



2017-18 Operating Budget Plan and Financial Overview

July 2017

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EXECUTIVE SUMMARY

The Radford University 2017-18 operating budget was developed in consideration of Board-approved tuition and fee rates, projected enrollment levels, strategic goals of the University, actions taken by the Governor and General Assembly during the 2017 session, and the economic outlook. The University's annual budget development cycle proactively integrates each of these influential factors within the existing multi-year strategic budget plan developed by each institutional division.

On May 5, 2017 the Board of Visitors (Board) reviewed the tuition and fee proposal for the 2017 academic year. The proposal was approved beginning with the fall 2017 semester and thereafter until otherwise adjusted by the Board. A fully comprehensive list of these tuition and fees are provided in Appendix A: *2017-18 Board Approved Rates*.

Enrollment for in-state undergraduate students has become increasingly more competitive as high school graduation rates have flattened in recent years; however, the University continues to successfully recruit in the current market. Several student populations, including underserved and first generation students, continue to grow. Resources have been directed to this key operational area and demonstrate the University's commitment to attracting, retaining, and educating its diverse student population. As a result of the ongoing investment, total enrollment is anticipated to improve over the next four years. Projections will continue to be monitored.

Each division continues to develop and maintain a multi-year budget plan providing the framework for strategic planning; ultimately, positioning the University for continued success. This collaborative effort is the basis for the University's Six-Year Plan submission, aligned with the objectives set forth in the Statewide Strategic Plan for Higher Education in Virginia; also known as, The Virginia Plan for Higher Education. The multi-year budget plans address critical academic and student programmatic needs, consideration of mandatory cost increases, and implementation of goals currently outlined in Radford University's Strategic Plan, 7-17.

The 2017 General Assembly's legislative session was largely focused on filling the revenue shortfall in the current 2016-18 biennium. Given the magnitude of the total shortfall, higher education was required to shoulder a portion of the fiscal burden. As such, Chapter 836 of the 2017 Virginia Acts of Assembly included planned reductions in state support for base operations, the recovery of VRS prepayments, and the elimination of nongeneral fund interest earnings and credit card rebates. While the fiscal impact of these reductions will have a lasting impact, there is growing optimism in the future economic outlook. A number of key economic indicators demonstrated improvement in 2016-17. While the University will continue to utilize a fiscally conservative outlook to plan for its future, its funding is inevitably tied to economic performance of the Commonwealth and will be monitored closely.

Giving consideration to the aforementioned factors, the 2017-18 operating budget demonstrates a judicious use of University resources, addressing reductions in funding and unavoidable cost increases while maintaining the instructional integrity of program support and student services.

ASSUMPTIONS & INITIATIVES

Summary of assumptions used to prepare the 2017-18 operating budget:

- Additional state general fund support to assist with faculty and staff salary increases, costs associated with changes in workers compensation, insurance premiums, systems charges, and other benefit contribution rates, as well as, the distribution of other centrally funded items
- Internal adjustments were used to help offset some of the impact of programmatic changes, mandatory cost increases, and other central cost commitments
- Enrollment projections submitted to the State Council of Higher Education for Virginia
- Incremental revenue from Board approved tuition and fee increases to fund unavoidable cost increases, critical programmatic needs, and approved new initiatives
- Auxiliary Enterprises will generate sufficient revenues to cover operating costs, debt service payments, and contribute to future renewal, replacement and capital projects

Summary of key initiatives funded in the 2017-18 operating budget:

- Unavoidable cost increases to include state mandated salary increases, health insurance rate changes, equipment maintenance, and contract and lease escalators
- Support for the Strategic Plan initiatives
- Faculty promotion and tenure
- Increased support for Enrollment Management
- Operations and Maintenance (O&M) support for new facilities coming online
- Debt service payments
- Campus security and safety
- Compliance to meet federal and state requirements



TOTAL UNIVERSITY OPERATING BUDGET

As an agency of the Commonwealth of Virginia, Radford University's operating budget is authorized through state appropriations which are approved by the Governor and the General Assembly. For 2017-18, Radford University's annual operating budget is currently authorized in Chapter 836 of the Virginia Acts of Assembly at \$203.4 million.

As Auxiliary Enterprises historically collect revenues exceeding the state appropriation, due to auxiliary reserve requirements, projected revenues are reflected in the charts and graphs presented throughout this document. Additionally, projected E&G revenues are also reflected throughout this report as the University will receive additional appropriation from central fund disbursements to support a portion of state mandated compensation adjustments and fringe benefit rate changes.

Using projected revenue budgets for all programs, Radford University's annual 2017-18 operating revenue budget is \$216.5 million.



RADFORD
UNIVERSITY

PROPOSED REVENUE BUDGET: ALL FUNDS

Revenue is received from the following sources: state general fund (tax dollars), tuition, mandatory E&G and comprehensive fees, room and board user fees, other auxiliary enterprise sales and services, and externally sponsored grants/contracts/research.

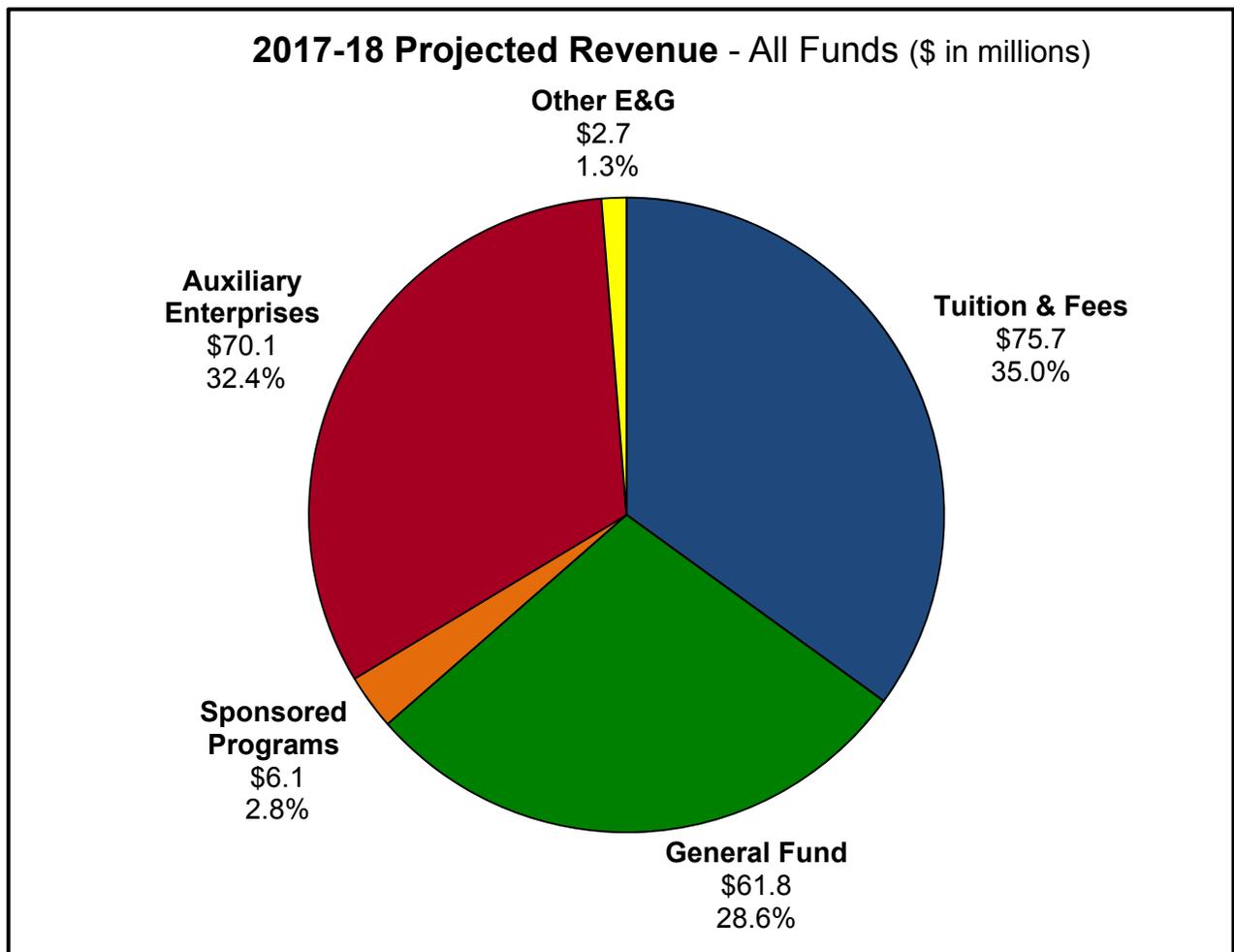
Following is a summary of Radford University's 2017-18 projected operating revenues by major fund source:

State General Fund	\$61,847,645
Tuition and E&G Fees	75,708,502
Other E&G	2,728,867
Sponsored Programs	6,100,000
<u>Auxiliary Enterprises</u>	<u>70,074,041</u>
Total Revenue	\$216,459,055

The chart below displays Radford University's **2017-18 projected revenue budget** by major fund source. Auxiliary enterprises, tuition, and the state general fund reflect the three main sources of revenue supporting the University's total operating budget.

The University's total operating revenue budget is comprised of state general fund support (28.6 percent) and nongeneral fund sources (71.4 percent). General fund appropriations are generally limited to support the E&G and Student Financial Assistance programs.

Auxiliary Enterprises are required to be self-supporting operations, thus state general fund cannot be used to support these activities. Resources for sponsored program activities are derived from grants and contracts awarded to the University.



Radford University's projected 2017-18 operating revenue budget by program:

Radford University
Summary of 2017-18 Projected Revenue

	2016-17 Adjusted Revenue Budget ¹	2017-18 Proposed Revenue Budget	% Change
<u>Educational and General</u>			
General Fund:			
State Appropriations	\$50,472,579	\$51,727,194	2.5%
FY16 NGF Carryforward	0	0	0.0%
<i>Subtotal E&G General Fund</i>	<i>\$50,472,579</i>	<i>\$51,727,194</i>	<i>2.5%</i>
Nongeneral Funds:			
Tuition and Fees	\$71,162,245	\$73,801,031	3.7%
Other E&G Revenue	1,291,757	1,009,916	-21.8%
ETF - One-Time Reimbursements	1,405,869	1,718,951	22.3%
<i>Subtotal E&G Nongeneral Funds</i>	<i>\$73,859,871</i>	<i>\$76,529,898</i>	<i>3.6%</i>
Subtotal Educational and General	\$124,332,450	\$128,257,092	3.2%
<u>Student Financial Assistance</u>			
General Funds	\$10,259,329	\$10,120,451	-1.4%
Nongeneral Funds	1,907,471	1,907,471	0.0%
Subtotal Student Financial Assistance	\$12,166,800	\$12,027,922	-1.1%
Subtotal Educational and General	\$124,332,450	\$128,257,092	3.2%
Subtotal Educational and General	\$66,640,387	\$70,074,041	5.2%
Subtotal Educational and General	\$6,100,000	\$6,100,000	0.0%
Subtotal Educational and General	\$209,239,637	\$216,459,055	3.5%

¹ 2016-17 Adjusted Budget reflects central appropriation and one-time adjustments to provide comparative data with the 2017-18 proposed budget.

² Projected auxiliary revenue is above authorized appropriation to meet state reserve requirements.

³ Grants and Contracts are budgeted at the appropriated level; however, this amount may not be fully expended.

PROPOSED EXPENDITURE BUDGET: ALL FUNDS

Radford University’s 2017-18 operating budget of approximately \$203.4 million is authorized through state appropriations (Chapter 836 of the 2017 Virginia Acts of Assembly) which are approved by the Governor and the General Assembly. As Auxiliary Enterprises historically expend less than the state appropriation due to state requirements of maintaining operating, renewal and replacement and capital reserves, projected auxiliary expenditures are reflected in the charts and graphs presented throughout this document instead of the authorized appropriation. **Using projected auxiliary expenditures, Radford University’s annual 2017-18 operating expenditure budget is \$209.7 million.**

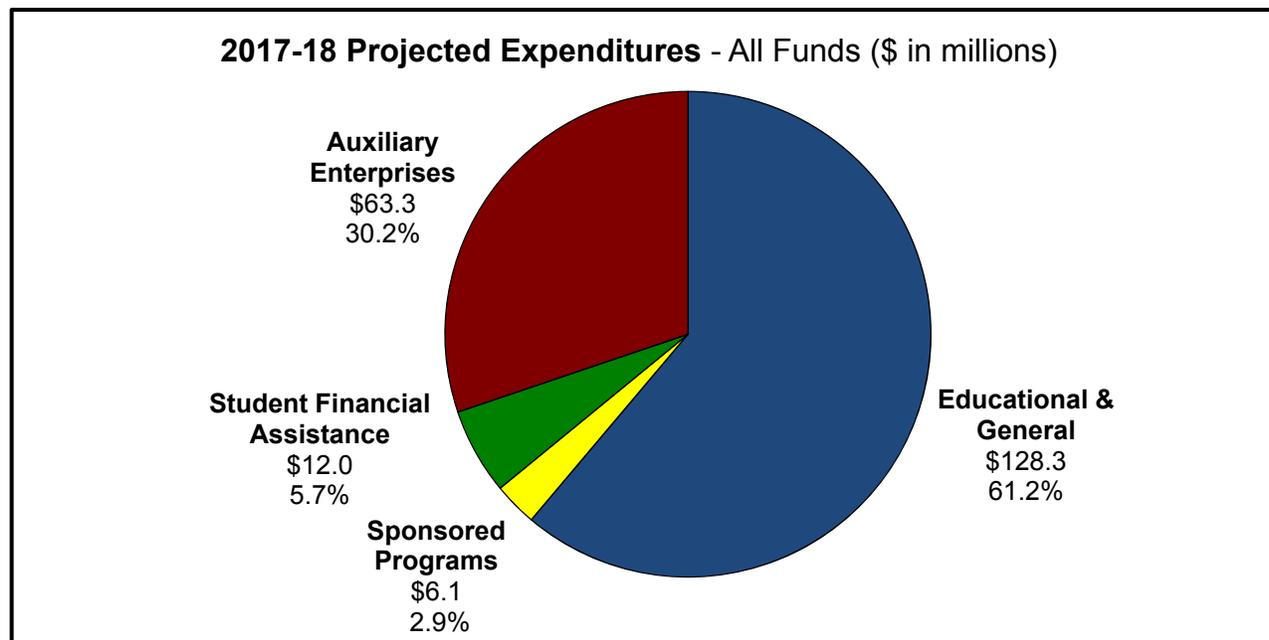
Funds are expended within the following four major higher education program areas which are defined throughout this report.

1. Educational & General (E&G)
2. Auxiliary Enterprises
3. Student Financial Assistance
4. Sponsored Programs

Following is a summary of Radford University’s 2017-18 projected operating expenditures by major program:

Educational & General (E&G)	\$128,257,092
Auxiliary Enterprises	63,320,512
Student Financial Assistance	12,027,922
<u>Sponsored Programs</u>	<u>6,100,000</u>
Total Expenditures	\$209,705,526

As represented in the chart below, the Educational and General (E&G) program accounts for **61.2 percent** of the University’s total expenditure budget. Detailed financial information for each of the four major program areas is provided in the following pages.



Radford University's 2017-18 projected operating expenditure budget by major program:

Radford University

Summary of 2017-18 Projected Expenditures

	2016-17 Adjusted Expenditure Budget ¹	2017-18 Proposed Expenditure Budget	% Change
<u>Educational & General</u>			
Instruction	\$67,694,663	\$71,821,316	6.1%
Public Service ²	600,000	600,000	0.0%
Library/Academic Support	12,468,673	12,207,381	-2.1%
Student Support Services ³	7,813,292	7,393,446	-5.4%
Institutional Support	21,339,880	22,103,539	3.6%
Operation & Maintenance of Plant	14,415,942	14,131,410	-2.0%
Subtotal Educational & General	\$124,332,450	\$128,257,092	3.2%
<u>Student Financial Assistance</u>	\$12,166,800	\$12,027,922	-1.1%
<u>Auxiliary Enterprises</u>			
Dining Services	\$15,588,014	\$16,062,386	3.0%
Bookstore	269,431	271,808	0.9%
Residential Facilities	13,698,982	14,299,909	4.4%
Parking/Transportation	1,611,211	1,451,930	-9.9%
Telecommunication Services	499,268	492,477	-1.4%
Student Health Services	3,127,862	2,954,774	-5.5%
Student Union & Recreation	6,783,000	6,747,058	-0.5%
Student Activities	1,298,479	1,277,755	-1.6%
Intercollegiate Athletics	12,619,463	12,229,664	-3.1%
Other Enterprise	6,849,838	7,532,751	10.0%
Subtotal Auxiliary Enterprises	\$62,345,548	\$63,320,512	1.6%
<u>Grants & Contracts</u>	\$6,100,000	\$6,100,000	0.0%
Total Projected Expenditures	\$204,944,798	\$209,705,526	2.3%

¹ 2016-17 Adjusted Budget reflects central appropriation and one-time adjustments to provide comparative data with the 2017-18 proposed budget.

² Public Service is budgeted at the appropriated level; however, this amount may not be fully expended.

³ Student Support Services expenditures for 2017-18 include the budget for student financial aid workers.

GENERAL ASSEMBLY LEGISLATIVE UPDATE

2017 Legislative Actions:

The 2017 General Assembly Session was largely focused on filling the current revenue shortfall in the 2016-18 biennium. The Governor, House of Delegates, and Senate all proposed reductions in state general fund support as a means of closing the budgetary gap. Higher education could not be completely shielded from reductions to address the shortfall. The General Assembly sought to redistribute the reduction among institutions in order to equalize the impact on in-state students and minimize the overall E&G impact to 1.5 percent or less for all institutions. Radford University's 2017-18 share of the general fund reductions is \$1,334,488, or 1.1 percent of total E&G operations.

The following schedule reflects the approved funding from the 2017 General Assembly Session:

	Proposed 2017-18 Funding
E&G - Educational & General	
2017-18 General Fund Reductions	(\$1,334,488)
2017-18 Interest Earnings/CC Rebates	(180,000)
2016-18 Reverse 3% Salary Increase	(839,612)
2017-18 Salary Increases (*)	1,260,783
2017-18 Fringe Rate Changes (*)	600,500
2017-18 Access, Affordability & Completion	680,135
Total E&G General Fund Recommendations	\$187,318
2017-18 Nongeneral Fund VRS Recoveries	(304,492)
Total Educational & General Recommendations	(\$117,174)
SFA - Student Financial Assistance	
2017-18 In-State Undergraduate Financial Aid	1,685,086
2017-18 In-State Graduate Financial Aid	77,007
Total SFA General Fund Recommendations	\$1,762,093

Notes:

(*) Central Appropriation amounts are not included in the University's line item appropriation. Instead they are held centrally by the state and allocated after the start of the fiscal year. For this reason estimates have been provided.

- **Access, Affordability & Completion:** Funds are to be allocated as incentive to deliver quality education, limit the impact of future tuition increases, and increase graduation rates among in-state students. It also seeks to support underrepresented student's college completion.
- **Faculty & Staff Salaries:** The budget instituted a 3 percent salary increase for all classified employees and a 2 percent increase for college faculty effective July 2017. Additionally, the seven institutions of higher education who did not independently increase employee salaries in 2016-17 were also eligible to receive funding for the state's portion of an additional 1 percent increase for faculty. This brought the University's total salary increase for faculty to 3 percent.

