University of San Francisco
Fiscal Year 2022 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 targets and projections for the fiscal year 2022 (FY22) budget.

Our Pricing Strategy: Starting in fiscal year 2010 (FY10), USF adopted a pricing strategy of lower-than-historical tuition increases. During the four prior 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 eleven 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. With the onset of the COVID-19 global pandemic, management expects many institutions of higher learning to enact even lower-than-typical rates of tuition increase. A couple of the university’s peers (e.g., Loyola Chicago and Santa Clara University) cancelled previously-planned fiscal year 2021 (FY21) tuition increases, and it is possible that several might freeze their tuition rates as they step into fiscal year 2022.

Current Fiscal Year: The fiscal year 2021 (FY21) placeholder budget was based upon an aggregate enrollment target of 10,464 fall 2020 students generating 284,518 student credit hours (SCHs). That budget anticipated gross tuition of $439,677K, tuition exceptions of $3,024K, and financial aid of $124,361K, resulting in net tuition of $312,291K. The university’s revised forecasts for the current fiscal year feature 10,068 students generating 269,423 SCHs, with projected gross tuition revenue of $418,000K, tuition exceptions of $3,274K, and financial aid of $120,764K, for a projected net tuition of $293,961K.

Contingent Aspects of Increase Recommendations for Fiscal Year 2022: All of the below-mentioned proposals from the President and his Cabinet are intended to be contingent upon the university substantially returning to in-person and/or hybrid (or HyFlex) instruction for the next academic year. In the event that the university is substantially unable to do so due to COVID-19 conditions or restrictions imposed by the San Francisco Department of Public Health, the President’s recommendation will be to instead freeze fiscal year 2022 tuition, room, board, and fee levels at fiscal year 2021 levels. As part of approving the recommendations contained within this document, the university’s management is also asking the Board of Trustees to approve this contingent freeze.

Recommendation for Fiscal Year 2022: The recommendation of the President is to increase the primary student housing rate by 0.9 percent and the meal plan by 0.9 percent. Traditional undergraduate tuition is recommended to increase by 1.9 percent, with adult degree completion program tuition increasing by 0.9 percent. The Bachelor of Science in Nursing in Sacramento will see a tuition increase of 1.9%. The President’s recommendation is that, in general, Arts & Sciences, Nursing & Health Professions, and Management graduate tuition rates be increased by 1.9%. The Master of Nonprofit Administration, the Master of Science in Information Systems and the Master of Public Administration programs will see tuition increases of 0.9%. Tuition rate increases for the School of Education and the School of Law will be 0.9%.
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 9,832 fall 2021 students generating 262,857 SCHs, and the tuition increase recommendations, we project gross tuition of $415,838K, tuition exceptions of $3,032K, and financial aid of $122,255K, for a net tuition budget of $290,550K.

**Enrollment Targets:** What follows is the summary of enrollment targets for FY21 to FY23 as of November 15, 2020. The targets were discussed with, and agreed upon by, the members of the Provost’s Council and have been approved by the Provost and, subsequently, the President’s Cabinet. These enrollment targets are preliminary and will be updated based upon spring 2021 census actuals, as well as for the planned launch of any additional new programs, or suspension and teach-out 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 2021.

