



University of San Francisco

Fiscal Year 2020 Tuition, Fee, Room & Board Recommendations *Enrollment Targets, Tuition Pricing, and Financial Aid Recommendations*

Purpose of Report: The purpose of this report is to provide the rationale for management's tuition, fee, room and board, and financial aid recommendations based on enrollment projections for the fiscal year 2020 (FY20) budget.

Our Pricing Strategy: Starting in fiscal year 2010 (FY10), USF adopted a pricing strategy of lower-than-historical tuition increases. During the four previous fiscal years up to FY10, undergraduate tuition increases ranged from 8.5 to 6.5 percent per year. Fiscal Year 2010 (FY10) saw a tuition increase of 3.8 percent. This strategy was enacted in response to the impact of the so-called Great Recession. The following nine fiscal years continued to see modest increases, ranging from 2.9 to 4.6 percent per year. These relatively small increases were justified by the slow rate of economic recovery, stagnant growth in real wages, and both public and government pressure to keep rates of tuition increase low.

Current Fiscal Year: The Fiscal Year 2019 (FY19) Board budget was based upon an aggregate enrollment target of 10,826 Fall 2018 students generating 293,715 student credit hours (SCHs). That budget anticipated gross tuition of \$421,646K, tuition exceptions of \$2,000K, and financial aid of \$105,609K, resulting in net tuition of \$314,037K. Our revised forecasts for the current fiscal year feature 10,714 students generating 293,326 SCHs, with projected gross tuition revenue of \$421,886K, tuition exceptions of \$2,000K, and financial aid of \$115,757K, for a projected net tuition of \$304,129K.

Recommendation for FY20: The recommendation of the President is to increase the primary student housing rate by 4.6 percent and the meal plan by 2.5 percent. Traditional undergraduate tuition is recommended to increase by 4.6 percent, with adult degree completion program tuition increasing by 1.9 percent. Our recommendation is that, in general, Arts & Sciences, Nursing & Health Professions, and Management graduate tuition rates increase by 3.4 percent. The Master of Global Entrepreneurial Management, Master of Nonprofit Administration, and Master of Science in Organization Development programs are all recommended to see no increase. The Master of Science in Information Systems and Master of Public Administration programs will see an increase of 1.9 percent. Tuition rate increases for the School of Education and the School of Law will be 1.9 percent.

The effective date of tuition, room and board increases remains the start of the fall semester. As previously approved by the Board, cohort pricing terminated for all graduate cohorts beginning in the summer and fall of 2016.

Based on an aggregate enrollment target of 10,857 fall 2019 students generating 293,403 SCHs, and the tuition increase recommendations, we project gross tuition of \$439,727K, tuition exceptions of \$2,080K, and financial aid of \$123,551K, for a net total tuition budget of \$314,095K.

Enrollment Targets: What follows is the summary of enrollment targets for FY19 to FY21 as of November 17, 2018. The targets were discussed with, and agreed upon by, the members of the Provost’s Council and have been approved by the Provost. These enrollment targets are preliminary and will be updated based upon spring 2019 census actuals, as well as for the planned launch of any additional new programs or suspension of existing programs. Updated enrollment targets are used in the creation of the next fiscal year’s operating budget and will be reviewed by the Board of Trustees in March 2019.

Enrollment Projections (as of Nov. 19, 2018)

(HC = Head Count; SCH = Student Credit Hours)

