Overview

The University of Arizona is pleased to submit its FY 2022 annual budget for approval by the Arizona Board of Regents. This budget was developed with input from student leaders, shared governance representatives, and University administration. It reflects initiatives that are aligned with the University’s mission and materials presented in recent months to the Board of Regents during tuition setting.

Serving as a guide for investment are the University of Arizona strategic plan 5 Pillars:

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

The annual budget presented here reflects the University’s investments in these key strategic areas and its commitment to the promises made to its students, their parents, faculty and staff, and the state of Arizona.

The FY 2022 budget projects a $4.5 million increase in net position and represents a balanced budget from a cash perspective. Additionally, it is projected that the University will have 159 monthly days cash on hand at the close of FY 2022. This places the UA metric within the required range, which is 25% plus or minus the median among rated public colleges and universities per Moody’s.

Revenues

FY 2022 revenues are projected to be $2.17 billion, a $10.3 million increase over the FY 2021 revised projections, representing a 0.5% increase. Significant revenue changes from FY 2021 revised projections are attributed to the following:

- $9.3 million increase in state funding as currently outlined in the Governor’s executive budget proposal.
- $1.2 million decrease in grants and contracts due to a combined projected reduction in Banner clinical salary support and an increase in sponsored research activity primarily in the medical sciences.
- $11.4 million increase in net tuition and fee revenues from enrollment growth and tuition rate increases. This increase is consistent with our projections during the tuition setting process. It reflects an expected increase of 187 student FTE enrollments overall. This net increase is the result of a projected decrease in traditional student enrollments of 569, coupled with an increase of 756 students in fully online programs, with all the projected declines being derived from resident undergraduates.
• Approved tuition rate increases for students entering the Fall 2021 guaranteed tuition cohort are 0% for undergraduate resident students and 1.4% for undergraduate non-resident students.

• $90.3 million in one-time Higher Education Emergency Relief Funds (HEERF), with $43.2 million dedicated to student financial support. This represents only an FY 2022 amount and not a change to original or revised estimates.

• $10.2 million increase in Other Revenues due primarily to expected return of departmental sales and service activities, conferences, and endowment investment income.

• $34.1 million increase in Auxiliary revenues primarily due to expected return of on-campus events and services.

**Expenses**

FY 2022 expenses are projected to be nearly $2.17 billion, an increase of $18.5 million over the FY 2021 revised projections. This represents a 0.9% increase. Expenditure changes reflect the strategic investments to be made from General Purpose funds (detailed in the next section) as well as increases in auxiliary, sponsored research, and other activities.

• Salaries and Wages are expected to decrease approximately $21.2 million or 2.1%. This is attributable to a shift in personnel off Banner clinical support funding as well as a reduction in force in response to departmental general fund budget allocations. Salaries, Wages and employee Benefits combined make up over 62% of the total expenditure budget.

• Benefits are projected to decrease $7.7 million, approximately 2.2%, associated with the above referenced declines in salary and wage.

• All Other Operating expenses are expected to increase $41.3 million, representing an 8.5% increase. This increase is attributable to an increase in Grant and Contract activity as well as the return of Auxiliary sales and associated Cost of Goods Sold.

• Interest on indebtedness reflects an increase of $3.4 million primarily related to the refinancing efforts from FY 2021 payments as well as the Grand Challenges Research Building, the Applied Research Building, and the Chemistry Renovation capital projects.
FY 2022 Strategic Investments

From our General Purpose Funds, we plan to make a number of strategic investments. These investments are aligned with our strategic plan and priorities and will be funded via incremental sources as well as funds identified for reallocation.

- Financial Aid, $6.1 million as compared to FY 2021 forecast with $5.3 million in waivers and $.8 million other awards. The percentage of institutional tuition discount is expected to remain consistent with FY 2021 forecast levels as we have modified our institutional aid policies for incoming students.

- Faculty, Staff, and Graduate Assistant Salary Adjustments, $14.4 million – the University is focused on providing annual salary adjustments based upon performance in order to reward employees and improve its competitiveness in retaining this highly valued resources. In addition, the University will adjust wages to meet the new State Minimum Wage mandate.

- Strategic Planning Initiatives support of $41.9 million. This funding will support a variety of initiatives designed to improve retention, completion, and new program development.

- $1 million to be used to support MD students in the Colleges of Medicine.

- $5.6 million to support a new cohort of College of Veterinary Medicine students.

- Half of the Governor’s executive budget proposal is assumed to be dedicated for New Economy initiatives budgeted at $4.6 million.

- The remainder of the listed investments represent an internal budget model allocation process and the dollar amounts reflected in the proposal are consistent with comparing the FY 2021 original budget to the FY 2022 original budget and do not reflect the new realities embedded in the FY 2021 revised forecasts.