**Enrollment Projections (as of Nov. 15, 2020)**

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2021 Budget Fall HC</th>
<th>SCH</th>
<th>FY 2021 Fall Census HC</th>
<th>FY 2022 Budget Fall HC</th>
<th>SCH</th>
<th>FY 2023 Budget Fall HC</th>
<th>SCH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Undergraduate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arts &amp; Sciences</td>
<td>3,818</td>
<td>152,296</td>
<td>3,582</td>
<td>142,882</td>
<td>3,534</td>
<td>140,532</td>
<td>3,480</td>
</tr>
<tr>
<td>Management</td>
<td>1,606</td>
<td>29,169</td>
<td>1,420</td>
<td>25,791</td>
<td>1,324</td>
<td>23,310</td>
<td>1,255</td>
</tr>
<tr>
<td>Nursing &amp; HP</td>
<td>811</td>
<td>16,631</td>
<td>808</td>
<td>16,569</td>
<td>845</td>
<td>16,609</td>
<td>844</td>
</tr>
<tr>
<td><strong>Undergraduate Total</strong></td>
<td>6,235</td>
<td>198,096</td>
<td>5,810</td>
<td>185,242</td>
<td>5,703</td>
<td>180,451</td>
<td>5,579</td>
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<table>
<thead>
<tr>
<th></th>
<th>FY 2023 Budget Fall HC</th>
<th>SCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Sciences</td>
<td>3,480</td>
<td>138,385</td>
</tr>
<tr>
<td>Management</td>
<td>1,255</td>
<td>22,095</td>
</tr>
<tr>
<td>Nursing &amp; HP</td>
<td>844</td>
<td>16,589</td>
</tr>
<tr>
<td><strong>Graduate Total</strong></td>
<td>4,144</td>
<td>83,864</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 2021 Budget Fall HC</th>
<th>SCH</th>
<th>FY 2021 Fall Census HC</th>
<th>FY 2022 Budget Fall HC</th>
<th>SCH</th>
<th>FY 2023 Budget Fall HC</th>
<th>SCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>1,081</td>
<td>21,343</td>
<td>1,164</td>
<td>21,715</td>
<td>1,115</td>
<td>21,461</td>
<td>1,144</td>
</tr>
<tr>
<td>Law</td>
<td>490</td>
<td>11,792</td>
<td>498</td>
<td>11,585</td>
<td>467</td>
<td>11,163</td>
<td>478</td>
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<tr>
<td><strong>Graduate Total</strong></td>
<td>4,144</td>
<td>83,864</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visitors</td>
<td>85</td>
<td>69</td>
<td>55</td>
<td>55</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>University Total</strong></td>
<td>10,464</td>
<td>260,933</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Enrollment Summary**

Total budgeted undergraduate headcount for fall of the next academic year (FY22) sees a decrease of 532 students (-8.5%) from the current year’s placeholder budget. The College of Arts and Sciences sees a decrease of 284 students (-7.4%), the School of Management a decrease of 282 students (-17.6%), and the School of Nursing & Health Professions an increase of 34 students (4.2%).

Total budgeted graduate headcount for fall of the next academic year sees an decrease of 70 students (-1.7%) from the current year’s placeholder budget. The College of Arts and Sciences sees an increase of 26 students (2.5%), the School of Management a decrease of 70 students (-11.1%), the School of Nursing & Health Professions a decrease of 37 students (-4.2%), the School of Education an increase of 34 students (3.1%), and the School of Law a decrease of 23 students (-4.7%).
Budgeted headcount from exchange and visiting students will see a decrease of 30 students (-35.3%). Total budgeted student headcount for fall of the next academic year will see a decrease of 632 students (-6.0%) from the current year’s placeholder 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 sixth out of twelve peers surveyed for total cost of undergraduate tuition, fees, and room and board. For fiscal year 2021, the cost of tuition, fees, and room & board at USF increased 4.2% from $65,692 to $68,472. This increase was higher than the average (excluding USF) of $67,536. Comparator institutions are listed below.

