

# **RU** RADFORD UNIVERSITY



## **2013-14 Operating Budget Plan and Financial Overview**

July 2013

# TABLE OF CONTENTS

TABLE OF CONTENTS .....	2
EXECUTIVE SUMMARY .....	3
TOTAL UNIVERSITY OPERATING BUDGET .....	5
PROPOSED REVENUE BUDGET: ALL FUNDS .....	5
PROPOSED EXPENDITURE BUDGET: ALL FUNDS .....	8
GENERAL ASSEMBLY LEGISLATIVE UPDATE .....	10
FUND SOURCE DEFINITIONS .....	12
ENROLLMENT .....	14
TUITION AND FEES OVERVIEW .....	15
<i>Total Price (Tuition, Mandatory fees, Room and Board)</i> .....	20
EDUCATIONAL & GENERAL.....	22
PROGRAM OVERVIEW.....	22
E&G NEW INITIATIVE FUNDING .....	23
PROGRAM REVENUES .....	25
PROGRAM EXPENDITURES .....	26
<i>Personal Services Profile</i> .....	27
<i>Nonpersonal Services Profile</i> .....	28
EDUCATIONAL AND GENERAL EXPENDITURE SUMMARY .....	29
AUXILIARY ENTERPRISES.....	31
PROGRAM OVERVIEW.....	31
AUXILIARY NEW INITIATIVE FUNDING.....	32
PROGRAM REVENUES .....	34
PROGRAM EXPENDITURES .....	36
<i>Personal Services Profile</i> .....	36
<i>Nonpersonal Services Profile</i> .....	37
AUXILIARY ENTERPRISES SUMMARY .....	38
STUDENT FINANCIAL ASSISTANCE.....	39
PROGRAM OVERVIEW.....	39
PROGRAM REVENUES .....	39
PROGRAM EXPENDITURES .....	39
SPONSORED PROGRAMS.....	40
PROGRAM OVERVIEW.....	40
PROGRAM REVENUE.....	40
PROGRAM EXPENDITURES .....	41
<i>Personal Services Profile</i> .....	42
<i>Nonpersonal Services Profile</i> .....	43
SPONSORED PROGRAM EXPENDITURE SUMMARY .....	43
SOURCES OF DATA.....	44
APPENDIX A: 2013-14 BOARD APPROVED RATES .....	45

## EXECUTIVE SUMMARY

The 2013-14 operating budget was developed considering projected enrollment levels, actions taken by the Governor and General Assembly during the 2013 session, Board approved tuition and fee rates, the strategic goals of the University, and the outlook of the economy.

Over the past two years, each division has developed and maintained a multi-year budget plan which provides a framework for strategic planning and positions the University for continued success. This collaborative effort also provides the basis for the University's Six-Year Plan submission to the state which aligns with objectives identified in the *Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011* (TJ21). The plan addresses critical academic and student support programmatic needs, considers unavoidable cost increases, and continues implementing the goals outlined in Radford University's Strategic Plan, 7-17.

At the May 9, 2013, meeting of the Board of Visitors, tuition and fees were approved for the 2013-14 academic year. A complete list of approved tuition and fees is included at the end of this report as Appendix A: 2013-14 Board Approved Rates.

The 2013-14 budget includes a general fund increase of \$2.4 million for support of TJ21 initiatives and thus, 2013-14 marks the second consecutive year of new general fund support for the University. Prior to 2012-13 the University underwent four straight years of general fund reductions totaling \$16.4 million or roughly one-third of the Educational and General (E&G) program budget. The University absorbed the previous general fund reductions by identifying efficiencies in operations, and collaboratively working together to prioritize the most critical needs. With the successful mitigation of the previous reductions, sustained enrollment growth, and the infusion of new general fund resources, the University is on track for continued success in 2013-14.

### **Summary of assumptions used to prepare the 2013-14 operating budget:**

- New state general fund support appropriated for specific TJ21 initiatives and projected central appropriation adjustments;
- Enrollment projections submitted to the State Council of Higher Education for Virginia (SCHEV) in April 2013;
- 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 the fund balance for future renewal and replacement and capital projects.

**Summary of key initiatives funded in the 2013-14 operating budget:**

- Unavoidable cost increases to include state authorized salary increases, fringe benefit rate changes, health insurance increases, utilities, equipment maintenance, contract and lease escalators, and accreditation requirements
- Faculty positions in critical programmatic areas
- Adjuncts to address additional course offerings for increased enrollment
- Faculty promotion and tenure
- Increased support for enrollment and transfer growth, retention, degree completion, and accelerated degree options
- Base operations for critical student services and instructional support
- 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 Virginia General Assembly. For 2013-14, Radford University's annual operating budget is currently authorized in Chapter 806 of the Virginia Acts of Assembly at \$184.5 million.

As Auxiliary Enterprises historically collect revenues exceeding the state appropriation, due to auxiliary reserve requirements, projected auxiliary revenues are reflected in the charts and graphs presented throughout this document. Additionally, a technical adjustment is pending state authorization to increase the nongeneral fund appropriation level to appropriately reflect projected enrollment increases and 2013-14 approved tuition and fees. Projected E&G revenues are also reflected throughout this report.

**Using projected E&G and auxiliary revenues, Radford University's annual 2013-14 operating revenue budget is \$202.4 million.**



## 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 enterprises, and grants/contracts/research.

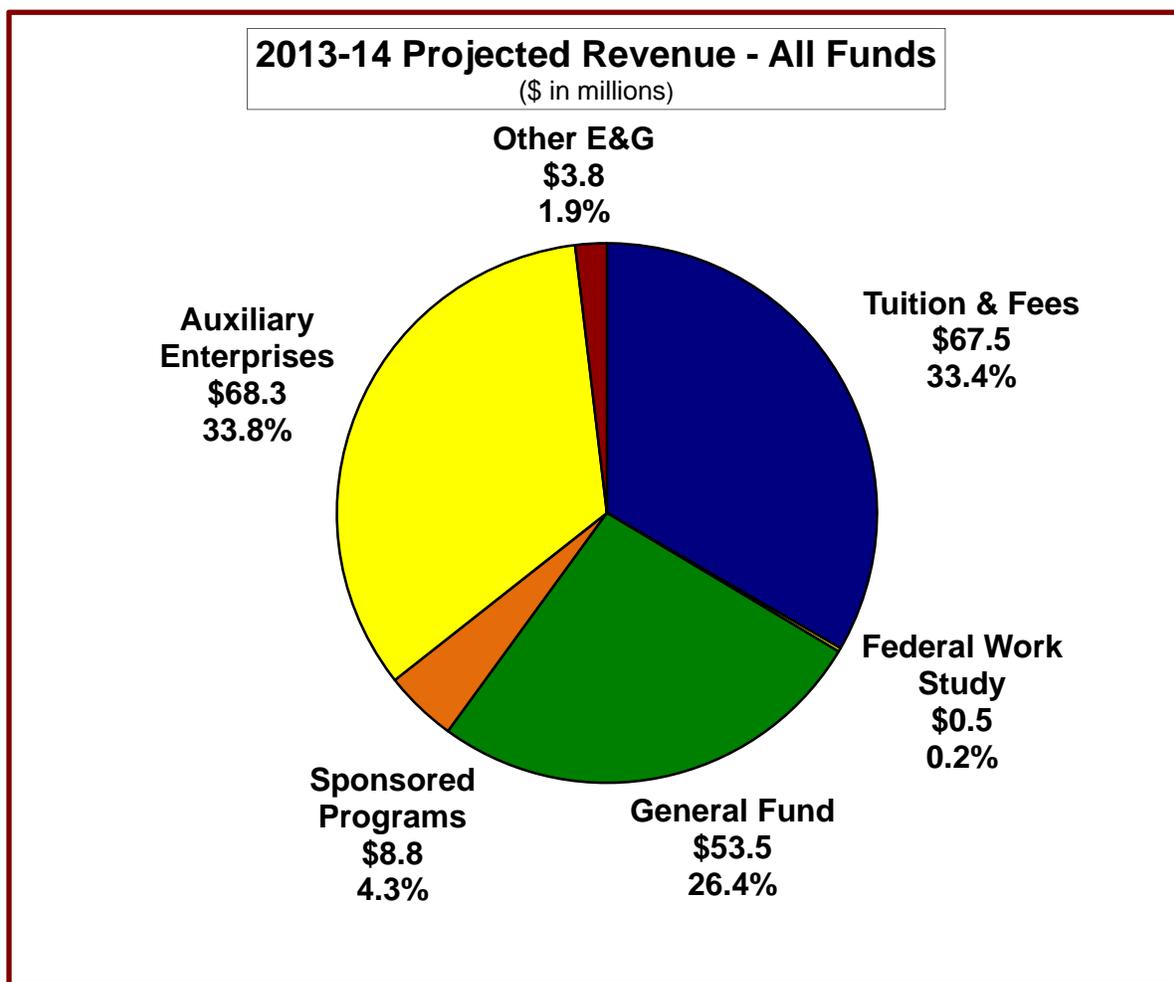
**Following is a summary of Radford University's 2013-14 projected operating revenues by major funding source:**

State General Fund	\$ 53,493,185
Tuition and E&G Fees	67,472,150
Other E&G	3,809,237
Federal Work Study	455,029
Auxiliary Enterprises	68,332,534
Sponsored Programs	8,797,374
<b>Total</b>	<b>\$202,359,509</b>

The chart below displays Radford University's **2013-14 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 (26.4 percent) and nongeneral fund sources (73.6 percent). General fund appropriations are used to support the educational and general (E&G) and student financial assistance programs along with mainly tuition.

Auxiliary Enterprises are required to be self-supporting operations, thus the 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 2013-14 operating revenue budget** by major program is as follows:

**Radford University**  
**Summary of 2013-14 Projected Revenue**

	<b>2012-13</b>	<b>2013-14</b>	<b>%</b>
	<b>Adjusted</b>	<b>Proposed</b>	<b>Change</b>
	<b>Revenue Budget</b>	<b>Revenue Budget</b>	<b>Change</b>
<b><u>Educational and General</u><sup>1</sup></b>			
General Fund:			
State Appropriations	\$42,982,461	\$45,405,955	5.64%
Estimated One-Time Bonus	\$1,007,353	\$0	-100.00%
FY13 NGF Carryforward	\$1,506,414	\$0	-100.00%
Subtotal E&G General Fund	<u>\$45,496,228</u>	<u>\$45,405,955</u>	<b>-0.20%</b>
Nongeneral Funds:			
Tuition and Fees	\$60,298,673	\$65,564,679	8.73%
Other E&G Revenue	\$1,369,975	\$1,451,076	5.92%
ETF - Reimbursements	\$942,918	\$2,813,190	198.35%
Subtotal E&G Nongeneral Funds	<u>\$62,611,566</u>	<u>\$69,828,945</u>	11.53%
<b>Subtotal Educational and General</b> <sup>1</sup>	<b><u>\$108,107,794</u></b>	<b><u>\$115,234,900</u></b>	<b>6.59%</b>
<b><u>Student Financial Assistance</u></b>			
General Funds	\$7,845,976	\$8,087,230	3.07%
Nongeneral Funds	\$1,907,471	\$1,907,471	0.00%
<b>Subtotal Student Financial Assistance</b>	<b><u>\$9,753,447</u></b>	<b><u>\$9,994,701</u></b>	<b>2.47%</b>
<b><u>Auxiliary Enterprises</u></b> <sup>2</sup>	<b><u>\$66,746,990</u></b>	<b><u>\$68,332,534</u></b>	<b>2.38%</b>
<b><u>Grants &amp; Contracts</u></b>	<b><u>\$8,107,413</u></b>	<b><u>\$8,797,374</u></b>	<b>8.51%</b>
<b>Grand Total Projected Revenue</b>	<b><u><u>\$192,715,644</u></u></b>	<b><u><u>\$202,359,509</u></u></b>	<b>5.00%</b>

<sup>1</sup> 2012-13 Adjusted Budget reflects central appropriation and one-time adjustments to provide comparative data with the 2013-14 proposed budget.

<sup>2</sup> Projected Equipment Trust Fund revenue is one-time. The 2013-14 budget includes planned reimbursement for an additional year (2012-13) due to a delay in the Commonwealth's bond issuance.

<sup>3</sup> Projected auxiliary revenue is above authorized appropriation to meet state reserve requirements.

<sup>4</sup> Grants and Contracts are budgeted at the appropriated level; however, this amount may not be fully collected.

## PROPOSED EXPENDITURE BUDGET: ALL FUNDS

Radford University’s 2013-14 operating budget of approximately \$184.5 million is authorized through state appropriations (Chapter 806 of the 2013 Virginia Acts of Assembly) approved by the Governor and the Virginia 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 2013-14 operating expenditure budget is \$193.2 million.**

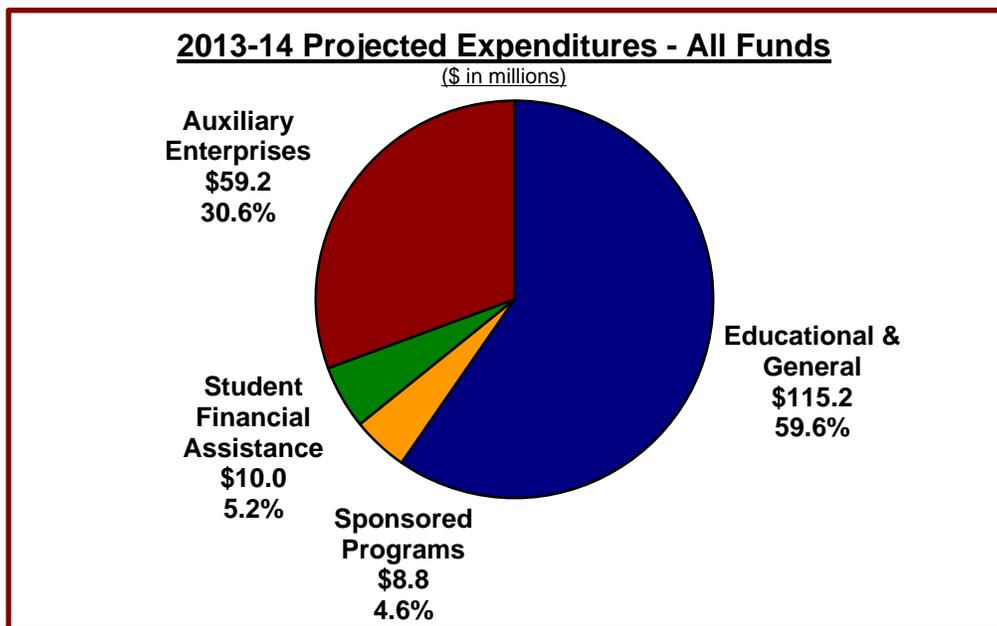
Funds are expended within the following four major higher education program areas which are defined throughout this report.