	FY 2019 Budget		FY 2019 Fall Census		FY 2020 Budget		FY 2021 Budget	
	Fall HC	SCH	Fall HC	SCH	Fall HC	SCH	Fall HC	SCH
Undergraduate								
Arts & Sciences	3,881	160,196	3,917	160,384	4,017	162,750	3,994	161,818
Management	1,898	32,844	1,878	32,913	1,799	30,773	1,755	30,061
Nursing & HP	834	16,019	867	17,135	855	16,654	840	16,202
Undergraduate Total	6,613	209,059	6,662	210,432	6,671	210,177	6,589	208,081
Graduate								
Arts & Sciences	1,048	17,540	1,017	17,131	1,057	17,383	1,134	18,088
Management	682	15,017	617	13,365	631	14,216	676	15,015
Nursing & HP	830	19,909	798	20,311	840	19,660	905	20,981
Education	1,058	20,066	1,044	20,267	1,063	20,187	1,093	20,700
Law	511	12,124	506	11,820	525	11,780	543	12,149
Graduate Total	4,129	84,656	3,982	82,894	4,116	83,226	4,351	86,933
Visitors	84		70		70		70	
University Total	10,826	293,715	10,714	293,326	10,857	293,403	11,010	295,014

Enrollment Summary

Total budgeted undergraduate headcount for fall of the next academic year (FY20) sees an increase of 58 students (0.9%) from the current year’s budget. Arts & Sciences sees an increase of 136 students (3.5%), Management a decrease of 99 students (-5.2%), and Nursing & Health Professions an increase of 21 students (2.5%).

Total budgeted graduate headcount for fall of the next academic year sees an decrease of 13 students (-0.3%) from the current year’s budget. Arts & Sciences sees an increase of nine students (0.9%), Management a decrease of 51 students (-7.5%), Nursing & Health Professions an increase of ten students (1.2%), Education an increase of five students (0.5%), and Law an increase of 14 students (2.7%).

Budgeted headcount from exchange and visiting students will decrease by 14 students (-16.7%). Total budgeted student headcount for fall of the next academic year sees a tiny increase of 31 students (0.3%) from the current year’s budget.

Tuition & Fee Comparison

Every year, the Office of Planning and Budget prepares a tuition and fee comparison report. In this report, we present data from a broad range of programs. The graphs and text below are excerpts from this report.

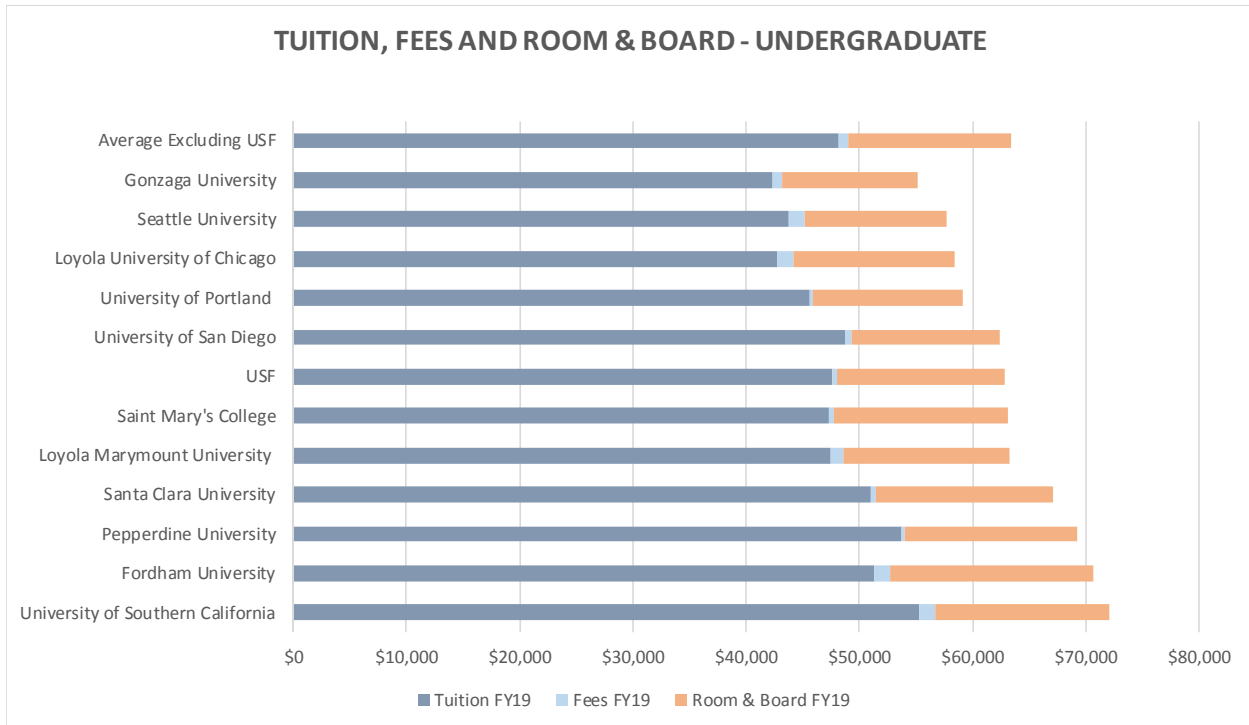
Undergraduate Tuition, Fees, and Room and Board