- **Student Financial Assistance:** \$1,685,086 of general fund support for undergraduate student financial assistance was restored to bring the appropriation in line with the 2016-17 funding level. During the previous General Assembly session, funding was reallocated to SCHEV with the intention of distributing funds based on a revised financial aid allocation. The restoration of these funds will assist in lowering the cost of higher education for students of deserving need.

FUND SOURCE DEFINITIONS

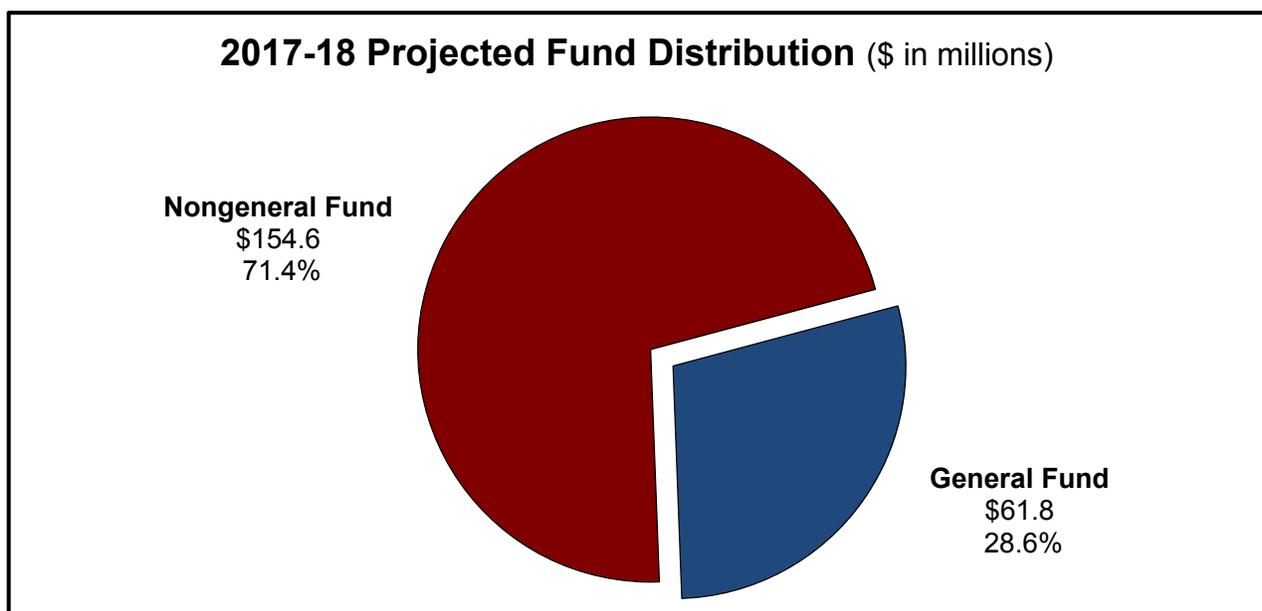
Radford University’s institutional budget is derived from fund sources:

- **General Fund** – state tax dollars (unrestricted), distributed through the state budget process and documented through the Virginia Acts of Assembly (i.e. Appropriation Act).
- **Nongeneral Fund** – tuition, mandatory (technology and comprehensive) fees, user (room/board) fees, other E&G and auxiliary enterprises fees, grants/contracts/research, federal student work study, and commissions (e.g., Dining Services and Bookstore).

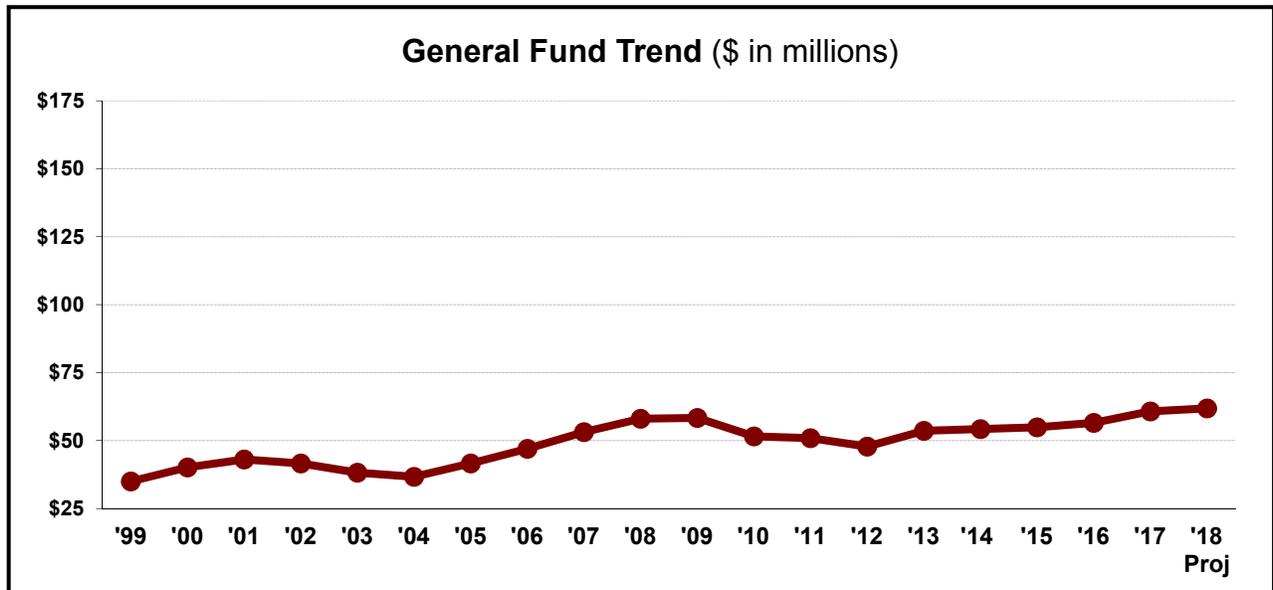
These funds support the following University programs:

- **Educational & General (E&G):** Activities to provide instruction, public service, academic support (e.g., library, deans), student services (e.g., admissions, financial aid, registrar), and program support (e.g., administration, physical plant) services.
- **Auxiliary Enterprises:** Activities to provide essentially self-supporting goods or services to students, faculty, staff and visitors (e.g., residence halls, dining services, bookstore, etc.).
- **Student Financial Assistance:** Activities to provide financial assistance to VA students.
- **Sponsored Programs:** Activities to provide additional resources for educational and general services through third-party grants, contracts, and research.

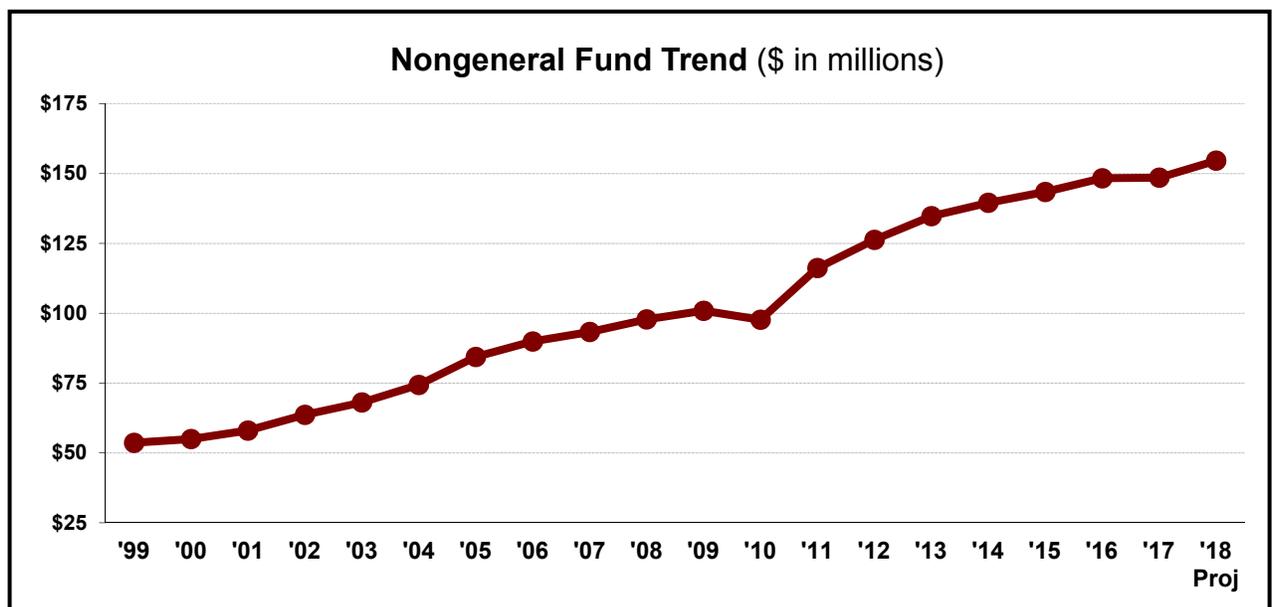
As seen in the following chart, Radford University is very dependent on nongeneral fund sources. Nongeneral fund revenues represent **71.4** percent of total University revenues in 2017-18.



General Fund: For 2017-18, the general fund comprises **28.6 percent** of the total University budget and supports the activities of Educational and General (\$51.7 million) and Student Financial Assistance (\$10.1 million). The following chart displays the general fund trend between fiscal years 1999 and 2018 projected.



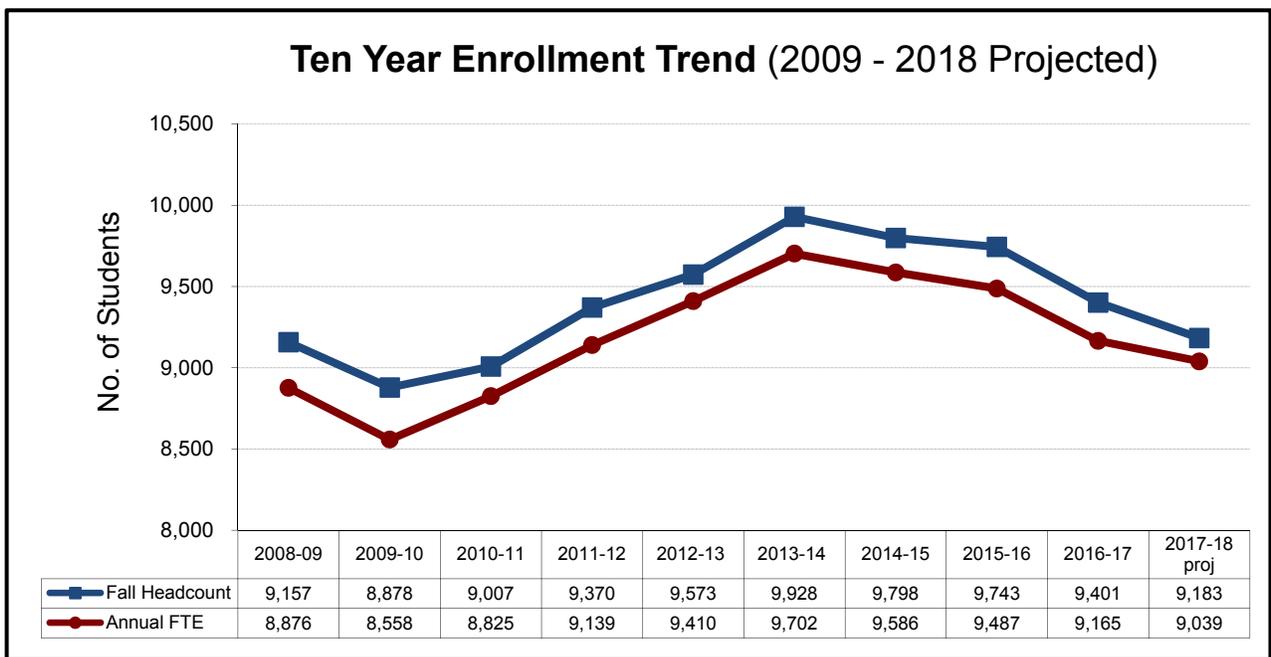
Nongeneral Fund: The nongeneral fund is generated primarily from tuition and other E&G revenues (\$76.5 million), mandatory comprehensive fee (\$28.8 million), room/apartment fees (\$16.5 million), board fees/meals plans (\$14.6 million), other auxiliary revenues (\$10.2 million), student financial assistance (\$1.9 million) and grants/contracts (\$6.1 million). The following chart displays the nongeneral fund trend between 1999 and 2018 projected. Since auxiliary revenues historically exceed the appropriation, projected auxiliary revenues for 2017-18 are used for this comparison. Excess auxiliary revenues are reserved for operating costs, equipment and facility maintenance renewal and replacement projects, and future capital needs.





ENROLLMENT

Student enrollment is of critical importance in determining the funding available to provide campus services. The chart below displays the enrollment trend from fall 2008 through fall 2017 (projected) between headcount (number of students) and annualized full-time equivalent (FTE) students enrolled at Radford University.



The University has recently reorganized enrollment management operations and collaborated with an external consultant to bolster internal efforts. Considering fall 2016 census data, guidance from the State Council of Higher Education for Virginia (SCHEV) on enrollment trends, and demographic changes in the high school student pipeline, the 2017-18 operating budget is based on a conservative enrollment target. This is a prudent decision given the current fiscal environment.

Although total enrollment was projected to be less than that of the prior year, the University has sustained tremendous growth in recent history. Increases in tuition and fee revenue whether received from enrollment growth or rate increases only reflect a portion of the resources needed to support the additional students as state general fund support is needed to cover the remaining portion of an in-state student's cost of education.

TUITION AND FEES OVERVIEW

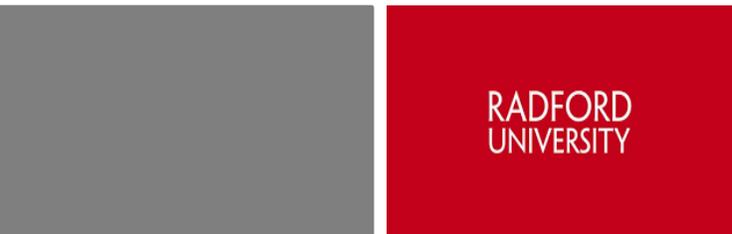
Students are charged tuition that supports the Educational & General (E&G) program and comprehensive, room, and board fees that support the Auxiliary Enterprises program.

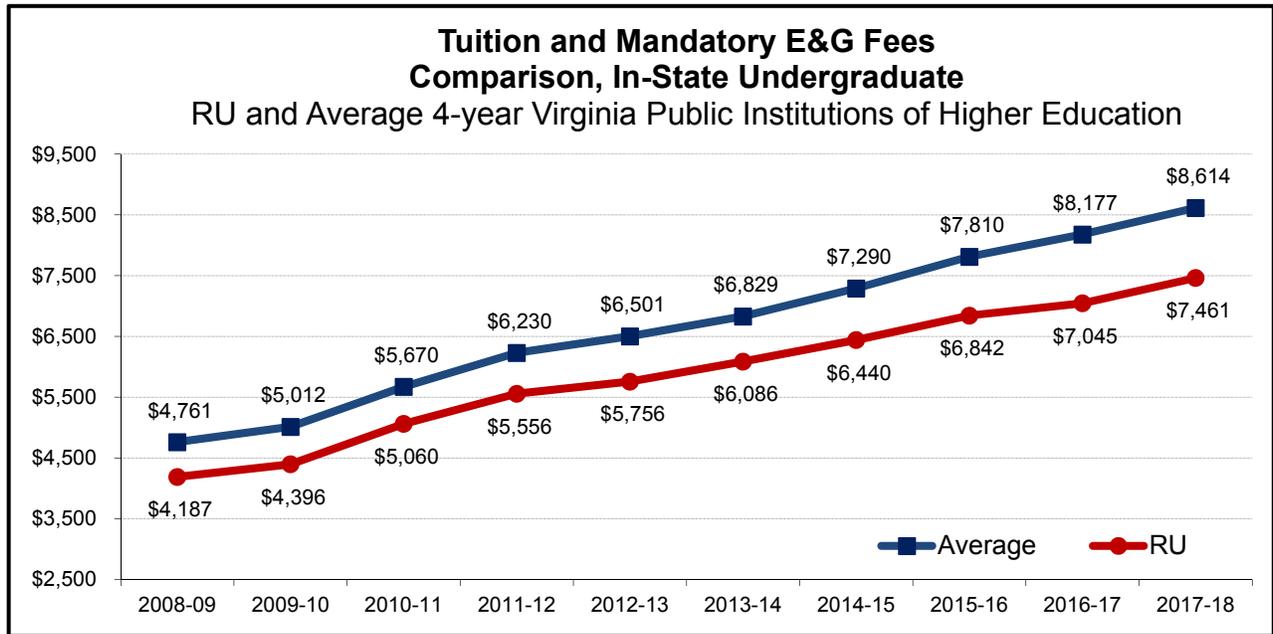
Tuition: Radford University's tuition, approved annually by the Radford University Board of Visitors, is divided into the following four major classifications:

- In-state undergraduate
- Out-of-state undergraduate
- In-state graduate
- Out-of-state graduate

Tuition rates from fiscal years 2014 through 2018 are as follows:

Tuition & Mandatory E&G Fees							
Student Classification	FY14	FY15	FY16	FY17	FY18	\$ Change From FY17	% Change From FY17
In-state, undergraduate	\$6,086	\$6,440	\$6,842	\$7,045	\$7,461	\$416	5.9%
Out-of-state, undergraduate	\$18,251	\$19,126	\$19,126	\$19,126	\$19,543	\$417	2.2%
In-state, graduate	\$6,854	\$7,241	\$7,694	\$7,922	\$8,390	\$468	5.9%
Out-of-state, graduate	\$16,110	\$16,894	\$16,894	\$16,894	\$17,363	\$469	2.8%

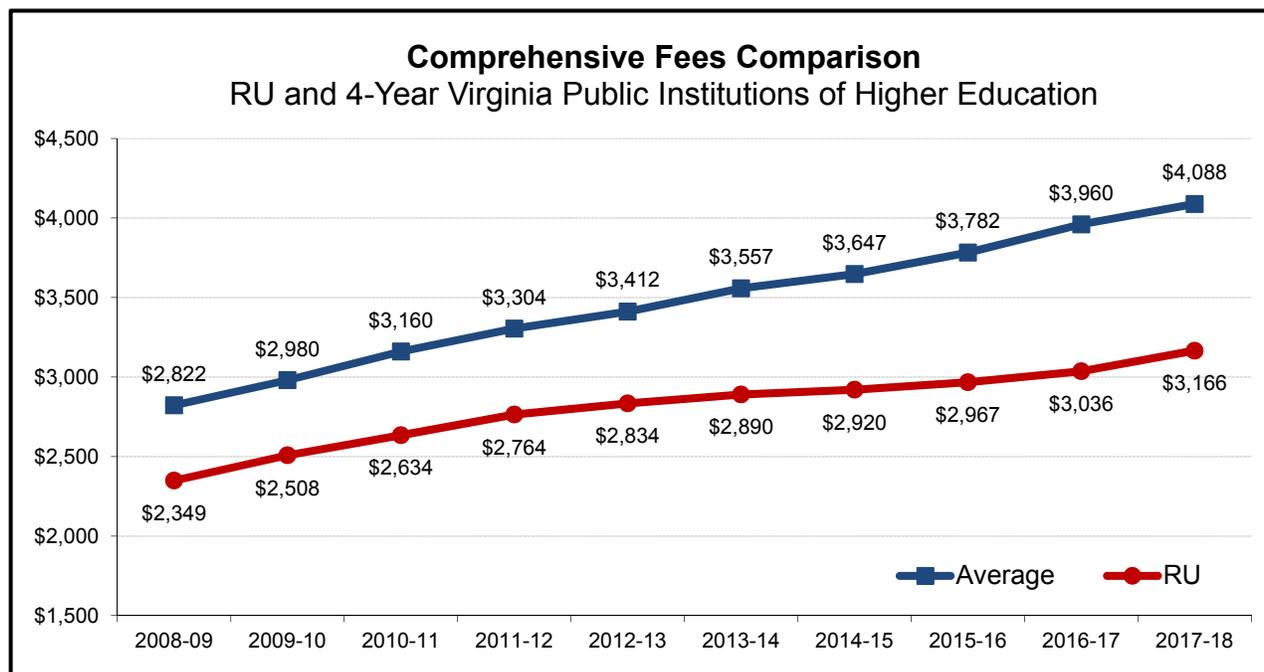




Tuition and Mandatory E&G Fees: Radford University’s tuition and mandatory E&G fees for in-state undergraduate students for 2017-18 is **13.4 percent (\$1,153)** lower than the average tuition and mandatory E&G fees at the other Virginia four-year public institutions of higher education.

