

THE UNIVERSITY OF MICHIGAN  
REGENTS COMMUNICATION

Approved by the  
Regents  
June 18, 2015

ACTION REQUEST

**Subject:** Proposed Ann Arbor fiscal year 2015-2016 General Fund  
Operating Budget and Student Tuition and Fee Rates

**Action Requested:** Approval

**Background:**

The attached document includes the fiscal year 2015-16 General Fund budget proposal for the Ann Arbor campus. This budget proposal incorporates the proposed 2015-16 student tuition and fee rates for the Ann Arbor campus as listed in the attached fee schedule.

It is recommended that the Board of Regents approve this General Fund operating budget effective July 1, 2015 for the period July 1, 2015 through June 30, 2016, and the schedule of tuition and required fees.

Respectfully submitted,

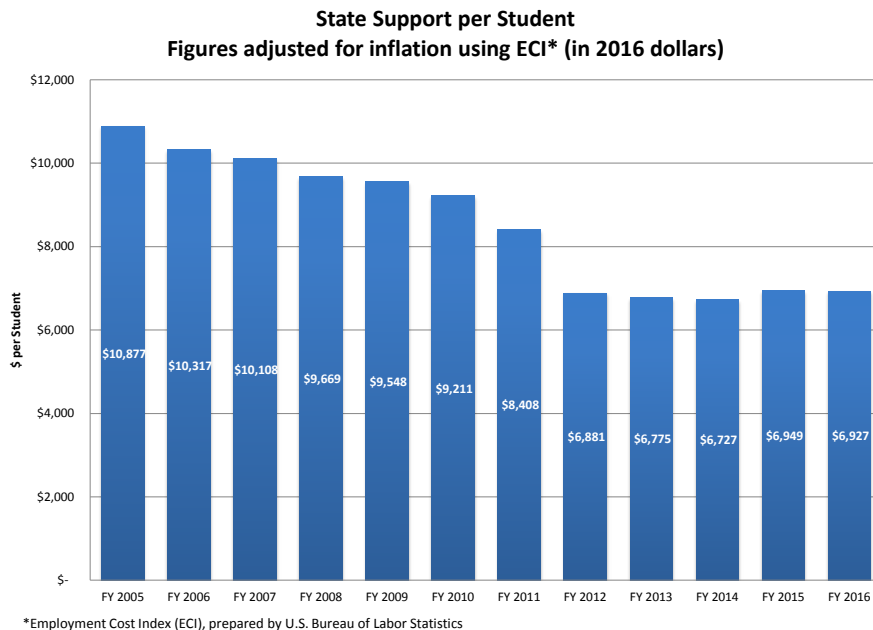


Martha E. Pollack  
Provost and Executive Vice President  
for Academic Affairs

June 18, 2015  
Attachments

## Introduction

Academic excellence and student access. These are the critical elements of the University of Michigan Ann Arbor’s budget recommendation again this year. Our 2016 Fiscal Year General Fund budget recommendation presented here, seeks to leverage a very modest increase in the state appropriation and the university’s ongoing cost-containment efforts to enhance academic excellence and improve student access. Other priorities reflected in this budget recommendation are providing additional resources to improve the campus climate for a diverse university community and adding resources to meet the growing needs for specific student services and ever-increasing compliance requirements. We believe we are able to accomplish all of that with a modest tuition increase for undergraduate students.



## Cross-campus academic excellence

This budget recommendation includes support for a set of strategically identified academic initiatives. One of those initiatives is the ongoing effort to enhance the quality of the student educational experience by funding additional instructional resources. This budget recommendation includes funding for 25 additional faculty members. Additionally, we have included funds for strategic new academic initiatives that draw on distinctive strengths of our university community and are essential for maintaining academic excellence. Here are examples of three areas targeted for investment:

**Data science:** “Big data” is a topic that has skyrocketed in importance during the past five years. To fulfill our core mission strategies of offering a world-class education and conducting leading-edge research, we must expand our presence in this critically important field.

The program we recommend for investment is designed to capitalize on U-M’s strengths by complementing work on data-science methodologies with a focus on application areas where we are already leaders, including personalized education, transportation systems and certain areas of personalized medicine. The program also honors our commitment to undergraduate and graduate teaching by coupling a significant educational component with a strong research component, and building on our existing structures in areas such as statistical consulting and training. Directly related to this data science initiative is a new undergraduate major in data science that will be offered jointly by the College of Engineering and the College of Literature, Science and the Arts starting this fall.

