (about \$163 per year) and meal plans by an average of 1.5 percent (about \$67 per year).

NAU

- NAU proposes to maintain its Pledge guaranteed tuition program for 2021-22, and proposes no tuition increases for undergraduate students (both resident and nonresident) at all of its campuses in 2021-22.
- For graduate students, NAU proposes an increase of 5.0 percent for resident and nonresident students at all of its campuses.
- For NAU online, NAU proposes to maintain both undergraduate and graduate online rates at current levels.
- NAU's proposal maintains its mandatory fees at current levels.
- NAU's proposal includes one undergraduate program fee increase in the College of Health and Human Services-Dental Hygiene.
- For housing and meal plans, NAU proposes to increase student housing by an average of 4.45 percent (about \$271 per year). The proposal simplifies the rent rate structure from 17 rates to 5 rent levels and includes the cost of laundry, a reduction in unit capacity in shared-bedroom apartments from three students to two students, and renovation of two residence halls. Meal plans are proposed to increase by an average of 2 percent. Meal plan rates are guaranteed for two years, so for most current participants, there will be no increases for 2021-22.

UA

- UA proposes to maintain its tuition guarantee and proposes no tuition increases for all new and continuing resident undergraduate students at all of its campuses. For all nonresident undergraduate students UA proposes a 1.4 percent increase.
- For graduate students, UA proposes an increase of 1.4 percent for resident students and 0.7 percent for nonresident students at all of its campuses.
- For UA Online, the UA proposes no increases to current rates.
- For UA's global campuses, UA proposes a tuition increase for both its undergraduate and graduate programs located in Peru, and a decrease in its undergraduate program located in China. With the proposed increases rates will range from \$5,500 to \$6,450 per term.

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- For the College of Medicine –At COM Tucson, UA proposes a 3 percent increase for first year resident students and one percent increase for incoming nonresident students. Tuition for resident and nonresident continuing resident students in years two through four will be maintained at current levels. For COM Phoenix, UA proposes a 3 percent increase for all resident students and one percent increase for all nonresident students.
- For the College of Veterinary Medicine-- the UA proposes a 2 percent increase for new students starting Fall 2021. No change in tuition is requested for continuing students.
- UA's proposal maintains its mandatory fees at current levels.
- UA's proposal also includes six undergraduate program fee requests (5 new), and ten class fee requests (7 new), and three other academic fee requests (one new).
 - UA requests five new undergraduate program fees and an increase to one undergraduate program fee. The new program fees proposed are in the College of Agriculture and Life Sciences-School of Family and Consumer Sciences, and School of Natural Resources and the Environment; College of Social and Behavior Sciences-School of Information; and College of Sciences-Chemistry and Biochemistry. UA also proposes an increase in the undergraduate Honors College program fee.
 - UA's proposal includes seven new class fees in the College of Agriculture and Life Sciences (CALS)-Animal & Comparative Biomedical Sciences; College of Engineering (COE)-Material Science; College of Science (COS)-Geoscience; College of Social and Behavioral Sciences-History; College of Fine Arts-School of Art; and Eller College of Management-MBA Distance Education Network Program (DNEP). In addition, UA proposes increases to class fees in the CALS and COE.
 - UA also proposes one new academic fee: Sustainability Fee; and increases to two other academic fees: Freshman Enrollment Fee and Transfer Enrollment Fee.
 - For housing, UA proposes no increases to undergraduate or graduate student housing under its management. For Honors Village dorms managed by American Campus Communities, the rate will increase 2.4 percent.
 - UA does not provide meal plans at its residence halls (except at Honors Village), 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. No meal plan increases are proposed for Honors Village.

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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>
- Adequate state funding is critical to making Arizona's public universities accessible and affordable and the level or lack thereof, 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 estimates are \$153.0 million: \$91.4 million in base tuition and \$61.6 million in summer session, differential tuition, program fees, college fees, class fees and mandatory fees. Of the \$91.4 million in base tuition, \$88.9 million (97%) is attributable to enrollment growth and change in the mix of students.
- For enrollment, ASU and UA are estimating increases: 4.6 percent (5,426 FTE) at ASU, and 0.4 percent at UA (187 FTE). NAU is projecting a decrease of 2.4% or 698 students for Fall 2021.
- Accounting for 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 \$124.2 million.

Committee Review and Recommendation

The Finance, Capital and Resources Committee reviewed and discussed this item at its April 8, 2021 Tuition Workshop meeting.

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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**Summary of Revenue Impact of Tuition and Fee Increases
 FY 2021-22**

(In Thousands)	ASU	NAU	UA	System Total
Tuition & Fees				
FY21 Gross Tuition & Fee Estimate	\$2,113,446	\$379,408	\$908,969	\$3,401,823
FY22 Tuition Rate Increase	\$0	\$1,386	\$1,098	\$2,484
FY22 Tuition from Enrollment Growth/Change in mix (FY21 Rate)	\$85,753	(\$3,845)	\$7,019	\$88,927
Total Incremental Base Tuition	\$85,753	(\$2,459)	\$8,117	\$91,411
% of Base Tuition due to rate increase	0%	56%	14%	3%
% of Base Tuition due to growth/change in mix	100%	-156%	86%	97%
FY22 Fee Revenue Increases (rate + enrollment growth)	\$52,876	(\$512)	\$9,253	\$61,617
FY22 Gross Tuition and Fee Estimates	\$2,252,075	\$376,437	\$926,339	\$3,554,851
FY22 Gross Incremental Tuition and Fee Revenue	\$138,629	(\$2,971)	\$17,370	\$153,028
Financial Aid:				
Regent Set Aside (Board Policy 4-309)	\$12,427	(\$743)	\$175	\$11,859
Differential Tuition/ Program Fee/College Fee Set Aside (Board Policy 4-104)	\$6,255	\$42	\$157	\$6,454
Other scholarships	\$1,941	\$3,709	\$4,879	\$10,529
Total Financial Aid	\$20,623	\$3,008	\$5,211	\$28,842
FY22 Net Incremental Tuition and Fee Revenue	\$118,006	(\$5,979)	\$12,159	\$124,186
FY22 Incremental State Appropriations (Governor's Recommended Increase over FY 2021)				
Operating	\$15,349	\$7,679	\$9,198	\$32,226
Capital Infrastructure Fund & Reseach Infrastructure Fund	\$145	\$218	\$131	\$494
Total New Sources Available for Ongoing and Strategic Expenditures	\$133,500	\$1,918	\$21,488	\$156,906
Estimated Fall 2021 Increase Student Enrollment (FTE)	5,426	(698)	187	4,915
	4.6%	-2.4%	0.4%	2.8%

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University Proposed Strategic Expenditures FY 2022

ARIZONA STATE UNIVERSITY

\$ in Thousands

Enrollment Growth related expenses	\$43,400
Investment in programs supported by fees	\$46,621
Investment in faculty hiring and academic support	39,100
Facilities costs (O&M, utilities, leases)	15,500
Salary merit program	10,400
Debt service	4,900
Support services investments	2,000
Technology investments	1,100
Total Strategic Investments	\$163,021
New Sources Available	\$133,500
Expenditure Reduction/Reallocation	<u>(\$29,521)</u>

NORTHERN ARIZONA UNIVERSITY

\$ in Thousands

Investments in programs supported by fees	299
New Program / New Economy Initiative	7,700
Total Strategic Investments	\$7,999
New Sources Available	\$1,918
Expenditure Reduction/Internal Reallocation	<u>(\$6,081)</u>

UNIVERSITY OF ARIZONA

\$ in Thousands

Investment in Workforce Development for the New Economy	4,600
Faculty & Staff Salary Adjustments (including UCAP)	12,500
Benefits Costs	1,900
Debt Service	5,773
Facilities Costs (operations & maintenance, utilities)	468
Investments in programs supported by fees	931
Veterinary Medicine Program	5,649
College of Medicine MD programs	1,040
Total Strategic Investments	\$32,861
New Sources Available	\$21,488
Expenditure Reduction/Internal Reallocation	<u>(\$11,373)</u>

MEMORANDUM

March 19, 2021

TO: Arizona Board of Regents

FROM:

Michael M. Crow



RE: Tuition/Fee Proposal for FY22

With no tuition increase during FY21, ASU still actively managed COVID and offered multiple strategies for course offerings. The ASU Community of Care concept was implemented upon the students' arrival in August which included a Community of Care kit and signage throughout the university related to masking and remaining safe distance to one another. Hundreds of classes were upgraded to ASU Sync mode and COVID testing was made readily available. And, a health app was developed for employees and students to use daily. The symptom checklist results would give the go ahead of whether to arrive on campus or remain off campus.

ASU's Biodesign Institute created the first saliva-based COVID-19 test in the Western United States. A drinking straw and a tube are all one needs to collect a sample. The fast, easy and free test has been given to 700,000+ people across Arizona.

With vaccine availability, ASU once again offered immediately to partner with the state and provided vaccinations to the public and the university community. These operations are ongoing. As of this date, over 600,000 vaccinations have been administered by ASU.

Also, with the generous support from the Arizona Department of Education, the Governor's office, Helios Education Foundation and ASU itself, ASU Prep Digital offered free trainings through the Arizona Virtual Teacher Institute. Over 8000 teachers representing 367 districts from more than 1000 schools across the state were provided 400 separate trainings aimed at bridging the divide of remote learning and providing instructional tools that can be utilized beyond the current pandemic.

Contemporaneously, ASU continued to advance on numerous fronts and the following are a few highlights:

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ASU No. 1 in innovation for the sixth straight year

In recognition of the university's culture of discovery, U.S. News & World Report named ASU the most innovative university in the nation for the sixth year in a row, as well as one of the top 50 public schools in the U.S.

Dreamscape Learn

Hollywood meets Tempe, as Dreamscape Immersive, the world's leading virtual reality company, and ASU have teamed up to transform education through exploration with Dreamscape Learn. Dreamscape Learn will add avatar-driven VR experiences to both campus-based and online courses, starting with introductory biology and eventually expanding throughout the sciences and beyond.

The College of Global Futures

ASU launched a laboratory dedicated to keeping our planet habitable and enhancing the options for future generations to thrive. ASU's Julie Ann Wrigley Global Futures Laboratory, building on a strong tradition of commitment to shaping a sustainable future for all humankind through innovation, will encompass a new college with three unique schools, as well as a major research institute and a practice arm devoted to solutions, each significantly enhanced by and integrated with global partnerships.

Sidney Poitier New American Film School naming

January 25, 2021, ASU announced its film school as the Sidney Poitier New American Film School after the first Black performer to win the Oscar for best actor. Actor, film director, civil rights activist, author, ambassador, father—Sir Sidney Poitier is a groundbreaking international film icon whose life, both onscreen and off, stands as an example of strength, passion, depth and integrity.

New facilities opened

Lantana Hall

Opened in Fall 2020, Lantana is a state-of-the-art facility that houses first-year students from a variety of residential colleges, as well as upper division students. Lantana Hall also serves as home for Barrett, the Honors College at the ASU Polytechnic campus. Lantana Hall includes a generous amount of common space, including many multipurpose and meeting spaces, student activity lounges, administrative offices, academic classroom spaces, and more.

ASU Health Futures Center

Located next to the Mayo Clinic Hospital in north Phoenix, the facility represents an evolution of the Mayo Clinic in Arizona related to significant clinical and scientific

research expansion into new areas of biomedical, health solutions, population health, and health decision-making. The leading-edge facility features a med-tech innovation accelerator, biomedical engineering and informatics research labs, and an innovative education zone. Programs from several ASU schools and colleges benefit from the proximity of this facility to the Mayo Clinic Hospital and Cancer Center. ASU programs include College of Health Solutions, College of Nursing and Health Innovation, Fulton Schools of Engineering, and Entrepreneurship and Innovation, as well as collaboration programs within the Mayo Clinic.

Mirabella at ASU

Mirabella at ASU is a new \$252 million, 20-story intergenerational living and lifelong learning complex located on the northwest corner of the Tempe campus. Mirabella features 246 independent-living apartments and 52 health care units, as well as an indoor pool and wellness center, physical therapy gym, theater, art museum, event and lecture hall, game rooms, salon and spa, dog park, valet and underground parking and four restaurants that eventually will be open to the public. Residents of Mirabella can take classes at ASU as 'guest learners', have full access to the campus' amenities, and be near cultural and sports events.

Wexford

The \$77 million, 225,00-square-foot Wexford building will be the first piece of a 7-acre parcel ASU is responsible for on the city's 30-acre biomedical campus. ASU will lease approximately 112,000 square feet — half of the building — for 15 years with three five-year options. The remainder will be occupied by private-sector companies — the part that organizers say makes this step so important to the city, to the campus and, ultimately, to discovery and innovation. Wexford is a real estate company focused exclusively on partnering with universities, academic medical centers and research institutions to develop vibrant, mixed-use, amenity-rich knowledge communities that are built on a foundation of research, discovery and entrepreneurial activity.

Tuition Proposal

The current pandemic, having continued beyond an entire year and into the spring semester, resulted in many individuals, including our students and their families, impacted financially. Therefore, on behalf of Arizona State University, I am proposing no tuition increase for the second consecutive academic year through FY22. The strong commitment to financial aid and overall student support will also continue to be at the forefront.

Fee Proposals:

The Herberger Institute for Design and the Arts proposes to move from Undergraduate College Fee level 3 to 4. And, there are several graduate program fees, all of which are within the market range of peer schools as identified in the Fees Section of the proposal; a deposit fee for the Master of Sports Law and Business which will be applied to the program should a student enroll; and a small increase to the undergraduate student programming fee to support the increased number of requests for student engagement.

Undergraduate College Fee

Herberger Institute for Design and the Arts

Undergraduate Campus Immersion

\$140/semester increase for resident students

\$240/semester increase for non-resident students

The Herberger Institute seeks to move from Undergraduate College Fee level 3 to level 4 for all new undergraduate campus immersion students as it grows from one location to four in the next two years while expanding and upgrading programs, enrollments, and facilities to meet the need of the 21st century creative learner. The proposed fee increase will be used to maintain and upgrade facilities, support and expand creative technologies, grow creative career services and experiential learning opportunities, and provide a dynamic student experience alongside intentional student support resources. The Herberger Institute runs lean and, even with the fee increase, will still continue to be under the costs of many closest competitors and aspirational peers.

Graduate Program Fees

College of Health Solutions

Doctor of Audiology

\$800/semester program fee increase

The Doctor of Audiology (AuD) degree is the terminal degree required for certification and the practice of Audiology by the American Speech-Language-Hearing Association (ASHA). This program is ranked among the top 25 accredited programs in the U.S. The primary benefit of this fee is greater depth and breadth of clinical training and subsequent ability to gain employment in more competitive jobs upon graduation.

Audiologists diagnose and treat hearing, balance, and other auditory disorders in patients across the age spectrum. Certification requires a Clinical Doctorate degree and 1,820 clinic hours supervised by a licensed Audiologist with a Certificate in Clinical

Competence from ASHA. Due to the extensive clinical training required, AuD students in this program complete a full year clinical rotation in a hospital, doctor's office or other clinical setting in year four of the program. This requires an extensive network of clinical externships in Arizona and across the U.S. to fulfill these requirements.

MS Communication Disorders

\$1,700/semester program fee increase

The master's degree in Communications Disorders is the terminal degree required for certification and the practice of speech-language pathologists (SLP) by the American Speech-Language-Hearing Association (ASHA). The ASU program is ranked among the top 25 accredited programs in the U.S. The primary benefit of this fee is greater depth and breadth of clinical training and subsequent ability to gain employment in more competitive jobs upon graduation.

SLP students train to work with adults and children who have a wide variety of speech, language, swallowing and voice disorders. Certification requires 400 direct-patient clinical hours that must be supervised by a licensed and certified SLP and each student must demonstrate competence in assessment and treatment across nine disorder areas. Additionally, ASU offers one of the nation's few bilingual SLP programs. Features of the program that will be improved by the additional revenue generated include:

- Clinical rotations completed both on campus and at paid off-site locations by licensed SLPs who specialize in different disorders. This requires access to a wide and diverse range of clinicians.

- Access to highly specialized, and often costly, medical equipment, technology and clinical tracking software needed to educate and train students properly. In particular, students will benefit from access to simulation equipment and experiences in order to reduce patient risk, such as treating children in a NICU setting.

- Interpreters and speech-language pathologists who specialize in multilingual and multicultural assessment and intervention so that all students get training in working with populations that do not speak English as a native language.

MS Nutritional Science (Dietetics) - Online

\$45/credit hour program fee increase

Although not currently required to become a Registered Dietitian (RD), the Academy of Nutrition and Dietetics (AND) will change the minimum education requirement to a graduate degree, starting in 2024. Current RDs elect to enroll in the Nutritional Science (Dietetics) master's degree to increase their lifetime earning potential, while simultaneously aligning their academic credentials with the future educational standards.

Students in this program take intensive courses that enhance their existing skills in project management, interpretation of research literature, critical inquiry, and problem solving. This non-thesis program requires students to complete a six credit hour applied

project. The purpose of the fee is to maintain a high-quality educational experience for this fully online program by utilizing cutting edge curriculum design and technology, hiring high quality faculty, and providing support through academic advising. The increase in program fee will allow for additional faculty support for the applied project as well as for guest lecturers who are experts in the field to enrich the student learning experience.

MS Strength and Conditioning

\$2,500/semester – new program fee

The Master of Science in Strength and Conditioning will enable ASU to be recognized and ranked nationally as the standard for education in the strength and conditioning field. Optimizing human health and performance for athletic competitors and occupational athletes is often overlooked in the broader health community, and the ability to work with these individuals requires specialized knowledge and skills related to these specific populations. The National Strength and Conditioning Association (NSCA) will begin accrediting programs for strength and conditioning in Spring 2022. This degree program has been designed to meet the requirements of the proposed accreditation standards and will be eligible for early participation in the accreditation process, allowing ASU to be one of the pioneers in this field.

Program fees will be used to pay for specialized faculty, specialized equipment, advising and support staff, and the cost for maintaining accreditation of the program.

Edson College of Nursing and Health Innovation

MS Regulatory Science

\$2000/semester – new program fee

The MS in Regulatory Science program prepares students to achieve high level positions within the food and drug industry. This program requires national and international subject matter experts who are active in the industry and who bring specific expertise to the program and courses they teach. Preparation for work in these fields also requires exposure to specialized simulation and professional certification software. The program fee will enable smaller student to faculty ratios to facilitate student success and meet accreditation requirements.

Herberger Institute for Design and the Arts

M of Architecture; M of Visual Communication Design; M of Industrial Design; M of Interior Architecture; M of Landscape Architecture; M of Urban Design

\$575/semester program fee increase

The M of Architecture, M of Industrial Design, M of Interior Architecture, M of Landscape Architecture, M of Visual Communication Design, and M of Urban Design degrees are professionally-based design degrees in which students work to develop and refine their creative skills to obtain upper-level positions within the creative industries. The Master of Architecture program is a professionally-accredited program that prepares students for their eventual licensure as architects. The current program fee amount was established in 2011 and, since that time, the costs associated with offering these programs have risen substantially. The Design School now serves a large graduate cohort with inadequate revenues to cover the 2020 costs of offering such high quality programs. This request will enable appropriate support for these students while keeping the programs well-placed within the overall market. Program fees will significantly enhance the quality of the student experience, providing improvements to the curriculum through investments in faculty, high level of student services, advanced software and technology costs, support funding for studio projects and travel, as well as financial aid opportunities. Graduates of the program will increase their earnings potential as they are able to participate in networking activities, learning through knowledgeable faculty, speakers, and visiting faculty who maintain significant research and industry connections.

MS in Architecture

\$875/semester program fee increase

The MS in Architecture is a research-based degree program focused on investigating new opportunities in energy performance and climate-responsive structures. Students in this program graduate with the skills necessary to develop careers in energy-efficiency building design and expertise in energy technologies. Students in this program tend to hold an undergraduate degree in Architecture or allied design fields, and may hold a professional degree (BArch or MArch). These students seek more expertise in energy systems, made possible through this program. The current program fee amount was established in 2006 and, since that time, the costs associated with offering this program have risen substantially. This request will enable appropriate support for these students while keeping the program well-placed within the overall market. Program fees will significantly enhance the quality of the student experience, providing improvements to the curriculum through investments in faculty, high level of student services, advanced software and technology costs, support funding for studio projects and travel, as well as financial aid opportunities.

MS Design in Industrial Design, Interior Architecture, Visual Communication Design

\$500/semester program fee increase

The MS in Design programs are research-based degree programs within the The Design School (TDS), focused on investigating new opportunities in all design disciplines. Students in these programs graduate with the skills necessary to develop careers in design-research areas. The students tend to hold an undergraduate degree in related design fields, and are seeking expertise to develop a research-related career

path within a creative profession. The current program fee amount was established in 2006 and, since that time, the costs associated with offering these programs have risen substantially. As a result, there is insufficient revenue to support the students in these programs properly. This request will enable appropriate support for these students while keeping the programs well-placed within the overall market. Program fees will significantly enhance the quality of the student experience through investments in higher levels of student services, advanced software and technology, research projects and conference travel, faculty, and increased financial aid.

Mary Lou Fulton Teachers College

Teacher Certificate (Online)

\$73/credit – new program fee

The online programs offered by Mary Lou Fulton Teachers College provide meaningful learning activities for students to put theory in practice – to apply what they learn to the context in which they want to work. Online courses challenge students to engage with the content, with their instructors, and with each other. High quality online programs require professional course design, frequent in-depth and personalized feedback to students on their work, and focused retention efforts to ensure students persist and complete the program. In particular, the Teachers College emphasis on student engagement in real-world problems and evidence-based practice necessitates an investment that supports quality learning design. The program fee would support investments in five main areas, including: personnel; program and course design and development; professional development; learning technologies and systems; and financial aid.

Sandra Day O'Connor College of Law

Master of Human Resources and Employment Law

\$725/credit hour – new program fee

The Master of Human Resources and Employment Law (MHREL) is a new degree program. This fee proposal will ensure that this new program can build from the strong foundation already in existence for the Master of Legal Studies program, from which the MHREL will branch off. Revenues from the fees will provide flexibility as the program deals with issues of scale. Revenues will benefit students in the program and beyond through funding for additional student services and technology staff, creating pipelines to post-graduation employment through career services relationships, accreditation with a national industry certification organization, and investments in continuing education curriculum and career services support to enhance student expertise and marketability after graduation.

There are few non-Juris Doctor graduate programs that train human resources professionals to understand the complex legal and regulatory framework of employment law. The program fee structure is in line with the competitive marketplace for a degree like this, and the fixed cost-per-credit caters to the established student population of working professionals that likely will be attending part-time. While there are not many competitors for this specific degree at this time, new market entrants are expected in the years to come. The law school believes that being among the first to offer this particular degree will enhance the University's reputation for innovation, and make ASU Law the preeminent brand for this type of degree. The proposed program fee structure will be attractive to students who want to earn this degree from an elite law school at a reasonable price, while also allowing ASU Law to compete with lower tier law schools that cost less to attend. In short, this proposal strikes a nice balance between prestige and value for students.

Master of Human Resources and Employment Law (Online)

\$658/credit hour – new program fee

The Master of Human Resources and Employment Law (MHRELO) is a new degree program. This fee proposal will ensure that this new program can build from the strong foundation already in existence for the Master of Legal Studies program, from which the MHRELO will branch off. Revenues from the fees will provide flexibility as the program deals with issues of scale. Revenues will benefit students in the program and beyond through funding for additional student services and technology staff, creating pipelines to post-graduation employment through career services relationships, accreditation with a national industry certification organization, and investments in continuing education curriculum and career services support to enhance student expertise and marketability after graduation.

There are few non-Juris Doctor graduate programs that train human resources professionals to understand the complex legal and regulatory framework of employment law. The program fee structure is in line with the competitive marketplace for a degree like this, and the fixed cost-per-credit caters to the established student population of working professionals that likely will be attending part-time. While there are not many competitors for this specific degree at this time, new market entrants are expected in the years to come. The law school believes that being among the first to offer this particular degree will enhance the University's reputation for innovation, and make ASU Law the preeminent brand for this type of degree. The proposed program fee structure will be attractive to students that want to earn this degree from an elite law school at a reasonable price, while also allowing ASU Law to compete with lower tier law schools that cost less to attend. In short, this proposal strikes a nice balance between prestige and value for students.

The College of Liberal Arts and Sciences

MA Women and Gender Studies (Online)

\$80/credit – new program fee

The first fully online M.A. degree in Women and Gender Studies offered in the nation, in partnership with Ms. Magazine, will provide students with professional training in the interdisciplinary field of women and gender studies, preparing them for divergent career paths that fit their professional aspirations and help further advance current placements. This innovative degree is like no other offered in the nation. It will provide advanced training to and broaden career opportunities for a more diverse range of students. The proposed program fee will help to support high quality instruction and ensure positive student outcomes. The fees will help to support instructional needs, a variety of applied content, technological innovations, course development and, as we continue to scale and grow the program, additional staffing to support student success.

Thunderbird School of Global Management

MA Global Affairs and Management

\$489/credit hour program fee increase

The MA in Global Affairs and Management (MAGAM) will be offered in Los Angeles, CA. This request for an increase in the fee is needed to accommodate an increased expense structure in the delivery of the program in Los Angeles. Increased expenditures include a higher service level to students (professional coaching, career management services, meals, etc.), travel costs for renowned faculty from Arizona campuses and across the globe to teach in LA, degree promotion and awareness in the local market, convocation for students in LA, and program staff/administration in LA.

MA Global Affairs and Management (Executive)

\$489/credit hour program fee increase

The MA in Global Affairs and Management (MAGAM) is being offered as an Executive program in Washington D.C. This request for a fee increase is needed to accommodate an increased expense structure in the delivery of the degree to an executive level student in Washington DC. Increased expenditures include a higher service level to students (professional coaching, career management services, meals, etc.), travel costs for renowned faculty from Arizona campuses and across the globe to teach in DC, degree promotion and awareness in the local market, convocation for students in DC, and program staff/administration in DC.

Watts College of Public Service and Community Solutions

MS Crime Analysis

\$100/credit hour – new program fee

The MS in Crime Analysis is an advanced degree program providing motivated students with knowledge, skills and abilities to assume positions of leadership and key management positions in the emerging field of crime analysis. This program will be offered both online and as a campus-based program. As one of the first graduate programs of its kind in the nation, this program will be at the forefront of providing a top-ranked education in crime analysis, as well as innovative research. The fee revenue will help to provide a quality experience through the expertise of faculty and working professionals who can convey both conceptual and pragmatic information to enrolled students. In addition to faculty expertise, the program fee will support course design, immersive simulation learning experiences, and access to software and other technological tools.

MA Policy Advocacy (Online)

\$100/credit hour – new program fee

The MA in Policy Advocacy will provide students with the expertise and knowledge required to navigate the legal, communication, political and policy landscapes of policy advocacy work. To provide a quality experience, the expertise of faculty and working professionals is needed to convey both conceptual and pragmatic information to students. This fee will support online course development and program delivery, student services, and technology to support the innovative curriculum.

W.P. Carey School of Business

Graduate Certificate in Marketing (Online)

\$375/credit – new program fee

The Graduate Certificate in Marketing focuses on enhancing students' understanding of marketing and customer experience management by offering a portfolio of courses focused on key relevant topics including digital marketing, creating digital experiences and excelling at customer experience management. This certificate will be valuable for individuals who have earned a four-year degree in business or outside of business, with at least some relevant work experience, who want to advance their understanding and skills related to marketing and customer experience management to further their careers. Students will benefit from an innovative online curriculum, engaging student experiences, and enhanced career services.

Graduate Certificate in Real Estate

\$375/credit – new program fee

The Graduate Certificate in Real Estate encompasses all aspects of the business of real estate that are not covered in related disciplines such as architecture, construction, design, and urban planning and has been requested frequently by students in those courses of study. This certificate is focused on providing this additional opportunity for existing ASU degree-seeking students. This certificate will provide graduate students from other programs a way to enhance and supplement the work students perform in their specific programs. In addition, this certificate will allow students the ability to expand their scope of knowledge and skills to become more attractive to employers in their specific fields.

Master of Accountancy

\$1,000/semester program fee increase

The Master of Accountancy (MACC) program prepares students to excel in highly competitive industries. The MACC delivers in-depth knowledge of advanced accounting challenges and equips students to provide specialized advisory services. Students in the program will benefit from a high level of career services, as nearly 100 percent of domestic graduates are employed within 90 days of graduation and successfully completes requirements for the CPA exam and licensure in Arizona and California. Substantial improvements will be made to this program for Fall 2021. The program will now have more and improved data analytics coverage, will include explicit preparation for the CPA Exam, and will allow students more flexibility in tailoring their coursework.

Master of Taxation

\$1,000/semester program fee increase

The Master of Taxation (MTax) program prepares students to excel in highly competitive industries. The MTax program equips students to provide tax and business advice and administer tax laws, as well as delivers in-depth knowledge of advanced accounting challenges related to taxation. Students in the program will benefit from a high level of career services, as nearly 100 percent of domestic graduates are employed within 90 days of graduation and successfully complete requirements for the CPA exam and licensure in Arizona and California. Substantial improvements will be made to this program for Fall 2021. The program will now have more and improved data analytics coverage, will include explicit preparation for the CPA Exam, and will allow students more flexibility in tailoring their coursework.

Other Fees

Sandra Day O'Connor College of Law

Master of Sports Law and Business Deposit Fee

\$500/deposit - new

The Sandra Day O'Connor College of Law JD program has a seat deposit and the requirement of a deposit has proven to be a success in securing enrollment and

enabling the program director to manage the curriculum delivery and program costs better. The deposit will be applied to the program fee for those students who are admitted and attend the program.

Student Services

Undergraduate Student Programs Fee

\$5/semester increase

Currently, undergraduate students pay \$30/semester to support a range of programming initiatives, clubs and organizations.

With the addition of hundreds of new clubs, sports clubs, events, and cultural celebrations, students in Undergraduate Student Government will use the incremental fee revenue to support the increased demand for student engagement programs. This includes funding to support large scale programming initiatives, cultural programming, student clubs and organizations, events, and activities.

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Arizona State University

Base Tuition and Mandatory Fees

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Arizona University System
 President's Recommended
 2021-2022
 Base Tuition and Mandatory Fees

Undergraduate

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

	TUITION	AFAT	STUDENT-INITIATED FEES ¹	TUITION + MANDATORY FEES	COLLEGE FEES
2020-21	\$10,710	\$108	\$520	\$11,338	\$0/\$210/\$770/\$1,050
2021-22	\$10,710	\$108	\$530	\$11,348	\$0/\$210/\$770/\$1,050
\$ Change	\$0	\$0	\$10	\$10	
% Change	0.0%			0.1%	

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

	TUITION	AFAT	STUDENT-INITIATED FEES ¹	TUITION + MANDATORY FEES	COLLEGE FEES
2020-21	\$9,640	\$108	\$520	\$10,268	\$0/\$210/\$770/\$1,050
2021-22	\$9,640	\$108	\$530	\$10,278	\$0/\$210/\$770/\$1,050
\$ Change	\$0	\$0	\$10	\$10	
% Change	0.0%			0.1%	

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

	TUITION	AFAT	STUDENT-INITIATED FEES ¹	TUITION + MANDATORY FEES	COLLEGE FEES
2020-21	\$28,800	\$108	\$520	\$29,428	\$0/\$360/\$1,320/\$1,800
2021-22	\$28,800	\$108	\$530	\$29,438	\$0/\$360/\$1,320/\$1,800
\$ Change	\$0	\$0	\$10	\$10	
% Change	0.0%			0.0%	

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

	TUITION	AFAT	STUDENT-INITIATED FEES ¹	TUITION + MANDATORY FEES	COLLEGE FEES
2020-21	\$25,920	\$108	\$520	\$26,548	\$0/\$360/\$1,320/\$1,800
2021-22	\$25,920	\$108	\$530	\$26,558	\$0/\$360/\$1,320/\$1,800
\$ Change	\$0	\$0	\$10	\$10	
% Change	0.0%			0.0%	

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

	TUITION	AFAT	STUDENT-INITIATED FEES ¹	TUITION + MANDATORY FEES	COLLEGE FEES
2020-21	\$31,200	\$108	\$520	\$31,828	\$0/\$360/\$1,320/\$1,800
2021-22	\$31,200	\$108	\$530	\$31,838	\$0/\$360/\$1,320/\$1,800
\$ Change	\$0	\$0	\$10	\$10	
% Change	0.0%			0.0%	

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

	TUITION	AFAT	STUDENT-INITIATED FEES ¹	TUITION + MANDATORY FEES	COLLEGE FEES
2020-21	\$28,080	\$108	\$520	\$28,708	\$0/\$360/\$1,320/\$1,800
2021-22	\$28,080	\$108	\$530	\$28,718	\$0/\$360/\$1,320/\$1,800
\$ Change	\$0	\$0	\$10	\$10	
% Change	0.0%			0.0%	

Arizona University System
 President's Recommended
 2021-2022
 Base Tuition and Mandatory Fees

Undergraduate

ASU Colleges at Lake Havasu City - Resident Undergraduate

	TUITION	AFAT	STUDENT-INITIATED FEES ²	TUITION + MANDATORY FEES	COLLEGE FEES
2020-21	\$6,426	\$108	\$60	\$6,594	\$0/\$210/\$770/\$1,050
2021-22	\$6,426	\$108	\$70	\$6,604	\$0/\$210/\$770/\$1,050
\$ Change	\$0	\$0	\$10	\$10	
% Change	0.0%			0.2%	

ASU Colleges at Lake Havasu City - Nonresident Undergraduate

	TUITION	AFAT	STUDENT-INITIATED FEES ²	TUITION + MANDATORY FEES	COLLEGE FEES
2020-21	\$10,368	\$108	\$60	\$10,536	\$0/\$360/\$1,320/\$1,800
2021-22	\$10,368	\$108	\$70	\$10,546	\$0/\$360/\$1,320/\$1,800
\$ Change	\$0	\$0	\$10	\$10	
% Change	0.0%			0.1%	

ASU Rural Community College Based Programs³ - Undergraduate

	TUITION	AFAT	STUDENT-INITIATED FEES ²	TUITION + MANDATORY FEES	COLLEGE FEES
2020-21	\$6,426	\$108	\$60	\$6,594	\$0/\$210/\$770/\$1,050
2021-22	\$6,426	\$108	\$70	\$6,604	\$0/\$210/\$770/\$1,050
\$ Change	\$0	\$0	\$10	\$10	
% Change	0.0%			0.2%	

¹ FY22 Student-Initiated Fees consist of the following: Student Recreation Center fee of \$50; Student Programs Fee of \$70; Student Service Facility fee of \$150; Health & Wellness fee of \$110; and Student Athletics fee of \$150.

² ASU Colleges at Lake Havasu City and ASU Rural Community College Based Programs pay Student Programs Fee of \$70.

³ The Rural Community College Based Program rate pertains to community college locations based outside Maricopa, Pima, and Mohave counties. All undergraduate students are charged the same rate.

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 Base Tuition and Mandatory Fees

Graduate

ASU (All Campuses) - Resident Graduate

	TUITION	GRADUATE STUDENT SUPPORT FEE	AFAT	STUDENT-INITIATED FEES ¹	TUITION + MANDATORY FEES
2020-21	\$11,720	\$250	\$108	\$530	\$12,608
2021-22	\$11,720	\$250	\$108	\$530	\$12,608
\$ Change	\$0	\$0	\$0	\$0	\$0
% Change	0.0%				0.0%

ASU (All Campuses) - Nonresident Graduate

	TUITION	GRADUATE STUDENT SUPPORT FEE	AFAT	STUDENT-INITIATED FEES ¹	TUITION + MANDATORY FEES
2020-21	\$31,400	\$250	\$108	\$530	\$32,288
2021-22	\$31,400	\$250	\$108	\$530	\$32,288
\$ Change	\$0	\$0	\$0	\$0	\$0
% Change	0.0%				0.0%

ASU (All Campuses) - Graduate International

	TUITION	GRADUATE STUDENT SUPPORT FEE	AFAT	STUDENT-INITIATED FEES ¹	TUITION + MANDATORY FEES
2020-21	\$33,600	\$250	\$108	\$530	\$34,488
2021-22	\$33,600	\$250	\$108	\$530	\$34,488
\$ Change	\$0	\$0	\$0	\$0	\$0
% Change	0.0%				0.0%

¹ FY22 Student-Initiated Fees consist of the following: Student Recreation Center fee of \$50; Student Programs fee of \$50; Graduate & Professional Student Association (GPSA) fee of \$20; Student Service Facility fee of \$150; Health & Wellness fee of \$110; and Student Athletics fee of \$150.

Arizona University System
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 Base Tuition and Mandatory Fees

Online

ASU - Undergraduate¹

	TUITION PER CREDIT ³	COLLEGE FEE PER CREDIT
2020-21	\$541	\$20/\$40/\$60/\$120
2021-22	\$541	\$20/\$40/\$60/\$120
\$ Change	\$0	
% Change	0.0%	

ASU - Graduate²

	TUITION PER CREDIT ³
2020-21	\$543
2021-22	\$543
\$ Change	\$0
% Change	0.0%

¹ All online undergraduate students are charged a flat mandatory fee of \$108 for AFAT.

² All online graduate students are charged flat mandatory fees of \$108 for AFAT and \$100 for Student Technology.

³ Online base tuition for resident undergraduate students is capped at the resident undergraduate immersion tuition rate per semester.
 Online base tuition for resident graduate students is capped at the resident graduate immersion tuition rate per semester.
 Online base tuition for nonresident students is billed per credit hour with no cap.

Arizona State University

College Fees

Program Fees

Class Fees

Other Academic Fees

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Differential Tuition, Program Fees, Class Fees
 ARIZONA STATE UNIVERSITY

FEE TYPE	College/School/Program	Grad/ Undergrad	Upper/Lower Division	New or Increase	DATA INPUT			Incremental Increase	Incremental Increase per AY	Estimated Additional Revenue	Reference Page #
					Per Semester/Credit Hour						
					Student Enrollment	Current Fee	Proposed				
TOTAL										\$4,577,900	
UNDERGRADUATE - COLLEGE FEE										\$316,000	
Undergraduate College Fee - Herberger Institute	All	Undergraduate		Increase	1,000	\$385	\$525	\$140	\$280	\$316,000	25
GRADUATE - DIFFERENTIAL TUITION											
GRADUATE - PROGRAM FEE										\$3,636,900	
College of Health Solutions	Doctor of Audiology	Graduate		Increase	50	\$1,200	\$2,000	\$800	\$1,600	\$80,000	27
College of Health Solutions	MS Communication Disorders	Graduate		Increase	90	\$800	\$2,500	\$1,700	\$3,400	\$306,000	29
College of Health Solutions	MS Nutritional Science (Dietetics) (Online)	Graduate		Increase	810	\$180	\$225	\$45	\$45	\$36,500	31
College of Health Solutions	MS Strength and Conditioning	Graduate		New	40	\$0	\$2,500	\$2,500	\$5,000	\$200,000	33
Edson College of Nursing and Health Innovation	MS Regulatory Science	Graduate		New	25	\$0	\$2,000	\$2,000	\$4,000	\$100,000	35
Herberger Institute for Design and the Arts	M of Architecture; Visual Communication Design; Industrial Design; Interior Architecture; Landscape Architecture; Urban Design	Graduate		Increase	250	\$2,425	\$3,000	\$575	\$1,150	\$287,500	37
Herberger Institute for Design and the Arts	MS of Architecture	Graduate		Increase	7	\$1,625	\$2,500	\$875	\$1,750	\$12,300	39
Herberger Institute for Design and the Arts	MS Design (Industrial Design; Interior Architecture; Visual Communication Design)	Graduate		Increase	26	\$500	\$1,000	\$500	\$1,000	\$26,000	41
Mary Lou Fulton Teachers College	Teacher Certificate (Online)	Graduate		New	3,450	\$0	\$73	\$73	\$73	\$251,900	43
Sandra Day O'Connor College of Law	M Human Resources and Employment Law	Graduate		New	240	\$0	\$725	\$725	\$725	\$174,000	45
Sandra Day O'Connor College of Law	M Human Resources and Employment Law (Online)	Graduate		New	1,260	\$0	\$658	\$658	\$658	\$829,100	47
The College of Liberal Arts and Sciences	MA Women and Gender Studies (Online)	Graduate		New	2,250	\$0	\$80	\$80	\$80	\$180,000	49
Thunderbird School of Global Management	MA Global Affairs and Management	Graduate		Increase	690	\$1,468	\$1,957	\$489	\$489	\$337,400	51
Thunderbird School of Global Management	MA Global Affairs and Management (Executive)	Graduate		Increase	660	\$1,468	\$1,957	\$489	\$489	\$322,700	53
Watts College of Public Service & Community Solutions	MS Crime Analysis	Graduate		New	450	\$0	\$100	\$100	\$100	\$45,000	55
Watts College of Public Service & Community Solutions	MA Policy Advocacy (Online)	Graduate		New	360	\$0	\$100	\$100	\$100	\$36,000	57
WP Carey School of Business	Marketing Certificate (Online)	Graduate		New	300	\$0	\$375	\$375	\$375	\$112,500	59
WP Carey School of Business	Real Estate Certificate	Graduate		New	80	\$0	\$375	\$375	\$375	\$30,000	61
WP Carey School of Business	M Accountancy	Graduate		Increase	100	\$7,500	\$8,500	\$1,000	\$2,000	\$200,000	63
WP Carey School of Business	M Taxation	Graduate		Increase	35	\$7,500	\$8,500	\$1,000	\$2,000	\$70,000	65
CLASS FEES											
OTHER FEES										\$625,000	
Sandra Day O'Connor College of Law	M Sports Law and Business Deposit Fee	Graduate		New	50	\$0	\$500	\$500	\$500	\$25,000	67
Student Services	Undergraduate Student Programs	Undergraduate		Increase	60,000	\$30	\$35	\$5	\$10	\$600,000	68

Notes:
 Student Enrollment reflects headcount for fees to be charged per semester and student credit hours for fees to be charged per credit hour.
 Undergraduate College Fee - Herberger Institute: fee amounts listed reflect the resident rate only. The change proposed for the non-resident rate is to increase from \$660 to \$900 per semester. The estimated additional revenue amount listed includes resident and non-resident adjustments.

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#\ 008- FEE REQUEST - CHANGE TO EXISTING

University: Arizona State University College/School: Herberger Institute for Design and the Arts
 Department: ALL Program: Undergraduate Campus Immersion

Both
 Graduate
 Undergraduate
 Both
 Choose One Option

Resident: \$385 /semester \$525 /semester Effective Date: Fall 2021
Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Non-Resident: \$660 /semester \$900 /semester Effective Date: Fall 2021
Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

College Fee History:		Most Recent Date & Change to fee (Date/Amount)	
Resident:			
Date Fee Established	Fall 2019 and original amount <u>\$385</u>	Fall 2019	_____
		Most Recent Date & Change to fee (Date/Amount)	
Non-Resident:			
Date Fee Established	Fall 2019 and original amount <u>\$660</u>	Fall 2019	_____

Other Applicable Fees in College/Program	Resident:	Non-Resident:
Applicable differential tuition amount:	<u>0</u>	<u>0</u>
Number of classes within the college with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the college with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The Herberger Institute seeks to move from Undergraduate College Fee level 3 to level 4 for all new undergraduate campus immersion students as we grow from one location to four in the next two years while expanding and upgrading our programs, enrollments, and facilities to meet the need of the 21st century creative learner. The proposed fee increase will be used to maintain and upgrade facilities, support and expand creative technologies, grow our creative career services and experiential learning opportunities, and provide a dynamic student experience alongside intentional student support resources. The Herberger Institute runs lean and even with the fee increase will still continue to be under the costs of many of our closest competitors and aspirational peers.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

Design and arts education involves specialized instruction and is more expensive than many other types of programs — classes are, on average, smaller; require intensive specialization; and they are equipment, technology, and space intensive. The Institute has grown rapidly in the last several years and will expand to three additional campuses, multiple new degrees, and needs to update an aging physical plant, technology, and studios. Additionally, the Herberger Institute continues to prioritize the creative futures of its diverse student body, over half of whom come from economically disadvantaged backgrounds. We therefore need to invest in more equipment and materials, scholarships, grant opportunities, and student worker/staffing positions to advance equitable educational attainments and increase persistence while shortening time to graduation. The fee revenue will cover a portion of the costs to offer the programs.

Student Consultation (Please describe the method and outcomes of student consultation)

Over 5,000 undergraduate immersion students were emailed a briefing document and survey requesting feedback on the proposed increase. Units additionally sent the survey link to their specific populations with information on how the proposed increase would support their school and programs directly. The response rate to the survey was slightly over 9.5%. Multiple focus group interviews also were held with interested students as well as all student leaders. Focus group populations represented all the different schools across the institute, but not all specialized disciplinary perspectives. As one would expect during a pandemic and linked economic downturn, 67% did not support the fee increase, with many students expressing concern with the timing of the request. Focus groups allowed more nuanced feedback. No matter whether students supported increases or not, they all heavily prioritized fee use specifically for student support programs and mechanisms. They ranked facilities and staffing as their secondary priority, with creative careers and experiential learning as the third most important. Almost all focus groups and many survey responses expressed concern with current aging facilities and a desire for more equipment, equity materials funds and capstone project supports. While fee increases are difficult in the abstract for students to support; it is clear from conversations about the priorities that they outlined that a fee increase is necessary to support the needs they identified.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
University of Michigan – Ann Arbor	Architecture	\$ 15,734	\$ 52,052	
University of California, Berkeley	Art	14,312.00	44,066.00	
University of Arizona	Fine Arts	12,696.00	36,723.00	
U of Colorado, Boulder	Music	12,826.00	38,670.00	
Northern Arizona University		11,896.00	26,642.00	
University of Utah	Arts	9,425.00	30,894.00	
University of Texas, Austin	Fine Arts/Moody College	11,336.00	40,158.00	
ASU	HIDA Undergraduates	12,388.00	31,228.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee Amount	\$	\$1,050 (resident) \$1,800 (non-resident)
Number of Students	#	\$ 1,000
Total Revenue	=	\$1,185,000

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 201,450.00
Administrative Service Charge	\$	\$ 100,725.00
Personal Services (Salaries & ERE)	\$	\$ 384,882.83
Equipment & Facilities	\$	\$ 105,175.00
Other Operating Expenditures	\$	\$ 392,767.17
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 1,185,000.00



PROGRAM FEE REQUEST - CHANGE TO EXISTING

University: Arizona State University College/School: College of Health Solutions

Department: _____ Program: Doctor of Audiology

Both Graduate Undergraduate

Resident: \$ 1,200 /semester \$ 2,000 /semester Effective Date: Fall 2021
Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Non-Resident: \$ 1,200 /semester \$ 2,000 /semester Effective Date: Fall 2021
Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Program Fee History:		Most Recent Date & Change to fee (Date/Amount)
Resident:		
Date Fee Established	<u>Fall 2010</u> and original amount <u>\$ 600</u>	<u>Fall 2015</u> <u>\$ 1,200</u>
		Most Recent Date & Change to fee (Date/Amount)
Non-Resident:		
Date Fee Established	<u>Fall 2010</u> and original amount <u>\$ 600</u>	<u>Fall 2015</u> <u>\$ 1,200</u>

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable differential tuition amount:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The Doctor of Audiology (AuD) degree is the terminal degree required for certification and the practice of Audiology by the American Speech-Language-Hearing Association (ASHA). This program is ranked among the top 25 accredited programs in the U.S. The primary benefit of this fee is greater depth and breadth of clinical training and subsequent ability to gain employment in more competitive jobs upon graduation.

Audiologists diagnose and treat hearing, balance, and other auditory disorders in patients across the age spectrum. Certification requires a Clinical Doctorate degree and 1,820 clinic hours supervised by a licensed Audiologist with a Certificate in Clinical Competence from ASHA. Due to the extensive clinical training required, AuD students in this program complete a full year clinical rotation in a hospital, doctor's office or other clinical setting in year four of the program. This requires an extensive network of clinical externships in Arizona and across the U.S. to fulfill these requirements.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The Doctor of Audiology (AuD) degree has substantial operating costs which includes specialized equipment, significant clinical supervision costs, a required low faculty-student ratio, and high proportion of doctoral-prepared faculty to teach and supervise students. Many of these costs are being addressed with the current fee, however additional resources are needed in order to meet accreditation standards and the ability to train students properly in preparation for practicing as a licensed Audiologist. Clinical rotations are completed both on campus in years one through three and at off-site locations in year four of the program. And, access to highly specialized, and often costly, medical equipment, technology and clinical tracking software is needed to educate and train students properly.

The incremental revenue would be used for specialized lab equipment that is not currently in the clinic but is needed to enhance the student experience; adding simulation-based learning opportunities to the program through specialized equipment and/or simulated patient scenarios to train in competency areas that are not well represented in the clinical population (e.g., rare audiologic diseases); software to track clinical hours and competencies; stipends for licensed Audiologists supervising students in unpaid, off-site externship locations; and, ability to hire additional clinical supervisors in the on-site Hearing Clinic to maintain the 1:1 student to supervisor ratio.

17% of the fee revenue will be set aside for financial aid. The fee revenue covers a portion of the costs to offer the program.

Student Consultation (Please describe the method and outcomes of student consultation)

An online survey was conducted of the current Doctor of Audiology students (n=57) to solicit feedback on the proposed program fee increase. Responses were received from all students, and the majority of students were supportive of a \$2,000 or higher program fee per semester.

-68% were either neutral, agreed or strongly agreed to increasing the fee if it enhanced the quality of the training lab experience (e.g., improved and/or additional equipment).

-68% were either neutral, agreed or strongly agreed to increasing the fee if it increased simulation opportunities (e.g., additional simulation equipment, standardized patients, more simulation opportunities).

-79% were either neutral, agreed or strongly agreed to increasing the fee if the funds were invested directly back into enhancing the academic training experiences (e.g., increased didactic instructional opportunities such as elective opportunities).

-82% were either neutral, agreed or strongly agreed to increasing the fee if the funds advanced the development of clinical training experiences (e.g., increased SuperClinic opportunities and specialty clinics).

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Arizona State University	Doctor of Audiology	\$ 16,608	\$ 36,288	
Indiana University - Bloomington	Doctor of Audiology	10,625.00	33,333.00	
Ohio State University - Columbus	Doctor of Audiology	12,425.00	37,141.00	
University of Arizona	Doctor of Audiology	14,772.00	34,899.00	
University of Iowa	Doctor of Audiology	13,538.00	32,485.00	
University of Maryland - College Park	Doctor of Audiology	14,794.00	30,886.00	
University of Minnesota - Twin Cities	Doctor of Audiology	28,764.00	44,046.00	
University of Texas - Austin	Doctor of Audiology	19,922.00	37,632.00	
University of Illinois - Urbana Champaign	Doctor of Audiology	16,072.00	31,360.00	
University of Connecticut	Doctor of Audiology	19,664.00	41,576.00	
University of Wisconsin - Madison	Doctor of Audiology	12,196.00	25,523.00	
Vanderbilt University	Doctor of Audiology (#1 ranked program)	42,025.00	42,025.00	
Northwestern University	Doctor of Audiology	56,612.00	56,612.00	
University of Pittsburgh	Doctor of Audiology	28,528.00	33,886.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee Amount	\$	\$ 4,000.00
Number of Students	#	\$ 50
Total Revenue	=	\$ 200,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 34,000.00
Administrative Service Charge	\$	\$ 13,000.00
Instructional & Clinical Supervision	\$	\$ 90,000.00
Advising and Support Staff	\$	\$ 20,000.00
Accreditation Costs (annual fee, site visit fee, etc	\$	\$ 3,500.00
Other operating (equip., lab materials, software,	\$	\$ 39,500.00
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 200,000.00



PROGRAM FEE REQUEST - CHANGE TO EXISTING

University: Arizona State University College/School: College of Health Solutions

Department: _____ Program: MS Communication Disorders

Both Graduate Undergraduate

Resident: \$ 800 /semester \$ 2,500 /semester Effective Date: Fall 2021
Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Non-Resident: \$ 800 /semester \$ 2,500 /semester Effective Date: Fall 2021
Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Program Fee History:		Most Recent Date & Change to fee (Date/Amount)
Resident:		
Date Fee Established	<u>Fall 2010</u> and original amount <u>\$ 600</u>	<u>Fall 2015 \$ 800</u>
		Most Recent Date & Change to fee (Date/Amount)
Non-Resident:		
Date Fee Established	<u>Fall 2010</u> and original amount <u>\$ 600</u>	<u>Fall 2015 \$ 800</u>

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable differential tuition amount:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The master's degree in Communications Disorders is the terminal degree required for certification and the practice of speech-language pathologists (SLP) by the American Speech-Language-Hearing Association (ASHA). The ASU program is ranked among the top 25 accredited programs in the U.S. The primary benefit of this fee is greater depth and breadth of clinical training and subsequent ability to gain employment in more competitive jobs upon graduation.

SLP students train to work with adults and children who have a wide variety of speech, language, swallowing and voice disorders. Certification requires 400 direct-patient clinical hours that must be supervised by a licensed and certified SLP and each student must demonstrate competence in assessment and treatment across nine disorder areas. Additionally, ASU offers one of the nation's few bilingual SLP programs. Features of the program that will be improved by the additional revenue generated include:
 -Clinical rotations completed both on campus and at paid off-site locations by licensed SLPs who specialize in different disorders. This requires access to a wide and diverse range of clinicians.
 -Access to highly specialized, and often costly, medical equipment, technology and clinical tracking software needed to educate and train students properly. In particular, students will benefit from access to simulation equipment and experiences in order to reduce patient risk, such as treating children in a NICU setting.
 -Interpreters and speech-language pathologists that specialize in multilingual and multicultural assessment and intervention so that all students get training in working with populations that do not speak English as a native language.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The MS in Communications Disorders has substantial operating costs which includes specialized equipment, significant clinical supervision costs, a required low faculty-student ratio, and high proportion of doctoral-prepared faculty to teach and supervise students. Some of these costs are funded by the current fee, however additional resources are needed to meet accreditation standards and to train students in all nine specializations required by ASHA for licensure.

The incremental revenue would be used for:
 -Specialized lab equipment that is not currently in the clinic but is needed to enhance the student experience. Examples include simulation equipment and other specialized equipment to train students in diagnostic procedures that involve visualization of the vocal folds, swallowing process, and production of speech
 -Additional diagnostic tests and language sampling software for students to use during labs and simulation
 -Software to track clinical hours and competencies
 -Stipends for licensed SLPs supervising students in unpaid, off-site externship locations
 -Onboarding compliance programs
 -Support for off-site supervisors and students in onboarding and ongoing assessment of the off-site location
 -Clinical training opportunities that require a 1:1 or 1:2 faculty-to-student ratio

17% of the fee revenue will be set aside for financial aid. The fee revenue covers a portion of the costs to offer the program.

Student Consultation (Please describe the method and outcomes of student consultation)

An online survey was conducted of the current Communications Disorders master's students and Speech and Hearing Science undergraduate students, the target population most likely to enter this program. A total of 113 students responded to the survey: 60 undergraduate students and 53 master's students.

- 87% were either neutral, supportive or very supportive of increasing the fee if it increased the quality of the in-house clinical training experience (e.g., improved and/or additional equipment)
- 73% were either neutral, supportive or very supportive of increasing the fee if it increased simulation opportunities beyond the current Simucase computer interactive opportunities (e.g., standardized patients, more IPE simulation with other medical professionals, advanced technology simulations such as VR).
- 81% were either neutral, supportive or very supportive of increasing the fee if the funds were invested directly back into the enhancement of academic training experiences (e.g., increased didactic instructional opportunities such as elective opportunities)
- 88% were either neutral, supportive or very supportive of increasing the fee if the funds advanced the development of clinical training experiences (e.g., developing joint appointments between ASU and specialty clinics in settings such as Phoenix Children's Hospital, Mayo, Banner, etc so that these clinics could become a regular rotation rather than an applied internship placement for only one accepted student)

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Arizona State University	MS Communications Disorders	\$ 17,608	\$ 37,288	
Indiana University - Bloomington	MA Speech Language Pathology	10,635.00	33,333.00	
Ohio State University - Columbus	MA Speech Language Pathology	12,425.00	37,141.00	
Pennsylvania State University	MS Communication Sciences and Disorders	22,994.00	38,728.00	
University of Arizona	MS Speech Language Pathology	14,272.00	34,399.00	
University of Illinois - Urbana-Champaign	MA Speech and Hearing Science: Clinical	16,072.00	31,360.00	
University of Iowa	MA Speech Language Pathology	13,538.00	32,485.00	
University of Maryland - College Park	MA Speech Language Pathology	14,794.00	30,886.00	
University of Minnesota - Twin Cities	MA Speech Language Pathology	28,764.00	44,046.00	
Northern Arizona University	MS Speech Language Pathology	11,726.00	26,954.00	
University of Wisconsin - Madison	MS Speech Language Pathology	12,196.00	25,523.00	
Florida State Univeristy	MS Communication Sciences and Disorders	11,554.00	26,707.00	
University of Pittsburgh	MA/MS Speech-Language Pathology	28,528.00	33,886.00	
Michigan State University	MA Communication Sciences and Disorders	18,901.00	37,099.00	
University of Connecticut	MS Speech Language Pathology	19,664.00	41,576.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee Amount	\$	\$ 5,000.00
Number of Students	#	\$ 90
Total Revenue	=	\$ 450,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 76,500.00
Administrative Service Charge	\$	\$ 29,260.00
Instructional & Clinical Supervision	\$	\$ 194,349.00
Advising and Support Staff	\$	\$ 49,258.00
Accreditation Costs	\$	\$ 4,275.00
Other operating (equipment, software, clinical pl:	\$	\$ 96,358.00
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 450,000.00



PROGRAM FEE REQUEST - CHANGE TO EXISTING

University: Arizona State University College/School: College of Health Solutions

Department: _____ Program: MS Nutritional Science (Dietetics) (Online)

Both Graduate Undergraduate

Resident: \$ 180 /credit \$ 225 /credit Effective Date: Fall 2021
(this field you may enter other option just by typing it in box)
Current Rate Proposed Rate

Non-Resident: \$ 180 /credit \$ 225 /credit Effective Date: Fall 2021
(this field you may enter other option just by typing it in box)
Current Rate Proposed Rate

Program Fee History:		Most Recent Date & Change to fee (Date/Amount)
Resident:		
Date Fee Established	<u>Fall</u> <u>2016</u> and original amount <u>\$ 180</u>	<u>Fall</u> _____
		Most Recent Date & Change to fee (Date/Amount)
Non-Resident:		
Date Fee Established	<u>Fall</u> <u>2016</u> and original amount <u>\$ 180</u>	<u>Fall</u> _____

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable differential tuition amount:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

Although not currently required to become a Registered Dietitian (RD), the Academy of Nutrition and Dietetics (AND) will change the minimum education requirement to a graduate degree, starting in 2024. Current RDs elect to enroll in the Nutritional Science (Dietetics) master's degree to increase their lifetime earning potential, while simultaneously aligning their academic credentials with the future educational standards.

