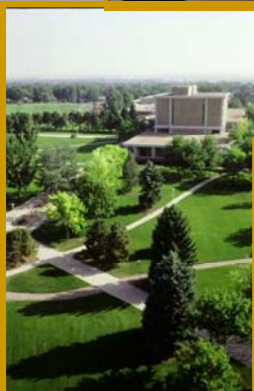


University of Northern Colorado

Proposed Operating Budget

Fiscal Year 2011–12

May 2011



Bringing
education
to life.

Introduction

The University of Northern Colorado is developing its fiscal year 2011-12 budget to address significant changes in Colorado higher education funding while continuing to fulfill UNC's mission as a public institution. The proposed budget builds on the multi-year financial plan discussed by the Board of Trustees at its August 2010 retreat, which included the following objectives:

- Connect resource allocation with **university plans and priorities**.
- Consider **long-term strategic financial issues** by moving to the multi-year approach to financial planning.
- **Make decisions earlier** so that changes can be communicated and implemented in a timely manner.

To ensure we make budget considerations in a holistic manner that cuts across the boundaries of university managerial areas, we used a “business case” approach. By “business case,” we mean a coherent analysis and recommendation where we “care about the money because we care about the mission.” The business cases were a collaborative cross-functional effort that considered both direct and indirect resource requirements and the impact upon the entire institution. Our fiscal year 2011-12 budget discussions included three major topics that are key to our fiscal sustainability:

- Undergraduate enrollment, pricing and discounting
- Graduate enrollment, pricing and discounting
- Compensation, including salaries and benefits

In addition to the business cases, we focused on our commitment to identify \$5 million in sustainable cost savings by fiscal year 2013-14, including at least \$1.5 million to be implemented in fiscal year 2011-12.

This document provides the following information for discussion at the May meeting:

- Recap of the fiscal year 2010-11 forecast and anticipated reserve balances
- Key changes in revenues and expenditures proposed for fiscal year 2011-12
- Fiscal year 2011-12 pricing and discounting strategies
- Recommendations related to total compensation

A complete budget recommendation will be made to the Board of Trustees at its June meeting.

Fiscal Year 2010-11 Forecast and Reserve Recap

Table 1: FY11 Forecast and Reserve Recap

FY11 Forecast	
Operating and Innovation Budget	
<u>Revenues</u>	
Undergraduate Tuition	\$57,042,611
Graduate Tuition	11,707,381
Extended Studies Tuition	10,578,119
Room and Board	29,507,424
Student Fees	15,034,656
State and Federal	40,624,090
Restricted Gifts for Operations	2,593,732
Other	16,531,195
Total Forecasted Revenues	\$183,619,208
<u>Expenditures</u>	
Salaries and Wages	\$88,752,000
Fringe Benefits	20,213,000
Cost of Sales	5,100,000
OCE, Purchased Services, Supplies	23,951,000
Scholarships	13,473,847
Utilities	5,930,000
Travel	3,100,000
Capital	3,141,159
Debt Service	9,296,441
Transfer to Capital Projects	3,625,741
Transfer to Reserves	3,126,601
Other Transfers	766,299
Total Forecasted Expenditures/Transfers	\$180,476,088
Forecasted Revenues Less Expenditures and Transfers	<u>\$3,143,120</u>
Cliff Reserve (Savings Account)	
Reserve Balance at 6/30/2010	\$9,879,742
Savings added from FY10	<u>3,126,601</u>
Reserve Balance at 3/31/2011	13,006,343
Savings forecasted for FY11	<u>3,100,000</u>
Forecasted Balance at 9/30/2011 (after rollforward is recorded)	16,106,343
Budgeted FY12 Use of Reserves	<u>(2,330,410)</u>
Forecasted Balance at 6/30/2012	\$13,775,933

Fiscal Year 2011-12 Budget

Highlights of the proposed fiscal year 2011-12 budget are:

- Loss of \$7.8 million in state funding
- Sustainable cost savings of \$1.5 million toward our \$5 million commitment
- No salary increases for employees, except faculty promotions
- Increased benefits of \$3.4 million
- Health insurance cost increases shared by the University and employees in a 60/40 ratio
- Undergraduate tuition rate increase of 13.2% or \$620 for full-time in-state students (before differential tuition, which is based on program of study)
- Increased undergraduate credit hour production of 1% (1.11% increase in resident credit hours and flat non-resident credit hours)
- Additional investment of \$2.4 million in undergraduate financial aid
- Room and board rate increase averaging 5%
- Graduate on-campus tuition rate increase of 10% to 20%, depending on program of study
- Off-campus and online tuition rate increase of 6.1% to 15.5%, depending on program of study
- Increased off-campus and online credit hour production of 7.5%

Table 2 summarizes the financial impact of the proposed 2011-12 budget.

Table 2: FY12 Schedule of Major Budget Changes

	Comments	FY12 Proposed Budget ⁽¹⁾
Operating and Innovation Budget		
FY11 Adjusted Revenue Budget		\$183,220,251
<u>FY12 Changes in Revenue</u>		
State/Federal Stimulus Funding		(7,817,484)
On-Campus Undergraduate Tuition	13.2% Rate Increase/1% Growth ⁽²⁾	7,272,218
On-Campus Graduate Tuition	10-20% Rate Increases/0.1% Growth ⁽²⁾	1,734,648
Room and Board	5% Rate Increase (average)	1,668,128
Extended Studies Tuition	6-15% Rate Increase/7.5% Growth ⁽²⁾	3,779,150
Academic Fees	2010 CPI Increase 1.9%	283,365
Development and Alumni Relations		329,128
Other Revenue		37,406
Estimated FY12 Revenue Budget ⁽¹⁾		\$190,506,810
FY11 Adjusted Expenditure Budget		\$183,378,980
<u>FY12 Changes in Expenditure</u>		
Fringe Benefits due to Rate Increase		3,391,770
Undergraduate Discounting		2,374,000
Graduate Waivers, Scholarships & Stipends	\$70,375 is in areas other than the Graduate School (Student Fee, Counseling Center)	1,696,375
Room and Board Waivers		69,120
Sustainable Cost Savings		(1,500,000)
Academic Innovation and Enhancements		1,618,609
Extended Studies Operating Costs		300,000
Utilities		498,646
Instructional Expense from Differential Tuition		380,388
Development and Alumni Relations		256,680
Academic Fee Allocations	Tech, Library, Classroom	283,365
Capital Reserves		216,445
Faculty Promotions & Sabbaticals		130,300
Debt Service		(3,086)
Budget Realignment and Reductions		(254,372)
Estimated FY12 Expenditure Budget ⁽¹⁾		192,837,220
FY12 Estimated Use of Reserves		(2,330,410)
Notes:		
(1) Totals exclude \$5 million in internal sales and include \$2.6 million in restricted gifts for operations.		
(2) Growth percentages are growth in credit hours.		

Undergraduate Enrollment, Pricing and Discounting

Undergraduate enrollment, pricing and discounting is a key issue for UNC. At \$64 million, on-campus undergraduate tuition is our largest revenue stream—equivalent to half of the total budget for on-campus instruction, student services, academic support, facilities, and administration. The proposed budget assumes a 1% increase in undergraduate credit hour production, which is based on enrollment information provided in Appendix C.

