

THE UNIVERSITY OF TEXAS SYSTEM
The University of Texas at San Antonio
Analysis of Tuition Proposal

The University of Texas at San Antonio undertook a comprehensive process to educate the campus community about the budget concerns facing the University and to secure community support for proposed tuition increases to meet the institution's goal of excellence in education. The 22 members of the student-driven U. T. San Antonio Tuition and Fees Committee unanimously support the tuition proposal submitted by President Romo. The proposal submitted to the Board of Regents seeks to establish a system of increases in educational costs to students in a way that attempts to preserve the access to all students while continuing to enhance the quality of their education.

U. T. San Antonio proposal includes moderate increases in tuition combined with significant increases in financial aid and a freeze on required general fees in the Spring 2004 semester, and a review of proposed fee increases for Fall 2004 semester. In Spring 2004 resident undergraduate tuition would increase \$15 in designated tuition per Semester Credit Hour (SCH). For Fall 2004, resident undergraduate tuition would increase \$15.00 per SCH in designated tuition and the mandatory \$2 per SCH in statutory tuition.

The U. T. San Antonio proposal seeks to address the following strategic objectives:

Enhance the learning environment: U. T. San Antonio will hire additional tenure-track faculty to enhance opportunities for student learning and to reduce student-faculty ratios. Additional support staff will be hired in departments that currently have one support staff as well as increased support for science and engineering laboratories.

Improve student support programs: Student programs with an emphasis on academic advising and financial aid services will be expanded.

Improve student graduation rates: U. T. San Antonio will pilot a program offering a tuition rebate to students who have left U. T. San Antonio in good standing with fewer than 15 hours left to complete their degrees.

Increase the number of teachers in the state who remain in the teaching profession: U. T. San Antonio will pilot a zero interest loan program with loan forgiveness for those students who teach in specified schools for a certain number of years.

Maintain access and affordability: To ensure continued access and affordability, a 20% tuition increase set-aside will provide additional funds for grant assistance to help with the shortage of Texas Excellence Grants for new freshmen and for those students who need additional help in covering the cost of increased tuition. Tuition assistance will also be provided to non-need and international students to assist with paying higher tuition. Additionally, funds will be set aside for the work-study program.

A resident undergraduate at U. T. San Antonio currently pays \$1,730 for tuition and required fees for 12 hours. In Spring 2004, tuition would increase by 10% to \$1,910. For Fall 2004, resident undergraduates would pay \$2,165 -- a 25 % increase over Fall 2003.

**THE UNIVERSITY OF TEXAS AT SAN ANTONIO
PROPOSAL TO INCREASE DESIGNATED TUITION**

SUBMITTED TO

THE UNIVERSITY OF TEXAS SYSTEM

NOVEMBER 1, 2003

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Executive Summary

The University of Texas at San Antonio (UTSA) is one of the state's fastest-growing and most diverse institutions of higher education. Because 70% of UTSA students receive financial aid, UTSA's Tuition and Fees Committee and Executive Officers have reviewed plans to increase tuition with much deliberation. The impact of tuition increases has been examined in relation to the ability to continue to provide high quality education to UTSA students through academic instruction, student services, financial assistance, and other critical student needs.

After close examination of our university's needs, UTSA has concluded that a tuition increase is necessary to continue our legacy of excellence. Students, faculty members, staff, and the administration all are deeply concerned about maintaining our high quality of education. According to results of a student survey, open dialogues with the UTSA community, and review of budget needs incorporating an anticipated increase in enrollment, UTSA supports a \$15 per credit hour increase in Spring 2004 and a \$15 per credit hour increase in Fall 2004. To ensure that students have access to higher education and can experience a quality and beneficial education, UTSA is also proposing the following tuition flexibility options:

- A. Dropout/Stopout Recovery Plan
- B. Senior Incentive
- C. Interest free loan program to education students with loan forgiveness for years of teaching
- D. Set aside of additional funds for anyone not eligible for need-based financial aid (i.e. international and "middle income" students)

This proposal includes an illustration of where UTSA has been and is going in terms of growth, space, and resource availability in relation to the University budget.

Introduction

UTSA's mission emphasizes access and opportunity to a high quality education for students in San Antonio and South Texas. However, increasingly UTSA is becoming an institution of first choice for students throughout Texas. While 60% of students come from Bexar County, the second-largest group of students comes from Harris County in the Houston area.

Not only is UTSA the fastest-growing institution in the UT-System, but it is also the fastest-growing public university in the state. In Fall 2003, UTSA had an enrollment of 24,665 students, a 12% increase from the previous fall. With the addition of new PhD programs, the number of graduate students has increased in recent years, with 14% of UTSA's student body graduate students.

UTSA has a diverse student body: 56% of the student population are minorities, with 45.5% Hispanic, 5.5% African American, 5% Asian, and 41% Caucasian. Additionally, about 3% of UTSA students are international students. Approximately 70% of UTSA's students receive financial aid, and approximately 70% are first generation college students. UTSA prides itself on starting a new tradition for non-college educated families in the community.

Within the past two years, UTSA's enrollment has increased more than in the previous ten years. This increase is due in part to an increase in retention; four years ago UTSA's retention rate was 58%; last year it was 66.5%, and this year it increased to 77%. The rates are high for all groups, with a 79% retention rate for Hispanics and an 87% rate for African Americans. With an increasingly high retention rate and large applicant pool, UTSA expects to continue to grow in the future. UTSA is committed to supporting that growth for future students.

In the past four years, UTSA has made significant changes as it moves to tier one research status. The number of colleges has grown from four to seven and one school; 17 divisions have become 34 academic departments; and 83 new tenure track faculty have been added. Additional resources have been allocated to academic support services that increase student success. The number of academic advisors has grown from 17 to 65 and supplemental instruction and tutoring programs have almost doubled. A federal grant enabled the establishment of both a learning communities program and a freshman seminars program. Staff members have been added in the offices of counseling, disability services, financial aid, health services, international programs, orientation, testing, and other student support areas. A new housing office has been established and a residence hall with 1000 beds will open in Fall 2004.

Like many students, students serving on the Tuition and Fees Committee and those that participated in the campus consultation process take great pride in their university and believe that they are receiving a high quality education. While many students are not keen on the idea of tuition deregulation and tuition increases, the majority of those who participated in the opportunities for campus consultation understand that there is a great need for a tuition increase. Students want UTSA to stop playing "catch up" and support our growing institution adequately.

