



AMERICAN UNIVERSITY BUDGET REPORT FROM THE PRESIDENT

FISCAL YEARS 2020 AND 2021

JULY 1, 2019-JUNE 30, 2021

Adopted by the Board of Trustees

March 1, 2019



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FISCAL YEARS 2020 AND 2021

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REPORT FROM PRESIDENT BURWELL

We increased transparency in this cycle of budget preparation by sharing more budget information across divisions and schools and having open dialogues with our faculty, staff and students.

I am pleased to announce that the AU Board of Trustees approved an operating budget for fiscal years 2020 and 2021 totaling \$1.5 billion. The two-year operating budget is a product of balancing the following important factors:

- Carrying momentum forward on our strategic imperatives of scholarship, learning, and community, which are the foundation for the new strategic plan, *Changemakers for a Changing World*;
- Keeping affordability in the total cost of attending the university front and center in our approach to tuition and fee pricing and financial aid availability;
- Supporting the high quality of our core work to achieve academic excellence through teaching, research, and scholarly work, and to improve the overall student experience; and
- Responding to regulatory changes and other external factors.

We increased transparency in this cycle of budget preparation by sharing more budget information across divisions and schools and having open dialogues with our faculty, staff and students. These exchanges were critical in developing a common understanding of our challenges as we reduced graduate tuition targets by \$6 million and sought ways to further increase financial aid, while keeping tuition and other increases as low as possible. All units participated in developing plans for 2 percent operating budget reductions in each year, yet we were able to balance the budget with 1 percent base reductions in each year at an aggregate level.

Fiscal years 2020 and 2021 begin the first two years of the university's new strategic plan. The approved budget demonstrates a deliberate and disciplined effort to align the values and goals delineated in our strategic plan with the necessary resource allocations needed for its advancement. Among the strategic priorities for which funding has been earmarked in the FY20–21 budget are the areas of academic strategic focus; lifelong learning strategy; student recruitment and retention efforts; further enhancements for various Inclusive Excellence efforts; additional financial aid for undergraduate and graduate students; and increased funding for student wellness, student counseling, and mental health.

Our pricing for the next two years reflects an emphasis on college affordability, a top priority for higher education institutions and for the nation. Undergraduate and graduate tuition rate increases are kept to 3.0 percent in both FY20 and FY21. A tiered approach will be applied to residence hall increases, ranging from 0 percent to 3.0 percent. There will be no increases for student meal plans. The overall increase for tuition, room, and board will be 2.3 percent in FY20 and 2.4 percent in FY21, which is the lowest increase on AU's records and reflects our commitment to college access and affordability. A 2.0 percent increase each year for law tuition more closely follows the national trend in law enrollment and pricing.

Financial aid was another critical priority in deliberations on the FY20 and FY21 budget. We will continue our efforts to support student diversity and to maintain the current mix of

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80 percent of financial aid funds toward need-based awards and the remaining 20 percent toward merit awards. For the first time, we will also earmark 0.5 percent of the tuition increase for additional financial aid for undergraduate and graduate students over and above the 29 percent from the other 2.5 percent tuition increase.

This budget continues our strategic investments in our human resources to recruit and retain the best faculty and staff. Funding pools of 2.5 percent are budgeted to provide performance-based salary increases to faculty and staff in September 2019 and September 2020. We will continue to augment available resources for faculty research and retention efforts. Funding is also provided to respond to the DC minimum wage increases and the new DC Universal Paid Leave Act.

We plan to use university reserves to fund three major initiatives—the First-Year Advisors initiative, the next stages of planning for our comprehensive fundraising campaign, and the implementation on the strategic plan priorities over the next two years. Return on these investments will be significant, increasing the university's reputation for academic excellence with stronger outcomes in retention, student satisfaction, fundraising income, externally funded research and additional revenue from lifelong learning.

This report provides an overview of the major elements of the budget for fiscal years 2020 and 2021 and includes the following:

- Fiscal years 2020 and 2021 budget highlights
- Revenue and expense budget schedules with supporting graphic presentations
- Tuition, residence hall, and meal plan rates for FY20 and FY21
- Strategic plan investments
- Divisional budgets for FY20 and FY21
- Historical data on AU's enrollment, faculty and staff salary increases, operating budget, and endowment funds
- Market comparison data on AU's tuition rates and fees
- Financial aid and affordability summary

I am grateful to all who participated in this year's budget process including the University Budget Committee, the Finance and Investment Committee of the AU Board of Trustees, and the university community.



Sylvia M. Burwell

FISCAL YEARS 2020 AND 2021

BUDGET HIGHLIGHTS

Tuition for Enrollment Categories	3.0% increase for FY20 and FY21 in undergraduate and graduate categories. Law tuition is set at a 2.0% increase each year
Residence Halls	A tiered approach has been adopted for residence hall increases, with no increases in FY20 and a 1.0% percent increase in FY21 for Hughes, Leonard, McDowell and Roper Halls, a 1.0% increase in each year for Anderson and Letts Halls, a 2.0% increase in each year for Centennial Hall, a 2.5% increase each year in Cassell Hall, and a 3.0% increase each year for East Campus suites and Nebraska Hall
Meal Plan	No increase for FY20 and FY21
Total Tuition, Mandatory Fees, Residence Hall and Meal Plan Rates	2.3% increase for FY20 and 2.4% increase for FY21
Parking	No increase for FY20 and FY21
Unrestricted Gifts	\$750,000 in FY20 and a \$1.2 million target in FY21
Investment Income	A \$7.0 million target in FY20–FY21
Indirect Cost Recovery	\$3 million and \$3.3 million targets in FY20–21
Endowment Income	A \$7.5 million target in FY20–21
WAMU-FM	A \$37 million revenue target in FY20 and a \$39 million revenue target in FY21
Faculty and Staff Salaries	\$5.0 million for a 2.5% funding pool to provide performance-based salary increase for faculty and staff in September 2019. An additional \$5.2 million for a 2.5% performance-based salary increase in September 2020
Full-time Faculty	\$400,000 in FY20 and another \$400,000 in FY21 as a tenure/tenure-track faculty retention pool to be market competitive. \$100,000 in FY20 and another \$100,000 in FY21 to support a term faculty promotion pool
Staff	Increased funding for staff positions include the areas of student health and wellness, residence life, information technology, the First-Year Advisors initiative, and new regulatory changes
Faculty and Staff Benefits	\$1.5 million over two years to increase the university's contribution to premiums for competitive health, dental, and life disability plan offerings to attract and retain high-quality faculty and staff. In addition, funding has been set aside to cover estimated costs for the new DC Universal Paid Leave Act
DC Minimum Wage Increases	\$300,000 base increase in FY20 and another \$600,000 in FY21 to fund compensation adjustments in accordance with DC minimum wage increases

Financial Aid

\$11.5 million over two years to match enrollment changes and index to the tuition increase. We will also adopt a new practice of earmarking 0.5% of tuition revenue increase for additional financial aid for undergraduate and graduate students, totaling \$4.9 million over two years. This additional financial aid is over and above the 29% from the other 2.5% tuition increase. In addition, a \$1.0 million base funding will cover stipends for PhD students and health insurance premiums, while two new athletic scholarships per year will be created to support Women's Soccer and Women's Lacrosse

Other Operating Expenses

A wide range of initiatives including diversity and inclusive excellence efforts, research centers, Athletics, a new branding campaign, and operations and maintenance cost for the new Hall of Science (HoS) building in FY21