Undergraduate Pricing

The undergraduate pricing and discounting rates in the proposed fiscal year 2011-12 budget were discussed at the March Board of Trustees meeting and meet the requirements of UNC's Financial Accountability Plan that was approved by the Colorado Commission on Higher Education (CCHE).

Three changes in the undergraduate pricing structure are proposed:

- Partial closure of the window
- Changes in differential tuition that include the creation of one new differential rate category
- Changes in the per-credit-hour base rates that are balanced with the annual full-time (30 credit hour) published rate of the institution.

Partial closure of the window will create greater equity in pricing for part-time and full-time students. Part-time students, who pay for every credit, are essentially subsidizing full-time students, who are able to take advantage of the free credit window. Other institutions are also reassessing the practice of offering a free credit window.

Undergraduate rates in the proposed budget:

- | | |
|---------------------------------------|---|
| ➤ Resident full-time base tuition | 13.2% (\$620/year) increase (Table 3) |
| ➤ Non-resident full-time base tuition | 6.0% (\$958/year) increase (Table 4) |
| ➤ Resident part-time base tuition | 9.0% increase |
| ➤ Non-resident part-time base tuition | 3.5% increase |
| ➤ Differential tuition | Varies (Table 5) |
| ➤ Technology fee | 1.9% increase (Appendix B-3, page 4) |
| ➤ Library fee | 2.0% increase (Appendix B-3, page 4) |
| ➤ Room and board rates | 5.0% avg. (\$493/year) increase
(Appendix B-6, page 7) |

Table 3: Undergraduate Resident Tuition (Student Share)

	FY11	FY12		
	Annual Rate	Annual Rate	\$ Increase	% Increase
Base Tuition	\$4,680	\$5,300	\$620	13.2%
*Tier I (Sciences/SES/Art)	\$4,680	\$5,624	\$944	20.2%
*Tier II (Business)	\$5,211	\$6,020	\$809	15.5%
*Tier III (Music/Dance)	\$5,103	\$5,948	\$845	16.6%
*Tier IV (Nursing)	\$5,499	\$6,452	\$953	17.3%
Annual Rates are based upon 13-16 credits per semester				
*Differential annual rates are estimated assuming a total of 30 credit hours: 12 hours at the base rate and 18 hours of base rates plus differential rates.				

Table 4: Undergraduate Non-Resident Tuition

	FY11	FY12		
	Annual Rate	Annual Rate	\$ Increase	% Increase
Base Tuition	\$15,864	\$16,822	\$958	6.0%
*Tier I (Sciences/SES/Art)	\$15,864	\$17,146	\$1,282	8.1%
*Tier II (Business)	\$16,395	\$17,542	\$1,147	7.0%
*Tier III (Music/Dance)	\$16,287	\$17,470	\$1,183	7.3%
*Tier IV (Nursing)	\$16,683	\$17,974	\$1,291	7.7%
Annual Rates are based upon 13-16 credits per semester				
*Differential annual rates are estimated assuming a total of 30 credit hours: 12 hours at the base rate and 18 hours of base rates plus differential rates.				

Table 5: Undergraduate Differential Tuition

	FY11 Per Credit Hour Rate	FY12 Per Credit Hour Rate	\$ Increase
Tier I (Sciences/SES/Art)		\$18.00	\$18.00
Tier II (Business)	\$29.50	\$40.00	\$10.50
Tier III (Music/Dance)	\$23.50	\$36.00	\$12.50
Tier IV (Nursing)	\$45.50	\$64.00	\$18.00

Table 6: Undergraduate Resident-Freshman Annual Cost of Attendance

Tuition and Fees	FY11	FY12	Increase %
Tuition (student share)	\$4,680	\$5,300	13.2%
Student Activity Fees	972	972	0.0%
Technology Fee (average)	280	285	1.9%
Library Fee (average)	65	66	2.0%
Student Success Fee	225	225	0.0%
Subtotal Tuition and Fees	\$6,222	\$6,848	10.1%
Room and Board – Low Tier	9,344	9,750	4.3%
Total Cost of Attendance	\$15,566	\$16,598	6.6%

Note: The version presented in March had a Capital Fee which was not approved by students.

Undergraduate Discounting

The fiscal year 2011-12 proposed budget includes \$4.4 million in resident need-based financial aid, which exceeds the \$4.1 million required by UNC's Financial Accountability Plan approved by the CCHE. The additional \$300 thousand UNC is investing will support low-income students who will be impacted by the \$300 thousand reduction in state financial aid anticipated for fiscal year 2011-12. The total reduction in state aid for fiscal years 2010-11 and 2011-12 will be \$833 thousand.

Table 7 shows the proposed institutional financial aid allocation for fiscal year 2011-12.

Table 7: Undergraduate Institutional Aid Allocation

Aid Type	Total for FY12
Resident Need-Based	\$4,381,046
Non-Resident Need-Based	\$538,702
Athletics	\$2,017,236
Resident Merit	\$2,320,761
Non-Resident Merit	\$3,596,897
Other & Membership-Based	\$1,916,055
Total	\$14,770,697

Table 8 demonstrates the revenue impact of the undergraduate pricing and discounting for the fiscal year 2011-12 budget.

Table 8: Undergraduate Pricing & Discounting Fiscal Year 2011-12 (in millions)

	FY12
Rate Increase	\$4.3
Enrollment Increase (1%)	.5
Window Closure	1.3
Differential	1.2
Total Gross Tuition Revenue	\$7.3
Less:	
New Institutional Aid	(\$2.4)
1/3 Differential to Programs	(\$.4)
New Revenue Available	\$4.5

On-Campus Graduate Tuition Pricing

The on-campus graduate pricing model developed in March 2009 was created to respond to:

- a) Our low tuition rate compared to our graduate program peers with whom we compete in the state and nation
- b) The lack of calibration between the revenue and cost of delivering graduate education
- c) The low level of graduate assistantship and scholarship support.

In 2008 graduate tuition was only marginally higher than our undergraduate tuition, and the window of free credit hours ranged from 9 to 18 credit hours. In Fall 2009 we moved to per-credit-hour pricing (eliminating free credits offered in a “window”) and instituted tiered pricing to reflect the different costs of master’s and doctoral programs and variations within those graduate programs. Tier 1 includes K-12 education programs; Tier 2 includes social sciences, humanities, health services and the sciences; and Tier 3 includes science and health sciences programs that are more costly to deliver.

The on-campus tuition proposal will generate \$1.7 million in new tuition revenue, primarily due to rate increases, since enrollment credit hours are budgeted to be flat. About 68% of this new revenue is to be used for scholarship and waiver discounting.

Graduate Discounting

Graduate assistantships, including tuition waivers, scholarships and stipends, are a key component of graduate pricing and discounting. The students who receive them also fulfill instructional and administrative responsibilities that help the University. Because stipends represent pay for teaching or conducting research, they are not included in discounting calculations. Graduate discounting varies by program of study. For example, relatively few students in Tier 1 Master’s programs, which enroll primarily K-12 teachers, expect to receive waivers or scholarships; however, significant discounting is necessary to compete for students in Tier 3 Doctoral programs.

