



BOARD OF TRUSTEES Academic & Student Affairs Committee

Wednesday, November 10, 2021
10:30 AM – 12:00 PM

Florida Polytechnic University
WEBEX TELECONFERENCE MEETING

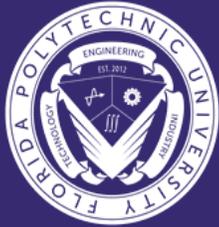
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MEMBERS

Dr. Earl Sasser, Chair	Dr. Laine Powell	Samantha Ashby
Dr. Ala' J. Alnaser	Dr. Narendra Kini	

AGENDA

- | | |
|--|-----------------------------------|
| I. Call to Order | Dr. Earl Sasser, Chair |
| II. Roll Call | Zaira Medina |
| III. Public Comment | Dr. Earl Sasser, Chair |
| IV. Approval of the September 8, 2021 Minutes
Action Required | Dr. Earl Sasser, Chair |
| V. 2020-22 Academic & Student Affairs Committee Work Plan Review | Dr. Terry Parker
EVP & Provost |
| VI. Provost's Report | Dr. Terry Parker
EVP & Provost |
| A. Fall Report | |
| B. Retention | |
| C. Housing | |
| D. Graduate Tuition Waiver
Action Required | |
| E. Career Planning
Action Required | |
| F. Increase in Tuition Waiver Authority
Action Required | |
| VII. Closing Remarks and Adjournment | Dr. Earl Sasser, Chair |



Academic & Student Affairs Committee Meeting

DRAFT MEETING MINUTES

Wednesday, September 8, 2021
8:30 AM – 10:00 AM

Florida Polytechnic University WEBEX TELE-CONFERENCE MEETING

I. Call to Order

Committee Chair Earl Sasser called the Academic and Student Affairs Committee meeting to order at 8:29 am.

II. Roll Call

Zaira Medina called the roll: Committee Chair Earl Sasser, Trustee Laine Powell, Trustee Ala' J. Alnaser, Trustee Samantha Ashby and Trustee Narendra Kini were present (Quorum)

Other Trustees Present: Chair Cliff Otto, Vice Chair Mark Bostick, Trustee Gary Wendt, Trustee Bob Stork, and Trustee Beth Kigel.

Staff present: President Randy Avent, Dr. Terry Parker, Mrs. Kris Wharton, Mrs. Kim Abels, Mr. John Causey, Mrs. Kathy Bowman, Dr. Tom Dvorske, Mr. David Calhoun, Mr. David Blanton, Mr. Kevin Calkins, Mrs. Melaine Schmitz, Mr. Mike Dieckmann, Ms. Sherri Pavlik, Mr. Alex Landback, Dr. Ben Matthew Corpus, Ms. Gina DeJulio, Dr. Kathryn Miller, Ms. Penney Farley and Ms. Melissa Vasquez.

III. Public Comment

There were no requests received for public comment.

IV. Approval of Minutes

Trustee Laine Powell made a motion to approve the Academic and Student Affairs Committee meeting minutes of April 26, 2021. Trustee Samantha Ashby seconded the motion; a vote was taken, and the motion passed unanimously.

V. 2020-22 Academic & Student Affairs Committee Work Plan

Dr. Terry Parker presented the Academic & Student Affairs Committee Work Plan Review 2020-2022. No changes were offered.

VI. Provost Report and Discussion

Dr. Terry Parker presented the Annual Textbook and Instructional Materials Affordability Report and reminded the Committee that it is an annual report that requires the approval of the Board. He stated that there were concerns with previous audit periods and shared the changes that were implemented to improve the concerns. The goal is to meet the requirement adopted and post the required instructional materials 45 days before the start of the semester for 95% of course sections, which the University has been doing since Fall 2019.

Trustee Narendra Kini inquired about having copies of the online/digital textbooks available online to avoid audit issues. Dr. Parker responded that there are many options to obtain textbooks (digital rent/own, hard cover new/used). He stated that the issues that come into play are Copyright issues.

Trustee Gary Wendt commented that textbooks should not have to be an item of discussion in Board meetings and should be kept at the Board of Governors level. President Avent stated that the BOG considers this issue to be extraordinarily important.

Trustee Kini made a motion to recommend approval of the 2021 Textbook and Instructional Materials Report to the Board of Trustees. Trustee Ashby seconded the motion; a vote was taken, and the motion passed unanimously.

Dr. Parker updated the Committee on Fall 2021 Admission, where the University welcomed the largest Fall class (642), with strong increases in High School rank for incoming FTIC, and with student diversity increases from the previous year.

Dr. Parker then shared two significant concerns with the Fall 2021 Admissions. The first concern is housing availability. The campus dorms are full and off campus housing is in very short supply. Due to this, an estimated fifty students chose not to come to Florida Poly. The second concern is Financial Aid. The University operates with a cap on aid waivers and the forecasted growth will be at the top of the cap. Careful consideration will need to be taken when determining next year's aid offers and enrollment growth.

Dr. Parker then shared Student Affairs efforts on leadership training and focusing on student engagement, success, and retention. He then discussed Performance Based Funding metrics. The Committee was reminded that the results for next year are done now. Measurement will be on the progress rate for the 2021 cohort. A two-year outlook is recommended for the Summer of 2023. He shared that the 'sustainable' way to grow the campus is to improve retention rates and freshman initiatives.

Trustee Ashby inquired about the grade forgiveness pathway and if it carries over to the next semester. Dr. Parker explained that a student gets 3 grade forgiveness's during their freshman year and then 2 additional lifetime grade forgiveness's.

Trustee Kini inquired if there is any benefit to doing a stressor assessment when students are not doing well. Dr. Parker responded that there is a system in place called CARE. Once CARE receives word of a student not performing, they reach out and work one-on-one with the student. There is not a formal stressor scale or scoring mechanism. Dr. Kathryn Miller thanked Trustee Kini for the suggestion as this gives them something to look at to further increase involvement with first year students.

Trustee Laine Powell inquired about the Peer Learning Support and asked if there was a learning community for students not housed on campus that are matched according to their majors or interests, are mentors provided to students struggling in some of these courses, and based on past performance, do we know what some of the trends are for the students who typically are not doing well in their courses?

In relation to Peer Learning Support, Dr. Parker responded that the University is not in control of how students are roomed in their halls. He is aware and supportive of housing that proactively places students of like interest into halls or building. President Avent added that the University is working with the developer to consider this.

In terms of assigning of mentors, Dr. Parker responded that there are two pathways. One is the orientation leaders are lined up with a set of students, the other is we've assigned students to provide peer learning in 4 classes that capture the Freshman class: Introduction to Stem, Pre-Calculus, Calculus I, and Calculus II.

Dr. Parker stated that the focus of Registration this summer was looking at indicators that determine when a student progresses or not, succeeds or not and where and how we tune their schedules up and provide a pathway for them to be successful. President Avent added there is work on GRIT and how it's measured, however it is difficult to measure some of the GRIT or make good predictions.