Students in this program take intensive courses that enhance their existing skills in project management, interpretation of research literature, critical inquiry, and problem solving. This non-thesis program requires students to complete a six credit hour applied project. The purpose of the fee is to maintain a high-quality educational experience for this fully online program by utilizing cutting edge curriculum design and technology, hiring high quality faculty, and providing support through academic advising. The increase in program fee will allow for additional faculty support for the applied project as well as for guest lecturers who are experts in the field to enrich the student learning experience.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The cost of delivering this program has increased due to the need for additional specialized faculty to provide instruction and mentoring for applied projects and for additional academic support staff to support growing enrollments. High quality curriculum delivery that is online will enhance the learning experience for the student. The ability to utilize new, emerging online technologies will keep the program at the cutting edge of education and innovation, while the applied project experience will promote greater understanding of the relevance of nutrition in the healthcare system. Some of these costs are funded with the current fee revenue, however additional resources are needed to enrich the student learning experience as described above.

17% of the fee revenue will be set aside for financial aid. The fee revenue covers a portion of the costs to offer the program.

Student Consultation (Please describe the method and outcomes of student consultation)

- An online survey was conducted of the current Dietetic master's students. A total of 70 students responded to the survey.
- 64% were either neutral, supportive or very supportive of increasing the fee if it improved the quality of instruction (e.g., improved course design, and increased use of technology tools embedded in classes).
 - 60% were either neutral, supportive or very supportive of increasing the fee if the funds were invested directly back into the college to enhance the student experience.
 - 84% would remain in the program if a higher fee was implemented.
 - More students weighed the reputation of the college/university higher than the program cost when considering graduate online Dietetic programs.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Arizona State University	MS Nutritional Science, Dietetics (Online only)			\$ 14,032
University of Arizona	Applied Nutrition (Online only)			12,306.00
University of Wisconsin - Madison	MS Clinical Nutrition (Online only)			14,675.00
North Carolina University	Master of Nutrition (Online only, cost is residency based)	8,314.00	23,596.00	
University of Georgia	MS Foods and Nutrition (Online only)			13,710.00
Stony Brook University	MS Nutrition (Online only, cost is residency based)	11,573.00	13,887.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee Amount	\$	\$ 2,025.00
Number of Students	#	\$ 90
Total Revenue	=	\$ 182,250.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 30,982.50
Administrative Service Charge	\$	
Instructional Personnel	\$	\$ 77,356.00
Advising and Support Staff	\$	\$ 59,852.00
Other operating costs (e.g., technology, course €	\$	\$ 14,059.50
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 182,250.00



PROGRAM FEE REQUEST - NEW

Rev 2-19-18

University: Arizona State University College/School: College of Health Solutions

Department: _____ Program: MS Strength and Conditioning

Both Graduate Undergraduate

Resident: \$ 2,500 /semester Effective Date: Fall 2021
Proposed Fee (this field you may enter other option just by typing it in box)

Non-Resident: \$ 2,500 /semester Effective Date: Fall 2021
Proposed Fee (this field you may enter other option just by typing it in box)

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable Differential Tuition:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the tuition, including the anticipated expenditures of tuition revenue and benefits the tuition will provide students.)

The Master of Science in Strength and Conditioning will enable ASU to be recognized and ranked nationally as the standard for education in the strength and conditioning field. Optimizing human health and performance for athletic competitors and occupational athletes is often overlooked in the broader health community, and the ability to work with these individuals requires specialized knowledge and skills related to these specific populations. The National Strength and Conditioning Association (NSCA) will begin accrediting programs for strength and conditioning in Spring 2022. This degree program has been designed to meet the requirements of the proposed accreditation standards and will be eligible for early participation in the accreditation process, allowing ASU to be one of the pioneers in this field.

Program fees will be used to pay for specialized faculty, specialized equipment, advising and support staff, and the cost for maintaining accreditation of the program.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The operating costs to deliver this program include specialized faculty to provide curricular content, specialized equipment needed to train students properly in strength and conditioning techniques, and advising and support staff to enhance student success. Additionally, the program fee will support the cost for accreditation of the program from the National Strength and Conditioning Association when they begin accrediting programs in Spring 2022.

NSCA accreditation requirements include a dedicated Program Director, Field Experience Coordinator, CSCS certified Strength and Conditioning Faculty and Field Experience Site Supervisor, support staff, access to necessary equipment and technology, and extensive field experience requirements. Students must obtain a minimum of 300 contact hours in multiple categories (sport, gender, age, etc.), have at least two different site supervisors, and must incorporate at least one of the eleven key areas identified by NSCA (e.g., flexibility training, Olympic-style lifting, plyometric training, etc.).

The fee revenue covers a portion of the costs to offer the program. 17% of the fee revenue will be set aside for financial aid.

Student Consultation (Please describe the method and outcomes of student consultation)

An online survey was conducted of the current Exercise and Wellness master's students and Sports Science and Performance Programming undergraduate students, the target population most likely to enter this program. A total of 85 students responded to the survey: 74 undergraduate students and 11 master's students.

- 96% were either neutral, supportive or very supportive of a program fee if it helped hire faculty with specialization and experience in strength and conditioning.
- 96% were either neutral, supportive or very supportive of a program fee if it improved the quality of instruction (e.g., increased use of technology tools embedded in classes).
- 96% were either neutral, supportive or very supportive of a program fee if it enhanced access to advising and consultation on scholarships, loans, and other sources of financial support.
- 96% were either neutral, supportive or very supportive of a program fee if the funds were invested directly back into the program to enhance the student experience.
- 99% were either neutral, supportive or very supportive of a program fee if more advanced equipment and technology in the labs are available in the program (i.e., keeping equipment current with that utilized in the field of strength and conditioning).
- 98% were either neutral, supportive or very supportive of a program fee if the funds were used to support accreditation requirements by NSCA.
- 100% agreed a program fee of at least \$2,500 per semester is appropriate to support this program, with 46% selecting a higher fee of \$3,000-\$5,000 per semester.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Arizona State University	MS Strength and Conditioning	\$ 17,608	\$ 37,288	
Indiana University Bloomington	MS Kinesiology	10,625.00	33,333.00	
Michigan State University	MS Kinesiology, Strength and Conditioning	19,495.00	37,693.00	
Florida State University	MS Exercise Physiology, Sports Sciences	11,554.00	26,707.00	
Ohio State University – Columbus	MS Sport Coaching	12,425.00	37,141.00	
Pennsylvania State University	MS Kinesiology	22,994.00	38,728.00	
University of Connecticut	MS Exercise Science	19,664.00	41,576.00	
University of Illinois – Urbana-Champaign	MS Kinesiology	16,072.00	31,360.00	
University of Iowa	MS Health and Human Physiology	11,468.00	30,415.00	
Univ of Maryland – College Park	MA Kinesiology	16,982.00	29,780.00	
Univ of Minnesota – Twin Cities	MEd Sport and Exercise Science	19,254.00	28,878.00	
Northern Arizona University	MS Athletic Training	13,726.00	28,954.00	
University of Wisconsin - Madison	MS Kinesiology	12,196.00	25,523.00	
University of Colorado - Colorado Spring	MS Sports Medicine, Strength and Conditioning	13,206.00	23,052.00	
University of Florida - Gainesville	MS Applied Physiology & Kinesiology, Human Performance	12,740.00	30,134.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee	\$	\$ 5,000.00
Number of Students	#	\$ 40
Total Revenue	=	\$ 200,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 34,000.00
Administrative Service Charge	\$	\$ 13,005.00
Instructional Personnel	\$	\$ 84,657.00
Advising and Support Staff	\$	\$ 45,016.00
Accreditation Annual Fee and Associated Costs	\$	\$ 3,500.00
Other Operating Costs (equip.,supplies,site sup	\$	\$ 19,822.00
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 200,000.00



PROGRAM FEE REQUEST - NEW

University: Arizona State University College/School: Edson College of Nursing and Health Innovation

Department: _____ Program: MS Regulatory Science

Both
 Graduate
 Undergraduate

Resident:	\$ 2,000	/semester		Effective Date:	Fall	2021
	Proposed Fee			(this field you may enter other option just by typing it in box)		

Non-Resident:	\$ 2,000	/semester		Effective Date:	Fall	2021
	Proposed Fee			(this field you may enter other option just by typing it in box)		

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable Differential Tuition:	0	0
Number of classes within the program with a fee:	0	0
Percent of classes within the program with a fee:	0%	0%

Purpose (Please provide a brief statement detailing the purpose of the tuition, including the anticipated expenditures of tuition revenue and benefits the tuition will provide students.)

The MS in Regulatory Science program prepares students to achieve high level positions within the food and drug industry. This program requires national and international subject matter experts who are active in the industry and who bring specific expertise to the program and courses they teach. Preparation for work in these fields also requires exposure to specialized simulation and professional certification software. The program fee will enable smaller student to faculty ratios to facilitate student success and meet accreditation requirements.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The fee will support hiring of faculty who are active in the industry and are content experts in regulatory science and food safety, software costs, and accreditation costs. This fee amount is consistent with the MS in Clinical Research Management, with which Regulatory Science shares courses. The new fee will apply only to new students. 17% of the fee revenue will be set aside for financial aid and the fee will cover a portion of the costs to support offering the degree program.

Student Consultation (Please describe the method and outcomes of student consultation)

Current Regulatory Science students (n=13) were queried by email for their feedback on the proposed program fee and the intended purposes. Sixty-two percent responded, of which 50% said that they would support the fee, 30% said that they would not support the fee, and 20% said they would support the fee for some courses. Students were supportive of the fee as long as they were provided faculty who were content experts, active in the industry, and accessible to students for questions and support. The students also supported the fee in order to have smaller course section sizes to facilitate individual communication and access to faculty teaching the courses.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
ASU	MS Regulatory Science	\$ 16,608	\$ 36,288	\$ 15,928
Johns Hopkins Univ	MS Regulatory Science	46,750.00	46,750.00	46,750.00
Michigan State Univ	MS Food Safety			25,290.00
USC	MS Regulatory Science	70,560.00	70,560.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee	\$	\$ 4,000.00
Number of Students	#	\$ 25
Total Revenue	=	\$ 100,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 17,000.00
Administrative Service Charge	\$	\$ 6,500.00
Software	\$	\$ 1,500.00
Accreditation	\$	\$ 2,500.00
Faculty	\$	\$ 72,500.00
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 100,000.00



PROGRAM FEE REQUEST - CHANGE TO EXISTING

University: Arizona State University College/School: Herberger Institute for Design and the Arts
 Department: The Design School (TDS) Program: M.Arch, M.IndusDes, M.Inter Arch, M.Landsc Arch, M.Vis C
 Both Graduate Undergraduate

Resident: \$ 2,425 /semester \$ 3,000 /semester Effective Date: Fall 2021
Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Non-Resident: \$ 2,425 /semester \$ 3,000 /semester Effective Date: Fall 2021
Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Program Fee History:		Most Recent Date & Change to fee (Date/Amount)	
Resident:			
Date Fee Established	<u>Fall</u> <u>2004</u>	and original amount	<u>\$ 1,125</u> <u>Fall</u> <u>2011</u> <u>\$ 2,425</u>
Non-Resident:			
Date Fee Established	<u>Fall</u> <u>2004</u>	and original amount	<u>\$ 1,125</u> <u>Fall</u> <u>2011</u> <u>\$ 2,425</u>

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable differential tuition amount:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The M of Architecture, M of Industrial Design, M of Interior Architecture, M of Landscape Architecture, M of Visual Communication Design, and M of Urban Design degrees are professionally-based design degrees in which students work to develop and refine their creative skills to obtain upper-level positions within the creative industries. The Master of Architecture program is a professionally-accredited program that prepares students for their eventual licensure as architects. The current program fee amount was established in 2011 and, since that time, the costs associated with offering these programs have risen substantially. The Design School now serves a large graduate cohort with inadequate revenues to cover the 2020 costs of offering such high quality programs. This request will enable appropriate support for these students while keeping the programs well-placed within the overall market. Program fees will significantly enhance the quality of the student experience, providing improvements to the curriculum through investments in faculty, high level of student services, advanced software and technology costs, support funding for studio projects and travel, as well as financial aid opportunities. Graduates of the program will increase their earnings potential as they are able to participate in networking activities, learning through knowledgeable faculty, speakers, and visiting faculty who maintain significant research and industry connections.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

Increased program fee revenues will directly benefit students through investments in specialized faculty, including visiting faculty and industry professionals as guest speakers; access to updated prototyping and computing technologies (hardware and software) allowing students to explore physical iterations of products associated with their studio-based projects; ongoing development of The Design School facilities, classrooms, and collaborative tools to keep students engaged in physical and virtual campuses, providing new opportunities for connection and partnerships with students, faculty, and professional networks; graduate advising; increased student travel opportunities, visiting both domestic and international locations as part of the learning experience; promoting the program in publications, professional conferences, and community engagement efforts; student services in areas including student recruitment, admissions, registration, student and course assessments, and exit surveys; and increased financial aid. The requested fee would apply to all new students in these programs, effective Fall 2020.

The fee revenue covers a portion of the costs to offer these programs. 17% of the fee revenue will be set aside for financial aid.

Student Consultation (Please describe the method and outcomes of student consultation)

The Design School (TDS) sought input from currently enrolled students as well as from a select group of fourth-year undergraduate students—potential recruits to the master program. TDS initially invited students to participate in focus groups as a means to collect feedback, however none opted to participate. As an alternate means to gather input, a survey was distributed to a list of 60 selected students via email on 11/17/20 by the Associate Director for Academic Affairs. On 11/24 the survey closed, with a 13.3% response rate (8 of 60 students). More students supported the use of the fees for financial aid assistance than for most other categories (scholarships, professional development, speakers and visiting professionals, targeted workshops, new tech/facility updates). Respondents responded in the following percentages to the question: "I believe proposed fees could improve student educational experiences if they were used to support:" Scholarships (50%); Professional Development (conference/research support) (25%); Guest speakers & Visiting Professors (0%); Targeted Workshops (8.3%); New Technology/ Facilities updates (41.7%); Other: (16.7%). Students also were asked to respond to the following: "I support the proposed program fee for uses identified above:" Strongly Agree (25%); Agree (25%); Neither agree nor disagree (12.5%); Disagree (0%); Strongly Disagree (37.5%). Four students provided open-ended comments, all noting concerns about current fees. With limited access to facilities and no travel options available, they believe their existing fees are not being put to proper use. They did note, however, that given the redistribution of fees as noted, the allocation feels appropriately flexible for times such as these.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Arizona State University	Master of Architecture, Master of Industrial Design, Master of Interior Architecture, Master of Landscape Architecture, Master of Visual Communication Design	\$ 18,608	\$ 30,432	
University of Arizona	Master of Architecture, MLA	16,272.00	36,399.00	
University of Illinois—Urbana-Champs	MLA, MArch, MFA Graphic Design, MFA Industrial Design	18,742.00	34,030.00	
Indiana University—Bloomington	MArch	17,000.00	37,000.00	
Rutgers University, New Brunswick	MLA	23,884.00	35,044.00	
University of Texas—Austin	Master of Architecture, MFA Design	12,478.00	23,302.00	
University of California—Los Angeles	Master of Architecture	17,486.00	32,588.00	
University of California, Berkeley	MArch, MLA	27,368.00	39,614.00	
University of Michigan—Ann Arbor	Master of Architecture, Master of Design	32,402.00	49,351.00	
Pennsylvania State University—University Park	MArch	22,994.00	38,728.00	
Ohio State University—Columbus	Master of Architecture, Master of Interior Design	12,425.00	36,009.00	
Florida State University	MFA Interior Architecture	11,554.00	26,707.00	
University of Washington—Seattle	Master of Architecture	19,884.00	34,279.00	
Art Center College of Design	Master of Graphic Design, Master of Industrial Design	48,380.00	48,380.00	
Savannah College of Art and Design	Master of Architecture, MFA Graphic Design, MFA Industrial Design, MFA Interior Design	38,475.00	38,475.00	38,475.00

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee Amount	\$	\$ 6,000.00
Number of Students	#	\$ 250
Total Revenue	=	\$ 1,500,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 255,000.00
Administrative Service Charge	\$	\$ 98,000.00
Instructional support (38%)	\$	\$ 570,000.00
Student support (20%)	\$	\$ 300,000.00
Technology and operations (15%)	\$	\$ 277,000.00
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 1,500,000.00



PROGRAM FEE REQUEST - CHANGE TO EXISTING

University: Arizona State University College/School: Herberger Institute for Design and the Arts
 Department: The Design School Program: Master of Science in Architecture
 Both Graduate Undergraduate

Resident: \$ 1,625 /semester \$ 2,500 /semester Effective Date: Fall 2021
Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Non-Resident: \$ 1,625 /semester \$ 2,500 /semester Effective Date: Fall 2021
Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Program Fee History:		Most Recent Date & Change to fee (Date/Amount)
Resident:		
Date Fee Established	<u>Fall 2004</u> and original amount <u>\$ 2,250</u>	<u>Fall 2006 \$ 1,625</u>
Non-Resident:		
Date Fee Established	<u>Fall 2004</u> and original amount <u>\$ 2,250</u>	<u>Fall 2006 \$ 1,625</u>

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable differential tuition amount:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The MS in Architecture is a research-based degree program focused on investigating new opportunities in energy performance and climate-responsive structures. Students in this program graduate with the skills necessary to develop careers in energy-efficiency building design and expertise in energy technologies. Students in this program tend to hold an undergraduate degree in Architecture or allied design fields, and may hold a professional degree (BArch or MArch). These students seek more expertise in energy systems, made possible through this program. The current program fee amount was established in 2006 and, since that time, the costs associated with offering this program have risen substantially. This request will enable appropriate support for these students while keeping the program well-placed within the overall market. Program fees will significantly enhance the quality of the student experience, providing improvements to the curriculum through investments in faculty, high level of student services, advanced software and technology costs, support funding for studio projects and travel, as well as financial aid opportunities.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

Increased program fee revenues will fund investments in updated technological resources (hardware and software); professional networking opportunities; advising; student travel for conferences, research, and to fulfill curricular requirements; high-quality student services; and faculty.

This fee is higher than other TDS MS program fees, as the MS Architecture students need access to technological resources that are not typically used in the other MS programs, including energy systems analysis, GIS, and Virtual Reality systems. The increased fee is designed to ensure students have access to these technologies, increasing their skill-sets and future career potential.

The requested fee would apply to all new students of the Master of Science in Architecture program, upon ABOR approval, effective Fall 2020.

The fee revenue will fund a portion of the costs to offer the program. 17% of the program fees are set aside for financial aid.

Student Consultation (Please describe the method and outcomes of student consultation)

The Design School sought input from students currently enrolled in the MS in Architecture program. Students initially were asked to participate via focus groups, but all invited declined to do so. As an alternate means to gather input, a survey was distributed to all current students via email on 11/17/20 by the Associate Director for Academic Affairs. On 11/24/20 the survey closed due to deadline limitations, with a 25% response rate (1 of 4 total students enrolled responded). Additional students from the fourth year BSD Architectural Studies students—potential recruits for the MS Architecture program—were also invited to participate. No responses from this group were received despite reminder invitations.

The respondent indicated support for the use of the fee revenue for professional development, out of the options presented:
 Scholarships (0%);
 Professional Development (conference/research support) (100%);
 Guest speakers & Visiting Professors (0%);
 Workshops (0%);
 New Technology/ Facilities updates (0%);
 Other, (%)

The respondent agreed with the following statement: "I support the proposed program fee for uses identified above."

In response to an open ended question, the respondent expressed support for fees to be used for workshops and travel, and development of more interdisciplinary courses.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Arizona State University	MS Architecture	\$ 17,608	\$ 29,432	
University of Arizona	MS Architecture	16,272.00	36,399.00	
University of Texas—Austin	MS Architecture Studies	12,478.00	23,302.00	
University of Illinois—Urbana-Champs	MS Architecture	16,028.00	31,046.00	
University of Michigan—Ann Arbor	MS Architecture	32,402.00	49,351.00	
Pennsylvania State University—University Park	MS Architecture	22,994.00	38,728.00	
University of Washington—Seattle	MS Architecture	18,477.00	37,695.00	
University of California—Los Angeles	MS Architecture and Urban Design	17,486.00	32,588.00	
University of California, Berkeley	MS Building Science, Technology, and Sustainability	27,368.00	39,614.00	
University of Maryland—College Park	MS Architecture	14,794.00	30,886.00	
University of Oregon	MS Architecture	17,929.00	25,384.00	
University of Massachusetts—Amherst	Master of Design in Architecture	16,235.00	32,342.00	
Texas A&M University	MS Architecture	14,590.00	29,932.00	
Massachusetts Institute of Technology	MS Architecture	53,450.00	53,450.00	
Carnegie Mellon	MS Architecture, Engineering, Construction Management	42,000.00	42,000.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee Amount	\$	\$ 5,000.00
Number of Students	#	\$ 7
Total Revenue	=	\$ 35,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 5,950.00
Administrative Service Charge	\$	\$ 2,250.00
Instructional support (38%)	\$	\$ 13,300.00
Student support (20%)	\$	\$ 7,000.00
Technology and operations (15%)	\$	\$ 6,500.00
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 35,000.00



PROGRAM FEE REQUEST - CHANGE TO EXISTING

University: Arizona State University College/School: Herberger Institute for Design and the Arts
 Department: The Design School (TDS) Program: MS Design in Industrial Design, Interior Design, Visual Cor
 Both Graduate Undergraduate

Resident: \$ 500 /semester \$ 1,000 /semester Effective Date: Fall 2021
Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Non-Resident: \$ 500 /semester \$ 1,000 /semester Effective Date: Fall 2021
Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Program Fee History:		Most Recent Date & Change to fee (Date/Amount)
Resident:		
Date Fee Established	<u>Fall 2004</u> and original amount <u>\$ 450</u>	<u>Fall 2006 \$ 500</u>
		<small>Most Recent Date & Change to fee (Date/Amount)</small>
Non-Resident:		
Date Fee Established	<u>Fall 2004</u> and original amount <u>\$ 450</u>	<u>Fall 2006 \$ 500</u>

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable differential tuition amount:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The MS in Design programs are research-based degree programs within the The Design School (TDS), focused on investigating new opportunities in all design disciplines. Students in these programs graduate with the skills necessary to develop careers in design-research areas. Students in this program tend to hold an undergraduate degree in related design fields, and are seeking expertise to develop a research-related career path within a creative profession. The current program fee amount was established in 2006 and, since that time, the costs associated with offering these programs have risen substantially. As a result, there is insufficient revenue to support the students in these programs properly. This request will enable appropriate support for these students while keeping the programs well-placed within the overall market. Program fees will significantly enhance the quality of the student experience through investments in higher levels of student services, advanced software and technology, research projects and conference travel, faculty, and increased financial aid.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

Increased program fee revenues will fund investments in updated technological resources (hardware and software); professional networking opportunities; advising; student travel for conferences, research, and to fulfill curricular requirements; high-quality student services; and faculty.

The requested fee would apply to all new students in MS Design programs, upon ABOR approval, effective Fall 2020.

The fee revenue will fund a portion of the costs to offer the program. 17% of the fee revenue will be set aside for financial aid.

Student Consultation (Please describe the method and outcomes of student consultation)

The Design School (TDS) sought input from students currently enrolled in the MS Design programs as well as from a select group of fourth-year students—potential recruits to the master programs. TDS initially invited students to participate in focus groups as a means to collect feedback, however none opted to participate. As an alternate means to gather input, a survey was distributed to all current students via email on 11/17/20 by the Associate Director for Academic Affairs. On 11/24 the survey closed, with a 20% response rate (2 of 10 student representatives responded). Respondents responded in the following percentages to the question: "I believe proposed fees could improve student educational experiences if they were used to support:"
 Scholarships (50%);
 Professional Development (conference/research support) (50%);
 Guest speakers & Visiting Professionals (0%);
 Targeted Workshops (0%);
 New Technology/ Facilities updates (0%);
 Other: (0%).

Students also were asked to respond to the following: "I support the proposed program fee for uses identified above:" Strongly Agree (0%); Agree (50%); Neither agree nor disagree (0%); Disagree (0%); Strongly Disagree (0%). 2019 results yielded the following percentages: "I support the proposed program fee for uses identified above:" Strongly Agree (33.3%); Agree (16.7%); Neither agree nor disagree (16.7%); Disagree (16.7%); Strongly Disagree (16.6%).

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Arizona State University	MS Industrial Design, MS Interior Design, MS Visual Communication Design	\$ 14,608	\$ 26,432	
University of Michigan—Ann Arbor	Master of Design	25,385.00	50,252.00	
University of Washington—Seattle	Master of Design	17,299.00	30,123.00	
University of Texas—Austin	MFA Design, MA Design in Health	12,652.00	23,678.00	
Ohio State University—Columbus	MFA Design Research and Development	12,425.00	36,009.00	
University of Illinois—Urbana-Champs	MFA Graphic Design, MFA Industrial Design	16,508.00	31,977.00	
Pennsylvania State University—University Park	MFA Graphic Design	22,994.00	38,728.00	
Indiana University—Bloomington	MFA Graphic Design	10,914.00	34,303.00	
Florida State University	MS Interior Architecture	11,554.00	26,707.00	
University of California—Los Angeles	MFA Design & Media Arts	13,033.00	28,135.00	
Rutgers University, New Brunswick	MFA Design	23,884.00	35,044.00	
University of Cincinnati	Master of Design	14,902.00	26,644.00	
Carnegie Mellon	Master of Design	42,000.00	42,000.00	
IIT Institute of Design	Master of Design	49,002.00	49,002.00	
Parsons School of Design	Master of Design	51,750.00	51,750.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee Amount	\$	\$ 2,000.00
Number of Students	#	\$ 26
Total Revenue	=	\$ 52,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 8,840.00
Administrative Service Charge	\$	\$ 3,400.00
Instructional support (38%)	\$	\$ 19,760.00
Student support (20%)	\$	\$ 10,400.00
Technology and operations (15%)	\$	\$ 9,600.00
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 52,000.00



PROGRAM FEE REQUEST - NEW

University: Arizona State University College/School: Mary Lou Fulton Teachers College
 Department: Teacher Preparation Program: Graduate Teacher Certificate (Online)

Both
 Graduate
 Undergraduate Both
 Choose One Option

Resident: \$1679.00 / \$73/cr /credit Effective Date: Fall 2021
Proposed Fee (this field you may enter other option just by typing it in box)

Non-Resident: \$1679.00 / \$73/cr /credit Effective Date: Fall 2021
Proposed Fee (this field you may enter other option just by typing it in box)

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable Differential Tuition:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the tuition, including the anticipated expenditures of tuition revenue and benefits the tuition will provide students.)

The online programs offered by Mary Lou Fulton Teachers College provide meaningful learning activities for students to put theory in practice – to apply what they learn to the context in which they want to work. Online courses challenge students to engage with the content, with their instructors, and with each other. High-quality online programs require professional course design, frequent in-depth and personalized feedback to students on their work, and focused retention efforts to ensure students persist and complete the program. In particular, the Teachers College emphasis on student engagement in real-world problems and evidence-based practice necessitates an investment that supports quality learning design. The program fee would support investments in five main areas, including: personnel; program and course design and development; professional development; learning technologies and systems; and financial aid.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

Proposed uses for the program fee include:

- * Online course design and instructional design support
- * Ongoing professional development for faculty, staff, and instructional designers
- * Facilitation of small groups during coursework to provide frequent in-depth and personalized feedback
- * Instructional technologies to support online curriculum and asynchronous and synchronous learning meetings
- * Licenses for systems that provide learning experiences such as video-based assessments, interactive learning modules, and coaching and mentoring feedback from peers and instructors.
- * Enhanced student advising and retention efforts, including co- and extracurricular activities
- * Additional administrative coordination
- * Requisite percentage (17%) of revenue for financial aid

The fee revenue will support a portion of the costs to offer the program.

Student Consultation (Please describe the method and outcomes of student consultation)

To solicit feedback, a survey was sent to all campus-based students currently enrolled in a graduate teacher preparation program (367 students) and 63 responses were received. Of the responses, 45% reported to be moderately to very supportive of the proposed online fee for incoming students. 50% of respondents indicated that they were very or highly satisfied with the online course design of their courses. This will be a primary area of focus to ensure the earning experience is of the highest quality. Forty-four percent reported to be moderately and highly supportive of fees being used for student support initiatives, such as enhanced academic advising, online student resources and orientations. Over 53% reported to be moderately to highly supportive of fees being used for instructional technologies for online curriculum or technology systems that provide learning experiences such as video-based assessments, interactive learning modules, and coaching and mentoring feedback from peers and instructors.

College leadership also provided information about the proposed fee to the President of the Graduate and Professional Student Association, who shared the information with Assembly student representatives. Students were requested to provide notification by January 25th if further discussion was needed. To date, no follow-up has been requested.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Arizona State University	Graduate Certificate			12,969 R; 14,168 NR
Pennsylvania State	Masters of Education			27720.00
Rutgers University-New Brunswick	Ed.M. Certification in Elementary Education			27000.00
University of Connecticut	Masters in Curriculum & Instruction			24750.00
university of Minn-Twin Cities	MEd Arts in Education			51000.00
Michigan State University	Masters of Arts in Teaching and Curriculum			25000.00
University of Washington Seattle	Masters of Secondary Education			26505.00
University of Illinois-Urbana Champ	Masters of Education			15680.00
University of Maryland-College Park	MEd Teaching and Learning			23724.00
Ohio University-Columbus	Masters of Education in Middle Childhood			24825.00
University of Wisconsin-Madison	Masters of Secondary Education			24000.00
Florida State University	Masters in Elementary Education			32370.00
University of Iowa	Masters Arts of Education			28485.00
Indiana	Masters in Elementary Education			18909.00

BUDGET

Financial Aid Set Aside (FSA) Amount: 17%

Proposed Annual Revenue

Program Fee	\$	1679.00
Number of Students	#	150
Total Revenue	=	251,850.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	42815.00
Administrative Service Charge	\$	16415
Instructional and support staff	\$	169620
Technology and operating	\$	23000
	\$	
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	251,850.00



PROGRAM FEE REQUEST - NEW

University: Arizona State University College/School: Sandra Day O'Connor College of Law
 Department: Graduate Programs Program: Master of Human Resources and Employment Law

Both Graduate Undergraduate

Resident: \$ 725 /credit Proposed Fee Effective Date: Fall 2021
 (this field you may enter other option just by typing it in box)

Non-Resident: \$ 725 /credit Proposed Fee Effective Date: Fall 2021
 (this field you may enter other option just by typing it in box)

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable Differential Tuition:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the tuition, including the anticipated expenditures of tuition revenue and benefits the tuition will provide students.)

The Master of Human Resources and Employment Law (MHREL) is a new degree program. This fee proposal will ensure that this new program can build from the strong foundation already in existence for the Master of Legal Studies program, from which the MHREL will branch off. Revenues from the fees will provide flexibility as the program deals with issues of scale. Revenues will benefit students in the program and beyond through funding for additional student services and technology staff, creating pipelines to post-graduation employment through career services relationships, accreditation with a national industry certification organization, and investments in continuing education curriculum and career services support to enhance student expertise and marketability after graduation.

There are few non-Juris Doctor graduate programs that train human resources professionals to understand the complex legal and regulatory framework of employment law. The program fee structure is in line with the competitive marketplace for a degree like this, and the fixed cost-per-credit caters to the established student population of working professionals that likely will be attending part-time. While there are not many competitors for this specific degree at this time, new market entrants are expected in the years to come. The law school believes that being among the first to offer this particular degree will enhance the University's reputation for innovation, and make ASU Law the preeminent brand for this type of degree. The proposed program fee structure will be attractive to students who want to earn this degree from an elite law school at a reasonable price, while also allowing ASU Law to compete with lower tier law schools that cost less to attend (see market pricing below). In short, this proposal strikes a nice balance between prestige and value for students.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

All degree programs at the College of Law have program fees to ensure the world-class student experience expected from an elite law school. The fees will support the quality of the MHREL program through investments in faculty and faculty development, curriculum creation and redevelopment, marketing efforts aimed at raising the profile of this unique program, and enhancements to basic educational infrastructure including information technology. Additionally, the fee structure will allow the College of Law to provide more funding for need and merit-based financial aid.

The fee revenue will fund a portion of the costs to offer the program.

Student Consultation (Please describe the method and outcomes of student consultation)

Current Master of Legal Studies (MLS) students were surveyed via email on their satisfaction with the services and current tuition and fee structure for with the MLS program (from which the new MHREL/O degree will branch). They also were asked about the program fees for the MHREL program and the services it will provide. There was a total of 91 respondents - 11 MLS campus immersion students and 80 MLS online students. 27 respondents were students currently pursuing the Human Resources and Employment Law track within the MLS program (MLSHREL). The responses were as follows:

Respondents were overwhelmingly satisfied with the services provided in the current MLS program. Out of the 91 total respondents, 46% were extremely satisfied, 35% satisfied, 15% neutral, 4% not satisfied, and 1% extremely dissatisfied. The MLSHREL cohort reported rates as follows: extremely satisfied - 37%, satisfied - 44%, neutral - 19%, with no respondents expressing any dissatisfaction.

Respondents were asked about their satisfaction with the current tuition and fee structure for the MLS program. Out of the 91 total respondents, 14% were extremely satisfied, 23% satisfied, 30% neutral, 29% not satisfied, and 4% extremely dissatisfied. The MLSHREL cohort reported rates as follows: extremely satisfied rate - 4%, satisfied - 41%, neutral - 2%, dissatisfied - 30%, and extremely dissatisfied - 4%.

Students were asked about support for program fees for the new MHREL degree if the fees helped to support the quality of instruction and faculty. 13% expressed strong support, 23% support, 33% neutral, 23% did not support fees, and 8% were strongly against fees. The MLSHREL cohort expressed support for fees as follows: strongly support - 15%, support - 22%, neutral - 7%, not supportive - 19%, and 7% strongly opposed. Support for the use of fees to support/enhance the academic experience of students were as follows: 19% - strongly support, 33% - support, 29% - neutral, 14% did not support, and 6% - strongly opposed. The MLSHREL cohort reported support as follows: strongly support - 22%, support - 22%, neutral - 30%, did not support - 11%, and strongly opposed - 7%.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
University of Southern California	Master of Studies in Law (MSL)	\$ 68,628	\$ 68,628	
Washington University-St. Louis	Master of Legal Studies (MLS)	60,888.00	60,888.00	
University of Georgia	Master of Studies in Law (MSL)	23,590.00	49,960.00	
University of Illinois	Master of Studies in Law (MSL)	54,516.00	54,516.00	
University of California-Los Angeles	Master of Legal Studies (MLS)	64,196.00	64,196.00	
University of Arizona	Master of Legal Studies (MLS)	26,000.00	26,000.00	
Ohio State University	Master of Studies in Law (MSL)	31,314.00	59,911.00	
Florida State University	Juris Master	20,643.00	40,650.00	
Washington University	Master of Jurisprudence	29,250.00	29,250.00	
Arizona State University	M of Human Resources and Employment Law	33,470.00	53,150.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 0.0%

Proposed Annual Revenue

Program Fee	\$	\$ 21,750.00
Number of Students	#	\$ 8
Total Revenue	=	\$ 174,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 0.00
Administrative Service Charge	\$	\$ 12,500.00
Curriculum Development and Course Delivery	\$	\$ 40,000.00
Student Support and Student Services	\$	\$ 48,000.00
Technology and Operating	\$	\$ 25,000.00
Marketing and Communications/Recruitment	\$	\$ 35,000.00
Scholarships	\$	\$ 13,500.00
	\$	
	\$	
Total Program Costs	=	\$ 174,000.00



PROGRAM FEE REQUEST - NEW

University: Arizona State University College/School: Sandra Day O'Connor College of Law
 Department: Graduate Programs Program: M of Human Resources and Employment Law (Online)

Both Graduate Undergraduate

Resident: \$ 658 /credit Proposed Fee Effective Date: Fall 2021
 (this field you may enter other option just by typing it in box)

Non-Resident: \$ 658 /credit Proposed Fee Effective Date: Fall 2021
 (this field you may enter other option just by typing it in box)

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable Differential Tuition:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the tuition, including the anticipated expenditures of tuition revenue and benefits the tuition will provide students.)

The Master of Human Resources and Employment Law (MHRELO) is a new degree program. This fee proposal will ensure that this new program can build from the strong foundation already in existence for the Master of Legal Studies program, from which the MHRELO will branch off. Revenues from the fees will provide flexibility as the program deals with issues of scale. Revenues will benefit students in the program and beyond through funding for additional student services and technology staff, creating pipelines to post-graduation employment through career services relationships, accreditation with a national industry certification organization, and investments in continuing education curriculum and career services support to enhance student expertise and marketability after graduation.

There are few non-Juris Doctor graduate programs that train human resources professionals to understand the complex legal and regulatory framework of employment law. The program fee structure is in line with the competitive marketplace for a degree like this, and the fixed cost-per-credit caters to the established student population of working professionals that likely will be attending part-time. While there are not many competitors for this specific degree at this time, new market entrants are expected in the years to come. The law school believes that being among the first to offer this particular degree will enhance the University's reputation for innovation, and make ASU Law the preeminent brand for this type of degree. The proposed program fee structure will be attractive to students that want to earn this degree from an elite law school at a reasonable price, while also allowing ASU Law to compete with lower tier law schools that cost less to attend (see market pricing below). In short, this proposal strikes a nice balance between prestige and value for students.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

All degree programs at the College of Law have program fees to ensure the world-class student experience expected from an elite law school. The fees will support the quality of the MHREL program through investments in faculty and faculty development, curriculum creation and redevelopment, marketing efforts aimed at raising the profile of this unique program, and enhancements to basic educational infrastructure including information technology. Additionally, the fee structure will allow the College of Law to provide more funding for need and merit-based financial aid.

The fee revenue will fund a portion of the costs to operate the program.

Student Consultation (Please describe the method and outcomes of student consultation)

Current Master of Legal Studies (MLS) students were surveyed via email on their satisfaction with the services and current tuition and fee structure for with the MLS program (from which the new MHRELO degree will branch). They also were asked about the program fees for the MHREL program and the services it will provide. There was a total of 91 respondents - 11 MLS campus immersion students and 80 MLS online (MLSO) students. 27 respondents were students currently pursuing the Human Resources and Employment Law track within the MLS program (MLSHREL). The responses were as follows:

Respondents were overwhelmingly satisfied with the services provided in the current MLS program. Out of the 91 total respondents, 46% were extremely satisfied, 35% satisfied, 15% neutral, 4% not satisfied, and 1% extremely dissatisfied. The MLSO cohort reported slightly higher satisfaction as follows: 51% extremely satisfied, 36% satisfied, 11% neutral, and 5% not satisfied. The MLSHREL cohort reported rates as follows: extremely satisfied - 37%, satisfied - 44%, neutral - 19%, with no respondents expressing any dissatisfaction

Respondents were asked about their satisfaction with the current tuition and fee structure for the MLS program. Out of the 91 total respondents, 14% were extremely satisfied, 23% satisfied, 30% neutral, 29% not satisfied, and 4% extremely dissatisfied. The MLSO cohort reported rates as follows: 16% extremely satisfied, 24% satisfied, 31% neutral, 26% not satisfied, and 3% extremely dissatisfied. The MLSHREL cohort reported rates as follows: extremely satisfied rate - 4%, satisfied - 41%, neutral - 2%, dissatisfied - 30%, and extremely dissatisfied - 4%.

Students were asked about support for program fees for the new MHREL degree if the fees helped to support the quality of instruction and faculty. 13% expressed strong support, 23% support, 33% neutral, 23% did not supportive, and 8% strongly opposed. The MLSO cohort reported rates as follows: 11% expressed strong support, 25% support, 35% neutral, 23% did not support, and 6% strongly opposed. The MLSHREL cohort expressed support for fees as follows: strongly support - 15%, support - 22%, neutral - 7%, not supportive - 19%, and 7% strongly opposed. Support for the use of fees to support/enhance the academic experience of students were as follows: 19% - strongly support, 33% - support, 29% - neutral, 14% did not support, and 6% - strongly opposed. The MLSO cohort reported rates as follows: 18% expressed strong support, 35% support, 30% neutral, 14% did not support, and 4% strongly opposed. The MLSHREL cohort reported support as follows: strongly support - 22%, support - 22%, neutral - 30%, did not support - 11%, and strongly opposed - 7%.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Washington University-St. Louis	Master of Legal Studies (MLS)			\$ 58,800
University of Southern California	Master of Studies in Law (MSL)			55,734.00
University of Arizona	Master of Legal Studies (MLS)			19,500.00
Pepperdine University	Master of Legal Studies (MLS)			67,680.00
Florida State University	Juris Master Online			39,600.00
Arizona State University	M of Human Resources/Employment Law Online	31,460.00	35,700.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 0.0%

Proposed Annual Revenue

Program Fee	\$	\$ 19,740.00
Number of Students	#	\$ 42
Total Revenue	=	\$ 829,080.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 0.00
Administrative Service Charge	\$	\$ 64,180.00
Curriculum Development and Course Delivery	\$	\$ 210,000.00
Student Support and Student Services	\$	\$ 184,000.00
Technology and Operating	\$	\$ 90,000.00
Marketing/Recruitment	\$	\$ 50,000.00
Scholarships	\$	\$ 10,000.00
College Support (Programs/Centers, IT, etc.)	\$	\$ 220,900.00
	\$	
Total Program Costs	=	\$ 829,080.00



PROGRAM FEE REQUEST - NEW

Rev 2-19-18

University: Arizona State University College/School: The College of Liberal Arts and Sciences
 Department: The School of Social Transformation Program: MA Women and Gender Studies (Online)

Both Graduate Undergraduate

Resident: \$ 80 /credit Proposed Fee Effective Date: Fall 2021
 (this field you may enter other option just by typing it in box)

Non-Resident: \$ 80 /credit Proposed Fee Effective Date: Fall 2021
 (this field you may enter other option just by typing it in box)

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable Differential Tuition:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the tuition, including the anticipated expenditures of tuition revenue and benefits the tuition will provide students.)

The first fully online M.A. degree in Women and Gender Studies offered in the nation, in partnership with Ms. Magazine, will provide students with professional training in the interdisciplinary field of women and gender studies, preparing them for divergent career paths that fit their professional aspirations and help further advance current placements. This innovative degree is like no other offered in the nation. It will provide advanced training to and broaden career opportunities for a more diverse range of students. The proposed program fee will help to support high quality instruction and ensure positive student outcomes. The fees will help to support instructional needs, a variety of applied content, technological innovations, course development and, as we continue to scale and grow the program, additional staffing to support student success.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The fee revenue will support the following:

- 1) Instructional support dedicated to this program to meet growth demand.
- 2) Expert practitioners with professional experience for applied coursework in specific areas (program evaluation, policy, etc.) in collaboration with the partnership with Ms. Magazine.
- 3) As the program scales, a graduate coordinator will help manage and maintain program development and additional staff will support students.
- 4) Technological innovations will help to develop innovative curriculum, further and to maintain and update digital tools and content.
- 5) Student access to secondary quantitative databases for use in research methods courses and for research purposes.
- 6) General program operating needs.
- 7) 17% of fee revenue set aside for financial aid.

The fee will cover a portion of the costs to offer the program.

Student Consultation (Please describe the method and outcomes of student consultation)

A survey was distributed to current majors and minors in the Women and Gender Studies program via email. Students were asked the following questions: 1) if they had interest in enrolling in such a degree program; 2) how (if) fees add value to the degree; and 3) if the proposed fee was reasonable. Responses were received from 81 students, including majors both in and outside of the program area. Sixty-six percent said they have interest in this degree program, see the benefits in obtaining a degree like this and would consider enrolling. In the comment section many expressed their excitement and ways in which this degree would be beneficial, including, for example, the need for online advanced degrees particularly for working students and those with families. In terms of the fee, 51% of the respondents considered the \$80 fee reasonable, 22% were somewhat undecided, and 26% percent did not consider it reasonable.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Arizona State University	MA Women and Gender Studies	\$ 14,328	\$ 18,898	
Rutgers	MA Women's, Gender and Sexuality Studies	12,486.00	30,144.00	
Ohio State University	MA Women, Gender and Sexuality Studies	12,425.00	34,929.00	
Texas Women's University	MA Women's and Gender Studies	7,662.00	15,386.00	
Oregon State University	MA Women and Gender Studies	15,267.00	24,975.00	
University of Colorado Denver	MA Women's and Gender Studies	13,566.00	22,590.00	
UNC Greensboro	MA Women's and Gender Studies	21,066.00	35,360.00	
University of Arizona	JD/MA Gender and Women Studies	25,834.00	30,334.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee	\$	\$ 2,400.00
Number of Students	#	\$ 75
Total Revenue	=	\$ 180,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 30,600.00
Administrative Service Charge	\$	\$ 11,650.00
Instructional support	\$	\$ 80,000.00
Staff support	\$	\$ 51,000.00
Technology and operating	\$	\$ 6,750.00
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 180,000.00



PROGRAM FEE REQUEST - CHANGE TO EXISTING

University: Arizona State University College/School: Thunderbird School of Global Management
 Department: _____ Program: MA Global Affairs and Management
 Both Graduate Undergraduate

Resident: \$ 1,468 /credit \$ 1,957 /credit Effective Date: Fall 2021
(this field you may enter other option just by typing it in box)
Current Rate Proposed Rate

Non-Resident: \$ 1,468 /credit \$ 1,957 /credit Effective Date: Fall 2021
(this field you may enter other option just by typing it in box)
Current Rate Proposed Rate

Program Fee History:		Most Recent Date & Change to fee (Date/Amount)
Resident:		
Date Fee Established	<u>Fall</u> <u>2015</u> and original amount <u>\$ 1,468</u>	<u>Fall</u> _____
		Most Recent Date & Change to fee (Date/Amount)
Non-Resident:		
Date Fee Established	<u>Fall</u> <u>2015</u> and original amount <u>\$ 1,468</u>	<u>Fall</u> _____

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable differential tuition amount:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The MA in Global Affairs and Management (MAGAM) will be offered in Los Angeles, CA. This request for an increase in the fee is needed to accommodate an increased expense structure in the delivery of the program in Los Angeles. Increased expenditures include a higher service level to students (professional coaching, career management services, meals, etc.), travel costs for renowned faculty from Arizona campuses and across the globe to teach in LA, degree promotion and awareness in the local market, convocation for students in LA, and program staff/administration in LA.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The revenue generated from the fee increase will support increased costs as follows:

- Student services - professional coaching, career management services, meals, etc.;
- Faculty - faculty travel to Los Angeles;
- Program marketing and promotion in the local market;
- Convocation ceremony in LA;
- Program staff/administration in LA; and,
- Scholarships and financial aid (including 17% set aside)

The fee revenue covers a portion of the costs to offer the program.

Student Consultation (Please describe the method and outcomes of student consultation)

Thunderbird Associate Dean of Graduate Programs conducted a feedback session for students in the DC based Executive Master of Arts in Global Affairs and Management (MAGAM) program on Monday, Jan 25, 2021. All the 2020 and 2021 cohorts of students (32 students total) were invited to discuss the fee increase for the Executive and non-executive MAGAM program in both DC and LA. 9 students attended the event: 3 graduated in Dec 2020 and 6 were current students. For the other 21 students who did not attend, we assume they were indifferent about the fee increase. The need for an increase in fees were explained: to cover the costs of flying faculty to DC/LA to teach, hiring program managers in the local locations, the additional operating costs of providing food and renting the venue for special events, and the surcharge of providing services in these high-cost locations. It was explained that the fee increase would help support scholarships for students who could not afford the degree otherwise. Of the 9 students, one said the fee increase is justifiable as long as the program is not online, which it is not. Another mentioned if the cohort remains small, the increase of fees is justifiable as students get a lot of individual attention. Another student said a higher fee could also signal quality, and could enhance the reputation of the program. A vote was taken at the end of the feedback session, and all 9 attendees unanimously voted for the increase.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
ASU	MA Global Affairs and Management	\$ 75,000	\$ 75,000	
University of Southern California	Master of Business Administration	135,000.00	135,000.00	
University of Southern California	MS in Marketing	59,400.00	59,400.00	
Pepperdine University	MS in Global Business	87,300.00	87,300.00	
Pepperdine University	Master of Business Administration	105,440.00	105,440.00	
UCLA	Master of Business Administration	104,954.00	104,954.00	
UC Riverside	Master of Business Administration	88,000.00	112,000.00	
University of Southern California	MS in Global Supply Chain			63,000.00

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee Amount	\$	\$ 58,710.00
Number of Students	#	\$ 23
Total Revenue	=	\$ 1,350,330.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 229,556.10
Administrative Service Charge	\$	\$ 87,773.90
Faculty	\$	\$ 405,000.00
Staff support	\$	\$ 118,000.00
Program and travel expenses	\$	\$ 300,000.00
Marketing and recruitment	\$	\$ 210,000.00
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 1,350,330.00



PROGRAM FEE REQUEST - CHANGE TO EXISTING

University: Arizona State University College/School: Thunderbird School of Global Management
 Department: _____ Program: MA Global Affairs and Management (Executive)
 Both Graduate Undergraduate

Resident: \$ 1,468 /credit \$ 1,957 /credit Effective Date: Fall 2021
(this field you may enter other option just by typing it in box)
Current Rate Proposed Rate

Non-Resident: \$ 1,468 /credit \$ 1,957 /credit Effective Date: Fall 2021
(this field you may enter other option just by typing it in box)
Current Rate Proposed Rate

Program Fee History:		Most Recent Date & Change to fee (Date/Amount)
Resident:		
Date Fee Established	<u>Fall</u> <u>2015</u> and original amount <u>\$ 1,468</u>	<u>Fall</u> _____
		Most Recent Date & Change to fee (Date/Amount)
Non-Resident:		
Date Fee Established	<u>Fall</u> <u>2015</u> and original amount <u>\$ 1,468</u>	<u>Fall</u> _____

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable differential tuition amount:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The MA in Global Affairs and Management (MAGAM) is now being offered as an Executive program in Washington D.C. This request for an increase in the fee is needed to accommodate an increased expense structure in the delivery of the degree to an executive level student in Washington DC. Increased expenditures include a higher service level to students (professional coaching, career management services, meals, etc.), travel costs for renowned faculty from Arizona campuses and across the globe to teach in DC, degree promotion and awareness in the local market, convocation for students in DC, and program staff/administration in DC.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The revenue generated from the fee increase will support increased costs as follows:

- Student services - professional coaching, career management services, meals, etc.;
- Faculty - faculty travel to Washington DC;
- Program marketing and promotion in the local market;
- Convocation ceremony in DC;
- Program staff/administration in DC; and,
- Scholarships and financial aid (including 17% set aside)

The fee revenue covers a portion of the costs to offer the program.

Student Consultation (Please describe the method and outcomes of student consultation)

Thunderbird Associate Dean of Graduate Programs conducted a feedback session for students in the DC based Executive Master of Arts in Global Affairs and Management (MAGAM) program on Monday, Jan 25, 2021. All the 2020 and 2021 cohorts of students (32 students total) were invited to discuss the fee increase for the Executive and non-executive MAGAM program in both DC and LA. 9 students attended the event: 3 graduated in Dec 2020 and 6 were current students. For the other 21 students who did not attend, we assume they were indifferent about the fee increase. The need for an increase in fees were explained: to cover the costs of flying faculty to DC/LA to teach, hiring program managers in the local locations, the additional operating costs of providing food and renting the venue for special events, and the surcharge of providing services in these high-cost locations. It was explained that the fee increase would help support scholarships for students who could not afford the degree otherwise. Of the 9 students, one said the fee increase is justifiable as long as the program is not online, which it is not. Another mentioned if the cohort remains small, the increase of fees is justifiable as students get a lot of individual attention. Another student said a higher fee could also signal quality, and could enhance the reputation of the program. A vote was taken at the end of the feedback session, and all 9 attendees unanimously voted for the increase.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
ASU	Exec MA Global Affairs and Management	\$ 75,000	\$ 75,000	
Georgetown University	Exec M of Leadership	70,088.00	70,088.00	
Georgetown University	Exec M of Policy Leadership	64,170.00	64,170.00	
American University	Exec M of International Service	61,350.00	61,350.00	
American University	Exec M of Public Administration	68,067.00	68,067.00	
Columbia University	Exec M of Change Leadership	88,450.00	88,450.00	
Syracuse University	Exec M in International Relations	48,600.00	48,600.00	
Seton Hall University	Exec MS in International Affairs			37,800.00

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee Amount	\$	\$ 58,710.00
Number of Students	#	\$ 22
Total Revenue	=	\$ 1,291,620.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 219,575.40
Administrative Service Charge	\$	\$ 84,044.60
Faculty	\$	\$ 400,000.00
Staff support	\$	\$ 110,000.00
Program and travel expenses	\$	\$ 298,000.00
Marketing and recruitment	\$	\$ 180,000.00
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 1,291,620.00



PROGRAM FEE REQUEST - NEW

University: Arizona State University College/School: Watts College of Public Service & Community Solutions
 Department: School of Criminology and Criminal Justice Program: MS in Crime Analysis

Both
 Graduate
 Undergraduate

Resident: \$ 100 /credit Effective Date: Fall 2021
(this field you may enter other option just by typing it in box)
 Proposed Fee

Non-Resident: \$ 100 /credit Effective Date: Fall 2021
(this field you may enter other option just by typing it in box)
 Proposed Fee

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable Differential Tuition:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>3</u>	<u>3</u>
Percent of classes within the program with a fee:	<u>30%</u>	<u>30%</u>

Purpose (Please provide a brief statement detailing the purpose of the tuition, including the anticipated expenditures of tuition revenue and benefits the tuition will provide students.)

The MS in Crime Analysis is an advanced degree program providing motivated students with knowledge, skills and abilities to assume positions of leadership and key management positions in the emerging field of crime analysis. This program will be offered both online and as a campus-based program. As one of the first graduate programs of its kind in the nation, this program will be at the forefront of providing a top-ranked education in crime analysis, as well as innovative research. The fee revenue will help to provide a quality experience through the expertise of faculty and working professionals who can convey both conceptual and pragmatic information to enrolled students. In addition to faculty expertise, the program fee will support course design, immersive simulation learning experiences, and access to software and other technological tools.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The fee will support:

- Specialized faculty expertise;
- Small sections for the capstone project course to provide a personalized learning experience;
- Innovative learning opportunities such as site visits and simulation learning experiences;
- Instructional design and use of additional technology tools to enhance the learning experience;
- Marketing and recruitment to attract competitive students to the program;
- 17% set aside for financial aid.

The fee revenue will cover a portion of the costs to offer the program.

Student Consultation (Please describe the method and outcomes of student consultation)

In January 2021, a survey was sent to current online graduate students and prospective online students in undergraduate programs in the School of Criminology and Criminal Justice. Surveys were distributed to 175 current students and 1,199 prospective students. Current and prospective students were asked a series of questions about their views on online vs. in-person course delivery, attitudes about fees, and where best to target the funds raised from fees. The response rate for each group was approximately 9% for current students and 8.3% for prospective students. The graduate students were predictably opposed to raising fees, but supported using fees to improve program quality such as by offering more elective course, hiring more advisors, and improving course design. Generally, more electives and more effective course content were noted as high priorities, and in both cases, both graduate and undergraduate students were about evenly divided on support for program fees.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Arizona State University	M.S in Crime Analysis	\$ 14,408	\$ 26,232	\$ 11,782
Michigan State University	M.S. Law Enforcement Intelligence & Analysis	14,144.00	27,792.00	22,350.00
George Washington University	M.S. Crime Scene Investigations	31,824.00	31,824.00	
Boston University	M.S. in Criminal Justice	56,854.00	56,854.00	
Northeastern University	M.S. Criminology & Criminal Justic	32,354.00	32,354.00	32,354.00
University of California-Irvine	M. Adv Study in Criminology, Law & Socie			14,901.00

BUDGET

Financial Aid Set Aside (FSA) Amount: 0.0%

Proposed Annual Revenue

Program Fee	\$	\$ 1,800.00
Number of Students	#	\$ 25
Total Revenue	=	\$ 45,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 0.00
Administrative Service Charge	\$	\$ 2,875.00
FASA	\$	\$ 7,650.00
Instructional support	\$	\$ 22,175.00
Site visits	\$	\$ 2,300.00
Marketing/recruitment	\$	\$ 2,000.00
College and operating support	\$	\$ 8,000.00
	\$	
	\$	
Total Program Costs	=	\$ 45,000.00



PROGRAM FEE REQUEST - NEW

University: Arizona State University

College/School: Watts College of Public Service & Community Solutions

Department: _____

Program: MA in Policy Advocacy (Online)

Both
 Graduate
 Undergraduate

Resident:	\$ 100	/credit		Effective Date:	Fall	2021
	Proposed Fee			(this field you may enter other option just by typing it in box)		

Non-Resident:	\$ 100	/credit		Effective Date:	Fall	2021
	Proposed Fee			(this field you may enter other option just by typing it in box)		

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable Differential Tuition:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>1</u>	<u>1</u>
Percent of classes within the program with a fee:	<u>10%</u>	<u>10%</u>

Purpose (Please provide a brief statement detailing the purpose of the tuition, including the anticipated expenditures of tuition revenue and benefits the tuition will provide students.)