USF ranks seventh out of twelve peers surveyed for total cost of undergraduate tuition, fees, and room and board. For FY19, the cost of tuition, fees, and room & board at USF increased 3.8% from \$60,580 to \$62,896. This is lower than the average (excluding USF) of \$63,464. Comparator institutions are listed below.

WCC	School	Tuition FY18	Fees FY18	Room & Board FY18	Total FY 18	Tuition FY19	Fees FY19	Room & Board FY19	Total FY19	% Change from FY18 to FY19
	CA University of Southern California	53,448	1,125	14,886	69,459	55,320	1,356	15,395	72,071	3.8%
	NY Fordham University	49,645	1,341	17,445	68,431	51,285	1,402	17,969	70,656	3.3%
X	CA Pepperdine University	51,740	252	14,870	66,862	53,680	252	15,320	69,252	3.6%
X	CA Santa Clara University	49,233	305	14,487	64,025	51,081	305	15,720	67,106	4.8%
X	Bay Loyola Marymount University	45,460	1,062	14,066	60,588	47,470	1,188	14,600	63,258	4.4%
X	CA Saint Mary's College	45,536	150	15,370	61,056	47,280	430	15,370	63,080	3.3%
X	Bay USF	45,760	490	14,330	60,580	47,550	516	14,830	62,896	3.8%
X	CA University of San Diego	47,100	622	12,630	60,352	48,750	608	12,980	62,338	3.3%
X	OR University of Portland	43,686	340	12,658	56,684	45,564	340	13,174	59,078	4.2%
	IL Loyola University of Chicago	41,720	1,708	13,800	57,228	42,720	1,438	14,280	58,438	2.1%
	WA Seattle University	42,120	995	12,372	55,487	43,785	1,360	12,510	57,655	3.9%
X	WA Gonzaga University	40,540	805	11,550	52,895	42,370	855	11,944	55,169	4.3%
	Average	46,332	766	14,039	61,137	48,071	838	14,508	63,416	3.7%
	Average Excluding USF	46,384	791	14,012	61,188	48,119	867	14,478	63,464	3.7%

Notes:

(A) Schools are sorted by Total FY19 column.

