

MEMORANDUM

March 20, 2019

TO: Arizona Board of Regents

FROM: Michael M. Crow



RE: Tuition/Fee Proposal for FY20

Having kept the promise of tuition increases of 3% or less for resident students over the last seven years, I am pledging another ten years of the same commitment. Further, I am proposing a major simplification for all undergraduate tuition and fees. To understand where ASU is currently, the structure was reviewed and summarized.

The Current Structure

In the Fall 2018 term, 39,727 undergraduate students were enrolled in programs with a differential tuition charge, 17,791 were enrolled in programs with program fees, 47,126 were enrolled in courses with class fees (56,622 if one includes courses with class fees or online course fees). These are duplicated counts. 92% of undergraduate students are paying differential tuition, a program fee or one or more class fees in addition to base tuition.

In the last ABOR review of fees, ASU indicated 146 different program fees and 5,956 courses with separate fees. In addition, all students see a charge on their bills for a technology fee, an Arizona Financial Aid Trust (AFAT) fee, and five fees for student services recommended by the student body.

The Proposed Structure – Undergraduate Tuition & Fees for FY20

ASU believes that it can move to a far simpler system of tuition and fees by bundling the existing tuition, mandatory fees, differential tuition, program fees, and course fees into a simple structure with:

- a base tuition amount
- a single bundled fee for the existing mandatory student-initiated fees and AFAT,
- a line item for one of four levels of college fee, where applicable.

The primary exceptions will be the continued assessment of a separate Barrett Honors College fee, aviation class fees due to VA reimbursement requirements, and the post-baccalaureate Bachelor of Science in Nursing program fee.

The billing structure becomes very simple and the ability of students and families to understand the charges that they will incur becomes much more transparent. The term-to-term variability that results from class fees will be eliminated.

Exhibit A shows the comparative semester bills for a student taking the same set of courses under the current and the proposed systems.

EXHIBIT A

CURRENT:

