

**SOUTH DAKOTA BOARD OF REGENTS
PLANNING SESSION
AUGUST 8-10, 2017**

SUBJECT: Tuition and Fees

Current Structure

- The tuition structure has gone through several iterations of standardization and differentiation. The last change in 2012 was to recognize the importance of the research mission and the costs associated with it. It was also intended to provide more funding to three of the schools that were identified as needing more resources based on the Revenue Gap Funding Formula.

Up until AY1997, there were different rates for BHSU/DSU/NSU and SDSU/SDSM&T/USD. This differential had been in place for many years likely to recognize the difference in missions and graduate education costs. In AY1998, the direction from the Board was to standardize all tuition rates and fees across the system. This was done to reflect the unified system approach to education delivery. At that time all tuition was deposited into a system pool and then distributed based on enrollment changes so standardization made sense – the higher rates did not necessarily mean more money for the research universities. The tuition rates and the university support fee were eventually standardized.

In March of 2012, the Board agreed to a proposal to establish differential tuition rates for the research universities. The rationale in 2012 was to recognize the costs associated with the broader research mission and growing research activities at the three universities. It was successfully argued at the time that the differential rates better aligned costs with the tuition charged. The differential rates allowed SDSM&T, SDSU, and USD to generate income that was retained under University Managed Resources to support the broader research mission and higher costs found at research universities. The higher cost faculty, breadth of graduate education offerings, the necessary overhead to support research, workload commitment by researchers to generate proposals, space requirements, and equipment investments are just some of the real costs that are associated with the research mission. These differences provided a sound rationale for the alignment of price with cost of delivery. Further, based on the Revenue Gap Formula that looked at overall institutional resources, USD, SDSU, SDSM&T and BHSU had a significant revenue shortfall. It was felt that one way to fix some of the funding disparity was to allow USD, SDSU and SDSM&T to generate their own money through a tuition increase.

In March of 2017, the Board decided once again to equalize the rates. The main rationale was to give the comprehensive schools more resources to meet the growing needs to support student success initiatives. It was also suggested that we should level the playing field and then have a discussion about whether or not the rates needed to be the same or if the rates could vary by institution. That discussion is the basis of this retreat item.

The following table summarizes the on-campus tuition rates in 1997, 1998, 2012, and 2018 for each of the SD universities. The 2018 rates for BHSU are different because BHSU rolled all discipline fees into their tuition rate, but the tuition portion for resident students matches DSU, NSU, USD and SDSU. The Board approved increases for SDSM&T above the other schools in the past few years that were not equalized. The nonresident rates remain different as of FY18 because a nonresident USF had been established at USD/SDSU/SDSM&T that was higher than the other three schools and that was not equalized.

	BHSU	DSU	NSU	SDSM&T	SDSU	USD
AY1997						
UG Res	\$51.45	\$51.45	\$51.45	\$53.00	\$53.00	\$53.00
UGNonRes	\$151.25	\$151.25	\$151.25	\$168.00	\$168.00	\$168.00
G Res	\$78.25	\$78.25	\$78.25	\$79.75	\$79.75	\$79.75
G NonRes	\$217.25	\$217.25	\$217.25	\$235.25	\$235.25	\$235.25
AY1998						
UG Res	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00
UGNonRes	\$171.75	\$171.75	\$171.75	\$171.75	\$171.75	\$171.75
G Res	\$82.00	\$82.00	\$82.00	\$82.00	\$82.00	\$82.00
G NonRes	\$241.75	\$241.75	\$241.75	\$241.75	\$241.75	\$241.75
AY2013						
UG Res	\$124.20	\$124.20	\$124.20	\$129.90	\$129.90	\$129.90
UGNonRes	\$186.35	\$186.35	\$186.35	\$194.75	\$194.75	\$194.75
G Res	\$188.30	\$188.30	\$188.30	\$196.80	\$196.80	\$196.80
G NonRes	\$398.60	\$398.60	\$398.60	\$416.55	\$416.55	\$416.55
AY2018						
UG Res	\$250.45	\$239.70	\$239.70	\$246.00	\$239.70	\$239.70
UGNonRes	\$350.45	\$337.35	\$337.35	\$369.05	\$347.95	\$347.95
G Res	\$323.35	\$314.70	\$314.70	\$320.05	\$314.70	\$314.70
GNonRes	\$603.35	\$587.50	\$587.50	\$642.35	\$605.05	\$605.05

Comprehensive and Research Universities Pricing

- Almost every state differentiates the price of their doctoral research universities from their comprehensive institutions by charging a higher tuition rate.

Almost every state in the U.S. has a tuition and fee pricing structure for research universities that is higher than that of comprehensive/masters institutions. The last time we looked at this nationally was in 2014 when we used the *Washington Student Achievement Council 2013-2014 Tuition and Fee Rates: A National Comparison*. That study has not been updated. At that time, we found that the average tuition and fee price difference between the sectors was \$2,180 (\$7,766 to \$9,946). The survey showed that of the 46 states that had both comprehensive and research universities, 43 of the states charged more to attend a research university. The difference ranged from 3.3% to 85.5%, with the average at 32.78% higher to attend a research university.

