

MEMORANDUM

March 19, 2021

TO: Arizona Board of Regents

FROM:

Michael M. Crow



RE: Tuition/Fee Proposal for FY22

With no tuition increase during FY21, ASU still actively managed COVID and offered multiple strategies for course offerings. The ASU Community of Care concept was implemented upon the students' arrival in August which included a Community of Care kit and signage throughout the university related to masking and remaining safe distance to one another. Hundreds of classes were upgraded to ASU Sync mode and COVID testing was made readily available. And, a health app was developed for employees and students to use daily. The symptom checklist results would give the go ahead of whether to arrive on campus or remain off campus.

ASU's Biodesign Institute created the first saliva-based COVID-19 test in the Western United States. A drinking straw and a tube are all one needs to collect a sample. The fast, easy and free test has been given to 700,000+ people across Arizona.

With vaccine availability, ASU once again offered immediately to partner with the state and provided vaccinations to the public and the university community. These operations are ongoing. As of this date, over 600,000 vaccinations have been administered by ASU.

Also, with the generous support from the Arizona Department of Education, the Governor's office, Helios Education Foundation and ASU itself, ASU Prep Digital offered free trainings through the Arizona Virtual Teacher Institute. Over 8000 teachers representing 367 districts from more than 1000 schools across the state were provided 400 separate trainings aimed at bridging the divide of remote learning and providing instructional tools that can be utilized beyond the current pandemic.

Contemporaneously, ASU continued to advance on numerous fronts and the following are a few highlights:

Office of the President

Fulton Center 410, 300 E University Drive, PO Box 877705, Tempe, AZ 85287-7705
p: 480-965-8972 f: 480-965-0865 president.asu.edu

ASU No. 1 in innovation for the sixth straight year

In recognition of the university's culture of discovery, U.S. News & World Report named ASU the most innovative university in the nation for the sixth year in a row, as well as one of the top 50 public schools in the U.S.

Dreamscape Learn

Hollywood meets Tempe, as Dreamscape Immersive, the world's leading virtual reality company, and ASU have teamed up to transform education through exploration with Dreamscape Learn. Dreamscape Learn will add avatar-driven VR experiences to both campus-based and online courses, starting with introductory biology and eventually expanding throughout the sciences and beyond.

The College of Global Futures

ASU launched a laboratory dedicated to keeping our planet habitable and enhancing the options for future generations to thrive. ASU's Julie Ann Wrigley Global Futures Laboratory, building on a strong tradition of commitment to shaping a sustainable future for all humankind through innovation, will encompass a new college with three unique schools, as well as a major research institute and a practice arm devoted to solutions, each significantly enhanced by and integrated with global partnerships.

Sidney Poitier New American Film School naming

January 25, 2021, ASU announced its film school as the Sidney Poitier New American Film School after the first Black performer to win the Oscar for best actor. Actor, film director, civil rights activist, author, ambassador, father—Sir Sidney Poitier is a groundbreaking international film icon whose life, both onscreen and off, stands as an example of strength, passion, depth and integrity.

New facilities opened

Lantana Hall

Opened in Fall 2020, Lantana is a state-of-the-art facility that houses first-year students from a variety of residential colleges, as well as upper division students. Lantana Hall also serves as home for Barrett, the Honors College at the ASU Polytechnic campus. Lantana Hall includes a generous amount of common space, including many multipurpose and meeting spaces, student activity lounges, administrative offices, academic classroom spaces, and more.

ASU Health Futures Center

Located next to the Mayo Clinic Hospital in north Phoenix, the facility represents an evolution of the Mayo Clinic in Arizona related to significant clinical and scientific

research expansion into new areas of biomedical, health solutions, population health, and health decision-making. The leading-edge facility features a med-tech innovation accelerator, biomedical engineering and informatics research labs, and an innovative education zone. Programs from several ASU schools and colleges benefit from the proximity of this facility to the Mayo Clinic Hospital and Cancer Center. ASU programs include College of Health Solutions, College of Nursing and Health Innovation, Fulton Schools of Engineering, and Entrepreneurship and Innovation, as well as collaboration programs within the Mayo Clinic.

Mirabella at ASU

Mirabella at ASU is a new \$252 million, 20-story intergenerational living and lifelong learning complex located on the northwest corner of the Tempe campus. Mirabella features 246 independent-living apartments and 52 health care units, as well as an indoor pool and wellness center, physical therapy gym, theater, art museum, event and lecture hall, game rooms, salon and spa, dog park, valet and underground parking and four restaurants that eventually will be open to the public. Residents of Mirabella can take classes at ASU as 'guest learners', have full access to the campus' amenities, and be near cultural and sports events.