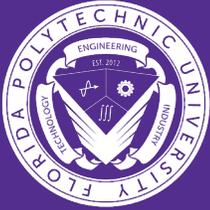
Dr. Parker continued with his report and discussed the hiring effort of last spring. He stated that a total of 30 searches took place, including two critical chair positions which provided an opportunity to change up the academic organization. He discussed the faculty demographics, and the Graduate Program.

Trustee Wendt inquired if the differences in the chart provided on tuition and fees comparisons between SUS institutions, have any impact on a person's decision to get a graduate degree and where they would get it? Dr. Parker responded yes, there is an impact as several of our own students compared prices.

Dr. Parker finalized his report on the Collective Bargaining Agreement (CBA) and highlights of the MOU and acknowledged Alex Landback's efforts in navigating the negotiations without any significance acrimony.

VII. Closing Remarks and Adjournment

With no further business to discuss, the Academic and Student Affairs Committee Meeting adjourned at 9:35 a.m.



Committee Work Plan

Academic & Student Affairs Committee Work Plan 2020-2022

COMMITTEE TOPICS

Following is a list of topics which will come before the Academic & Student Affairs Committee within the course of a year:

Topics for reporting this meeting:

- Admissions and Financial Aid
- Student Services
- Four year graduation improvement plan
- Degree Program Additions and Faculty Hiring
- Student and Faculty Diversity
- Graduate programs
- Technology and Pedagogy

At each Academic and Student Affairs Committee meeting the committee will have the opportunity to request reporting on a particular topic of interest. Reports to the committee may, if it is deemed necessary, include information beyond the topics listed above.

**The items listed above are standard items that occur in regular quarterly or annual cycles. However, other matters may be brought to the Committee for review and approval as required by law and regulation, as well as any other matters of interest.*



FLORIDA POLYTECHNIC
UNIVERSITY

Provost's Report

Terry Parker

Contributions from B.M. Corpus, T. Dvorske, K. Miller

November 10, 2021

Today's Meeting Includes Three "Approval" Items and Reporting and Discussion

- **Approval Items**

- Graduate Tuition and Fee waiver
- Procedure for Career planning training (Florida Statutes 1006.75(3)(a))
- Overall tuition and fee waiver

- **Reporting and Discussion**

- Admissions and Financial Aid
- Student Affairs
- Four Year graduation improvement plan
- Degree Program Additions and Faculty Hiring Status
- Student and Faculty Diversity (very short report)
- Graduate Programs
 - *Included in graduate tuition and fee waiver*
- Technology and Pedagogy

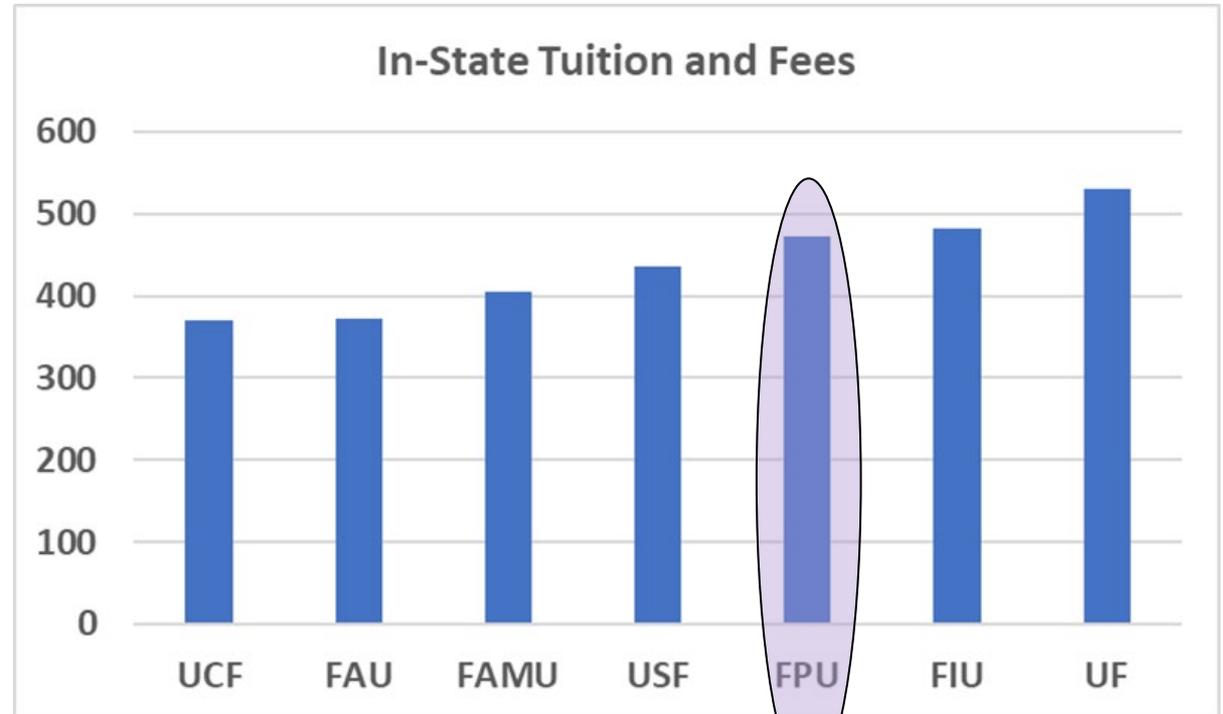
- **Special Discussion Items:**

- *Housing.....embedded in Admissions and Financial aid*
- *SACSCOC status*

*Gray font items
will not be
discussed today*

Local competitors have lower “sticker” prices for tuition and fees per credit hour