Looking at the surrounding states using the FY17 Board tuition and fee survey information, all of the states charge a differential between research and comprehensive institutions with a range of 2.6% to 56.3%.

**Comparison of Surrounding States Tuition and Fees
 Doctoral/Research Compared to Baccalaureate/Masters Universities
 FY17 Tuition and Fees**

<u>State</u>	<u>Undergraduate Resident</u>	<u>Graduate Resident</u>
Idaho		
Doctoral/Research	\$7,089	\$8,491
Baccalaureate/Masters	\$6,120	N/A
Percent Higher	15.8%	N/A
Iowa		
Doctoral/Research	\$8,272	\$9,810
Baccalaureate/Masters	\$8,059	\$9,503
Percent Higher	2.6%	3.2%
Minnesota		
Doctoral/Research	\$13,764	\$17,367
Baccalaureate/Masters	\$9,500	\$11,114
Percent Higher	44.9%	56.3%
Montana		
Doctoral/Research	\$6,793	\$7,497
Baccalaureate/Masters	\$6,059	\$6,976
Percent Higher	12.1%	7.5%
Nebraska		
Doctoral/Research	\$8,303	\$8,335
Baccalaureate/Masters	\$6,780	\$6,522
Percent Higher	22.5%	27.8%
North Dakota		
Doctoral/Research	\$8,172	\$8,677
Baccalaureate/Masters	\$6,811	\$8,241
Percent Higher	20.0%	5.3%

One of the cost drivers that is recognized as a reason for differential tuition pricing is salaries. Salaries at research universities tend to be higher across all disciplines. The salary data in the Fact Book generally supports this premise. DSU’s classification as a comprehensive university and the salaries they pay in comparison to the research universities would seem to buck the salary trends. DSU tends to pay closer to market than the other schools which appears to be driven by their special technology focus.

	Professor	Associate Professor	Assistant Professor	Instructor
BHSU	\$78,686	\$64,031	\$59,886	\$46,086
DSU	\$97,997	\$75,916	\$69,064	\$46,856
NSU	\$81,435	\$65,701	\$58,955	\$49,179
SDSMT	\$110,990	\$85,336	\$75,302	\$55,148
SDSU	\$96,101	\$79,813	\$72,989	\$54,134
USD	\$99,949	\$74,659	\$70,297	\$50,562
Sanford SOM	\$102,149	\$80,923	\$66,929	\$64,079
System	\$96,449	\$76,677	\$69,517	\$53,754

Note: Figures represent a 9-month contract.

Source: BOR Human Resource Information System as of November 10, 2016.

Differential Pricing Using Fees

- The SD BOR system already has differential pricing based on discipline. Most states have a similar discipline fee structure.

The SD system has used discipline fees to capture additional tuition revenues to support high cost disciplines. When looking at the surrounding states, most of the states also use discipline fees to differentiate high cost disciplines. It is impossible to know if we use discipline fees to a lesser or greater extent than other states without comparing the rates for every discipline and the basis of the assessment. Remember, discipline fees are not reported by states when publishing their mandatory tuition and fee cost.

A summary of the discipline fee revenue for each SD university will give some perspective on how much the fees are used to differentiate price. Converting the revenue to a per credit hour rate is a way to make a comparison of how broadly the fees are applied. The following table uses data from the FY16 financial report.

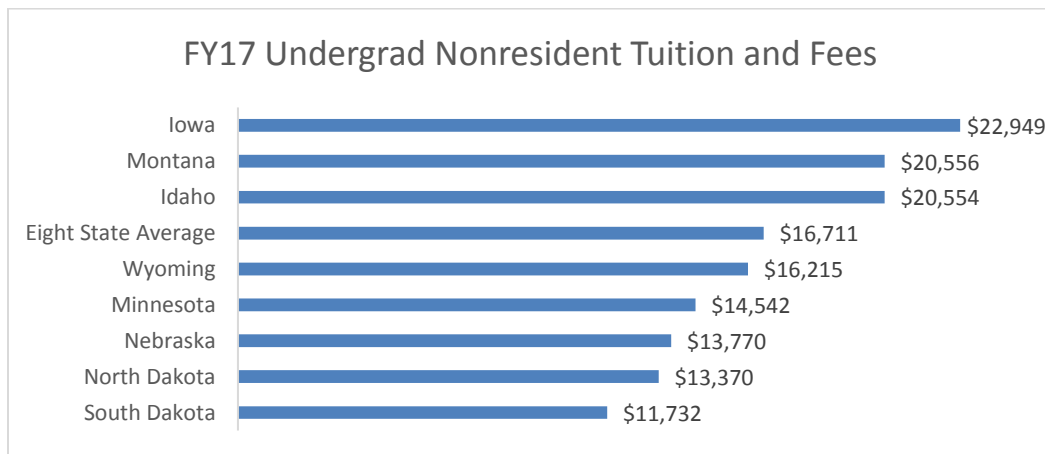
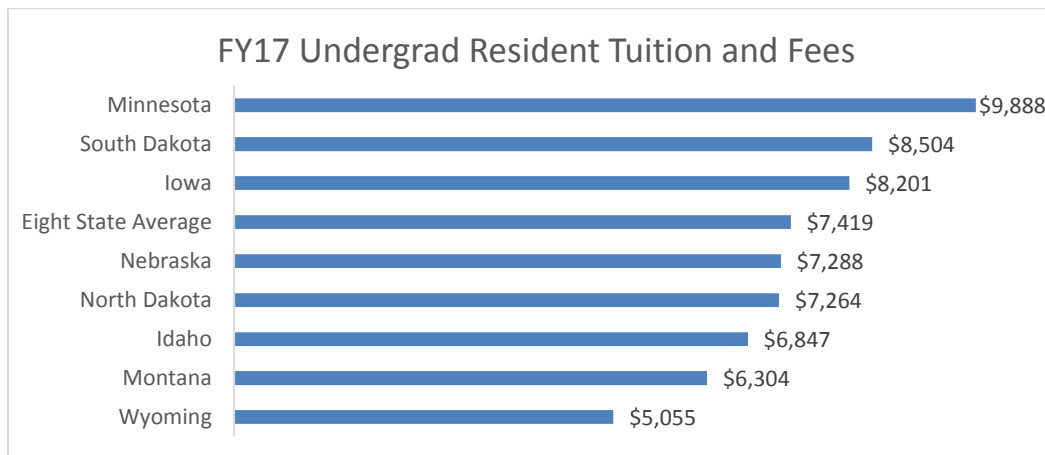
FY16 Total Program Fees Total Revenue Converted to a Credit Hour Rate

