

GENERAL FUND BUDGET AND TUITION RATES
FOR FY2016
A Recommendation

1. **Division and Department:** Finance and Administration Division, Budget and Financial Planning Office
2. **Introduction:** Board of Trustees (Board) approval is requested for the FY2016 General Fund budget and tuition rates. Highlights and assumptions for this proposal are described below.

Attachment A is a FY2016 General Fund Budget Briefing ("A Propitious Time in Oakland's History").

Attachment B is the Oakland University (University) FY2016 Proposed General Fund Budget, which provides summarized budget information for each major academic and operating unit and a comparison to the FY2015 General Fund budget.

Attachment C is the proposed Schedule of Tuition Rates Effective Fall Semester 2015.

State Appropriations:

According to Public Act 85 of 2015 (PA85), the University's FY2016 State appropriation would be \$49,600,300, including performance funding of \$1,228,400, a 2.5% increase over the prior year, plus a \$7,800 Indian tuition waiver. Performance funding is based on metrics that measure critical skills degree completions, research expenditures, six-year graduation rates, total degree completions, institutional support as a percent of core expenditures, and percentage of Pell students. Receipt of the performance funding is contingent on complying with a 3.2% tuition restraint. Even with the receipt of performance funding, the University's appropriation would still be nearly \$3 million below the FY2009 funding level.

Historically, the University has been underfunded by the State on a per Fiscal Year Equated Student (FYES) basis when compared to other public universities in Michigan. Per PA85, the University's FY2016 base appropriation per FYES would be lowest in the state at \$2,903, as compared to the state average of \$5,182. State funding as a percentage of the University's proposed FY2016 General Fund revenue is 16%.

Cost Containment:

The University has accumulated data on cost containment initiatives totaling over \$48 million of permanent and one-time savings since FY2003. Cost saving initiatives include renegotiating vendor contracts, refinancing debt, energy savings projects, reducing the cost of employee healthcare benefits, lean academic and administrative practice redesign, an early retirement plan, and eliminating positions.

Additionally, the University's General Fund expenditures per FYES in FY2014 were \$4,596 below the state average (per the State's Higher Education Institution Data Inventory (HEIDI) database), confirming the University is an efficient and lean organization.

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The following is a summary of Oakland University's rankings and comparisons with other Michigan public universities:

- Lowest State appropriation funding per student;
- Tuition rate \$728 below the average FY2015 all-in tuition rate;
- Second lowest general fund expenditures per student;
- Second highest number of students per faculty;
- Fifth lowest staff per 1,000 students;
- Lowest general fund building square footage per student;
- One of two schools with declines in ten-year appropriation per student between 1995, 2005, and 2015;
- Third lowest total revenue per student (tuition plus state appropriation); and
- The highest enrollment growth in the state over the past five- and ten-year periods.

Strategic Plan:

The University's economic and societal impact on the state and region have been steadily increasing over the past decade as a result of strategic planning, outstanding faculty and staff, aggressive fiscal management, and creative partnerships with business, industry and the community.

In March 2015, the Board adopted a new Strategic Plan with the following goals:

1. *Foster student success through a robust teaching and learning environment and comprehensive student services.*
2. *Be recognized as a strong research and scholarly environment focused on creative endeavors and on the discovery, dissemination and utilization of knowledge.*
3. *Become a leader in serving the needs and aspirations of our communities and region through expanded community relationships, institutional reputation and visibility, and engagement.*

Tuition:

In order to achieve the Strategic Plan goals, the University needs additional resources. Tuition, which makes up 83% of the General Fund revenue, is the primary source. The proposed FY2016 average tuition rate for a full-time resident freshman is \$11,512.50, an increase of \$30 per credit hour, or 8.48%. The proposed FY2016 average full-time resident graduate tuition rate is \$15,720, a 2.79% increase. (See Attachment C)

In order to provide incremental program funding for four of Oakland's Professional Schools (School of Business Administration, School of Engineering and Computer Science, School of Health Sciences, and School of Nursing), market driven differential tuition rates are proposed for each School. (See Attachment C) The differential rates recognize that these programs are more expensive to deliver, have shown high demand, and have high job placement rates for students. For years, Oakland's tuition rates for these four Schools have been well below their Michigan peers.

To help offset the tuition increases, financial aid will be increased by 11.7%, or \$4.2 million (excluding the School of Medicine). In FY2015, on average, a full-time undergraduate

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student received non-debt financial aid (scholarships, grants, and other awards, excluding loans) of \$3,714, reducing the overall net average cost by nearly one third, to \$7,746.

Highlights of the Proposed FY2016 General Fund Budget:

Revenue:

1. State appropriation of \$48,364,100, unchanged from the prior year.
2. FYES enrollment of 17,269 (excluding School of Medicine), a 1% increase over the prior year.
3. Average tuition of \$11,512.50 for a full-time resident freshman, an increase of \$30 per credit hour, or 8.48%.
4. Tuition Differentials for four Professional Schools.
5. Average graduate in-state tuition of \$15,720 for full-time resident students, an increase of 2.79%.
6. Continuation of the University's no fee pricing strategy.

Expenditures:

1. Expense budget increases primarily include:
 - a. Program improvements: additional faculty and academic advisors, research support and equipment, specialized labs and teaching spaces, library collections, student support items, enhanced career services with Professional Schools, improved handicapped accommodations, and one-time information technology upgrades.
 - b. Operating funds required for Board approved course offerings, debt service obligations, utilities, support staff for new buildings, and other contractual obligations.
2. Continued focus on student financial aid funding including the student full aid guarantee, economic hardship fund, need-based and competitive merit-based scholarship awards, an increase of 11.7%.

3. **Previous Board Action:** On July 1, 2014 the Board approved the FY2015 General Fund budget and tuition rates.

4. **Budget Implications:** Approval of the FY2016 Proposed General Fund Budget and the Schedule of Tuition Rates Effective Fall Semester 2015 provides the needed authorization for assessing students and expending University resources for instructional, programmatic and operating needs, all in support of the Strategic Plan.

5. **Educational Implications:** The proposed General Fund budget provides for academic programming.

6. **Personnel Implications:** The proposed General Fund budget provides for personnel.

7. **University Reviews/Approvals:** The FY2016 Proposed General Fund Budget and the Schedule of Tuition Rates Effective Fall Semester 2015 were developed by the Budget and Financial Planning Office, with input from the President's Cabinet, and was

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reviewed by the Senior Vice President for Academic Affairs and Provost, Vice President for Finance and Administration, and President. In addition, budget development strategies and assumptions were discussed with the Senate Budget Review Committee and Student Leadership.