Summary

The University Arizona continually works to implement efficiencies and identify savings opportunities. It is committed to its students, parents, employees, and the State to providing the most efficient and effective services as possible. The FY 2022 budget is one example of this commitment.
<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY 2022 BUDGET</th>
<th>FY 2021 ESTIMATE</th>
<th>FY 2021 BUDGET</th>
<th>VARIANCE BETWEEN FY 2022 BGT &amp; FY 2021 EST</th>
<th>VARIANCE BETWEEN FY 2021 EST &amp; FY 2021 BGT</th>
</tr>
</thead>
<tbody>
<tr>
<td>State General Fund Appropriation</td>
<td>$265.9</td>
<td>$256.6</td>
<td>$256.6</td>
<td>$9.3</td>
<td>3.6%</td>
</tr>
<tr>
<td>State Appropriation - Research Infrastructure</td>
<td>14.2</td>
<td>14.3</td>
<td>14.3</td>
<td>(0.1)</td>
<td>-0.7%</td>
</tr>
<tr>
<td>State Appropriation - Capital Infrastructure</td>
<td>11.1</td>
<td>11.0</td>
<td>11.0</td>
<td>0.1</td>
<td>0.9%</td>
</tr>
<tr>
<td>State Appropriation - AFAT</td>
<td>2.7</td>
<td>2.7</td>
<td>2.7</td>
<td>0.0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total General Fund Appropriation</td>
<td>$293.9</td>
<td>$284.6</td>
<td>$284.6</td>
<td>$9.3</td>
<td>3.3%</td>
</tr>
<tr>
<td>State Appropriations Transfer - Arizona Teachers Academy</td>
<td>$1.5</td>
<td>$1.5</td>
<td>$0.0</td>
<td>$0.0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>$924.6</td>
<td>$907.9</td>
<td>$761.9</td>
<td>$16.7</td>
<td>1.8%</td>
</tr>
<tr>
<td>less Scholarship Allowance</td>
<td>(293.2)</td>
<td>(287.9)</td>
<td>(228.9)</td>
<td>(5.3)</td>
<td>1.8%</td>
</tr>
<tr>
<td>Net Tuition and Fees</td>
<td>$631.4</td>
<td>$620.0</td>
<td>$533.0</td>
<td>$11.4</td>
<td>1.8%</td>
</tr>
<tr>
<td>Grants &amp; Contracts – Research</td>
<td>$656.3</td>
<td>$657.5</td>
<td>$616.2</td>
<td>($1.2)</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Financial Aid Grants (Primarily Federal Pell Grants)</td>
<td>56.3</td>
<td>57.0</td>
<td>58.9</td>
<td>(0.7)</td>
<td>-1.2%</td>
</tr>
<tr>
<td>Higher Education Emergency Relief (HEERF) – Student</td>
<td>43.2</td>
<td>40.4</td>
<td>0.0</td>
<td>2.8</td>
<td>6.9%</td>
</tr>
<tr>
<td>Higher Education Emergency Relief (HEERF) – Institutional</td>
<td>47.1</td>
<td>65.6</td>
<td>0.0</td>
<td>(18.5)</td>
<td>-28.2%</td>
</tr>
<tr>
<td>Governor's Emergency Education Relief (GEERF) – Allocation</td>
<td>0.0</td>
<td>46.0</td>
<td>0.0</td>
<td>(46.0)</td>
<td>-100.0%</td>
</tr>
<tr>
<td>Governor Office for Arizona Teachers Academy (GEERF)</td>
<td>0.0</td>
<td>0.4</td>
<td>0.0</td>
<td>(0.4)</td>
<td>-100.0%</td>
</tr>
<tr>
<td>CARES Act Revenue</td>
<td>0.0</td>
<td>0.0</td>
<td>28.6</td>
<td>0.0</td>
<td>--</td>
</tr>
<tr>
<td>Private Gifts</td>
<td>91.8</td>
<td>80.6</td>
<td>73.9</td>
<td>11.2</td>
<td>13.9%</td>
</tr>
<tr>
<td>Technology &amp; Research Initiative Fund (TRIF)</td>
<td>30.0</td>
<td>31.9</td>
<td>31.0</td>
<td>(1.9)</td>
<td>-6.0%</td>
</tr>
<tr>
<td>Auxiliary Revenues, Net</td>
<td>151.0</td>
<td>116.9</td>
<td>151.4</td>
<td>34.1</td>
<td>29.2%</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>169.3</td>
<td>159.1</td>
<td>105.5</td>
<td>10.2</td>
<td>6.4%</td>
</tr>
<tr>
<td>Total Other Revenues</td>
<td>$1,245.0</td>
<td>$1,255.4</td>
<td>$1,065.5</td>
<td>($10.4)</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$2,171.8</td>
<td>$2,161.5</td>
<td>$1,883.1</td>
<td>$10.3</td>
<td>0.5%</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Wages</td>
<td>$999.0</td>
<td>$1,020.2</td>
<td>$916.1</td>
<td>($21.2)</td>
<td>-2.1%</td>
</tr>
<tr>
<td>Benefits</td>
<td>335.6</td>
<td>343.3</td>
<td>293.1</td>
<td>(7.7)</td>
<td>-2.2%</td>
</tr>
<tr>
<td>All Other Operating</td>
<td>524.5</td>
<td>483.2</td>
<td>477.7</td>
<td>41.3</td>
<td>8.5%</td>
</tr>
<tr>
<td>HEERF Student Emergency Grants</td>
<td>43.2</td>
<td>40.4</td>
<td>0.0</td>
<td>2.8</td>
<td>6.9%</td>
</tr>
<tr>
<td>Scholarships &amp; fellowships, Net of Scholarship Allowance</td>
<td>60.8</td>
<td>60.0</td>
<td>54.4</td>
<td>0.8</td>
<td>1.3%</td>
</tr>
<tr>
<td>Interest on Indebtedness</td>
<td>56.2</td>
<td>52.8</td>
<td>53.6</td>
<td>3.4</td>
<td>6.4%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>148.0</td>
<td>148.9</td>
<td>148.9</td>
<td>(0.9)</td>
<td>-0.6%</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$2,167.3</td>
<td>$2,148.8</td>
<td>$1,943.8</td>
<td>$18.5</td>
<td>0.9%</td>
</tr>
<tr>
<td>Net Increase</td>
<td>$4.5</td>
<td>$12.7</td>
<td>($60.7)</td>
<td>($8.2)</td>
<td>-64.6%</td>
</tr>
</tbody>
</table>
### INCREMENTAL ALLOCATION OF GENERAL PURPOSE¹ FUNDS ($ millions)