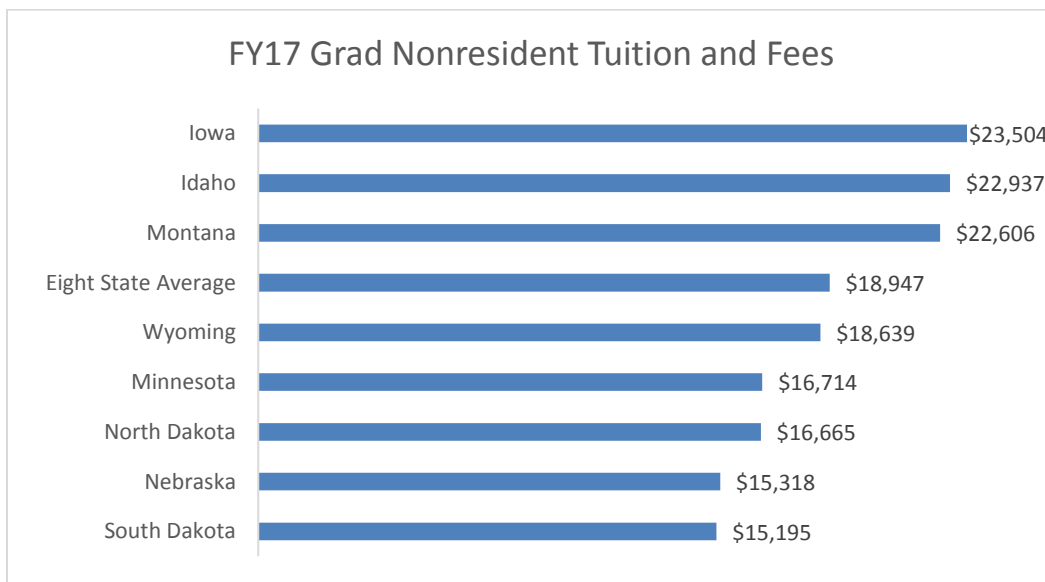
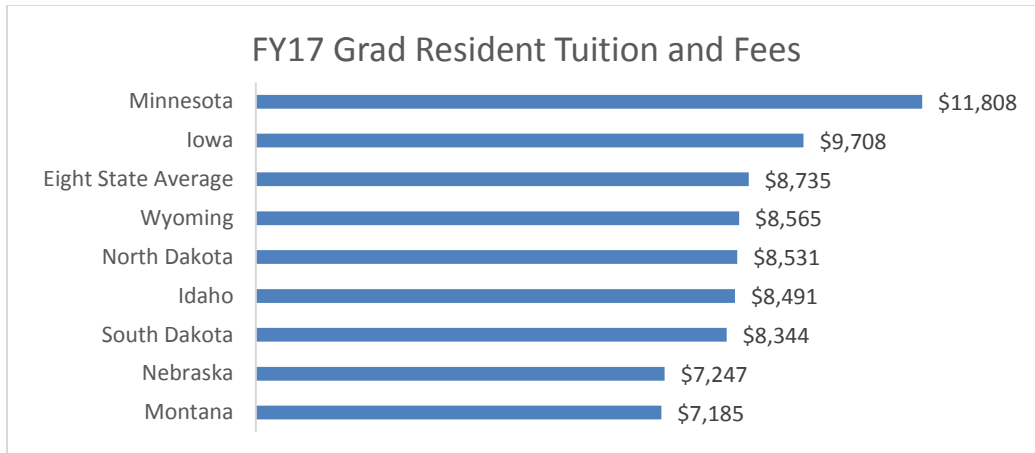
<u>Campus</u>	<u>FY16 Program Fees</u>	<u>FY16 State Support Hours</u>	<u>Per Credit Hour Basis</u>
BHSU	\$573,392	46,733	\$12.27
DSU	\$995,968	29,886	\$33.33
NSU	\$433,293	38,952	\$11.12
SDSM&T	\$3,885,771	67,863	\$57.26
SDSU	\$15,447,883	255,031	\$60.57
USD	\$6,948,403	169,461	\$41.00

Tuition and Fees Cost Comparison

- South Dakota's undergraduate resident mandatory tuition and fee cost is already high when looking at the regional states. This is a key issue the Board must consider if we are going to allow additional increases to our tuition and fees for programmatic needs.