Summary of Tuition Process

UTSA executive officers decided that its tuition consultation process needed to be student-driven. President Ricardo Romo appointed a committee of 22 members, including 13 students, three faculty, two administrators, three staff, and the President of the UTSA Alumni Association. The committee is co-chaired by Dr. Richard Lewis, Special Assistant to the President, and Dr. Rosalie Ambrosino, Vice President of Student Affairs. Five administrators also participate in committee deliberations as ex officio members (see Attachment A for list of members). The committee began meeting in July and developed a comprehensive tuition consultation plan to guide the process for developing a tuition proposal. This consultation timeline and plan, submitted to the UT System and approved in August, are provided as Attachments B and C. UTSA's tuition consultation process was conducted from July through October 2003 and included the following six approaches:

- A. Discuss the current UTSA financial situation with the University community.
- B. Share UTSA's vision with the University community and investigate funding options needed to achieve that vision.
- C. Discuss the proposed increases in tuition for Spring 2004 and FY 05 and the expected effect on applications, admissions, and enrollment.
- D. Develop anticipated effects on majors and degree programs.
- E. Plan actions for financial aid to offset tuition increases.
- F. Discuss the anticipated effects on space availability and other resources.

A total of 35 tuition presentations were conducted with student, staff, faculty, and administrative groups during a two month time period (See Attachment C for list and dates of meetings held). Plans for increasing tuition, including priorities for using the additional funds, were discussed with participants. Additionally, information was provided to compare differences in impact at current and proposed tuition levels on teaching, academic support and other student services, research and university services.

Another component of the consultation process aimed specifically at expanding the level of participation from students was the creation and dispensation of a tuition flexibility questionnaire. It was distributed to students attending the tuition presentations to allow them to give specific information on tuition increases and potential flexibility items. It was also posted on the Tuition and Fee Website for all students to give input regardless of their participation in a formal presentation. The website also provided a general overview of tuition deregulation and budget issues with a detailed breakdown so that students could remain well informed. A copy of the questionnaire is provided as Attachment D.

Use of Planned Tuition Changes To Meet Strategic Objectives

UTSA's strategic plan calls for enhancing student opportunities for excellence in education by moving to tier one research status, increasing academic and research opportunities for students, expanding student academic support and student life programs, and enhancing economic and social supports to the communities it serves.

As many state universities address budget shortfalls, young, growing, emerging institutions of higher education like UTSA need to be proactive, creative and flexible. UTSA's student enrollment continues to exceed enrollment projections of the Texas Higher Education Coordinating Board (current enrollment is 12 years ahead of Coordinating Board projections; see Attachment E). UTSA continues to experience the largest space deficit in Texas compared to all other universities in Texas (space per student at UTSA is half the average for all Texas public institutions of higher education; see Attachment E). UTSA has the highest classroom utilization rate in Texas, and the highest faculty workload (see Attachments F and G). UTSA is experiencing difficulty in continuing to meet the demands for student access to a quality academic experience with existing buildings, faculty and staff.

In spite of these challenges, more students are choosing to come to UTSA. UTSA has incorporated the mandate given by the 77th Texas Legislative Session to increase access and opportunity to Texans to participate in higher education as one of its highest priorities, and UTSA's enrollment figures indicate that it is exceeding expectations in this area. More students are enrolling at UTSA, and more students are staying. UTSA's retention rates continue to increase, with 77% of first-time freshmen that began UTSA in Fall 2002 returning this fall. As UTSA's enrollment soars, it is imperative that the University continues to provide high quality academic and support services to our students so they can achieve academic success. A tuition increase with flexible tuition options will allow UTSA to adjust and prioritize to better meet the growing needs of our diverse student body.

Proposed Tuition Increases for Spring 2004 and Fall 2004

The UTSA Tuition and Fees Committee unanimously supports a tuition increase of \$15 per credit hour in Spring 2004 Semester and an additional \$15 per credit hour in Fall 2004 Semester. The committee also requests that no other fees be increased in the Spring 2004 Semester, and it will review proposed fee increases for Fall 2004 Semester.

It is important to note that committee members explored many possibilities as they concluded that the options above were the most critical to support the excellence in education provided at UTSA. UTSA's Office of Business Affairs determined that a \$12 per credit hour tuition increase was needed to "break even" and make up for budget cuts received as a result of the legislative session. Student members of the committee realized that UTSA is a young, rapidly growing institution playing "catch up" to embrace the growth and diversity in its student body and provide its students with a quality education. They advocated strongly for an increase of more than \$12 per credit hour so UTSA could move more rapidly to meet its stated goals. However, they were cognizant that affordability and accessibility are an important part of UTSA's mission and did not want an increase so high it would jeopardize student access and persistence. It should be noted that before the committee agreed to the proposed increase, the Student Government Association passed a resolution supporting a \$15 per credit hour increase. Through their own consultation process, which was separate from that of the committee's

consultation process, the Student Government Association also advocated for the same tuition flexibility options that received the strongest support in a campus wide student survey and were agreed upon by the committee (see Attachment H for Student Government Association resolution).

Proposed Tuition Flexibility Options

Funds generated from tuition increases will be used to continue to build on efforts to enhance student access and success at UTSA and to meet the following objectives incorporated within UTSA's strategic plan:

A. Enhance the learning environment for UTSA students

- 1) UTSA will hire additional tenure-track faculty members within the next two years to enhance opportunities for student learning and to reduce student: faculty and increase tenure: non-tenure track ratios.
- 2) UTSA will increase infrastructure support, particularly in college department offices that currently only have one support staff person, as well as support for science and engineering laboratories.
- 3) UTSA will implement deferred maintenance projects on classroom buildings and other facilities.
- 4) UTSA will expand student support programs with an emphasis on academic advising and financial aid services.

B. Increase graduation rates of UTSA students

- 1) UTSA will pilot a program offering a tuition rebate to students who have left UTSA in good standing with fewer than 15 hours left to complete their degrees (note that the largest number of students leaving UTSA are seniors, many in good standing with few hours left to complete their degrees, and the primary reason given for leaving is "financial problems").
- 2) UTSA will pilot offering a tuition rebate to graduating seniors.

C. Increase the number of teachers in the state of Texas who remain in the teaching profession

- 1) UTSA will pilot a zero interest loan program with loan forgiveness for those students who teach in specified schools for a certain number of years. (UTSA's high quality education program provides the largest number of teachers of any institution of higher education within the San Antonio area.)

Rationale for Selection of Tuition Flexibility Options

The findings from the tuition flexibility survey provided some insightful student perspectives. Approximately 399 UTSA students completed the questionnaire available at information sessions conducted by the Tuition and Fees Committee and on-line. The majority of respondents were either juniors or seniors, with nearly 45 % between 21 and 24 years of age. With respect to ethnicity, 43 % of the student who completed the tuition flexibility survey were white and 36 % were Hispanic. Approximately 68 % were currently enrolled in discipline majors located in the College of Business or the College of Liberal and Fine Arts (see Table 1).