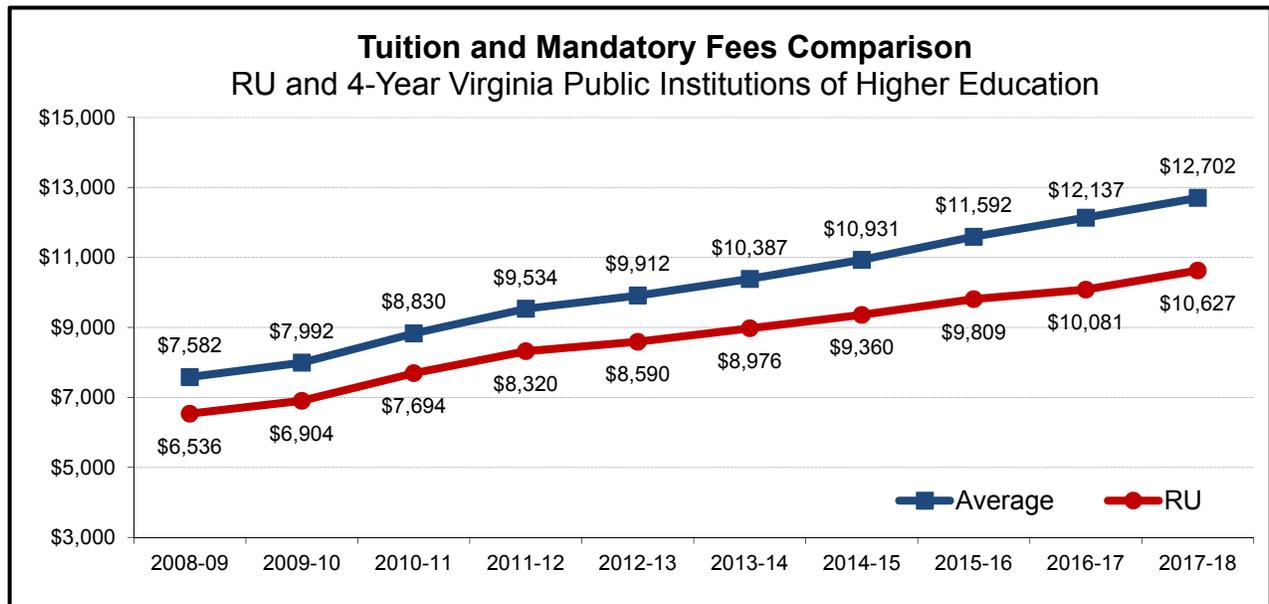
Tuition and Mandatory E&G Fees In-State, Undergraduate Students								
Rank	Institution	FY14	FY15	FY16	FY17	FY18	\$ Change From FY17	% Change From FY17
1	College of William & Mary ¹	\$10,531	\$12,564	\$14,114	\$15,810	\$16,506	\$696	4.4%
2	University of Virginia	\$10,460	\$10,932	\$12,347	\$13,515	\$13,810	\$295	2.2%
3	Virginia Commonwealth University ¹	\$9,960	\$10,356	\$10,719	\$10,989	\$11,483	\$494	4.5%
4	Virginia Tech	\$9,703	\$10,197	\$10,628	\$10,941	\$11,263	\$322	2.9%
5	Virginia Military Institute	\$7,080	\$7,498	\$8,136	\$8,461	\$8,884	\$423	5.0%
6	George Mason University	\$7,220	\$7,562	\$7,976	\$8,204	\$8,672	\$468	5.7%
7	University of Mary Washington	\$6,758	\$7,146	\$7,716	\$7,948	\$8,306	\$358	4.5%
8	Christopher Newport University	\$6,554	\$6,962	\$7,642	\$7,870	\$8,270	\$400	5.1%
9	Longwood University	\$6,450	\$6,930	\$7,170	\$7,350	\$7,620	\$270	3.7%
10	Radford University	\$6,086	\$6,440	\$6,842	\$7,045	\$7,461	\$416	5.9%
11	Old Dominion University	\$5,492	\$5,813	\$6,193	\$6,348	\$6,648	\$300	4.7%
12	James Madison University	\$5,104	\$5,406	\$5,724	\$5,896	\$6,250	\$354	6.0%
13	Virginia State University	\$4,906	\$5,078	\$5,230	\$5,386	\$5,547	\$161	3.0%
14	University of Virginia at Wise	\$4,801	\$5,012	\$5,210	\$5,369	\$5,529	\$160	3.0%
15	Norfolk State University	\$3,810	\$4,536	\$5,162	\$5,318	\$5,478	\$160	3.0%
Average²		\$6,829	\$7,290	\$7,810	\$8,177	\$8,614	\$437	5.3%

¹ The institution adopted a new guaranteed tuition plan for incoming in-state undergraduates in 2013-14. The tuition charged in their freshman year is frozen for all four years of their undergraduate attendance.
² Weighted average as calculated by SCHEV in order to account for variable increases at CWM and VCU



Comprehensive Fee: Radford University’s comprehensive fee supports major programs such as athletics, student activities, student union, student health, recreation center, auxiliary support, and facility maintenance. The comprehensive fee is assessed to all students and for 2017-18 is **22.6 percent (\$922)** lower than the average comprehensive fee at the other four-year Virginia public institutions of higher education.

Comprehensive Fees In-State, Undergraduate Students								
Rank	Institution	FY14	FY15	FY16	FY17	FY18	\$ Change From FY17	% Change From FY17
1	Virginia Military Institute	\$7,324	\$8,020	\$8,400	\$9,031	\$9,330	\$299	3.3%
2	College of William & Mary	\$4,932	\$5,092	\$5,258	\$5,424	\$5,538	\$114	2.1%
3	Christopher Newport University	\$4,538	\$4,684	\$4,884	\$5,184	\$5,384	\$200	3.9%
4	Longwood University	\$4,890	\$4,650	\$4,740	\$4,890	\$5,100	\$210	4.3%
5	James Madison University	\$4,072	\$4,256	\$4,342	\$4,494	\$4,628	\$134	3.0%
6	University of Virginia at Wise	\$3,708	\$3,856	\$4,010	\$4,170	\$4,296	\$126	3.0%
7	University of Mary Washington	\$2,902	\$3,106	\$3,354	\$3,622	\$3,822	\$200	5.5%
8	Old Dominion University	\$3,328	\$3,437	\$3,575	\$3,698	\$3,702	\$4	0.1%
9	Norfolk State University	\$3,416	\$3,016	\$3,204	\$3,420	\$3,558	\$138	4.0%
10	George Mason University	\$2,688	\$2,820	\$2,976	\$3,096	\$3,252	\$156	5.0%
11	Virginia State University	\$2,878	\$2,924	\$2,996	\$3,086	\$3,179	\$93	3.0%
12	Radford University	\$2,890	\$2,920	\$2,967	\$3,036	\$3,166	\$130	4.3%
13	University of Virginia	\$1,998	\$2,066	\$2,121	\$2,199	\$2,258	\$59	2.7%
14	Virginia Commonwealth University	\$2,042	\$2,042	\$2,053	\$2,141	\$2,141	\$0	0.0%
15	Virginia Tech	\$1,752	\$1,820	\$1,857	\$1,911	\$1,967	\$56	2.9%
Average		\$3,557	\$3,647	\$3,782	\$3,960	\$4,088	\$128	3.2%

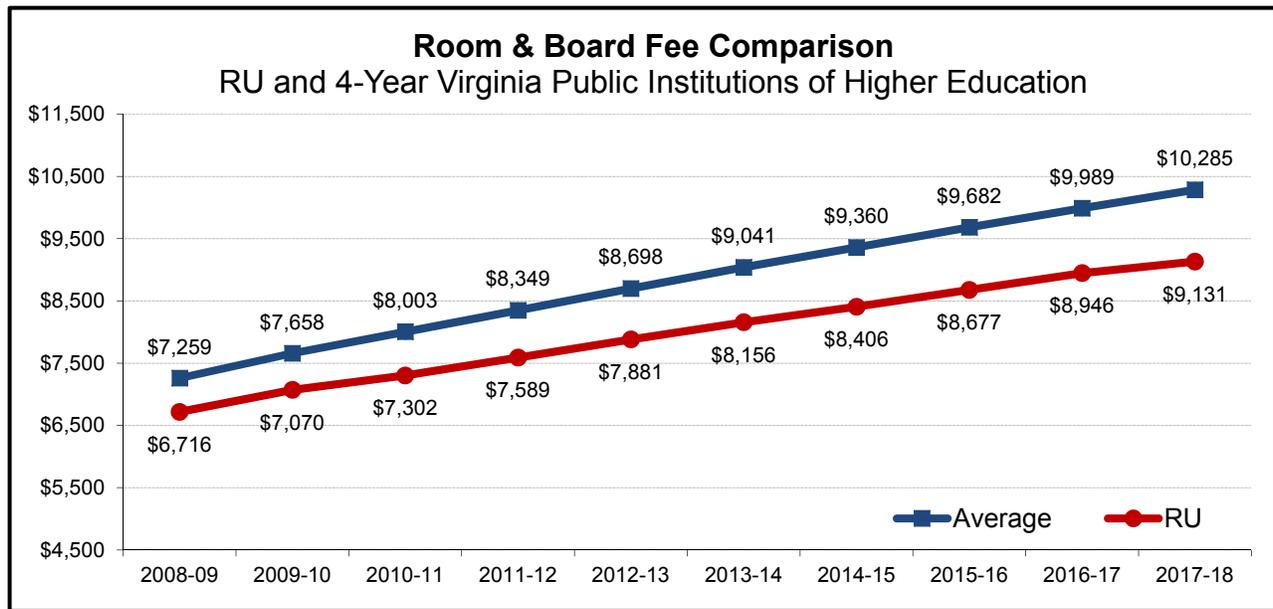


Tuition and Mandatory Fees: The charts and graphs shown reflect a multi-year comparison of tuition and mandatory fees for in-state undergraduate students among the 15 four-year public institutions in Virginia. Radford University’s tuition and mandatory fees for 2017-18 are **16.3 percent (\$2,075)** lower than the average tuition and mandatory fees at the other Virginia public four-year institutions of higher education.

Total Tuition and Mandatory Fees In-State, Undergraduate Students								
Rank	Institution	FY14	FY15	FY16	FY17	FY18	\$ Change From FY17	% Change From FY17
1	College of William & Mary ¹	\$15,463	\$17,656	\$19,372	\$21,234	\$22,044	\$810	3.8%
2	Virginia Military Institute	\$14,404	\$15,518	\$16,536	\$17,492	\$18,214	\$722	4.1%
3	University of Virginia	\$12,458	\$12,998	\$14,468	\$15,714	\$16,068	\$354	2.3%
4	Christopher Newport University	\$11,092	\$11,646	\$12,526	\$13,054	\$13,654	\$600	4.6%
5	Virginia Commonwealth University ¹	\$12,002	\$12,398	\$12,772	\$13,130	\$13,624	\$494	3.8%
6	Virginia Tech	\$11,455	\$12,017	\$12,485	\$12,852	\$13,230	\$378	2.9%
7	Longwood University	\$11,340	\$11,580	\$11,910	\$12,240	\$12,720	\$480	3.9%
8	University of Mary Washington	\$9,660	\$10,252	\$11,070	\$11,570	\$12,128	\$558	4.8%
9	George Mason University	\$9,908	\$10,382	\$10,952	\$11,300	\$11,924	\$624	5.5%
10	James Madison University	\$9,176	\$9,662	\$10,066	\$10,390	\$10,878	\$488	4.7%
11	Radford University	\$8,976	\$9,360	\$9,809	\$10,081	\$10,627	\$546	5.4%
12	Old Dominion University	\$8,820	\$9,250	\$9,768	\$10,046	\$10,350	\$304	3.0%
13	University of Virginia at Wise	\$8,509	\$8,868	\$9,220	\$9,539	\$9,825	\$286	3.0%
14	Norfolk State University	\$7,226	\$7,552	\$8,366	\$8,738	\$9,036	\$298	3.4%
15	Virginia State University	\$7,784	\$8,002	\$8,226	\$8,472	\$8,726	\$254	3.0%
Average²		\$10,387	\$10,931	\$11,592	\$12,137	\$12,702	\$565	4.7%

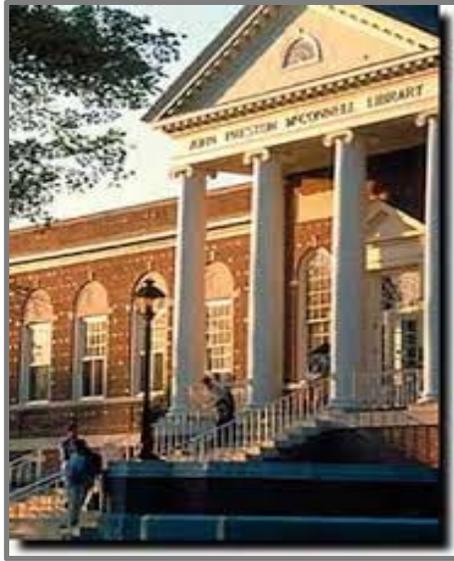
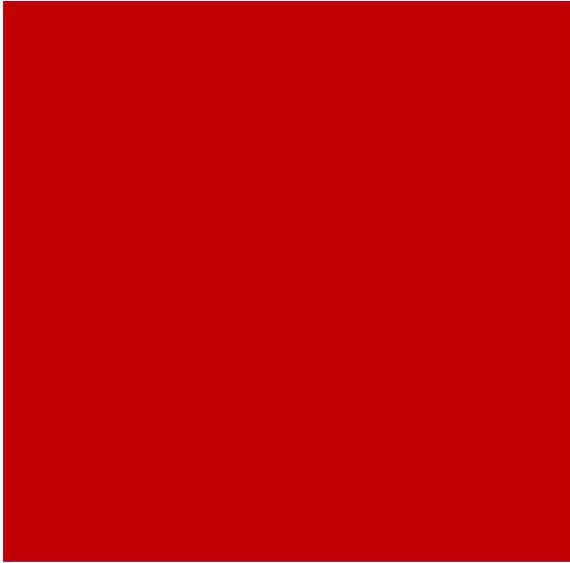
¹ The institution adopted a new guaranteed tuition plan for incoming in-state undergraduates in 2013-14. The tuition charged in their freshman year is frozen for all four years of their undergraduate attendance.

² Weighted average as calculated by SCHEV in order to account for variable increases at CWM and VCU



Room and Board: Radford University’s room and board fees support campus dining services, residence hall operations, and long-term capital facility needs. Room and board fees are only assessed to residential students and reflect the average room rate for a double occupancy room and the 19 meal plan as reported to the State Council of Higher Education for Virginia. Radford University’s average room and board for 2017-18 is **11.2 percent (\$1,154)** lower than the average room and board at other Virginia public four-year institutions.

Average Room & Board In-State, Undergraduate Students								
Rank	Institution	FY14	FY15	FY16	FY17	FY18	\$ Change From FY17	% Change From FY17
1	College of William & Mary	\$9,816	\$10,344	\$10,978	\$11,382	\$11,799	\$417	3.7%
2	Christopher Newport University	\$9,958	\$10,314	\$10,614	\$10,914	\$11,224	\$310	2.8%
3	George Mason University	\$8,990	\$9,432	\$10,510	\$10,730	\$11,090	\$360	3.4%
4	University of Virginia	\$9,717	\$10,052	\$10,401	\$10,726	\$10,992	\$266	2.5%
5	Virginia State University	\$10,008	\$10,128	\$10,252	\$10,562	\$10,880	\$318	3.0%
6	Longwood University	\$8,876	\$9,256	\$9,558	\$9,944	\$10,418	\$474	4.8%
7	University of Virginia at Wise	\$9,990	\$10,340	\$10,256	\$10,346	\$10,314	(\$32)	-0.3%
8	University of Mary Washington	\$9,122	\$9,430	\$9,694	\$9,938	\$10,216	\$278	2.8%
9	Virginia Commonwealth University	\$9,082	\$9,318	\$9,586	\$9,919	\$10,187	\$268	2.7%
10	Old Dominion University	\$8,912	\$9,268	\$9,446	\$9,824	\$10,122	\$298	3.0%
11	James Madison University	\$8,873	\$9,196	\$9,396	\$9,728	\$10,112	\$384	3.9%
12	Norfolk State University	\$8,374	\$8,624	\$8,970	\$9,490	\$9,866	\$376	4.0%
13	Virginia Military Institute	\$8,088	\$8,372	\$8,666	\$8,968	\$9,236	\$268	3.0%
14	Radford University	\$8,156	\$8,406	\$8,677	\$8,946	\$9,131	\$185	2.1%
15	Virginia Tech	\$7,650	\$7,924	\$8,226	\$8,424	\$8,690	\$266	3.2%
Average		\$9,041	\$9,360	\$9,682	\$9,989	\$10,285	\$296	3.0%

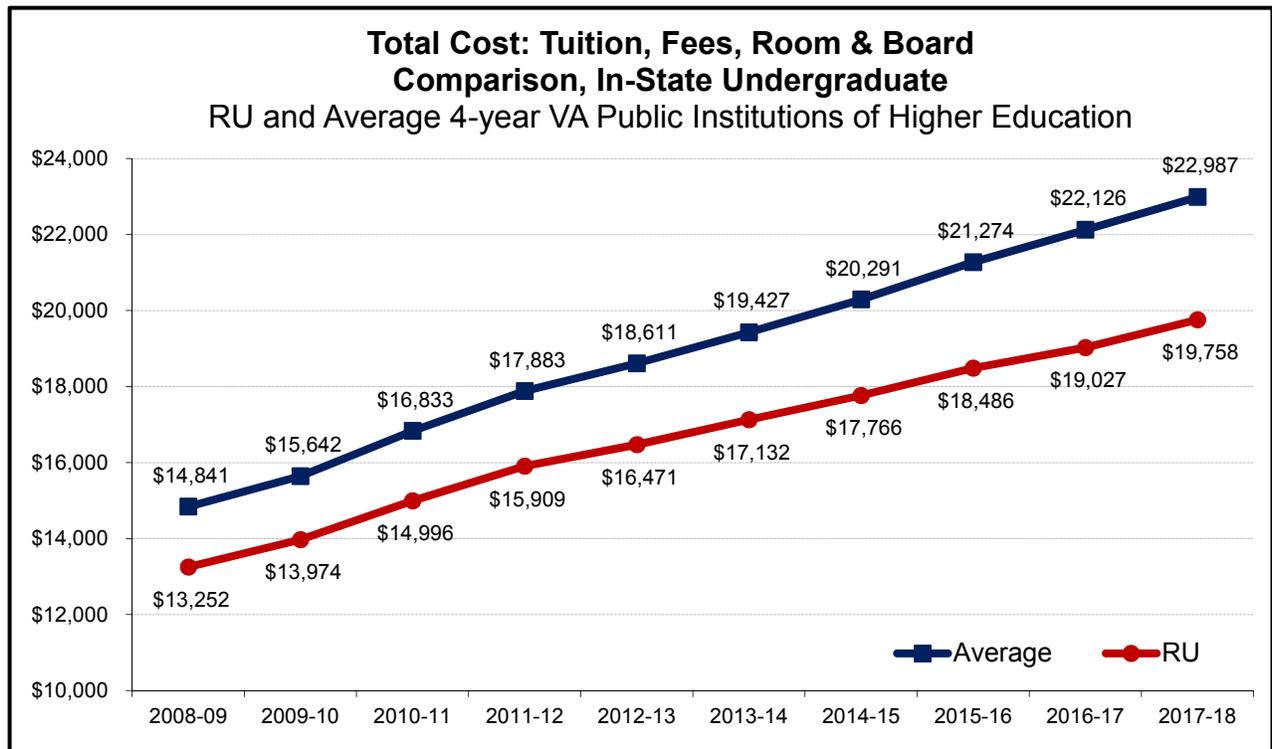


TOTAL PRICE (TUITION, MANDATORY FEES, ROOM AND BOARD)

The charts, graphs, and tables on the following pages display the total price for in-state undergraduate students compared to the state average and other Virginia four-year public colleges and universities.