When looking at our tuition and fee rates and trying to determine what is appropriate, it is important to understand where we stand in comparison to other states. Setting our rates higher may generate more revenue, or it will send students that are price sensitive elsewhere. Each year we survey all the schools in the surrounding states and get their mandatory tuition and fee costs. Remember these costs do not include special discipline fees.





Historical Cost Increases

- Tuition and fees is only part of the cost to attend college. The total annual cost (excluding discipline fees) must be considered.

Each year at the end of March the Board approves the tuition rates, all fees, room and board rates for the coming academic year. The Board must balance the resource needs of the institutions to insure quality and student success with the Board’s affordability and accessibility goals. A summary of the total average cost (tuition, fees, room and board) increases approved by the Board since FY00 is provided in the following table:

**History of Total Costs
Undergraduate Resident**

	<u>Total Costs</u>	\$ <u>Change</u>	Percent <u>Change</u>
FY00	\$6,294.50	\$345.50	5.8%
FY01	\$6,581.50	\$287.00	4.6%
FY02	\$6,999.91	\$418.41	6.4%
FY03	\$7,419.38	\$419.47	6.0%
FY04	\$7,930.90	\$511.52	6.9%
FY05	\$8,783.79	\$852.89	10.8%
FY06	\$9,133.45	\$349.66	4.0%
FY07	\$9,769.83	\$636.38	7.0%
FY08	\$10,405.67	\$635.84	6.5%
FY09	\$11,172.13	\$766.46	7.4%
FY10	\$11,896.95	\$724.82	6.5%
FY11	\$12,628.93	\$731.98	6.2%
FY12	\$13,206.48	\$577.55	4.6%
FY13	\$13,381.16	\$174.68	1.3%
FY14	\$14,037.00	\$655.84	4.9%
FY15	\$14,485.00	\$448.00	3.2%
FY16	\$15,252.00	\$767.00	5.3%
FY17	\$15,387.00	\$135.00	0.9%
FY18	\$15,851.03	\$464.03	3.0%

Annual Tuition and Fee Approval Cycle

- The current tuition and fee approval process is designed to control tuition and fee increases to what is absolutely needed. This is in the spirit of fulfilling the Board’s goals to keep college affordable and accessible.

The argument made at the March meeting was that the comprehensive schools needed additional resources to support student success programs. The chosen path was to increase the rates for the comprehensive schools by the amount previously given to the research universities to support their research mission. The resulting annual mandatory and fee cost for an undergraduate student at the six public universities follows:

FY18 Undergraduate Resident Mandatory Tuition and Fees

	<u>Annual</u>	<u>Per Credit</u>
BHSU	\$8,601.00	\$286.70 (includes all discipline fees)
DSU	\$9,147.00	\$304.90
NSU	\$8,280.00	\$276.00
SDSM&T	\$9,627.00	\$320.90
SDSU	\$8,440.50	\$281.35
USD	\$8,772.00	\$292.40

The annual tuition and fee increase recommendations start with the necessary increase needed to fund the salary package including salary policy and benefit cost increases for approximately 52%

of the employees funded with tuition and fees. This must be done because the state traditionally has only provided funds for the employees on state funds. Inflation is also determined on the operating expense budget for general funds and tuition and fees. We include general fund inflation as we have never received inflation from the state on our operating base budget beyond utilities. Based on the most current enrollment data and revenue produced, the overall tuition increase is determined for all student classifications. The campuses also send in their discipline fee requests which are reviewed by the vice president for academic affairs, the vice president of finance and the executive director. The presidents and their staff meet with board staff and review the discipline fee requests along with any general activity fee increases and other requests beyond inflation. Based on that review a recommendation is made to the Board on discipline fees and any general activity fee adjustments. Room and board are increased by inflation unless there is a rate adjustment requested, which are almost always recommended.

The Board has also approved increases 14 of the last 20 years to fund an additional salary bump as part of the salary competitiveness program. Many times the annual tuition and fee increase has covered general fund budget cuts or board priorities including technology needs, Title IX, maintenance and repair, or other system needs.

The Board has not traditionally increased individual campus tuition rates to fund campus priorities, but it certainly could do so. The problem with that approach is deciding which requests to fund and what impact that approach over time might have on affordability. Further, as was seen this year, the argument becomes a fairness issue and everyone eventually wants to move to the highest rate.

Competition for Students

- SD students can now attend 14 institutions in the surrounding states at a lower cost than they can attend in SD.

The competition in the region for non-resident students as well as strategies employed by each state to retain their own high school graduates must be monitored closely to make sure our strategies are aligned with what is going on in the region. The ability of surrounding states to offset tuition cost with significant merit-based and need-based scholarships continues to be a competitive disadvantage for South Dakota.