Technology Capital Funding

In addition to an annual \$1.8 million built into the operating budget to continuously update enterprise systems, a total investment of \$2.0 million over two years is earmarked to fund new initiatives, including system enhancements in Customer Relationship Management (CRM) Recruit, CRM Advise, and CRM Advance; advancing the maturity level of our business intelligence and analytics capability; the implementation of a new Academic Performance Solutions (APS) tool; a new Board portal; enhanced security and reliability of technology infrastructure; increased Internet capacity; and technology lifecycle replacement

Library Acquisitions

Increased \$636,000 over two years to keep up with cost increases that exceed the rate of inflation for the current library collection and electronic databases

Transfer to Quasi-Endowment Funds

The annual transfer to quasi-endowment funds is maintained at \$7.18 million in FY20–FY21

Fund Transfer to Support Strategic Initiatives

Three important initiatives will be funded from university reserves: 1) Continuing cash investment of \$2.5 million each year to support the First-Year Advisors initiative until we assess the full outcomes and retention improvement results; 2) Cash investment of \$4.0 million each year to fund the comprehensive campaign to be offset by fundraising revenue in future years; and 3) Approximately \$11 million over two years (\$5.6 million in FY20 and \$5.4 million in FY21) to support the implementation of the strategic plan imperatives as approved by the Board of Trustees in November 2018. We recognize that some funds will be held in reserve until a responsible division/unit develops a comprehensive plan and concrete action steps and tracks success measures for the next two years

FISCAL YEAR 2020

REVENUE AND EXPENDITURE BUDGET

	FY19 Budget	Budget Changes	FY20 Budget	% Change
REVENUE (\$000s)				
Student Tuition and Fees	\$586,893	\$16,729	\$603,622	2.9%
Residence Halls	50,906	(122)	50,784	(0.2%)
Auxiliary Enterprises	39,391	(277)	39,114	(0.7%)
Investment Income	6,750	250	7,000	3.7%
Unrestricted Gifts	750	0	750	0.0%
Indirect Cost Recovery	2,000	1,016	3,016	50.8%
Endowment Income	4,500	3,000	7,500	66.7%
WAMU-FM Revenue	26,810	10,404	37,214	38.8%
Total Revenue	\$718,000	\$31,000	\$749,000	4.3%
EXPENDITURES (\$000s)				
Faculty and Staff Salaries	\$220,211	\$5,300	\$225,511	2.4%
Adjunct Faculty Salaries	8,785	75	8,860	0.9%
Part-time Staff	21,270	(201)	21,069	(0.9%)
Employee Benefits	68,205	4,374	72,579	6.4%
Transfer to Fund Sept. 2019 Salary Increase	(4,700)	(300)	(5,000)	6.4%
Transfer to Pre-Fund Sept. 2020 Salary Increase	5,000	200	5,200	4.0%
Salaries and Benefits	\$318,771	\$9,449	\$328,220	3.0%
Financial Aid	150,373	9,897	160,270	6.6%
Other Operating Expenses	113,711	(6,667)	107,045	(5.9%)
Online Partnership Programs and Instructional Revenue Centers (IRCs)	47,721	7,674	55,395	16.1%
Library Acquisitions	6,768	311	7,079	4.6%
Utilities	12,150	0	12,150	0.0%
Technology Capital Funding	16,165	1,038	17,203	6.4%
Deferred Maintenance (including residence halls)	13,669	875	14,544	6.4%
Furnishings and Equipment Fund	2,072	0	2,072	0.0%
Facilities Modernization Fund	6,600	0	6,600	0.0%
Debt Service	31,172	3,900	35,072	12.5%
Responsibility Center Management (RCM) Units	0	8,230	8,230	n/a
Transfer to Quasi-Endowment Funds	7,180	0	7,180	0.0%
Transfer to Fund RiSE Initiatives	(2,617)	158	(2,459)	(6.0%)
Transfer to Fund Fundraising Campaign	(5,735)	1,735	(4,000)	(30.3%)
Transfer to Fund Strategic Plan Initiatives	0	(5,600)	(5,600)	n/a
Total Expenditures	\$718,000	\$31,000	\$749,000	4.3%
Net Surplus/(Deficit)	\$0	\$0	\$0	

FISCAL YEAR 2021

REVENUE AND EXPENDITURE BUDGET

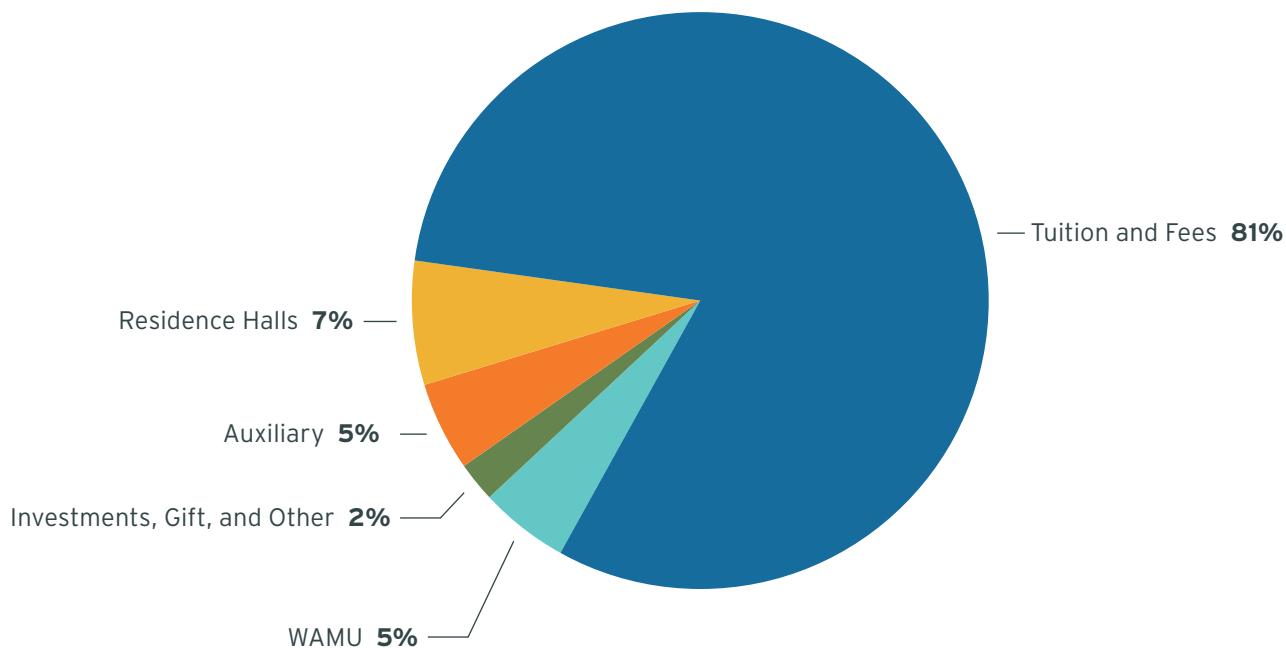
	FY20 Budget	Budget Changes	FY21 Budget	% Change
REVENUE (\$000s)				
Student Tuition and Fees	\$603,622	\$24,136	\$627,758	4.0%
Residence Halls	50,784	1,047	51,831	2.1%
Auxiliary Enterprises	39,114	94	39,208	0.2%
Investment Income	7,000	0	7,000	0.0%
Unrestricted Gifts	750	450	1,200	60.0%
Indirect Cost Recovery	3,016	250	3,266	8.3%
Endowment Income	7,500	0	7,500	0.0%
WAMU-FM Revenue	37,214	1,773	38,987	4.8%
Total Revenue	\$749,000	\$27,750	\$776,750	3.7%
EXPENDITURES (\$000s)				
Faculty and Staff Salaries	\$225,511	\$1,985	\$227,496	0.9%
Adjunct Faculty Salaries	8,860	91	8,951	1.0%
Part-time Staff	21,069	468	21,537	2.2%
Employee Benefits	72,579	1,742	74,321	2.4%
Transfer to Fund Sept. 2020 Salary Increase	(5,000)	(200)	(5,200)	4.0%
Transfer to Pre-Fund Sept. 2021 Salary Increase	5,200	200	5,400	3.8%
Salaries and Benefits	\$328,220	\$4,285	\$332,505	1.3%
Financial Aid	160,270	7,376	167,646	4.6%
Other Operating Expenses	107,045	3,809	110,854	3.6%
Online Partnership Programs and Instructional Revenue Centers (IRCs)	55,395	8,008	63,403	14.5%
Library Acquisitions	7,079	325	7,404	4.6%
Utilities	12,150	313	12,462	2.6%
Technology Capital Funding	17,203	619	17,823	3.6%
Deferred Maintenance (including residence halls)	14,544	875	15,419	6.0%
Furnishings and Equipment Fund	2,072	0	2,072	0.0%
Facilities Modernization Fund	6,600	0	6,600	0.0%
Debt Service	35,072	0	35,072	0.0%
Responsibility Center Management (RCM) Units	8,230	1,940	10,170	23.6%
Transfer to Quasi-Endowment Funds	7,180	0	7,180	0.0%
Transfer to Fund RiSE Initiatives	(2,459)	0	(2,459)	0.0%
Transfer to Fund Fundraising Campaign	(4,000)	0	(4,000)	0.0%
Transfer to Fund Strategic Plan Initiatives	(5,600)	200	(5,400)	(5.0%)
Total Expenditures	\$749,000	\$27,750	\$776,750	3.7%
Net Surplus/(Deficit)	\$0	\$0	\$0	