For the 2017-18 academic year, Radford University's total cost (tuition, mandatory fees, room and board) is **14.0 percent (or \$3,229)** lower than the average total cost at the other Virginia public four-year institutions of higher education.

In-State, Undergraduate Students	2017-18 State Average	2017-18 Radford Total Cost	\$ Radford Below Average	% Radford Below Average
Tuition and Mandatory E&G Fees	\$8,614	\$7,461	(\$1,153)	-13.4%
Comprehensive Fee	\$4,088	\$3,166	(\$922)	-22.6%
Room & Board	\$10,285	\$9,131	(\$1,154)	-11.2%
Total	\$22,987	\$19,758	(\$3,229)	-14.0%



Total Tuition, Comprehensive Fees, Room & Board Fees In-State, Undergraduate Students

Rank	Institution	FY14	FY15	FY16	FY17	FY18	\$ Change From FY17	% Change From FY17
1	College of William & Mary ¹	\$25,279	\$28,000	\$30,350	\$32,616	\$33,843	\$1,227	3.8%
2	Virginia Military Institute	\$22,492	\$23,890	\$25,202	\$26,460	\$27,450	\$990	3.7%
3	University of Virginia	\$22,175	\$23,050	\$24,869	\$26,440	\$27,060	\$620	2.3%
4	Christopher Newport University	\$21,050	\$21,960	\$23,140	\$23,968	\$24,878	\$910	3.8%
5	Virginia Commonwealth University ¹	\$21,084	\$21,716	\$22,358	\$23,049	\$23,811	\$762	3.3%
6	Longwood University	\$20,216	\$20,836	\$21,468	\$22,184	\$23,138	\$954	4.3%
7	George Mason University	\$18,898	\$19,814	\$21,462	\$22,030	\$23,014	\$984	4.5%
8	University of Mary Washington	\$18,782	\$19,682	\$20,764	\$21,508	\$22,344	\$836	3.9%
9	Virginia Tech	\$19,105	\$19,941	\$20,711	\$21,276	\$21,920	\$644	3.0%
10	James Madison University	\$18,049	\$18,858	\$19,462	\$20,118	\$20,990	\$872	4.3%
11	Old Dominion University	\$17,732	\$18,518	\$19,214	\$19,870	\$20,472	\$602	3.0%
12	University of Virginia at Wise	\$18,499	\$19,208	\$19,476	\$19,885	\$20,139	\$254	1.3%
13	Radford University	\$17,132	\$17,766	\$18,486	\$19,027	\$19,758	\$731	3.8%
14	Virginia State University	\$17,792	\$18,130	\$18,478	\$19,034	\$19,606	\$572	3.0%
15	Norfolk State University	\$15,600	\$16,176	\$17,336	\$18,228	\$18,902	\$674	3.7%
	Average²	\$19,427	\$20,291	\$21,274	\$22,126	\$22,987	\$861	3.9%

¹ The institution adopted a new guaranteed tuition plan for incoming in-state undergraduates in 2013-14. The tuition charged in their freshman year is frozen for all four years of their undergraduate attendance.

² Weighted average as calculated by SCHEV in order to account for variable increases at CWM and VCU

EDUCATIONAL & GENERAL

PROGRAM OVERVIEW

The Educational and General (E&G) program is the largest activity within the University budget. Revenue is derived from state general fund support, student tuition and fees, public service, ancillary support activities, sales and services, and other activities. This program is comprised of six subprograms recognized nationally by higher education institutions and associations. These subprograms are described below:

SUBPROGRAM	MAJOR ACTIVITIES
Instruction	Instructional faculty, classroom, and departmental support activities
Public Service	Services to individuals and groups external to the University
Academic Support	Deans, academic directors, advising activities; library operations, reference materials, and books; academic computing and technology support operations, etc.
Student Services	Admissions, career services, financial aid, registrar, etc.
Institutional Support	Executive management, financial services, human resources, police, public relations, administrative computing, development, etc.
Physical Plant	Building maintenance, custodial services, utilities, grounds, etc.



E&G NEW INITIATIVE FUNDING

The following represents E&G base budget initiatives funded for 2017-18. It should be noted that all budgets were adjusted to account for fringe benefit rate changes, the state mandated salary increase, and the implementation of all applicable savings strategies, as necessary.

- **Academic Affairs:**
 - Faculty promotion and tenure
 - B.S. in Cyber Security
 - Faculty Fitness Initiative

- **Student Affairs:**
 - Operational cost escalators

- **Central Administration:**
 - Strategic planning initiatives
 - Career Services operations

- **Finance and Administration:**
 - Campus infrastructure projects
 - Safety and security initiatives
 - PeopleAdmin & HR Compliance

- **Information Technology:**
 - Hardware and software maintenance contract escalators

- **Enrollment Mangement**
 - Position realignments

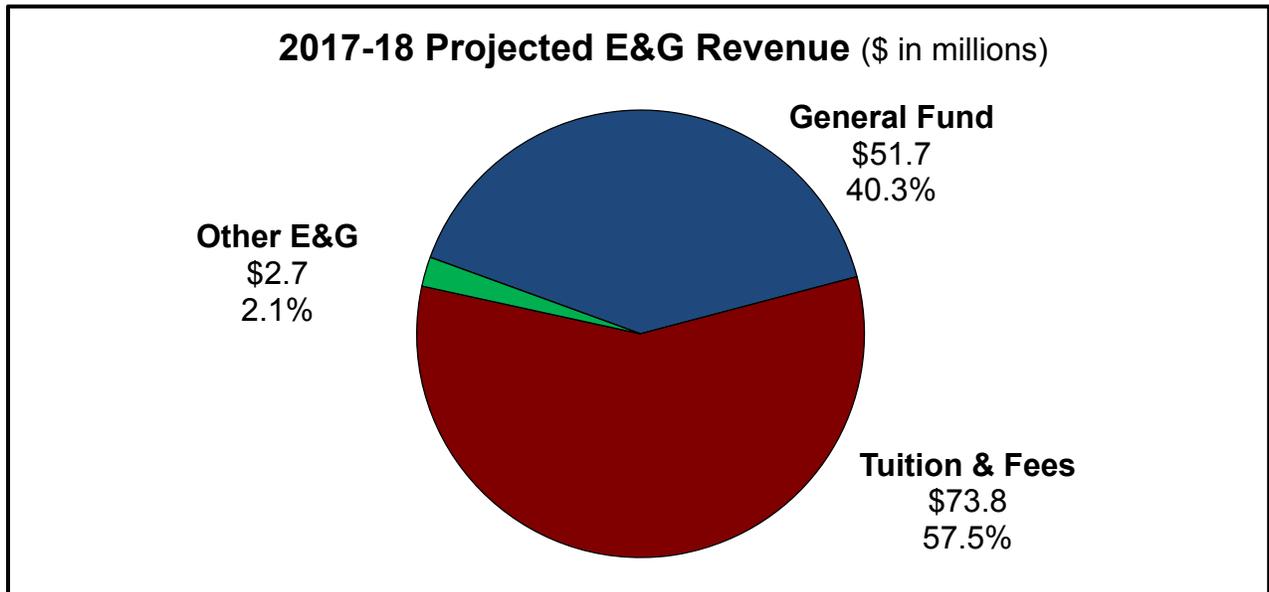
- **University Advancement and University Relations:**
 - Position realignments

- **Central Adjustments:**
 - Fringe benefits/health insurance rate adjustments
 - Commonwealth faculty and staff salary increases
 - Leases, utilities, contractual escalators, and other mandatory cost increases
 - Auxiliary administrative overhead rate and other recovery realignments

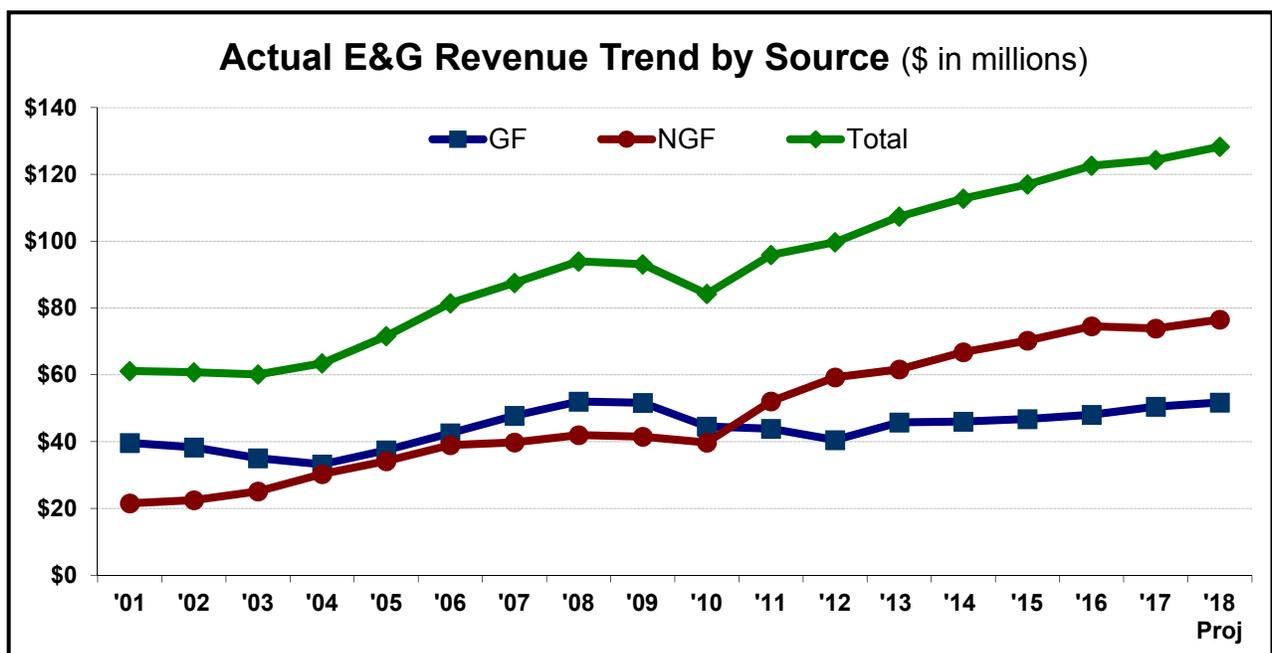


PROGRAM REVENUES

As displayed below, the state general fund is projected to comprise **40.3 percent** of Radford University's E&G revenue in 2017-18. Tuition & Fees (57.5 percent) and other E&G sources (e.g. federal work study, application fees, public service, indirect costs, etc.) of revenue (2.1 percent) provide the remaining on-going support.



The graph below demonstrates how the E&G program has become more reliant on nongeneral fund sources, as compared to general fund, to sustain instructional program and student support services.



The table below compares actual E&G revenue collections from 2013-14 through 2016-17 and provides 2017-18 revenue projections.

E&G Revenue					
Source	Actual FY14	Actual FY15	Actual FY 16	Actual FY 17	Projected FY 18
General fund*	\$45,995,711	\$46,736,659	\$48,060,890	\$50,472,579	\$51,727,194
Tuition & Fees	65,199,549	68,188,854	72,299,284	71,162,245	73,801,031
Public service	273,545	243,789	413,350	600,000	600,000
Federal work study	455,029	455,029	455,029	455,029	455,029
Other E&G revenue	1,911,724	1,741,289	1,777,316	2,516,125	2,414,051
Commonwealth Reversions	(1,075,592)	(410,259)	(416,791)	(873,528)	(740,213)
Total	\$112,759,966	\$116,955,361	\$122,589,078	\$124,332,450	\$128,257,092

* Note: in years when E&G funds are carried forward to the next fiscal year, the state re-appropriates the funds as general fund.



PROGRAM EXPENDITURES

Program expenditures are classified as either personal or nonpersonal services. Following is a general description of the type of expenditures in each category:

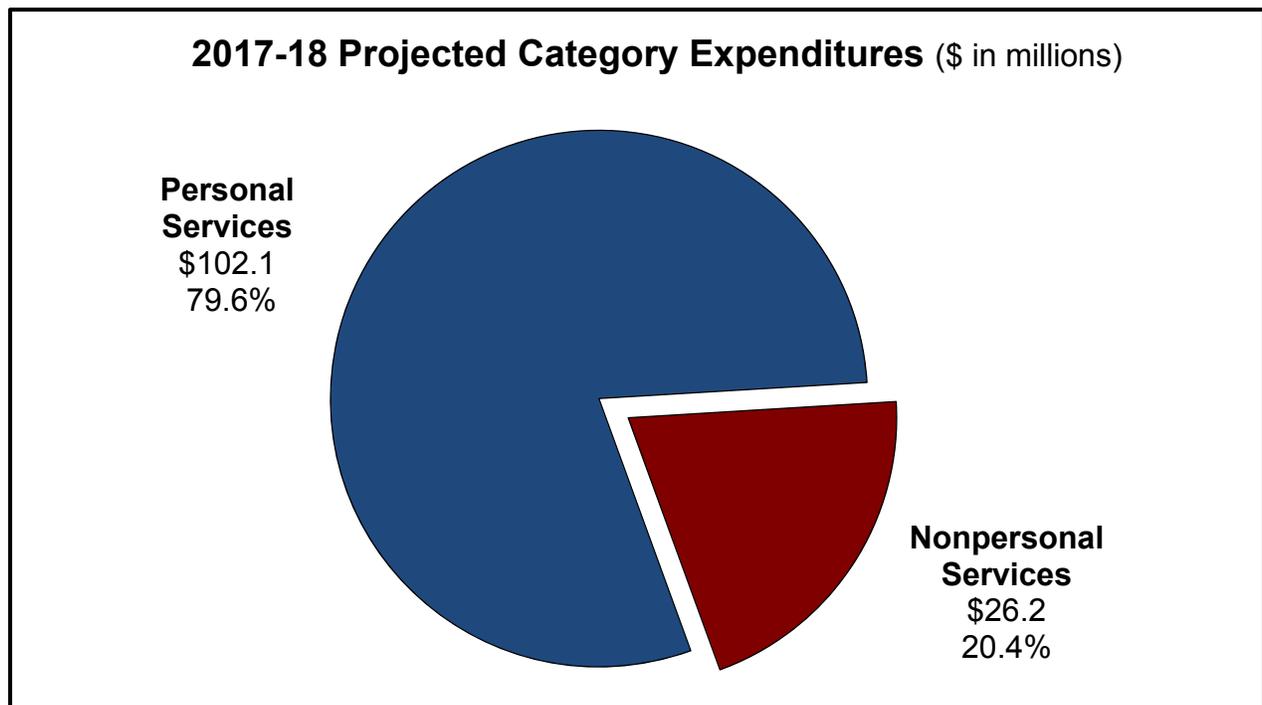
- **Personal Services** – salaries, wages, and fringe benefits (retirement, health insurance, etc).
- **Nonpersonal Services** – operating costs (contractual services, travel, supplies, etc).

The expenditure distribution between personal and nonpersonal services can vary in a given year based on position turnover and one-time expenditures.

Summary of 2017-18 projected category expenditures:

Personal Services	\$102,088,879
<u>Nonpersonal Services</u>	<u>26,168,213</u>
Total Expenditures	\$128,257,092

As illustrated in the chart below, **79.6 percent** of 2017-18 E&G program expenditures are projected to support personal services costs.



PERSONAL SERVICES PROFILE

The 2017-18 operating budget includes an authorization of 1,102.42 E&G positions. Wage positions, including student workers, are not counted in the total authorized position level. The current E&G position distribution is displayed below.

E&G Position Allocation		
Personnel Classifications	Number of Positions	% of Total
Faculty, full- and part-time, GA's	466.00	42.3%
Faculty, administrative/professional	186.83	16.9%
Classified employees	381.69	34.6%
Information Technology	67.90	6.2%
Total	1,102.42	100.0%

The table below displays **2017-18 projected personal services** (includes salaries, wages, student wages, and fringe benefits) budgets by program compared with actual personal services expenditures for the last four fiscal years:

E&G Personal Services by Program					
Program	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Projected FY18
Instruction	\$55,221,682	\$58,073,723	\$60,421,318	\$61,890,114	\$65,937,865
Public Service	124,388	\$137,071	\$156,752	209,409	\$0
Academic Support	7,735,618	\$8,680,390	\$9,138,587	9,191,390	\$9,622,391
Student Services	4,399,382	\$4,708,738	\$4,885,516	5,482,499	\$5,841,666
Institutional Support	12,830,929	\$14,415,639	\$15,357,996	16,558,418	\$14,036,994
Physical Plant	5,176,233	\$5,390,647	\$5,337,039	6,029,958	\$6,649,963
Total	\$85,488,232	\$91,406,208	\$95,297,207	\$99,361,788	\$102,088,879

*Student Services projected personal services for 2017-18 includes the budget for student work study and work scholarship positions. As payrolls are processed, budget will be transferred from Student Services to the program where the expenses are actually incurred. Additionally, Public Service personal services are budgeted in nonpersonal service account codes. As budget is needed an appropriate adjustment will be recorded.

NONPERSONAL SERVICES PROFILE

The following two tables compare the **2017-18 projected nonpersonal services** budgets for E&G programs with actual expenditures for the previous four fiscal years. Financial data is presented by program and by major expenditure category.