8. Recommendation:

WHEREAS, the FY2016 Proposed General Fund Budget and Schedule of Tuition Rates Effective Fall Semester 2015 require Board of Trustees approval; now, therefore, be it

RESOLVED, that the Board of Trustees approves the FY2016 General Fund Budget at an expenditure level of \$253,754,100 (see Attachment B for detail) and approved encumbrances and carry-forwards from the June 30, 2015 fund balance; and, be it further

RESOLVED, that the Board of Trustees approves the Schedule of Tuition Rates Effective Fall Semester 2015 (see Attachment C for detail); and, be it further

RESOLVED, that the Board of Trustees approves the spending of General Fund revenues generated from enrollment in excess of that budgeted to adequately cover the instructional, programmatic, and operating expenditures necessary to support higher than budgeted enrollment levels.

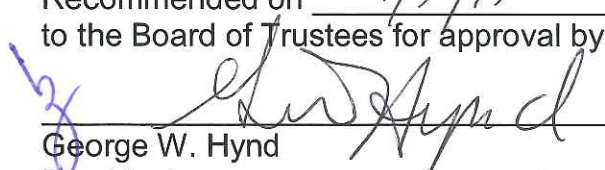
9. Attachments:

- A. FY2016 General Fund Budget Briefing
- B. FY2016 Proposed General Fund Budget
- C. Schedule of Tuition Rates Effective Fall Semester 2015

Submitted to the President
on 7/1, 2015 by



John W. Beaghan
Vice President for Finance and Administration
and Treasurer to the Board of Trustees

Recommended on 7/5/15
to the Board of Trustees for approval by


George W. Hynd
President



A Propitious Time In Oakland's History
July 7, 2015

Four Questions to Consider

1. Why is this a propitious time for Oakland University?
2. What do we wish to achieve?
3. What factors inhibit us from moving forward?
4. What can we do to address meeting our needs and aspirations?

Why Is This A Propitious Time?



“We have gathered here at a propitious time in Oakland’s history – a time in which several longstanding endeavors bolster the promise for a future in which this University will thrive.”

(M. Schlussel, April 29, 2015)

- ✓ **New Strategic Plan**
- ✓ **Significantly increased positive public visibility**
- ✓ **Two decades of continuous growth**
- ✓ **Critical needs clearly identified**
 - ✓ Invest in proven recruitment & retention initiatives
 - ✓ New residence hall
 - ✓ Oakland Center expansion (student endorsed)
- ✓ **Oakland’s tuition is priced below market**
- ✓ **Need to invest in efforts to improve**
 - ✓ Academic quality
 - ✓ Research support
 - ✓ Program rankings
 - ✓ Community engagement

What Do We Wish To Achieve?



Strategic Goal #1- Foster student success through a robust teaching and learning environment and comprehensive student services.

- ✓ Invest in proven recruitment & retention initiatives
 - ✓ Establish additional college/school/major learning communities
 - ✓ Increase number of academic advisors
 - ✓ Increase funding to CORE & OUTAS programs
- ✓ Significantly increase financial aid (merit- and need-based scholarships)
- ✓ Hire additional faculty and staff in targeted areas
- ✓ Increase resident student population
- ✓ Renovate Oakland Center
- ✓ Increase support to expand the Office of Career Services
- ✓ Significantly increase international efforts and study abroad offerings

What Do We Wish To Achieve?



Strategic Goal #2 - Be recognized as a strong research and scholarly environment focused on creative endeavors and on the discovery, dissemination and utilization of knowledge.

- ✓ Establish incentive stimulus program to develop self-sustaining centers of research excellence
- ✓ Increase grant support services through Office of Research Administration
- ✓ Support the development of research labs & specialized teaching spaces
- ✓ Increase support for faculty & student research
- ✓ Invest in the development of nationally recognized graduate programs
- ✓ Invest in high-tech and state-of-the-art equipment to enhance research capability
- ✓ Support employment of additional research successful faculty

What Do We Wish To Achieve?



Strategic Goal #3 - Become a leader in serving the needs and aspirations of our communities and region through expanded community relationships, institutional reputation and visibility, and engagement.

- ✓ Pursue and support our focused engagement with Pontiac and other metropolitan communities
- ✓ Create a community engagement fund to incentivize faculty & student involvement
- ✓ Invest in student community engagement through volunteerism, internships, clerkships, and co-ops
- ✓ Invest in infrastructure necessary to be designated by the Carnegie Foundation as a community engaged university

Inhibiting Factors

Historically, Oakland University has **under-invested** in its educational infrastructure and support services.

Factors that contribute include:

1. Tuition restraint

	<u>FY</u>	<u>Restraint</u>	<u>OU</u>
a)	2013	4.00%	2.96%
b)	2014	3.75%	3.75%
c)	2015	3.20%	3.17%
d)	2016	3.20%	(?)