FISCAL YEAR 2020

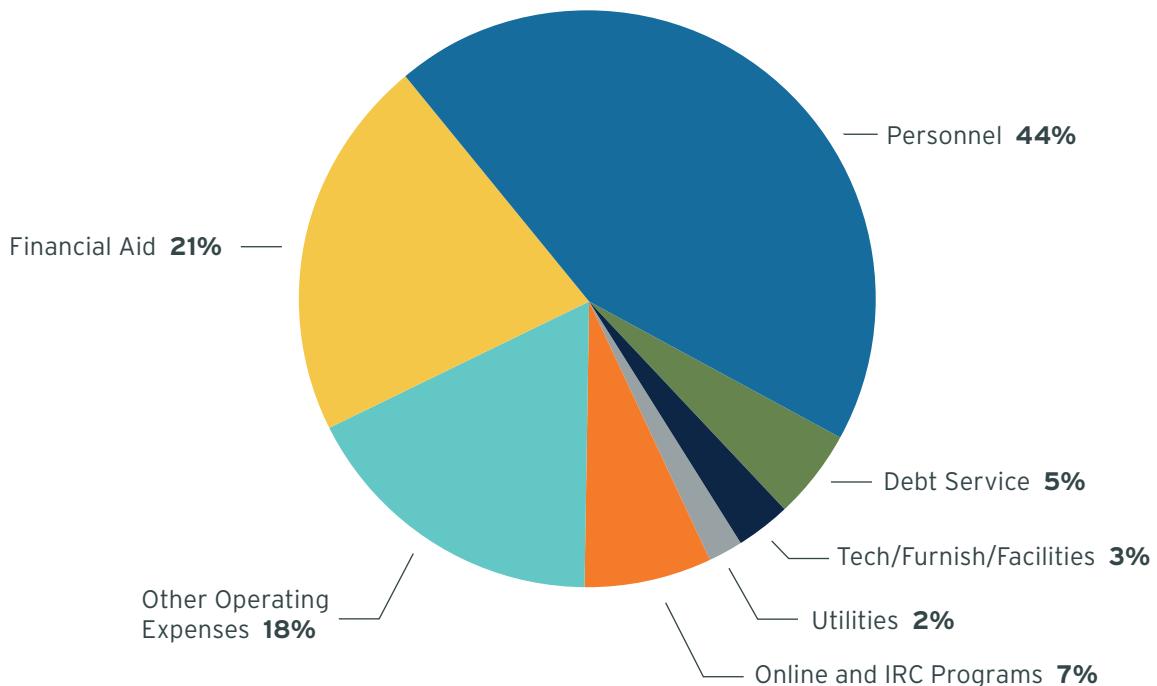
REVENUE AND EXPENDITURE BUDGET

\$749 million

REVENUE



EXPENDITURES

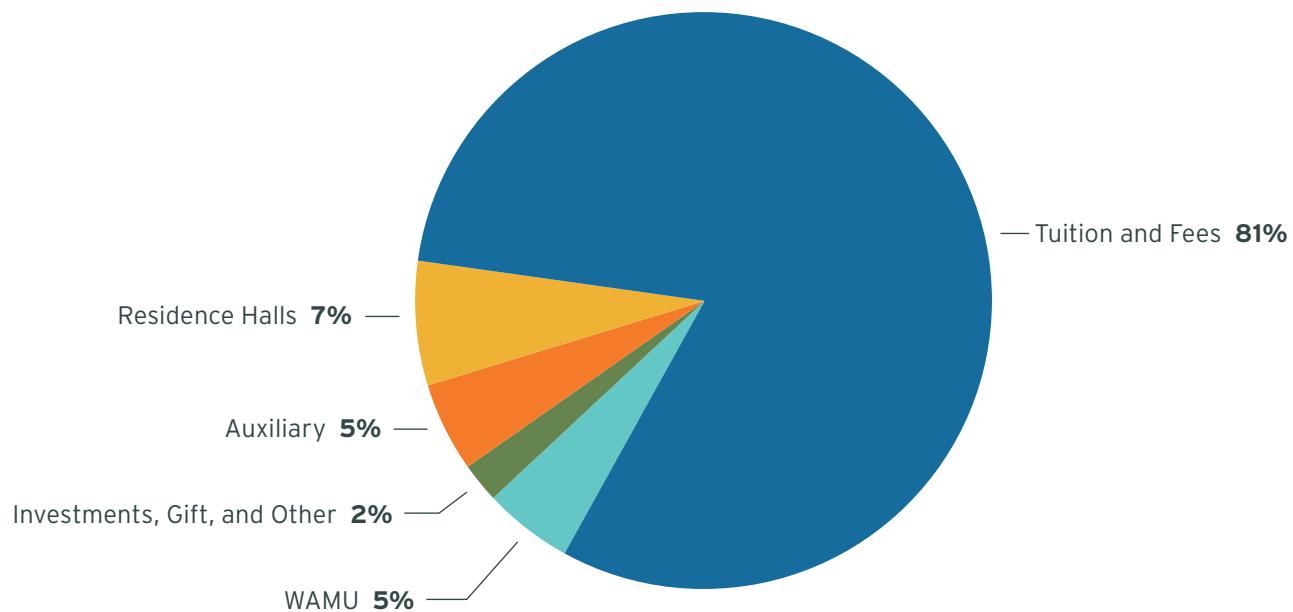


FISCAL YEAR 2021

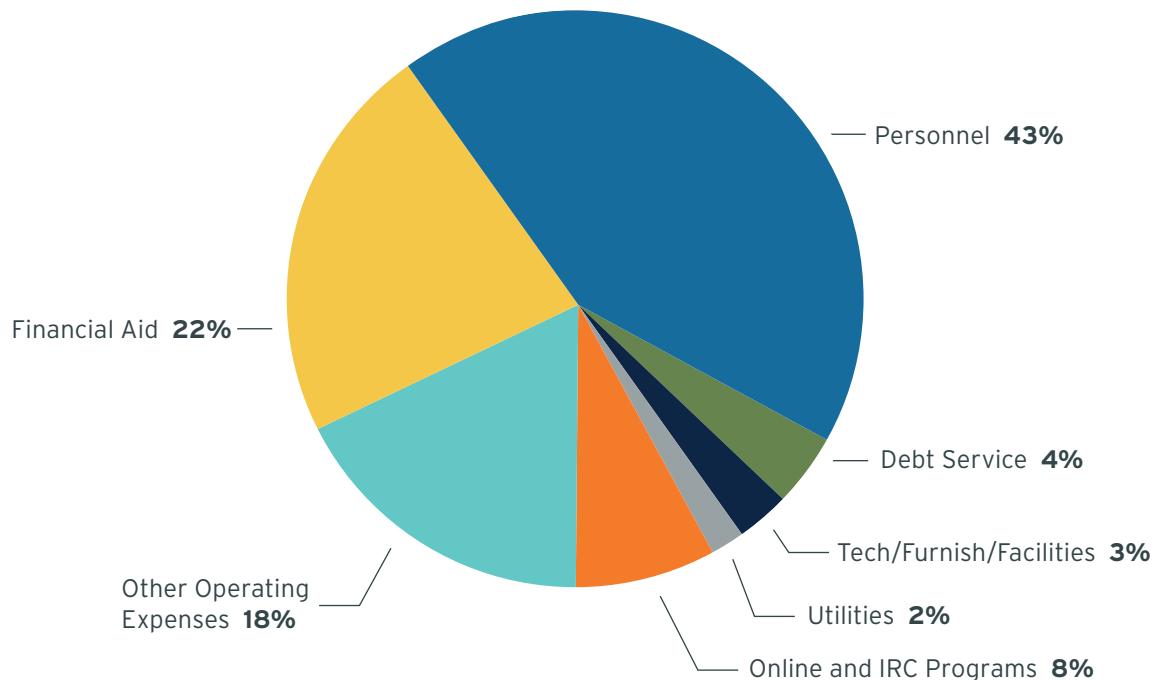
REVENUE AND EXPENDITURE BUDGET

\$776.8 million

REVENUE



EXPENDITURES



FISCAL YEAR 2020

DIVISIONAL EXPENDITURE BUDGET

(\$000s omitted)	Operating Accounts	Institutional Accounts	Total FY20 Budget	% of University Total
President	\$3,798	\$0	\$3,798	0.5%
Human Resources, Child Development Center	\$5,477	\$0	\$5,477	0.7%
Office of Information Technology	\$26,711	\$0	\$26,711	3.6%
University Communications and Marketing	\$5,342	\$0	\$5,342	0.7%
Office of General Counsel	\$1,798	\$1,063	\$2,861	0.4%
Athletics/Recreational Sports and Fitness	\$9,823	\$6,074	\$15,897	2.1%
WAMU-FM	\$37,214	\$0	\$37,214	5.0%
Academic Affairs				
Provost's Office	\$2,309	\$0	\$2,309	
Academic Initiatives—for distribution to colleges/ schools	13,901	0	13,901	
College of Arts and Sciences (CAS)	51,338	178	51,516	
School of Education (SOE)	2,209	0	2,209	
Kogod School of Business (KSB)—RCM	25,007	750	25,757	
School of International Service (SIS)	17,991	0	17,991	
School of Communication (SOC)	12,339	0	12,339	
School of Public Affairs (SPA)	16,831	0	16,831	
School of Professional & Extended Studies (SPExS)—RCM	5,165	1,027	6,192	
AU Abroad/Abroad at AU	12,702	214	12,916	
Online Partnership/IRC Programs—for distribution	56,033	0	56,033	
Washington College of Law (WCL)—RCM	45,393	22,159	67,552	
Dean of Academic Affairs and Sr. Vice Provost	4,789	0	4,789	
Vice Provost—Research and Graduate Studies	2,820	0	2,820	
Graduate Financial Aid	0	20,011	20,011	
Vice Provost Student Services/Dean Undergraduate Education	6,589	389	6,978	
Vice Provost Undergraduate Enrollment/Admissions	9,890	0	9,890	
Undergraduate Financial Aid	0	107,183	107,183	
