

# Arkansas Higher Education Comprehensive Annual Report



## Financial Condition Report 2010

**Arkansas Department of Higher Education**

114 East Capitol, Little Rock, Arkansas 72201

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# The Financial Condition of Arkansas Institutions of Higher Education

## October 2010

### Introduction

The purpose of this report is to describe the financial condition as well as the difficulties and dilemmas experienced by Arkansas's Public Institutions of Higher Education. These difficulties and dilemmas have been brought on by a number of competing, and often conflicting demands: increasing enrollments; lagging, and even declining, state support; increasing public and political pressure to hold tuition down; and students who come to college with the expectations of new amenities and programs from the institutions. Other factors also contribute to higher education's financial difficulties some of which are brought on by the institutions themselves and others are legislatively mandated.

This financial conditions report will address several topics including the equity of the funding formulas, revenues versus costs in higher education, the impact of lottery scholarships and funds per FTE student, the increased volume of construction on campuses, a comparison of Arkansas faculty salaries to other SREB states, a look at why research is important and various charts and graphs on tuition and fees by institution, expenditures by function, fund balances, operating margins, athletic incomes and expenditures, scholarship expenditures and measures of performance. It will also include some recommendations for future financial policies of the Arkansas Higher Education Coordinating Board.

### Funding Formulas - The Only Basis for Funding Equity

Funding formulas are often the subject of unfair and uninformed criticisms. This is an attempt to clarify a number of points about the funding formulas. First, everyone must come to realize **that dollars per FTE is not a reasonable measure of equity** since FTEs do not cost the same to produce--Nursing is more expensive to teach than History. Certainly dollars per FTE is easy to understand but it is not a basis for comparing state funding among institutions because their credit hour productions among the various disciplines and levels differ significantly in terms of the cost of producing those hours. All the presidents and chancellors actually understand that dollars per FTE is not a valid measure, but if their institution is the one with the lowest dollars per FTE, they seize the opportunity to garner a great deal of sympathy from their legislative delegation by using that fact as an argument that the formula is unfair. An expensive program, such as engineering, does not increase the need for funding unless there are a significant number of credit hours produced from the engineering program. Similarly having a doctoral program does not increase funding unless the institution is producing credit hours at the doctoral level. The level of a course is not determined by the level of the student taking the course. It is determined by the content of the course. An upper level undergraduate course taken by a doctoral student does not become doctoral credit hours just because the student

enrolled is pursuing a doctorate. Also, an institution's funding does not increase automatically when the institution moves to a higher SREB classification i.e. from bachelorette to masters.

Hopefully, we have learned from the Lakeview case and the associated public school formula litigation that some **recognition must be given** to schools in **economically depressed** regions of the state. If this concept is pedagogically and constitutionally sound for students in the public schools, is it not logical that it also applies to college students? Students entering college from economically depressed areas generally require additional academic support staff in the form of counselors and tutors in special labs.

Act 1760 of 1985 states that no two-year college may receive less funding in the recommendation than they received the previous year. However, when enrollment losses resulting from population losses do occur in economically depressed areas of the state, it serves to make the dollars per FTE increase significantly even though total funding to the institution from the state remains unchanged. Should every school be raised to that level of funding per FTE? Should that become the new standard for funding each institution? Of course not.

Does the formula reward an institution for losing enrollment? No. The formula reacts to changes in enrollment by reducing the funding need in direct proportion to the enrollment which is lost. However, when the recommendations are made, the recommendations must **not** result in a reduction in funding. In addition, the recommendations often must include a cost-of-living adjustment. This would seem to make the resulting recommendations more a function of public policy than a function of the formula?! The differences in funds per FTE are often not so much a function of the funding formula as it is a result of legislative decisions which have historically held "harmless" institutions that lost enrollment (Act 1760).

Arkansas Code §6-61-223 & 224 require funding formulas to include an economy-of-scale. **Are the larger schools being penalized by the formula or does the formula merely recognize economies-of-scale that are enjoyed by larger schools? Are the additional funds needed for each additional FTE the same as they were for the first student enrolled?** No. All colleges must have a core staff regardless of the number of students who are enrolled--a registrar, a financial aid officer, a chief financial officer, a chief academic officer, a chief student affairs officer, an accounting staff, a computing staff and a minimum number of full-time faculty in each of the general education disciplines. These costs are the same for each school but when the costs are divided by a smaller number of FTE, the result is a higher expenditure per FTE.

**Are schools that have a high funding level per FTE inefficient?** No. Small schools are very expensive to operate but that does not equate to inefficiency. In Arkansas the largest two-year college and one of the smallest two-year colleges have the same ratio of students-to-authorized administrative positions. Both schools are very efficient in terms of administrative cost. On

the other hand one of the largest two-year colleges has a much larger ratio of administrative positions to students than the typical small colleges or even universities with similar enrollments. Who is more efficient?

Four of the changes to the formula, enacted into law by Act 1760, were proposed by the two-year college presidents and chancellors and the Arkansas Higher Education Coordinating Board. The first of those proposed changes would increase relative funding provided for Nursing. Since increasing nursing graduates is one of the state's priorities for higher education, is this a reasonable change? Is it reasonable to bring nursing funding more in line with the actual cost of nursing programs? Is it reasonable to bring the formula requirements more in line with the state nursing board student to faculty ratio?

The second propose change was to change the adjunct faculty adjustment to more nearly reflect the actual practice of the colleges. The larger colleges are located in areas of the state where the economy is expanding and they have access to a much larger base of qualified adjunct faculty. Hence, they have been teaching more than 50% of their classes with adjunct faculty. The small schools located in less populous areas consequently have access to fewer qualified adjunct faculty and their utilization of adjunct faculty reflects that. They are producing an average of 30% of their credit hours with adjunct faculty. Adjunct faculty certainly cost the institution less money than full-time faculty. Does a greater use of adjunct faculty make the larger institutions more efficient? No. It is a false economy. Research shows that students who have adjunct faculty are less likely to be retained, they are less likely to graduate and they are not likely to major in an area where their first class in the subject area was taught by an adjunct faculty member. (Many of institutions' first math courses are taught by adjunct faculty. Could that be one reason we have so few math majors?)

The third change was to introduce a model, adapted from another state, to determine the space needs of each college based upon their enrollment and the kinds and types of programs offered for the basis of determining funding needs for facilities maintenance and operations. The old formula simply used an arbitrary 161 sq. ft. per FTE student without regard to differing needs of various space intensive academic programs.

The statutes require that the formulas have an economy of scale component built into them in recognition that the marginal students cost proportionately less after a certain critical size is attained. Therefore, the final proposed change was to introduce an economy of scale into the institutional support portion of the formula which would recognized that every school regardless of size must have a critical mass of staff and faculty in order to open its doors. The proposed change would cut the percent for institutional support from 18% to 15% for institutions with more than 3,000 FTE enrollment (which is a widely accepted break point in economies of scale). Is it unrealistic to expect large colleges to be more efficient? Universities of similar size spend from 8% to 14% of their budgets for institutional support. Therefore, is 15% unfair to the larger colleges? Is a formula that recognizes the economies of scale inequitable?

**Should funding formulas not recognize cost differentials?** Should funding formulas not reflect the states goals for higher education? For Arkansas's rural economically depressed regions, it is a matter of student access to higher education. Is it a goal of the state to increase access? **Are students in economically depressed areas to be denied equal access to higher education?** If we want to increase access, if we want to ensure equal access, if we want to increase graduates in nursing, math, and science, if we want to keep tuition low, if we want to improve the economy of Arkansas, if we want to improve the quality of life of Arkansans; then the funding formula must recognize that some of these things cost more per student for small schools than they do for large schools located in populous and economically advantaged regions of the state. Why are some regions of the state thriving economically? Isn't it because a major higher education institution located in each of those areas serves as a magnet to attract industry? **Isn't the correlation between higher education, economic development, and the quality of life obvious?**

Funding formulas determine what it costs to produce the types of credit hours being produced by an institution. However, some want to twist that to say my institution's students are worth less than institution A's students. This is an effort to distort the facts to persons unfamiliar with funding formulas. Funding formulas **determine the cost of the course taken by the student, not the worth of a student.**

*Agenda Item No. 16  
Operating Recommendations  
for 2011-13 Biennium*

*Steve Luelf stated that there seemed to be a substantial variation in funding for the two-year colleges. Dr. Williams said that at one time there was a variation with the universities. However, they voted to consider their percent of need.*

*Steve Luelf commented that institutions that lose enrollment don't lose money. However, institutions that grow enrollment don't get the same share. Since approving this won't change anything, shouldn't we just object, said Mr. Luelf. If you look at the students, and one institution is funded \$2,000 while another is receiving \$6,500, how do we justify that? Dr. Williams said that the Coordinating Board only has the authority to distribute the funds by the formula determined need by the legislature because these are in law. We have to operate within the constraints that exist.*

*By approving this, aren't we giving our stamp of approval, questioned Mr. Luelf. Dr. Williams said we are required by law to do this. We have to have our recommendations to the Governor and legislators by October 10, 2010.*

*What would happen if we funded every institution the same per FTE across the board, said Mr. Luelf. Dr. Williams explained that there would be large variations because the two-year formula has some very large economies of scales. And it is true that the larger the*

*institution is, the lower the percentage of their administrative costs will be. That's why those are on a graduated scale and all of this is based on semester credit hours.*

*Dr. Joe Bennett asked if 95% are fixed funds that the Coordinating Board doesn't have any control over. Dr. Williams explained that 96% of the money out there is already distributed. We are only talking about 4% of the money.*

*Dr. Cook asked if it's the Boards responsibility to look into this and recommend something with more equity to the legislators during the next legislative session. Or would it be just a waste of our time? Dr. Williams explained that it can be done; however we only have the authority to do what is in the law. Dr. Cook questioned whether the law could be changed. Dr. Williams said even if the law is changed, the changes won't go into effect until 2013.*

*Maybe we should present something to the legislature even if we get shot down, said Mr. Luelf. Dr. Williams agreed that we need to work through the legislature and within the law to get this changed.*

*Dr. Ed Coulter commented that this issue has been going on for over 12 years and some legislators are starting to seriously ask why. The question is going to be asked, why does this keep getting worse? You are our leaders and should be making a recommendation on how to correct this. There was a recommendation by the presidents and chancellors to seek 75% base funding. We say that things are in the law, but we ignore other things that are in the law. We seem to be selective about what we are addressing that's in the law. It's time that someone stands up and says the emperors naked and let's do something about it.*

*The formula approach to funding has gotten a bad knock here, said Dr. Joel Anderson. To say that this is a worthless, meaningless exercise is really off target. This process began in the 1960's, where across the country Legislators were trying to deal with a growing number of colleges and universities that were also becoming a lot more important and demanded a lot more money. This put the legislators in a very particular place because every institution came and made their case for funding. A nationwide movement to say we need a more fair and equitable approach to funding the institutions of higher education brought about the formula approach. While there are variations from state to state, Arkansas's is main stream and it works. It may seem to be unfair to some, but over time, institutions tend to catch up.*

*Dr. Williams concluded by saying that he believes in the formula process – they protect the institutions.*

*Dr. Bob Brown agreed with Dr. Anderson on principal, stating that the formula works for some institutions better than others.*

*Dr. Joe Bennett moved to recommend Agenda Item No. 16 to the full Board for consideration. David Leech seconded and the Committee approved. Steve Luelf voted no.*

## Revenue versus Cost in Higher Education

Every organization, whether it is for-profit, nonprofit, or government, faces the same financial imperative: It must cover its financial outflows (costs or expenditures) with financial inflows (revenues). Although deficits can occur, they cannot be maintained forever. The one exception to this rule may be the federal government, which has the power to tax and print currency—even these actions have political limits. Every other type of organization must choose a cash-flow strategy that ensures that revenues will at least cover its expenditures and debt service. – *Robert E. Martin, “Revenue-to-Cost Spiral in Higher Education”*

Colleges and universities represent a specific type of nongovernment cash-flow strategy. Higher education is composed of state-supported colleges and universities, nonprofit private schools, and a small but increasing number of for-profit schools. State-supported schools are the largest component. While they are part of state governments, they are virtually the same as private higher education in terms of their cash-flow management problems, governance structures, role of third-party payers, and the services they provide.

The foregoing was presented to establish that colleges and universities, whether state-supported or private non-profit institutions, must make certain that their revenues cover their expenditures and debt service. That presents unique problems for state-supported colleges and universities. Unlike businesses which see their sales and profits decline during an economic downturn, state-supported colleges and universities experience three things during economic downturns: enrollments increase because of layoffs and unemployment; state revenues decline thereby reducing state support; tuition and fees increase to cover the lost state support; costs increase due to the additional students; and inflation. Too often, the legislators and the public fail to realize that the demand for services experienced by colleges and universities is the inverse of for-profit businesses. While businesses are laying off employees, colleges and universities are forced to hire new faculty and support staff (Admissions staff, Financial Aid staff, etc.) to meet the demands of new enrollments. As businesses are cutting expenses, state supported colleges and universities must increase expenditures if they are to provide services to the increased enrollments.

Often, the inappropriate response of state lawmakers is to encourage the institutions to seek private funds to replace lost state support. However, private donors are unwilling to give to support the ordinary operating expenses associated with educating the students (unrestricted educational and general funds) because they consider those things the responsibility of the state and there is no notoriety or recognition associated with donations for operating expenses. They are willing to give to a building fund (to be able to name the building or a room) and to sponsor a specific type of research program that has the potential of

benefitting their business, or them personally, but such funds are considered restricted funds since their use is designated by the donor. These funds provide no relief for the overburdened unrestricted educational and general needs of the institution. Successive economic downturns such as that experienced after September 11, 2001 and during 2008 and 2009 have been devastating for Arkansas higher education, in that institutions are spending less per student from all sources of revenue. During that same time period the enrollment growth in Arkansas has been one of the highest in the SREB and in the nation. The Delta Cost Study summed it up this way—"students are paying more and getting less." Higher education is losing the battle with the combination of more students, less state funding and tuition rates that exceed inflation. State legislatures and the US Congress are considering legislation to control the only avenue available to institutions to cover their expenditures, tuition and fees. The facts of many recent studies are that the institutions are actually spending less per student than they did 10 or 20 years ago in constant dollars which make the idea of cutting expenditures less than plausible.

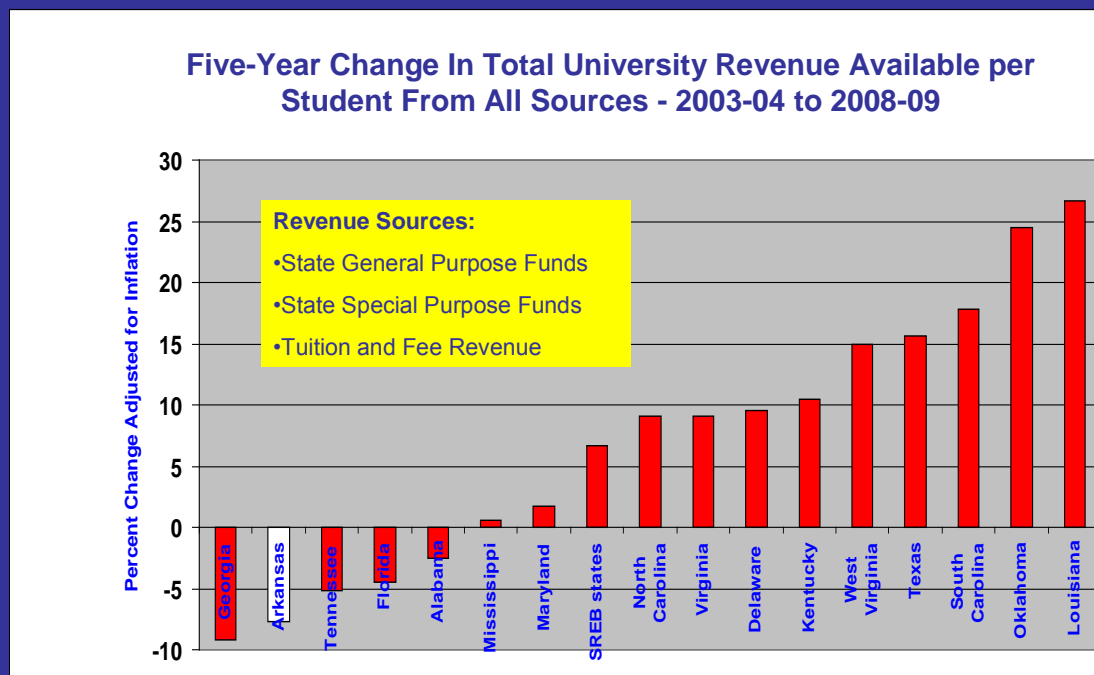
The little cost cutting that has occurred has been in the form of using adjunct faculty to replace full-time faculty. This is pedagogically an undesirable action. It is undesirable because the adjunct faculty member is typically less qualified than the full-time faculty members. In addition, we know that students whose first instructor in a course is an adjunct are unlikely to major in that discipline; are less likely to be retained, and are less likely to graduate. Another undesirable behavior is to forego the maintenance of facilities allowing for huge deferred maintenance accumulations that represent a high percentage of the replacement value of the facilities. These things are not only true for Arkansas; they are true nationally as well.

Some of the impacts of declining state funds per FTE student on Arkansas Higher Education are:

- Tuition and Fee Increases
- Reduced Access
- No Progress on Equity Funding Issues
- Outdated Instructional Equipment
- Reduced Ability to Attract External Funding
- Inability to Recruit and Retain Faculty/Staff
- Further Deterioration of Facilities
- Worst Case Scenarios: Enrollment Caps, Loss of Accreditation, No New Programs, Lost jobs
- Program Eliminations and Reduction in Public Service.

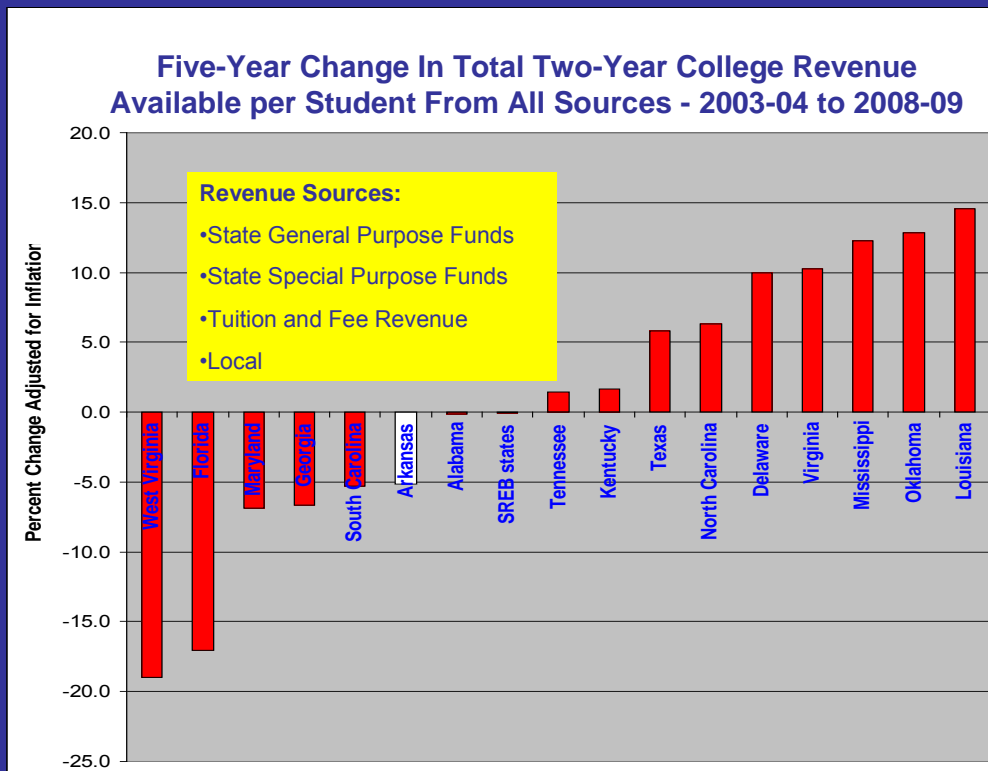
## Funds per FTE Student from All Sources

Table 78 of the ***SREB Factbook on Higher Education*** published in February 2010 shows that, in spite of relatively large tuition increases, the total funds available per FTE student in Arkansas's Universities, when adjusted for inflation, declined by 7.7 percent in the five year period from 2003-04 to 2008-09. Only Georgia had a greater decline than Arkansas. Georgia's decline was 9.2 percent. Louisiana had the greatest gain in funding available per FTE student, a 26.7 percent increase. Arkansas's universities ranked eleventh (11<sup>th</sup>) in state funding and twelfth (12<sup>th</sup>) in tuition and fee revenues per FTE student.



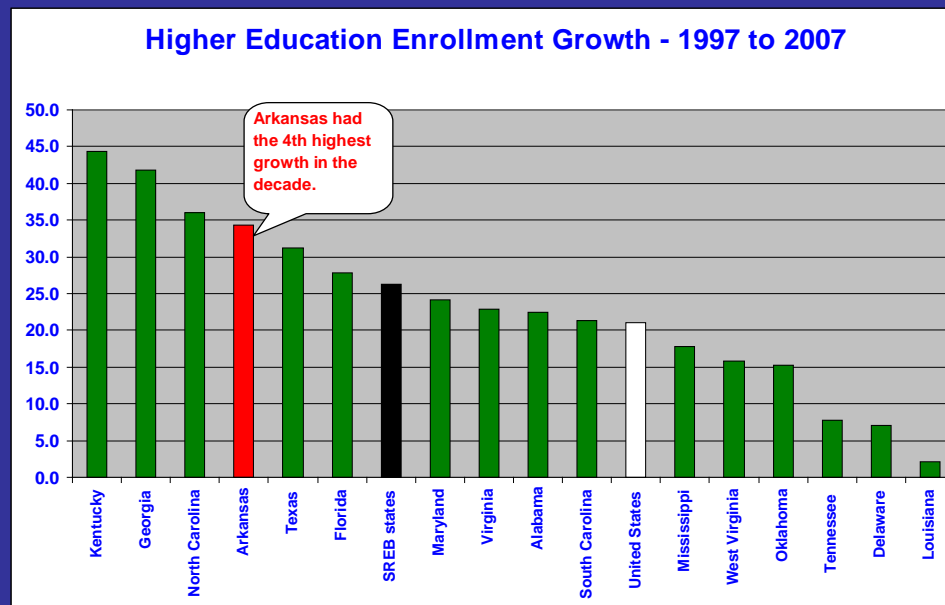
*SREB Factbook on Higher Education Dated February 2010, Table 78*

Table 79 of the ***SREB Factbook on Higher Education*** contains the comparable data for Two-Year Colleges. Although the two-year schools fared slightly better than the universities, their funds per FTE student declined 5.2 percent, when adjusted for inflation, over the same five year period. South Carolina, Georgia, Maryland, Florida, and West Virginia had greater decline. Louisiana had the largest increase at 14.5.



*SREB Factbook on Higher Education, February 2010, Table 79*

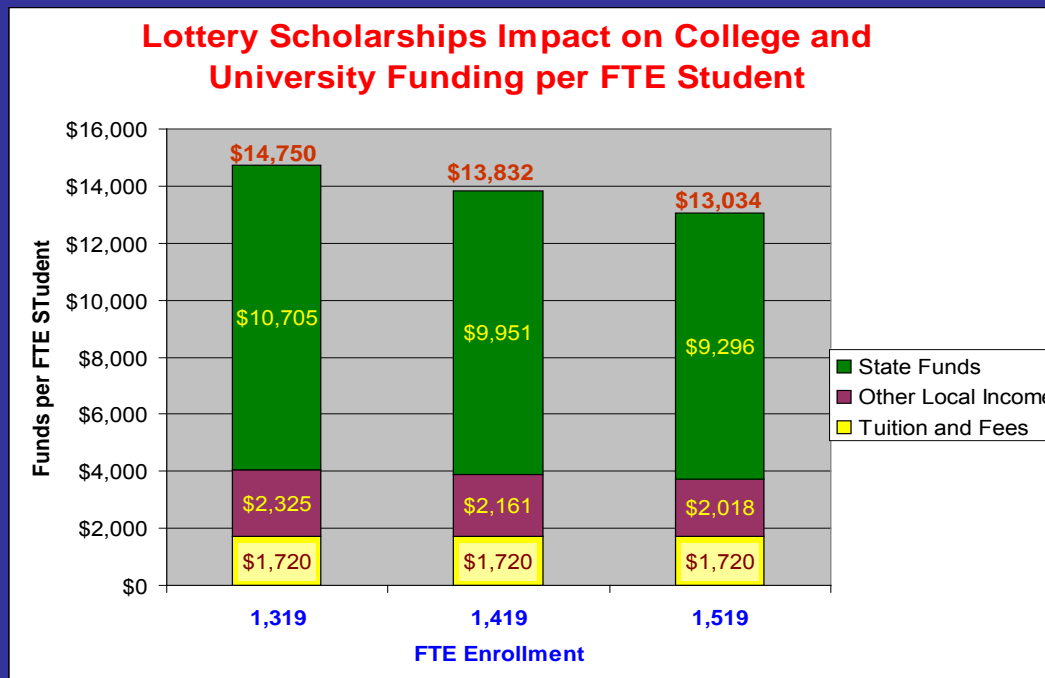
From 1997 to 2007 the enrollment growth (Table 18) in Arkansas Higher Education was the fourth highest percentage increase at 34.4 percent. The average growth rate in the SREB states was 26.3 percent and the national average growth rate was 21.1 percent. Of course the rapid growth in Arkansas Higher Education since the 2008-09 year will only serve to increase the decline in funds per FTE. Louisiana had the smallest percent increase which is a partial explanation of their growth in funds per FTE.



Source: SREB Factbook Table 18, June 2009

## Lottery Scholarships and Funds per FTE Student

There seems to be a wide spread belief that the Lottery Scholarships will improve the finances of the institutions of higher education in Arkansas. While it is true that the institution will have some greater tuition revenue with an increase in enrollment, the funds available to educate each student will decline without a related increase in state appropriations. The next chart illustrates the impact of an additional 100 and an additional 200 FTE students on the funds per FTE student at a small institution. The first 100 additional students will results in the institution having \$918 less per student to pay for the cost of educating each student. With 200 additional students the institution will have \$1,716 less to spend per FTE student. Note that other local income is not enrollment driven and the revenues will remain virtually the same regardless of enrollment.



The lottery scholarships are wonderful for students and their parents but they hardly represent a financial windfall for the institutions of higher education, especially in a time of economic downturns when state revenues for the support of higher education are declining. If a student enrolls in the institution, someone must pay the tuition. Who pays that tuition is irrelevant to the institution as far as the institutions finances are concerned. It is the same without regard to who pays whether it is the students, their parents or provided by a scholarship. The value of the increased scholarship availability lies in the expectation that the lottery scholarships will allow many students to remain in college who would have otherwise dropped out without completing their degrees. Extending the lottery scholarships to non-traditional students should encourage many students to enroll who did not do so directly from high school and thereby increase the adults with a college degree.

It is the unfounded belief that the lottery scholarships can replace the state funding of higher education which is damaging to the funding of higher education. The lottery scholarships do not improve the funding results of the SREB study. The lottery scholarships will only accelerate the decline in funds available to educate each student. That is not to demean the lottery scholarships but to point to the need for state funding to follow the students.