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

**Following is a summary of Radford University’s 2013-14 projected operating expenditures by major program:**

Educational & General (E&G)	\$ 115,234,900
Auxiliary Enterprises	59,202,445
Student Financial Assistance	9,994,701
Sponsored Programs	<u>8,797,374</u>
<b>Total</b>	<b>\$193,229,420</b>

As represented in the chart below, the Educational and General (E&G) program accounts for **59.6 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 2013-14 projected operating expenditure budget by major program is as follows:

**Radford University**  
**Summary of 2013-14 Projected Expenditures**

	2012-13 Adjusted Expenditure Budget <sup>1</sup>	2013-14 Proposed Expenditure Budget	% Change
<b><u>Educational &amp; General</u></b>			
Instruction	\$62,550,598	\$68,406,035	9.36%
Public Service <sup>2</sup>	\$600,000	\$600,000	0.00%
Library/Academic Support	\$10,953,480	\$10,955,631	0.02%
Student Support Services	\$5,445,295	\$6,668,259	22.46%
Institutional Support	\$14,125,135	\$15,935,717	12.82%
Operation & Maintenance of Plant	\$14,433,286	\$12,669,258	-12.22%
<b>Subtotal Educational &amp; General</b>	<b>\$108,107,794</b>	<b>\$115,234,900</b>	<b>6.59%</b>
<b><u>Student Financial Assistance</u></b>			
	<b>\$9,753,447</b>	<b>\$9,994,701</b>	<b>2.47%</b>
<b><u>Auxiliary Enterprises</u></b>			
Dining Services	\$15,888,388	\$15,257,346	-3.97%
Bookstore <sup>4</sup>	\$432,027	\$379,821	-12.08%
Residential Facilities	\$10,642,723	\$11,009,905	3.45%
Parking/Transportation	\$1,781,353	\$1,623,056	-8.89%
Telecommunication Services	\$495,615	\$539,557	8.87%
Student Health Services	\$2,861,599	\$2,746,308	-4.03%
Student Union & Recreation <sup>5</sup>	\$3,633,495	\$6,527,335	79.64%
Student Activities	\$1,344,516	\$1,357,152	0.94%
Intercollegiate Athletics <sup>5</sup>	\$11,238,276	\$12,609,939	12.21%
Other	\$6,805,697	\$7,152,026	5.09%
<b>Subtotal Auxiliary Enterprises<sup>6</sup></b>	<b>\$55,123,689</b>	<b>\$59,202,445</b>	<b>7.40%</b>
<b><u>Grants &amp; Contracts<sup>2</sup></u></b>			
	<b>\$8,107,413</b>	<b>\$8,797,374</b>	<b>8.51%</b>
<b>Grand Total Projected Expenditures</b>	<b>\$181,092,343</b>	<b>\$193,229,420</b>	<b>6.70%</b>

<sup>1</sup> 2012-13 Adjusted Budget reflects central appropriation and one-time adjustments to provide comparative data with the 2013-14 proposed budget.

<sup>2</sup> Public Service and Grants & Contracts are budgeted at the appropriated level; however, this amount may not be fully expended.

<sup>3</sup> Student Support Services expenditures for 2013-14 include the budget for student work study and work scholarship positions.

<sup>4</sup> Bookstore expenditures include a technical adjustment to account for funding of the University Services program.

<sup>5</sup> The Proposed 2013-14 Student Union & Recreation and Intercollegiate Athletics expenditure budgets include one-time allocations for planned Intramural Field and Softball Complex renovations.

<sup>6</sup> Projected auxiliary expenditures are less than authorized appropriation to meet state reserve requirements.

# GENERAL ASSEMBLY LEGISLATIVE UPDATE

## 2013-14 Legislative Actions:

In support of the goals outlined in TJ21, following are the specific items recommended for Radford University in the amended 2012-2014 biennium budget:

### Operating Support Items:

- **E&G Base Operations (\$550,586 GF)** – *“This amendment provides funding for additional base support in fiscal year 2014.”*
  
- **Salary and Compensation Items:**
  - **Additional 1% Salary Increase for Faculty Effective Approximately July 25, 2013** – The current biennial budget provides for a two percent salary increase for teaching and research faculty and administrative and professional faculty. The amended budget continues this increase and also includes an amendment that would provide “...an additional one percent faculty salary increase in fiscal year 2014, making the total increase up to three percent with an effective date of approximately July 25, 2013.” The University is required to fund the nongeneral fund portion of the approved salary increases through existing base allocations or new revenue sources.
  
  - **Classified Staff Compression Adjustment** - The current biennial budget provides a 2 percent salary increase for all classified state employees effective July 10, 2013. The amended budget continues this increase, but changes the effective date to July 25, 2013 and also provides a \$65 per year compression adjustment for classified staff with five or more years of state service who attained at least a rating of "Contributor" on their latest performance evaluation. The adjustment is capped at thirty years of service. The University is required to fund the nongeneral fund portion of the approved compression adjustment through existing base allocations or new revenue sources.
  
  - **Central Appropriation Adjustments** - General fund support for state mandated health care rate changes will be distributed based on employee participation in affected programs. Additional funding was also recommended to cover the general fund share of Line of Duty Act costs for state agencies. The University is required to fund the nongeneral fund portion of fringe benefit rate increases through existing base allocations or new revenue sources.
  
- **Nongeneral Fund Technical Adjustments** (\$6,232,473 in FY 2013 and \$10,782,473 in FY 2014) – Language technically adjusts nongeneral fund appropriation levels in E&G, sponsored programs, and auxiliary enterprises to align with projected revenues.

### **Student Financial Assistance:**

- **Undergraduate Financial Assistance (\$401,689 GF)** – *“This amendment provides additional funding for undergraduate need-based financial aid in fiscal year 2014.”*

### **Capital Outlay Actions:**

In addition to operating actions, following are capital outlay actions approved during the 2013 General Assembly session:

- **Construct New Academic Building for College of Humanities & Behavioral Sciences** – The 2012 General Assembly authorized detailed planning funds to initiate a select group of capital projects for institutions of higher education. Included in this category is a new academic building for Radford University. Detailed planning of this project is to be initially funded 50 percent from the state’s Central Capital Planning Fund and 50 percent from University nongeneral fund sources. Institutional nongeneral funds will be reimbursed at the time the project is funded to move into the construction phase. The conference budget includes language to continue with this project and to move into construction.
- **Renovate Residence Halls Umbrella Capital Project** – Language authorized a scope change for an Auxiliary Enterprises 9(c) debt funded residence hall capital project from new construction to renovation.



## FUND SOURCE DEFINITIONS

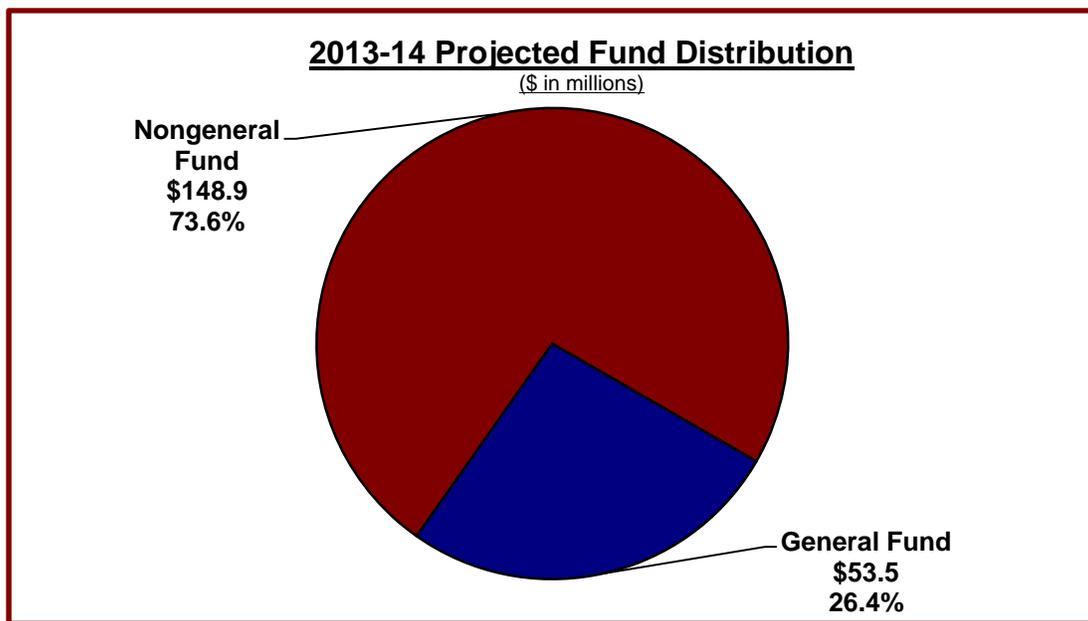
Radford University's institutional budget is derived from two fund sources:

- **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 contracts).

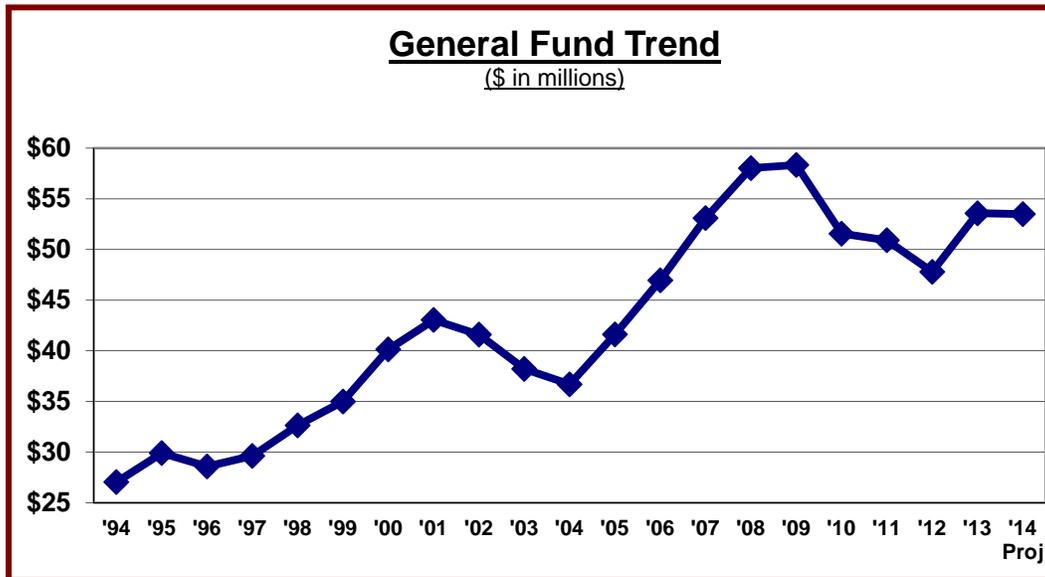
These funds support the following University programs:

- **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, athletics, student activities, etc.).
- **Student Financial Assistance:** Activities to provide financial assistance to Virginia students.
- **Sponsored Programs:** Activities to provide additional resources for educational and general services through third-party grants, contracts, and research.

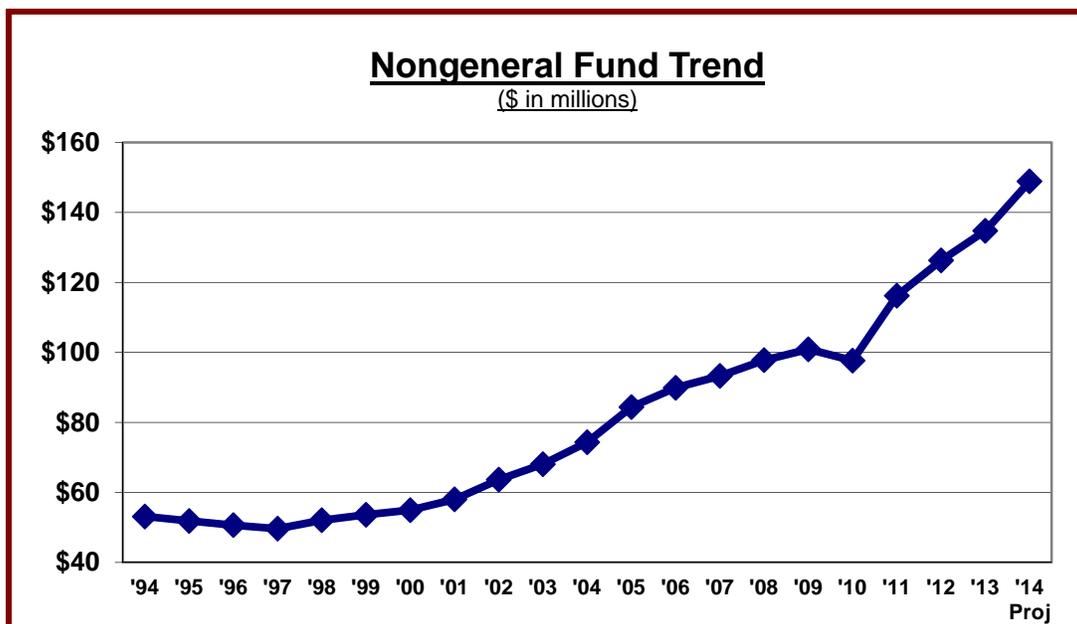
As can be seen by the following chart, nongeneral fund revenues represent **73.6** percent of total University revenues. Radford University is very dependent on nongeneral fund sources to support campus programs and services.



**General Fund:** For 2013-14, the general fund comprises **26.4 percent** of the total University budget and supports the activities of Educational and General (\$45.4 million – projected base and one-time) and Student Financial Assistance (\$8.1 million). The following chart displays the general fund trend between fiscal years 1994 and 2014 (projected).



**Nongeneral Fund:** The nongeneral fund is generated primarily from tuition and other E&G revenues (\$69.9 million), mandatory comprehensive fee (\$28.7 million), room/apartment fees (\$14.7 million), board fees/meals plans (\$17.5 million), other auxiliary revenues (\$7.4 million), student financial assistance (\$1.9 million) and grants/contracts (\$8.8 million). The following chart displays the nongeneral fund trend between 1994 and 2014 (projected). Since auxiliary revenues historically exceed the appropriation, projected auxiliary revenues for 2013-14 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.

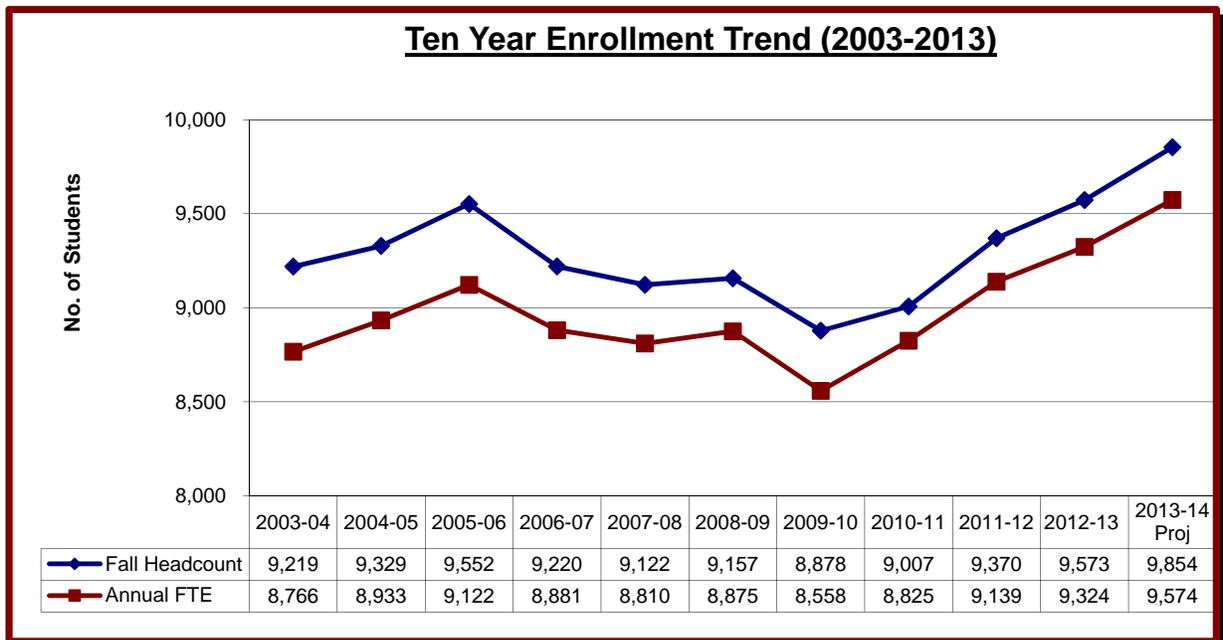




## ENROLLMENT

Student enrollment is of critical importance in determining the funding available to provide campus services. The chart below displays the enrollment trend from Fall 2003 through Fall 2013 (projected) between headcount (number of students) and annualized full-time equivalent (FTE) students enrolled at Radford University.