**Humanities collaborative:** It’s easy to find reports indicating that the humanities are in crisis. But who will lead the effort to redefine the humanities for the 21<sup>st</sup> century? With some of the nation’s finest programs in classics, philosophy, English and Romance languages, and more, we have an opportunity to take a national leadership role in this area. We would accomplish this by responding to the emerging environment in which humanities faculty members pursue their scholarship, communicate it and train the next generation of academic humanists to transform their fields. Specifically, the proposed humanities collaborative would support large-scale projects that include multiple faculty members across disciplines – something new to the humanities, but strongly supported by some of our leading scholars. The involvement of students will be key, as will attention to public dissemination through exhibitions, displays and other public programming.

**Inter-Professional Health Education:** The complexity of modern health care requires a collaborative, multidisciplinary team approach. So does the education and training of future health-care professionals. While many universities recognize this need, U-M is extraordinarily well-positioned to lead in inter-professional health education, because of its broad array of health-sciences schools including, Dentistry, Medicine, Kinesiology, Nursing, Pharmacy, Public Health and Social Work. There is strong commitment among the faculty and leadership of these schools to develop inter-professional programs, something already being done on a pilot basis. These programs will include a well-coordinated set of cross-disciplinary, team-taught courses and co-curricular activities that reflect the way health care is delivered today.

### **Improving the campus climate**

One important aspect of academic excellence is having a diverse, equitable and inclusive university community. This budget recommendation includes resources dedicated to extending our efforts to improve the campus climate for all students, faculty and employees. These resources will go toward efforts in a variety of areas including:

- Outreach programs designed to make sure more students from within the state of Michigan are academically prepared to enroll at U-M.
- Programs that improve the climate on campus for students from underrepresented groups such as the successful *Change It Up!* program offered by University Housing.
- Professional development experiences for faculty members to enable them to more effectively address the challenges of teaching in multicultural classrooms.
- Additional support for students who come to our campus with different backgrounds and perspectives, including students with disabilities, and students who are among the first generation in their families to attend college.
- A diversity strategic planning process that will include careful assessment and a requirement of accountability for all programming that addresses diversity and inclusion.

### **Meeting growing student needs**

Across the nation and certainly across the Ann Arbor campus there is a growing need for mental health and disability services for students, assistance for international students, and sexual misconduct prevention educational efforts. This budget recommendation addresses critical needs in all four of these areas.

In the fall of 2014, the total number of students seeking services through Counseling and Psychological Services (CAPS) increased by 20 percent over the previous year. At that same time CAPS, with a home base in the Michigan Union, placed clinicians in the four North Campus-based schools to more effectively deliver tailored, confidential services to the students in those schools. The results of that change were excellent, and this year's budget includes additional resources to enable CAPS to take a similar approach with the Central Campus graduate and professional schools of Law, Dentistry, Rackham and the Ross School of Business.

With more than 2,200 students registered for services – more than any other Big Ten university – the university's Services for Students with Disabilities office now serves more than 5 percent of the student body on the Ann Arbor campus. This is nearly a 100 percent increase in the number of students begin served since 2009. The budget recommendation includes funds for an additional counselor to allow the office to meet the growing demand for services that student and faculty find essential to providing the academic accommodations that allow these students to thrive.

Similarly, the university is a national leader in the education and prevention efforts regarding sexual misconduct among students. To ensure that we can continue to respond to the needs of the campus community, this budget recommendation provides for additional resources to add a senior staff member in Student Life to develop and administer campus-wide prevention and bystander intervention programming.

Additionally, the Office of Institutional Equity would add a specially trained sexual misconduct investigator to shorten the amount of time it takes to complete these important and sensitive investigations.

Each year more international students come to Ann Arbor to pursue a world-class education. Since 2008, the total number of student requests for services at the International Center has increased by 40 percent. Along with these increases there have been additional reporting requirements mandated by the Department of Homeland Security. This has put an increasing strain on the International Center, which would get additional staffing under this budget proposal.

### **Vigorously controlling costs**

Thanks to the university's multi-year approach to budget forecasting, we were able to respond early to the economic crisis of the mid-2000s. This allowed the university to start cost-containment efforts very early and they continue to be reflected in this budget recommendation.

Since FY2004, we have reduced or avoided recurring General Fund expenditures totaling \$313 million. By remaining relentlessly focused on strategic cost containment, the university has been able to avoid program cuts and still keep tuition increases low throughout one of the most difficult economic periods for the state of Michigan. In recent years, we have had to look deeper and more broadly at the academic enterprise for savings. Yet we always work to protect the quality of the academic experience for students.