Proposed graduate tuition and discounting rates include the following increases:

➤ Tier 1 resident tuition	15% Master’s
➤ Tier 2 resident tuition	20% Master’s/15% Doctoral
➤ Tier 3 resident tuition	20% Master’s/15% Doctoral
➤ Tier 1 non-resident tuition	15% Master’s
➤ Tier 2 non-resident tuition	15% Master’s/12% Doctoral
➤ Tier 3 non-resident tuition	15% Master’s/10% Doctoral
➤ Scholarships	\$85,000
➤ Tuition waivers	\$1.1 million
➤ Stipends	\$454,000

Table 9: Graduate Resident Tuition

	FY11	FY12		
	Annual Rate*	Annual Rate*	\$ Increase	% Increase
Tier 1-Master's	\$5,562	\$6,390	\$828	15%
Tier 2-Master's	\$6,120	\$7,344	\$1,224	20%
Tier 3-Master's	\$6,678	\$8,010	\$1,332	20%
Tier 2-Doctoral	\$7,128	\$8,190	\$1,062	15%
Tier 3 Doctoral	\$7,794	\$8,964	\$1,170	15%
*Annual rates are estimated assuming 9 credit hours per semester				

Table 10: Graduate Non-Resident Tuition

	FY11	FY12		
	Annual Rate*	Annual Rate*	\$ Increase	% Increase
Tier 1-Master's	\$14,202	\$16,326	\$2,124	15%
Tier 2-Master's	\$14,760	\$16,974	\$2,214	15%
Tier 3-Master's	\$15,300	\$17,604	\$2,304	15%
Tier 2-Doctoral	\$17,208	\$19,278	\$2,070	12%
Tier 3 Doctoral	\$17,856	\$19,638	\$1,782	10%
*Annual rates are estimated assuming 9 credit hours per semester				

Extended Studies Pricing and Discounting

Extended Studies is an important delivery mechanism to grow our undergraduate and graduate enrollments in a sustainable way, particularly at the graduate level with professional master's degrees. Our working adult students do not require discounted tuition, assistantships, or scholarships as they are self-paying or employer-supported. Extended Studies operates on a model that not only recovers program and delivery costs but also produces revenue to support the overall institution. It consequently contributes to our institutional mission and graduate mission without the need for state support.

Extended Studies is committed to working with the Graduate School, Undergraduate Studies, the academic colleges and faculty to:

- Develop new professional programs in both strategic and emerging disciplines to address unmet demand in the state and nation
- Develop high quality, sustainable distance education programs
- Actively seek a rich diversity among our students (i.e., gender, racial, ethnic, geographic, disciplinary, cultural, and intellectual diversity), contributing to the campus diversity metrics
- Serve additional students by leveraging university resources through partnerships with other organizations, such as Poudre Valley and Banner Health Systems, and the use of our off-campus centers in Loveland, Denver, and Colorado Springs.

Throughout our history of off-campus and online programs, UNC has charged a premium for the convenience afforded to working adults by extending programs off-campus. The premium has been as high as 40% but has declined to 10% with recent increases in on-campus tuition. The proposed pricing maintains a premium on base tuition of \$22 to \$75 compared to on-campus tuition (varies by Tier). These recommendations are based on an assessment of our costs, a review of competitors' tuition rates, and other factors related to the demand we are experiencing and changes in the economic environment that affect our price elasticity with the target audiences.

Table 11: Extended Studies Tuition

	FY11	FY12		
	Per Credit Rate	Per Credit Rate	\$ Increase	% Increase
Tier A-Master's	\$400	\$430	\$30	7.5%
Tier B-Master's	\$410	\$435	\$25	6.1%
Tier C-Master's	\$420	\$485	\$65	15.48%
Tier A-Post Master's and EdS	\$420	\$485	\$65	15.48%
Tier B-Post Master's and Doctorate	\$480	\$530	\$50	10.42%
Undergraduate	varies	\$265	\$200-\$385	

Compensation

We engaged in extensive campus conversation about compensation in preparing the proposed budget. Human Resources Director Marshall Parks led discussions with campus governance groups that addressed compensation philosophy, employee recruitment and retention issues, parity issues, retirement plans, health insurance and employee expectations and perceptions. One of the largest areas of financial impact for compensation is the rising cost of health insurance. We have worked over the past three years to establish a health benefits contribution ratio of 60% employer portion and 40% employee portion. The University has absorbed the increases in benefits costs rather than passing part of the increase on to employees in order to achieve this 60/40 ratio. Beginning in fiscal year 2011-12, to maintain the 60/40 ratio, employees will pay 40% of the cost of health insurance increases.

The rising cost of supporting the state retirement plan (PERA) is also a significant factor in the employee benefits costs in the proposed budget. Approximately half of UNC's employees are enrolled in PERA. Since 2003 PERA has had a contribution rate of 10.15% for the employer and 8% for the employee. Legislation passed in 2010 as a cost-saving measure for the state changed the PERA contribution for fiscal year 2010-11 to 7.65% for the employer and 10.5% for the employee, effectively reducing take-home pay 2.5% for employees in PERA. While this PERA "flip" actually creates some savings for UNC, our total required contribution to PERA continues to increase as the state works to make the plan solvent.

UNC employees who are not in PERA are enrolled in an optional retirement plan (ORP). Since the inception of the ORP, the University has contributed 11.5% of the employee's salary to the ORP and the employee has contributed 8%. The proposed budget continues this approach.

While we recognize that this will be the third consecutive year without pay raises, given the economic climate and the increased tuition that students will pay next year, we do not feel it is prudent to increase salaries at this time. In keeping with our practice of the past two years, the proposed budget does include \$100,000 for faculty promotions. The Legislature sets base pay increases for classified employees (approximately 35% of UNC employees), and there will be no increase in fiscal year 2011-12. There is a risk that we will begin to have difficulty retaining and attracting high-quality faculty and staff as the job market continues to improve over the next few years. Therefore we will need to be prepared to address compensation in the near future.

Personnel expenses in the proposed budget total \$118.1 million, including \$23.1 million in fringe benefits detailed in Table 12.

Table 12: Estimated FY12 Fringe Benefit Budget (in millions)

Retirement	\$11.5
Health, Life, Dental & Disability Insurance	8.9
Workers Compensation	.6
Leave	.5
Tuition Waivers, Counseling & Other	1.2
Estimated FY12 Fringe Benefit Expenses	\$22.7
Fund FY11 Fringe Benefit Reserve Deficit	1.0
Total Fringe Benefit Budget	\$23.7
Less Portion Funded by Restricted Grants	(\$.6)
FY12 Operating Budget Fringe Benefits	\$23.1

The proposed budget reflects an increase of \$4.9 million from budgeted personnel expenses in fiscal year 2010-11. Changes include:

- \$3.4 million increase in fringe benefit rate increases (primarily due to cost increases in health insurance and PERA, as discussed above)
- \$1.1 million increase in teaching and graduate assistant tuition waivers (tuition discounting)
- \$500 thousand increase in teaching and graduate assistant stipends (wages)
- \$100 thousand increase in faculty promotions
- \$100 thousand increase in faculty for growth in off-campus programs
- (\$300 thousand) reduction in various positions

Because we realize savings from vacant positions, we do not fully expend budgeted personnel costs in any given year. Historically, vacant positions have totaled between \$4 million and \$6 million at any given time.