## **The Reason for the Volume of Construction on University and College Campuses in Arkansas**

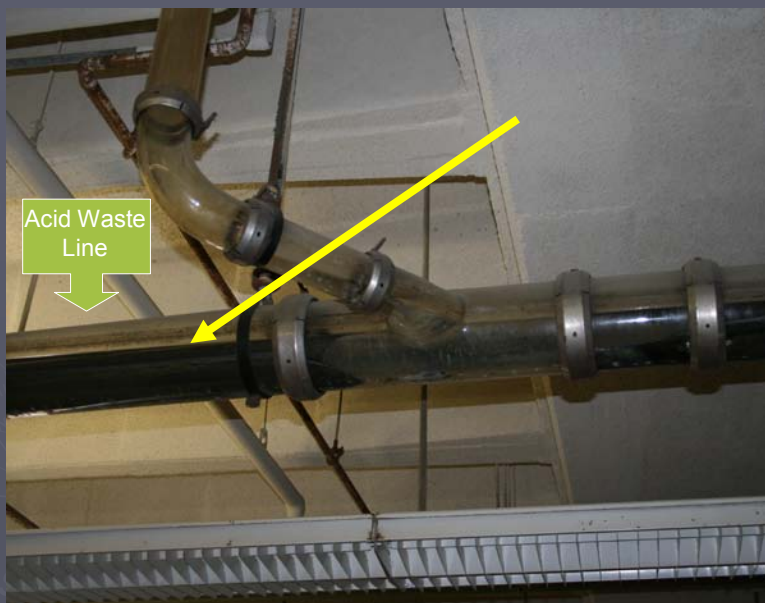
Arkansas Universities are making a concentrated effort to be good stewards of the facilities that the state and private donors have funded. These facilities require continued maintenance and renovations throughout their existence. Today, 53% of the university facilities are over 30 years old. After a facility has reached the 30 year mark, most of the life expectancy of the building systems has elapsed. The average Facilities Condition Index (FCI) for 2010 for Arkansas's educational and general facilities is 54%. That means 54% of the life expectancy of the average facility has past. The national literature states that when the FCI for a campus exceeds 15% it should raise a red flag that signals that the facilities' maintenance needs improvement and a dedicated source of funding.

In response to the huge accumulated deferred maintenance, universities are renovating many older facilities whose FCI is much higher than 50%. The choice between renovating a facility and replacing it is based upon the relative cost of the two options. Often the cost of renovation exceeds the cost of a new facility.

With the Higher Education Bond Issue of \$150 million and local funds the universities have reduced their critical maintenance needs by \$ 57.7 million since the 2008 facilities audit. Facilities square footage for all universities has only increased by 179,000 since 2008. That number is a further indication that a great deal of construction was for the replacement of facilities that cost too much to renovate and or for auxiliary (income producing facilities).

**Why is all this renovation and new construction necessary?** Today's students are coming to the universities to learn that their high schools had better and more modern labs and equipment than the universities. Many universities laboratory facilities have been seriously outdated for many years and were not nor could not be brought into compliance with the EPA regulations. Students come to a university expecting to receive instruction on the latest technology available but they are not finding that. They are finding run down labs and out-dated equipment and technology.

**What they find?**



## What they expect?



If universities are to produce graduates in the sciences and engineering programs who can compete in the future economies, facilities must be renovated, updated or replaced and that is why much of the increased construction activity is taking place on college and university campuses.

Not surprisingly, systems such as electrical systems in the older facilities are not adequate to handle all the new computing equipment which was not even dreamed of when the buildings were designed. Computer equipment also places stress on outdated air conditioning systems. Recent EPA regulations necessitate new plumbing for labs in the sciences and engineering

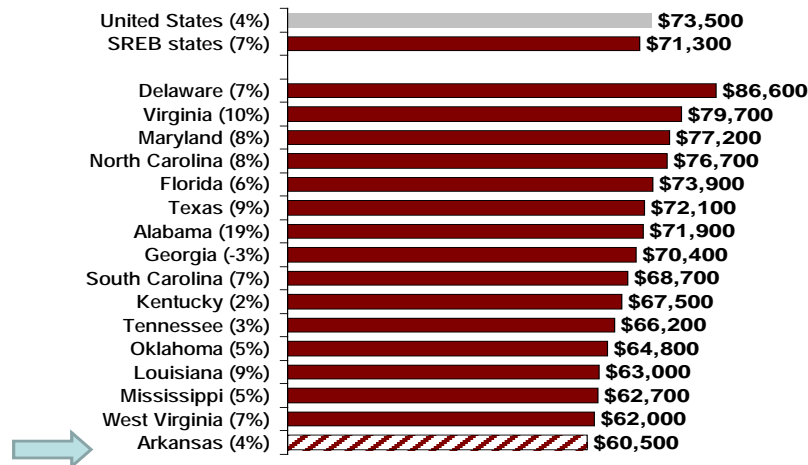
programs. Unless these renovations are carried out graduates will find their degrees have not prepared them for the careers they have chosen.

ADHE does not collect information about auxiliary facilities such as residence halls, athletic facilities, etc. A great deal of the construction seen on campuses is for auxiliary facilities. Old residence hall are passé. Thus, it is a matter of good business to provide the type of facilities that today's students are willing to occupy.

## Arkansas Faculty Salaries

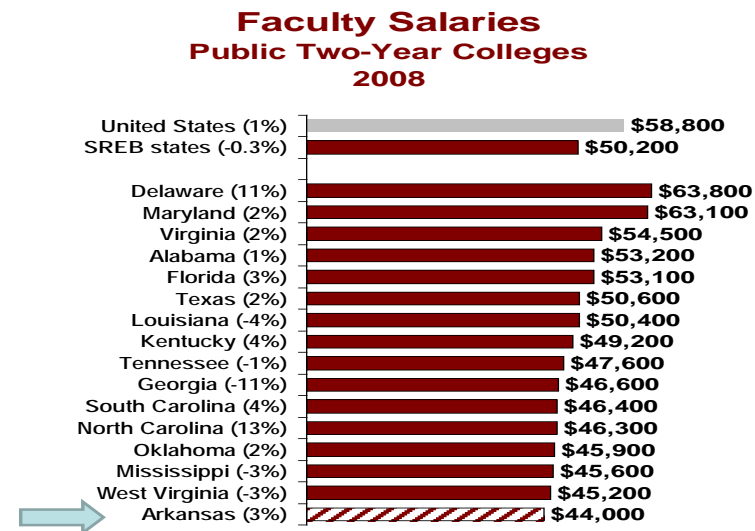
The **SREB State Data Exchange** information published in January of 2010 compares average faculty salaries in each of the SREB with the regional average and with the national average. The average university faculty member's salary in Arkansas was the lowest in the region. It was \$10,800 below the SREB average and \$13,000 below the national average.

### Faculty Salaries Public Four-Year Colleges and Universities 2008



Source: SREB State Data Exchange January 2010

Two-year college salaries were also the lowest in the SREB region. The average faculty salary for two-year colleges of \$44,000 was \$6,200 below the regional average and \$14,400 below the national average.



Source: SREB State Data Exchange January 2010

Even more disturbing is the comparison of two-year college faculty salaries with Arkansas average public school teacher's salaries. In Arkansas the average public school teacher's salary was \$4,531 higher than that of the two-year college faculty who are required to have at least a master's degree and graduate hours in their teaching field.

How is Arkansas to remain competitive in higher education with salaries so far below the regional and national average? The sad fact is that universities, on the average, pay master's degree prepared faculty less than the two-year colleges.

### Salary Comparisons

2007-08			
SREB States	Public School Teachers	Two-Year College Faculty	
Maryland	\$60,069	\$63,104	Delaware
Delaware	\$55,994	\$57,397	Maryland
Georgia	\$51,560	\$53,991	Virginia
North Carolina	\$47,354	\$53,174	Alabama
Kentucky	\$47,207	\$48,302	Kentucky
Louisiana	\$46,964	\$46,654	Tennessee
Florida	\$46,930	\$45,256	Georgia
Virginia	\$46,796	\$45,136	South Carolina
Alabama	\$46,604	\$45,038	<b>SREB states</b>
Texas	\$46,179	\$43,990	West Virginia
<b>Arkansas</b>	<b>\$45,773</b>	\$43,307	North Carolina
South Carolina	\$45,758	\$42,952	Mississippi
Tennessee	\$45,030	\$42,308	Texas
Oklahoma	\$43,551	\$42,130	Florida
West Virginia	\$42,529	\$41,850	Louisiana
Mississippi	\$42,403	<b>\$41,242</b>	<b>Arkansas</b>
		\$40,496	Oklahoma

The dilemma of Arkansas Higher Education is how to provide a quality education when you are unable to entice faculty with the proper credentials because of low salaries. How do we increase the salaries of faculty in the economic environment facing the institutions of higher education in 2010?

### Why is Research Important?

Research, the pursuit of knowledge, is the life blood of a university. It is the key to economic development and new higher paying jobs in the state. New developing cutting-edge industries tend to locate near universities that are heavily involved in research related to their industry. Research is the basis for some of the most important parts of the upper level undergraduate and graduate level instruction. It provides graduates with cutting edge knowledge, problem solving skills and familiarity with the latest technology which prepares them to be leaders in their chosen field. Research results in a better life for all citizens of our state through the development of better medications, diagnostic equipment, methods of diagnosis and treatment.

Commitment to research is a necessity in attracting the best faculty to a university. Faculty members who are involved in research are also a necessity for quality doctoral programs. Doctoral candidates are required to do research for dissertations

and the guidance for both research ideas and methodology can only be provided by faculty who are actively involved in research.

The Nano-technology research currently being conducted at several of Arkansas's doctoral institutions seems to have almost unlimited potential in numerous fields of human endeavor. This is particularly so in the developments in medicine. Logistics research has allowed a number of Arkansas trucking firms to be leaders in the nation in their ability to deliver goods across America efficiently, economically and on time. The Arkansas Research and Education Optical Network (ARE-ON) is making the latest medical diagnosis and treatment capabilities available to rural hospitals and improving the health and longevity of those citizens who have not had access before without the expense of traveling a great distance. Research is truly improving the quality of life for Arkansans in terms of health care, better jobs, and a quality education.

It is incumbent on Land Grant institutions (UAF & UAPB) to have a commitment to research and to public service. Failure to be involved in both would result in the loss of significant federal funding. The research and public service functions of these Land Grant universities have resulted in our nation's farmers being the most productive in the world and our food supply exceeding our consumption. In addition, the food provided is the best and safest in the world.

Much of the research that has resulted in our major advancements have often started out as theoretical (basic) research, what some may have labeled "pie-in-the-sky", rather than applied research. This simply illustrates that the major thrust of research should not be only on applied research—research with immediate practical outcomes or seeking solutions to existing problems.

In summary, Research, improves the quality of life, attracts knowledge-based business and industry, improves economic development, in the state, and creates better paying jobs in the state.

## **Tuition and Fees**

Certainly, tuition and fee increases at colleges and universities, both public and private, have been under scrutiny in Arkansas and the nation. As pointed out, in our previous financial condition report the two major factors responsible for tuition inflation were declining state support and tuition discounting in the form of institutional scholarships. Fortunately, increases in federal aid programs have helped to offset a greater portion of the student's costs.

Due to the downturn in the economy state funding for higher education has experienced three budget cuts over the past year; one was later restored with General Improvement Funds. With declining state support and increased enrollments, institutions have implemented several cost saving initiatives in order to help keep tuition and fees increases at a minimum. Even with

these cost saving measures four-year institutions found it necessary to increase tuition on average by 4.9% for fiscal year 2010-11. This was slightly lower than the two-year colleges that increased their average tuition by 6.1%. Nationally, tuition increased 7.9% for four-year institutions.

Until 1997, there was a cap on the percent of undergraduate tuition and fee income that could be expended for academic and performance scholarships. After 1997, the competition for students merely increased the reliance on institutional scholarships to attract the best students and thereby influence funding. The increase in institutional scholarship offerings meant that the net income from tuition and fees receded further. This resulted in institutions having to increase tuition. Fortunately, AHECB directed the staff to seek amendments to the law which placed a cap on scholarship spending by institutions and in the 2009 legislative session that amendment became law.

As the tuition and fees continue to rise, many students are finding relief in expanded federal aid, including tax credits, veterans' benefits and a record expansion of the Pell Grant program for low-income students. For now, government subsidies and aid from schools are serving to hold down net tuition and fees - the actual cost students pay when grants and tax breaks are taken into consideration. It was recently reported in "Trends in Student Aid" that in 2009-10, 7.7 million students received \$28.2 billion in Pell Grants. This was nearly a \$10 billion increase over the previous year. Although the cost of attendance has risen substantially, there is so much grant aid available that many students are paying less today than before.

Recently, the Obama administration restructured the federal student loan program to direct more money to Pell Grants and tie future increases in the maximum grant to inflation, unfortunately this will have but a small effect since tuition is rising faster than inflation.

# **Annual Full-time Resident Undergraduate Tuition and Mandatory Fees for Four-Year Institutions**

**Resident**

<b>Institution</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>5YR Increase</b>	<b>5YR Average</b>	<b>2010-11</b>	<b>1 YR Increase</b>
UAF	5,495	5,808	6,038	6,399	6,459	17.5%	3.5%	6,767	4.8%
ASUJ	5,440	5,710	6,010	6,370	6,370	17.1%	3.4%	6,640	4.2%
UALR	5,243	5,511	5,740	6,121	6,331	20.7%	4.1%	6,642	4.9%
UCA	5,755	6,010	6,215	6,505	6,698	16.4%	3.3%	6,908	3.1%
ATU	4,700	4,880	5,120	5,430	5,610	19.4%	3.9%	5,908	5.3%
HSU	4,645	5,210	5,689	6,024	6,204	33.6%	6.7%	6,444	3.9%
SAUM	4,290	4,890	5,224	5,646	6,066	41.4%	8.3%	6,426	5.9%
UAFS*	2,830	3,340	4,060	4,410	4,600	62.5%	12.5%	4,918	6.9%
UAM	3,910	4,150	4,300	4,600	4,750	21.5%	4.3%	4,990	5.1%
UAPB	4,254	4,454	4,499	4,676	4,796	12.7%	2.5%	5,033	4.9%
<b>Average</b>	<b>4,656</b>	<b>4,996</b>	<b>5,290</b>	<b>5,618</b>	<b>5,788</b>	<b>26.3%</b>	<b>5.3%</b>	<b>6,068</b>	<b>4.9%</b>

\*University of Arkansas Fort Smith was formerly Westark College, a two-year institution, until January 2002.

# **Annual Full-time Resident Undergraduate Tuition and Mandatory Fees for Two-Year Institutions**

**RESIDENT**

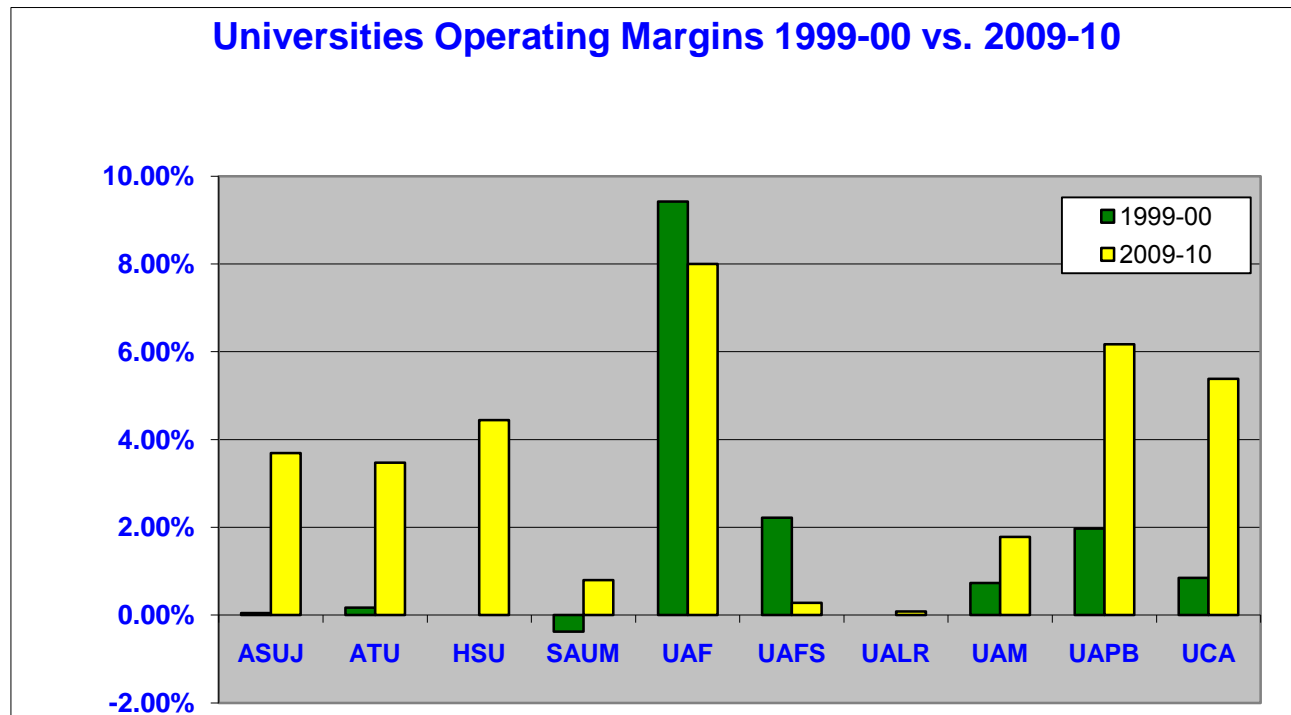
<b>Institution</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>5YR Increase</b>	<b>5YR Average</b>	<b>2010-11</b>	<b>1 YR Increase</b>
ANC	1,930	1,960	1,990	2,020	2,080	7.8%	1.6%	2,140	2.9%
ASUB	2,280	2,460	2,550	2,670	2,670	17.1%	3.4%	2,790	4.5%
ASUMH	2,280	2,370	2,370	2,760	2,760	21.1%	4.2%	2,910	5.4%
ASUN	2,190	2,280	2,340	2,400	2,400	9.6%	1.9%	2,550	6.3%
BRTC	2,070	2,070	2,070	2,190	2,190	5.8%	1.2%	2,460	12.3%
CCCUA	1,846	1,920	1,920	1,920	2,020	9.4%	1.9%	2,080	3.0%
EACC	1,860	1,860	2,010	2,130	2,280	22.6%	4.5%	2,430	6.6%
MSCC	1,950	1,950	2,100	2,280	2,570	31.8%	6.4%	2,720	5.8%
NAC	2,130	2,280	2,340	2,460	2,460	15.5%	3.1%	2,580	4.9%
NPCC	1,470	2,030	2,130	2,350	2,500	70.1%	14.0%	2,670	6.8%
NWACC	2,925	3,085	3,085	3,460	3,603	23.2%	4.6%	3,813	5.8%
OTC	1,920	1,980	2,040	2,130	2,252	17.3%	3.5%	2,312	2.7%
OZC	2,310	2,360	2,365	2,570	2,570	11.3%	2.3%	2,720	5.8%
PCCUA	2,030	2,180	2,180	2,300	2,300	13.3%	2.7%	2,450	6.5%
PTC	2,270	2,430	2,520	2,660	2,800	23.3%	4.7%	2,860	2.1%
RMCC	1,890	2,160	1,800	2,160	2,220	17.5%	3.5%	2,430	9.5%
SACC	2,140	2,140	2,230	2,410	2,470	15.4%	3.1%	2,620	6.1%
SAUT	2,106	2,520	2,520	3,030	3,180	51.0%	10.2%	3,270	2.8%
SEAC	1,660	1,720	1,780	2,320	2,320	39.8%	8.0%	2,770	19.4%
UACCB	2,200	2,200	2,290	2,455	2,570	16.8%	3.4%	2,660	3.5%
UACCH	1,888	1,948	2,016	2,016	2,016	6.8%	1.4%	2,121	5.2%
UACCM	2,440	2,610	2,610	2,730	2,850	16.8%	3.4%	3,030	6.3%
<b>Average</b>	<b>2,081</b>	<b>2,205</b>	<b>2,239</b>	<b>2,428</b>	<b>2,504</b>	<b>21.0%</b>	<b>4.2%</b>	<b>2,654</b>	<b>6.1%</b>

SOURCE: ADHE Series 18

\*\*Mandatory Fees include both E&G and Auxiliary

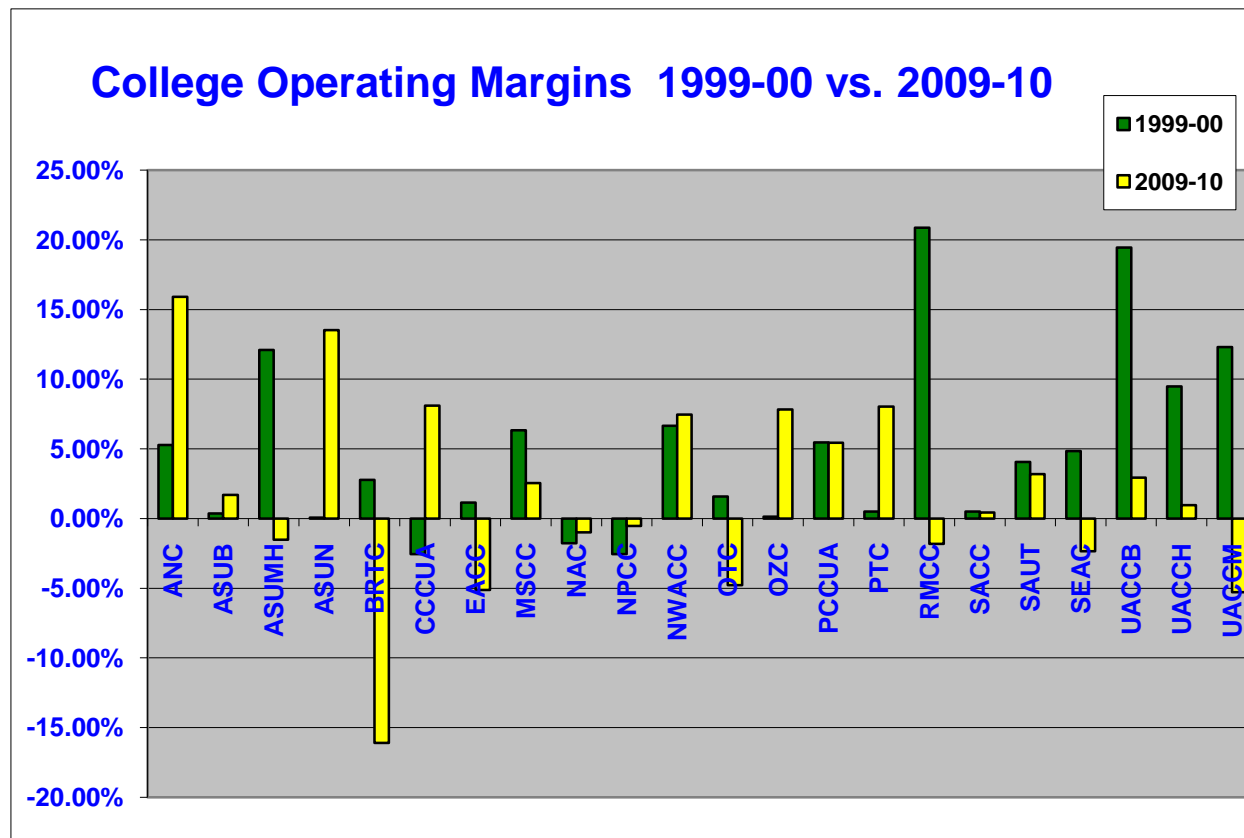
## Operating Margins

The operating margin of the institutions for 2009-10 showed improvement over the previous year. All but two institutions were higher than they were a decade earlier in 1999-00. Two graphs comparing 1999-00 operating margins to the 2009-10 margins are presented below. The more detailed historical operating margins by institutions are in Appendix A.



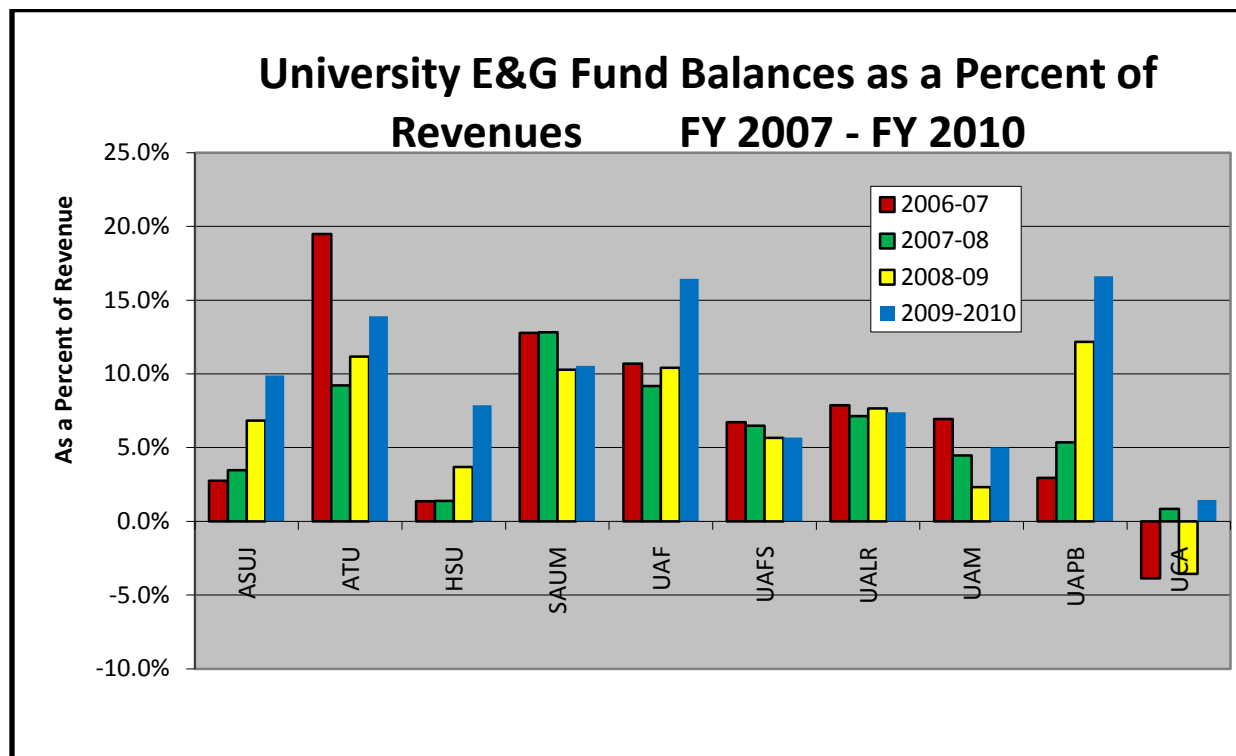
Often negative operating margins are the result of expending prior year fund balances to complete a serious deferred maintenance problem which is likely the case in most of the negative operating margins.

The graph below contains the comparison of 1999-00 and 2009-10 operating margins of the two-year colleges. Of the 22 institutions 6 had negative operating margins. In our previous report it was pointed out that RMCC's negative margin could be explained by necessity of using the prior year's fund balance to offset plant expenditures necessitated by the tornado during the year. Although RMCC's operating margin shows a negative percent (-1.82%) they actually improved considerable over the previous year (-8.03%). RMCC typically carried one of the larger fund balances in terms of its operating budget so the negative operating margin is not a matter of concern.