The majority of the Fall 2012 undergraduate student body were full-time (96%), while graduate headcount was split almost equally between full-time and part-time status. The University serves the citizens of the Commonwealth of Virginia with in-state students representing the largest share of the student population at 93.7 percent as of Fall 2012.



## TUITION AND FEES OVERVIEW

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

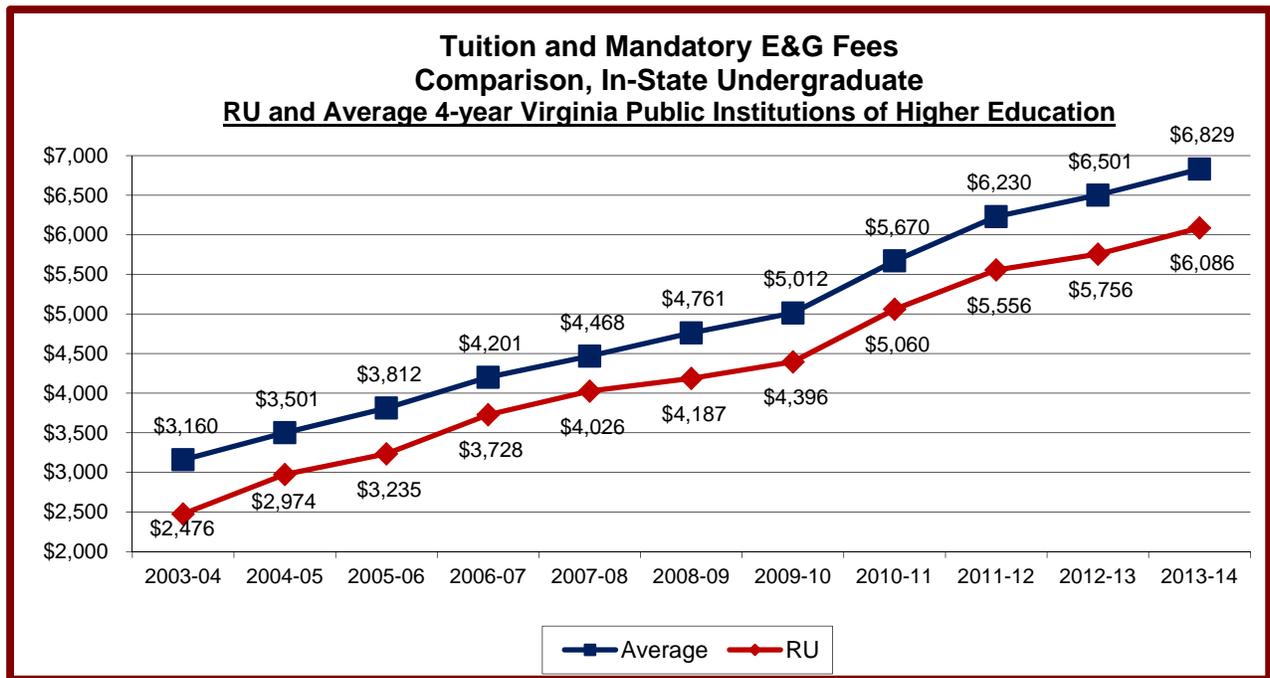
**Tuition:** Radford University's tuition, approved annually by the Radford University Board of Visitors, is divided into the following four major classifications:

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

Radford University's tuition rates from fiscal years 2011 through 2014 are as follows:

Tuition & Mandatory E&G Fees						
Student Classification	FY11	FY12	FY13	FY14	\$ Change From FY13	% Change From FY13
In-state, undergraduate	\$5,060	\$5,556	\$5,756	\$6,086	\$330	5.7%
Out-of-state, undergraduate	\$15,794	\$16,714	\$17,326	\$18,251	\$925	5.3%
In-state, graduate	\$5,746	\$6,310	\$6,536	\$6,854	\$318	4.9%
Out-of-state, graduate	\$14,174	\$14,998	\$15,550	\$16,110	\$560	3.6%





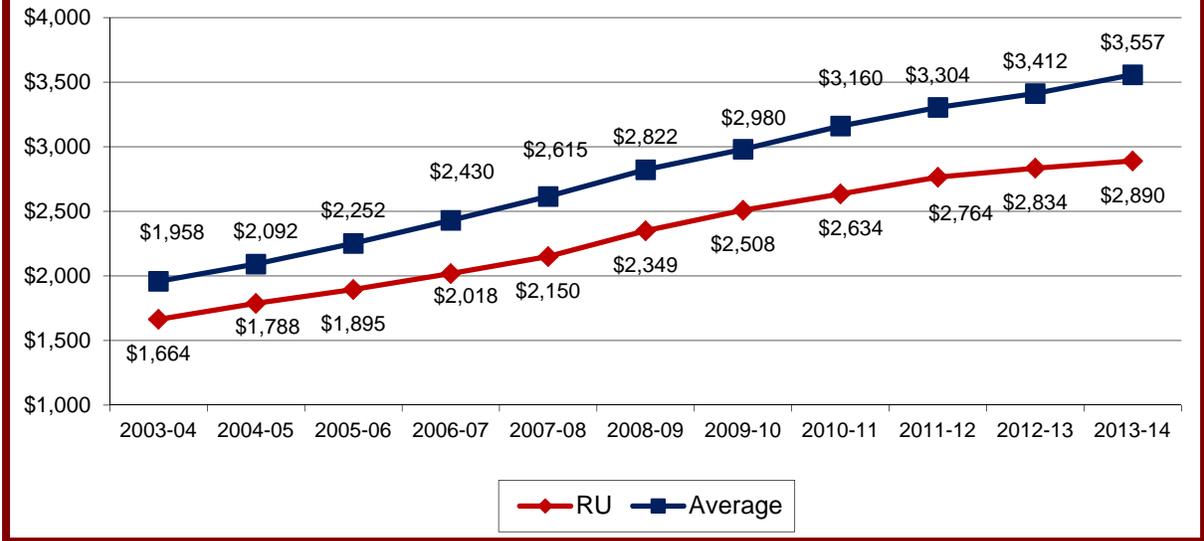
**Tuition and Mandatory E&G Fees:** Radford University’s tuition and mandatory E&G fees for in-state undergraduate students for 2013-14 is **10.88 percent (\$743)** lower than the average tuition and mandatory E&G fees at the other Virginia four-year public institutions of higher education. The charts and graph on this page provide a multi-year comparison of tuition and mandatory E&G fees for in-state undergraduate students among the 15 four-year public institutions of higher education in Virginia.

Tuition and Mandatory E&G Fees In-State, Undergraduate Students								
Rank	Institution	FY10	FY11	FY12	FY13	FY14	\$ Change From FY13	% Change From FY13
1	College of William & Mary <sup>1</sup>	\$6,483	\$7,618	\$8,365	\$8,778	\$10,531	\$1,753	19.97%
2	University of Virginia	\$7,873	\$8,780	\$9,684	\$10,066	\$10,460	\$394	3.91%
3	Virginia Commonwealth University <sup>1</sup>	\$5,253	\$6,953	\$7,600	\$7,943	\$9,960	\$2,017	25.39%
4	Virginia Tech	\$7,370	\$8,098	\$8,899	\$9,250	\$9,703	\$453	4.90%
5	George Mason University	\$5,840	\$6,320	\$6,752	\$7,010	\$7,220	\$210	3.00%
6	Virginia Military Institute	\$5,500	\$6,024	\$6,622	\$6,880	\$7,080	\$200	2.91%
7	University of Mary Washington	\$4,946	\$5,500	\$6,160	\$6,468	\$6,758	\$290	4.48%
8	Christopher Newport University	\$4,414	\$5,314	\$5,948	\$6,244	\$6,554	\$310	4.96%
9	Longwood University	\$4,725	\$5,415	\$5,940	\$6,180	\$6,450	\$270	4.37%
<b>10</b>	<b>Radford University</b>	<b>\$4,396</b>	<b>\$5,060</b>	<b>\$5,556</b>	<b>\$5,756</b>	<b>\$6,086</b>	<b>\$330</b>	<b>5.73%</b>
11	Old Dominion University	\$4,412	\$4,722	\$5,052	\$5,221	\$5,492	\$271	5.19%
12	James Madison University	\$3,734	\$4,182	\$4,642	\$4,862	\$5,104	\$242	4.98%
13	Virginia State University	\$3,584	\$3,886	\$4,406	\$4,736	\$4,906	\$170	3.59%
14	University of Virginia at Wise	\$3,696	\$4,020	\$4,357	\$4,575	\$4,801	\$226	4.94%
15	Norfolk State University	\$2,952	\$3,159	\$3,470	\$3,540	\$3,810	\$270	7.63%
	<b>Average<sup>2</sup></b>	<b>\$5,012</b>	<b>\$5,670</b>	<b>\$6,230</b>	<b>\$6,501</b>	<b>\$6,829</b>	<b>\$329</b>	<b>5.10%</b>

1 The institution has adopted a new differential tuition pricing plan for 2013-14

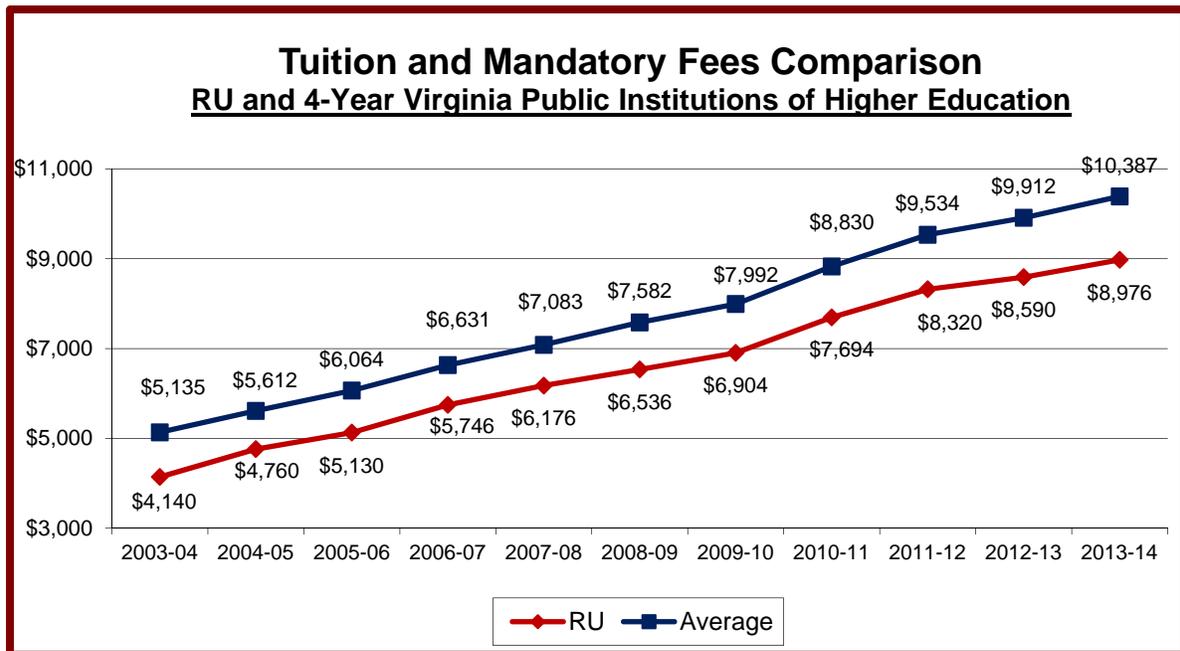
2 Weighted average as calculated by SCHEV in order to account for variable increases at CWM and VCU

### Comprehensive Fees Comparison RU and 4-Year Virginia Public Institutions of Higher Education



**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 2013-14 is **18.76 percent (\$667)** lower than the average comprehensive fee at the other four-year Virginia public institutions of higher education as demonstrated in the charts and graphs on this page.