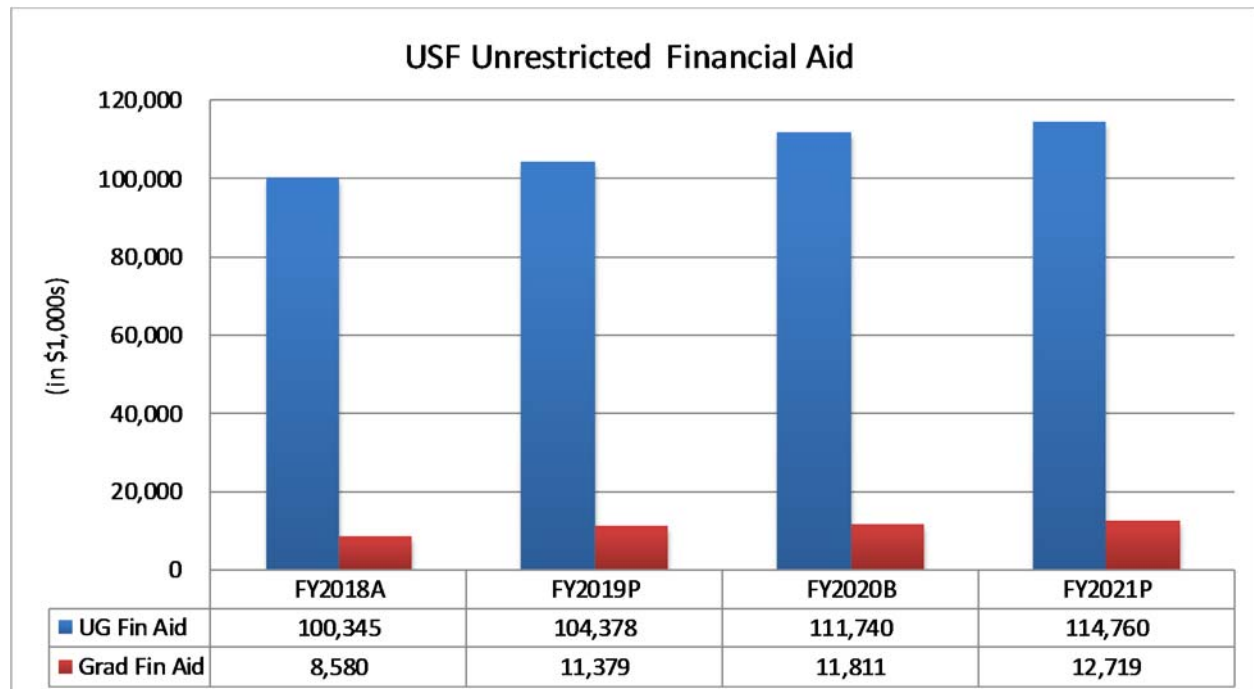


Undergraduate Package Pricing Recommendation

We recommend increasing the standard undergraduate package by 4.4% from \$62,896 to \$65,692 (includes tuition, fees, room and board for fall and spring). This figure approximates the total cost of education for a traditional undergraduate student.

Financial Aid

USF's financial aid for FY18 through FY21 (Actual - A, Projected - P, and Future Budget – B) funded from unrestricted sources (i.e., unfunded) is presented below. Budgeted financial aid scenarios are calculated by applying multiple undergraduate and graduate discount rates. We will continue to review tuition and financial aid budgets throughout the FY20 budget creation process.



Endowment

In FY17 (the latest available data), the average (excluding USF) endowment income (EI) per full time equivalent (FTE) of the universities included in the study was \$2,496. USF's EI/FTE is below the average of \$1,247. As a result, USF continues to award less financial aid from endowment earnings.

WCC	School	2017 Total Endowment (TE) (000)2	4% Endowment Income FY 17 (EI) (000)	2017 Total Enrollment (FTE)3	2017 Total Enrollment TE/FTE	2017 Total Enrollment EI/FTE
	CA University of Southern California	5,128,459	205,138	45,687	112,252	4,490
X	CA Pepperdine University	861,613	34,465	7,710	111,753	4,470
X	CA Santa Clara University	905,858	36,234	8,629	104,978	4,199
X	CA University of San Diego	503,568	20,143	8,905	56,549	2,262
X	CA Loyola Marymount	454,478	18,179	9,618	47,253	1,890
X	CA Saint Mary's College	178,622	7,145	3,913	45,648	1,826
	NY Fordham University	691,077	27,643	16,037	43,093	1,724
X	OR University of Portland	160,884	6,435	4,396	36,598	1,464
	WA Gonzaga University	262,799	10,512	7,506	35,012	1,400
X	CA USF	345,010	13,800	11,063	31,186	1,247
X	WA Seattle University	224,041	8,962	7,278	30,783	1,231
	Average	883,310	35,332	11,886	59,555	2,382
	Average excluding USF	937,140	37,486	11,968	62,392	2,496

Financial Aid Recommendation

In fall 2010 (FY11), the University adopted major structural changes to its financial aid practices. With the help of its external financial aid consultants, Hardwick Day, the University lowered its first-year first-time matriculant discount rate for a few years without sacrificing academic quality or the percentage of underrepresented students in matriculating classes.