<table>
<thead>
<tr>
<th>WCC</th>
<th>School</th>
<th>Tuition FY20</th>
<th>Fees FY20</th>
<th>Room &amp; Board FY20</th>
<th>Total FY20</th>
<th>Tuition FY21</th>
<th>Fees FY21</th>
<th>Room &amp; Board FY21</th>
<th>Total FY21</th>
<th>% Change from FY20 to FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA</td>
<td>University of Southern California</td>
<td>57,256</td>
<td>1,389</td>
<td>15,916</td>
<td>74,561</td>
<td>59,260</td>
<td>1,465</td>
<td>15,437</td>
<td>76,162</td>
<td>2.1%</td>
</tr>
<tr>
<td>NY</td>
<td>Fordham University</td>
<td>52,998</td>
<td>1,413</td>
<td>18,510</td>
<td>72,921</td>
<td>54,730</td>
<td>1,431</td>
<td>19,065</td>
<td>75,226</td>
<td>3.2%</td>
</tr>
<tr>
<td>X</td>
<td>Pepperdine University</td>
<td>55,640</td>
<td>252</td>
<td>15,670</td>
<td>71,562</td>
<td>57,750</td>
<td>252</td>
<td>16,160</td>
<td>74,162</td>
<td>3.6%</td>
</tr>
<tr>
<td>X</td>
<td>Santa Clara University</td>
<td>52,980</td>
<td>305</td>
<td>16,347</td>
<td>69,632</td>
<td>52,998</td>
<td>305</td>
<td>15,972</td>
<td>69,275</td>
<td>-0.5%</td>
</tr>
<tr>
<td>X</td>
<td>Loyola Marymount University</td>
<td>49,550</td>
<td>1,283</td>
<td>15,030</td>
<td>65,692</td>
<td>57,750</td>
<td>1,157</td>
<td>15,437</td>
<td>68,162</td>
<td>4.0%</td>
</tr>
<tr>
<td>X</td>
<td>USF</td>
<td>49,740</td>
<td>542</td>
<td>15,410</td>
<td>65,692</td>
<td>51,930</td>
<td>552</td>
<td>15,990</td>
<td>68,472</td>
<td>4.2%</td>
</tr>
<tr>
<td>X</td>
<td>Saint Mary's College</td>
<td>48,988</td>
<td>200</td>
<td>15,524</td>
<td>64,712</td>
<td>50,460</td>
<td>200</td>
<td>15,706</td>
<td>66,166</td>
<td>2.6%</td>
</tr>
<tr>
<td>X</td>
<td>University of San Diego</td>
<td>50,450</td>
<td>736</td>
<td>13,374</td>
<td>64,560</td>
<td>52,120</td>
<td>744</td>
<td>13,848</td>
<td>66,768</td>
<td>3.3%</td>
</tr>
<tr>
<td>X</td>
<td>University of Portland</td>
<td>47,478</td>
<td>340</td>
<td>13,684</td>
<td>61,502</td>
<td>49,424</td>
<td>440</td>
<td>14,196</td>
<td>63,712</td>
<td>3.2%</td>
</tr>
<tr>
<td>IL</td>
<td>Loyola University of Chicago</td>
<td>44,280</td>
<td>1,748</td>
<td>14,680</td>
<td>60,708</td>
<td>45,500</td>
<td>810</td>
<td>14,930</td>
<td>61,240</td>
<td>0.9%</td>
</tr>
<tr>
<td>WA</td>
<td>Seattle University</td>
<td>45,765</td>
<td>1,325</td>
<td>12,531</td>
<td>59,632</td>
<td>47,565</td>
<td>825</td>
<td>12,780</td>
<td>61,170</td>
<td>2.6%</td>
</tr>
<tr>
<td>X</td>
<td>Gonzaga University</td>
<td>44,130</td>
<td>980</td>
<td>12,330</td>
<td>57,440</td>
<td>46,060</td>
<td>980</td>
<td>12,951</td>
<td>59,991</td>
<td>4.4%</td>
</tr>
</tbody>
</table>

**Average**

- Total: 49,938; Fees: 876; Room & Board: 14,917; Total: 65,731; % Change: 2.9%

**Average excluding USF**

- Total: 49,956; Fees: 906; Room & Board: 14,872; Total: 65,735; % Change: 2.7%
**Undergraduate Package Pricing Recommendation**

We recommend increasing the price of the standard undergraduate package by 1.7%, from $68,472 to $69,612. This package includes tuition, fees, room and board for both the fall and spring semesters of fiscal year 2022. This figure approximates the total cost of education for a traditional undergraduate student.

**Financial Aid**

The university’s financial aid for FY20 through FY23 (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 proposed or modeled undergraduate and graduate discount rates. We will continue to review tuition and financial aid budgets throughout the fiscal year 2022 budget creation process.
Endowment
In fiscal year 2019 (the latest available data), the average (excluding USF) endowment income (EI) per full time equivalent (FTE) of the universities included in the study was $2,754. The university’s EI/FTE is below the average and stands at $1,520. As a result, the university continues to award less financial aid from endowment earnings, i.e., a relatively greater proportion of the university’s financial aid is pure discount.