Comprehensive Fees In-State, Undergraduate Students								
Rank	Institution	FY10	FY11	FY12	FY13	FY14	\$ Change From FY13	% Change From FY13
1	Virginia Military Institute	\$5,690	\$6,304	\$6,562	\$6,955	\$7,324	\$369	5.31%
2	College of William & Mary	\$4,317	\$4,570	\$4,767	\$4,792	\$4,932	\$140	2.92%
3	Longwood University	\$4,200	\$4,440	\$4,590	\$4,710	\$4,890	\$180	3.82%
4	Christopher Newport University	\$3,636	\$3,936	\$4,136	\$4,328	\$4,538	\$210	4.85%
5	James Madison University	\$3,510	\$3,678	\$3,806	\$3,946	\$4,072	\$126	3.19%
6	University of Virginia at Wise	\$3,052	\$3,174	\$3,364	\$3,532	\$3,708	\$176	4.98%
7	Norfolk State University	\$2,920	\$3,068	\$3,220	\$3,220	\$3,416	\$196	6.09%
8	Old Dominion University	\$2,906	\$2,986	\$3,092	\$3,229	\$3,328	\$99	3.07%
9	University of Mary Washington	\$2,166	\$2,362	\$2,646	\$2,778	\$2,902	\$124	4.46%
<b>10</b>	<b>Radford University</b>	<b>\$2,508</b>	<b>\$2,634</b>	<b>\$2,764</b>	<b>\$2,834</b>	<b>\$2,890</b>	<b>\$56</b>	<b>1.98%</b>
11	Virginia State University	\$2,590	\$2,684	\$2,684	\$2,684	\$2,878	\$194	7.23%
12	George Mason University	\$2,184	\$2,364	\$2,514	\$2,610	\$2,688	\$78	2.99%
13	Virginia Commonwealth University	\$1,864	\$1,864	\$1,917	\$1,942	\$2,042	\$100	5.15%
14	University of Virginia	\$1,799	\$1,848	\$1,892	\$1,940	\$1,998	\$58	2.99%
15	Virginia Tech	\$1,365	\$1,491	\$1,610	\$1,673	\$1,752	\$79	4.72%
<b>Average</b>		<b>\$2,980</b>	<b>\$3,160</b>	<b>\$3,304</b>	<b>\$3,412</b>	<b>\$3,557</b>	<b>\$146</b>	<b>4.27%</b>

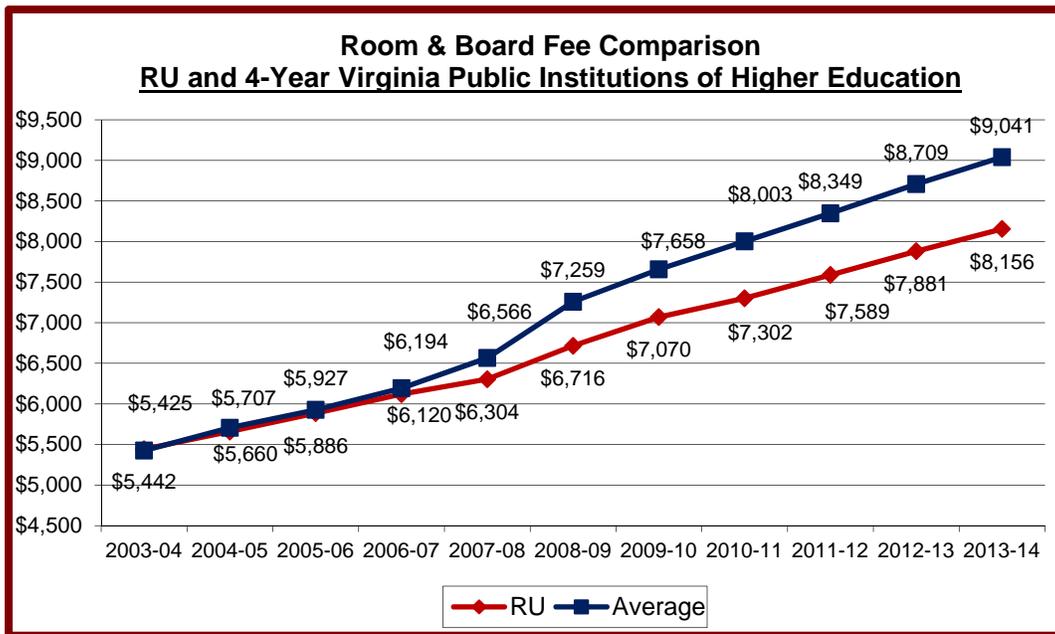


**Tuition and Mandatory Fees:** The charts and graphs shown reflect a multi-year comparison of tuition and mandatory fees for in-state undergraduate students among the 15 four-year public institutions in Virginia. Radford University’s tuition and mandatory fees for 2013-14 are **13.58 percent (\$1,411)** 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	FY10	FY11	FY12	FY13	FY14	\$ Change From FY13	% Change From FY13
1	College of William & Mary	\$10,800	\$12,188	\$13,132	\$13,570	\$15,463	\$1,893	13.95%
2	Virginia Military Institute	\$11,190	\$12,328	\$13,184	\$13,835	\$14,404	\$569	4.11%
3	University of Virginia	\$9,672	\$10,628	\$11,576	\$12,006	\$12,458	\$452	3.76%
4	Virginia Commonwealth University	\$7,117	\$8,817	\$9,517	\$9,885	\$12,002	\$2,117	21.42%
5	Virginia Tech	\$8,735	\$9,589	\$10,509	\$10,923	\$11,455	\$532	4.87%
6	Longwood University	\$8,925	\$9,855	\$10,530	\$10,890	\$11,340	\$450	4.13%
7	Christopher Newport University	\$8,050	\$9,250	\$10,084	\$10,572	\$11,092	\$520	4.92%
8	George Mason University	\$8,024	\$8,684	\$9,266	\$9,620	\$9,908	\$288	2.99%
9	University of Mary Washington	\$7,112	\$7,862	\$8,806	\$9,246	\$9,660	\$414	4.48%
10	James Madison University	\$7,244	\$7,860	\$8,448	\$8,808	\$9,176	\$368	4.18%
11	<b>Radford University</b>	<b>\$6,904</b>	<b>\$7,694</b>	<b>\$8,320</b>	<b>\$8,590</b>	<b>\$8,976</b>	<b>\$386</b>	<b>4.49%</b>
12	Old Dominion University	\$7,318	\$7,708	\$8,144	\$8,450	\$8,820	\$370	4.38%
13	University of Virginia at Wise	\$6,748	\$7,194	\$7,721	\$8,107	\$8,509	\$402	4.96%
14	Virginia State University	\$6,174	\$6,570	\$7,090	\$7,420	\$7,784	\$364	4.91%
15	Norfolk State University	\$5,872	\$6,227	\$6,690	\$6,760	\$7,226	\$466	6.89%
<b>Average<sup>2</sup></b>		<b>\$7,992</b>	<b>\$8,830</b>	<b>\$9,534</b>	<b>\$9,912</b>	<b>\$10,387</b>	<b>\$639</b>	<b>4.79%</b>

1 The institution has adopted a new differential tuition pricing plan for 2013-14.

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. The charts and graphs shown compare the average room and board rates for the past ten years. 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 (SCHEV). Radford University’s average room and board for 2013-14 is **9.79 percent (\$885)** lower than the average room and board at other Virginia public four-year institutions.

Average Room & Board In-State, Undergraduate Students								
Rank	Institution	FY10	FY11	FY12	FY13	FY14	\$ Change From FY13	% Change From FY13
1	Virginia State University	\$8,050	\$8,152	\$8,880	\$9,680	\$10,008	\$328	3.39%
2	University of Virginia at Wise	\$7,770	\$8,351	\$8,890	\$9,440	\$9,990	\$550	5.83%
3	Christopher Newport University	\$9,040	\$9,340	\$9,528	\$9,728	\$9,958	\$230	2.36%
4	College of William & Mary	\$8,502	\$8,684	\$8,892	\$9,318	\$9,816	\$498	5.34%
5	University of Virginia	\$8,290	\$8,652	\$9,036	\$9,419	\$9,717	\$298	3.16%
6	University of Mary Washington	\$7,462	\$8,012	\$8,468	\$8,840	\$9,122	\$282	3.19%
7	Virginia Commonwealth University	\$8,335	\$8,526	\$8,646	\$8,748	\$9,082	\$334	3.82%
8	George Mason University	\$7,700	\$7,940	\$8,400	\$8,680	\$8,990	\$310	3.57%
9	Old Dominion University	\$7,526	\$7,902	\$8,218	\$8,547	\$8,912	\$365	4.27%
10	Longwood University	\$7,596	\$8,114	\$8,114	\$8,448	\$8,876	\$428	5.07%
11	James Madison University	\$7,690	\$8,020	\$8,340	\$8,630	\$8,873	\$243	2.82%
12	Norfolk State University	\$7,329	\$7,622	\$7,927	\$8,130	\$8,374	\$244	3.00%
<b>13</b>	<b>Radford University</b>	<b>\$7,070</b>	<b>\$7,302</b>	<b>\$7,589</b>	<b>\$7,881</b>	<b>\$8,156</b>	<b>\$275</b>	<b>3.49%</b>
14	Virginia Military Institute	\$6,792	\$7,132	\$7,446	\$7,733	\$8,088	\$355	4.59%
15	Virginia Tech	\$5,824	\$6,290	\$6,856	\$7,254	\$7,650	\$396	5.46%
<b>Average</b>		<b>\$7,665</b>	<b>\$8,003</b>	<b>\$8,349</b>	<b>\$8,698</b>	<b>\$9,041</b>	<b>\$342</b>	<b>3.94%</b>

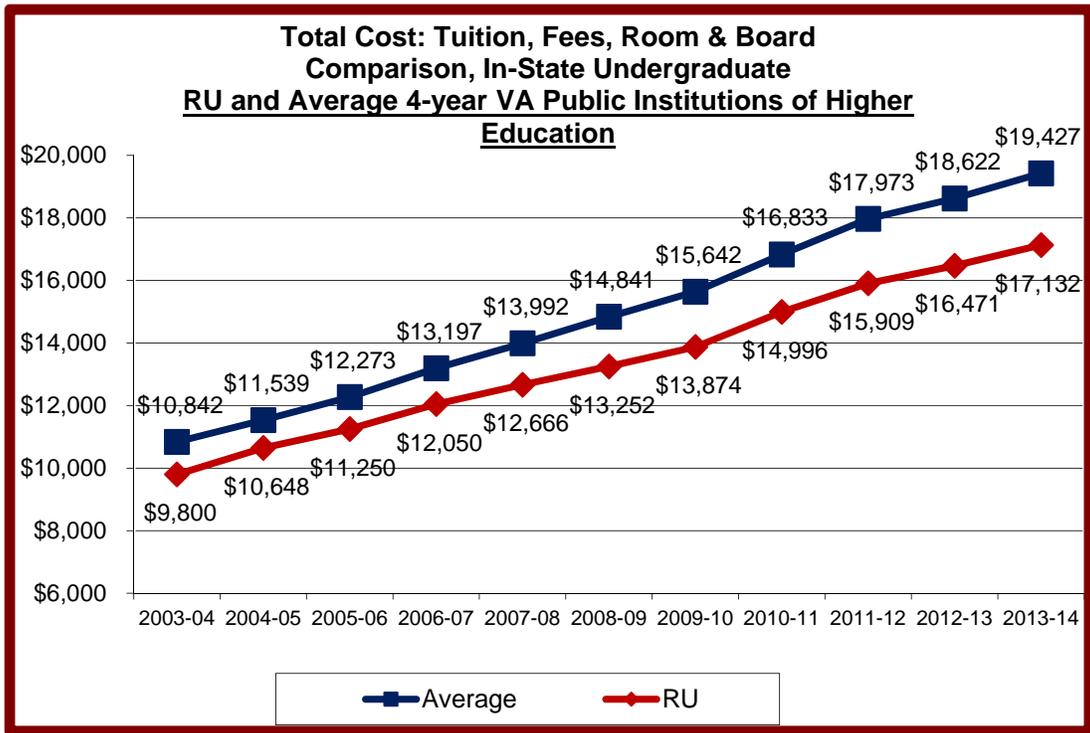


### TOTAL PRICE (TUITION, MANDATORY FEES, ROOM AND BOARD)

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 2013-14 academic year, Radford University’s total cost (tuition, mandatory fees, room and board) is **11.81 percent (\$2,295)** lower than the average total cost at the other Virginia public four-year institutions of higher education.

In-State, Undergraduate Students	2013-14 State Average	2013-14 RU Total Cost	\$ RU Below Average	% RU Below Average
Tuition and Mandatory E&G Fees	\$6,829	\$6,086	(\$743)	-10.88%
Comprehensive Fee	\$3,557	\$2,890	(\$667)	-18.76%
Room & Board	\$9,041	\$8,156	(\$885)	-9.79%
<b>Total</b>	<b>\$19,427</b>	<b>\$17,132</b>	<b>(\$2,295)</b>	<b>-11.81%</b>



<b>Total Tuition, Comprehensive Fees, Room &amp; Board Fees In-State, Undergraduate Students</b>									
Rank	Institution	FY09	FY10	FY11	FY12	FY13	FY14	\$ Change From FY13	% Change From FY13
1	College of William & Mary <sup>1</sup>	\$18,276	\$19,302	\$20,872	\$22,024	\$22,888	\$25,279	\$2,391	10.45%
2	Virginia Military Institute	\$17,000	\$17,982	\$19,460	\$20,630	\$21,568	\$22,492	\$924	4.28%
3	University of Virginia	\$17,120	\$17,962	\$19,280	\$20,612	\$21,425	\$22,175	\$750	3.50%
4	Virginia Commonwealth University <sup>1</sup>	\$14,693	\$15,452	\$17,343	\$18,163	\$18,633	\$21,084	\$2,451	13.15%
5	Christopher Newport University	\$16,450	\$17,090	\$18,590	\$19,612	\$20,300	\$21,050	\$750	3.69%
6	Longwood University	\$15,355	\$16,521	\$17,969	\$18,644	\$19,338	\$20,216	\$878	4.54%
7	Virginia Tech	\$13,674	\$14,559	\$15,879	\$17,365	\$18,177	\$19,105	\$928	5.11%
8	George Mason University	\$14,872	\$15,724	\$16,624	\$17,666	\$18,300	\$18,898	\$598	3.27%
9	University of Mary Washington	\$13,814	\$14,574	\$15,874	\$17,274	\$18,086	\$18,782	\$696	3.85%
10	University of Virginia at Wise	\$13,351	\$14,518	\$15,545	\$16,611	\$17,547	\$18,499	\$952	5.43%
11	James Madison University	\$14,422	\$14,934	\$15,880	\$16,788	\$17,438	\$18,049	\$611	3.50%
12	Virginia State University	\$13,613	\$14,224	\$14,722	\$15,970	\$17,100	\$17,792	\$692	4.05%
13	Old Dominion University	\$14,052	\$14,844	\$15,610	\$16,362	\$16,997	\$17,732	\$735	4.32%
14	<b>Radford University</b>	<b>\$13,252</b>	<b>\$13,974</b>	<b>\$14,996</b>	<b>\$15,909</b>	<b>\$16,471</b>	<b>\$17,132</b>	<b>\$661</b>	<b>4.01%</b>
15	Norfolk State University	\$12,676	\$13,201	\$13,849	\$14,617	\$14,890	\$15,600	\$710	4.77%
<b>Average<sup>2</sup></b>		<b>\$14,841</b>	<b>\$15,657</b>	<b>\$16,833</b>	<b>\$17,883</b>	<b>\$18,611</b>	<b>\$19,427</b>	<b>\$810</b>	<b>4.40%</b>

<sup>1</sup> The institution has adopted a new differential tuition pricing plan for 2013-14.