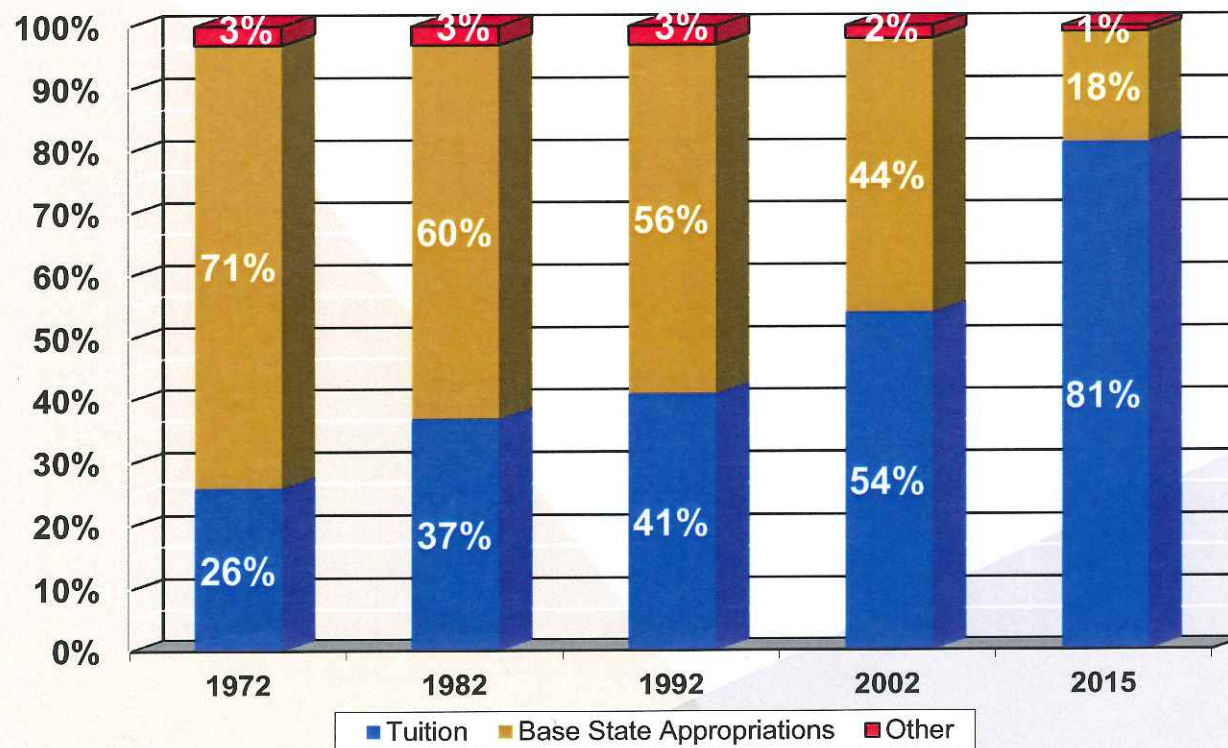
2. Legislative underfunding

- a) FY2015 appropriation is \$4.1 million less than in FY2009



The following slides document the **impact** of this historic under-investment.

Historical Funding Model



Comparison of general fund revenue sources FY1972 to FY2015

Lowest State Funding per Student



FY2015 Base Appropriation per FYES

	Appropriation per FYES	FY2014 FYES	Year Founded
Wayne State	\$ 8,414	22,644	1868
Michigan Tech	7,093	6,474	1885
UM-Ann Arbor	6,734	43,832	1817
Lake Superior	5,880	2,174	1946
Michigan State	5,754	45,959	1855
Northern	5,513	8,031	1899
Western	4,989	20,593	1903
Ferris	4,043	12,141	1884
Eastern	3,952	18,160	1849
Central	3,787	20,891	1892
UM-Dearborn	3,563	6,648	1959
Saginaw Valley	3,129	8,825	1963
UM-Flint	3,095	6,895	1956
Grand Valley	2,846	22,181	1960
Oakland	2,830	17,088	1957
<i>Average</i>	\$ 4,775		

Source: HEIDI and House Fiscal Agency

Lowest State Funding per Student



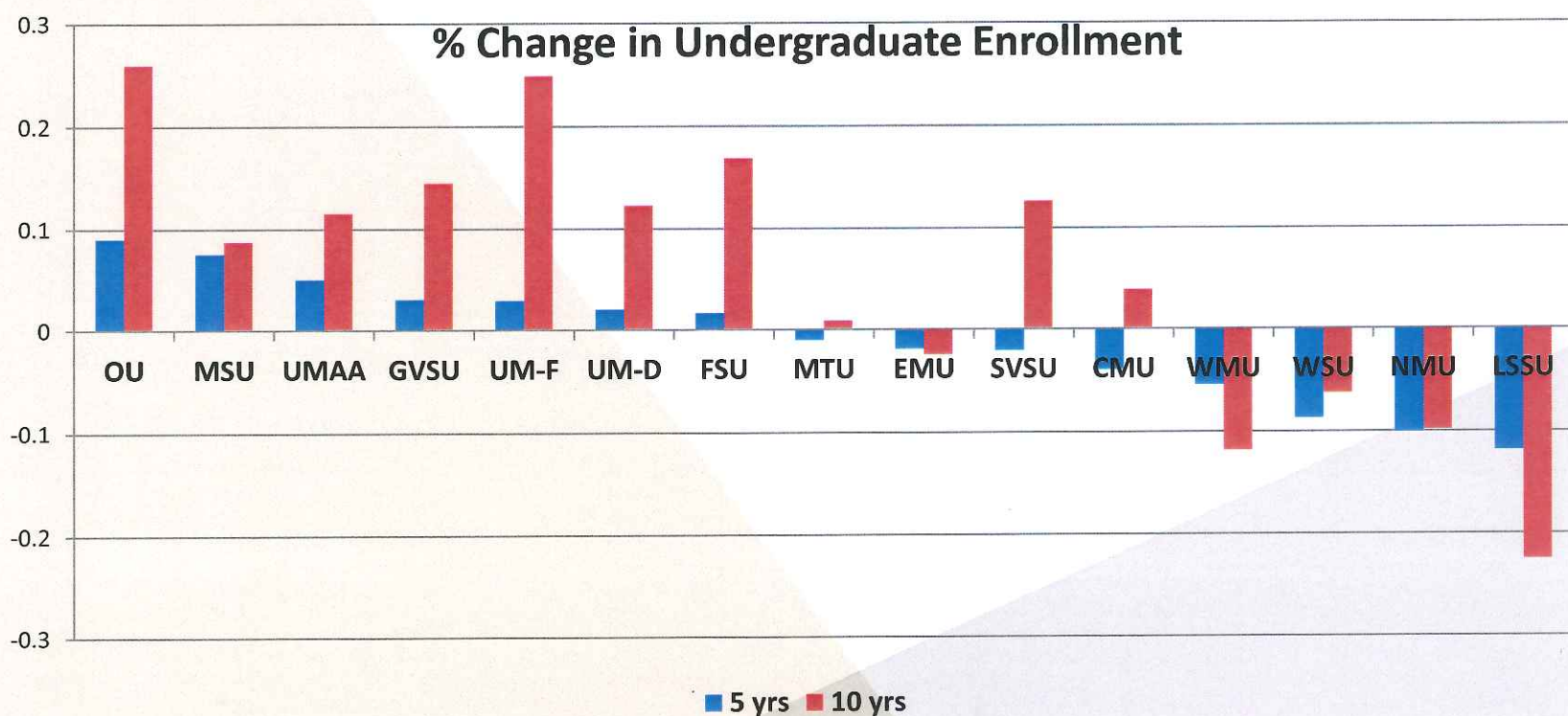
Question – What would be the impact in one year if Oakland University received the average in state funding per student?

If Oakland University had received the average state funding per FYES (\$4,775) in FY2015, it would equal \$81.6 million.

However, being the lowest in state funding at \$2,830 per FYES, means OU received only \$48.4 million.

Answer - \$81.6 million - \$48.4 million = an annual shortfall of \$33 million in state support, \$1,945 less per FYES than the state average in FY2015.