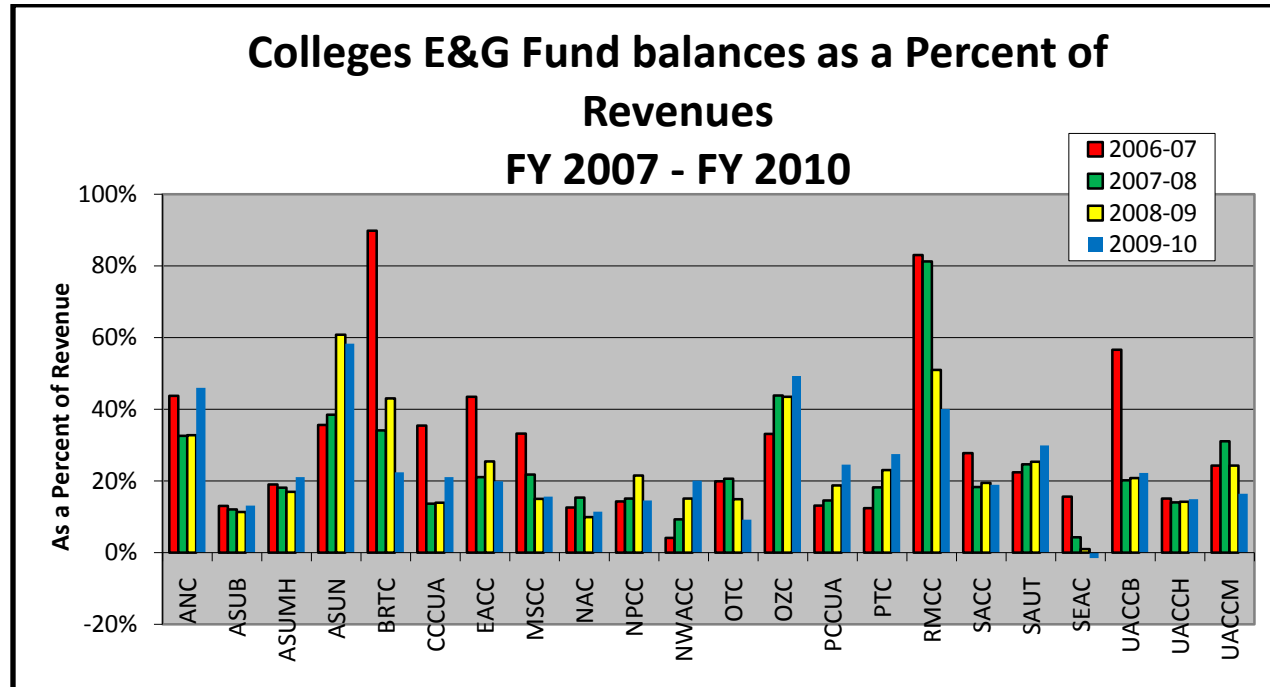


## Fund Balances

Educational and General Fund balances are the perennial measure of the financial condition of institutions for higher education. For universities that minimum recommended level is 5 percent of the E&G operating budget with an ideal level of at least 14 percent. In 2009-10, only two of the universities were able to achieve that level and only one institution's fund balance was less than 5 percent. All but one institution showed improvement over the previous year. However, that can be misleading unless other fund balances are studied in detail along with these findings. UCA reported a significant improvement over last year ending with a positive fund balance for 2009-10.

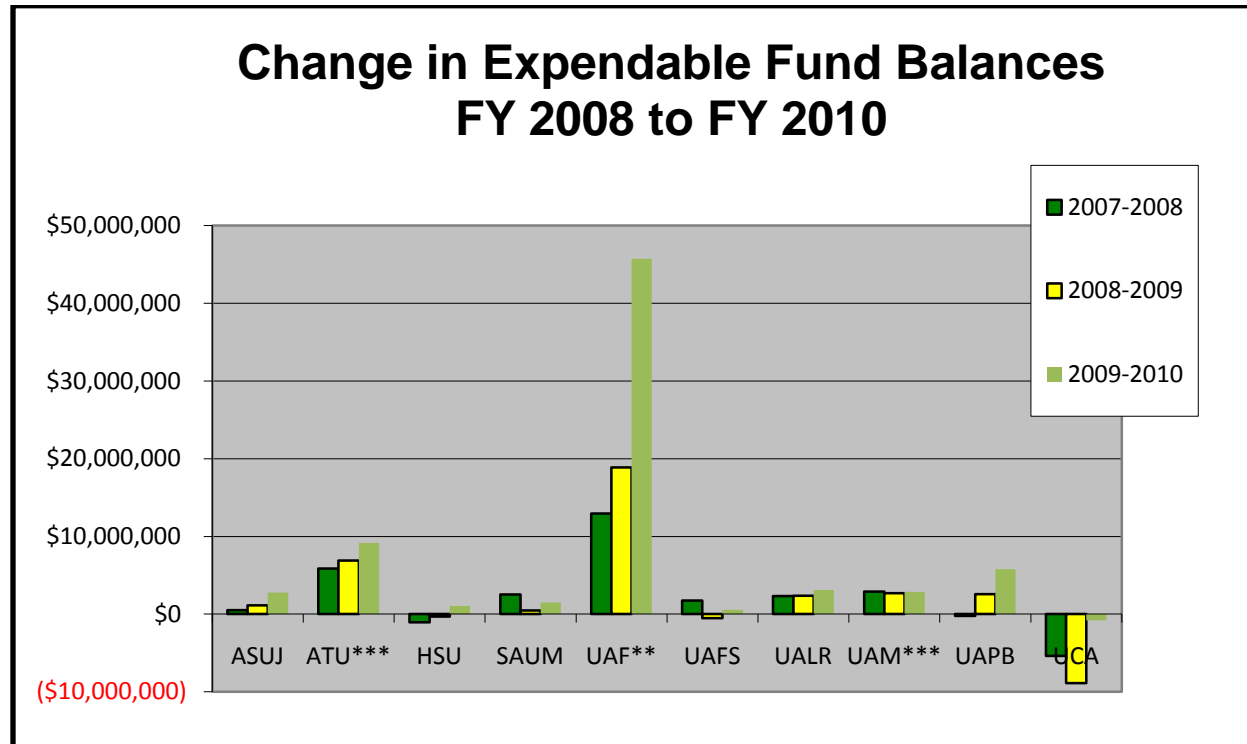


The two-year college fund balances were all positive and had fund balances that exceeded the 5 percent recommended for E&G with the exception of one institution. Although over 80% of the two-year institutions fund balances were above 14 percent, this is not always adequate for the very small institutions. For those institutions with smaller budgets and enrollment a better benchmark might be \$2.5 million in fund balance. The complete report of historical fund balances as a percent of revenue are in Appendix A.



## Expendable Fund Balances

Expendable fund balances are net of accounts receivable, inventories, and encumbrances. They are primarily presented for a better understanding of the actual spendable portion of the reported fund balances. The graph below contains the expendable fund balance changes for universities from FY 2008 to FY 2010. No other historical data is available because this information was not collected prior to 2008.



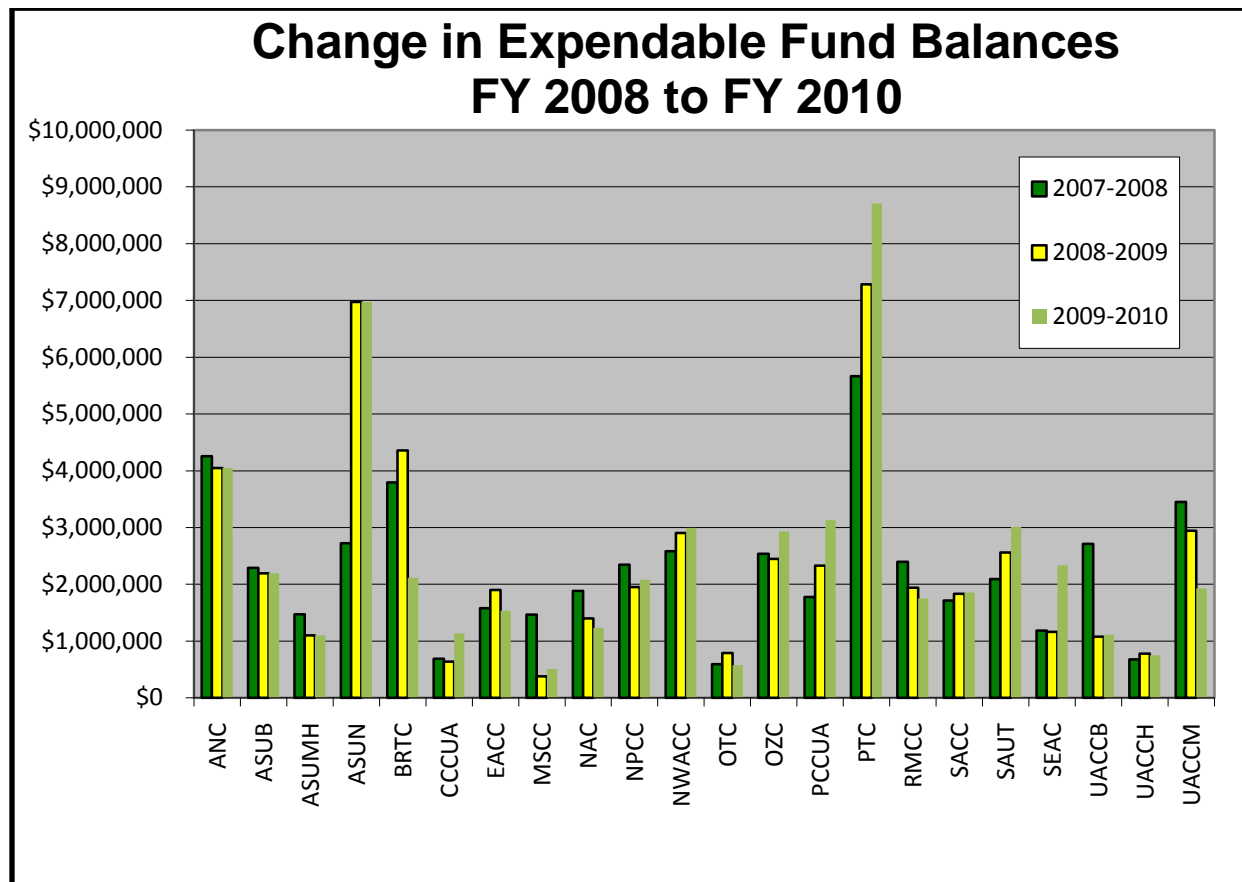
*\*Source Series: 11-1- In some instances the Fund Balance reported on the 11-1 will not equal the amount reported on the 17-4.*

*\*\*Consolidated Fund Balance*

*\*\*\*Fund Balances reported on the 11-1 include the Technical Centers associated with these universities.*

The changes present a positive picture with all institutions improving their spendable Educational and General Fund balances. Institutions with negative fund balances are walking a very fine line which is due in part to the economic recession that the country is experiencing.

The following graph contains the two year change in Educational and General Fund balances for the two-year colleges. Seven of the twenty-two, two-year colleges experienced a decline in their expendable fund balances from FY 2009 to FY 2010. All the two-year college had positive balances. However, some of those balances are getting precariously low - another sign of the economic down turn the nation has experienced.



Source Series: 11-1- In some instances the Fund Balance reported on the 11-1 will not equal the amount reported on the 17-4.

Arkansas institutions have fared better than institutions in many other states and have continued to admit students as evidenced by the unprecedented enrollment surge in the fall of 2010. More students and less funding are a recipe for declining fund balances which, given the current state of the fund balances, cannot be long endured.

## Institutional Scholarship Expenditures

The report for Institutional Scholarship Expenditures for 2009-10 indicates that the average university's expenditure for scholarships represented 12.9 percent of their total educational and general tuition and mandatory fee revenue. For 2009-10 the legislatively mandated cap on Academic and Performance Scholarships was 30 percent of tuition and fee revenue. All institutions reported scholarships below this mandated amount.

Institution	Academic		Performance		Total Scholarships		Total Tuition & Fee Income	Scholarships as a Percent of Tuition & Fees	Average 2009-10 Academic Tuition & Fees	
	Awards	Amount	Awards	Amount	Awards	Amount			Award	Fees
ASUJ	1,345	\$6,486,330	224	\$601,911	1,569	\$7,088,241	\$73,194,110	9.7%	\$4,823	6,370
ATU	2,106	\$10,572,546	259	\$521,628	2,365	\$11,094,174	\$37,941,465	29.2%	\$5,020	5,610
HSU	581	\$3,493,129	213	\$382,122	794	\$3,875,251	\$21,456,177	18.1%	\$6,012	6,204
SAUM	770	\$3,299,566	174	\$499,110	944	\$3,798,676	\$17,992,393	21.1%	\$4,285	6,066
UAF	2,003	\$8,071,172	275	\$615,650	2,278	\$8,686,822	\$131,918,432	6.6%	\$4,030	6,459
UAFS	1,091	\$1,978,203	86	\$116,395	1,177	\$2,094,598	\$25,374,569	8.3%	\$1,813	4,600
UALR	2,072	\$6,774,888	160	\$189,758	2,232	\$6,964,646	\$65,238,119	10.7%	\$3,270	6,331
UAM	410	\$1,244,715	229	\$352,784	639	\$1,597,499	\$11,759,934	13.6%	\$3,036	4,750
UAPB	150	\$1,482,550	198	\$812,868	348	\$2,295,418	\$19,365,175	11.9%	\$9,884	4,796
UCA	2,685	\$12,516,557	377	\$791,205	3,062	\$13,307,762	\$68,479,631	19.4%	\$4,662	6,698
University Total	13,213	\$55,919,656	2,195	\$4,883,431	15,408	\$60,803,087	\$472,720,005	12.9%	\$4,232	

A.C.A 6-80-106 establishes limitations on the maximum percent of unrestricted tuition and mandatory fee income that can be spent on academic and performance scholarships which is currently 30%. If an institution exceeds this cap, there will be a reduction in the funding recommendation for the next fiscal year. Academic and Performance scholarships awarded to students who received maximum Pell Grants will be excluded in the calculation of the scholarship cap.

The chart below provides a five year history of the universities' scholarship expenditures for the purpose of observing trends in expenditures in light of the 2005 legislation placing a cap on such expenditures. Although there is a general downward trend from 17.2 percent of tuition and fees to 12.9 percent, some universities have actually increased their level of expenditures.

### Academic & Performance Scholarship Expenditures as a Percent of Tuition & Fee Income

Institution		2006	2007	2008	2009	2010
ASUJ	Academic & Performance Scholarship	\$6,551,320	\$7,296,330	\$8,254,302	\$9,981,131	\$7,088,241
	Tuition & Fees	\$49,217,084	\$54,482,499	\$58,671,724	\$67,011,792	\$73,194,110
	Scholarship %	13.3%	13.4%	14.1%	14.9%	9.7%
ATU	Academic & Performance Scholarship	\$7,752,251	\$8,883,532	\$9,581,536	\$10,899,165	\$11,094,174
	Tuition & Fees	\$27,317,864	\$29,371,373	\$30,816,813	\$32,778,675	\$37,941,465
	Scholarship %	28.4%	30.2%	31.1%	33.3%	29.2%
HSU	Academic & Performance Scholarship	\$3,417,039	\$3,558,719	\$4,173,619	\$4,522,610	\$3,875,251
	Tuition & Fees	\$15,277,108	\$17,158,137	\$18,923,291	\$20,555,496	\$21,456,177
	Scholarship %	22.4%	20.7%	22.1%	22.0%	18.1%
SAUM	Academic & Performance Scholarship	\$3,537,332	\$3,694,759	\$3,860,579	\$4,142,979	\$3,798,676
	Tuition & Fees	\$12,216,070	\$13,968,037	\$15,106,815	\$16,014,018	\$17,992,393
	Scholarship %	29.0%	26.5%	25.6%	25.9%	21.1%
UAF	Academic & Performance Scholarship	\$9,712,645	\$9,530,780	\$10,631,822	\$10,026,866	\$8,686,822
	Tuition & Fees	\$105,985,174	\$99,493,399	\$109,491,153	\$125,688,331	\$131,918,432
	Scholarship %	9.2%	9.6%	9.7%	8.0%	6.6%
UAFS	Academic & Performance Scholarship	\$1,758,943	\$2,030,213	\$2,407,343	\$2,691,811	\$2,094,598
	Tuition & Fees	\$13,605,820	\$16,313,165	\$19,563,259	\$22,433,345	\$25,374,569
	Scholarship %	12.9%	12.4%	12.3%	12.0%	8.3%
UALR	Academic & Performance Scholarship	\$4,027,924	\$4,122,730	\$6,121,887	\$6,601,296	\$6,964,646
	Tuition & Fees	\$48,550,292	\$50,613,362	\$54,039,441	\$58,958,964	\$65,238,119
	Scholarship %	8.3%	8.1%	11.3%	11.2%	10.7%
UAM	Academic & Performance Scholarship	\$1,423,582	\$1,553,793	\$1,562,476	\$1,800,530	\$1,597,499
	Tuition & Fees	\$9,030,873	\$9,286,882	\$9,831,663	\$10,727,073	\$11,759,934
	Scholarship %	15.8%	16.7%	15.9%	16.8%	13.6%
UAPB	Academic & Performance Scholarship	\$2,789,331	\$2,956,584	\$2,816,202	\$3,189,037	\$2,295,418
	Tuition & Fees	\$12,683,108	\$13,188,493	\$14,370,664	\$17,416,266	\$19,365,175
	Scholarship %	22.0%	22.4%	19.6%	18.3%	11.9%
UCA	Academic & Performance Scholarship	\$18,265,877	\$19,036,855	\$16,363,271	\$17,426,127	\$13,307,762
	Tuition & Fees	\$53,118,346	\$60,094,035	\$62,130,784	\$71,514,073	\$68,479,631
	Scholarship %	34.4%	31.7%	26.3%	24.4%	19.4%
University Totals	Academic & Performance Scholarship	\$59,236,244	\$62,664,295	\$65,773,037	\$71,281,552	\$60,803,087
	Tuition & Fees	\$347,001,739	\$363,969,382	\$392,945,607	\$443,098,033	\$472,720,005
	Scholarship %	17.1%	17.2%	16.7%	16.1%	12.9%

\*Academic and Performance scholarships awarded to students who received maximum Pell Grants were excluded for 2009-10 in accordance with Act 323 of 2009

## Educational and General Facilities

The 2010 Facilities Audit Program reported the replacement values for E&G facilities as \$4.6 billion. The auxiliary facilities would likely double that total.

The **deferred maintenance** need as of 2010 shows that the institutions have **\$2.1 billion** in deferred maintenance with **\$111 million of that classified as critical**. In July of 2008, the AHECB was shown photographs of the conditions of many of the laboratories at the colleges and universities (some of these photographs were presented in an earlier section of this report). The conditions are shocking; especially in light of the fact that many students are coming from high schools with more modern and better equipped laboratories than they will find when they enter many of our colleges and universities.

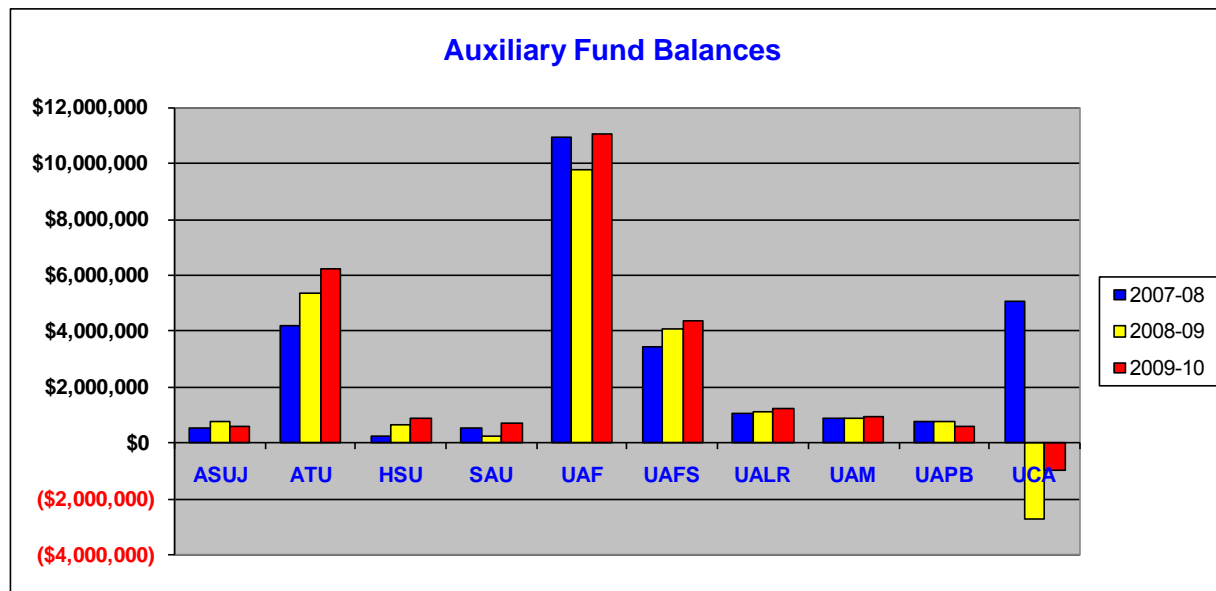
If Arkansas's colleges and universities are to prepare students for the economy of the future, they must have *cutting-edge* laboratories and classroom equipment. Yet, students enter college and find that their high school offered better equipped labs and facilities than the college or university they selected. This is a matter of concern for institutions that are expected to be leading the way with the latest technology for the disciplines they offer.

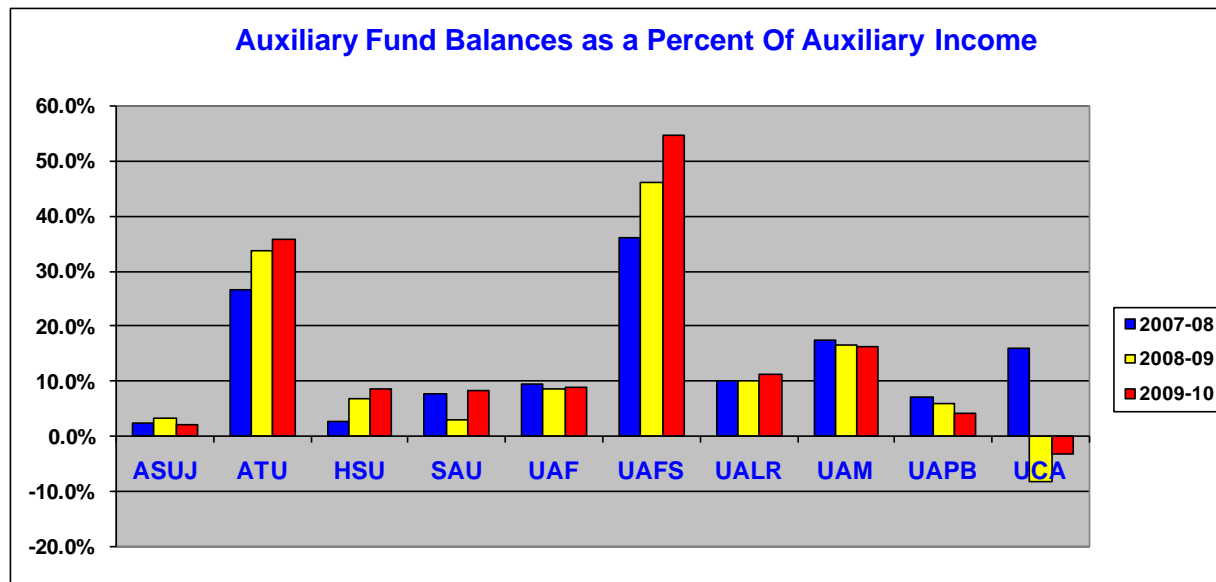
A university in Arkansas is still teaching chemistry in the same laboratory that they were teaching chemistry in 54 years ago with only the addition of a few newer fume hoods, not the latest technology, just newer than the 1950s edition. The equipment is reminiscent to what the new freshman's parents were exposed to in high school. In the area of health professions, areas where advances in technology are rapid, students are often taught on cast-off equipment from hospitals rather than *cutting-edge* equipment.

The quality of the graduates has not been compromised simply because of the ingenuity of faculty and staff who find ways to compensate for the problems of inadequate labs and equipment. The administration and faculty of the institutions deserve to be recognized for their efforts. If the desire is to produce more graduates in math, science and health professions, Arkansas must find funding for the equipment and facilities to support these disciplines. If not, Arkansas will find it difficult to compete in the economy of the twenty-first century.

## Auxiliaries

Auxiliaries are primarily a matter of university concern since most two-year colleges have minimal auxiliary operations. Therefore, the only analyses of auxiliaries in this report deal with the auxiliary operations of universities. The following two graphs deal with the auxiliary fund balances. The first depicts the changing auxiliary fund balances over a three year period. The second represents the fund balances as a percent of auxiliary income. With few exceptions the auxiliary fund balances are quite low and need to be greater than they currently are.





Below is a series of spreadsheets that give the income and expenditures for institution by each type of auxiliary enterprise for 2009-10. The spreadsheets group the same category of institutions together for a better comparison of the profits and losses of each type of auxiliary enterprise.

From these spreadsheets it is obvious that Bookstores are not the “cash cows” that is commonly believed. The difference you will notice in bookstores and food service are generally due to whether or not an institution has out-sourced/privatized its bookstore or food service operation. Modest income and very low expenditures usually indicate an institution that has out-sourced that operation. Losses in bookstore operations and food service are usually an indicator that the institution is operating its own bookstore and/or food service. As you can see in the graphs, another drain on Auxiliary funds is from the College Unions.