<sup>2</sup> 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, etc.
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, dean of students, 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



## E&G NEW INITIATIVE FUNDING

The following represent the major base budget initiatives funded for 2013-14:

- Academic Affairs:
  - Faculty positions in critical programmatic areas
  - Adjuncts to address increased enrollment
  - Faculty promotion and tenure actions
  - T&R faculty salary inequities
  - Retention initiatives
  - Admissions processors and out-of-state recruiters
  - Wintermester and online course development
  - Professional advisors
  - Undergraduate research
  - Mandatory and operational cost increases
  - Library collections (one-time)
  - Food lab renovation (one-time)
  
- Central Administration
  - Restructure Human Resources to provide university-wide support
  - New staff auditor position
  
- Finance and Administration
  - Operation and maintenance of facilities
  - Safety and security needs
  - Implementation of facilities restructuring plan
  - Retro commissioning and efficiency upgrades (sustainability efforts)
  - Equipment replacement cycle
  
- Information Technology
  - Hardware and software maintenance contract increases
  - Identity management contract
  - Implementation of division restructuring plan
  - Emerging technological equipment

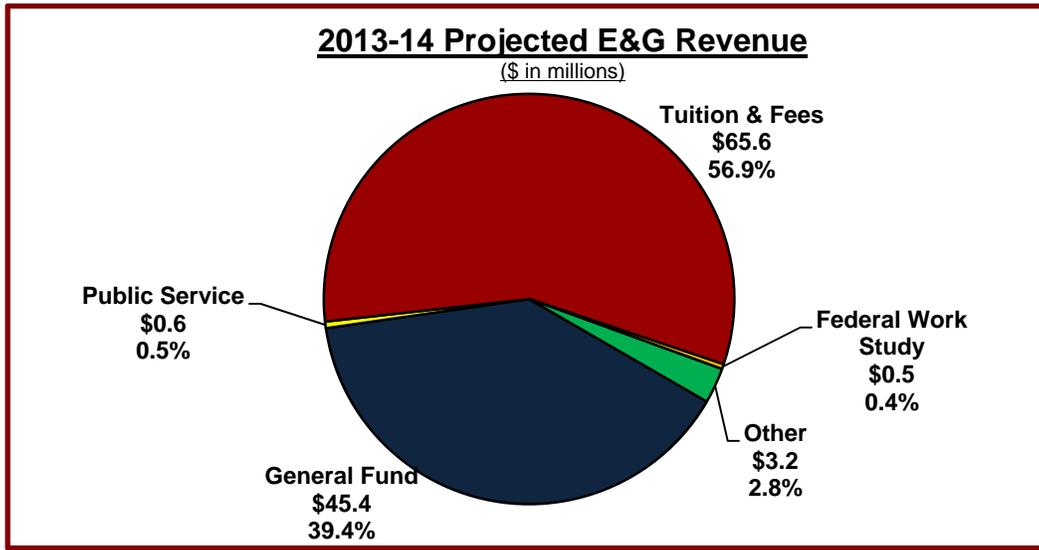


- Student Affairs
  - Diversity & Inclusion staffing and operational support
  - Diversity & Inclusion Guest in Residence program
  - New Budget Manager/Contracts Administrator position
  
- University Advancement
  - Implementation of division restructuring plan
  - Solicitation and program materials
  
- University Relations
  - Marketing and branding initiative
  - Implementation of division restructuring plan
  
- Central Adjustments
  - Fringe benefit, and health insurance rate adjustments
  - State authorized salary increases
  - Utilities
  - Auxiliary administrative overhead rate and recovery realignment

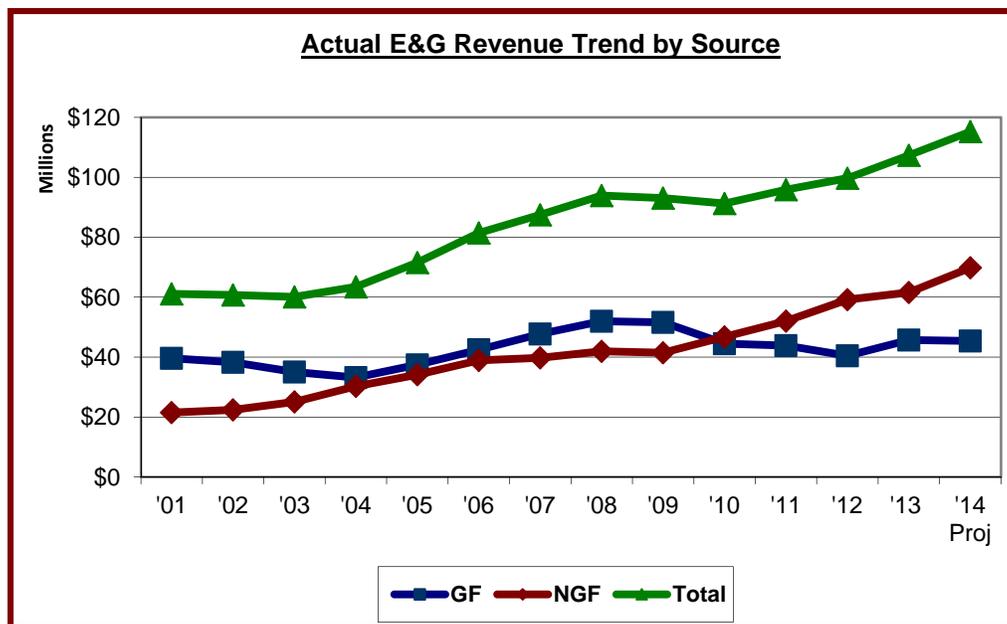


## PROGRAM REVENUES

As displayed below, the state general fund is projected to comprise **39.4 percent** of Radford University's E&G revenue in 2013-14. Tuition (57.8 percent) and other E&G sources (e.g. federal work study, application fees, public service, indirect costs, etc.) of revenue (2.8 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 state general fund support, to sustain instructional program and student support services.



The table below compares actual E&G revenue collections from 2009-10 through 2012-13 along with 2013-14 revenue projections. The 2013-14 revenue projection includes projected increases in nongeneral fund revenue that is pending state approval.

<b>E&amp;G Revenue</b>					
<b>Source</b>	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Projected FY14</b>
General fund*	\$44,506,649	\$43,842,508	\$40,464,410	\$45,734,257	\$45,405,955
Tuition & Fees	42,777,762	48,888,812	55,428,324	59,852,898	65,564,679
Public service	252,862	193,005	171,796	203,463	600,000
Federal work study	451,311	463,266	455,029	439,622	455,029
Other E&G revenue	521,454	536,686	1,671,515	1,522,636	3,619,494
Commonwealth Reversions	(994,710)	(605,119)	(2,091,643)	(416,993)	(410,257)
<b>Subtotal</b>	<b>\$87,515,328</b>	<b>\$93,319,158</b>	<b>\$96,099,431</b>	<b>\$107,335,883</b>	<b>\$115,234,900</b>
One-time Federal Stimulus	3,761,001	2,560,300	3,590,297	0	0
<b>Total</b>	<b>\$91,276,329</b>	<b>\$95,879,458</b>	<b>\$99,689,728</b>	<b>\$107,335,883</b>	<b>\$115,234,900</b>

\* 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:

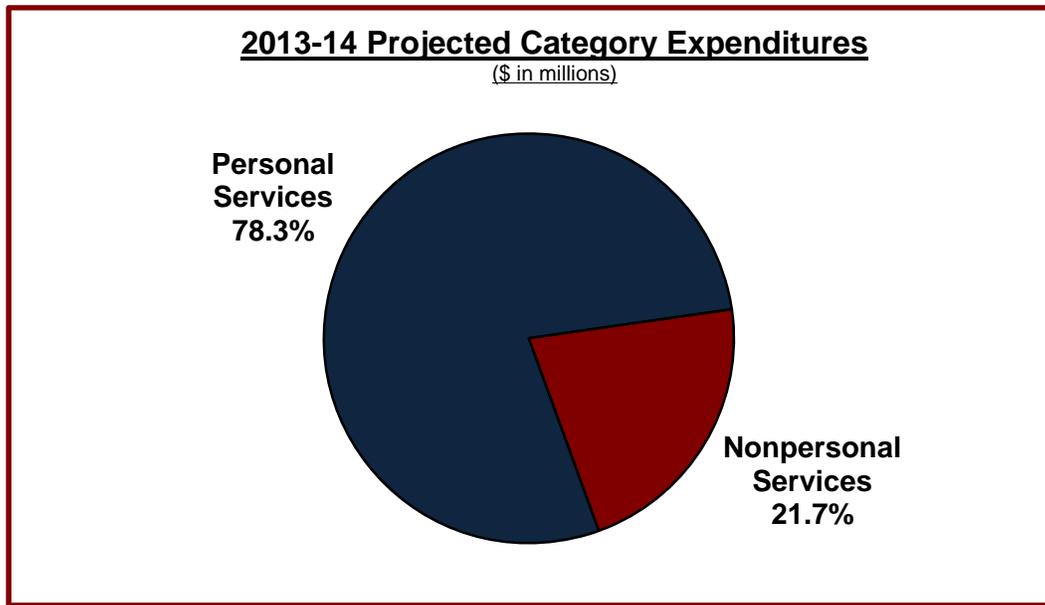
- Personal services – salaries, wages, and fringe benefits (social security, retirement, health insurance, etc).
- Nonpersonal services – operating costs (contractual services, travel, supplies, equipment, etc).

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

### **Summary of 2013-14 projected category expenditures:**

Personal Services	\$90,227,560
Nonpersonal Services	<u>25,007,340</u>
<b>Total</b>	<b>\$115,234,900</b>

As illustrated in the chart below, **78.3 percent** of 2013-14 E&G program expenditures are projected to support personal services costs.



### PERSONAL SERVICES PROFILE

For 2013-14, Radford University is authorized to fill a total of 1,079.38 E&G positions. Wage positions, including student workers, are not counted in the total authorized position level. E&G's current position distribution is displayed below as reported to the Department of Planning and Budget in July 2013 on the annual operating plan.

E&G Position Allocation		
Personnel Classifications	Number of Positions	% of Total
Faculty, full- and part-time, GA's	485.44	45.0%
Information Technology	69.25	6.4%
Classified employees	347.53	32.2%
Faculty, administrative/professional	177.16	16.4%
<b>Total</b>	<b>1,079.38</b>	<b>100.0%</b>

The table below displays **2013-14 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:

<b>E&amp;G Personal Services</b>					
<b>Program</b>	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Projected FY14</b>
Instruction	\$44,157,058	\$45,720,083	\$48,855,625	\$52,296,883	\$58,435,663
Public Service	111,773	104,741	83,371	115,461	\$0
Academic Support	6,988,204	6,801,773	7,012,421	7,385,951	\$8,083,969
Student Services	3,503,457	4,033,732	4,064,383	4,055,292	\$5,371,901
Institutional Support	10,908,691	11,814,848	11,688,740	11,969,908	\$12,518,291
Physical Plant	4,157,093	4,423,742	4,816,331	4,758,720	\$5,817,736
<b>Total</b>	<b>\$69,826,276</b>	<b>\$72,898,919</b>	<b>\$76,520,871</b>	<b>\$80,582,215</b>	<b>\$90,227,560</b>

\*Student Services projected personal services for 2013-14 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 **2013-14 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.

<b>E&amp;G Nonpersonal Services by Program</b>					
<b>Program</b>	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Projected FY14</b>
Instruction	\$8,026,191	\$8,613,874	\$9,203,774	\$9,334,694	\$9,970,372
Public Service	112,070	75,105	78,439	85,401	\$600,000
Academic Support	2,822,117	2,833,570	2,829,610	3,480,813	\$2,871,662
Student Services	1,649,411	1,523,292	1,508,748	1,279,947	\$1,296,358
Institutional Support	4,243,188	3,190,982	3,452,551	4,247,312	\$3,417,426
Physical Plant	4,530,372	6,689,186	5,925,012	8,207,824	\$6,851,522
<b>Total</b>	<b>\$21,383,349</b>	<b>\$22,926,009</b>	<b>\$22,998,134</b>	<b>\$26,635,991</b>	<b>\$25,007,340</b>

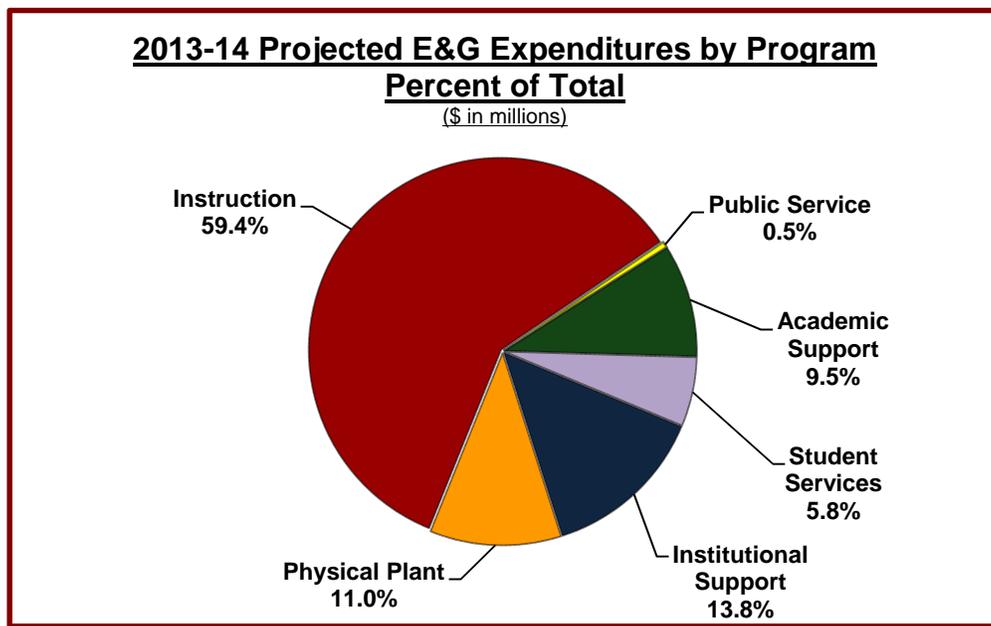
<b>E&amp;G Nonpersonal Services by Major Expenditure Category</b>		
<b>Expenditure Category</b>	<b>Actual Expenditures FY13</b>	<b>Projected Expenditures FY14</b>
Contractual services (Computer software/hardware maintenance services, custodial services, travel, printing services, maintenance/repair services, organizational memberships, postal services, professional services, telephones, etc)	\$9,891,051	\$9,165,235
Supplies and materials (Classroom and office supplies, maintenance supplies, natural gas/gasoline/oil, etc)	2,738,309	2,203,247
Transfer payments (Unemployment compensation payments, Scholarships, etc)	275,839	218,306
Continuous charges (Electrical/refuse/water/sewer, insurance, rentals, leases, etc)	3,217,092	4,187,574
Equipment/improvements (Computer hardware and software, office equipment educational/classroom equipment, electronic equipment, library materials, office furniture, photographic equipment, etc)	10,513,700	9,232,978
<b>Grand Total</b>	<b>\$26,635,991</b>	<b>\$25,007,340</b>

## **EDUCATIONAL AND GENERAL EXPENDITURE SUMMARY**

The following tables compare **total 2013-14 projected expenditure** budgets for E&G programs with actual expenditures for the previous fiscal year(s).