#### FY21 Base Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount ($ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY21 Base Budget</strong></td>
<td><strong>1,070.9</strong></td>
</tr>
</tbody>
</table>

#### Changes in Incremental Funding

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount ($ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State General Fund Appropriations</td>
<td>9.3</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>18.0</td>
</tr>
<tr>
<td>Revenues from Tuition and Fees FY21</td>
<td>148.0</td>
</tr>
<tr>
<td><strong>Net Change in Resources</strong></td>
<td><strong>175.3</strong></td>
</tr>
</tbody>
</table>

#### Allocation of Incremental Resources

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount ($ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Financial Aid</td>
<td>57.5</td>
</tr>
<tr>
<td>Employee &amp; Staff Performance Salary Adjustments &amp; Retention</td>
<td>14.4</td>
</tr>
<tr>
<td>Strategic Planning Initiatives</td>
<td>41.9</td>
</tr>
<tr>
<td>College of Medicine MD programs</td>
<td>1.0</td>
</tr>
<tr>
<td>Veterinary Medicine Program</td>
<td>5.6</td>
</tr>
<tr>
<td>Workforce Development for the New Economy</td>
<td>4.6</td>
</tr>
<tr>
<td>Programs Supported by Fees</td>
<td>0.9</td>
</tr>
<tr>
<td>Operations of New Facilities</td>
<td>0.5</td>
</tr>
<tr>
<td>Debt Service</td>
<td>5.8</td>
</tr>
<tr>
<td>Departmental Budget Model Reinvestment</td>
<td>43.1</td>
</tr>
<tr>
<td><strong>Net Change in College and Administrative Budget Allocations</strong></td>
<td><strong>175.3</strong></td>
</tr>
</tbody>
</table>

#### FY22 Base Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount ($ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY22 Base Budget</strong></td>
<td><strong>1,246.2</strong></td>
</tr>
</tbody>
</table>

#### Strategic Metric Addressed

<table>
<thead>
<tr>
<th>Student Educational Success &amp; Learning</th>
<th>Educational</th>
<th>Discover New Knowledge</th>
<th>Impact Arizona</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. Fr retention, enrollment, grad rates, etc.</td>
<td></td>
<td>e.g. Bachelors degrees awarded, grad degrees, E&amp;G certifications and credentials</td>
<td>e.g. Research and development, licenses &amp; options, inventions</td>
</tr>
<tr>
<td>Note which metrics addressed in each quadrant for each line item</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ General Purpose Funds include state general funds, tuition and fees, investment income, administrative service charge, and facilities and administration revenue (indirect cost recovery).
## ANNUAL BUDGET

