



**The University of North Carolina at Greensboro
Board of Trustees
November 22, 2019**

Action Item

BOT-3 Campus-Initiated Tuition Increase (CITI) Recommendations

Background Information

In February 2003, the Board of Governors established policy requiring increases in campus-initiated tuition and fees to be set within the context of institutional five-year financial plans, the University's long-range plan, the need for Board-initiated tuition increases, the state's economic environment, and the financial impact on students. The Board's policy further requires fees to remain as low as possible (while also providing the revenues needed to support the purposes for which fees are charged) and requires each chancellor to establish a fee review committee with representatives of all aspects of campus life. Recommendations for tuition and fee increases must be approved by the campus Board of Trustees, upon recommendation of the Chancellor, prior to submission to the Board of Governors.

Chancellor Gilliam appointed a Tuition & Fees Committee to study relevant issues and offer recommendations. Committee composition included six students, four members of the University's professional staff (representing Financial Aid, Financial Planning & Budgets, Institutional Research, and the Office of the Provost), and three faculty members (including the Chair of the Faculty Senate, Chair of the Faculty Budget Committee, and the Faculty Athletics Representative), with the Vice Chancellors for Business Affairs and Student Affairs also serving ex officio. The Vice President of the Student Government Association and the Senior Vice Provost served as Committee Co-Chairs. The Committee's tentative recommendations were shared with the campus community in two campus-wide forums, both of which were widely advertised in social media and through student organizations. The Committee submitted its recommendations to Chancellor Gilliam after considering input received during these forums.

Board of Governors Guidance

Board of Governors guidance on proposed changes in tuition was as follows:

- For all continuing resident (in-state) undergraduates, tuition for 2020-21 shall be frozen at the current rates.
- For newly enrolling resident (in-state) students, tuition may be increased by up to 3%.
- For non-resident (out-of-state) undergraduates, the amount of any potential tuition increase is not subject to a cap; rates shall be market driven and reflect the full cost of providing a quality education.
- For graduate students, the amount of any potential tuition increase is not subject to a cap. Institutions shall establish rates consistent with each program's unique market and academic requirements. They shall be set with an emphasis on maintaining and increasing the excellence of the institution's graduate and professional programs, as well as ensuring access.

Recommendation

A CITI of 3% on eligible populations of students is being proposed for 2020-21. The impact on students would be an increase of \$133 annually for new in-state undergraduates, \$157 annually for in-state graduate students, \$587 annually for out-of-state undergraduates, and \$568 annually for out-of-state graduate students.

		Proposed	
	Current	Annual	Total
	2019-20	Increase	2020-21
Undergraduate Residents	\$ 4,422	\$ 133	\$ 4,555
Undergraduate Non-Residents	\$ 19,581	\$ 587	\$ 20,168
Graduate Residents	\$ 5,219	\$ 157	\$ 5,376
Graduate Non-Residents	\$ 18,937	\$ 568	\$ 19,505

Proposed Allocation of Tuition Increase Revenue

If approved, this proposed 3% increase is projected to generate revenue of \$754,000. In keeping with the administration proposal, the recommended allocation of these funds, in priority order, is as follows:

- Student success initiatives: \$387,359 (51.4%)
- Build graduate tuition waivers to new rate: \$211,641 (28.1%)

- Faculty salary increase funds to recognize and retain faculty who are promoted in rank or awarded tenure: \$155,000 (20.5%)

TOTAL: \$754,000 (100%)

Information is provided below to support the proposed tuition increase at UNCG and the recommended allocation of the resulting tuition revenue.

Student Success Initiatives

UNCG is working hard to strengthen its national leadership in student success and has set ambitious goals for the coming years. Meeting these goals will mean strategic investments in necessary infrastructure: academic advisors to guide students, academic technology that helps identify problems early and allow instructors more flexibility, and direct academic support in the form of tutoring and supplemental instruction that meets students where they are. Specific needs are described below. The planned expenditures identified here permit the University to make a small step toward addressing the large task we face in enhancing student success.