The current forecast for personnel expenditures in fiscal year 2010-11 is \$109.0 million, which is \$4.2 million less than budgeted. These savings are due primarily to budgeted faculty and staff positions that have been vacant for at least part of the year. We have savings from vacant positions every year (although not in the same positions); however our fiscal year 2010-11 savings are expected to be higher than usual because of the hiring freeze on non-faculty positions implemented in February 2010.

The purpose of the hiring freeze is twofold: to generate one-time savings from vacant positions and to give us time to critically assess staffing levels. We are working to identify restructuring opportunities that contribute toward our \$5 million sustainable cost savings goal.

Sustainable Cost Savings

We have committed to identifying \$5 million in sustainable cost savings by fiscal year 2013-14, including at least \$1.5 million to be implemented in fiscal year 2011-12. We are using seven strategies to help achieve this goal:

- Analyze sustainable cost savings ideas from the “non-process”
- Temporarily freeze hiring of non-faculty positions with salaries over \$25,000
- Make permanent, sustainable changes in staffing levels
- Take a timeout on technology, equipment, capital projects and renovation expenditures not approved in the budget process
- Critically assess travel expenditures
- Refine the budget process and how we allocate resources
- Focus fundraising to clearly link it to university priorities

Details about the \$1.5 million in sustainable cost savings to be implemented in fiscal year 2011-12 will be included in the materials for the June Board of Trustees meeting.

APPENDICES

APPENDIX A

Operating Budget Detail

A-1

**Budget by Activity
Fiscal Year 2011-12**

A-2

**University Foundation Gifts to University Operations
Fiscal Year 2011-12**

A-3

**Restricted Grants and Contracts Detail by Award
Fiscal Year 2011-12**

A-4

**Long Bill Reconciliation
Fiscal Year 2011-12**

A-5

Other Current Expenses Changes Detail

All items in Appendix A are to be completed with the final budget in June.

APPENDIX B

Rate Schedule Detail

B-1 On-Campus Tuition Undergraduate

	FY12		Actual FY11	Increase \$	Increase %
On-Campus Tuition (full-time academic year rates)	Per Credit	Academic Year			
Resident Tuition					
Undergraduate (13-16 credit hours per semester) ⁽¹⁾					
Tuition		7,160	6,540		
College Opportunity Fund (COF) Stipend ⁽²⁾	(62)	(1,860)	(1,860)	0	
Student share of Tuition Net of Stipend		5,300	4,680	620	13.2%
Non-Resident Tuition					
Undergraduate (13-16 credit hours per semester) ⁽¹⁾		16,822	15,864	958	6.0%
Program Fees (per credit hour charge)					
Natural and Health Sciences-Nursing Majors	17	510	510	0	
Performing and Visual Arts-Music and Theatre Arts Majors	12	360	360	0	
	FY12		Actual FY11	Increase \$	Increase %
Differential Tuition (per credit hour charge)	Per Credit				
Sciences/SES/Art	18.00			18.00	
Business	40.00		29.50	10.50	35.6%
Music/Dance	36.00		23.50	12.50	53.2%
Nursing	64.00		45.50	18.50	40.7%
<i>Differential Tuition does not apply to General Education Courses or Individual Music Lessons</i>					

⁽¹⁾ Tuition is charged for credits 1-13 and 17 on up; annual rate is for 13-16 credits per semester.

⁽²⁾ COF is applied to resident undergraduate credit hours.

B-2
Graduate Tuition

		FY12 Rate Per Credit Hour	FY12 Academic Year ⁽¹⁾	Actual FY11	Increase \$	Increase %
Resident Graduate Programs						
Master's Tier 1	Educational Psych, Education, Early Childhood Educ, Reading, School Library Education, Special Education	355	6,390	5,562	828	15%
Master's Tier 2	Applied Stat & Resrch Mthds, Art & Design, Clinical Counseling, Communication, Criminal Justice, Educational Leadership, Educational Technology, English, Foreign Language, Gerontology, History, Interdisciplinary Programs, Math, Nursing, MAT- Physical Educ, Rehab Counseling, Sociology, Sports & Exercise Science, Speech Language Pathology, Theatre Education, Higher Education Leadership, School Counseling, Earth Sciences	408	7,344	6,120	1,224	20%
Master's Tier 3	Biological Sciences, Chemistry, Accounting, Biomedical Sciences, Music	445	8,010	6,678	1,332	20%
Doctoral Tier 2	Appld Stat/Resrch Mthds, Counselor Ed & Supervsn, Counseling Psych, Educational Ldrship, Educational Tech, Higher Ed/Stud Affrs Ldrship, Grad Interdis Degree Prog, Educational Mathematics, Human Rehabilitation, Sports & Exercise Science, Educational Studies, Educational Psychology, School Psychology, Special Education	455	8,190	7,128	1,062	15%
Doctoral Tier 3	Audiology, Biological Education, Chemical Education, Nursing Education, Music	498	8,964	7,794	1,170	15%
Non-Resident Graduate Programs						
Master's Tier 1	Educational Psych, Education, Early Childhood Educ, Reading, School Library Education, Special Education	907	16,326	14,202	2,124	15%
Master's Tier 2	Applied Stat & Resrch Mthds, Art & Design, Clinical Counseling, Communication, Criminal Justice, Educational Leadership, Educational Technology, English, Foreign Language, Gerontology, History, Interdisciplinary Programs, Math, Nursing, MAT- Physical Educ, Rehab Counseling, Sociology, Sports & Exercise Science, Speech Language Pathology, Theatre Education, Higher Education Leadership, School Counseling, Earth Sciences	943	16,974	14,760	2,214	15%
Master's Tier 3	Biological Sciences, Chemistry, Accounting, Biomedical Sciences, Music	978	17,604	15,300	2,304	15%
Doctoral Tier 2	Appld Stat/Resrch Mthds, Counselor Ed & Supervsn, Counseling Psych, Educational Ldrship, Educational Tech, Higher Ed/Stud Affrs Ldrship, Grad Interdis Degree Prog, Educational Mathematics, Human Rehabilitation, Sports & Exercise Science, Educational Studies, Educational Psychology, School Psychology, Special Education	1,071	19,278	17,208	2,070	12%
Doctoral Tier 3	Audiology, Biological Education, Chemical Education, Nursing Education, Music	1,091	19,638	17,856	1,782	10%