Vice Provost—Academic Administration	1,830	0	1,830	
Office of the Registrar	2,597	133	2,730	
Library	17,370	175	17,545	
Total	\$307,102	\$152,219	\$459,321	61.3%

(\$000s omitted)	Operating Accounts	Institutional Accounts	Total FY20 Budget	% of University Total
Vice President of Finance and Treasurer				
Office of Finance	\$5,682	\$0	\$5,682	
Financial Management/Treasury	6,066	1,466	7,532	
Debt Service	0	27,912	27,912	
University Benefits	0	70,518	70,518	
University Benefits Offset	0	(70,518)	(70,518)	
AVP University Budget Office	1,930	0	1,930	
University Police, Parking & Commuter Services	6,038	2,600	8,638	
Risk and Safety Services	883	2,192	3,075	
Facilities Management	22,733	8,358	31,092	
Utilities	0	12,150	12,150	
Capital Renewal and Deferred Maintenance (CRDM)	0	13,026	13,026	
Planning and Project Management	1,924	0	1,924	
Auxiliary Services and Enterprises	1,358	13,091	14,449	
Investment Properties	0	8,656	8,656	
Total	\$46,613	\$89,451	\$136,064	18.2%
Vice President of Campus Life and Inclusive Excellence				
Office of Campus Life	\$16,589	\$594	\$17,183	
Housing and Dining Programs	8,511	0	8,511	
Residence Hall CRDM	0	1,518	1,518	
Total	\$25,100	\$2,112	\$27,213	3.6%
Vice President of Development and Alumni Relations	\$12,798	\$0	\$12,798	1.7%
Central Reserves				
New Staff Position Pool—for distribution	\$0	\$1,661	\$1,661	
Faculty and Staff Merit Pool—for distribution	0	5,000	5,000	
Furnishings and Equipment Fund	0	2,072	2,072	
Facilities Modernization Fund	0	6,600	6,600	
Technology/Capital Funding—for distribution	0	4,095	4,095	
Transfer to Quasi-Endowment Funds	0	7,180	7,180	
Transfer to Fund Strategic Initiatives	0	(12,059)	(12,059)	
Other Central Reserves—for distribution	0	1,754	1,754	
Total	\$0	\$16,303	\$16,303	2.2%
Total Expenditures	\$481,778	\$267,222	\$749,000	100.0%