Highest 5yr & 10yr Enrollment Growth



Cost Containment



Cost Containment and Budget Reductions FY2003 - FY2015

	<u>Permanent</u>	<u>One Time</u>	<u>Total</u>
Cost Containment			
Benefit and Employment Changes	\$ 8,120,454	\$ 2,015,201	\$ 10,135,655
Re-organizations	1,501,390	446,571	1,947,961
Outsourcing and Partnerships	4,847,356	1,644,258	6,491,614
Process Re-engineering	1,245,146	1,300,167	2,545,313
Technology and Telecommunications	854,618	864,911	1,719,529
Utilities/Energy Conservation	2,693,358	236,893	2,930,251
Other Initiatives	2,075,771	1,979,133	4,054,904
Total Cost Containment	<u>\$ 21,338,093</u>	<u>\$ 8,487,134</u>	<u>\$ 29,825,227</u>
Budget Reductions			
Faculty Salaries	\$ 1,337,416	\$ 595,320	\$ 1,932,736
Non Faculty Salaries	3,327,324	284,338	3,611,662
Fringe Benefits	2,136,991	238,671	2,375,662
Operational Costs	6,511,729	4,507,671	11,019,400
Total Budget Reductions	<u>\$ 13,313,460</u>	<u>\$ 5,626,000</u>	<u>\$ 18,939,460</u>
Total Cost Containment and Budget Reductions	<u>\$ 34,651,553</u>	<u>\$ 14,113,134</u>	<u>\$ 48,764,687</u>

Examples: renegotiated vendor contracts, refinanced debt, energy savings initiatives, reducing the cost of employee health care benefits, lean academic and administrative practice redesign, early retirement plan, and position eliminations.

Below Average Price



FY2015 Undergraduate Tuition All-In Price Per FYES

State Universities	Tuition and Mandatory Fees *	Other Fees **	All-In Price
UM-Ann Arbor	\$ 14,336	\$ 1,518	\$ 15,854
Michigan Tech	14,040	1,473	15,513
Michigan State	14,006	323	14,329
Wayne State	12,412	1,062	13,474
Western Michigan	11,198	1,236	12,434
UM-Dearborn	10,952	943	11,895
Central Michigan	11,550	253	11,803
Ferris State	11,310	376	11,686
Grand Valley State	11,028	540	11,568
Oakland	11,460	-	11,460
Eastern Michigan	9,663	1,525	11,188
UM-Flint	10,204	726	10,930
Lake Superior State	10,279	593	10,872
Saginaw Valley	8,691	1,428	10,119
Northern Michigan	9,324	375	9,699
Average	\$ 11,364	\$ 825	\$ 12,188

* Source: HEIDI

**All other fees per the Presidents Council - State Universities of Michigan Tuition and Fee Report and state university websites.

Discounted Sticker Price



Average Net Tuition Cost for Full-Time Resident Undergraduate Students

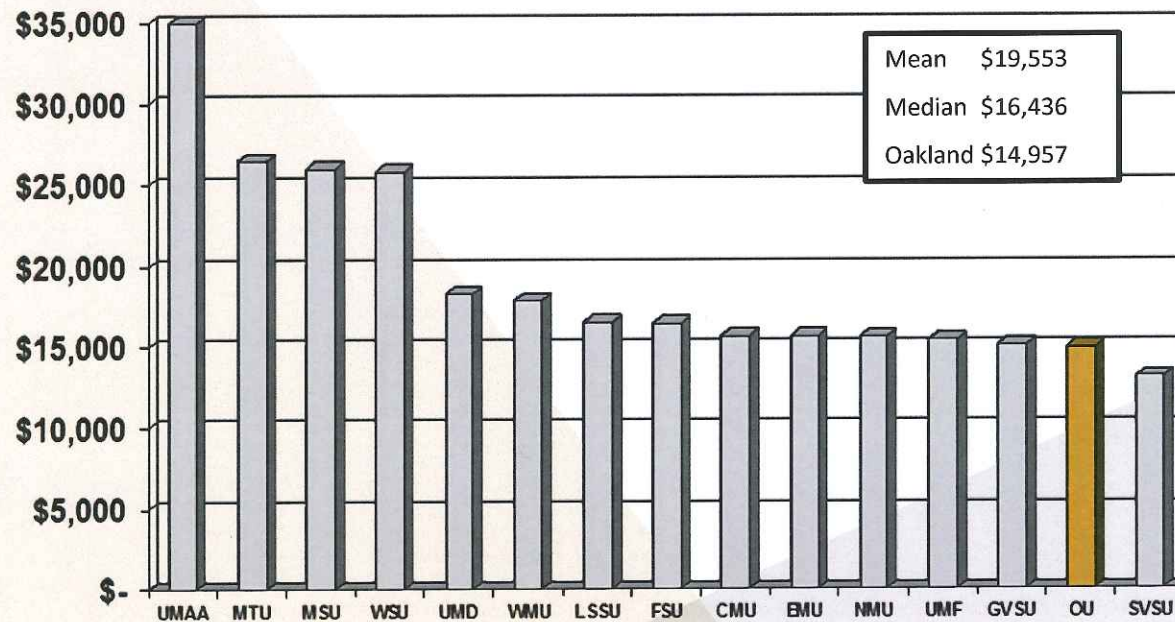
	FY2014	FY2015
Tuition	\$ 11,108	\$ 11,460
Average Aid per Student *	(3,938)	(3,714)
Average Net Cost	\$ 7,170	\$ 7,746
Average Net Cost %	64.5%	67.6%

* Financial Aid includes all grants and scholarships, no loans.

Financial Aid can vary greatly from student to student, however, the average net tuition cost for a full-time resident undergraduate student was \$7,746 in FY2015, a 32.4% discount off the "sticker price", due to Financial Aid awards.