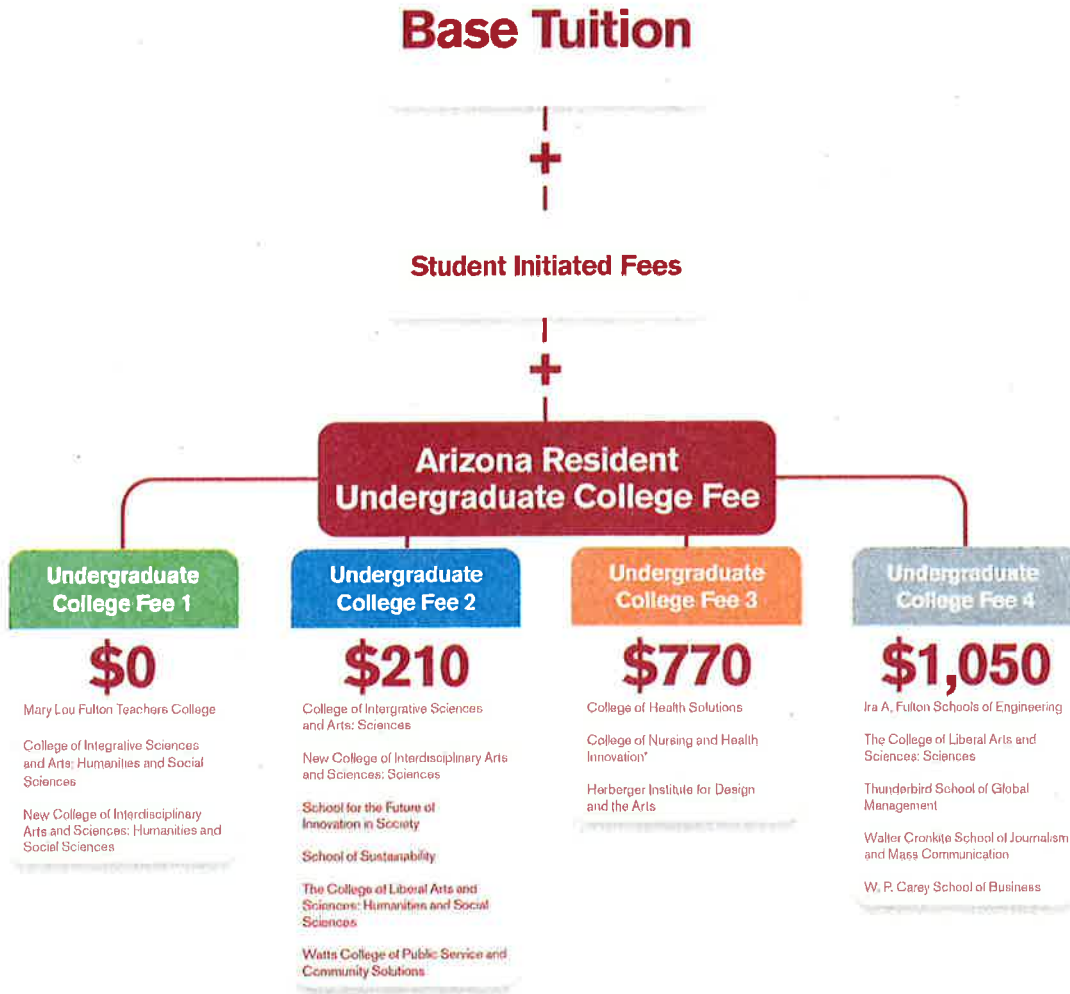
Charge History for Fall 2018				
Term	Description	Charge	Payments/Financial Aid	Balance
2018 Fall	Financial Aid Trust Fee	\$49.00	\$49.00	\$0.00
2018 Fall	Health and Wellness Fee	\$55.00	\$55.00	\$0.00
2018 Fall	Hybrid Fee	\$50.00	\$50.00	\$0.00
2018 Fall	Recreation Fee	\$25.00	\$25.00	\$0.00
2018 Fall	Resident Surcharge	\$135.00	\$135.00	\$0.00
2018 Fall	Special Class Fee (FRE 101)	\$30.00	\$30.00	\$0.00
2018 Fall	Special Class Fee (MUE 480)	\$50.00	\$50.00	\$0.00
2018 Fall	Special Class Fee (MUP 327)	\$50.00	\$50.00	\$0.00
2018 Fall	Special Class Fee (SPE 222)	\$50.00	\$50.00	\$0.00
2018 Fall	Special iCourse Fee	\$50.00	\$50.00	\$0.00
2018 Fall	Student Athletics Fee	\$75.00	\$75.00	\$0.00
2018 Fall	Student Program Fee	\$30.00	\$30.00	\$0.00
2018 Fall	Student Services Facility Fee	\$75.00	\$75.00	\$0.00
2018 Fall	Technology Fee	\$50.00	\$50.00	\$0.00
2018 Fall	Tuition UG Design and the Arts	\$300.00	\$300.00	\$0.00
2018 Fall	Tuition UG Resident	\$4,917.00	\$4,917.00	\$0.00
	Total:	\$5,991.00	\$5,991.00	\$0.00

PROPOSED:

Charge History for Fall 2019				
Term	Description	Charge	Payments/Financial Aid	Balance
2019 Fall	College Fee - UCF3	\$385.00	\$385.00	\$0.00
2019 Fall	Student-Initiated Fees	\$309.00	\$309.00	\$0.00
2019 Fall	Tuition Resident Undergraduate	\$5,355.00	\$5,355.00	\$0.00
	Total:	\$6,049.00	\$6,049.00	\$0.00

Exhibit B shows the proposed tuition structure, including the four college fee categories with the resident rates reflected.

EXHIBIT B



* The College of Nursing and Health Innovation phase two BSN will continue to maintain a separate fee. All other nursing programs will fit in Undergraduate College Fee 2. Barrett, The Honors College will continue to maintain a separate fee. The Professional Flight program will continue to maintain a separate fee. Undergraduate College does not offer degree programs.

The proposed tuition and fee structure for Fall 2019 reflects rates that will cover all of the existing revenue plus a rate increase that would otherwise be proposed in the current structure. College fee revenue will support instruction, academic support, and student services.