FISCAL YEAR 2021

DIVISIONAL EXPENDITURE BUDGET

(\$000s omitted)	Operating Accounts	Institutional Accounts	Total FY21 Budget	% of University Total
President	\$3,734	\$0	\$3,734	0.5%
Human Resources, Child Development Center	\$5,378	\$0	\$5,378	0.7%
Office of Information Technology	\$26,391	\$0	\$26,391	3.4%
University Communications and Marketing	\$5,042	\$0	\$5,042	0.6%
Office of General Counsel	\$1,798	\$1,047	\$2,845	0.4%
Athletics/Recreational Sports and Fitness	\$9,778	\$6,074	\$15,852	2.0%
WAMU-FM	\$38,987	\$0	\$38,987	5.0%
Academic Affairs				
Provost's Office	\$2,280	\$0	\$2,280	
Academic Initiatives—for distribution to colleges/ schools	14,669	0	14,669	
College of Arts and Sciences (CAS)	50,997	178	51,175	
School of Education (SOE)	2,198	0	2,198	
Kogod School of Business (KSB)—RCM	26,089	750	26,839	
School of International Service (SIS)	18,033	0	18,033	
School of Communication (SOC)	12,237	0	12,237	
School of Public Affairs (SPA)	16,831	0	16,831	
School of Professional & Extended Studies (SPExS)—RCM	5,487	1,027	6,514	
AU Abroad/Abroad at AU	12,579	214	12,793	
Online Partnership/IRC Programs—for distribution	64,093	0	64,093	
Washington College of Law (WCL)—RCM	44,156	22,159	66,315	
Dean of Academic Affairs and Sr. Vice Provost	4,791	0	4,791	
Vice Provost—Research and Graduate Studies	2,892	0	2,892	
Graduate Financial Aid	0	20,722	20,722	
Vice Provost Student Services/Dean Undergraduate Education	6,616	389	7,005	
Vice Provost Undergraduate Enrollment/Admissions	9,795	0	9,795	
Undergraduate Financial Aid	0	113,854	113,854	
Vice Provost—Academic Administration	1,819	0	1,819	
Office of the Registrar	2,587	133	2,720	
Library	17,601	175	17,776	
Total	\$315,750	\$159,601	\$475,351	61.2%

(\$000s omitted)	Operating Accounts	Institutional Accounts	Total FY21 Budget	% of University Total
Vice President of Finance and Treasurer				
Office of Finance	\$5,359	\$0	\$5,359	
Financial Management/Treasury	6,466	1,466	7,932	
Debt Service	0	27,912	27,912	
University Benefits	0	71,488	71,488	
University Benefits Offset	0	(71,488)	(71,488)	
AVP University Budget Office	1,930	0	1,930	
University Police, Parking & Commuter Services	6,026	2,600	8,626	
Risk and Safety Services	865	2,192	3,057	
Facilities Management	22,535	8,799	31,334	
Utilities	0	12,462	12,462	
Capital Renewal and Deferred Maintenance (CRDM)	0	13,901	13,901	
Planning and Project Management	1,889	0	1,889	
Auxiliary Services and Enterprises	1,152	13,091	14,243	
Investment Properties	0	8,656	8,656	
Total	\$46,221	\$91,080	\$137,301	17.7%
Vice President of Campus Life and Inclusive Excellence				
Office of Campus Life	\$16,522	\$743	\$17,265	
Housing and Dining Programs	8,511	0	8,511	
Residence Hall CRDM	0	1,518	1,518	
Total	\$25,033	\$2,261	\$27,294	3.5%
Vice President of Development and Alumni Relations				
Central Reserves				
New Staff Position Pool—for distribution	\$0	\$2,141	\$2,141	
Faculty and Staff Merit Pool—for distribution	0	5,200	5,200	
Base Impact of FY20 Merit Pool Distribution	0	2,500	2,500	
Furnishings and Equipment Fund	0	2,072	2,072	
Facilities Modernization Fund	0	6,600	6,600	
Technology/Capital Funding—for distribution	0	5,034	5,034	
Transfer to Quasi-Endowment Funds	0	7,180	7,180	
Transfer to Fund Strategic Initiatives	0	(11,859)	(11,859)	
Other Central Reserves—for distribution	0	6,998	6,998	
Total	\$0	\$25,866	\$25,866	3.3%
Total Expenditures	\$490,821	\$285,929	\$776,750	100.0%

FISCAL YEARS 2020–2021

SUMMARY OF STRATEGIC PLAN INVESTMENTS (EXISTING AND NEW INVESTMENTS)

(\$000s omitted)	FY20	FY21
SCHOLARSHIP		
Areas of Strategic Focus		
Establish up to three university-wide centers by year 2	\$900	\$900
Research		
Existing research support costs	\$40,273	\$41,222
Additional research overhead recovery return to schools	508	633
Further increase research administration support	600	600
Hall of Science (HoS) and new capital projects	3,900	3,900
Total	\$45,281	\$46,355
LEARNING		
The Student Experience		
Existing student experience support costs	\$38,823	\$38,687
Increase undergraduate and graduate financial aid (non-need based)	1,979	3,455
Enhance student wellness programs	200	200
Enhance student experience through study abroad programs	527	527
Total	\$41,529	\$42,869
Learning for Undergraduate, Graduate, & Professional Students		
Existing instructional and learning costs for undergraduate, graduate, & professional students	\$141,088	\$144,093
Strengthen graduate market research and recruitment efforts	500	500
Increase library materials	312	636
Total	\$141,900	\$145,229
Lifelong Learning		
Existing lifelong learning costs	\$48,379	\$48,379
Grow non-digital lifelong learning programs	2,770	2,770
Expand online master's programs	4,903	12,956
Create a digital strategy office	800	800
Total	\$56,852	\$64,905

(\$000s omitted)	FY20	FY21
COMMUNITY		
Inclusive Excellence		
Existing diversity and inclusion support costs	\$61,297	\$61,297
Increase need-based financial aid	9,737	15,690
Total	\$71,034	\$76,987
Working with Washington, DC		
Existing community relations support costs	\$1,152	\$1,152
Implement School of Education's Dual Enrollment Program	100	100
Expand DC partnerships to seek greater support from foundations and other funders	215	340
Total	\$1,467	\$1,592
Partnerships		
Existing WAMU-FM partnerships	\$2,626	\$2,626
Appoint a partnership strategy team and cover start-up funds	180	430
Total	\$2,806	\$3,056
How AU Works		
Existing administrative services and development costs	\$22,227	\$22,077
Undertake university-wide continuous process improvements	2,010	2,050
Launch a new branding campaign	500	0
Expand comprehensive campaign	4,000	4,000
Total	\$28,737	\$28,127
TOTAL INVESTMENT	\$390,507	\$410,020
Total Operating Budget	\$749,000	\$776,750
Strategic Investment as a Percent of Operating Budget	52%	53%

FACULTY AND STAFF MERIT INCREASE AND MARKET ADJUSTMENTS

	Merit %	Staff Market	Faculty Market
FY04	4.00%	0	0
FY05	4.00%	0	0
FY06	3.75%	150,000	100,000
FY07	3.50%	0	0
FY08	3.70%	0	110,000
FY09	3.70%	0	120,000
FY10	3.00%	0	100,000
FY11	3.00%	0	100,000
FY12	3.00%	0	400,000
FY13	3.00%	0	400,000
FY14	2.50%	0	400,000
FY15	2.50%	0	400,000
FY16	1.50%	0	400,000
FY17	1.50%	0	400,000
FY18	3.00%	0	500,000
FY19	2.50%	0	500,000
FY20	2.50%	0	100,000
FY21	2.50%	0	100,000
TOTAL		\$150,000	\$4,130,000

Notes: Adjustments to the staff salary compensation bands are implemented each year.