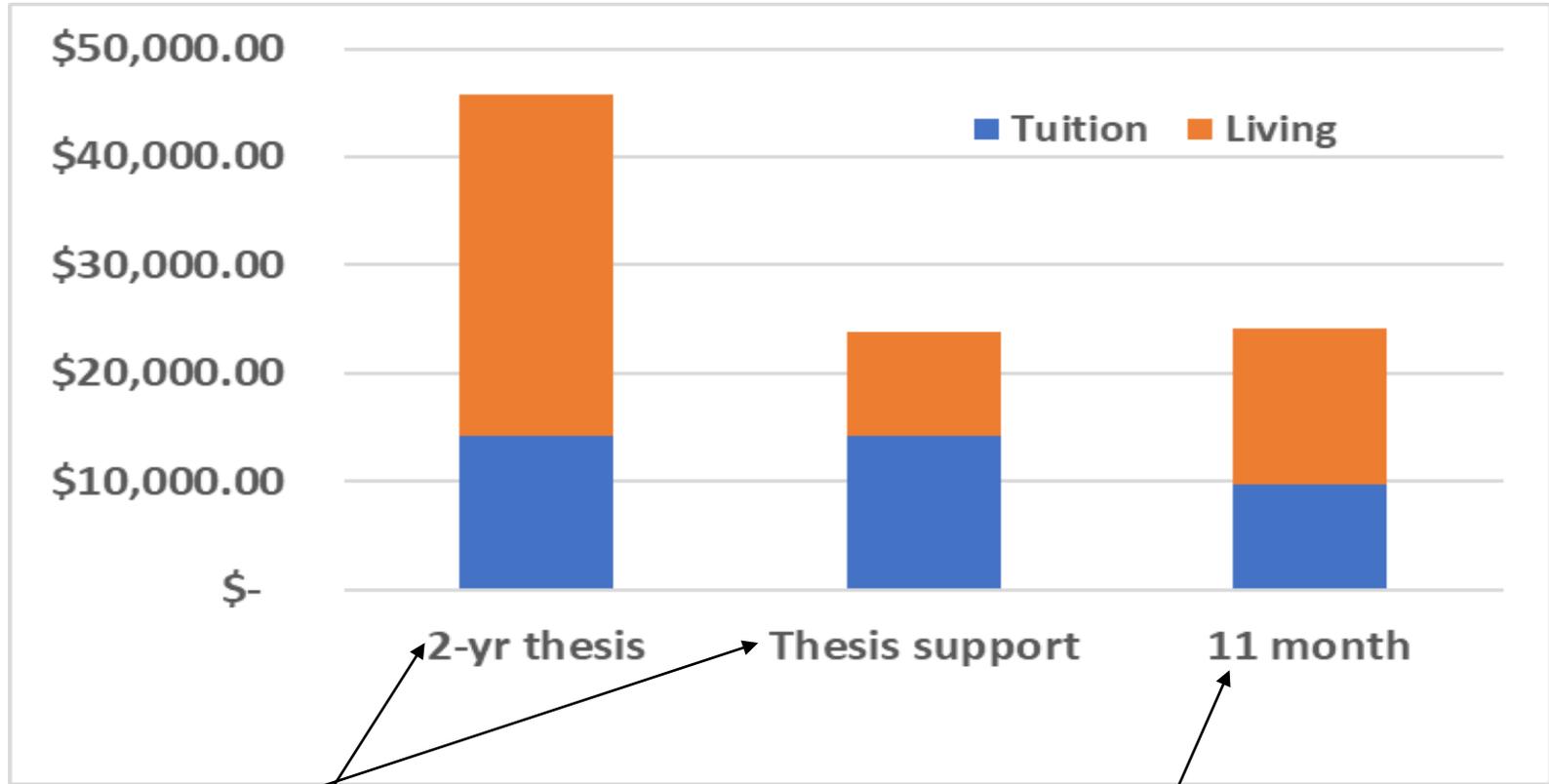
- **Currently we are more expensive for graduate programs within the State University System**
- **The majority of our graduate students receive aid**



Slide repeated as presented at September 2021 Board of Trustees Academic and Student Affairs Committee Meeting

Board Discussion

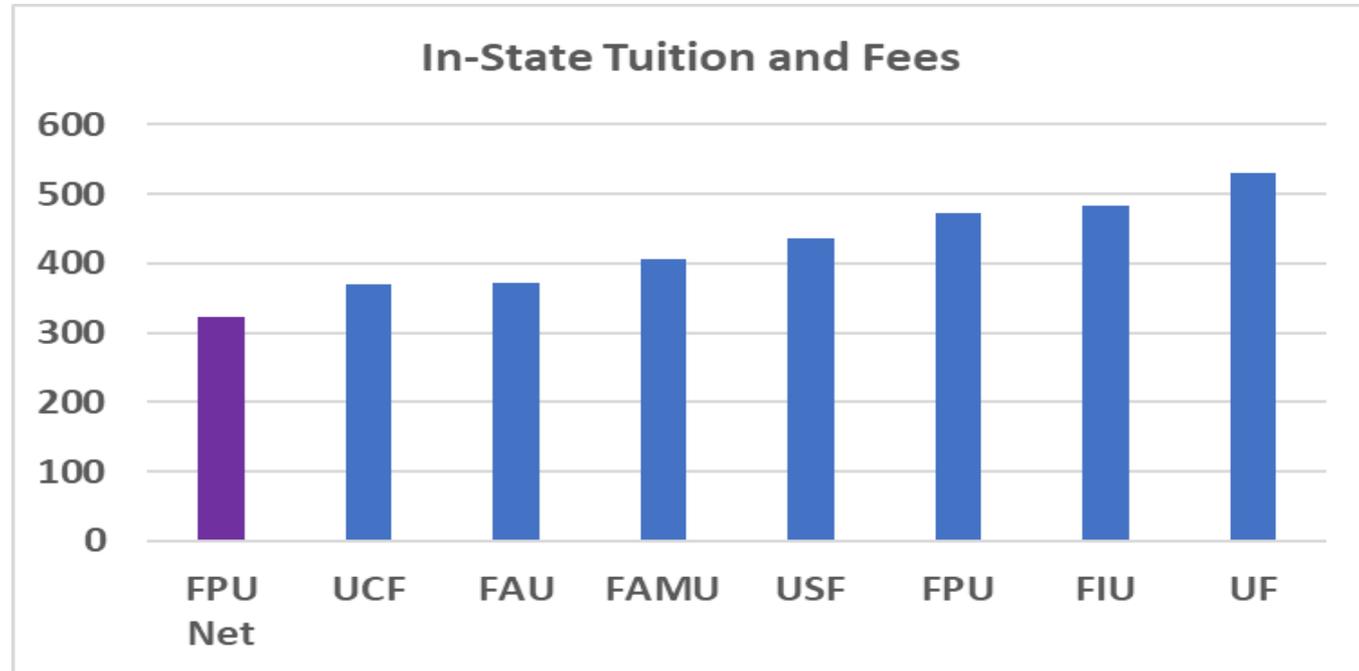
Changes in cost and institutional support are required for graduate program growth



“Classic” two year Master of Science degree with institutional support: creates zero income to school

Eleven Month course work only Masters degree with tuition change proposed

We propose an automatic \$150 tuition waiver for entering graduate students next fall



- For success, we need to price tuition and fees competitively
- Our offering will include
 - Course work only, 11 months (aid model)
 - Course work and summer internship (in development), 18 months (support model)
 - Thesis or project, two academic years (traditional support model)

The income difference to the institution is substantial

- **Traditional “support” model for fifty students**
 - **Waiver of tuition and fees: \$708,870**
 - **Stipend Support: \$480,000**
 - **Total cost for fifty degrees: ~\$1,200,000 (\$600, annually)**
- **Aid based model at lowered tuition rate**
 - **Collection of \$480,000 in tuition and fees annually (less any additional scholarship provided)**

Recommend to the Board of Trustees approval of an automatic tuition waiver of \$150 per credit hour for all graduate students who are starting graduate school at the university in AY 2022-23. This waiver, defined as the “BOT Graduate Tuition Waiver” is distinct from our general tuition waiver and our out-of-state tuition waiver.