Financial Aid Recommendation
In fall 2010 (i.e., fiscal year 2011), 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 from matriculating students at the university 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, works 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, which rose and exceeded budgeted discount rates for every group of matriculating undergraduates in fiscal year 2021. If unaccompanied by higher levels of undergraduate enrollment, or unaccompanied by higher levels of average net tuition per enrolled student, current discounting practices are not financially sustainable for the university in the coming years. However, many colleges and universities are likely to “double down” on higher rates of discount as they emerge from the COVID-19 global pandemic and are aggressively seeking enrollments to manage the structural challenges faced by their own budgets.
For fiscal year 2022, the university tentatively plans on budgeted discount rates for new Hilltop matriculants as follows:

### Non-Traditional Undergraduate Pricing Recommendations

For fiscal year 2022, we recommend an increase of 0.9% from $1,120 to $1,130 per unit for adult degree completion programs at the School of Management. The Bachelor of Science in Nursing in Sacramento will see a tuition increase of 1.9%, from $1,480 to $1,510 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 fiscal year 2022, we recommend program-specific rate increases as listed on page nine. The university’s recommendation is that, in general, Arts and Sciences, Nursing and Health Professions, and Management graduate tuition rates be increased by 1.9%. The Master of Nonprofit Administration, the Master of Science in Information Systems and the Master of Public Administration programs will see tuition increases of 0.9%. Rates of tuition increase for the School of Education and the School of Law will be 0.9%.

### 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 remain at $121 per semester. The undergraduate transportation fee will remain at $155 per semester.

The Graduate Student Senate maintains the activity fee for graduate students at $35 per semester. As in prior years, this fee will not apply to students the International School Leadership program at the School of Education.

Regularly-enrolled domestic graduate students registered for six or more units are automatically 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.

Concerning current fees taking place within the schools and College, for fiscal year 2022, the activity fee assessed to newly-matriculated part-time and full-time Master of Business Administration students during their first semester of enrollment will remain at $750 and $2,500, respectively. Graduate students at the School of Management in other programs, except MBA, EMBA, and ODP MPA, will continue to pay a student activity fee each semester of $50, which will see no increase from fiscal year 2021. The School of Nursing and Health Professions will keep its clinical lab fee at $175 per lab. Additionally, to cover the tracking of clinical placement hours, new Psy.D. students will be charged a
one-time fee of $280 while continuing Psy.D. students will be charged $85 yearly. All other fees for programs, examinations, labs, fieldwork, and malpractice insurance will remain the same.

The standard double room rate is planned to increase by 0.9% from $5,465 to $5,515 per semester and the meal plan is planned to increase by 0.9% from $2,530 to $2,555 per semester. The housing contract cancellation fee makes use of a sliding scale: $250 for cancellations before May first, $500 for cancellations in May, $750 for June and $1,000 for July and afterwards.