The college fee per credit hour is the same for all residency groups. As with tuition, the college fee will cap at seven credit hours for resident students and at twelve hours for non-resident and international students.

The table below shows the overall structure for full-time resident undergraduates:

College Fee Level	Base Tuition	Student Initiated Fees (including AFAT)	Undergraduate College Fee	Total
UCF1:	\$10,710	\$618	\$0	\$11,328
UCF2:	\$10,710	\$618	\$210	\$11,538
UCF3:	\$10,710	\$618	\$770	\$12,098
UCF4:	\$10,710	\$618	\$1,050	\$12,378

Exhibit C shows this structure for non-residents and Exhibit D for international students. The base tuition is different for non-residents and international students. The college fee costs for non-resident and international students are different than the resident undergraduates as noted.

EXHIBIT C

The table below shows this structure for full-time non-resident undergraduates:

College Fee Level	Base Tuition	Student Initiated Fees (including AFAT)	Undergraduate College Fee	Total
UCF1:	\$28,800	\$618	\$0	\$29,418
UCF2:	\$28,800	\$618	\$360	\$29,778
UCF3:	\$28,800	\$618	\$1,320	\$30,738
UCF4:	\$28,800	\$618	\$1,800	\$31,218

EXHIBIT D

The table below shows this structure for full-time international undergraduates:

College Fee Level	Base Tuition	Student Initiated Fees (including AFAT)	Undergraduate College Fee	Total
UCF1:	\$31,200	\$618	\$0	\$31,818
UCF2:	\$31,200	\$618	\$360	\$32,178
UCF3:	\$31,200	\$618	\$1,320	\$33,138
UCF4:	\$31,200	\$618	\$1,800	\$33,618

Including all tuition, mandatory fees, program fees, and course fees, the overall average increase for resident undergraduates is 2.8%, 4.8% for non-residents, and 5.3% for international students. These figures exclude the Barrett Honors College program fee.

A pool of financial aid funds will be set aside to award financial aid to limit the increase for any continuing resident undergraduate’s total bill to 3% and to 5% for non-resident and international undergraduates.

The Proposed Structure – Graduate Tuition & Fees for FY20

The proposed tuition and fee structure for graduate students, excluding program fees, is as follows.

Status	Base Tuition	Student Initiated Fees (including AFAT)	Graduate Student Support Fee	Total
Resident	\$11,720	\$628	\$250	\$12,598
Non-resident	\$31,400	\$628	\$250	\$32,278
International	\$33,600	\$628	\$250	\$34,478

Including all tuition, mandatory fees, and course fees, the overall average increase for resident graduate students is 2.9%, 4.0% for non-resident graduate students, and 3.6% for international graduate students.

Graduate program fees will remain unchanged, except as approved by ABOR.

As is the case with undergraduates, a pool of financial aid funds will be set aside to limit the increases continuing students will see in their bills from this structural change. As is the case with undergraduate students, financial aid will be awarded to cover increases above 3% for continuing resident graduate students and above 5% for non-resident and international graduate students.

Statewide Locations

Students enrolled in programs offered at rural community college sites will pay resident tuition at a rate of 60% of ASU base tuition. We are using this opportunity to align Lake Havasu City to this same 60% for resident students and 36% for non-resident students. Students at these locations will pay AFAT, student-initiated fees, and any applicable college fee as well.

Online Students

Base tuition per credit hour will be increased by 1.9% on all undergraduate and graduate programs.

The current class fee, program fee, and mandatory fee structure will be maintained, but ASU will be working to achieve simplifications that mirror those being planned for immersion students during FY20.

Undergraduate Program Fee

Barrett, The Honors College

\$250/semester program increase

An increase in the Barrett Honors College fee is needed to continue development as a true four-year residential college on all four ASU campuses. For Barrett to remain a model for the nation of a comprehensive honors college as we expand in size, we need to have the following major additions to, and continuations of, the Barrett experience:

- In addition to increased numbers of honors faculty and departmental faculty teaching honors sections of courses, we need to expand the corps of professional honors advisors and student affairs specialists who mentor and guide each student in academics, student life, and financial support, an approach to student experience essential to retention.
- Cohesive honors offerings on each of the four ASU campuses to serve the majority of honors students in all four years at ASU is key. To achieve this, we need new funds to develop and furnish new instructional, residential, and student activity spaces. The residential life experience in Barrett is unique and is a positive influence on retention through to graduation.