⁽¹⁾Tuition is based upon 9 credit hours per semester

B-3
Mandatory Fees

	FY12		Actual FY11	Increase \$	Increase %
Mandatory Fees (full-time academic year rates)	Per Credit	Academic Year			
Student Activity Fees (10 or more credits per semester) Student Activity Fee includes no CPI increase (1 yr lag) and Quality of Life Fee	48.60	972.00	972.00	0	0.0%
Technology Undergraduate Fee (average) Specific charge by Major (15 credit hours per semester)	9.51	285.30	279.90	5.40	1.9%
EBS	9.10	273.00	268.50		
HSS	9.10	273.00	267.00		
MCB	10.65	319.50	313.50		
NHS	9.60	288.00	282.00		
PVA	9.20	276.00	271.50		
Other	9.40	282.00	276.00		
Technology Graduate Fee (average) Specific charge by Major (9 credit hours per semester)	9.51	171.18	167.94	3.24	1.9%
EBS	9.10	163.80	161.10		
HSS	9.10	163.80	160.20		
MCB	10.65	191.70	188.10		
NHS	9.60	172.80	169.20		
PVA	9.20	165.60	162.90		
Other	9.40	169.20	165.60		
Library Undergraduate Fee (average) Specific Charge by Major (15 credit hours per semester)	2.21	66.30	64.80	1.50	2.3% ⁽¹⁾
EBS	2.30	69.00	67.50		
HSS	2.20	66.00	64.50		
MCB	2.10	63.00	61.50		
NHS	2.40	72.00	70.50		
PVA	2.00	60.00	58.50		
Other	2.25	67.50	66.00		
Library Graduate Fee (average) Specific Charge by Major (9 credit hours per semester)	2.75	49.50	48.60	.90	1.9%
EBS	2.85	51.30	50.40		
HSS	2.75	49.50	48.60		
MCB	2.60	46.80	45.90		
NHS	3.00	54.00	53.10		
PVA	2.50	45.00	44.10		
Other	2.80	50.40	49.50		

(1) A CPI increase of 1.9% was applied to the FY11 Undergraduate Library Fee; the University's practice is to round these fees to the nearest .05 resulting in a 2.3% average increase.

B-4
Course, Participation, Supervision Fees

To be completed with the final budget in June.

B-5
Student Fee Allocation Detail Fiscal Year 2011-12

Fund	FY11 Allocation	FY12 Allocation*	Change	FY12 Total
STUDENT ACTIVITIES PROGRAMS				
20711 Asian/Pacific American Student Services	\$ 25,072	\$ 25,072	\$ -	\$ 25,072
20714 Cesar Chavez Cultural Center	24,879	28,000	3,121	28,000
20759 Club Sports	67,430	67,430	-	67,430
20331 DATE/CPE	38,895	77,808	38,913	77,808
20334 DATE Match	27,291	0	(27,291)	-
20370 GLBTA Resource Office	36,668	42,000	5,332	42,000
20379 Graduate Student Association	77,836	77,836	-	77,836
20708 International Ed Center	4,478	11,953	7,475	11,953
20705 International Film Series	6,438	10,269	3,831	10,269
20717 Marcus Garvey Cultural Center	22,441	22,441	-	22,441
20720 Native American Student Services	24,153	26,153	2,000	26,153
20010 Student Activities	306,537	336,993	30,456	336,993
20105 Student Senate	259,730	259,730	-	259,730
20155 University Program Council	207,372	214,407	7,035	214,407
20427 UNC Radio Station	5,872	10,000	4,128	10,000
20783 Women's Resource Center	104,610	104,610	-	104,610
Unallocated FY11 Quality of Life fees	75,000	-	(75,000)	-
TOTAL STUDENT ACTIVITIES PROGRAMS	\$ 1,314,702	\$ 1,314,702	\$ -	\$ 1,314,702
STUDENT FACILITIES & SERVICES FEES				
Student Services				
21000 Intercollegiate Athletics	1,912,657	1,912,657	-	1,912,657
20721 Student Media Corp.	72,435	72,435	-	72,435
20723 Counseling Center	1,121,226	1,121,226	-	1,121,226
20305 Bear Bus	275,000	275,000	-	275,000
20302 PVA	120,000	120,000	-	120,000
20308 Campus Recreation Center - Wellness	125,000	125,000	-	125,000
20735 Student Health Center	132,349	132,349	-	132,349
Subtotal Student Services	3,758,667	3,758,667	-	3,758,667
Administrative Services				
20015 Administrative Overhead	571,400	571,400	-	571,400
Subtotal Administrative Services	571,400	571,400	-	571,400
Bonded Facility Operating Costs				
20015 Operating Reserve	7,721	7,721	-	7,721
20762 University Center	672,266	672,266	-	672,266
20750 Student Recreation Center / Intramurals	1,112,849	1,112,849	-	1,112,849
20726 Cassidy Hall (Counseling Center)	67,995	67,995	-	67,995
20738 Cassidy Hall (Student Health Center)	101,992	101,992	-	101,992
20777 Scott-Willcoxon Hall (WRC)	39,789	39,789	-	39,789
20905 Butler Field House Building	8,993	8,993	-	8,993
20910 Jackson Field House Building	94,420	94,420	-	94,420
Subtotal Bonded Facility Operating Costs	2,106,025	2,106,025	-	2,106,025
Bonded Facility Repair & Replacement				
20765 University Center	183,821	381,821	198,000	381,821
20753 Student Recreation Center	126,489	126,489	-	126,489
20729 Cassidy Hall (Counseling Center)	8,840	8,840	-	8,840
20741 Cassidy Hall (Student Health Center)	13,259	13,259	-	13,259
20780 Scott-Willcoxon Hall (WRC)	4,500	4,500	-	4,500
20906 Butler Field House	2,342	2,342	-	2,342
20911 Jackson Field House Building	19,667	19,667	-	19,667
Subtotal Bonded Facility Repair & Replacement	358,918	556,918	198,000	556,918
TOTAL STUDENT FACILITIES & SERVICES FEES	\$ 6,795,010	\$ 6,993,010	\$ 198,000	\$ 6,993,010
BOND REQUIREMENTS				
20768 UC Bond Requirements	198,000	-	(198,000)	-
20756 Campus Rec Center Bond Requirements	594,430	555,680	(38,750)	555,680
20744 Cassidy Hall Bond Requirements	127,706	129,466	1,760	129,466
20900 Recreation and Athletic Facilities	984,893	984,655	(238)	984,655
TOTAL BOND REQUIREMENTS	\$ 1,905,029	\$ 1,669,801	\$ (235,228)	\$ 1,669,801
TOTAL STUDENT FEES	\$ 10,014,741	\$ 9,977,513	\$ (37,228)	\$ 9,977,513

*Approved by Student Senate April 6, 2011

**B-6
Room and Board Rates**

	FY12	FY11 Actual	Increase \$	Increase %
Room Rates				
Tier 1 Freshman	4,770	4,612	158	3.43%
Tier 1 Returner	4,570	4,442	128	2.88%
Tier 2 Freshman	5,190	5,046	144	2.85%
Tier 2 Returner	4,990	4,864	126	2.59%
Tier 3 Freshman	5,460	5,162	298	5.77%
Tier 3 Returner	5,260	4,980	280	5.62%
Tier 4 Freshman	5,770	5,514	256	4.64%
Tier 4 Returner	5,570	5,294	276	5.21%
Board Rates				
200-meal plan	5,000	4,752	248	5.22%
19-meal plan	4,980	4,732	248	5.24%
250-meal plan	5,980	5,742	238	4.14%
175-meal plan	4,770	4,562	208	4.56%
Residence Hall Tiers: Tier 1 Harrison, Belford, Decker, Gordon, Sabin, Snyder, Wiebking and Wilson Tier 2 Brown, Luján, Dickeson, Bond, Hansen-Willis and Lawrenson Efficiencies Tier 3 Lawrenson Suites and Turner Suites Tier 4 North and South Halls				