E&G Nonpersonal Services by Program					
Program	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Projected FY18
Instruction	\$7,759,649	\$7,281,260	\$7,367,155	\$6,654,874	\$5,883,451
Public Service	100,069	\$123,833	\$134,114	163,574	\$600,000
Academic Support	3,315,361	\$3,338,713	\$3,001,319	3,079,064	\$2,584,990
Student Services	1,933,703	\$1,986,009	\$1,759,711	1,797,584	\$1,551,780
Institutional Support	4,732,364	\$5,318,127	\$5,870,917	4,642,745	\$8,066,545
Physical Plant	9,229,451	\$7,362,521	\$9,039,977	7,782,286	\$7,481,447
Total	\$27,070,597	\$25,410,464	\$27,173,192	\$24,120,125	\$26,168,213

E&G Nonpersonal Services by Major Expenditure Category		
Expenditure Category	Actual Expenditures FY17	Projected Expenditures FY18
Contractual services (Computer software/hardware maintenance services, custodial services, travel, printing services, maintenance/repair services, organizational memberships, postal services, professional services, telephones, etc)	\$11,611,817	\$12,180,117
Supplies and materials (Classroom and office supplies, maintenance supplies, natural gas/gasoline/oil, etc)	2,401,511	2,568,449
Transfer payments (Unemployment compensation payments, Scholarships, etc)	625,445	573,980
Continuous charges (Electrical/refuse/water/sewer, insurance, rentals, leases, etc)	4,023,101	5,565,776
Equipment/improvements (Computer hardware and software, office equipment educational/classroom equipment, electronic equipment, library materials, office furniture, photographic equipment, etc)	5,458,251	5,279,891
Grand Total	\$24,120,125	\$26,168,213

EDUCATIONAL AND GENERAL EXPENDITURE SUMMARY

The following tables compare **total 2017-18 projected expenditure** budgets for E&G programs with actual expenditures for the previous fiscal year(s).

E&G Personal and Nonpersonal Services		
Expenditure Category	Actual Expenditures FY17	Projected Expenditures FY18
Personal services	\$99,361,788	\$102,088,879
Nonpersonal services	24,120,125	26,168,213
Grand Total	\$123,481,913	\$128,257,092

Total E&G Expenditures by Program					
Program	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Projected FY18
Instruction	\$62,981,331	\$65,354,984	\$67,788,473	\$68,544,987	\$71,821,316
Public Service	224,457	260,904	290,866	372,982	600,000
Academic Support	11,050,979	12,019,103	12,139,906	12,270,454	12,207,381
Student Services	6,333,085	6,694,748	6,645,226	7,280,082	7,393,446
Institutional Support	17,563,293	19,733,766	21,228,913	21,201,163	22,103,539
Physical Plant	14,405,684	12,753,168	14,377,016	13,812,244	14,131,410
Total	\$112,558,829	\$116,816,672	\$122,470,399	\$123,481,913	\$128,257,092

Total E&G Expenditures by Program Program Percent of Total					
Program	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Projected FY18
Instruction	56.0%	55.9%	55.4%	55.5%	56.0%
Public Service	0.2%	0.2%	0.2%	0.3%	0.5%
Academic Support	9.8%	10.3%	9.9%	9.9%	9.5%
Student Services	5.6%	5.7%	5.4%	5.9%	5.8%
Institutional Support	15.6%	16.9%	17.3%	17.2%	17.2%
Physical Plant	12.8%	10.9%	11.7%	11.2%	11.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

AUXILIARY ENTERPRISES

PROGRAM OVERVIEW

Auxiliary Enterprises, representing **32.4 percent** of the total University revenue budget, are self-supporting activities supplementary to Radford University's primary mission of instruction. The program is comprised of numerous subprograms as described below:

SUBPROGRAM	MAJOR ACTIVITIES
Athletics	Administrative/professional staff, athletic team support activities, team travel/events, scholarships, etc.
Bookstore	Bookstore services (third-party contract with Follett); student financial assistance
Building & Facility Support	Maintenance of auxiliary facilities
Conference Services	Management of conference events, includes internally and externally sponsored conferences
Debt Service	Debt service payments
Dining Services	Dining services (third-party contract with Chartwells); drink and snack vending operations
Housing & Residential Services	Management of residence halls, off-campus apartments, maintenance and operations of residence halls
Matriculation	New student orientation and programs
Parking/Transportation	Parking and transit operations, parking lot maintenance, parking violation administration, vehicle registration, etc.
Recreation	Operations and facility maintenance
Student Activities	Student programming, clubs, and organizations
Student Services	Professional development support through career, advising, and other resource services
Student Union	Operations and facility maintenance
Student Health and Counseling	Student Health third party contract with Carilion, Counseling Services, SAVES, and Disability Resources Office
Telephone Services	Student telephones and University telephone system
Other Auxiliary Support	RU Express & ID, Photocopying, and support staff

AUXILIARY NEW INITIATIVE FUNDING

For fiscal year 2017-18, the revenue budget for Auxiliary Enterprises is projected to be \$70.1 million. The following represents base budget initiatives funded for 2017-18 by major auxiliary enterprise unit. It should be noted that all auxiliary budgets were adjusted to account for fringe benefit rate changes, the state mandated salary increase, the alignment indirect cost and utility change, and the implementation of all applicable savings strategies, as necessary.

- **Dining Services:**
 - Increased vendor contract payment escalator
 - Renewal and replacement of facilities and equipment

- **Housing and Residential Services:**
 - Final year for implementation of professional residence hall director reorganization
 - Operating leases
 - Renewal and replacement of facilities and equipment

- **Parking & Transportation:**
 - Transit operations local match

- **Student Health Services:**
 - Annual contract escalator (CPI)
 - Transition to insource counseling operations

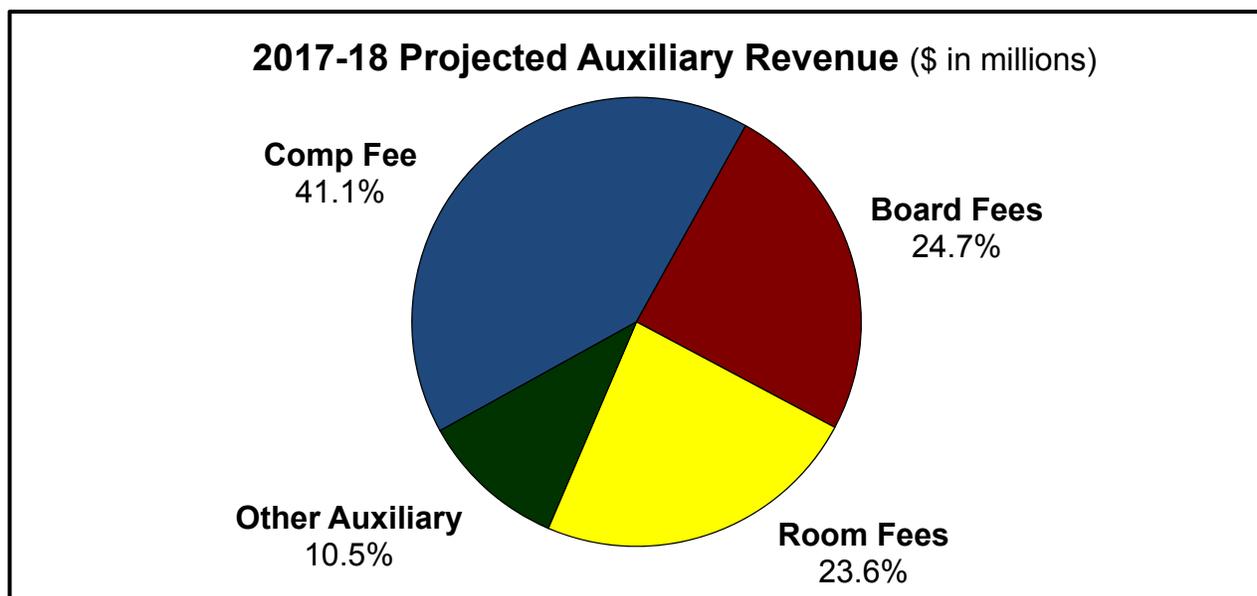
- **Student Union and Recreation:**
 - Position realignments
 - Operational realignments to address fiscal responsibilities

- **Other Auxiliary Enterprises:**
 - Career Center operations
 - One-time funds to support auxiliary infrastructure improvements
 - Operational realignments to address current staffing needs

The Auxiliary Enterprises program supports student service activities such as residential life, dining, athletics, recreation, student health, and transportation. Funding for this program is generated from contract commissions and fees assessed to students and other users. The Commonwealth requires Auxiliary Enterprises to be financially self-supporting. For this reason, general fund support and tuition revenue cannot be allocated to these activities.

PROGRAM REVENUES

Auxiliary revenues are derived from the comprehensive fee, room and board user fees, and other activities. Auxiliary Enterprises' authorized appropriation for 2017-18 is \$60.2 million (Chapter 836 of the 2017 Virginia Acts of Assembly). However, auxiliary revenues historically exceed the state appropriation; therefore, for this presentation the projected revenue of **\$70.1 million** is used.



The table below compares projected 2017-18 auxiliary revenue with 2016-17 actual collections.

Auxiliary Revenue		
Source	Actual FY17	Projected FY18
Mandatory fee-comprehensive	\$27,896,618	\$28,825,086
User fee-board/meal plans/commissions	16,723,806	17,312,784
User fee-room/apartments/telephone	14,409,026	16,569,066
Other auxiliary activities	7,018,460	7,367,105
Total	\$66,047,910	\$70,074,041

When compared to projected expenditures (\$63.3 million), projected revenues (\$70.1 million) exceed projected expenditures by approximately 10.7%. This level of revenue is necessary to meet the State Council of Higher Education for Virginia's *Policies and Procedures for Maintaining Auxiliary Reserves and Investment Yields*. This policy requires funds be designated and available for on-going operational needs, equipment renewal and replacement, and capital reserve. Fund balance reserves are necessary to address emergencies and provide for capital improvements.

The tables on the next page provide a more detailed outlook of revenues by fund source, for programs and activities funded through Auxiliary Enterprises.

2016-17 Actual Auxiliary Revenue				
Activity	Room/Board Fee	Comprehensive Fee	Other	Total
Dining Services (board)	\$13,526,066	\$0	\$3,197,740	\$16,723,806
Residence Halls (room)	14,100,588	0	93,438	14,194,026
Athletics	0	10,852,666	1,396,035	12,248,701
Recreation Center	0	\$2,642,345	1,767,073	4,409,418
Auxiliary Support	0	\$1,781,073	1,793,890	3,574,963
Student Health	0	2,865,004	160,505	3,025,509
Student Union	0	2,534,214	23,807	2,558,021
Building/Facility	0	\$2,278,362	44,907	2,323,269
Parking/Shuttle Services	0	1,125,973	693,644	1,819,617
Other Auxiliary Support	0	0	1,233,499	1,233,499
Student Activities	0	1,066,957	128,808	1,195,765
Debt Service	0	\$2,750,024	(1,758,813)	991,211
Auxiliary Interest	0	0	630,148	630,148
Telephone Services	\$215,000	0	364,421	579,421
Bookstore Commission	0	0	540,536	540,536
Total	\$27,841,654	\$27,896,618	\$10,309,638	\$66,047,910

2017-18 Projected Auxiliary Revenue				
Activity	Room/Board Fee	Comprehensive Fee	Other	Total
Dining Services (board)	\$14,633,474	\$0	\$2,679,310	\$17,312,784
Residence Halls (room)	16,253,566	0	100,500	16,354,066
Athletics	0	10,713,045	1,265,083	11,978,128
Recreation Center	0	\$2,568,410	1,775,738	4,344,148
Auxiliary Support	0	\$1,915,095	1,984,905	3,900,000
Student Health	0	2,913,115	195,000	3,108,115
Student Union	0	2,600,310	20,000	2,620,310
Building/Facility	0	\$2,350,965	45,000	2,395,965
Parking/Shuttle Services	0	1,154,325	875,287	2,029,612
Other Auxiliary Support	0	0	1,451,855	1,451,855
Student Activities	0	1,210,646	63,975	1,274,621
Debt Service	0	\$2,709,960	(1,759,738)	950,222
Student Services	0	\$689,215	30,000	719,215
Telephone Services	\$215,000	0	370,000	585,000
Auxiliary Interest	0	0	560,000	560,000
Bookstore Commission	0	0	490,000	490,000
Total	\$31,102,040	\$28,825,086	\$10,146,915	\$70,074,041

PROGRAM EXPENDITURES

PERSONAL SERVICES PROFILE

Personal services are classified into the following personnel classifications. The proposed 2017-18 operating budget includes authorization of 236.37 Auxiliary positions. Wage positions, including student workers, are not counted toward the total authorized position level. Auxiliary Enterprises' current position distribution is displayed below:

Auxiliary Position Allocation		
Personnel Classifications	Number of Positions	% of Total
Faculty, full- and part-time, GA's	0.00	0.0%
Faculty, administrative/professional	98.47	41.7%
Classified employees	131.30	55.5%
Information Technology	6.60	2.8%
Total	236.37	100.0%

The table below displays **2017-18 projected personal services** (includes wages, student wages, and fringe benefits) budgets by auxiliary activity compared with actual personal services expenditures for the last four fiscal years.

Auxiliary Enterprises Personal Services						
Program	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Projected FY18	% Change From FY17
Athletics	\$4,738,848	\$4,528,366	\$4,648,127	\$4,883,791	\$5,062,159	3.7%
Auxiliary Support & Other	1,604,165	1,891,354	1,622,182	1,817,168	2,769,780	17.3%
Bookstore	0	0	0	0	0	0.0%
Dining Services	17,443	164,947	316,527	339,869	406,063	19.5%
Parking/Transportation	218,206	212,448	221,397	241,354	264,507	9.6%
Residential Services	2,783,925	2,854,354	3,158,319	3,354,380	4,175,938	24.5%
Student Activities	192,648	231,606	203,252	144,690	76,848	-46.9%
Student Health	371,962	447,287	492,453	574,390	1,314,230	128.8%
Student Union & Recreation	1,637,501	2,286,740	2,614,619	2,729,911	3,118,753	14.2%
Telecommunications	109,242	122,593	128,050	120,292	123,388	2.6%
Total	\$11,673,940	\$12,739,694	\$13,404,926	\$14,205,844	\$17,311,666	17.4%

NONPERSONAL SERVICES PROFILE

The table below shows **2017-18 projected nonpersonal services expenditures** by major category for Auxiliary Enterprises as compared to 2016-17 actual expenditures.

Auxiliary Enterprises Nonpersonal Services		
Expenditure Category	Actual Expenditures FY17	Projected Expenditures FY18
Contractual services (Computer software/hardware maintenance services, laundry/linen services, travel, maintenance/repair services, third-party contractual services, postage, printing services, telephone/cable TV, etc)	\$20,908,845	\$21,495,617
Supplies and materials (Natural gas/gasoline/oil, maintenance supplies, office supplies, recreational supplies, etc)	\$2,818,813	\$1,783,900
Transfer payments (Athletic scholarships, unemployment, etc)	\$6,681,747	\$7,683,819
Continuous charges (Electrical/refuse/ water/sewer, insurance, rentals, equip leases, indirect cost recoveries, service charges, etc)	\$8,004,812	\$8,572,320
Equipment and improvements (Computer hardware and software, recreational equipment, maintenance equipment, office equipment, residence hall furniture and equipment, etc)	\$1,457,126	\$1,522,190
Plant and improvements	\$6,143	\$463,661
Debt Service	\$3,789,400	\$4,487,339
Grand Total	\$43,666,886	\$46,008,846

AUXILIARY ENTERPRISES SUMMARY

The following table compares the **2017-18 projected expenditure** budgets for Auxiliary Enterprises with actual expenditures for the previous 2016-17 fiscal year.

Auxiliary Expenditure Summary		
Expenditure Category	Actual FY17	Projected FY18
Personal services	\$14,205,844	\$17,311,666
Nonpersonal services	43,666,886	46,008,846
Grand Total	\$57,872,730	\$63,320,512

The table below compares 2017-18 projected revenue and expenditure activities for Auxiliary Enterprises with actual revenues and expenditures for the previous fiscal year.

Auxiliary Fund Balance		
Category	Actual FY17	Projected FY18
Revenues	\$66,047,910	\$70,074,041
Expenditures	(57,872,730)	(63,320,512)
Fund Balance	\$8,175,180	\$6,753,529

Fund balances at year-end are deposited into the Auxiliary Enterprises reserve fund. Since Radford University receives no state funding for Auxiliary Enterprises, a reserve fund must be maintained to respond to emergencies, meet the SCHEV required operating reserve levels, and address auxiliary capital improvements. A portion of the fund balance has been reserved for the following auxiliary capital projects:

- Residence hall renovations & improvements
- Athletic complex renovation projects
- Maintenance reserve projects
- Equipment renewal and replacement
- Land acquisition
- Future capital projects



STUDENT FINANCIAL ASSISTANCE

PROGRAM OVERVIEW

The Student Financial Assistance program provides support for financial aid awards to undergraduate and graduate students attending Radford University. For 2017-18, the state has appropriated \$10,120,451 in general fund support for this purpose. Recipients of these awards must be a legal resident of Virginia and demonstrate financial need. The value of the scholarships may vary according to the student's need, but may not exceed the cost of tuition and fees. It is projected that this program will provide financial assistance to approximately 1,300 Radford University students during 2017-18.

In addition to the state appropriation, the University has committed approximately **\$1.9 million** towards need-based student financial assistance.

PROGRAM REVENUES

The following table compares projected 2017-18 revenue with 2016-17 actual revenue:

Student Financial Assistance Revenue		
Revenue Category	Actual FY17	Projected FY18
General fund	\$10,259,329	\$10,120,451
Nongeneral fund	1,907,471	1,907,471
Grand Total	\$12,166,800	\$12,027,922

PROGRAM EXPENDITURES

The following table compares projected 2017-18 expenditures with 2016-17 actual expenditures:

Student Financial Assistance Expenditures		
Expenditure Category	Projected FY17	Projected FY18
Undergraduate awards	\$11,336,955	\$11,109,175
Graduate awards	828,904	918,747
Grand Total	\$12,165,859	\$12,027,922

SPONSORED PROGRAMS

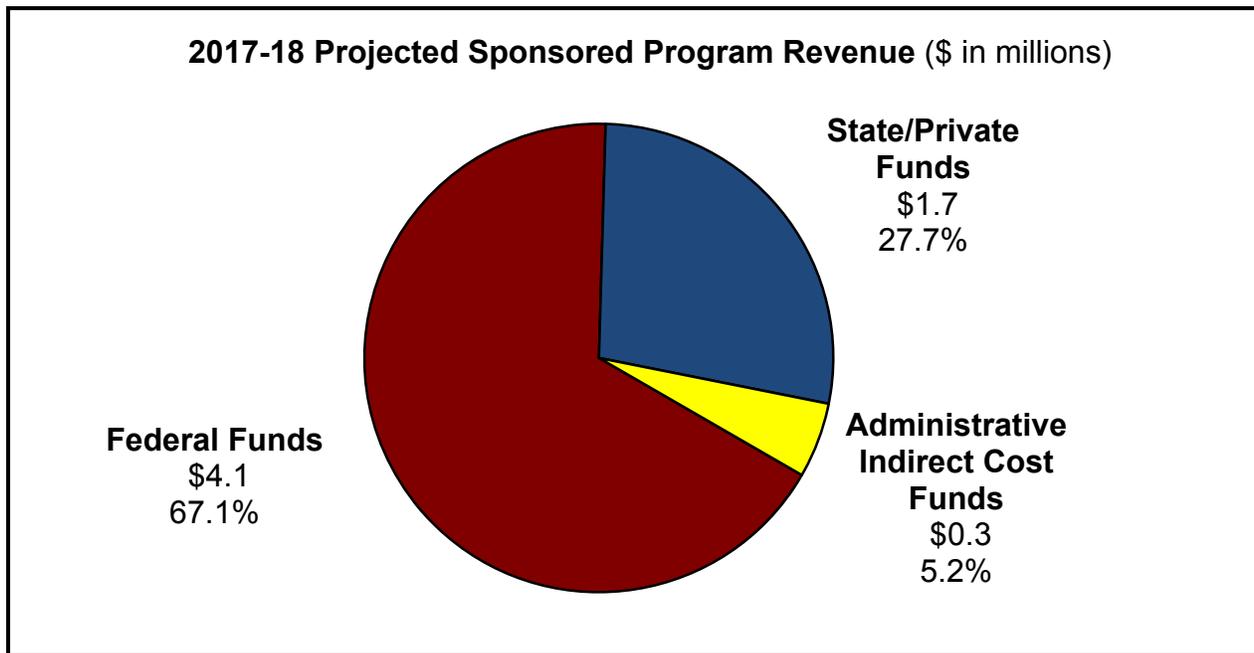
PROGRAM OVERVIEW

The Sponsored Programs activity provides support to the E&G program. Grants, contracts, cooperative agreements, research, and fellowships for Radford University faculty, staff, and students are solicited from a variety of sources.