The FY16 merit pool was implemented as one-time payments.

Faculty market funding in FY16–21 is for term faculty.

TUITION, HOUSING, AND MEAL PLAN RATES

OVERALL TUITION, FEES, ROOM, AND BOARD (TFRB)	FY17	FY18	FY19	FY20	FY21
Undergraduate Tuition	\$44,046	\$45,808	\$47,640	\$49,070	\$50,542
Mandatory Fees*	807	807	819	819	819
Housing—Double Room (including RHA Fee)	9,800	9,898	9,996	9,996	10,096
175 Block Meal Plan (with \$400 Eaglebucks for first-years)	4,726	4,804	4,884	4,884	4,884
Total Academic Year Cost	\$59,379	\$61,317	\$63,339	\$64,769	\$66,341
% Change from Previous Academic Year	3.3%	3.3%	3.3%	2.3%	2.4%
TUITION RATES: FALL AND SPRING SEMESTERS	FY19	FY20	FY21	FY19–20 Change	FY20–21 Change
Full-time Undergraduate (semester)	\$23,820	\$24,535	\$25,271	3.0%	3.0%
Part-time Undergraduate and Nondegree (credit hour)	1,587	1,635	1,684	3.0%	3.0%
Graduate and Nondegree (credit hour)	1,708	1,759	1,812	3.0%	3.0%
Washington College of Law (semester)	27,786	28,342	28,909	2.0%	2.0%
Washington College of Law (credit hour)	2,058	2,099	2,141	2.0%	2.0%
Part-time Off-Campus (credit hour)	1,439	1,482	1,526	3.0%	3.0%
TUITION RATES: SUMMER SEMESTERS (PER CREDIT HOUR)	FY19	FY20	FY21	FY19–20 Change	FY20–21 Change
Undergraduate	\$1,526	\$1,587	\$1,635	4.0%	3.0%
Graduate	1,642	1,708	1,759	4.0%	3.0%
Washington College of Law	1,988	2,058	2,099	3.5%	2.0%
Part-time Off-Campus	1,384	1,439	1,482	4.0%	3.0%
STUDENT HOUSING (PER SEMESTER)	FY19	FY20	FY21	FY19–20 Change	FY20–21 Change
Hughes, Leonard, McDowell, Roper Single Occupancy	\$6,388	\$6,388	\$6,452	0.0%	1.0%
Hughes, Leonard, McDowell, Roper Double Occupancy	4,998	4,998	5,048	0.0%	1.0%
Hughes, Leonard, McDowell, Roper Triple Occupancy	3,730	3,730	3,767	0.0%	1.0%
Anderson & Letts Single Occupancy	6,388	6,452	6,516	1.0%	1.0%
Anderson & Letts Double Occupancy	4,998	5,048	5,098	1.0%	1.0%
Anderson & Letts Triple Occupancy	3,730	3,767	3,805	1.0%	1.0%
Cassell Hall Single Occupancy	7,183	7,362	7,546	2.5%	2.5%
Cassell Hall Double Occupancy	5,947	6,095	6,247	2.5%	2.5%
Nebraska Hall Single Occupancy	7,183	7,398	7,619	3.0%	3.0%
Nebraska Hall Double Occupancy	5,947	6,125	6,308	3.0%	3.0%
Centennial Hall Single Occupancy	7,043	7,184	7,327	2.0%	2.0%
Centennial Hall Double Occupancy	5,620	5,732	5,846	2.0%	2.0%
East Campus Single Occupancy	7,113	7,326	7,545	3.0%	3.0%
East Campus Double Occupancy	5,802	5,976	6,155	3.0%	3.0%
MEAL PLAN RATES	FY19	FY20	FY21	FY19–20 Change	FY20–21 Change
All Access 7 Day Plan + 5 Meal Exchanges & 100 Eaglebucks	n/a	\$3,050	\$3,050	n/a	0.0%
175 Block Plan with 400 Eaglebucks	2,442	2,442	2,442	0.0%	0.0%
100 Block Plan with 400 Eaglebucks	1,588	1,588	1,588	0.0%	0.0%
50 Block Plan with 100 Eaglebucks	695	695	695	0.0%	0.0%
800 Eaglebucks	n/a	800	800	n/a	0.0%

Note: *U-Pass fee included in Mandatory Fees.

MARKET COMPARISON

FULL-TIME UNDERGRADUATE TUITION AND MANDATORY FEES

School	FY18	FY19	Increase FY18 to FY19	
			\$	Percent
1 Tufts University	\$54,318	\$56,382	\$2,064	3.8%
2 Bucknell University	53,986	56,092	2,106	3.9%
3 Colgate University	53,980	55,870	1,890	3.5%
4 Carnegie Mellon University	53,910	55,465	1,555	2.9%
5 Boston College	53,346	55,464	2,118	4.0%
6 Brandeis University	53,537	55,395	1,858	3.5%
7 George Washington University	53,518	55,230	1,712	3.2%
8 Tulane University	52,960	54,820	1,860	3.5%
9 Johns Hopkins University	52,670	54,240	1,570	3.0%
10 Georgetown University	52,300	54,104	1,804	3.4%
11 Boston University	52,082	53,948	1,866	3.6%
12 University of Rochester	52,020	53,926	1,906	3.7%
13 Washington University in St. Louis	51,533	53,399	1,866	3.6%
14 Lehigh University	50,740	52,930	2,190	4.3%
15 Lafayette College	50,890	52,880	1,990	3.9%
16 College of the Holy Cross	50,630	52,770	2,140	4.2%
17 Fordham University	50,986	52,687	1,701	3.3%
18 Syracuse University*	46,755	51,853	5,098	10.9%
19 New York University	50,464	51,828	1,364	2.7%
20 Northeastern University	49,497	51,387	1,890	3.8%
21 Emory University	49,392	51,306	1,914	3.9%
22 University of Miami	48,484	50,226	1,742	3.6%
23 Vanderbilt University	47,664	49,816	2,152	4.5%
24 Case Western Reserve University	47,500	49,042	1,542	3.2%
25 American University	46,615	48,459	1,844	4.0%
26 College of William and Mary**	43,099	44,701	1,602	3.7%
27 University of California–Berkeley**	41,942	43,176	1,234	2.9%
28 University of North Carolina–Chapel Hill**	34,588	35,170	582	1.7%
29 University of Maryland–College Park**	33,606	35,216	1,610	4.8%
30 University of Delaware**	33,150	34,310	1,160	3.5%
Median (private institutions only)	\$51,777	\$53,663	\$1,886	3.6%
American University vs. Median	(\$5,162)	(\$5,204)		
As % of American University tuition	10.0%	10.7%		

Source: The College Board website obtained on 11/12/2018. The *Annual Survey of Colleges* reports tuition and fees at Private Doctoral Four-Year Universities increased 3.8% from AY17–18 to AY18–19.

*Starting with the fall 2018 semester, new incoming freshmen and transfers will be charged another \$3,300 as part of the \$100M Invest Syracuse Initiative over a five-year period.