## Auxiliary Enterprises at Doctoral I Institutions

		UAF			
Auxiliary Enterprise		Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics *	1	62,837,180	51,278,586	7,613,929	3,944,665
Residence Hall	2	27,340,761	14,332,717	7,800,753	5,207,291
Married Student Housing	3				0
Faculty Housing	4				0
Food Service	5				0
College Union	6	3,216,672	2,449,387	926,938	(159,653)
Bookstore	7	14,132,380	14,372,178	13,492	(253,290)
Student Organizations And Publications	8	1,345,861	1,230,861	214,748	(99,748)
Student Health Services	9	5,627,008	4,768,794	280,248	577,966
Other (Specify On Attached Sheet)	10	7,759,404	4,348,002	2,177,847	1,233,555
Sub-Total	11	122,259,266	92,780,525	19,027,955	10,450,786
Transfers In	Auxiliary (Athletic and Activit	12			0
	Other	13	1,147,685	10,277,326	(9,129,641)
Transfers Out		14			0
GRAND TOTALS	15	123,406,951	103,057,851	19,027,955	1,321,145

## Auxiliary Enterprises at Doctoral III Institutions

		ASU				UALR				UCA			
Auxiliary Enterprise		Income	Expenses	Debt Service	Net Income	Income	Expenses	Debt Service	Net Income	Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics *	1	\$ 7,974,574	\$ 11,618,338		\$(3,643,764)	5,076,738	6,218,668		(1,141,930)	5,090,905	7,447,853	403,821	(2,760,769)
Residence Hall	2	\$ 8,948,835	\$ 4,032,117	\$ 3,584,658	\$ 1,332,060	2,593,352	1,064,248		1,529,104	14,164,475	8,834,204	2,538,622	2,791,649
Married Student Housing	3	\$ 1,503,029	\$ 402,819	\$ 952,196	\$ 148,014				-				-
Faculty Housing	4	\$ 139,494	\$ 28,534		\$ 110,960				-				-
Food Service	5	\$ 731,026	\$ 197,731		\$ 533,295		9,650		(9,650)	6,918,511	5,690,995		1,227,516
College Union	6	\$ 2,399,504	\$ 1,134,647	\$ 1,199,492	\$ 65,365	484,286	1,689,049		(1,204,763)	1,277,718	658,369	576,043	43,306
Bookstore	7	\$ 222,143	\$ 62,245		\$ 159,898	456,384			456,384	350,000	65,736		284,264
Student Organizations And Publications	8	\$ 136,800	\$ 222,699		\$ (85,899)	658,030	556,430		101,600				-
Student Health Services	9	\$ -	\$ -		\$ -				-	1,587,031	1,000,412	375,311	211,308
Other (Specify On Attached Sheet)	10	\$ 3,814,503	\$ 3,572,186	\$ 408,733	\$ (166,416)	1,488,926	1,283,382	27,162	178,382	2,035,067	1,322,115	474,711	238,241
Sub-Total	11	\$ 25,869,908	\$ 21,271,316	\$ 6,145,079	\$ (1,546,487)	\$ 10,757,716	\$ 10,821,427	\$ 27,162	(90,873)	\$ 31,423,706	\$ 25,019,684	\$ 4,368,508	2,035,515
Transfers In	Auxiliary (Athletic and Activit	12	\$ 1,124,720		\$ 1,124,720	1,700,899			1,700,899	1,124,720			1,124,720
	Other	13	\$ 231,334		\$ 231,334	721,696			721,696	(1,266,646)			(1,266,646)
Transfers Out		14			\$ -		460,888	1,756,247	(2,217,135)				0
GRAND TOTALS	15	\$ 27,225,962	\$ 21,271,316	\$ 6,145,079	\$ (190,433)	\$ 13,180,311	\$ 11,282,315	\$ 1,783,409	\$ 114,587	\$ 31,281,780	\$ 25,019,684	\$ 4,368,508	\$ 1,893,589

## Auxiliary Enterprises at Masters V Institutions

		SAUM				UAM				UAPB			
Auliliary Enterprise		Income	Expenses	Debt Service	Net Income	Income	Expenses	Debt Service	Net Income	Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics *	1	1,050,378	2,721,074	87,440	(1,758,136)	812,238	2,572,536	127,729	(1,888,027)	3,363,422	5,395,426		(2,032,004)
Residence Hall	2	3,934,046	2,831,511	621,770	480,765	1,235,614	454,186	415,038	366,390	5,184,040	2,827,184		2,356,856
Married Student Housing	3				-	39,877	2,695		37,182				-
Faculty Housing	4	22,020	6,712		15,308	13,093	8,759		4,334				-
Food Service	5	2,422,134	1,805,523		616,611	1,323,653	1,138,935		184,718	4,331,759	2,677,803		1,653,956
College Union	6	38,434	226,081	29,478	(217,125)				-	390	293,214		(292,824)
Bookstore	7	158,588	8,080		150,508	1,630,647	1,389,024		241,623	184,361	2,085		182,276
Student Organizations And Publications	8	456,430	426,930		29,500				-				-
Student Health Services	9	180,025	168,782		11,243				-				-
Other (Specify On Attached Sheet)	10	86,074	151,959		(65,885)	692,817	178,944		513,873	348,762	681,287		(332,525)
Sub-Total	11	\$8,348,129	\$8,346,852	\$738,688	(737,211)	\$5,747,939	\$5,745,079	\$542,767	(539,907)	\$13,412,734	\$11,876,999	\$0	1,535,735
Transfers In													
Auxiliary (Athletic and Activit	12	1,124,720			1,124,720	620,000			620,000	1,262,446			1,262,446
Other	13	150,000			150,000				0				0
Transfers Out	14		66,291		(66,291)				0			2,978,641	(2,978,641)
GRAND TOTALS	15	\$9,622,849	\$8,412,943	\$738,688	\$471,218	\$6,367,939	\$5,745,079	\$542,767	\$80,093	\$14,675,180	\$11,876,999	\$2,978,641	\$(180,460)

## Auxiliary Enterprises at Masters IV Institutions

		ATU				HSU			
Auliliary Enterprise		Income	Expenses	Debt Service	Net Income	Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics *	1	2,761,129	3,371,656	265,680	(876,207)	1,317,285	3,172,493		(1,855,208)
Residence Hall	2	6,330,663	3,685,994	1,876,557	768,112	3,581,927	1,626,562	1,151,948	803,417
Married Student Housing	3	0	0	0	-				-
Faculty Housing	4	0	0	0	-				-
Food Service	5	4,647,431	3,898,128	105,757	643,546	2,698,675	2,235,764		462,911
College Union	6	0	0	0	-	228,822	294,279		(65,457)
Bookstore	7	3,095,891	2,888,801	0	207,090	78,294	0		78,294
Student Organizations And Publications	8	370,592	385,034	0	(14,442)	107,648	148,000		(40,352)
Student Health Services	9	8,671	155,561	0	(146,890)	371,882	327,352		44,530
Other (Specify On Attached Sheet)	10	318,718	328,388	0	(9,670)	1,709,523	1,508,907	554,106	(353,490)
Sub-Total	11	\$17,533,095	\$14,713,562	\$2,247,994	\$71,539	\$10,094,056	\$9,313,357	\$1,706,054	(925,355)
Transfers In									
Auxiliary (Athletic and Activit	12	1,368,712			1,368,712	1,124,720			1,124,720
Other	13	(11,008)			(11,008)	41			41
Transfers Out	14		1,053,746	-	(1,053,746)				0
GRAND TOTALS	15	\$18,890,799	\$15,767,308	\$2,247,994	\$875,497	\$11,218,817	\$9,313,357	\$1,706,054	\$199,406

## Auxiliary Enterprises at Bachelor's Institutions

		UAFS			
Auxiliary Enterprise		Income	Expenses	Debt Service	Net Income
Intercollegiate Athletics *	1	2,420,474	2,797,162		(376,688)
Residence Hall	2	2,571,860	894,676	2,390,181	(712,996)
Married Student Housing	3				-
Faculty Housing	4				-
Food Service	5				-
College Union	6		40,176		(40,176)
Bookstore	7	401,005	2,771		398,235
Student Organizations And Publications	8	2,529,112	1,399,151		1,129,961
Student Health Services	9				-
Other (Specify On Attached Sheet)	10	102,669	128,117		(25,448)
Sub-Total	11	\$8,025,121	\$5,262,053	\$2,390,181	372,888
Transfers In	Auxiliary (Athletic and Activit	12			0
	Other	13			0
Transfers Out		14	61,981		(61,981)
GRAND TOTALS	15	\$8,025,121	\$5,324,033	\$2,390,181	\$310,907

## Athletics

Athletics are a major component of the auxiliary operations at universities. Athletic expenditures at Arkansas's universities continue to cause a great deal of public consternation. The athletic report details revenues and expenditures for each institution. Athletic revenues will equal athletic expenditures unless there is an ending fund balance. Act 366 of 1991 (A.C.A. § 6-62-804) prohibits athletic deficits. A designated athletic fee must be charged to the students by the institution if athletic-generated revenues (i.e., ticket sales, media/tournament/bowl, concessions/program sales, and game guarantees), foundations/clubs and other private gifts, other athletic income, auxiliary profits, and the allowable educational and general transfer do not cover the total expenditures for athletics.

The 2009-10 total amount of athletic expenditures reported by state supported universities is \$116,503,513 and two-year colleges is \$289,834. The statewide total is \$116,793,347, an increase of \$11,707,747 (11%) from \$105,085,600 in 2008-09. The University of Arkansas - Fayetteville accounted for 70.0 percent of the increase.

A comparison of 2009-10 actual expenditures to 2009-10 budgeted revenues certified to the Coordinating Board in July 2009 is also illustrated at the bottom of the summary chart. Certified budgeted revenues for 2009-10 totaled \$103,815,001 for all institutions. Total actual expenditures for 2009-10 for all institutions exceeded this budgeted amount by 12.5 percent. Actual expenditures varied from the Board of Trustees certified budgeted revenue by a range of 29 percent over the budgeted amount to 7 percent under the budgeted amount.

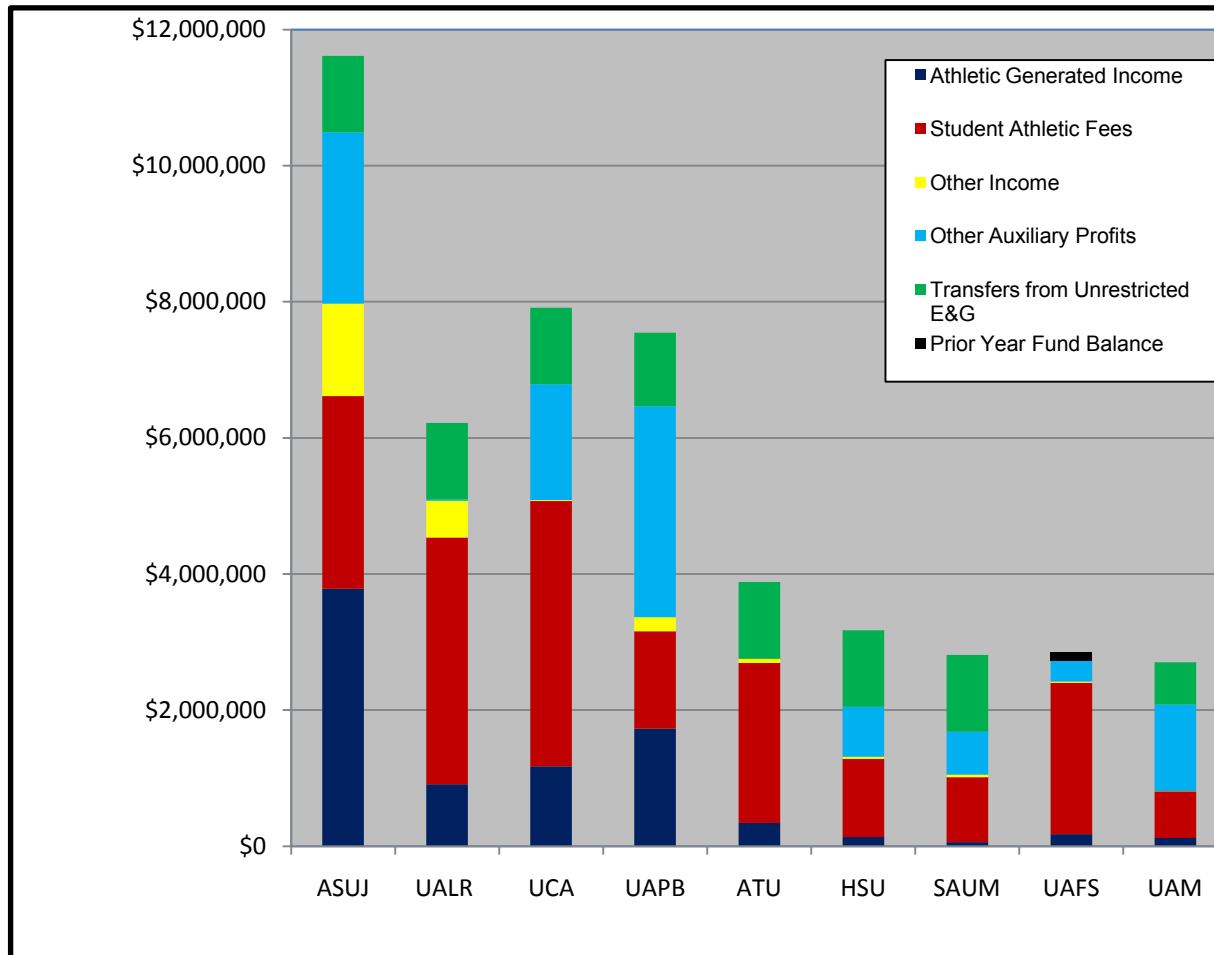
Needless to say, athletic expenditures since the 1990's have often grown faster than many institutions' overall budget. However, when athletics' expenditures and their interaction with educational and general income are examined together, a different perspective emerges. The importance of athletics to the educational and general budget becomes evident. Institutions would be much smaller without the student athletes and their friends from their high schools that come with them which would mean the loss of a rather significant portion of tuition and fee income. Regrettably, such an analysis is beyond the scope and time constraints of this report.

## Summary of Intercollegiate Athletic Revenues and Expenditures, 2009-10

INSTITUTIONS		UAF	ASUJ	UALR	UCA	UAPB	ATU	HSU	SAUM	UAFS	UAM	4-yr TOTAL	NAC
R E V E N U E S	Ticket Sales	\$33,129,726	\$890,948	\$448,236	\$412,493	\$605,174	\$203,320	\$20,704	\$27,374	\$35,150	\$35,170	\$35,808,295	\$7,276
	Media/Tournament/Bowl	\$19,779,516	\$28,785	\$224,143	\$0	\$0	\$64,708	\$26,993	\$0	\$0	\$0	\$20,124,145	\$0
	Concessions/Program Sales	\$779,239	\$75,121	\$3,081	\$16,191	\$97,014	\$0	\$3,726	\$17,803	\$64,325	\$0	\$1,056,500	\$0
	Game Guarantees	\$61,255	\$2,200,000	\$77,000	\$447,100	\$1,026,634	\$7,285	\$71,000	\$11,500	\$63,500	\$87,781	\$4,053,055	\$0
	Foundations/Clubs & Other Private Gifts	\$6,168,234	\$586,760	\$157,379	\$297,825	\$0	\$67,523	\$12,500	\$4,000	\$12,263	\$0	\$7,306,484	\$0
	Student Athletic Fees	\$0	\$2,832,773	\$3,627,665	\$3,896,835	\$1,430,746	\$2,348,650	\$1,149,184	\$952,092	\$2,228,227	\$682,144	\$19,148,316	\$0
	Other Income	\$9,088,976	\$1,360,187	\$539,234	\$17,123	\$203,878	\$64,555	\$33,219	\$37,609	\$17,010	\$7,143	\$11,368,934	\$3,600
O T H E R F I N A N C I N G S O U R C E S	CWSP Federally Funded Portion	\$43,113	\$0	\$0	\$138,222	\$0	\$26,614	\$0	\$0	\$0	\$29,899	\$237,848	\$0
	CWSP Fed. Portion as % Total CWSP	80%	0%	0%	100%	0%	75%	0%	0%	0%	100%	92%	0%
	Other Auxiliary Profits	\$0	\$2,514,804	\$17,210	\$1,702,750	\$3,101,984	\$0	\$730,447	\$633,416	\$310,907	\$1,268,027	\$10,279,545	\$144,143
	Transfers from Unrestricted E&G	\$0	\$1,124,720	\$1,124,720	\$1,124,720	\$1,078,234	\$1,124,400	\$1,124,720	\$1,124,720	\$0	\$620,000	\$8,446,234	\$134,694
	Prior Year Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$122,919	\$0	\$122,919	\$121
<b>Total Revenues for Athletics</b>		<b>\$69,050,059</b>	<b>\$11,614,098</b>	<b>\$6,218,668</b>	<b>\$8,053,259</b>	<b>\$7,543,664</b>	<b>\$3,907,055</b>	<b>\$3,172,493</b>	<b>\$2,808,514</b>	<b>\$2,854,301</b>	<b>\$2,730,164</b>	<b>\$117,952,275</b>	<b>\$289,834</b>
E X P E N D I T U R E S	Salaries	\$16,373,333	\$2,821,545	\$2,161,887	\$1,457,607	\$1,428,504	\$783,370	\$897,618	\$595,534	\$770,427	\$590,182	\$27,880,007	\$70,568
	Budgeted FTE Positions	285	62	40	30	30	21	21	13	20	13	535	2
	Fringe Benefits	\$3,697,392	\$811,576	\$509,293	\$415,375	\$424,516	\$237,289	\$274,421	\$208,102	\$246,811	\$189,730	\$7,014,505	\$19,916
	Fringe Benefits as a % of Salaries	22.6%	28.8%	23.6%	28.5%	29.7%	30.3%	30.6%	34.9%	32.0%	32.1%	25.2%	28.2%
	Extra Help	\$1,746,942	\$164,603	\$0	\$251,527	\$105,706	\$141,521	\$22,053	\$115,369	\$10,190	\$69,163	\$2,627,074	\$8,407
	CWSP	\$53,892	\$0	\$0	\$138,222	\$0	\$35,485	\$0	\$1,840	\$0	\$29,899	\$259,338	\$0
	Game Guarantees	\$2,708,055	\$535,275	\$0	\$92,000	\$0	\$16,625	\$16,300	\$0	\$4,500	\$5,049	\$3,377,804	\$0
	Athletic Scholarships	\$5,145,899	\$3,148,681	\$1,691,537	\$2,606,595	\$1,599,707	\$1,054,255	\$1,258,003	\$861,219	\$1,000,678	\$688,975	\$19,055,549	\$45,342
	Medical Insurance/Injury Claims	\$770,646	\$15,781	\$3,862	\$118,216	\$102,427	\$250,222	\$120,996	\$133,785	\$76,565	\$163,029	\$1,755,529	\$10,884
	Travel	\$7,507,853	\$1,618,826	\$995,299	\$1,111,319	\$718,550	\$309,860	\$231,117	\$432,450	\$271,861	\$263,049	\$13,460,184	\$61,635
	Equipment	\$1,586,522	\$0	\$5,843	\$40,585	\$25,403	\$4,022	\$1,928	\$20,835	\$0	\$4,222	\$1,689,360	\$0
	Concessions/Programs	\$672,618	\$0	\$0	\$4,840	\$0	\$0	\$14,794	\$16,985	\$0	\$0	\$709,237	\$0
	M & O	\$10,866,267	\$1,800,014	\$807,987	\$883,606	\$965,911	\$293,909	\$200,990	\$214,954	\$297,703	\$315,993	\$16,647,334	\$8,864
	Facilities	\$7,468,896	\$697,797	\$42,960	\$478,644	\$24,649	\$250,219	\$134,273	\$120,001	\$27,459	\$250,483	\$9,495,381	\$27,749
	Debt Service	\$7,613,929	\$0	\$0	\$403,821	\$2,148,291	\$265,680	\$0	\$87,440	\$0	\$127,729	\$10,646,890	\$0
	Other Expenses	\$0	\$0	\$0	\$50,902	\$0	\$32,379	\$0	\$0	\$0	\$32,661	\$115,942	\$36,469
O T H E R F I N A N C I N G U S E S	Transfers to Other Funds/Accounts	\$1,621,272	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$148,107	\$0	\$1,769,379	\$0
<b>Total Expenditures for Athletics</b>		<b>\$67,833,516</b>	<b>\$11,614,098</b>	<b>\$6,218,668</b>	<b>\$8,053,259</b>	<b>\$7,543,664</b>	<b>\$3,674,836</b>	<b>\$3,172,493</b>	<b>\$2,808,514</b>	<b>\$2,854,301</b>	<b>\$2,730,164</b>	<b>\$116,503,513</b>	<b>\$289,834</b>
Fund Balance		\$1,216,543	\$0	\$0	\$0	\$0	\$232,219	\$0	\$0	\$0	\$0	\$1,448,762	\$36,469
2009-10 Budgeted Revenue Certified July 2009		\$57,688,475	\$11,129,706	\$6,294,014	\$7,916,813	\$5,857,766	\$3,347,064	\$3,172,618	\$2,480,792	\$3,079,182	\$2,543,826	\$103,510,256	\$304,745
% Difference Between Expenditures & Budgeted Revenue		18%	4%	-1%	2%	29%	10%	0%	13%	-7%	7%	13.0%	-5%

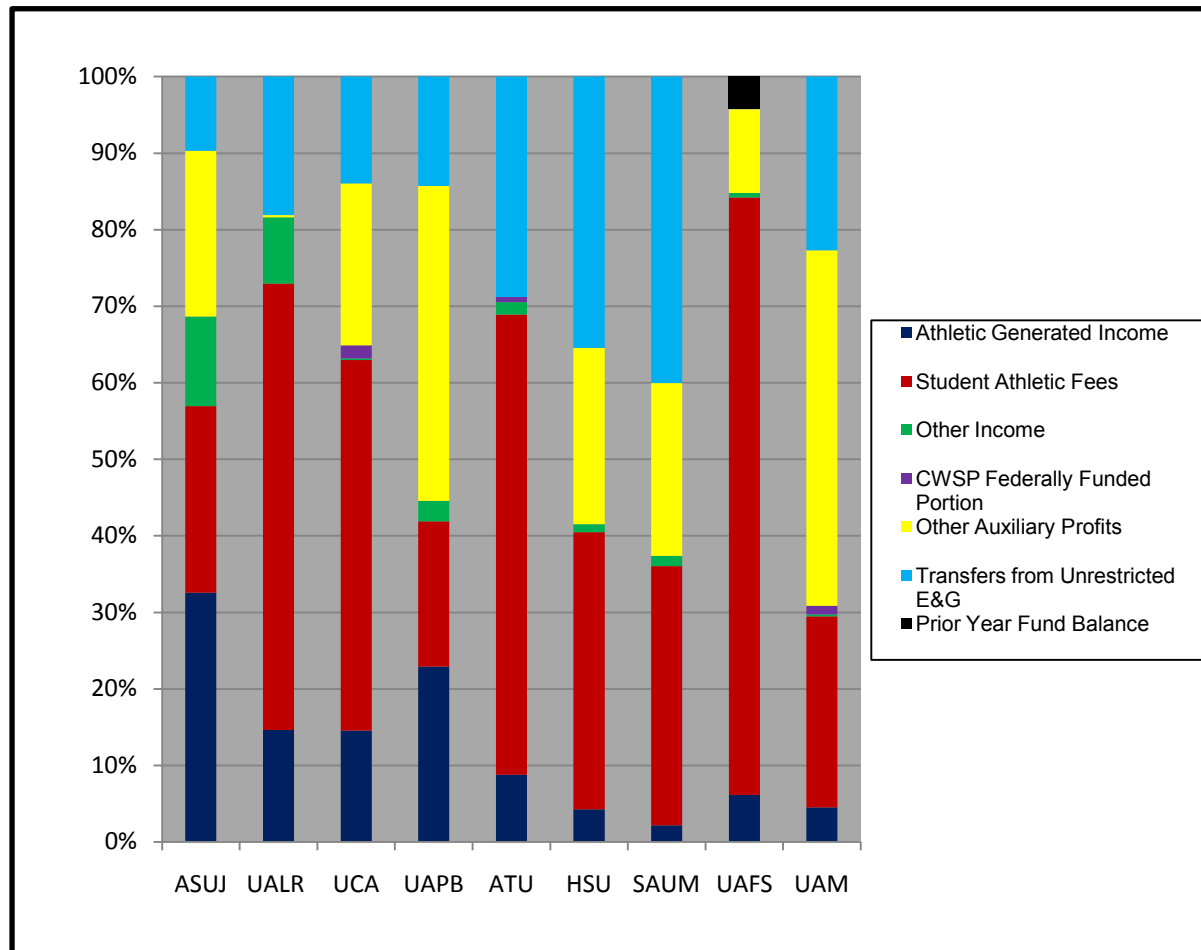
The following graphs examine reported athletic income and expenditures for all universities except the University of Arkansas at Fayetteville. The University of Arkansas data would distort the data so significantly that comparing and contrasting the other institutions would be impossible. The first two graphs look at athletic income by major sources. The first is by each source of reported income. It is obvious that athletics generate a relatively small part of the institutions athletic revenue. The institutions in general rely heavily on student athletic fees, other auxiliary profits and transfers from educational and general revenue to pay for athletics. There is some use of prior year fund balances by two of the institutions which raise a caution flag.

**Athletic Revenues by Source 2009-10**

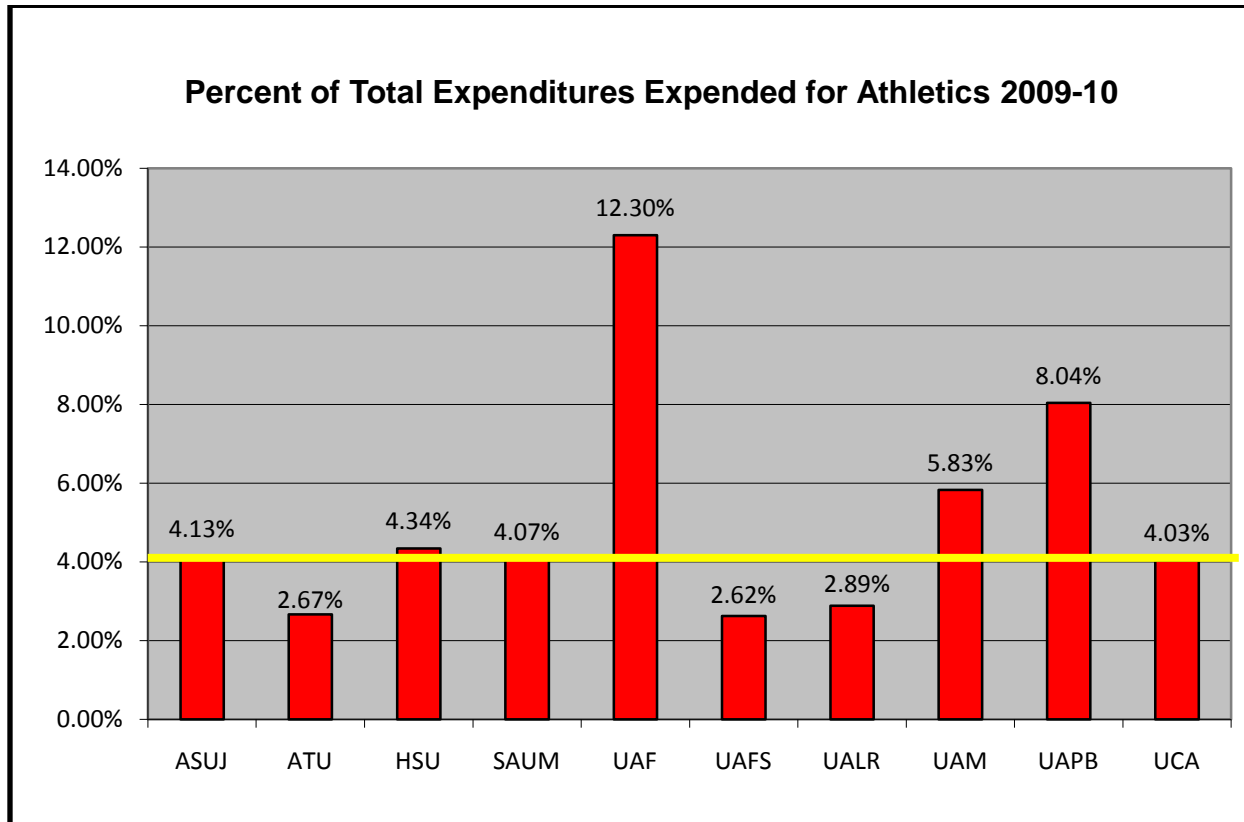


The next graph looks at the revenue sources as a percent of total revenue which gives another perspective of how dependent some institutions are on athletic fees, other auxiliary profits and E&G transfers to support their athletic program. The allowable athletic transfer from E&G revenue should be noted in this graph. The 2009-10 allowable transfer from E&G was about \$1.124 million regardless of the size of the institution or level of the athletic competition. For some institutions it is less than 10 percent of the revenue but for others it represents 30 to 40 percent of the revenue.

**Athletic Revenue by Source 2009-10**



The following graph presents athletic expenditures as a percent of the total university expenditures. The heavy yellow horizontal line represents the average for the universities. The average athletic expenditure (excluding UAF) for 2009-10 represented only 3.97 percent of the total of the universities expenditures. This percent is down from 4.06 in 2008-2009. If athletics is an important part of the university experience, how much is it worth?