Career Planning for Florida Poly Students

- **Florida HB 1261 (2021) created section 1006.75(3)(a), Florida Statutes, requiring each university to adopt procedures to connect undergraduate students to career planning, coaching, and related programs during the first academic year of the student's enrollment.**
 - **This requirement begins in fall 2022.**
 - **This training is delivered as a fully online set of resource materials.**
- **Career Planning Training:**
 - **Requires students to setup a handshake profile**
 - **Requires students to complete a self assessment of "career readiness"**
 - **Directs students to financial information regarding career choices**

Recommend approval of the procedure presented for Florida Poly Career Planning Training as required by section 1006.75(3)(a), Florida Statutes to the Board of Trustees.

The admissions season has been successful BUT there are two significant concerns

- **Housing availability.....**

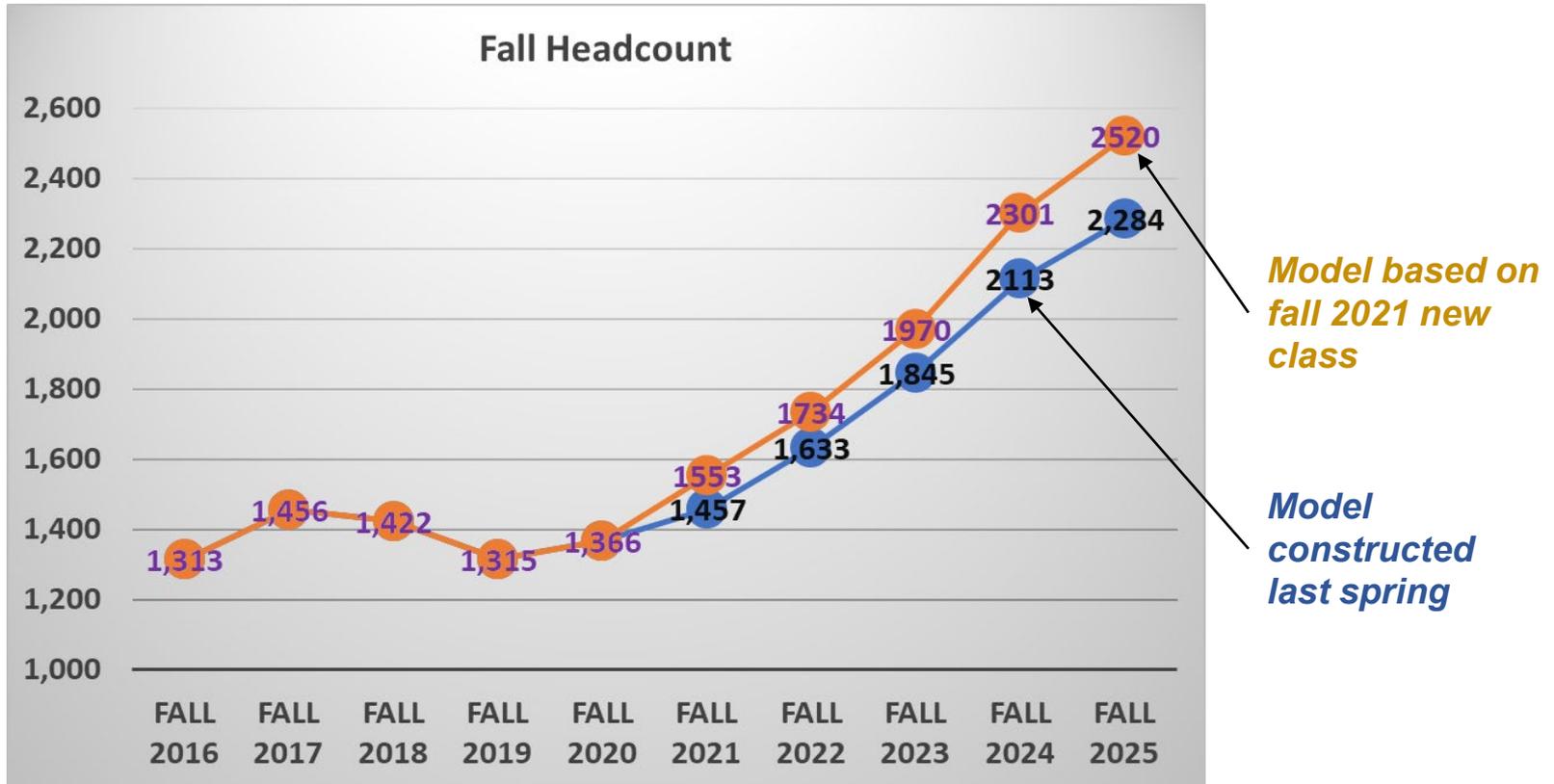
- Our housing partner is full and off campus housing is in very short supply
- ~50 students chose to not come to Poly because of no housing
- We currently have 92 Spring 2022 applications, compared to 32 last year at this time

- **Financial aid.....**

- We operate with a cap on aid waivers of 4.5 Million
 - *This year, we forecast to be at the cap, last several years ~\$4.1M*
 - *Foundation Total for 20-21 = \$322,735.51 for 356 students*
- We will have to carefully consider next years aid offers and enrollment growth

Slide repeated as presented at September 2021 Board of Trustees Academic and Student Affairs Committee Meeting