Table 1. Demographic Summary of Student Survey Participants, October 2003.

| Demographic Item | Attributes | Percentage |
|-------------------------|------------------|----------------|
| Classification | | |
| | Freshman | 13.8 |
| | Sophomore | 12.4 |
| | Junior | 35.7 |
| | Senior | 33.6 |
| | Graduate Student | 4.5 |
| | Total | 100.0 (399) |
| Age Distribution | | |
| | 16-20 years | 32.2 |
| | 21-24 years | 45.2 |
| | 25-30 years | 13.8 |
| | 31-40 years | 5.7 |
| | Total | 100.0 (399) |
| Race | | |
| | White | 42.7 |
| | Hispanic | 35.5 |
| | African American | 7.2 |
| | Asian | 7.2 |
| | Other | 7.5 |
| | Total | 100.0 (399) |
| College | | |
| | Business | 37.7 |
| | Liberal Arts | 30.3 |
| | Sciences | 13.4 |
| | Education | 7.0 |
| | Engineering | 6.0 |
| | Other colleges | 5.6 |
| | Total | 100.0 (399) |

The average per credit hour increase supported by students according to survey results is \$11.26. Approximately 23 % indicated they would not support a tuition increase. Another 49 % said they would support a tuition increase of \$12 or less. Nearly 28 % of the students indicated they would support an increase of \$15 or more.

Table 2. Student Perceptions of Potential Tuition Flexibility Items, October 2003.

| Item | Oppose % | Neutral % | Support % | Total % |
|---|----------|-----------|-----------|-------------|
| Drop/Stop recovery plan | 30.9 | 24.2 | 44.9 | 100.0 (388) |
| Senior incentive | 15.6 | 17.1 | 67.3 | 100.0 (391) |
| Flat tuition rate (option 1) | 33.8 | 8.8 | 57.4 | 100.0 (396) |
| Flat tuition rate (option 2) | 79.7 | 10.4 | 9.9 | 100.0 (394) |
| Matinee rate | 26.1 | 21.3 | 52.5 | 100.0 (394) |
| Interest free loan program | 8.0 | 25.5 | 66.5 | 100.0 (388) |
| Differential college or major rates | 60.3 | 16.7 | 23.0 | 100.0 (395) |
| Allow colleges to keep additional funds | 20.4 | 40.6 | 39.0 | 100.0 (392) |
| Set aside for "middle income" students | 13.7 | 23.0 | 63.3 | 100.0 (395) |

The student survey findings reveal that three tuition flexibility options were supported. Table 2 generally shows that a senior incentive (rebate), interest free loan program, and a set aside for students ineligible for need-based financial aid received the strongest support. Conversely, students did not support differential college rates or flat tuition plans.

Table 3. Tuition Increase Utilization Suggestions, October 2003.

| Item | Percentage |
|---|-----------------------|
| Parking and transportation | 21.6 |
| More faculty | 16.4 |
| Course and class options | 9.2 |
| Increased financial aid opportunities | 8.4 |
| Computer availability/technology | 8.1 |
| Infrastructure (buildings, classrooms, etc) | 6.7 |
| Student housing and facilities | 4.6 |
| More food choices | 4.6 |
| More student services/resources | 4.6 |
| Other items (seventeen other items) | 15.3 |
| Total | 100.0 (371 responses) |

Students were queried through an open-ended question with respect to how tuition increases should be used. Responses were categorized and summaries are displayed in Table 3. Students indicated that increases should be used to alleviate parking problems and provide more campus shuttle service. Approximately 16 % felt that increases should be used to hire more faculty members. Slightly less than 10 % stated that tuition increases should be targeted to creating more class options (time and availability), more financial aid opportunities, and enhancing the availability of computers (numbers of stations in computer labs). A complete summary of utilization suggestions is provided as Attachment I.

Other Tuition Flexibility Options Considered by the Committee

Other tuition flexibility options were also considered. The committee, Student Government, and students completing the campus survey rejected flat tuition rates. Since UTSA has many part-time students, the perspective was that this option would be unfair to our non-traditional, working students. Also, all three groups rejected charging differential tuition by major. This option generated passionate discussion, with the majority of students indicating that it was unfair for students to choose majors based on cost instead of interest. An option that generated some interest is charging a reduced, or “matinee” rate, for students taking classes at less popular times. In response to a recent request from UTSA’s Provost, colleges have shifted course offerings to less popular times, and the feeling of the committee and the Provost was that a natural shift in times courses are taken would occur as a result, making it difficult to offer differential tuition to a select group of students. The committee would like to revisit the issue of “matinee rates,” particularly for a weekend college/Saturday classes, at a later time when UTSA is better prepared to offer such courses.

The committee plans to pilot the selected options for tuition flexibility in the Fall 2004, evaluate each, and implement those that are affordable and most successful in Spring 2005. The committee also will work to ensure that issues raised by students during the consultation process that are not related to tuition will be addressed.

Student Perspective

Now that the Texas State Legislature has deregulated tuition, UTSA is facing a substantial budget cut. Students are generally concerned that the cut in funds will equate to a cut in academic programs and student services. UTSA is working hard to ensure that this will not happen.

As a representative organization of the student body, the Student Government Association has applied four guiding principles in selecting tuition increases and tuition flexibility options:

- A. Cover the University's costs so as not to reduce the number of programs or personnel
- B. Protect students financially
- C. Put pressure on the Texas state legislature
- D. Prepare for further growth in the future instead of just covering costs now

Due to the Texas state legislature's funding structure, UTSA is constantly under-funded. We are the least funded public institution in the state of Texas yet we have the highest growth rate. With our steady increasing enrollment, we are constantly trying to play catch up to support the numbers of students we do have without having enough funds to prepare for future students. Instead of cutting back on admissions and limiting access, the UTSA community supports an increase of \$15 per credit hour in Spring 2004 and \$15 per credit hour increase in Fall 2004. Furthermore, students have considered the following tuition flexibility options:

- A. Drop/Stop Recovery Plan: A rebate will be given to students who have left UTSA with very few hours needed to complete degree
- B. Senior Incentive: A rebate will be given to students with very few hours to complete degree
- C. Flat Tuition Rate (Option 1): Students taking more than twelve hours pay for twelve hours (i.e. students taking sixteen hours pay for twelve hours)
- D. Flat Tuition Rate (Option 2): Students will pay for a set number of hours (i.e. 12) regardless of hours taken (i.e. students taking three hours pay for twelve hours)
- E. Matinee Rate": Charge students less for less popular class times (possibly blocks of courses)
- F. Offer an interest free loan program to education students with loan forgiveness for years teaching
- G. Charge differential rates by college or major (i.e. more to College of Business students than to College of Liberal and Fine Arts students)
- H. Allow colleges to keep additional funds if they offer more core/service courses students need
- I. Set aside additional funds for anyone not eligible for need-based financial aid

The Student Government Association supports a tuition increase of \$15 per credit hour in Spring 2004, an increase of \$15 per credit hour in Fall 2004, and an additional increase of \$15 per credit hour in Fall 2005. Though the Tuition and Fees Committee has recommended an increase for Spring 2004 and for Fall 2004, it is apparent that students are considering additional increases in the future in an ongoing effort to support our growth.