## Bonds and Loans Approved by AHECB 2007-2010

Institution	Date of AHECB Approval	Maximum Total of Issue	Terms	Project Description	Type of Project
ASU	10/26/2007	\$10,000,000	25 yrs / 5.25%	E&G purposes on the campuses at <b>Searcy, Mountain Home, and Newport</b>	E&G
NAC	10/26/2007	\$4,700,000	30 yrs / 4.85%	Refund outstanding bonds, renovate the L.E. "Gene" Durand Conference Center and for various other capital improvements	E&G
SAUM	10/26/2007	\$14,000,000	30 yrs / 4.5%	Construct a new science facility and for various other academic and administrative construction needs	E&G
ATU	2/1/2008	\$3,300,000	30 yrs / 5%	E&G Physical Plant	E&G
ATU	2/1/2008	\$2,000,000	30 yrs / 4.6%	Auxiliary Campus Courts Housing	Auxiliary
CCCUA	2/1/2008	\$2,000,000	15 yrs / 3.2%	Loan - Ashdown Center, agriculture facility, Fine Arts classroom facility	E&G
NPCC	2/1/2008	\$3,800,000	30 yrs / 4.75%	E&G Nursing & Health Sciences Building	E&G
ATU-Ozark	4/25/2008	\$2,130,000	30 yrs / 5%	E&G student services facility and for various other capital improvements on the Ozark Campus	E&G
ATU	4/25/2008	\$8,000,000	30 yrs / 5%	E&G purposes to construct an academic/advising facility and for various other capital improvements	E&G
UAF	4/25/2008	\$6,150,000	20 yrs/ 5.1%	E&G purposes to renovate space for KUAF and for the purchase of property.	E&G
UAF	4/25/2008	\$44,850,000	20-30 yrs/ 5.1-5.9%*	Auxiliary purposes to construct a 1500-space parking garage with student-oriented retail space and a surface parking lot; to finance improvements to the Harmon Avenue Parking Garage; and to purchase properties for the facilities	Auxiliary
SAU	5/16/2008	\$6,345,000	30 yrs./ 5.5%	E&G purposes to construct a new student activity/recreation center and for various other academic and administrative construction needs.	E&G
ATU	7/25/2008	\$2,150,000	30 yrs / 5%	Auxiliary purposes to fund the renovation of Critz and Hughes Hall	Auxiliary
UACCH	7/25/2008	\$2,700,000	30 yrs / 5%	E&G purposes to complete financing for the Science/Technology Center	E&G
PCCUA	7/25/2008	\$12,305,000	30 yrs / 5%	E&G purposes to refund the 1997 bond issue and complete financing for the Grand Prairie Center on the Stuttgart campus	E&G
UAF	7/25/2008	\$5,000,000	5 yrs/ 5%	Auxiliary loan used for renovations to various athletic facilities	Auxiliary
ASU-SYS	1/30/2009	\$9,500,000	30 yrs/ 5.5%	Auxiliary purposes to construct and furnish two new 50-bed residence halls, construct a commons building for an existing campus apartment complex, and deferred maintenance projects in existing residence halls	Auxiliary
UAFS	1/30/2009	\$24,540,000	25 yrs/ 6.05%	Auxiliary purposes to construct and equip a 400-bed student housing complex	Auxiliary
UAM	1/30/2009	\$1,000,000	10 yrs/ .53%	E&G purposes to fund deferred maintenance and energy savings projects on the Monticello campus	E&G
ATU	4/24/2009	\$5,120,000	30 yrs/ 5.25%	E&G purposes to expand the engineering building, purchase academic facilities, expand the science building, and various other capital improvements	E&G

<b>Institution</b>	<b>Date of AHECB Approval</b>	<b>Maximum Total of Issue</b>	<b>Terms</b>	<b>Project Description</b>	<b>Type of Project</b>
SAU	4/24/2009	\$2,000,000	30 yrs/ 5.5%	E&G purposes to renovate and update current academic and administrative facilities	E&G
SACC	7/31/2009	\$3,590,000	30 yrs / 5%	E&G purposes to construct a Health Sciences building	E&G
ASUMH	7/31/2009	\$2,500,000	20 yrs/ 5.5%	E&G purposes to construct a Community Development Center	E&G
NWACC	7/31/2009	\$10,660,000	30 yrs / 5%	E&G purposes to purchase property adjacent to the main campus as an extension of education and general instructional space and offices	E&G
UALR	9/8/2009	\$34,750,000	20 yrs/ 5.5%	E&G purposes to acquire, construct, and equip a variety of capital improvements at UALR, including (i) completion of the Engineering and Information Technology Building, (ii) elevator upgrades; (iii) renovations to the Stella Boyle Smith Concert Hall, (iv) construction of a Nanotechnology Sciences Center, (v) construction of a Student Services One-Stop Center, (vi) renovation of an existing building for Health and Wellness Academic Programs	E&G
UALR	10/10/2009	\$30,000,000	25 yrs/ 4.5%	Auxiliary purposes to construct and equip a housing complex and construct a student recreation and sports complex.	Auxiliary
SAU	10/10/2009	\$10,310,000	30 yrs/ 4.85%	Auxiliary purposes to refund the 1999, 2001 and 2003 auxiliary issues, auxiliary construction purposes and other various capital improvements	Auxiliary
OZC	10/10/2009	\$3,600,000	30 yrs/ 4.8%	E&G purposes to refund a previous bond issue and construct an educational facility at the Mtn. View location	E&G
UAF	12/9/2009	\$54,000,000	30 yrs/ 5.5%	Auxiliary and E&G purposes to fund E&G renovation projects in Peabody Hall for the College of Education and Health Professions, Phase I of classrooms and teaching laboratories, Old Health Center for Nursing and the Speech and Communication Disorders Clinic, Bud Walton Hall for the David and Barbara Pryor Center for Arkansas Oral and Visual History and the Center for Space and Planetary Sciences, Davis Hall for University Relations (\$4 million), and Utility Tunnel Expansion; to construct the Nanoscale Science and Engineering Building; and to purchase property and various equipment. The proceeds will also be used to fund auxiliary renovation projects in various residence halls and one fraternity	E&G/Auxiliary
UACCB	1/10/2010	\$1,000,000	10 yrs/ 0.45%	CSRB Loan used in conjunction with higher education bond funds to construct a Nursing and Allied Health Facility	E&G
ASUB	1/10/2010	\$11,950,000	30 yrs/ 4.75%	Auxiliary purposes to construct and furnish a 248-bed student housing complex	Auxiliary
ATU	4/10/2010	\$1,730,000	30 yrs/ 5.25%	E&G and auxiliary purposes. E&G purposes to fund 33 percent of the cost to renovate an existing student services center for the purpose of creating a student union that will include library and computer lab facilities for academic use and auxiliary purposes to fund 67 percent of the cost to renovate an existing student services center for the purpose of creating a student union that will expand the bookstore and add food service operations	E&G/Auxiliary
MSCC	7/10/2010	\$5,180,000	30 yrs/ 5%	E&G purposes to construct a Bio-Diesel Technology Building and surrounding infrastructure	E&G

<b>Institution</b>	<b>Date of AHECB Approval</b>	<b>Maximum Total of Issue</b>	<b>Terms</b>	<b>Project Description</b>	<b>Type of Project</b>
UCA	7/10/2010	\$42,000,000	30 yrs/ 5.25%	E&G and auxiliary purposes. E&G purposes to refund certain existing bonds and fund a pro-rata share of the cost of the total issuance and auxiliary purposes to refund certain existing bonds and fund a pro-rata share of the cost of the total issuance	E&G/Auxiliary
NWACC	7/10/2010	\$15,000,000	25 yrs/ 6.6%	E&G purposes to construct a Health Professions Building	E&G
UACCM	7/10/2010	\$800,000	10 yrs/ .38%	CSRB Loan for ADA and safety issues as well as infrastructure improvements	E&G
HSU	10/10/2010	\$2,750,000	30 yrs/ 7%	CSRB Loan proceeds combined with \$2,500,000 from a private source for the purpose of constructing a new dining facility on campus	Auxiliary
EACC	10/10/2010	\$3,500,000	30 yrs/ 4.85%	E&G purposes to retire existing debt, purchase facilities to house the Transportation Programs, and construct an Allied Health facility	E&G
CCCUA	10/10/2010	\$300,000	20 yrs/ 5.25%	E&G purposes to purchase and renovate a building in order to offer classes at Murfreesboro	E&G
UAFS	11/10/2010	\$9,300,000	25 yrs/ 4.5%	E&G purposes to renovate the Boreham Library	E&G
UAMS	11/10/2010	\$52,450,000 & \$12,000,000	20 yrs/ 4.5% & 10 yrs/ 3%	Auxiliary purposes for (a) improving, equipping and furnishing the ninth floor of the new patient tower building, which will add 60 acute care beds and is expected to generate approximately \$1.2 million annually in net margin to UAMS; (b) improving, equipping and furnishing the eighth floor of the Winthrop P. Rockefeller Cancer Institute; (c) equipping a Central Energy Plant expansion and upgrade which will save energy consumption and reduce cost by approximately \$3.5 million; (d) acquiring undeveloped land for expansion and other University related purposes including Ray Winder Field, and any necessary demolition and site preparation; (e) remodeling operating rooms and adding recovery rooms in the surgical suite to increase surgical capacity; and (f) acquiring, improving, renovating, equipping and/or furnishing other capital improvements and infrastructure and acquiring various equipment. The \$12 CSRB Loan also for auxiliary purposes to fund a portion of the Central Energy Plant	Auxiliary

## **NEW POLICIES ADOPTED 2009-2010**

- At the July 30, 2010 Board meeting the Arkansas Higher Education Coordinating Board (AHECB) extended the Moratorium on New Campuses. The major reason stated for this extension was the concern about the possibility of any further dilution of funding to the existing institutions. The addition of new campuses would further jeopardize the quality of the education that the institutions are able to provide to the students.
- At the April 30, 2010 Board meeting the AHECB voted to increase the tuition and fee rates used in the funding formula to better reflect the student share of the cost of education. This change will provide a more accurate assessment of the needed state contribution for each institution.
- At the April 30, 2010 Board meeting the AHECB adopted the resolution on distance education funding policy to be effective Fiscal 2012 and thereafter. Given Arkansas's limited resource for funding higher education it seems that any important public policy issue must be to focus those resources on increasing the number of Arkansans' with degrees. The new policy will include for funding SSCHs when delivered to Arkansas residents. Hours taken by active duty U.S. military personnel will be included in funding regardless of state residency.
- At the October 29, 2010 Board meeting the AHECB adopted a revision to the Economic Feasibility of Bond Issues policies. Any institution seeking approval of a loan or a bond issue for the construction or purchase of a new facility must provide for the maintenance of that facility by transferring annually to plant funds an amount as recommended by APPA. The funds can also be used for critical and deferred maintenance of the institution.
- In order to place more emphasis on retention, the 2011-12 biennium SSCH used in the formula to generate the institutions' need represents 80% of the census-date enrollment and 20% of the end-of-term enrollment. The end-of-term SSCH excludes those who received a W, WF, WP or I because the mandate is to only include those student SSCH who completed the term.

## **RECOMMENDATIONS FOR 2010-2011**

- It was recommended at the October 29, 2010 Board meeting that the Board members work with the Legislators for funding to support the maintenance of state facilities.
- During the recent budget hearings the Legislators were concerned with the tuition rates charged to concurrently or dually enrolled students. After completion of the survey it was evident that very little consistency existed.
- A great inequity exists in the funding per FTE student among Arkansas's two-year colleges. These inequities are not the fault of the colleges, but are a result of rapidly increasing enrollment at some colleges and declining or stable enrollments at others. Since the funding formula is in law, it is not advisable to adopt an AHECB policy which is in conflict with the law. It is recommended that the ADHE Director, the Institutional Finance staff and the two-year presidents and chancellors work together to bring all institutions to seventy-five percent of need with priority given to the institutions with the lowest funding.
- It is recommended that bonds or loans approved by the AHECB for Auxiliary purposes not exceed twenty-five years.
- Performance funding is of great interest to both the Legislative and Executive branches of state government. It is recommended that Institutions work with ADHE to assure that the measures identified for funding are appropriate to maximize student and institution success.

# Appendices

# Appendix A

## Operating Margins and Fund Balances

**Table A-1. Universities Operating Margins 1999-00 and 2004-05 to 2009-10**

		1999-00	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
ASUJ	Total Expenditures	83,970,900	\$99,519,771	\$105,417,435	\$114,773,311	\$121,812,532	\$130,385,209	\$136,052,598
	FTE Enrollment	9,072	9,002	9,044	9,431	9,382	10,037	11,120
	Revenues:							
	Tuition & Fees	28,238,377	\$44,958,817	\$49,217,084	\$54,482,499	\$58,671,724	\$67,011,792	\$73,194,110
	Other	8,815,609	\$4,989,940	\$4,712,369	\$4,657,191	\$4,488,787	\$4,464,649	\$9,808,382
	State Funds	46,962,280	\$50,363,587	\$52,550,390	\$55,468,570	\$59,753,311	\$59,288,062	\$58,073,475
	Total Revenue	84,016,266	\$100,312,344	\$106,479,843	\$114,608,260	\$122,913,822	\$130,764,503	\$141,075,967
	Operating Margin	45.366	\$792.573	\$1,062.408	(\$165.051)	\$1,101.290	\$379.294	\$5,023.369
	Percent of Expenditure	0.05%	0.80%	1.01%	-0.14%	0.90%	0.29%	3.69%
ATU	Total Expenditures	32,640,854	\$54,642,071	\$52,324,231	\$59,765,898	\$72,599,813	\$65,941,871	\$68,876,612
	FTE Enrollment	4,583	6,203	6,387	6,563	6,281	6,322	7,918
	Revenues:							
	Tuition & Fees	11,272,864	\$24,933,840	\$27,317,864	\$29,371,373	\$30,816,813	\$32,778,676	\$37,941,495
	Other	1,719,448	\$1,437,792	\$1,804,467	\$3,077,463	\$5,350,350	\$3,714,321	\$3,111,144
	State Funds	19,705,587	\$22,251,350	\$28,580,785	\$28,317,978	\$30,762,139	\$30,804,206	\$30,217,050
	Total Revenue	32,697,899	\$48,622,982	\$55,703,106	\$60,766,812	\$66,929,302	\$67,297,202	\$71,269,659
	Operating Margin	57.045	(\$6,019.089)	\$3,378.875	\$1,000.914	(\$5,670.511)	\$1,355.331	\$2,393.047
	Percent of Expenditure	0.17%	-11.02%	6.46%	1.67%	-7.81%	2.06%	3.47%
HSU	Total Expenditures	26,301,710	\$32,937,891	\$35,280,888	\$37,401,580	\$40,392,167	\$40,955,528	\$40,920,368
	FTE Enrollment	3,301	3,326	3,293	3,291	3,407	3,435	3,421
	Revenues:							
	Tuition & Fees	8,299,493	\$13,769,175	\$15,277,108	\$17,158,137	\$18,923,291	\$20,555,496	\$21,456,177
	Other	1,248,909	\$1,109,599	\$1,018,933	\$801,718	\$823,211	\$808,892	\$848,457
	State Funds	\$16,753,308	\$17,637,289	\$18,310,472	\$19,570,541	\$20,695,056	\$20,790,347	\$20,431,249
	Total Revenue	26,301,710	\$32,516,063	\$34,606,513	\$37,530,396	\$40,441,558	\$42,154,735	\$42,735,883
	Operating Margin	0	(\$421.828)	(\$674.375)	\$128,816	\$49,391	\$1,199,207	\$1,815,515
	Percent of Expenditure	0.00%	-1.28%	-1.91%	0.34%	0.12%	2.93%	4.44%
SAUM	Total Expenditures	19,927,229	\$26,550,121	\$28,048,343	\$29,442,238	\$32,897,296	\$34,775,747	\$35,667,878
	FTE Enrollment	2,646	2,839	2,839	2,807	2,840	2,814	2,970
	Revenues:							
	Tuition & Fees	6,394,067	\$10,798,441	\$12,216,070	\$13,968,037	\$15,106,815	\$16,014,018	\$17,992,393
	Other	1,128,381	\$1,305,468	\$1,270,816	\$1,408,388	\$1,558,959	\$1,390,355	\$1,675,215
	State Funds	12,329,738	\$14,188,571	\$14,738,101	\$15,473,956	\$16,546,673	\$16,618,110	\$16,286,476
	Total Revenue	19,852,186	\$26,292,480	\$28,224,987	\$30,850,381	\$33,212,447	\$34,022,483	\$35,954,084
	Operating Margin	(75.043)	(\$257.641)	\$176.644	\$1,408,143	\$315,151	(\$753,264)	\$286,206
	Percent of Expenditure	-0.38%	-0.97%	0.63%	4.78%	0.96%	-2.17%	0.80%
UAF	Total Expenditures	168,954,951	\$227,277,895	\$253,813,841	\$241,293,295	\$260,162,624	\$268,665,465	\$261,654,828
	FTE Enrollment	13,935	15,390	15,950	16,162	16,855	17,608	18,195
	Revenues:							
	Tuition & Fees	61,193,039	\$94,219,696	\$105,985,174	\$99,493,399	\$109,491,153	\$125,688,331	\$131,918,432
	Other	26,941,986	\$26,486,185	\$32,072,285	\$33,233,811	\$28,979,981	\$25,747,998	\$30,658,865
	State Funds	96,736,199	\$99,597,427	\$104,824,098	\$109,444,555	\$121,439,049	\$121,417,117	\$120,014,787
	Total Revenue	184,871,224	\$220,303,308	\$242,881,557	\$242,171,765	\$259,910,183	\$272,853,446	\$282,592,084
	Operating Margin	15,916,273	(\$6,974.587)	(\$10,932.284)	\$878,470	(\$252.441)	\$4,187,981	\$20,337,256
	Percent of Expenditure	9.42%	-3.07%	-4.31%	0.36%	-0.10%	1.56%	8.00%
UAFS	Total Expenditures	22,869,664	\$35,626,965	\$39,237,670	\$43,758,867	\$49,665,435	\$52,779,409	\$54,876,569
	FTE Enrollment	3,527	4,975	5,049	5,135	5,264	5,545	6,093
	Revenues:							
	Tuition & Fees	5,702,343	\$11,483,753	\$13,605,820	\$16,313,165	\$19,563,259	\$22,433,345	\$25,374,569
	Other	689,436	\$5,775,324	\$6,500,006	\$6,518,136	\$7,071,403	\$6,832,841	\$6,820,117
	State Funds	16,985,805	\$18,420,872	\$19,892,600	\$21,344,351	\$23,298,842	\$23,246,124	\$22,833,792
	Total Revenue	23,377,584	\$35,679,949	\$39,948,426	\$44,175,652	\$49,933,504	\$52,512,310	\$55,028,478
	Operating Margin	507,920	\$52,984	\$310,856	\$416,785	\$268,069	(\$267,099)	\$151,919
	Percent of Expenditure	2.22%	0.15%	0.79%	0.95%	0.54%	-0.51%	0.28%
UALR	Total Expenditures	81,317,983	\$103,875,076	\$111,520,910	\$117,375,526	\$126,196,710	\$129,661,715	\$136,730,688
	FTE Enrollment	8,109	9,043	9,127	9,088	9,117	9,328	9,790
	Revenues:							
	Tuition & Fees	29,653,502	\$45,211,985	\$48,550,292	\$50,613,362	\$54,039,441	\$58,958,964	\$65,238,119
	Other	4,209,912	\$5,147,840	\$6,173,395	\$6,674,775	\$6,950,112	\$6,415,014	\$7,622,458
	State Funds	47,456,242	\$53,325,220	\$56,406,039	\$60,139,894	\$65,040,353	\$65,209,486	\$63,973,285
	Total Revenue	81,319,656	\$103,685,045	\$111,129,726	\$117,428,031	\$126,029,906	\$130,583,464	\$136,833,882
	Operating Margin	1,673	-\$190,231	-\$391,183	\$52,505	-\$166,804	\$921,749	\$103,174
	Percent of Expenditure	0.00%	-0.18%	-0.35%	0.04%	-0.13%	0.71%	0.08%
UAM	Total Expenditures	16,330,177	\$21,111,870	\$22,726,310	\$23,373,092	\$24,790,194	\$25,855,253	\$25,729,554
	FTE Enrollment	2,072	2,640	2,605	2,644	2,243	2,298	2,469
	Revenues:							
	Tuition & Fees	5,209,648	\$9,023,287	\$9,030,873	\$9,286,882	\$9,831,663	\$10,727,073	\$11,759,934
	Other	550,611	\$617,743	\$660,869	\$811,215	\$548,669	\$126,527	\$758,512
	State Funds	10,689,690	\$11,797,355	\$12,578,792	\$13,087,700	\$13,887,867	\$13,982,164	\$13,668,359
	Total Revenue	16,449,949	\$21,438,385	\$22,270,534	\$23,185,797	\$24,268,199	\$24,835,764	\$26,186,805
	Operating Margin	119,772	\$326,515	(\$455,776)	(\$187,295)	(\$521,995)	(\$1,019,489)	\$457,251
	Percent of Expenditure	0.73%	1.55%	-2.01%	-0.80%	-2.11%	-3.94%	1.78%
UAPB	Total Expenditures	26,154,841	\$37,233,713	\$34,902,134	\$39,388,729	\$37,616,129	\$38,528,663	\$44,239,565
	FTE Enrollment	2,930	3,172	2,993	2,799	2,916	3,247	3,471
	Revenues:							
	Tuition & Fees	7,409,380	\$12,662,479	\$12,683,108	\$13,188,493	\$14,370,664	\$17,416,266	\$19,365,175
	Other	889,111	\$839,338	\$887,847	\$871,447	\$1,006,951	\$889,609	\$1,003,756
	State Funds	\$18,561,912	\$24,120,897	\$21,386,012	\$25,778,987	\$26,772,148	\$27,079,213	\$26,600,368
	Total Revenue	26,669,033	\$37,622,714	\$34,956,967	\$39,838,927	\$42,149,763	\$45,385,088	\$46,969,299
	Operating Margin	514,192	\$389,001	\$54,833	\$450,198	\$4,533,634	\$6,856,425	\$2,729,734
	Percent of Expenditure	1.97%	1.04%	0.16%	1.14%	12.05%	17.80%	6.17%
UCA	Total Expenditures	68,099,037	\$90,237,605	\$106,442,972	\$119,228,913	\$119,425,150	\$138,565,514	\$120,894,286
	FTE Enrollment	8,098	9,768	10,802	11,401	11,203	11,478	10,653
	Revenues:							
	Tuition & Fees	25,349,326	\$44,045,026	\$53,118,346	\$60,094,035	\$62,130,784	\$71,514,073	\$68,479,631
	Other	2,320,577	\$2,787,167	\$2,988,177	\$4,410,796	\$3,929,072	\$5,665,381	\$2,942,510
	State Funds	41,010,669	\$43,060,085	\$45,215,930	\$48,922,509	\$57,838,973	\$55,670,633	\$55,976,706
	Total Revenue	68,680,572	\$89,892,278	\$101,322,453	\$113,427,340	\$123,898,829	\$132,850,087	\$127,398,848
	Operating Margin	581,535	(\$345,327)	(\$5,120,519)	(\$5,801,573)	\$4,473,679	(\$5,715,427)	\$6,504,562
	Percent of Expenditure	0.85%	-0.38%	-4.81%	-4.87%	3.75%	-4.12%	5.38%

**Table A-2. Two-Year College Operating Margins 1999-00 and 2004-05 to 2008-09**

		1999-00		2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
<b>ANC</b>	Total Expenditures	7,621,992		\$11,302,857	\$11,722,646	\$11,730,708	\$15,669,624	\$15,013,458	\$12,916,459
	Revenues:								
	Tuition & Fees	1,559,130		\$2,758,524	\$2,615,341	\$2,426,016	\$2,323,058	\$2,712,248	\$3,165,868
	Other	571,507		\$739,398	\$983,072	\$1,060,041	\$1,486,811	\$2,002,240	\$2,099,546
	State Funds	5,893,502		\$8,554,989	\$9,110,027	\$9,512,590	\$11,278,859	\$10,030,746	\$9,707,132
	Total Revenue	8,024,139		\$12,052,911	\$12,708,440	\$12,998,647	\$15,088,728	\$14,745,234	\$14,972,546
	Operating Margin	402,147		\$750,054	\$985,794	\$1,267,939	(\$580,896)	(\$268,224)	\$2,056,087
	Percent of Expenditures	5.28%		6.64%	8.41%	10.81%	-3.71%	-1.79%	15.92%
<b>ASUB</b>	Total Expenditures	12,128,207		\$18,366,348	\$20,957,926	\$22,666,733	\$24,777,338	\$26,336,594	\$25,596,310
	Revenues:								
	Tuition & Fees	2,833,210		\$5,694,334	\$6,333,314	\$7,351,786	\$8,537,213	\$9,147,973	\$10,020,000
	Other	443,791		\$1,633,111	\$1,797,519	\$1,976,127	\$2,375,935	\$3,066,020	\$2,175,642
	State Funds	8,895,406		\$11,212,983	\$12,782,169	\$13,405,859	\$13,889,307	\$14,120,217	\$13,835,555
	Total Revenue	12,172,407		\$18,540,428	\$20,913,002	\$22,733,772	\$24,802,455	\$26,334,210	\$26,031,197
	Operating Margin	44,200		\$174,080	(\$44,924)	\$67,039	\$25,117	(\$2,384)	\$434,887
	Percent of Expenditures	0.36%		0.95%	-0.21%	0.30%	0.10%	-0.01%	1.70%
<b>ASUMH</b>	Total Expenditures	4,160,951		\$6,248,666	\$6,655,740	\$7,224,986	\$7,986,100	\$8,768,090	\$9,778,617
	Revenues:								
	Tuition & Fees	1,030,952		\$2,083,313	\$2,182,657	\$2,151,519	\$2,257,818	\$3,011,699	\$3,680,526
	Other	727,711		\$1,173,920	\$1,279,733	\$1,300,919	\$1,335,387	\$1,338,067	\$1,451,880
	State Funds	2,905,633		\$3,036,087	\$3,415,513	\$3,905,913	\$4,455,397	\$4,453,472	\$4,498,789
	Total Revenue	4,664,296		\$6,293,320	\$6,877,903	\$7,358,351	\$8,048,602	\$8,803,238	\$9,631,195
	Operating Margin	503,345		\$44,654	\$222,163	\$133,365	\$62,502	\$35,148	(\$147,422)
	Percent of Expenditures	12.10%		0.71%	3.34%	1.85%	0.78%	0.40%	-1.51%
<b>ASUN</b>	Total Expenditures	3,630,940		\$5,531,378	\$6,073,008	\$6,743,701	\$7,386,857	\$10,717,575	\$10,687,569
	Revenues:								
	Tuition & Fees	1,111,733		\$1,991,495	\$2,477,823	\$2,533,341	\$2,763,956	\$3,571,382	\$3,923,655
	Other	97,774		\$953,046	\$895,642	\$914,956	\$999,263	\$1,270,934	\$1,144,138
	State Funds	2,423,808		\$2,586,837	\$3,142,104	\$3,531,445	\$4,244,026	\$7,083,406	\$7,063,557
	Total Revenue	3,633,315		\$5,531,378	\$6,515,569	\$6,979,742	\$8,007,245	\$11,925,722	\$12,131,350
	Operating Margin	2,375		\$0	\$442,561	\$236,041	\$620,388	\$1,208,147	\$1,443,781
	Percent of Expenditures	0.07%		0.00%	7.29%	3.50%	8.40%	11.27%	13.51%
<b>BRTC</b>	Total Expenditures	7,438,840		\$8,775,746	\$8,991,872	\$11,186,602	\$11,856,969	\$11,270,211	\$15,261,199
	Revenues:								
	Tuition & Fees	1,472,781		\$3,148,719	\$3,030,620	\$3,374,643	\$3,807,737	\$3,889,136	\$4,584,304
	Other	294,822		\$297,341	\$401,054	\$471,466	\$867,154	\$638,787	\$426,556
	State Funds	5,877,152		\$5,976,749	\$6,706,157	\$7,520,664	\$7,826,267	\$7,833,000	\$7,795,313
	Total Revenue	7,644,755		\$9,422,809	\$10,137,831	\$11,366,773	\$12,501,158	\$12,360,923	\$12,806,173
	Operating Margin	205,915		\$647,063	\$1,145,959	\$180,171	\$644,189	\$1,090,712	(\$2,455,026)
	Percent of Expenditures	2.77%		7.37%	12.74%	1.61%	5.43%	9.68%	-16.09%
<b>CCCUA</b>	Total Expenditures	4,310,391		\$5,310,145	\$5,438,904	\$6,179,110	\$7,312,492	\$8,105,875	\$7,800,017
	Revenues:								
	Tuition & Fees	917,828		\$1,388,513	\$1,551,754	\$1,762,440	\$1,894,234	\$2,149,073	\$2,461,354
	Other	184,814		\$1,050,310	\$997,932	\$907,296	\$1,431,759	\$1,628,545	\$1,559,716
	State Funds	3,097,646		\$3,126,561	\$3,627,113	\$4,145,207	\$4,432,711	\$4,412,633	\$4,411,338
	Total Revenue	4,200,288		\$5,565,384	\$6,176,799	\$6,814,943	\$7,758,704	\$8,190,251	\$8,432,408
	Operating Margin	(110,103)		\$255,239	\$737,895	\$635,833	\$446,212	\$84,376	\$632,391
	Percent of Expenditures	-2.55%		4.81%	13.57%	10.29%	6.10%	1.04%	8.11%
<b>EACC</b>	Total Expenditures	6,758,757		\$7,575,998	\$7,619,787	\$7,949,757	\$8,115,964	\$8,813,816	\$10,154,492
	Revenues:								
	Tuition & Fees	1,046,004		\$2,140,844	\$2,091,638	\$2,274,368	\$2,430,986	\$2,428,258	\$2,923,060
	Other	118,114		\$110,356	\$143,258	\$277,756	\$335,493	\$217,577	\$334,705
	State Funds	5,671,673		\$5,830,091	\$6,002,123	\$6,177,162	\$6,553,009	\$6,546,563	\$6,376,338
	Total Revenue	6,835,791		\$8,081,291	\$8,237,019	\$8,729,286	\$9,319,488	\$9,192,398	\$9,634,104
	Operating Margin	77,034		\$505,293	\$617,232	\$779,529	\$1,203,524	\$378,582	(\$520,389)
	Percent of Expenditures	1.14%		6.67%	8.10%	9.81%	14.83%	4.30%	-5.12%
<b>MSCC</b>	Total Expenditures	5,032,387		\$5,917,117	\$7,516,175	\$7,127,304	\$9,898,666	\$9,267,948	\$10,135,184
	Revenues:								
	Tuition & Fees	1,066,410		\$1,467,658	\$1,628,774	\$2,121,171	\$2,241,353	\$2,715,398	\$3,785,433
	Other	410,567		\$676,559	\$756,932	\$410,206	\$334,053	\$675,218	\$986,177
	State Funds	3,874,563		\$3,965,289	\$4,734,055	\$5,470,574	\$5,997,669	\$5,632,370	\$5,621,309
	Total Revenue	5,351,540		\$6,109,506	\$7,119,761	\$8,001,951	\$8,573,075	\$9,022,986	\$10,392,919
	Operating Margin	319,153		\$192,389	(\$396,414)	\$874,647	(\$1,325,591)	(\$244,962)	\$257,735
	Percent of Expenditures	6.34%		3.25%	-5.27%	12.27%	-13.39%	-2.64%	2.54%