The FY2016 budget recommendation contains an additional \$24 million in reductions and reallocations. Examples of cost containment efforts that focus on activities outside of the academic core include:

- Consolidation of certain information technology services common across the university such as security services, unified networking and data storage.
- The centralization within the new Shared Services Center of specific finance and human resource transactional activities.
- Ongoing savings related to benefit changes and strategic vendor contracting.
- A host of other efficiencies, such as a change in the process for non-hazardous waste removal.

Philanthropic giving is also critically important, as it provides an alternative revenue source for some of our needs, allowing us to shift costs off the General Fund. For example, the Ross School of Business received a \$20 million gift to name and permanently endow the Sanger Family Leadership Center, formerly known as the Ross Leadership Initiative. This gift will fund approximately \$100,000 of the center's annual

expenses. Separately and as a result of their fund-raising efforts, five academic units will be able to shift more than \$850,000 of scholarship funding off the General Fund to donor funds and two academic units are able to use increases in their endowed funds for faculty appointments, saving another \$131,000 in expense on the General Fund.

In addition, schools and colleges across campus engage in continual reallocation of resources from lower-priority activities to higher priorities. One example is phasing out low-enrollment classes and academic programs and shifting faculty lines accordingly, such as the recent closure of the Master of Science degree in entrepreneurship. We also are beginning to realize a modest amount of alternative revenue from our MOOCs – the massive online enrichment courses that we offer to the world. Other examples of efficiencies include centralization within schools for event planning services and administrative support. Partnering across academic organizations also is occurring as smaller schools take advantage of established processes and resources at larger schools, such as for visa processing and technology support for researchers.

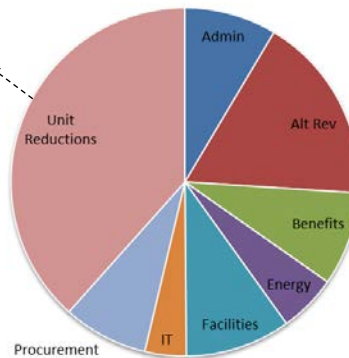
## Cost Containment and Alternative Revenue

- Have implemented cost containment and avoidance of 1.2% or more annually for each of the past 12 years.
- Target for FY 2016 = \$24 million

	Savings FY04-FY15 (\$ millions)
Administrative Services	\$27.5 M
Alternative Revenue	56.2 M
Benefits Restructuring	28.1 M
Energy Initiatives	17.3 M
Facilities Maintenance and Operations	31.6 M
IT Rationalization	12.4 M
Procurement Initiatives	25.5 M
Unit Reductions	114.4 M
<b>Total</b>	<b>\$313.0 M</b>

- Unit Reduction examples:**
- Eliminate or reduce frequency of low demand classes
  - Eliminate programs and initiatives
  - Restructure faculty teaching loads
  - Repurpose existing staff effort to avoid incremental hiring
  - Staff reductions through attrition and consolidation
  - Reductions in travel and hosting

**Total Recurrent General Fund Savings = \$313 million**



### Access through financial aid

One of the key aspects of the General Fund budget recommendation is our ongoing emphasis on keeping the university accessible to all students through a comprehensive program of financial aid.

Perhaps the best way to understand the significance of this investment is to hear from those students who would not be on the Ann Arbor campus were it not for financial aid. Kathryn Thomas, Logan Meyer, and Samantha Sims are three of those students. All are “first-generation students”—from the first generation in their families to attend college.

Kathryn Thomas is a movement science major from Pontiac who plans to apply to dental school after taking a year off after her 2016 graduation. She graduated from the Advanced Technology Academy of Dearborn, a charter high school. Her financial aid package includes scholarships, grants, loans and a work-study job.

She says her acceptance at U-M was a dream come true for her parents. “They wanted us to have something they did not have,” she says of her brother and herself, who are both attending U-M.

And she has this advice for students who are thinking about coming to U-M but aren’t sure: “You never know until you try.” She says she has learned from her own experience that if U-M accepts you, the school will help you afford the costs of attending.

**How much will it  
REALLY COST  
to attend U-M?**

Here is the formula we use to calculate the total cost for families:

**Sticker Price**  
Our published cost of attendance for one year.

**GIFT AID, GRANTS & SCHOLARSHIPS**  
Free money. These do NOT need to be paid back.

**LOANS & WORK STUDY**  
Loans **MUST** be paid back. The student works off work study while still in school.

**TOTAL ANNUAL COST FOR FAMILY**

**M** to learn more about your cost visit: [admissions.umich.edu/affordability](https://admissions.umich.edu/affordability)

Logan Meyer is another first-generation student at U-M pursuing a bachelor of science in information degree.