- Increased funds to support students' research for their undergraduate theses and to attend national meetings to report on their research. These opportunities are central to the honors college.
- Funds for the blossoming Global Initiatives program. Barrett is committed to exposing honors students to global issues, both by bringing global leaders in business and politics to the campuses, and by increasing the variety of study abroad opportunities. In addition to travel stipend support, these funds will support expansion of the Global Resolve international community service trips.
- Funds to expand the career and professional development services that are offered to students. This includes expanding paid honors internships; introducing new courses in career preparation and financial awareness (and hiring faculty to teach these); and expanding personal aptitude assessment programs.

Graduate Program Fees

College of Health Solutions

Audiology Assistant Certificate – new fee

\$250/credit hour

The need for Audiology Assistants has increased dramatically over the last few years because the number of Doctor of Audiology (AuDs) in the profession has not kept pace with demand. The Audiology Assistant Certificate will provide an avenue for those who have an undergraduate degree, but will not be pursuing a graduate degree, to receive training and professional certification that will allow them to seek state licensure, permitting them to work in the field of audiology.

Program fees will be used to pay for: faculty teaching the certificate courses; clinical internship coordination by faculty and/or staff. Properly maintained lab space and specialized equipment used in clinic rotations are critical along with the availability of related lab supplies. This ensures the Audiology Assistant Certificate students have the proper training to enter the workforce prepared to contribute positively to the audiology profession.

College of Integrative Sciences and Arts

Master of Science in Organizational Leadership – new fee

\$160/credit hour

Starting in Fall 2019, the Faculty of Leadership and Interdisciplinary Studies is offering a Master of Science in Organizational Leadership (MS in OGL) both Online and in-person. According to 2018 EMSI data, there were roughly 223,000 organizational leadership jobs in the United States based on program market demand, but only 4,100 such master's

degrees conferred that year. The MS in Organizational Leadership will meet this market need starting Fall 2019. The combination of affordability and online platform will appeal to a large audience making ASU's MS in OGL a standard for advanced study of leadership. The fee revenue will benefit students by supporting professional development opportunities to both on campus and online graduate students and their faculty mentors who are traveling to conferences, presenting research, and networking for placement in doctoral programs and professional careers; curriculum development; programmatic management; financial support, including teaching and research assistantships as well as need-based financial aid; and, college and university administrative services.

College of Liberal Arts and Sciences

Hugh Downs School of Human Communication – M.A. in Communication (Online) \$54/credit hour program fee increase

The proposed fees will be used to strengthen the MA students' experience in their graduate program and to support their educational and professional goals. The MA in Communication program has grown rapidly and become of sufficient size such that students will benefit from dedicated staffing to support them and the program. The fee will support a full-time Program Coordinator who will coordinate and facilitate the MA program; a full-time Advisor who will be available to assist students with program planning, course advisement, registration, enrollment support, and career planning as well as assistance with special needs; instructional specialists to assist the instructors of the writing-intensive core and electives courses so that students will be provided with additional and more diverse feedback. This use of instructional specialists also will enable the instructors to have more opportunities to interact with students individually.

Portions of the fee revenue will be used for financial aid and for university administrative charges associated with the other fee expenditures.

School of Politics and Global Studies – M.A. in International Affairs and Leadership – new fee \$274/credit hour

The M.A. in International Affairs and Leadership (IAL) provides a unique opportunity for ASU students to pursue this degree where a component is offered through the ASU Washington, D.C. location. Establishment of the program fee is based on the additional costs of enriching the IAL with access to the top experts available in Washington D.C. and elsewhere. The additional programmatic aspects funded by the program fee provide benefits to the students in their future career prospects, based on the access and networking potential for future positions in international affairs during the time spent in Washington D.C. The program fee is designed to cover anticipated costs for faculty and

program management salaries and operating expenses related to supporting program execution in Washington, D.C.