Many institutions are now offering rates close to their resident rates to attract students from other states. SD has employed similar strategies for Minnesota, North Dakota and Wyoming in the past, and most recently has added Iowa to that list. The following table compares the published non-resident rate with the rate actually offered to South Dakota students. It should be noted that the average rate a resident student will pay in South Dakota for 2017-18 is \$8,811. A South Dakota student could attend 14 of the below institutions cheaper than they can attend in their own state.

**Non-Resident Rates Compared to SD Exchange Rates
SD Border States**

	<u>Published Non-Resident</u>	<u>South Dakota Approved Rate</u>
IOWA		
Iowa State University	\$22,472	\$22,472
University of Iowa	\$33,034	\$33,034
University of Northern Iowa	\$19,241	\$19,241
MINNESOTA		
Bemidji State University	\$7,959	\$7,959
Metropolitan State University	\$14,961	\$7,860
Minnesota State University--Mankato	\$16,215	\$8,164
Minnesota State University--Moorhead	\$15,251	\$8,409
Saint Cloud State University	\$16,462	\$8,228
Southwest Minnesota State University	\$8,623	\$8,623
University of Minnesota Duluth	\$17,134	\$17,134
University of Minnesota--Crookston	\$10,282	\$10,282
University of Minnesota--Morris	\$14,036	\$14,036
University of Minnesota--Twin Cities	\$14,225	\$14,225
Winona State University	\$15,301	\$9,379
MONTANA		
Montana State University--Billings	\$18,720	\$8,160
Montana State University--Bozeman	\$24,071	\$10,113
Montana State University--Northern	\$18,171	\$8,173
Montana Tech of the University of Montana	\$21,969	\$9,936
The University of Montana - Western	\$15,963	\$6,974
The University of Montana - Missoula	\$20,046	\$10,011
NEBRASKA		
Chadron State College	\$7,061	\$7,061
Peru State College	\$7,226	\$7,226
University of Nebraska at Kearney	\$14,105	\$14,105
University of Nebraska at Lincoln	\$24,278	\$24,278
University of Nebraska at Omaha	\$20,320	\$20,320
Wayne State College	\$11,984	\$9,404
NORTH DAKOTA		
Dickinson State University	\$8,192	\$8,192
Mayville State University	\$11,356	\$9,713
Minot State University	\$6,809	\$6,809
North Dakota State University	\$20,692	\$12,267
University of North Dakota	\$25,060	\$14,901
Valley City State University	\$16,579	\$8,779
WYOMING		
University of Wyoming	\$16,828	\$7,827

Nonresident Student Programs

- In the past, South Dakota was very successful in attracting nonresident students by offering lower rates to nonresidents, but competition is getting tougher.

South Dakota has the lowest published nonresident tuition and fee cost for undergraduates in the 50 states. According to the report, *Trends in College Pricing 2016*, published by the CollegeBoard, South Dakota has the lowest undergraduate nonresident tuition and fee cost in the country. South Dakota's published rate of \$11,470 was the lowest in the country with a national average of \$24,930. According to the last year of the *Washington State Tuition Study*, SD also had the lowest graduate nonresident tuition and fee cost in the country.

According to the fall 2016 WICHE data, South Dakota is a net importer of students from the WICHE states. The rate charged to these students is 150% of the resident tuition rate.

Western Undergraduate Exchange Net Impact to South Dakota Fall 2016 New and Continuing Students

<u>State</u>	<u>Imported from SD</u>	<u>Exported to SD</u>	<u>Net</u>
Alaska	3	41	38
Arizona	17	105	88
California	4	285	281
Colorado	82	367	285
Hawaii	14	6	-8
Idaho	5	20	15
Montana	59	84	25
Nevada	7	36	29
New Mexico	8	17	9
North Dakota	164	280	116
Oregon	3	23	20
Utah	3	15	12
Washington	3	106	103
Wyoming	<u>79</u>	<u>425</u>	<u>346</u>
	451	1,810	1,359