**State institutions indicate out-of-state tuition rates.

MARKET COMPARISON

AY2018-19 TUITION, FEES, ROOM AND BOARD (TFRB) AND FY2018 ENDOWMENT

	School	Tuition	Fees	Room	Board	TFRB Total	FY18 Endowment (\$000s)
1	American University	\$47,640	\$888	\$9,996	\$4,884	\$63,408	\$695,025
2	Boston College	54,600	1,401	14,142**		70,143	2,502,475
3	Boston University	52,816	1,132	10,390	5,330	69,668	2,197,808
4	Brandeis University	53,260	1,780	8,660	6,600	70,300	1,046,386
5	Colgate University	55,530	340	6,755	7,240	69,865	934,827
6	College of the Holy Cross	52,100	670	7,950	6,570	67,290	784,264
7	Drexel University	50,874	2,405	14,079**		67,358	779,762
8	Emory University	50,590	716	8,306	6,200	65,812	7,292,165
9	George Washington University	55,140	440	13,850**		69,430	1,798,810
10	Lafayette College	52,415	465	9,670	5,970	68,520	830,637
11	Lehigh University	52,480	650	7,930	5,670	66,730	1,353,116
12	University of Miami	48,720	1,506	14,108**		64,334	1,021,508
13	Northeastern University	50,450	1,072	16,270**		67,792	831,129
14	University of Notre Dame	53,391*		15,410**		68,801	10,727,653
15	Southern Methodist University	48,364	6,128	16,950**		71,442	1,632,763
16	Syracuse University	50,230	1,623	15,550**		67,403	1,338,287
17	Tufts University	55,172	1,210	7,934	6,626	70,942	1,845,956
18	Tulane University	56,800*		9,010	6,764	72,574	1,384,371
19	University of Southern California	55,320	905	15,395**		71,620	5,544,267
20	Vanderbilt University	48,600	1,216	10,620	5,614	66,050	4,607,764
21	Villanova University	52,578	730	7,470	6,550	67,328	715,650
22	Washington University in St. Louis	52,400	999	16,440**		69,839	7,594,159
Median		\$52,448	\$1,036	\$10,505	\$6,375	\$68,661	\$1,368,744

Sources: Enrollment Planning Network schools, compiled by the AU Office of Undergraduate Enrollment, November 2018. NACUBO Endowment Study and Voluntary Support for Education (VSE) Database.

*Includes fees.

**Includes board.

MARKET COMPARISON

GRADUATE PER CREDIT HOUR TUITION RATES

School	FY18	FY19	Increase FY18 to FY19	
			\$	Percent
1 Georgetown University	\$1,995	\$2,065	\$70	3.5%
2 Catholic University*	1,812	1,882	70	3.9%
3 Columbia University**	1,770	1,840	70	4.0%
4 George Washington University	1,655	1,710	55	3.3%
5 American University	1,642	1,708	66	4.0%
6 Syracuse University	1,500	1,559	59	3.9%
7 University of Maryland (out of state rate)	1,474	1,548	74	5.0%
8 George Mason University (out of state rate)	1,416	1,447	31	2.2%
Median	\$1,649	\$1,709	\$61	3.7%

Source: University websites.

Notes: General graduate rates only.

*CUA part-time rate. Tuition for full-time students increased from \$22,200/semester in FY18 to \$23,090/semester in FY19.

**Columbia per credit rate has been derived from flat, per semester rate, based on an expected minimum enrollment of 15 credits per semester.

MARKET COMPARISON

FULL-TIME LAW SCHOOL TUITION AND FEES

School	FY18	FY19	Increase FY18 to FY19	
			\$	Percent
1 Georgetown University	\$59,850	\$62,244	\$2,394	4.0%
2 George Washington University	58,520	60,790	2,270	3.9%
3 Fordham University	58,696	60,406	1,710	2.9%
4 Emory University	55,386	57,348	1,962	3.5%
5 American University	54,832	56,724	1,892	3.5%
6 Tulane University	54,658	56,572	1,914	3.5%
7 Boston University	52,745	55,178	2,433	4.6%
8 Boston College	53,462	55,076	1,614	3.0%
9 University of Miami	50,578	52,390	1,812	3.6%
10 Syracuse University	49,966	51,422	1,456	2.9%
11 Catholic University	49,800	51,120	1,320	2.7%
12 University of Richmond	43,000	44,700	1,700	4.0%
Median	\$54,060	\$55,875	\$1,815	3.4%

Source: Survey by AU Washington College of Law.

Note: All FY2018 and FY2019 rates include required fees.

GROSS VS. NET TUITION

\$ Millions

600

500

400

300

200

100

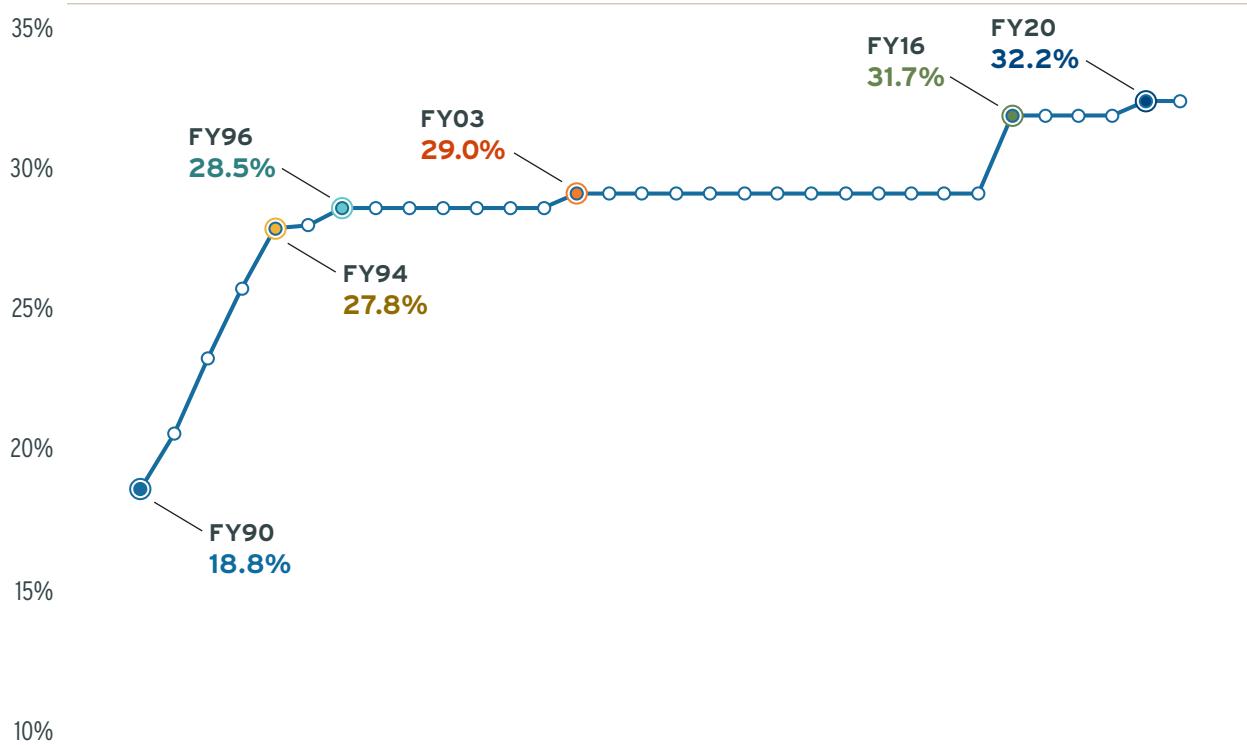
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FY04 FY05 FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18

Scholarship Allowances	51	56	60	63	68	72	87	92	97	102	102	113	120	131	156
Net Tuition & Fees	205	220	234	248	264	286	306	332	345	355	366	374	388	394	401

Source: AU Consolidated Financial Statements.