The MA in Policy Advocacy will be offered through ASU Online and provides students with the expertise and knowledge required to navigate the legal, communication, political and policy landscapes of policy advocacy work. To provide a quality experience, the expertise of faculty and working professionals is needed to convey both conceptual and pragmatic information to students. This fee will support online course development and program delivery, student services, and technology to support the innovative curriculum.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

- The fee revenue will support:
- Faculty who will create unique learning opportunities in the online format and provide additional professional development opportunities (extra-curricular learning options);
 - Smaller sections of the capstone project course to support experiential learning;
 - Instructional design and additional technology tools to enhance the online learning experience;
 - Administrative and student support services;
 - Marketing and recruitment to attract competitive students to the program; and
 - 17% set aside for financial aid.

The fee revenue will cover a portion of the costs to offer the program.

Student Consultation (Please describe the method and outcomes of student consultation)

Current students in Watts College online professional programs, with similar foci to the proposed degree, and prospective students in undergraduate programs in the School of Public Affairs and the School of Social Work were surveyed in January 2021. Surveys were distributed to 1,094 current students and 624 prospective students. These students were asked a series of questions about their views of online vs. in-person course delivery, attitudes about fees, and where best to target the funds raised from fees. The response rate for each group was approximately 12% for current students and 19% for prospective students. Both graduate and undergraduate students were about evenly split on preferences for mode of instructional delivery, with more electives, more effective course content, and more resources such as advising noted as high priorities. In both cases, current and prospective students were about evenly divided on support for program fees.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Arizona State University	MA Policy Advocacy (proposed)			\$ 11,782
Georgetown University	MA - Educational Transformation (Advocacy and Policy)	51,404.00	51,404.00	
New York University	Master of Public Administration (Advocacy and Political Action)	37,018.00	37,018.00	
Montclair State University	MA - Child Advocacy and Policy	12,410.00	12,410.00	14,960.00
Metropolitan State University	Masters in Advocacy and Political Leadership	9,147.20	17,552.60	10,952.80
Johns Hopkins University	Graduate certificate - Public Health Advocacy	21,546.00	21,546.00	
Georgetown University	Graduate certificate - Community Advocacy	31,770.00	31,770.00	
University of Southern California	Graduate certificate - Public Policy Advocacy	34,368.00	34,368.00	
Albany Law School	MS - Government Affairs and Advocacy	20,250.00	20,250.00	
American University	MA - Strategic Communication (Advocacy and Social Impact)			27,180.00

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee	\$	\$ 1,800.00
Number of Students	#	\$ 20
Total Revenue	=	\$ 36,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 6,120.00
Administrative Service Charge	\$	\$ 2,380.00
Instruction and student services	\$	\$ 22,000.00
Technology and operating	\$	\$ 5,500.00
	\$	
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 36,000.00



PROGRAM FEE REQUEST - NEW

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

Department: Dean's Office Program: Graduate Certificate in Marketing (Online)

Both Graduate Undergraduate

Resident: \$ 375 /credit Proposed Fee Effective Date: Fall 2021
 (this field you may enter other option just by typing it in box)

Non-Resident: \$ 375 /credit Proposed Fee Effective Date: Fall 2021
 (this field you may enter other option just by typing it in box)

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable Differential Tuition:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the tuition, including the anticipated expenditures of tuition revenue and benefits the tuition will provide students.)

The Graduate Certificate in Marketing focuses on enhancing students' understanding of marketing and customer experience management by offering a portfolio of courses focused on key relevant topics including digital marketing, creating digital experiences and excelling at customer experience management. This certificate will be valuable for individuals who have earned a four year degree in business or outside of business, with at least some relevant work experience, who want to advance their understanding and skills related to marketing and customer experience management to further their careers. Students will benefit from an innovative online curriculum, engaging student experiences, and enhanced career services

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The fee revenue will support three general areas:
 Technology - appropriate hardware and software will be needed to ensure strong delivery of on-line course material
 Curriculum innovation – innovations in teaching excellence made possible by investments in faculty and faculty development
 Student experience and support – appropriate levels of student support staff; creating engaging student experiences involving industry specialists and experiential learning opportunities; enhanced career services with workshops augmented by digital resources

17% of the fee revenue will be set aside for financial aid.

The fee revenue will cover a portion of the costs to offer the program.

Student Consultation (Please describe the method and outcomes of student consultation)

Thirty-seven full-time MBA students who are concentrating in Marketing were invited to participate in a focus group. Six students participated, including both the student president and vice-president of the Strategic Marketing Club. The Marketing department chair, Dr. Douglas Olsen, provided information related to the purpose and course content of the proposed certificate. Assuming that appropriate quality parameters were in place, 100% of the students agreed that the program cost seems reasonable. They stressed that the program would benefit from experiential learning. These elements are unquestionably part of the proposed certificate, and will be underscored in courses offered.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Arizona State University	Online Marketing Certificate			\$ 13,978
University of Southern California	Graduate Cert in Marketing	33,000.00	33,000.00	
Colorado State University	Graduate Cert in Marketing Management			8,982.00
Boston University	Global Marketing Management Grad Cert	15,060.00	15,060.00	15,060.00
Penn State University	Graduate Cert in Marketing Analytics	12,552.00	12,552.00	12,552.00
Northeastern University	Graduate Certificate in Digital Marketing	19,680.00	196,860.00	19,680.00
Harvard Extension School	Graduate Certificate in Digital Marketing	11,600.00	11,600.00	11,600.00

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee	\$	\$ 5,626.00
Number of Students	#	\$ 20
Total Revenue	=	\$ 112,520.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 19,128.40
Administrative Service Charge	\$	\$ 7,940.00
Faculty Development, Curriculum Dev & Deliv	\$	\$ 28,130.00
Student and career services	\$	\$ 18,880.00
Operating and Technology expenses	\$	\$ 22,500.00
Recruitment and marketing	\$	\$ 15,941.60
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 112,520.00



PROGRAM FEE REQUEST - NEW

University: Arizona State University College/School: W. P. Carey School of Business
 Department: Dean's Office Program: Graduate Certificate in Real Estate

Both
 Graduate
 Undergraduate

Resident: \$ 375 /credit Effective Date: Fall 2021
(this field you may enter other option just by typing it in box)
 Proposed Fee

Non-Resident: \$ 375 /credit Effective Date: Fall 2021
(this field you may enter other option just by typing it in box)
 Proposed Fee

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable Differential Tuition:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the tuition, including the anticipated expenditures of tuition revenue and benefits the tuition will provide students.)

The Graduate Certificate in Real Estate encompasses all aspects of the business of real estate that are not covered in related disciplines such as architecture, construction, design, and urban planning and has been requested frequently by students in those courses of study. This certificate is focused on providing this additional opportunity for existing ASU degree-seeking students. This certificate will provide graduate students from other programs a way to enhance and supplement the work students perform in their specific programs. In addition, this certificate will allow students the ability to expand their scope of knowledge and skills to become more attractive to employers in their specific fields.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

- The fee revenue will be used to support:
- Technology,
 - Student services,
 - Classroom innovation,
 - Faculty and faculty development, and
 - 17% of the fee revenue will be set aside for financial aid.

This support will provide improved resources and guidance to students, enhanced research software, opportunity to attend the local Field Study tour, and enhanced career workshops augmented by digital resources.

The fee will cover a portion of the costs to offer the program.

Student Consultation (Please describe the method and outcomes of student consultation)

A meeting was held with the current Master of Real Estate Development (MRED) students to discuss the purpose and curriculum for the Real Estate Graduate Certificate. There were 24 students in attendance. The MRED program is a partnership between W. P. Carey, Sandra Day O'Connor College of Law, the Herberger Institute for Design in the Arts, and the Del E. Webb School of Construction. Current MRED students have backgrounds similar to those that will be served by this certificate program, including Construction Management/Science, Environmental Design, Architectural Studies, Urban Planning, and Public Administration. Of the students who participated in the discussion, 21 or 87.5% of students expressed support for the new program and proposed fee.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Arizona State University	Graduate Certificate in Real Estate	\$ 18,233	\$ 27,441	
Fordham University	Advanced Graduate Certificates in Real Estate Finance, Construction Mgmt, and Property Management	20,775.00	20,775.00	20,775.00
University of Arizona	Graduate Certificates in Real Estate Analysis, Real Estate Finance and Real Estate Practice	11,319.00	22,455.12	10,306.00
American University	Graduate Certificate in Real Estate	20,208.00	20,208.00	
Portland State Univ	Graduate Certificate in Real Estate Development	11,475.00	17,150.00	17,150.00
University of Texas at San Antonio	Graduate Certificate in Real Estate Finance and Development	5,508.00	17,100.00	17,100.00
Baruch College	Graduate Online Certificate in Real Estate Finance			5,100.00
University of Cincinnati	Real Estate Graduate Certificate	11,520.00	11,520.00	
Drexel University	Graduate Certificate in Real Estate	24,174.00	24,174.00	24,174.00

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee	\$	\$ 6,000.00
Number of Students	#	\$ 5
Total Revenue	=	\$ 30,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 5,100.00
Administrative Service Charge	\$	
Career & Student Services	\$	\$ 8,400.00
Facilities, Technology, & Operations	\$	\$ 9,000.00
Faculty Development, Curriculum Dev & Deliv	\$	\$ 7,500.00
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 30,000.00



PROGRAM FEE REQUEST - CHANGE TO EXISTING

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

Department: W. P. Carey School of Business Program: Master of Accountancy

Both
 Graduate
 Undergraduate

Resident:
 \$ 7,500 /semester
 \$ 8,500 /semester
 Effective Date: Fall
 2021
(this field you may enter other option just by typing it in box)

Non-Resident:
\$ 7,500 /semester
 \$ 8,500 /semester
 Effective Date: Fall
 2021
(this field you may enter other option just by typing it in box)

Program Fee History:		Most Recent Date & Change to fee (Date/Amount)	
Resident:			
Date Fee Established	<u>Fall</u> <u>1997</u>	and original amount <u>\$ 3,500</u>	<u>Fall</u> <u>2018</u> <u>\$ 7,500</u>
			<small>Most Recent Date & Change to fee (Date/Amount)</small>
Non-Resident:			
Date Fee Established	<u>Fall</u> <u>1997</u>	and original amount <u>\$ 3,500</u>	<u>Fall</u> <u>2018</u> <u>\$ 7,500</u>

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable differential tuition amount:	_____	_____
Number of classes within the program with a fee:	_____	_____
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The Master of Accountancy (MACC) program prepares students to excel in highly competitive industries. The MACC delivers in-depth knowledge of advanced accounting challenges and equips students to provide specialized advisory services. Students in the program will benefit from a high level of career services, as nearly 100 percent of domestic graduates are employed within 90 days of graduation and successfully completes requirements for the CPA exam and licensure in Arizona and California. Substantial improvements will be made to this program for Fall 2021. The program will now have more and improved data analytics coverage, will include explicit preparation for the CPA Exam, and will allow students more flexibility in tailoring their coursework.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The fee revenue will support:

- A dedicated career placement service, with networking opportunities to ensure the best placement outcomes for the students;
- Student services, advisory and technology staff;
- Investments in faculty, technology, and facilities;
- Designated financial aid counselors that provide a full-range of financial aid knowledge and assistance. This improves access and ensures that the program attracts highly qualified applicants; and
- 17% of the program fee is set-aside for scholarship support.

The fee revenue covers of portion of the costs to offer the program.

Student Consultation (Please describe the method and outcomes of student consultation)

Student feedback on the proposed fee increase was solicited via a focus group of current MACC students, moderated by the faculty director and School of Accountancy clinical professor, Dr. Philip Drake. During the session, Dr. Drake provided updates on the improvements to the program, including the curricular enhancements and the partnership with a professional provider for exam preparation. A total of 41 students were invited and 38 students attended this session via Zoom; 36 (95%) students were supportive of the the proposed fee increase. The students were overwhelming supportive of the CPA focus initiatives as well as the other proposed improvements.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Arizona State University	Master of Accountancy	\$ 27,608	\$ 47,288	
University of Arizona	Master of Accounting	24,544.00	44,894.00	30,052.00
University of California, Irvine	Master of Professional Accountancy	23,460.00	47,610.00	
University of Southern California	Master of Accounting	61,723.00	61,723.00	
University of Illinois	Master of Science in Accounting	39,100.00	39,100.00	27,200.00
University of Michigan	Master of Accounting	49,000.00	54,000.00	
Ohio State University	Master of Accounting	32,883.00	57,599.00	
Brigham Young University	Master of Accountancy - Professional	27,720.00	27,720.00	
University of Utah	Master of Accounting	29,100.00	54,210.00	
University of Texas, Austin	Traditional Master in Professional Accounting	40,302.00	64,849.00	
University of New Mexico	Master of Accounting	16,760.00	37,405.00	
University of North Carolina - Chapel Hill	Master of Accounting	45,472.00	66,444.00	69,425.00
University of Washington	Master of Professional Accounting	21,999.00	27,300.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee Amount	\$	\$ 17,000.00
Number of Students	#	\$ 100
Total Revenue	=	\$ 1,700,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 289,000.00
Administrative Service Charge	\$	
Admissions, Career & Student Services	\$	\$ 476,000.00
Facilities, Technology Marketing & Operations	\$	\$ 510,000.00
Faculty Development, Curriculum Dev & Delivery	\$	\$ 425,000.00
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 1,700,000.00



PROGRAM FEE REQUEST - CHANGE TO EXISTING

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

Department: W. P. Carey School of Business Program: Master of Taxation

Both
 Graduate
 Undergraduate
 Upper Division
 Choose One Option

Resident:
 \$ 7,500 /semester
 \$ 8,500 /semester
 Effective Date: Fall
 2021
Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Non-Resident:
\$ 7,500 /semester
 \$ 8,500 /semester
 Effective Date: Fall
 2021
Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Program Fee History:		Most Recent Date & Change to fee (Date/Amount)
Resident:		
Date Fee Established	<u>Fall</u> <u>1997</u> and original amount <u>\$ 3,500</u>	<u>Fall</u> <u>2018</u> <u>\$ 7,500</u>
		<small>Most Recent Date & Change to fee (Date/Amount)</small>
Non-Resident:		
Date Fee Established	<u>Fall</u> <u>1997</u> and original amount <u>\$ 3,500</u>	<u>Fall</u> <u>2018</u> <u>\$ 7,500</u>

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable differential tuition amount:	<u> </u>	<u> </u>
Number of classes within the program with a fee:	<u> </u>	<u> </u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The Master of Taxation (MTax) program prepares students to excel in highly competitive industries. The MTax program equips students to provide tax and business advice and administer tax laws, as well as delivers in-depth knowledge of advanced accounting challenges related to taxation. Students in the program will benefit from a high level of career services, as nearly 100 percent of domestic graduates are employed within 90 days of graduation and successfully completes requirements for the CPA exam and licensure in Arizona and California. Substantial improvements will be made to this program for Fall 2021. The program will now have more and improved data analytics coverage, will include explicit preparation for the CPA Exam, and will allow students more flexibility in tailoring their coursework. T

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

- The fee revenue will support:
- A dedicated career placement service, with networking opportunities to ensure the best placement outcomes for the students;
 - Student services, advisory and technology staff;
 - Investments in faculty, technology, and facilities;
 - Designated financial aid counselors that provide a full-range of financial aid knowledge and assistance. This improves access and ensures that the program attracts highly qualified applicants; and
 - 17% of the program fee is set-aside for scholarship support.

The fee revenue covers of portion of the costs to offer the program.

Student Consultation (Please describe the method and outcomes of student consultation)

Student feedback on the proposed fee increase was solicited via a focus group of the current MTAX students, moderated by the faculty director and School of Accountancy clinical professor, Dr. Philip Drake. During the session, Dr. Drake provided updates on the improvements to the program, including the curricular enhancements, partnership with a professional provider for exam preparation. 24 students attended this session via Zoom and were supportive of the the proposed fee increase.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Arizona State University	Master of Taxation	\$ 27,608	\$ 47,288	
Brigham Young University	Master of Accountancy - Tax	27,720.00	27,720.00	
University of Southern California	Master of Business Taxation	61,723.00	61,723.00	
University of Utah	Master of Accounting, Tax Track	29,100.00	54,210.00	
University of California, Irvine	Master of Professional Accountancy, Tax Track	47,610.00	47,610.00	
University of Arizona	Master of Accounting, Taxation	24,544.00	44,898.00	
University of Texas, Austin	Traditional Master in Professional Accounting	40,302.00	64,849.00	
University of New Mexico	Master of Accounting	16,760.00	37,405.00	
University of North Carolina - Chapel Hill	Master of Accounting	45,472.00	66,444.00	69,425.00
University of Minnesota Twin Cities	Master of Business Taxation	43,000.00	43,000.00	
University of Maryland College Park	Master of Science in Accounting, Tax Track	48,483.00	61,472.00	
University of Washington Seattle	Master of Science in Tax	25,000.00	27,381.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 17.0%

Proposed Annual Revenue

Program Fee Amount	\$	\$ 17,000.00
Number of Students	#	\$ 35
Total Revenue	=	\$ 595,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 101,150.00
Administrative Service Charge	\$	
Admissions, Career and Student Services	\$	\$ 166,600.00
Facilities, Technology, Marketing & Operations	\$	\$ 178,500.00
Faculty Development, Curriculum Dev & Delivery	\$	\$ 148,750.00
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 595,000.00



MANDATORY FEE REQUEST - CHANGE TO EXISTING

University: Arizona State University College/School: _____
 Department: Student Services Program: Undergraduate Student Programs Fee
 Both Graduate Undergraduate Both Choose One Option

\$ 30 /semester \$ 35 /semester Effective Date of Change: Fall 2021
 Current Fee Proposed Fee (this field you may enter other option just by typing it in box)

Other Fee History:
 Date Established Fall 2008 and original amount \$ 25
 Most Recent Date and Change to fee (Date/Amount) Fall 2016 \$ 30

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

Currently, undergraduate students pay \$30/semester to support a range of programming initiatives, clubs and organizations.

With the addition of hundreds of new clubs, sports clubs, events, and cultural celebrations, students in Undergraduate Student Government will use the incremental fee revenue to support the increased demand for student engagement programs. This includes funding to support large scale programming initiatives, cultural programming, student clubs and organizations, events, and activities.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The incremental annual revenue generated by this \$5/semester increase will be utilized to support increased levels of student engagement, student population growth, and the increased demand for a diverse range of student programming. Program priorities include funding clubs and organizations and large scale events that bring together the Sun Devil student community.

Student Consultation (Please describe the method and outcomes of student consultation)

Undergraduate Student Government leaders and their Senate representatives sought feedback regarding the potential need for a fee increase from their constituents beginning in the Fall 2019 semester. In an All Senate Meeting held November 2019, the Senate proposed the fee increase and discussed the various amounts of a potential fee increase. They advanced these conversations into the Spring 2020 semester. Through various conversations and meetings, they debated the need to provide greater support to ASU clubs and organizations and to fund large-scale programming efforts that bring together the Sun Devil community and help students feel connected. Student leaders worked together to create a list of student initiatives this fee increase would support. The final meeting was held on February 20, 2020. With the support of their Senates, the majority of USG Senate Presidents and USG Student Body Presidents voted to advance a \$5 increase per semester. Note: In Spring 2020, Undergraduate Student Government recommended that the fee be deferred to Fall 2021 due to the public health crisis and ensuing financial uncertainty. Current Undergraduate Student Government was consulted to garner additional input for moving forward with a Fall 2021 implementation.

Proposed Annual Revenue

Other Fee Amount	\$	\$ 10.00
Number of Students	#	60,000
Total Revenue	=	\$ 600,000.00

Proposed Annual Expenditures

Administrative Service Charge	\$	\$ 51,000.00
Programming Support for clubs and organizations	\$	\$ 549,000.00
	\$	
	\$	
Total Expenditures	=	\$ 600,000.00

ASU EXISTING DIFFERENTIAL TUITION and PROGRAM FEES SUMMARY

DATE ESTABLISHED	COLLEGE/ SCHOOL	PROGRAM	GR/UNDER	AMOUNT	EST. ANNUAL REVENUE \$ 20-21
COLLEGE FEES					
December 2007	Journalism	Cronkite Graduate Programs	Graduate	\$1,000/semester	205,000.00
April 2013	Law	Juris Doctorate	Graduate	\$7,725 (Resident) \$7,507 (Non-resident)	11,964,000.00
PROGRAM FEES					
DATE ESTABLISHED	COLLEGE/ SCHOOL	PROGRAM	GR/UNDER	AMOUNT	EST. ANNUAL REVENUE \$ 20-21
April 2011	Business	Master of Real Estate Development	Graduate	\$13,125/semester	682,500.00
April 2018	Business	MS Taxation MS Accountancy	Graduate	\$7,500/semester	1,779,000.00
April 2005	Business	Non-majors enrolled in business courses	Graduate	\$500/credit	16,500.00
April 2017	Business	Non-majors Taking Masters in Management Online Courses	Graduate	\$70/Credit (Online)	16,500.00
March 2006	Business	W.P. Carey MBA: Corporate	Graduate	\$1,104/credit	0.00
April 2011	Business	W.P. Carey MBA: Evening W.P. Carey MBA: Full-time W.P. Carey MBA: Online	Graduate	\$677/credit - \$16,250/year \$17,000/year \$704/credit - \$16,250/year	10,132,700.00
April 2011	Business	W.P. Carey MBA: Executive	Graduate	\$14,750/semester	1,777,300.00
April 2013	Business	Master Business Analytics	Graduate	\$10,500/semester	2,355,700.00
April 2014	Business	Master Business Analytics - Online	Graduate	\$800/credit - \$12,000/semester	960,400.00
April 2018	Business	Master Finance	Graduate	\$12,500/semester	1,700,000.00
April 2014	Business	Master Global Logistics	Graduate	\$11,000/semester	1,056,000.00
December 2008	Business	Master in Management	Graduate	\$417/credit - \$7,500/semester	0
April 2011	Business	Master Science Information Management-Online	Graduate	\$508/credit	0
April 2011	Business	Master Science Information Management-Tempe	Graduate	\$6,100/semester	360,000.00
April 2019	Business	Supply Chain Management - Online	Graduate	\$11,000/semester	121,300.00
April 2011	Design and the Arts	Master of Architecture	Graduate	\$2,425/semester	611,300.00
December 2008	Design and the Arts	Master of Healthcare Environmental Design	Graduate	\$2,500/semester	0.00
April 2011	Design and the Arts	Master of Industrial Design	Graduate	\$2,425/semester	180,000.00
April 2011	Design and the Arts	Master of Interior Architecture	Graduate	\$2,425/semester	132,000.00
April 2011	Design and the Arts	Master of Landscape Architecture	Graduate	\$2,425/semester	43,400.00
April 2011	Design and the Arts	Master of Urban Design	Graduate	\$2,425/semester	0.00
April 2011	Design and the Arts	Master of Visual Communication Design	Graduate	\$2,425/semester	123,800.00
March 2006	Design and the Arts	Master Science Design	Graduate	\$500/semester	10,700.00
March 2006	Design and the Arts	MS Building Design (Built Environment)	Graduate	\$1,625/semester	6,100.00
April 2019	Design and the Arts	MS in Innovation and Venture Development	Graduate	\$270/credit - \$4,000/semester	260,000.00
April 2013	Design and the Arts	Master of Arts	Graduate	\$400/semester	284,800.00
April 2004	Engineering	Engineering Graduate programs - Online ASU Managed	Graduate	\$402/credit	2,805,500.00
April 2005	Engineering	Engr Graduate Programs, except online	Graduate	\$450/semester	2,667,600.00
April 2005	Engineering	Engr Graduate Programs, Online - PRS Managed	Graduate	\$1,300/semester (Online - PRS Managed)	128,700.00
March 2010	Engineering	MS in Engineering Entrepreneurship & Innovation	Graduate	\$1,250/credit	0.00
May 2015	Engineering	MS Software Engineering	Graduate	\$450/semester	0.00
April 2013	Engineering	MS Supply Chain Mgt & Eng	Graduate	\$6,250/semester	0.00
March 2010	Engineering	PSM in Solar Energy and Commercialization	Graduate	\$500/credit	21,000.00
December 2008	Engineering	PSM Science, Engineering, and Technology Management	Graduate	\$500/credit	0.00
December 2008	Future of Innovation in Society	Masters of Science and Technology Policy	Graduate	\$250/credit	0.00
December 2008	Graduate College	MS Translational Neuroscience	Graduate	\$250/credit	0.00
May 2015	Health Solutions	ASU Dietetic Internship Program	Graduate	\$1,000/semester	9,000.00
April 2019	Health Solutions	Audiology Assistant Certificate	Graduate	\$250/semester	0.00
April 2018	Health Solutions	Auditory and Language Neuroscience MS	Graduate	\$500/semester	16,500.00
April 2014	Health Solutions	Biomedical Diagnostics	Graduate	\$225/credit - \$2,000/semester \$222/credit (Online)	258,300.00
April 2017	Health Solutions	Communication Sciences & Disorders Certificate (Post-Bacc)	Undergraduate	\$125/credit	49,200.00
December 2008	Health Solutions	DBH Behavioral Health	Graduate	\$5,000/semester	2,302,100.00
March 2010	Health Solutions	Doctorate in Audiology	Graduate	\$1,200/semester	99,000.00
April 2017	Health Solutions	Health Care Delivery Certificate	Graduate	\$350/credit (Online)	2,100.00
April 2017	Health Solutions	Integrated Behavioral Health (Clinical and Management Tracks) Certificate	Graduate	\$556/credit (Online)	16,600.00
March 2010	Health Solutions	Master of Advanced Study in Health Informatics	Graduate	\$350/credit (Online)	471,700.00
April 2016	Health Solutions	Master of Integrated Health Care	Graduate	\$2,000/semester	0.00
April 2018	Health Solutions	Master of International Health Management	Graduate	\$272/credit (Online)	124,576.00
April 2016	Health Solutions	Master of Science in Biomedical Informatics	Graduate	\$2,000/semester	67,300.00
March 2010	Health Solutions	Master of Science in Communications Disorders	Graduate	\$800/semester	147,000.00
April 2018	Health Solutions	Medical Nutrition MS	Graduate	\$222/credit and \$2,000/semester (Online)	350,300.00
April 2017	Health Solutions	MS Biomechanics	Graduate	\$1,600/semester	0.00
April 2012	Health Solutions	MS Healthcare Delivery	Graduate	\$2500/semester	714,000.00
April 2018	Health Solutions	Multicultural Multilingual Communication Certificate	Graduate	\$300/semester	3,000.00
April 2018	Health Solutions	Science of Health Care Delivery Certificate	Graduate	\$350/credit	0.00
April 2014	Health Solutions	SNHP Graduate	Graduate	\$500/semester \$180/credit (Online)	225,100.00
March 2010	Health Solutions	Speech - Language Pathology Assistant Certificate	Graduate	\$250/credit	7,500.00
March 2010	Honors College	Barrett Honors College Fee	Undergraduate	\$1000/semester	13,583,600.00
April 2011	Integrative Sciences and Arts	MS Counseling	Graduate	\$300/semester	488,700.00
April 2019	Integrative Sciences and Arts	MS Organizational Leadership - Immersion	Graduate	\$160/Credit	57,100.00
April 2019	Integrative Sciences and Arts	MS Organizational Leadership - Online	Graduate	\$160/Credit	295,100.00
April 2018	Integrative Sciences and Arts	MS Technical Communication (LSTCCMMS) Online	Graduate	\$25/Credit (Online)	13,800.00
April 2018	Journalism	Graduate Certificate Digital Audiences	Graduate	\$100/credit (Online)	30,300.00
April 2018	Journalism	Master of Science Digital Audience Strategy	Graduate	\$100/credit (Online)	501,400.00
April 2014	Law	Master of Laws (MLS) Online	Graduate	\$558/credit	4,629,000.00
April 2012	Law	Master of Laws LLM	Graduate	\$8,375/semester	217,200.00
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 \$1,014/credit resident \$1,200/credit non-resident	1,026,125.00
May 2015	Law	MLS Sports Law Business	Graduate		401,400.00
April 2018	Liberal Arts & Sciences	Applied Prevention Science Graduate Certificate	Graduate	\$137/credit (Online)	77,000.00
April 2018	Liberal Arts & Sciences	Graduate Certificate in Addiction and Substance Use Related Disorders	Graduate	\$100/credit (Online)	74,300.00
April 2019	Liberal Arts & Sciences	International Affairs and Leadership	Graduate	\$278/credit	0.00
April 2017	Liberal Arts & Sciences	M. in Teaching English to Speakers of Other Languages	Graduate	\$225/Credit (Online)	185,100.00
April 2017	Liberal Arts & Sciences	M.A. in Communication - Online	Graduate	\$87/Credit (Online)	332,400.00
April 2017	Liberal Arts & Sciences	M.A. in English	Graduate	\$70/Credit (Online)	229,800.00
April 2017	Liberal Arts & Sciences	M.A. in Global Security	Graduate	\$250/Credit (Online)	564,900.00
December 2008	Liberal Arts & Sciences	MA Applied Ethics & the Professions	Graduate	\$350/credit hour (\$10,500 for 30 credits executive track)	0.00
April 2016	Liberal Arts & Sciences	MA History - Online	Graduate	\$40/credit (Online)	116,900.00
April 2019	Liberal Arts & Sciences	MA in Political Psychology - Online	Graduate	\$100/credit	97,700.00
April 2018	Liberal Arts & Sciences	MA Indigenous Education	Graduate	\$40/credit (Online)	15,700.00
December 2008	Liberal Arts & Sciences	MAS American Media and Popular Culture	Graduate	\$250/course	48,700.00
April 2004	Liberal Arts & Sciences	MAS Geographical Information Systems	Graduate	\$400/credit	187,200.00
December 2007	Liberal Arts & Sciences	MAS Infant Family Practice	Graduate	\$300/credit	0.00
December 2007	Liberal Arts & Sciences	MAS Marriage and Family Therapy	Graduate	\$475/credit	299,700.00
April 2011	Liberal Arts & Sciences	MAS Transborder Studies	Graduate	\$250/credit	0.00
December 2008	Liberal Arts & Sciences	Master of Advanced Study in Screenwriting	Graduate	\$250/semester	0.00
May 2015	Liberal Arts & Sciences	Master of Applied Behavioral Analysis	Graduate	\$2,500/semester	269,400.00
April 2018	Liberal Arts & Sciences	Master of Arts, World War II Studies	Graduate	\$120/credit (Online)	266,100.00
April 2005	Liberal Arts & Sciences	Master of Liberal Studies	Graduate	\$200/credit	175,000.00
April 2011	Liberal Arts & Sciences	Master of Urban & Environmental Planning	Graduate	\$1,250/semester	179,300.00
December 2007	Liberal Arts & Sciences	MS Biochemistry	Graduate	\$300/semester	2,700.00
April 2018	Liberal Arts & Sciences	MS Global Health	Graduate	\$125/credit (Online)	0.00
April 2011	Liberal Arts & Sciences	PSM Nanotechnology	Graduate	\$1,000/semester FT and \$500/semester PT	1,500.00
April 2019	New Interdis Arts & Sciences	MS Biological Data Science	Graduate	\$240/Credit	58,300.00

ASU EXISTING DIFFERENTIAL TUITION and PROGRAM FEES SUMMARY

DATE ESTABLISHED	COLLEGE/ SCHOOL	PROGRAM	GR/UNDER	AMOUNT	EST. ANNUAL REVENUE \$ 20-21
April 2017	New Interdis Arts & Sciences	MS Forensic Psychology	Graduate	\$100/credit (Online)	902,300.00
April 2019	New Interdis Arts & Sciences	MS Forensic Science	Graduate	\$100/credit (Online)	157,600.00
March 2010	New Interdis Arts & Sciences	MS Psychology	Graduate	\$31/credit \$100/credit (Online)	564,700.00
April 2019	New Interdis Arts & Sciences	Social Justice and Human Rights	Graduate	\$100/credit (Online)	116,200.00
December 2007	Nursing and Health	Doctor of Nursing Practice	Graduate	\$2,500/semester	1,091,400.00
December 2007	Nursing and Health	Master of Healthcare Innovation	Graduate	\$2,000/semester	336,700.00
March 2010	Nursing and Health	Master of Public Health	Graduate	\$2,500/semester	0.00
December 2007	Nursing and Health	MS Clinical Research Management	Graduate	\$250/credit (maximum \$2,000)	427,800.00
April 2005	Nursing and Health	MS Nursing	Graduate	\$750/semester	49,300.00
April 2005	Nursing and Health	MS Aging	Graduate	\$84/credit (maximum \$750) (Online)	6,300.00
April 2019	Nursing and Health	MS Nursing Entry to Practice	Graduate	\$306/credit and \$2750/semester	397,200.00
December 2007	Nursing and Health	Nursing Graduate Certificates	Graduate	\$250/credit (maximum \$2,000)	50,500.00
December 2007	Nursing and Health	PhD in Nursing and Healthcare Innovation	Graduate	\$2,000/semester	101,400.00
March 2010	Nursing and Health	Second Degree Students Pursing BSN	Undergraduate	\$5,500/semester	660,000.00
April 2011	Public Serv and Comm Sol	Cert in NP Leadership Mgt Comm Research/Development	Graduate	\$300/semester	1,800.00
December 2008	Public Serv and Comm Sol	Certificate in Trauma and Bereavement	Graduate	\$500 one time fee	0.00
April 2016	Public Serv and Comm Sol	Executive Master of Public Administration	Graduate	\$530/credit and \$3,180/semester	57,200.00
April 2017	Public Serv and Comm Sol	M.A. in Criminal Justice	Graduate	\$100/credit (Online)	266,600.00
April 2019	Public Serv and Comm Sol	MA Emergency Management & Homeland Security	Graduate	\$150/credit	0.00
April 2014	Public Serv and Comm Sol	MA Emergency Management & Homeland Security - Online	Graduate	\$100/credit (Online)	547,000.00
April 2011	Public Serv and Comm Sol	Master NonProfit Std Comm Resources/Development	Graduate	\$350/semester	84,400.00
April 2017	Public Serv and Comm Sol	Master of NP Leadership Mgt - Online	Graduate	\$100/credit (Online)	26,100.00
April 2011	Public Serv and Comm Sol	Master of Public Administration	Graduate	\$1,667/semester \$5,000 Max	319,700.00
April 2011	Public Serv and Comm Sol	Master of Public Policy	Graduate	\$1,667/semester \$5,000 Max	125,300.00
April 2016	Public Serv and Comm Sol	Master of Public Safety Leadership and Administration	Graduate	\$660/semester \$100/credit (Online)	143,900.00
March 2010	Public Serv and Comm Sol	Master of Social Work	Graduate	\$650/semester \$200/credit (Online)	3,979,000.00
April 2017	Public Serv and Comm Sol	Master of Sustainable Tourism	Graduate	\$25/credit (Online)	15,800.00
April 2018	Public Serv and Comm Sol	MS Program Evaluation & Data Analytics	Graduate	\$100/credit (Online)	89,000.00
Spring 2015	Global Futures	Biomimicry Certificate	Graduate	\$268/credit	18,700.00
Spring 2015	Global Futures	Biomimicry MS	Graduate	\$268/credit	200,400.00
April 2013	Global Futures	Executive MS in Sustainability Leadership	Graduate	\$419/credit (Reduced from \$20,000 for program)	172,200.00
April 2019	Global Futures	Graduate Certificate - Food Policy and Sustainability Leadership	Graduate	\$272/credit	40,700.00
April 2015	Global Futures	MS in Sustainability Leadership - Online	Graduate	\$208/credit	456,700.00
May 2020	Global Futures	MS in Sustainable Food Systems - Online	Graduate	\$255/credit	23,200.00
April 2016	Teachers College	Advanced Analytics in Higher Ed Cert	Graduate	\$63/credit (Online)	5,900.00
May 2015	Teachers College	EdD Leadership and Innovation - Online	Graduate	\$183/credit (Online)	427,100.00
December 2008	Teachers College	M.Ed. Curriculum & Instruction (Elementary, Early Childhood, Secondary)	Graduate	\$500/semester (maximum of \$1,000)	172,100.00
April 2013	Teachers College	M.Ed. Curriculum & Instruction (Elementary, Early Childhood, Secondary) - Online	Graduate	\$73/credit (Online)	2,944,300.00
April 2017	Teachers College	ME.d Educational Leadership	Graduate	\$42/credit	28,300.00
May 2015	Teachers College	ME.d Higher and Postsecondary Education	Graduate	\$700/semester	61,000.00
	Thunderbird	Executive Master of Arts in Global Affairs and Management	Graduate	\$2000/credit Inclusive of Tuition (60,000 Program Max - Combined Tuition and Program Fees)	557,000.00
May 2015	Thunderbird	Executive Master of Global Management	Graduate	\$2125/credit Inclusive of Tuition (85,000 Program Max - Combined Tuition and Program Fees)	1,005,400.00
May 2015	Thunderbird	Graduate Certificate (ASU)	Graduate	\$700/credit	0.00
May 2015	Thunderbird	Graduate Certificate (Non-ASU)	Graduate	\$1,000/credit	0.00
May 2015	Thunderbird	MA Global Affairs & Management	Graduate	\$1,333/credit Inclusive of Tuition (60,000 Program Max - Combined Tuition and Program Fees)	0.00
April 2018	Thunderbird	Master of Applied Leadership and Management	Graduate	\$1110/credit (Online) Inclusive of Tuition (33,300 Program Max - Combined Tuition and Program Fees)	2,209,300.00
April 2019	Thunderbird	Master of Global Leadership Strategy	Graduate	\$4167/credit Inclusive of Tuition (125,000 Program Max - Combined Tuition and Program Fees)	0.00
May 2015	Thunderbird	Master of Global Management, Full Time	Graduate	\$1,750/credit Inclusive of Tuition (70,000 Program Max - Combined Tuition and Program Fees)	5,892,200.00
May 2015	Thunderbird	Online Master of Global Management	Graduate	\$975/credit Inclusive of Tuition (42,000 Program Max - Combined Tuition and Program Fees)	148,500.00

UNDERGRADUATE COLLEGE FEES

DATE ESTABLISHED	COLLEGE/ SCHOOL	PROGRAM	GR/UNDER	AMOUNT	EST. ANNUAL REVENUE \$ 20-21
Apr-19	Integrative Sciences and Arts, New College of Interdisciplinary Arts and Sciences (Sciences), Future of Innovation in Society, Sustainability, The College (Humanities and Social Sciences), Public Serv and Comm	Undergraduate College Fee 2 - Immersion	Undergraduate	\$180/semester FT and \$15/credit PT (NonResident) \$105/semester FT and \$15/credit PT (Resident)	2,623,400.00
Apr-19	Health Solutions, Nursing, Design and The Arts	Undergraduate College Fee 3 - Immersion	Undergraduate	\$660/semester FT and \$55/credit PT (NonResident) \$385/semester FT and \$55/credit PT (Resident)	8,626,800.00
Apr-19	Engineering, The College (Sciences), Thunderbird, Journalism, Business	Undergraduate College Fee 4 - Immersion	Undergraduate	\$900/semester FT and \$75/credit PT (NonResident) \$525/semester FT and \$75/credit PT (Resident)	43,465,200.00
May-20	Nursing BSN and Non-degree	Undergraduate College Fee 1 Online	Undergraduate	\$20/credit	393,800.00
May-20	Integrative Sciences and Arts (Humanities and Social Sciences), University College (Humanities and Social Sciences) The College (Humanities and Social Sciences), Design and The Arts, New College of Interdisciplinary Arts and Sciences (Humanities and Social Sciences)	Undergraduate College Fee 2 - Online	Undergraduate	\$40/credit	13,289,200.00
May-20	Integrative Sciences and Arts (Sciences), University College (Sciences), New College of Interdisciplinary Arts and Sciences (Sciences), The College (Sciences), Nursing, Sustainability, Public Serv and Comm, Global Futures	Undergraduate College Fee 3 - Online	Undergraduate	\$60/credit	9,601,600.00
May-20	Health Solutions, Journalism, Engineering, Thunderbird, Business	Undergraduate College Fee 4 - Online	Undergraduate	\$120/credit	30,449,200.00

Arizona State University

Student Housing

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Dining

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ARIZONA STATE UNIVERSITY HOUSING RATE REQUESTS

Arizona State University requests approval to set 2021-2022 Residence Hall rates at an average increase of 2.25% 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 \$690 - \$1,227 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.
- Projected room and board rate increases have been reviewed and received majority support by the leadership of the Residence Hall Association with the outlying exception of board rates at the Downtown campus. Polytechnic RHA 's executive leadership drafted a letter of support despite select new constituents of their assembly voting against.
- Rates for ASU related entities are provided for informational purposes.

Arizona State University
 Residential Life
 AY 2021-2022

Student Housing Rate Recommendations

Room Configuration	AY 20/21	AY 21/22	Avg % Change	Avg \$ Change
Common Bath Style	\$6,460	\$6,608	2.29%	\$148
Suite Style - Double Type A	\$6,720	\$6,870	2.23%	\$150
Suite Style - Double Type B	\$7,240	\$7,400	2.21%	\$160
Apartments				
2 Bedroom	\$7,860	\$8,040	2.29%	\$180
4 Bedroom	\$7,600	\$7,772	2.26%	\$172
Polytechnic Housing				
Residence Halls - Double	\$5,400	\$5,522	2.25%	\$122
Residence Halls - Private	\$6,420	\$6,564	2.24%	\$144
Family Houses - NDV Unfurnished 2 Bedroom/2 Bath	\$10,260	\$10,490	2.24%	\$230
Average Increase			2.25%	\$163

Notes:

- 1) The proposed rates are per person, per academic year unless otherwise noted.
- 2) Common Bath Style is Hayden, Best and Irish Halls.
- 3) Suite Style Double configuration is 4 students in 2 bedrooms with a shared bath (Type A - PV East & PV West)
(Type B - Adelphi Commons, San Pablo & Sonora)
- 4) Apartments are available for continuing students only. (2 Bedroom Towers, 4 Bedroom Las Casas)
- 5) The Residence Hall Association (RHA) 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) Poly Houses and Las Casas display the least expensive of the many configurations available.

Arizona State University

Residential Life
 AY 2021-2022

Student Housing Rates - ASU Related Entities
 (Information Only)

Facility	FY 20/21	FY 21/22	Avg % Change	Avg \$ Change
Barrett Honors College - 2 Bedroom/1 Bath	\$8,830	\$9,096	3.01%	\$266
Tooker 2x2 Double	\$8,714	\$8,976	3.01%	\$262
Vista del Sol - 4 Bedroom/4 Bath – 11.5 months	\$10,108	\$10,412	3.01%	\$304
Hassayampa Academic Village	\$8,240	\$8,488	3.01%	\$248
Manzanita	\$8,600	\$8,858	3.00%	\$258
Casa De Oro	\$6,922	\$7,130	3.00%	\$208
Taylor Place - Tower I Doubles	\$9,630	\$9,822	1.99%	\$192
Century - Double	\$8,360	\$8,568	2.49%	\$208
GLV - Double	\$8,372	\$8,624	3.01%	\$252
Lantana Hall	\$9,600	\$9,770	1.77%	\$170
ASU Related Entities Average Increase			2.73%	\$237

Notes:

- 1) The proposed rates are per person, per academic year unless otherwise noted.
- 2) The Residence Hall Association (RHA) charge of \$50 per academic year will be added to the above rates to support Residence Hall Student Government cultural, educational and social programming.
- 3) A \$49 per semester residential college fee will apply to all residents in a residential college.
- 4) Barrett, Vista, Manzanita, Tooker and Taylor Place halls display the most common of many room types available.

ARIZONA STATE UNIVERSITY MEAL PLAN RATE REQUEST

Arizona State University requests approval to increase required board plans by an average of 1.50% across all meal plans

- Aramark team members and the university review the findings of the *Your Dining Voice.com* electronic survey and review the findings on a semesterly basis
- The proposed increase takes into account the increase in food costs as reported by the November 2020 Consumer Price Index for Food Away from Home; additional operating and programming expenditures, increases in natural gas and electric prices and worker wages.
- Letters of support from the Residence Hall Association are attached. Downtown RHA was the only group not in support of rate increases.

Arizona State University

Residential Life

AY 2021-2022

Student Board Rate Recommendations

	AY 20/21	AY 21/22	% Change	Annual \$ Change
Meal Plan				
All Campus Meal Plans				
Gold - 7 meals/week w/ \$300 M&G (FTF)*	\$3,090	\$3,150	1.94%	\$60
Maroon - 10 Meals/week w/ \$600 M&G	\$4,570	\$4,660	1.97%	\$90
Sparky's - 14 meals/week w/ \$400 M&G	\$5,360	\$5,470	2.05%	\$110
Unlimited - (7 days/week) w/ \$275 M&G	\$5,700	\$5,810	1.93%	\$110
All M&G (Upper-Class only)*	\$2,320	\$2,370	2.16%	\$50
Average Increase Traditional Meal Plans			2.01%	\$84
Barrett Meal Plans (Tempe Campus Only)				
Barrett Maroon 7 meals/week w/ \$375 M&G (Upperclass only)	\$4,390	\$4,440	1.14%	\$50
Barrett Silver 10 meals/week w/ \$225 M&G (FTF)*	\$6,010	\$6,060	0.83%	\$50
Barrett Platinum 14 meals/week w/ \$400 M&G	\$6,680	\$6,730	0.75%	\$50
Barrett Unlimited - (7 days/week) w/ \$125 M&G	\$7,050	\$7,100	0.71%	\$50
Barrett All M&G (Upperclass only)*	\$3,270	\$3,320	1.53%	\$50
Average Increase Barrett Plans			0.99%	\$50
Average Increase All Meal Plans			1.50%	\$67

Notes:

(*) Indicates minimum buy-in plan

The proposed rates are per person per academic year

M&G is a declining balance meal option



February 3, 2021

To the Arizona Board of Regents:

On behalf of the Residence Hall Association here at Arizona State University – Tempe (ASU – Tempe), I would like to express our support for the proposed Housing increase for the 2021-2022 Academic Year.

The Residence Hall Association at ASU-Tempe is a residential organization that caters to roughly 10,000 residents on campus. We see the importance in building community and feel that the rates presented is the necessary direction to approach development to improve the residential experience.

Hence, it is with great pleasure that I write this letter of support for the 2021-2022 Housing rates.

If you have any questions or concerns, please do not hesitate to contact me, Aundria Arneson at rha@asu.edu or our advisor, Courtney Braxton at Courtney.Braxton@asu.edu.

Sincerely,

Aundria Arneson

Aundria Arneson,
Executive Director
Residence Hall Association
Arizona State University – Tempe

Courtney R. Braxton,
Advisor
Residence Hall Association
Arizona State University – Tempe



February 3, 2021

To the Arizona Board of Regents:

On behalf of the Residence Hall Association here at Arizona State University – Tempe, I would like to express our support for the proposed Dining increase for the 2021-2022 Academic Year.

The Residence Hall Association at ASU-Tempe is a residential body that caters to roughly 10,000 residents on campus who are completely diverse in their own ways. We see the importance in building community and feel that the rates presented is the necessary direction to approach development to this wonderful place many of Arizona State University students call home.

Hence, it is with great pleasure that I write this letter of support for the 2021-2022 Dining rates.

If you have any questions or concerns, please do not hesitate to contact me, Aundria Arneson at rha@asu.edu or our advisor, Courtney Braxton at Courtney.Braxton@asu.edu.

Sincerely,

Aundria Arneson

Aundria Arneson,
Executive Director
Residence Hall Association
Arizona State University – Tempe

Courtney R. Braxton,
Advisor
Residence Hall Association
Arizona State University – Tempe



February 5th, 2021

Dear Arizona Board of Regents:

On behalf of the Residence Hall Association at Arizona State University - West, we would like to express our support for the proposed Housing Rates Increase for the 2020-2021 academic year.

The recognizable students who serve on behalf of the west campus residential population have voted in favor of the Housing Rates Increase with a vote of 10 in favor, 2 not in favor, and 2 that abstained. We recognize that this increase is crucial for the development of our residential communities to make Arizona State University a place that students can call home.

Hence, it is with great pleasure that I am writing this letter to you in support of the 2020-2021 Housing Rates Increase. If you have any questions or concerns, please don't hesitate to reach out to either Kody Cambra the Executive Director at kcambra1@asu.edu, or our advisor Tifanee Minnieweather at tifanee.minnieweather@asu.edu.

With Sun Devil Pride,

Kody Cambra

Kody Cambra
Executive Director
Residence Hall Association
Arizona State University - West

Tifanee Minnieweather

Tifanee Minnieweather
RHA/NRHH Advisor
Community Director
Arizona State University - West



February 5th, 2021

Dear Arizona Board of Regents:

On behalf of the Residence Hall Association at Arizona State University - West, we would like to express our support for the proposed Dining Rates Increase for the 2020-2021 academic year.

The recognizable students who serve on behalf of the west campus residential population have voted in favor of the Dining Rates Increase with a vote of 11 in favor, 0 not in favor, and 3 that abstained. We recognize that this increase is crucial for the development of our campus dining amenities and will help to positively impact student retention at Arizona State University - West.

Hence, it is with great pleasure that I am writing this letter to you in support of the 2020-2021 Dining Rates Increase. If you have any questions or concerns, please don't hesitate to reach out to either Kody Cambra the Executive Director at kcambra1@asu.edu, or our advisor Tifanee Minnieweather at tifanee.minnieweather@asu.edu.

With Sun Devil Pride,

Kody Cambra

Kody Cambra
Executive Director
Residence Hall Association
Arizona State University - West

Tifanee Minnieweather

Tifanee Minnieweather
RHA/NRHH Advisor
Community Director
Arizona State University - West



Dear Members of the Arizona Board of Regents,

This letter is addressing the ASU Polytechnic's results from our yearly Rate Increase meeting which took place this past Wednesday, February 10th. After the presentation from University Housing, the final vote came out to be two yays, 6 nays, and zero abstentions. Therefore, the representative vote for the ASU Polytechnic residents is nay. However, I do feel it worth stating that the RHA Executive Board is in favor of the rates proposed by university housing. Much of the discussion section of the approval process had points brought to light that deviated from the spirit of the meeting. With the exception of one, all statements during the discussion portion by residents were in regards to maintenance requests and more narrowed "complaints" rather than statements addressing the rates themselves, such as concerns over the strength of the wifi in a hall. While we absolutely respect the vote and recognize the decision made by our residents, we are concerned that the focus of said votes may not have been cast in the proper mindset. The aforementioned diversions coupled with the fact that nearly all attendees were attending Rate Increase for the first time made it feel necessary that the Executive Board express their support for the 2021-2022 University Housing Rates.

Sincerely,

Ethan Miller

Executive Director

RHA Polytechnic

Arizona State University

p: 18156419336

email: ermill13@asu.edu

ASU #1 in the U.S. for innovation

—U.S. News & World Report



Dear Members of the Arizona Board of Regents,

I am happy to report that during this year's ASU Polytechnic Rate Increase meeting, Aramark's presentation for the upcoming dining rates was near-unanimous in their approval with a vote of 7 yay, 0 nays, and 1 abstention. Students remarked how the representatives present were responsive and clear in their plans for the upcoming year overall especially when it came to food options in our union and the hours of the Poly-Marketplace. The Aramark team has done a fantastic job with their rates proposals in years past and this year was no exception; both the student body and executive board are resoundingly behind them for the upcoming school year.

Sincerely,

Ethan Miller

Executive Director
RHA Polytechnic

Arizona State University

p: 18156419336

email: emill13@asu.edu

ASU #1 in the U.S. for innovation

—U.S. News & World Report



February 11th, 2021

To the Arizona Board of Regents:

On behalf of the residents of the Arizona State University Downtown Phoenix Campus we support the rates increase proposed by University housing for the 2021-2022 academic year. The students were able to see the presentations made by the housing staff members, ask questions and discuss their thoughts on the presentation before making a final decision. The final vote came out to be 4-3-0 in favor of the increase. The students of this campus decided that the painstaking care put into the residence hall and the timely future project scheduled were enough to justify the increasing cost of living on campus. The Residence Hall Association of the Downtown Phoenix campus values transparency and gives students the opportunity to have their voices heard and make informed decisions. We thank you for your time in reading this letter.

If you have any questions or would like to see the meeting minutes of the housing rates meeting that was held on February 10th, please feel free to contact me at: Nseel@asu.edu

Thank you for your consideration,

Nathaniel Seel

Nathaniel Seel
Executive Director
Residence Hall Association
Arizona State University- Downtown Phoenix



February 12th, 2021

To the Arizona Board of Regents:

On behalf of the residents of the Arizona State University Downtown Phoenix Campus we have decided not to approve this year's rates increase proposed by SunDevil Dining for the 2021-2022 academic year. The students in attendance at the rates meeting held on February 10th were able to see the presentation made by SunDevil Dining, ask questions and discuss their thoughts on the presentation before making a final decision. The final vote came out to be 2-5-0 against the rates increase. The students stated there was insufficient information provided in the presentation to support a rate increase and were not confident that their monies would be used to improve the dining experience for the next year's residents. Residents also cited their concerns about reduced services and options at our dining and retail locations that have reduced our resident's trust in dining and their ability to improve the dining experience.

A meeting with campus leadership and dining was held after to help answer the questions residents had as well as plan interventions to alleviate the immediate concerns of the residents related to dining. The Residence Hall Association of the Downtown Phoenix Campus values transparency and giving students the opportunity to have their voices heard and we thank you for taking the time to read this letter.

If you have any questions or would like access to the meeting minutes for the rates meeting held on February 10th please feel free to contact me at: Nseel@asu.edu

Thank you for your consideration,

Nathaniel Seel

Nathaniel Seel
Executive Director
Residence Hall Association- Downtown Phoenix

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Office of the President

nau.edu/president
president@nau.edu

928-523-3232 office
PO Box 4092
Flagstaff, AZ 86011

March 25, 2021

To: Members of the Arizona Board of Regents
Subject: NAU Tuition and Fee Proposal 2021-2022

Dear Regents,

Northern Arizona University (NAU) is pleased to present the attached 2021-2022 tuition and fee recommendation to the Arizona Board of Regents. Our proposal places a high priority on NAU's mission of student access and success and the state's goals of increasing postsecondary attainment. Our university is a critical partner in guaranteeing Arizona has the talent pipeline to succeed in the state's New Economy. As a result of the Governor's proposed state investment in higher education this year, which will support key program expansion at NAU to meet Arizona's workforce needs, our 2021-2022 tuition and fee recommendation is modest and consistent with discussions on the ongoing impact the pandemic has had on our students.

Setting tuition and fee priorities requires a thoughtful balance between expanding program access and maintaining affordable options for students. Our 2021-2022 proposal features no tuition increase for undergraduate students for the second year in a row while retaining the four-year Pledge tuition guarantee for undergraduates on the Flagstaff Campus. It's the 13th year of the Pledge program, which holds that rate consistent for a second tuition setting cycle at \$11,896 for total tuition and mandatory fees for incoming resident undergraduate students on the Flagstaff campus.

While this tuition model is an ongoing priority and helps our students effectively plan for the cost of their undergraduate education in Flagstaff, our ability to continue our Pledge program with zero increases cannot be a long-term strategy. Our overall tuition structure merits review but coming out of the pandemic was not the time for an adjustment. Finally, graduate tuition, which has been below that of undergraduate on-campus tuition, will be increasing for all campus-based students, Flagstaff and statewide. This means graduate tuition for students enrolled on campus will increase 5 percent. All other tuition rates for undergraduate and graduate students will be held flat.

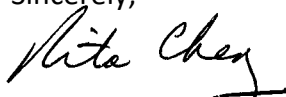
Additionally, in an effort to keep the total cost of attendance as low as possible, NAU proposes no mandatory fee increases for the 2021-2022 academic year. Cost reduction efforts will continue to focus on eliminating class fees.

NAU Tuition and Fee Proposal 2021-2022, Page 2

NAU has cut the proportion of class-specific fees in half, from approximately 32 percent of all classes having fees assessed in 2011 to only 12 percent today. One new undergraduate program fee is proposed to eliminate fees paid by students in the undergraduate dental hygiene program. This program fee proposal reflects our efforts to remain transparent in our tuition and fee setting process, ensuring our students are able to leverage financial aid support for program fees, and provide resources to administer higher cost programs without shifting the costs to all students.

Thank you for your continued support of NAU. This proposal ensures NAU remains positioned to do more for Arizona's higher educational attainment goals and workforce development, maintains the four-year tuition guarantee for undergraduates on the Flagstaff Campus, and supports our goal of providing a student-focused educational experience that emphasizes access and success.

Sincerely,

A handwritten signature in black ink that reads "Rita Cheng". The signature is written in a cursive style with a long, sweeping underline that extends to the right.