PROGRAM REVENUE

As depicted below, revenues are derived from federal, state/private, and other sources. Sponsored Programs activities have an appropriation of **\$6.1 million** for 2017-18.

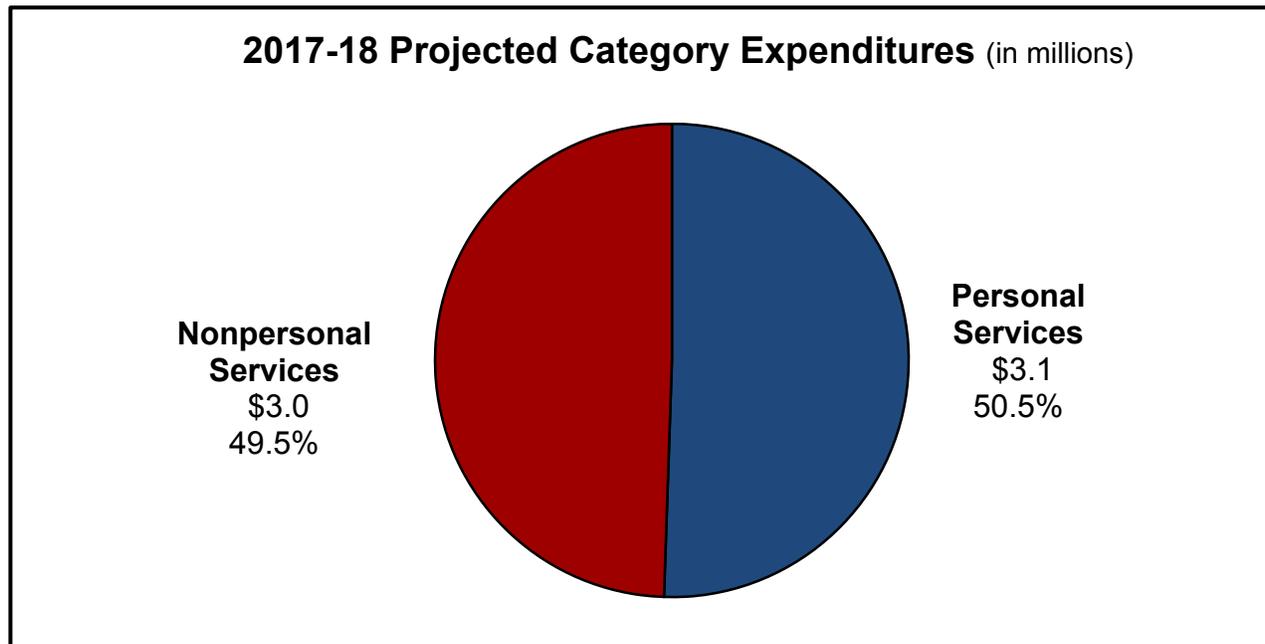


The following compares 2017-18 projected revenues with 2016-17 actual revenues by fund source:

Sponsored Programs Revenue Summary		
Revenue Category	Actual Revenue FY17	Projected Revenue FY18
General Fund	\$29,122	\$0
Nongeneral Fund		
Federal	3,315,072	4,094,908
State/private	1,337,486	1,688,088
Indirect Costs	256,633	317,003
Eminent Scholar	0	0
Grand Total	\$4,938,313	\$6,100,000

PROGRAM EXPENDITURES

As displayed below, **50.5%** of the Sponsored Programs expenditures support personal services costs. Remaining funds are used for nonpersonal services expenditures (contractual services, supplies and materials, equipment, etc).



Summary of 2017-18 projected category expenditures:

Personal Services	\$3,082,648
<u>Nonpersonal Services</u>	<u>3,017,352</u>
Total Expenditures	\$6,100,000

PERSONAL SERVICES PROFILE

Personal services are classified into three major personnel categories. The proposed 2017-18 operating budget includes an authorization of 22.70 Sponsored Program positions. Wage positions, including student workers, are not counted toward the total authorized position level. Sponsored Programs' current position distribution is as follows:

Sponsored Programs Position Allocation		
Personnel Classifications	Number of Positions	% of Total
Faculty, full- and part-time, GA's	2.00	8.8%
Faculty, administrative/professional	16.14	71.1%
Classified employees	4.56	20.1%
Information Technology	0.00	0.0%
Total	22.70	100.0%

The following table compares **2017-18 projected personal services expenditures** for Sponsored Programs to 2016-17 actual activity by personnel classification:

Sponsored Programs Personal Services				
Personnel Classification	Actual FY17		Projected FY18	
	Actual	% Total	Budget	% Total
Administrative/professional faculty	\$866,712	34.6%	\$1,065,925	34.6%
Classified employees	54,577	2.2%	67,121	2.2%
Teaching faculty, full-time	309,088	12.3%	380,131	12.3%
Teaching & AP faculty, part-time	457,631	18.3%	562,817	18.3%
General wages	226,539	9.0%	278,609	9.0%
Fringe benefits/Other	591,979	23.6%	728,045	23.6%
Total	\$2,506,526	100.0%	\$3,082,648	100.0%

NONPERSONAL SERVICES PROFILE

The table below compares 2017-18 **projected nonpersonal services expenditures** for Sponsored Programs to 2016-17 actual activity by major expenditure category:

Sponsored Programs Nonpersonal Services		
Expenditure Category	Actual Expenditures FY17	Projected Expenditures FY18
Contractual services (Computer software/hardware maintenance services, food/dietary services, travel, organizational memberships, postal services, printing services, professional services, telephone, etc)	\$1,173,729	\$1,443,509
Supplies and materials (Books, computer supplies, educational supplies, food/dietary supplies, medical/dental/lab supplies, office supplies, etc)	\$42,510	\$52,281
Transfer payments (Grants to organizations, tuition, incentives, scholarships, etc)	\$1,116,865	\$1,373,575
Continuous charges (Leases, rentals, etc)	\$44,411	\$54,619
Equipment and improvements (Computer equipment, software, educational equipment, laboratory equipment, office equipment/furniture, photographic/data equipment, etc)	\$75,919	\$93,369
Grand Total	\$2,453,434	\$3,017,352

SPONSORED PROGRAM EXPENDITURE SUMMARY

The following table compares the **2017-18 projected expenditure** budgets for Sponsored Programs with actual expenditures for the previous fiscal year.

Sponsored Programs Expenditure Summary		
Expenditure Category	Actual Expenditures FY17	Projected Expenditures FY18
Personal services	\$2,506,526	\$3,082,648
Nonpersonal services	2,453,434	3,017,352
Grand Total	\$4,959,960	\$6,100,000

SOURCES OF DATA

Radford University Data Sources:

Radford University Banner Financial System

Radford University Office of Institutional Research, Planning, and Assessment

Radford University Financial Aid Office

Virginia Public Institutions of Higher Education Data Sources:

2017 Virginia Acts of Assembly, Chapter 836

State Council of Higher Education for Virginia (SCHEV)

2017-18 Tuition and Fees at Virginia's State-Supported Colleges and Universities

July 2017 report

APPENDIX A: 2017-18 BOARD APPROVED RATES

RADFORD UNIVERSITY BOARD OF VISITORS

Business Affairs and Audit Committee

May 4, 2017

Action Item

Recommendation for 2017-18 Tuition and Fees

Executive Summary:

At the spring meeting of the Board of Visitors, tuition and fee recommendations are considered for the upcoming fiscal year. Many factors are reviewed when preparing the proposed tuition and fee rates including: legislative actions by the General Assembly, enrollment projections, mandatory cost increases, the Virginia Plan for Higher Education, critical programmatic needs, institutional priorities, and the economic outlook. The proposed resolution covers undergraduate and graduate tuition rates, required fees, and room and board charges for the upcoming 2017-18 academic year.

As required, the University must first address all unavoidable cost increases for the next fiscal year prior to pursuing programmatic opportunities. This includes state employee salary increases, fringe benefit and health insurance changes, promotion and tenure compensation adjustments, safety and security, contractual escalators, technology infrastructure support, and the operating and maintenance of new facilities coming online. Therefore, the proposed tuition and fee recommendations are not only necessary to cover the aforementioned increases, but also to maintain essential levels of instructional support and student services.

This year's legislative session was largely focused on filling the revenue shortfall in the current 2016-18 biennium. Given the size of the total shortfall, higher education was required to shoulder a portion of the fiscal burden. As such, the Conference Budget included planned reductions in state support for base operations, continued recovery of VRS prepayments, and the elimination of nongeneral fund interest earnings and credit card rebates. While the fiscal impact of these reductions have consequence, it is evident both the Governor and General Assembly worked diligently to protect the recent investments they made in higher education to the greatest extent possible.

Even in the wake of the recent general fund shortfall there is slight optimism in the economic outlook for future biennial planning by the Governor and General Assembly. A number of key economic indicators have shown some improvement as 2016-17 moves into its final quarter. While the University will continue to utilize a conservative economic outlook to plan for the future, the Commonwealth's funding is inevitably tied to economic performance and is monitored on an ongoing basis.

The University's total enrollment is anticipated to improve over the next four years. While the University continues to do well in recruiting, in spite of flat high school graduation rates, competition for in-state undergraduate students has become progressively more competitive. Projections will continue to be monitored over the summer as potential students finalize their selections, and actual enrollments will not be confirmed until the Fall 2017 semester.

Giving full consideration to the aforementioned legislative, economic, and enrollment related factors for the 2017-18 fiscal year, in total, tuition, mandatory fees, and room and board charges are proposed to increase \$667, or 3.48 percent, for full-time in-state undergraduates and \$668, or 2.14 percent, for full-time out-of-state undergraduates. This recommendation represents a conservative, sufficient, and prudent funding approach for the University in 2017-18.

Authority for Setting Tuition and Fees:

The current tuition policies identified in the 2016 Acts of Assembly, Chapter 780, Section 4-2.01.b (Higher Education Tuition and Fees) state:

2. a) The Boards of Visitors or other governing bodies of institutions of higher education may set tuition and fee charges at levels they deem to be appropriate for all resident student groups based on, but not limited to, competitive market rates, provided that the total revenue generated by the collection of tuition and fees from all students is within the nongeneral fund appropriation for educational and general programs provided in this act.

b) The Boards of Visitors or other governing bodies of institutions of higher education may set tuition and fee charges at levels they deem to be appropriate for all nonresident student groups based on, but not limited to, competitive market rates, provided that: i) the tuition and mandatory educational and general fee rates for nonresident undergraduate and graduate students cover at least 100 percent of the average cost of their education, as calculated through base adequacy guidelines adopted, and periodically amended, by the Joint Subcommittee Studying Higher Education Funding Policies, and ii) the total revenue generated by the collection of tuition and fees from all students is within the nongeneral fund appropriation for educational and general programs provided in this act.

8. a) Except as provided in Chapters 933 and 943 of the 2006 Acts of Assembly, Chapters 594 and 616 of the 2008 Acts of Assembly, and Chapters 675 and 685 of the 2009 Acts of Assembly, mandatory fees for purposes other than educational and general programs shall not be increased for Virginia undergraduates beyond five percent annually, excluding requirements for wage, salary, and fringe benefit increases, authorized by the General Assembly. Fee increases required to carry out actions that respond to mandates of federal agencies are also exempt from this provision, provided that a report on the purposes of the amount of the fee increase is submitted to the Chairmen of the House Appropriations and Senate Finance Committees by the institution of higher education at least 30 days prior to the effective date of the fee increase.

b) This restriction shall not apply in the following instances: fee increases directly related to capital projects authorized by the General Assembly; fee increases to support student health services; and other fee increases specifically authorized by the General Assembly.

Additionally, the 2016-18 Biennial Budget contains additional language in Item 185-1c related to the Board approval of tuition rates during the 2016-18 biennium. Specifically, the language states:

C. Out of this appropriation, \$1,482,976 the first year and \$2,163,111 the second year from the general fund is designated to support the goals of access, affordability, quality, and increased degrees. Given the increased investment from the general fund during this biennium, it is the expression of the General Assembly that the institution seeks to minimize tuition and fee

increases for in-state undergraduate students. This language shall be in effect for the 2016-18 biennium only. The Board of Visitors shall set the tuition rates for the institution, and forward their action to the State Council of Higher Education for Virginia within three business days of such action. The Council shall analyze the Board's actions and report such analysis to the Chairmen of House Appropriations and Senate Finance Committees within three days of receipt, at which point, the Board's action shall be final. The Director of the Council shall report the final Board actions to the Chairmen by August 1, 2016 and August 1, 2017.

As an additional reference, a historical summary of tuition and fee policy trends is outlined in the State Council of Higher Education for Virginia's (SCHEV) 2016-17 Tuition and Fees at Virginia's State-Supported Colleges and Universities annual report dated July 2016.

<http://www.schev.edu/docs/default-source/Reports-and-Studies/2016-reports/2016-17tuitionandfeereport.pdf>

Development of Proposed Tuition and Fee Rates:

The proposed tuition and fee recommendations consider the legislative requirements outlined above, the University's Six-Year Plan, projected enrollment, the Amended 2016-18 biennial budget, mandatory cost drivers, programmatic directives, and the overall economic outlook.

The following depicts the process used to derive the 2017-18 tuition and fee recommendations and outlines the impact of each variable as it relates to the recommendation. Please refer to Schedule A for a summary of the necessary resource outlay for 2017-18.

Educational & General (E&G) Program:

Six-Year Planning Processes and 2017-18 Budget Development

The Virginia Higher Education Opportunity Act of 2011 (TJ21) was passed by the 2011 General Assembly and is based on recommendations from the Governor's Commission on Higher Education Reform, Innovation and Investment formed through Executive Order No. 9 issued in March 2010. The TJ21 legislation requires institutions of higher education to prepare and submit a "Six-Year Plan" by July 1st each year in accordance with criteria outlined by the Higher Education Advisory Committee (HEAC). This landmark legislation also codifies a funding framework for higher education and identifies specific goals such as 100,000 new undergraduate degrees by 2025, increased retention and degree completion, optimal year-round utilization of resources, and investments in STEM-H programs.

As an integral part of the six-year planning process, the University's internal annual budget development cycle provides the opportunity to reevaluate, in detail, the essential needs for the upcoming fiscal year and outline divisional priorities for the outlying years to inform the actual six-year plan. The budget development review engages key personnel and provides a consistent mechanism to prioritize funding requests and strategically aligns the institution's long-range goals with projected resources.

The University submitted updates to the 2016-18 Six-Year Plan to SCHEV this fiscal year. The University will be required to submit the initial 2018-20 plan to SCHEV by July 1, 2017. The University's Six-Year Plan identifies the targeted objectives and strategies to achieve both state and

institutional goals and provides a foundation for preparing tuition and mandatory fee recommendations for consideration by the Board of Visitors.

Enrollment Trend

In recent history, Radford University has experienced enrollment gains in total student population. Between 2009-10 and 2013-14 the University increased 1,144 full-time equivalent (FTE) students; however, since 2014-15 total enrollment has stabilized. The University has recently reorganized enrollment management operations and collaborated with an external consultant to bolster internal efforts. Enrollment for 2017-18 is conservatively projected to be aligned with 2016-17 levels. Considering Fall 2016 census data, guidance from SCHEV on enrollment trends, and demographic changes in the high school student pipeline, the 2017-18 proposed tuition and fees rates are based on a slightly more conservative enrollment target at this point. These projections are closely aligned with prior year actuals; a prudent decision given the challenges of the current recruitment landscape. Actual enrollments will not be confirmed until the Fall 2017 census.

While increases in tuition and fee revenue, whether receipted from enrollment growth or rate increases, reflect a significant portion of the resources needed to support a student's cost of education, general fund support is also needed to cover the remaining portion. In the past, as enrollments have grown specifically from in-state undergraduates, state general fund support for "new in-state seats" has not been allocated at the same proportion. This constrains the institution's ability to fully fund the needs of the institution. So while enrollment is a significant part of the discussion, so too is state general fund support.

Radford University is very reliant upon state general fund support due to the significant number of in-state undergraduate students served (94.1 percent as of Fall 2016). SCHEV's calculation identifies that the University's E&G program should be funded 60 percent from state general fund support and 40 percent through institutional nongeneral fund sources (i.e. tuition, E&G fees, etc.). However, SCHEV's most recent calculation reflects an inversion with Radford University funding 61 percent from institutional nongeneral fund sources and 39 percent from state general funds.

Mandatory Cost Increases

2017 General Assembly Session Action –

As previously mentioned, the 2017 General Assembly Session was largely focused on filling the current revenue shortfall in the 2016-18 biennium. The Governor, House of Delegates, and Senate all proposed reductions in state general fund support as a means of closing the budgetary gap. While the Conference Budget restored approximately \$20 million of the Governor's initial proposal, higher education could not be completely shielded from reductions to mitigate the shortfall. The General Assembly sought to redistribute the reduction among institutions in order to equalize the impact on in-state students and minimize the overall E&G impact to 1.5 percent or less for all institutions. Radford University's 2017-18 share of the general fund reductions is \$1,334,488, or 1.1 percent of total E&G operations.

Other reductions required to close the budget gap that will affect the University include the loss of interest earnings and credit card rebates (\$180,000) in 2017-18. The Commonwealth is also planning to recover the cost of prepayments made to the Virginia Retirement System (VRS) in

both years of the current biennium. This equates to a reduction in nongeneral fund of (\$517,096) in 2016-17 and (\$344,731) in 2017-18.

Following the 2015-16 budget shortfall the Commonwealth was required to eliminate the salary increases approved in the current 2016-17 budget. While this was an unfortunate, albeit necessary action, both the Governor and General Assembly recognized the importance of restoring at least a portion of the salary increases for state employees for the 2017-18 fiscal year. The Conference Budget eliminated the 1.5 percent bonus the Governor initially proposed and substituted a 3 percent salary increase for all classified employees and a 2 percent increase for college faculty in July 2017. Additionally, the seven institutions of higher education who did not independently increase employee salaries in 2016-17 are also eligible to receive funding for the state's portion of an additional 1 percent increase for faculty. This will bring the University's total increase for faculty to 3 percent.