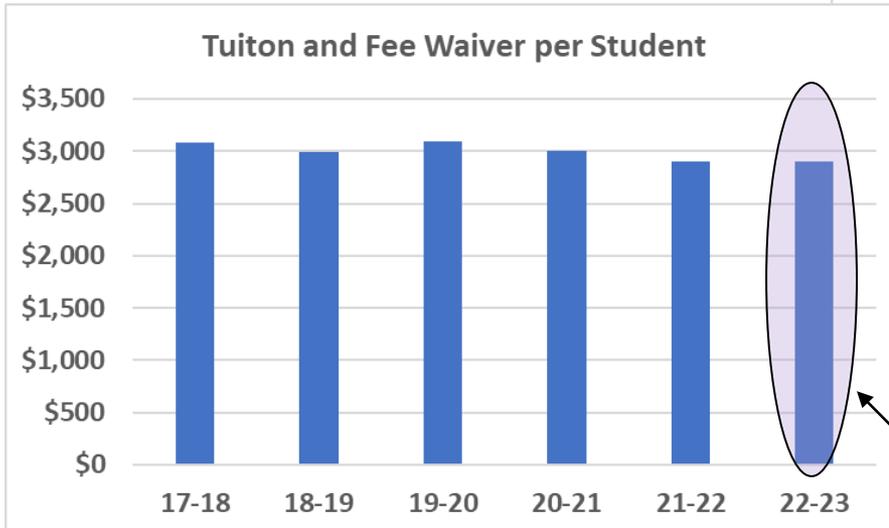
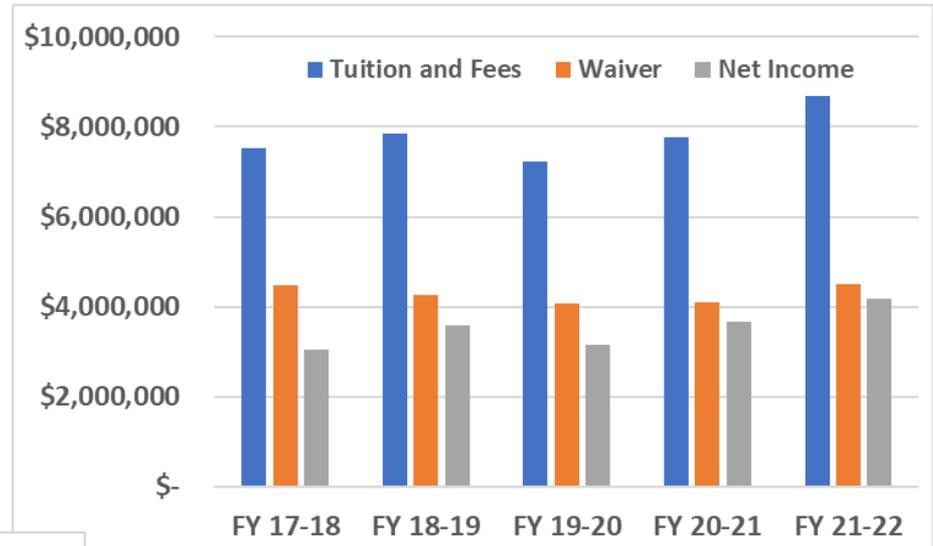
Enrollment growth is predicted to grow steadily in the coming five years



- Our goal is an incoming class for Fall 2022 equal to that for Fall 2021
- Student Body growth challenges our existing financial aid capacity

Waivers Are a Critical Part of Our Financial Aid Strategy

- The general waiver authority is capped at **\$4.5M**
- There are three types of waiver that we use:
 - General Waiver
 - Out-of-State Waiver
 - Graduate Student Tuition Waiver

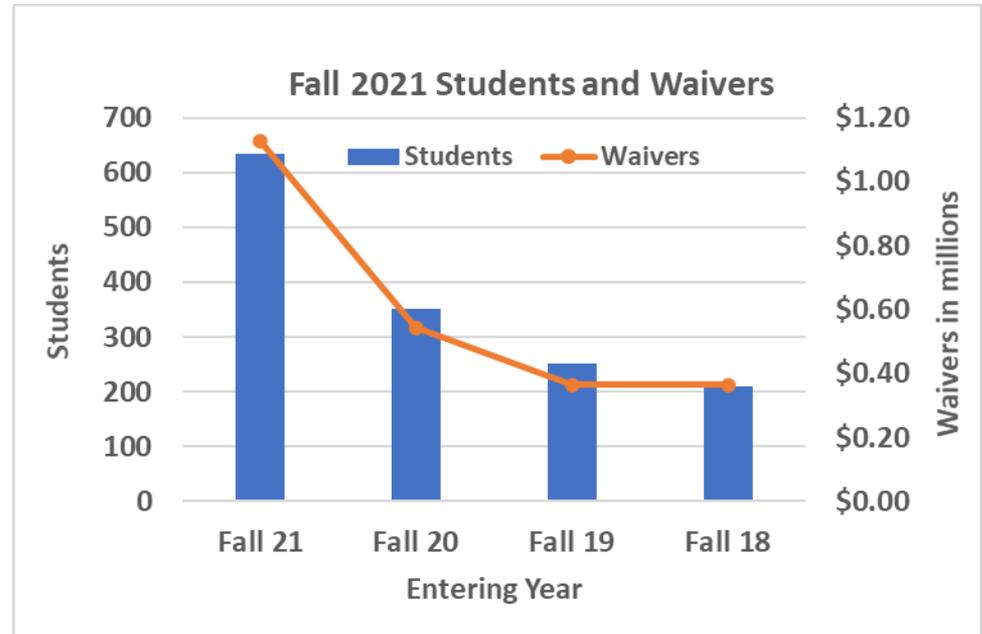


We have continued to bring in new classes with four-year financial aid and a tuition and fee waiver per student that has declined slightly

Requires an increase in waiver authority

The large entering class for Fall 2021 sets the stage for campus growth

- **Our admission goal is ~625 new students for Fall 2022**
 - **This matches Fall 2021**
 - **This is “sustainable growth”**
- **To bring in this class, we need additional waiver authority**



Recommend to the Board of Trustees approval of \$5.0 million in waiver authority per academic year starting with AY 2022-23. This is our “general” tuition and fee waiver authority and is distinct from special waivers such as an out-of-state tuition waiver or a graduate tuition waiver.

Our second concern for Fall 2022 is Housing Availability

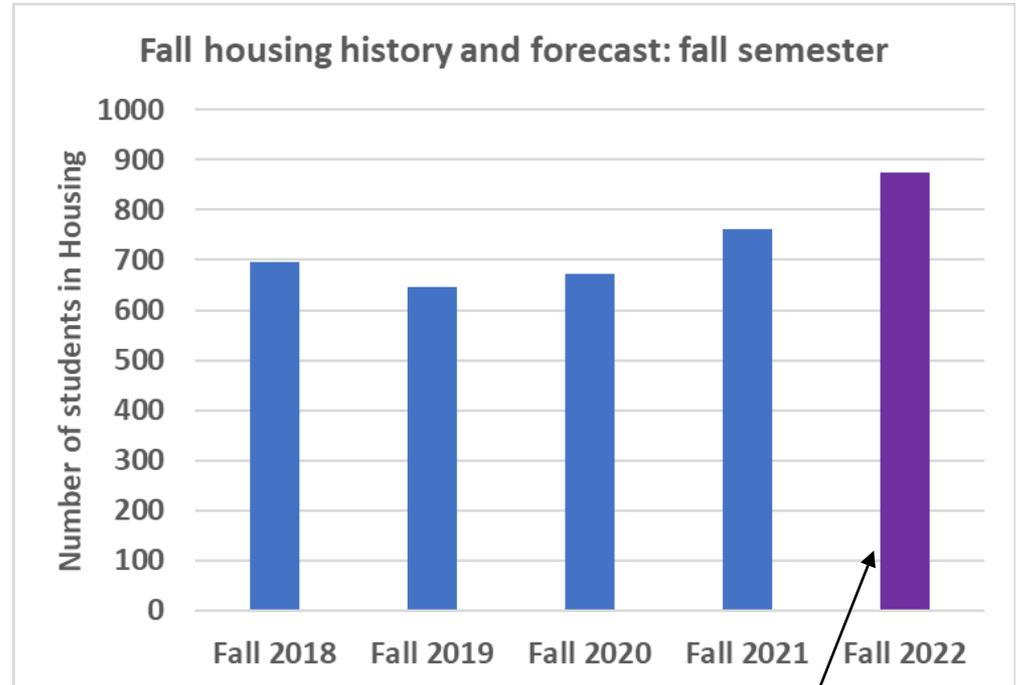


- **Housing availability.....**
 - **Our housing partner is full and off campus housing is in very short supply**
 - **~50 students chose to not come to Poly because of no housing in the fall**