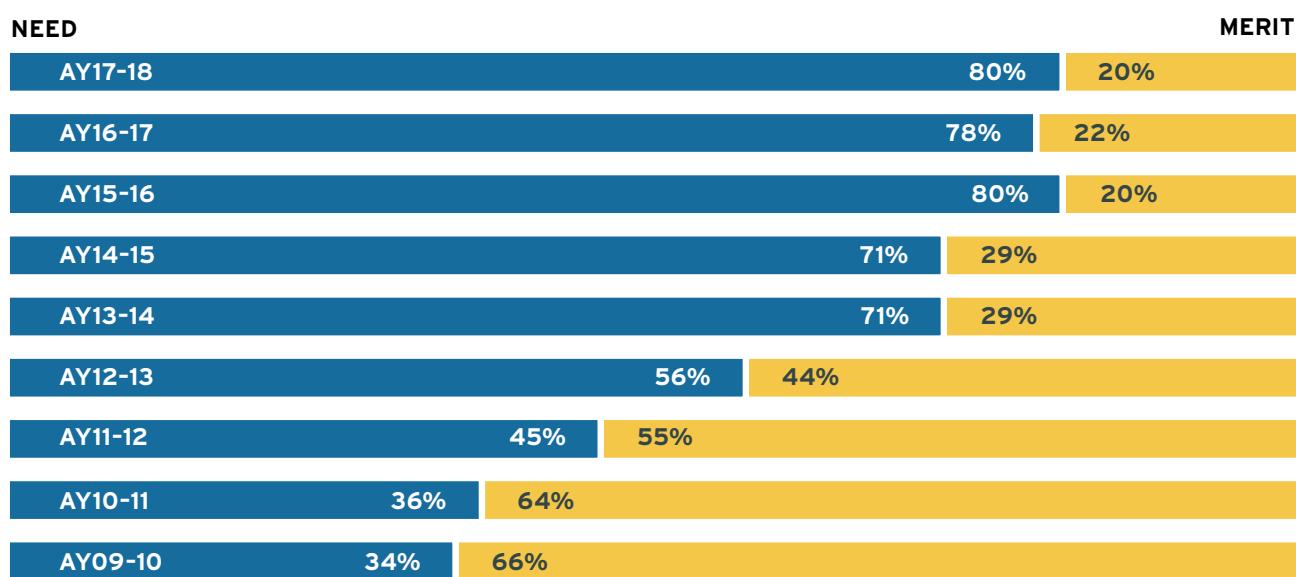
TUITION DISCOUNT RATE (FINANCIAL AID AS A PERCENT OF TUITION REVENUE)



Notes: Excludes employee remitted tuition.

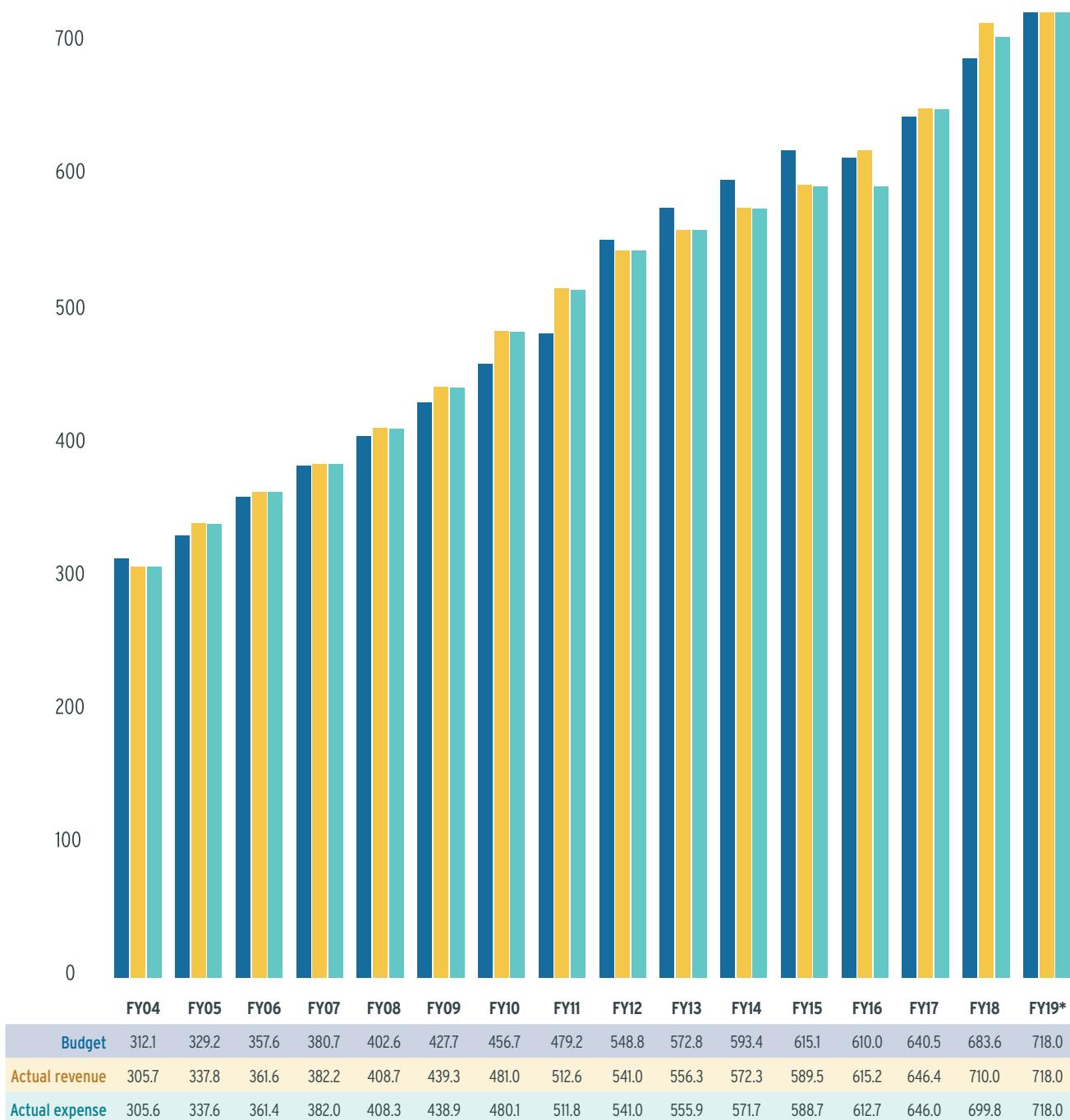
The tuition discount formula was recalibrated effective FY16 to reflect special allocations that had not previously been factored into the calculation (e.g., Frederick Douglass Distinguished Scholarships, grants-in-aid, and AU enrichment grants).

PERCENTAGE OF FINANCIAL AID EXPENDITURES ON NEED VS. MERIT



OPERATING BUDGET HISTORY

\$ Millions



Note: *FY19 projected.

ENDOWMENT FUNDS

\$ Millions

800

700

600

500

400

300

200

100

0

FY04 FY05 FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18



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