Strong support from his parents and a financial aid package including a university grant, a work-study job and subsidized student loans made it possible for him to seize the opportunity of a lifetime when he was accepted at U-M.

“My parents pushed me to do well in school,” says Meyer, who grew up on his family’s commercial grain farm about 90 miles southwest of Chicago. “And I fell in love with U-M after visiting. It’s the right place for me.”

He says his parents instilled in him an appreciation of higher education and it’s an experience he hopes to encourage others to seek.

“I hear people from my hometown say they are not good enough students to get in here or they say they cannot afford it. But you just have to go for it. You just have to try and then see what happens.”

When it was time for Samantha Sims to fill out her college applications, she was drawn to the University of Michigan for its top academic reputation. She was always a good student, she says, and her mom had always *told* her she would be going to college some day.

But it was financial aid that made her dream of a Michigan education possible. “I always was a good student and wanted to go to college, but I would not be here without financial aid,” says the graduate of Portage Central High School near Kalamazoo who just completed her freshman year on the Ann Arbor campus. “Financial aid can make U-M less expensive than community college for some students.”

Sims has a financial aid package that includes scholarships, U-M and federal grants and she qualifies for work-study jobs. She is working this summer in the U-M Housing Office.

She said she knows what it feels like to think you cannot afford a school like Michigan and she credits her high school teachers and counselors for helping her understand how much financial aid is available.

About 70 percent of our in-state and 50 percent of our out-of-state students receive some form of financial aid. This budget recommendation provides funding for increased financial aid to cover the modest increase in the cost of attendance for all students with financial need. And for most in-state students with financial need, there will be no increase in loans.

We also will continue to provide financial aid for out-of-state students. With approval of this budget recommendation we will be able to meet full demonstrated financial need through a package of grants, loans, and work-study jobs, for out-of-state students from families with incomes of up to about \$68,000 a year.

### **The budget priorities**

The 2016 Fiscal Year General Fund budget recommendation is built upon a commitment to maintain and enhance the academic excellence of the university and provide wide access for students to the broad array of educational opportunities on the Ann Arbor campus.

It is a budget recommendation that reallocates financial resources and again stresses efficiency and cost containment to make good on that commitment. It invests in new, strategic, highly collaborative initiatives as well as programs that enhance the campus



climate for students, faculty and staff from all backgrounds, it ensures that we fully satisfy compliance requirements, and it provides the resources necessary to offer modest salary increases for faculty and staff.

It fulfills the university’s commitment to access and affordability with an 8 percent increase in undergraduate financial aid, covering the increased cost of attendance for most students with need. And it extends the university’s more than decade-long commitment to fiscal discipline by trimming an additional \$24 million in recurring expenses from the General Fund through a continued focus on operational efficiency and seeking alternative sources of revenue. Once implemented, this \$24 million in reductions will mean that since 2004, \$337 million in recurring expenses will have been trimmed from the General Fund budget, allowing resources to be reallocated to higher priorities and constraining tuition increases.

## Average Annual Growth Rates Five Years from 2009-10 to 2014-15

In-State Undergraduate Tuition and Fees:		Out-of-State Undergraduate Tuition and Fees:	
U of California - Los Angeles	10.6%	U of N Carolina – Chapel Hill	7.3%
U of Washington – Seattle	10.1%	U of Washington – Seattle	6.6%
U of California – Berkeley	9.5%	U of Minnesota – Twin Cities	6.1%
U of N Carolina - Chapel Hill	8.2%	U of Virginia – Charlottesville	5.9%
U of Virginia – Charlottesville	6.1%	Indiana U – Bloomington	4.9%
U of Wisconsin – Madison	4.6%	U of Michigan – Ann Arbor	3.7%
U of Illinois – Urbana	4.5%	U of California – Los Angeles	3.6%
Indiana U – Bloomington	3.8%	U of California – Berkeley	3.3%
U of Minnesota – Twin Cities	3.8%	U of Wisconsin – Madison	2.9%
U of Michigan – Ann Arbor	3.0%	U of Illinois – Urbana	2.5%

### **Keeping tuition increases small**

The General Fund budget recommendation for the Ann Arbor campus is a carefully balanced spending plan that provides the resources necessary to enhance the academic quality of a world-class institution while maintaining access for a wide range of students.