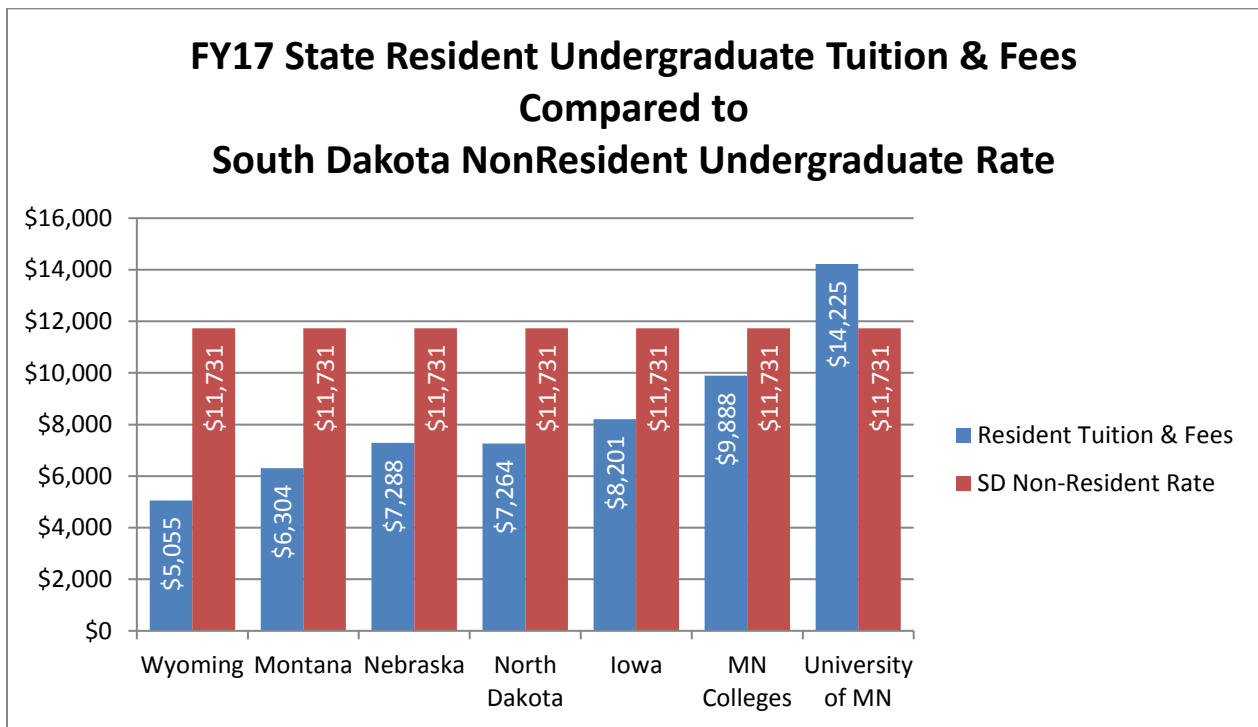
When a university offers resident rates to a nonresident, those students do not get counted as part of the WUE program. For example, South Dakota students that attend Chadron State College at resident rates do not get counted as part of the exchange program. There is no way to determine the total number of students participating in this type of program in a given year.

When analyzing our current nonresident student population on campus, Minnesota makes up 33.6%, foreign students 15.4%, Iowa 13.8%, Nebraska 8.1%, Wyoming 3.9%, Colorado 3.7%, California 2.8%, North Dakota 2.8%, Illinois 1.9%, Wisconsin 1.7%, Arizona 1.1%, Texas 1.1%, Washington at 1.0%, and Montana at less than 1%. Thus, the surrounding states account for 63.9% of our nonresident enrollments.

The Board currently has a reciprocity agreement with Minnesota that allows students to attend school in the other state based on the higher of two rates: 1) the institution attended, or 2) the average cost in the student’s home state. As of fall 2016 the following students were participating:

Fall 2016	Undergrads	Graduate	Professional	Total
Minnesota Students in SD	3,372	174	15	3,461
SD Students in Minnesota	1,059	90	19	1,168

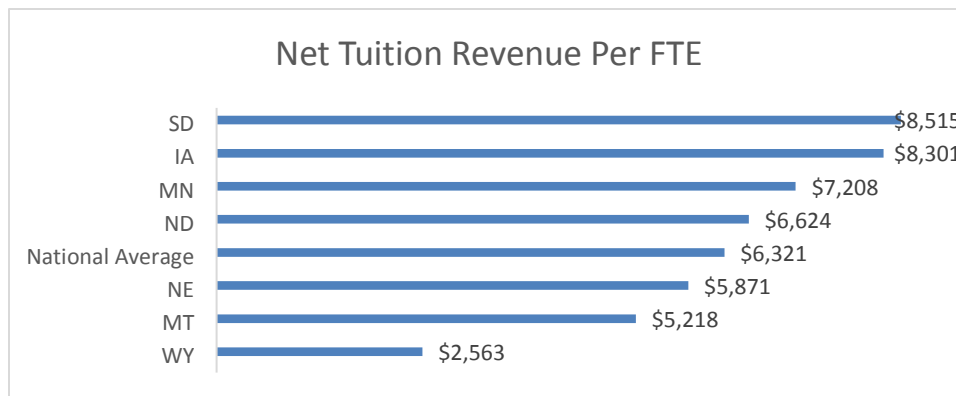
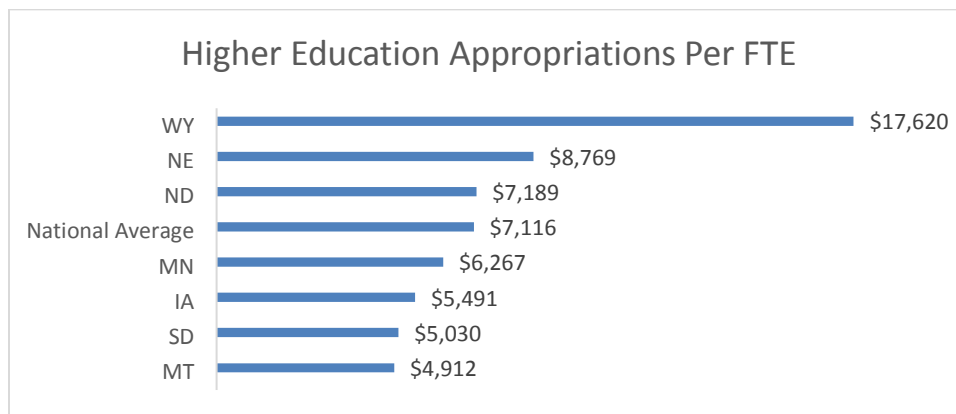
As the cost to attend a public university in South Dakota increases, South Dakota will continue to look less attractive to nonresident students. The table below shows the surrounding states’ undergraduate in-state tuition and fee costs for FY17 compared to the nonresident rate to attend in South Dakota.