Since the Great Recession ended in roughly 2012, institutions of higher education have been responding to their financial challenges and the demographic landscape by competing more aggressively on the basis of net price. Many colleges and universities have expanded financial aid to increase headcount, with the aim of increasing net tuition even after increasing discount rates.

Net tuition at the University of San Francisco from matriculating students peaked in FY15. By FY16, the efficacy of Hardwick Day's recommendations, as well as the fidelity with which the Office of Strategic Enrollment Management was implementing those recommendations, came into question. Effective fall 2017, the Provost and Vice Provost for Strategic Enrollment Management changed the University's financial aid consultants. The new firm, Human Capital Research Corporation, aims to work with the Office of Strategic Enrollment Management to develop strategies for using financial aid to shape academically strong and diverse cohorts of matriculating students while meeting the University's net tuition objectives.

Unfortunately, the University continues to struggle with rising discount rates. This trend has been seen throughout higher education over the past few years. At the University of San Francisco, the rise in the first-year first-time discount rate over the past few years has been driven by two factors: a decline in both budgeted (and realized) international matriculant headcount and increases in both budgeted (and realized) discount rates for domestic first-year first-time students. Decreasing the rate of growth in the University's various undergraduate discount rates --- or even lowering those discount rates --- is a key institutional priority at present.

For FY20, the University tentatively plans on budgeted discount rates as follows:

		FY19 Budget Fall 2018	FY19 Actual Fall 2018	FY20 Budget Fall 2019
First-Year First-Time	Domestic	48.0%	50.3%	48.5%
	International	8.0%	18.1%	19.0%
Transfer	Domestic	20.0%	24.2%	22.0%
	International	2.0%	17.1%	10.0%

Non-Traditional Undergraduate Pricing Recommendations

For FY20, we recommend an increase of 1.9% from \$1,080 to \$1,100 per unit for adult degree completion programs in Management. The Bachelor of Science in Nursing (Veterans Administration) will see a tuition increase of 3.4 percent from \$1,385 to \$1,430 per unit, i.e., the per-unit rate of tuition for this program is set to match the prevailing rate for School of Nursing and Health Professions graduate programs.

Graduate Pricing Recommendations

For FY20, we recommend program-specific rate increases as listed on page nine. Our recommendation is that, in general, Arts & Sciences, Nursing & Health Professions, and Management graduate tuition increase by 3.4 percent. The Master of Global Entrepreneurial Management, Master of Nonprofit Administration, and Master of Science in Organization Development programs all will see no increase. The Master of Science in Information Systems and Master of Public Administration programs will see an increase of 1.9 percent. Rate increases for the School of Education and the School of Law are recommended to be 1.9 percent.

Fees, Housing and Meal Plan Recommendation

As approved by the Associated Students of USF and the student body itself, the undergraduate student activity fee will increase from \$113 to \$121 per semester. The undergraduate transportation fee will also increase from \$145 to \$150 per semester.

The Associated Graduate Students of USF will increase its activity fee from \$30 to \$35 per semester. As in prior years, this fee will not apply to students in the Master in Global Entrepreneurial Management program at the School of Management or the International School Leadership program at the School of Education.

In spring 2019, University officials will open up conversations with the Graduate Student Senate concerning policies and practices related to all graduate student activity fees at the University. The scope of the conversation will include activity fees for graduate students enrolled at the School of Law and the School of Management.