<b>E&amp;G Personal and Nonpersonal Services</b>		
<b>Expenditure Category</b>	<b>Actual Expenditures FY13</b>	<b>Projected Expenditures FY14</b>
Personal services	\$80,582,215	\$90,227,560
Nonpersonal services	26,635,991	25,007,340
<b>Grand Total</b>	<b>\$107,218,206</b>	<b>\$115,234,900</b>

<b>Total E&amp;G Expenditures by Program</b>					
<b>Program</b>	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Projected FY14</b>
Instruction	\$52,183,249	\$54,333,957	\$58,059,399	\$61,631,577	\$68,406,035
Public Service	223,843	179,846	161,810	200,862	600,000
Academic Support	9,810,321	9,635,343	9,842,031	10,866,764	10,955,631
Student Services	5,152,868	5,557,024	5,573,131	5,335,239	6,668,259
Institutional Support	15,151,879	15,005,830	15,141,291	16,217,220	15,935,717
Physical Plant	8,687,465	11,112,928	10,741,343	12,966,544	12,669,258
<b>Total</b>	<b>\$91,209,625</b>	<b>\$95,824,928</b>	<b>\$99,519,005</b>	<b>\$107,218,206</b>	<b>\$115,234,900</b>



<b>Total E&amp;G Expenditures by Program</b> <b>Program Percent of Total</b>					
<b>Program</b>	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Projected FY14</b>
Instruction	57.21%	56.70%	58.34%	57.48%	59.36%
Public Service	0.25%	0.19%	0.16%	0.19%	0.52%
Academic Support	10.76%	10.06%	9.89%	10.14%	9.51%
Student Services	5.65%	5.80%	5.60%	4.98%	5.79%
Institutional Support	16.61%	15.66%	15.21%	15.13%	13.83%
Physical Plant	9.52%	11.60%	10.79%	12.09%	10.99%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

## AUXILIARY ENTERPRISES

### PROGRAM OVERVIEW

Auxiliary Enterprises, representing **33.8 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 and 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
Recreation	Operations and facility maintenance
Student Activities	Student programming, clubs and organizations
Student Union	Operations and facility maintenance
Student Health and Counseling	Student health/counseling services (third-party contract with Carilion Medical Center); SAVES and Disability Resource Office operations
Telephone Services	Student telephones and University telephone system
Other Auxiliary Support	RU Express & ID, Photocopying, student wages, and support staff

## AUXILIARY NEW INITIATIVE FUNDING

The following represent the major base budget initiatives funded for 2013-14:

- Dining Services:
  - Annual contract escalator
  - Fringe benefit and health insurance rate adjustments
  
- Housing and Residential Services:
  - Student scholarships - to cover Board authorized tuition and fee increases
  - Resident Directors for apartment complexes
  - Assistant Director for resident student retention programming
  - Fringe benefit and health insurance rate adjustments
  - Debt service payments for Washington Hall
  
- Parking & Transportation
  - Parking lot maintenance and repair cycle
  - One-time capital purchases for transit operations



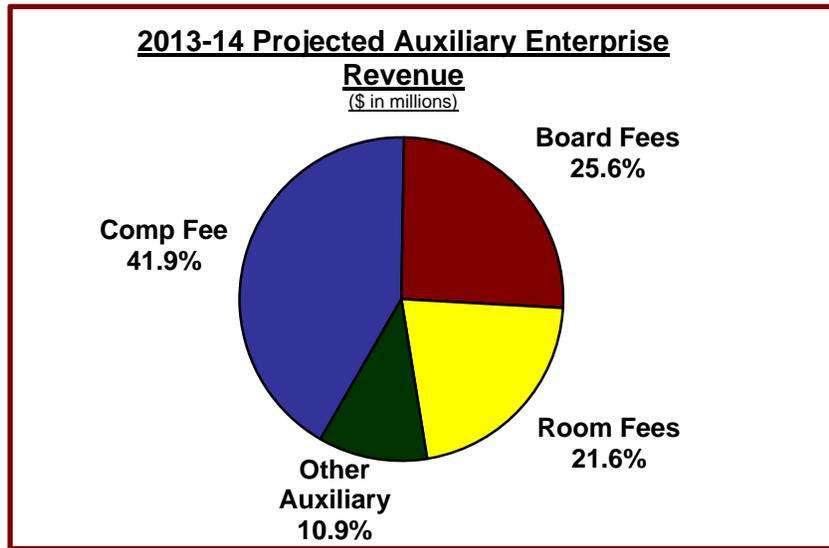
- Student Health Services
  - Annual contract escalator (CPI)
  - Additional counseling hours
  
- Student Union and Recreation

- Phased-in staff for to prepare for the opening of the Student Fitness and Wellness Center
  - Coordinator of Greek Life
  - Coordinator of Student Involvement
  - Fully fund student wages to minimum wage rate
  - Debt service payments for the Student Fitness and Wellness Center
  - Fringe benefit and health insurance rate adjustments
  - One-time funding to improve and expand intramural fields and lighting
  - One-time funds to renovate the SOARS Center
- Other Auxiliary Enterprises
    - Retro commissioning and efficiency upgrades for auxiliary buildings
    - Utilities
    - Fringe benefit and health insurance rate adjustments
    - One-time funds to upgrade RU Express server
    - One-time funds to purchase campus trash cans and benches
    - One-time maintenance reserve projects for auxiliary buildings (e.g. install air handler, install sewer and spring pumps, etc.)
- Intercollegiate Athletics
    - Scholarships - to cover tuition and fee increases
    - Address compliance, insurance, and operational needs
    - To remain in compliance with requirements of the Affordable Care Act (ACA), converted three part-time positions to two full-time positions
    - Fringe benefit and health insurance rate adjustments; personal service adjustments
    - One-time funds to develop an Athletics Facility Master Plan
    - One-time funding to renovate the softball seating, press box, and dugouts to remain in compliance with Title IX



## PROGRAM REVENUES

Auxiliary revenues are derived from the comprehensive fee, room and board user fees, and other auxiliary activities. Auxiliary Enterprises' authorized appropriation for 2013-14 is \$59.9 million (Chapter 806 of the Virginia Acts of Assembly). However, auxiliary revenues historically exceed the state appropriation; therefore, for this presentation the projected revenue of **68.3 million** is used.



The table below compares projected 2013-14 auxiliary revenue with 2012-13 actual collections.

<b>Auxiliary Revenue</b>		
<b>Source</b>	<b>Actual FY13</b>	<b>Projected FY14</b>
Mandatory fee-comprehensive	\$26,786,244	\$28,658,016
User fee-board/meal plans/commissions	18,105,954	17,497,795
User fee-room/apartments/telephone	13,414,148	14,733,026
Other auxiliary activities	6,710,404	7,443,697
<b>Total</b>	<b>\$65,016,750</b>	<b>\$68,332,534</b>

When compared to projected expenditures (\$59.2 million), projected revenues (\$68.3 million) exceed projected expenditures by approximately 15.4 percent. 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.

<b>2012-13 Actual Auxiliary Revenue</b>				
<b>Activity</b>	<b>Room/Board Fee</b>	<b>Comprehensive Fee</b>	<b>Other</b>	<b>Total</b>
Dining Services (board & vending)	\$13,659,403		\$4,446,551	\$18,105,954
Residence Halls (room)	12,992,664		106,334	13,098,998
Athletics		10,762,002	1,051,062	11,813,064
Student Health		2,731,021	176,628	2,907,649
Student Union		2,233,422	27,580	2,261,002
Student Activities		1,171,710	135,703	1,307,413
Parking/Shuttle Services		978,615	447,459	1,426,074
Telephone Services	315,150		327,865	643,015
Building/Facility		2,316,529	41,441	2,357,970
Bookstore Commission			459,704	459,704
Recreation Center		2,301,308	724,271	3,025,579
Auxiliary Support		1,463,079	1,692,267	3,155,346
Auxiliary Interest			817,817	817,817
Debt Service		2,828,557	(722,072)	2,106,485
Other Auxiliary Support			1,530,680	1,530,680
<b>Total</b>	<b>\$26,967,217</b>	<b>\$26,786,243</b>	<b>\$11,263,290</b>	<b>\$65,016,750</b>

<b>2013-14 Projected Auxiliary Revenue</b>				
<b>Activity</b>	<b>Room/Board Fee</b>	<b>Comprehensive Fee</b>	<b>Other</b>	<b>Total</b>
Dining Services (board & vending)	\$14,620,195		\$2,877,600	\$17,497,795
Residence Halls (room)	14,311,226		106,800	14,418,026
Athletics		11,401,080	1,106,747	12,507,827
Student Health		2,890,736	200,000	3,090,736
Student Union		2,430,408	22,500	2,452,908
Student Activities		1,223,752	133,400	1,357,152
Parking/Shuttle Services		1,103,080	628,642	1,731,722
Telephone Services	315,000		250,500	565,500
Building/Facility		2,472,600	45,000	2,517,600
Bookstore Commission			390,000	390,000
Recreation Center		2,583,640	1,398,866	3,982,506
Auxiliary Support		1,594,600	1,869,905	3,464,505
Auxiliary Interest			960,000	960,000
Debt Service		2,958,120	(1,505,613)	1,452,507
Other Auxiliary Support			1,943,750	1,943,750
<b>Total</b>	<b>\$29,426,421</b>	<b>\$28,658,016</b>	<b>\$10,428,097</b>	<b>\$68,332,534</b>

## PROGRAM EXPENDITURES

### PERSONAL SERVICES PROFILE

Personal services are classified into the following personnel classifications. For 2013-14, Radford University is authorized to fill a total of **254.66 positions** in the Auxiliary Enterprises program. Wage positions, including student workers, are not counted toward the total authorized position level. Auxiliary Enterprises' current position distribution is displayed below as reported to the Department of Planning and Budget in July 2013 on the annual operating plan:

Auxiliary Position Allocation		
Personnel Classifications	Number of Positions	% of Total
Administrative/professional faculty	86.29	33.9%
Information Technology	4.50	1.8%
Classified employees	163.87	64.3%
<b>Total</b>	<b>254.66</b>	<b>100.0%</b>

The table below displays **2013-14 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 FY10	Actual FY11	Actual FY12	Actual FY13	Projected FY14
Athletics	\$3,974,583	\$4,224,211	\$4,265,893	\$4,501,085	\$4,751,433
Auxiliary Support & Other	1,542,548	1,437,756	1,011,392	1,552,358	1,941,013
Bookstore	171,164	54,428	0	73,936	76,588
Dining Services	251,949	141,437	(8,813)	277,522	253,564
Parking/Transportation	355,434	333,734	253,403	233,626	269,702
Residential Services	2,488,078	2,493,616	2,006,388	2,649,353	3,286,552
Student Activities	159,568	161,299	177,052	196,656	209,489
Student Health	427,924	302,209	126,983	368,526	695,063
Student Union & Recreation	1,491,048	1,476,939	1,427,459	1,680,190	1,951,657
Telecommunications	124,488	127,724	131,925	117,611	135,631
<b>Total</b>	<b>\$10,986,784</b>	<b>\$10,753,353</b>	<b>\$9,391,682</b>	<b>\$11,650,863</b>	<b>\$13,570,692</b>

## NONPERSONAL SERVICES PROFILE

The table below shows **2013-14 projected nonpersonal services expenditures** by major category for Auxiliary Enterprises as compared to 2012-13 actual expenditures.

<b>Auxiliary Enterprises Nonpersonal Services</b>		
<b>Expenditure Category</b>	<b>Actual Expenditures</b>	<b>Projected Expenditures</b>
	<b>FY13</b>	<b>FY14</b>
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)	\$19,629,223	\$22,019,222
Supplies and materials (Natural gas/gasoline/oil, maintenance supplies, office supplies, recreational supplies, etc)	2,201,993	1,835,245
Transfer payments (Athletic scholarships, unemployment, etc)	5,553,096	6,379,335
Continuous charges (Electrical/refuse/ water/sewer, insurance, rentals, equipment leases, indirect cost recoveries, service charges, etc)	8,560,088	10,235,464
Equipment and improvements (Computer hardware and software, recreational equipment, maintenance equipment, office equipment, residence hall furniture and equipment, etc)	1,648,139	3,085,655
Plant and improvements	109,079	121,219
Debt Service	763,548	1,955,613
<b>Grand Total</b>	<b>\$38,465,166</b>	<b>\$45,631,753</b>

## AUXILIARY ENTERPRISES SUMMARY

The following table compares the **2013-14 projected expenditure** budgets for Auxiliary Enterprises with actual expenditures for the previous 2012-13 fiscal year.

<b>Auxiliary Expenditure Summary</b>		
<b>Expenditure Category</b>	<b>Actual FY13</b>	<b>Projected FY14</b>
Personal services	\$11,650,863	\$13,570,692
Nonpersonal services	38,465,167	45,631,753
<b>Grand Total</b>	<b>\$50,116,030</b>	<b>\$59,202,445</b>

The table below compares 2013-14 projected revenue and expenditure activities for Auxiliary Enterprises with actual revenues and expenditures for the previous fiscal year.

<b>Auxiliary Fund Balance</b>		
<b>Category</b>	<b>Actual Activity FY13</b>	<b>Projected Activity FY14</b>
Revenues	\$65,016,750	\$68,332,534
Expenditures	(50,116,030)	(59,202,445)
<b>Fund Balance</b>	<b>\$14,900,720</b>	<b>\$9,130,089</b>

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:

- Washington Hall renovation
- Student Fitness and Wellness Center construction to reduce debt obligation
- Student Fitness and Wellness Center equipment
- Muse dining hall refresh
- Athletic complex renovation projects
- Muse Hall renovation
- Maintenance reserve projects
- Equipment replacement and renewal
- Hurlburt Hall student center addition
- Land acquisition
- Intramural field expansion
- 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 2013-14, the state has appropriated \$8,087,230 in general fund support which reflects a \$241,254 increase over the prior year. 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 1,100 Radford University students during 2013-14.

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 presents 2013-14 projected revenues compared with the actual revenues for 2012-13.

Student Financial Assistance Revenue		
Revenue Category	Actual FY13	Projected FY14
General fund	\$7,845,976	\$8,087,230
Nongeneral fund	1,907,471	1,907,471
<b>Grand Total</b>	<b>\$9,753,447</b>	<b>\$9,994,701</b>

## PROGRAM EXPENDITURES

The following table compares projected 2013-14 expenditures with 2012-13 actual expenditures:

Student Financial Assistance Expenditures		
Expenditure Category	Actual FY13	Projected FY14
Undergraduate awards	\$9,183,047	\$9,324,089
Graduate awards	570,400	670,612
<b>Grand Total</b>	<b>\$9,753,447</b>	<b>\$9,994,701</b>

# SPONSORED PROGRAMS

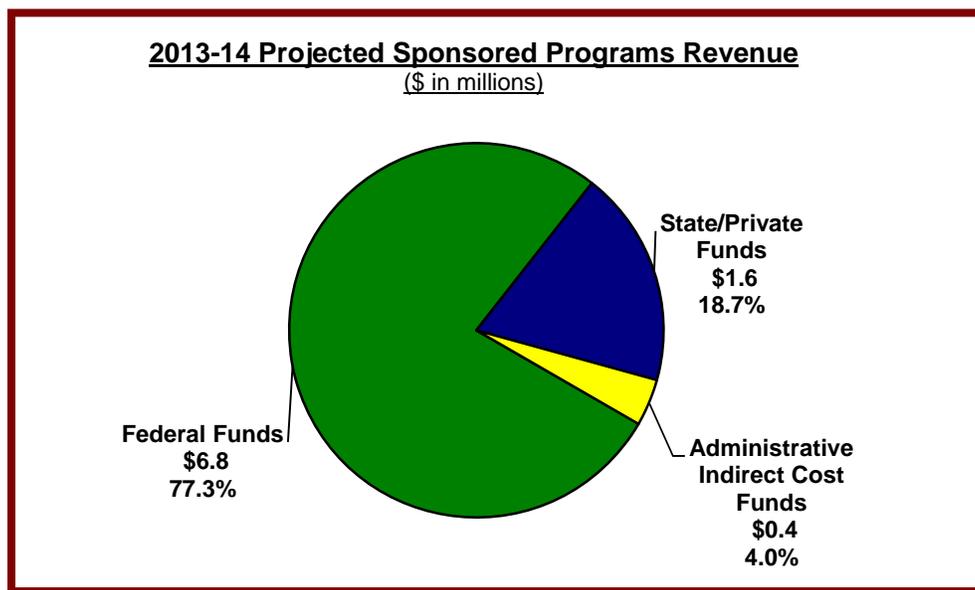
## PROGRAM OVERVIEW

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 **\$8.8 million** for 2013-14.