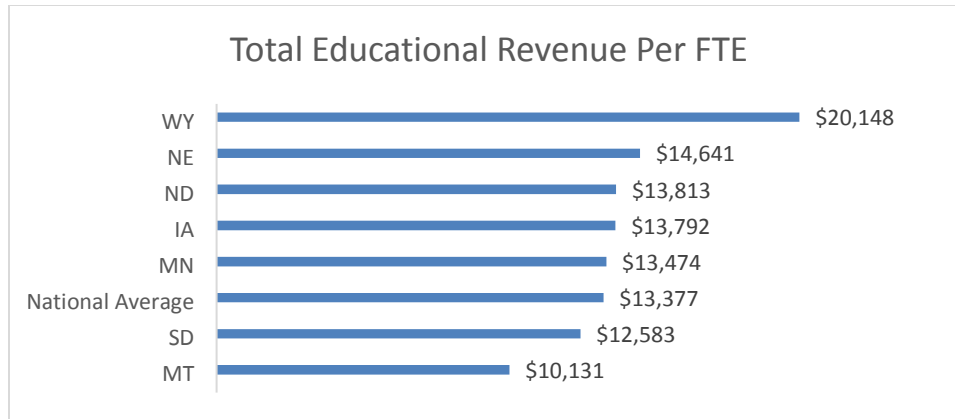


Balance Between State Funding and Tuition

- South Dakota tuition and fees are picking up a much bigger proportion of the operating and facility costs in SD and that high cost is likely impacting enrollments.

The FY16 *State Higher Education Finance* report prepared annually by the State Higher Education Executive Officers Association shows that South Dakota's appropriations per FTE are significantly below the national average and at the bottom for the region. Funding per FTE excludes spending on research, AES and Coop Extension, and medical education. Net tuition on the other hand is the highest in the region and well above the national average. Net tuition is the gross amount of tuition and fees, less state and institutional financial aid, tuition waivers and discounts and medical student tuition and fees. Taking these two elements together shows that our total educational revenue per FTE is below the national average and near the bottom for the region. The educational revenue per FTE is the sum of appropriations per FTE plus net tuition less any tuition used for capital and debt service. This data clearly shows that our students are picking up a greater share of the overall cost due to the minimal amount of scholarships in comparison to other states and of course low state funding.





Note: SHEF report includes all public higher education sectors.

Scholarship Funding

- The state remains at the bottom when it comes to state-funded scholarship programs. This becomes a significant affordability problem when coupled with our high tuition and fee cost.

South Dakota has been ranked at the bottom (currently ranked 49th, ahead of only Wyoming) when comparing the average per student general funding allocations used to provide need-based financial support to students. The following table provides the comparison of regional states.

State	Need-Based Grant Aid Awarded by State	Nonneed-Based Grant Aid Awarded by State	Total Grant Aid Funding by State	Undergraduates Receiving Pell Grants	Need-Based Funding Per Pell Eligible Student
Minnesota	\$186,294,000	\$1,512,000	\$187,806,000	119,326	\$1,561.22
Total/Average	\$186,294,000	\$1,512,000	\$187,806,000	119,326	\$958.01
Colorado	\$110,110,000	\$672,000	\$110,782,000	115,621	\$952.34
North Dakota	\$9,137,000	\$8,744,000	\$17,881,000	11,722	\$779.47
Iowa	\$60,804,000	\$4,822,000	\$65,626,000	94,131	\$645.95
Nebraska	\$17,409,000	\$0	\$17,409,000	36,183	\$481.14
Montana	\$3,700,000	\$5,045,000	\$8,745,000	18,351	\$201.62
South Dakota	\$227,000	\$4,674,000	\$4,901,000	16,728	\$13.57
Wyoming	\$0	\$15,146,000	\$15,146,000	8,420	\$0.00

Given the limited state-support scholarships, the Board agreed to expand the institutional resources that can be used to support scholarships. In December of 2012, a number of fund sources were added to policy 3:15 allowing an expansion of institutional fund sources that could be used for athletic and institutionally funded scholarships. FY14 was the first full year that the institutional fund sources were in play for awarding scholarships. The amounts that each campus dedicated to that purpose for FY17 can be found in the following table. The institutions asked that the eligible fund sources be expanded at the May Board workshop on

Student Recruitment and Success. The institutional funded scholarships are not limited to needs-based students.