A possible outcome of this conversation will be elimination of the Graduate Business Student Association fee for MBA students, as well as the introduction of a new fee intended to cover the costs of various enrichment and co-curricular activities for these students. Such fees are increasingly seen at MBA programs across the country. The fee for students in the full-time MBA program will likely be \$625 per semester. The fee for students in the part-time program will likely be \$250 per semester.

Regarding mandatory student health insurance requirements, regularly-enrolled domestic graduate students registered for six or more units will automatically be enrolled in the USF-sponsored health insurance plan. Graduate students who are able to provide proof that they have health insurance coverage of comparable (i.e., equal or better) quality from a United States-domiciled health insurance company may waive this requirement each academic year.

All current fees taking place within the schools and colleges for programs, examinations, labs, fieldwork, and malpractice insurance will remain the same.

The standard double room rate is planned to increase by 4.6% from \$5,005 to \$5,235 per semester and the meal plan is planned to increase by 2.5% from \$2,410 to \$2,470 per semester. In addition to the 4.6% rate increase, all students in Loyola Village will pay an additional \$150 per semester to provide winter break access. The housing contract cancellation fee makes use of a sliding scale: \$250 for cancellations before June first, \$500 for cancellations in June, \$750 for July and \$1,000 for August and afterwards.

Current (FY2019) and Recommended (FY2020) Student Fees

Fees	Current Academic Year, FY2019			Following Academic Year, FY2020		
	Per Unit/Lab Course/Exam	Semester	Annual (Fall/Spring)	Per Unit/Lab	Semester	Annual (Fall/Spring)
ASUSF (traditional undergraduates only)		\$113	\$226		\$121	\$242
AGSUSF						
(all graduate students exclusive of Law, MGEM, EARCOS)		\$30	\$60		\$35	\$70
Transportation Fee (traditional undergraduates only)*		\$145	\$290		\$150	\$300
*This fee is subject to negotiations with the City of San Francisco and is charged only to undergraduate students on the San Francisco campus in the College of Arts and Sciences, the School of Management and the School of Nursing & Health Professions.						
USF-Sponsored Student Health Insurance Plan (UnitedHealthcare)						
Fall		\$1,110			TBD	
Spring		\$1,540			TBD	
Annual Fall/Spring		\$2,650			TBA	
For the 2019-2020 academic year (FY20), the USF-sponsored Student Health Insurance Plan premiums will be published on the USF website.						
GBSA (MBA students only)		\$100	\$200		\$100	\$200
MBA Enrichment and Co-curricular Activities						
Full-time MBA					\$625	
Part-time MBA					\$250	
SBA (Full-time Law students only, LLM Tax is excluded)		\$35	\$70		\$35	\$70
SBA (Part-time Law students only, per unit, LLM Tax is excluded)	\$2			\$2		
LRAP (JD students only)		\$5	\$10		\$5	\$10
Law Visiting Student Fee		\$250			\$250	
Law Intensive Advocacy Program (Materials cost, per course)	\$100			\$100		
Law Re-Examination Fee	\$500			\$500		
Nursing						
Clinical Lab						
Undergraduate (per lab)	\$162			\$162		
Graduate (per lab)	\$162			\$162		
Fieldwork						
Undergraduate (per related course)	\$100			\$100		
Graduate (per related course)	\$100			\$100		
Malpractice Insurance						
Undergraduate (per Clinical Lab)	\$25			\$25		
Graduate (per Clinical Lab)	\$25			\$25		
College of Arts & Sciences						
Undergraduate and Graduate (per lab)	\$25			\$25		
Housing Contract Cancellation Fee (Sliding Scale)						
Before June 1			\$250			\$250
June			\$500			\$500
July			\$750			\$750
August and after			\$1,000			\$1,000

