

A 5-Year Tuition and Financial Aid Plan for the University of Wyoming

Purpose:

The University of Wyoming's current strategic plan, *Breaking Through*, identifies a goal to "Implement a student-centric enrollment management strategy to grow enrollment and enhance recruitment and retention of students." The metric identifies a baseline of 12,366 for fall 2016 and a five-year enrollment goal of 13,500 students by 2022. The purpose of this 5-year tuition and financial aid plan is to outline guiding principles and specific tactics the Administration will deploy to achieve this aspirational goal.

Guiding Principles:

Tuition and financial aid resources at the University of Wyoming should be developed, managed, and deployed in order to:

1. Enroll and deliver a quality education to as many Wyoming citizens as possible.
2. Enroll the best and brightest Wyoming high school graduates.
3. Enroll Wyoming community college graduates and/ or transfer students to complete baccalaureate degrees through UW.
4. Keep tuition as nearly free as possible for Wyoming citizens.
5. Seek out and provide qualifying Wyoming students with need-based financial aid.
6. Fully award UW Foundation scholarships while decreasing the number of "scholarships" funded through tuition waivers.
7. Develop new scholarships through private funds raised through the UW Foundation.
8. While taking into consideration the appropriate balance between non-resident student enrollment, academic quality, and financial aid expense outcomes---realize greater non-resident net tuition revenue.
9. Incentivize and support strategic enrollment goals and objectives (e.g., on-line/distance education, under/low enrolled degree programs, new degree programs, etc.)

Data to provide context from which these principles derived:

- Data on waivers, discounts and “scholarships”
- Net tuition revenue vs out-of-state enrollment growth
- Cost per degree range (by college)
- Low income students paying a higher level of the cost of education
- Transfer student scholarships (current practice)

Recommendations for fall 2020

1. Increase scholarship levels to transfer students, thus increasing yield.
2. Increase in-state resident enrollment by reviewing scholarship awards and providing greater financial assistance to areas where we have historically under awarded. Establish a preliminary pool of 1 million dollars to address need-based awards.
3. Increase net tuition revenue while maintaining quality of students. Review Rocky Mountain Scholarships award bands and priority confirmation date. Review number of WUE (Western Undergraduate Exchange) awards.
4. Continue to aggressively increase scholarships through the UW Foundation



Total Aid Disbursed FY18 \$64,902,986

- Federal \$10,822,295 ¹
- State \$12,157,401 ²
- Foundation \$ 7,726,328 ³
- External \$ 4,401,227 ⁴
- Waivers \$ 6,280,157 ⁵
 - Subtotal by: Undergraduate \$ 5,576,663 Graduate \$ 703,494
- Institutional \$23,515,578 ⁶
 - Subtotal by: Undergraduate \$14,614,327 Graduate \$8,901,251

¹ = represents Federal Pell Grants, SEOG, TEACH

² = represents Hathaway & funded state benefit programs such WY Nat'l Guard

³ = represents all foundation scholarships (endowed and/or annual gifts)

⁴ = represents external scholarships such as Rotary

⁵ = represents unfunded scholarships such as Western Undergraduate Exchange (WUE)

⁶ = represents Trustees' Scholars, Rocky Mountain Scholars

Fall 2017/ Spring 2018			
FUND	ENROLLED	TOTAL DOLLARS	New First Time
Alumni*	406	\$ 3,928,050.00	84
NETR**	2	\$ 19,672.50	0
RM3000	76	\$ 216,000.00	54
RM6000	458	\$ 2,685,000.00	222
RMS150	143	\$ 1,425,288.75	76
WUE	353	\$ 3,490,095.00	131
WUETR	31	\$ 285,090.00	0
	1469	\$ 12,049,196.25	567

Fall 2018/ Spring 2019			
FUND	ENROLLED	TOTAL DOLLARS	New First Time
Alumni*	428	\$ 4,314,240.00	111
NETR**	6	\$ 55,608.00	0
RM3000	77	\$ 217,500.00	48
RM6000	625	\$ 3,615,000.00	294
RMS150	207	\$ 2,132,872.83	81
WUE	436	\$ 4,476,864.18	147
WUETR	55	\$ 542,641.00	0
	1834	\$ 15,354,726.01	681