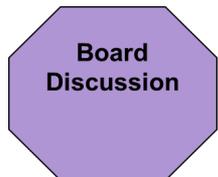
*Slide elements drawn from September 2021
Board of Trustees Academic and Student
Affairs Committee Meeting*

Housing for the fall of 2022 is a critical component to continued campus growth

- **Current capacity (as configured) is ~750 beds**
 - **We are at capacity**
- **For the spring semester, we are working in partnership with Vestcor to fill spots from attrition**
- **Fall of 2022**
 - **Initial discussions to move to more doubles and add ~120 beds to the system**
 - **Fall 2022 demand forecast at ~875 beds**



Forecast, Requires repositioning of dorms to add ~120 beds by converting singles to doubles



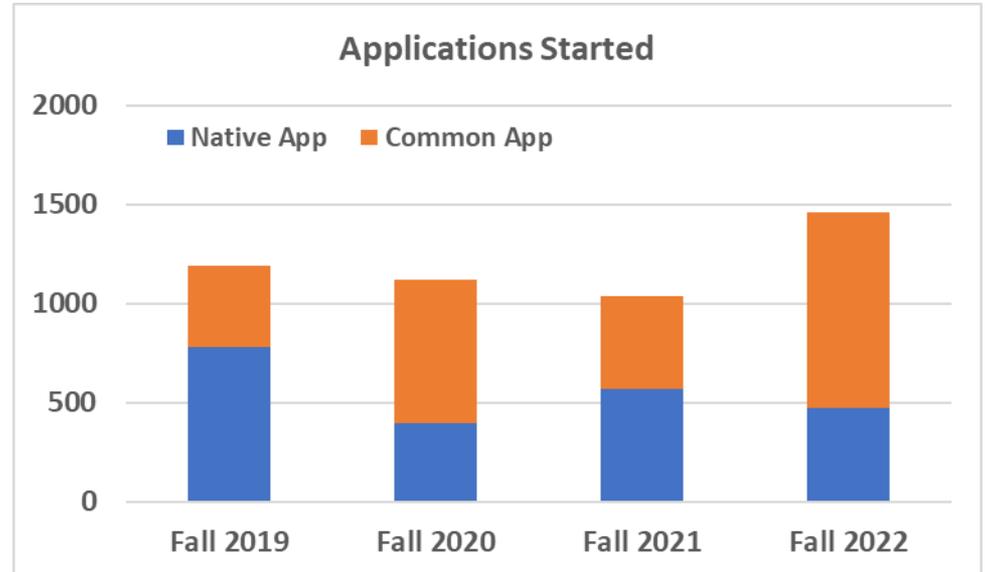
The Admissions outlook for fall 2022 is CAUTIOUSLY optimistic

- **FTIC**

- Applications slightly up compared to each of the previous four years
- Quality is flat in transcripts and board scores

- **Admission reaction to the current environment:**

- **Muddled Landscape**
 - *Some high schools back to normal*
 - *Some not taking visiting admissions counselors*
 - *Some re-launching college fairs, some not*



- **Fall 2022 incoming class goal aspires to match size of Fall 2021 new students with adjustments where possible**
 - Increase in transfers and Grad
 - Stabilize pipeline programs
 - Craft stronger academic mix for Fall FTIC



Student Affairs

- **FL Poly Student Values**
 - **Collaboration | Adaptability | Innovation | Leadership**
- **Student Activity: TEAMS**
 - **Women's Soccer Club Team**
 - **Men's Lacrosse Club Team**
 - **Robotics Club Team**
 - **Archery Club Team**
 - **Powerlifting Club Team**
 - **Band**
 - **Drum Line**
 - **NUPOC**
 - **Choir**
 - **eSports: Rocket League, League of Legends, Rainbow Six Siege**



The Freshman Initiative (variation of September 2021 slide)

- **More importantly, what are we doing?**



- **Registration**

- *Courses and loads determined by student HS performance*
- *Tighter controls on registration, carefully load balancing across semesters*



- **Policies**

- *Centrally driven forgiveness pathways (increased grade forgiveness)*



- **Coursework**

- *Freshman Course Guidelines*
- *Replacement of APS*



- **Peer Learning Strategy**

- *The Learnwell Project*



- **Student culture**

- *Emphasis on student leadership*
- *Emphasis on student activity*



The Freshman Initiative – Improving APR & 4-Year Grad Rate

- **Fall 2021 focus on reducing DFW rates in critical freshman courses**
 - **Registration**
 - *We tracked students based on est. criteria and held controls on registration*
 - *Appears to be producing better results so far per course*
 - **Policies**
 - *Policies revised to better monitor and manage student progress and intervene where necessary*
 - **Replacement of APS with Career Design**
 - *8 week hybrid-delivered course culminates in a team-build project*
 - *Blends career elements and design for a tighter connection to all program curricula.*



Freshman Initiative, cont.

- **Fall Pilot of QEP: Florida Poly PEER, which focuses on student culture of learning**
 - **INTENT is to get results this semester**
- **Partnered with LearnWell Projects to embed in and supplement courses with metacognitive learning strategies**
 - **Led by Chairs of Mathematics and Mechanical Engineering, focus on four critical courses in the freshman year.**
 - **Used Peer Learning Strategists to supplement in-class emphasis on how to improve learning acquisition.**
- **Focus on finishing strong and planning for spring phase and sustainable delivery**
- **These efforts are further supported by the Career Planning initiative requested by the legislature**