Planned Changes in Financial Aid

The financial aid demographics for students at the University of Texas at San Antonio indicate high need, low-income status. The planned changes in financial aid at UTSA must address the demographics that currently exist and provide access to higher education. The preliminary demographics of undergraduate financial aid recipients for the 2003-04 academic year are as follows:

- 64% of the students that applied for aid are PELL eligible students (high need, low-income students)
- Of the PELL eligible students, 45% are full PELL or \$0 estimated family contribution (EFC) students (highest need students – approximately 4100 students)
- 24% of the non-PELL recipients fall in a need category (have some need depending on EFC and/or cost of attendance based on housing status)
- Remaining 12% fall in a non-need based category (no need based on EFC and/or cost of attendance based on housing status)

Students are currently awarded grants on a first-come, first-serve basis based on need until funds are exhausted (excluding PELL, automatically awarded based on entitlement). Funds awarded include the Texas Excellence Grant (renewal and initial), Texas Public Education Grants (residents, non-residents and foreign), Federal SEOG Grants and other smaller state grants. Scholarships are awarded on top of grant packages if need allows. The current maximum grant package for a student who is Texas Excellence Grant eligible and awarded is \$7190 (maximum PELL of \$4050 plus maximum Texas Excellence Grant of \$3140). The current maximum grant package for a student who is not eligible for a Texas Excellence Grant is \$4250 (maximum PELL of \$4050 plus other grant of \$200). Federal work-study, federal Perkins loans and federal student loans are awarded after grants based on need and remaining eligibility within the cost of attendance. If the student needs additional funds and all above sources have been exhausted based on fund availability and/or maximum levels, the student is advised of the Parent PLUS loan and alternative loan choices.

Based on the demographic information of our current student body, the following changes will be made to the UTSA awarding philosophy:

- Maximum grant packages will be increased for various EFC groups with higher grant packages awarded to the highest need students (continue to award on a first-come, first-serve basis due to limited funding for high need students). Grant packages will range from \$6000 - \$9500.
- Students living on-campus will be awarded higher grant maximums based on fund availability and need.
- Institutional scholarships will be packaged within the maximum grant/scholarship package. This only applies to institutional scholarships. Grant packages already awarded will be reduced if additional scholarships are received at a later date.
- Grant packages will be cancelled if a student does not accept in the appropriate timeframe (to be determined). This will free up grant funds for students who will be attending.

Financial Aid Plans for Spring 2004

Increased revenue at a \$15 per hour increase in tuition will create the following dollar amounts for financial aid purposes during Spring 2004:

- The 20% set aside for Spring 2004 equals \$894,600
- \$204,400 of the set aside (5%) will be designated for the B-On-Time Student Loan Program
- \$200,000 of the set aside will be distributed to the work-study program on campus for Spring and Summer 2004. This will increase the number of positions by 42 and allow for more students to work during the summer terms.
- The remaining set aside of \$490,200 will be used for grant assistance to help with the shortage of Texas Excellence Grants for new freshman during the 2003-04 award year and for those students who need additional help in covering the increase in tuition.
- \$250,000 in additional revenue will be used for grants to non-need students and international students who are unable to pay the increase in tuition. An application process will be developed with specific criteria. The student must apply for federal aid or submit information to determine need.

Financial Aid Plans for Fiscal Year 2005 (FY05)

Increased revenue at a \$15 per hour increase in tuition will create the following dollar amounts for financial aid purposes during the Fall/Spring 2004-05 academic year:

- The 20% set aside for Fall/Spring 2004-05 equals \$3,497,200
- \$761,900 of the set aside (5%) will be designated for the B-On-Time Student Loan Program
- \$300,000 of the set aside will be distributed to the work-study program on campus for the entire 2004-05 award year. This will keep the increase of 42 positions and allow for increases in the dollar amount awarded to each student.
- The remaining set aside of \$2,435,300 will be used for scholarship/grant assistance (increases in maximums per awarding philosophy, all students; graduate research assistants; need-based scholarships for incoming freshman).
- \$500,000 in additional revenue will be used for grants to non-need students and international students to assist with paying higher tuition. An application process will be developed with specific criteria. The student must apply for federal aid or submit information to determine need.

Planned and Continuing Cost-Containment Measures

Continuous improvements and economic use of resources are important aspects of UTSA's organizational culture. A variety of cost-conserving measures have been implemented over the past several years. These measures generally involved replacing outdated equipment with advanced technology to take advantage of revenue enhancement opportunities and improve process methods. Some examples follow:

Process Reviews

- To create a more efficient process and to provide accurate information for the Coordinating Board, UTSA completed a process review based on the nine Coordinating Board reports used in formula funding. A team composed of 40 individuals representing Academic Affairs, Student Affairs, Business Affairs and University Administrators collaborated to review and make recommendations on this process.
- The Business Administration staff facilitated a Surplus Property Process Review that resulted in the creation of a newly designed Surplus unit which is now better equipped to effectively document, track, and dispose of university capital and controlled equipment that is obsolete, inoperative or idle. This process review coincided with the reorganization of our inventory department and the purchase of a bar-coding system to help better track inventory.
- The Office of the Provost headed a review to further implement the communication process that notifies facilities inventory of changes in office, classroom and lab use each semester to ensure accurate reporting to the Coordinating Board. Not only does this have an impact on formula funding, but it also helps us to use space efficiently and report accurately.
- Beginning in Spring 2004, UTSA's course schedule will be available only on-line and will no longer be printed. UTSA's telephone registration system will also end in Spring 2004, with all students now registering on-line. Plans are also being made to make UTSA's graduate and undergraduate catalogs and information bulletins available only on-line. Most campus newsletters are also now distributed electronically.

Special Projects

- The Conserve Energy Campaign Steering Committee (CECSC) meets on a quarterly basis and serves as an educational/awareness group to help spread information throughout campus on ways to conserve energy. The committee co-hosted a student presentation to the College of Engineering and the UTSA student body to help illustrate the continued cost-saving measures that can be addressed in the future.
- Each Vice President has necessitated reductions in memberships, travel, entertainment, duplicating, publications, printing, and a "single source" office supply proposal that could save departments \$300,000 annually. The administration is dedicated to retaining savings to meet other needs such as staff positions that are not currently funded.

UTSA will continue to focus on the improvement of processes to ensure maximum efficiency in the utilization of its human, fiscal and physical resources to accomplish the goals of the University.