**Table A-2. Two-Year College Operating Margins 1999-00 and 2004-05 to 2008-09**

		1999-00		2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
<b>NAC</b>	Total Expenditures	9,773,360		\$10,572,924	\$11,656,303	\$11,667,037	\$12,115,034	\$13,199,870	\$13,434,612
	Revenues:								
	Tuition & Fees	1,819,836		\$2,819,872	\$3,329,087	\$3,182,754	\$3,443,144	\$3,767,090	\$4,304,046
	Other	244,444		\$179,840	\$313,886	\$247,993	\$225,774	\$298,465	\$301,546
	State Funds	7,534,858		\$7,649,921	\$8,018,893	\$8,391,339	\$8,779,078	\$8,871,130	\$8,694,916
	Total Revenue	9,599,138		\$10,649,633	\$11,661,866	\$11,822,086	\$12,447,996	\$12,936,685	\$13,300,508
	Operating Margin	(174,222)		\$76,709	\$5,563	\$155,049	\$332,962	(\$263,185)	(\$134,104)
	Percent of Expenditures	-1.78%		0.73%	0.05%	1.33%	2.75%	-1.99%	-1.00%
<b>NPCC</b>	Total Expenditures	8,461,183		\$11,880,034	\$12,952,745	\$13,781,386	\$15,227,603	\$16,181,936	\$18,417,642
	Revenues:								
	Tuition & Fees	1,718,070		\$3,127,326	\$3,047,343	\$3,621,889	\$4,046,324	\$5,289,367	\$6,623,655
	Other	223,035		\$479,765	\$219,393	\$262,056	\$264,298	\$291,837	\$629,249
	State Funds	6,303,091		\$8,658,048	\$9,758,481	\$10,075,784	\$11,209,523	\$11,031,881	\$11,067,629
	Total Revenue	8,244,196		\$12,265,139	\$13,025,217	\$13,959,729	\$15,520,145	\$16,613,085	\$18,320,533
	Operating Margin	(216,987)		\$385,105	\$72,472	\$178,343	\$292,542	\$431,149	(\$97,109)
	Percent of Expenditures	-2.56%		3.24%	0.56%	1.29%	1.92%	2.66%	-0.53%
<b>NWACC</b>	Total Expenditures	12,223,173		\$20,747,922	\$24,675,168	\$27,216,295	\$28,062,941	\$30,945,519	\$34,737,506
	Revenues:								
	Tuition & Fees	4,575,016		\$7,391,802	\$10,701,722	\$11,869,468	\$13,504,797	\$16,898,934	\$19,583,336
	Other	2,441,872		\$3,898,984	\$5,128,336	\$5,687,369	\$5,469,539	\$5,523,288	\$7,234,885
	State Funds	6,019,991		\$7,259,879	\$7,828,347	\$8,885,893	\$10,751,074	\$10,558,069	\$10,507,932
	Total Revenue	13,036,880		\$18,550,665	\$23,658,405	\$26,442,730	\$29,725,410	\$32,980,292	\$37,326,153
	Operating Margin	813,707		(\$2,197,256)	(\$1,016,763)	(\$773,565)	\$1,662,469	\$2,034,773	\$2,588,647
	Percent of Expenditures	6.66%		-10.59%	-4.12%	-2.84%	5.92%	6.58%	7.45%
<b>OTC</b>	Total Expenditures	4,100,533		\$5,023,497	\$5,343,448	\$6,270,741	\$6,295,352	\$7,087,533	\$7,505,813
	Revenues:								
	Tuition & Fees	957,055		\$1,593,217	\$2,000,040	\$2,004,617	\$2,316,165	\$2,319,138	\$2,571,115
	Other	59,067		\$108,581	\$193,291	\$179,237	\$198,110	\$66,239	\$161,504
	State Funds	3,148,999		\$3,214,003	\$3,741,662	\$4,157,076	\$4,579,855	\$4,427,951	\$4,414,730
	Total Revenue	4,165,121		\$4,915,801	\$5,934,993	\$6,340,930	\$7,094,130	\$6,813,328	\$7,147,349
	Operating Margin	64,588		(\$107,696)	\$591,545	\$70,189	\$798,778	(\$274,205)	(\$358,464)
	Percent of Expenditures	1.58%		-2.14%	11.07%	1.12%	12.69%	-3.87%	-4.78%
<b>OZC</b>	Total Expenditures	3,567,993		\$4,802,936	\$5,234,501	\$5,452,896	\$6,746,440	\$6,912,150	\$6,939,179
	Revenues:								
	Tuition & Fees	659,966		\$1,264,691	\$1,645,100	\$1,551,023	\$2,215,144	\$2,593,269	\$2,863,626
	Other	58,486		\$60,943	\$293,375	\$332,127	\$362,545	\$557,494	\$500,187
	State Funds	2,854,520		\$2,931,292	\$3,323,654	\$3,760,174	\$4,185,373	\$3,981,955	\$4,118,651
	Total Revenue	3,572,972		\$4,256,926	\$5,262,129	\$5,643,324	\$6,763,061	\$7,132,718	\$7,482,464
	Operating Margin	4,979		(\$546,010)	\$27,628	\$190,428	\$16,622	\$220,568	\$543,285
	Percent of Expenditures	0.14%		-11.37%	0.53%	3.49%	0.25%	3.19%	7.83%
<b>PCCUA</b>	Total Expenditures	11,939,423		\$14,213,301	\$14,442,389	\$14,704,771	\$15,752,703	\$15,828,648	\$15,211,965
	Revenues:								
	Tuition & Fees	1,584,459		\$2,956,152	\$3,355,372	\$3,452,738	\$3,776,623	\$4,078,313	\$3,160,368
	Other	1,651,701		\$1,697,419	\$1,792,507	\$1,785,911	\$2,143,833	\$2,330,094	\$2,870,827
	State Funds	9,355,945		\$8,880,738	\$9,337,419	\$9,609,985	\$10,244,587	\$10,202,309	\$10,006,535
	Total Revenue	12,592,105		\$13,534,309	\$14,485,297	\$14,848,634	\$16,165,043	\$16,610,716	\$16,037,730
	Operating Margin	652,682		(\$678,992)	\$42,908	\$143,863	\$412,340	\$782,068	\$825,765
	Percent of Expenditures	5.47%		-4.78%	0.30%	0.98%	2.62%	4.94%	5.43%
<b>PTC</b>	Total Expenditures	11,359,196		\$22,432,805	\$26,066,460	\$28,120,076	\$31,931,849	\$33,886,246	\$38,242,705
	Revenues:								
	Tuition & Fees	4,260,375		\$12,917,838	\$14,479,977	\$16,035,182	\$17,377,259	\$19,612,808	\$24,150,584
	Other	362,228		\$390,397	\$462,090	\$649,166	\$597,418	\$620,989	\$1,254,612
	State Funds	6,794,885		\$8,564,750	\$9,882,899	\$12,207,890	\$16,622,008	\$15,632,763	\$15,908,697
	Total Revenue	11,417,488		\$21,872,985	\$24,824,966	\$28,892,238	\$34,596,685	\$35,866,560	\$41,313,893
	Operating Margin	58,292		(\$559,820)	(\$1,241,494)	\$772,162	\$2,664,836	\$1,980,314	\$3,071,188
	Percent of Expenditures	0.51%		-2.50%	-4.76%	2.75%	8.35%	5.84%	8.03%
<b>RMCC</b>	Total Expenditures	3,193,774		\$4,452,321	\$4,171,249	\$4,428,602	\$6,115,757	\$5,273,561	\$5,243,134
	Revenues:								
	Tuition & Fees	623,722		\$920,131	\$916,902	\$1,131,239	\$1,170,731	\$1,231,175	\$1,481,069
	Other	418,915		\$457,923	\$566,081	\$675,402	\$349,617	\$239,232	\$215,812
	State Funds	2,817,758		\$2,898,272	\$3,076,817	\$3,210,198	\$3,403,996	\$3,379,458	\$3,450,581
	Total Revenue	3,860,395		\$4,276,326	\$4,559,800	\$5,016,839	\$4,924,344	\$4,849,865	\$5,147,462
	Operating Margin	666,621		(\$175,995)	\$388,551	\$588,237	(\$1,191,413)	(\$423,696)	(\$95,673)
	Percent of Expenditures	20.87%		-3.95%	9.31%	13.28%	-19.48%	-8.03%	-1.82%

**Table A-2. Two-Year College Operating Margins 1999-00 and 2004-05 to 2008-09**

		1999-00		2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
<b>SACC</b>	Total Expenditures	7,212,942		\$8,251,207	\$10,335,829	\$9,259,286	\$10,758,957	\$10,357,999	\$10,967,986
	Revenues:								
	Tuition & Fees	1,129,147		\$2,468,392	\$2,447,896	\$2,658,477	\$2,802,721	\$3,286,201	\$3,950,636
	Other	259,473		\$245,997	\$357,086	\$452,515	\$389,568	\$258,462	\$318,085
	State Funds	5,859,593		\$6,035,520	\$6,238,669	\$6,501,875	\$6,864,780	\$6,881,099	\$6,746,558
	Total Revenue	7,248,213		\$8,749,909	\$9,043,651	\$9,612,867	\$10,057,069	\$10,425,762	\$11,015,279
	Operating Margin	35,271		\$498,702	(\$1,292,178)	\$353,581	(\$701,888)	\$67,763	\$47,293
	Percent of Expenditures	0.49%		6.04%	-12.50%	3.82%	-6.52%	0.65%	0.43%
<b>SAUT</b>	Total Expenditures	5,599,409		\$7,138,170	\$8,313,664	\$8,539,849	\$8,974,237	\$9,740,418	\$10,252,463
	Revenues:								
	Tuition & Fees	776,746		\$2,050,437	\$2,415,630	\$2,798,256	\$2,876,525	\$3,634,760	\$4,110,949
	Other	190,652		\$450,727	\$832,438	\$703,197	\$765,659	\$815,018	\$785,693
	State Funds	4,858,607		\$4,815,939	\$5,004,119	\$5,300,867	\$5,660,828	\$5,823,108	\$5,681,975
	Total Revenue	5,826,005		\$7,317,103	\$8,252,187	\$8,802,320	\$9,303,012	\$10,272,886	\$10,578,617
	Operating Margin	226,596		\$178,933	(\$61,477)	\$262,471	\$328,775	\$532,468	\$326,154
	Percent of Expenditures	4.05%		2.51%	-0.74%	3.07%	3.66%	5.47%	3.18%
<b>SEAC</b>	Total Expenditures	6,128,495		\$8,142,835	\$8,230,620	\$14,827,647	\$11,366,968	\$11,166,328	\$11,693,538
	Revenues:								
	Tuition & Fees	1,297,054		\$2,895,890	\$2,969,440	\$2,996,640	\$3,011,464	\$3,830,608	\$4,091,285
	Other	46,229		\$252,065	\$159,167	\$75,598	\$121,153	\$101,204	\$130,500
	State Funds	5,082,422		\$5,321,812	\$6,025,894	\$6,899,792	\$7,225,061	\$7,239,149	\$7,197,648
	Total Revenue	6,425,705		\$8,469,767	\$9,154,501	\$9,972,030	\$10,357,678	\$11,170,961	\$11,419,433
	Operating Margin	297,210		\$326,932	\$923,881	(\$4,855,617)	(\$1,009,290)	\$4,633	(\$274,105)
	Percent of Expenditures	4.85%		4.01%	11.22%	-32.75%	-8.88%	0.04%	-2.34%
<b>UACCB</b>	Total Expenditures	4,531,540		\$6,007,446	\$6,555,247	\$7,282,668	\$7,667,125	\$8,480,277	\$9,442,418
	Revenues:								
	Tuition & Fees	837,700		\$2,093,124	\$2,306,054	\$2,195,349	\$2,606,272	2,987,048	3,650,284
	Other	1,220,240		\$1,155,587	\$1,322,814	\$1,341,716	\$1,344,699	\$1,358,845	\$1,402,091
	State Funds	3,354,879		\$3,461,809	\$3,848,716	\$4,386,949	\$4,813,625	\$4,702,727	\$4,666,655
	Total Revenue	5,412,819		\$6,710,520	\$7,477,584	\$7,924,014	\$8,764,596	\$9,048,620	\$9,719,030
	Operating Margin	881,279		\$703,074	\$922,337	\$641,346	\$1,097,471	\$568,343	\$276,612
	Percent of Expenditures	19.45%		11.70%	14.07%	8.81%	14.31%	6.70%	2.93%
<b>UACCH</b>	Total Expenditures	6,463,430		\$6,517,724	\$7,263,346	\$7,858,767	\$8,674,450	\$8,695,105	\$8,879,517
	Revenues:								
	Tuition & Fees	1,067,125		\$1,769,998	\$1,697,411	\$1,685,423	\$1,909,987	\$2,078,832	\$2,410,218
	Other	1,303,005		\$133,448	\$367,071	\$321,807	\$546,296	\$596,266	\$487,938
	State Funds	4,706,496		\$4,788,435	\$5,349,090	\$5,895,639	\$6,199,311	\$6,093,993	\$6,067,641
	Total Revenue	7,076,626		\$6,691,881	\$7,413,572	\$7,902,869	\$8,655,594	\$8,769,091	\$8,965,797
	Operating Margin	613,196		\$174,157	\$150,226	\$44,102	(\$18,856)	\$73,986	\$86,280
	Percent of Expenditures	9.49%		2.67%	2.07%	0.56%	-0.22%	0.85%	0.97%
<b>UACCM</b>	Total Expenditures	4,998,500		\$7,343,729	\$8,185,514	\$9,184,516	\$10,080,625	\$11,748,617	\$13,050,254
	Revenues:								
	Tuition & Fees	1,413,366		\$2,756,777	\$3,288,888	\$3,542,093	\$3,791,736	\$4,472,838	\$5,652,061
	Other	151,989		\$686,772	\$765,144	\$953,543	\$1,056,712	\$944,707	\$978,551
	State Funds	4,047,884		\$4,224,658	\$4,737,151	\$5,394,909	\$5,700,883	\$5,763,229	\$5,729,750
	Total Revenue	5,613,239		\$7,668,207	\$8,791,183	\$9,890,545	\$10,549,331	\$11,180,774	\$12,360,362
	Operating Margin	614,739		\$324,478	\$605,669	\$706,029	\$1,097,471	(\$567,843)	(\$689,892)
	Percent of Expenditures	12.30%		4.42%	7.40%	7.69%	14.31%	-4.83%	-5.29%

**Table A-3. Arkansas Higher Education Educational and General Current Fund Revenue and Fund Balances for 2007-08 to 2009-10**

Institutions	2007-08			2008-09			2009-10		
	Current Fund Revenues	Fund Balance as a Percent of Revenues	Fund Balance	Current Fund Revenues	Fund Balance as a Percent of Revenues	Fund Balance	Current Fund Revenues	Fund Balance as a Percent of Revenues	Fund Balance
Arkansas State University - Jonesboro	\$122,913,822	3.5%	\$4,251,913	\$130,764,503	6.8%	\$8,939,501	\$ 141,075,967	9.9%	\$ 13,962,869
Arkansas Tech University	\$66,929,302	9.2%	\$6,167,104	\$67,297,202	11.2%	\$7,522,435	71,269,659	13.9%	\$9,915,482
Henderson State University	\$40,441,558	1.4%	\$558,070	\$41,943,767	3.7%	\$1,546,309	42,735,883	7.9%	\$3,361,824
Southern Arkansas University	\$33,212,447	12.8%	\$4,255,268	\$34,022,483	10.3%	\$3,502,004	\$35,954,084	10.5%	\$3,788,209
University of Arkansas at Fayetteville	\$259,910,183	12.7%	\$33,105,790	\$272,853,446	14.7%	\$40,140,947	387,998,524	16.5%	63,839,102
UA - Archaeological Survey	\$2,584,874			\$2,465,065					
UA - Division of Agriculture	\$82,320,150			\$94,680,945					
UA - System	\$5,996,689			\$6,023,861					
UA - Clinton School	\$2,806,457			\$2,664,341					
UA - Arkansas School for Math, Sciences and the Arts	\$9,748,177		\$472,144	\$9,633,717		\$512,086	9,804,454		\$545,166
UA - Criminal Justice Institute	\$2,115,891			\$1,820,606					
Total Consolidated University of Arkansas	\$365,482,421	9.2%	\$33,577,934	\$390,141,981	10.4%	\$40,653,033	\$397,802,978	16.2%	\$64,384,268
University of Arkansas at Ft. Smith	\$49,933,504	6.5%	\$3,237,485	\$52,512,310	5.7%	\$2,970,386	55,028,478	5.7%	\$3,122,305
University of Arkansas at Little Rock	\$126,029,906	7.1%	\$9,007,657	\$130,583,464	7.7%	\$10,009,406	136,833,862	7.4%	\$10,112,580
University of Arkansas at Monticello	\$24,268,199	4.5%	\$1,082,437	\$24,835,764	2.3%	\$576,865	26,186,805	5.0%	\$1,310,853
University of Arkansas at Pine Bluff	\$38,507,907	5.4%	\$2,065,109	\$41,726,997	12.2%	\$5,078,613	\$43,213,482	18.1%	\$7,808,345
University of Central Arkansas	\$123,898,829	0.8%	\$1,052,015	\$130,957,589	-3.6%	(\$4,663,412)	\$127,398,848	1.4%	\$1,841,150
<b>Four-Year Total</b>	<b>\$991,617,896</b>	<b>6.6%</b>	<b>\$65,254,991</b>	<b>\$1,044,786,060</b>	<b>7.3%</b>	<b>\$76,135,140</b>	<b>\$1,077,500,045</b>	<b>11.1%</b>	<b>\$119,607,884</b>
Arkansas Northeastern College	\$15,669,624	32.6%	\$5,105,244	\$14,745,234	32.8%	\$4,837,020	\$14,972,546	46.0%	\$6,893,107
Arkansas State University - Beebe	\$24,802,455	12.0%	\$2,986,871	\$26,334,210	11.3%	\$2,984,487	26,031,197	13.1%	\$3,419,374
Arkansas State University - Mountain Home	\$8,048,602	18.2%	\$1,462,502	\$8,803,238	17.0%	\$1,497,649	\$9,631,195	21.1%	\$2,032,979
Arkansas State University - Newport	\$8,007,245	38.5%	\$3,082,504	\$11,925,722	60.8%	\$7,250,614	\$12,131,350	58.3%	\$7,071,931
Black River Technical College	\$12,501,158	34.2%	\$4,269,694	\$12,360,923	43.0%	\$5,319,794	\$12,806,173	22.4%	\$2,864,769
Cossatot Community College of the University of Arkansas	\$7,758,704	13.7%	\$1,060,152	\$8,190,251	14.0%	\$1,144,528	\$8,432,408	21.1%	\$1,776,919
East Arkansas Community College	\$9,319,488	21.1%	\$1,965,332	\$9,192,398	25.5%	\$2,343,915	\$9,634,104	19.9%	\$1,920,257
Mid-South Community College	\$8,779,078	21.8%	\$1,915,848	\$9,022,986	15.1%	\$1,358,748	\$10,392,919	15.6%	\$1,616,484
National Park Community College 	\$15,520,145	15.1%	\$2,344,085	\$12,936,685	21.5%	\$2,775,234	\$18,320,533	14.6%	\$2,678,125
North Arkansas College	\$12,447,996	15.4%	\$1,915,848	\$16,613,085	9.9%	\$1,652,662	\$13,300,508	11.4%	\$1,518,558
Northwest Arkansas Community College	\$29,725,410	9.3%	\$2,754,568	\$32,980,292	15.1%	4,972,185	\$37,326,154	20.1%	7,518,456
Ouachita Technical College	\$7,094,130	20.6%	\$1,462,880	\$6,813,328	14.9%	\$1,017,162	\$7,147,349	9.2%	\$658,698
Ozarka College	\$6,763,061	43.8%	\$2,962,990	\$7,132,718	43.5%	\$3,100,077	\$7,482,464	49.3%	\$3,689,384
Phillips Community College of the University of Arkansas	\$16,165,043	14.6%	\$2,361,492	\$16,610,716	18.8%	\$3,125,854	\$16,037,730	24.6%	\$3,951,619
Pulaski Technical College	\$34,596,685	18.2%	\$6,302,414	\$35,866,560	23.1%	\$8,282,728	\$41,313,893	27.5%	\$11,353,915
Rich Mountain Community College	\$3,403,996	81.3%	\$2,766,706	\$4,849,865	51.0%	\$2,471,798	\$5,147,462	40.1%	\$2,066,463
South Arkansas Community College	\$10,758,957	18.3%	\$1,967,244	\$10,425,762	19.5%	\$2,035,007	\$11,015,279	18.9%	\$2,082,300
Southeast Arkansas College	\$11,876,910	4.3%	\$509,942	\$10,272,886	1.0%	\$102,702	\$11,419,433	-1.5%	(\$171,403)
Southern Arkansas University Tech	\$9,303,012	24.7%	\$2,301,148	\$11,170,961	25.4%	\$2,833,759	\$10,578,618	29.9%	\$3,159,914
University of Arkansas Community College at Batesville	\$8,764,596	20.2%	\$1,769,432	\$9,048,620	20.9%	\$1,886,819	\$9,719,030	22.3%	\$2,163,431
University of Arkansas Community College at Hope	\$8,655,594	14.0%	\$1,215,587	\$8,769,091	14.2%	\$1,247,232	\$8,965,797	14.9%	\$1,333,512
University of Arkansas Community College at Morrilton	\$10,549,331	31.1%	\$3,280,987	\$11,180,774	24.3%	\$2,713,144	\$12,360,362	16.4%	\$2,023,252
<b>Two-Year Total</b>	<b>\$280,511,220</b>	<b>19.9%</b>	<b>\$55,763,470</b>	<b>\$295,246,305</b>	<b>22.0%</b>	<b>\$64,953,118</b>	<b>\$314,166,504</b>	<b>22.8%</b>	<b>\$71,622,044</b>
UAMS	\$913,162,224	16.4%	\$150,064,198	\$913,162,224	12.1%	\$110,514,739	\$1,092,260,618	12.8%	\$139,597,381
<b>Total Teaching Campuses</b>	<b>\$2,185,291,339</b>	<b>12.4%</b>	<b>\$271,082,659</b>	<b>\$2,253,194,589</b>	<b>11.2%</b>	<b>\$251,602,997</b>	<b>\$2,483,927,167</b>	<b>13.3%</b>	<b>\$330,827,309</b>

**Table A-4. FY 2010 Fund Balances and Expendable Fund Balances\***

*Expendable Fund Balances should not be interpreted as an indication of an institution's cash funds or that an institution has difficulty in meeting payroll or accounts payable.*

Institution	Fund Balance	Accounts Receivable	Inventory	Encumbered	Expendable Fund Balance
ASUJ	\$13,962,870	\$10,250,413	\$936,294	\$0	\$2,776,163
ATU***	\$11,874,685	\$2,685,002	\$42,835	\$0	\$9,146,848
HSU	\$3,361,824	\$2,163,403	\$149,692	\$0	\$1,048,729
SAUM	\$3,788,209	\$1,854,635	\$167,429	\$269,087	\$1,497,058
UAF**	\$63,453,706	\$12,981,484	\$4,769,024	\$0	\$45,703,198
UAFS	\$3,122,305	\$1,953,006	\$70,599	\$539,547	\$559,153
UALR	\$10,112,580	\$6,847,236	\$169,000	\$0	\$3,096,344
UAM***	\$4,114,310	\$809,665	\$235,194	\$196,833	\$2,872,618
UAPB	\$7,808,345	\$1,994,088	\$24,994	\$0	\$5,789,263
UCA	\$1,841,150	\$2,264,336	\$367,667	\$0	(\$790,853)
<b>Totals</b>	<b>\$123,439,984</b>	<b>\$43,803,268</b>	<b>\$6,932,728</b>	<b>\$1,005,467</b>	<b>\$71,698,521</b>
ANC	\$6,893,107	\$295,210	\$18,009	\$0	\$4,051,067
ASUB	\$3,419,374	\$1,699,859	\$67,420	\$0	\$2,191,468
ASUMH	\$2,032,979	\$395,942	\$0	\$0	\$1,102,473
ASUN	\$7,071,931	\$479,024	\$0	\$0	\$6,972,614
BRTC	\$2,864,769	\$485,324	\$265,582	\$0	\$2,113,863
CCCUA	\$1,776,919	\$484,521	\$0	\$157,529	\$1,134,869
EACC	\$1,920,257	\$100,000	\$287,307	\$0	\$1,532,950
MSCC	\$1,609,931	\$1,069,000	\$30,000	\$0	\$510,931
NAC	\$1,518,558	\$237,384	\$7,153	\$36,617	\$1,237,404
NPCC	\$2,678,125	\$595,010	\$0	\$0	\$2,083,115
NWACC	\$7,812,661	\$4,794,926	\$21,733	\$0	\$2,996,002
OTC	\$860,411	\$168,832	\$114,844	\$0	\$576,735
OZC	\$3,689,384	\$509,462	\$246,772	\$0	\$2,933,150
PCCUA	\$5,122,944	\$1,939,522	\$53,106	\$0	\$3,130,316
PTC	\$11,353,915	\$2,449,214	\$30,161	\$163,965	\$8,710,575
RMCC	\$2,066,463	\$215,000	\$100,000	\$0	\$1,751,463
SACC	\$2,079,311	\$191,384	\$30,547	\$0	\$1,857,380
SAUT	\$3,159,914	\$109,064	\$9,025	\$28,372	\$3,013,453
SEAC	\$2,695,733	\$360,419	\$0	\$0	\$2,335,314
UACCB	\$1,912,949	\$427,912	\$245,543	\$126,510	\$1,112,984
UACCH	\$1,333,512	\$527,708	\$13,433	\$41,705	\$750,666
UACCM	\$2,675,611	\$743,936	\$0	\$0	\$1,931,675
<b>Totals</b>	<b>\$76,548,758</b>	<b>\$17,983,443</b>	<b>\$1,522,626</b>	<b>\$554,698</b>	<b>\$54,030,467</b>

\*Source Series: 11-1- In some instances the Fund Balance reported on the 11-1 will not equal the amount reported on the 17-4.

\*\*Consolidated Fund Balance

\*\*\*Fund Balances reported on the 11-1 include the Technical Centers associated with these universities.