Revenue to the General Fund comes from three main sources: tuition, state appropriation and indirect cost recovery on sponsored research. Indirect cost recovery pays specifically for the indirect costs of research, making this funding not available for allocation on a discretionary basis. The revenue to pay for budget priorities for FY2016 thus would come mainly from increases in revenue associated with tuition and fees and an increase in the state appropriation, complemented with resources made available through costs cutting and reallocated expenditures (see Table 1). Year-over-year change in tuition revenue is a

function of class size, the proposed tuition rate increases and a small projected increase in the proportion of out-of-state students.

The \$1.83 billion General Fund budget, detailed in Table 1, is based on an approved state appropriation of \$299.4 million, an incremental \$24 million in cost containment and reallocation, and a recommended lower-division, undergraduate tuition increase of \$370 a year – 2.7 percent – for in-state students. The increase for out-of-state undergraduate students would be 3.7 percent. Tuition for most graduate programs would increase 2.7 percent. A limited number of differential increases also are recommended for specific programs. (See Tuition and Fee Schedule)

**Table 1: General Fund Budget Proposal**

Table 1

**The University of Michigan - Ann Arbor  
Proposed General Fund Budget  
Fiscal Year 2015-16**

	FY 2015 Adjusted Budget **	Recommended Change	Proposed FY 2016 Budget	% Change	Average Annualized 3 Year % Change
<b>Revenue Budgets</b>					
State appropriation	295,174,100	4,256,500	299,430,600	1.44%	3.12%
Tuition and Fees	1,277,842,077	30,976,544	1,308,818,621	2.42%	4.21%
Indirect Cost Recovery	213,874,087	1,925,202	215,799,289	0.90%	0.65%
Other Revenue	8,020,000	1,680,000	9,700,000	20.95%	7.45%
<b>Total Revenues</b>	<b>1,794,910,264</b>	<b>38,838,246</b>	<b>1,833,748,510</b>	<b>2.16%</b>	<b>3.60%</b>
<b>Expenditure Budgets by Unit</b>					
A. Alfred Taubman College of Architecture & Urban Planning	18,467,519	2,058,804	20,526,323	11.15%	10.08%
Penny W. Stamps School of Art & Design	11,778,047	259,774	12,037,821	2.21%	4.05%
Stephen M. Ross School of Business	96,751,609	1,245,218	97,996,827	1.29%	5.69%
School of Dentistry	31,247,292	556,336	31,803,628	1.78%	0.19%
School of Education	18,289,538	(165,845)	18,123,693	-0.91%	2.66%
College of Engineering	180,288,445	5,726,816	186,015,261	3.18%	3.89%
School of Information	19,474,858	(1,620,015)	17,854,843	-8.32%	5.81%
School of Kinesiology	13,142,883	1,937,938	15,080,821	14.75%	8.56%
Law School	41,158,637	831,287	41,989,924	2.02%	-2.81%
College of Literature, Science and the Arts	366,812,474	25,731	366,838,205	0.01%	2.52%
Medical School	71,282,980	4,032,496	75,315,476	5.66%	-2.82%
School of Music, Theatre & Dance	33,348,472	1,778,822	35,127,294	5.33%	4.04%
School of Natural Resources & Environment	11,042,912	(953,843)	10,089,069	-8.64%	-3.95%
School of Nursing	18,507,910	(399,205)	18,108,705	-2.16%	1.47%
College of Pharmacy	13,922,231	1,499,273	15,421,504	10.77%	3.25%
School of Public Health	33,474,829	506,482	33,981,311	1.51%	2.73%
Gerald R. Ford School of Public Policy	10,414,882	273,818	10,688,700	2.63%	4.66%
School of Social Work	21,014,601	140,042	21,154,643	0.67%	1.41%
Horace H. Rackham School of Graduate Studies	8,568,028	785,711	9,353,739	9.17%	3.66%
University Academic Units	65,670,309	2,170,981	67,841,290	3.31%	3.27%
Research Units	3,326,026	392,697	3,718,723	11.81%	-9.05%
Academic Program Support	79,382,617	(1,167,151)	78,215,466	-1.47%	8.99%
Capital Renewal Fund	44,904,791	1,159,099	46,063,890	2.58%	14.98%
<b>TOTAL ACADEMIC</b>	<b>1,212,271,890</b>	<b>21,075,266</b>	<b>1,233,347,156</b>	<b>1.74%</b>	<b>3.31%</b>
President	2,010,951	228,631	2,239,582	11.37%	7.16%
Provost & Executive Vice President for Academic Affairs	32,649,413	645,506	33,294,919	1.98%	2.41%
Executive Vice President & Chief Financial Officer	161,700,239	3,190,599	164,890,838	1.97%	1.20%
Division of Public Safety & Security	10,191,929	207,419	10,399,348	2.04%	3.34%
Vice President for Communications	6,046,855	136,397	6,183,252	2.26%	2.19%
Vice President & General Counsel	3,554,489	136,936	3,691,425	3.85%	6.45%
Vice President for Government Relations	1,966,254	60,784	2,027,038	3.09%	3.93%
Vice President for Research - Support Units	25,015,602	598,261	25,613,863	2.39%	1.74%
Vice President & Secretary of the University	774,866	16,226	791,092	2.09%	3.59%
Vice President for Student Life	15,674,338	961,218	16,635,556	6.13%	3.69%
<b>TOTAL EXECUTIVE OFFICER AND SERVICE UNITS</b>	<b>259,584,936</b>	<b>6,181,977</b>	<b>265,766,913</b>	<b>2.38%</b>	<b>1.70%</b>
General University Support	40,897,366	(3,766,331)	37,131,035	-9.21%	-1.58%
Rackham Financial Aid	50,145,823	1,353,937	51,499,760	2.70%	4.83%
Undergraduate Financial Aid	133,298,662	10,828,587	144,127,249	8.12%	12.93%
Utilities	67,215,901	(35,923)	67,179,978	-0.05%	-1.27%
Insurance	8,857,127	484,624	9,341,751	5.47%	3.12%
North Campus Research Complex	14,402,800	2,059,595	16,462,395	14.30%	33.70%
Legal and Professional Fees	369,031	0	369,031	0.00%	0.00%
Ceremonial and Presidential Events	766,728	(43,486)	723,242	-5.67%	-1.27%
Departmental Income	6,000,000	1,000,000	7,000,000	16.67%	5.27%
Staff Benefits Pool	1,100,000	(300,000)	800,000	-27.27%	-22.22%
<b>UNIVERSITY ITEMS</b>	<b>323,053,438</b>	<b>11,581,003</b>	<b>334,634,441</b>	<b>3.58%</b>	<b>6.38%</b>
<b>Total Expenditures</b>	<b>1,794,910,264</b>	<b>38,838,246</b>	<b>1,833,748,510</b>	<b>2.16%</b>	<b>3.60%</b>