FY17 Scholarship Funding						
<u>Institution Funded</u>	BHSU	DSU	NSU	SDSM&T	SDSU	USD
Athletic	\$76,580	\$20,313	\$0	\$0	\$2,005,888	\$3,275,204
General	\$39,148	\$28,030	\$41,330	\$0	\$2,715,963	\$632,726
Subtotal	\$115,728	\$48,343	\$41,330	\$0	\$4,721,851	\$3,907,930
<u>Foundation Funded</u>						
Athletic	\$748,237	\$374,185	\$1,307,251	\$1,291,189	\$2,058,359	\$1,000,000
General	\$829,965	\$609,020	\$955,925	\$2,049,637	\$3,527,377	\$6,353,962
Subtotal	\$1,578,202	\$983,205	\$2,263,176	\$3,340,826	\$5,585,736	\$7,353,962
Total	\$1,693,930	\$1,031,548	\$2,304,506	\$3,340,826	\$10,307,587	\$11,261,892

Enrollments

- Enrollments continue to shift from on-campus to off-campus.

As the Board contemplates a tuition structure strategy, it is important to understand the current enrollment trends at the public universities. The number of students choosing a distance education continues to grow.

The following three tables, taken from “Enrollment Trends in the University System” a BOR Report from fall 2016, show BHSU, NSU and SDSU have experienced overall enrollment declines since fall 2010. On-campus enrollments have declined over that period for everyone but SDSM&T. On-campus enrollment losses have been stabilized by off-campus enrollment growth.

Note: Students taking on- and off-campus courses at any university are accounted for in the on-campus table.

Table A2
University FTE

	BHSU	DSU	NSU	SDSMT	SDSU	USD	System
Fall 2010	3,241	1,708	2,097	1,997	10,512	7,069	26,625
Fall 2011	3,135	1,746	2,202	1,982	10,421	7,234	26,719
Fall 2012	3,036	1,728	2,157	2,070	10,153	7,325	26,468
Fall 2013	3,062	1,741	2,128	2,235	10,220	7,396	26,782
Fall 2014	2,920	1,740	2,144	2,391	10,180	7,362	26,736
Fall 2015	2,882	1,859	1,995	2,405	10,141	7,401	26,684
Fall 2016	2,825	1,897	1,953	2,394	10,130	7,400	26,599
Δ Since 2010 (Percent)	-12.8	+11.1	-6.9	+19.9	-3.6	+4.7	-.09
Δ Since 2010 (Number)	-416	+189	-144	+397	-382	+331	-26

Table A3a
University FTE, On-Campus

	BHSU	DSU	NSU	SDSMT	SDSU	USD	System
Fall 2010	2,241	1,076	1,693	1,953	8,937	5,345	21,245
Fall 2011	2,101	1,037	1,733	1,945	8,641	5,331	20,787
Fall 2012	1,946	1,043	1,607	2,016	8,246	5,279	20,137
Fall 2013	1,893	1,017	1,583	2,183	8,275	5,277	20,229
Fall 2014	1,680	992	1,451	2,327	8,298	5,268	20,015
Fall 2015	1,643	994	1,358	2,329	8,110	5,312	19,746
Fall 2016	1,626	1,035	1,287	2,305	8,089	5,143	19,485
Δ Since 2010 (Percent)	-27.4	-3.8	-24.0	+18.0	-9.5	-3.8	-8.3
Δ Since 2010 (Number)	-615	-41	-406	+352	-848	-202	-1,760

Table A3b
University FTE, Off-Campus

	BHSU	DSU	NSU	SDSMT	SDSU	USD	System
Fall 2010	1,000	632	404	44	1,576	1,725	5,380
Fall 2011	1,033	710	469	38	1,780	1,903	5,933
Fall 2012	1,090	685	550	55	1,907	2,046	6,332
Fall 2013	1,169	724	545	51	1,945	2,119	6,553
Fall 2014	1,240	748	693	64	1,882	2,095	6,721
Fall 2015	1,240	864	637	76	2,032	2,089	6,938
Fall 2016	1,199	861	666	89	2,040	2,257	7,112
Δ Since 2010 (Percent)	+19.9	+36.2	+64.9	+102.3	+29.4	+30.8	+32.2
Δ Since 2010 (Number)	+199	+229	+262	+45	+464	+532	+1,732

The Board may wish to consider the following questions as it contemplates the best tuition structure strategy:

- 1. Does eliminating the tuition price difference between the comprehensive schools and research universities benefit or burden the comprehensive universities from a competitive vantage point?*
- 2. If we do not give the research universities additional tuition dollars, how do we provide funding to support the higher costs of being a research institution?*
- 3. Why do almost all states price their research universities higher than the comprehensive institutions?*
- 4. Will raising tuition impact enrollments to the point that we will experience a net loss?*
- 5. Should the current funding levels at the universities be considered before increasing tuition to fund programs at individual schools?*
- 6. What justification will the Board need in order to decide if a new program is worthy of a tuition increase to fund it?*
- 7. How do we reconcile the Board's goals for access and affordability with the desire to raise tuition to fund new programs?*

8. *Can we continue to backfill the lack of state funding with increased tuition and fees?*
9. *Which budget requests that are not funded by the state should be brought forward as a proposed tuition increase?*
10. *Should we identify as part of the budget process which programs will be funded with a tuition increase if they are not funded by the state?*
11. *Should we let the presidents propose their own tuition increase each year and identify what programs will be funded with the new revenues?*
12. *Do we need to better understand the base budgets of the institutions before we continue to differentiate funding using tuition?*