### STATE EXPENDITURE AUTHORITY BY APPROPRIATION CAMPUS ($ thousands)

**FY22 BUDGET**

<table>
<thead>
<tr>
<th>University Revenues</th>
<th>MAIN</th>
<th>AHS</th>
<th>TOTAL</th>
<th>FY21 BUDGET</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident Tuition</td>
<td>$249,491.1</td>
<td>$21,394.2</td>
<td>$270,885.3</td>
<td>$244,857.9</td>
<td>$26,027.4</td>
</tr>
<tr>
<td>Non Resident Tuition</td>
<td>389,128.7</td>
<td>9,167.3</td>
<td>398,296.0</td>
<td>303,759.1</td>
<td>94,536.9</td>
</tr>
<tr>
<td>Online Tuition Revenue</td>
<td>91,044.3</td>
<td>-</td>
<td>91,044.3</td>
<td>70,078.0</td>
<td>20,966.3</td>
</tr>
<tr>
<td>Program Fees</td>
<td>33,505.9</td>
<td>-</td>
<td>33,505.9</td>
<td>28,000.6</td>
<td>5,505.3</td>
</tr>
<tr>
<td>Miscellaneous Revenues¹</td>
<td>(12,663.4)</td>
<td>30,137.5</td>
<td>17,474.1</td>
<td>16,539.1</td>
<td>935.0</td>
</tr>
<tr>
<td><strong>Total University Revenues</strong></td>
<td>$750,506.6</td>
<td>$60,699.0</td>
<td>$811,205.6</td>
<td>$663,234.7</td>
<td>$147,970.9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>University Revenues Retained for Local Uses</th>
<th>MAIN</th>
<th>AHS</th>
<th>TOTAL</th>
<th>FY21 BUDGET</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support for Local Operating Budgets</td>
<td>$133,390.3</td>
<td>-</td>
<td>$133,390.3</td>
<td>$111,139.0</td>
<td>$22,251.3</td>
</tr>
<tr>
<td>Program Fees/Differential Tuition</td>
<td>28,815.1</td>
<td>-</td>
<td>28,815.1</td>
<td>24,080.5</td>
<td>4,734.6</td>
</tr>
<tr>
<td>Regents Financial Aid Set Aside</td>
<td>50,052.1</td>
<td>2,357.5</td>
<td>52,409.6</td>
<td>52,234.4</td>
<td>175.2</td>
</tr>
<tr>
<td>Other Financial Aid</td>
<td>200,731.2</td>
<td>1,978.2</td>
<td>202,709.4</td>
<td>145,402.0</td>
<td>57,307.4</td>
</tr>
<tr>
<td>Plant Funds</td>
<td>4,776.5</td>
<td>-</td>
<td>4,776.5</td>
<td>4,776.5</td>
<td>-</td>
</tr>
<tr>
<td>Debt Service/COPS/Lease Purchase</td>
<td>28,152.4</td>
<td>-</td>
<td>28,152.4</td>
<td>28,152.4</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Retained for Local Uses</strong></td>
<td>$445,917.6</td>
<td>$4,335.7</td>
<td>$450,253.3</td>
<td>$365,784.8</td>
<td>$84,468.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Appropriated Tuition</th>
<th>MAIN</th>
<th>AHS</th>
<th>TOTAL</th>
<th>FY21 BUDGET</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$304,589.0</td>
<td>$56,363.3</td>
<td>$360,952.3</td>
<td>$297,449.9</td>
<td>$63,502.4</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Plus: State General Fund Appropriation</th>
<th>MAIN</th>
<th>AHS</th>
<th>TOTAL</th>
<th>FY21 BUDGET</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>217,051.5</td>
<td>76,897.7</td>
<td>293,949.2</td>
<td>284,619.9</td>
<td>9,329.3</td>
<td></td>
</tr>
</tbody>
</table>

| **Total State Expenditure Authority**         | $521,640.5| $133,261.0| $654,901.5| $582,069.8 | $72,831.7|

¹ Miscellaneous Revenues include Distributed, Summer Session Reimbursement, and other Miscellaneous Revenues. It also includes a tuition transfer from Main Campus to support units within the AHS Campus.
## LOCAL COLLECTIONS FROM TUITION AND FEES