\*\* Transfers between units are incorporated in the FY 2015 Adjusted Budget

**FY 2016 Student Tuition and Fee Rates**

**The University of Michigan- Ann Arbor  
Tuition and Fees Schedule**

	Current Rates Per Term	Proposed Rates Per Term -- Fall 2015		
	Total Tuition & Required Fees *	Total Tuition & Required Fees *	Total \$ Change in Tuition and All Required Fees*	Total % Change in Tuition and All Required Fees*
<b>UNDERGRADUATE</b>				
<b>Resident</b>				
Lower Division **	\$6,743	\$6,928	\$185	2.7%
Stephen M. Ross School of Business	7,148	7,344	196	2.7%
Dentistry	6,868	7,056	188	2.7%
Engineering	7,211	7,409	198	2.7%
Kinesiology	7,112	7,307	195	2.7%
Music, Theatre and Dance	7,010	7,202	192	2.7%
Upper Division **	7,593	7,801	208	2.7%
Stephen M. Ross School of Business	9,017	9,264	247	2.7%
Dentistry	7,723	7,935	212	2.7%
Engineering	9,299	9,554	255	2.7%
Kinesiology	8,154	8,378	224	2.7%
Music, Theatre and Dance	7,859	8,075	216	2.7%
Nursing Accelerated Second Career Program	8,496	8,729	233	2.7%
<b>Non-resident</b>				
Lower Division **	20,953	21,738	785	3.7%
Stephen M. Ross School of Business	21,307	22,106	799	3.7%
Dentistry	21,075	21,865	790	3.7%
Engineering	21,075	21,865	790	3.7%
Kinesiology	22,274	23,109	835	3.7%
Music, Theatre and Dance	21,231	22,027	796	3.7%
Upper Division **	22,424	23,264	840	3.7%
Stephen M. Ross School of Business	23,843	24,737	894	3.7%
Dentistry	22,552	23,397	845	3.7%
Engineering	23,651	24,537	886	3.7%
Kinesiology	24,326	25,238	912	3.7%
Music, Theatre and Dance	22,700	23,551	851	3.7%
Nursing Accelerated Second Career Program	25,056	25,995	939	3.7%

\* Rates per term include \$185.00 Infrastructure Maintenance Fee; Health Service Fee of \$181.43 (\$176.66 in Fall 2014); \$80.00 Registration Fee; \$65.00 University Unions and Recreational Sports Facility Improvement Fee; \$9.19 Central Student Government Fee; \$8.50 Student Legal Service Fee; and a School/College Government Fee of \$1.50.