School of Politics and Global Studies – M.A. in Political Psychology – new fee
\$100/credit hour

The program fee will cover the costs of managing internship preparation and placement, as well as workshops for students to attend in Washington DC or Tempe. The fee will allow for additional personnel to be added to an existing area of teaching and research expertise in political psychology in the School of Politics and Global Studies and the Department of Psychology. The proposed MA would join only one other existing degree at Stony Brook in this interdisciplinary area in the US. In keeping with our mission of access at ASU, this degree will provide many more students the opportunity to learn about political psychology and achieve skills that should provide for career opportunities in campaign management, political marketing, intelligence, and many other areas.

College of Nursing and Health Innovation

M.S.N. Entry to Nursing Practice – new fee
\$2,750/semester

CONHI plans to offer a new concentration in the MS Nursing Degree, the MSN Entry to Nursing Practice. This degree will admit students who hold a bachelor's degree in another discipline who wish to become a registered nurse and earn a master's degree rather than another bachelor's degree. The degree will be completed in five semesters. The purpose of the fee is to support the instructional delivery of the program which requires small class section sizes (8:1 student faculty ratio), as regulated by the Arizona State Board of Nursing, and support the simulated clinical experiences in the Simulation Learning Resource Center.

Herberger Institute for Design and the Arts

The Design School – M.S. in Innovation and Venture Development – new fee
\$4,000/semester

The MS Innovation and Venture Development is a unique program that prepares leaders with the mindset, skillsets and practice needed to launch successful ventures in any industry or sector, inside existing organizations or as new entities. It integrates the most advanced learning from the three essential disciplines of Business, Engineering, and Design, and draws from the collective assets of the most innovative university in America. The program reflects the values of ASU, incorporating principles of equity and sustainability, and preparing graduates to address the defining issues of our time.

Graduates will be prepared to lead cross-disciplinary teams to identify needs and evaluate opportunities, innovate solutions, develop initiatives, navigate uncertainty, create and launch business models that provide value to all stakeholders.

Program fee revenues from the proposed MS in Innovation and Venture Development will directly benefit students through investments in faculty; access to prototyping and experimental technologies (hardware and software) as needed; promotion of team-based leadership learning, professional networking, and advising; student travel as needed to promote cohort and team-based venture projects; travel expenses for faculty, professional partners and mentors; financial aid; as well as financial support for the ventures themselves.

School of Social and Behavioral Sciences – M.A. in Social Justice and Human Rights (Online) – new fee

\$100/credit hour

The benefits to students of the requested program fees will be (a) highly engaging and rigorous classroom experiences; (b) an expanding national and international reputation for program excellence; (c) affordability of the degree through expanded financial aid; (d) limited class sizes; (e) expanded research and writing support services for students; (f) robust student advising and administrative support for plans of study, capstone projects, career paths; (g) intensive one-on-one academic exchanges with program faculty and graduate course aides; and (h) generous financial support for student travel for research, conferences, field-based data collection, professional development and optional study abroad.

New College of Interdisciplinary Arts and Sciences

School of Mathematical and Natural Sciences – M.S. in Biological Data Science – new fee

\$240/credit hour

The M.S. in Biological Data Science will integrate the natural sciences with the mathematical sciences, including statistics and computing, and in so doing, will require students to learn how to acquire and synthesize biological datasets. Biological data will be utilized throughout the degree as students develop statistical and computational toolsets to work with these data. Most programs we found that overlap with the content of this degree focus on only one of the aspects of it while minimally incorporating the other areas (e.g., heavy on the statistics and minimal on the application and computation). This degree integrates the three areas and puts them on equal footing for all the students, regardless of background, so that the students can understand and communicate about each area. This unique aspect of the program is key to ensuring complete training for each student. It will allow graduates from the program to have a significant impact in

their chosen fields because of their unique skillset, including the ability to communicate across multiple disciplines and diverse areas. The program fee will be used to offset the cost of offering a graduate-level biological sciences lab that will be used to generate the biological datasets; and for course assistants, student professional development, program administrative support, and technology.