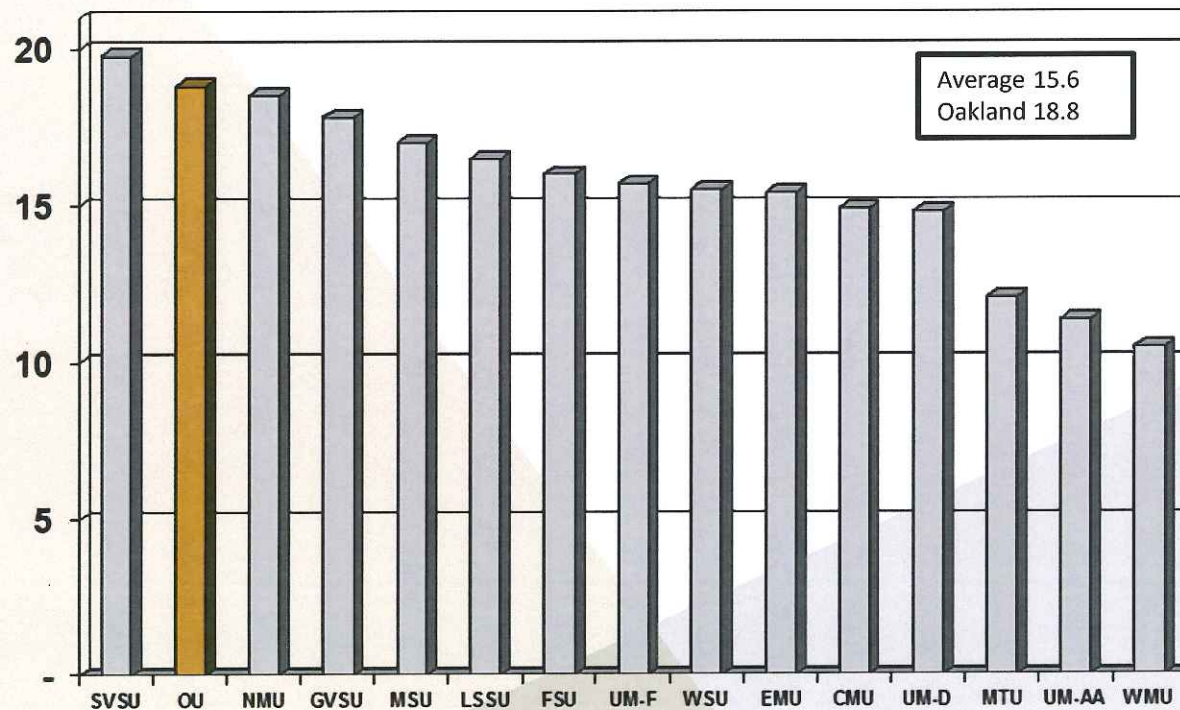
Second Lowest Expenditures per Student

FY2014 General Fund Expenditures per FYES



Second Highest Student per Faculty Ratio

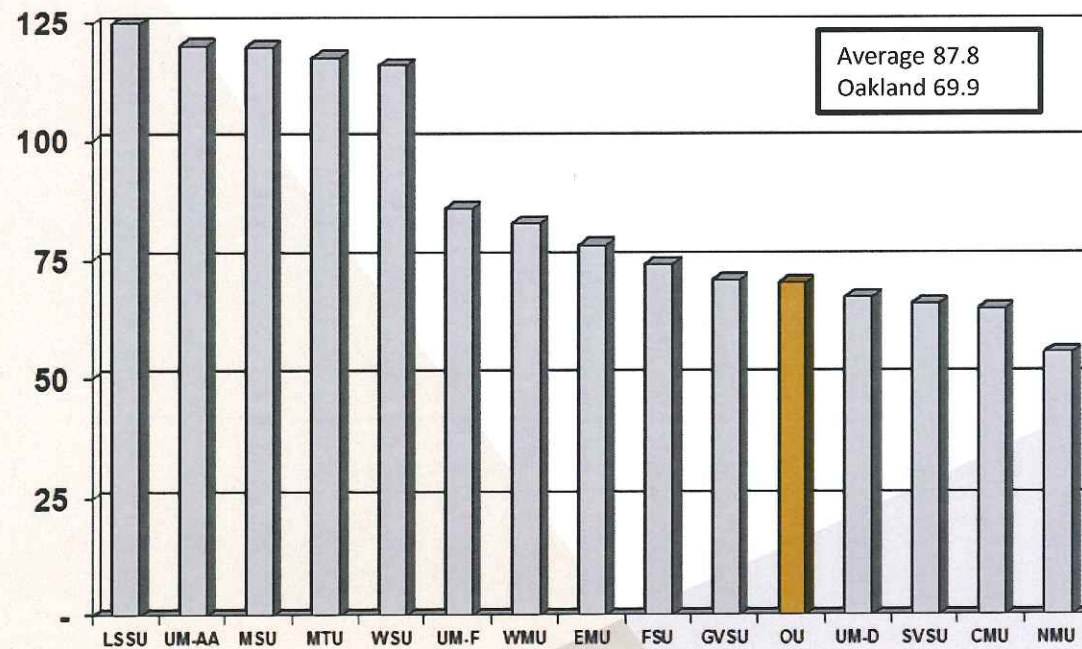
FY2014 Michigan Universities FYES per Faculty FTE



Source: HEIDI

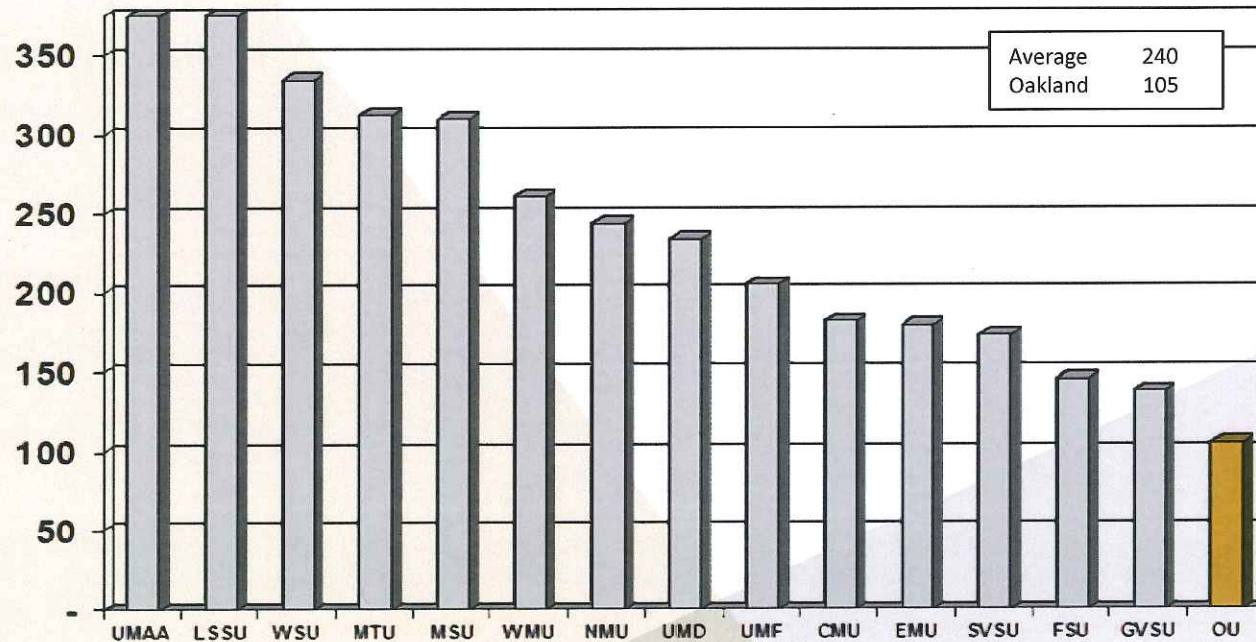
Fifth Lowest Staff per 1,000 Students Ratio