\*\* Includes A. Alfred Taubman College of Architecture & Urban Planning; Penny W. Stamps School of Art and Design; Education (upper division only); Information (upper division only); Literature, Science, and the Arts; Medicine (upper division only); Nursing; Pharmacy (B.S.); and Gerald R. Ford School of Public Policy (upper division only)

**The University of Michigan- Ann Arbor  
Tuition and Fees Schedule**

	Current Rates Per Term	Proposed Rates Per Term -- Fall 2015		
	Total Tuition & Required Fees *	Total Tuition & Required Fees *	Total \$ Change in Tuition and All Required Fees*	Total % Change in Tuition and All Required Fees*
<b>GRADUATE</b>				
<b>Resident</b>				
A. Alfred Taubman College of Architecture & Urban Planning				
Master of Architecture	\$13,253	\$13,617	\$364	2.7%
All other programs	13,253	13,617	364	2.7%
Penny W. Stamps School of Art and Design	10,399	10,684	285	2.7%
Stephen M. Ross School of Business				
M.B.A.	27,389	28,459	1,070	3.9%
Master's in Entrepreneurship**	15,119	15,534	415	2.7%
Master's in Accounting	27,389	22,564	-4,825	-17.6%
Pre-candidate	10,629	10,921	292	2.7%
Dentistry				
D.D.S.	12,044	12,375	331	2.7%
Master's (G1 cohort***)		7,964		
Master's (G2, G3 cohorts)	11,490	11,805	315	2.7%
Education	10,399	10,684	285	2.7%
Engineering				
Professional	11,913	12,240	327	2.7%
Pre-candidate	11,598	11,916	318	2.7%
Information	10,203	10,483	280	2.7%
Kinesiology	11,071	11,375	304	2.7%
Law	25,654	26,531	877	3.4%
Literature, Science & the Arts	10,203	10,483	280	2.7%
Medicine				
M.D.	15,741	16,378	637	4.0%
Master's in Health Professions Education****	7,502	7,708	206	2.7%
Pre-candidate	10,223	10,504	281	2.7%
Music, Theatre and Dance				
M.M. and Spec.M.	10,668	10,961	293	2.7%
M.A., M.F.A., and Pre-candidate	10,399	10,684	285	2.7%
Natural Resources & Environment	10,070	10,346	276	2.7%
Nursing	10,516	10,805	289	2.7%
Pharmacy				
Pharm.D.	11,680	12,252	572	4.9%
Pre-candidate	10,203	10,483	280	2.7%
Public Health	12,660	13,008	348	2.7%
Gerald R. Ford School of Public Policy	11,537	11,854	317	2.7%
Rackham Interdepartmental Programs	10,203	10,483	280	2.7%
Social Work	12,212	12,547	335	2.7%

\* Rates per term include \$185.00 Infrastructure Maintenance Fee; Health Service Fee of \$181.43 (\$176.66 in Fall 2014); \$80.00 Registration Fee; \$65.00 University Unions and Recreational Sports Facility Improvement Fee; \$9.19 Central Student Government Fee; \$8.50 Student Legal Service Fee; and a School/College Government Fee of \$1.50.

\*\* Joint degree program with Engineering.

\*\*\* Dentistry Master's G1 cohort rate reflects a curriculum restructure and is derived from the Master's (G2, G3 cohorts) rate.

\*\*\*\* This rate includes all fees listed above except Health Service at \$181.43 (\$176.66 in Fall 2014).