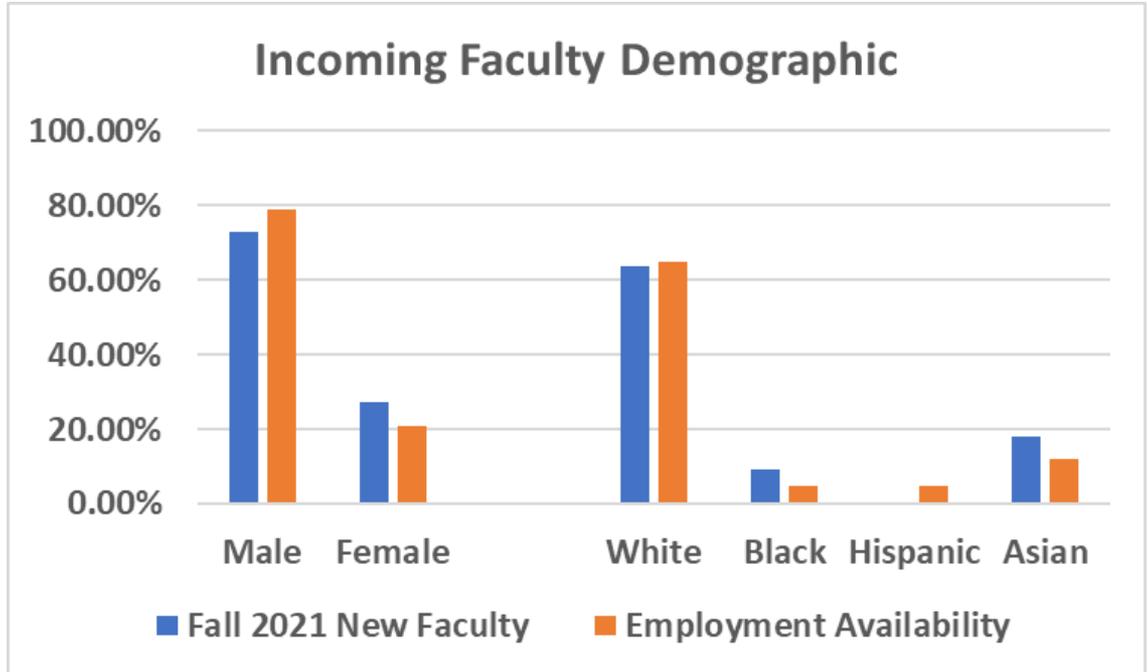
Degree Program Additions

- **Two programs under development:**
 - **Master of Science in Engineering Management**
 - **Master of Science in Data Science**
- **Both are currently “tracks” in current MS Engineering and MS Computer Science degrees, respectively.**
- **Enrollment/demand appropriate enough to break into own programs**
- **As standalone degrees, facilitates better branding/recruiting possibilities**
- **Finished with CAVP-ACG review on Nov 9th**
- **Will come to Board in Spring for full consideration**
- **Intended implementation is fall 2022.**



Student and Faculty Diversity

- **We are early in Faculty and Student recruiting season**
- **Faculty: First hire of the season is a female computer science Assistant Professor**
- **Students: Beginning activity on Summer Stem Academy (summer program that promotes diversity with summer activity for underserved high school students)**



Faculty hiring demographic for Fall 2021



SACSCOC Accreditation Reaffirmation

- **September – Compliance Certification submitted for Off-site review**
- **November 5th – Off-site Committee’s response**
- **Areas of concern can be easily mitigated—nothing fundamental or systemic.**
- **Nov 23 – conference call with our SACSCOC VP**
- **January – Focused Report due that addresses Off-site committee’s concerns – goes to On-site Cm.**
 - **Quality Enhancement Plan also due at that time**
- **Onsite Committee Visit February 21-24, 2022.**
- **Follow-up report, if necessary**
- **SACSCOC Board Decision in December 2022.**



Key Messages for Today

- **Tuition waiver to realign our graduate degree pricepoint**
- **Approval of a career design framework consistent with legislative requirements**
- **Tuition and fee waiver increase to support enrollment growth**
- **Discussion of Housing, position for Fall 2022**
- **Admissions and Financial Aid**
 - **Initial positive signs, will attempt to bring ~625 students to campus next fall**
- **Student Affairs**
 - **Teams concept has produced strong engagement on campus**
- **Four Year Graduation Rate**
 - **Ongoing “freshman initiative” to boost retention**
- **Degree programs additions**
 - **Two named Masters of science programs in development**
- **Student and faculty diversity**
 - **Initial efforts for the year**
- **SACSCOC**
 - **In process, we have preliminary results**

**Florida Polytechnic University
Academic and Student Affairs Committee
Board of Trustees
November 10, 2021**

Subject: Graduate Tuition Waiver

Proposed Committee Action

Recommend to the Board of Trustees approval of an automatic tuition waiver of \$150 per credit hour for all graduate students who are starting graduate school at the university in AY (academic year) 2022-23. This waiver, defined as the "BOT Graduate Tuition Waiver" is distinct from our general tuition waiver and our out-of-state tuition waiver.

The total cost of tuition and fees per credit hour would be \$322.58. This fee waiver would be applied to all students that start in fall 2022 through fall 2023. We would review the fee waiver and its success in late fall of 2022.

In order to grow our graduate program, we advocate the approval of this targeted tuition waiver.

Background Information

Cost structure for our graduate program is currently \$472.58 per credit hour, noting that this is comprised of Graduate in-state tuition at \$385.00 and fees in total at \$87.58. As previously presented to the board, this is a higher tuition and fee rate than is present at competing campuses.

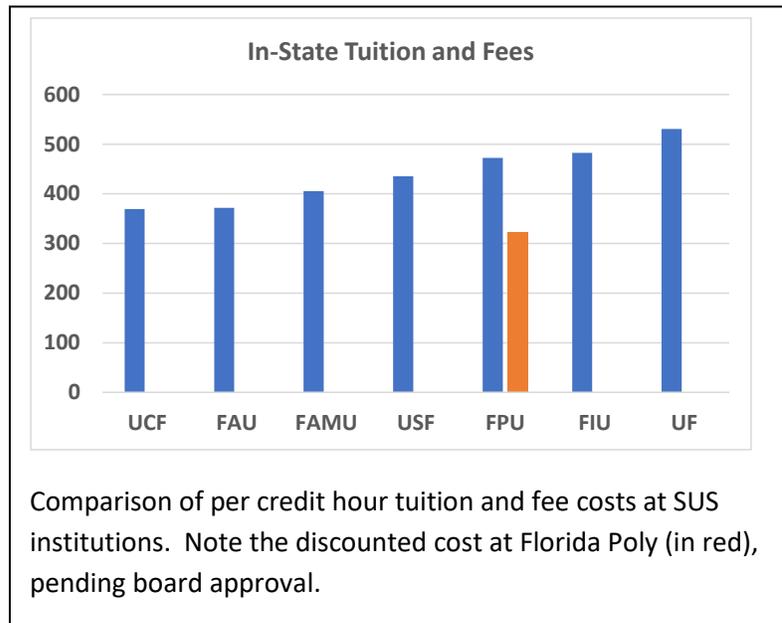
Supporting Documentation: See following two pages

Prepared by: Dr. Terry Parker, EVP and Provost

November 2, 2021

Notes: Graduate Student Tuition and Fee structure.

- Cost structure for our graduate program is currently \$472.58 per credit hour, noting that this is comprised of Graduate in-state tuition at \$385.00 and fees in total at \$87.58. As previously presented to the board, this is a higher tuition and fee rate than is present at competing campuses.