Academic Advising Needs - According to the National Academic Advising Association (NACADA), the national average ratio of students to advisors is 296 to one. But UNCG is not average in its needs; working with our unusually diverse student population brings challenges that are best met with higher doses of care and concern than are the norm. While some of our units achieve the average ratio, others have as many as 549 students per advisor. At present the advising staff needs are greatest in Health and Human Sciences and the Bryan School of Business. As a preliminary step, we propose adding one advisor in each of these academic units so that we may initiate progress toward meeting the large student demand in these units.

UNCG is also investing in our transfer-students—an important and growing population nationally and in North Carolina. These students complete baccalaureate degrees at UNCG at about half the rate of native students. One significant challenge these students face is a lack of structured pathways; articulation agreements frequently do not go deep enough, leaving too many important course and course-load choices to students who have incomplete or misleading information. Therefore, we seek to add one new transfer advisor position to assist this surging population of students. The transfer advisor will report to the leadership of the new Center for Transfer Student Success, housed in the Division of Student Success.

Finally, UNCG needs to continue to invest in additional advising resources targeted at our freshmen. Data confirm that that earlier an institution connects a student with a declared major, the more likely the student is to graduate. Accordingly, a major emphasis within the Students First Office (SFO) is to focus on freshmen who have not identified a major. This initiative calls for an intensive advising effort, but existing resources are clearly inadequate

to address present and anticipated needs. As an initial step toward resolving this challenge, we propose adding one new academic advisor in the SFO for freshmen students.

Academic Testing Center - At present, UNCG has no testing center, and therefore no way for faculty to offer exams outside of class. This severely restricts the extent to which instructors teaching large courses, including those from which high numbers of students eventually withdraw or earn grades of D or F, can re-structure their exam schedules to give students important early grade feedback. UNCG also cannot offer proctored exams for our own online courses and has no way to offer credit by exam testing/CLEP. In addition, we lack facilities where students who are registered with the Office of Accessibility Resources and Services (OARS) may take exams in specialized environment conducive to their needs. These funds would provide initial support for the staffing, annual software licensing, maintenance, and other requirements of an academic testing center.

Direct Learning Support - UNCG has set ambitious goals for dramatically improving first-year retention and six-year graduation rates. Lowering DFW rates (students who Withdraw from the course or earn a grade of D or F) in large, introductory ‘gateway’ courses is critical to our plan. To this end, UNCG would expand highly targeted supplemental instruction and tutoring offerings for students in these courses, beginning in fall 2020.

Graduate Tuition Waivers

Building graduate tuition waivers is necessary to permit these waivers to have the same dollar value as the new rate of graduate in-state and out-of-state tuition. Without this additional allocation, tuition would not be fully waived for the graduate students receiving this award. Such awards are critical for UNCG’s success in recruiting talented graduate students. Without these funds, graduate students would be subject to a reduction in the University’s support of their cost of attendance, and we would not be competitive with peer institutions. These conditions would likely be detrimental to graduate student enrollment, leading to a significant loss in graduate program quality and University funding.

Salary increases for promoted/tenured faculty

Faculty salary increase funds are awarded annually to recognize and retain scholars who were promoted and/or awarded tenure in the past year. Universities across the country engage in this practice, and without these funds UNCG would be increasingly vulnerable to external recruitment of our most highly valued faculty. Recent benchmarking confirmed that UNCG is not competitive in regard to the salary increments presently awarded to promoted and tenured faculty, and therefore this is an especially important area where the University is striving to make progress.

Recommended Tuition Action

That the Board of Trustees of the University of North Carolina at Greensboro approve changes in the campus-initiated tuition rates as outlined above.



Charles Leffler, Interim Vice Chancellor for Business Affairs



Dana Dunn, Provost and Executive Vice Chancellor