Baseline (Fall 2003) Tuition and Proposed Changes in Tuition

| | Statutory Tuition | Designated Tuition | Mandatory Fees | TOTAL | % Change from Fall 03 |
|-----------------------------|----------------------|-----------------------|-------------------|-------|--------------------------|
| Fall 2003 (Baseline) | | | | | |
| Resident | | | | | |
| Undergraduate (12 hours) | 552 | 552 | 631 | 1,730 | |
| Graduate (9 hours) | 414 | ***828 | 516 | 1,753 | |
| Non-Resident | | | | | |
| Undergraduate (12 hours) | 3,384 | 552 | 631 | 4,562 | |
| Graduate (9 hours) | 2,538 | ***2,952 | 516 | 6,001 | |
| Spring 2004 | | | | | |
| Resident | | | | | |
| Undergraduate (12 hours) | 552 | 732 | 631 | 1,910 | 10% |
| Graduate (9 hours) | 414 | ***963 | 516 | 1,888 | 8% |
| Non-Resident | | | | | |
| Undergraduate (12 hours) | 3,384 | 732 | 631 | 4,742 | 4% |
| Graduate (9 hours) | 2,538 | ***3,087 | 516 | 6,136 | 2% |
| Fall 2004 | | | | | |
| Resident | | | | | |
| Undergraduate (12 hours) | *576 | 912 | ***631 | 2,165 | 25% |
| Graduate (9 hours) | *432 | **1,098 | ***516 | 2,082 | 19% |
| Non-Resident | | | | | |
| Undergraduate (12 hours) | *3,408 | 912 | ***631 | 4,997 | 10% |
| Graduate (9 hours) | *2,556 | ***3,222 | ***516 | 6,330 | 5% |

* Statutory tuition increasing by \$2 per SCH effective Fall 2004

** Includes graduate incremental tuition; note: this has not been determined for 2004-05

*** Fees for FY05 have yet to be determined. Advisory groups will determine any changes.

Estimated Changes in Institutional Revenue in Spring 2004

FY 2003-04

Tuition Designated

Gross Revenue \$4,473,000
(\$15 per SCH)

Financial Aid Set Aside
(20% of Gross Revenue) 894,600

Allocated to Budget Deficit 2,966,400

FUNDS AVAILABLE \$612,000

Set Aside for Students Not Eligible for Need-Base Financial Aid 250,000

New Faculty Hires and Infrastructure Support for Colleges/Academic
Departments/Faculty 362,000

Balance \$0

Estimated Changes in Institutional Revenue in 2004-05

FY 2004-05

Tuition Designated

| | |
|----------------|--------------|
| Gross Revenue | \$17,486,000 |
| (\$30 per SCH) | |

| | |
|-------------------------|-----------|
| Financial Aid Set Aside | |
| (20% of Gross Revenue) | 3,497,200 |

| | |
|-----------------------------|------------|
| Allocated to Budget Deficit | 11,240,800 |
|-----------------------------|------------|

FUNDS AVAILABLE

\$2,748,000

| | |
|--|---------|
| <i>Set Aside for Students Not Eligible for Need-Base Financial Aid</i> | 500,000 |
|--|---------|

| | |
|--|---------|
| <i>Dropout Recovery and Graduating Senior Rebate</i> | 500,000 |
|--|---------|

| | |
|--|---------|
| <i>Zero Interest Loan Program for Education Majors</i> | 550,000 |
|--|---------|

| | |
|------------------------|---------|
| <i>Faculty/Support</i> | 898,000 |
|------------------------|---------|

| | |
|--------------------------|---------|
| <i>Academic Advising</i> | 300,000 |
|--------------------------|---------|

\$0

Conclusion

After examining all campus issues, UTSA supports a tuition increase of \$15 per credit hour in Spring 2004 and an increase of \$15 per credit hour in Fall 2004. With the large number of first generation college students, minority students, and students receiving financial aid enrolled at UTSA, it is crucial that San Antonio and the UTSA community ensure the quality of academic programs, student services, financial assistance programs, and all other programs critical to student needs. As illustrated in this proposal, the University of Texas at San Antonio is growing at an astounding rate, has a steadily increasing retention rate, has already exceeded its space capacity, and currently is facing severe budget cuts.

UTSA students are well aware that an increase in tuition is inevitable; however, this committee is interested in preserving the diverse culture of the UTSA campus and surrounding community. We are an institution of higher learning that prides itself on the fact that we provide access to all students because we know that a diverse student population equates to a diverse educational experience.

UTSA will continue to consult the campus community and address all cost constraints as we prepare to move to tier one status. As a permanent university committee, the Tuition and Fees Committee will continue working to establish a system of increases in educational costs to students in a way that attempts to preserve access to all students while continuing to enhance the quality of their education. The committee will also further investigate tuition flexibility options from community recommendations.

Attachment A

THE UNIVERSITY OF TEXAS AT SAN ANTONIO TUITION AND FEES COMMITTEE

The committee, chaired by Vice President for Student Affairs Dr. Rosalie Ambrosino and Faculty Fellow in the Office of the President Dr. Richard Lewis, includes the following members:

Julian Anugom, UTSA Ambassadors, international student, and representative,
College of Engineering
Lisa Blazer, Assistant Vice President for Financial Aid, Administration (Ex-Officio)
Aaron Cassill, Chair, Faculty Senate; Chair, Strategic Enrollment Management
Council; College of Sciences, Faculty
Patti Cutler, Assistant Vice President for Budget and Planning (Ex-Officio)
Kia Davis, Student representative, School of Architecture
Jonathan Delgado, Student Government Association Vice President and
representative, College of Business
Ernest DeWinne, Associate Vice President for Financial Affairs (Ex-Officio)
Daniel Escobar, Director, Student Programs and Advanced Placement Initiatives, Honors
College
Albert Estrada, President, UTSA Alumni Association
Jade Floyd, Student representative, College of Liberal and Fine Arts
David Gabler, Assistant Vice President for Communication (Ex-Officio)
Bobbie Jean Garcia, Student Government Association Secretary
Roger Garza, Student Government Association President
Bridget Guzman, Student representative, College of Public Policy
Jackie Hobson, Director, Student Affairs Budget and Planning (Ex-Officio)
Dan Hollas, Associate Dean and Faculty, College of Business
Margaret Jones, Graduate student representative
Jeff Konya, Compliance Officer, Athletics
Udo Kranz, Student representative, College of Science and Honors College
Betty Merchant, Faculty, College of Education and Human Development
Terri Reynolds, Past President, UTSA Staff Council and UT System Employee
Assistance Council representative
James Riojas, Student Government Association representative and student
representative, College of Education and Human Development
Theresa Survillion, Campus Activities Board Past President; member Student Services
Fees Committee; student representative, College of Liberal and Fine Arts
Sandra Welch, Vice Provost (Ex-Officio)
Ken Whitton, Member, University Academic Advising Council; member, Academic
Advising Fees Committee; and student representative
Erin Zayko, Progressive Student Organization member and student representative,
Honors College

Attachment B

UNIVERSITY OF TEXAS AT SAN ANTONIO PROPOSED CONSULTATION TIMELINE

The Consultation Plan will focus on presenting information to various campus-related groups. The committee is dedicated to providing numerous opportunities for members of the UTSA community to be informed and engage in dialogue about tuition issues. The committee prepared a plan of action which progresses in five stages: The Developmental Stage, The Compilation and Design Stage, The Presentation Stage, The Evaluation Stage, and The Implementation Stage.