### OPERATING FUNDS

**DESIGNATED**

<table>
<thead>
<tr>
<th>Description</th>
<th>MAIN FY22</th>
<th>AHS FY22</th>
<th>TOTAL FY21</th>
<th>CHANGE FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions Recruiting</td>
<td>$3,555,500</td>
<td>- $3,555,500</td>
<td>$3,794,000</td>
<td>$238,500</td>
</tr>
<tr>
<td>Advising Resource Center</td>
<td>479,200</td>
<td>- 479,200</td>
<td>237,000</td>
<td>242,200</td>
</tr>
<tr>
<td>Applied Biosciences Program</td>
<td>145,000</td>
<td>- 145,000</td>
<td>150,000</td>
<td>5,000</td>
</tr>
<tr>
<td>ASUA</td>
<td>161,600</td>
<td>- 161,600</td>
<td>199,500</td>
<td>37,900</td>
</tr>
<tr>
<td>ASUA-Cart Service</td>
<td>149,300</td>
<td>- 149,300</td>
<td>161,600</td>
<td>12,300</td>
</tr>
<tr>
<td>AZ Assurance Program</td>
<td>-</td>
<td>-</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Bursar Billing Support</td>
<td>3,000,000</td>
<td>- 3,000,000</td>
<td>3,600,000</td>
<td>600,000</td>
</tr>
<tr>
<td>Campus Health and Wellness</td>
<td>196,300</td>
<td>- 196,300</td>
<td>196,300</td>
<td></td>
</tr>
<tr>
<td>Dean of Students</td>
<td>701,000</td>
<td>- 701,000</td>
<td>559,500</td>
<td>141,500</td>
</tr>
<tr>
<td>Digital Innovation/Stewardship</td>
<td>4,900</td>
<td>- 4,900</td>
<td>4,900</td>
<td></td>
</tr>
<tr>
<td>Distributed Education Program</td>
<td>10,744,700</td>
<td>- 10,744,700</td>
<td>9,809,700</td>
<td>935,000</td>
</tr>
<tr>
<td>Diversity &amp; Inclusion</td>
<td>728,500</td>
<td>- 728,500</td>
<td>728,500</td>
<td></td>
</tr>
<tr>
<td>Early Alert Programs</td>
<td>-</td>
<td>-</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Early Outreach</td>
<td>315,000</td>
<td>- 315,000</td>
<td>388,000</td>
<td>73,000</td>
</tr>
<tr>
<td>Enrollment Management</td>
<td>1,092,500</td>
<td>- 1,092,500</td>
<td>2,061,800</td>
<td>969,300</td>
</tr>
<tr>
<td>Enrollment Marketing</td>
<td>1,895,400</td>
<td>- 1,895,400</td>
<td>- 1,895,400</td>
<td></td>
</tr>
<tr>
<td>FM Student Recreation O&amp;M</td>
<td>259,300</td>
<td>- 259,300</td>
<td>259,300</td>
<td></td>
</tr>
<tr>
<td>Graduate &amp; Professional Student Council</td>
<td>240,300</td>
<td>- 240,300</td>
<td>240,300</td>
<td></td>
</tr>
<tr>
<td>Graduate College</td>
<td>1,211,900</td>
<td>- 1,211,900</td>
<td>856,900</td>
<td>355,000</td>
</tr>
<tr>
<td>Graduate Scholarships</td>
<td>3,559,200</td>
<td>- 3,559,200</td>
<td>3,698,400</td>
<td>139,200</td>
</tr>
<tr>
<td>Hispanic Serving Institution</td>
<td>417,900</td>
<td>- 417,900</td>
<td>- 417,900</td>
<td></td>
</tr>
<tr>
<td>Interpreting/Disabilities</td>
<td>-</td>
<td>-</td>
<td>139,700</td>
<td>139,700</td>
</tr>
<tr>
<td>Learning Disabilities Mandated Services</td>
<td>296,000</td>
<td>- 296,000</td>
<td>131,800</td>
<td>164,200</td>
</tr>
<tr>
<td>Library Acquisitions</td>
<td>461,200</td>
<td>- 461,200</td>
<td>461,200</td>
<td></td>
</tr>
<tr>
<td>Merchant Credit Card Banking Fees</td>
<td>468,200</td>
<td>- 468,200</td>
<td>468,200</td>
<td></td>
</tr>
</tbody>
</table>
## FY 2022 ANNUAL BUDGET

### LOCAL COLLECTIONS (Cont.)

<table>
<thead>
<tr>
<th>FY22 BUDGET</th>
<th>FY21 BUDGET</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Military/ROTC Programs</td>
<td>219,000</td>
<td>-</td>
</tr>
<tr>
<td>Minority Student Recruitment</td>
<td>185,200</td>
<td>-</td>
</tr>
<tr>
<td>New Start Program</td>
<td>311,700</td>
<td>-</td>
</tr>
<tr>
<td>Office of the Registrar</td>
<td>1,543,900</td>
<td>-</td>
</tr>
<tr>
<td>Online Program Support</td>
<td>91,044,300</td>
<td>-</td>
</tr>
<tr>
<td>Student Activities</td>
<td>94,800</td>
<td>-</td>
</tr>
<tr>
<td>Student Affairs Systems Group</td>
<td>820,300</td>
<td>-</td>
</tr>
<tr>
<td>Student Child Care Voucher Program</td>
<td>283,100</td>
<td>-</td>
</tr>
<tr>
<td>Student Engagement</td>
<td>1,160,700</td>
<td>-</td>
</tr>
<tr>
<td>Student Financial Aid Office</td>
<td>1,816,000</td>
<td>-</td>
</tr>
<tr>
<td>Student Learning Services</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Student Programs</td>
<td>116,700</td>
<td>-</td>
</tr>
<tr>
<td>Student Services</td>
<td>1,093,700</td>
<td>-</td>
</tr>
<tr>
<td>Student Services Support - Student Union O&amp;M</td>
<td>1,143,100</td>
<td>-</td>
</tr>
<tr>
<td>Student Transitions/Retention</td>
<td>755,900</td>
<td>-</td>
</tr>
<tr>
<td>Student Travel Support</td>
<td>50,300</td>
<td>-</td>
</tr>
<tr>
<td>Summer Session Operations</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sustainability Projects</td>
<td>796,000</td>
<td>-</td>
</tr>
<tr>
<td>Think Tank</td>
<td>946,300</td>
<td>-</td>
</tr>
<tr>
<td>UA Commencement</td>
<td>559,700</td>
<td>-</td>
</tr>
<tr>
<td>UA Library Administration</td>
<td>260,100</td>
<td>-</td>
</tr>
<tr>
<td>UA Presents</td>
<td>24,600</td>
<td>-</td>
</tr>
<tr>
<td>Utilities</td>
<td>82,000</td>
<td>-</td>
</tr>
</tbody>
</table>

**OPERATING FUNDS SUBTOTAL**

$ 133,390,300 $ - $ 133,390,300 $ **$ 111,139,000 $ 22,251,300**
## LOCAL COLLECTIONS (Cont.)