**B-7
User Fees**

	FY12	FY11 Actual	Increase \$
Parking Fees			
Student (annual)	255	230	25
Student (semester)	170	155	15
Student K-Lot (premium lot limited spaces-annual)	275	250	25
Student K-Lot (premium lot limited spaces-semester)	180	165	15
Faculty/Staff (annual)	290	260	30
Faculty/Staff (semester)	180	165	15
Faculty/Staff K-Lot (premium lot limited spaces-annual)	310	280	30
Graduate Assistant (annual)	290	260	30
Student Health Insurance Premium Plan (annual)	1,980	1,830	150
Study Abroad Application Fee	300	300	0
Admission Fee			
Freshman Application	45	45	0
Four-Year Transfer	45	45	0
UNC Bound (Junior College Transfer)	20	20	0
Graduate (U.S.)	50	50	0
International (Graduate and Undergraduate)	60	60	0
Student Success Fee	225	225	0
Career Services Fees			
Teacher Employment Days	25	25	0
Graduation Check Fee	50	50	0

B-8
Extended Studies Tuition and Fee Rates

		FY11 Rate Per Credit Hour	FY12 Rate Per Credit Hour	% Increase	Campus FY12 Rate Per Credit Hour
Extended Studies Graduate Programs					
Tier A Master's Programs	Educational Psych, Early Childhood Educ, Reading, Special Education, Curriculum Studies, Elementary Education with Initial Licensure, Secondary & K12 Post Bacc with Initial Licensure, Linguistically Diverse K12 Endorsement, Reading	\$400	\$430	7.5%	\$355
	Natural Science, School Counseling, Clinical Counseling	\$400	\$430	7.5%	\$408
Tier B Master's Programs	Criminal Justice, Geography Certificate, Art and Design, Theatre Education	\$410	\$435	6.1%	\$408
Tier C Master's Programs	Coaching, Sport Administration, Physical Education-MAT, Speech Language Pathology, Nursing Clinical Nurse Leader, Gerontology Certificate	\$420	\$485	15.48%	\$408
Tier A Post Master's and EdS	Educational Studies, Educational Leadership, School Psychology	\$420	\$485	15.48%	\$455
Tier B Post Master's and Doctorate	Nursing Education, Nurse Practitioner: Post BSN and Post MSN, Higher Education and Student Affairs Leadership	\$480	\$530	10.42%	\$498
Extended Studies Undergraduate Programs					
	Sociology BA Degree Completion	N/A	\$300		
	American Sign Language: English Interpretation, Dietetics BA Degree Completion	\$300	\$340	13.33%	
	Dietetic Internship Program	\$5,128/ program	\$6,500/ program	26.76%	
	Nursing, 2 nd Degree	\$265	\$300	13.21%	
	Nursing, RN-BSN	\$340	\$385	13.24%	
Extended Studies Professional Development, Independent Study, Dual Credit, Non Credit, Contract					
	Independent Study Tuition:				
	Undergraduate	\$190	\$200	5.25%	
	Graduate	\$293	\$320	9.22%	
	Intensive English Program- Remedial	\$320	\$320	0%	
	Professional Development Credit	Varies**			
	Contract Credit	Varies**			
	Non-Credit or Continuing Educational Unit	Varies**			
	Dual Credit (High School)	Varies**			
** Rates vary depending on individual budgets					

Appendix C Enrollment Detail

C-1 Fiscal Year 2011-12 Budget Proposal Enrollment Information

FY12 Enrollment and Revenue Cycle

At the February Board meeting we discussed the annual enrollment and revenue cycle. As context for our FY12 revenue budget, we are providing you with our Fall 2011 (FY12) enrollment target along with information about our progress toward those targets. Table 1 shows where we are in our enrollment and revenue reporting cycle.

Table 1

Key 2011-12 Enrollment And Revenue Dates		
Dates	Enrollment	Revenue
May 13, 2011	<ul style="list-style-type: none"> Early indicators of Fall 2011 (FY12) enrollment (campus visits, housing contracts, applications, etc.) regularly updated and shared at each Board meeting 	<ul style="list-style-type: none"> FY12 tuition and fee rates approved by the Board [In an effort to provide students with more timely price and financial aid information, we would like to finalize rates sooner in the year.]
June 10, 2011		<ul style="list-style-type: none"> FY12 budget approved by the Board
August 22, 2011	<ul style="list-style-type: none"> Opening Day enrollment statistics reported publicly 	
September 2, 2011	<ul style="list-style-type: none"> Fall Census Date⁽¹⁾ – Official measurement day for most external enrollment reporting, including national databases and consumer publications (e.g., IPEDS, Peterson's, US News) 	
October 6, 2011	<ul style="list-style-type: none"> Report to the Board on Fall Census⁽¹⁾ enrollment 	<ul style="list-style-type: none"> FY12 revenue forecast updated based on Fall Census and reported to the Board
January 25, 2012	<ul style="list-style-type: none"> Spring Census Date⁽³⁾ 	
February 2012	<ul style="list-style-type: none"> Report to the Board on Fall Final⁽²⁾ enrollment Report to the Board on Spring Census⁽³⁾ enrollment 	<ul style="list-style-type: none"> FY12 revenue forecast updated based on Fall Census and reported to the Board
August 2012		<ul style="list-style-type: none"> Final revenue report to the Board (quarterly Finance & Audit Committee meeting)

⁽¹⁾**Fall Census Date** – Approximately two weeks into the Fall semester is our official census date. Enrollment statistics from this point in time are used for a wide variety of mandated and voluntary external reporting. National database collection (e.g., IPEDS – the Integrated Postsecondary Education Data System) and consumer surveys (e.g., Peterson's and US News) require data from Fall Census. Annual revenue forecasts are updated based on Fall Census enrollment.

⁽²⁾**Fall Final** – After Fall Census there are some student withdrawals that decrease revenue. However, the biggest change between Census and Final is increased enrollment from classes that start throughout the semester, primarily our Off-Campus/Cash classes. Our Fall Final enrollment statistics are higher than Fall Census and best capture the concurrent enrollment size of UNC. Fall Final totals are the benchmark for the size of our university. If, for example, we set a goal of growing to 15,000 students, that would be compared to our current Fall Final enrollment of 13,000 students.

⁽³⁾**Spring Census Date** – Approximately two weeks into the Spring semester is our official census date. Enrollment statistics from this point are much less widely used than those from Fall Census, but are still reported to the Department of Higher Education and used internally for enrollment management and updated revenue forecasts.

FY12 Budgeted Enrollment

While we typically think of enrollment in terms of number of students, we translate headcount into credit hours to develop our revenue budget. For FY12 our budget is based upon **1.5% university-wide growth in student credit hour enrollment**. We deliver most of our credit hours to on-campus undergraduate students and expect 1% growth to 276,219 credit hours. Our fastest growing enrollment is in off-campus graduate students, where we expect 11.4% growth to 24,363 credit hours. Table 2 shows the undergraduate, graduate, on-campus, and off-campus details of our expected 1.5% growth.