Wexford

The \$77 million, 225,00-square-foot Wexford building will be the first piece of a 7-acre parcel ASU is responsible for on the city's 30-acre biomedical campus. ASU will lease approximately 112,000 square feet — half of the building — for 15 years with three five-year options. The remainder will be occupied by private-sector companies — the part that organizers say makes this step so important to the city, to the campus and, ultimately, to discovery and innovation. Wexford is a real estate company focused exclusively on partnering with universities, academic medical centers and research institutions to develop vibrant, mixed-use, amenity-rich knowledge communities that are built on a foundation of research, discovery and entrepreneurial activity.

Tuition Proposal

The current pandemic, having continued beyond an entire year and into the spring semester, resulted in many individuals, including our students and their families, impacted financially. Therefore, on behalf of Arizona State University, I am proposing no tuition increase for the second consecutive academic year through FY22. The strong commitment to financial aid and overall student support will also continue to be at the forefront.

Fee Proposals:

The Herberger Institute for Design and the Arts proposes to move from Undergraduate College Fee level 3 to 4. And, there are several graduate program fees, all of which are within the market range of peer schools as identified in the Fees Section of the proposal; a deposit fee for the Master of Sports Law and Business which will be applied to the program should a student enroll; and a small increase to the undergraduate student programming fee to support the increased number of requests for student engagement.

Undergraduate College Fee

Herberger Institute for Design and the Arts

Undergraduate Campus Immersion

\$140/semester increase for resident students

\$240/semester increase for non-resident students

The Herberger Institute seeks to move from Undergraduate College Fee level 3 to level 4 for all new undergraduate campus immersion students as it grows from one location to four in the next two years while expanding and upgrading programs, enrollments, and facilities to meet the need of the 21st century creative learner. The proposed fee increase will be used to maintain and upgrade facilities, support and expand creative technologies, grow creative career services and experiential learning opportunities, and provide a dynamic student experience alongside intentional student support resources. The Herberger Institute runs lean and, even with the fee increase, will still continue to be under the costs of many closest competitors and aspirational peers.

Graduate Program Fees

College of Health Solutions

Doctor of Audiology

\$800/semester program fee increase

The Doctor of Audiology (AuD) degree is the terminal degree required for certification and the practice of Audiology by the American Speech-Language-Hearing Association (ASHA). This program is ranked among the top 25 accredited programs in the U.S. The primary benefit of this fee is greater depth and breadth of clinical training and subsequent ability to gain employment in more competitive jobs upon graduation.

Audiologists diagnose and treat hearing, balance, and other auditory disorders in patients across the age spectrum. Certification requires a Clinical Doctorate degree and 1,820 clinic hours supervised by a licensed Audiologist with a Certificate in Clinical

Competence from ASHA. Due to the extensive clinical training required, AuD students in this program complete a full year clinical rotation in a hospital, doctor's office or other clinical setting in year four of the program. This requires an extensive network of clinical externships in Arizona and across the U.S. to fulfill these requirements.

MS Communication Disorders

\$1,700/semester program fee increase

The master's degree in Communications Disorders is the terminal degree required for certification and the practice of speech-language pathologists (SLP) by the American Speech-Language-Hearing Association (ASHA). The ASU program is ranked among the top 25 accredited programs in the U.S. The primary benefit of this fee is greater depth and breadth of clinical training and subsequent ability to gain employment in more competitive jobs upon graduation.

SLP students train to work with adults and children who have a wide variety of speech, language, swallowing and voice disorders. Certification requires 400 direct-patient clinical hours that must be supervised by a licensed and certified SLP and each student must demonstrate competence in assessment and treatment across nine disorder areas. Additionally, ASU offers one of the nation's few bilingual SLP programs. Features of the program that will be improved by the additional revenue generated include:

- Clinical rotations completed both on campus and at paid off-site locations by licensed SLPs who specialize in different disorders. This requires access to a wide and diverse range of clinicians.

- Access to highly specialized, and often costly, medical equipment, technology and clinical tracking software needed to educate and train students properly. In particular, students will benefit from access to simulation equipment and experiences in order to reduce patient risk, such as treating children in a NICU setting.

- Interpreters and speech-language pathologists who specialize in multilingual and multicultural assessment and intervention so that all students get training in working with populations that do not speak English as a native language.