### FY 22 BUDGET

<table>
<thead>
<tr>
<th>MAIN CAMPUS</th>
<th>AHS</th>
<th>TOTAL</th>
<th>FY 21 BUDGET</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FINANCIAL AID</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main Campus Financial Aid - ABOR Policy</td>
<td>50,052,100</td>
<td>-</td>
<td>50,052,100</td>
<td>49,911,400</td>
</tr>
<tr>
<td>Student Aid Awards (formerly tuition waivers)</td>
<td>196,040,400</td>
<td>1,978,200</td>
<td>198,018,600</td>
<td>141,481,900</td>
</tr>
<tr>
<td>College of Medicine Financial Aid - ABOR Policy</td>
<td>-</td>
<td>1,293,300</td>
<td>1,293,300</td>
<td>1,278,800</td>
</tr>
<tr>
<td>College of Medicine-Phx Financial Aid - ABOR Policy</td>
<td>-</td>
<td>1,064,200</td>
<td>1,064,200</td>
<td>1,044,200</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$246,092,500</td>
<td>$4,335,700</td>
<td>$250,428,200</td>
<td>$193,716,300</td>
</tr>
<tr>
<td><strong>MINOR CAPITAL PROJECTS/START UP FUNDS</strong></td>
<td>4,776,500</td>
<td>-</td>
<td>4,776,500</td>
<td>-</td>
</tr>
<tr>
<td><strong>DEBT SERVICE</strong></td>
<td>28,152,400</td>
<td>-</td>
<td>28,152,400</td>
<td>28,152,400</td>
</tr>
</tbody>
</table>

| **TOTAL LOCAL RETENTION FROM TUITION** | $412,411,700 | $4,335,700 | $416,747,400 | $337,784,200 | $78,963,200 |

### LOCAL COLLECTIONS FROM PROGRAM FEES

| College of Architecture & Landscape Architecture | 751,300 | - | 751,300 | 627,900 | 123,400 |
| College of Agriculture and Life Sciences | 701,900 | - | 701,900 | 586,600 | 115,300 |
| College of Engineering | 3,039,800 | - | 3,039,800 | 2,540,300 | 499,500 |
| College of Fine Arts | 431,900 | - | 431,900 | 360,900 | 71,000 |
| College of Medicine-Tucson | 97,000 | - | 97,000 | 81,100 | 15,900 |
| College of Nursing | 2,642,700 | - | 2,642,700 | 2,208,500 | 434,200 |
| College of Pharmacy | 5,819,600 | - | 5,819,600 | 4,863,400 | 956,200 |
| College of Public Health | 450,800 | - | 450,800 | 376,800 | 74,000 |
| College of Science | 867,500 | - | 867,500 | 725,000 | 142,500 |
### LOCAL COLLECTIONS (Cont.)

#### FY 2022 ANNUAL BUDGET

<table>
<thead>
<tr>
<th>College and College Program</th>
<th>MAIN</th>
<th>AHS</th>
<th>TOTAL</th>
<th>FY21</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Social and Behavioral Science</td>
<td>1,862,300</td>
<td>-</td>
<td>1,862,300</td>
<td>1,556,300</td>
<td>306,000</td>
</tr>
<tr>
<td>Eller College of Management</td>
<td>8,404,800</td>
<td>-</td>
<td>8,404,800</td>
<td>7,023,600</td>
<td>1,381,200</td>
</tr>
<tr>
<td>Honor's College</td>
<td>1,732,900</td>
<td>-</td>
<td>1,732,900</td>
<td>1,448,200</td>
<td>284,700</td>
</tr>
<tr>
<td>James E Rogers College of Law</td>
<td>2,012,600</td>
<td>-</td>
<td>2,012,600</td>
<td>1,681,900</td>
<td>330,700</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td><strong>$28,815,100</strong></td>
<td>-</td>
<td><strong>$28,815,100</strong></td>
<td><strong>$24,080,500</strong></td>
<td><strong>$4,734,600</strong></td>
</tr>
</tbody>
</table>