- We need to grow our graduate program and as currently constructed, our graduate students are supported on a combination of full or nearly full tuition waivers and a very modest stipend. This system mirrors a highly active research campus where every faculty member brings in funds to support a few students as well as summer support for themselves. At Florida Poly, the funds used to support the graduate program are internal, E&G funds. As we grow the graduate student body, we cannot simply grow the allocation of E&G funds to this program.
- Starting in the Fall of 2021, we began a pilot program for a course work only master's degree program in two of our program tracks (Master of Science in Engineering, track in Mechanical Engineering, and track in Engineering Management). This course work only master's degree program is designed to be focused and finished in one academic year plus one summer term. The intent is to produce tuition collection at the graduate level AND to have the degree be affordable to students. The acceleration of the degree program addresses one element of degree cost which is living costs. In addition, we must position the tuition and fee cost to be competitive with others in the SUS.
- UCF offers graduate degrees at a current cost of \$369.65 per credit hour. We propose providing an automatic tuition waiver of \$150 per credit hour for all graduate students starting in fall 2022. Total cost of tuition and fees per credit hour would be \$322.58. This fee waiver would be applied to all students that start in fall 2022 through fall 2023. We would review the fee waiver and its success in late fall of 2022.
- As an example of the impact of this waiver. In our existing model, a student may receive full tuition and fee support along with a \$600 monthly stipend. This is a cost, for a two year degree program of 30 credits, of \$14,177 in waivers and then an additional expense of \$9600 in stipend support. For fifty students, this is \$708,870 in waiver usage and in addition, total expense of \$480,000. No tuition is collected. Total program cost is almost \$1.2M. In contrast, moving to an "aid based" graduate program, the university can start to collect tuition. For instance, for fifty students, with the base cost of \$322.58 per credit hour, we would collect approximately

\$480,000 in tuition. Even if we ended up providing scholarship support of ~\$1500 per student, we would still collect approximately \$410,000 in tuition and fees.

- In order to grow our graduate program, we advocate the Board's approval of this targeted tuition waiver.

**Florida Polytechnic University
Academic and Student Affairs Committee
Board of Trustees
November 2021**

Subject: Career Planning for Florida Poly Students

Proposed Committee Action

Recommend approval of the procedure presented for Florida Poly Career Planning Training as required by section 1006.75(3)(a), Florida Statutes to the Board of Trustees.

Background Information

Background: Florida HB 1261 (2021) created section 1006.75(3)(a), Florida Statutes, requiring each university to adopt procedures to connect undergraduate students to career planning, coaching, and related programs during the first academic year of the student's enrollment. This requirement begins in fall 2022. This training is delivered as a fully online set of resource materials.

Florida Poly Career Planning Training:

During the students' first year of enrollment at Florida Polytechnic University all new students must complete a Canvas-based Career Planning Training Module as part of new student orientation.

The Career Planning Training Module will:

- a) Require students to set up a Handshake profile, which registers the student with the university's career center.
- b) Within Career Module, students will complete a career readiness "Self-Assessment" provided through Focus 2.
- c) The Career Module will further direct students to the State University System dashboard that presents financial data by academic disciplines of graduates as well as the percentage of graduates who have continued their education beyond the baccalaureate level.

The Career Planning Training Module will affirmatively indicate that the student has been provided with the information that is required as part of Florida Statutes section 1006.75(3)(a).

Supporting Documentation: N/A

Prepared by: Dr. Terry Parker, EVP and Provost; Dr. Kathryn Miller, Vice Provost, Student Affairs

**Florida Polytechnic University
Academic and Student Affairs Committee
Board of Trustees
November 10, 2021**

Subject: Increase in Tuition Waiver Authority

Proposed Committee Action

Recommend to the Board of Trustees approval of \$5.0 million in waiver authority per academic year starting with AY 2022-23. This is our "general" tuition and fee waiver authority and is distinct from special waivers such as an out-of-state tuition waiver or a graduate tuition waiver.

This will allow us to continue to grow the institution and will keep our current general tuition waiver-based aid at its current level per student.

Our goal is to bring in a class for Fall 2022 that is equal in size to the class brought in in Fall 2021. This will require an increase in aid available for incoming students.

Background Information

The campus has started to grow, and Florida Poly welcomed its largest entering class to campus in the fall of 2021. We currently have approximately 1540 students on campus and approximately 625 of these students are new to the campus. Since the aid that we provide per student has not changed significantly in the last several years, this means that the aid that we do provide is disproportionately going to entering students. Two figures illustrate the need for an increase in tuition waiver authority. Figure 1 shows the aid provided this fall in waivers by the entering year for the students. As expected, a large amount of the available aid is going to our newest students. For next year, as our large entering class becomes second year students and as we bring in a class of equal size, we will naturally have to either decrease the aid per student for next years' entering class or increase our tuition and fee waiver authority. Figure 2 shows historical usage of waiver authority per student (on an annual basis) and a projection for next year presuming an increase in waiver authority and an increase in the student body size.

The increase in waiver authority is necessary at this time to continue to grow the student body and to keep the incoming quality of the student at its current level.

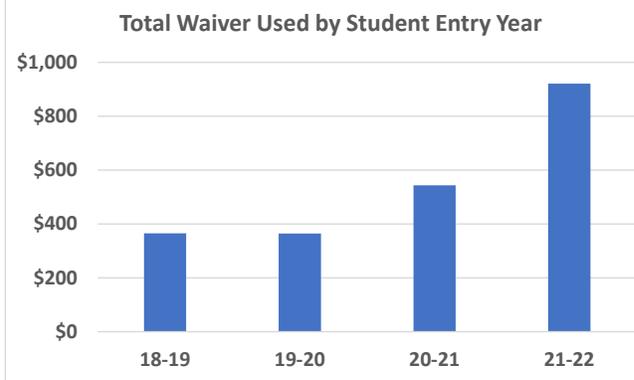


Figure 1. Tuition and fee waiver provided to students in the fall semester of 2021 by entering year for the students.

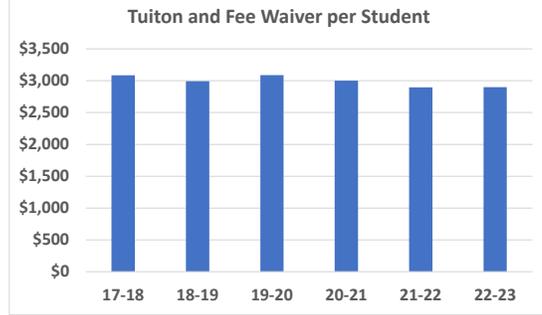


Figure 2. Average Tuition and fee waiver per student for each academic year. Academic Year 22-23 is shown as a projection assuming \$5.0M in waivers and a student body of 1725.

Supporting Documentation: N/A

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