MS Nutritional Science (Dietetics) - Online

\$45/credit hour program fee increase

Although not currently required to become a Registered Dietitian (RD), the Academy of Nutrition and Dietetics (AND) will change the minimum education requirement to a graduate degree, starting in 2024. Current RDs elect to enroll in the Nutritional Science (Dietetics) master's degree to increase their lifetime earning potential, while simultaneously aligning their academic credentials with the future educational standards.

Students in this program take intensive courses that enhance their existing skills in project management, interpretation of research literature, critical inquiry, and problem solving. This non-thesis program requires students to complete a six credit hour applied

project. The purpose of the fee is to maintain a high-quality educational experience for this fully online program by utilizing cutting edge curriculum design and technology, hiring high quality faculty, and providing support through academic advising. The increase in program fee will allow for additional faculty support for the applied project as well as for guest lecturers who are experts in the field to enrich the student learning experience.

MS Strength and Conditioning

\$2,500/semester – new program fee

The Master of Science in Strength and Conditioning will enable ASU to be recognized and ranked nationally as the standard for education in the strength and conditioning field. Optimizing human health and performance for athletic competitors and occupational athletes is often overlooked in the broader health community, and the ability to work with these individuals requires specialized knowledge and skills related to these specific populations. The National Strength and Conditioning Association (NSCA) will begin accrediting programs for strength and conditioning in Spring 2022. This degree program has been designed to meet the requirements of the proposed accreditation standards and will be eligible for early participation in the accreditation process, allowing ASU to be one of the pioneers in this field.

Program fees will be used to pay for specialized faculty, specialized equipment, advising and support staff, and the cost for maintaining accreditation of the program.

Edson College of Nursing and Health Innovation

MS Regulatory Science

\$2000/semester – new program fee

The MS in Regulatory Science program prepares students to achieve high level positions within the food and drug industry. This program requires national and international subject matter experts who are active in the industry and who bring specific expertise to the program and courses they teach. Preparation for work in these fields also requires exposure to specialized simulation and professional certification software. The program fee will enable smaller student to faculty ratios to facilitate student success and meet accreditation requirements.

Herberger Institute for Design and the Arts

M of Architecture; M of Visual Communication Design; M of Industrial Design; M of Interior Architecture; M of Landscape Architecture; M of Urban Design

\$575/semester program fee increase

The M of Architecture, M of Industrial Design, M of Interior Architecture, M of Landscape Architecture, M of Visual Communication Design, and M of Urban Design degrees are professionally-based design degrees in which students work to develop and refine their creative skills to obtain upper-level positions within the creative industries. The Master of Architecture program is a professionally-accredited program that prepares students for their eventual licensure as architects. The current program fee amount was established in 2011 and, since that time, the costs associated with offering these programs have risen substantially. The Design School now serves a large graduate cohort with inadequate revenues to cover the 2020 costs of offering such high quality programs. This request will enable appropriate support for these students while keeping the programs well-placed within the overall market. Program fees will significantly enhance the quality of the student experience, providing improvements to the curriculum through investments in faculty, high level of student services, advanced software and technology costs, support funding for studio projects and travel, as well as financial aid opportunities. Graduates of the program will increase their earnings potential as they are able to participate in networking activities, learning through knowledgeable faculty, speakers, and visiting faculty who maintain significant research and industry connections.

MS in Architecture

\$875/semester program fee increase

The MS in Architecture is a research-based degree program focused on investigating new opportunities in energy performance and climate-responsive structures. Students in this program graduate with the skills necessary to develop careers in energy-efficiency building design and expertise in energy technologies. Students in this program tend to hold an undergraduate degree in Architecture or allied design fields, and may hold a professional degree (BArch or MArch). These students seek more expertise in energy systems, made possible through this program. The current program fee amount was established in 2006 and, since that time, the costs associated with offering this program have risen substantially. This request will enable appropriate support for these students while keeping the program well-placed within the overall market. Program fees will significantly enhance the quality of the student experience, providing improvements to the curriculum through investments in faculty, high level of student services, advanced software and technology costs, support funding for studio projects and travel, as well as financial aid opportunities.

MS Design in Industrial Design, Interior Architecture, Visual Communication Design

\$500/semester program fee increase

The MS in Design programs are research-based degree programs within the The Design School (TDS), focused on investigating new opportunities in all design disciplines. Students in these programs graduate with the skills necessary to develop careers in design-research areas. The students tend to hold an undergraduate degree in related design fields, and are seeking expertise to develop a research-related career

path within a creative profession. The current program fee amount was established in 2006 and, since that time, the costs associated with offering these programs have risen substantially. As a result, there is insufficient revenue to support the students in these programs properly. This request will enable appropriate support for these students while keeping the programs well-placed within the overall market. Program fees will significantly enhance the quality of the student experience through investments in higher levels of student services, advanced software and technology, research projects and conference travel, faculty, and increased financial aid.