#### FINANCIAL AID

<table>
<thead>
<tr>
<th>College and College Program</th>
<th>MAIN</th>
<th>AHS</th>
<th>TOTAL</th>
<th>FY21</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Architecture &amp; Landscape Architecture Financial Aid</td>
<td>122,300</td>
<td>-</td>
<td>122,300</td>
<td>102,200</td>
<td>20,100</td>
</tr>
<tr>
<td>College of Agriculture and Life Sciences Financial Aid</td>
<td>114,300</td>
<td>-</td>
<td>114,300</td>
<td>95,500</td>
<td>18,800</td>
</tr>
<tr>
<td>College of Engineering Financial Aid</td>
<td>494,800</td>
<td>-</td>
<td>494,800</td>
<td>413,500</td>
<td>81,300</td>
</tr>
<tr>
<td>College of Fine Arts Financial Aid</td>
<td>70,300</td>
<td>-</td>
<td>70,300</td>
<td>58,800</td>
<td>11,500</td>
</tr>
<tr>
<td>College of Medicine-Tucson Financial Aid</td>
<td>15,800</td>
<td>-</td>
<td>15,800</td>
<td>13,200</td>
<td>2,600</td>
</tr>
<tr>
<td>College of Nursing Financial Aid</td>
<td>430,200</td>
<td>-</td>
<td>430,200</td>
<td>359,500</td>
<td>70,700</td>
</tr>
<tr>
<td>College of Pharmacy Financial Aid</td>
<td>947,400</td>
<td>-</td>
<td>947,400</td>
<td>791,700</td>
<td>155,700</td>
</tr>
<tr>
<td>College of Public Health Financial Aid</td>
<td>73,400</td>
<td>-</td>
<td>73,400</td>
<td>61,300</td>
<td>12,100</td>
</tr>
<tr>
<td>College of Science Financial Aid</td>
<td>141,200</td>
<td>-</td>
<td>141,200</td>
<td>118,000</td>
<td>23,200</td>
</tr>
<tr>
<td>College of Social and Behavioral Science Financial Aid</td>
<td>303,200</td>
<td>-</td>
<td>303,200</td>
<td>253,400</td>
<td>49,800</td>
</tr>
<tr>
<td>Eller College of Management Financial Aid</td>
<td>1,368,200</td>
<td>-</td>
<td>1,368,200</td>
<td>1,143,500</td>
<td>224,700</td>
</tr>
<tr>
<td>Honor's College Financial Aid</td>
<td>282,100</td>
<td>-</td>
<td>282,100</td>
<td>235,700</td>
<td>46,400</td>
</tr>
<tr>
<td>James E Rogers College of Law Financial Aid</td>
<td>327,600</td>
<td>-</td>
<td>327,600</td>
<td>273,800</td>
<td>53,800</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td><strong>$4,690,800</strong></td>
<td>-</td>
<td><strong>$4,690,800</strong></td>
<td><strong>$3,920,100</strong></td>
<td><strong>$770,700</strong></td>
</tr>
</tbody>
</table>

#### TOTAL LOCAL RETENTION FROM PROGRAM FEES

<table>
<thead>
<tr>
<th>FY21</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$33,505,900</strong></td>
<td><strong>$28,000,600</strong></td>
</tr>
</tbody>
</table>

#### TOTAL LOCAL COLLECTIONS

<table>
<thead>
<tr>
<th>FY21</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$445,917,600</strong></td>
<td><strong>$365,784,800</strong></td>
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</tbody>
</table>
### FY 2022 LOCAL BUDGETS WITH DEFICITS OF $100,000 OR MORE

<table>
<thead>
<tr>
<th>UNIT</th>
<th>FY21 ENDING BALANCE</th>
<th>FY22 ESTIMATED REVENUES AND TRANSFERS IN</th>
<th>FY22 ESTIMATED EXPENDITURES TRANSFERS OUT</th>
<th>FY22 ENDING BALANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICA</td>
<td>(45,836,500)</td>
<td>91,893,300</td>
<td>91,827,100</td>
<td>(45,770,300)</td>
</tr>
<tr>
<td>Student Union</td>
<td>363,100</td>
<td>28,041,200</td>
<td>30,568,000</td>
<td>(2,163,700)</td>
</tr>
</tbody>
</table>

**DETAILED BACKGROUND AND DEFICIT RESOLUTION PLANS**

COVID-19 pandemic resulted in declines in on-campus activity and sporting events. Multi-year plans in place to recover.
## UNIVERSITY OF ARIZONA - TUITION AND FEES REVENUE

($000)