Rita Hartung Cheng
President

Northern Arizona University

Base Tuition and Mandatory Fees

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**Arizona University System
President's Recommended
2021-2022
Base Tuition and Mandatory Fees**

Undergraduate

NAU Flagstaff - Resident Undergraduate - NEW STUDENTS STARTING FALL 2021 - PLEDGE (1st Yr)

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	HEALTH & WELLNESS	ATHLETIC FEE	ASNAU & GREEN FEE	Total Fees	
2020-21	\$10,650	\$84	\$50	\$336	\$550	\$150	\$76	\$1,246	\$11,896
2021-22	\$10,650	\$84	\$50	\$336	\$550	\$150	\$76	\$1,246	\$11,896
\$ Change	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
% Change	0.0%								0.0%

NAU Flagstaff - Resident Undergraduate - NON PLEDGE/NON DEGREE

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	HEALTH & WELLNESS	ATHLETIC FEE	ASNAU & GREEN FEE	Total Fees	
2020-21	\$8,398	\$84	\$50	\$336	\$550	\$150	\$76	\$1,246	\$9,644
2021-22	\$8,398	\$84	\$50	\$336	\$550	\$150	\$76	\$1,246	\$9,644
\$ Change	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
% Change	0.0%								0.0%

NAU Statewide, Yuma, and Yavapai - Resident Undergraduate

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	HEALTH & WELLNESS	ATHLETIC FEE	ASNAU & GREEN FEE	Total Fees	
2020-21	\$7,950	\$79		\$336				\$415	\$8,365
2021-22	\$7,950	\$79		\$336				\$415	\$8,365
\$ Change	\$0	\$0		\$0				\$0	\$0
% Change	0.0%								0.0%

NAU Flagstaff - Nonresident Undergraduate - NEW STUDENTS STARTING FALL 2021 - PLEDGE (1st Yr)

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	HEALTH & WELLNESS	ATHLETIC FEE	ASNAU & GREEN FEE	Total Fees	
2020-21	\$25,396	\$84	\$50	\$336	\$550	\$150	\$76	\$1,246	\$26,642
2021-22	\$25,396	\$84	\$50	\$336	\$550	\$150	\$76	\$1,246	\$26,642
\$ Change	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
% Change	0.0%								0.0%

NAU Flagstaff - Nonresident Undergraduate - NON PLEDGE/NON DEGREE

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	HEALTH & WELLNESS	ATHLETIC FEE	ASNAU & GREEN FEE	Total Fees	
2020-21	\$22,624	\$84	\$50	\$336	\$550	\$150	\$76	\$1,246	\$23,870
2021-22	\$22,624	\$84	\$50	\$336	\$550	\$150	\$76	\$1,246	\$23,870
\$ Change	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
% Change	0.0%								0.0%

NAU Statewide, Yuma, and Yavapai - Nonresident Undergraduate

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	HEALTH & WELLNESS	ATHLETIC FEE	ASNAU & GREEN FEE	Total Fees	
2020-21	\$7,950	\$79		\$336				\$415	\$8,365
2021-22	\$7,950	\$79		\$336				\$415	\$8,365
\$ Change	\$0	\$0		\$0				\$0	\$0
% Change	0.0%								0.0%

NAU Online

	Tuition per Credit Hour
2020-21	\$455
2021-22	\$455
\$ Change	\$0
% Change	0.0%

**Arizona University System
 President's Recommended
 2021-2022
 Base Tuition and Mandatory Fees**

Graduate

NAU Flagstaff - Resident Graduate

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	HEALTH & WELLNESS	ATHLETIC FEE	ASNAU & GREEN FEE	Total Fees	
2020-21	\$10,480	\$84	\$50	\$336	\$550	\$150	\$76	\$1,246	\$11,726
2021-22	\$11,004	\$84	\$50	\$336	\$550	\$150	\$76	\$1,246	\$12,250
\$ Change	\$524	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$524
% Change	5.0%								4.5%

NAU Flagstaff - Nonresident Graduate

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	HEALTH & WELLNESS	ATHLETIC FEE	ASNAU & GREEN FEE	Total Fees	
2020-21	\$25,708	\$84	\$50	\$336	\$550	\$150	\$76	\$1,246	\$26,954
2021-22	\$26,994	\$84	\$50	\$336	\$550	\$150	\$76	\$1,246	\$28,240
\$ Change	\$1,286	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,286
% Change	5.0%								4.8%

NAU Statewide, Yuma, and Yavapai - Resident Graduate

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	HEALTH & WELLNESS	ATHLETIC FEE	ASNAU & GREEN FEE	Total Fees	
2020-21	\$10,090	\$79		\$336				\$415	\$10,505
2021-22	\$10,596	\$79		\$336				\$415	\$11,011
\$ Change	\$506	\$0		\$0				\$0	\$506
% Change	5.0%								4.8%

NAU Statewide, Yuma, & Yavapai - Nonresident Graduate

	TUITION	MANDATORY FEES							TUITION + MANDATORY FEES
		AFAT	STUDENT ACTIVITY	IT	HEALTH & WELLNESS	ATHLETIC FEE	ASNAU & GREEN FEE	Total Fees	
2020-21	\$24,754	\$79		\$336				\$415	\$25,169
2021-22	\$25,992	\$79		\$336				\$415	\$26,407
\$ Change	\$1,238	\$0		\$0				\$0	\$1,238
% Change	5.0%								4.9%

NAU Online

	Tuition per Credit Hour
2020-21	\$575
2021-22	\$575
\$ Change	\$0
% Change	0.0%

Northern Arizona University

Program Fees

Class Fees

Other Academic Fees

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Differential Tuition, Program Fees, Class Fees

					DATA INPUT						
					Per Semester						
FEE TYPE	College/School/Program	Grad/ Undergrad	Upper/Lower Division	New or Increase	Student Enrollment	Current Fee	Proposed	Incremental Increase	Incremental Increase per AY	Estimated Additional Revenue	Reference Page #
TOTAL										\$44,800	
UNDERGRADUATE - DIFFERENTIAL TUITION											\$0
Differential Tuition					0	\$0	\$0	\$0	\$0	\$0	
Differential Tuition					0	\$0	\$0	\$0	\$0	\$0	
UNDERGRADUATE - PROGRAM FEE											\$44,800
Program Fee	CHHS, Dental Hygiene, Dental Hygiene BS	UG	Upper	Increase	64	\$1,000	\$1,350	\$350	\$700	\$44,800	11
GRADUATE - DIFFERENTIAL TUITION											\$0
Differential Tuition					0	\$0	\$0	\$0	\$0	\$0	
Differential Tuition					0	\$0	\$0	\$0	\$0	\$0	
GRADUATE - PROGRAM FEE											\$0
								\$0	\$0	\$0	
								\$0	\$0	\$0	
								\$0	\$0	\$0	
								\$0	\$0	\$0	
								\$0	\$0	\$0	
CLASS FEES											\$0
Class Fee					0	\$0	\$0	\$0	\$0	\$0	
Class Fee					0	\$0	\$0	\$0	\$0	\$0	
Class Fee					0	\$0	\$0	\$0	\$0	\$0	
Class Fee					0	\$0	\$0	\$0	\$0	\$0	
OTHER FEES											\$0
Other Fee					0	\$0	\$0	\$0	\$0	\$0	
Other Fee					0	\$0	\$0	\$0	\$0	\$0	
Other Fee					0	\$0	\$0	\$0	\$0	\$0	

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PROGRAM FEE REQUEST - CHANGE TO EXISTING

University: Northern Arizona University College/School: College of Health & Human Services

Department: Dental Hygiene Program: BSDH

Both
 Graduate
 Undergraduate
 Upper Division
 Choose One Option

Resident:
 \$ 1,000 /semester
 \$ 1,350 /semester
 Effective Date: Fall
 2021
(this field you may enter other option just by typing it in box)

Non-Resident:
\$ 1,000 /semester
 \$ 1,350 /semester
 Effective Date: Fall
 2021
(this field you may enter other option just by typing it in box)

Program Fee History:		Most Recent Date & Change to fee (Date/Amount)
Resident:		
Date Fee Established	Fall 2019 and original amount	<u>\$ 1,000</u> Fall 2020 <u>\$ 1,000</u>
		Most Recent Date & Change to fee (Date/Amount)
Non-Resident:		
Date Fee Established	Fall 2019 and original amount	<u>\$ 1,000</u> Fall 2020 <u>\$ 1,000</u>

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable differential tuition amount:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

This fee request is to increase the existing fee to \$1350 per semester (fall/spring), and including \$1,000 for summer. This fee change will have following purpose:
 1. Enable dropping all incidental fees, which currently total \$32,000 per year for the BS Dental Hygiene curriculum. Incidental fees are are not standard course fees. Incidental fees are currently used to cover costs associated with broken dental equipment, dental equipment repairs, and dental equipment replacement due to student use, misuse, and abuse. Incidental fees are paid per semester.
 2. Better maintain equipment and software relevant to the BS Dental Hygiene curriculum, including the Dental Hygiene clinic which provides students with "real world" experience.

NOTE: Fall/Spring cohort (N=64) pays \$1350/semester, summer cohort (N=32) pays \$1000/summer. Total revenue at bottom is calculated based on the 1350/semester with adjusted "number of students" to show accurate annual revenue.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

1. Increase in prices of dental hygiene masks, face shields, gowns, gloves.
2. Handpieces, radiographic equipment, and ultrasonic units and other supplies required for effective education and practice.
3. Specialized dental hygiene software: grading, on-line reference materials, patient record-keeping, radiographic imaging.
4. Maintenance/repair/replacement of clinic/teaching tools, equipment and infrastructure.

Student Consultation (Please describe the method and outcomes of student consultation)

In Oct 2020, an anonymous survey was sent to all senior and junior dental hygiene students regarding including the incidental fee as part of the program fee which would result in an increase. One hundred percent (29/29) of Seniors responded with 79% (23/29) approving the changes. Twenty-two percent (7/39) of Juniors responded with 100% (7/7) approving the changes.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
NAU	BSDH	\$ 28,150	\$ 41,530	
College of the Pacific	BSDH	32,519.00	49,588.00	
Univ of New Mexico	BSDH	24,567.00	40,204.00	
Eastern Washington	BSDH	23,011.00	40,132.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 14.0%

Proposed Annual Revenue

Program Fee Amount	\$	\$ 1,350.00
Number of Students	#	\$ 152
Total Revenue	=	\$ 204,795.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 28,671.30
Administrative Service Charge	\$	
Personnel expenditures	\$	
Operating and materials expenditures	\$	\$ 176,123.70
	\$	
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 204,795.00

NAU EXISTING DIFFERENTIAL TUITION and PROGRAM FEES SUMMARY

PROGRAM FEES					
DATE ESTABLISHED	COLLEGE/SCHOOL	PROGRAM	GR/UNDER	AMOUNT	EST. ANNUAL REVENUE \$
2020	Education	Clinical Psychology, PsyD	Graduate	\$3,500/semester	\$672,000
2020	Education	Combined Counseling-School Psychology, PhD	Graduate	\$750/semester	\$45,000
2020	Education	Counseling - School Counseling, MEd	Graduate	\$500/semester	\$50,000
2020	Education	PK-12 College and Career Counseling, MEd	Graduate	\$300/semester	\$18,000
2020	Engineering, Informatics and Applied Sciences	Cybersecurity (Online), MS	Graduate	\$2,750/semester	\$209,000
2020	Engineering, Informatics and Applied Sciences	Cybersecurity (Online), BS	Undergraduate	\$1,000/semester	\$360,000
2020	Health and Human Services	Physician Assistant Studies	Graduate	\$6,667/semester	\$2,000,000
2019	Social and Behavioral Sciences	Visual Communication, BFA	Undergraduate	\$250/semester	\$62,500
2019	Social and Behavioral Sciences	Creative Media & Film, Independent Filmmaking emphasis, BS	Undergraduate	\$400/semester	\$80,000
2019	Health and Human Services, School of Nursing	Nursing, BSN	Undergraduate	\$600/semester	\$444,000
2019	Health and Human Services	Dental Hygiene, BSDH	Undergraduate	\$1,000/semester	\$252,000
2019	W.A. Franke College of Business	Business Division and School of Hotel & Restaurant Management	Undergraduate	\$350/semester	\$427,000
2019	Engineering, Informatics and Applied Sciences	All programs	Undergraduate	\$425/semester	\$2,130,950
2019	Health and Human Services	Doctor of Physical Therapy - Phx Biomedical	Graduate	\$4,000/semester	\$1,112,000
2019	Health and Human Services	Doctor of Physical Therapy - Flagstaff	Graduate	\$3,000/semester	\$876,000
2019	Engineering, Informatics and Applied Sciences	All programs	Graduate	\$450/semester	\$65,700
2019	Education	Clinical Mental Health Counseling, MS	Graduate	\$500/semester	\$48,000
2019	Education	School Psychology, Educational Specialist EDS	Graduate	\$750/semester	\$103,500
2018	Social and Behavioral Sciences	Master of Social Work	Graduate	\$600/semester	\$30,000
2018	Health and Human Services	Masters of Public Health - Health Promotion	Graduate	\$260/semester	\$9,400
2018	Health and Human Services	Masters of Public Health - Nutrition	Graduate	\$435/semester	\$10,400
2018	Health and Human Services	Fitness Wellness, BS	Undergraduate	\$75/semester	\$21,000
2018	Health and Human Services	Public Health, BS	Undergraduate	\$30/semester	\$24,000
2018	Health and Human Services	Nutrition and Foods, BS	Undergraduate	\$150/semester	\$24,000
2018	Office of the Provost	Honors Program	Undergraduate	\$350/sem	\$650,000
2016	Health and Human Services	BSN Regular Nursing Option	Undergraduate	\$10/CH	\$150,000
2016	Health and Human Services	Nursing DNP	Graduate	\$60/CH	\$10,080
2016	Yuma	Master of Global Business Administration	Graduate	\$6,000 total over program	\$60,000
2016	Social and Behavioral Sciences	Master of Public Administration	Graduate	\$750/sem	\$36,000
2016	Health and Human Services	MS and Post MS FNP Certificate	Graduate	\$60/credit	\$6,000
2016	Health and Human Services	MS Athletic Training - Phx Biomed Campus	Graduate	\$1,500/sem	\$85,000

NAU EXISTING DIFFERENTIAL TUITION and PROGRAM FEES SUMMARY

PROGRAM FEES					
DATE ESTABLISHED	COLLEGE/SCHOOL	PROGRAM	GR/UNDER	AMOUNT	EST. ANNUAL REVENUE \$
2016	Health and Human Services	BSN Accelerated Option - post bacc	Undergraduate	\$800/sem for three semesters	\$45,000
2016	Environment, Forestry, and Natural Sciences	Geology, BS (Jr & Sr)	Undergraduate	\$700/sem for three semesters	\$50,000
2014	Health and Human Services	Doctor of Occupational Therapy	Graduate	\$5,500/sem	\$1,089,000
2014	Environment, Forestry, and Natural Sciences	Forestry, BSF (Jr & Sr)	Undergraduate	\$200/sem	\$36,000
2013	Health and Human Services	MS Athletic Training - Flagstaff Campus	Graduate	\$1,000/sem	\$26,000
2013	Environment, Forestry, and Natural Sciences	MS Climate Science and Solutions	Graduate	\$1,500/sem for three semesters	\$50,000
2012	Health and Human Services	Doctor of Nursing Practice	Graduate	\$60/credit	\$5,000
2012	Health and Human Services	MS Clinical Speech-Language Pathology	Graduate	\$40/credit	\$25,000
2010	Business	Master of Business Administration	Graduate	\$7,000 (total program)	\$175,000
2010	Health and Human Services	MS Nursing-Generalist	Graduate	\$60/credit hour	\$120,000
2001	Engineering, Informatics and Applied Sciences	Master of Engineering (MENG)	Graduate	\$402/credit hour for distance-delivered courses	\$0

Northern Arizona University

Student Housing

Dining

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NORTHERN ARIZONA UNIVERSITY HOUSING RATE REQUESTS

Northern Arizona University requests Board approval to set 2021-2022 Residence Hall rates by a weighted average increase of 4.45% over prior year. This rate increase reflects the following changes:

- Simplification of rent rate structure, collapsing 17 previous rates into 5 main rent levels. The new levels are based on bedroom privacy (shared/private room), and unit type/capacity.
- Rent rates will now include the cost of laundry rolled into rent on the front end, eliminating the need for per load laundry payment.
- Reduction of unit capacity in shared-bedroom apartments from three students to two students, increasing privacy, space and value.
- Renovations of South Village in summer 2020 and Campus Heights in summer 2021

The development of room and board rates at Northern Arizona University involves an advisory council of residential students, elected student leaders on campus from Residence Hall Association (RHA), and staff representing departments outside of housing.

- The objective is to ensure the educational, programmatic and service support necessary to meet students' needs and enhance academic and personal success.
- The council reviewed the University Housing budget, including major expenditures and capital projects for the current and following fiscal year. Influential factors including aging infrastructure, planned improvements affecting the FY22 budget, utilities, and debt service, were also reviewed. Requested rate increases will allow for continued progress in responding to these ongoing concerns.
- Current and proposed residence hall rates are the lowest among the three state universities.
- Projected room and board rate increases were reviewed and supported unanimously by the advisory council. A letter supporting the proposed rates from the president of the Residence Hall Association is attached as documentation.

**NORTHERN ARIZONA UNIVERSITY
 PROPOSED NEW AY RENT RATE STRUCTURE**

Room/Building Type	Description	Residence Halls	Rent Rate Per Resident
Shared Bedroom/ Traditional	Room shared by two students. Traditional residence hall with a community bathroom for the floor/wing.	Allen, Campbell, Cowden, McConnell, Morton, Reilly, Sechrist, Taylor, Tinsley, Wilson	\$6,000
Shared Bedroom/ Suite	Suite with two shared bedrooms connected by one bathroom. Four students housed per suite; two per bedroom.	Calderon, Gabaldon, Mountain View	\$6,366
Shared Bedroom/ Apartment	Apartment with one bedroom, one bathroom, living room and kitchen, shared by two students.	Campus Heights, Courtyards (Gillenwater, McDonald, Raymond), Roseberry	\$7,002
	Apartment with two shared bedrooms, two bathrooms, living room and kitchen. Houses four students.	McKay Village	
Private Bedroom/ Multiple-Student Apartment	Apartment with four private bedrooms, two bathrooms, living room and kitchen. Houses four students.	McKay Village, Pine Ridge Village	\$7,500
	Apartment with three private bedrooms, one bathroom, living room and kitchen. Houses three students.	McKay Village	
Private Bedroom/ Two-Student Apartment	Apartment with two private bedrooms, one bathroom, living room and kitchen. Houses two students.	Campus Heights, McKay Village, South Village	\$8,004

**NORTHERN ARIZONA UNIVERSITY
 PROPOSED ACADEMIC YEAR RESIDENCE HALL RATES
 SINGLE STUDENT**

Notes:

Residence Hall/Room Type	AY 20/21 Rent Rate	AY 21/22 Rent Rate (includes laundry)	Weighted Ave \$ Change	Weighted Ave % Change
Shared Bedroom/Traditional Hall	\$5,852	\$6,000	\$148	2.53%
Shared Bedroom/Suite				
Calderon - Suite	\$5,908	\$6,366	\$458	7.75%
Gabaldon - Suite	\$5,852	\$6,366	\$514	8.78%
Mountain View - Suite	\$5,852	\$6,366	\$514	8.78%
Shared Bedroom/Apartment				
Campus Heights - 1 bedroom-2 Residents	\$6,284	\$7,002	\$718	11.43%
McKay Village - 2/2	\$6,188	\$7,002	\$814	13.15%
Private Bedroom/Multiple-Student Apartment				
McKay Village - 3/1	\$6,988	\$7,500	\$512	7.33%
McKay Village/Pine Ridge Village - 4/2	\$6,692	\$7,500	\$808	12.07%
Private Bedroom/Two-Student Apartment				
McKay Village - 2/1	\$7,500	\$8,004	\$504	6.72%
South Village - 2/1	\$6,412	\$8,004	\$1,592	24.83%
Weighted Ave	\$6,083	\$6,353.90	\$270.90	4.45%

- 1) AY 21/22 rate increase includes laundry.
- 2) Calculations do not include room types that will no longer exist (1-bedroom and 2-bedroom apartments housing three students).
- 3) South Village was renovated summer 2020 and Campus Heights will be renovated summer 2021.
- 4) Private room buyouts in traditional and suite halls will be offered at an additional \$1,500 per academic year on top of base rent.

PROPOSED MONTHLY RATE - FAMILY HOUSING APARTMENTS

	20/21 Rate	21/22 Rate	\$ Increase	% Increase
2-bedroom family rate (South Village)	\$991	\$1,100	\$109	11%

Notes:

- 1) Apartments are partially furnished and include all utilities and internet. In addition, 21/22 monthly rate now includes laundry, and reflects recent renovations to South Village.
- 2) Rate remains lower than current Flagstaff market for a similar 2-bedroom apartment type.

For Information Only

NAU Related Entities/American Campus Communities Properties

Honors College	2020-2021	2021-2022	\$ Increase	%Increase
	AY rate	AY rate		
Semi-suite (shared room)	\$7,080	\$7,293	\$213	3.01%
Semi-suite (private room)	\$7,800	\$8,034	\$234	3.00%
Hilltop Townhomes	2020-2021	2021-2022	\$ Increase	%Increase
	per payment	per payment		
4/3 (private bathroom)	\$799	\$824	\$25	3.04%
4/3 (shared bathroom)	\$779	\$804	\$25	3.07%
Skyview				
2 bed/2 bath	\$824	\$849	\$25	3.03%
3 bed/3 bath	\$799	\$829	\$30	3.75%
4 bed/4 bath (A)	\$794	\$824	\$30	3.78%
4 bed/4 bath (B)	\$789	\$819	\$30	2.98%
4 bed/4 bath townhome	\$794	\$829	\$35	4.41%
The Suites				
2/1 (private room)	\$789	\$809	\$20	2.48%
1/1 (shared room)	\$699	\$679-\$699	\$0 to -\$20	0% to -3.94%
1/1 (triple occupancy)	\$479	\$469	-\$10	-0.85%
1/1 (private suite)	\$999	\$1,099	\$100	2.80%



NORTHERN ARIZONA UNIVERSITY MEAL PLAN REQUEST

Northern Arizona University requests Board approval to set 2021-2022 Meal Plan rates based on an average increase of 2% for residential meal plans. This proposed increase is necessary in order to meet the elevated minimum hourly wage mandated by the City of Flagstaff and also incorporates national and regional inflationary increases in food costs as well as predicted meal plan participants for the 2021-2022 academic year.

- Northern Arizona University continuously assesses the quality and satisfaction of the food service program through campus-wide surveys and student focus groups. Surveys consistently show overall satisfaction scores exceeding 90% and our student advisory committees are engaged in day-to-day programming as well as long term planning. The food service contractor and the university will continue to adjust the program offerings and events based on feedback from the groups, surveys, and the Campus Dining Advisory Council.
- In fall 2020, 3941 first time freshmen living on campus had a mandatory meal plan. Nineteen of these first-time freshmen completed a request for meal plan exemption, and fifteen of those were granted either a full or partial exemption to the requirement. The remaining 3926 students, or 99.6%, are eligible for the 2YR rate guarantee and will not see an increase in the price of their meal plan for the 2021-2022 academic year.
- In fall 2020, 2676 upper class and off campus students selected a non-mandatory meal plan. These non-mandatory plan participants represent 44% of the total population of meal plan participants which indicates a high level of satisfaction, value, and convenience in the meal plan options.

NORTHERN ARIZONA UNIVERSITY ACADEMIC YEAR MEAL PLAN PROPOSED RATES

Proposed pricing for 2021/2022 meal plans	Proposed increase (City of Flagstaff minimum wage & inflation)	Semester Total (Rounded for 3-payments)	Annual Total	
2020/2021 Price	2% increase	2021/2022 Proposed Price	2021/2022 Proposed Price	
FYR ACADEMIC 10	\$2,315.00	\$38.30	\$2,352.00	\$4,704.00
FYR ACADEMIC 14	\$2,619.00	\$50.38	\$2,670.00	\$5,340.00
ACADEMIC 14 PLATINUM	\$2,756.00	\$53.12	\$2,808.00	\$5,616.00
FYR ACADEMIC 19	\$2,859.00	\$55.18	\$2,913.00	\$5,826.00
ACADEMIC 19 PLATINUM	\$3,041.00	\$56.82	\$3,099.00	\$6,198.00
FYR ACADEMIC UNLIMITED	\$2,859.00	\$55.18	\$2,913.00	\$5,826.00



Residence Hall Association

(928) 523-2341
rha@nau.edu
naurha.com

March 4, 2021

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 increase in student housing rates and dining rates for the 2021-2022 academic year.

RHA had significant involvement in the review of the annual budget, hall improvements, and the various factors leading to the recommended housing rates. This year, we also covered dining rates as well as improvements to be made in the coming academic school year. Rate options were reviewed and discussed thoroughly by the RHA board as well as students involved with RHA. RHA found the improvements planned and the additional changes started such as laundry to be included in costs rather than pay by use to be more than just. 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 students and their interests. This recommendation had unanimous support from RHA and faculty/staff members on the committee.

Sincerely,
Colin Barz

Colin Barz

RHA President

1200 E. University Blvd. Rm. 200
P.O. Box 210021
Tucson, AZ 85721-0021
Ofc: 520-621-5511
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president.arizona.edu

MEMORANDUM

TO: Arizona Board of Regents

FROM: Robert C. Robbins, President, The University of Arizona

DATE: March 11, 2021

SUBJECT: 2021-2022 Tuition and Mandatory Fee Proposals



I am pleased to submit the University of Arizona's tuition and mandatory fees proposal for the 2021-2022 academic year. As a reminder, more than 99% of continuing undergraduate students will experience *no increase* in tuition or mandatory fees for 2021-2022, due to their enrollment in the tuition guarantee program.

As I have shared with the Board, the University of Arizona's strategic plan creates a bold, distinctive, and differentiated vision for our future. By its very nature, the plan calls for strategic and nuanced decisions around investments; investments that allow the University to tackle society's biggest challenges and prepare graduates to successfully carry forward the torch of inspirational human endeavor. Tuition and fee increases are one small piece of institutional funding strategies for these investments, along with increased operational efficiencies, general appropriations, investment income, auxiliaries income, and available reserves. Combined, they allow us to propel forward our vision under the strategic plan's five pillars:

- The Wildcat Journey – driving student success for a rapidly changing world
- Grand Challenges – tackling critical problems at the edges of human endeavor
- The Arizona Advantage – driving social, cultural, and economic impact
- UA Global – engaging the world
- Institutional Excellence – ensuring UA lives its values and innovative culture to enable a high performing academic and administrative enterprise

In a similar spirit of making strategic, nuanced decisions, the UA proposes the following increases to tuition and mandatory fees for 2021-2022:

- Undergraduate, guaranteed resident tuition will increase 0%
- Undergraduate, guaranteed non-resident tuition will increase 1.4%
- Undergraduate, non-guaranteed tuition will increase 1.4%
- Graduate, resident tuition will increase 1.4%

- Graduate, non-resident tuition will increase .7%
- College of Medicine-Tucson resident tuition will increase 3.0% and non-resident will increase 1.0% for first-year students, while second through fourth year resident and non-resident students will see no increase for the 2021-2022 academic year.
- College of Medicine-Phoenix resident tuition will increase 3.0% for first through fourth year students, and non-resident tuition will increase 1.0% for first through fourth year students for the 2021-2022 academic year.
- College of Veterinary Medicine, resident and non-resident tuition will increase 2% for first-year students, while the second-year cohort will see no increase for the 2021-2022 academic year.
- Mandatory fees will not increase for the 2021-2022 academic year, with the exception of the Recreation Center Program fee which may increase annually based on the Consumer Price Index, and the Arizona Financial Aid Trust fee, which increases based on an approved tuition increase.

As a reminder, incoming undergraduate students for the 2021-2022 academic year will be guaranteed the new tuition and fees rate for four consecutive years. Incoming graduate students for the 2021-2022 academic year will be guaranteed the new mandatory fees rate for four consecutive years. Our student leadership continues to share that the tuition and fees guarantee remains a valued program by students and parents, allowing them to plan for the cost of attendance across the life of a student's experience at the University of Arizona.

All of the enclosed materials are a result of collaborative dialogue with student leaders from the Associated Students of the University of Arizona (ASUA) and the Graduate and Professional Student Council (GPSC). Beginning in May when new student leadership takes office, university leadership hosts multiple conversations with student leaders, engaging in a dialogue on the proposal after sharing detailed information about the University's historical and current financial picture, projected trends in revenues and expenses, peer institutional data, and the need for additional institutional investments. Through collaboration, compromise, and thoughtful discussion, the group supports the tuition and fees increases as noted above.

I look forward to the upcoming opportunities to discuss this proposal with the Regents and to their continued support as we advance the mission of the University of Arizona and deliver on the promise to serve the diverse population of our state in ways that meet the unique needs of Arizonans.

University of Arizona

Base Tuition and Mandatory Fees

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University of Arizona College of Medicine - Tucson
Medical Student Tuition

1 st YR Residents:	\$17,294 per semester	Effective Date: Fall 2021
2 nd YR Residents:	\$16,790 per semester	
3 rd YR Residents:	\$16,301 per semester	
4 th YR Residents:	\$15,826 per semester	
1 st YR Non-Residents:	\$27,361 per semester	
2 nd -4 th YR Non-Residents:	\$27,090 per semester	

Purpose

The College of Medicine - Tucson is requesting a 3% tuition increase starting academic year 2021-2022 for incoming resident students only and 1% increase for non-resident incoming students. Resident and non-resident tuition for 2nd, 3rd and 4th year students, will remain the same. The proposed tuition and fee levels are benchmarked to the median of the ABOR approved peers for medical school tuition and fees. In comparing our current tuition rate to our ABOR peers, resident tuition is currently below median at 92% of comparable institutions.

The total request for tuition is \$34,587 for Arizona first year resident medical students and will remain at \$33,580 for 2nd year resident medical students, \$32,602 for 3rd year resident medical students and \$31,652 for 4th year resident students. Non-resident tuition for 1st year students will be \$54,722 and 2nd -4th year non-resident student tuition will remain at \$54,180. This breaks down for 1st year residents to \$17,294 per semester, 2nd year residents to \$16,790 per semester, 3rd year residents to \$16,301 per semester, and 4th year resident students \$15,826 per semester. The break down for non-residents is \$27,361 per semester for 1st year, and \$27,090 per semester for 2nd -4th years. The proposed tuition rate levels do not include university-wide mandatory fees, which are separately assessed, and are currently approved by ABOR to be \$1,334 per year for both residents and non-residents.

For the purpose of calculating an average tuition that will project an accurate revenue, considering actual res/non-res enrollment; the budget below shows a calculated average tuition of \$38,408. The average tuition was calculated as follows:

1st YR Residents: \$34,587 (proposed annual rate) X 90 student enrollment (75% of 120 1st YR students) = \$3,112,866.

2nd YR Residents: \$33,580 X 90 (75% of 120 students) = \$3,022,200.

3rd YR Residents: \$32,602 X 90 (75% of 120 students) = \$2,934,180.

4th YR Residents: \$31,652 X 90 (75% of 120 students) = \$2,848,680.

1st YR Non-Residents: \$54,722 X 30 (25% of 120 students) = \$1,641,654

2nd -4th YR Non-Res: \$54,180 X 90 student enrollment (25% of 360 students) = \$4,876,200.

The total Revenue should be \$18,435,780/ 480 students = \$38,408. (The rate for budget purposes).

Justification

Medical education is a resource intensive program and as such the tuition is higher. To keep up with our ABOR peers and to remain competitive nationally as a medical school, we are requesting an increase to 1st year resident and 1st year non-resident tuition only. Increasing only resident/non-resident 1st year tuition will allow us to remain competitive with other benchmarked institutions and catch up with the disparities that were caused by breaking out graduation tuition and a program fee from previous years.

The increase only applied to first year students takes into consideration the importance our students place on anticipating the full cost of their education and associated debt, which can be significant for medical school.

This proposal is consistent with ABOR policy 4-101, whereby in setting College of Medicine tuition and fees, the Board will consider tuition and fees charged by peers at other colleges of medicine. Also, ABOR policy requires Board approval for tuition changes.

Student Consultation

As part of increasing the resident rate tuition, a student town hall was conducted on February 10, 2021 to discuss the proposed tuition increase for 1st year incoming students.

Market Pricing

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Texas A&M University	Medical Degree	\$16,220	\$29,320	
Univ of Texas-Austin	Medical Degree	\$19,006	\$33,326	
Ohio State University	Medical Degree	\$29,680	\$54,600	
Michigan State University	Medical Degree	\$31,312	\$58,066	
Univ of North Carolina- Chapel Hill	Medical Degree	\$32,746	\$60,140	
University of Florida	Medical Degree	\$32,744	\$45,000	
The University of Arizona - Tucson	Medical Degree	\$33,580	\$54,180	
Univ. of Wisconsin-Madison	Medical Degree	\$38,143	\$54,319	
Univ. of Calif-Los Angeles	Medical Degree	\$37,620	\$49,865	
Univ of Minnesota-Twin Cities	Medical Degree	\$36,842	\$52,872	
University of Washington	Medical Degree	\$37,896	\$68,328	
University of Maryland(Baltimore)	Medical Degree	\$37,810	\$66,905	
University of Iowa	Medical Degree	\$36,382	\$57,157	
Univ. of California – Davis	Medical Degree	\$39,032	\$51,277	
University of Illinois	Medical Degree	\$45,360	\$78,537	
Penn State Univ-Main Camus	Medical Degree	\$50,960	\$50,960	

BUDGET

Financial Aid Set Aside (FSA) Amount: 14.0%

Proposed Annual Revenue

Differential Tuition	\$	38,408
Number of Students	#	480
Total Revenue	=	\$18,435,780

Proposed Annual Expenditures

Financial Aid Set Aside	\$	2,581,009
Administrative Service Charge	\$	2,846,484
Institutional and Advising Personnel	\$	8,455,386
Support Staff Expense	\$	2,601,657
Operating Expenses	\$	1,951,243
Total Program Costs	=	\$18,435,780

University of Arizona College of Medicine - Phoenix Medical Student Tuition

Tuition

1 st and 2 nd YR Residents:	\$17,294 per semester	Effective Date: Fall 2021
3 rd and 4 th YR Residents:	\$16,790 per semester	
1 st -4 th YR Non-Residents:	\$27,361 per semester	

Purpose

The College of Medicine – Phoenix is requesting a 3% tuition increase starting academic year 2021-2022 for 1st – 4th year resident students. We are also requesting a 1% tuition increase starting academic year 2021-2022 for 1st – 4th year non-resident students. The proposed tuition and fee levels are benchmarked to the median of the ABOR approved peers for medical school tuition and fees. In comparing our current tuition rate to our ABOR peers, resident tuition is currently below median at 92% of comparable institutions.

The total request for tuition is \$34,588 for Arizona 1st and 2nd year resident medical students and \$33,580 for 3rd and 4th year resident medical students, and \$54,722 for 1st – 4th year non-resident medical students. This breaks down for 1st and 2nd year residents to \$17,294 per semester, and for 3rd and 4th year residents to \$16,790 per semester. The breakdown for 1st – 4th year non-resident medical students is \$27,361 per semester. The proposed tuition rate levels do not include university-wide mandatory fees, which are separately assessed, and are currently approved by ABOR to be \$800 per year for both residents and non-residents.

For the purpose of calculating an average tuition that will project an accurate revenue, taking into account actual res/non-res enrollment, the budget below shows a calculated average tuition of \$39,303. The average tuition amount was calculated as follows:

1st YR Residents: \$34,588 (proposed annual rate) X 90 student enrollment (75% of 120 1st YR students) = \$3,112,920

2nd YR Residents: \$34,588 X 75 (75% of 100 students) = \$2,594,100

3rd and 4th YR Residents: \$33,580 X 120 (75% of 160 students) = \$4,029,600

1st YR Non-Residents: \$54,722 X 30 (25% of 120 students) = \$1,641,660

2nd- YR Non-Res: \$54,722 X 25 (25% of 100 students) = \$1,368,050

3rd-4th YR Non-Res: \$54,722 X 40 (25% of 160 students) = \$2,188,880

The total Revenue should be \$14,935,045/380 students = \$39,303. (The rate for budget purposes).

Justification

Medical education is a resource intensive program and as such the tuition is higher than other doctoral programs. To keep up with our ABOR peers and to remain competitive nationally as a medical school, we are requesting an increase of 3% for 1st – 4th year resident tuition and 1% for 1st – 4th year non-resident tuition. As a young medical school, College of Medicine – Phoenix has attempted to minimize unanticipated increases in tuition to our medical students while still providing necessary resources to the students to enhance their education experience.

This proposal is consistent with ABOR policy 4-101, whereby in setting College of Medicine tuition and fees, the Board will consider tuition and fees charged by peers at other colleges of medicine. Also, ABOR policy requires Board approval for tuition changes.

Student Consultation

As part of increasing the resident rate tuition, a student town hall was conducted on February 17th, 2021 at 5pm to discuss the proposed tuition increase.

Market Pricing

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Texas A&M University	Medical Degree	\$16,220	\$29,320	
Univ of Texas-Austin	Medical Degree	\$19,006	\$33,326	
Ohio State University	Medical Degree	\$29,680	\$54,600	
Michigan State University	Medical Degree	\$31,312	\$58,066	
Univ of North Carolina- Chapel Hill	Medical Degree	\$32,746	\$60,140	
University of Florida	Medical Degree	\$32,744	\$45,000	
The University of Arizona – Tucson	Medical Degree	\$33,580	\$54,180	
The University of Arizona – Phoenix	Medical Degree	\$33,580	\$54,180	
Univ. of Wisconsin-Madison	Medical Degree	\$38,143	\$54,319	
Univ. of Calif-Los Angeles	Medical Degree	\$37,620	\$49,865	
Univ of Minnesota-Twin Cities	Medical Degree	\$36,842	\$52,872	
University of Washington	Medical Degree	\$37,896	\$68,328	
University of Maryland(Baltimore)	Medical Degree	\$37,810	\$66,905	
University of Iowa	Medical Degree	\$36,382	\$57,157	
Univ. of California – Davis	Medical Degree	\$39,032	\$51,277	
University of Illinois	Medical Degree	\$45,360	\$78,537	
Penn State Univ-Main Camus	Medical Degree	\$50,960	\$50,960	

BUDGET

Financial Aid Set Aside (FSA) Amount: 14.0%

Proposed Annual Revenue

Differential Tuition	\$	39,303
Number of Students	#	380
Total Revenue	=	\$14,935,045

Proposed Annual Expenditures

Financial Aid Set Aside	\$	1,209,739
Administrative Service Charge	\$	466,660
Institutional and Advising Personnel	\$	8,619,492
Support Staff Expense	\$	2,648,985
Operating Expenses	\$	1,990,169
Total Program Costs	=	\$14,935,045

The University of Arizona
2020-21 Tuition & Mandatory Fees with Peers

	Medical School Resident		
	2020-2021 Tuition Resident	Resident Fee	2020-2021 Total Tuition & Fees
Pennsylvania State University-Main Campus	50,960	120	51,080
University of Illinois	45,360	4,499	49,859
University of California-Davis	39,032	2,895	41,927
University of Wisconsin-Madison	38,143	1,469	39,612
University of Washington-Main Campus	37,896	1,030	38,926
University of Maryland (Baltimore)	37,810	5,316	43,126
University of California-Los Angeles	37,620	1,648	39,268
University of Minnesota-Twin Cities	36,842	1,942	38,784
University of Iowa	36,382	2,162	38,544
University of Arizona - Tucson	33,580	1,334	34,914
University of Arizona - Phoenix	33,580	800	34,380
University of North Carolina at Chapel Hill	32,746	1,955	34,701
University of Florida	32,744	3,913	36,657
Michigan State University	31,312	46	31,358
Ohio State University-Main Campus	29,680	958	30,638
The University of Texas at Austin	19,006	2,080	21,086
Texas A & M University-College Station	16,220	4,550	20,770

	Medical School Non Resident		
	2020-2021 Tuition Non- Resident	Non-Resident Fee	2020-2021 Total Tuition & Fees
University of Illinois	78,537	4,499	83,036
University of Washington-Main Campus	68,328	1,030	69,358
University of Maryland-(Baltimore)	66,905	5,316	72,221
University of North Carolina at Chapel Hill	60,140	1,955	62,095
Michigan State University	58,066	46	58,112
University of Iowa	57,157	2,162	59,319
Ohio State University-Main Campus	54,600	958	55,558
University of Wisconsin-Madison	54,319	1,469	55,788
University of Arizona - Tucson	54,180	1,334	55,514
University of Arizona - Phoenix	54,180	800	54,980
University of Minnesota-Twin Cities	52,872	1,942	54,814
University of California-Davis	51,277	2,895	54,172
Pennsylvania State University-Main Campus	50,960	120	51,080
University of California-Los Angeles	49,865	1,648	51,513
University of Florida	45,000	3,913	48,913
The University of Texas at Austin	33,326	2,080	35,406
Texas A & M University-College Station	29,320	4,550	33,870

**University of Arizona College of Veterinary Medicine
Doctor of Veterinary Medicine Students Tuition**

TUITION

1st Year Residents: \$45,900

Effective Date: Fall 2021

1st Year Non - Res: \$71,400

2nd Year Residents: \$45,000 (**Actual** Annual Rate)

2nd Year Non - Res: \$70,000 (**Actual** Annual Rate)

PURPOSE

The College of Veterinary Medicine is requesting a 2% tuition increase for the academic year 2021-2022 for the incoming cohort (1st year Resident and 1st Non-Resident students). No change in tuition is requested for the current inaugural cohort of students (2nd year Students, Class of 2023).

The College of Veterinary Medicine has received state appropriations for renovation of one building. Other than that initial support, the College is dependent on tuition revenue and development funds.

JUSTIFICATION

The DVM program is a professional medical program that requires significant investment in instructional resources beyond traditional graduate programs in order to meet American Veterinary Medical Association Council on Education Accreditation requirements.

For the market comparison, we have used reported total tuition and fee costs over all years of the DVM program for 2021 graduates at peer institutions (undergraduate and graduate ABOR peer institutions with DVM programs) and other regional universities with DVM programs (source: American Association of Veterinary Medical Colleges Annual Comparative Data Report for 2019-2020). The total tuition and fee cost is a more appropriate comparison to the University of Arizona DVM program as our design is a 3 year, year-round program, therefore annual costs at Arizona include three semesters, while comparison peer institutions only have two semesters per annum.

The estimated total tuition and mandatory fee costs for the University of Arizona DVM program for the inaugural class (with a plan to hold tuition and fees flat for this cohort) is: Resident \$140,118 and Non-resident \$215,115. The estimated tuition for the Class of 2024 (entering Fall 2021; estimated with annual 2% increases in tuition) is Resident: \$140,472 and Non-resident \$218,514

Annual revenue included below is established for 110 students in the 2nd year cohort or FY 21, the steady state expected student body that will be achieved in the 2022-2023 academic year will be 330. For calculation, the differential tuition is weighted based on expected resident/non-resident enrollment of 44 residents and 66 non-residents per cohort. The tuition revenue was held constant for this estimate.

The total request for tuition is \$45,900 per annum for Arizona Resident Veterinary Medical Students and \$71,400 per annum for Non-Resident Veterinary Medical Students. This breaks down for Arizona residents to \$15,300 per semester (3 semesters per year based on our year-round model) and for non-residents \$23,800 per semester (3 semesters per year based on our year-round model). The proposed tuition rate levels do not include university-wide mandatory fees.

In order to project an accurate revenue considering our expected res/non-res enrollment; the following budget shows a calculated Tuition amount of \$60,600

The Tuition amount was calculated as follows:

1st Year Residents: \$45,900 (Proposed Annual Rate) * 44 (40% of 110 students) = \$2,019,600

1st Year Non - Res: \$71,400 (Proposed Annual Rate) * 66 (60% of 110 students) = \$4,712,400

2nd Year Residents: \$45,000 (**Actual** Annual Rate) * 44 (40% of 110 students) = \$1,980,000

2nd Year Non - Res: \$70,000 (**Actual** Annual Rate) * 66 (60% of 110 students) = \$4,620,000

The total revenue should be \$13,332,000 / 220 Students = \$60,600 (Rate for Proposed Differential Tuition budgeting purposes)

STUDENT CONSULTATION

The elected officers of the inaugural class were consulted regarding this proposal on Wednesday January 20, 2021.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
University of Minnesota	DVM	149,601.00	285,367.00	
University of Arizona	DVM	140,472.00	218,514.00	
Ohio State University	DVM	140,231.00	252,056.00	
Michigan State University	DVM	138,666.00	238,967.00	
University of California-Davis	DVM	132,100.00	181,080.00	
University of Wisconsin	DVM	122,690.00	194,383.00	
University of Florida	DVM	115,160.00	182,000.00	
Washington State University	DVM	102,040.00	135,237.00	
Texas A&M	DVM	99,929.00	153,809.00	
University of Illinois	DVM	97,251.00	162,838.00	
Regional				
Midwestern University-Glendale	DVM	259,720.00	259,720.00	
Western University of Health Sciences Pomona	DVM	223,102.00	223,102.00	
Colorado State University	DVM	155,295.00	250,200.00	
Oregon State University	DVM	107,432.00	206,177.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 14%

Proposed Annual Revenue		
DVM Tuition	\$	\$60,600.00
Number of Students	#	220
Total Revenue	=	\$13,332,000
Proposed Annual Expenditures		
Financial Aid Set-Aside		\$ 1,866,480
Administrative Service Charge		\$ 1,781,742
Institutional and Advising Personnel		\$ 4,281,318
Support Staff Expense		\$ 6,208,798
Operating Expenses		\$ 3,952,880
Total Program Costs	=	\$ 18,091,000

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2021-22 University of Arizona Online Programs

UA Undergraduate

Tuition Year	Tuition Per Credit Range ^{1 2}
2020-2021	\$500 – \$1,746
2021 - 2022	\$500 – \$1,746
\$ Change	\$0
% Change	0%

UA Graduate

Tuition Year	Tuition Per Credit Range ^{1 2}
2020-2021	\$500 - \$2,222
2021 - 2022	\$500 – \$2,222
\$ Change	\$0
% Change	0%

Note:

1 All Online Undergraduate and Graduate students are assessed a mandatory Arizona Financial Aid Trust, of \$26.50 for 1-6 units, and \$53 for 7+ units.

2 All Online Undergraduate and Graduate students are assessed a mandatory \$15 Library Fee per unit, or \$105 for 7+ units.

2021-22 Distance Programs

UA Undergraduate

Tuition Year	Tuition Per Credit Range ^{1 2}
2020 - 2021	\$300 – \$1,360
2021 - 2022	\$300 – \$1,360
\$ Change	\$0
% Change	0%

UA Graduate

Tuition Year	Tuition Per Credit Range ^{1 2}
2020 - 2021	\$478 – \$1145
2021 - 2022	\$478 – \$1,145
\$ Change	\$0
% Change	0%

Note:

1 All Distance Undergraduate and Graduate students are assessed a mandatory Arizona Financial Aid Trust, of \$26.50 for 1-6 units, and \$53 for 7+ units.

2 All Distance Undergraduate and Graduate students are assessed a mandatory \$12 Library Fee per unit, or \$84 for 7+ units.

UA Global Campus Tuition - Undergraduate Students - Current Programs

Degree Program	Partner	Location(s)	Current (2020-21)		Proposed (2021-2022)					
			Tuition per Term	Mandatory Fees	Tuition Per Term	\$ Change	% Change	Mandatory Fees	\$ Change	% Change
Business Administration (BS)	Sampoerna University	Jakarta, Republic of Indonesia	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
Industrial Engineering (BS)	Sampoerna University	Jakarta, Republic of Indonesia	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
Mechanical Engineering (BS)	Sampoerna University	Jakarta, Republic of Indonesia	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
Business Administration (BS)	UPC	Lima, Peru	\$5,500	\$0	\$6,450	\$950	17.3%	\$0	\$0	0.0%
Communication (BA)	UPC	Lima, Peru	\$5,500	\$0	\$6,450	\$950	17.3%	\$0	\$0	0.0%
Industrial Engineering (BS)	UPC	Lima, Peru	\$5,500	\$0	\$6,450	\$950	17.3%	\$0	\$0	0.0%
Philosophy, Politics, Economics and Law (BA)	UPC	Lima, Peru	\$5,500	\$0	\$6,450	\$950	17.3%	\$0	\$0	0.0%
Sustainable Built Environments (BS)	UPC	Lima, Peru	\$5,500	\$0	\$6,450	\$950	17.3%	\$0	\$0	0.0%
Business Administration (BS)	AUPP	Phnom Penh, Cambodia	\$4,500	\$0	\$4,500	\$0	0.0%	\$0	\$0	0.0%
Civil Engineering (BS)	AUPP	Phnom Penh, Cambodia	\$4,500	\$0	\$4,500	\$0	0.0%	\$0	\$0	0.0%
Law (BA)	AUPP	Phnom Penh, Cambodia	\$4,500	\$0	\$4,500	\$0	0.0%	\$0	\$0	0.0%
Law (BA)	Ocean	Qingdao, China	\$5,000	\$0	\$5,000	\$0	0.0%	\$0	\$0	0.0%
Cyber Operations (BAS)	UoM	Reduit, Mauritius	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
Civil Engineering (BS)	UoM	Reduit, Mauritius	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
Systems Engineering (BS)	UoM	Reduit, Mauritius	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
Electrical & Computer Engineering (BS)	UoM	Reduit, Mauritius	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
Mechanical Engineering (BS)	AUIS	Sulaimani, Iraq	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
Civil Engineering (BS)	AUIS	Sulaimani, Iraq	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
Film and TV (BA)	DLSU	Manila, Philippines	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
Law (BA)	HLU	Hanoi, Vietnam	\$5,000	\$0	\$5,000	\$0	0.0%	\$0	\$0	0.0%
Bachelor of Public Health (with accelerated MPH)	Amrita University	Kochi, India	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
BA in Communication (with accelerated MA in Tucson)	Amrita University	Kochi, India	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
BS in Agribusiness Economics and Management (with accelerated MS in Tucson)	Amrita University	Kochi, India	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
BS – Biosystems Engineering (with accelerated MS in Tucson)	Amrita University	Kochi, India	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
BS – Civil Engineering (with accelerated MS in Tucson)	Amrita University	Kochi, India	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
BS – Electrical and Computer Engineering (with accelerated MS in Tucson)	Amrita University	Kochi, India	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
BS – Mechanical Engineering (with accelerated MS in Tucson)	Amrita University	Kochi, India	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
BS – Industrial Engineering (with accelerated MS in Tucson)	Amrita University	Kochi, India	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
BS Materials Science and Engineering (with accelerated MS in Tucson)	Amrita University	Kochi, India	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
Mechanical Engineering (BS)	HEBUT	Tianjin, China	\$5,500	\$0	\$5,000	-\$500	-9.1%	\$0	\$0	0.0%
Materials Science Engineering (BS)	HEBUT	Tianjin, China	\$5,500	\$0	\$5,000	-\$500	-9.1%	\$0	\$0	0.0%
Applied Physics (BS)	HEBUT	Tianjin, China	\$5,500	\$0	\$5,000	-\$500	-9.1%	\$0	\$0	0.0%
Environmental Science (BS)	NWAFU	Yangling, China	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
Music	SIAS	Zhengzhou, China	\$5,000	\$0	\$5,000	\$0	0.0%	\$0	\$0	0.0%

UA Distance Campus Tuition - Undergraduate Students - New Programs

Degree Program	Partner	Location(s)	Proposed (2021-2022)	
			Tuition Per Term	Mandatory Fees
Electrical and Computer Engineering	Sampoerna University	Jakarta, Republic of Indonesia	\$5,500	\$0
Applied Computing	Sampoerna University	Jakarta, Republic of Indonesia	\$5,500	\$0
Hydrology & Atmospheric Sciences	NWAFU	Yangling, China	\$5,500	\$0
Biomedical Engineering	Amrita University	Kochi, India	\$5,500	\$0
Philosophy, Politics, Economics and Law (BA)	Universidad de las Américas	Quito, Ecuador	\$5,500	\$0
Civil Engineering	HEBUT	Tianjin, China	\$5,000	\$0
Sustainable Built Environments (BS)	HEBUT	Tianjin, China	\$5,000	\$0

UA Distance Campus Tuition - Graduate Students - Current Programs

Degree Program	Partner	Location(s)	Current (2020-21)		Proposed (2021-2022)					
			Tuition Per Term	Mandatory Fees	Tuition Per Term	\$ Change	% Change	Mandatory Fees	\$ Change	% Change
Public Health (MPH)	GMU	Ajman, United Arab Emirates	\$6,000	\$0	\$6,000	\$0	0.0%	\$0	\$0	0.0%
Accounting (MS)	PSUT	Amman, Jordan	\$6,250	\$0	\$6,250	\$0	0.0%	\$0	\$0	0.0%
Engineering Management (MS)	PSUT	Amman, Jordan	\$6,250	\$0	\$6,250	\$0	0.0%	\$0	\$0	0.0%
Architecture (MS)	UPC	Lima, Peru	\$5,500	\$0	\$6,450	\$950	17.3%	\$0	\$0	0.0%
Entrepreneurship (MS)	UPC	Lima, Peru	\$5,500	\$0	\$6,450	\$950	17.3%	\$0	\$0	0.0%
Industrial Engineering (MS)	UPC	Lima, Peru	\$5,500	\$0	\$6,450	\$950	17.3%	\$0	\$0	0.0%
International Trade & Business Law (LLM)	UPC	Lima, Peru	\$5,500	\$0	\$6,450	\$950	17.3%	\$0	\$0	0.0%
Public Health (MPH)	UPAEP	Puebla, Mexico	\$5,000	\$0	\$5,000	\$0	0.0%	\$0	\$0	0.0%
Entrepreneurship (MS)	UoM	Reduit, Mauritius	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
MS in Cellular and Molecular Medicine (1+1)	Amrita University	Kochi, India	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%
Public Health (MPH)	Amrita University	Kochi, India	\$5,500	\$0	\$5,500	\$0	0.0%	\$0	\$0	0.0%

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University of Arizona

Differential Tuition

Program Fees

Class Fees

Other Academic 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			Incremental Increase	Incremental Increase per AY	Estimated Additional Revenue	Reference Page #
					Student Enrollment	Current Fee	Proposed				
TOTAL										\$2,405,900	
UNDERGRADUATE - DIFFERENTIAL TUITION											
UNDERGRADUATE - PROGRAM FEE											
Program Fee	College of Agriculture and Life Sciences/Norton School of Family & Consumer Sciences/ Fashion Industry's Science and Technology	Undergrad	Upper	New	100	\$0	\$250	\$250	\$500	\$50,000	25
Program Fee	College of Agriculture and Life Sciences/ School of Natural Resources & the Environment/ BS Natural Resources	Undergrad	Both	New	125	\$0	\$150	\$150	\$300	\$37,500	27
Program Fee	College of Social & Behavioral Sciences/ School of Information/ ISTA BS, ISTA BA, GAME BS	Undergrad	Upper	New	163	\$0	\$250	\$250	\$500	\$81,500	29
Program Fee	College of Science/ Chemistry & Biochemistry/ Chemistry & Biochemistry Bachelors Upper Division	Undergrad	Upper	New	160	\$0	\$150	\$150	\$300	\$48,000	33
Program Fee	College of Science/ Chemistry & Biochemistry/ Chemistry & Biochemistry Bachelors Lower Division	Undergrad	Lower	New	145	\$0	\$50	\$50	\$100	\$14,500	43
Program Fee	Honors College	Undergrad	Both	Increase	2,000	\$250	\$475	\$225	\$450	\$900,000	53
GRADUATE - DIFFERENTIAL TUITION											
GRADUATE - PROGRAM FEE											
Program Fee	College of Architecture, Planning, & Landscape Architecture/ Graduate Certificate in Heritage Conservation	Grad	N/A	Delete	23	\$200	\$0	(\$200)	(\$400)	(\$9,200)	57
COURSE FEES											
Course Fees	College of Agriculture and Life Sciences/ Animal & Comparative Biomedical Sciences/ ACBS 497B - Applied Animal Behavior Workshop	Undergrad	Upper	New	14	\$0	\$30	\$30	\$60	\$800	59
Course Fees	College of Agriculture and Life Sciences/ Animal & Comparative Biomedical Sciences/ ACBS 315L - Physiology of Reproduction Laboratory	Undergrad	Upper	Increase	20	\$20	\$90	\$70	\$140	\$2,800	63
Course Fees	College of Engineer/ Materials Science & Engineer/ MSE 222 - Introduction to Materials Science and Engineering I	Undergrad	Lower	New	40	\$0	\$50	\$50	\$100	\$4,000	65
Course Fees	College of Engineer/ Materials Science & Engineer/ MSE 450/550 - Materials Selection for the Environment	Both	Upper	New	30	\$0	\$50	\$50	\$100	\$3,000	66
Course Fees	College of Engineer/ Aerospace & Mechanical Engineering/ AME 487/587 - Design of Mechatronic Systems	Both	Upper	Increase	25	\$50	\$100	\$50	\$100	\$2,500	67
Course Fees	College of Science/ Speech, Language & Hearing Sci/ SLHS 261 - Anatomy and Physiology of the Speech Mechanism	Undergrad	Lower	Modification to Items	70	\$25	\$25	\$0	\$0	\$0	69
Course Fees	College of Science/ Geosciences/ GEOS 477/577 - Active Tectonics	Both	Upper	New	22	\$0	\$189	\$189	\$378	\$8,300	71
Course Fees	College of Social & Behavioral Sciences/ History/ HIST 328 - Cuisine, Culture, and Power	Undergrad	Upper	New	25	\$0	\$40	\$40	\$80	\$2,000	83
Course Fees	College of Fine Arts/ School of Art/ ART 200 - The Elements of Drawing	Undergrad	Lower	New	18	\$0	\$75	\$75	\$150	\$2,700	84
Course Fees	Eller College of Management/ Karl Eller Grad Sch of Mgmt (MBA) with 'DENP/ BNAD 505 - Strategic Innovation *	Grad	N/A	New	20	\$0	\$3,000	\$3,000	\$6,000	\$120,000	85
OTHER FEES											
Other Academic Fee	Office of Sustainability/ Sustainability Fee	Both	Both	New	45,000	\$0	\$10	\$10	\$20	\$900,000	87
Other Academic Fee	Enrollment Management/ Freshmen Enrollment Fee	Undergrad	Lower	Increase	3,750	\$425	\$450	\$25	\$50	\$187,500	91
Other Academic Fee	Enrollment Management/ Transfer Enrollment Fee	Undergrad	Lower	Increase	1,000	\$150	\$175	\$25	\$50	\$50,000	92

* This request is not for Main Campus

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PROGRAM FEE REQUEST - NEW

University: University of Arizona

College/School: CALS/ Norton School

Department: Family & Consumer Sciences

Program: Fashion Industry's Science and Technology

 Both Graduate Undergraduate Upper Division

Choose One Option

Resident:

\$ 250 /semester

Proposed Fee

Effective Date: Spring 2021

(this field you may enter other option just by typing it in box)

Non-Resident:

\$ 250 /semester

Proposed Fee

Effective Date: Spring 2021

(this field you may enter other option just by typing it in box)

Other Applicable Fees in School/Program

Resident:

Non-Resident:

Applicable Differential Tuition:

0

0

Number of classes within the program with a fee:

1

1

Percent of classes within the program with a fee:

14%

14%

Purpose (Please provide a brief statement detailing the purpose of the tuition, including the anticipated expenditures of tuition revenue and benefits the tuition will provide students.)