It is estimated that in 2017-18 the total cost for the state mandated salary increases will total \$2,304,021. In addition, employer contributions for health insurance benefits are slated to increase by 8.7 percent. This premium increase coupled with other mandated fringe benefit rate changes is anticipated to cost \$1,138,202. The estimated incremental general fund support to be received for both the salary increase and fringe benefit rate changes total \$1,846,793. This will assist in defraying a portion of the cost; however, the University must provide an additional \$1,595,430 to fully fund the mandated changes.

In addition, undergraduate student financial assistance was restored to 2016-17 funding levels. The Conference Budget has recommended general fund appropriation of \$1,685,086 for fiscal year 2017-18. During the previous General Assembly session funding was reallocated to SCHEV with the intention of distributing funds based on a revised financial aid allocation. The restoration of funds was important for the University and will assist in lowering the cost of higher education for students of deserving need.

The University is also slated to receive an additional \$680,135 to address Access, Affordability, and Completion and \$77,007 in graduate financial aid. This funding was previously authorized in the initial 2016-18 biennial budget and was maintained during the 2017 General Assembly session.

The following schedule reflects the anticipated funding from the 2017 General Assembly Session providing additional general fund support for the University in 2017-18:

2017 General Assembly Funding Summary:

	Proposed 2017-18 Funding
E&G - Educational & General	
2017-18 Operating Reductions	(\$1,334,488)
2017-18 Interest Earnings/CC Rebates	(180,000)
2017-18 Salary Increases (*)	1,267,393
2017-18 Fringe Rate Changes (*)	579,400
2017-18 Access, Affordability & Completion	680,135
Total E&G General Fund Recommendations	\$1,012,440
2017-18 Nongeneral Fund VRS Recoveries	(344,731)
Total Educational & General Recommendations	\$667,709
SFA - Student Financial Assistance	
2017-18 In-State Undergraduate Financial Aid	1,685,086
2017-18 In-State Graduate Financial Aid	77,007
Total SFA General Fund Recommendations	\$1,762,093

Notes:

(*) Central Appropriation amounts are not included in the University's line item appropriation. Instead they are held centrally by the state and allocated after the start of the fiscal year. For this reason estimates have been provided.

Other Mandatory Costs

In addition to the state mandated items, the University must also address teaching and research faculty promotion and tenure contractual commitments, operation and maintenance of new and existing facilities, contractual escalators for technology and maintenance contracts, escalating utilities, and committed costs for previously approved projects. These initiatives, referred to as central cost commitments, combine to total \$1,591,720. For additional details, Schedule A provides a breakdown of the mandatory cost requirements.

Division Program Requirements

After an extensive review of division programmatic requirements and requests that were submitted by each Vice President, the total amount of funding needed across all operating divisions for programmatic needs in 2017-18 totals only \$323,243. While many requests were submitted to further operational priorities, unfortunately due to significant mandatory cost factors and limited incremental revenue availability, only a handful of critical items were able to be addressed. Therefore, the allocation of these resources has been deemed necessary to fund the absolute highest priorities across each division and address only the most critical of needs. In addition to the division requirements, the University is also programming \$214,266 for future initiatives that will be identified in the upcoming Strategic Plan.

Resource Reallocation

In November 2016, Virginia public colleges and universities were notified about a potential ‘across-the-board’ reduction in state support to address the biennial budget shortfall. In order to prepare for such an action each division was requested to outline a 5 percent savings strategy for each of their operations as part of the University’s annual budget development process.

The Governor’s initial budget proposal included a 5 percent across-the-board reduction in general fund support for most institutions of higher education; however, the Conference Budget restored approximately \$20 million of the Governor’s initial proposal. The revised reduction plan sought to redistribute the reduction among institutions in order to equalize the impact on in-state students and minimize the overall E&G impact to no more than 1.5 percent of total E&G funding for all institutions. Radford University’s 2017-18 designated target for general fund reductions is \$1,334,488 which equated to 2.6 percent of general fund support in E&G or 1.1 percent of total E&G operations.

In addition to the targeted reduction, the University will also be required to forgo contributions from interest earnings and credit card rebates as well as contribute toward the repayment of the 2015-16 VRS prepayments. These additional budget reductions coupled with the mandated salary and benefit increases will all be covered at least in part from internal reallocations. In total, the University is planning to reallocate \$3,037,220 between all operating divisions in 2017-18. The University will continue to seek out reallocation opportunities to fund new initiatives in order to keep costs low and maintain value for the student population.

For additional details, Schedule A provides a breakdown of the reallocations by operating division.

Out-of-State Tuition Outlook

For the last two years, out-of-state tuition rates have largely remained unchanged because it was believed that the University was reaching a point of diminishing returns relative to out-of-state tuition rates exceeding 150% of actual cost of education. For 2017-18, the University proposes to increase out-of-state undergraduate and graduate tuitions by \$416 (or 2.23 percent) and \$468 (or 2.85 percent), respectively. This equitable approach will ensure a comparable dollar differential between in-state and out-of-state tuition when compared to the prior year. Out-of-state students are required to cover 100 percent of the calculated cost of education. The University’s rates are within and exceed this requirement. The most recent SCHEV calculation (2016-17) indicated out-of-state students (undergraduate and graduates) were covering 142.6 percent of the average cost at Radford University (SCHEV July 2016 Agenda Book, page 69).

Refer to the Summary of Tuition and Fees for 2017-18, Schedule B at the end of this document, for further details on the proposed rates.

E&G Summary

Taking all of the above into consideration, the following represents the major factors considered in the proposed 2017-18 tuition rates by respective full-time student classification. The proposed recommendation considers (1) state guidelines outlined in the six-year plan, (2) mandatory cost increases such as salary, fringe benefit and health insurance adjustments, (3) reallocation and

reduction strategies to mitigate the tuition increase, and (4) essential programmatic needs of the University to sustain critical instructional support and student services, especially given projected enrollment.

Refer to the Summary of Tuition and Fees for 2017-18, Schedule B at the end of this document, for the proposed rates. Part-time tuition rates are derived from the respective full-time tuition rate and can also be referenced in the Summary of Tuition and Fees for 2017-18.

Virginia Educator Tuition:

The Virginia Educator rate is a reduced tuition rate for Virginia elementary and secondary school personnel, regardless of residency status, and assists with maintaining certification and supporting continued improvement in the quality of education provided to the citizens of the Commonwealth. This policy was implemented by the University in recognition of the importance for Virginia educators to enhance their professional knowledge and skills through recertification.

To be eligible for the reduced tuition rate, educators (including teachers, administrators, counselors, librarians, coaches, and other instructional support staff) must be a full-time contractual employee in a K-12 public or private school in the Commonwealth of Virginia. The courses must be for professional development (e.g. graduate degree, additional endorsements, or for re-licensure), not for planned career changes outside of education. Students pay approximately 77 percent of the approved standard in-state graduate per credit hour tuition rate.

Refer to the Summary of Tuition and Fees for 2017-18, Schedule B at the end of this document, for the proposed rate.

Differential Tuition:

Differential tuition is recommended for specialized, high-demand, and/or costly programs. The current programs approved to charge differential tuition rates include: Master of Occupational Therapy (MOT), Doctor of Nursing Practice (DNP), Doctor of Physical Therapy (DPT), and Master of Fine Arts (MFA) in Design Thinking. Differential tuition was identified in the proposals submitted to the State Council for Higher Education (SCHEV) to support these programs.

Consistent with the traditional tuition rate changes proposed for 2017-18, a tuition increase is proposed for each differential tuition program. The comprehensive and other applicable fees will be in addition to the per-credit-hour fee unless otherwise noted.

Refer to the Summary of Tuition and Fees for 2017-18, Schedule B at the end of this document, for the proposed rate.

Competency Based Education:

New in Fall 2017, Radford University will pilot two certificate programs based on a competency-based education model. Cybersecurity and Geospatial Intelligence have been selected for this pilot program. The asynchronous curriculum of these particular programs grant students more control in completing requirements beyond the scope of the standard credit hour measurement. Students will be required to achieve certain skills or competencies in a designated subject matter, regardless of

time, before they can complete the program. Therefore, it is an outcome, or competency, driven model that allows students the flexibility to manage program workloads at their desired pace.

Refer to the Summary of Tuition and Fees for 2017-18, Schedule B at the end of this document, for the proposed rate. While tuition is proposed at an annual rate, students will receive a pro-rate assessment on an on-going six month basis for as long as they are enrolled in the program.

Technology Fee:

A technology fee was first approved in 2010-11 to assist with covering increasing costs associated with supporting technology services provided to students. This fee facilitates standardized student software requirements, such as Microsoft Office and antivirus protection. It also supports the increased demand on the campus network infrastructure, incremental cost for the student enterprise system, and emerging classroom technologies.

The fee is not recommended to increase in 2017-18. Refer to the Summary of Tuition and Fees for 2017-18, Schedule B at the end of this document, for the proposed rate.

Online Program Fee:

In the fall of 2010, the University offered its first, fully online degree program with the Doctor of Nursing Practice (DNP). Programs offered wholly online require specialized technology support and infrastructure. The online program fee is used to assist with supporting hardware, software, network infrastructure, and technical personnel costs associated with administering online programs. In 2012-13, the Master of Fine Arts (MFA) in Design Thinking became the second program authorized to require the online program fee.

The online program fee is recommended to remain at \$25 per credit hour in 2017-18. As both the DNP and MFA degree programs are assessed the online program fee, they do not receive a comprehensive fee assessment. Additionally, this fee is not intended to be assessed to individual courses taught through distance education or other online channels.

Refer to the Summary of Tuition and Fees for 2017-18, Schedule B at the end of this document, for the proposed rate.

Out-of-State Capital Fee:

The 2003 General Assembly required the establishment of a capital fee to be assessed to all out-of-state students at institutions of higher education in Virginia. This is required to pay a portion of the debt service on bonds issued under the 21st Century Program. As a result of the additional general fund capital outlay investment authorized in 2016, an amendment was included in the Conference Budget to increase contributions from this fee for 2017-18. For this reason, the out-of-state capital fee is proposed to increase \$1.00 or 0.22 percent. The General Assembly previously increased the per credit hour fee in 2007, 2009, 2010, and 2012. The 2017 General Assembly session is slated to increase the fee for 2017-18.

Refer to the Summary of Tuition and Fees for 2017-18, Schedule B at the end of this document for the proposed rate.

Auxiliary Enterprises Program:

Comprehensive Fee

The comprehensive fee is used to support certain student services and programs and is paid by all enrolled students, except select fully online programs of study identified as exclusions. These auxiliary enterprise activities are required to be self-supporting and, as such, do not receive any state support. Therefore they must also maintain sufficient fund balances to provide their own operating support, renewal and replacement of equipment, and capital reserves.

The recommended 4.28 percent increase in the comprehensive fee is necessary to fund required increases in state mandated salary increases, fringe benefit and health insurance rate adjustments, maintenance and operating expenses, contract escalators, transit services, programmatic requirements, scholarships, and all associated indirect cost charges. The proposed increase also considers enrollment projections for the coming year and is below the 5.00 percent limit allowed in the state appropriations act.

Following is a description of each component of the comprehensive fee:

Athletics: The student fee supports the intercollegiate athletic program which includes athletic administration, intercollegiate varsity sports teams, travel, scholarships, operation and maintenance of facilities, auxiliary indirect cost, and equipment. This fee entitles students to free admission into all sporting events.

Auxiliary Building/Facilities: The student fee supports auxiliary operation and maintenance of facilities, facilities staff, maintenance reserve projects, leased properties, insurance, auxiliary indirect cost, and equipment.

Auxiliary Support: The student fee supports auxiliary support personnel, operations, and direct student cost associated with the student RU Express/I.D. office, technology support, photocopying services, and student wages.

Debt Service: The student fee supports debt service payments for auxiliary construction and renovation projects such as the Student Recreation and Wellness Center.

Recreation: The student fee supports the personnel, operations, maintenance, and equipment of all student recreation and intramural facilities and fields.

Student Activities: The student fee supports student programs, clubs, organizations, activities, and events for groups such as R-Space, Student Government Association, Greek Life, Student Organization Assistance and Resources (SOAR), LEAD Scholars Program, etc. Students can attend most events free of charge or at greatly reduced rates, depending on the type of event.

Student Health: The student fee supports general medical services provided by the Radford University Student Health Center, normal counseling services provided by Radford University Student Counseling Center, the Disability Resource Office (DRO), and

educational and support services provided by the RU SAVES (Substance Abuse and Violence Education Support) Office.

Student Services: The student fee supports student professional development through career, advising, and other resource services.

Student Union: The student fee supports administrative and student personnel, operations, maintenance, programmatic events, and equipment for the Bonnie Hurlburt Student Center and Heth Hall meeting rooms.

Transportation: The student fee supports unlimited access to the Radford Transit bus service for enrolled Radford University students. Connections to other transit services (e.g. Smart Way Bus, Blacksburg Transit, etc.) may have separate user fees.

Refer to the Summary of Tuition and Fees for 2017-18, Schedule B at the end of this document, for the proposed rate.

Room Rates

Historically, the University has offered five different room types and price rates as part of the on-campus housing program. This included a standard double occupancy, traditional double occupancy, standard single occupancy, traditional single occupancy, and university managed apartments. In order to more equitably charge for the array of housing options available, the University is proposing a revision to the rate structure for the upcoming 2017-18 fiscal year. In the future, standard occupancy accommodations will be split into three different categories; **Phase I** consisting of the seven standard halls that have not been recently renovated, **Phase II** consisting of the seven residence halls that have been recently renovated, and **Super Suites** which are upgraded Phase II accommodations providing a shared kitchen space for the occupants. This change will eliminate the 'one-size-fits-all' approach to the standard room type, and the cost of the facilities will be charged equitably to students who occupy those respective rooms. Last, single occupancy room assignments will continue to be based upon availability and are not necessarily guaranteed.

As a result of the aforementioned phased approach, the proposed 2017-18 rates for traditional and standard Phase I double occupancy rooms will remain unchanged from prior year. Students, however, who occupy either recently renovated residence halls, suite accommodations, or university managed apartments will have an increase of \$154 (or 3.00 percent), \$418 (or 8.15 percent), and \$619 (or 11.70 percent) respectively. The increase in rates is attributable to the variation in both standard and apartment room accommodations.

Refer to the Summary of Tuition and Fees for 2017-18, Schedule B at the end of this document, for further details on the proposed rates.

Board/Off-Campus Meal Plans

The proposed average 2017-18 board and off-campus meal plan rate increase of 3.03 percent is necessary to cover costs associated with the annual dining services contractual agreement and indirect cost charges. Students living on-campus must select one of the on-campus board plans as

part of their housing agreement. Off-campus students may elect to participate in any of the approved meal plan options.

Refer to the Summary of Tuition and Fees for 2017-18, Schedule B at the end of this document, for further details on the proposed rates.

Reference Material:

For reference, Schedule C is an excerpt from the 2016-17 Operating Budget Plan and Financial Overview which includes comparative charts and graphs of tuition and fees at Virginia's public four-year institutions of higher education. Radford University is a best value as the second lowest total cost (tuition, fees, room and board) provider among Virginia's four-year public institutions.

RADFORD UNIVERSITY BOARD OF VISITORS

**Resolution
May 5, 2017**

Approval of 2017-18 Tuition and Fees

NOW, THEREFORE, BE IT RESOLVED that the Radford University Board of Visitors approves tuition and fees for the 2017-18 academic year as reflected in the Summary of Proposed 2017-18 Tuition and Fees beginning with the Fall 2017 semester and thereafter until otherwise adjusted by the Board of Visitors.

Schedule A:
2017-18 Resource Allocation Analysis

	2017-18 Assumptions		2017-18 Assumptions
REVENUE		EXPENSES	
General Fund Changes		Non-Discretionary Cost Increases	
2017-18 General Fund Reductions	(1,334,488)	Mandatory Costs	
2017-18 Interest Earnings/CC Rebates	(180,000)	Salary Adjustments	
2016-17 Reverse 3% Salary Increase	(839,612)	2016-17 3% Salary Increase Reversion	(1,355,113)
2017-18 Salary Actions	1,267,393	2017-18 3% Salary Increase - July 10	2,304,021
2017-18 Fringe Rate Changes	579,400	Fringe Adjustments	
2017-18 Access & Completion Funding	680,135	2017-18 Health Insurance Rate Change	1,138,202
Total General Fund Changes	172,828	Central Cost Commitments	
Nongeneral Fund Changes		AA Promotion & Tenure	229,000
Tuition & Fees	1,968,252	Utility Rate Increases	610,458
Other Sales & Service	(145,230)	Employee Tuition Waivers	150,000
VRS Recoveries	(344,731)	Contracts & Compliance	208,556
Unfunded Scholarships	(472,000)	Biennial Fringe Rate Alignment	318,427
Total Nongeneral Fund Changes	1,006,291	Recovery Rate & One-Time Operating	75,279
Total Revenue Changes	\$1,179,119	Sub-Total Central Commitments	3,678,830
		Division Recurring Requirements	
		Programmatic Initiatives	323,243
		Strategic Plan Initiatives	214,266
		Sub-Total Division Requirements	537,509
		Total Non-Discretionary Cost Increases	\$4,216,339
		SURPLUS/(DEFICIT)	(\$3,037,220)
		REALLOCATION SCENARIOS	
		Division Targets	
		Academic Affairs	(1,291,651)
		Finance & Administration	(466,106)
		Information Technology	(404,161)
		Central Administration	(26,520)
		Student Affairs	(39,999)
		University Relations	(100,391)
		University Advancement	(123,390)
		Enrollment Management	(55,148)
		Total Divisional Budgets	(2,507,366)
		Central Resources	(529,854)
		Total Savings Strategies	(\$3,037,220)
		Total Base Budget	\$1,179,119
		TOTAL SURPLUS/(DEFICIT)	(\$0)

Schedule B:
Summary of Proposed 2017-18 Tuition and Fees

	<u>Approved 2016-17</u>	<u>Proposed 2017-18</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Undergraduate				
<u>In-state Undergraduate (full-time) -</u>				
Tuition	\$6,991	\$7,407	\$416	5.95%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	3,036	3,166	130	4.28%
Total In-state Undergraduate	\$10,081	\$10,627	\$546	5.42%
Room - Standard Double	5,127	5,127	0	0.00%
Board - 19 Meal Plan	3,984	4,105	121	3.04%
Total In-state Undergraduate Living in University Housing	\$19,192	\$19,859	\$667	3.48%
<u>Out-of-state Undergraduate (full-time) -</u>				
Tuition	\$18,626	\$19,042	\$416	2.23%
Mandatory Capital Fee	446	447	1	0.22%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	3,036	3,166	130	4.28%
Total Out-of-state Undergraduate	\$22,162	\$22,709	\$547	2.47%
Room - Standard Double	5,127	5,127	0	0.00%
Board - 19 Meal Plan	3,984	4,105	121	3.04%
Total Out-of-state Undergraduate Living in University Housing	\$31,273	\$31,941	\$668	2.14%

	<u>Approved 2016-17</u>	<u>Proposed 2017-18</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Graduate				
<u>In-state Graduate (full-time) -</u>				
Tuition	\$7,868	\$8,336	\$468	5.95%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	3,036	3,166	130	4.28%
Total In-state Graduate	\$10,958	\$11,556	\$598	5.46%
<u>Out-of-State Graduate (full-time) –</u>				
Tuition	\$16,394	\$16,862	\$468	2.85%
Mandatory Capital Fee	446	447	1	0.22%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	3,036	3,166	130	4.28%
Total Out-of-state Graduate	\$19,930	\$20,529	\$599	3.01%

Differential Tuition & Fees

Master of Occupational Therapy (MOT) In-State (per credit hour)

Tuition	\$333	\$352	\$19	5.71%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	127	132	5	3.94%
Total In-state Graduate MOT	\$463	\$487	\$24	5.19%

Master of Occupational Therapy (MOT) Out-of-State (per credit hour)

Tuition	\$890	\$943	\$53	5.96%
Mandatory Capital Fee ¹	19	19	0	0.00%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	127	132	5	3.94%
Total Out-of-state Graduate	\$1,039	\$1,097	\$58	5.58%

¹ For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,583 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223.50 per semester for the Out-of-State Capital Fee.