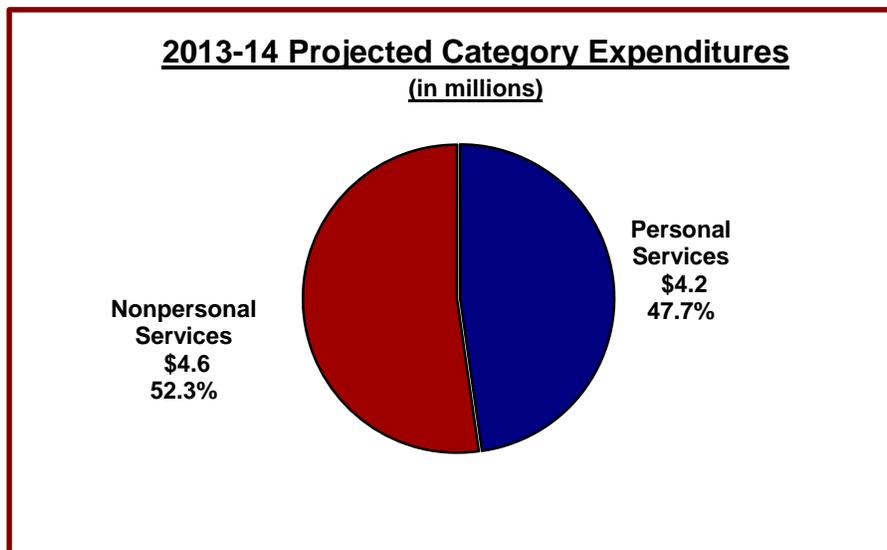


The following table compares 2013-14 projected revenues with 2012-13 actual revenues by fund source.

<b>Sponsored Programs Revenue Summary</b>		
<b>Revenue Category</b>	<b>Actual Revenue FY13</b>	<b>Projected Revenue FY14</b>
<b>General Fund</b>	\$0	\$0
<b>Nongeneral Fund</b>		
Federal	4,803,924	6,796,099
State/private	1,162,881	1,645,125
Indirect Costs	251,750	356,150
Eminent Scholar	0	0
<b>Grand Total</b>	<b>\$6,218,555</b>	<b>\$8,797,374</b>

## **PROGRAM EXPENDITURES**

As displayed below, **47.7 percent** 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 2013-14 projected category expenditures:**

Personal Services	\$4,200,009
Nonpersonal Services	<u>4,597,365</u>
<b>Total</b>	<b>\$8,797,374</b>

## PERSONAL SERVICES PROFILE

Personal services are classified into three major personnel categories. For 2013-14, Radford University is authorized to fill a total of **56 positions** in Sponsored Programs. Wage positions, including student workers, are not counted toward the total authorized position level. Sponsored Programs' current position distribution as reported to the Department of Planning and Budget in July 2013 on the annual operating plan is as follows:

Sponsored Programs Position Allocation		
Personnel Classifications	Number of Positions	% of Total
Faculty, full- and part-time	6.56	11.7%
Faculty, administrative/professional	33.29	59.5%
Classified employees	16.15	28.8%
<b>Total</b>	<b>56.00</b>	<b>100.0%</b>



The following table compares **2013-14 projected personal services expenditures** for Sponsored Programs to 2012-13 actual activity by personnel classification:

Sponsored Programs Personal Services				
Personnel Classification	Actual FY13		Projected FY14	
	Actual	% Total	Budget	% Total
Administrative/professional faculty	\$1,068,022	41.03%	\$1,723,113	41.03%
Classified employees	133,161	5.12%	214,838	5.12%
Teaching faculty, full-time	75,144	2.89%	121,235	2.89%
Teaching & AP faculty, part-time	622,142	23.90%	1,003,744	23.90%
General wages	127,110	4.88%	205,075	4.88%
Fringe benefits	577,676	22.19%	932,004	22.19%
<b>Total</b>	<b>\$2,603,255</b>	<b>95.33%</b>	<b>\$4,200,009</b>	<b>100.00%</b>

## NONPERSONAL SERVICES PROFILE

The table below compares 2013-14 **projected nonpersonal services expenditures** for Sponsored Programs to 2012-13 actual activity by major expenditure category:

<b>Sponsored Programs Nonpersonal Services</b>		
<b>Expenditure Category</b>	<b>Actual Expenditures</b>	<b>Projected Expenditures</b>
	<b>FY13</b>	<b>FY14</b>
Contractual services (Computer software/hardware maintenance services, food/dietary services, travel, organizational memberships, postal services, printing services, professional services, telephone, etc)	\$1,033,343	1,667,163
Supplies and materials (Books, computer supplies, educational supplies, food/dietary supplies, medical/dental/lab supplies, office supplies, etc)	86,680	139,847
Transfer payments (Grants to organizations, tuition, incentives, scholarships, etc)	1,353,772	2,184,133
Continuous charges (Leases, rentals, etc)	9,643	15,558
Equipment (Computer equipment, software, educational equipment, laboratory equipment, office equipment/furniture, photographic/data equipment, etc)	366,107	590,665
<b>Grand Total</b>	<b>\$2,849,545</b>	<b>\$4,597,365</b>

## SPONSORED PROGRAM EXPENDITURE SUMMARY

The following table compares the **2013-14 projected expenditure** budgets for Sponsored Programs with actual expenditures for the previous fiscal year.

<b>Sponsored Programs Expenditure Summary</b>		
<b>Expenditure Category</b>	<b>Actual Expenditures</b>	<b>Projected Expenditures</b>
	<b>FY13</b>	<b>FY14</b>
Personal services	\$2,603,255	\$4,200,009
Nonpersonal services	2,849,545	4,597,365
<b>Grand Total</b>	<b>\$5,452,800</b>	<b>\$8,797,374</b>

# 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:**

2013 Virginia Acts of Assembly, Chapter 806

State Council of Higher Education for Virginia (SCHEV)

2013-14 Tuition and Fees at Virginia's State-Supported Colleges and Universities

July 2013 report



# APPENDIX A: 2013-14 BOARD APPROVED RATES

## RADFORD UNIVERSITY BOARD OF VISITORS 2013-14 Tuition and Fees May 9, 2013

### **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 considered when preparing the proposed tuition and fee rates including legislative actions approved by the General Assembly, enrollment projections, mandatory cost increases, TJ21 goals, 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 academic year.

The university must address unavoidable cost increases for state mandated employee salary adjustments, health insurance rate changes, rising energy costs, instructional support for increased student enrollment, safety and security, contractual escalators, and essential technology infrastructure and support. The proposed tuition and fees recommendations are not only necessary to cover the aforementioned increases but also to maintain instructional program support and essential student services.

The proposed in-state undergraduate rate for tuition and mandatory fees is within the guidelines outlined in the Governor's recommendation from his April 4, 2013 letter to all Board of Visitors Members and University Presidents. Following is an excerpt from the letter regarding tuition and fee considerations, "I ask that you make every effort to keep in-state tuition and fee increases for the fall semester to the rate of inflation measured by the Consumer Price Index, after taking into account institution-specific state budget actions, and considering any unavoidable cost increases for FY14." When the required tuition and fee adjustments for state mandated salary and health insurance rate changes are coupled with those for other unavoidable cost increases, the recommended in-state undergraduate rate is within the Consumer Price Index of 1.8 percent.

For the 2013-14 academic year, tuition and mandatory fees are proposed to increase \$386 or 4.49 percent for in-state undergraduates and \$981 or 4.87 percent for out-of-state undergraduates. For undergraduates living on-campus, the total cost for tuition, mandatory fees, room and board will increase \$632 or 3.78 percent for in-state undergraduates and \$1,227 or 4.34 percent for out-of-state undergraduates.

### **Legislative Background and Authority for Setting Tuition and Fees**

The following historical summary outlines tuition and fee policy trends as documented in the State Council of Higher Education for Virginia's (SCHEV) 2012-13 Tuition and Fees at Virginia's State-Supported Colleges and Universities annual report dated July 2012 (pages 6-7).

*Over the last 25 years, the state's tuition policy has changed significantly. By statute, each institution's board of visitors has the authority to set tuition and fee rates.*

*However, the Governor and the General Assembly frequently establish explicit or implicit tuition policies and goals for the state. Between the late 1970s and the late 1980s, tuition steadily increased at Virginia institutions. In the early 1990s, the state reduced its funding to higher education due to the economic recession. Institutions increased tuition by double-digit percentages annually to offset the reduction in state support during that period. To contain escalating tuition, the Governor and General Assembly established a cap of 3% – approximately the rate of inflation – on increases in in-state undergraduate tuition and mandatory E&G fees in the 1994-96 biennium. In 1996-97, the Governor and General Assembly suspended the boards' authority to increase tuition, and froze tuition and mandatory E&G fees for in-state undergraduate students. To make college more affordable, in 1999-2000 the Governor and General Assembly rolled back in-state undergraduate tuition and mandatory E&G fees by 20%. Following the tuition rollback, tuition and mandatory E&G fees for in-state undergraduates were frozen once again until 2002-03 when the state funding to higher education was further reduced due to another economic recession. In order to offset the general fund reduction, the Governor and General Assembly repealed tuition restrictions on in-state undergraduate students. As a result of further state budget reductions in October 2002, each institutional board of visitors levied mid-year increases for the spring semester of 2003, in addition to the 2002-03 annual increases.*

*Concerned with the impact of tuition increases on college affordability, the Governor and General Assembly established a cap policy for 2003-04 that essentially limited increases to 5% of the annualized mid-year rates set by the boards for the 2002-03 academic year. In 2004, the General Assembly returned authority to the boards of visitors to set tuition charges at levels they deemed appropriate for all in-state 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 was within the nongeneral fund appropriation for educational and general programs. The policy also established a new review process to address institutional requests to exceed appropriated levels of nongeneral fund revenues.*

*In order to ensure more moderate tuition increases, the 2007 General Assembly established a Tuition Incentive Fund with a total of \$7.2 million in general fund contingent upon institutions limiting the increase of tuition and E&G fees for in-state undergraduate students to no more than 6% in FY2008. However, institutions could exceed the 6% limit (up to the tuition increase rate in their six-year plan) if the additional revenue was used solely for in-state undergraduate financial aid.*

*The 2008 General Assembly continued the incentive fund concept with the Tuition Moderation Incentive Fund (TMIF) by providing \$17.5 million general fund in each year of the 2008-10 biennium for allocation if institutions limited the in-state undergraduate tuition and E&G fee increases to no more than 4% (3% for E&G operations and 1% for student financial aid) in 2008-09. Due to the state budget shortfall, the 2009 General Assembly decided to discontinue the TMIF for FY2010.*

*The General Assembly did not set a tuition limit increase for in-state undergraduate students for the 2012-14 biennium.*

The current tuition policy identified in the 2012 Acts of Assembly, Chapter 3, Item 4-2.01.b states:

*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.*

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. This landmark legislation 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. Institutions are also required to prepare and submit a six-year plan by July 1<sup>st</sup> each year in accordance with criteria outlined by the Higher Education Advisory Committee (HEAC).

In a letter from Governor McDonnell to Board Members and Presidents on April 4, 2013, he provided guidance on setting 2013-14 tuition and fees for in-state students. He writes, *I ask that you make every effort to keep in-state tuition and fee increases for the fall semester to the rate of inflation measured by the Consumer Price Index, after taking into account institution-specific state budget actions, and considering any unavoidable cost increases for FY14. I recognize that each institution has a different mission and goals that must be taken into account when making these decisions.*

The proposed tuition and fee recommendations consider the legislative requirements outlined above in conjunction with the economic outlook and cost drivers identified in the Executive Summary.

### **Educational & General (E&G) Program**

#### **Tuition:**

The six-year planning process, as outlined in the Higher Education Opportunity Act of 2011, identifies the targeted objectives and strategies to achieve the state's and institution's goals. The university's six-year plan provides the basis for preparing tuition and E&G fee recommendations for consideration by the Board of Visitors.

As an integral part of the six-year planning process, the annual budget development cycle provides the opportunity to reevaluate, in detail, the essential needs for the upcoming fiscal year. 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.

For fiscal year 2013-14, the University strategically looked at all funding sources to determine if reallocations were available. This process was designed to ensure institutional resources were leveraged as efficiently and effectively as possible, while continuing to address the increasing programmatic needs of our students. Through this review, reallocations were made by realigning recoveries, reexamining turnover and vacancy estimates, and through internal restructuring. Each of these strategies contributed to offsetting the need to increase tuition and fees further this year thus reducing the financial burden on our students.

In recent years, Radford University has experienced significant enrollment growth. It is projected that from fall 2010 to fall 2013 the University will have an increase of 749 full-time equivalent (FTE) students from 8,825 to 9,574 respectively. During this time, new student enrollment has remained fairly constant but has been above the size of the graduating class. Fall 2013 will mark the first year with four incoming classes of similar size which contributes to greater continuing student enrollment.

The revenue generated through incremental enrollment growth is needed to invest in instructional and student services in order to support the growing student body; consequently these funds cannot be used to defray state mandated and unavoidable cost increases. The increase in tuition and fee revenue receipted from enrollment growth only reflects 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. As enrollments have grown, largely from in-state undergraduates, state general fund support for "new in-state seats" has not been allocated and thus constrains the institution's ability to fully fund the needs of the institution.

Radford University is very reliant upon state general fund support due to the significant number of in-state undergraduate students served (94.6 percent as of fall 2012). SCHEV's calculation identifies that the university's E&G program should be funded 62 percent by the state and 38 percent through institutional nongeneral fund sources (i.e. tuition, E&G fees, etc.). However, SCHEV's most recent calculation (October 2011), reflects an inversion with the University funding 60 percent from institutional nongeneral fund sources and the state funding 40 percent. During the 2013 General Assembly Session, the Governor, House and Senate have continued their commitment and support for higher education. The University is very grateful that the state budget amended by the Governor and General Assembly for 2013-14 includes additional increases in general fund support for E&G and student financial assistance programs. The incremental general fund support will assist with defraying unavoidable base operating costs and supporting the state's share of mandated cost increases for employee salary adjustments and health insurance rate increases.

The following items represent general fund support that Radford University is projected to receive in fiscal year 2014:

## Operating Support Items:

- **E&G Base Operations (\$550,586 GF)** – *“This amendment provides funding for additional base support in fiscal year 2014.”*
- **Salary and Compensation Items:**
  - **Additional 1% Salary Increase for Faculty Effective Approximately July 25, 2013** – The current biennial budget provides for a two percent salary increase for teaching and research faculty and administrative and professional faculty. The amended budget continues this increase and also includes *an additional one percent faculty salary increase in fiscal year 2014, making the total increase up to three percent with an effective date of approximately July 25, 2013.*”
  - **Classified Staff Compression Adjustment** - The current biennial budget provides a 2 percent salary increase for all classified state employees effective July 10, 2013. The amended budget continues this increase, but changes the effective date to July 25, 2013 and also provides a \$65 per year compression adjustment for classified staff with five or more years of state service who attained at least a rating of "Contributor" on their latest performance evaluation. The adjustment is capped at thirty years of service. The University would be required to fund the nongeneral fund portion of the approved compression adjustment through existing base allocations or new revenue sources.
  - **Central Appropriation Adjustments** - General fund support for state mandated health insurance rate changes will be distributed based on employee participation in affected programs. Additional funding was also recommended to cover the general fund share of Line of Duty Act costs for state agencies. The University would be required to fund the nongeneral fund portion of fringe benefit rate increases through existing base allocations or new revenue sources.
- **Nongeneral Fund Technical Adjustments** (\$6,232,473 in FY 2013 and \$10,782,473 in FY 2014) – Language technically adjusts nongeneral fund appropriation levels in E&G, sponsored programs, and auxiliary enterprises to align with projected revenues.