Program fees will directly be tied to professional development resources, courses, software and opportunities students have once students reach advanced standing. First, a professional academic advisor will be hired to support the majors as they progress through the degree program. Second, since the curriculum relies heavily on technology and developing technical skills, the fee will support acquisition of essential equipment and labs.

EQUIPMENT AND LABS: To ensure that our graduates are digitally competent, the fee will be used to build and maintain computer, fabrication, and output systems (e.g., printers, plotters, 3D printers, laser cutters, digital routers) along with an array of professional software.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

Students with strong leadership and critical thinking skills as well as strong academic records are highly sought after by employers. Our FITS students will be competing against students graduating from other fashion colleges and institutes. Students in the FITS program will have opportunities to engage in hands-on, experiential learning to develop technological skills needed to be competitive in the fashion industry. The proposed fee will be used to enhance student engagement, career preparation, leadership experiences, career services, and professional advising to ensure that our students are highly competitive in the national job market. We propose the same program fees that are implemented in our Retailing and Consumer Sciences and the Personal and Family Financial Planning programs in the School of Family and Consumer Sciences. The fee will be assessed once students enroll in FCSC 345. Since this is a new program, the enrollments will grow over time. Projections are based on a conservative, 150 students. Once our student enrollment reaches our expected enrollment of 200 majors, the fee will significantly help to develop engagement and professional experiences for students.

Immediately, we will need a full-time academic advisor. We have close to 90 students in the minor and a large number of students waiting to enroll into the major.

The following provides detailed expenditures:

Academic Advisor II: Salary \$47,000 + ERE = \$61,570

Revenue will also be used to purchase and maintain equipment for our labs.

The University will assess administrative service charge to recover overhead costs incurred by the University. The revenues generated from the Administrative Service Charge (ASC) are used specifically to support overhead costs and administrative services that benefit the entire University, but are not easily assignable to any one unit. Examples include utilities, payroll processing, human resources, information technology, budgeting and procurement.

Student Consultation (Please describe the method and outcomes of student consultation)

A survey in the University of Arizona Qualtrics was given to fashion minor students over the fall semester of 2020. We had 85 participants answer a multiple-choice question listed below:

Q1 - As common within many majors at University of Arizona, students in the FITS major will be asked to pay program fees of \$250 per semester beginning with your junior and senior year. The fee is to deliver resources (professional development, software, academic and career advising, and other resources) that will be provided your junior and senior year. The student focused resources would not be possible without this fee. A proposal will be submitted to ABOR and your input is important as when implementing a fee, we want students to be informed of the cost of their program. How willing are you to pay this fee for the 4 semesters in your junior and senior year?

The outcome is below:

Agree to pay the fee junior and senior year 65.88% - 56

Disagree to pay the fee junior and senior year 32.94% - 28

Agree to pay the fee for all four years in the FITS major 1.18% - 1

Total 100% - 85

A small focus group was created with the University of Arizona club "Cutting Edge". Students agreed they would not want further reductions in teaching or instructional support in order to reduce program fees.

Also, the Associated Students of the University of Arizona (ASUA) and the Graduate Professional Student Council (GPSC) are the student government on the University of Arizona campus that is comprised of students who are willing to go above and beyond and serve their school and peers. ASUA and GPSC executive officers attend the annual university fees meeting and review fee proposals to ensure the benefit to the students paying the fee. They also voted to put this fee forward for ABOR review/approval.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
FIDM in Los Angeles	B.A. in Creative Industry Studies, Apparel Industry Management Core	\$ 32,732	\$ 32,732	
University of Arizona	Applied Humanities Fashion Study	12,691.00	36,718.00	
Kent State	School of Fashion	11,587.00	20,465.00	
Arizona State	Hershberger Fashion studies	11,338.00	29,428.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 14.0%

Proposed Annual Revenue

Program Fee	\$	\$ 500.00
Number of Students	#	\$ 200
Total Revenue	=	\$ 100,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 14,000.00
Administrative Service Charge	\$	\$ 13,278.00
Student Services and Advising Personnel	\$	\$ 61,570.00
Equipment and software	\$	\$ 1,535.00
Adjunct Instructors	\$	\$ 9,617.00
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 100,000.00



PROGRAM FEE REQUEST - NEW

University: University of Arizona

College/School: College of Agriculture and Life Sciences

Department: School of Natural Resources and the Environment

Program: BS Natural Resources

 Both Graduate Undergraduate Both

Choose One Option

Resident:

\$ 150

/semester

Proposed Fee

Effective Date: Fall

2021

(this field you may enter other option just by typing it in box)

Non-Resident:

\$ 150

/semester

Proposed Fee

Effective Date: Fall

2021

(this field you may enter other option just by typing it in box)

Other Applicable Fees in School/Program

Resident:

Non-Resident:

Applicable Differential Tuition:

0

0

Number of classes within the program with a fee:

3

3

Percent of classes within the program with a fee:

39%

39%

Purpose (Please provide a brief statement detailing the purpose of the tuition, including the anticipated expenditures of tuition revenue and benefits the tuition will provide students.)

The proposed program fees will be used to support student services and engagement opportunities inside and outside the classroom. We currently pay a 0.5 FTE academic advisor out of our discretionary funds to support the majors as they progress through the degree programs. We would like to enhance the role of our advisor by having them spend more time with 'at risk' students, as well as expand their role in helping to retain and increase diversity within our major. Discretionary funds are also used for classroom enhancements, poster printing services, student clubs, and general IT support. Program fees will enable us to address emergent needs deriving from steady SNRE program growth and an aging pedagogical infrastructure in one of our buildings. Funds are required to enable internships and improved student engagement in research, enhanced methods of instruction, securing and maintaining of upgraded technology and applications, increased laboratory sections for key courses, provision of laboratory computer lab refresh and staff support, and increased availability of field trips, including a field-based summer capstone course. The use of special equipment, technology and field studies in SNRE presents demonstrably higher costs of instruction delivery. Advising and educational improvements will boost undergraduate retention and competitiveness for positions.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

Today's job market seeks students with leadership and critical thinking skills as well as strong academic records. Students in the SNRE programs will develop these skills that enhances their competitiveness. The proposed fee will be used to enhance educational technology in the classroom, student experiential learning, career preparation, leadership experiences, and professional advising to ensure that our students are top candidates in the natural resources management job market. We expect that these existing SNRE programs and a proposed new ecotourism program will lead to continued growth in enrollment over time. We will need part time advising immediately as well as technical/computer support for the students in our programs. The following provides detailed expenditures:

Academic Advisor II: Salary + ERE = \$30,401 ; Technical support: Salary +ERE = \$9,000 ; The balance of the program fees will be used to fund student engagement activities; such as attending the annual Range and Ecological Conferences at which they will present posters that SNRE will print at cost (\$8,000). Classroom improvements including camera's sound and projector systems need to be upgraded in older teaching facilities (\$7,500).

The University will assess administrative service charge to recover overhead costs incurred by the University. The revenues generated from the Administrative Service Charge (ASC) are used specifically to support overhead costs and administrative services that benefit the entire University, but are not easily assignable to any one unit. Examples include utilities, payroll processing, human resources, information technology, budgeting and procurement.

SNRE currently receives about \$20,000 in undergraduate course fees every year that exclusively are for field trips and a computer refresh for the ENR2 N250 computer lab (every 3-4 years). One of the three course fees will be deleted if this program fee is approved as it covers the cost of poster printer services.

Student Consultation (Please describe the method and outcomes of student consultation)

We conducted an on-line survey to poll students about their satisfaction with advising, instructional services and technology, IT services that we currently provide. In total, 63 students replied to the survey. All students are exceedingly satisfied with these services (advising 84%; instructional services and technology 70%; IT services 83%) and like to keep these. Since the majority of these services come from discretionary funds, we would like to implement a program fee to sustain these services. 57 percent of them would likely pay a program fee and 43 percent were not interested in paying for these services. Financial hardship was one of the reasons. About 90 % of the respondents would be interested in offsetting the program fee costs with a scholarship. Other degree programs across the University have annual program fees that are generally between \$400 and \$700.

The Associated Students of the University of Arizona (ASUA) and the Graduate Professional Student Council (GPSC) are the student government on the University of Arizona campus that is comprised of students who are willing to go above and beyond and serve their school and peers. ASUA and GPSC executive officers attend the annual university fees meeting and review fee proposals to ensure the benefit to the students paying the fee. They also voted to put this fee forward for ABOR review/approval.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
Penn State Univ Park		\$ 18,454	\$ 35,984	
UNIVERSITY OF ILLINOIS U-C		16,862.00	34,312.00	
UC DAVIS		14,597.27	44,351.00	
University of Arizona		12,600.00	36,600.00	
Univ of Washington		11,659.00	39,028.00	
Univ. of Maryland		10,778.00	36,890.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 14.0%

Proposed Annual Revenue

Program Fee	\$	\$ 300.00
Number of Students	#	\$ 250
Total Revenue	=	\$ 75,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 10,500.00
Administrative Service Charge	\$	\$ 9,958.80
Advising Personnel	\$	\$ 30,401.00
Technical support	\$	\$ 9,000.00
Operating expenses	\$	\$ 7,500.00
Student engagement activities	\$	\$ 8,000.00
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 75,359.80



PROGRAM FEE REQUEST - NEW

University: University of Arizona College/School: Social and Behavioral Sciences
 Department: School of Information Program: ISTA BS & BA, GAME BS

Both
 Graduate
 Undergraduate
 Upper Division
 Choose One Option

Resident:
 \$ 250 /semester
 Effective Date: Fall
 2021
Proposed Fee (this field you may enter other option just by typing it in box)

Non-Resident:
 \$ 250 /semester
 Effective Date: Fall
 2021
Proposed Fee (this field you may enter other option just by typing it in box)

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable Differential Tuition:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>3</u>	<u>3</u>
Percent of classes within the program with a fee:	<u>4%</u>	<u>4%</u>

Purpose (Please provide a brief statement detailing the purpose of the tuition, including the anticipated expenditures of tuition revenue and benefits the tuition will provide students.)

See Attached.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

- This request aims to focus program fee use on student success initiatives.
- (1) reserve 14% of fee for need-based financial aid set aside to “allow access for qualified students who cannot afford the fee.”
 - (2) provide students assistance via a new tutoring approach for the School, a help-desk style approach to student support in order to provide them just-in-time support when they need it.
 - (3) establish a dedicated staff person who will work to identify internships and match students to those experiences, and to provide students career-related support.
 - (4) hire faculty that can teach highly-technical courses given the fast-paced changes that occur in the big-data and technology sectors (75%).
 - (5) provide faculty support for gaining new technological training in order to keep their classroom teaching current.
 - (6) provide student support for educational needs, such as textbooks, statistical software, computer lending, equipment lending (e.g., virtual reality goggles), and other educational supplies.

Student Consultation (Please describe the method and outcomes of student consultation)

The Undergraduate Advisor surveyed all ISTA and GAME Development BS majors. On the survey we added a question about which students identified as being interested in participating on an elected student review board for the program fee, so we have the basis for a student committee for feedback on program fees. The students had mixed feelings about a fee, with 42% ‘agreeing’ it would have affected their choice of major but 32% indicating that they felt neutral. Student’s top choice for needed services from the iSchool was scholarships, followed by support for career engagement and then tutoring. Most students wanted a program fee that will support career engagement, followed by scholarships, additional educational support to include textbooks, educational supplies, statistical software, and tutoring for technical courses. A few students who did not choose tutoring as their number one choice indicated in comments they also wanted tutoring. The comments were also supportive of students having feedback in how program fees were spent.

Also, the Associated Students of the University of Arizona (ASUA) and the Graduate Professional Student Council (GPSC) are the student government on the University of Arizona campus that is comprised of students who are willing to go above and beyond and serve their school and peers. ASUA and GPSC executive officers attend the annual university fees meeting and review fee proposals to ensure the benefit to the students paying the fee. They also voted to put this fee forward for ABOR review/approval.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
U Illinois - Urbana Champaign	Information Sciences	\$ 20,329	\$ 37,779	
University of Arizona	Information Science	13,196.00	37,223.00	15,159.00
U California - Los Angeles	Computer Science	13,564.00	32,572.00	
U Texas - Austin	Computer Science	11,480.00	39,874.00	
U Maryland - College Park	Information Studies	10,779.00	36,891.00	
U Wisconsin - Madison	Data Science	10,746.00	38,634.00	
U North Carolina - Chapel Hill	Information Science	9,018.00	36,000.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 14.0%

Proposed Annual Revenue

Program Fee	\$	\$ 500.00
Number of Students	#	\$ 325
Total Revenue	=	\$ 162,500.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 22,750.00
Administrative Service Charge	\$	\$ 21,577.00
Tutoring Center	\$	\$ 5,000.00
Data Scientist Salary	\$	\$ 87,173.00
Internship coordinator	\$	\$ 26,000.00
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 162,500.00

ISTA Program Fee Purpose

The School of Information recently removed two ISTA course fees in preparation for this program fee and to eliminate costs for the students. The remaining 3 course fees purpose do not overlap with this request. The request for a program fee for BA in Information Science & Arts, BS in Information Science & Technology and BA in Games & Behavior, is to invest in student support that will aid students in their studies and help them gain the tools they need to achieve high-paying jobs after graduating from our programs. As a newer and rapidly growing School with core technical requirements in undergraduate programs, the iSchool has been unable to provide tutoring support for classes across curriculum, such as ISTA 116 (statistics in r), 130 (python), web design courses (Java C), and game development classes (unity). Coding in these courses is a skill that heavily favors 'over the shoulder' learning, where students can interact with peers and ask questions. From the inception of the School, students have asked for more one-on-one support in these technical courses. As the Computer Science department offers its own tutoring program, the main University tutoring center Think Tank has had little incentive or ability to draw from a pool of tutors to offer coding tutoring; however, iSchool students cannot attend Computer Science tutoring, leaving our students without programming tutoring support from either group. We have wonderful instructors and student section leaders, but this is not sufficient to enable time to sit down and go over, for example, every question in a homework assignment with a student. It's heartbreaking to tell a student looking for tutoring in a core requirement that tutoring simply does not exist for the required core classes or the elective courses that they are struggling with - many are left to seek out, find, and pay their own tutors.

A lack of support can reinforce inequities and underrepresentation that continues to plague the computational workforce and tech sector because the students in most need of support cannot find the resources - tutoring, software packages, hardware, etc. - that they need. According to Code.org, "The fields of software, computing, and computer science are plagued by stark underrepresentation by gender, race, ethnicity, geography, and family income. In U.S. high schools, the Advanced Placement exam in Computer Science has historically (since the beginning of the century) had only 22 percent participation by young women, and only 13 percent participation by students from marginalized racial and ethnic groups (Black/African American, Hispanic/Latino/Latina/Latinx, Native American/Alaskan, and Native Hawaiian/Pacific Islanders)," <https://code.org/diversity>. Additionally, money from fees can help support a departmental scholarship for undergraduates which does not currently exist, help keep faculty skill level current, and can provide support for an Internship Coordinator that will help place undergraduate students in successful internships, positions that can lead to future employment opportunities. While placing a small upfront financial burden on our majors, we hope that burden will be balanced with more and better opportunities we can provide students in the School, opportunities that will directly and positively contribute to students' retention, academic success, and professional lives.

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PROGRAM FEE REQUEST - NEW

University: University of ArizonaCollege/School: College of ScienceDepartment: Chemistry & BiochemistryProgram: CHEM BA & BS, BIOC BA & BS Both Graduate Undergraduate Lower Division

Choose One Option

Resident:

\$ 50/semester

Proposed Fee

Effective Date: Fall2021

(this field you may enter other option just by typing it in box)

Non-Resident:

\$ 50/semester

Proposed Fee

Effective Date: Fall2021

(this field you may enter other option just by typing it in box)

Other Applicable Fees in School/Program

Resident:

Non-Resident:

Applicable Differential Tuition:

00

Number of classes within the program with a fee:

1313

Percent of classes within the program with a fee:

48%48%

Purpose (Please provide a brief statement detailing the purpose of the tuition, including the anticipated expenditures of tuition revenue and benefits the tuition will provide students.)

The program fee revenue will pay for enhanced services and resources to prepare CBC students for successful careers. These resources will benefit students throughout their career, and will be partially supported by lower level fees and partially by upper level fees. A designated faculty member will serve as an undergraduate research coordinator (URC), mentoring students to select a research lab and guiding them toward successful completion of milestones such as the Senior Thesis and poster presentation. This will especially benefit biochemistry majors, who are required to complete a one-year research experience. However, some chemistry majors also participate in research experiences and will also benefit from this resource. The URC will focus on getting more CBC students involved in research and encourage early entry into research. The URC faculty will be given teaching release or additional funds to effectively fulfill this role (see budget for details).

The URC will also implement new workshops specifically geared toward the needs and important skills of CBC students, such as scientific literature navigation, technical writing, scientific presentations, and career preparation. They will invite speakers from the fields of chemistry and biochemistry to provide important perspectives and career advice to students. The recent surge in the use of remote learning will make it possible to engage speakers from outside our immediate geographical area. This will greatly expand our students' awareness of career opportunities and create networking possibilities that did not exist before.

The 13 course fees in the department pay for lab consumables, materials, and other equipment that will not be covered by this program fee.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The program fee revenue will be used to support activities that directly address the students' top concerns:

- 14% will support financial aid set-aside for students that have financial need.
- 60.66% will support hiring the URC: to mentor students and help them identify their research interests, match them with a research advisor, and guide them through the process
- 10% will support workshops and seminars: scientific literature, thesis writing, resume writing, career options, writing grant proposals, internships, pursuing scholarships, applying to graduate/professional schools, etc. This support includes the invited speaker series to broaden student awareness of career options
- 15.44% the University will assess administrative service charge to recover overhead costs incurred by the University. The revenues generated from the Administrative Service Charge (ASC) are used specifically to support overhead costs and administrative services that benefit the entire University, but are not easily assignable to any one unit. Examples include utilities, payroll processing, human resources, information technology, budgeting and procurement.

Since all BS Biochemistry majors are required to complete one year of research, the choice of a research director is a critical decision that can have ramifications on their future career. It is important that students join a lab that suits their interests. Having a faculty member with expertise in the field to guide them in the selection process will ensure they make the best choice. This same faculty member may also teach the majors' seminar course, BIOC 296b or CHEM 395a, depending on their field and the needs of the Department. The cost to fill the faculty member's regular teaching slot with another instructor is \$20,000 per year (or \$10,000 if they are assigned to teach the seminar class) + ERE expenses.

The invited speaker seminar series will be geared toward offering a variety of perspectives to increase student awareness of potential career paths. It will include speakers from industrial, government, and academic labs. Many of these seminars will be conducted remotely. Costs involved with this effort may include travel costs for local speakers as well as event expenses for those seminars that are held in person. Costs for all of these services will be partially covered by the upper-level program fees.

Student Consultation (Please describe the method and outcomes of student consultation)

A survey was administered to all CBC undergraduate students in Fall 2020. Out of 612 CBC majors, 140 (~23%) responded to the survey. The full survey results are provided as an attachment. In summary, 63% of respondents supported the idea of a CBC program fee, as indicated by their responses to Question #3 of the survey.

While students applaud CBC for providing them rich research opportunities and critical analytical skills that prepare them well for graduate school, there are some important areas where students are under-served. Student exit surveys (conducted each semester) indicate a need for improvement in workforce and career preparation, professional skill (e.g., technical writing) development, and providing adequate equipment in teaching labs. These sentiments were echoed in our recent program survey, in which students also expressed a desire for faculty mentor-ship in finding and joining a research lab that aligns with their goals and interests. In the CBC student program survey, we asked what services and/or resources students thought would most benefit them in the program. Student responses are shown graphically in the attached survey report. The top four items the students chose as most useful to help them succeed were (in descending order):

1. Faculty mentoring to help them select and join a research lab
2. Focused career advising
3. Better equipment in the teaching labs
4. Skills workshops such as writing, literature navigation, presentations

Also, the Associated Students of the University of Arizona (ASUA) and the Graduate Professional Student Council (GPSC) are the student government on the University of Arizona campus that is comprised of students who are willing to go above and beyond and serve their school and peers. ASUA and GPSC executive officers attend the annual university fees meeting and review fee proposals to ensure the benefit to the students paying the fee. They also voted to put this fee forward for ABOR review/approval.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
University of Illinois at Urbana-Champaign	BS Chemistry, BS Biochemistry	\$ 17,258	\$ 34,708	
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University of Minnesota-Twin Cities	BS Biochemistry	15,142.00	33,440.00	
Michigan State University	BS Biochemistry & Molecular Biology; BA/BS Chemistry	14,460.00	39,776.00	
University of California-Los Angeles	BS Chemistry, BS Biochemistry	13,239.00	36,767.00	
University of Arizona	BA/BS Chemistry, BA/BS Biochemistry	12,996.00	37,023.00	
Texas A & M University	BA/BS Biochemistry	12,070.00	39,411.00	
Texas A & M University	BA/BS Chemistry	11,728.00	39,068.00	
University of Texas at Austin	BS Chemistry, BS Biochemistry	11,480.00	39,874.00	
University of Wisconsin-Madison	BA/BS Chemistry, BS Biochemistry	10,742.00	38,630.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 14.0%

Proposed Annual Revenue

Program Fee	\$	\$ 100.00
Number of Students	#	\$ 291
Total Revenue	=	\$ 29,100.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 4,074.00
Administrative Service Charge	\$	\$ 3,864.00
Undergraduate research coordinator salary	\$	\$ 18,162.00
Career & professional development workshops	\$	\$ 3,000.00
	\$	
	\$	
	\$	
	\$	
	\$	
Total Program Costs	=	\$ 29,100.00

Default Report

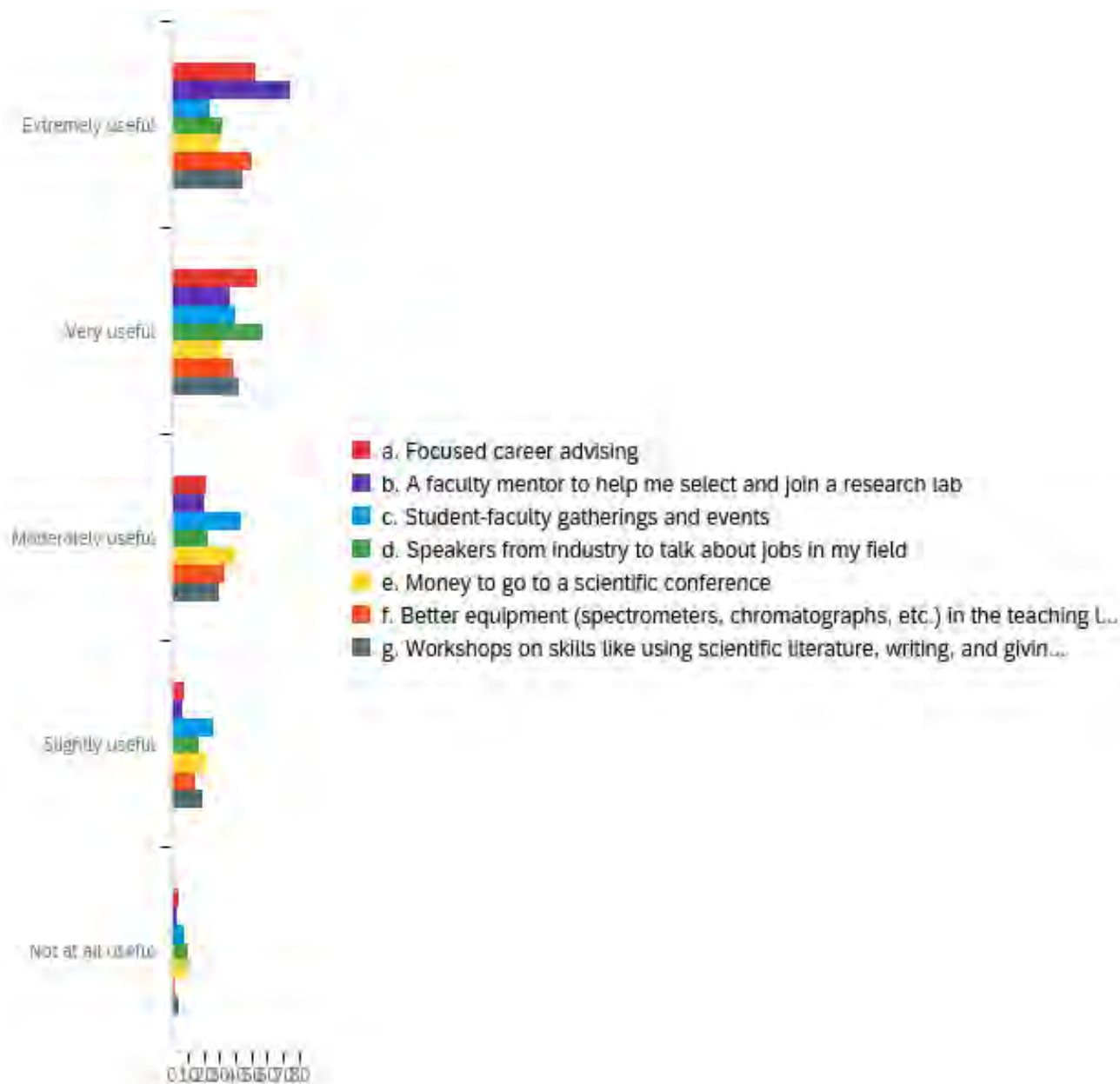
CBC undergraduate program survey

November 5th 2020, 1:22 pm MST

Q_RecaptchaScore

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q_RecaptchaScore	0.10	0.90	0.87	0.09	0.01	141

Q1 - How useful do you feel each of the following would be in helping you succeed as a CBC undergraduate student?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	a. Focused career advising	1.00	5.00	1.97	1.01	1.01	140
2	b. A faculty mentor to help me select and join a research lab	1.00	5.00	1.76	0.99	0.98	140
3	c. Student-faculty gatherings and events	1.00	5.00	2.66	1.11	1.24	140
4	d. Speakers from industry to talk about jobs in my field	1.00	5.00	2.40	1.17	1.38	139

5	e. Money to go to a scientific conference	1.00	5.00	2.65	1.23	1.52	138
6	f. Better equipment (spectrometers, chromatographs, etc.) in the teaching labs	1.00	5.00	2.14	1.07	1.14	139
7	g. Workshops on skills like using scientific literature, writing, and giving presentations	1.00	5.00	2.24	1.13	1.28	139

#	Question	Extremely useful		Very useful		Moderately useful		Slightly useful		Not at all useful		Total
1	a. Focused career advising	37.86%	53	38.57%	54	15.00%	21	5.71%	8	2.86%	4	140
2	b. A faculty mentor to help me select and join a research lab	53.57%	75	25.71%	36	14.29%	20	4.29%	6	2.14%	3	140
3	c. Student-faculty gatherings and events	17.14%	24	28.57%	40	30.71%	43	18.57%	26	5.00%	7	140
4	d. Speakers from industry to talk about jobs in my field	23.02%	32	41.01%	57	16.55%	23	12.23%	17	7.19%	10	139
5	e. Money to go to a scientific conference	22.46%	31	23.19%	32	29.71%	41	15.94%	22	8.70%	12	138
6	f. Better equipment (spectrometers, chromatographs, etc.) in the teaching labs	35.97%	50	28.06%	39	23.74%	33	10.79%	15	1.44%	2	139
7	g. Workshops on skills like using scientific literature, writing, and giving presentations	32.37%	45	30.22%	42	20.86%	29	13.67%	19	2.88%	4	139

Q2 - What additional resources you would like CBC to offer for you to be successful?

What additional resources you would like CBC to offer for you to be successful?

I would love to be able to go to scientific conferences or to have a faculty mentor to help me select and join a research lab.

Unsure

Other ways to gain experience in the field outside of working in a research lab

More thorough explanations of lab spectrums and more 1 on 1 help to better be able to run a procedures alone

I think resources on the many lab techniques that are used would be helpful. And I also think more independent procedure creation to work on labs instead of following a procedure.

more peer support and a set up for peer groups (like the cohorts in education)

Shadowing opportunities in our choice of job field

Even more research/lab assistance/opportunities

More focus on analytical chemistry/ real world chemistry than biochemistry topics

More interesting and diverse elective courses that are consistently offered.

Professional communication courses.

Our college advisors are fabulous and I love them but a person dedicated to students on the grad school path to help with that process (picking and applying) would be super useful

I hated my CBC experience. I don't feel like I was ever appreciated or acknowledged. The upper division biochemistry professors were rude and completely disregarding of undergrad biochem majors. My experience at the U of A, on top of the astronomical cost of tuition, has solidified my decision to never go to any college in the United States. I will be moving overseas for an affordable, caring higher education.

I would like to mainly focus on career advising and speakers from my preferred industry.

None other than those listed above

There should be something like industry-academia cooperation/collaboration during undergraduate. The university isn't for philosophy anymore. Most of it is for preparing a person to be able to contribute to the world by work. Only very very few percentage of people do real scholar research. Therefore, an industrial experiment should be imported by uni/faculty/instructor. Time to jump out of the textbook.

None I can think of per-se. SciFinder is semi limited although if signed in google under UA, specific sites like Science Direct

Research advisors

Career advising from scientists of color

More advising plans (4 year plans) or even accelerated plans to graduate earlier

N/A

Workshops or 1 on 1 assistance for honing research skills.

Support 463a. It definitely taught the most career applicable material for a biochemist.

Options after getting bachelor's degree

NA

A niche gripe, but flexibility in incorporating interdepartmental research into the BS/MS program. Besides that, the above programs are excellent ideas and I look forward to their implementation.

N/A

I think a committee of mentors, just like a club, who can update us on more things than just advisors' email would be helpful cuz we can receive more information about labs, opportunities.

N/A

MA

N/A

more lab experiences

more guidance in how to either take more organized notes (online school, lecture, learning material) is very unorganized and I am having a hard time figuring out how to study on my own.

More opportunities to speak with mentors and other faculty in order to get better ideas of what to pursue following graduation.

More and earlier guidance to thesis. Also, career focused survey classes, like forensic science would be cool, so that we can have a trial run for careers that might interest us. I understand if there isn't enough money for that though, I didn't know labs didn't get tuition funding (I think they should, just like any classroom)!

Possible tutoring help

Organized laboratory curriculum in higher lab teaching classes, encouraged semester meetings with assigned faculty research mentor

Colloquium 395 course ought to be more useful. Also more seminar talks from non-academics

I would like better help and advise from my CBC advisor as I feel as though every question I ask is only generally addressed rather than giving me any kind of helpful direction. I have asked numerous specific questions about classes and have received incorrect information about my transfer credit.

N/A

N/A

Not sure, Maybe expansion of CBC course related think tank tutoring hours and access

Especially in Chem labs stop using extremely old techniques and chemical reactions, there is much more applicable chemical reactions that modern labs use (suzuki, cycloadditon, click chemistry, etc). Learning Grignard's is useless.

N/A

I will transfer to a different school and finish my degree there if this school dreams of spending that much money on football and not that much money on my education. Why doesn't tuition cover my lab experiences? What kind of joke is this?

I think the CBC does a wonderful job in promoting the success of their students. It would be nice to see more cohesion between the major and better equipment in labs.

I feel like the courses we have cover most of this and if we have questions about events, research labs, conferences, etc. we can ask current faculty. It seems redundant to offer this.

more seminars/informational seminars of the summer internship/research programs for undergraduates

I think CBC gives students a lot of good resources now really, it's hard to take advantage of them since everything is virtual but there are still good resources

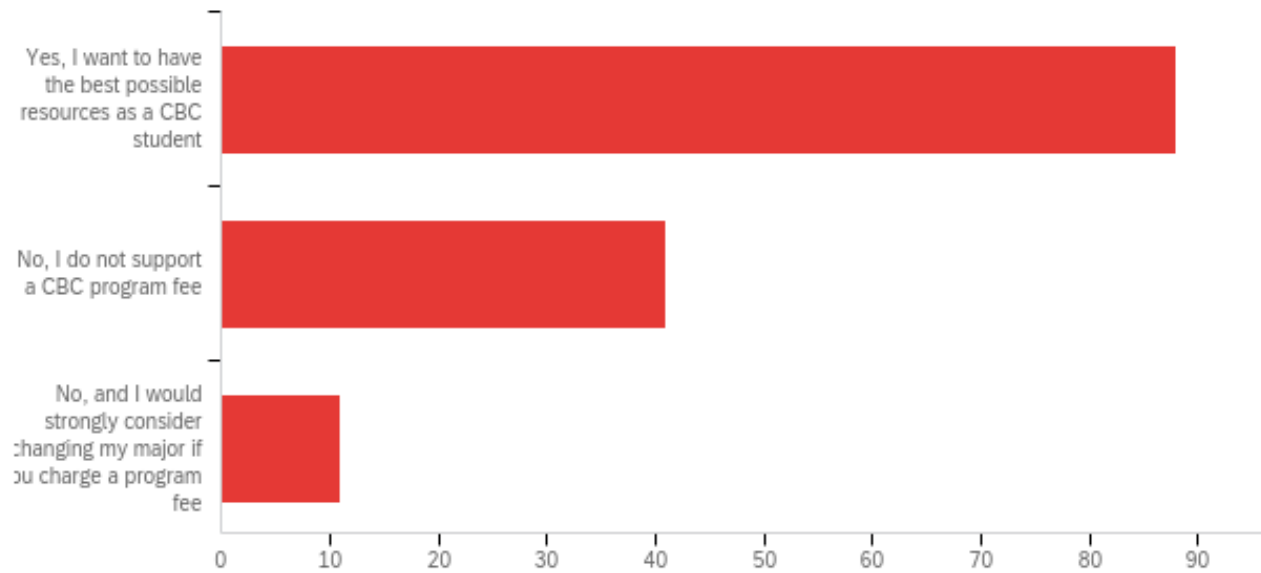
N/A

Tutoring for higher level courses

Additional resources to assist in lab with regards to report writing and data analysis. The expectations for what students are to do with almost no information/instruction is unreasonable at times. More guidance/resources would be great.

Help on graduate admissions starting end of Junior year, I have no idea what I am doing

Q3 - If the above resources were to result in a CBC program fee (\$50-\$150/semester, would you support paying this additional fee?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	If the above resources were to result in a CBC program fee (\$50-\$150/semester, would you support paying this additional fee?	1.00	3.00	1.45	0.64	0.40	140

#	Answer	%	Count
1	Yes, I want to have the best possible resources as a CBC student	62.86%	88
2	No, I do not support a CBC program fee	29.29%	41
3	No, and I would strongly consider changing my major if you charge a program fee	7.86%	11
	Total	100%	140

Market Pricing

Comparison of our tuition with peer institutions (Table 1) shows that addition of the program fee does not affect our competitive pricing. In fact, the programs in Table 1 with lower resident tuition have higher non-resident rates. We selected peer universities with similar size programs (based on ACS degree data) and similar rankings. It is important to note that the University of Arizona is currently ranked #10 in the US in analytical chemistry by US News & World Report. Several of the programs in Table 1 are also in the top ten analytical programs. To remain competitive in this area, it is crucial that we offer state-of-the-art analytical instrumentation in our teaching labs—one of the principal objectives of this program fee.

Table 1. Comparison with peer institutions. Values in yellow are higher than UA tuition values.

Institution	Degree program	Resident tuition	Requested fee	Resident total	Non-resident tuition	Requested fee	Non-resident total
University of Illinois at Urbana-Champaign	BS Chemistry, BS Biochemistry	\$17,258.00		\$17,258.00	\$34,708.00		\$34,708.00
University of Minnesota-Twin Cities	BS Chemistry	\$17,142.00		\$17,142.00	\$35,440.00		\$35,440.00
University of Minnesota-Twin Cities	BS Biochemistry	\$15,142.00		\$15,142.00	\$33,440.00		\$33,440.00
Michigan State University	BS Biochemistry & Molecular Biology; BA/BS Chemistry	\$14,460.00		\$14,460.00	\$39,776.00		\$39,776.00
University of California-Los Angeles	BS Chemistry, BS Biochemistry	\$13,239.00		\$13,239.00	\$36,767.00		\$36,767.00
University of Arizona	BA/BS Chemistry, BA/BS Biochemistry	\$12,696.00	\$100.00 (l) \$300.00 (u)	\$12,996.00	\$36,723.00	\$300.00	\$37,023.00
Texas A & M University	BA/BS Biochemistry	\$12,070.00		\$12,070.00	\$39,411.00		\$39,411.00
Texas A & M University	BA/BS Chemistry	\$11,728.00		\$11,728.00	\$39,068.00		\$39,068.00
University of Texas at Austin	BS Chemistry, BS Biochemistry	\$11,480.00		\$11,480.00	\$39,874.00		\$39,874.00
University of Wisconsin-Madison	BA/BS Chemistry, BS Biochemistry	\$10,742.00		\$10,742.00	\$38,630.00		\$38,630.00

The program fee is not expected to negatively affect student demand for our programs. Only a small percentage of the students in our survey indicated that they would consider changing majors due to the fee. We believe that the program enhancements provided by this fee will increase student satisfaction and make them better prepared for their careers. This in turn will lead to better opportunities for them upon graduation.



PROGRAM FEE REQUEST - NEW

University: University of ArizonaCollege/School: College of ScienceDepartment: Chemistry & BiochemistryProgram: CHEM BA & BS, BIOC BA & BS Both Graduate Undergraduate Lower Division

Choose One Option

Resident:

\$ 50

/semester

Proposed Fee

Effective Date: Fall2021

(this field you may enter other option just by typing it in box)

Non-Resident:

\$ 50

/semester

Proposed Fee

Effective Date: Fall2021

(this field you may enter other option just by typing it in box)

Other Applicable Fees in School/Program

Resident:

Non-Resident:

Applicable Differential Tuition:

00

Number of classes within the program with a fee:

1313

Percent of classes within the program with a fee:

48%48%

Purpose (Please provide a brief statement detailing the purpose of the tuition, including the anticipated expenditures of tuition revenue and benefits the tuition will provide students.)

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The URC will also implement new workshops specifically geared toward the needs and important skills of CBC students, such as scientific literature navigation, technical writing, scientific presentations, and career preparation. They will invite speakers from the fields of chemistry and biochemistry to provide important perspectives and career advice to students. The recent surge in the use of remote learning will make it possible to engage speakers from outside our immediate geographical area. This will greatly expand our students' awareness of career opportunities and create networking possibilities that did not exist before.

The 13 course fees in the department pay for lab consumables, materials, and other equipment that will not be covered by this program fee.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The program fee revenue will be used to support activities that directly address the students' top concerns:

- 14% will support financial aid set-aside for students that have financial need.
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A survey was administered to all CBC undergraduate students in Fall 2020. Out of 612 CBC majors, 140 (~23%) responded to the survey. The full survey results are provided as an attachment. In summary, 63% of respondents supported the idea of a CBC program fee, as indicated by their responses to Question #3 of the survey.

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BUDGET

Financial Aid Set Aside (FSA) Amount: 14.0%

Proposed Annual Revenue

Program Fee	\$	\$ 100.00
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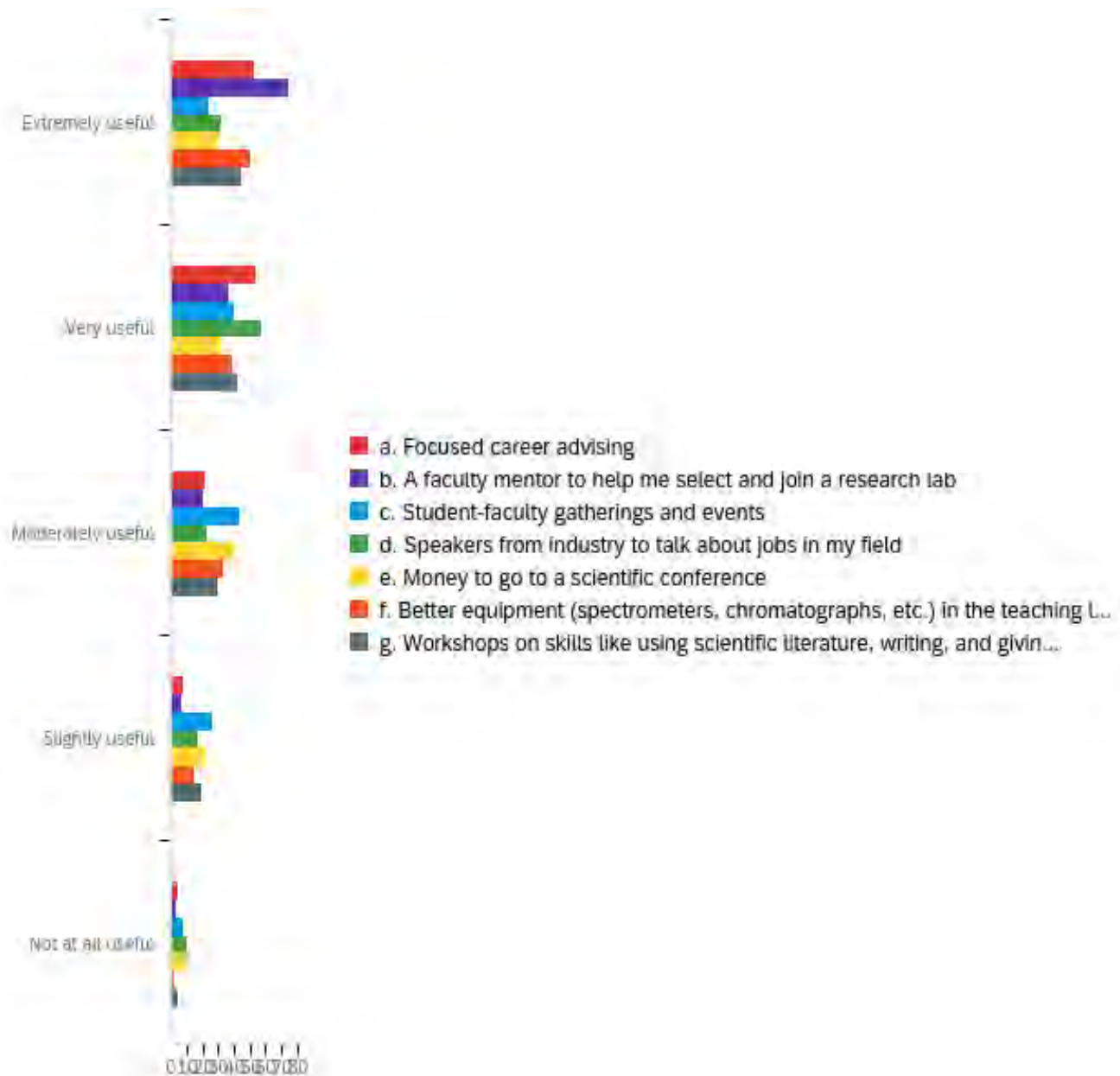
CBC undergraduate program survey

November 5th 2020, 1:22 pm MST

Q_RecaptchaScore

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
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Q1 - How useful do you feel each of the following would be in helping you succeed as a CBC undergraduate student?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	a. Focused career advising	1.00	5.00	1.97	1.01	1.01	140
2	b. A faculty mentor to help me select and join a research lab	1.00	5.00	1.76	0.99	0.98	140
3	c. Student-faculty gatherings and events	1.00	5.00	2.66	1.11	1.24	140
4	d. Speakers from industry to talk about jobs in my field	1.00	5.00	2.40	1.17	1.38	139

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Q2 - What additional resources you would like CBC to offer for you to be successful?

What additional resources you would like CBC to offer for you to be successful?

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Professional communication courses.

Our college advisors are fabulous and I love them but a person dedicated to students on the grad school path to help with that process (picking and applying) would be super useful

I hated my CBC experience. I don't feel like I was ever appreciated or acknowledged. The upper division biochemistry professors were rude and completely disregarding of undergrad biochem majors. My experience at the U of A, on top of the astronomical cost of tuition, has solidified my decision to never go to any college in the United States. I will be moving overseas for an affordable, caring higher education.

I would like to mainly focus on career advising and speakers from my preferred industry.

None other than those listed above

There should be something like industry-academia cooperation/collaboration during undergraduate. The university isn't for philosophy anymore. Most of it is for preparing a person to be able to contribute to the world by work. Only very very few percentage of people do real scholar research. Therefore, an industrial experiment should be imported by uni/faculty/instructor. Time to jump out of the textbook.

None I can think of per-se. SciFinder is semi limited although if signed in google under UA, specific sites like Science Direct

Research advisors

Career advising from scientists of color

More advising plans (4 year plans) or even accelerated plans to graduate earlier

N/A

Workshops or 1 on 1 assistance for honing research skills.

Support 463a. It definitely taught the most career applicable material for a biochemist.

Options after getting bachelor's degree

NA

A niche gripe, but flexibility in incorporating interdepartmental research into the BS/MS program. Besides that, the above programs are excellent ideas and I look forward to their implementation.

N/A

I think a committee of mentors, just like a club, who can update us on more things than just advisors' email would be helpful cuz we can receive more information about labs, opportunities.

N/A

MA

N/A

more lab experiences

more guidance in how to either take more organized notes (online school, lecture, learning material) is very unorganized and I am having a hard time figuring out how to study on my own.

More opportunities to speak with mentors and other faculty in order to get better ideas of what to pursue following graduation.

More and earlier guidance to thesis. Also, career focused survey classes, like forensic science would be cool, so that we can have a trial run for careers that might interest us. I understand if there isn't enough money for that though, I didn't know labs didn't get tuition funding (I think they should, just like any classroom)!

Possible tutoring help

Organized laboratory curriculum in higher lab teaching classes, encouraged semester meetings with assigned faculty research mentor

Colloquium 395 course ought to be more useful. Also more seminar talks from non-academics

I would like better help and advise from my CBC advisor as I feel as though every question I ask is only generally addressed rather than giving me any kind of helpful direction. I have asked numerous specific questions about classes and have received incorrect information about my transfer credit.

N/A

N/A

Not sure, Maybe expansion of CBC course related think tank tutoring hours and access

Especially in Chem labs stop using extremely old techniques and chemical reactions, there is much more applicable chemical reactions that modern labs use (suzuki, cycloadditon, click chemistry, etc). Learning Grignard's is useless.

N/A

I will transfer to a different school and finish my degree there if this school dreams of spending that much money on football and not that much money on my education. Why doesn't tuition cover my lab experiences? What kind of joke is this?

I think the CBC does a wonderful job in promoting the success of their students. It would be nice to see more cohesion between the major and better equipment in labs.

I feel like the courses we have cover most of this and if we have questions about events, research labs, conferences, etc. we can ask current faculty. It seems redundant to offer this.

more seminars/informational seminars of the summer internship/research programs for undergraduates

I think CBC gives students a lot of good resources now really, it's hard to take advantage of them since everything is virtual but there are still good resources

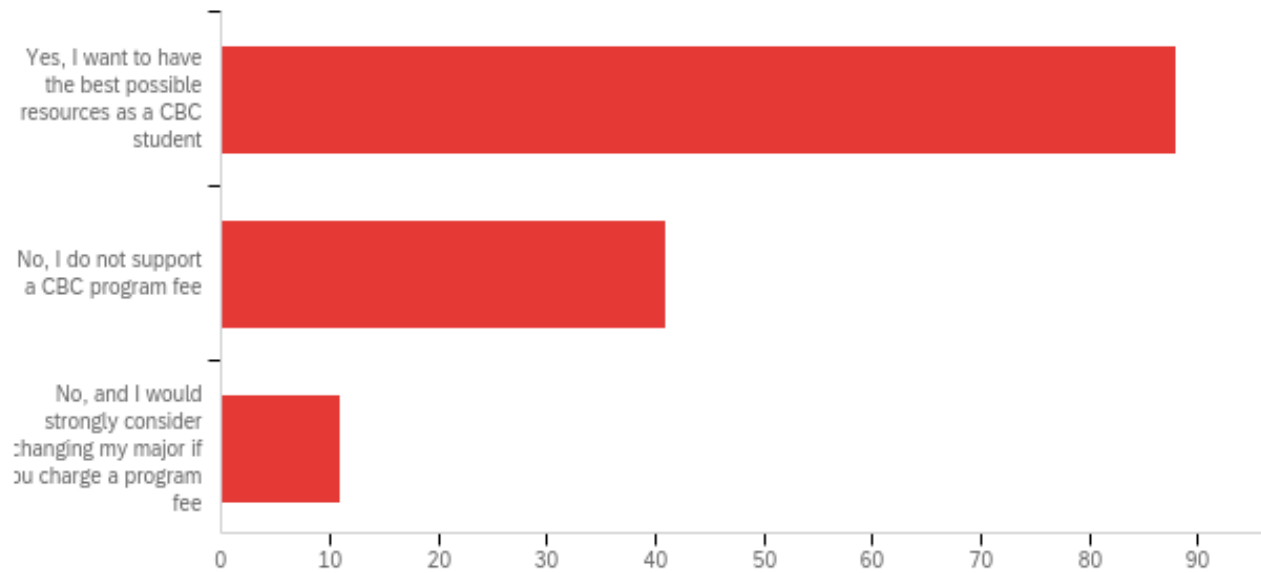
N/A

Tutoring for higher level courses

Additional resources to assist in lab with regards to report writing and data analysis. The expectations for what students are to do with almost no information/instruction is unreasonable at times. More guidance/resources would be great.

Help on graduate admissions starting end of Junior year, I have no idea what I am doing

Q3 - If the above resources were to result in a CBC program fee (\$50-\$150/semester, would you support paying this additional fee?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	If the above resources were to result in a CBC program fee (\$50-\$150/semester, would you support paying this additional fee?	1.00	3.00	1.45	0.64	0.40	140

#	Answer	%	Count
1	Yes, I want to have the best possible resources as a CBC student	62.86%	88
2	No, I do not support a CBC program fee	29.29%	41
3	No, and I would strongly consider changing my major if you charge a program fee	7.86%	11
	Total	100%	140

Market Pricing

Comparison of our tuition with peer institutions (Table 1) shows that addition of the program fee does not affect our competitive pricing. In fact, the programs in Table 1 with lower resident tuition have higher non-resident rates. We selected peer universities with similar size programs (based on ACS degree data) and similar rankings. It is important to note that the University of Arizona is currently ranked #10 in the US in analytical chemistry by US News & World Report. Several of the programs in Table 1 are also in the top ten analytical programs. To remain competitive in this area, it is crucial that we offer state-of-the-art analytical instrumentation in our teaching labs—one of the principal objectives of this program fee.

Table 1. Comparison with peer institutions. Values in yellow are higher than UA tuition values.

Institution	Degree program	Resident tuition	Requested fee	Resident total	Non-resident tuition	Requested fee	Non-resident total
University of Illinois at Urbana-Champaign	BS Chemistry, BS Biochemistry	\$17,258.00		\$17,258.00	\$34,708.00		\$34,708.00
University of Minnesota-Twin Cities	BS Chemistry	\$17,142.00		\$17,142.00	\$35,440.00		\$35,440.00
University of Minnesota-Twin Cities	BS Biochemistry	\$15,142.00		\$15,142.00	\$33,440.00		\$33,440.00
Michigan State University	BS Biochemistry & Molecular Biology; BA/BS Chemistry	\$14,460.00		\$14,460.00	\$39,776.00		\$39,776.00
University of California-Los Angeles	BS Chemistry, BS Biochemistry	\$13,239.00		\$13,239.00	\$36,767.00		\$36,767.00
University of Arizona	BA/BS Chemistry, BA/BS Biochemistry	\$12,696.00	\$100.00 (l) \$300.00 (u)	\$12,996.00	\$36,723.00	\$300.00	\$37,023.00
Texas A & M University	BA/BS Biochemistry	\$12,070.00		\$12,070.00	\$39,411.00		\$39,411.00
Texas A & M University	BA/BS Chemistry	\$11,728.00		\$11,728.00	\$39,068.00		\$39,068.00
University of Texas at Austin	BS Chemistry, BS Biochemistry	\$11,480.00		\$11,480.00	\$39,874.00		\$39,874.00
University of Wisconsin-Madison	BA/BS Chemistry, BS Biochemistry	\$10,742.00		\$10,742.00	\$38,630.00		\$38,630.00

The program fee is not expected to negatively affect student demand for our programs. Only a small percentage of the students in our survey indicated that they would consider changing majors due to the fee. We believe that the program enhancements provided by this fee will increase student satisfaction and make them better prepared for their careers. This in turn will lead to better opportunities for them upon graduation.



PROGRAM FEE REQUEST - CHANGE TO EXISTING

University: University of Arizona College/School: Honors College

Department: N/A Program: Multiple

Both
 Graduate
 Undergraduate
 Both
 Choose One Option

Resident:
 \$ 250 /semester
 \$ 475 /semester
 Effective Date:
 Fall
 2021
 Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Non-Resident:
 \$ 250 /semester
 \$ 475 /semester
 Effective Date:
 Fall
 2021
 Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Program Fee History:			Most Recent Date & Change to fee (Date/Amount)		
Resident:					
Date Fee Established	Fall	2010	and original amount	\$ 250	
					Fall 2010 \$ 250
			Most Recent Date & Change to fee (Date/Amount)		
Non-Resident:					
Date Fee Established	Fall	2010	and original amount	\$ 250	
					Fall 2010 \$ 250

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable differential tuition amount:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>1</u>	<u>1</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

We reported above 0 differential tuition amount as our Honors College students come from multiple programs and colleges, is impossible to list all of them, there are no additional program fees or differential tuition within the Honors College.

An increase in the Honors College fee will support continuing and improved academic programming, student retention, experience, and overall success. The Honors fee was initiated in 2010 at \$500/year and has remained at this level despite growth in the College and expansion of student support and programming. An increase of \$475/term (i.e., \$950/year total) will support needed changes in response to issue consistently raised in student feedback. To best serve our high-achieving students and enhance their academic and curricular experience, the incremental revenue from the fee increase will enable (and fund) efforts described below under Justification.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

With the honors fee in place at \$950/year, we are projecting a net revenue of \$2,634,890. We will further support students in the following ways:

- An estimated \$1,660,000 of it will be used to support staff expenses including hiring a new advisor and a new faculty member. Providing additional staffing support for the Office of Nationally Competitive Scholarships enabling more mentoring support. We also plan on increasing salaries 2% annually beginning Fall 2022.
- Additionally, we plan to use \$ 500,000 of fee funds to pay stipends to faculty teaching Honors courses as well as cover any extracurricular activities. This will enable us to greatly expand the number of Honors sections of courses across campus. This includes courses within majors, minors and in the general education program.
- We will use \$100,000 of fee funding to offer more student scholarships. Provide more support for students to get into research, support summer research opportunities and complete the Honors thesis.

We are budgeting approximately \$200,000 of operating expenses and \$174,000 in student programming for the following:

- Establish an Honors Faculty Fellows program that will serve students by providing direct faculty-student connections that can result in research projects, mentoring, out of classroom experiences, and new Honors sections of key courses.
- Provide further development/support for PATH peer mentoring program to provide additional leadership/mentorship training for mentors and more opportunities for mentees.
- Provide support to leadership council of Honors student club and organization leaders.
- Increase the amount internship and professional development opportunities and support.
- Creation of a sophomore year experience called "Accelerate" that is a one-credit experience designed to propel students toward creating an individualized Honors plan.
- Establish more programming and support for student well-being and mental health. This includes partnering with CAPS to develop a program where Honors College will provide financial support for Honors students to use CAPS services.
- Provide additional funds to support study abroad and develop an Honors Global Scholars pathway.
- Further support students participating in Alternative Spring Break service-learning.
- Establish funds for supporting service-learning opportunities for Honors students.

Student Consultation (Please describe the method and outcomes of student consultation)

See attached.

MARKET PRICING

Institution	Degree	Annual Price		
		Resident	Nonresident	Online
University of Oregon	Clark Honors College	\$ 2,781	\$ 2,781	
Arizona State	Barrett Honors College	2,000.00	2,000.00	
University of Arizona	Honors College	950.00	950.00	
Northern Arizona	Honors College	700.00	700.00	
University of Florida		80.00	80.00	
University of North Carolina	Chapel Hill	0.00	0.00	

BUDGET

Financial Aid Set Aside (FSA) Amount: 18.0%

Proposed Annual Revenue

Program Fee Amount	\$	\$ 950.00
Number of Students	#	\$ 4,000
Total Revenue	=	\$ 3,800,000.00

Proposed Annual Expenditures

Financial Aid Set Aside	\$	\$ 684,000.00
Administrative Service Charge	\$	\$ 481,110.00
Support Staff Expenses (with ERE)	\$	\$ 1,660,052.00
Operating Expenses	\$	\$ 200,000.00
Student Services (Scholarships)	\$	\$ 100,000.00
Other-Expanding student programming (student	\$	\$ 174,838.00
Faculty Personnel Expenses-outside college par	\$	\$ 500,000.00
	\$	
	\$	
Total Program Costs	=	\$ 3,800,000.00

Honors College - Student Consultation

Over the past three years, with new senior leadership in Dean Terry Hunt and Associate Dean for Academic Affairs, John Pollard, the Honors College has held several student focus groups and conducted surveys to identify students concerns. Student feedback has revealed consistent themes and particular issues that demand attention (as detailed above).

In Fall 2020, to better define and represent issues that have emerged from students over time, the Honors College conducted two college-wide surveys: one addressing co-curricular priorities and the other, academic issues facing students. The second academic survey explicitly addressed the fee increase and allowed us to frame student challenges and opportunities in planning and best use of additional fee revenue.