FY2014 Michigan Universities Staff per 1,000 FYES



Lowest Building Square Footage per Student

FY2014 General Fund Building Sq. Ft. per FYES

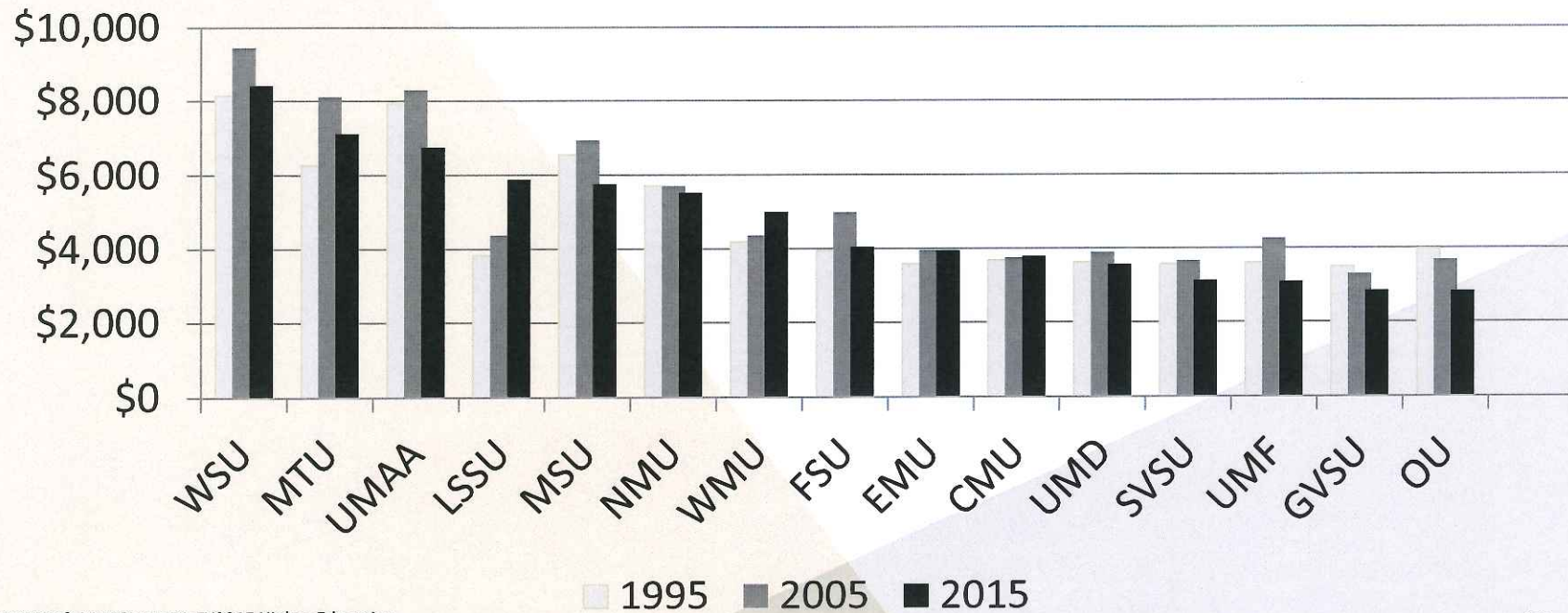


Source: HEIDI

Michigan Universities FY1995, FY2005, FY2015



Appropriation Per FYES

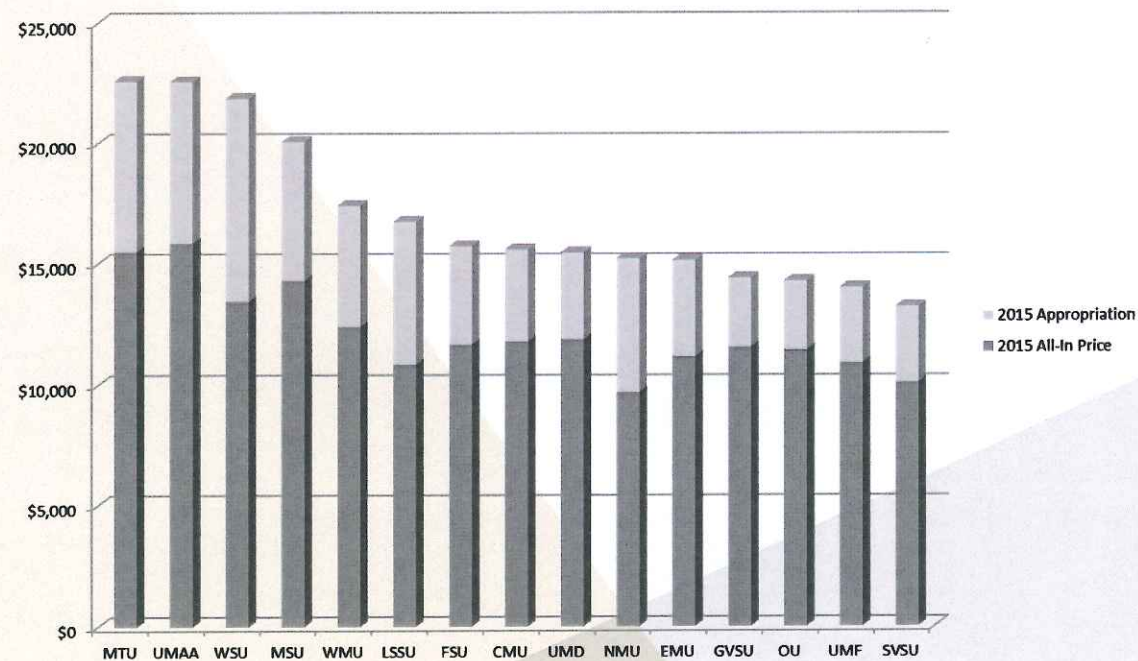


Source: FY1995 & FY2005 HEIDI; FY2015 Higher Education
Appropriations Report and FY 2015 Executive Budget Recommendation

Third Lowest Total Revenue per Student



Tuition and Fees plus Appropriation per FYES



Inhibiting Factors - Summary



- ~ Highest enrollment growth the last 5 and 10 year periods
- ~ Lowest state appropriation funding per student
- ~ Tuition is \$728 below the peer average all-in tuition rate
- ~ Second lowest general fund expenditures per student
- ~ Second highest number of students per faculty
- ~ Fifth lowest staff per 1,000 students
- ~ Lowest general fund building square footage per student
- ~ One of two schools with declines in ten-year appropriation per student between 1995, 2005 and 2015
- ~ Third lowest total revenue per student (tuition plus state appropriation)

Conclusion: Oakland University has historically been under-funded and under-resourced considering its growth, impact in southeast Michigan, and in terms of its strategic needs and goals.