Mary Lou Fulton Teachers College

Teacher Certificate (Online)

\$73/credit – new program fee

The online programs offered by Mary Lou Fulton Teachers College provide meaningful learning activities for students to put theory in practice – to apply what they learn to the context in which they want to work. Online courses challenge students to engage with the content, with their instructors, and with each other. High quality online programs require professional course design, frequent in-depth and personalized feedback to students on their work, and focused retention efforts to ensure students persist and complete the program. In particular, the Teachers College emphasis on student engagement in real-world problems and evidence-based practice necessitates an investment that supports quality learning design. The program fee would support investments in five main areas, including: personnel; program and course design and development; professional development; learning technologies and systems; and financial aid.

Sandra Day O'Connor College of Law

Master of Human Resources and Employment Law

\$725/credit hour – new program fee

The Master of Human Resources and Employment Law (MHREL) is a new degree program. This fee proposal will ensure that this new program can build from the strong foundation already in existence for the Master of Legal Studies program, from which the MHREL will branch off. Revenues from the fees will provide flexibility as the program deals with issues of scale. Revenues will benefit students in the program and beyond through funding for additional student services and technology staff, creating pipelines to post-graduation employment through career services relationships, accreditation with a national industry certification organization, and investments in continuing education curriculum and career services support to enhance student expertise and marketability after graduation.

There are few non-Juris Doctor graduate programs that train human resources professionals to understand the complex legal and regulatory framework of employment law. The program fee structure is in line with the competitive marketplace for a degree like this, and the fixed cost-per-credit caters to the established student population of working professionals that likely will be attending part-time. While there are not many competitors for this specific degree at this time, new market entrants are expected in the years to come. The law school believes that being among the first to offer this particular degree will enhance the University's reputation for innovation, and make ASU Law the preeminent brand for this type of degree. The proposed program fee structure will be attractive to students who want to earn this degree from an elite law school at a reasonable price, while also allowing ASU Law to compete with lower tier law schools that cost less to attend. In short, this proposal strikes a nice balance between prestige and value for students.

Master of Human Resources and Employment Law (Online)

\$658/credit hour – new program fee

The Master of Human Resources and Employment Law (MHRELO) is a new degree program. This fee proposal will ensure that this new program can build from the strong foundation already in existence for the Master of Legal Studies program, from which the MHRELO will branch off. Revenues from the fees will provide flexibility as the program deals with issues of scale. Revenues will benefit students in the program and beyond through funding for additional student services and technology staff, creating pipelines to post-graduation employment through career services relationships, accreditation with a national industry certification organization, and investments in continuing education curriculum and career services support to enhance student expertise and marketability after graduation.

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The College of Liberal Arts and Sciences

MA Women and Gender Studies (Online)

\$80/credit – new program fee

The first fully online M.A. degree in Women and Gender Studies offered in the nation, in partnership with Ms. Magazine, will provide students with professional training in the interdisciplinary field of women and gender studies, preparing them for divergent career paths that fit their professional aspirations and help further advance current placements. This innovative degree is like no other offered in the nation. It will provide advanced training to and broaden career opportunities for a more diverse range of students. The proposed program fee will help to support high quality instruction and ensure positive student outcomes. The fees will help to support instructional needs, a variety of applied content, technological innovations, course development and, as we continue to scale and grow the program, additional staffing to support student success.

Thunderbird School of Global Management

MA Global Affairs and Management

\$489/credit hour program fee increase

The MA in Global Affairs and Management (MAGAM) will be offered in Los Angeles, CA. This request for an increase in the fee is needed to accommodate an increased expense structure in the delivery of the program in Los Angeles. Increased expenditures include a higher service level to students (professional coaching, career management services, meals, etc.), travel costs for renowned faculty from Arizona campuses and across the globe to teach in LA, degree promotion and awareness in the local market, convocation for students in LA, and program staff/administration in LA.

MA Global Affairs and Management (Executive)

\$489/credit hour program fee increase

The MA in Global Affairs and Management (MAGAM) is being offered as an Executive program in Washington D.C. This request for a fee increase is needed to accommodate an increased expense structure in the delivery of the degree to an executive level student in Washington DC. Increased expenditures include a higher service level to students (professional coaching, career management services, meals, etc.), travel costs for renowned faculty from Arizona campuses and across the globe to teach in DC, degree promotion and awareness in the local market, convocation for students in DC, and program staff/administration in DC.