# Appendix B

## Net Tuition and Fee Income

*(Where the Money Came From)*

Table B-1. Net Tuition History - Universities

		1999-00		2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
ASUJ	Tuition and Fee Income	\$28,238,377		\$44,958,817	\$49,217,084	\$54,482,499	\$ 58,671,724	\$ 67,011,792	\$73,194,110.00
	Scholarships	7,008,913		10,464,604	10,813,503	13,942,353	\$ 15,322,050	\$ 17,597,147	\$17,241,672.00
	Net Tuition and Fee Income	\$21,229,464		\$34,494,213	\$38,403,581	\$40,540,146	\$43,349,674	\$49,414,645	\$55,952,438
	Annual FTE	9,072		9,002	9,044	9,431	9,382	10,037	11,120
	UG Resident Tuition	\$2,972		\$5,155	\$5,440	\$5,710	\$6,010	\$6,370	\$6,370
	Net Income/FTE	\$2,340		\$3,832	\$4,246	\$4,299	\$4,621	\$4,923	\$5,032
ATU	Tuition and Fee Income	\$11,272,864		\$24,933,840	\$27,317,864	\$29,371,373	\$30,816,813	\$32,778,675	\$37,941,465.00
	Scholarships	2,709,968		7,478,000	8,507,760	9,601,987	10,282,137	11,088,576	\$12,580,278.00
	Net Tuition and Fee Income	\$8,562,896		\$17,455,840	\$18,810,104	\$19,769,386	\$20,534,676	\$21,690,099	\$25,361,187
	Annual FTE	4,583		6,203	6,387	6,563	6,281	6,322	7,918
	UG Resident Tuition	\$2,462		\$4,468	\$4,700	\$4,880	\$5,120	\$5,430	\$5,610
	Net Income/FTE	\$1,868		\$2,814	\$2,945	\$3,012	\$3,269	\$3,431	\$3,203
HSU	Tuition and Fee Income	\$8,299,493		\$13,769,175	\$15,277,108	\$17,158,137	\$18,923,291	\$20,555,496	\$21,456,177.00
	Scholarships	1,756,638		3,902,532	4,604,780	5,080,528	6,396,616	7,217,911	\$7,461,682.00
	Net Tuition and Fee Income	\$6,542,855		\$9,866,643	\$10,672,328	\$12,077,609	\$12,526,675	\$13,337,585	\$13,994,495
	Annual FTE	3,301		3,326	3,293	3,291	3,407	3,435	3,421
	UG Resident Tuition	\$2,736		\$4,168	\$4,645	\$5,210	\$5,689	\$6,024	\$6,204
	Net Income/FTE	\$1,982		\$2,967	\$3,240	\$3,670	\$3,677	\$3,883	\$4,091
SAUM	Tuition and Fee Income	\$6,394,067		\$10,798,441	\$12,216,070	\$13,968,037	\$15,106,815	\$16,014,018	\$17,992,393.00
	Scholarships	1,681,031		3,861,666	4,513,130	4,452,544	4,747,353	5,336,859	\$5,720,835.00
	Net Tuition and Fee Income	\$4,713,036		\$6,936,775	\$7,702,940	\$9,515,493	\$10,359,462	\$10,677,159	\$12,271,558
	Annual FTE	2,646		2,824	2,839	2,807	2,840	2,814	2,970
	UG Resident Tuition	\$2,252		\$3,858	\$4,290	\$4,890	\$5,224	\$5,646	\$6,066
	Net Income/FTE	\$1,781		\$2,457	\$2,713	\$3,390	\$3,648	\$3,794	\$4,132
UAF	Tuition and Fee Income	\$61,240,284		\$94,219,696	\$105,985,174	\$99,493,399	\$109,491,153	\$125,688,331	\$131,918,432.00
	Scholarships	19,836,988		\$22,273,791	\$24,892,550	\$12,520,682	\$13,528,572	\$13,092,886	\$13,435,789.00
	Net Tuition and Fee Income	\$41,403,296		\$71,945,905	\$81,092,624	\$86,972,717	\$95,962,581	\$112,595,445	\$118,482,643
	Annual FTE	13,935		15,390	15,950	16,162	16,855	17,608	18,195
	UG Resident Tuition	\$3,466		\$5,135	\$5,495	\$5,808	\$6,038	\$6,399	\$6,459
	Net Income/FTE	\$2,971		\$4,675	\$5,084	\$5,381	\$5,693	\$6,395	\$6,512
UAFS	Tuition and Fee Income	\$5,806,619		\$11,483,753	\$13,605,820	\$16,313,165	\$19,563,259	\$22,433,345	\$25,374,569.00
	Scholarships	550,271		612,269	2,005,499	2,310,857	2,777,727	3,228,790	\$3,177,237.81
	Net Tuition and Fee Income	\$5,256,348		\$10,871,484	\$11,600,321	\$14,002,308	\$16,785,532	\$19,204,555	\$22,197,331
	Annual FTE	3,527		4,975	5,049	5,135	5,264	5,545	6,093
	UG Resident Tuition	\$1,460		\$2,430	\$2,830	\$3,340	\$4,060	\$4,410	\$4,600
	Net Income/FTE	\$1,490		\$2,185	\$2,297	\$2,727	\$3,189	\$3,463	\$3,643
UALR	Tuition and Fee Income	\$29,709,977		\$45,211,985	\$48,550,292	\$50,613,362	\$54,039,441	\$58,958,964	\$65,238,119.00
	Scholarships	3,834,086		\$5,968,633	\$6,452,873	\$6,837,245	\$9,564,189	\$10,833,357	\$11,908,554.00
	Net Tuition and Fee Income	\$25,875,891		\$39,243,352	\$42,097,419	\$43,776,117	\$44,475,252	\$48,125,607	\$53,329,565
	Annual FTE	8,109		9,043	9,127	9,088	9,117	9,328	9,790
	UG Resident Tuition	\$3,525		\$4,957	\$5,243	\$5,511	\$5,740	\$6,121	\$6,331
	Net Income/FTE	\$3,191		\$4,340	\$4,612	\$4,817	\$4,878	\$5,159	\$5,447
UAM	Tuition and Fee Income	\$5,209,648		\$9,023,287	\$9,030,873	\$9,286,882	\$9,831,663	\$10,727,073	\$11,759,934.00
	Scholarships	1,050,841		2,320,621	2,571,503	2,634,195	2,816,071	3,193,683	\$3,267,757.00
	Net Tuition and Fee Income	\$4,158,807		\$6,702,666	\$6,459,370	\$6,652,687	\$7,015,592	\$7,533,390	\$8,492,177
	Annual FTE	2,072		2,640	2,605	2,644	2,243	2,298	2,469
	UG Resident Tuition	\$2,530		\$3,625	\$3,910	\$4,150	\$4,300	\$4,600	\$4,750
	Net Income/FTE	\$2,007		\$2,539	\$2,480	\$2,516	\$3,128	\$3,278	\$3,440
UAPB	Tuition and Fee Income	\$7,409,380		\$12,662,479	\$12,683,108	\$13,188,493	\$14,370,664	\$17,416,266	\$19,365,175.00
	Scholarships	1,865,000		3,317,217	3,442,058	3,354,216	3,362,330	4,294,779	\$4,270,369.00
	Net Tuition and Fee Income	\$5,544,380		\$9,345,262	\$9,241,050	\$9,834,277	\$11,008,334	\$13,121,487	\$15,094,806
	Annual FTE	2,930		3,172	2,993	2,799	2,916	3,247	3,471
	UG Resident Tuition	\$2,560		\$4,043	\$4,254	\$4,454	\$4,499	\$4,676	\$4,796
	Net Income/FTE	\$1,893		\$2,947	\$3,088	\$3,513	\$3,775	\$4,041	\$4,349
UCA	Tuition and Fee Income	\$25,356,336		\$44,045,026	\$53,118,346	\$60,094,035	\$62,130,784	\$71,514,073	\$68,479,631.37
	Scholarships	8,820,019		16,887,977	21,787,676	23,246,015	19,740,031	23,739,129	\$20,062,911.23
	Net Tuition and Fee Income	\$16,536,317		\$27,157,049	\$31,330,670	\$36,848,020	\$42,390,753	\$47,774,944	\$48,416,720
	Annual FTE	8,098		9,768	10,802	11,401	11,203	11,478	10,653
	UG Resident Tuition	\$3,240		\$5,053	\$5,755	\$6,010	\$6,215	\$6,505	\$6,698
	Net Income/FTE	\$2,042		\$2,780	\$2,900	\$3,232	\$3,784	\$4,162	\$4,545
TOTAL	Tuition and Fee Income	\$188,937,045		\$311,106,499	\$347,001,739	\$363,969,382	\$392,945,607	\$443,098,033	\$472,720,005
	Scholarships	\$49,113,755		\$77,087,310	\$89,591,332	\$83,980,622	\$88,537,076	\$99,623,117	\$99,127,085
	Net Tuition and Fee Income	\$139,823,290		\$234,019,189	\$257,410,407	\$279,988,760	\$304,408,531	\$343,474,916	\$373,592,920

**Table B-2. Net Tuition History - Two-Year College**

		1999-00		2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
ANC	Tuition and Fee Income	\$1,589,018		\$2,758,524	\$2,615,341	\$2,426,016	\$2,323,058	\$2,712,248	\$3,165,868
	Scholarships	82,358		150,136	124,213	106,112	\$124,471	\$117,518	\$158,030
	Net Tuition and Fee Income	\$1,506,660		\$2,608,388	\$2,491,128	\$2,319,904	\$2,198,587	\$2,594,730	\$3,007,838
	Annual FTE	1,299		1,488	1,338	1,219	1,162	1,315	1,502
	UG Resident Tuition	\$1,162		\$1,870	\$1,930	\$1,960	\$1,990	\$2,020	\$2,080
	Net Tuition Income/FTE	\$1,160		\$1,753	\$1,862	\$1,903	\$1,892	\$1,973	\$2,003
ASUB	Tuition and Fee Income	\$2,833,210		\$5,694,334	\$6,333,314	\$7,351,786	\$8,537,213	\$9,147,973	\$10,020,000
	Scholarships	228,848		397,657	562,207	676,196	946,288	1,007,900	1,106,192
	Net Tuition and Fee Income	\$2,604,362		\$5,296,677	\$5,771,107	\$6,675,590	\$7,590,925	\$8,140,073	\$8,913,808
	Annual FTE	1,951		2,710	2,917	3,033	3,240	3,283	3,512
	UG Resident Tuition	\$1,170		\$2,160	\$2,280	\$2,460	\$2,550	\$2,670	\$2,670
	Net Tuition Income/FTE	\$1,335		\$1,955	\$1,979	\$2,201	\$2,343	\$2,479	\$2,538
ASUMH	Tuition and Fee Income	\$1,030,953		\$2,083,313	\$2,182,657	\$2,151,519	\$2,257,818	\$3,011,699	\$3,680,526
	Scholarships	51,573		79,079	78,355	90,060	\$107,036	\$139,586	\$189,556
	Net Tuition and Fee Income	\$979,380		\$2,004,234	\$2,104,302	\$2,061,459	\$2,150,782	\$2,872,113	\$3,490,970
	Annual FTE	691		897	866	811	864	963	1,195
	UG Resident Tuition	\$1,138		\$2,160	\$2,280	\$2,370	\$2,370	\$2,760	\$2,760
	Net Tuition Income/FTE	\$1,417		\$2,235	\$2,430	\$2,542	\$2,489	\$2,982	\$2,921
ASUN	Tuition and Fee Income	\$1,111,733		\$1,991,495	\$2,477,823	\$2,533,341	\$2,763,956	\$3,571,382	\$3,923,655
	Scholarships	35,199		78,325	22,256	50,874	\$94,403	\$73,330	\$99,734
	Net Tuition and Fee Income	\$1,076,534		\$1,913,170	\$2,455,567	\$2,482,467	\$2,669,553	\$3,498,052	\$3,823,921
	Annual FTE	554		835	906	892	916	1,284	1,513
	UG Resident Tuition			\$2,070	\$2,190	\$2,280	\$2,340	\$2,400	\$2,400
	Net Tuition Income/FTE	\$1,943		\$2,290	\$2,709	\$2,783	\$2,914	\$2,724	\$2,527
BRTC	Tuition and Fee Income	\$1,472,781		\$3,148,719	\$3,030,620	\$3,374,643	\$3,807,737	\$3,889,136	\$4,584,304
	Scholarships	102,820		480,274	374,922	502,588	\$485,267	\$416,645	\$492,807
	Net Tuition and Fee Income	\$1,369,961		\$2,668,445	\$2,655,698	\$2,872,055	\$3,322,470	\$3,472,491	\$4,091,497
	Annual FTE	907		1,578	1,473	1,438	1,621	1,593	1,880
	UG Resident Tuition	\$1,368		\$2,070	\$2,070	\$2,070	\$2,070	\$2,190	\$2,190
	Net Tuition Income/FTE	\$1,510		\$1,691	\$1,803	\$1,997	\$2,050	\$2,180	\$2,176
CCCUA	Tuition and Fee Income	\$917,828		\$1,388,513	\$1,551,754	\$1,762,440	\$1,894,234	\$2,149,073	\$2,461,354
	Scholarships	-		22,231	15,808	21,325	\$19,915	\$18,141	\$24,916
	Net Tuition and Fee Income	\$917,828		\$1,366,282	\$1,535,946	\$1,741,115	\$1,874,319	\$2,130,932	\$2,436,438
	Annual FTE	580		731	726	823	870	894	1,013
	UG Resident Tuition	\$1,274		\$1,636	\$1,846	\$1,920	\$1,920	\$1,920	\$2,020
	Net Tuition Income/FTE	\$1,582		\$1,869	\$2,115	\$2,116	\$2,154	\$2,384	\$2,405
EACC	Tuition and Fee Income	\$1,046,004		\$2,139,900	\$2,091,638	\$2,274,368	\$2,430,986	\$2,428,258	\$2,923,060
	Scholarships	129,484		235,723	216,920	248,066	\$278,663	\$297,659	\$309,156
	Net Tuition and Fee Income	\$916,520		\$1,904,177	\$1,874,718	\$2,026,302	\$2,152,323	\$2,130,599	\$2,613,904
	Annual FTE	971		1,078	1,031	1,102	1,111	1,033	1,099
	UG Resident Tuition	\$936		\$1,770	\$1,860	\$1,860	\$2,010	\$2,130	\$2,280
	Net Tuition Income/FTE	\$944		\$1,767	\$1,818	\$1,839	\$1,937	\$2,062	\$2,378
MSCC	Tuition and Fee Income	\$1,066,410		\$1,467,658	\$1,628,774	\$2,121,171	\$2,241,353	\$2,715,398	\$3,785,433
	Scholarships	46,444		55,047	77,567	92,035	116,728	153,089	203,554
	Net Tuition and Fee Income	\$1,019,966		\$1,412,611	\$1,551,207	\$2,029,136	\$2,124,625	\$2,562,309	\$3,581,879
	Annual FTE	662		785	860	894	925	1,064	1,387
	UG Resident Tuition	\$1,086		\$1,800	\$1,950	\$1,950	\$2,100	\$2,280	\$2,570
	Net Tuition Income/FTE	\$1,541		\$1,800	\$1,804	\$2,270	\$2,297	\$2,409	\$2,582

**Table B-2. Net Tuition History - Two-Year College**

		1999-00		2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
NAC	Tuition and Fee Income	\$1,819,836		\$2,819,872	\$3,329,087	\$3,182,754	\$3,443,144	\$3,767,090	\$4,304,046
	Scholarships	203,087		207,280	252,933	242,603	266,506	345,401	360,120
	Net Tuition and Fee Income	\$1,616,749		\$2,612,592	\$3,076,154	\$2,940,151	\$3,176,638	\$3,421,689	\$3,943,926
	Annual FTE	1,343		1,667	1,601	1,510	1,534	1,654	1,894
	UG Resident Tuition	\$1,248		\$1,800	\$2,130	\$2,280	\$2,340	\$2,460	\$2,460
	Net Tuition Income/FTE	\$1,204		\$1,568	\$1,922	\$1,947	\$2,071	\$2,069	\$2,082
NPCC	Tuition and Fee Income	\$1,718,070		\$3,127,326	\$3,047,343	\$3,621,889	\$4,046,324	\$5,289,367	\$6,623,655
	Scholarships	\$143,995		\$246,656	\$257,464	\$335,593	\$372,196	\$905,751	\$815,584
	Net Tuition and Fee Income	\$1,574,075		\$2,880,670	\$2,789,879	\$3,286,296	\$3,674,128	\$4,383,616	\$5,808,071
	Annual FTE	1,297		1,892	1,884	1,851	2,005	2,288	2,876
	UG Resident Tuition	\$1,124		\$1,470	\$1,470	\$2,030	\$2,130	\$2,350	\$2,500
	Net Tuition Income/FTE	\$1,214		\$1,522	\$1,480	\$1,775	\$1,832	\$1,916	\$2,019
NWACC	Tuition and Fee Income	\$4,575,016		\$7,391,802	\$10,701,722	\$11,869,468	\$13,504,797	\$16,898,934	\$19,583,336
	Scholarships	\$235,204		\$290,281	\$701,287	\$364,305	\$452,805	\$590,703	\$570,500
	Net Tuition and Fee Income	\$4,339,813		\$7,101,521	\$10,000,435	\$11,505,163	\$13,051,992	\$16,308,231	\$19,012,837
	Annual FTE	2,204		3,204	3,378	3,580	4,161	4,732	5,507
	UG Resident Tuition	\$2,250		\$2,865	\$2,925	\$3,085	\$3,085	\$3,460	\$3,603
	Net Tuition Income/FTE	\$1,969		\$2,216	\$2,960	\$3,214	\$3,137	\$3,446	\$3,452
OTC	Tuition and Fee Income	\$957,055		\$1,593,217	\$2,000,040	\$2,004,617	\$2,316,165	\$2,319,138	\$2,571,115
	Scholarships	\$27,673		\$0	\$158,537	\$0	\$356,295	\$388,013	\$381,987
	Net Tuition and Fee Income	\$929,382		\$1,593,217	\$1,841,503	\$2,004,617	\$1,959,870	\$1,931,125	\$2,189,128
	Annual FTE	590		780	881	853	904	923	947
	UG Resident Tuition	\$1,290		\$1,860	\$1,920	\$1,980	\$2,040	\$2,130	\$2,252
	Net Tuition Income/FTE	\$1,575		\$2,043	\$2,089	\$2,350	\$2,168	\$2,092	\$2,312
OZC	Tuition and Fee Income	\$659,966		\$1,264,691	\$1,645,100	\$1,551,023	\$2,215,144	\$2,593,269	\$2,863,626
	Scholarships	\$77,518		\$165,849	\$202,778	\$201,591	\$183,677	\$206,356	\$205,626
	Net Tuition and Fee Income	\$582,448		\$1,098,843	\$1,442,322	\$1,349,432	\$2,031,467	\$2,386,913	\$2,658,000
	Annual FTE	564		672	730	695	871	921	1,017
	UG Resident Tuition	\$1,032		\$1,860	\$1,920	\$1,980	\$2,040	\$2,570	\$2,570
	Net Tuition Income/FTE	\$1,033		\$1,635	\$1,977	\$1,942	\$2,332	\$2,591	\$2,614
PCCUA	Tuition and Fee Income	\$1,584,459		\$2,956,152	\$3,355,372	\$3,452,738	\$3,776,623	\$4,078,313	\$3,160,368
	Scholarships	\$317,465		\$313,227	\$436,813	\$326,906	\$369,442	\$373,935	\$341,083
	Net Tuition and Fee Income	\$1,266,994		\$2,642,925	\$2,918,559	\$3,125,832	\$3,407,181	\$3,704,378	\$2,819,285
	Annual FTE	1,222		1,467	1,458	1,266	1,345	1,338	1,412
	UG Resident Tuition	\$1,224		\$2,030	\$2,030	\$2,180	\$2,180	\$2,300	\$2,300
	Net Tuition Income/FTE	\$1,037		\$1,802	\$2,002	\$2,469	\$2,533	\$2,768	\$1,997
PTC	Tuition and Fee Income	\$4,260,375		\$12,917,838	\$14,479,977	\$16,035,182	\$17,377,259	\$19,612,808	\$24,150,584
	Scholarships	\$180,092		\$585,081	\$733,723	\$756,089	\$897,292	\$1,348,204	\$1,523,680
	Net Tuition and Fee Income	\$4,080,283		\$12,332,757	\$13,746,254	\$15,279,093	\$16,479,967	\$18,264,604	\$22,626,904
	Annual FTE	2,941		5,529	5,849	6,061	6,267	6,646	7,783
	UG Resident Tuition	\$1,196		\$2,170	\$2,270	\$2,430	\$2,520	\$2,660	\$2,800
	Net Tuition Income/FTE	\$1,387		\$2,231	\$2,350	\$2,521	\$2,630	\$2,748	\$2,907
RMCC	Tuition and Fee Income	\$623,722		\$920,131	\$916,902	\$1,131,239	\$1,170,731	\$1,231,175	\$1,481,069
	Scholarships	\$60,589		\$76,545	\$75,159	\$97,587	\$197,162	\$165,206	\$111,013
	Net Tuition and Fee Income	\$563,133		\$843,586	\$841,743	\$1,033,652	\$973,569	\$1,065,969	\$1,370,056
	Annual FTE	479		518	521	514	592	592	676
	UG Resident Tuition	\$1,104		\$1,890	\$1,890	\$2,160	\$1,800	\$2,160	\$2,220
	Net Tuition Income/FTE	\$1,176		\$1,627	\$1,616	\$2,011	\$1,644	\$1,801	\$2,027
SACC	Tuition and Fee Income	\$1,129,147		\$2,468,392	\$2,447,896	\$2,658,477	\$2,802,721	\$3,286,201	\$3,950,636
	Scholarships	\$85,830		\$140,131	\$33,108	\$146,050	\$44,852	\$65,418	\$248,115
	Net Tuition and Fee Income	\$1,043,317		\$2,328,261	\$2,414,788	\$2,512,427	\$2,757,869	\$3,220,783	\$3,702,521
	Annual FTE	817		1,023	1,030	984	1,085	1,195	1,347
	UG Resident Tuition	\$1,258		\$2,140	\$2,140	\$2,140	\$2,230	\$2,410	\$2,470
	Net Tuition Income/FTE	\$1,277		\$2,275	\$2,345	\$2,553	\$2,542	\$2,695	\$2,749

**Table B-2. Net Tuition History - Two-Year College**

		1999-00		2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
SAUT	Tuition and Fee Income	\$777,287		\$2,050,437	\$2,415,630	\$2,798,256	\$2,876,525	\$3,634,760	\$4,110,949
	Scholarships	\$120,664		\$309,743	\$631,842	\$553,348	\$506,196	\$659,982	\$651,175
	Net Tuition and Fee Income	\$656,623		\$1,740,694	\$1,783,788	\$2,244,908	\$2,370,329	\$2,974,778	\$3,459,774
	Annual FTE	654		1,047	1,071	1,278	1,397	1,341	1,360
	UG Resident Tuition	\$1,128		\$1,920	\$2,106	\$2,520	\$2,520	\$3,030	\$3,180
	Net Tuition Income/FTE	\$1,004		\$1,663	\$1,666	\$1,757	\$1,697	\$2,218	\$2,544
SEAC	Tuition and Fee Income	\$1,297,054		\$2,895,890	\$2,969,440	\$2,996,640	\$3,011,464	\$3,830,608	\$4,091,285
	Scholarships	\$30,948		\$36,356	\$46,254	\$33,671	\$78,377	\$153,306	\$58,563
	Net Tuition and Fee Income	\$1,266,106		\$2,859,534	\$2,923,186	\$2,962,969	\$2,933,087	\$3,677,302	\$4,032,722
	Annual FTE	1,290		1,688	1,566	1,557	1,563	1,534	1,582
	UG Resident Tuition	\$910		\$1,600	\$1,660	\$1,720	\$1,780	\$2,320	\$2,320
	Net Tuition Income/FTE	\$981		\$1,694	\$1,867	\$1,903	\$1,877	\$2,398	\$2,549
UACCB	Tuition and Fee Income	\$837,700		\$2,093,124	\$2,306,054	\$2,195,349	\$2,606,272	\$2,987,048	\$3,650,284
	Scholarships	\$73,323		\$163,935	\$142,386	\$128,575	\$157,328	\$189,403	\$275,890
	Net Tuition and Fee Income	\$764,377		\$1,929,189	\$2,163,668	\$2,066,774	\$2,448,944	\$2,797,645	\$3,374,394
	Annual FTE	664		1,043	1,028	998	1,136	1,233	1,407
	UG Resident Tuition	\$1,066		\$2,110	\$2,200	\$2,200	\$2,290	\$2,455	\$2,570
	Net Tuition Income/FTE	\$1,151		\$1,849	\$2,104	\$2,071	\$2,156	\$2,269	\$2,398
UACCH	Tuition and Fee Income	\$1,067,125		\$1,769,998	\$1,697,411	\$1,685,423	\$1,909,987	\$2,078,832	\$2,410,218
	Scholarships	\$118,955		\$151,017	\$155,456	\$191,669	\$359,306	\$304,889	\$187,424
	Net Tuition and Fee Income	\$948,170		\$1,618,981	\$1,541,955	\$1,493,754	\$1,550,681	\$1,773,943	\$2,222,794
	Annual FTE	919		877	827	806	921	967	1,123
	UG Resident Tuition	\$1,004		\$1,888	\$1,888	\$1,948	\$2,016	\$2,016	\$2,016
	Net Tuition Income/FTE	\$1,032		\$1,846	\$1,863	\$1,853	\$1,684	\$1,835	\$1,979
UACCM	Tuition and Fee Income	\$1,413,366		\$2,756,777	\$3,288,888	\$3,542,093	\$3,791,736	\$4,472,838	\$5,652,061
	Scholarships	\$65,351		\$175,196	\$229,344	\$272,512	\$336,152	\$424,839	\$527,782
	Net Tuition and Fee Income	\$1,348,015		\$2,581,581	\$3,059,544	\$3,269,581	\$3,455,584	\$4,047,999	\$5,124,279
	Annual FTE	1,030		1,211	1,312	1,299	1,381	1,562	1,914
	UG Resident Tuition	\$1,182		\$2,230	\$2,440	\$2,610	\$2,610	\$2,730	\$2,850
	Net Tuition Income/FTE	\$1,309		\$2,133	\$2,333	\$2,517	\$2,502	\$2,592	\$2,677
TOTAL	Tuition and Fee Income	\$33,788,115		\$67,698,103	\$76,512,784	\$82,720,432	\$91,105,246	\$105,705,548	\$123,147,433
	Scholarships	\$2,417,419		\$4,359,768	\$5,529,332	\$5,437,755	\$6,750,357	\$8,345,274	\$8,842,487
	Net Tuition and Fee Income	\$31,370,696		\$63,338,334	\$70,983,451	\$77,282,677	\$84,354,890	\$97,360,274	\$114,304,946