School of Mathematical and Natural Sciences – Professional Science Masters in Forensic Science Online – new fee

\$240/credit hour

Currently, there are only four professional science master's (PSM) programs nationally that have a specific focus on forensic science and ASU would be the highest-ranked institution to offer such a degree. Building on the highly successful bachelor's degree in forensic science, this proposed PSM will offer a blend of science and management courses essential for promotion in this discipline. The program will be offered online, which will necessitate particular resources to serve the students in the program best. Together, the funds generated by the fee will provide an enhanced level of instructional support, course content, and professional development that will improve the students' educational experience and better prepare them for future employment opportunities.

Julie Ann Wrigley Global Institute of Sustainability

School of Sustainability - Graduate Certificate Food Policy and Sustainability Leadership – new fee

\$272/credit hour

The requested program fee will allow the delivery of an exceptional and unique course of study. The first immersive workshop will include targeted site visits to farmers, ranchers, and supply chain businesses. The second workshop will allow students to interact directly with food policy leaders in Washington DC and around the country. Guest speakers consisting of leaders in the field will provide students with experience with top practitioners. In order for this certificate to be accessible to working professionals, all courses will be delivered in an online format developed with sustainability instructional designers to ensure the highest quality.

Thunderbird School of Global Management

Master of Applied Leadership and Management (Online)

\$157/credit hour program increase

There are very few programs in applied leadership and management in the marketplace, and ours is competitively priced compared to similar online programs delivered both domestically and abroad by U.S. institutions. Based on the experience and education

students will receive, we are confident that graduates will see a significant value compared to peer institutions offering similar degrees. The increase in the program fee requested is to cover the additional expenses associated with students traveling on study abroad programs. This will allow students to learn the challenges and opportunities of doing international business in real-world scenarios while on-site in various locations, like Lima, Peru; Beijing, China; Prague, Czech Republic; Johannesburg, South Africa or other major cities.

Master of Global Strategy and Leadership – new fee
\$3,645/credit

The Master of Global Leadership and Strategy (MGLS) degree is designed for business, government and NGO leaders who work within the global environment. Students will experience this degree through both face to face and online delivery. Face to face courses will be taught in global hubs around the world; establishing multi-national familiarity for the student. There are considerable operational expenses to transport the Thunderbird education and experience to multiple locations around the globe when delivering this unique program at an executive level. Operational expenses include faculty cost, staff support, student accommodations abroad, faculty and staff travel, organization site visits and logistics abroad, classroom and breakout space with necessary technological support on a variety of continents.

Watts College of Public Service and Community Solutions

School of Criminology and Criminal Justice – M.A. Emergency Management and Homeland Security (Campus) – new fee
\$150/credit hour

The purpose of the fee is to support campus-based delivery of the MA EMHS program. The MA EMHS is an advanced degree program providing motivated students with knowledge, skills and abilities to assume positions of leadership and key management positions with public sector agencies (or related organizations, such as disaster nonprofits or certain private sector organizations) in the fields of emergency management and homeland security. The fee will support innovative learning opportunities such as site visits to examine hazard management and risk reduction practices by a range of organizations in Arizona (e.g., emergency operations centers and similar applied settings), in-person sessions with leading practitioners, and in-person simulation learning experiences.

School of Community Resources and Development – Master of Nonprofit Leadership and Management (Online)

\$32/credit hour program increase

The MNLM Online program provides motivated students with skills and knowledge to manage and assume positions of leadership within nonprofit management and administration. Due to the large number of course offerings, faculty associates provide instruction for both core and elective courses. To provide a quality experience we need the expertise of faculty members and seasoned professionals with experience who can convey both the conceptual and pragmatic kinds of information students require. The program also requires a capstone experience. The program fee will benefit students as it allows us to provide dedicated management of the program, continue to hire the best faculty associates, develop excellent online courses, and facilitate those courses to maximize a positive student experience as the numbers continue to grow.