Current (FY2019) and Recommended (FY2020) Room and Board Rates

Room Rates	Current Academic Year, FY2019		Following Academic Year, FY2020	
Room Rates - Traditional Style Halls	Semester	Annual (Fall/Spring)	Semester	Annual (Fall/Spring)
Small Double Room	\$4,780	\$9,560	\$5,000	\$10,000
Double Room	\$5,005	\$10,010	\$5,235	\$10,470
Large Double Room	\$5,320	\$10,640	\$5,565	\$11,130
Triple Room	\$4,005	\$8,010	\$4,190	\$8,380
Small Single Room	\$6,215	\$12,430	\$6,500	\$13,000
Large Single Room	\$6,695	\$13,390	\$7,005	\$14,010
RA Room	\$6,695	\$13,390	\$7,005	\$14,010
Room Rates - Pedro Arrupe	Semester	Annual (Fall/Spring)	Semester	Annual (Fall/Spring)
Small Double Room	\$4,680	\$9,360	\$4,895	\$9,790
Large Double Room	\$5,225	\$10,450	\$5,465	\$10,930
Small Single Room	\$6,215	\$12,430	\$6,500	\$13,000
RA Room	\$6,695	\$13,390	\$7,005	\$14,010
Room Rates - St. Anne's	Semester	Annual (Fall/Spring)	Semester	Annual (Fall/Spring)
Double Room	\$5,715	\$11,430	\$5,980	\$11,960
Single Room	\$7,275	\$14,550	\$7,610	\$15,220
Community Manager Room	\$7,275	\$14,550	\$7,610	\$15,220
Room Rates - Apartment Style Living - Loyola Village	Semester	Annual (Fall/Spring)	Semester	Annual (Fall/Spring)
Apartment Type I Double	\$6,010	\$12,020	\$6,435	\$12,870
Apartment Type II Double	\$6,185	\$12,370	\$6,620	\$13,240
Apartment Type III Double	\$6,405	\$12,810	\$6,850	\$13,700
Apartment Large Single	\$6,695	\$13,390	\$7,155	\$14,310
RA Room	\$6,695	\$13,390	\$7,155	\$14,310
Room Rates - Apartment Style Living - Fulton Street	Semester	Annual (Fall/Spring)	Semester	Annual (Fall/Spring)
Apartment Type I Double	\$6,010	\$12,020	\$6,285	\$12,570
Apartment Type II Double	\$6,185	\$12,370	\$6,470	\$12,940
Apartment Type III Double	\$6,405	\$12,810	\$6,700	\$13,400
Apartment Small Single	\$6,215	\$12,430	\$6,500	\$13,000
Apartment Large Single	\$6,695	\$13,390	\$7,005	\$14,010
RA Room	\$6,695	\$13,390	\$7,005	\$14,010
Summer Room Nightly Rates	Night		Night	
Double	\$35		\$37	
Single	\$50		\$52	
Board Rates				
Board plan required for residents of Fulton House Cottage, Phelan, Gillson, Hayes-Healy, Lone Mountain, and Fromm Halls. It is not required for residents of Loyola Village or Pedro Arrupe.				
	Semester	Annual (Fall/Spring)	Semester	Annual (Fall/Spring)
Flexi-cash Standard Meal Plan	\$2,410	\$4,820	\$2,470	\$4,940
Flexi-cash Plus Meal Plan	\$3,090	\$6,180	\$3,165	\$6,330
Flexi-cash Maxi Meal Plan	\$3,480	\$6,960	\$3,565	\$7,130
Summer Room Nightly Rates	Day		Day	
Meals per Day	\$21		\$22	

Tuition Rate Recommendation for FY20 with FY21 Previewed

The following table lists the tuition rates for FY19, the recommended tuition rates for FY20, and the previewed rates for FY21.