**Current (FY2021) and Recommended (FY2022) Student Fees**

<table>
<thead>
<tr>
<th>Fees</th>
<th>Current Academic Year, FY2021</th>
<th>Following Academic Year, FY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Per Unit/Lab</td>
<td>Semester</td>
</tr>
<tr>
<td></td>
<td>Fall/Spring</td>
<td>Fall/Spring</td>
</tr>
<tr>
<td>ASUSF (traditional undergraduates only)</td>
<td>$121</td>
<td></td>
</tr>
<tr>
<td>AGUSF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(all graduate students exclusive of Law, SOM, EARCOS)</td>
<td>$35</td>
<td></td>
</tr>
<tr>
<td>Transportation Fee (traditional undergraduates only)*</td>
<td>$155</td>
<td></td>
</tr>
<tr>
<td>*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 &amp; Health Professions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>USF-Sponsored Student Health Insurance Plan (Aetna)</td>
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<td></td>
</tr>
<tr>
<td>Fall</td>
<td>$1,324</td>
<td></td>
</tr>
<tr>
<td>Spring</td>
<td>$1,834</td>
<td></td>
</tr>
<tr>
<td>Annual Fall/Spring</td>
<td>$3,158</td>
<td></td>
</tr>
<tr>
<td>For the 2019-2020 academic year (FY20), the USF-sponsored Student Health Insurance Plan premiums will be published on the USF website.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SOM Graduate Student Fee (Excludes MBA, EMBA, MGEM, and ODP MPA students)</td>
<td>$50</td>
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</tr>
<tr>
<td>MBA Enrichment and Co-curricular Activities</td>
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</tr>
<tr>
<td>Full-time MBA</td>
<td>$2,500*</td>
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</tr>
<tr>
<td>Part-time MBA</td>
<td>$750*</td>
<td></td>
</tr>
<tr>
<td>SBA (Full-time Law students only, LLM Tax is excluded)</td>
<td>$35</td>
<td></td>
</tr>
<tr>
<td>SBA (Part-time Law students only, per unit, LLM Tax is excluded)</td>
<td>$2</td>
<td></td>
</tr>
<tr>
<td>LRAP (JD students only)</td>
<td>$5</td>
<td></td>
</tr>
<tr>
<td>Law Visiting Student Fee</td>
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<td></td>
</tr>
<tr>
<td>Law Intensive Advocacy Program (Materials cost, per course)</td>
<td>$100</td>
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</tr>
<tr>
<td>Law Re-Examination Fee</td>
<td>$500</td>
<td></td>
</tr>
<tr>
<td>Nursing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clinical Lab</td>
<td>$175</td>
<td></td>
</tr>
<tr>
<td>Undergraduate (per lab)</td>
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<tr>
<td>Graduate (per lab)</td>
<td>$175</td>
<td></td>
</tr>
<tr>
<td>Fieldwork</td>
<td>$100</td>
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</tr>
<tr>
<td>Undergraduate (per related course)</td>
<td>$100</td>
<td></td>
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<tr>
<td>Graduate (per related course)</td>
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<td></td>
</tr>
<tr>
<td>Malpractice Insurance</td>
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<tr>
<td>Undergraduate (per Clinical Lab)</td>
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<td></td>
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<tr>
<td>Graduate (per Clinical Lab)</td>
<td>$25</td>
<td></td>
</tr>
<tr>
<td>PsyD New Students (one-time only)</td>
<td>$280</td>
<td></td>
</tr>
<tr>
<td>PsyD Continuing Students</td>
<td>$85</td>
<td></td>
</tr>
<tr>
<td>College of Arts &amp; Sciences</td>
<td>$25</td>
<td></td>
</tr>
<tr>
<td>Undergraduate and Graduate (per lab)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Contract Cancellation Fee (Sliding Scale)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Before May 1</td>
<td>$250</td>
<td></td>
</tr>
<tr>
<td>May</td>
<td>$500</td>
<td></td>
</tr>
<tr>
<td>June</td>
<td>$750</td>
<td></td>
</tr>
<tr>
<td>July and after</td>
<td>$1,000</td>
<td></td>
</tr>
</tbody>
</table>