Table 2

Fiscal Year 2011-12 Budgeted Enrollment by Student Credit Hours (SCH)									
	FY11 Forecast (Fall 10, Spring 11, Summer 11)			FY12 Budget (Fall 11, Spring 12, Summer 12)			FY12 Budget Change from FY11 Forecast		
	Undergrad	Grad	Total	Undergrad	Grad	Total	Undergrad	Grad	Total
On-campus SCH	273,488	26,265	299,753	276,219	26,285	302,504	1.0%	0.1%	0.9%
Off-campus SCH	11,437	21,879	33,316	11,347	24,363	35,710	-0.8%	11.4%	7.2%
Total SCH	284,925	48,144	333,069	287,566	50,648	338,214	0.9%	5.2%	1.5%

Note: Off-campus SCH excludes Extended Studies Non-credit, includes CSPH

Fall 2011 (FY12) Enrollment Targets

We expect to deliver about 47% of the total FY12 budgeted credit hours (338,214) in the Fall semester. Our enrollment target for Fall 2011 is 13,260 students (10,561 undergraduates and 2,699 graduates), which is a 1.8% increase in headcount. Table 3 shows our fall enrollment targets, including new freshmen (2,247), new undergraduate transfers (900), and new graduate students (438).

Table 3

Fall 2011 (FY12) Enrollment Targets									
	Fall Final 2010			Fall 2011 Targets			Fall 2011 Budget Change from Fall 2010 Actual		
	Undergrad	Grad	Total	Undergrad	Grad	Total	Undergrad	Grad	Total
Headcount	10,464	2,566	13,030	10,561	2,699	13,260	0.9%	5.2%	1.8%
Continuing Students	7,361	2,188		7,414	2,261				
New Freshmen	2,290			2,247					
New UG Transfers	813			900					
New Grad Students		378			438				

In the following sections on undergraduate and graduate enrollment, we discuss registration and admissions data as of April 25 as an indication of our progress toward Fall 2011 enrollment targets. Comparable point in time data is included for Fall 2010 and Fall 2009, but because enrollment cycles can vary from year-to-year, prior year comparisons are only a rough indication of our progress, especially since April 25 is still 17 weeks before the start of Fall 2011.

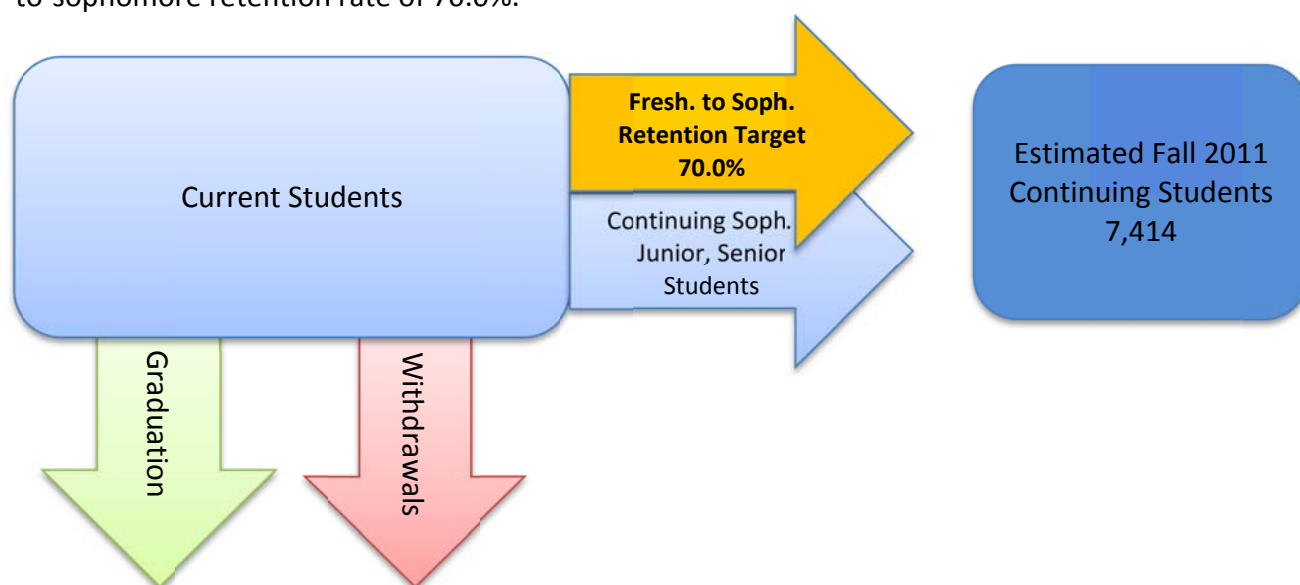
Undergraduate Enrollment

Table 4 shows that we had 4,275 undergraduate students registered 17 weeks before the start of Fall 2011 (April 25). This is **40% of our target of 10,561 undergraduate students**. At the comparable point in time in 2010 we were 37% of the way to our final undergraduate enrollment, and in 2009 we were 47% of the way to our final, suggesting that 40% of our undergraduate enrollment target is within a reasonable range.

Table 4

Undergraduate Point-in-Time Enrollment Comparison Registered (Including New Freshmen and Transfers)			
17 Weeks before Classes Start (4/25/11)	Fall 2011	Fall 2010	Fall 2009
Freshmen	152	93	
Sophomore	1,462	1,311	
Junior	1,480	1,511	
Senior	1,159	933	
Other	22	16	
Total 17 Weeks before Classes Start	4,275	3,864	4,866
Historical Fall Final		10,464	10,290
Fall 2011 Target	10,561		
17 Weeks before Classes Start % of Target/Final	40%	37%	47%

Our Fall 2011 enrollment target of 10,561 undergraduates includes an estimated 7,414 continuing students. The number of Fall 2011 continuing students is a function of the graduation and retention of current students. As part of managing the number of continuing students, we set a targeted freshman-to-sophomore retention rate of 70.0%.



The remainder of our 10,561 undergraduate enrollment target is new students. We have enrollment targets for both new freshmen and new transfers. The process of enrolling new students starts with applications, which yields admitted students, which yields registered and enrolled students. We refer to this as the enrollment funnel, where the pool of students narrows at each step.



Our Fall 2011 target for new freshmen is 2,247 students. To yield this many enrolled freshmen, we need 5,350 new freshmen admits (based on a 42% yield rate at this step of the funnel). As shown in Table 5, as of April 25 we had 5,383 admitted new freshmen (101% of the number needed at this step). We anticipate that we will have a couple hundred more new freshmen admits before classes start. If our 42% admit-to-enrolled yield holds, we will exceed our target of 2,247 new freshmen.

Table 5

Undergraduate New Freshmen Enrollment Target Admits-to-Enrollment Yield with Point-in-Time Comparison			
	Fall 2011	Fall 2010	Fall 2009
Admits 17 Weeks before Classes Start	5,383	5,417	
Historical Final New Freshmen Admits		5,635	5,675
Targeted New Freshman Admits	5,350		
17-Week Admits % of Target/Final	101%	96%	-
Historical Enrolled New Freshmen		2,290	2,348
Fall 2011 Target Freshmen	2,247		
New Freshmen Admit Yield %	42%	41%	41%

Our target for Fall 2011 transfers is 900 students, up from 813 in Fall 2010. To yield this many enrolled transfers, we need 1,500 new transfer admits (based on a 60% yield rate at this step of the funnel). As shown in Table 6, we had 626 transfer admits as of April 25. Our admits are behind where we generally expect to be at this point in time; however, completed transfer applications for Fall 2011 are up 2.62% from Fall 2010 (1,530 vs. 1,491). Admissions staff are working to convert these to transfers admits, and with 17 weeks until the start of classes, we believe the transfer target of 900 is attainable.