Addressing OU Needs and Aspirations – Next Steps



- ✓ Increase tuition to market rates
 - ✓ Across-the-board tuition increase
 - ✓ Establish differential tuition rates for SBA, SECS, SHS & SON
- ✓ Implement formal process for academic and administrative program review
- ✓ Review options for out-of-state, international and ESL tuition strategies
- ✓ Review financial aid strategies
- ✓ Develop strategies and programs for graduate study that will lead to additional resources
- ✓ Plan for Oakland Center and Elliott Hall expansions and renovation of other facilities
- ✓ Reassess current resource allocation
- ✓ Invest proceeds into strategies that support new strategic plan goals (retention, graduation rates, faculty support, etc.)

Addressing OU Needs and Aspirations – Next Steps

1. Institute an across-the-board tuition increase of 8.48%
2. Create market driven tuition differentials:
 - A. SBA
 - B. SECS
 - C. SHS
 - D. SON
3. Plan for a \$40 million Oakland Center renovation
4. Plan for a \$30 million Elliott Hall expansion
5. Provide significant increase in financial aid (11.7% = \$4.2 million)
6. Fund many Strategic Plan Initiatives (see initiatives listed on Goal #1, #2 & #3 slides)
7. Provide incremental program funding to SBA, SECS, SHS & SON



Differential Tuition

School of Business Administration

001-299 course #'s = \$20

300+ course #'s = \$30

(per credit hour)

Tuition Rank Among State Peers:

	<u>FY15</u>	<u>FY16</u>
Lower Level	11 of 15	5 of 15
Upper Level	9 of 15	7 of 15



Differential Tuition

School of Engineering & Computer Science

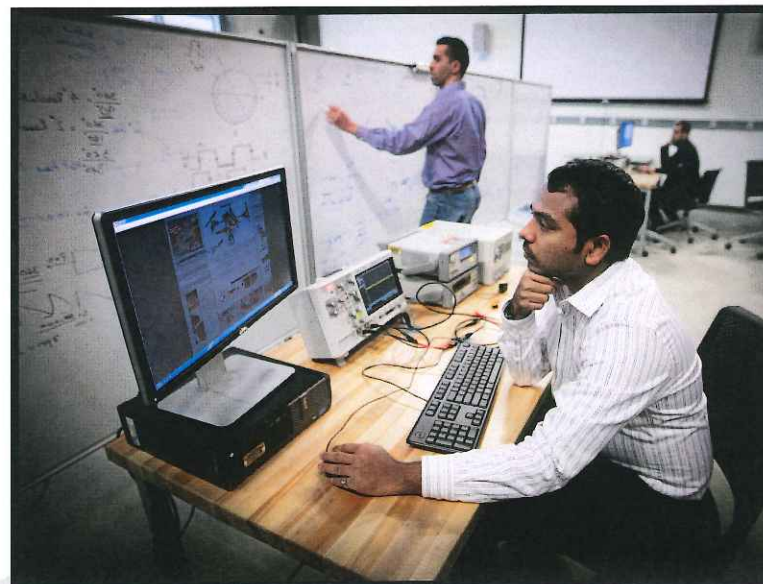
001-299 course #'s = \$30

300+ course #'s = \$40

(per credit hour)

Tuition Rank Among State Peers:

	<u>FY15</u>	<u>FY16</u>
Lower Level	12 of 13	6 of 13
Upper Level	10 of 13	6 of 13



Differential Tuition

School of Health Sciences

001-299 course #'s = \$10

300+ course #'s = \$20

(per credit hour)

Tuition Rank Among State Peers:

	<u>FY15</u>	<u>FY16</u>
Lower Level	7 of 11	6 of 11
Upper Level	7 of 11	4 of 11



Differential Tuition

School of Nursing

001-299 course #'s = \$25

300+ course #'s = \$35

(per credit hour)

Tuition Rank Among State Peers:

	<u>FY15</u>	<u>FY16</u>
Lower Level	9 of 12	5 of 12
Upper Level	8 of 12	4 of 12



Incremental FY2016 Budget



Operating Expenses

Wage & Benefit Increases	\$ 5,590,426
Engineering Center, Upper Fields Debt Service	1,550,323
Software License Increases	133,560
Horizon League Transition Plan	268,193
Miscellaneous	239,603
	<u>\$ 7,782,105</u>
One-Time Deferred IT Upgrades *	<u>\$ 5,360,000</u>

* Examples: DegreeWorks, SPSS, Banner Advancement, Language Lab upgrades, Internet 2, Scantron Assessment Environment, Room Scheduling, Infrastructure upgrades.

Incremental FY2016 Budget



Strategic Goal #1 – Foster student success through a robust teaching and learning environment and comprehensive student services.

Financial Aid	\$ 4,160,237
Faculty - CAS (4)	365,968
Faculty - SECS (2)	256,680
Faculty - SBA (2)	356,500
Faculty - SON (2)	213,900
Faculty - SHS (1)	99,820
Academic Advisors (4)	326,480
Retention and General Education	525,260
Handicapped Accomodations	125,000
Graham Health Center Psychologists (2)	176,160
Oakland University Trustee Academic Success (OUTAS) Program	71,947
(Study abroad efforts - funded via philanthropy)	
	<u>\$ 6,677,952</u>

Incremental FY2016 Budget



Strategic Goal #2 – Be recognized as a strong research and scholarly environment focused on creative endeavors and on the discovery, dissemination and utilization of knowledge.

Library Collections	\$ 79,824
Specialized Labs and Teaching Spaces	197,660
Research Support and Equipment	300,000
(Research Stimulus Program - funded via redirected existing funds)	
	<u>\$ 577,484</u>

Incremental FY2016 Budget



Strategic Goal #3 – Become a leader in serving the needs and aspirations of our communities and region through expanded community relationships, institutional reputation and visibility, and engagement.