The academic survey given to all current Honors college students showed strong student support for increased grant and scholarship aid, internships (particularly credit-bearing), as well as greater choice and reliability in honors course offerings, including those offered across different majors. Students also strongly supported growing partnerships (e.g., with College of Medicine), greater support for thesis preparation and completion, building more in-depth relationships with faculty, and a variety of expanded or new co-curricular programming. Also supported in the survey: online honors courses, greater study abroad opportunities, more course offerings within the College (HNRS courses), increased academic advising, activities and social events fostering community, and creating new interdisciplinary honors minors. Student priorities guided decisions for best utilizing fee revenue.

In the same academic survey, students responded to the fee increase. While strongly supporting the proposed continued and enhanced programming, students lamented the fee, and sometimes in strong dissent.

In planning the fee increase proposal, Honors College leadership held meetings with two important student groups: Honors College Ambassadors and members of the peer mentoring program ("PATH" Mentors). Both meetings educed critical discussion, support, and skepticism over the fee increase proposal. Students primarily expressed concern over access for students with financial need. Other students lauded efforts to increase honors course offerings and increase faculty engagement in the College. No one wants costs to rise, but several students have expressed their understanding about the critical needs of the College.

Finally, Honors College leadership extended an open invitation to meet with students. In these meetings, students shared their strong commitment and contentment with the College. They also offered comments in support of plans to make changes with the fee increase.

Also, the Associated Students of the University of Arizona (ASUA) and the Graduate Professional Student Council (GPSC) are the student government on the University of Arizona campus that is comprised of students who are willing to go above and beyond and serve their school and peers. ASUA and GPSC executive officers attend the annual university fees meeting and review fee proposals to ensure the benefit to the students paying the fee. They also voted to put this fee forward for ABOR review/approval.

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PROGRAM FEE REQUEST - CHANGE TO EXISTING

University: University of Arizona College/School: College of Architecture, Planning and Landscape Architecture

Department: School of Landscape Architecture Program: Graduate Certificate in Heritage Conservation

Both
 Graduate
 Undergraduate

Resident: \$ 200 /credit \$ 0 /credit Effective Date: Fall 2021
(this field you may enter other option just by typing it in box)
Current Rate Proposed Rate

Non-Resident: \$ 200 /credit \$ 0 /credit Effective Date: Fall 2021
(this field you may enter other option just by typing it in box)
Current Rate Proposed Rate

Program Fee History:			Most Recent Date & Change to fee (Date/Amount)		
Resident:					
Date Fee Established	<u>Fall</u>	<u>2012</u>	and original amount	<u>\$ 200</u>	<u>Fall</u> <u>2012</u> <u>\$ 200</u>
			Most Recent Date & Change to fee (Date/Amount)		
Non-Resident:					
Date Fee Established	<u>Fall</u>	<u>2012</u>	and original amount	<u>\$ 200</u>	<u>Fall</u> <u>2012</u> <u>\$ 200</u>

Other Applicable Fees in School/Program	Resident:	Non-Resident:
Applicable differential tuition amount:	<u>0</u>	<u>0</u>
Number of classes within the program with a fee:	<u>0</u>	<u>0</u>
Percent of classes within the program with a fee:	<u>0%</u>	<u>0%</u>

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

This Graduate Certificate in Heritage Conservation program will be moving fully online in Fall 2021, therefore there is no need for the program fee.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The online program option price will be set without the need to offset with fees.

Student Consultation (Please describe the method and outcomes of student consultation)

Fees are being removed because the program is moving online.

CLASS FEE REQUEST - NEW

University: University of Arizona College/School: College of Ag. & Life Sciences
 Class Number: ACBS 497B Department: Animal & Biomedical Sciences
 Class Title: Applied Animal Behavior Workshop

Both
 Graduate
 Undergraduate

\$ 30 /semester Effective Date of Change: Spring 2022
 Proposed Fee (this field you may enter other option just by typing it in box)

Fee Context

Number of existing class fees within the same department: 15
 Associated Program Fee: \$ 75.00 /semester
 Associated Differential Tuition: \$ _____ /semester

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The course will provide the opportunity for applying the principles from the discipline of applied animal behavior to a variety of real-world captive settings (e.g., companion, farm, zoo, laboratory) through illustrative case studies, observation, and literature research. This fee is to cover the cost of field trips that meet learning outcomes for this course. Destinations provide learning experiences not available in the classroom. This class allows for extended opportunities to practice specific one-on-one skills with individual case study animals. This workshop further builds on experiences observed and practiced in ACBS 482/484.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

Fees will pay for motor-pool for one 15 passenger van and associated mileage costs. Collected fees will allow for up to 4 field trips to locations within Southern Arizona. Proposed locations include Valley Humane Society in Casa Grande, Phoenix Animal Behavior Center in Scottsdale and Arizona Animal Welfare League in Phoenix. Mileage justification and breakdown of cost attached.

There is no overlap of materials between other fees the student might pay and this course fee. Additionally, course fees are subject to the Expenditure Based Administrative Service charge of 1% which is assessed on all expenditures. These monies are used to support overhead costs and administrative services the university provides but are not easily assignable to any one unit. This class is typically offered only in the Spring, the proposed revenue and expenditures below are term figures.

Proposed Annual Revenue

Class Fee Amount	\$	\$ 30.00
Number of Students	#	14
Total Revenue	=	\$ 420.00

Proposed Annual Expenditures

Administrative Service Charge	\$	\$ 4.18
Motorpool rental fee x 4	\$	\$ 276.44
Mileage for Field-trips (746 miles)	\$	\$ 141.74
	\$	
Total Program Costs	=	\$ 422.36

Arizona Animal Welfare League

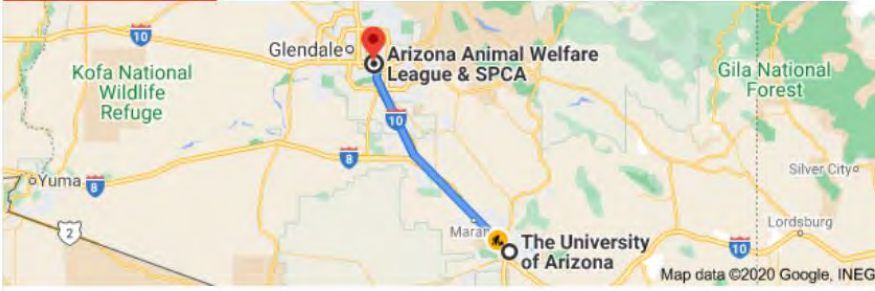
The University of Arizona Tucson, AZ

Arizona Animal Welfare League & SPCA, 25 N 40th St, Phoenix, AZ 85034

Closed today

1 hr 42 min (110.0 mi) via I-10 W

DIRECTIONS

A Google Maps interface showing a route from The University of Arizona in Tucson to the Arizona Animal Welfare League & SPCA in Phoenix. The route is highlighted in blue and follows I-10 West. The map includes labels for Glendale, Marana, and various landmarks like Kofa National Wildlife Refuge and Gila National Forest. A red dot marks the destination, and a yellow dot marks the starting point. The text 'Closed today' is displayed in red above the map. Below the map, the travel time and distance are shown as '1 hr 42 min (110.0 mi) via I-10 W', and a 'DIRECTIONS' button is visible.

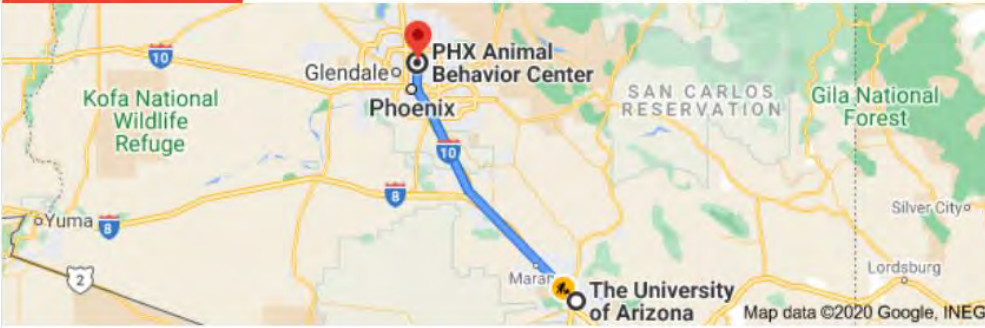
Phoenix Animal Behavior Center

The University of Arizona Tucson, AZ


PHX Animal Behavior Center, 12235 N Cave Creek Rd #13, Phoenix, AZ 850


1 hr 54 min (124.6 mi) via I-10 W

DIRECTIONS


A Google Maps interface showing a route from The University of Arizona in Tucson to the PHX Animal Behavior Center in Phoenix. The route is highlighted in blue and follows I-10 West. The map includes labels for Glendale, Phoenix, Marana, and various landmarks like Kofa National Wildlife Refuge, San Carlos Reservation, and Gila National Forest. A red dot marks the destination, and a yellow dot marks the starting point. Below the map, the travel time and distance are shown as '1 hr 54 min (124.6 mi) via I-10 W', and a 'DIRECTIONS' button is visible.





Valley Humane Society

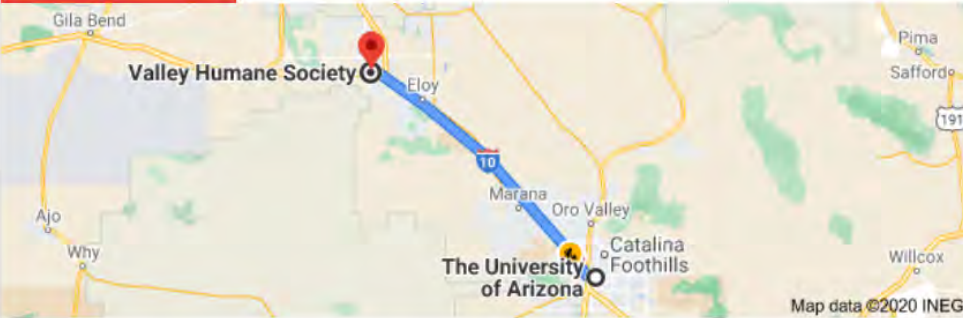
 The University of Arizona Tucson, AZ

 Valley Humane Society, 15699 W Aniceto Rd, Casa Grande, AZ 85193


Closed today

 Hours or services may differ



1 hr 2 min (64.8 mi) via I-10 W

 DIRECTIONS

Course Catalog Number: ACBS 497

Total Cost per Student **29.87**

Enrollment per Semester 14

Field Trip

A	B	C	D	E	F
Item	Cost per Item	Quantity Needed per Semester	# Days	Total Cost	Cost per Student per Semester
Passenger Van (HOV)	69.11	4	1	276.44	19.75
Mileage	0.19	746	1	141.74	10.12
Field Trip Cost Per Student					29.87

Mileage:	Mileage to Destination	Mileage per Round Trip	# Round Trips	Total Mileage for each Destination
UA Motorpool to Valley Humane Society	67	134	2	268
UA Motorpool to Phoenix Animal Behavior Center	127	254	1	254
UA Motorpool to Arizona Animal Welfare League	112	224	1	224
Total Mileage				746

Total Fee Requested **30**

University: University of Arizona College/School: College of Ag. & Life Sciences
 Class Number: ACBS 315L Department: Animal & Biomedical Sciences
 Class Title: Physiology of Reproduction Laboratory
 Both Graduate Undergraduate

Fee Amount:
 \$ 20 /semester \$ 90 /semester Effective Date of Change: Fall 2021
 Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Class Fee History:
 Date Established Fall 2009 and original amount \$ 20
 Most Recent Date and Change to fee (Date/Amount) Fall 2009

Other Applicable Fees in College/School
 Number of existing class fees in the same department: 15
 Associated Program Fees: \$ 75.00 /semester
 Associated Differential Tuition: _____ /semester

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

Fees will cover expenses experienced for hands on training (100% engagement) in techniques involved in domestic animal reproductive physiology. Students learn various topics related to reproductive physiology in livestock. These topics include anatomy, endocrinology, gametes, embryos, semen evaluation, artificial insemination, ultrasound, and synchronization of the estrous cycle. The objective is to introduce students to reproductive anatomy and real-world applications of reproductive technologies.

There is no overlap of materials between other fees the student might pay and this course fee. Additionally, course fees are subject to the Expenditure Based Administrative Service charge of 1% which is assessed on all expenditures. These monies are used to support overhead costs and administrative services the university provides but are not easily assignable to any one unit.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

We purchase 12 reproductive tracts for the three anatomy labs. We have included the cost for semen collection and freezing from sheep and cattle. Expenses for synchronization of the estrous cycle include industry standard materials for 20 ewes, which is designed as a final project to teach students how to manipulate the female cycle for artificial insemination. There are two laboratories where students learn artificial insemination in cattle and then palpate animals to determine pregnancy rates.

The course fee approved in 2009 did not include animal expenses and the course was recently reorganized and updated to provide the students with real hands on instruction with animals. We also added a laboratory on hormone measurements (ELISA Practice Assays). This lab teaches the students how hormones are measured in the laboratory setting. These two additional expenses explain 80% of the \$70 increase. The remaining 20% increase is due to price increases in supplies.

This class is typically offered only in the Fall, the proposed revenue and expenditures below are term figures.

Proposed Annual Revenue

Class Fee Amount	\$	\$ 90.00
Number of Students	#	20
Total Revenue	=	\$ 1,800.00

Proposed Annual Expenditures

Administrative Service Charge	\$	\$ 18.00
Reproductive Tracts/Semen Collection/Synchr	\$	\$ 420.00
Hormone Measurements (ELISAs)	\$	\$ 530.00
Sheep (20) & Cattle (25) Usage	\$	\$ 850.00
Total Program Costs	=	\$ 1,818.00

University: University of Arizona College/School: College of Engineer
 Class Number: MSE 222 Department: Materials Science & Engineering
 Class Title: Introduction to Materials Science and Engineering I

Both Graduate Undergraduate

\$ 50 /semester Effective Date of Change: Fall 2022
 Proposed Fee (this field you may enter other option just by typing it in box)

Fee Context

Number of existing class fees within the same department: 10
 Associated Program Fee: \$ 0.00 /semester
 Associated Differential Tuition: \$ 450.00 /semester

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The fee will allow a partial offset of annual software licensing fees paid by the MSE department that are required to provide student access to the ANSYS Granta Edupack materials selection software package. The package is applied across multiple courses within the MSE curriculum and supports design-driven activities as part of a core introductory course (MSE 222) and an established elective dealing with materials selection principles and their environmental ramifications (MSE 450/550). In the latter case, the software package is integrated with the required course text (Ashby: Materials and the Environment) and the formal material selection framework used throughout the course. The software offers the students a means to address topic-critical concepts developed through lectures and readings while exploring the inter-related ramifications of material properties, performance and environmental load impact using real-world materials and data sets.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The software has been used without cost to students for approximately 10 years, however, departmental budgetary restrictions coupled with licensing cost increases (over 80% in the past year) require the establishment of a fee moving forward to partially offset costs for this teaching tool, which original price is \$6000. The total cost of software that will be cover by the MSE course fees is \$3500 (i.e. \$1500 estimated for MSE 450-550 + \$2000 estimated for MSE 222). Here is a link to information about Granta Edupack software and resources that will be made available to students: <https://grantadesign.com/education/ces-edupack/what-is-edupack/>

There is no overlap of materials between other fees the student might pay and this course fee. Additionally, course fees are subject to the Expenditure Based Administrative Service charge of 1% which is assessed on all expenditures. These monies are used to support overhead costs and administrative services the university provides but are not easily assignable to any one unit. This class is typically offered only in the Spring, the proposed revenue and expenditures below are term figures.

Proposed Annual Revenue

Class Fee Amount	\$	\$ 50.00
Number of Students	#	40
Total Revenue	=	\$ 2,000.00

Proposed Annual Expenditures

Administrative Service Charge	\$	\$ 20.00
Annual ANSYS Granta Edupack software licens	\$	\$ 2,000.00
	\$	
	\$	
Total Program Costs	=	\$ 2,020.00

University: University of Arizona College/School: College of Engineering
 Class Number: MSE 450/550 Department: Materials Science & Engineering
 Class Title: Materials Selection for the Environment

Both Graduate Undergraduate

\$ 50 /semester
Proposed Fee Effective Date of Change: Fall 2022
 (this field you may enter other option just by typing it in box)

Fee Context

Number of existing class fees within the same department: 10
 Associated Program Fee: \$ 0.00 /semester
 Associated Differential Tuition: \$ 900.00 /semester

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The listed \$900 differential tuition is paid only by upper division undergraduate students. Students enrolled in the co-convened 550 will not pay the program fee.

The fee will allow a partial offset of annual software licensing fees paid by the MSE department that are required to provide student access to the ANSYS Granta Edupack materials selection software package. The package is applied across multiple courses within the MSE curriculum and supports design-driven activities as part of a core introductory course (MSE 222) and an established elective dealing with materials selection principles and their environmental ramifications (MSE 450/550). In the latter case, the software package is integrated with the required course text (Ashby: Materials and the Environment) and the formal material selection framework used throughout the course. The software offers the students a means to address topic-critical concepts developed through lectures and readings while exploring the inter-related ramifications of material properties, performance and environmental load impact using real-world materials and data sets.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The software has been used without cost to students for approximately 10 years, however, departmental budgetary restrictions coupled with licensing cost increases (over 80% in the past year) require the establishment of a fee moving forward to partially offset costs for this teaching tool, which original price is \$6000. The total cost of software that will be cover by the MSE course fees is \$3500 (i.e. \$1500 estimated for MSE 450-550 + \$2000 estimated for MSE 222). Here is a link to information about Granta Edupack software and resources that will be made available to students: <https://grantadesign.com/education/ces-edupack/what-is-edupack/>.

There is no overlap of materials between other fees the student might pay and this course fee. Additionally, course fees are subject to the Expenditure Based Administrative Service charge of 1% which is assessed on all expenditures. These monies are used to support overhead costs and administrative services the university provides but are not easily assignable to any one unit. This class is typically offered only in the Spring, the proposed revenue and expenditures below are term figures.

Proposed Annual Revenue

Class Fee Amount	\$	\$ 50.00
Number of Students	#	30
Total Revenue	=	\$ 1,500.00

Proposed Annual Expenditures

Administrative Service Charge	\$	\$ 15.00
Annual ANSYS Granta Edupack software licens	\$	\$ 1,500.00
	\$	
	\$	
Total Program Costs	=	\$ 1,515.00

University: University of Arizona College/School: College of Engineering
 Class Number: AME 487/587 Department: Aerospace and Mechanical Engineering
 Class Title: Design of Mechatronic Systems
 Both Graduate Undergraduate

Fee Amount:
 \$ 50 /semester \$ 100 /semester Effective Date of Change: Spring 2022
 Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Class Fee History:
 Date Established Spring 2014 and original amount \$ 50
 Most Recent Date and Change to fee (Date/Amount) Spring 2014

Other Applicable Fees in College/School

Number of existing class fees in the same department: 20
 Associated Program Fees: \$ 0.00 /semester
 Associated Differential Tuition: \$ 900.00 /semester

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The listed \$900 differential tuition is paid only by upper division undergraduate students. Students enrolled in the co-convened 587 will not pay the program fee. Also, the differential tuition funds have historically been used 100% for TAs, graders, and adjunct instructors.

AME's older computers had dedicated ports for data transfer, but computers now utilize USB only. The increase to the existing fee will provide funding for the necessary technology upgrades to the mechatronic kit currently comprised of bread board, micro-controllers, LCD display, resistors, capacitors, and various sensors (humidity, temperature, light) issued to each student in the class to fulfill the class requirements.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The increase in the fee from \$50 to \$100 will fully cover the additional expenses associated with the technology upgrades which include new items: USB RS232 cable (\$19.00 ea), PikKit 3 programmer (\$24.00 ea), Jumper Wire Kits (\$12.00 ea), (List attached).

There is no overlap of materials between other fees the student might pay and this course fee. Additionally, course fees are subject to the Expenditure Based Administrative Service charge of 1% which is assessed on all expenditures. These monies are used to support overhead costs and administrative services the university provides but are not easily assignable to any one unit. This class is typically offered only in the Spring, the proposed revenue and expenditures below are term figures.

Proposed Annual Revenue

Class Fee Amount	\$	\$ 100.00
Number of Students	#	25
Total Revenue	=	\$ 2,500.00

Proposed Annual Expenditures

Administrative Service Charge	\$	\$ 25.00
Consumables (attached)	\$	\$ 2,500.00
	\$	
	\$	
Total Program Costs	=	\$ 2,525.00

Expendable Materials Cost Breakdown

Course Catalog Number: AME 487/587

A	B	C	D	E	F
Item (Please list each item separately)	Cost per Item per Semester	Total Quantity Needed per Semester	B X C = Total Cost	Enrollment per Semester	D ÷ E = Total Cost per Student per Semester
Breadboard	21	25	525	25	21.00
Microcontrollers	5	25	125	25	5.00
LCD display	12	25	300	25	12.00
Potentiometers	1	25	25	25	1.00
Capacitors, resistors	0.5	250	125	25	5.00
Volt Regulator	0.5	50	25	25	1.00
USB RS232 cable	19	25	475	25	19.00
PikKit 3 programmer	24	25	600	25	24.00
Jumper Wire Kit	12	25	300	25	12.00
Total Cost per Student					100.00

Total Fee Requested per Student: 100

Instructions for Spreadsheet:

- A - List separately each item to be purchased with the requested fee.
- B - Enter the cost to purchase each item.
- C - Enter the total number of items needed per semester. If one item can be used more than one semester, show the fraction that represents the portion of the item used each semester.
- D - The formula entered in each cell will multiply the cost of the item by the total quantity needed each semester.
- E - List the number of students enrolled in the course each semester.
- F - The formula entered in each cell will divide the total cost of the item by the number of students enrolled each semester.

University: University of Arizona College/School: College of Science
 Class Number: SLHS 261 Department: Speech, Language, and Hearing Science
 Class Title: Anatomy and Physiology of the Speech Mechanism
 Both Graduate Undergraduate

Fee Amount:
 \$ 25 /semester \$ 25 /semester Effective Date of Change: Fall 2021
 Current Rate Proposed Rate (this field you may enter other option just by typing it in box)

Class Fee History:
 Date Established Fall 2009 and original amount \$ 25
 Most Recent Date and Change to fee (Date/Amount) Fall 2009

Other Applicable Fees in College/School
 Number of existing class fees in the same department: 6
 Associated Program Fees: \$ 0.00 /semester
 Associated Differential Tuition: \$ 0.00 /semester

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

SLHS 261 Anatomy and Physiology of the Speech Mechanism is a 4-credit course that has included a lecture and laboratory components. The course currently has a course fee of \$25.00 associated with the laboratory section. This fee has provided support for cadaver activities, anatomical models, and anatomical software. As the course evolved with new instructors, the activities in the laboratory component more closely match the definition of a discussion based on the course catalog (copied verbatim: "Interactive meeting typically serving as a secondary component that can include activities such as demonstrations, hands-on engagements, case studies, field experiences." For that reason, we modified the course components to include a lecture and discussion section Fall 2020 and requested a fee waiver for this semester only. With this change in component, the need for fee remains but its purpose has changed. Therefore, we would like to change the association of the fee from the laboratory component to the discussion component.
 The discussion section expands upon course lectures by focusing on instrumentation and methodology used in research and clinical settings to assess the structure and function of the speech mechanism in both normal and disordered populations. To support student learning, physical anatomical models of the head and neck help students visualize structures and examine function. In addition, computer software that allows for 360 viewing of the anatomy along with self-paced quizzing and case studies support application. There are also consumable supplies (gloves, tongue depressors, face masks, flashlights) that allow the students to complete oral mechanism exams on their peers to identify and examine function of structures on the face and in the oral cavity.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The course fees will be used to purchase and replace anatomical models for student use. Based on the anticipated class size, having 4 identical models of a given structure (e.g., larynx) will facilitate small groups of students didactic interaction and problem-solving with the models. Models range in price from \$350 to \$1000 each, we are looking into buying a \$600 model. We have a set of models currently, but need to increase the number of models to allow for small group activities as well as replenish based on wear and tear.
 Software to support anatomical learning allows students to interact with the visual images, rotate structures, complete self-paced quizzing and review as well as support clinical problem-solving. Such software is available as a department subscription which allows students enrolled in the class access. The department subscription is important as it allows the instructor to use the same images in lectures that students are interacting with during the discussion. The consumable supplies allow students to work in pairs to complete oral mechanism exams, with the hands-on experience being valuable to their learning, such as but not limited to; flashlights with batteries, gloves, tongue depressors).
 There is no overlap of materials between other fees the student might pay and this course fee. Additionally, course fees are subject to the Expenditure Based Administrative Service charge of 1% which is assessed on all expenditures. These monies are used to support overhead costs and administrative services the university provides but are not easily assignable to any one unit. This class is typically offered in the Spring, the proposed revenue and expenditures below are term figures.

Proposed Annual Revenue

Class Fee Amount	\$	\$ 25.00
Number of Students	#	70
Total Revenue	=	\$ 1,750.00

Proposed Annual Expenditures

Administrative Service Charge	\$	\$ 26.22
Consumables	\$	\$ 239.00
Anatomical models of head and neck	\$	\$ 1,800.00
Anatomical software	\$	\$ 583.00
Total Program Costs	=	\$ 2,648.22

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University: University of Arizona College/School: College of Science
 Class Number: GEOS 477/577 Department: Geosciences
 Class Title: Active Tectonics

Both Graduate Undergraduate

\$ 189 /semester Effective Date of Change: Spring 2022
 Proposed Fee (this field you may enter other option just by typing it in box)

Fee Context

Number of existing class fees within the same department: 26

Associated Program Fee: \$ 150.00 /semester

Associated Differential Tuition: \$ _____ /semester

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

See Attached.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

Costs for this course have been kept at an absolute minimum, in order to make it affordable to all students, in accordance with ABOR policy. All costs have been carefully reviewed and are in accordance with the U of A policy on Special Class Fees 1.01, 1.02, 2.01, 3.01, 3.02, 4.01, 5.01, 6.01, 6.02, and 7.01. These fees cover travel/transportation costs, lodging (camping) fees, along with expendables such as camping supplies (ice, firewood, camp stove propane, garbage bags) and field supplies (guide books). The field trip supported by this fee is an essential component to the curriculum of GEOS 477/577, providing students with an irreplaceable first-hand experience in concepts, methods of observation, and interpretation of active geologic structures that they will require in their future careers as geoscientists. Details on consumables and mileage cost attached.

There is no overlap of materials between other fees the student might pay and this course fee. Additionally, course fees are subject to the Expenditure Based Administrative Service charge of 1% which is assessed on all expenditures. These monies are used to support overhead costs and administrative services the university provides but are not easily assignable to any one unit. This class is typically offered only in the Spring, the proposed revenue and expenditures below are term figures.

Proposed Annual Revenue

Class Fee Amount	\$	\$ 189.00
Number of Students	#	22
Total Revenue	=	\$ 4,158.00

Proposed Annual Expenditures

Administrative Service Charge	\$	\$ 41.63
Consumables	\$	\$ 1,381.00
Field Trip	\$	\$ 2,782.00
	\$	
Total Program Costs	=	\$ 4,204.63

GEOS 477/577 - Purpose

The listed \$150 program fee is paid only by upper division undergraduate students. Students enrolled in the co-convened 577 will not pay the program fee.

This course, Active Tectonics, is focused on providing upper level undergraduate and graduate students with the conceptual understanding and practical skills necessary to identify, characterize and properly interpret the geometry, slip rates, and earthquake hazards associated with active geologic structures. To do so in a robust manner, a field trip is necessary so that students can gain first-hand experience observing and measuring these structures in the field. In past years, a field trip had been an important component of this course, but due to a change in teaching personnel, the field component was dropped. However, because new faculty with the ability to lead the field component have joined in the teaching rotation, the ability to re-integrate this essential component into the course is once again possible.

In the field, we visit world-class examples of active normal faults (in Death Valley), strike-slip faults (the San Andreas Fault at multiple locations) and thrust faults (Ventura and the Western Transverse Ranges). In each case, students make observations and measurements of the features that constrain the geometry of the structures, and those which permit measurement of the slip rates on the associated faults. At other stops, we visit outcrops that permit a hands-on inspection of the detailed internal structure of fault zones; we ask students to document these features and we discuss the implications in terms of the physics of the earthquake process. We also visit recently ruptured fault scarps at Ridgecrest and Owens Valley to discuss paleoseismological characterization. We then place all of these location-specific insights into the broader context of the evolution of western North America. This trip is greatly appealing to students wishing to learn how to practically apply their geoscience knowledge to better understand active geologic structures and the hazards they pose to society.

A pilot field trip for this course was run in Fall 2019 using departmental support; however, our department does not have the resources to sustain this field trip annually without the requested course fee. We worked extensively with the University DRC office to ensure that the field trip experience and activities are accessible to all participants in the course.

We request a course fee of \$189 to be applied to this course, GEOS 477/577; the breakdown of the estimated expenditures is in the attached materials. The costs determined in the attached materials reflect the costs incurred on our pilot field trip; therefore, they reflect as best as we are able estimate the true costs of the trip, with only modest modification of the addition of one day to the itinerary to accommodate some tight scheduling we experienced during the first offering. We have moved the course to the Spring semester to permit running the field trip during spring break; this allows us to extend the field trip by one day, helping alleviate the tight schedule on one of the days and permit more time for collection of field data (this new itinerary is reflected in the attached maps and documentation). The cost of that additional day is modest and is only associated with an additional day of rental for the vehicles and food. All these costs reflect one-time costs (campsite fees, vehicle rentals) and consumable items (food, camp stove propane, cleaning supplies, printing of field guides). It is necessary that the vans are not filled to the maximum per-person capacity, because we require a significant amount of cargo room to also transport camping gear (tents, sleeping bags, sleeping mats, backpacks, luggage, camp stoves, water supplies, coolers to transport food and ice, and geologic equipment. The 3 vehicles utilized in this quote will accommodate a maximum of 22 students, along with three instructors/drivers).

Cost Breakdown

Course Catalog Number:

GEOS 477/577

Total Cost per Student **189.22**

Consumables needed for the field trip

Enrollment per Semester

22

A	B	C	D	E
Item (Please list each item separately)	Cost per Item per Semester	Total Quantity Needed per Semester	B X C = Cost per Semester	D ÷ Enrollment = Total Cost per Student per Semester
Food	35	22	770	35
Firewood	6	5	30	1
Restock Safety Kit	10	1	10	0.45
Grabage bags	6	1	6	0.27
Batteries (for head lamps, lanterns, Walkie Talkies)	10	1	10	0.45
Dishwashing soap	2	1	2	0.09
Printing field area maps	20	2	40	1.82
Box of markers	5	1	5	0.23
Propane	8.5	8	68	3.09
Printing field guides	20	22	440	20.00
			1,381	
Consumables Cost per Student				62.77

Field Trip Cost

A	B	C	D	E	F
Item	Cost per Item	Quantity Needed per Semester	# Days	Total Cost	Cost per Student per Semester
Passenger Van	59.75	1	7	418.25	19.01
Mileage	0.18	1,963	N/A	353.34	16.06
Passenger Van	59.75	1	7	418.25	19.01
Mileage	0.18	1,963	N/A	353.34	16.06
Passenger Van	59.75	1	7	418.25	19.01
Mileage	0.18	1,963	N/A	353.34	16.06
Silverwood SRA (camp site)	53	3	1	159.00	7.23
Carrizo Plain NM (camp site) FREE	0	3	1	0.00	0.00
Carpinteria SB group site (camp site)	188	1	1	188.00	8.55
Alabama Hill BLM (camp site) FREE	0	1	1	0.00	0.00
Death Valley group site (camp site)	60	1	2	120.00	5.45
				2,782.00	
Field Trip Cost Per Student					126

Mileage: Per vehicle	Mileage to Destination	Mileage per Round Trip	# Round Trips	Total Mileage for each Destination
UA to Punchbowl Fault Cajon Pass	448	448	1	448
Punchbowl Fault Cajon Pass to SAF Cajon Pass	5.8	5.8	1	6
SAF Cajon Pass to Night 1 campsite	15.4	15.4	1	15
Night 1 Campsite to Appletree Flats SAF Outcrop	30.5	30.5	1	31
Appletree Flats SAF to Devils Punchbowl Co Park	19	19	1	19
Devils Punchbowl Co Park to Stop 2C-SAF Palmdale	23.1	23.1	1	23
Stop 2C-SAF Palmdale to 43851 Lake Hughes Rd, Lake Hughes CA	21.71	21.71	1	22
43851 Lake Hughes Rd, Lake Hughes CA to Stop 2D-Wheeler Ridge	53.7	53.7	1	54
Stop 2D-Wheeler Ridge to KCL Camp Ground	55.3	55.3	1	55
KCL Camp Ground to Dragons Back Viewpoint	3.6	3.6	1	4
Dragons Back Viewpoint to Wallace Creek Interpretive Trail	21.3	21.3	1	21
Wallace Creek Interpretive Trail to KCL Camp Ground	18.4	18.4	1	18
KCL Camp Ground to 11960 N Ventura Ave, Ojai, CA	82.6	82.6	1	83
11960 N Ventura Ave, Ojai, CA to Stop 3A Ventura Scarp	19.7	19.7	1	20
Stop 3A Ventura Scarp to The Cross	5	5	1	5
The Cross to Stop 3A-Ventura Scarp	1/8/2021 5	5	1	5

Stop 3A-Ventura Scarp to Pitas Point Marine Terraces	12.8	12.8	1	13
Pitas Point Marine Terraces to Arroyo Burro Beach County Park	28.1	28.1	1	28
Arroyo Burro Beach County Park to Arroyo Burro Beach stop 2	0.06	0.06	1	0
Arroyo Burro Beach stop 2 to Loon Point Beach Parking	11.6	11.6	1	12
Loon Point Beach Parking to Carpinteria Stat Beach Campground	5.4	5.4	1	5
Carpinteria Stat Beach Campground to Ridgecrest Fault Scarp	198	198	1	198
Ridgecrest Fault Scarp to Lone Pine	80.2	80.2	1	80
Lone Pine to Movie Rd, Lone Pine CA	3.3	3.3	1	3
Movie Rd, Lone Pine CA to Alabama Hills, CA	2.3	2.3	1	2
Alabama Hills, CA to Father Crowley Overlook	44.4	44.4	1	44
Father Crowley Overlook to Mosaic Canyon Trail	40.5	40.5	1	41
Mosaic Canyon Trail to Furnace Creek Campground	26.8	26.8	1	27
Furnace Creek Campground to Dante's View	25.9	25.9	1	26
Dante's View to Furnace Creek Wash	16.1	16.1	1	16
Furnace Creek Wash to Furnace Creek Fault Viewpoint	4.8	4.8	1	5
Furnace Creek Fault Viewpoint to Badwater Basin Viewpoint	25.5	25.5	1	26
Badwater Basin Viewpoint to Shoreline Butte Viewpoint	27.3	27.3	1	27
Shoreline Butte Viewpoint to Mormon Point Turtleback	10.9	10.9	1	11
Mormon Point Turtleback to Copper Canyon Detachment	5.71	5.71	1	6
Copper Canyon Detachment to Natural Bridge Trail	15.7	15.7	1	16
Natural Bridge Trail to Artists Drive Fault	8.4	8.4	1	8
Artists Drive Fault to Furnace Creek Campground	13	13	1	13
Furnace Creek Campground to UA	528	528	1	528
	0	0	1	0
	0	0	1	0
Total Mileage (for each van)				1,963

GEOS477/577 Field Trip Days 1-5

Day 1

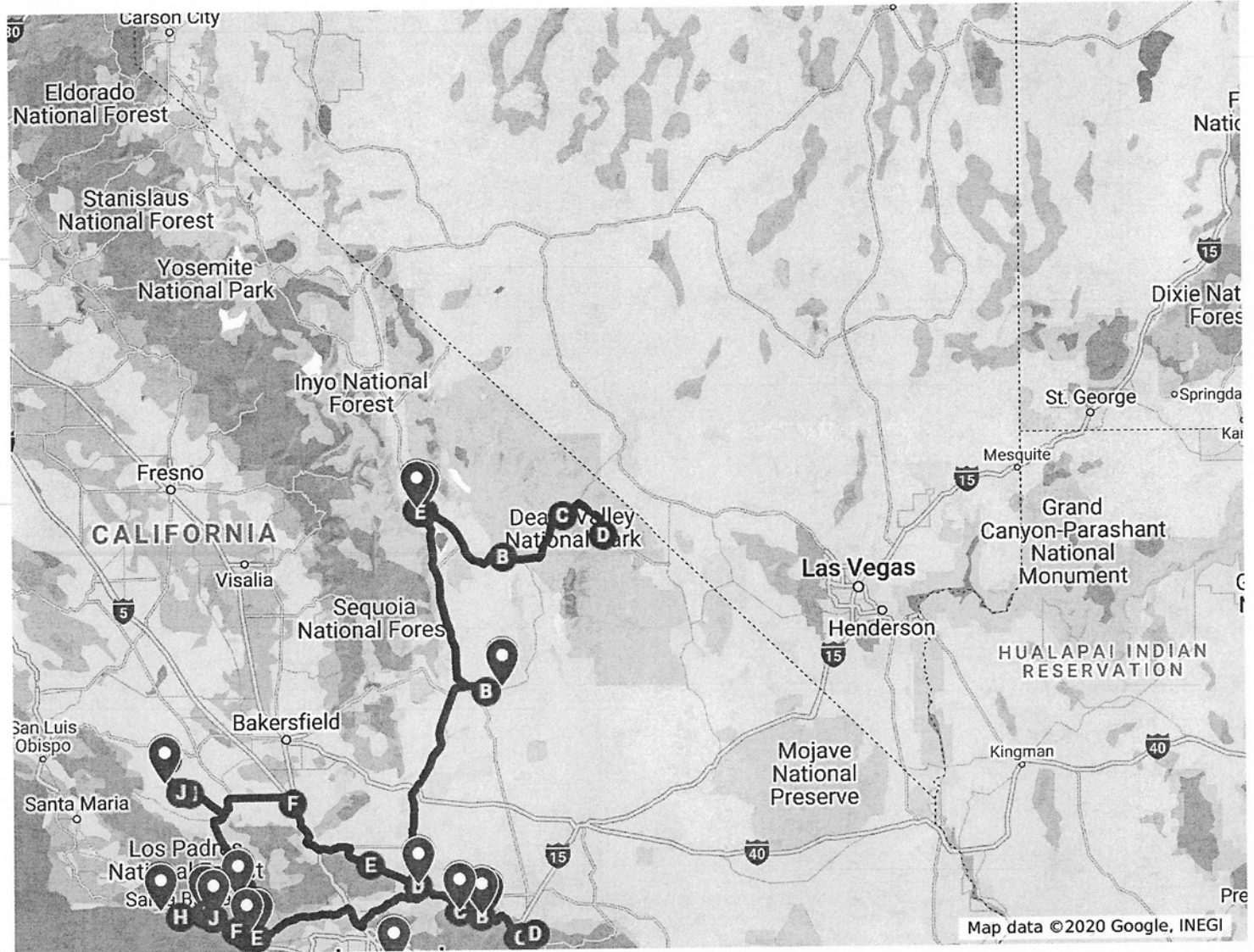
- 📍 1040 E 4th St
- 📍 Punchbowl fault Cajon Pass
- 📍 SAF Cajon Pass – park here
- 📍 Night 1 Campsite

Day 1 Driving Directions


- 📍 **A** 1040 E 4th St
- 📍 **B** Punchbowl fault Cajon Pass
- 📍 **C** SAF Cajon Pass – park here
- 📍 **D** Night 1 Campsite

Day 2

- 📍 Day 2.0. Wrightwood Paleoseismic site
- 📍 Stop 2A–Appletree flats SAF outcrop
- 📍 Stop 2B–Devil’s Punchbowl Co Park
- 📍 Stop 2C–SAF Palmdale
- 📍 Stop 2D–Wheeler Ridge
- 📍 KCL Camp Ground
- 📍 Dragons Back Viewpoint
- 📍



Wallace Creek Interpretive
Trail

 Selby Ranch Cow Camp









Day 2 Driving Directions

- A** Night 1 Campsite
- B** Appletree flats SAF outcrop
- C** Devils Punchbowl Co Park
- D** Stop 2C–SAF Palmdale
- E**

43851 Lake Hughes Rd, Lake
Hughes, CA 93532, USA

- F** Stop 2D–Wheeler Ridge
 - G** KCL Camp Ground
 - H** Dragons Back Viewpoint
 - I**
- Wallace Creek Interpretive
Trail
- J** KCL Camp Ground
-

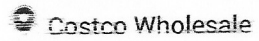
Day 3

-  Griffith Observatory
-  Ojai (Optional)
-  Santa Ynez Fault (optional)
-  Stop 3A–Ventura Scarp
-  The Cross
-  Pitas Point Marine Terraces
-  Loon Point Beach Parking
- 

Arroyo Burro Beach County
Park



Carpinteria State Beach
Campground



Day 3 Driving Directions

A KCL Camp Ground

B

11960 N Ventura Ave, Ojai, CA
93023, USA

C Stop 3A–Ventura Scarp

D The Cross

E Stop 3A–Ventura Scarp

F Pitas Point Marine Terraces

G

Arroyo Burro Beach County
Park

H Arroyo Burro Beach Stop 2

I Loon Point Beach Parking

J

Carpinteria State Beach
Campground

Day 4



Carpinteria State Beach
Campground



Ridgecrest Fault Scarp



Lone Pine



The Mobius Arch Loop
Trailhead

Directions from Carpinteria State
Beach Campground to Alabama
Hills, California, USA

A

Carpinteria State Beach
Campground

B

Ridgecrest Fault Scarp

C

Lone Pine

D

Movie Rd, Lone Pine, CA
93545, USA

E

Alabama Hills, California, USA

Day 5



Father Crowley Overlook



Mosaic Canyon Trail



Furnace Creek Campground

Directions from Alabama Hills,
California, USA to Furnace Creek
Campground

A

Alabama Hills, California, USA

B

Father Crowley Overlook

C

Mosaic Canyon Trail

D

Furnace Creek Campground

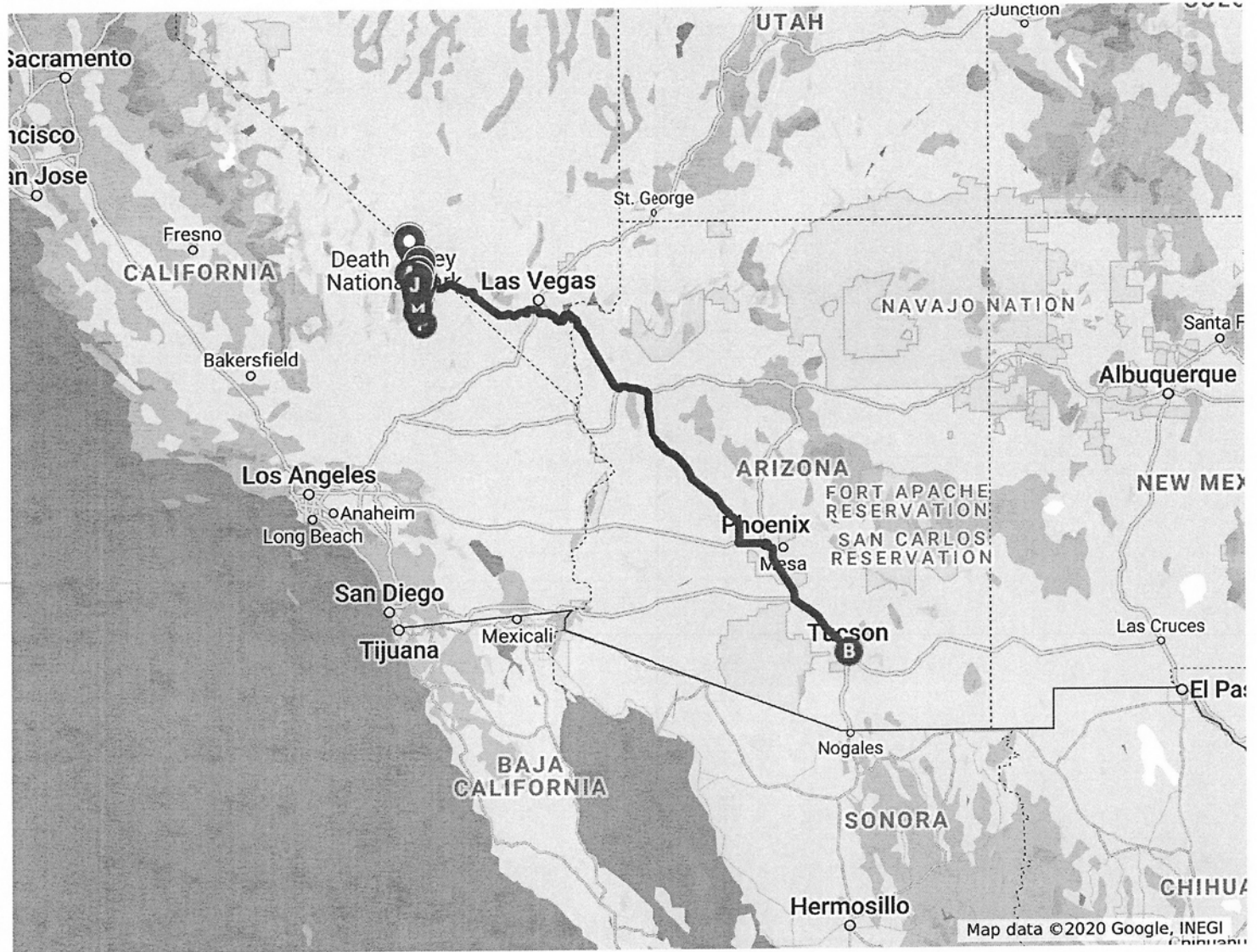
GEOS477/577 Field Trip Day 6-7

Day 6

- Furnace Creek Campground
- Dante's View
- Split Cinder Cone
- Furnace Creek Wash
-
- Furnace Creek Fault Viewpoint
- Badwater Basin Viewpoint
- Shoreline Butte Viewpoint
- Copper Canyon Detachment
- Mormon Point Turtleback
- Natural Bridge Trail
- Artists Drive Fault

Day 6 Driving Directions

- A** Furnace Creek Campground
- B** Dante's View
- C** Furnace Creek Wash
- D**
- Furnace Creek Fault Viewpoint
- E** Badwater Basin Viewpoint
- F** Shoreline Butte Viewpoint
- G** Mormon Point Turtleback
- H** Copper Canyon Detachment
- I** Natural Bridge Trail
- J** Artists Drive Fault



Day 7 Driving Directions

A Furnace Creek Campground

B
1040 East 4th Street, Tucson,
AZ, USA

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University: University of Arizona College/School: Social & Behavioral Sciences
 Class Number: HIST 328 Department: History
 Class Title: Cuisine, Culture and Power

Both Graduate Undergraduate

\$ 40 /semester Effective Date of Change: Spring 2022
 Proposed Fee (this field you may enter other option just by typing it in box)

Fee Context

Number of existing class fees within the same department: 0

Associated Program Fee: \$ 0.00 /semester

Associated Differential Tuition: \$ 0.00 /semester

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The purpose of the fee is to provide finance to purchase materials, rent space, and provide additional staffing as necessary for two key elements of the course, namely the preparation and cooking of a "local" meal, and the preparation and cooking of a "global" meal. In this course, students are divided into groups, and work together to learn about the origins of a particular plant that is a center of a regional paleolithic cuisine (such as cassava in Amazonia, or sorghum in West Africa). They have to design two meals using this food. The first meal is a local meal and can only involve other companion plants and proteins from the locality (i.e. pineapple in Amazonia, or palm oil in West Africa). The second is a global meal, whereby they take the foodstuff and move it into global cuisine, and develop a meal that uses and blends both foods and techniques from beyond the original locale.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The budget for food for the local meal is \$10/pp and for the global meal is \$15/pp. The remaining funds \$25/pp will cover the rental of kitchen space on campus, and the hiring of specialized support staff who work in kitchens, to ensure health and safety laws are followed precisely, and the rental of UA vehicles for one site visit to local food preparation venues. All of the costs will be covered by the incremental revenue. All activities are germane to the specific goals of the course.

Course fees are subject to the Expenditure Based Administrative Service charge of 1% which is assessed on all expenditures. These monies are used to support overhead costs and administrative services the university provides but are not easily assignable to any one unit. This class is typically offered only in the Spring, the proposed revenue and expenditures below are term figures.

Proposed Annual Revenue

Class Fee Amount	\$	\$ 40.00
Number of Students	#	25
Total Revenue	=	\$ 1,000.00

Proposed Annual Expenditures

Administrative Service Charge	\$	\$ 10.00
Food for lab sessions (x2)	\$	\$ 625.00
Vehicle Rental (motor pool)	\$	\$ 264.00
Rental for instructional kitchen	\$	\$ 120.00
Total Program Costs	=	\$ 1,019.00



CLASS FEE REQUEST - NEW

University: University of Arizona College/School: College of Fine Arts
 Class Number: ART 200 Department: School of Art
 Class Title: The Elements of Drawing

Both Graduate Undergraduate

\$ 75 /semester Effective Date of Change: Fall 2021
 Proposed Fee (this field you may enter other option just by typing it in box)

Fee Context

Number of existing class fees within the same department: 122

Associated Program Fee: \$ 0.00 /semester

Associated Differential Tuition: \$ 300.00 /semester

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The program fee revenue is use mainly for instructional support/ personnel and other portion for equipment, consumables are very dependent on course fees.

The 2D division in the School of Art offers multiple levels of figure drawing (200- thru 500-level courses). Each figure drawing class draws from the nude model. Beginning- and intermediate-level classes require models with a varied range of body types, while advanced-level classes require models that can hold difficult and extended poses.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

In order to hire and retain the most experienced and professional models, it is necessary that the model pay rate be competitive with those of the surrounding institutions in Tucson. Currently, Pima Community College and the Art Institute of Tucson both pay \$15.00 an hour; Southwest University of Visual Art pays \$13.50 an hour. It has proven difficult to attract and retain a pool of exceptional models at the University of Arizona though the current model rate is \$15.00 an hour. As a research university, it is imperative that the models be of high quality – to ensure such models, a competitive pay rate is required.

In addition to model pay, the course fee also covers a wide range of materials essential for this particular drawing course, along with expendable materials for general instruction. These materials include hand soap, paper towels, bulbs for spotlights used to light the model, rolls of large kraft paper used for preliminary sketching and other expendable materials.

There is no overlap of materials between other fees the student might pay and this course fee. Additionally, course fees are subject to the Expenditure Based Administrative Service charge of 1% which is assessed on all expenditures. These monies are used to support overhead costs and administrative services the university provides but are not easily assignable to any one unit. This class is typically offered year round, the proposed revenue and expenditures below are term figures.

Proposed Annual Revenue

Class Fee Amount	\$	\$ 75.00
Number of Students	#	36
Total Revenue	=	\$ 2,700.00

Proposed Annual Expenditures

Administrative Service Charge	\$	\$ 94.00
Model wages + ERE	\$	\$ 1,501.20
Guest speaker (2)	\$	\$ 600.00
Expendable materials	\$	\$ 7,326.66
Total Program Costs	=	\$ 9,521.86



CLASS FEE REQUEST - NEW

University: University of Arizona College/School: Eller College of Management
 Class Number: BNAD 505 Department: Karl Eller Grad Sch of Mgmt (MBA) with DENP
 Class Title: Strategic Innovation

Both Graduate Undergraduate

\$ 3,000 /semester Effective Date of Change: Spring 2022
 Proposed Fee (this field you may enter other option just by typing it in box)

Fee Context

Number of existing class fees within the same department: 0

Associated Program Fee: \$ 0.00 /unit

Associated Differential Tuition: \$ _____ /semester

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

PMBA students do not incur any other class fee in Distance Education Network Program (DENP) and the program cost mirrors that of Online MBA.

The inaugural cohort of the Professional MBA (PMBA) launched in August 2020. It is 21-month program which resides in DENP. The main campus MBA program provides an immersion Innovation Experience to students in the Executive MBA program and knows it to be of significant benefit to students. It is this immersion experience that is the stimulus for extending the Innovation Experience to the Professional MBA in DENP. Further, the Innovation Experience is solidly aligned with the PMBA emphasis on technology in business.

In the Executive MBA program in main campus, the Innovation Experience is included in the \$77,000 program fee. MBA leadership seeks to establish a Professional MBA course fee for the purpose of generating funds for the expense of the Innovation Experience. PMBA leadership anticipates that the course fee will be optimal for students, as employers may be more likely to reimburse for the course, with documented educational merit. Likewise, it is anticipated that students will be able to obtain financial aid for the Innovation Experience once there is an established course fee. The BNAD 505 course will first be offered in Spring 2022.

The Professional MBA anticipates traveling to Silicon Valley, the destination of the Executive MBA Innovation Experience, in the near term. However, MBA leadership has the latitude to travel to other locations, as other cities may become optimal for an Innovation Experience in the future. MBA leadership anticipates that the well-designed Innovation Experience will serve to further differentiate the Professional MBA from others in the competitive MBA market.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The Innovation Experience entails travel to a domestic city where significant technological innovation is occurring. It will be conducted over four days and three nights, however future funding constraints may dictate a shortened experience of three days and two night. It will encompass company visits, sessions with company leaders, hackathon activities, and simulation exercises guided by local companies or organizations. The course fee will also include hotel accommodations in single occupancy rooms and some group meals. Chartered coach transportation will be provided for travel in the destination city. Airfare is not specifically included in the course fee request. However, MBA leadership expects to consider including airfare should other cost elements be managed to a level that would permit the flight expense.

This course is intended to be an experience at the forefront of the management of innovation. Considering the emerging nature of innovation management and the uncertainty of travel to major metropolitan cities, the course fee may require further modifications as needed by the changing cost of this experience. Below is what we estimate:
 Innovation Experience (Company visits/hackathons, lodging, chartered coach, some meals) 90%
 Innovation Mentors (Faculty/staff airfare, per diem meals; excludes compensation) 5%
 Preparatory Activity/Materials 3%
 Administrative Service Charge 2%

Proposed Annual Revenue

Class Fee Amount	\$	\$ 3,000.00
Number of Students	#	20
Total Revenue	=	\$ 60,000.00

Proposed Annual Expenditures

Administrative Service Charge	\$	\$ 1,200.00
Innovation Experience	\$	\$ 54,000.00
Innovation Mentors	\$	\$ 3,000.00
Preparatory Activity/Materials	\$	\$ 1,800.00
Total Program Costs	=	\$ 60,000.00

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BUDGET

Full-Time Project Manager				
Full Time Equivalent	Base Salary	ERE	Total Annual Salary + ERE	Rounded Up to Nearest \$1,000
1	\$45,000	\$14,400.00	\$59,400	\$60,000

Undergraduate Student Board Members							
FTE	Hourly Wage	Annual Wages	ERE	Total Annual Wages + ERE	Number of Student Board Members	Total Undergraduate Student Wages	Rounded Up to Nearest \$1,000
0.5	\$13	\$9,100.00	\$163.80	\$9,263.80	3	\$27,791	\$28,000.00

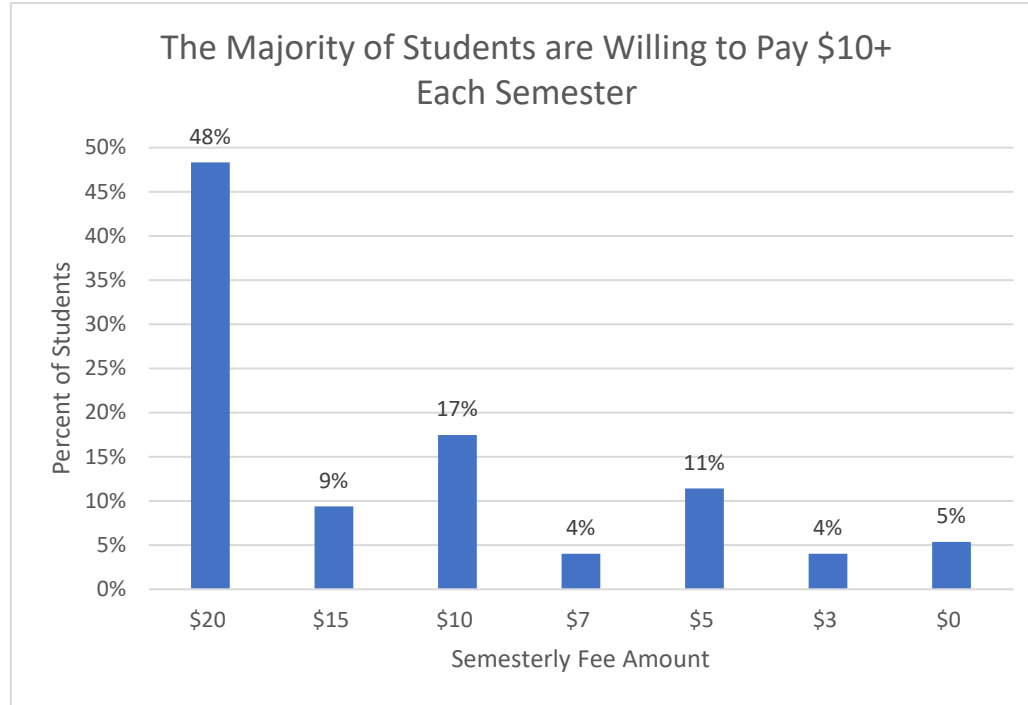
Graduate Student Board Member							
FTE	Hourly Wage	Annual Wages	ERE	Total Annual Wages + ERE	Number of Student Board Members	Total Undergraduate Student Wages	Rounded Up to Nearest \$1,000
0.5	\$15	\$10,500	\$189.00	\$10,689.00	1	\$10,689	\$11,000

Total Personnel
\$99,000

SURVEY

Question 1: Would you support a new			
Response	Count	Percent	
Yes	117	79%	
No	8	5%	
Maybe	24	16%	
	149	100%	

Question 2: What is the maximum amount you would be willing to pay per semester?			
Response	Count	Percent	
\$20	72	48%	
\$15	14	9%	
\$10	26	17%	
\$7	6	4%	
\$5	17	11%	
\$3	6	4%	
\$0	8	5%	
	149	100%	





To whom it may concern:

The Executive officers of the Associated Students at the University of Arizona are proud to support the establishment of a student fee by Students for Sustainability. As the state of the world and the environment becomes more critical, college campuses should continue to be at the forefront of education and innovation when it comes to battling the environmental crisis. To date, Students for Sustainability has been able to provide strong educational programming to our campus community, in order to spread awareness and provide incentives for living more sustainably. They have also established strong campus partnerships and headed initiatives at the institutional level. The Green Fund has been able to fund smaller projects on campus as well. However, our current structure leaves little room for larger sustainability projects. The establishment of a fee at the University will ensure that students are at the forefront of this change, pushing the University of Arizona community to be more mindful and aware of their environmental impact. Through the Sustainability fee board, students and campus representatives can help our campus undertake the following for years to come:

- Reduce water waste
- Reduce energy use
- Reduce greenhouse gas emissions
- Offset carbon emissions
- Reduce food waste
- Reduce plastic use and consumer waste

By establishing this fee, the UA will be able to adapt and mold to our world, as well as hopefully emerge as a leader in these areas. We support this fund and fee allocation structure as a way to support initiatives that will both better our campus community and lessen our negative environmental impact. Thank you for your consideration, we are proud to support this student-led initiative.