July

The Development Stage

(July 10, 2003 through September 15, 2003)

Prepare to address campus issues in terms of deregulation.

The Compilation and Design Stage

(September 10, 2003 through September 12, 2003)

Compile and create all materials used to educate campus community.

The Presentation Stage

(September 11, 2003 through October 24, 2003)

Present all issues to students and other groups.

The Evaluation Stage

(October 1, 2003 through October 24, 2003)

Compile input from various groups and begin to address their concerns.

The Implementation Stage

(October 24, 2003-November 1, 2003)

Finalize implementation process and submit plan of action.

November

Attachment C

UNIVERSITY OF TEXAS AT SAN ANTONIO PROPOSED CONSULTATION PLAN

UTSA has developed a Consultation Plan to provide opportunities to educate UTSA students, the UTSA community, and the general public and to seek consultation about:

- A. The current UTSA financial situation
- B. UTSA's vision and funding needed to achieve that vision
- C. Effects on majors and degree programs
- D. Plans for financial aid to offset tuition increases
- E. The expected effect on use of classroom and other resources

Discussion of plans to increase tuition will include priorities for using the additional funds. Information will also be provided that compares the differences in impact at current and proposed tuition levels on teaching, academic support and other student services, research and university services.

At its initial meeting, the committee decided to meet weekly through October 31 to oversee the planning and implementation of the Consultation Plan; become educated about the UTSA budget and sources of funding (tuition, various fees); receive and synthesize input; discuss alternatives identified (i.e. alternative tuition for various time slots and programs for implementation at a later date than Spring 2004); and develop the proposed Spring 2004 Tuition Plan. The Consultation Plan will focus on presentation of materials and discussions held with key constituent groups, as well as opportunities for all members of the UTSA community to become informed and engage in dialogue about tuition issues via electronic and print media and open campus meetings. All tasks are divided into five phases: The Developmental Stage, The Compilation and Design Stage, The Presentation Stage, The Evaluation Stage, and The Implementation Stage. Specific tasks and information needed are as follows:

The Development Stage

- Develop Speakers Bureau (consisting of students, faculty, and staff) to speak at planned meetings and available for presentations and dialogue opportunities in classes, with student organizations, in faculty meetings, etc.
 - Administrative support team will provide information to Speakers Bureau and others involved in campaign as needed
- Develop information to include in all materials:
 - Items targeted at student awareness from a personal perspective, i.e. pie charts showing what areas proposed increases will fund rather than "need \$2 million for faculty"; equating increase in tuition to items students are familiar with (i.e. 2 CDs a month)
 - Information on UTSA and its move to tier one status that promotes the idea that an education at UTSA is a better investment than going elsewhere and highlights unique aspects of UTSA
 - Materials need to show that we are part of UT System

- Comparison chart of tuition at UTSA and other universities, public, private, Texas, non-Texas re tuition and fees
- Materials in the package soliciting consultation will be concise; however, full budget information and other detailed material will be available on the web site so students can access it; the focus of the material will be on helping students and the general public be informed consumers so they can give educated input
- Data for community pieces on the economic impact within the community (i.e. how many graduates stay in San Antonio)

| <u>Task</u> | <u>Completion Date</u> |
|---|------------------------|
| • UTSA prepares for tuition deregulation | 7/10 |
| • President Romo appoints committee members | |
| ○ Committee members identified and confirmed | 8/10 |
| ○ Committee Co-Chairs begin to discuss consultation plans and committee involvement | 8/11 |
| • Develop campaign theme to generate interest in opportunities for consultation with UTSA community | |
| ○ “Invest in Your Future” – logo and summary of main ideas to be emphasized | 8/15 |
| • Train identified individuals participating in Speakers Bureau | 9/12 |
| • Post information of consultation process on <i>UTSA Update</i> | 9/12 |
| • Send emails to faculty asking them to announce campaign and information in class, offering speakers bureau availability for classes | 9/12 |
| • Kickoff event with media after census date | 9/15 |

The Compilation and Design Stage

| <u>Task</u> | <u>Completion Date</u> |
|--|------------------------|
| • Design materials to inform campus community | |
| ○ Series of email alerts to be sent to students (all freshmen will have email accounts by the beginning of the semester; it is anticipated that all students will have email accounts prior to November 1) | 9/10 |
| ○ “How do I Pay For Any Proposed Increases?”-Financial Aid student funding information | 9/10 |
| ○ Bulletin Boards in each college with information materials, including message from President Romo about investing in your future and laying out the issues | 9/10 |
| ○ “Ask Me About Investing In Your Future” Buttons- for those involved in the consultation network | 9/10 |
| ○ Flyers to be placed into bags at campus bookstore when students make purchases | 9/10 |

- Website on tuition and fees plans and issues with an interactive response system. The website will allow individuals to respond with questions and provide input. Q and A's will be posted as they come in. The website will also track progress of input made and summaries from various group meetings as they are held 9/12
- Pop up screens on all computers in computer labs and automated student information system (i.e. registration) to remind students about opportunities for input and provide link to website 9/12
- Video presentation featuring students as well as information for use on UTSA internal television system, UTSA website, faculty webCT sites, and public presentations in September and October 9/12
- "Your Tuition. Your Investment." One-page handout to be distributed to students via all classes and campus offices (i.e. academic advising centers, financial aid, Tomas Rivera Center, and college offices) 9/12
- Banners to be hung in key campus areas and areas where targeted groups of students are located (i.e., architecture studios downtown) 9/12
- Full page information in spring course schedule that comes out in fall. 10/15