* first semester only
### Room Rates

<table>
<thead>
<tr>
<th>Room Rates - Traditional Style Halls</th>
<th>Semester</th>
<th>Annual (Fall/Spring)</th>
<th>Semester</th>
<th>Annual (Fall/Spring)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Double Room</td>
<td>$5,220</td>
<td>$10,440</td>
<td>$5,265</td>
<td>$10,530</td>
</tr>
<tr>
<td>Double Room</td>
<td>$5,465</td>
<td>$10,930</td>
<td>$5,515</td>
<td>$11,030</td>
</tr>
<tr>
<td>Large Double Room</td>
<td>$5,810</td>
<td>$11,620</td>
<td>$5,860</td>
<td>$11,720</td>
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<tr>
<td>Triple Room</td>
<td>$4,375</td>
<td>$8,750</td>
<td>$4,415</td>
<td>$8,830</td>
</tr>
<tr>
<td>Small Single Room</td>
<td>$6,785</td>
<td>$13,570</td>
<td>$6,845</td>
<td>$13,690</td>
</tr>
<tr>
<td>Large Single Room</td>
<td>$7,315</td>
<td>$14,630</td>
<td>$7,380</td>
<td>$14,760</td>
</tr>
<tr>
<td>RA Room</td>
<td>$7,315</td>
<td>$14,630</td>
<td>$7,380</td>
<td>$14,760</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Room Rates - Pedro Arrupe</th>
<th>Semester</th>
<th>Annual (Fall/Spring)</th>
<th>Semester</th>
<th>Annual (Fall/Spring)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Double Room</td>
<td>$5,110</td>
<td>$10,220</td>
<td>$5,155</td>
<td>$10,310</td>
</tr>
<tr>
<td>Large Double Room</td>
<td>$5,705</td>
<td>$11,410</td>
<td>$5,755</td>
<td>$11,510</td>
</tr>
<tr>
<td>Small Single Room</td>
<td>$6,785</td>
<td>$13,570</td>
<td>$6,845</td>
<td>$13,690</td>
</tr>
<tr>
<td>RA Room</td>
<td>$7,315</td>
<td>$14,630</td>
<td>$7,380</td>
<td>$14,760</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Room Rates - St. Anne's</th>
<th>Semester</th>
<th>Annual (Fall/Spring)</th>
<th>Semester</th>
<th>Annual (Fall/Spring)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Double Room</td>
<td>$6,245</td>
<td>$12,490</td>
<td>$6,300</td>
<td>$12,600</td>
</tr>
<tr>
<td>Single Room</td>
<td>$7,945</td>
<td>$15,890</td>
<td>$8,015</td>
<td>$16,030</td>
</tr>
<tr>
<td>Community Manager Room</td>
<td>$7,315</td>
<td>$14,630</td>
<td>$7,380</td>
<td>$14,760</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Room Rates - Apartment Style Living - Loyola Village</th>
<th>Semester</th>
<th>Annual (Fall/Spring)</th>
<th>Semester</th>
<th>Annual (Fall/Spring)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apartment Type I Double</td>
<td>$6,720</td>
<td>$13,440</td>
<td>$6,780</td>
<td>$13,560</td>
</tr>
<tr>
<td>Apartment Type II Double</td>
<td>$6,910</td>
<td>$13,820</td>
<td>$6,970</td>
<td>$13,940</td>
</tr>
<tr>
<td>Apartment Type III Double</td>
<td>$7,150</td>
<td>$14,300</td>
<td>$7,215</td>
<td>$14,430</td>
</tr>
<tr>
<td>Apartment Large Single</td>
<td>$7,470</td>
<td>$14,940</td>
<td>$7,535</td>
<td>$15,070</td>
</tr>
<tr>
<td>RA Room</td>
<td>$7,315</td>
<td>$14,630</td>
<td>$7,380</td>
<td>$14,760</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Room Rates - Apartment Style Living - Lone Mountain East</th>
<th>Semester</th>
<th>Annual (Fall/Spring)</th>
<th>Semester</th>
<th>Annual (Fall/Spring)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apartment Type I Double</td>
<td>$6,980</td>
<td>$13,960</td>
<td>$6,970</td>
<td>$13,940</td>
</tr>
<tr>
<td>Apartment Type II Double</td>
<td>$7,180</td>
<td>$14,360</td>
<td>$7,215</td>
<td>$14,430</td>
</tr>
<tr>
<td>Apartment Type III Double</td>
<td>$7,430</td>
<td>$14,860</td>
<td>$7,535</td>
<td>$15,070</td>
</tr>
<tr>
<td>Apartment Large Single</td>
<td>$7,765</td>
<td>$15,530</td>
<td>$7,380</td>
<td>$14,760</td>
</tr>
<tr>
<td>RA Room</td>
<td>$7,315</td>
<td>$14,630</td>
<td>$7,380</td>
<td>$14,760</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Room Rates - Apartment Style Living - Fulton Street</th>
<th>Semester</th>
<th>Annual (Fall/Spring)</th>
<th>Semester</th>
<th>Annual (Fall/Spring)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apartment Type I Double</td>
<td>$6,720</td>
<td>$13,440</td>
<td>$6,780</td>
<td>$13,560</td>
</tr>
<tr>
<td>Apartment Type II Double</td>
<td>$6,910</td>
<td>$13,820</td>
<td>$6,970</td>
<td>$13,940</td>
</tr>
<tr>
<td>Apartment Type III Double</td>
<td>$7,150</td>
<td>$14,300</td>
<td>$7,215</td>
<td>$14,430</td>
</tr>
<tr>
<td>Apartment Small Single</td>
<td>$6,945</td>
<td>$13,890</td>
<td>$7,010</td>
<td>$14,020</td>
</tr>
<tr>
<td>Apartment Large Single</td>
<td>$7,470</td>
<td>$14,940</td>
<td>$7,535</td>
<td>$15,070</td>
</tr>
<tr>
<td>RA Room</td>
<td>$7,315</td>
<td>$14,630</td>
<td>$7,380</td>
<td>$14,760</td>
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</table>