Signed,

Tara Singleton
Student Body President

Maryan Hassan
Administrative Vice President

Noah Vega
Executive Vice President

OTHER FEE REQUEST - CHANGE TO EXISTING

University: University of Arizona College/School: Office of the Provost
 Department: Enrollment Management Program: Freshmen Enrollment Fee
 Both Graduate Undergraduate Lower Division Choose One Option

\$ 425 /semester \$ 450 /semester Effective Date of Change: Fall 2022
 Current Fee Proposed Fee (this field you may enter other option just by typing it in box)

Other Fee History:

Date Established	Fall	2005	and original amount	\$ <u>270</u>
Most Recent Date and Change to fee (Date/Amount)	Fall	2018		\$ <u>425</u>

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The enrollment fee was created as a mandatory, one-time fee as a way to simplify and consolidate pre-enrollment payments to benefit students and to better gauge the commitment of students to attend the UA. By analyzing fee payment throughout the admissions cycle, Enrollment Management is able to track progress towards ABOR goals and adjust recruitment and yield initiatives to shape the incoming class accordingly.

The Office of Orientation & New Student Services, a unit of Enrollment Management, proposes to increase the Enrollment Fee by \$25 for all student types, beginning with undergraduate students enrolling for summer/fall 2022. This will increase the main campus, domestic first-year and the global/international student fee from \$425 to \$450 and will increase the main campus, domestic transfer enrollment fee \$150 to \$175. The last the enrollment fee was increased was in 2018.

Justification (Please provide a brief statement on what the proposal is intended to pay for and how much of the costs will be covered by the incremental revenue)

The reason for the proposed fee increase is to offer a new extended orientation program for all incoming students. The purpose of the extended orientation program is to build community among the incoming class and educate them about the institutional expectations and what it means to be an Arizona Wildcat. The extended orientation program is in addition to all other regular programming and services. Institutions that have piloted an extended orientation program have seen an increase in student success and retention. See proposal for details. The increase in the Enrollment Fee will be used to partially fund this new program and applies to new undergraduates only. The Enrollment Fee is a one-time fee. As always, qualifying students may request to defer the Enrollment Fee until the semester's tuition/fees are due and utilize financial aid to cover the total cost.

Student Consultation (Please describe the method and outcomes of student consultation)

We had the opportunity to meet with current students who serve as orientation leaders. During our meeting, we described the reason for the proposed increase and explain details of our new program. These are a few of the responses that students shared after listening to our proposal.

- "I think the value of the services provided by the extended orientation program exceeds the monetary increase of 25 dollars and I would not have qualms with the new proposed price increase."
- "Given the good the extended orientation will do, I feel it is completely worth the increase in the enrollment fee. In the state our world is in, it is so hard for incoming students to find their place and learn all they need to during normal orientation. Extended orientation will be the perfect place for students to find their place at the University and have a refresher of orientation right before school starts! With the enrollment fee already being so high, 25 dollars won't make much of a difference, and most incoming students won't even be aware that there was an increase. I say it a great idea and completely worth the increase."
- "Though I am generally against any additional fees for incoming students, based upon the information that has been presented to me about the planned changes coming to the New Student Orientation program, I feel that the marginal increase in cost of \$25 being added to the enrollment fee is worth what I believe will be the eventual benefits that students receive in return from the program being funded by such a cost increase."

In addition, Tara Singleton, ASUA Student Body President, shared, "I think this is a great way to make time for a real integration into u of a life for new students and families. It also touches on a lot of the things we want to see incoming students learning about (Title IX, cultural competency etc). I think this would be a great platform for student involvement events and information sessions as well." and "Yes this has my support, excited to see how ASUA can help welcome our new students in the future." Also, the Associated Students of the University of Arizona (ASUA) and the Graduate Professional Student Council (GPSC) are the student government on the University of Arizona campus that is comprised of students who are willing to go above and beyond and serve their school and peers. ASUA and GPSC executive officers attend the annual university fees meeting and review to ensure the benefit to the students paying the fee.

Proposed Annual Revenue

Other Fee Amount	\$	\$ 450.00
Number of Students	#	7,500
Total Revenue	=	\$ 3,375,000.00

Proposed Annual Expenditures

Administrative Service Charge	\$	\$ 320,625.00
Orientation, Extended Orientation & EM Costs	\$	\$ 1,832,625.00
Placement Exams, Student ID, etc.	\$	\$ 884,250.00
Student Success Support / Retention	\$	\$ 337,500.00
Total Expenditures	=	\$ 3,375,000.00



OTHER FEE REQUEST - CHANGE TO EXISTING

University: University of Arizona College/School: Office of the Provost
 Department: Transfer Enrollment Fee Program: Transfer Enrollment Fee
 Both Graduate Undergraduate Lower Division Choose One Option

\$ 150 /semester \$ 175 /semester Effective Date of Change: Fall 2022
 Current Fee Proposed Fee (this field you may enter other option just by typing it in box)

Other Fee History:

Date Established	Fall	2014	and original amount	\$ 95
Most Recent Date and Change to fee (Date/Amount)	Fall	2018		\$ 150

Purpose (Please provide a brief statement detailing the purpose of the fee, including the anticipated expenditures of fee revenue and benefits the fee will provide students. Include an explanation of the additional benefits funded by the increase.)

The enrollment fee was created as a mandatory, one-time fee as a way to simplify and consolidate pre-enrollment payments to benefit students and to better gauge the commitment of students to attend the UA. By analyzing fee payment throughout the admissions cycle, Enrollment Management is able to track progress towards ABOR goals and adjust recruitment and yield initiatives to shape the incoming class accordingly.

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Proposed Annual Revenue

Other Fee Amount	\$	\$ 175.00
Number of Students	#	2,000
Total Revenue	=	\$ 350,000.00

Proposed Annual Expenditures

Administrative Service Charge	\$	\$ 33,250.00
Transfer Student Orientation & Ext. Orientation	\$	\$ 194,575.00
Transfer Student Center Support	\$	\$ 85,975.00
Enrollment Management Technology & Comm.	\$	\$ 36,200.00
Total Expenditures	=	\$ 350,000.00

**UA EXISTING DIFFERENTIAL TUITION AND PROGRAM FEES SUMMARY
 2020-2021**

DATE ESTABLISHED	COLLEGE/SCHOOL	PROGRAM	GR/UNDER	AMOUNT (per semester, per unit or fixed)	2020-2021 Estimated Annual Revenue
DIFFERENTIAL TUITION					
2005	Architecture, Planning & Landscape Architecture	Bachelor of Architecture Lower & Upper Divisions	Undergraduate	\$750 (\$375 Fr)/sem	\$604,261
2011	Engineering	Undergraduate Lower Division	Undergraduate	\$450/sem	\$1,186,482
2006	Engineering	Undergraduate Upper Division	Undergraduate	\$900/sem	\$2,054,914
2010	Fine Arts	All Undergraduate Degree Programs in Schools of Art, Dance, Music, and Theatre, Film & Television	Undergraduate	\$300/sem	\$409,086
2003	Management	All Undergraduate Professional Programs in Management, Upper Division	Undergraduate	\$900/sem	\$3,432,337
2009	Nursing	BSN Program, Undergraduate Upper Division	Undergraduate	\$2,000/sem	\$838,167
2010	Public Health	Bachelor of Science Public Health Upper Division	Undergraduate	\$50/unit	\$437,126
PROGRAM FEES					
2016	Agriculture & Life Sciences	Career & Academic Services Lower & Upper Divisions	Undergraduate	\$75/sem	\$344,769
2010	Agriculture & Life Sciences	Norton School of Family & Consumer Resources: Family Studies & Human Development Upper Division	Undergraduate	\$200/sem	\$66,200
2018	Agriculture & Life Sciences	Norton School of Family & Consumer Resources: Personal & Family Financial Planning Upper Division	Undergraduate	\$250/sem	\$24,250
2010	Agriculture & Life Sciences	Norton School of Family & Consumer Resources: Retail & Consumer Sciences Upper Division	Undergraduate	\$250/sem	\$55,693
2015	Agriculture & Life Sciences	Nutritional Sciences: Undergraduate Lower & Upper Divisions	Undergraduate	\$250/sem	\$224,292
2018	Agriculture & Life Sciences	Nutritional Sciences: Nutrition & Food Systems Lower & Upper Divisions	Undergraduate	\$250/sem	\$15,384
2016	Agriculture & Life Sciences	Soil, Water & Environmental Science: BS in Environmental Science Upper Division	Undergraduate	\$350/sem	\$73,797
2004	Architecture, Planning & Landscape Architecture	Master of Landscape Architecture & Master of Architecture	Graduate	\$1,500/sem	\$184,794
2004	Architecture, Planning & Landscape Architecture	Master of Science in Architecture & Master of Science in Planning	Graduate	\$1,500/sem	\$49,500
2010	Architecture, Planning & Landscape Architecture	Master of Real Estate Development	Graduate	\$4,450/sem	\$80,100
2010	Fine Arts	Art: Masters & Doctoral Degree Programs	Graduate	\$300/sem	\$40,050
2010	Fine Arts	Dance: Master of Fine Arts In Dance	Graduate	\$300/sem	\$4,800
2010	Fine Arts	Music: Masters of Music, Doctor of Musical Arts, Doctor of Philosophy	Graduate	\$300/sem	\$68,716
2010	Honors College	Undergraduate Honors Education Lower & Upper Divisions	Undergraduate	\$250/sem	\$1,838,639
2013	Law	Master of Legal Studies (MLS)	Professional	\$26,000 fx \$866.67/unit	\$114,963
2002	Law	Masters of Law (LLM) & Doctor of Judicial Science (SJD)	Professional	\$26,000 fixed	\$108,237
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	\$2,098,692
2002	Law	Juris Doctor (JD), Non-Resident	Professional	\$29,000 fixed	\$0
2002	Law	Juris Doctor with Advanced Standing (AJD), Resident	Professional	\$24,500 fixed	\$0
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	\$1,951,614

**UA EXISTING DIFFERENTIAL TUITION AND PROGRAM FEES SUMMARY
 2020-2021**

DATE ESTABLISHED	COLLEGE/SCHOOL	PROGRAM	GR/UNDER	AMOUNT (per semester, per unit or fixed)	2020-2021 Estimated Annual Revenue
2018	Management	Undergraduate Pre-Economics Program Lower Division	Undergraduate	\$350/sem	\$75,786
2003	Management	Undergraduate Advanced Standing - Summer/Winter Sessions only	Undergraduate	\$50/unit	\$321,700
1997	Management	All Masters Programs Delivered by Eller College of Management.	Graduate	\$5,750/sem	\$2,968,365
1998	Management	Eller MBA Program: Evening MBA	Graduate	\$51,000 fixed	\$599,406
2005	Management	Eller MBA Program: Executive MBA	Graduate	\$63,000 fixed	\$890,375
2014	Medicine	Cellular & Molecular Medicine: Master of Science	Graduate	\$50/unit	\$33,250
2016	Medicine	Cellular & Molecular Medicine: Graduate Certificate in Biomedical Sciences	Graduate	\$50/unit	\$150
2017	Medicine	Cellular & Molecular Medicine: Genetic Counseling Graduate Program	Graduate	\$3,000	\$60,000
2016	Medicine	Pharmacology: MS in Pharmacology/Perfusion Sciences	Graduate	\$500/sem	\$7,000
2011	Nursing	Master's Entry to Professional Nursing	Graduate	\$44,000 fixed 2 Yr Program-Res; \$53,000 fixed 2 Yr Program-Non Res	\$2,170,285
PhD 2003 DNP 2006	Nursing	Doctor of Nursing Practice (DNP) and PhD	Graduate	\$2,600/sem	\$400,844
1995	Pharmacy	Doctor of Pharmacy	Graduate	\$6,725/sem	\$6,973,110
2012	Public Health	Public Health Graduate Certificates - Health Administration	Graduate	\$250/unit	\$13,625
2017	Public Health	Public Health Graduate Certificates - Arizona Clinical & Translational Research	Graduate	\$250/unit	\$11,679
2013	Public Health	MD-Masters of Public Health, Phoenix Campus	Graduate	\$750/sem	\$21,750
2013	Public Health	MD-Public Health Certificate, Phoenix Campus	Graduate	\$600/sem	\$1,650
MPH 2005 DrPH 2006 PhD 2010 PhD HBHP 2014	Public Health	All Graduate Degree Programs: MPH, MS, PhD & DrPH in Public Health	Graduate	\$75/unit	\$418,063
2014	Science	Computer Science: BS & BA Lower Division	Undergraduate	\$150/sem	\$218,018
2014	Science	Computer Science: BS & BA Upper Division	Undergraduate	\$300/sem	\$362,306
2019	Science	Computer Science: MS in Computer Science	Graduate	400/sem	\$25,600
2014	Science	Geosciences: BS, Lower & Upper Divisions	Undergraduate	\$150/sem	\$54,750
2015	Science	Mind, Brain & Behavior: Neuroscience & Cognitive Science Pre-Majors	Undergraduate	\$65/sem	\$38,675
2015	Science	Mind, Brain & Behavior: Neuroscience & Cognitive Science Majors	Undergraduate	\$400/sem	\$194,265
2016	Science	Mind, Brain & Behavior, Psychology: Psychological Science Upper Division	Undergraduate	\$200/sem	\$94,172
2016	Science	Speech, Language & Hearing Sciences: Bilingual Certificate Program	Graduate	\$500/sem	\$26,000
2016	Science	Speech, Language & Hearing Sciences: Clinical MS in Speech-Language Pathology	Graduate	\$500/sem	\$72,000
2016	Science	Speech, Language & Hearing Sciences: Doctor of Audiology	Graduate	\$750/sem	\$54,825

**UA EXISTING DIFFERENTIAL TUITION AND PROGRAM FEES SUMMARY
 2020-2021**

DATE ESTABLISHED	COLLEGE/SCHOOL	PROGRAM	GR/UNDER	AMOUNT (per semester, per unit or fixed)	2020-2021 Estimated Annual Revenue
2010	Social & Behavioral Sciences	Geography & Development: BA in Geography, BS in Geography & BS in Regional Development	Undergraduate	\$125/sem	\$46,659
2012	Social & Behavioral Sciences	Geography & Development: Masters in Development Practice	Graduate	\$750/sem fall & spr; \$500/summer	\$28,581
2010	Social & Behavioral Sciences	Geography & Development and Natural Resources & Environment: Master of Science in Geographic Information Systems Technology	Graduate	\$100/unit	\$42,450
2014	Social & Behavioral Sciences	Government & Public Policy: BA in Law Upper Division	Undergraduate	\$900/sem	\$569,893
2013	Social & Behavioral Sciences	Government & Public Policy: BA in Political Science, BS in Criminal Justice & BS in Public Management and Public Policy - Upper Division	Undergraduate	\$450/sem	\$697,125
2001	Social & Behavioral Sciences	Government & Public Policy: Masters in Public Administration	Graduate	\$1,250/sem	\$128,820
2016	Social & Behavioral Sciences	Government & Public Policy: Masters in Public Policy	Graduate	\$1,250/sem	\$37,500
2008	Social & Behavioral Sciences	Journalism: Bachelor's Degree in Journalism Lower & Upper Divisions	Undergraduate	\$250/sem	\$151,137
2009	Social & Behavioral Sciences	Journalism: Master's Degrees in Journalism	Graduate	\$100/unit	\$38,100
2010	Social & Behavioral Sciences	Linguistics: MS in Human Language Technology	Graduate	\$250/sem	\$5,250
2010	Social & Behavioral Sciences	Philosophy, Government & Public Policy, Economics, Center for Philosophy of Freedom: Philosophy, Politics, Economics and Law BA - Upper Division	Undergraduate	\$400/sem	\$70,400
2015	Social & Behavioral Sciences	School of Information Masters Programs	Graduate	\$50/unit	\$59,700
2014	Social & Behavioral Sciences	Sociology: BS in Care, Health & Society Upper Division	Undergraduate	\$300/sem	\$84,551
2014	Social & Behavioral Sciences	Sociology: BA in Sociology Upper Division	Undergraduate	\$300/sem	\$46,330
Program Fees Eliminated:					
DATE EST	COLLEGE/SCHOOL	PROGRAM	GR/UNDER	AMOUNT	Estimated Annual Revenue
2012	Architecture, Planning & Landscape Architecture	Graduate Certificate in Heritage Conservation	Graduate	\$200/unit	\$9,400
2016	Veterinary Medicine	Doctor of Veterinary Medicine	Graduate	\$8,000/sem Fall & Spr \$8,043 Summer Res \$17,204 Summer Non-res	\$0

Deleted Class Fees in 2020-2021

Date Reviewed	Action	Current Status*	COLLEGE/SCHOOL	DEPARTMENT	Grad/ Undergrad	Master / Exclusive Course #	Request Type	Existing Fee per Term	AMOUNT REQUESTED	First Term
Jan-21	APPROVED	Removed	SBS	School of Information	U/G	ISTA 451/551	Delete	\$97	\$0	Fall 2021
Jan-21	APPROVED	Removed	SBS	School of Information	U	ISTA 251	Delete	\$97	\$0	Fall 2021
Oct-20	APPROVED	Removed	CALS	Sch of Nat Resource&Enviro-Res	U	RNR 230L	Delete	\$10	\$0	Spring 2021
Feb-20	APPROVED	Removed	Science	Geosciences	U/G	GEOS 450/550	Delete	\$25	\$0	Fall 2020
Feb-20	APPROVED	Removed	CALS	Sch of Plant Sciences	U	PLS 235	Delete	\$43	\$0	Fall 2020

Reduced Class Fees in 2020-2021

Date Reviewed	Action	Current Status*	COLLEGE/SCHOOL	DEPARTMENT	Grad/ Undergrad	Master / Exclusive Course #	Request Type	Existing Fee per Term	AMOUNT REQUESTED	First Term
Jan-21	APPROVED	Removed	Science	Geosciences	U	GEOS 251	Decrease	\$30	\$22	Fall 2021

Deleted Program Fees in 2020-2021

Date Reviewed	Action	Current Status*	COLLEGE/SCHOOL	DEPARTMENT	Grad/ Undergrad	PROGRAM	Request Type	Existing Fee per Term	AMOUNT REQUESTED	First Term
Mar-20	APPROVED	Removed	Veterinary Medicine	Veterinary Medicine	G	Doctor of Vterinary Medicine	Delete	\$8,000 Summer: \$8,043-R \$17,204-NR	0	Fall 2020

To be Deleted Program Fees in 2021-2022

Date Reviewed	Action	Current Status*	COLLEGE/SCHOOL	DEPARTMENT	Grad/ Undergrad	PROGRAM	Request Type	Existing Fee per Term	AMOUNT REQUESTED	First Term
Feb-21	PENDING	ACTIVE	CAPLA	School of Landscape Architecture and Planning	G	Graduate Certificate in Heritage Conservation	Delete	\$200	0	Fall 2021

University of Arizona

Student Housing

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University of Arizona Housing Rate Requests

The University of Arizona is not requesting a housing rental rate increase for the 2021-22 academic year. *The Honors Village dorm is a Public Private Partnership and will have a 2.4% rental rate increase per the master sub-lease agreement. \$53 per bed is added to the undergraduate rent to fund the Residence Hall Association (RHA).*

- Housing & Residential Life evaluated the climate in Higher Education in response to the pandemic and determined that it would be in the best interest of UArizona’s residential students not to recommend a rate increase for academic year 2021-22.
- The Residence Hall Association (RHA) Executive Board is supportive of no rate increase.
- The Honors Village dorm rates are governed by the master sub-lease agreement signed between American Campus Communities and the University of Arizona which requires a 2.4% rate increase each year of the 5-year lease or the campus housing average increase, whichever is higher. This year it will be 2.4%.

PROPOSED RATES FOR UNIVERSITY HOUSING 2021-2022

RESIDENCE	APPROVED FY 2021 RATE	PROPOSED FY 2022 RATE	\$ CHANGE	% INCREASE
UNDERGRADUATE DORMS				
<u>Group One</u>				
Babcock, Cochise (T), Coconino, Hopi, Kaibab-Huachuca, Maricopa (T), Navajo-Pinal	\$6,417	\$6,417	\$ 0	0%
<u>Group Two</u>				
Apache-Santa Cruz, Cochise, Gila, Graham-Greenlee, Manzanita-Mohave, Maricopa, Pima, Yavapai, Yuma	\$7,297	\$7,297	\$0	0%
<u>Group Three</u>				
Arizona-Sonora, Árbol de la Vida, Coronado, Likins, Colonia de la Paz, Posada San Pedro, Pueblo de la Cienega, Villa Del Puente	\$8,877	\$8,877	\$0	0%
<i>Undergraduate Increase</i>				0%

RESIDENCE	APPROVED FY 2021 RATE	PROPOSED FY 2022 RATE	\$ CHANGE	% INCREASE
GRADUATE APARTMENTS - La Aldea				
(Monthly rates, single occupancy per bedroom)				
One-bedroom, one bath	\$1,010	\$1,010	\$0	0%
Two-bedroom, two baths-unit A	\$ 770	\$ 770	\$0	0%
Two-bedroom, two baths-unit B	\$ 745	\$ 745	\$0	0%
Four-bedroom, four baths-unit AB	\$ 695	\$ 695	\$0	0%
Four-bedroom, four baths-unit C	\$ 680	\$ 680	\$0	0%
Four-bedroom, four baths-unit D	\$ 640	\$ 640	\$0	0%
Graduate Weighted Average Increase				0%
HONORS VILLAGE (Note #6)				
ACC Public Private Partnership - Undergraduate				
Dorm Room - Double Suite		\$ 9,287		
Dorm Room - Single Suite		\$12,077		
Dorm Room - Single		\$12,077		
Apartment - Two Bedroom shared		\$ 9,917		
Apartment - Two Bedroom shared large		\$10,487		
Apartment - Four Bedroom singles		\$12,747		
Apartment - Four bedroom singles full bed		\$12,957		

Notes:

- 1) The RHA fee of \$53 per student will be added to the above rates in all undergraduate facilities to support cultural, educational and social programming.
- 2) Undergraduate rates are for academic year and double occupancy unless otherwise noted. (T) indicates triple occupancy room.
- 3) All single occupancy rooms are 150% of double room rate in Groups 1, 2 & 3.
- 4) There is a \$150 nonrefundable application fee for undergraduate housing and \$50 nonrefundable application fee for graduate housing.
- 5) The proposed rates are per bed space.
- 6) Honors Village – American Campus Communities (ACC) Private Public Partnership rates will generate the ABOR established annual lease payment at 95% occupancy, including the master sub-lease yearly increase of 2.4% or the campus housing average increase, whichever is higher.

APPENDIX

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APPENDIX A

ARIZONA UNIVERSITY SYSTEM Incremental Tuition and Fee Revenue Estimates for FY 2021-22								
		ASU	NAU	UA (Excl COM)	UA COM	UA Vet Med	TOTAL UA	SYSTEM TOTAL
BASE TUITION								
UNDERGRADUATE								
Resident		9,159,000	(5,133,900)	(5,495,400)			(5,495,400)	(1,470,300)
Nonresident		34,781,600	(1,104,600)	5,706,600			5,706,600	39,383,600
Subtotal Undergraduate		43,940,600	(6,238,500)	211,200	-		211,200	37,913,300
GRADUATE								
Resident		10,511,600	2,337,000	506,400	486,500	2,203,200	3,196,100	16,044,700
Nonresident		31,300,400	831,100	364,500	60,700	4,284,000	4,709,200	36,840,700
Subtotal Graduate		41,812,000	3,168,100	870,900	547,200	6,487,200	7,905,300	52,885,400
Total Incremental Base Tuition		85,752,600	(3,070,400)	1,082,100	547,200	6,487,200	8,116,500	90,798,700
DIFFERENTIAL TUITION AND PROGRAM FEES								
Differential - Undergraduate							-	-
College Fee - Undergraduate		316,000					-	316,000
Program Fee - Undergraduate			51,200	1,131,500			1,131,500	1,182,700
Differential - Graduate							-	-
Program Fee - Graduate		3,636,900	248,000	(9,200)			(9,200)	3,875,700
Incremental Differential T&F from Summer/Winter/Other		46,846,500	611,700	8,321,900			8,321,900	55,780,100
Total Differential Tuition and Program Fees		50,799,400	910,900	9,444,200	-	-	9,444,200	61,154,500
COURSE FEES/OTHER		1,420,000	(272,200)	146,100	-	-	146,100	1,293,900
MANDATORY FEE REVENUE (EXCLUDING AFAT)		656,600	(539,000)	(337,000)	-	-	(337,000)	(219,400)
GROSS TUITION AND FEE REVENUE		138,628,600	(2,970,700)	10,335,400	547,200	6,487,200	17,369,800	153,027,700
Base Tuition - Regents Financial Aid Set Aside (RSA)	14%	12,427,000	(743,400)	(540,500)	34,500	681,200	175,200	11,858,800
Differential/Program Fee - Financial Aid Set Aside	14%	6,254,600	41,900	157,100			157,100	6,453,600
Subtotal		18,681,600	(701,500)	(383,400)	34,500	681,200	332,300	18,312,400
Additional Financial Aid		1,941,400	3,708,600	5,250,000	(527,700)	156,600	4,878,900	10,528,900
Total Incremental Financial Aid		20,623,000	3,007,100	4,866,600	(493,200)	837,800	5,211,200	28,841,300
NET TUITION AND FEE REVENUE (Net of Financial Aid)		118,005,600	(5,977,800)	5,468,800	1,040,400	5,649,400	12,158,600	124,186,400
Revenue from Enrollment Growth/Change in mix		85,752,600	(4,456,500)	196,200	335,600	6,487,200	7,019,000	88,315,100
Res (UG/Grad)		19,670,600	(3,746,100)	(5,495,400)	325,300	2,203,200	(2,966,900)	12,957,600
NR (UG/Grad)		66,082,000	(710,400)	5,691,600	10,300	4,284,000	9,985,900	75,357,500
Revenue from Rate Increase (Excludes Surcharge)		-	1,386,100	885,900	211,600	-	1,097,500	2,483,600
Res (UG/Grad)		-	-	-	-	-	-	-
NR (UG/Grad)		-	1,386,100	885,900	211,600	-	1,097,500	2,483,600
Total		85,752,600	(3,070,400)	1,082,100	547,200	6,487,200	8,116,500	90,798,700

APPENDIX B

History of FTE Enrollment Projection vs. Actual

	ASU	NAU	UA	Total
Enrollment				
Fall 17 Estimate	97,990	29,524	44,530	172,044
Fall 17 Actual	97,950	29,523	44,129	171,602
Variance	(40) 0.0%	(1) 0.0%	(401) -0.9%	(442) -0.3%
Fall 18 Estimate	102,175	30,320	45,034	177,529
Fall 18 Actual	103,654	29,384	44,376	177,414
	1,479 1.4%	(936) -3.1%	(658) -1.5%	(115) -0.1%
Fall 19 Estimate	109,904	29,734	44,516	184,154
Fall 19 Actual	110,538	29,175	44,714	184,427
	634 0.6%	(559) -1.9%	198 0.4%	273 0.1%
Fall 20 Estimate	115,401	26,799	40,180	182,380
Fall 20 Actual	116,997	28,078	45,516	190,591
	1,596 1.4%	1,279 4.8%	5,336 13.3%	8,211 4.5%
Fall 21 Estimate	122,423	27,380	45,703	195,506
Projected Increase over prior year actuals- Fall 2021 vs Fall 2020	5,426 4.6%	(698) -2.4%	187 0.4%	4,915 2.8%
UNDERGRADUATE				
Res	537	(688)	(558)	(709)
NR	2,517	(183)	357	2,691
GRADUATE				
Res	565	137	135	837
NR	1,807	36	253	2,096
Total	5,426	(698)	187	4,915
Est Fall 2020 Online Enrollment	4,294	(228)	756	4,822
Online as a % of projected incr	79%	33%	404%	98%

APPENDIX C

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

RESIDENT										NONRESIDENT									
	ASU			CHANGE			NAU			CHANGE			UA			CHANGE			
	\$	\$	%	\$	\$	%	\$	\$	%	\$	\$	%	\$	\$	%	\$	\$	%	
PRESIDENT'S RECOMMENDATIONS										PRESIDENT'S RECOMMENDATIONS									
2021-22 New Student	11,348	10	0.1%	11,896	0	0.0%	12,671	0	0.0%	29,438	10	0.0%	26,642	0	0.0%	37,193	495	1.3%	
2020-21 New Student	11,338	0	0.0%	11,896	0	0.0%	12,671	0	0.0%	29,428	0	0.0%	26,642	126	0.5%	36,698	0	0.0%	
2019-20 New Student	11,338	516	4.8%	11,896	332	2.9%	12,671	224	1.8%	29,428	1,092	3.9%	26,516	688	2.7%	36,698	352	1.0%	
2018-19 New Student	10,822	30	0.3%	11,564	505	4.6%	12,447	219	1.8%	28,336	964	3.5%	25,828	987	4.0%	36,346	688	1.9%	
2017-18 New Student	10,792	152	1.4%	11,059	295	2.7%	12,228	459	3.9%	27,372	902	3.4%	24,841	697	2.9%	35,658	691	2.0%	
2016-17 New Student	10,640	162	1.5%	10,764	406	3.9%	11,769	366	3.2%	26,470	1,012	4.0%	24,144	796	3.4%	34,967	2,337	7.2%	
5-YR AVG ANNUAL INCR	1.6%			2.8%			2.1%			2.9%			2.7%			2.4%			
2015-16 New Student	10,478	321	3.2%	10,358	369	3.7%	11,403	446	4.1%	25,458	955	4.2%	23,348	839	3.7%	32,630	3,209	10.9%	
2014-15 New Student	10,157	155	1.5%	9,989	251	2.6%	10,957	566	5.4%	24,503	849	3.6%	22,509	416	1.9%	29,421	2,348	8.7%	
2013-14 New Student	10,002	282	2.9%	9,738	467	5.0%	10,391	356	3.5%	23,654	681	3.0%	22,093	467	2.2%	27,073	842	3.2%	
2012-13 New Student	9,720	4	0.0%	9,271	447	5.1%	10,035	0	0.0%	22,973	658	2.9%	21,626	447	2.1%	26,231	737	2.9%	
2011-12 New Student	9,716	1,588	19.5%	8,824	1,157	15.1%	10,035	1,798	21.8%	22,315	1,723	8.4%	21,179	1,112	5.5%	25,494	898	3.7%	
10-YR AVG ANNUAL INCR	6.9%			9.2%			9.0%			7.4%			5.8%			8.3%			

APPENDIX C1

ARIZONA UNIVERSITY SYSTEM
HISTORY OF UNDERGRADUATE BASE TUITION
 (TUITION RATES ONLY; DOES NOT INCLUDE MANDATORY FEES)

RESIDENT									
Year	ASU			NAU			UA		
	\$	\$	%	\$	\$	%	\$	\$	%
PRESIDENT'S RECOMMENDATIONS									
2021-22 New Student	10,710	0	0.0%	10,650	0	0.0%	11,299	0	0.0%
2020-21 New Student	10,710	0	0.0%	10,650	0	0.0%	11,299	0	0.0%
2019-20 New Student	10,710	606	6.0%	10,650	260	2.5%	11,299	222	2.0%
2018-19 New Student	10,104	0	0.0%	10,390	352	3.5%	11,077	217	2.0%
2017-18 New Student	10,104	150	1.5%	10,038	292	3.0%	10,860	108	1.0%
2016-17 New Student	9,954	150	1.5%	9,746	284	3.0%	10,752	362	3.5%
5-YR AVG ANNUAL INCR	1.8%			2.4%			1.7%		
2015-16 New Student	9,804	320	3.4%	9,462	342	3.8%	10,390	438	4.4%
2014-15 New Student	9,484	0	0.0%	9,120	249	2.8%	9,952	564	6.0%
2013-14 New Student	9,484	276	3.0%	8,871	418	4.9%	9,388	274	3.0%
2012-13 New Student	9,208	0	0.0%	8,453	444	5.5%	9,114	0	0.0%
2011-12 New Student	9,208	1,415	18.2%	8,009	1,045	15.0%	9,114	1,500	19.7%
10-YR AVG ANNUAL INCR	3.2%			4.3%			4.0%		

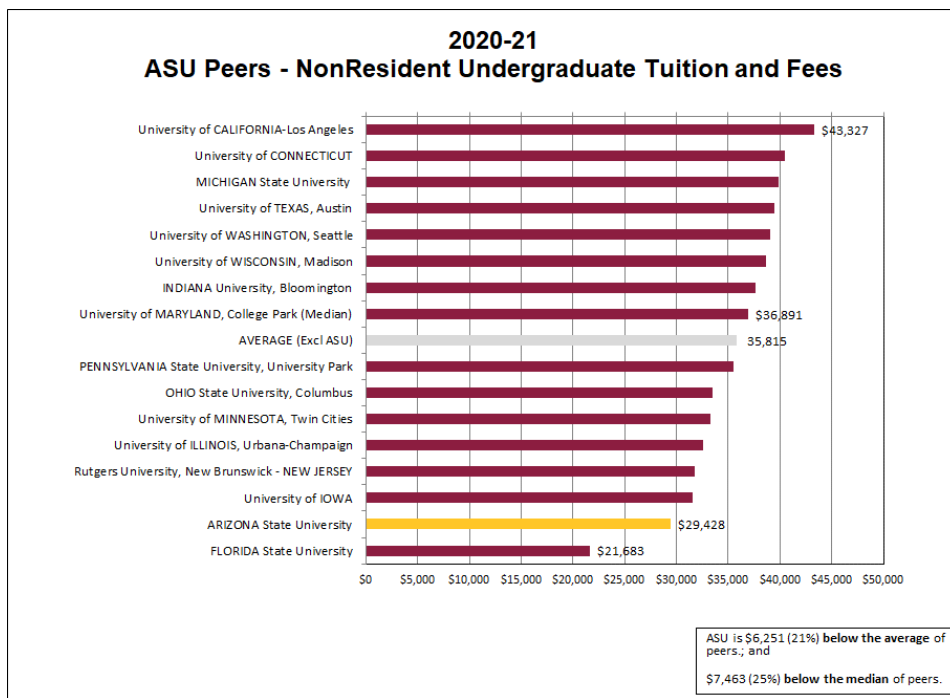
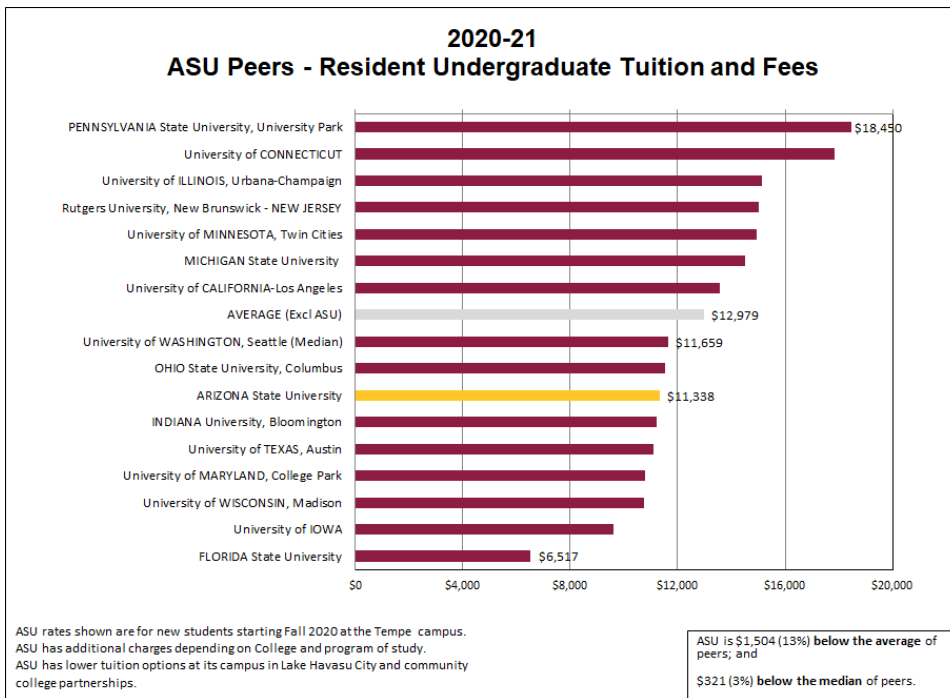
NON-RESIDENT									
Year	ASU			NAU			UA		
	\$	\$	%	\$	\$	%	\$	\$	%
PRESIDENT'S RECOMMENDATIONS									
2021-22 New Student	28,800	0	0.0%	25,396	0	0.0%	35,821	495	1.4%
2020-21 New Student	28,800	0	0.0%	25,396	126	0.5%	35,326	0	0.0%
2019-20 New Student	28,800	1,182	4.3%	25,270	616	2.5%	35,326	350	1.0%
2018-19 New Student	27,618	934	3.5%	24,654	834	3.5%	34,976	686	2.0%
2017-18 New Student	26,684	900	3.5%	23,820	694	3.0%	34,290	340	1.0%
2016-17 New Student	25,784	1,000	4.0%	23,126	674	3.0%	33,950	2,333	7.4%
5-YR AVG ANNUAL INCR	3.0%			2.5%			2.2%		
2015-16 New Student	24,784	954	4.0%	22,452	812	3.8%	31,617	3,201	11.3%
2014-15 New Student	23,830	694	3.0%	21,640	414	2.0%	28,416	2,346	9.0%
2013-14 New Student	23,136	675	3.0%	21,226	418	2.0%	26,070	760	3.0%
2012-13 New Student	22,461	654	3.0%	20,808	444	2.2%	25,310	737	3.0%
2011-12 New Student	21,807	1,550	7.7%	20,364	1,000	5.2%	24,573	600	2.5%
10-YR AVG ANNUAL INCR	3.6%			2.7%			4.0%		

APPENDIX D

**2020-21
 COST OF ATTENDANCE
 ASU Comparison Institutions
 (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	32,608	49,672	18,450	35,514	12,318	1,840
2	University of CALIFORNIA-Los Angeles	32,486	62,240	13,573	43,327	17,599	1,314
3	University of CONNECTICUT	32,042	54,710	17,834	40,502	13,258	950
4	Rutgers University, New Brunswick - NEW JERSEY	29,902	46,684	15,003	31,785	13,549	1,350
5	University of ILLINOIS, Urbana-Champaign	28,602	46,052	15,150	32,600	12,252	1,200
	AVERAGE (Excl ASU)	26,744	49,581	12,979	35,815	12,639	1,126
6	University of WASHINGTON, Seattle	26,446	53,815	11,659	39,028	13,887	900
7	University of MINNESOTA, Twin Cities	26,301	44,599	14,943	33,241	10,358	1,000
8	MICHIGAN State University (Res COA - Median)	26,200	51,506	14,524	39,830	10,522	1,154
9	ARIZONA State University	26,019	44,109	11,338	29,428	13,510	1,171
10	OHIO State University, Columbus	25,626	47,610	11,518	33,502	13,026	1,082
11	University of MARYLAND, College Park	25,159	51,271	10,779	36,891	13,130	1,250
12	University of TEXAS, Austin	24,116	52,478	11,116	39,478	12,286	714
13	University of WISCONSIN, Madison	24,092	51,980	10,742	38,630	12,200	1,150
14	INDIANA University, Bloomington	22,513	48,893	11,221	37,601	10,258	1,034
15	University of IOWA	22,146	44,109	9,606	31,569	11,590	950
16	FLORIDA State University	18,605	33,771	6,517	21,683	11,088	1,000
	Average (Excl ASU)	26,456	49,293	12,842	35,679	12,488	1,126
	Median (Excl ASU)	26,200	49,672	11,659	36,891	12,286	1,082
	Difference Between ASU and Peer Average	(437)	(5,184)	(1,504)	(6,251)		
		-2%	-12%	-13%	-21%		
	Difference Between ASU and Peer Median	(181)	(5,563)	(321)	(7,463)		
		-1%	-13%	-3%	-25%		

APPENDIX D

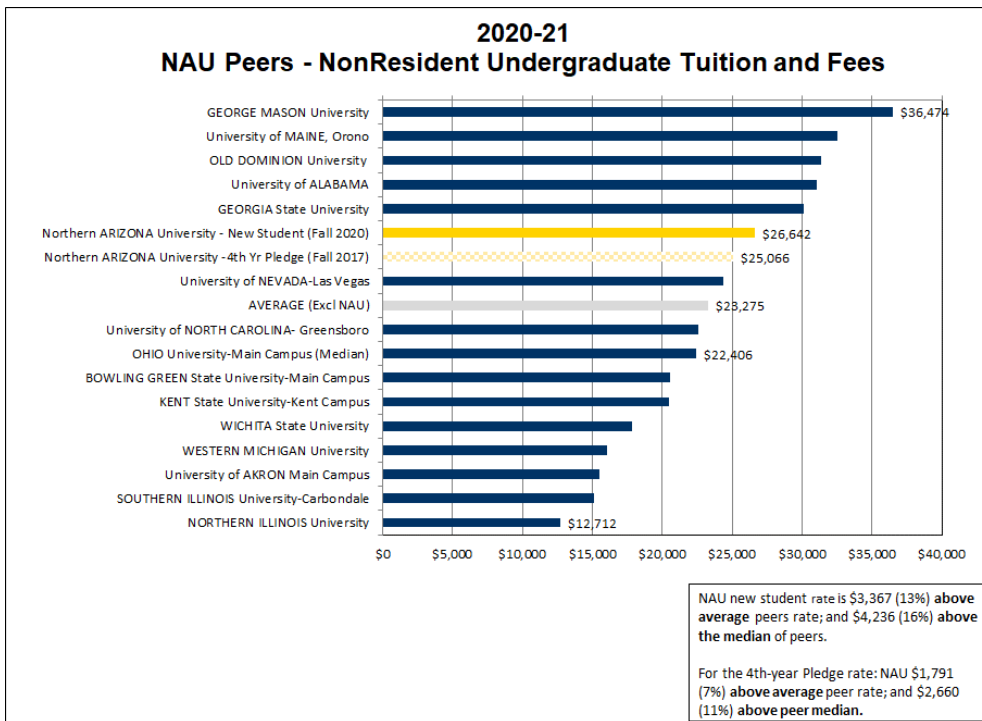
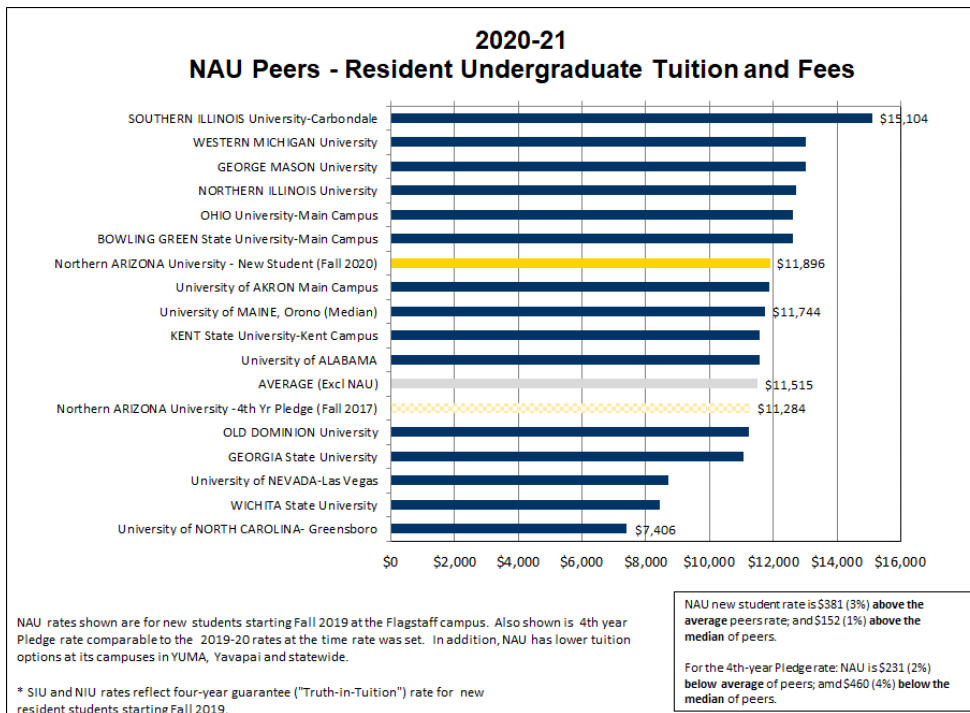


APPENDIX E
2020-21
COST OF ATTENDANCE
NAU Peers
(RANKED BY RESIDENT COA: HIGH TO LOW)

	INSTITUTION	RESIDENT COA	NONRES COA	RES TUITION & FEES	NR TUITION & FEES	ROOM & BOARD	BOOKS & SUPPLIES
1	GEORGIA State University	26,876	45,914	11,076	30,114	13,800	2,000
2	SOUTHERN ILLINOIS University-Carbondale	26,826	26,826	15,104	15,104	10,622	1,100
3	University of ALABAMA	26,390	45,860	11,580	31,050	13,810	1,000
4	GEORGE MASON University	26,382	49,842	13,014	36,474	12,090	1,278
5	OHIO University-Main Campus	25,768	35,562	12,612	22,406	12,172	984
6	University of AKRON Main Campus	25,690	29,310	11,880	15,500	12,810	1,000
7	OLD DOMINION University	25,523	45,683	11,235	31,395	12,988	1,300
8	NORTHERN ILLINOIS University (Median Res COA)	24,892	24,892	12,712	12,712	10,880	1,300
9	WESTERN MICHIGAN University	24,571	27,595	13,017	16,041	10,567	987
	AVERAGE (Excl NAU)	24,336	36,096	11,515	23,275	11,666	1,155
10	BOWLING GREEN State University-Main Campus	24,045	32,034	12,603	20,592	10,714	728
11	Northern ARIZONA University - New Student (Fall 2020)	24,002	38,748	11,896	26,642	11,106	1,000
12	University of MAINE, Orono	23,716	44,506	11,744	32,534	10,972	1,000
	Northern ARIZONA University -4th Yr Pledge (Fall 2017)	23,390	37,172	11,284	25,066	11,106	1,000
13	KENT State University-Kent Campus	23,298	32,174	11,588	20,464	10,548	1,162
14	WICHITA State University	22,294	31,659	8,434	17,799	12,610	1,250
15	University of NEVADA-Las Vegas	20,888	36,542	8,724	24,378	10,924	1,240
16	University of NORTH CAROLINA- Greensboro	17,888	33,047	7,406	22,565	9,482	1,000
	Average (Excl NAU)	24,336	36,096	11,515	23,275	11,666	1,155
	Median (Excl NAU)	24,892	33,047	11,744	22,406	10,972	1,100

New Student Rate				
Difference Between NAU and Peer Average	(334)	2,652	381	3,367
	-1%	7%	3%	13%
Difference Between NAU and Peer Median	(890)	5,701	152	4,236
	-4%	15%	1%	16%
4th Year - Pledge Rate				
Difference Between NAU and Peer Average (4th Yr)	(946)	1,076	(231)	1,791
	-4%	3%	-2%	7%
Difference Between NAU and Peer Median (4th Yr)	(1,502)	4,125	(460)	2,660
	-6%	11%	-4%	11%

APPENDIX E

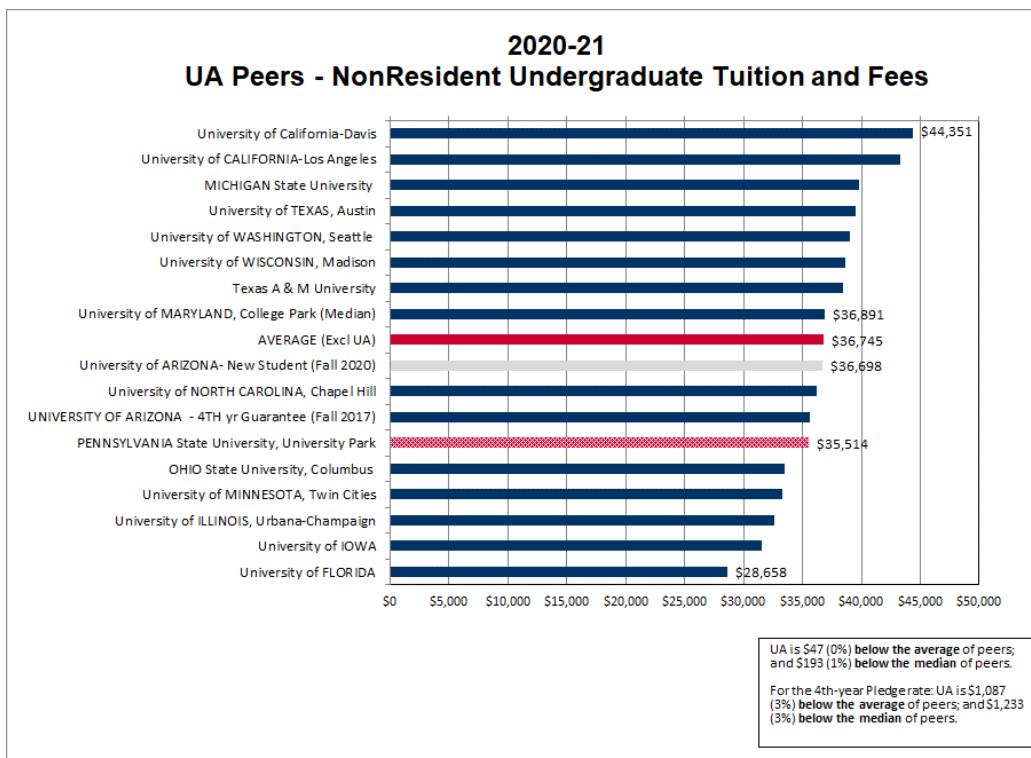
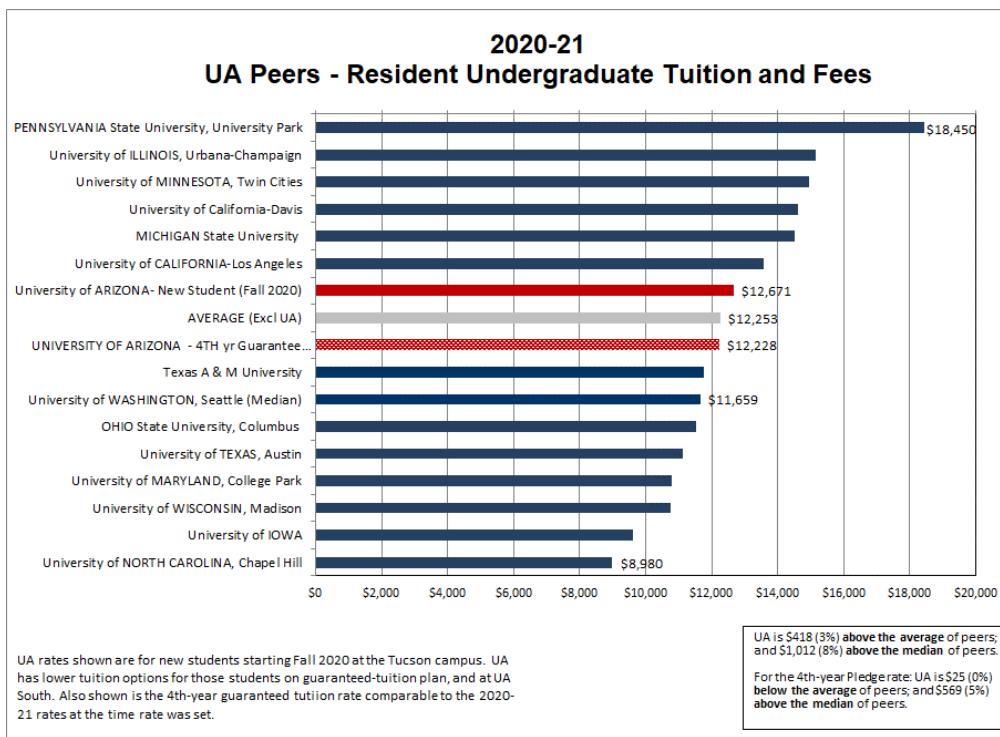


APPENDIX F
2020-21
COST OF ATTENDANCE
UA Comparison Institutions
(RANKED BY RESIDENT COA: HIGH TO LOW)

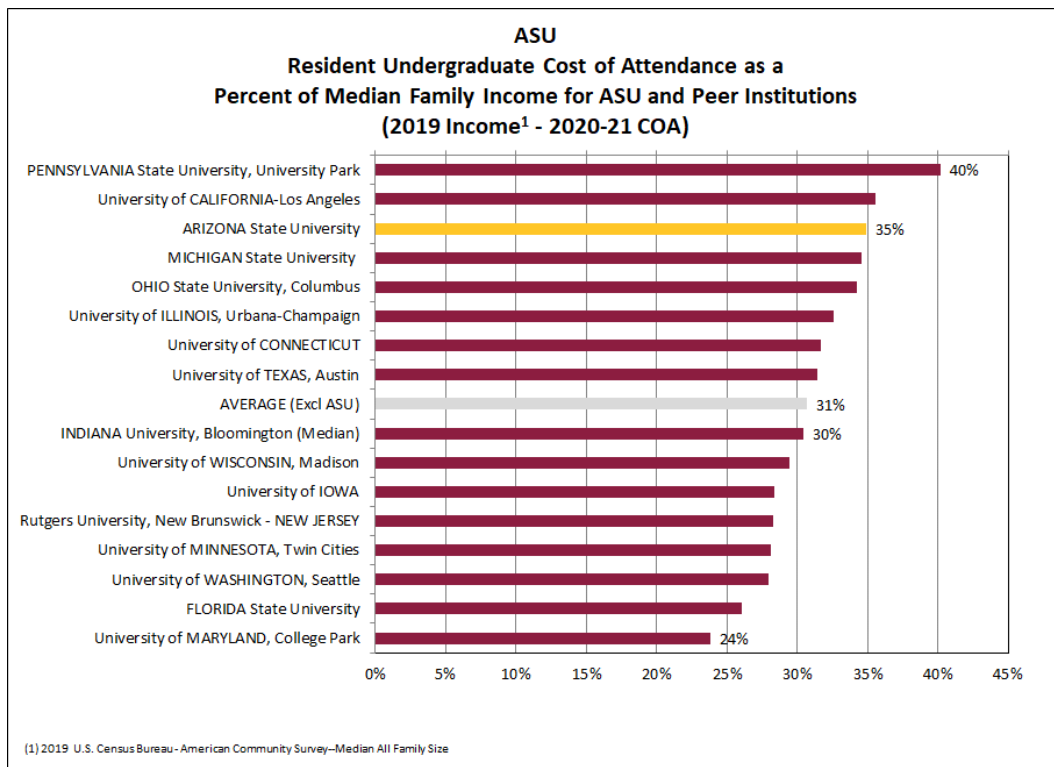
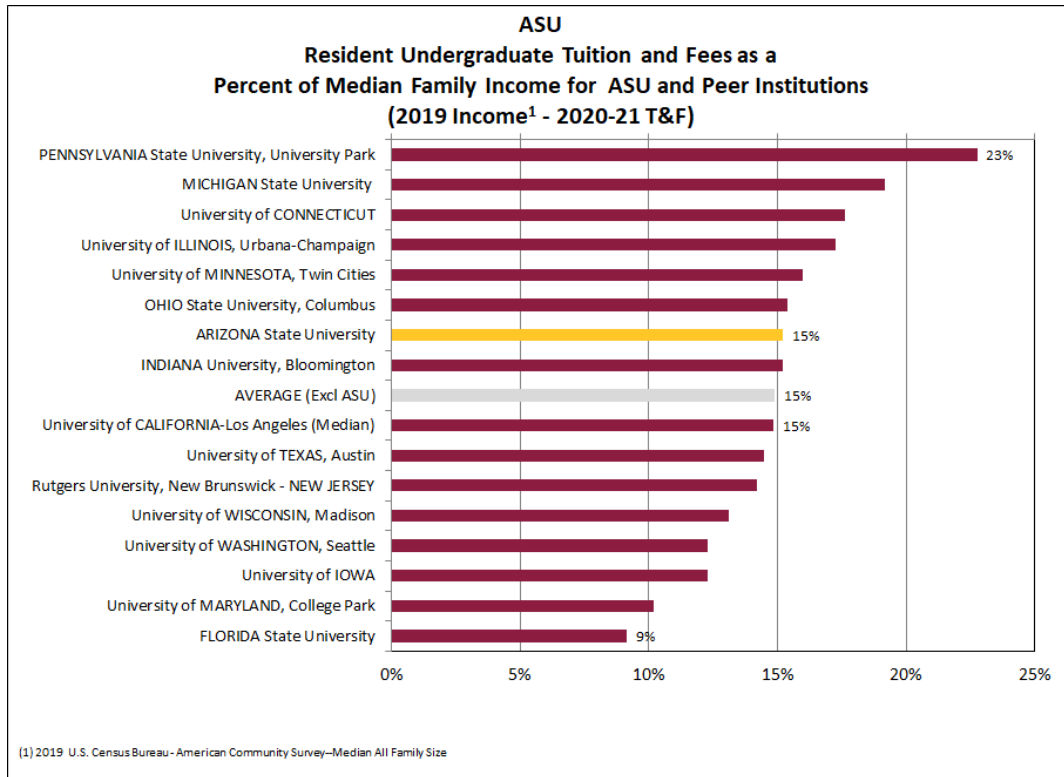
	INSTITUTION	RESIDENT COA	NONRES COA	RES TUITION & FEES	NR TUITION & FEES	ROOM & BOARD	BOOKS & SUPPLIES
1	University of California-Davis	33,013	62,767	14,597	44,351	17,238	1,178
2	PENNSYLVANIA State University, University Park	32,608	49,672	18,450	35,514	12,318	1,840
3	University of CALIFORNIA-Los Angeles	32,486	62,240	13,573	43,327	17,599	1,314
4	University of ILLINOIS, Urbana-Champaign	28,602	46,052	15,150	32,600	12,252	1,200
5	University of ARIZONA- New Student (Fall 2020)	26,821	50,848	12,671	36,698	13,350	800
6	University of WASHINGTON, Seattle	26,446	53,815	11,659	39,028	13,887	900
7	University of MINNESOTA, Twin Cities	26,301	44,599	14,943	33,241	10,358	1,000
8	MICHIGAN State University	26,200	51,506	14,524	39,830	10,522	1,154
	AVERAGE (Excl UA)	26,051	50,543	12,253	36,745	12,676	1,122
9	OHIO State University, Columbus (Median Res COA)	25,626	47,610	11,518	33,502	13,026	1,082
	UNIVERSITY OF ARIZONA - 4TH yr Guarantee (Fall 2017)	25,456	49,704	12,228	35,658	13,350	800
10	University of MARYLAND, College Park	25,159	51,271	10,779	36,891	13,130	1,250
11	Texas A & M University	24,394	51,016	11,772	38,394	11,400	1,222
12	University of TEXAS, Austin	24,116	52,478	11,116	39,478	12,286	714
13	University of WISCONSIN, Madison	24,092	51,980	10,742	38,630	12,200	1,150
14	University of IOWA	22,146	44,109	9,606	31,569	11,590	950
15	University of NORTH CAROLINA, Chapel Hill	21,710	48,889	8,980	36,159	11,740	990
16	University of FLORIDA	17,861	40,138	6,381	28,658	10,590	890
	Average Resident (Excl UA)	26,051	50,543	12,253	36,745	12,676	1,122
	Median Resident (Excl UA)	25,626	51,016	11,659	36,891	12,252	1,150