The Presentation Stage

| <u>Task</u> | <u>Completion Date</u> |
|--|------------------------|
| <ul style="list-style-type: none"> ● Presentations and dialogue with the following groups: <ul style="list-style-type: none"> ○ Student Affairs Directors Council 9/11 ○ Honors Alliance (23 honors and professional organizations) 9/12 ○ Chairs Council (all department chairs) 9/17 ○ UTSA Development Board 9/17 ○ Greeks Council 9/17 ○ Student Government Association 9/18 ○ Chisholm Hall Residents 9/22 ○ Registered Student Organization Council 9/23 ○ Business Affairs Directors 9/25 ○ Downtown Campus Council 9/25 ○ Campus Recreation Center 9/26 ○ Executive Leadership Council 9/29 (President, deans, VPs and senior administrators) ○ Deans Council (all deans and members of Provost's Office senior team) 10/1 ○ Campus Recreation 10/6 ○ Campus Recreation 10/7 ○ Honors Alliance 10/8 ○ Greeks Council 10/8 | |

- Faculty Senate 10/9
- University Assembly 10/14
- College of Engineering 10/14
- Academic Affairs Department Chair Council 10/15
- College of Liberal and Fine Arts 10/15
- College of Public Policy (Downtown Campus) 10/15
- College of Sciences 10/16
- College of Education and Human Development 10/16
- College of Business 10/17
- School of Architecture (Downtown Campus) 10/17
- Alumni Association 10/18
- Honors College 10/20
- Undeclared Majors 10/21
- UTSA Ambassadors 10/21
- Staff Council 10/23
- Downtown Campus Council 10/23
- Student Alumni Association 10/23
- Development Staff 10/24
- Consult with the UTSA campus
 - Provide information and feedback tables on campus: Sombriillo, food areas, and other high traffic areas 9/10-10/15
 - Send two emails to all students with email addresses 9/30
 - Provide campus community with
- Prepare for media coverage and inform surrounding community
 - Channel 9 program, local news station to air information 9/30
 - Articles in *San Antonio Express News*, *San Antonio Business Journal*, *San Antonio Current*, *Prime Time Newspapers*, *Salightning.com*, *Paisano* (student newspaper), *Rowdy Express* (SGA newspaper), student housing newspaper, college newsletters 9/30

The Evaluation Stage

| <u>Task</u> | <u>Completion Date</u> |
|--|------------------------|
| ● Begin to address and brainstorm campus issues and concerns | |
| ○ Committee members begin to summarize input and draft preliminary plan | 10/1 |
| ○ Plan is posted on website for review, links to website are updated with reminders to viewers to access website and review plan and give feedback | 10/10 |
| ○ Plan is emailed to members of groups identified above | 10/10 |
| ○ Host two open meetings with interested individuals identified during campaign to review findings and proposed plan drafted by committee | 10/10 |
| ○ Committee begins to prioritize issues compiled from presentations | 10/24 |

The Implementation Stage

| <u>Task</u> | <u>Completion Date</u> |
|---|------------------------|
| • Prepare for final proposal | |
| ○ Consultation Committee revises and finalizes plan; meets with President for briefing and prepares plan for submission to him. | 10/24 |
| ○ Plan is submitted to President and UTSA Executive Council | 10/31 |
| ○ Plan is submitted to Chancellor/UT System | 11/1 |

Attachment D

**THE UNIVERSITY OF TEXAS AT SAN ANTONIO
TUITION FLEXIBILITY QUESTIONNAIRE**

Please take the time to fill out this survey. Your feedback is greatly appreciated.

1. I would be willing to pay an increase of \$____ per credit hour per semester if the increase in income goes toward things I support and think are important to UTSA (see question 2 below to list what you think is important).Comments:_____

2. It is important to me that income received from designated tuition go toward the following priorities:

3. Using the scale below, please tell us what you think about the following tuition flexibility proposals suggested to date:

- | | | | |
|---|--------------------|---|-------------------|
| 5 | I strongly support | 2 | I somewhat oppose |
| 4 | I somewhat support | 1 | I strongly oppose |
| 3 | I am neutral | | |

| | | | | | |
|--|---|---|---|---|---|
| a) Drop/Stop Recovery Plan: A rebate will be given to students who have left UTSA with very few hours needed to complete degree | 5 | 4 | 3 | 2 | 1 |
| b) Senior Incentive: A rebate will be given to students with very few hours to complete degree | 5 | 4 | 3 | 2 | 1 |
| c) Flat Tuition Rate (Option 1): Students taking more than twelve hours pay for twelve hours (i.e. students taking sixteen hours pay for twelve hours) | 5 | 4 | 3 | 2 | 1 |
| d) Flat Tuition Rate (Option 2): Students will pay for a set number of hours (i.e. 12) regardless of hours taken (i.e. students taking three hours pay for twelve hours) | 5 | 4 | 3 | 2 | 1 |
| e) "Matinee Rate": Charge students less for less popular class times (possibly blocks of courses) | 5 | 4 | 3 | 2 | 1 |
| f) Offer an interest free loan program to education students with loan forgiveness for years teaching | 5 | 4 | 3 | 2 | 1 |
| g) Charge differential rates by college or major (i.e. more to College of Business students than to COLFA students) | 5 | 4 | 3 | 2 | 1 |
| h) Allow colleges to keep additional funds if they offer more core/service courses students need | 5 | 4 | 3 | 2 | 1 |
| i) Set aside additional funds for middle income students | 5 | 4 | 3 | 2 | 1 |

4. It is important to me that UTSA use the required 20% financial aid set aside from any tuition designated for the following priorities (i.e., increased work study positions, interest free loans):

5. Other comments and suggestions:

6. **Please tell us the following information about yourself. The information you provide will be used for demographic purposes only.**

- A. Year (Classification):

- Freshman
- Sophomore
- Junior
- Senior
- Post BA
- Graduate

- B. Age:

- 16-20
- 21-24
- 25-30
- 31-40
- 41 +

- C. Ethnicity:

- African American/Black
- Asian/Pacific Islander
- Caucasian/White
- Latino/Hispanic
- Native American
- Other

- D. Receiving Financial Aid (i.e. student loans, grants, etc.)?

- Yes
- No

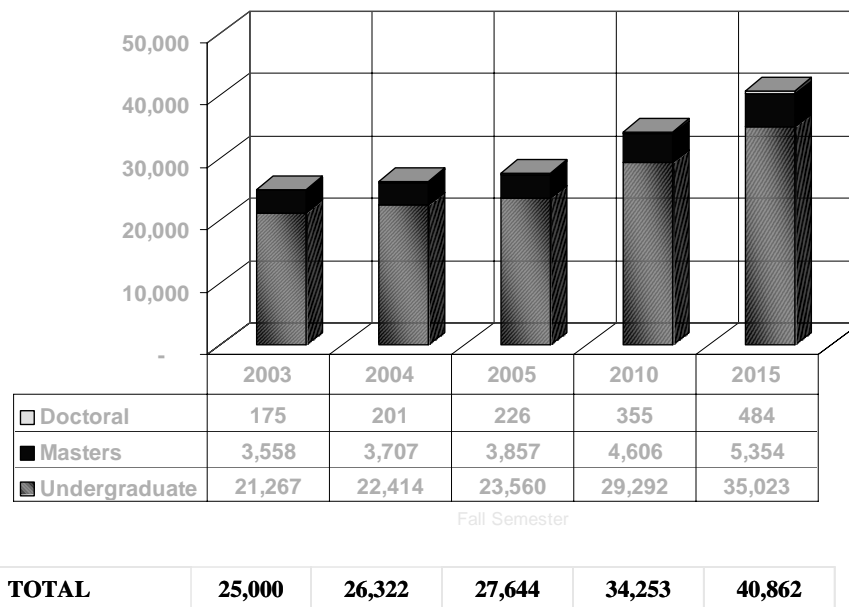
- E. College of Major

- College of Business
- College of Education and Human Development
- College of Engineering
- College of Liberal and Fine Arts
- College of Public Policy
- College of Sciences
- Honors College
- School of Architecture
- Undecided/Undeclared