<table>
<thead>
<tr>
<th></th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 21 BGT</th>
<th>FY21 EST</th>
<th>FY22 EST</th>
<th>△ FY21 EST/FY21 BGT</th>
<th>△ FY22 BGT/FY21 EST</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Base Tuition</strong></td>
<td>664,746</td>
<td>675,140</td>
<td>686,575</td>
<td>548,617</td>
<td>661,065</td>
<td>669,181</td>
<td>112,448</td>
<td>8,117</td>
</tr>
<tr>
<td><strong>NR UG</strong></td>
<td>336,825</td>
<td>344,182</td>
<td>351,092</td>
<td>244,287</td>
<td>326,133</td>
<td>331,840</td>
<td>81,846</td>
<td>5,707</td>
</tr>
<tr>
<td><strong>RES UG</strong></td>
<td>215,301</td>
<td>216,965</td>
<td>219,660</td>
<td>185,368</td>
<td>215,552</td>
<td>210,057</td>
<td>30,165</td>
<td>(5,495)</td>
</tr>
<tr>
<td><strong>NR Grad</strong></td>
<td>57,239</td>
<td>57,894</td>
<td>60,323</td>
<td>59,472</td>
<td>61,747</td>
<td>66,456</td>
<td>4,709</td>
<td>6%</td>
</tr>
<tr>
<td><strong>RES Grad</strong></td>
<td>55,392</td>
<td>56,080</td>
<td>55,500</td>
<td>59,470</td>
<td>57,632</td>
<td>60,828</td>
<td>(1,838)</td>
<td>-3%</td>
</tr>
<tr>
<td><strong>Online</strong></td>
<td>40,476</td>
<td>49,671</td>
<td>59,496</td>
<td>70,078</td>
<td>86,863</td>
<td>91,044</td>
<td>16,785</td>
<td>24%</td>
</tr>
<tr>
<td><strong>UG</strong></td>
<td>5,616</td>
<td>8,593</td>
<td>12,771</td>
<td>15,043</td>
<td>21,048</td>
<td>22,061</td>
<td>6,005</td>
<td>40%</td>
</tr>
<tr>
<td><strong>RES UG</strong></td>
<td>4,992</td>
<td>7,639</td>
<td>11,354</td>
<td>13,373</td>
<td>19,615</td>
<td>19,455</td>
<td>5,341</td>
<td>40%</td>
</tr>
<tr>
<td><strong>NR Grad</strong></td>
<td>15,114</td>
<td>16,921</td>
<td>17,899</td>
<td>21,083</td>
<td>23,835</td>
<td>24,982</td>
<td>1,147</td>
<td>5%</td>
</tr>
<tr>
<td><strong>RES Grad</strong></td>
<td>14,754</td>
<td>16,517</td>
<td>17,472</td>
<td>20,579</td>
<td>23,873</td>
<td>24,387</td>
<td>1,120</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Prog Fees/Diff</strong></td>
<td>34,006</td>
<td>33,607</td>
<td>32,938</td>
<td>28,001</td>
<td>32,384</td>
<td>33,506</td>
<td>4,383</td>
<td>16%</td>
</tr>
<tr>
<td><strong>UG</strong></td>
<td>17,452</td>
<td>17,191</td>
<td>16,907</td>
<td>13,935</td>
<td>16,455</td>
<td>17,025</td>
<td>2,570</td>
<td>18%</td>
</tr>
<tr>
<td><strong>Grad</strong></td>
<td>16,554</td>
<td>16,416</td>
<td>16,031</td>
<td>14,066</td>
<td>15,929</td>
<td>16,481</td>
<td>1,863</td>
<td>13%</td>
</tr>
<tr>
<td><strong>College Fee</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>UG</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Grad</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Course Fees</strong></td>
<td>6,156</td>
<td>6,174</td>
<td>6,363</td>
<td>5,487</td>
<td>6,830</td>
<td>6,976</td>
<td>1,342</td>
<td>24%</td>
</tr>
<tr>
<td><strong>UG</strong></td>
<td>5,664</td>
<td>5,680</td>
<td>5,855</td>
<td>5,048</td>
<td>6,284</td>
<td>6,418</td>
<td>1,235</td>
<td>24%</td>
</tr>
<tr>
<td><strong>Grad</strong></td>
<td>493</td>
<td>494</td>
<td>509</td>
<td>439</td>
<td>546</td>
<td>558</td>
<td>107</td>
<td>24%</td>
</tr>
<tr>
<td><strong>Ext Ed Fees</strong></td>
<td>16,761</td>
<td>16,996</td>
<td>13,805</td>
<td>13,210</td>
<td>11,021</td>
<td>14,629</td>
<td>(2,818)</td>
<td>-17%</td>
</tr>
<tr>
<td><strong>Non Degree</strong></td>
<td>4,499</td>
<td>4,217</td>
<td>5,137</td>
<td>4,457</td>
<td>5,617</td>
<td>5,541</td>
<td>1,160</td>
<td>26%</td>
</tr>
<tr>
<td><strong>Summer Session</strong></td>
<td>36,875</td>
<td>37,005</td>
<td>37,926</td>
<td>32,705</td>
<td>38,335</td>
<td>38,050</td>
<td>5,630</td>
<td>17%</td>
</tr>
<tr>
<td><strong>Mandatory Fees</strong></td>
<td>43,916</td>
<td>46,880</td>
<td>49,585</td>
<td>41,349</td>
<td>48,866</td>
<td>48,757</td>
<td>7,517</td>
<td>18%</td>
</tr>
<tr>
<td><strong>UG</strong></td>
<td>36,450</td>
<td>38,442</td>
<td>40,660</td>
<td>33,907</td>
<td>40,070</td>
<td>39,983</td>
<td>1,637</td>
<td>18%</td>
</tr>
<tr>
<td><strong>Grad</strong></td>
<td>7,466</td>
<td>8,438</td>
<td>8,925</td>
<td>7,443</td>
<td>8,796</td>
<td>8,774</td>
<td>1,354</td>
<td>18%</td>
</tr>
<tr>
<td><strong>Other Misc (Incl Bad Debit)</strong></td>
<td>20,127</td>
<td>20,869</td>
<td>19,581</td>
<td>17,953</td>
<td>16,909</td>
<td>16,885</td>
<td>(1,044)</td>
<td>-6%</td>
</tr>
<tr>
<td><strong>Total Tuition &amp; Fees</strong></td>
<td>867,563</td>
<td>890,558</td>
<td>911,407</td>
<td>761,858</td>
<td>907,889</td>
<td>924,568</td>
<td>146,032</td>
<td>19%</td>
</tr>
</tbody>
</table>

| Scholarship Allowance   | 214,044   | 232,468   | 267,055   | 228,900   | 287,900    | 293,200    |
| Net Tuition and Fees    | 653,519   | 658,090   | 644,352   | 532,958   | 619,989    | 631,368    |