Watts College of Public Service and Community Solutions

MS Crime Analysis

\$100/credit hour – new program fee

The MS in Crime Analysis is an advanced degree program providing motivated students with knowledge, skills and abilities to assume positions of leadership and key management positions in the emerging field of crime analysis. This program will be offered both online and as a campus-based program. As one of the first graduate programs of its kind in the nation, this program will be at the forefront of providing a top-ranked education in crime analysis, as well as innovative research. The fee revenue will help to provide a quality experience through the expertise of faculty and working professionals who can convey both conceptual and pragmatic information to enrolled students. In addition to faculty expertise, the program fee will support course design, immersive simulation learning experiences, and access to software and other technological tools.

MA Policy Advocacy (Online)

\$100/credit hour – new program fee

The MA in Policy Advocacy will provide students with the expertise and knowledge required to navigate the legal, communication, political and policy landscapes of policy advocacy work. To provide a quality experience, the expertise of faculty and working professionals is needed to convey both conceptual and pragmatic information to students. This fee will support online course development and program delivery, student services, and technology to support the innovative curriculum.

W.P. Carey School of Business

Graduate Certificate in Marketing (Online)

\$375/credit – new program fee

The Graduate Certificate in Marketing focuses on enhancing students' understanding of marketing and customer experience management by offering a portfolio of courses focused on key relevant topics including digital marketing, creating digital experiences and excelling at customer experience management. This certificate will be valuable for individuals who have earned a four-year degree in business or outside of business, with at least some relevant work experience, who want to advance their understanding and skills related to marketing and customer experience management to further their careers. Students will benefit from an innovative online curriculum, engaging student experiences, and enhanced career services.

Graduate Certificate in Real Estate

\$375/credit – new program fee

The Graduate Certificate in Real Estate encompasses all aspects of the business of real estate that are not covered in related disciplines such as architecture, construction, design, and urban planning and has been requested frequently by students in those courses of study. This certificate is focused on providing this additional opportunity for existing ASU degree-seeking students. This certificate will provide graduate students from other programs a way to enhance and supplement the work students perform in their specific programs. In addition, this certificate will allow students the ability to expand their scope of knowledge and skills to become more attractive to employers in their specific fields.

Master of Accountancy

\$1,000/semester program fee increase

The Master of Accountancy (MACC) program prepares students to excel in highly competitive industries. The MACC delivers in-depth knowledge of advanced accounting challenges and equips students to provide specialized advisory services. Students in the program will benefit from a high level of career services, as nearly 100 percent of domestic graduates are employed within 90 days of graduation and successfully completes requirements for the CPA exam and licensure in Arizona and California. Substantial improvements will be made to this program for Fall 2021. The program will now have more and improved data analytics coverage, will include explicit preparation for the CPA Exam, and will allow students more flexibility in tailoring their coursework.

Master of Taxation

\$1,000/semester program fee increase

The Master of Taxation (MTax) program prepares students to excel in highly competitive industries. The MTax program equips students to provide tax and business advice and administer tax laws, as well as delivers in-depth knowledge of advanced accounting challenges related to taxation. Students in the program will benefit from a high level of career services, as nearly 100 percent of domestic graduates are employed within 90 days of graduation and successfully complete requirements for the CPA exam and licensure in Arizona and California. Substantial improvements will be made to this program for Fall 2021. The program will now have more and improved data analytics coverage, will include explicit preparation for the CPA Exam, and will allow students more flexibility in tailoring their coursework.

Other Fees

Sandra Day O'Connor College of Law

Master of Sports Law and Business Deposit Fee

\$500/deposit - new

The Sandra Day O'Connor College of Law JD program has a seat deposit and the requirement of a deposit has proven to be a success in securing enrollment and

enabling the program director to manage the curriculum delivery and program costs better. The deposit will be applied to the program fee for those students who are admitted and attend the program.

Student Services

Undergraduate Student Programs Fee

\$5/semester increase

Currently, undergraduate students pay \$30/semester to support a range of programming initiatives, clubs and organizations.

With the addition of hundreds of new clubs, sports clubs, events, and cultural celebrations, students in Undergraduate Student Government will use the incremental fee revenue to support the increased demand for student engagement programs. This includes funding to support large scale programming initiatives, cultural programming, student clubs and organizations, events, and activities.