Taking all of the above into consideration, the following represents the proposed 2013-14 tuition rates by respective full-time student classification. The proposed recommendation (1) aligns with state guidelines outlined in the six-year plan, (2) considers the Governor’s guidance for 2013-14 tuition and fee increases, (3) considers mandatory cost increases such as salary and health insurance rate increases, and (4) considers essential programmatic needs of the university to sustain essential instructional support and student services, especially given projected enrollment growth.

Refer to the Summary of Tuition and Fees for 2013-14, 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 2013-14.

## 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 tuition rate. Refer to the Summary of Tuition and Fees for 2013-14, 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 in Design Thinking. Differential tuition was identified in the proposals submitted to the State Council for Higher Education (SCHEV) to support these programs.

When determining the proposed differential tuition rate for each program, projected enrollment, anticipated program expenditures, and tuition rates of similar programs at other institutions were evaluated. The comprehensive and other applicable fees will be in addition to the per-credit-hour fee unless otherwise noted.

The tuition rate is not recommended to increase in 2013-14 while programs are being phased-in. Refer to the Summary of Tuition and Fees for 2013-14, at the end of this document, for the proposed rate.

### **Technology Fee:**

A technology fee was 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 2013-14. Refer to the Summary of Tuition and Fees for 2013-14, 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 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 2013-14. Degree programs assessed the online program fee will not be assessed the comprehensive fee. 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 2013-14, 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 to pay a portion of the debt service on bonds issued under the 21<sup>st</sup> Century Program. The General Assembly increased the per credit hour fee in 2007, 2009, 2010, and 2012. The fee is not recommended to increase in 2013-14. Refer to the Summary of Tuition and Fees for 2013-14, 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. These auxiliary enterprise activities are required to be self-supporting and as such they 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 1.98 percent increase in the comprehensive fee is necessary to fund required increases in state mandated salary adjustments and health insurance rate increases, the student health and counseling services contract escalator, rising energy costs, scholarships, expanded transit services, all associated indirect cost charges and operational support for the new Student Fitness and Wellness Center. The proposed increase is below the 5.00 percent limit allowed in the state appropriations act.

Refer to the Summary of Tuition and Fees for 2013-14, at the end of this document, for the proposed rate.

### **Room:**

The proposed 2013-14 average double occupancy room rate increase of 3.0 percent is necessary to cover increased costs associated with scholarships, maintenance and operations, rising energy costs, debt service payments, state mandated salary adjustments and health insurance rate increases, and all associated indirect cost charges.

With the conversion to the Banner Accounts Receivable module in 2010, room rates were approved by room type instead of a single base rate with additional fees for amenities such as air-conditioning, renovated facilities, and/or a single room. The room types include: standard double occupancy, traditional double occupancy, standard single occupancy, traditional single occupancy, and university managed apartments.

Refer to the Summary of Tuition and Fees for 2013-14, at the end of this document, for the proposed rates.

**Board/Off-Campus Meal Plans:**

The proposed 2013-14 board and off-campus meal plan rate increase of 3.0 percent is necessary to cover costs associated with the annual dining services contractual agreement and the 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 2013-14, at the end of this document, for the proposed rates.

**RADFORD UNIVERSITY BOARD OF VISITORS**

**Resolution  
May 9, 2013**

**Approval of 2013-14 Tuition and Fees**

**NOW, THEREFORE, BE IT RESOLVED** that the Radford University Board of Visitors approves tuition and fees for the 2013-2014 academic year as reflected in the Summary of Proposed 2013-2014 Tuition and Fees beginning with the Fall 2013 semester and thereafter until otherwise adjusted by the Board of Visitors.

**Summary of Proposed 2013-14 Tuition and Fees**

	<b>Approved 2012-13</b>	<b>Proposed 2013-14</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
<b>Undergraduate</b>				
<b><u>In-state Undergraduate (full-time)</u></b>				
Tuition	\$5,702	\$6,032	\$330	5.79%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,834	2,890	56	1.98%
<b>Total In-state Undergraduate</b>	<b>\$8,590</b>	<b>\$8,976</b>	<b>\$386</b>	<b>4.49%</b>
Room - Standard Double	4,552	4,690	138	3.03%
Board - 19 Meal Plan	3,574	3,682	108	3.02%
<b>Total In-state Undergraduate Living in University Housing</b>	<b>\$16,716</b>	<b>\$17,348</b>	<b>\$632</b>	<b>3.78%</b>
<b><u>Out-of-state Undergraduate (full-time)</u></b>				
Tuition	\$16,826	\$17,751	\$925	5.50%
Mandatory Capital Fee	446	446	0	0.00%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,834	2,890	56	1.98%
<b>Total Out-of-state Undergraduate</b>	<b>\$20,160</b>	<b>\$21,141</b>	<b>\$981</b>	<b>4.87%</b>
Room - Standard Double	4,552	4,690	138	3.03%
Board - 19 Meal Plan	3,574	3,682	108	3.02%
<b>Total Out-of-state Undergraduate Living in University Housing</b>	<b>\$28,286</b>	<b>\$29,513</b>	<b>\$1,227</b>	<b>4.34%</b>

	<u>Approved 2012-13</u>	<u>Proposed 2013-14</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
--	-----------------------------	-----------------------------	----------------------------	-----------------------------

## Graduate

### In-state Graduate (full-time)

Tuition	\$6,482	\$6,800	\$318	4.91%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,834	2,890	56	1.98%
<b>Total In-state Graduate</b>	<b><u>\$9,370</u></b>	<b><u>\$9,744</u></b>	<b><u>\$374</u></b>	<b>3.99%</b>

### Out-of-State Graduate (full-time)

Tuition	\$15,050	\$15,610	\$560	3.72%
Mandatory Capital Fee	446	446	0	0.00%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,834	2,890	56	1.98%
<b>Total Out-of-state Graduate</b>	<b><u>\$18,384</u></b>	<b><u>\$19,000</u></b>	<b><u>\$616</u></b>	<b>3.35%</b>

## Differential Tuition & Fees

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

Tuition	\$304	\$304	\$0	0.00%
Mandatory Technology Fee <sup>2</sup>	3	3	0	0.00%
Mandatory Comprehensive Fee <sup>2</sup>	118	120	2	1.62%
<b>Total In-state Graduate MOT</b>	<b><u>\$425</u></b>	<b><u>\$427</u></b>	<b><u>\$2</u></b>	<b>0.45%</b>

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

Tuition	\$812	\$812	\$0	0.00%
Mandatory Capital Fee <sup>2</sup>	19	19	0	0.00%
Mandatory Technology Fee <sup>2</sup>	3	3	0	0.00%
Mandatory Comprehensive Fee <sup>2</sup>	118	120	2	1.62%
<b>Total Out-of-state Graduate MOT</b>	<b><u>\$952</u></b>	<b><u>\$954</u></b>	<b><u>\$2</u></b>	<b>0.20%</b>

<sup>2</sup>For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,445 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223 per semester for the Out-of-State Capital Fee.

	<u>Approved</u> <u>2012-13</u>	<u>Proposed</u> <u>2013-14</u>	<u>Dollar</u> <u>Increase</u>	<u>Percent</u> <u>Increase</u>
<b><u>Doctor of Nursing Practice (DNP) In-State (per credit hour)</u></b>				
Tuition	\$407	\$407	\$0	0.00%
Mandatory Technology Fee <sup>2</sup>	3	3	0	0.00%
Mandatory Online Program Fee	25	25	0	0.00%
Mandatory Comprehensive Fee	NA	NA	NA	NA
<b>Total In-state Graduate DNP</b>	<b><u>\$435</u></b>	<b><u>\$435</u></b>	<b><u>\$0</u></b>	<b><u>0.00%</u></b>
<b><u>Doctor of Nursing Practice (DNP) Out-of-State (per credit hour)</u></b>				
Tuition	\$830	\$830	\$0	0.00%
Mandatory Capital Fee <sup>2</sup>	19	19	0	0.00%
Mandatory Technology Fee <sup>2</sup>	3	3	0	0.00%
Mandatory Online Program Fee	25	25	0	0.00%
Mandatory Comprehensive Fee	NA	NA	NA	NA
<b>Total Out-of-state Graduate DNP</b>	<b><u>\$877</u></b>	<b><u>\$877</u></b>	<b><u>\$0</u></b>	<b><u>0.00%</u></b>
<b><u>Doctor of Physical Therapy (DPT) In-State (per credit hour)</u></b>				
Tuition	\$388	\$388	\$0	0.00%
Mandatory Technology Fee <sup>2</sup>	3	3	0	0.00%
Mandatory Comprehensive Fee <sup>2</sup>	118	120	2	1.62%
<b>Total In-state Graduate DPT</b>	<b><u>\$509</u></b>	<b><u>\$511</u></b>	<b><u>\$2</u></b>	<b><u>0.38%</u></b>
<b><u>Doctor of Physical Therapy (DPT) Out-of-State (per credit hour)</u></b>				
Tuition	\$806	\$806	\$0	0.00%
Mandatory Capital Fee <sup>2</sup>	19	19	0	0.00%
Mandatory Technology Fee <sup>2</sup>	3	3	0	0.00%
Mandatory Comprehensive Fee <sup>2</sup>	118	120	2	1.62%
<b>Total Out-of-state Graduate DPT</b>	<b><u>\$946</u></b>	<b><u>\$948</u></b>	<b><u>\$2</u></b>	<b><u>0.20%</u></b>

<sup>2</sup>For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,445 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223 per semester for the Out-of-State Capital Fee.

	<u>Approved 2012-13</u>	<u>Proposed 2013-14</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<b><u>Master of Fine Arts in Design Thinking In-State (per credit hour)</u></b>				
Tuition	\$600	\$600	\$0	0.00%
Mandatory Technology Fee <sup>2</sup>	3	3	0	0.00%
Mandatory Online Program Fee	25	25	0	0.00%
Mandatory Comprehensive Fee	NA	NA	NA	NA
<b>Total In-state Graduate DNP</b>	<b><u>\$628</u></b>	<b><u>\$628</u></b>	<b><u>\$0</u></b>	<b><u>0.00%</u></b>

<b><u>Master of Fine Arts in Design Thinking Out-of-State (per credit hour)</u></b>				
Tuition	\$600	\$600	\$0	0.00%
Mandatory Capital Fee <sup>2</sup>	19	19	0	0.00%
Mandatory Technology Fee <sup>2</sup>	3	3	0	0.00%
Mandatory Online Program Fee	25	25	0	0.00%
Mandatory Comprehensive Fee	NA	NA	NA	NA
<b>Total Out-of-state Graduate DNP</b>	<b><u>\$647</u></b>	<b><u>\$647</u></b>	<b><u>\$0</u></b>	<b><u>0.00%</u></b>

<b><u>Virginia Educator Rate (full-time)</u></b>				
Tuition	\$4,996	\$5,236	\$240	4.80%
Mandatory Technology Fee	54	54	0	0.00%
Mandatory Comprehensive Fee	2,834	2,890	56	1.98%
<b>Total Virginia Educator</b>	<b><u>\$7,884</u></b>	<b><u>\$8,180</u></b>	<b><u>\$296</u></b>	<b><u>3.75%</u></b>

<sup>2</sup>For applicable differential tuition programs, students enrolled in 12 to 18 credit hours will be assessed up to the annualized rate of \$1,445 per semester for the mandatory comprehensive fee, \$27 per semester for the technology fee, and \$223 per semester for the Out-of-State Capital Fee.

**Part-time, Wintermester and Summer<sup>3</sup> 2013 Rates**

	<u>Approved 2012-13</u>	<u>Proposed 2013-14</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
<b><u>Tuition</u></b>				
<i>Undergraduate</i>				
In-state	\$238	\$251	\$13	5.46%
Out-of-state	701	740	39	5.56%
<i>Graduate</i>				
In-state	270	283	13	4.81%
Out-of-state	627	650	23	3.67%
In-state MOT	304	304	0	0.00%
Out-of-state MOT	812	812	0	0.00%
In-state DPT	388	388	0	0.00%
Out-of-state DPT	806	806	0	0.00%
In-state DNP	407	407	0	0.00%
Out-of-state DNP	830	830	0	0.00%
In-state MFA	600	600	0	0.00%
Out-of-state MFA	600	600	0	0.00%
Virginia Educator	208	218	10	4.81%
<b><u>Other Mandatory Fees</u></b>				
Technology Fee <sup>4</sup>	\$3	\$3	\$0	0.00%
Out-of-state Capital Fee	19	19	0	0.00%
Online Program Fee	25	25	0	0.00%
Comprehensive Fee <sup>4</sup>	118	120	2	1.62%

<sup>3</sup>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.

<sup>4</sup>Fee applies to all student classifications unless otherwise noted.

**Comprehensive Fee**

	<b>Approved 2012-13</b>	<b>Proposed 2013-14</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
<b>Mandatory Comprehensive Fee</b>				
Athletics	\$1,138	\$1,150	\$12	1.05%
Auxiliary Building/Facilities	245	250	5	2.04%
Auxiliary Support	155	160	5	3.23%
Debt Service	299	299	0	0.00%
Recreation	244	260	16	6.56%
Student Activities	124	124	0	0.00%
Student Health	289	292	3	1.04%
Student Union	236	245	9	3.81%
Transportation	104	110	6	5.77%
<b>Total Comprehensive Fee</b>	<b>\$2,834</b>	<b>\$2,890</b>	<b>\$56</b>	<b>1.98%</b>

**Fall & Spring Annual Room Rates<sup>5</sup>**

	<b>Approved 2012-13</b>	<b>Proposed 2013-14</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
<b>Room</b>				
Traditional double	\$4,032	\$4,154	\$122	3.03%
Standard double	4,552	4,690	138	3.03%
Traditional single	5,884	6,062	178	3.03%
Standard single	6,478	6,674	196	3.03%
University managed apartments	4,698	4,840	142	3.02%

<sup>5</sup>Notes:

- 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 Rates<sup>6</sup>**

	<b>Approved 2012-13</b>	<b>Proposed 2013-14</b>	<b>Dollar Increase</b>	<b>Percent Increase</b>
<b>On-Campus Board Plan</b>				
Flex Plan	\$3,466	\$3,570	\$104	3.00%
19 Meal Plan	3,574	3,682	108	3.02%
15 Meal Plan	3,478	3,582	104	2.99%
<b>Off-Campus Meal Plan (optional)</b>				
Flex Jr. Plan	\$1,752	\$1,804	\$52	2.96%
65 Meal Plan	874	900	26	2.97%
90 Meal Plan	1,210	1,246	36	2.98%
5 Meal Plan	1,288	1,326	38	2.95%

<sup>6</sup>Notes:

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