Increase			
FUND	ENROLLED	TOTAL DOLLARS	New First Time
Alumni*	22	\$ 386,190.00	27
NETR**	4	\$ 35,935.50	0
RM3000	1	\$ 1,500.00	-6
RM6000	167	\$ 930,000.00	72
RMS150	64	\$ 707,584.08	5
WUE	83	\$ 986,769.18	16
WUETR	24	\$ 257,551.00	0
	365	\$ 3,305,529.76	114

*Alumni amount is not exact but based on 15 credit hours

** Nebraska Transfer Award

**University of Wyoming Student Credit Hours (SCHs)
Based on Department Offering the Course - By College
Academic Year 2017-18**

(Unrestricted Operating & Designated Operating Expenditures Only)

College/Department	Total SCHs	FY18 Total Expenditures Total	Cost Per SCH
Agriculture and Nat. Resources			
Agricultural & Applied Economics	3,326	\$315,466	\$95
Agriculture Dean's Office	746	\$5,547,922	\$7,437
Animal Science	3,502	\$607,863	\$174
Ecosystem Science & Management	2,923	\$523,899	\$179
Family & Consumer Sciences	6,508	\$592,340	\$91
Molecular Biology	3,349	\$429,605	\$128
Plant Sciences	748	\$306,570	\$410
Veterinary Science	2,355	\$3,043,497	\$1,292
Agriculture and Nat. Resources Total	24,100	\$11,367,163	\$472
College of Arts and Sciences			
Anthropology	5,799	\$1,574,147	\$271
Botany	1,306	\$2,184,840	\$1,673
Chemistry	11,533	\$2,733,738	\$237
Communication & Journalism	7,757	\$889,548	\$115
Criminal Justice & Sociology	8,424	\$1,339,579	\$159
English	10,867	\$2,727,843	\$251
Geography	4,076	\$1,161,387	\$285
Geology & Geophysics	5,292	\$2,797,936	\$529
History & American Studies	5,555	\$1,335,924	\$240
Mathematics & Statistics	26,391	\$4,151,618	\$157
Modern & Classical Languages	8,241	\$1,392,310	\$169
Music	5,331	\$2,603,498	\$488
Philosophy & Religious Studies	3,687	\$1,312,218	\$356
Physics & Astronomy	8,016	\$2,281,861	\$285
Psychology	9,293	\$2,171,804	\$234
School of Culture, Gender, & Social Justice	4,468	\$1,256,485	\$281
School of Politics, Public Affairs & International Studies	8,862	\$2,122,176	\$239
Science Mathematics Teaching Center (Split A&S,ED)	273.0	\$365,289	\$1,338
Theatre & Dance	2,394	\$1,704,541	\$712
Visual & Literary Arts	4,237	\$2,344,827	\$553
Zoology & Physiology	4,835	\$3,502,896	\$724
Other Programs - Arts & Sciences	8,348	\$5,318,240	\$637
College of Arts and Sciences Total	154,985	\$47,272,705	\$305
College of Business Total	31,461	\$10,249,330	\$326
College of Education Total	20,692	\$8,565,463	\$414
Engineering and Applied Sci Total	31,988	\$18,960,110	\$593
College of Health Sciences Total	35,023	\$40,515,533	\$1,157
College of Law Total	6,729	\$6,149,629	\$914
Haub School of Envr & Nat Rsrc Total¹	2,505	\$748,034	\$299
School of Energy Resources Total	457	\$9,732,623	\$21,297
Total Student Credit Hours (SCHs) 2017-18	307,939	\$153,560,590	\$499

Note(s):

1. The majority of the Haub School's funding is from UW Foundation accounts, and thus by using Unrestricted Operating & Designated Operating Expenditures only, the FY18 Total Expenditures represented here is artificially low.