W.P. Carey School of Business

Master of Science – Supply Chain Management (Online) – new fee

\$11,000/semester

Program fee revenues from the proposed Master of Science in Supply Chain Management (MS-SCM) will directly benefit students through support for student service advisors and technology staff; investments in faculty, specialized software for simulations and other experiential exercises; improved capacity to support virtual meeting rooms to promote team-based learning, networking, and advising; faculty support for specialized, in-depth admission material reviews; and other student service features such as dedicated career counseling and priority application processing via college-paid staff lines in Enrollment Services.

MS-SCM students will also benefit from highly specialized, industry-specific, program-dedicated career advising and employment services at the School. The School will also facilitate networking opportunities across platforms and modalities to ensure the best employment outcomes for the students.

First-class facilities and cutting edge collaboration tools will keep students engaged on the virtual campus, and encourage them to interact more with fellow graduate students (from other MS and MBA programs) as well as with faculty.

A portion of the fees will also be used to provide high quality student services in areas such as student recruitment, admissions, registration, student assessment, the administration of course-level teaching evaluations, exit surveys, and periodic employer surveys.

The requested adjustment would apply to newly enrolled students in the Master of Science in Supply Chain Management program, upon ABOR approval, effective Fall 2019.

Conversion of Differential Tuitions to College Fees

Consistent with the change to ABOR policies, ASU requests to convert several differential tuitions to college fees. These include the following:

Walter Cronkite School of Journalism and Mass Communication Graduate Programs
Sandra Day O'Connor College of Law JD Program
WP Carey School of Business Undergraduate Programs (Online)
College of Nursing and Health Innovation Undergraduate Programs (Online)

Other Fees

Pursuant to the change in ABOR policy (4-105.G), ASU requests approval for several existing fees that previously were not required for ABOR approval. These fees include the following:

Enrollment Services/EOSS

First Year Enrollment Deposit

\$300

New First-Year Students (campus immersion only) pay a \$300 Enrollment Deposit to reserve their place in the entering class and to take the next enrollment steps after an admission offer. The enrollment deposit may be temporarily deferred, if it is a financial burden. In such cases, it will be collected as part of the first semester's tuition and fees bill, so that financial aid may be used to help cover the cost.

The enrollment deposit has been in place since Fall 2010.

iCourse/Hybrid Fee

\$50

Courses offered entirely or substantially via the internet require extensive university technology support. The resources required are beyond the basic technology services provided to support campus based instruction. This fee was established Fall 2012 to help support the additional resources needed to support internet based instruction for classes offered to immersion students.

If the proposed tuition and fee structure is approved by ABOR, this fee will be eliminated.

ASU Online

ASU Online Student Success Center – oCourse Fee

\$10

The oCourse fee supports funds a portion of the costs to operate the ASU Online Student Success Center (SSC).

While ASU Online courses are delivered electronically, personal connections are a key contributor to student success. All ASU Online students have a Success Coach who is committed to helping guide them throughout their educational journey. The coaches work in conjunction with the academic advisors to offer academic support as well as to guide them to support services and tools available inside and outside ASU.

Success coaches are a critical personal connection that support ASU Online students in achieving their goals.

Ira A. Fulton Schools of Engineering

Freshman Retention Program – E2 Camp

\$50

This program was established to support a 2 day engineering camp experience as the first in a series of programmatic components that support student retention and graduation within the Fulton Schools of Engineering (FSE). It was designed to foster a sense of identity with the Schools as an Engineering student, establish a structure of networking with other students, and create a sense of community to support students' academic experience.

W. P. Carey School of Business

Undergraduate Programs – Camp Carey

\$125

Incoming freshmen to the W. P. Carey School of Business are provided the opportunity to attend Camp Carey, a three day experience in Prescott, AZ. During this time, students begin preparing for their success over the next four years. Students participate in team-building activities, learning how to succeed as a business student, and learning about Sun Devil traditions. They collaborate with facilitators — W. P. Carey juniors and seniors — and interact with W. P. Carey faculty members, deans, and staff.

The 3-day experience is conducted at a camp facility in Prescott, AZ. The fee helps to cover rental of the camp, housing for two nights/three days, food/meals, transportation, branding materials, and special facilitators (for low ropes courses).

If you have any questions, feel free to contact me.