Enhanced Career Services and Internships	\$	350,000
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(Pontiac - funded via redirecting existing funds and philanthropy)

(Community engagement - funded via philanthropy)

	<u>\$</u>	<u>350,000</u>
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Total Proposed FY2016 Budget



	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>
Prior Year Revenue Budget	\$ 209,732,700	\$ 221,417,394	\$ 233,956,402
Incremental:			
State Appropriations	2,489,800	2,729,300	-
Tuition	12,198,971	8,533,782	17,295,889
Differential Tuition	-	-	3,463,695
Miscellaneous	56,363	(10,353)	(12,043)
School of Medicine	3,794,422	3,702,474	3,210,394
Financial Aid	(6,854,862)	(2,416,195)	(4,160,237)
Total Budgeted Revenues	<u>\$ 221,417,394</u>	<u>\$ 233,956,402</u>	<u>\$ 253,754,100</u>
 Prior Year Expenditure Budget	 \$ 209,732,700	 \$ 221,417,394	 \$ 233,956,402
Incremental:			
Operating Expenses	7,890,272	8,836,534	7,782,105
School of Medicine	3,794,422	3,702,474	3,210,394
Strategic Goals *	-	-	3,445,199
One-Time Deferred IT Upgrades	-	-	5,360,000
Total Budgeted Expenditures	<u>\$ 221,417,394</u>	<u>\$ 233,956,402</u>	<u>\$ 253,754,100</u>

* Adjusted for Financial Aid which is presented as a contra-revenue

**Oakland University
Fiscal Year 2016
Proposed General Fund Budget**

Category	FY 2015 Budget	FY 2016 Projected Budget	Amount Change	% Change
State Appropriation - Base	\$ 48,364,100	\$ 48,364,100	\$ 0	0.00%
Student Tuition	222,170,020	247,606,037	25,436,017	11.45%
Financial Aid Offset	(39,168,481)	(44,406,800)	(5,238,319)	13.37% (1)
Net Tuition & Fees Revenue	\$ 183,001,539	\$ 203,199,237	\$ 20,197,698	11.04%
Indirect Cost Recovery	2,300,000	1,800,000	(500,000)	-21.74%
Miscellaneous Income	290,763	390,763	100,000	34.39%
Encumbrances	12,764,511	0	(12,764,511)	-100.00% (2)
Total Funding Sources	\$ 246,720,913	\$ 253,754,100	\$ 7,033,187	2.85%
Less: Budgeted Expenditures	\$ 246,720,913	\$ 253,754,100	\$ 7,033,187	2.85%
Revenues Over (Under) Expenditures	\$ 0	\$ 0	\$ 0	
FYES Enrollment	17,419	17,666	247	1.42%

Notes:

1) The university has adopted financial statement presentation changes as recommended by GASB 34 and 35 and NACUBO principles for financial statement presentation. As a result, institutional financial aid is shown as an offset to revenues.

2) The projected budget does not include any encumbrances and carryforwards. Encumbrances and carryforwards as of June 30 will be added to the budgeted expenditure base for the following fiscal year as a one time allocation.

Oakland University
General Fund Budgeted Expenditures
Fiscal Year 2015 vs. 2016

	FY2015 Adjusted Total Budget	FY2015 Enc. / Carryforward	FY2015 Adjusted Base Budget	FY2016 Budget Changes	FY2016 Budget
School of Medicine	\$ 12,271,718	\$ (315,902)	\$ 11,955,816	\$ 3,210,394	\$ 15,166,210
College of Arts & Sciences	46,856,158	(1,359,330)	45,496,828	1,345,333	46,842,161
School of Business Administration	15,814,482	(602,480)	15,212,002	1,438,242	16,650,244
School of Education and Human Services	13,930,063	(409,842)	13,520,221	356,334	13,876,555
School of Engineering and Computer Science	11,985,833	(116,675)	11,869,158	900,036	12,769,194
School of Health Sciences	5,622,714	(134,313)	5,488,401	465,765	5,954,166
School of Nursing	9,589,069	(249,937)	9,339,132	1,020,397	10,359,529
Kresge Library	6,203,968	(232,624)	5,971,344	186,927	6,158,271
Instructional and Information Technology	8,692,485	(854,456)	7,838,029	165,750	8,003,779
Academic Affairs - Other	30,035,012	(4,217,562)	25,817,450	1,049,408	26,866,858
Finance & Administration	25,173,235	(873,365)	24,299,870	820,150	25,120,020
Student Affairs	16,474,850	(546,858)	15,927,992	734,948	16,662,940
Development, Alumni and Comm. Engagement	6,773,831	(1,947,921)	4,825,910	114,635	4,940,545
President	16,992,118	(903,246)	16,088,872	593,316	16,682,188
General	20,305,377	0	20,305,377	7,396,063	27,701,440
Total	\$ 246,720,913	(\$ 12,764,511)	\$ 233,956,402	\$ 19,797,698	\$ 253,754,100

Oakland University
Schedule of Tuition Rates
Effective Fall Semester 2015

Tuition Rate Per Credit Hour	Effective Fall 2014	Proposed Effective Fall 2015
Resident UG Lower Student	\$ 353.75	\$ 383.75
Resident UG Upper Student	410.25	445.00
SBA 001-299 courses	353.75	403.75
SBA 300+ courses	410.25	475.00
SECS 001-299 courses	353.75	413.75
SECS 300+ courses	410.25	485.00
SHS 001-299 courses	353.75	393.75
SHS 300+ courses	410.25	465.00
SON 001-299 courses	353.75	408.75
SON 300+ courses	410.25	480.00
Resident Grad	637.25	655.00
Resident Doctoral	637.25	655.00
Non Resident UG Lower Student	795.75	795.75
Non Resident UG Upper Student	853.25	853.25
Non Resident Grad	1,027.00	1,027.00
Non Resident Doctoral	1,027.00	1,027.00
Competency Exam	55.00	55.00
SOM	48,099.00	50,023.00

Summary Comparison of tuition rates:

A) Undergraduate Michigan resident student taking a full 15 credit hour load for two semesters (30 total credit hours)

Resident UG Lower Student	\$ 10,612.50	\$ 11,512.50	
Resident UG Upper Student	\$ 12,307.50	\$ 13,350.00	
Residential Undergraduate Average	\$ 11,460.00	\$ 12,431.25	8.48%

B) Graduate Michigan resident student taking a full 12 credit hour load for two semesters (24 total credit hours)

Resident Grad	\$ 15,294.00	\$ 15,720.00	2.79%
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Lower/Upper division undergraduate students defined:

Lower Division - All non-matriculating (non-degree seeking) students, all O.U. freshman and sophomores with less than 56 credits.

Upper Division - Guest students from other colleges, all O.U. undergraduate students who have earned undergraduate degrees and who have been admitted to a second O.U. undergraduate degree program, all O.U. undergraduates with 56 or more undergraduate credits, and all students with post bachelor admission status.

The School of Medicine tuition rate is annual.