	<u>Approved</u> <u>2016-17</u>	<u>Proposed</u> <u>2017-18</u>	<u>Dollar</u> <u>Increase</u>	<u>Percent</u> <u>Increase</u>
<u>Doctor of Nursing Practice (DNP) In-State (per credit hour)</u>				
Tuition	\$445	\$471	\$26	5.84%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Online Program Fee ²	25	25	0	0.00%
Total In-state Graduate DNP	\$473	\$499	\$26	5.50%

Doctor of Nursing Practice (DNP) Out-of-State (per credit hour)

Tuition	\$910	\$964	\$54	5.93%
Mandatory Capital Fee ¹	19	19	0	0.00%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Online Program Fee ²	25	25	0	0.00%
Total Out-of-state Graduate DNP	\$957	\$1,011	\$54	5.64%

Doctor of Physical Therapy (DPT) In-State (per credit hour)

Tuition	\$424	\$449	\$25	5.90%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	127	132	5	3.94%
Total In-state Graduate DPT	\$554	\$584	\$30	5.42%

Doctor of Physical Therapy (DPT) Out-of-State (per credit hour)

Tuition	\$883	\$935	\$52	5.89%
Mandatory Capital Fee ¹	19	19	0	0.00%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Comprehensive Fee ¹	127	132	5	3.94%
Total Out-of-state Graduate DPT	\$1,032	\$1,089	\$57	5.52%

¹ For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,583 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223.50 per semester for the Out-of-State Capital Fee.

² The online program fee applies to select differential tuition programs that are offered fully online. This fee is assessed on a per credit hour basis in lieu of the comprehensive fee.

	<u>Approved 2016-17</u>	<u>Proposed 2017-18</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<u>Master of Fine Arts in Design Thinking In-State (per credit hour)</u>				
Tuition	\$657	\$696	39	5.94%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Online Program Fee ²	25	25	0	0.00%
Total In-state Graduate DNP	\$685	\$724	\$39	5.69%

Master of Fine Arts in Design Thinking Out-of-State (per credit hour)

Tuition	\$657	\$696	39	5.94%
Mandatory Capital Fee ¹	19	19	0	0.00%
Mandatory Technology Fee ¹	3	3	0	0.00%
Mandatory Online Program Fee ²	25	25	0	0.00%
Total Out-of-state Graduate DNP	\$704	\$743	\$39	5.54%

Competency Based Certificate Program (per year)

Tuition	\$0	\$6,000	\$6,000	--
Mandatory Capital Fee ¹	0	0	0	--
Mandatory Technology Fee ¹	0	0	0	--
Total Competency Certificate	\$0	\$6,000	\$6,000	--

¹ For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,583 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223.50 per semester for the Out-of-State Capital Fee.

² The online program fee applies to select differential tuition programs that are offered fully online. This fee is assessed on a per credit hour basis in lieu of the comprehensive fee.

Part-time, 2017 Wintermester and Summer³ Rates

	<u>Approved 2016-17</u>	<u>Proposed 2017-18</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<u>Tuition</u>				
<i>Undergraduate</i>				
In-state	\$291	\$308	\$17	5.84%
Out-of-state	776	793	17	2.19%
<i>Graduate</i>				
In-state	328	347	19	5.79%
Out-of-state	683	702	19	2.78%
In-state MOT	333	352	19	5.71%
Out-of-state MOT	890	943	53	5.96%
In-state DPT	424	449	25	5.90%
Out-of-state DPT	883	935	52	5.89%
In-state DNP	445	471	26	5.84%
Out-of-state DNP	910	964	54	5.93%
In-state MFA	657	696	39	5.94%
Out-of-state MFA	657	696	39	5.94%
Virginia Educator	251	266	15	5.98%
<u>Other Mandatory Fees</u>				
Technology Fee	3	3	0	0.00%
Out-of-state Capital Fee	19	19	0	0.00%
Online Program Fee ²	25	25	0	0.00%
Comprehensive Fee	127	132	5	3.94%

² The online program fee applies to select differential tuition programs that are offered fully online. This fee is assessed on a per credit hour basis in lieu of the comprehensive fee.

³ Summer III only - full-time students taking 12 to 18 credit hours are charged the annualized rate schedule instead of the per credit hour rate schedule.

Comprehensive Fee

	Approved 2016-17	Proposed 2017-18	Dollar Increase	Percent Increase
Mandatory Comprehensive Fee				
Athletics	\$1,180	\$1,180	\$0	0.00%
Auxiliary Building/Facilities	248	258	10	4.03%
Auxiliary Support	194	209	15	7.73%
Debt Service	299	299	0	0.00%
Recreation	275	282	7	2.55%
Student Activities	129	127	(2)	-1.55%
Student Health	312	322	10	3.21%
Student Services	0	75	75	---
Student Union	276	286	10	3.62%
Transit	123	128	5	4.07%
Total Comprehensive Fee	\$3,036	\$3,166	\$130	4.28%

Fall & Spring Annual Room Rates⁴

	Approved 2016-17	Proposed 2017-18	Dollar Increase	Percent Increase
Room				
Traditional Double	\$4,540	\$4,540	\$0	0.00%
Standard Double - Phase I	5,127	5,127	0	0.00%
Standard Double - Phase II	5,127	5,281	154	3.00%
Traditional Single	6,627	6,627	0	0.00%
Standard Single - Phase I	7,294	7,294	0	0.00%
Standard Single - Phase II	7,294	7,513	219	3.00%
Standard - Super Suite	5,127	5,545	418	8.15%
University Managed Apartments	5,290	5,909	619	11.70%

⁴Notes:

a) Double occupancy rooms which remain tripled after the census date will receive a weekly 25 percent prorated credit on their respective room rate.

b) Summer rates are prorated based on the approved annualized rate for a standard room.

Fall & Spring Annual Board & Meal Plan Rates⁵

	<u>Approved 2016-17</u>	<u>Proposed 2017-18</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
On-Campus Board Plan				
Flex Plan	\$3,865	\$3,982	\$117	3.03%
19 Meal Plan	3,984	4,105	121	3.04%
15 Meal Plan	3,877	3,994	117	3.02%
Off-Campus Meal Plan (optional)				
Flex Jr. Plan	\$1,953	\$2,012	\$59	3.02%
65 Meal Plan	974	1,003	29	2.98%
90 Meal Plan	1,348	1,389	41	3.04%
5 Meal Plan	1,436	1,479	43	2.99%

⁵Notes:

- a) Summer rates are prorated on the approved annualized rate.
- b) Select board and meal plans may not be available each term.

Schedule C:
2016-17 Operating Budget Plan and Financial Overview

2016-17 Tuition and Fees Overview

Source: 2016-17 Operating Budget Plan and Financial Overview

Students are charged tuition that supports the Educational & General (E&G) program and comprehensive, room, and board fees that support the Auxiliary Enterprises program.

Tuition: Radford University’s tuition, approved annually by the Radford University Board of Visitors, is divided into the following four major classifications:

- **In-state undergraduate**
- **Out-of-state undergraduate**
- **In-state graduate**
- **Out-of-state graduate**

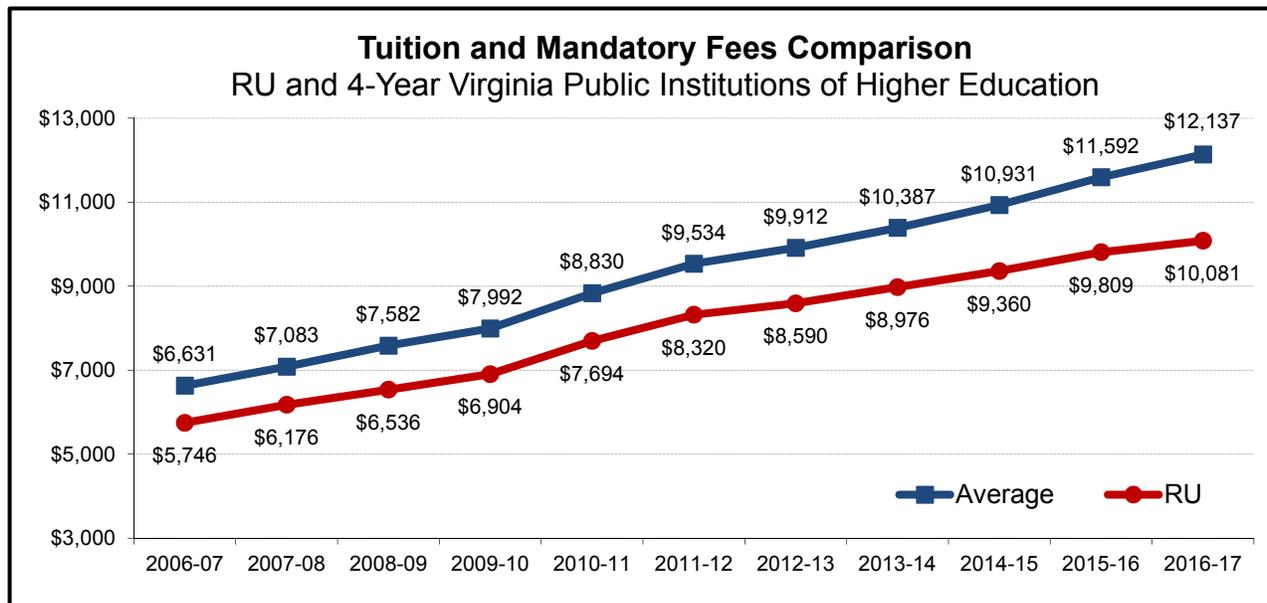
Radford University’s Tuition and Mandatory Fee rates are as follows:

Total Tuition and Mandatory Fees In-State, Undergraduate Students								
Rank	Institution	FY13	FY14	FY15	FY16	FY17	\$ Change From FY16	% Change From FY16
1	College of William & Mary ¹	\$13,570	\$15,463	\$17,656	\$19,372	\$21,234	\$1,862	9.6%
2	Virginia Military Institute	\$13,835	\$14,404	\$15,518	\$16,536	\$17,492	\$956	5.8%
3	University of Virginia	\$12,006	\$12,458	\$12,998	\$14,468	\$15,714	\$1,246	8.6%
4	Virginia Commonwealth University ¹	\$9,885	\$12,002	\$12,398	\$12,772	\$13,130	\$358	2.8%
5	Christopher Newport University	\$10,572	\$11,092	\$11,646	\$12,526	\$13,054	\$528	4.2%
6	Virginia Tech	\$10,923	\$11,455	\$12,017	\$12,485	\$12,852	\$367	2.9%
7	Longwood University	\$10,890	\$11,340	\$11,580	\$11,910	\$12,240	\$330	2.8%
8	University of Mary Washington	\$9,246	\$9,660	\$10,252	\$11,070	\$11,570	\$500	4.5%
9	George Mason University	\$9,620	\$9,908	\$10,382	\$10,952	\$11,300	\$348	3.2%
10	James Madison University	\$8,808	\$9,176	\$9,662	\$10,066	\$10,390	\$324	3.2%
11	Radford University	\$8,590	\$8,976	\$9,360	\$9,809	\$10,081	\$272	2.8%
12	Old Dominion University	\$8,450	\$8,820	\$9,250	\$9,768	\$10,046	\$278	2.8%
13	University of Virginia at Wise	\$8,107	\$8,509	\$8,868	\$9,220	\$9,539	\$319	3.5%
14	Norfolk State University	\$6,760	\$7,226	\$7,552	\$8,366	\$8,738	\$372	4.4%
15	Virginia State University	\$7,420	\$7,784	\$8,002	\$8,226	\$8,472	\$246	3.0%
Average²		\$9,912	\$10,387	\$10,931	\$11,592	\$12,137	\$545	4.7%

¹ The institution adopted a new guaranteed tuition plan for incoming in-state undergraduates in 2013-14. The tuition charged in their freshman year is frozen for all four years of their undergraduate attendance.

² Weighted average as calculated by SCHEV in order to account for variable increases at CWM and VCU

Tuition and Mandatory Fees: The charts and graphs shown reflect a multi-year comparison of tuition and mandatory fees for in-state undergraduate students among the 15 four-year public institutions in Virginia. Radford University’s tuition and mandatory fees for 2016-17 are **16.9 percent (\$2,056)** lower than the average tuition and mandatory fees at the other Virginia public four-year institutions of higher education.

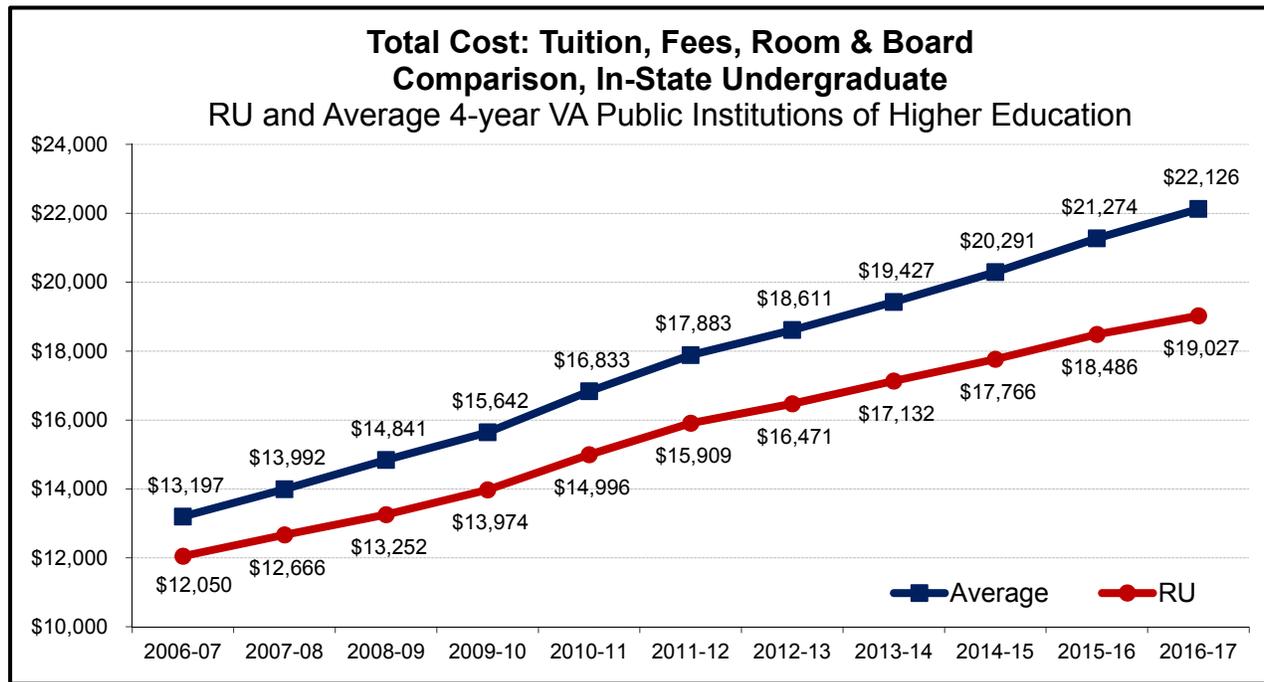


TOTAL PRICE (TUITION, MANDATORY FEES, ROOM AND BOARD)

The charts, graphs, and tables below display the total price for in-state undergraduate students compared to the state average and other Virginia four-year public colleges and universities.

For the 2016-17 academic year, Radford University’s total cost (tuition, mandatory fees, room and board) is **14.0 percent (\$3,099)** lower than the average total cost at the other Virginia public four-year institutions of higher education.

In-State, Undergraduate Students	2016-17 State Average	2016-17 RU Total Cost	\$ RU Below Average	% RU Below Average
Tuition and Mandatory E&G Fees	\$8,177	\$7,045	(\$1,132)	-13.8%
Comprehensive Fee	3,960	3,036	(924)	-23.3%
Room & Board	9,989	8,946	(1,043)	-10.4%
Total	\$22,126	\$19,027	(\$3,099)	-14.0%



Total Tuition, Comprehensive Fees, Room & Board Fees In-State, Undergraduate Students								
Rank	Institution	FY13	FY14	FY15	FY16	FY17	\$ Change From FY16	% Change From FY16
1	College of William & Mary ¹	\$22,888	\$25,279	\$28,000	\$30,350	\$32,616	\$2,266	7.5%
2	Virginia Military Institute	\$21,568	\$22,492	\$23,890	\$25,202	\$26,460	\$1,258	5.0%
3	University of Virginia	\$21,425	\$22,175	\$23,050	\$24,869	\$26,440	\$1,571	6.3%
4	Christopher Newport University	\$20,300	\$21,050	\$21,960	\$23,140	\$23,968	\$828	3.6%
5	Virginia Commonwealth University ¹	\$18,633	\$21,084	\$21,716	\$22,358	\$23,049	\$691	3.1%
6	Longwood University	\$19,338	\$20,216	\$20,836	\$21,468	\$22,184	\$716	3.3%
7	George Mason University	\$18,300	\$18,898	\$19,814	\$21,462	\$22,030	\$568	2.6%
8	University of Mary Washington	\$18,086	\$18,782	\$19,682	\$20,764	\$21,508	\$744	3.6%
9	Virginia Tech	\$18,177	\$19,105	\$19,941	\$20,711	\$21,276	\$565	2.7%
10	James Madison University	\$17,438	\$18,049	\$18,858	\$19,462	\$20,118	\$656	3.4%
11	University of Virginia at Wise	\$17,547	\$18,499	\$19,208	\$19,476	\$19,885	\$409	2.1%
12	Old Dominion University	\$16,997	\$17,732	\$18,518	\$19,214	\$19,870	\$656	3.4%
13	Virginia State University	\$17,100	\$17,792	\$18,130	\$18,478	\$19,034	\$556	3.0%
14	Radford University	\$16,471	\$17,132	\$17,766	\$18,486	\$19,027	\$541	2.9%
15	Norfolk State University	\$14,890	\$15,600	\$16,176	\$17,336	\$18,228	\$892	5.1%
Average²		\$18,611	\$19,427	\$20,291	\$21,274	\$22,126	\$852	4.0%

¹ The institution adopted a new guaranteed tuition plan for incoming in-state undergraduates in 2013-14. The tuition charged in their freshman year is frozen for all four years of their undergraduate attendance.

² Weighted average as calculated by SCHEV in order to account for variable increases at C.M and VCU