# Appendix C

## Expenditures per FTE by Function

*(Where the Money Went)*

**Table C-1. Expenditures per FTE Student for 2009-10 by Expenditure Function**

	2009-10										
	UAF	ASUJ	UALR	UCA	ATU	HSU	SAU	UAM	UAPB	UAFS	Average
Instruction	\$6,115	\$4,605	\$5,338	\$4,994	\$3,199	\$5,032	\$4,559	\$4,434	\$3,390	\$3,243	\$4,491
Research	\$713	\$250	\$490	\$114	\$103	\$68	\$86	\$7	\$596	\$0	\$243
Public Service	\$529	\$314	\$334	\$149	\$1	\$27	\$71	\$61	\$535	\$81	\$210
Academic Support	\$1,661	\$1,466	\$1,950	\$843	\$719	\$655	\$909	\$666	\$1,079	\$1,292	\$1,124
Student Services	\$1,000	\$802	\$693	\$523	\$464	\$588	\$817	\$605	\$794	\$617	\$690
Institutional Support	\$1,532	\$1,190	\$1,272	\$993	\$1,305	\$1,645	\$1,250	\$1,493	\$1,462	\$1,291	\$1,343
Operation and Maintenance of Plant	\$1,374	\$1,112	\$1,060	\$1,038	\$665	\$1,061	\$1,186	\$1,338	\$1,803	\$892	\$1,153
Scholarships & Fellowships	\$738	\$1,551	\$1,216	\$1,883	\$1,589	\$2,181	\$1,926	\$1,324	\$1,421	\$521	\$1,435
Other	\$299	\$81	\$364	\$40	\$20	\$0	\$0	\$0	\$42	\$0	\$85
<b>Total</b>	<b>\$13,962</b>	<b>\$11,370</b>	<b>\$12,718</b>	<b>\$10,576</b>	<b>\$8,065</b>	<b>\$11,257</b>	<b>\$10,804</b>	<b>\$9,927</b>	<b>\$11,122</b>	<b>\$7,938</b>	<b>\$10,774</b>

**Table C-2. Expenditures per FTE by Expenditure Function for 2009-10**

College	Instruction	Research	Public Service	Academic Support	Student Services	Institutional Support	Operation and Maintenance of Plant	Scholarships & Fellowships	Other	Total
ANC	\$5,107	\$0	\$454	\$263	\$452	\$675	\$1,512	\$105	\$0	\$8,568
ASUB	\$2,983	\$0	\$0	\$388	\$557	\$1,232	\$832	\$315	\$64	\$6,372
ASUMH	\$2,838	\$0	\$34	\$357	\$583	\$1,532	\$1,045	\$159	\$0	\$6,548
ASUN	\$3,692	\$0	\$0	\$337	\$527	\$1,337	\$797	\$66	\$0	\$6,756
BRTC	\$3,004	\$0	\$276	\$226	\$550	\$829	\$926	\$262	\$0	\$6,073
CCCUA	\$3,028	\$0	\$1	\$1,472	\$839	\$1,043	\$903	\$25	\$246	\$7,556
EACC	\$3,466	\$0	\$215	\$611	\$1,091	\$1,290	\$813	\$281	\$0	\$7,767
MSCC	\$2,303	\$0	\$117	\$754	\$587	\$2,239	\$1,159	\$147	\$44	\$7,350
NAC	\$3,561	\$0	\$0	\$967	\$417	\$1,061	\$854	\$190	\$0	\$7,050
NPCC	\$2,714	\$0	\$30	\$336	\$654	\$1,891	\$601	\$284	\$0	\$6,510
NWACC	\$3,158	\$0	\$0	\$374	\$576	\$1,391	\$735	\$104	\$0	\$6,338
OTC	\$3,216	\$0	\$0	\$486	\$698	\$2,036	\$1,002	\$403	\$0	\$7,842
OZC	\$2,615	\$0	\$194	\$170	\$527	\$1,946	\$1,168	\$202	\$0	\$6,823
PCCUA	\$3,979	\$0	\$350	\$1,142	\$750	\$2,225	\$1,178	\$242	\$0	\$9,865
PTC	\$2,115	\$0	\$79	\$632	\$375	\$704	\$363	\$196	\$0	\$4,464
RMCC	\$2,852	\$0	\$185	\$742	\$731	\$2,069	\$851	\$164	\$0	\$7,594
SACC	\$3,709	\$0	\$165	\$579	\$468	\$1,556	\$918	\$184	\$0	\$7,580
SAUT	\$2,567	\$0	\$166	\$626	\$678	\$1,894	\$996	\$479	\$0	\$7,406
SEAC	\$2,883	\$0	\$0	\$451	\$512	\$2,039	\$716	\$37	\$0	\$6,639
UACCB	\$2,700	\$0	\$0	\$744	\$597	\$964	\$651	\$196	\$0	\$5,853
UACCH	\$3,236	\$0	\$192	\$435	\$710	\$1,540	\$1,011	\$167	\$616	\$7,907
UACCM	\$2,740	\$0	\$11	\$662	\$710	\$762	\$901	\$276	\$541	\$6,601

**Table C-3. Expenditure Shifts 1999-00 to 2009-10 by Type of Institution**

Doctoral I			Bachelor's		
Expenditure Function	UAF		UAFS		
	1999-00	2009-10	1999-00	2009-10	
Instruction	\$5,239	\$6,115	\$2,809	\$3,243	
Research	\$514	\$713	\$0	\$0	
Public Service	\$416	\$529	\$138	\$81	
Academic Support	\$1,334	\$1,661	\$772	\$1,292	
Student Services	\$605	\$1,000	\$702	\$617	
Institutional Support	\$1,134	\$1,532	\$1,008	\$1,291	
Operation and Maintenance of Plant	\$1,163	\$1,374	\$669	\$892	
Scholarships & Fellowships	\$1,424	\$738	\$156	\$521	
Other	\$0	\$299	\$0	\$0	
<b>Total</b>	<b>\$11,829</b>	<b>\$13,962</b>	<b>\$6,253</b>	<b>\$7,938</b>	

	Doctoral III					
	ASUJ		UALR		UCA	
Expenditure Function	1999-00	2009-10	1999-00	2009-10	1999-00	2009-10
Instruction	\$3,681	\$4,605	\$3,346	\$5,338	\$3,940	\$4,994
Research	\$81	\$250	\$166	\$490	\$108	\$114
Public Service	\$198	\$314	\$96	\$334	\$43	\$149
Academic Support	\$999	\$1,466	\$995	\$1,950	\$731	\$843
Student Services	\$443	\$802	\$430	\$693	\$358	\$523
Institutional Support	\$1,062	\$1,190	\$1,162	\$1,272	\$661	\$993
Operation and Maintenance of Plant	\$897	\$1,112	\$819	\$1,060	\$788	\$1,038
Scholarships & Fellowships	\$773	\$1,551	\$473	\$1,216	\$1,089	\$1,883
Other	-\$18	\$81	\$2,004	\$364	\$12	\$40
Total	\$8,115	\$11,370	\$9,009	\$12,718	\$7,730	\$10,576

Master's IV				
Expenditure Function	ATU		HSU	
	1999-00	2009-10	1999-00	2009-10
Instruction	\$2,941	\$3,199	\$3,955	\$5,032
Research	\$40	\$103	\$91	\$68
Public Service	\$3	\$1	\$14	\$27
Academic Support	\$659	\$719	\$518	\$655
Student Services	\$416	\$464	\$444	\$588
Institutional Support	\$871	\$1,305	\$1,169	\$1,645
Operation and Maintenance of Plant	\$638	\$665	\$767	\$1,061
Scholarships & Fellowships	\$591	\$1,589	\$532	\$2,181
Other	\$126	\$20	\$0	\$0
<b>Total</b>	<b>\$6,285</b>	<b>\$8,065</b>	<b>\$7,490</b>	<b>\$11,257</b>

	Master's V					
	SAUM		UAM		UAPB	
Expenditure Function	1999-00	2009-10	1999-00	2009-10	1999-00	2009-10
Instruction	\$3,328	\$4,559	\$3,574	\$4,434	\$3,337	\$3,390
Research	\$13	\$86	\$5	\$7	\$57	\$596
Public Service	\$56	\$71	\$14	\$61	\$58	\$535
Academic Support	\$764	\$909	\$588	\$666	\$1,044	\$1,079
Student Services	\$533	\$817	\$534	\$605	\$819	\$794
Institutional Support	\$834	\$1,250	\$1,294	\$1,493	\$1,489	\$1,462
Operation and Maintenance of Plant	\$1,042	\$1,186	\$907	\$1,338	\$1,091	\$1,803
Scholarships & Fellowships	\$635	\$1,926	\$507	\$1,324	\$637	\$1,421
Other	\$0	\$0	\$0	\$0	\$0	\$42
Total	\$7,206	\$10,804	\$7,424	\$9,927	\$8,531	\$11,122


Table C-4. A decade of Change in Two Year College Expenditures by Function

Expenditure Function	ANC		ASUB		ASUMH		ASUN		BRTC	
	1999-00	2009-10	1999-00	2009-10	1999-00	2009-10	1999-00	2009-10	1999-00	2009-10
Instruction	\$3,035	\$5,107	\$2,343	\$2,983	\$2,615	\$2,838	\$3,114	\$3,692	\$3,188	\$3,004
Research	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Service	\$429	\$454	\$0	\$0	\$0	\$34	\$0	\$0	\$150	\$276
Academic Support	\$295	\$263	\$717	\$388	\$443	\$357	\$379	\$337	\$357	\$226
Student Services	\$408	\$452	\$443	\$557	\$218	\$583	\$528	\$527	\$680	\$550
Institutional Support	\$846	\$675	\$877	\$1,232	\$1,194	\$1,532	\$698	\$1,337	\$792	\$829
Operation and Maintenance of Plant	\$776	\$1,512	\$649	\$832	\$677	\$1,045	\$490	\$797	\$702	\$926
Scholarships & Fellowships	\$63	\$105	\$117	\$315	\$75	\$159	\$64	\$66	\$113	\$262
Other	\$0	\$0	\$116	\$64	\$0	\$0	\$18	\$0	\$0	\$0
Total	\$5,852	\$8,568	\$5,262	\$6,372	\$5,222	\$6,548	\$5,291	\$6,756	\$5,983	\$6,073
Expenditure Function	CCCUA		EACC		MSCC		NAC		NPCC	
	1999-00	2009-10	1999-00	2009-10	1999-00	2009-10	1999-00	2009-10	1999-00	2009-10
Instruction	\$4,426	\$3,028	\$3,367	\$3,466	\$2,499	\$2,303	\$3,570	\$3,561	\$3,384	\$2,714
Research	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Service	\$44	\$1	\$183	\$215	\$377	\$117	\$0	\$0	\$151	\$30
Academic Support	\$585	\$1,472	\$653	\$611	\$724	\$754	\$1,091	\$967	\$262	\$336
Student Services	\$265	\$839	\$1,053	\$1,091	\$724	\$587	\$497	\$417	\$668	\$654
Institutional Support	\$1,468	\$1,043	\$1,036	\$1,290	\$1,569	\$2,239	\$1,155	\$1,061	\$975	\$1,891
Operation and Maintenance of Plant	\$643	\$903	\$495	\$813	\$885	\$1,159	\$638	\$854	\$543	\$601
Scholarships & Fellowships	\$0	\$25	\$150	\$281	\$70	\$147	\$151	\$190	\$114	\$284
Other	\$0	\$246	\$28	\$0	\$0	\$44	\$0	\$0	\$374	\$0
Total	\$7,432	\$7,556	\$6,965	\$7,767	\$6,847	\$7,350	\$7,103	\$7,050	\$6,470	\$6,510
Expenditure Function	NWACC		OTC		OZC		PCCUA		PTC	
	1999-00	2009-10	1999-00	2009-10	1999-00	2009-10	1999-00	2009-10	1999-00	2009-10
Instruction	\$2,855	\$3,158	\$3,080	\$3,216	\$2,707	\$2,615	\$4,113	\$3,979	\$1,836	\$2,115
Research	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Service	\$0	\$0	\$0	\$0	\$291	\$194	\$118	\$350	\$0	\$79
Academic Support	\$402	\$374	\$210	\$486	\$405	\$170	\$904	\$1,142	\$530	\$632
Student Services	\$620	\$576	\$508	\$698	\$511	\$527	\$579	\$750	\$346	\$375
Institutional Support	\$1,121	\$1,391	\$1,941	\$2,036	\$1,373	\$1,946	\$1,714	\$2,225	\$587	\$704
Operation and Maintenance of Plant	\$441	\$735	\$1,164	\$1,002	\$901	\$1,168	\$1,164	\$1,178	\$310	\$363
Scholarships & Fellowships	\$107	\$104	\$47	\$403	\$137	\$202	\$260	\$242	\$61	\$196
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$5,546	\$6,338	\$6,950	\$7,842	\$6,326	\$6,823	\$8,853	\$9,865	\$3,670	\$4,464
Expenditure Function	RMCC		SACC		SAUT		SEAC		UACCB	
	1999-00	2009-10	1999-00	2009-10	1999-00	2009-10	1999-00	2009-10	1999-00	2009-10
Instruction	\$2,554	\$2,852	\$4,253	\$3,709	\$2,789	\$2,567	\$2,247	\$2,883	\$3,088	\$2,700
Research	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Service	\$240	\$185	\$226	\$165	\$198	\$166	\$1	\$0	\$0	\$0
Academic Support	\$842	\$742	\$481	\$579	\$558	\$626	\$264	\$451	\$936	\$744
Student Services	\$461	\$731	\$539	\$468	\$840	\$678	\$426	\$512	\$451	\$597
Institutional Support	\$1,182	\$2,069	\$1,580	\$1,556	\$2,310	\$1,894	\$477	\$2,039	\$1,477	\$964
Operation and Maintenance of Plant	\$583	\$851	\$778	\$918	\$1,346	\$996	\$461	\$716	\$762	\$651
Scholarships & Fellowships	\$163	\$164	\$105	\$184	\$185	\$479	\$24	\$37	\$110	\$196
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$6,025	\$7,594	\$7,964	\$7,580	\$8,225	\$7,406	\$3,899	\$6,639	\$6,825	\$5,853
Expenditure Function	UACCH		UACCM							
	1999-00	2009-10	1999-00	2009-10						
Instruction	\$3,197	\$3,236	\$2,371	\$2,740						
Research	\$0	\$0	\$0	\$0						
Public Service	\$126	\$192	\$0	\$11						
Academic Support	\$288	\$435	\$192	\$662						
Student Services	\$622	\$710	\$519	\$710						
Institutional Support	\$1,465	\$1,540	\$790	\$762						
Operation and Maintenance of Plant	\$868	\$1,011	\$571	\$901						
Scholarships & Fellowships	\$129	\$167	\$63	\$276						
Other	\$0	\$616	(\$16)	\$541						
Total	\$6,695	\$7,907	\$4,489	\$6,601						

# Appendix D

## Scholarships

**Table D-1. Undergraduate Academic and Performance Scholarship Expenditures for Fiscal 2009-10\***

Institution	Academic		Performance		Total Scholarships		Total Tuition & Fee Income	Scholarships as a Percent of Tuition & Fees	Average Academic Award	2009-10 Tuition & Fees	Award as a % of Tuition & Fees
	Awards	Amount	Awards	Amount	Awards	Amount					
ASUJ	1,345	\$6,486,330	224	\$601,911	1,569	\$7,088,241	73,194,110	9.7%	\$4,823	6,370	75.7%
ATU	2,106	\$10,572,546	259	\$521,628	2,365	\$11,094,174	37,941,465	29.2%	\$5,020	5,610	89.5%
HSU	581	\$3,493,129	213	\$382,122	794	\$3,875,251	21,456,177	18.1%	\$6,012	6,204	96.9%
SAUM	770	\$3,299,566	174	\$499,110	944	\$3,798,676	17,992,393	21.1%	\$4,285	6,066	70.6%
UAF	2,003	\$8,071,172	275	\$615,650	2,278	\$8,686,822	131,918,432	6.6%	\$4,030	6,459	62.4%
UAFA 	1,091	\$1,978,203	86	\$116,395	1,177	\$2,094,598	25,374,569	8.3%	\$1,813	4,600	39.4%
UALR	2,072	\$6,774,888	160	\$189,758	2,232	\$6,964,646	65,238,119	10.7%	\$3,270	6,331	51.6%
UAM	410	\$1,244,715	229	\$352,784	639	\$1,597,499	11,759,934	13.6%	\$3,036	4,750	63.9%
UAPB	150	\$1,482,550	198	\$812,868	348	\$2,295,418	19,365,175	11.9%	\$9,884	4,796	206.1%
UCA	2,685	\$12,516,557	377	\$791,205	3,062	\$13,307,762	68,479,631	19.4%	\$4,662	6,698	69.6%
<b>University Total</b>	<b>13,213</b>	<b>\$55,919,656</b>	<b>2,195</b>	<b>\$4,883,431</b>	<b>15,408</b>	<b>\$60,803,087</b>	<b>472,720,005</b>	<b>12.9%</b>	<b>\$4,232</b>		

\*A.C.A 6-80-106 (b) establishes limitations on the maximum percent of unrestricted tuition and mandatory fee income that can be spent on academic and performance scholarships which is currently 30%.

Academic and Performance scholarships awarded to students who received maximum Pell Grants were excluded for 2009-10 in accordance with A.C.A 6-80-106 (a)(2).

**Table D-2 Scholarship Increases FY 2009 to FY 2010**

		2008-09					2009-10					Percent Change in:	
		Annual Tuition	2008-09 E&G Tuition and Fee Income	Academic	Performance	Total Scholarships	Annual Tuition	2009-10 E&G Tuition and Fee Income	Academic	Performance	Total Scholarships	Scholarship Expenditures	Annual Tuition
ASUJ	% of Income	\$6,370	\$67,011,792	\$9,113,542	\$867,589	\$9,981,131 14.9%	6,370	\$73,194,110	\$6,486,330	\$601,911	\$7,088,241 9.7%	-29.0%	0.0%
ATU	% of Income	\$5,430	\$32,778,675	\$10,221,448	\$677,717	\$10,899,165 33.3%	5,610	\$37,941,465	\$10,572,546	\$521,628	\$11,094,174 29.2%	1.8%	3.3%
HSU	% of Income	\$6,024	\$20,555,496	\$4,028,326	\$494,284	\$4,522,610 22.0%	6,204	\$21,456,177	\$3,493,129	\$382,122	\$3,875,251 18.1%	-14.3%	3.0%
SAUM	% of Income	\$5,646	\$16,014,018	\$3,452,391	\$690,588	\$4,142,979 25.9%	6,066	\$17,992,393	\$3,299,566	\$499,110	\$3,798,676 21.1%	-8.3%	7.4%
UAF	% of Income	\$6,399	\$125,688,331	\$9,250,766	\$776,100	\$10,026,866 8.0%	6,459	\$131,918,432	\$8,071,172	\$615,650	\$8,686,822 6.6%	-13.4%	0.9%
UAFA	% of Income	\$4,410	\$22,433,345	\$2,445,872	\$245,939	\$2,691,811 12.0%	4,600	\$25,374,569	\$1,978,203	\$116,395	\$2,094,598 8.3%	-22.2%	4.3%
UALR	% of Income	\$6,121	\$58,958,964	\$6,363,290	\$238,006	\$6,601,296 11.2%	6,331	\$65,238,119	\$6,774,888	\$189,758	\$6,964,646 10.7%	5.5%	3.4%
UAM	% of Income	\$4,600	\$10,727,073	\$1,298,037	\$502,493	\$1,800,530 16.8%	4,750	\$11,759,934	\$1,244,715	\$352,784	\$1,597,499 13.6%	-11.3%	3.3%
UAPB	% of Income	\$4,676	\$17,416,266	\$1,812,837	\$1,376,200	\$3,189,037 18.3%	4,796	\$19,365,175	\$1,482,550	\$812,868	\$2,295,418 11.9%	-28.0%	2.6%
UCA	% of Income	\$6,505	\$71,514,073	\$16,422,393	\$1,003,734	\$17,426,127 24.4%	6,698	\$68,479,631	\$12,516,557	\$791,205	\$13,307,762 19.4%	-23.6%	3.0%
<b>Total</b>	% of Income		\$443,098,033	\$64,408,902	\$6,872,650	\$71,281,552 16.1%		\$472,720,005	\$55,919,656	\$4,883,431	\$60,803,087 12.9%	-14.7%	

\*Academic and Performance scholarships awarded to students who received maximum Pell Grants were excluded for 2009-10 in accordance with Act 323 of 2009.

**Table D-3. Academic & Performance Scholarship Expenditures as a Percent of Tuition & Fee Income**

Institution		2006	2007	2008	2009	2010
ASUJ	Academic & Performance Scholarship	\$6,551,320	\$7,296,330	\$8,254,302	\$9,981,131	\$7,088,241
	Tuition & Fees	\$49,217,084	\$54,482,499	\$58,671,724	\$67,011,792	\$73,194,110
	Scholarship %	13.3%	13.4%	14.1%	14.9%	9.7%
ATU	Academic & Performance Scholarship	\$7,752,251	\$8,883,532	\$9,581,536	\$10,899,165	\$11,094,174
	Tuition & Fees	\$27,317,864	\$29,371,373	\$30,816,813	\$32,778,675	\$37,941,465
	Scholarship %	28.4%	30.2%	31.1%	33.3%	29.2%
HSU	Academic & Performance Scholarship	\$3,417,039	\$3,558,719	\$4,173,619	\$4,522,610	\$3,875,251
	Tuition & Fees	\$15,277,108	\$17,158,137	\$18,923,291	\$20,555,496	\$21,456,177
	Scholarship %	22.4%	20.7%	22.1%	22.0%	18.1%
SAUM	Academic & Performance Scholarship	\$3,537,332	\$3,694,759	\$3,860,579	\$4,142,979	\$3,798,676
	Tuition & Fees	\$12,216,070	\$13,968,037	\$15,106,815	\$16,014,018	\$17,992,393
	Scholarship %	29.0%	26.5%	25.6%	25.9%	21.1%
UAF	Academic & Performance Scholarship	\$9,712,645	\$9,530,780	\$10,631,822	\$10,026,866	\$8,686,822
	Tuition & Fees	\$105,985,174	\$99,493,399	\$109,491,153	\$125,688,331	\$131,918,432
	Scholarship %	9.2%	9.6%	9.7%	8.0%	6.6%
UAFS	Academic & Performance Scholarship	\$1,758,943	\$2,030,213	\$2,407,343	\$2,691,811	\$2,094,598
	Tuition & Fees	\$13,605,820	\$16,313,165	\$19,563,259	\$22,433,345	\$25,374,569
	Scholarship %	12.9%	12.4%	12.3%	12.0%	8.3%
UALR	Academic & Performance Scholarship	\$4,027,924	\$4,122,730	\$6,121,887	\$6,601,296	\$6,964,646
	Tuition & Fees	\$48,550,292	\$50,613,362	\$54,039,441	\$58,958,964	\$65,238,119
	Scholarship %	8.3%	8.1%	11.3%	11.2%	10.7%
UAM	Academic & Performance Scholarship	\$1,423,582	\$1,553,793	\$1,562,476	\$1,800,530	\$1,597,499
	Tuition & Fees	\$9,030,873	\$9,286,882	\$9,831,663	\$10,727,073	\$11,759,934
	Scholarship %	15.8%	16.7%	15.9%	16.8%	13.6%
UAPB	Academic & Performance Scholarship	\$2,789,331	\$2,956,584	\$2,816,202	\$3,189,037	\$2,295,418
	Tuition & Fees	\$12,683,108	\$13,188,493	\$14,370,664	\$17,416,266	\$19,365,175
	Scholarship %	22.0%	22.4%	19.6%	18.3%	11.9%
UCA	Academic & Performance Scholarship	\$18,265,877	\$19,036,855	\$16,363,271	\$17,426,127	\$13,307,762
	Tuition & Fees	\$53,118,346	\$60,094,035	\$62,130,784	\$71,514,073	\$68,479,631
	Scholarship %	34.4%	31.7%	26.3%	24.4%	19.4%
University Totals	Academic & Performance Scholarship	\$59,236,244	\$62,664,295	\$65,773,037	\$71,281,552	\$60,803,087
	Tuition & Fees	\$347,001,739	\$363,969,382	\$392,945,607	\$443,098,033	\$472,720,005
	Scholarship %	17.1%	17.2%	16.7%	16.1%	12.9%

\*Academic and Performance scholarships awarded to students who received maximum Pell Grants were excluded for 2009-10 in accordance with Act 323 of 2009.

**2010 Facilities Audit Program (FAP) - Educational and General**

Institution	E&G Sq Ft	E&G Replacement Value	E&G Maintenance Needs	E&G Critical Maintenance	E&G FCI
ASUJ	2,122,663	\$366,009,755	\$184,287,754	\$27,771,563	50.4%
ATU	940,783	170,133,400	\$90,556,234	\$4,143,310	53.2%
HSU	672,259	\$121,343,177	\$66,323,025	\$13,550,957	54.7%
SAUM	768,285	\$139,220,931	\$70,357,468	\$3,209,596	50.5%
UAF	3,810,932	\$677,751,988	\$420,487,528	\$10,369,272	62.0%
UAFS	707,445	\$127,941,542	\$57,312,496	\$448,402	44.8%
UALR	2,052,324	\$355,241,289	\$182,984,478	\$12,837,273	51.5%
UAM	594,388	104,355,767	\$64,621,175	\$2,652,635	61.9%
UAPB	917,205	\$159,849,925	\$53,894,203	\$7,336,435	33.7%
UCA	1,437,356	\$254,214,052	\$145,915,343	\$753,744	57.4%
UNIV TOTAL	14,023,640	\$2,476,061,826	\$1,336,739,706	\$83,073,187	54.0%
ANC	322,515	\$55,881,591	\$12,052,360	\$3,515,705	21.6%
ASUB	593,181	\$98,801,222	\$36,742,888	\$1,474,932	37.2%
ASUMH	198,660	\$34,579,424	\$4,586,918	\$0	13.3%
ASUN	282,220	\$49,365,638	\$10,647,408	\$0	21.6%
BRTC	308,578	\$50,519,598	\$13,400,721	\$167,020	26.5%
CCCUA	197,238	\$34,647,913	\$11,020,027	\$133,242	31.8%
EACC	187,767	\$32,639,223	\$6,483,182	\$0	19.9%
MSCC	289,563	\$50,971,356	\$13,850,670	\$0	27.2%
NAC	252,279	\$44,999,395	\$16,919,432	\$2,350,000	37.6%
NPCC	317,612	\$57,119,843	\$17,595,927	\$1,009,800	30.8%
NWACC	442,109	\$82,659,163	\$12,876,071	\$0	15.6%
OTC	125,132	\$22,400,795	\$7,795,856	\$564,000	34.8%
OZC	147,224	\$26,872,078	\$7,691,116	\$59,769	28.6%
PCCUA	461,150	\$78,876,409	\$43,156,910	\$755,298	54.7%
PTC	617,178	\$111,439,829	\$17,471,256	\$1,239,882	15.7%
RMCC	121,550	\$21,017,839	\$3,664,741	\$505,420	17.4%
SACC	220,883	\$37,925,798	\$13,396,884	\$314,583	35.3%
SAUT	286,878	44,871,314	\$28,154,416	\$2,117,428	62.7%
SEAC	228,883	\$40,843,120	\$10,078,647	\$1,007,151	24.7%
UACCB	157,569	\$26,897,366	\$5,017,110	\$0	18.7%
UACCH	232,910	\$42,882,050	\$6,726,764	\$644,700	15.7%
UACCM	219,776	\$36,964,625	\$14,881,836	\$0	40.3%
COLLEGE TOTAL	6,210,855	\$1,083,175,589	\$314,211,138	\$15,858,930	29.0%
ATU-AVTI	100,174	\$17,796,708	\$7,637,256	\$901,000	42.9%
UAM-Cross	50,679	\$9,243,380	\$3,655,805	\$0	39.6%
UAM-McGe	54,667	\$9,415,426	\$4,438,158	\$0	47.1%
TECH INST TOTAL	205,520	\$36,455,514	\$15,731,219	\$901,000	43.2%
UAMS	4,382,369	\$859,382,120	\$368,997,702	\$11,586,647	42.9%
UA-AGRI	1,303,685	143,593,406	\$64,870,002	\$259,187	45.2%
UA-AS	29,000	\$6,090,000	\$2,530,127	\$0	41.5%
UASYS	31,838	\$4,754,581	\$1,850,660	\$131,000	38.9%
SAUT-ECA	6,120	\$1,101,600	\$626,613	\$12,240	56.9%
SAUT-FTA	49,306	\$5,796,856	\$2,624,059	\$111,426	45.3%
NON FORMULA TOTAL	5,802,318	\$1,020,718,563	\$441,499,163	\$12,100,500	43.3%
GRAND TOTAL	26,242,333	\$4,616,411,492	\$2,108,181,226	\$111,933,618	45.7%