New Student Rate				
Difference Between UA and Peer Average	770	305	418	(47)
	3%	1%	3%	0%
Difference Between UA and Peer Median	1,195	(168)	1,012	(193)
	4%	0%	8%	-1%
4th Year - Pledge Rate				
Difference Between UA and Peer Average (4th Yr)	(595)	(839)	(25)	(1,087)
	-2%	-2%	0%	-3%
Difference Between UA and Peer Median (4th Yr)	(170)	(1,312)	569	(1,233)
	-1%	-3%	5%	-3%

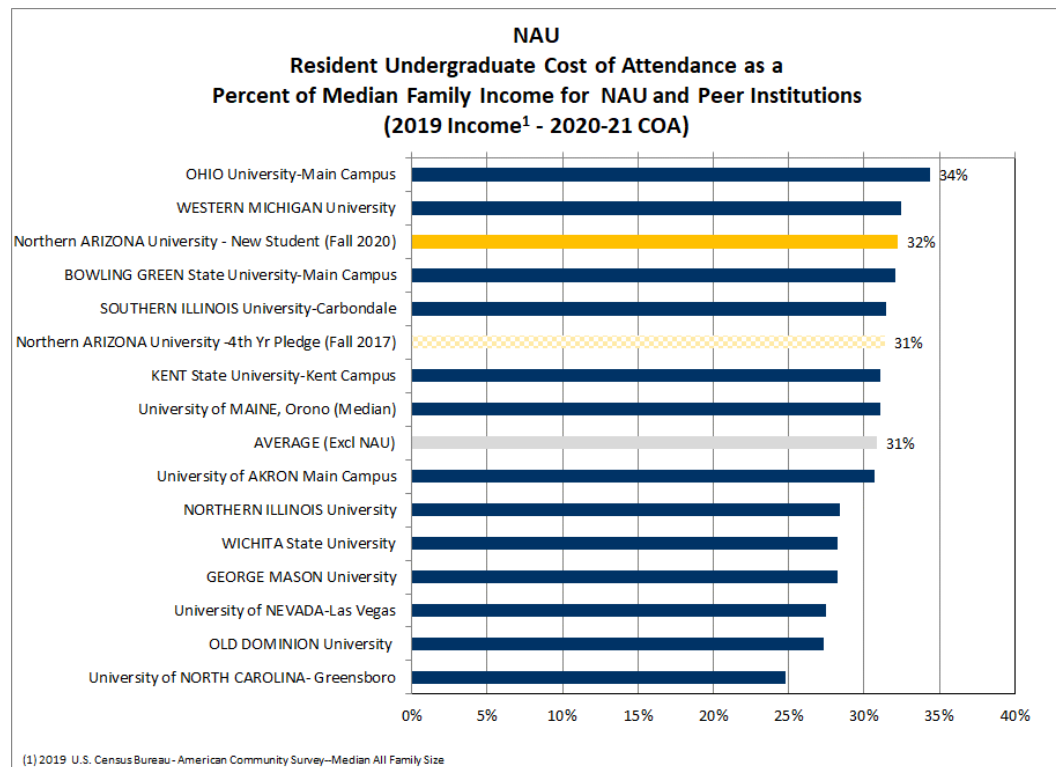
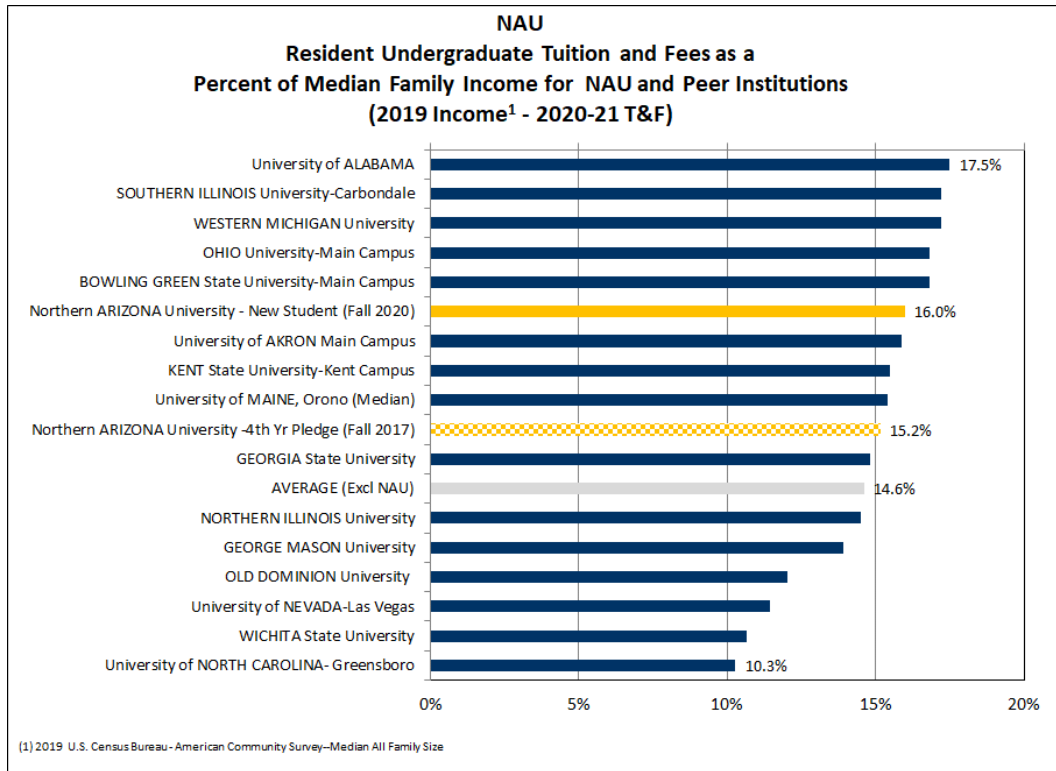
APPENDIX F



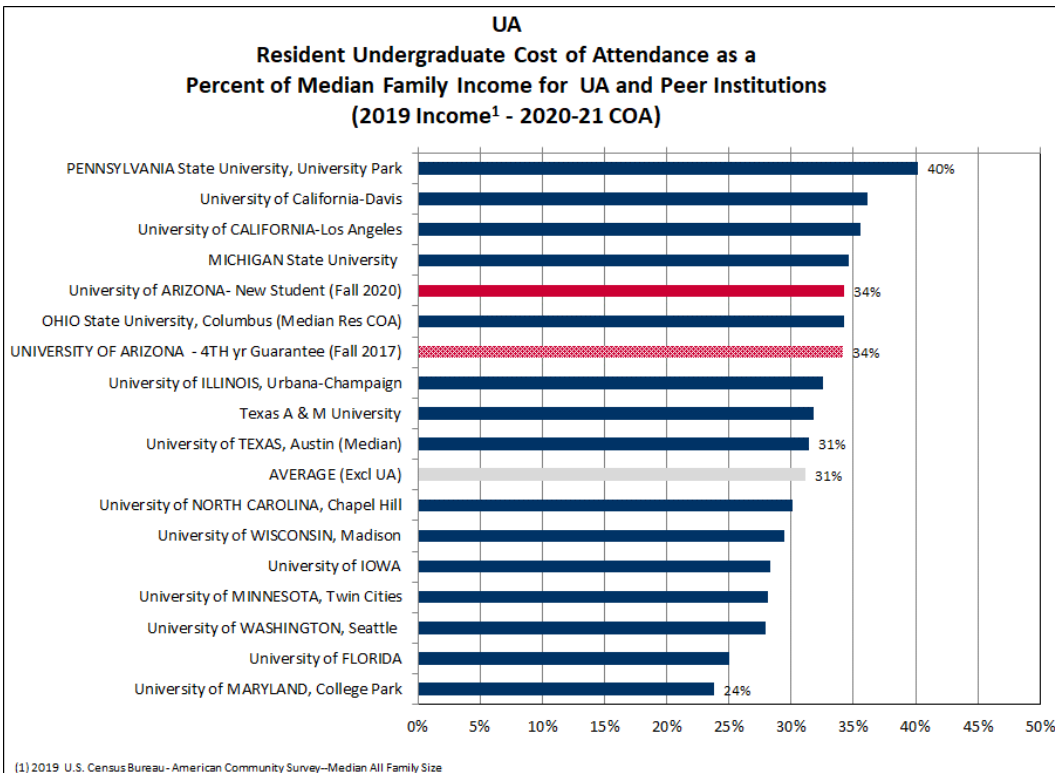
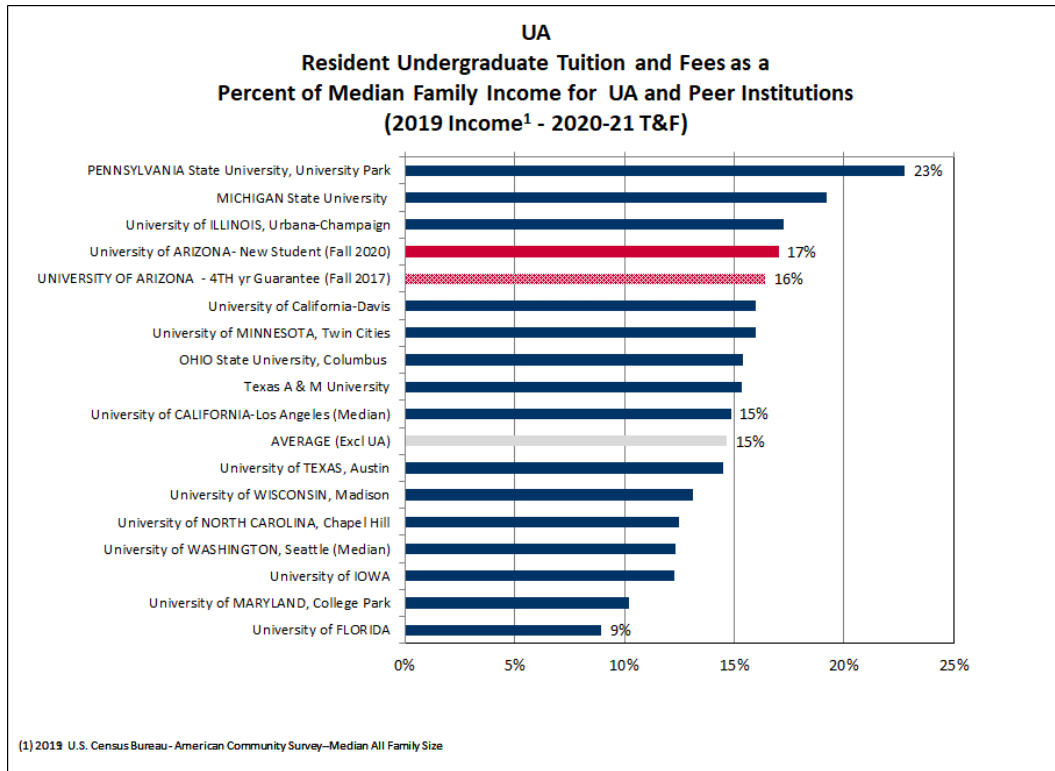
APPENDIX G



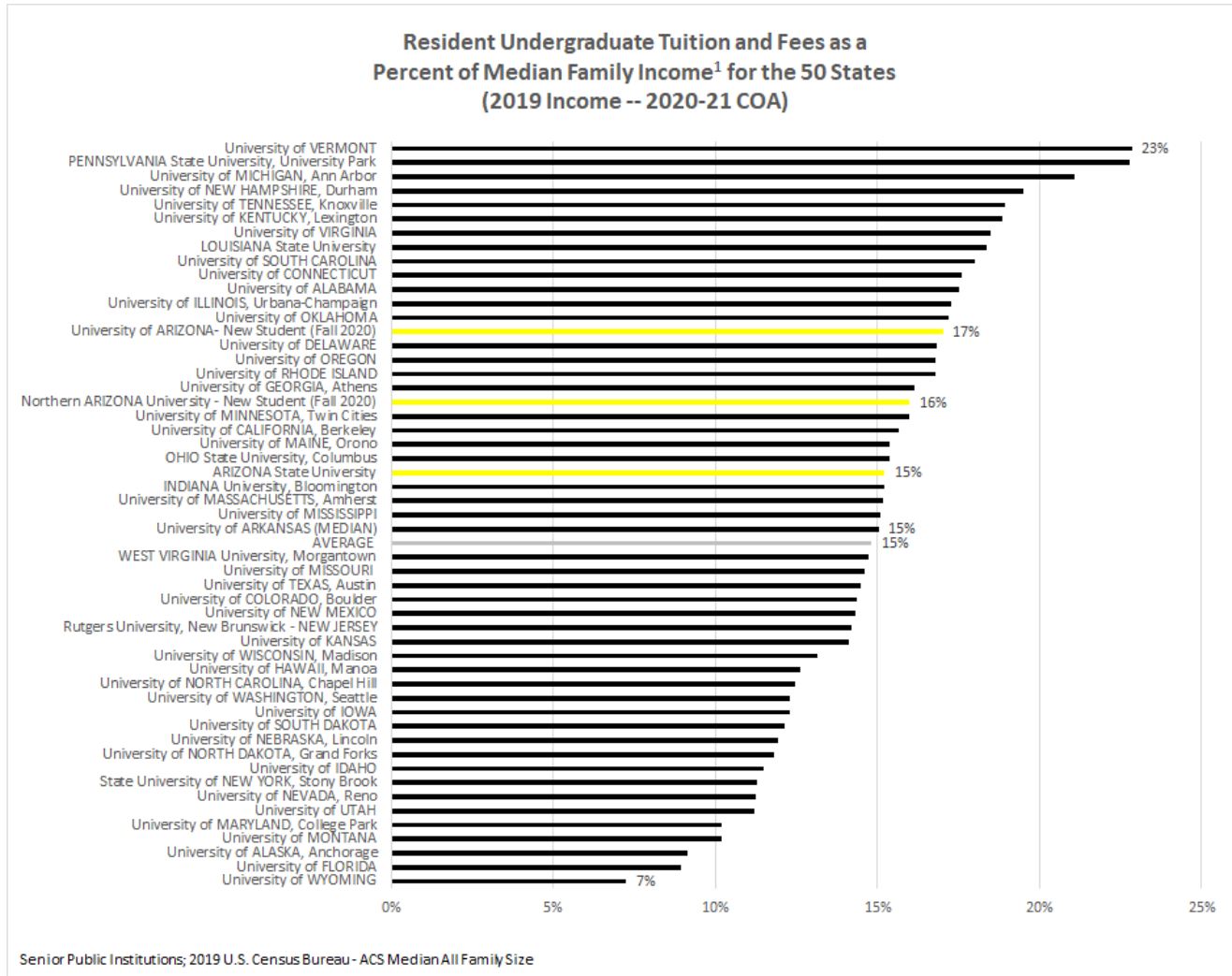
APPENDIX G



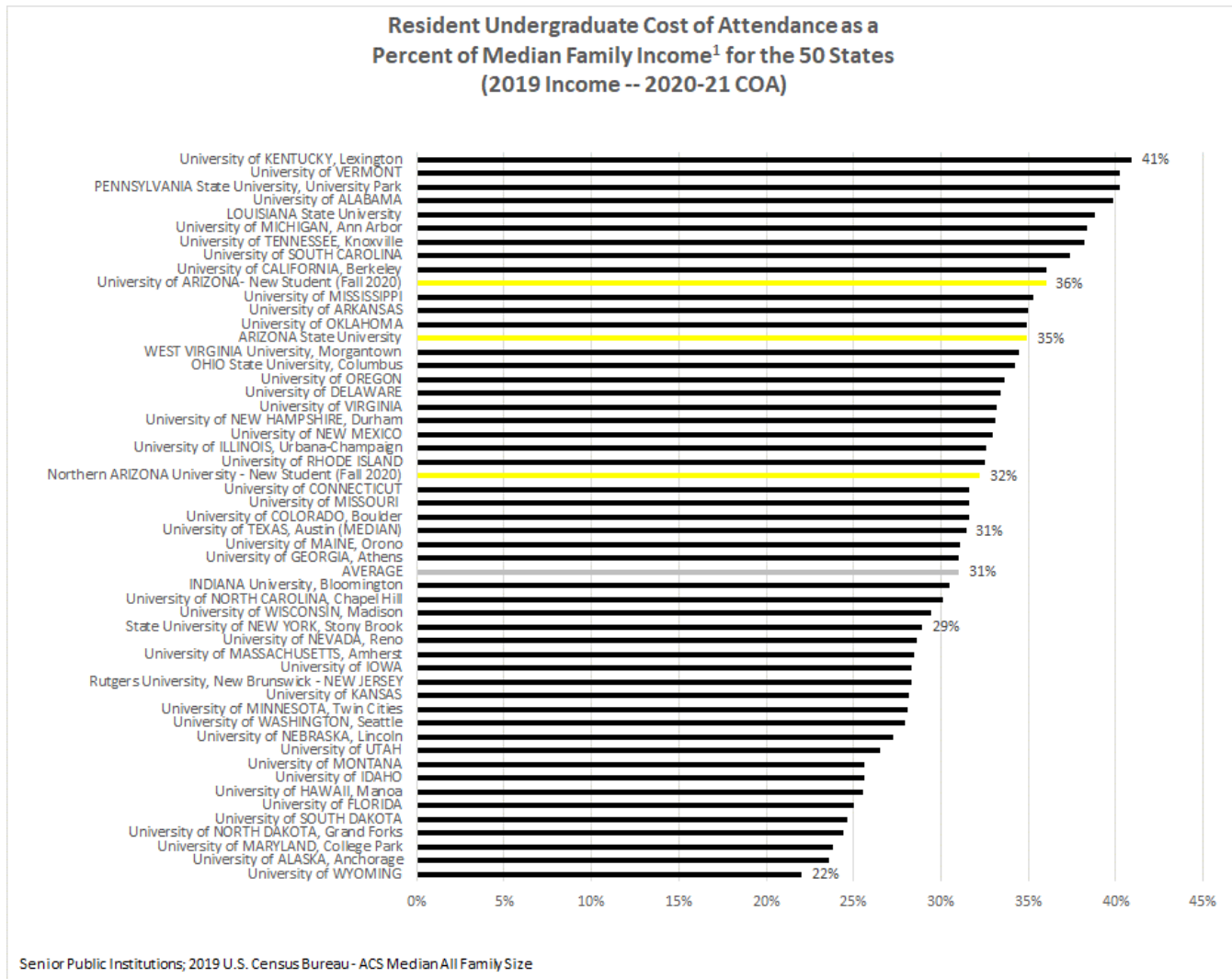
APPENDIX G



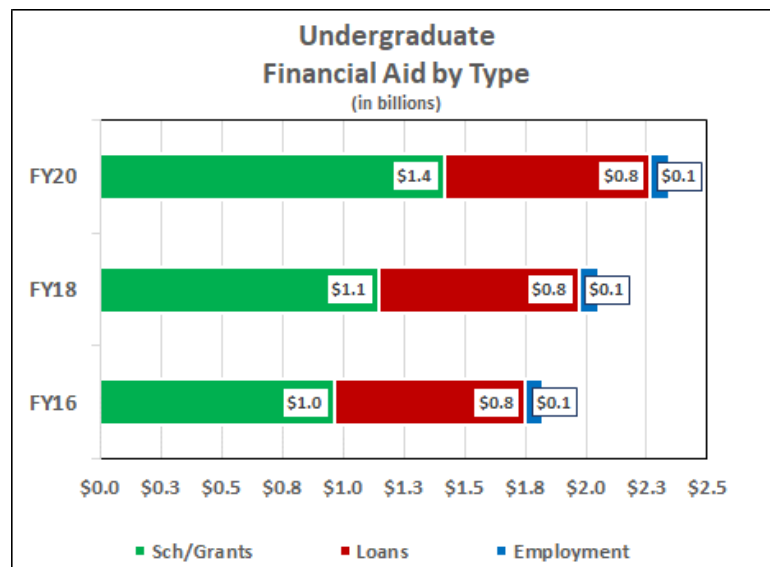
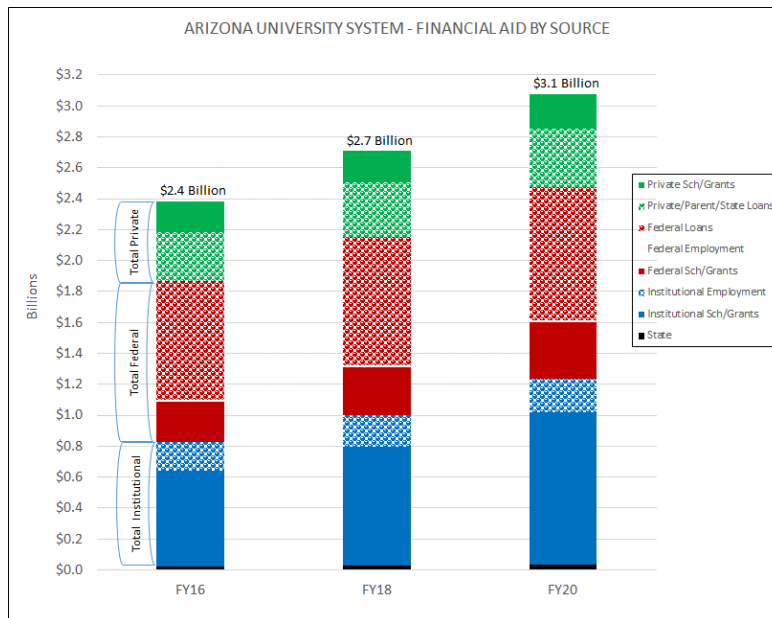
APPENDIX H



APPENDIX I



APPENDIX J

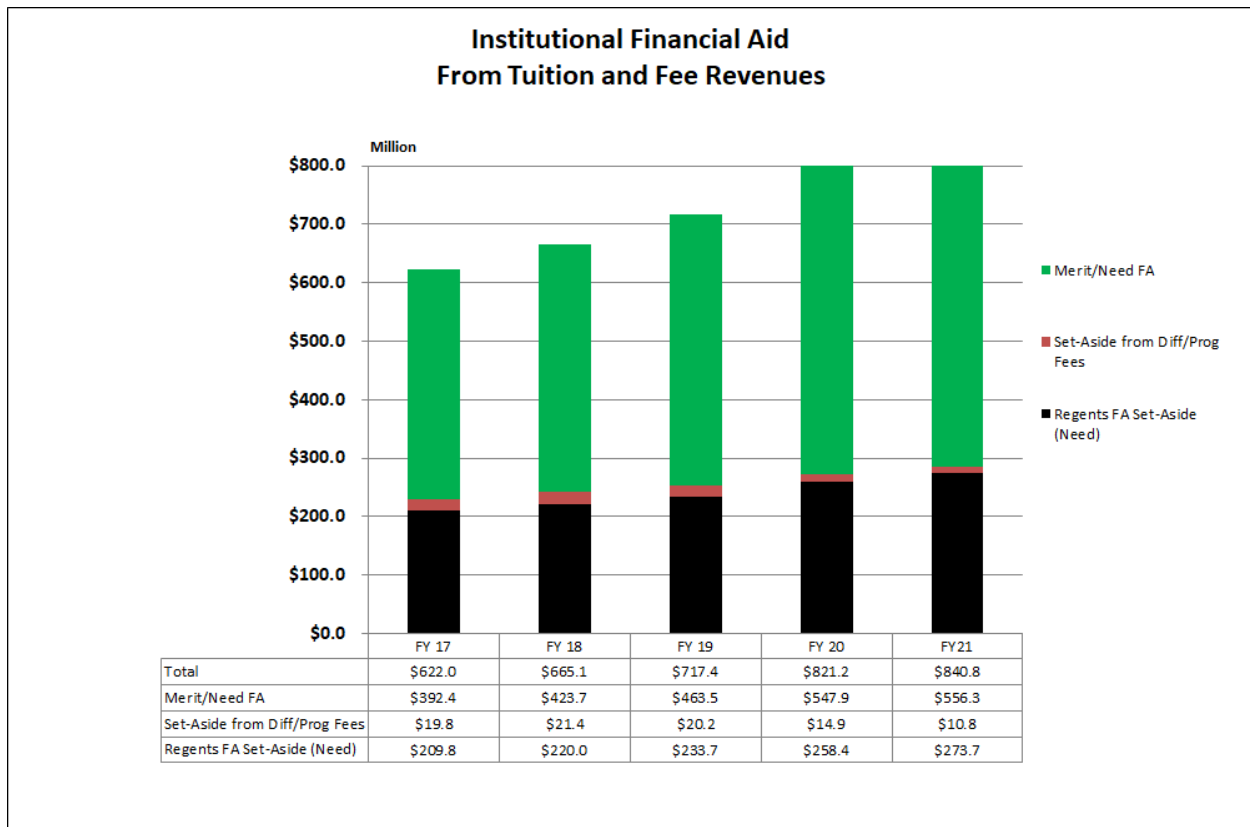


Financial aid is any form of assistance that assists a student with the costs of attending college. Gift aid is financial aid that does not have to be repaid, and is referred to by various headings such as scholarships, grants, tuition remission programs, or tuition waivers.

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 provide some kind of condition. The theory is that in fulfilling the condition, students are essentially helping themselves.

During 2019-20 financial aid provided to students totaled \$3.1 billion, an increase of approximately 29 percent since FY 2016. Undergraduate scholarships/grants experienced the largest growth between FY 2016 and FY 2020, which increased about 47 from \$965.5 million to \$1.42 billion. Undergraduate self-help (employment and loans) increased by about 8 percent from \$856.9 million in FY 2016 to \$926.0 million in FY 2020.

APPENDIX K



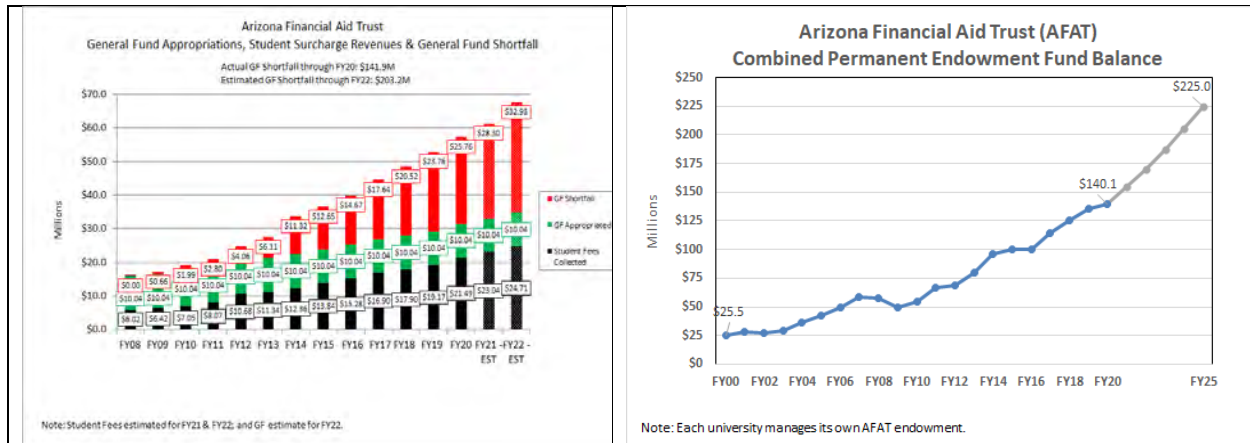
The universities retain millions of dollars from tuition and program fee revenues to support need-based financial aid, financial aid for top Arizona high school graduates and university undergraduate and graduate scholars.

In FY 2021, the university-approved budgets include retaining about 25 percent of tuition and program fee revenues for student financial aid - \$840.8 million, an increase of \$19.6 million (2.4%) above FY 2020.

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 percent 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.

Based on the president's recommendations for FY 2021-22, student financial aid is estimated to increase by approximately \$28.8 million or about 19 percent of the estimated incremental tuition and fee revenues.

APPENDIX L



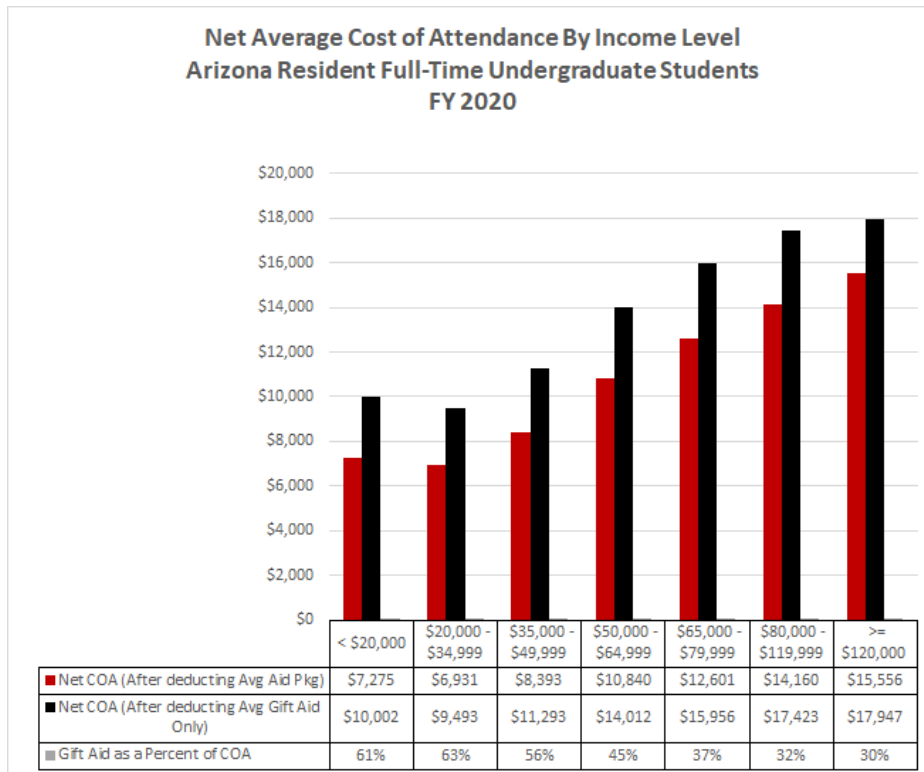
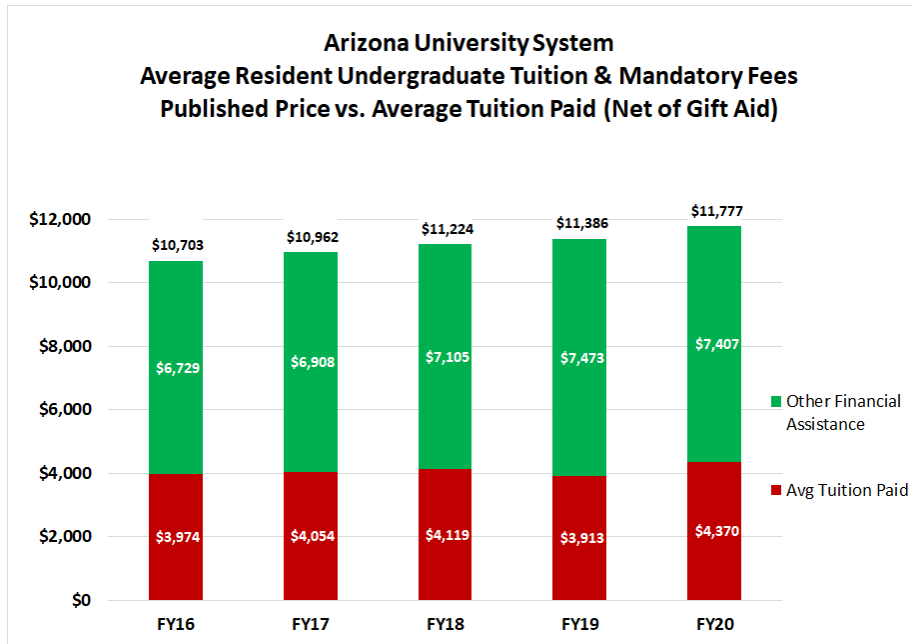
The Arizona Financial Aid Trust Fund (AFAT) provides immediate aid to students with financial need and creates an endowment for future aid. Each university manages its own fund. By FY 2025, the combined AFAT endowments held at each university are projected to reach about \$225 million.

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 2007, legislation passed to increase student aid for AFAT. Seventy-five percent of the combined revenues are to be used for immediate aid (up from 50 percent), with the remaining 25 percent placed in the permanent endowment. In addition, the state match increased from a 1:1 to a 2:1 match of the student surcharge collected. However, FY 2008 was the only year that the state met its obligation to match the student surcharge at 2:1.

In FY 2020, the combined revenue into AFAT totaled \$32.1 million, of which \$10 million was from general fund appropriations and \$21.5 million from student fees and \$0.6 million from interest income and change in fair value. There were 9,892 awards given, averaging \$2,900.

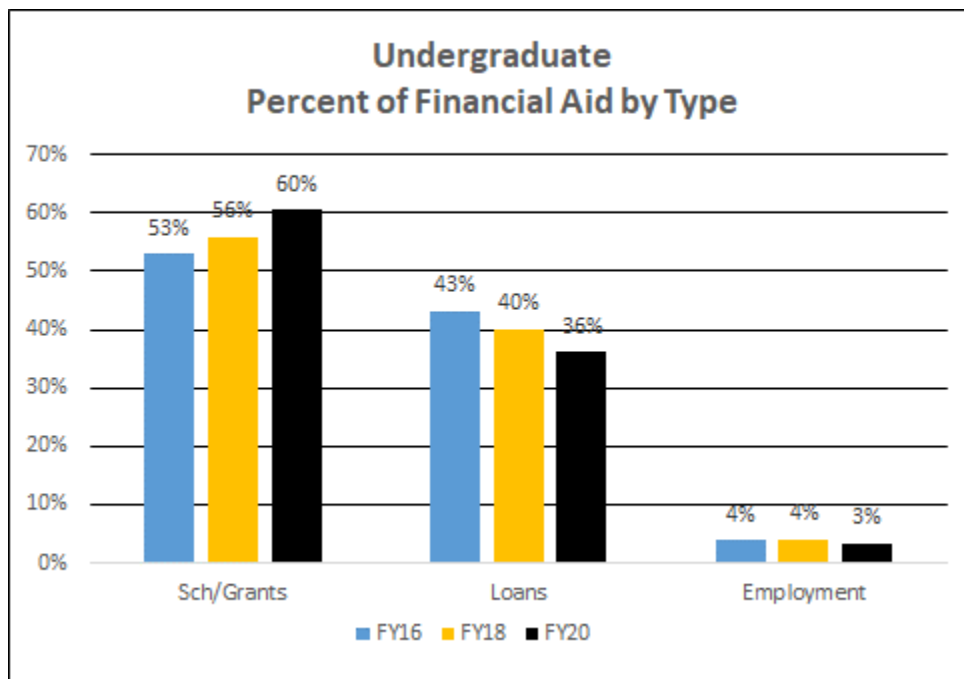
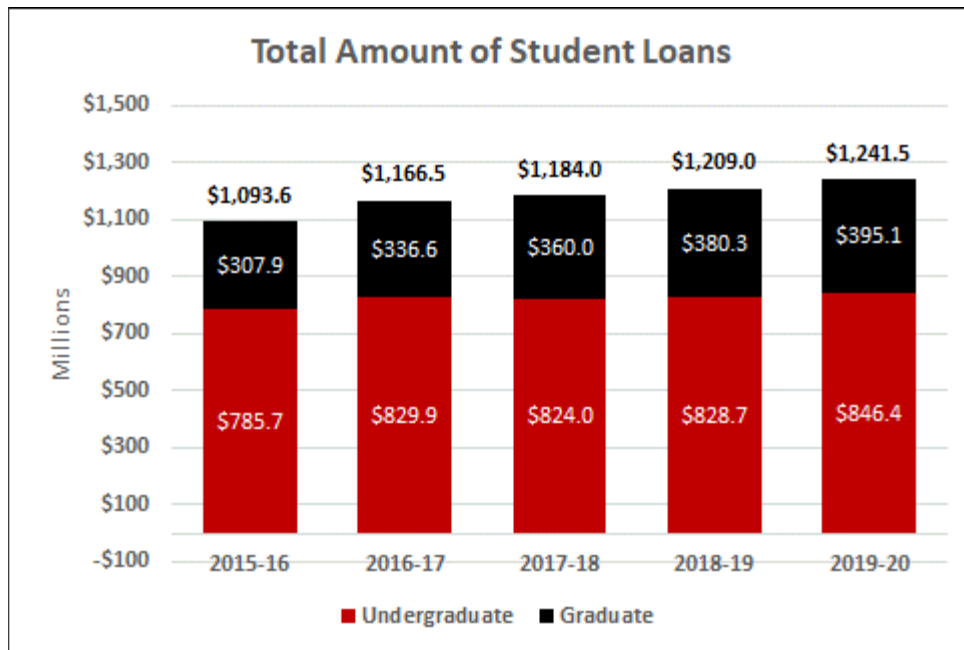
Arizona has only three state-supported financial aid programs: AFAT (\$10M), Arizona Teachers Academy (\$15M), and LEAP (Leveraging Educational Assistance Partnership--\$1.2M) administered by the Commission for Postsecondary Education. According to the most recent NASSGAP (National Association of State Student Grant & Aid Programs) Annual Survey on State Sponsored Financial Aid: Arizona ranks 35th for total grant aid awarded; 42nd for total state grant expenditures as a percentage of state fiscal support for higher education operating expenses; 46th for undergraduate grant dollars per undergraduate enrollment; and 47th for state grant dollars per state population.

APPENDIX M



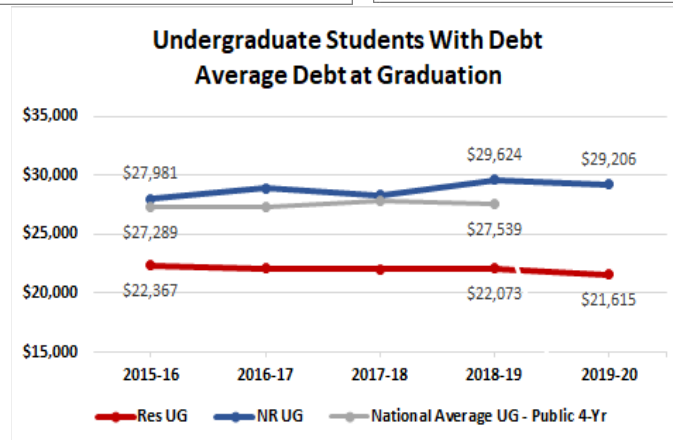
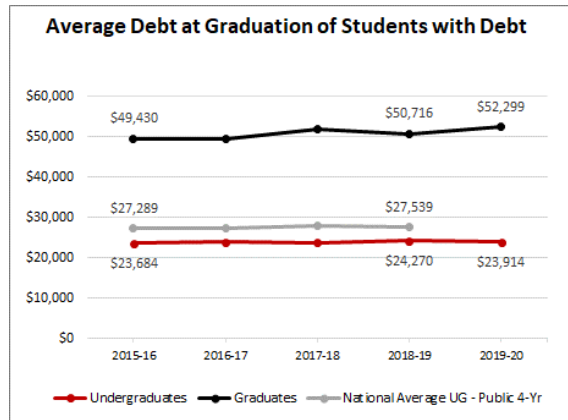
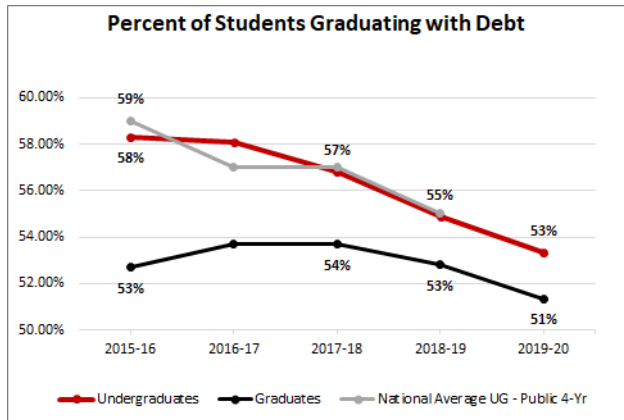
Between FY 2016 and FY 2020, students paid an average of 37 percent of the tuition and fee published price. In FY 2020, the average discount rate for the COA ranged from 61 percent for students whose family income was below \$20,000, to 30 percent for those students whose family income is above \$120,000.

APPENDIX N



Scholarship/Grants make up over half of the student financial aid awarded for undergraduate students, representing 60 percent of total aid in FY 2020. Although the total amount of loans has increased over the years, loans as a percent of total aid awarded has decreased, from 43 percent in FY 2016 to 36 percent in FY 2020.

APPENDIX O

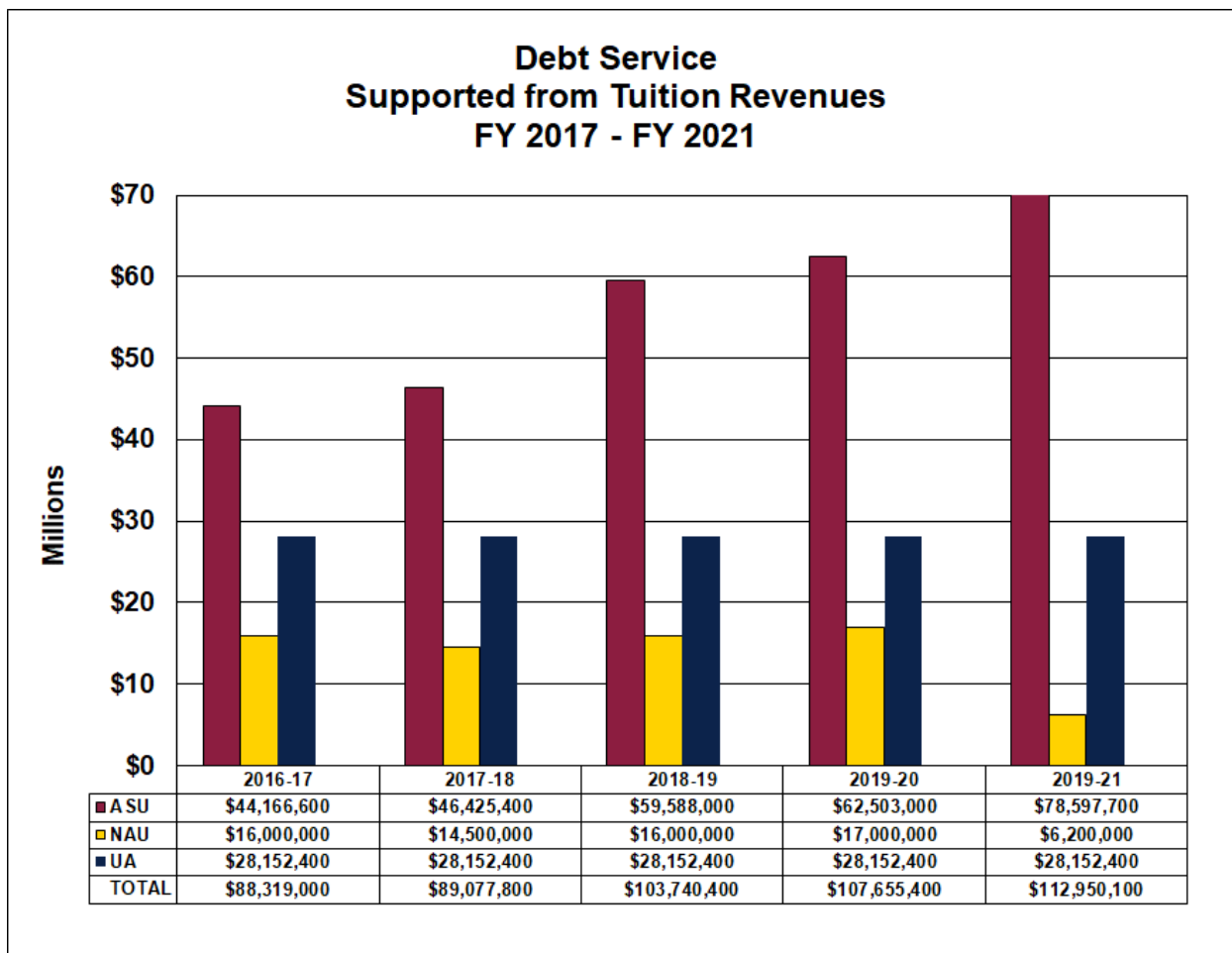


Between FY 2018 and FY 2019, nationally among four-year public institutions the percent of undergraduate students graduating with loan debt decreased slightly from 57 percent to 55 percent. Arizona universities followed a similar trend and decreasing further in FY 2020 to 53 percent.

In 2019-20, the average debt for Arizona’s undergraduate students who graduated with loans was \$23,914. Between 2015-16 and 2019-20, for Arizona’s resident undergraduate students, student debt decreased 3.4 percent from \$22,367 to \$21,615, while nonresident undergraduate student debt increased 4.4%.

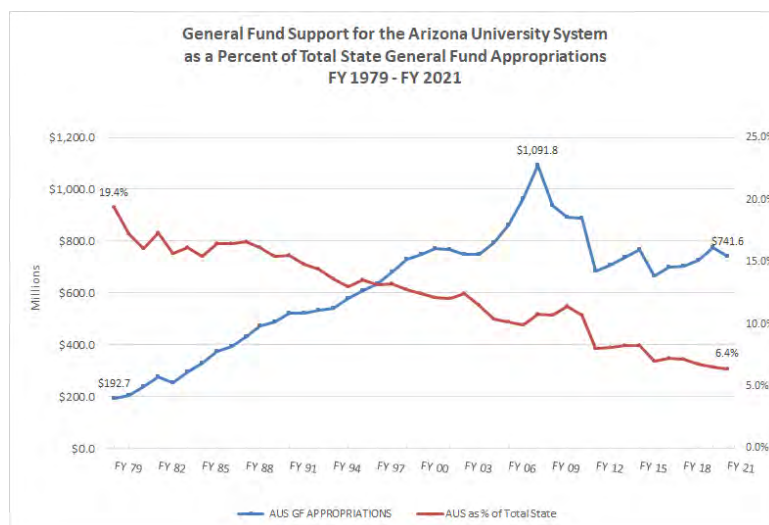
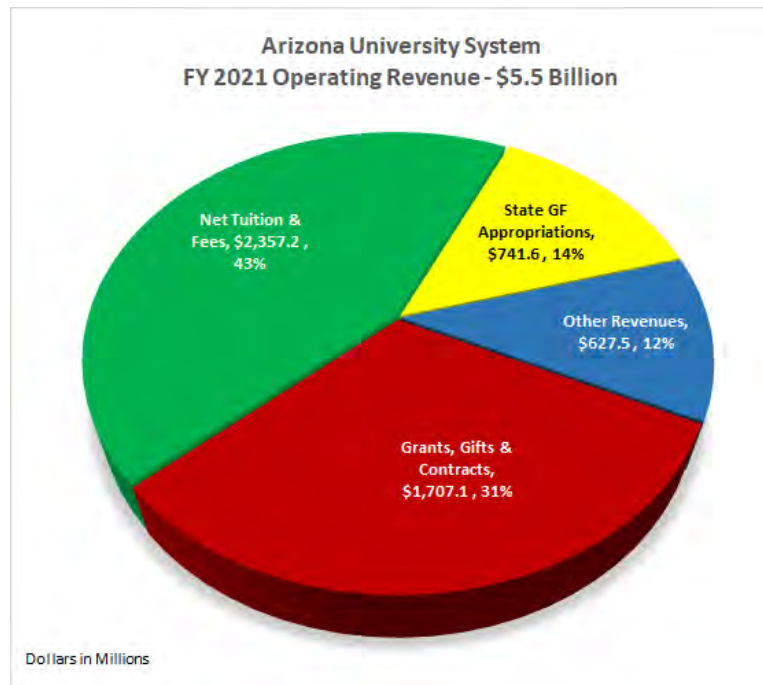
The average debt for Arizona’s graduate students with loans at graduation increased about 5.8 percent between FY 2016 and FY 2020.

APPENDIX P



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 revenues is approximately \$113 million in FY 2021, or about 3.3 percent of gross tuition and fee revenues.

APPENDIX Q



For FY 2021, state General Fund appropriations make up about 14% of total university operating revenues; Net tuition and fee revenues 43%; gifts, grants and contracts 31%, and other revenues 12%.

State general fund for the universities as a percent of total State general funds has been declining since 1979, when the Arizona University System received nearly 20 percent 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 6.4 percent.

In 2008, state support for the Arizona university system totaled \$1.09 billion. In FY 2021, state support is now \$741.6 million, or \$350 million less (32%) than what it was at the end of FY 2008, and is approximately at the same level as it was 21 years ago, in FY 2000.

APPENDIX R

ARIZONA STATE UNIVERSITY - TUITION AND FEES REVENUE

(\$000)

	FY 18	FY19	FY20	FY21 EST	FY22 EST	Δ FY21/FY22	
Tuition - Immersion	1,005,368	1,053,521	1,131,995	1,109,077	1,130,687	21,610	2%
NR UG	445,791	472,205	496,099	488,571	488,579	8	0%
RES UG	390,010	397,652	438,449	441,482	442,982	1,500	0%
NR Grad	120,736	134,197	147,333	129,677	145,403	15,726	12%
RES Grad	48,831	49,467	50,114	49,347	53,723	4,376	9%
Tuition - Online	296,869	331,668	399,232	482,263	546,405	64,142	13%
NR UG	193,758	224,376	271,079	315,834	350,607	34,773	11%
RES UG	40,523	40,958	50,473	53,108	60,767	7,659	14%
NR Grad	46,644	50,674	59,801	84,412	99,986	15,574	18%
RES Grad	15,944	15,660	17,879	28,909	35,045	6,136	21%
Prog Fees/Diff Tuition	144,140	164,166	120,425	92,178	103,065	10,887	12%
UG	66,951	80,504	47,048	16,797	15,118	(1,679)	-10%
Grad	77,189	83,662	73,377	75,381	87,947	12,566	17%
College Fees	0	0	78,841	124,727	150,633	25,906	21%
UG			65,983	113,191	138,210	25,019	22%
Grad			12,858	11,536	12,423	887	8%
Course Fees	25,574	26,876	6,872	1,655	1,227	(428)	-26%
UG	24,435	25,680	6,282	203	219	16	8%
Grad	1,139	1,196	590	1,452	1,008	(444)	-31%
Extended Ed							
Summer & Winter Sessions	131,310	149,505	181,260	208,495	222,502	14,007	7%
Mandatory Fees	47,701	51,102	49,540	44,798	45,455	657	1%
UG	39,784	33,874	38,977	27,952	34,697	6,745	24%
Grad	7,917	17,228	10,563	16,846	10,758	(6,088)	-36%
Other Misc	46,403	48,768	45,146	50,253	52,101	1,848	4%
Total Tuition & Fees	1,697,365	1,825,606	2,013,311	2,113,446	2,252,075	138,629	7%
Yearly Change	7%	8%	10%	5%	7%		

APPENDIX R

NORTHERN ARIZONA UNIVERSITY - TUITION AND FEES REVENUE

(\$000)

	FY18	FY19	FY20	FY 21 EST	FY22 EST	Δ FY21/FY22	
TUITION	267,040	277,798	280,917	271,127	270,970	(157)	0%
NR UG	115,635	114,842	113,696	104,121	104,953	832	1%
RES UG	130,788	140,457	141,553	141,357	137,561	(3,796)	-3%
NR Grad	15,506	6,040	7,294	7,714	8,349	635	8%
RES Grad	5,110	16,459	18,374	17,935	20,107	2,172	12%
Online	32,922	33,618	35,126	35,961	33,048	(2,913)	-8%
NR UG	5,912	6,284	8,043	9,805	7,868	(1,937)	-20%
RES UG	18,051	17,387	15,908	13,630	12,292	(1,338)	-10%
NR Grad	2,576	2,929	3,308	3,668	3,864	196	5%
RES Grad	6,384	7,017	7,866	8,857	9,022	165	2%
Prog Fees	7,486	7,877	10,728	11,478	11,778	299	3%
UG	2,710	2,867	4,941	5,280	5,331	51	1%
Grad	4,776	5,010	5,786	6,198	6,446	248	4%
College Fee	0	0	0	0	0	-	-
UG						-	-
Grad			-			-	-
Course Fees	5,452	5,187	4,022	3,242	2,970	(272)	-8%
UG	5,355	5,094	3,949	3,183	2,911	(272)	-9%
Grad	97	93	73	59	59	-	0%
Ext Ed Fees	121	211	-	-	-	-	-
Summer & Winter Sessions	23,265	25,521	25,900	26,690	26,220	(470)	-2%
Mandatory Fees	24,131	27,797	28,737	28,191	27,652	(539)	-2%
UG	22,139	25,527	26,279	25,654	24,975	(679)	-3%
Grad	1,992	2,270	2,458	2,537	2,677	140	6%
Other Misc	4,389	4,322	4,178	2,718	3,800	1,082	40%
Total Tuition & Fees	364,805	382,331	389,609	379,408	376,437	(2,971)	-1%
Yearly Change	4%	5%	2%	-3%	-1%		

APPENDIX R

UNIVERSITY OF ARIZONA - TUITION AND FEES REVENUE
 (\$000)

	FY 18	FY 19	FY20	FY21 EST	FY22 EST	Δ FY21/FY22	
Fall/Spring Base Tuition	664,746	675,140	686,575	661,065	669,181	8,117	1.2%
NR UG	336,825	344,182	351,092	326,133	331,840	5,707	1.7%
RES UG	215,301	216,985	219,660	215,552	210,057	(5,495)	(2.5%)
NR Grad	57,239	57,894	60,323	61,747	66,456	4,709	7.6%
RES Grad	55,382	56,080	55,500	57,632	60,828	3,196	5.5%
Online	40,476	49,671	59,496	86,863	91,044	4,181	4.8%
NR UG	5,616	8,593	12,771	21,048	22,061	1,013	4.8%
RES UG	4,992	7,639	11,354	18,714	19,615	901	4.8%
NR Grad	15,114	16,921	17,899	23,835	24,982	1,147	4.8%
RES Grad	14,754	16,517	17,472	23,267	24,387	1,120	4.8%
Prog Fees/Diff	34,006	33,607	32,938	32,384	33,506	1,122	3.5%
UG	17,452	17,191	16,907	16,455	17,025	570	3.5%
Grad	16,554	16,416	16,031	15,929	16,481	552	3.5%
College Fee	0	-	0	0	0	0	-
UG				0	0	0	-
Grad			0	0	0	0	-
Course Fees	6,156	6,174	6,363	6,830	6,976	146	2.1%
UG	5,664	5,680	5,855	6,284	6,418	134	2.1%
Grad	493	494	509	546	558	12	2.1%
Ext Ed Fees	16,761	16,996	13,805	11,021	14,629	3,608	32.7%
Non Degree	4,499	4,217	5,137	5,617	5,541	(76)	(1.4%)
Summer Session	36,875	37,005	37,926	38,335	38,050	(285)	(0.7%)
Mandatory Fees	43,916	46,880	49,585	48,866	48,529	(337)	(0.7%)
UG	36,450	38,442	40,660	40,070	39,794	(276)	(0.7%)
Grad	7,466	8,438	8,925	8,796	8,735	(61)	(0.7%)
Other Misc	21,136	21,928	20,021	17,989	18,884	894	5.0%
Total Tuition & Fees	868,571	891,616	911,847	908,969	926,339	17,370	1.9%
Yearly Change	1.7%	2.7%	2.3%	1.9%	1.9%		