**University of Wyoming Degrees Awarded
By College, Department, and Type of Degree
Academic Year 2017-18**

(Unrestricted Operating & Designated Operating Expenditures Only)

College/Department	Degrees Awarded						Total FY18 Expenditures	Cost per Total Degrees Awarded
	Cert	Bach	Mas	Doc	Prof	Total Degrees		
Agriculture and Nat. Resources								
Agricultural & Applied Economics	0	38	3	0	0	41	\$315,466	\$7,694
Agriculture Dean's Office	0	6	0	0	0	6	\$5,547,922	\$924,654
Animal Science	0	36	2	3	0	41	\$607,863	\$14,826
Ecosystem Science & Management	0	14	12	10	0	36	\$523,899	\$14,553
Family & Consumer Sciences	2	30	3	0	0	35	\$592,340	\$16,924
Molecular Biology	0	33	2	4	0	39	\$429,605	\$11,016
Plant Sciences	0	11	3	2	0	16	\$306,570	\$19,161
Veterinary Science	0	6	2	3	0	11	\$3,043,497	\$276,682
Agriculture and Nat. Resources Total	2	208	27	22	0	259	\$11,367,163	\$43,889
College of Arts and Sciences								
Anthropology	0	19	5	3	0	27	\$1,574,147	\$58,302
Botany	0	35	7	0	0	42	\$2,184,840	\$52,020
Chemistry	0	9	0	4	0	13	\$2,733,738	\$210,288
Communication & Journalism	0	65	15	0	0	80	\$889,548	\$11,119
Criminal Justice & Sociology	0	87	2	0	0	89	\$1,339,579	\$15,051
English	0	28	8	0	0	36	\$2,727,843	\$75,773
Geography	0	18	5	0	0	23	\$1,161,387	\$50,495
Geology & Geophysics	0	36	7	3	0	46	\$2,797,936	\$60,825
History & American Studies	0	23	8	0	0	31	\$1,335,924	\$43,094
Mathematics & Statistics	0	23	7	3	0	33	\$4,151,618	\$125,807
Modern & Classical Languages	0	21	6	0	0	27	\$1,392,310	\$51,567
Music	1	19	7	0	0	27	\$2,603,498	\$96,426
Philosophy & Religious Studies	0	15	2	0	0	17	\$1,312,218	\$77,189
Physics & Astronomy	0	12	8	1	0	21	\$2,281,861	\$108,660
Psychology	0	120	5	6	0	131	\$2,171,804	\$16,579
School of Culture, Gender, & Social Justice	0	3	0	0	0	3	\$1,256,485	\$418,828
School of Politics, Public Affairs & International Studies	0	50	33	0	0	83	\$2,122,176	\$25,568
Science Mathematics Teaching Center (Split A&S,ED)	0	0	7.5	0	0	7.5	\$365,289	\$48,705
Theatre & Dance	0	22	0	0	0	22	\$1,704,541	\$77,479
Visual & Literary Arts	0	28	10	0	0	38	\$2,344,827	\$61,706
Zoology & Physiology	0	73	11	9	0	93	\$3,502,896	\$37,666
Other Programs - Arts & Sciences	0	57	0	0	0	57	\$5,318,240	\$93,302
College of Arts and Sciences Total	1	763	154	29	0	947	\$47,272,705	\$49,945
College of Business Total	0	310	92	4	0	406	\$10,249,330	\$25,245
College of Education Total	72	184	101	29	0	386	\$8,565,463	\$22,219
Engineering and Applied Sci Total	4	279	48	28	0	359	\$18,960,110	\$52,814
College of Health Sciences Total	6	358	78	1	64	507	\$40,515,533	\$79,912
College of Law Total	0	0	0	0	85	85	\$6,149,629	\$72,349
Haub School of Envr & Nat Rsrc Total¹	0	7	2	0	0	9	\$748,034	\$83,115
School of Energy Resources Total	0	18	0	0	0	18	\$9,732,623	\$540,701
Total Degrees Awarded 2017-18	85	2,127	501	113	149	2,975	\$153,560,590	\$51,617

Note(s):

1. The majority of the Haub School's funding is from UW Foundation accounts, and thus by using Unrestricted Operating & Designated Operating Expenditures only, the FY18 Total Expenditures represented here is artificially low.