	FY19		FY20		FY21 Previewed	
	Per Unit	Semester	Per Unit	Semester	Per Unit	Semester
UNDERGRADUATE TUITION:						
Arts and Sciences, Nursing & Health Professions, and Management (on SF Hilltop Campus)						
*All summer tuition is billed on a per unit basis.						
	\$1,135		\$1,185		\$1,240	
Arts and Sciences, Nursing & Health Professions and Management (on SF Hilltop Campus) - Fall/Spring						
*Less than 12 units or units over 18						
	\$1,690	\$23,775	\$1,770	\$24,870	\$1,850	\$26,015
Undergraduate programs offered at satellite locations:						
Management Degree Completion Programs (BSM)						
	\$1,080		\$1,100		\$1,120	
Nursing Health Professions						
*Less than 12 units or units over 18						
BSN-VANAP	\$1,385		\$1,430		\$1,480	
GRADUATE TUITION:						
Arts and Sciences						
Graduate Programs	\$1,385		\$1,430		\$1,480	
Management						
MBA	\$1,475		\$1,525		\$1,575	
MSEI	\$1,275		\$1,320		\$1,365	
MSFA, MSFN	\$1,385		\$1,430		\$1,480	
MGEM (FY19 and FY20, Total Program Cost)		\$38,000		\$38,000		\$38,000
EMBA (tuition only)		\$22,375		\$23,135		\$23,920
MNA	\$1,150		\$1,150		\$1,150	
MSIS, MPA	\$1,170		\$1,190		\$1,215	
MSOD	\$1,475		\$1,475		\$1,475	
Nursing & Health Professions						
Masters (MSN, MPH, MSBH, MSHI, MSIM, RN-to-MSN)	\$1,385		\$1,430		\$1,480	
Doctoral (DNP, PsyD)	\$1,385		\$1,430		\$1,480	
Executive DNP (Doctoral; tuition only)		\$15,540		\$16,070		\$16,615
Education						
Masters	\$1,170		\$1,190		\$1,215	
Graduate Online Programs	\$1,170		\$1,190		\$1,215	
EARCOS	\$600		\$610		\$620	
Credential Programs	\$995		\$1,015		\$1,035	
San Francisco Unified School District	\$600		\$610		\$620	
Doctoral	\$1,320		\$1,345		\$1,370	
Law						
Full-time JD		\$24,870		\$25,345		\$25,825
Part-time JD - per unit (84-unit curriculum)	\$1,780		\$1,815		\$1,850	
Part-time JD - per unit (87-unit curriculum)	\$1,720		\$1,755		\$1,790	
Full-time LLM in ICL, LLM in IPTL		\$24,075		\$24,530		\$24,995
Part-time LLM in ICL - per unit	\$1,925		\$1,960		\$1,995	
Part-time LLM in IPTL - per unit	\$1,925		\$1,960		\$1,995	
LLM in Taxation	\$1,980		\$2,020		\$2,060	
Master of Legal Studies in Taxation	\$1,590		\$1,620		\$1,650	

Four-Year Summary:

Tuition Rate, Unrestricted Financial Aid and Net Tuition

	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Projected
Undergraduate				
Increase for Undergraduate Tuition	3.9%	3.9%	4.6%	4.6%
Increase for Residence Hall Rates	2.4%	3.9%	4.6%	4.6%
Increase for Meal Plan Rates	2.4%	2.6%	2.5%	2.5%
Typical Undergraduate Student Annual Cost	60,580	62,896	65,692	68,617
Typical Undergraduate Cost Increase	3.6%	3.8%	4.4%	4.5%
Resulting Undergraduate Tuition Revenue	306,251	311,189	324,242	328,941
Total Unrestricted Undergraduate Financial Aid	100,345	104,378	111,740	114,760
Net Undergraduate Tuition	205,906	206,811	212,502	214,181
Graduate				
Tuition Revenue from Proposed Targets and Rates	112,546	110,588	115,365	123,780
Total Graduate Unrestricted Financial Aid	8,580	11,379	11,811	12,719
Net Graduate Tuition	103,966	99,210	103,554	111,062
Other Tuition (IEP)	165	109	120	120
University				
Tuition Exceptions	2,668	2,000	2,080	2,163
Total Net Tuition	307,369	304,129	314,095	323,199

Notes: Figures in \$1,000s excepting tuition rates