Thank you for participating in this survey. If you have any other comments, questions, or concerns about tuition flexibility, please email Jhobson@utsa.edu.

Attachment E

THE UNIVERSITY OF TEXAS AT SAN ANTONIO PROJECTED ENROLLMENT BY LEVEL



Attachment F

**THE UNIVERSITY OF TEXAS AT SAN ANTONIO
SPACE UTILIZATION**

Fall 2002

| THECB Rank | Institution | Fall 2002 Number of Classrooms | Fall 2002 Average Weekly Hours Used |
|-----------------------|-----------------------|---|--|
| 1 | UT San Antonio | 102 | 49.2 |
| 10 | UT Austin | 430 | 39.6 |
| | THECB Std | | 38.0 |
| 18 | UT Arlington | 186 | 32.9 |
| 20 | UT El Paso | 139 | 32.6 |
| 27 | UT Dallas | 122 | 27.2 |

Attachment G

**THE UNIVERSITY OF TEXAS AT SAN ANTONIO
STUDENT/FACULTY WORKLOADS**

| INSTITUTION | 1998 | 1999 | 2000 | 2001 |
|----------------------------------|-------------|-------------|-------------|-------------|
| UTSA | 23.8 | 23.6 | 23.8 | 22.7 |
| UT Arlington | 16.9 | 17.2 | 17.9 | 18.5 |
| UT Austin | 17.8 | 18.4 | 18.9 | 18.8 |
| UT Dallas | 17.0 | 17.9 | 18.8 | 21.0 |
| UT El Paso | 17.7 | 17.9 | 17.8 | 17.9 |
| All Texas Public Institutions | 17.9 | 17.9 | 17.8 | 17.9 |

Attachment H

THE UNIVERSITY OF TEXAS AT SAN ANTONIO STUDENT GOVERNMENT ASSOCIATION RESOLUTION

A Resolution Concerning Tuition Deregulation at the University of Texas- San Antonio.

WHEREAS: The Texas State Legislature deregulated tuition in Spring 2003.

WHEREAS: The University of Texas- San Antonio has faced massive budgets cuts due to the deregulation of tuition.

WHEREAS: A special committee on Tuition and Fees was created by Student Government President, Roger Garza

WHEREAS: The Student Government Association has appointed six members of the Tuition Deregulation and Fees Committee- four of whom are members of Student Government.

WHEREAS: The Student Government Special Committee used four guidelines in selecting tuition increases and tuition flexibility options: 1) Covering the University's costs so as not to cut programs/personnel, 2) Taking care of students wallets, 3) Putting pressure on the Legislature, and 4) Going above and beyond merely just covering costs.

WHEREAS: The University is constantly underfunded due to the funding structure by the Texas state legislature.

THEREFORE BE IT RESOLVED: That the Student Government Association at the University of Texas at San Antonio supports an increase of \$15/credit hour in Spring 2004, \$15/credit hour in Fall 2004, and \$15/credit hour in Fall 2005.

BE IT FURTHER RESOLVED: That the Student Government Association at the University of Texas- San Antonio supports the following Tuition Flexibility Options:

- 1) Drop/Stop Recovery Plan (14-2)
- 2) Senior Incentive (13-2, w/ one abstention)
- 3) Interest free loan program to education students with loan forgiveness for years of teaching (13-0, w/ three abstentions), and
- 4) Setting aside additional funds for middle income students (9-1, w/ six abstentions).

BE IT FURTHER RESOLVED: That the Student Government Association at the University of Texas- San Antonio rejects the following Tuition Flexibility Options:

- 1) Flat Rate Tuition: Option 1 (2-13, w/ one abstention)
- 2) Flat Rate Tuition: Option 2 (0-16)
- 3) "Matinee Rate" (5-8, w/ three abstentions)
- 4) Charging differential rates by college or major (0-16), and
- 5) Allowing colleges to keep additional funds if they offer more core/service courses students need (0-9, w/ seven abstentions).

BE IT FURTHER RESOLVED: That the University of Texas- San Antonio's Student Government Association, requests a proposed plan of implementation to be submitted to it regarding the approved Tuition Flexibility options by November 20, 2003.

BE IT FURTHER RESOLVED: That the University of Texas- San Antonio's Student Government Association requests that the interest free loan program and/or the loan forgiveness program be opened to the entire student body.

Authored by: Roger Garza, Ross Langham
Sponsored by: Ashley Eells, BobbieJean Garcia
Date: October 16, 2003

Attachment I

THE UNIVERSITY OF TEXAS AT SAN ANTONIO DETAILED SUMMARY OF STUDENT SUGGESTED UTILIZATION OF TUITION INCREASES, OCTOBER 2003

| Item | Percentage |
|--|-----------------------|
| Parking and transportation | 21.6 |
| More faculty | 16.4 |
| Course and class options | 9.2 |
| Increased financial aid opportunities | 8.4 |
| Computer availability/technology | 8.1 |
| Infrastructure (buildings, classrooms, etc) | 6.7 |
| Student housing and facilities | 4.6 |
| More food choices | 4.6 |
| More student services/resources | 4.6 |
| Football and other athletics | 3.5 |
| Academic research | 2.8 |
| More administration | 1.3 |
| Improve library | 1.1 |
| Free printing in computer lab | 1.1 |
| More classrooms | 0.8 |
| More study rooms/cubicles | 0.8 |
| Reduce overcrowding | 0.8 |
| Entertainment and extra-curricular activities | 0.8 |
| Tutoring | 0.5 |
| Offer more degrees | 0.5 |
| Higher admission standards | 0.5 |
| Book vouchers/textbook reserve in library | 0.5 |
| Aquatic center in recreation and wellness center | 0.2 |
| Child care | 0.2 |
| Security | 0.2 |
| Create short semesters (8-week) | 0.2 |
| Total | 100.0 (371 responses) |