<table>
<thead>
<tr>
<th>Summer Room Nightly Rates</th>
<th>Night</th>
<th></th>
<th>Night</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Double</td>
<td>$39</td>
<td>$39</td>
<td>$39</td>
<td>$39</td>
</tr>
<tr>
<td>Single</td>
<td>$54</td>
<td>$54</td>
<td>$54</td>
<td>$54</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Board Rates</th>
<th>Semester</th>
<th>Annual (Fall/Spring)</th>
<th>Semester</th>
<th>Annual (Fall/Spring)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexi-cash Mini Meal Plan</td>
<td>$2,530</td>
<td>$5,060</td>
<td>$2,555</td>
<td>$5,110</td>
</tr>
<tr>
<td>Flexi-cash Standard Meal Plan</td>
<td>$3,240</td>
<td>$6,480</td>
<td>$3,270</td>
<td>$6,540</td>
</tr>
<tr>
<td>Flexi-cash Plus Meal Plan</td>
<td>$3,650</td>
<td>$7,300</td>
<td>$3,685</td>
<td>$7,370</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summer Daily Board Rates</th>
<th>Day</th>
<th></th>
<th>Day</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Meals per Day</td>
<td>$23</td>
<td>$23</td>
<td>$23</td>
<td>$23</td>
</tr>
</tbody>
</table>
**Tuition Rate Recommendation for FY22 with FY23 Previewed**

The following table lists the tuition rates for FY21, the recommended tuition rates for FY22, and the previewed rates for FY23.

<table>
<thead>
<tr>
<th></th>
<th>FY21 Per Unit</th>
<th>FY22 Per Unit</th>
<th>FY23 Previewed Per Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNDERGRADUATE TUITION:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arts and Sciences, Nursing &amp; Health Professions, and Management (on SF Hilltop Campus)</td>
<td>$1,235</td>
<td>$1,260</td>
<td>$1,285</td>
</tr>
<tr>
<td><em>All summer tuition is billed on a per unit basis.</em></td>
<td>$1,850</td>
<td>$25,965</td>
<td>$1,885</td>
</tr>
<tr>
<td>Undergraduate programs offered at satellite locations: Management Degree Completion Programs (BSM)</td>
<td>$1,120</td>
<td>$1,130</td>
<td>$1,140</td>
</tr>
<tr>
<td><strong>Nursing Health Professions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Less than 12 units or units over 18</em></td>
<td>$1,480</td>
<td>$1,510</td>
<td>$1,540</td>
</tr>
<tr>
<td>BSN-VANAP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GRADUATE TUITION:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arts and Sciences Graduate Programs</td>
<td>$1,480</td>
<td>$1,510</td>
<td>$1,540</td>
</tr>
<tr>
<td><strong>Management</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MBA</td>
<td>$1,575</td>
<td>$1,605</td>
<td>$1,635</td>
</tr>
<tr>
<td>MSEI</td>
<td>$1,365</td>
<td>$1,390</td>
<td>$1,415</td>
</tr>
<tr>
<td>MSFA, MSFN, MSMI (FY21 new program)</td>
<td>$1,480</td>
<td>$1,510</td>
<td>$1,540</td>
</tr>
<tr>
<td>EMBA (tuition only, cohort pricing)</td>
<td>$23,920</td>
<td>$24,375</td>
<td>$24,840</td>
</tr>
<tr>
<td>MNA</td>
<td>$1,170</td>
<td>$1,180</td>
<td>$1,190</td>
</tr>
<tr>
<td>MSIS, MPA</td>
<td>$1,210</td>
<td>$1,220</td>
<td>$1,230</td>
</tr>
<tr>
<td>MSOD</td>
<td>$1,525</td>
<td>$1,555</td>
<td>$1,585</td>
</tr>
<tr>
<td><strong>Nursing &amp; Health Professions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Masters (MSN, MPH, MSBH, MSHI, MSIM, RN-to-MSN)</td>
<td>$1,480</td>
<td>$1,510</td>
<td>$1,540</td>
</tr>
<tr>
<td>Doctoral (DNP, PsyD)</td>
<td>$1,480</td>
<td>$1,510</td>
<td>$1,540</td>
</tr>
<tr>
<td>Executive DNP (Doctoral; tuition only)</td>
<td>$16,615</td>
<td>$16,930</td>
<td>$17,250</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Masters</td>
<td>$1,215</td>
<td>$1,225</td>
<td>$1,235</td>
</tr>
<tr>
<td>Graduate Online Programs</td>
<td>$1,215</td>
<td>$1,225</td>
<td>$1,235</td>
</tr>
<tr>
<td>EARCOS</td>
<td>$620</td>
<td>$625</td>
<td>$630</td>
</tr>
<tr>
<td>Credential Programs</td>
<td>$1,035</td>
<td>$1,045</td>
<td>$1,055</td>
</tr>
<tr>
<td>San Francisco Unified School District</td>
<td>$620</td>
<td>$625</td>
<td>$630</td>
</tr>
<tr>
<td>Doctoral</td>
<td>$1,370</td>
<td>$1,380</td>
<td>$1,390</td>
</tr>
<tr>
<td><strong>Law</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time JD</td>
<td>$25,825</td>
<td>$26,055</td>
<td>$26,550</td>
</tr>
<tr>
<td>Part-time JD - per unit (84-unit curriculum)</td>
<td>$1,850</td>
<td>$1,865</td>
<td>$1,900</td>
</tr>
<tr>
<td>Part-time JD - per unit (87-unit curriculum)</td>
<td>$1,790</td>
<td>$1,805</td>
<td>$1,840</td>
</tr>
<tr>
<td>Full-time LLM in ICL, LLM in IPTL</td>
<td>$24,995</td>
<td>$25,220</td>
<td>$25,445</td>
</tr>
<tr>
<td>Part-time LLM in ICL - per unit</td>
<td>$1,995</td>
<td>$2,015</td>
<td>$2,035</td>
</tr>
<tr>
<td>Part-time LLM in IPTL - per unit</td>
<td>$1,995</td>
<td>$2,015</td>
<td>$2,035</td>
</tr>
<tr>
<td>LLM in Taxation</td>
<td>$2,050</td>
<td>$2,070</td>
<td>$2,090</td>
</tr>
<tr>
<td>Master of Legal Studies in Taxation</td>
<td>$1,650</td>
<td>$1,665</td>
<td>$1,680</td>
</tr>
</tbody>
</table>
### Four-Year Summary:

**Tuition Rate, Unrestricted Financial Aid, and Net Tuition**

<table>
<thead>
<tr>
<th></th>
<th>FY2020 Actual</th>
<th>FY2021 Projected</th>
<th>FY2022 Budget</th>
<th>FY2023 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Undergraduate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase for Undergraduate Tuition</td>
<td>4.6%</td>
<td>4.4%</td>
<td>1.9%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Increase for Residence Hall Rates</td>
<td>4.6%</td>
<td>4.4%</td>
<td>0.9%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Increase for Meal Plan Rates</td>
<td>2.5%</td>
<td>2.4%</td>
<td>1.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Typical Undergraduate Student Annual Cost</td>
<td>65,692</td>
<td>68,472</td>
<td>69,612</td>
<td>70,772</td>
</tr>
<tr>
<td>Typical Undergraduate Cost Increase</td>
<td>4.4%</td>
<td>4.2%</td>
<td>1.7%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Resulting Undergraduate Tuition Revenue</td>
<td>320,021</td>
<td>299,014</td>
<td>297,141</td>
<td>294,694</td>
</tr>
<tr>
<td>Total Unrestricted Undergraduate Financial Aid</td>
<td>109,919</td>
<td>108,147</td>
<td>108,227</td>
<td>109,802</td>
</tr>
<tr>
<td>Net Undergraduate Tuition</td>
<td>210,102</td>
<td>190,867</td>
<td>188,915</td>
<td>184,892</td>
</tr>
<tr>
<td><strong>Graduate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition Revenue from Proposed Targets and Rates</td>
<td>115,688</td>
<td>118,865</td>
<td>118,696</td>
<td>121,726</td>
</tr>
<tr>
<td>Total Graduate Unrestricted Financial Aid</td>
<td>13,997</td>
<td>12,627</td>
<td>14,029</td>
<td>14,355</td>
</tr>
<tr>
<td>Net Graduate Tuition</td>
<td>101,692</td>
<td>106,238</td>
<td>104,667</td>
<td>107,370</td>
</tr>
<tr>
<td>Other Tuition (IEP)</td>
<td>76</td>
<td>121</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>University</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition Exceptions</td>
<td>2,709</td>
<td>3,274</td>
<td>3,032</td>
<td>3,036</td>
</tr>
<tr>
<td>Total Net Tuition</td>
<td>309,161</td>
<td>293,951</td>
<td>290,550</td>
<td>289,226</td>
</tr>
</tbody>
</table>

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