**The University of Michigan- Ann Arbor  
Tuition and Fees Schedule**

	Current Rates Per Term	Proposed Rates Per Term -- Fall 2015		
	Total Tuition & Required Fees *	Total Tuition & Required Fees *	Total \$ Change in Tuition and All Required Fees*	Total % Change in Tuition and All Required Fees*
GRADUATE				
<b>Non-resident</b>				
A. Alfred Taubman College of Architecture & Urban Planning				
Master of Architecture	\$19,742	\$20,738	\$996	5.0%
All other programs	19,328	19,859	531	2.7%
Penny W. Stamps School of Art and Design	20,856	21,429	573	2.7%
Stephen M. Ross School of Business				
M.B.A.	29,889	30,959	1,070	3.6%
Master's in Entrepreneurship**	21,313	21,899	586	2.7%
Master's in Accounting	29,889	25,064	-4,825	-16.1%
Pre-candidate	21,079	21,658	579	2.7%
Dentistry				
D.D.S.	18,749	19,264	515	2.7%
Master's (G1 cohort***)		13,464		
Master's (G2, G3 cohorts)	20,930	21,505	575	2.7%
Education	20,856	21,429	573	2.7%
Engineering				
Professional	22,032	22,637	605	2.7%
Pre-candidate	21,676	22,272	596	2.7%
Information	20,446	21,008	562	2.7%
Kinesiology	22,340	22,954	614	2.7%
Law	27,154	28,031	877	3.2%
Literature, Science & the Arts	20,446	21,008	562	2.7%
Medicine				
M.D.	24,595	25,591	996	4.0%
Master's in Health Professions Education****	8,183	8,408	225	2.7%
Pre-candidate	20,486	21,049	563	2.7%
Music, Theatre and Dance				
M.M. and Spec.M.	21,126	21,706	580	2.7%
M.A., M.F.A., and Pre-candidate	20,856	21,429	573	2.7%
Natural Resources & Environment	19,799	20,343	544	2.7%
Nursing	21,091	21,671	580	2.7%
Pharmacy				
Pharm.D.	19,408	20,368	960	4.9%
Pre-candidate	20,446	21,008	562	2.7%
Public Health	20,821	21,393	572	2.7%
Gerald R. Ford School of Public Policy	20,856	21,429	573	2.7%
Rackham Interdepartmental Programs	20,446	21,008	562	2.7%
Social Work	19,475	20,010	535	2.7%

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\*\* Joint degree program with Engineering.

\*\*\* Dentistry Master's G1 cohort rate reflects a curriculum restructure and is derived from the Master's (G2, G3 cohorts) rate.

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**The University of Michigan- Ann Arbor  
Tuition and Fees Schedule**

GRADUATE	Current Rates Per Term	Proposed Rates Per Term -- Fall 2015		
	Total Tuition & Required Fees *	Total Tuition & Required Fees *	Total \$ Change in Tuition and All Required Fees*	Total % Change in Tuiton and All Required Fees*
Candidate				
A. Alfred Taubman College of Architecture & Urban Planning	\$5,555	\$5,707	\$152	2.7%
Stephen M. Ross School of Business	5,800	5,959	159	2.7%
Dentistry	5,530	5,682	152	2.7%
Education	5,607	5,761	154	2.7%
Engineering				
D.Eng.	8,078	8,300	222	2.7%
Ph.D.	6,649	6,831	182	2.7%
Information	5,501	5,652	151	2.7%
Kinesiology	5,501	5,652	151	2.7%
Law	6,691	6,875	184	2.7%
Literature, Science & the Arts	5,501	5,652	151	2.7%
Medicine	5,618	5,772	154	2.7%
Music, Theatre and Dance				
A.Mus.D.	6,807	6,994	187	2.7%
Ph.D.	5,607	5,761	154	2.7%
Natural Resources & Environment	5,432	5,581	149	2.7%
Nursing	5,607	5,761	154	2.7%
Pharmacy	5,501	5,652	151	2.7%
Public Health	5,601	5,755	154	2.7%
Rackham Interdepartmental Programs	5,501	5,652	151	2.7%

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**The University of Michigan- Ann Arbor  
Tuition and Fees Schedule**

GRADUATE

		Fall 2014 / Winter 2015 Cohorts	Proposed Rates -- Fall 2015 / Winter 2016 Cohort		
Other Programs		Total Tuition & Program Fees *	Total Tuition & Program Fees *	\$ Change	Total % Change in Tuition & Program Fees
Stephen M. Ross School of Business - Executive M.B.A.					
Resident		\$141,000	\$144,200	\$3,200	2.3%
Non-Resident		146,000	149,200	3,200	2.2%
		Summer 2015 / Spring 2016 Cohorts	Proposed Rates -- Summer 2016 / Spring 2017 Cohort		
		Total Tuition & Program Fees *	Total Tuition & Program Fees **	\$ Change	Total % Change in Tuition & Program Fees
Stephen M. Ross School of Business - Master's of Management					
Resident		\$ 42,675	\$44,510	\$1,835	4.3%
Non-Resident		47,675	49,510	1,835	3.8%
		Fall 2014 Rates per Credit Hour	Proposed Rates Per Credit Hour -- Fall 2015		
Distance Education					
Engineering - Graduate					
Resident		\$1,373	\$1,410	\$37	2.7%
Non-Resident		1,504	1,545	41	2.7%
School of Public Health - Graduate					
Resident		1,042	1,070	28	2.7%
Non-Resident		1,147	1,178	31	2.7%

\* Program fee includes tuition and fees, housing, meals, books and other course materials, a laptop computer, and other miscellaneous items, all over the entire length of the program.

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