Table 6

Undergraduate Transfer Enrollment Target Admits-to-Enrollment Yield with Point-in-Time Comparison			
	Fall 2011	Fall 2010	Fall 2009
Admits 17 Weeks before Classes Start	626	723	631
Historical Final Transfer Admits		1,405	1,174
Targeted Transfer Admits	1,500		
17-Week Admits % of Target/Final	42%	51%	54%
Historical Enrolled Transfers		813	728
Fall 2011 Target Transfers	900		
Transfer Admit Yield %	60%	58%	62%

Graduate Enrollment

Table 7 shows that 656 graduate students are registered for Fall 2011. This is **24% of our 2,699 graduate student target**. Graduate students tend to delay their registration longer than undergraduate students. There is not as much pressure to register, since graduate course sections do not close as undergraduate courses do. Also, 40% of our graduate enrollment is in off-campus and online programs, which use a cohort model, often with start dates later than our on-campus start of classes. At comparable points in time in 2009 and 2010, we had 21% and 26% of our fall graduate enrollment, suggesting that 24% of our target is within the normal range.

Table 7

Graduate Point-in-Time Enrollment Comparison Registered			
17 Weeks before Classes Start (4/25/11)	Fall 2011	Fall 2010	Fall 2009
Licensure	21	14	11
Masters	409	436	347
Specialist	17	15	13
Doctoral	190	179	123
Other	19	21	23
Total 17 Weeks before Classes Start	656	665	517
Historical Fall Final		2,566	2,421
Fall 2011 Target	2,699		
17 Weeks before Classes Start % of Target/Final	24%	26%	21%

Like undergraduate enrollment, our total Fall 2011 target of 2,699 graduate students includes continuing students (2,261) and new students (438). Also like undergraduate enrollment, new graduate students flow through an enrollment funnel (applications, admissions, and enrolled) which narrows at each step.

Our target for Fall 2011 new graduate students is 438, up from 378 in Fall 2010. To yield this many enrolled graduate students, we need 1,251 new admits (based on a 35% yield rate at this step of the funnel). As shown in Table 8, as of April 25 we had 859 admitted graduates (69% of our targeted admits). We are ahead of where we were in both Fall 2010 and Fall 2009 and **believe that we may exceed our 438 new graduate student target**.

Table 8

Graduate New Student Enrollment Target Admits-to-Enrollment Yield with Point-in-Time Comparison			
	Fall 2011	Fall 2010	Fall 2009
Admits 17 Weeks before Classes Start	859	711	736
Historical Final Graduate Admits		1,140	1,231
Targeted Graduate Admits	1,251		
17-Week Admits % of Target/Final	69%	62%	60%
Historical New Graduate Students		378	454
Fall 2011 Target New Graduates	438		
Graduate Admit Yield %	35%	33%	37%

C-2

**On-Campus Undergraduate Credit Hours and Tuition Revenue
Fiscal Year 2011-12 Budget**

	FY12 Budget	
	Credit Hours	Tuition Revenue
Fall		
Resident	122,483	\$ 23,390,233
Non-Resident	13,078	7,392,490
Subtotal Fall	135,561	\$ 30,782,723
Interim		
Resident	1,550	\$ 334,715
Non-Resident	131	85,532
Subtotal Interim	1,681	\$ 420,247
Spring		
Resident	111,965	\$ 22,049,255
Non-Resident	12,553	7,090,235
Subtotal Spring	124,518	\$ 29,139,490
Summer		
Resident	13,328	\$ 2,888,719
Non-Resident	1,131	723,821
Subtotal Summer	14,459	\$ 3,612,540
Total Year		
Resident	249,326	\$ 48,662,922
Non-Resident	26,893	15,292,078
Total Year	276,219	\$ 63,955,000

C-3
On-Campus Graduate Credit Hours and Tuition Revenue
Fiscal Year 2011-12 Budget

	FY12 Budget	
	Credit Hours	Tuition Revenue
Fall		
Master's		
Resident	6,452	\$ 2,574,147
Non-Resident	1,187	1,105,213
Subtotal Master's	7,639	\$ 3,679,360
Doctoral		
Resident	2,584	\$ 1,204,626
Non-Resident	914	980,089
Subtotal Doctoral	3,498	2,184,715
Subtotal Fall	11,137	\$ 5,864,075
Interim		
Master's		
Resident	28	\$ 10,890
Non-Resident	6	5,459
Subtotal Master's	34	\$ 16,349
Doctoral		
Resident	2	\$ 991
Non-Resident	0	0
Subtotal Doctoral	2	\$ 991
Subtotal Interim	36	\$ 17,340
Spring		
Master's		
Resident	5,886	\$ 2,349,450
Non-Resident	1,040	968,093
Subtotal Master's	6,926	\$ 3,317,543
Doctoral		
Resident	2,589	\$ 1,205,626
Non-Resident	1,012	1,084,442
Subtotal Doctoral	3,601	\$ 2,290,068
Subtotal Spring	10,527	\$ 5,607,611
Summer		
Master's		
Resident	3,054	\$ 1,224,942
Non-Resident	364	335,600
Subtotal Master's	3,418	\$ 1,560,542
Doctoral		
Resident	869	\$ 402,532
Non-Resident	298	318,696
Subtotal Doctoral	1,167	\$ 721,228
Subtotal Summer	4,585	\$ 2,281,770
Total Year		
Master's		
Resident	15,420	\$ 6,159,429
Non-Resident	2,597	2,414,365
Subtotal Master's	18,017	\$ 8,573,794
Doctoral		
Resident	6,044	\$ 2,813,775
Non-Resident	2,224	2,383,227
Subtotal Doctoral	8,268	\$ 5,197,002
Total Year	26,285	\$ 13,770,796

C-4

**Extended Studies Credit Hours and Tuition Revenue
Fiscal Year 2011-12 Budget**

	FY12 Budget	
	Credit Hours	Tuition Revenue
Fall 2010-Actual		
Undergraduate	4,331	\$1,186,075
Graduate	7,500	3,258,634
Non-Credit	145	13,486
Subtotal Fall	11,976	\$4,458,195
Interim 2010-Forecast		
Undergraduate	0	-
Graduate	0	-
Non-Credit	0	-
Subtotal Interim	0	-
Spring 2011-Forecast		
Undergraduate	3,714	\$1,113,650
Graduate	7,927	3,405,085
Non-Credit	0	-
Subtotal Spring	11,641	\$4,518,735
Summer 2011-Forecast		
Undergraduate	3,302	\$1,172,043
Graduate	8,936	3,826,595
Non-Credit	187	17,392
Subtotal Summer	12,425	\$5,016,030
Total Year		
Undergraduate	11,347	\$3,471,768
Graduate	24,363	10,490,314
Non-Credit	332	30,878
Total Year	36,042	\$13,992,960