	A	B	C	D
1	FY2019-Through February 28, 2019			
2	TUITION AND FINANCIAL AID-UNRSTRICATED OPERATING FUND CLASS			
3		Budget	Actual	Acutal as % of Budget
4	40001-Tuition Undergraduate Resident	(15,937,171.00)	(16,541,341.65)	104%
5	40002-Tuition Undergraduate Non resident	(39,287,725.50)	(41,412,672.11)	105%
6	40005-Tuition Undergraduate Resident Distance	(5,366,830.50)	(4,401,302.28)	82%
7	40006-Tuition Undergraduate Non Resident Distance	(5,568,493.00)	(5,164,443.98)	93%
8	40101-Tuition Graduate Resident	(4,896,229.50)	(4,280,514.75)	87%
9	40102-Tuition Graduate Non resident	(987,090.00)	(675,538.00)	68%
10	40105-Tuition Graduate Resident Distance	(1,533,833.00)	(1,445,705.10)	94%
11	40106-Tuition Graduate Non resident Distance	(365,327.00)	(272,151.70)	74%
12	40151-Tuition Professional Business Resident	(418,441.50)	(456,795.00)	109%
13	40152-Tuition Professional Business Non Resident	(75,072.00)	(154,176.00)	205%
14	40153-Tuition Professional Law Resident	(2,011,100.00)	(1,721,573.40)	86%
15	40154-Tuition Professional Law Non Resident	(2,392,300.00)	(2,485,230.00)	104%
16	40155-Tuition Professional Health Sciences Resident	(2,982,953.00)	(2,836,820.20)	95%
17	40156-Tuition Professional Health Sciences Non Resident	(2,061,801.00)	(2,490,443.00)	121%
18	40157-Tuition Professional Distance Resident	(1,641,254.00)	(853,664.04)	52%
19	40203-Tuition Conversion	24,300.00	(95,830.66)	-394%
20	40206-Tuition Other	(1,305,847.00)	(675,502.85)	52%
21	40301-Tuition Waivers	5,556,049.48	7,915,817.47	142%
22	40302-Financial Aid Undergraduate	14,205,299.00	12,545,335.45	88%
23	40303-Financial Aid Graduate	4,451,413.96	4,013,932.87	90%
24	40304-Financial Aid Professional	908,496.00	1,096,511.96	121%
25	40305-Financial Aid Other	336,193.00	45,301.39	13%
26	40306-Financial Aid Room & Board	693,161.00	2,298,098.55	332%
27	Net Tuition Revenue	(60,656,555.56)	(58,048,707.03)	96%

UW Transfer Awarding focus

UW has not published grid for scholarship/aid commitments for Transfer students. Awards amounts of \$1,000 - \$1,500 are the targeted amount. Internally the SFA office will look for transfers who meet the following criteria:

- Transfer students with an associate's or a minimum of 60 credits
- Cumulative GPA of a 3.4 or higher
- No Hathaway
- Not confirmed as of May 1st (TRS confirmation is August 1)

Consultation Partnership with RNL

The University of Wyoming is collaborating with Ruffalo Noel-Levitz (RNL) for their services to enhance the distribution or leveraging of scholarships while shaping our future enrollments and increasing net tuition revenue.

Two Primary outcomes are anticipated through this partnership:

1. Enhance our Scholarship and Financial Aid awarding through:
 - Optimized award packages for both resident and non-resident populations
 - Strategic redesign of current non-resident commitment levels and discounting
 - Through commitment level redesign, the university should anticipate a reduction in the per student discount rate. The outcome will result in less institutional discounting and therefore increased net tuition revenue generated through non-resident enrollments.
2. Focus awarding practices to attract and enroll the greatest number of qualified Wyoming residents and optimize net revenue generation from no-resident students.

RNL's expertise is in developing predictive models to generate specific results based on institutional direction. After conducting a thorough review of historical data from the past two years, it was identified that opportunities exists for both increasing enrollment and enhancing net tuition revenue. Institutional strategy will determine the focus and direction for adoption of recommendations.

Optimization of Scholarship and Financial Aid practices allows for greater efficiencies and impact of available funds. These efficiencies will be directed to further the desire for enrollments of Wyoming residents, both directly from our high schools as well as through transfers entering UW from a Wyoming community college. RNL's predictive modeling will design an awarding strategy to attract and retain the best and brightest Wyoming residents as well as those students with the ability to succeed and graduate. Their model will also guide our awarding strategy to optimize scholarships and/or waivers to non-residents without sacrificing revenue and quality from this population.