Executive Summary

The University of Michigan continues its focus on academic excellence and affordability in FY2021. The FY2021 budget recommendation is crafted to provide a balanced budget in challenging circumstances while meeting the university's top priorities.

<u>Academic Excellence</u>. Our FY2021 budget reflects careful planning to maintain UM's excellence in a constrained environment. Included are key investments in compliance, health and safety, and instructional technology.

<u>Accessibility</u>. The budget recommendation continues our commitment to provide all instate students with a financial aid package that meets 100 percent of demonstrated financial need. Substantial aid is also available for out of state students.

<u>Fiscal Discipline</u>. The university's ongoing focus on cost containment is critical in the FY2021 budget. We have maintained our annual practice of discontinuing lower-priority activities and employing philanthropy to relieve general fund expenses. Furthermore, the university has responded to the unusual budget challenges posed by COVID-19 by taking additional bold steps to constrain costs.

Our budgetary goals are attainable with a modest undergraduate tuition increase of 1.9 percent. Tuition for most graduate programs would also increase 1.9 percent. A limited number of differential increases also are recommended for specific programs.

Introduction & Context

The 2021 fiscal year general fund budget recommendation for University of Michigan-Ann Arbor maintains our longstanding focus on academic excellence, access and affordability, and fiscal discipline.

The context of the fiscal year 2021 budget is shaped by several factors:

The Global COVID-19 Pandemic. The pandemic brought about an abrupt change to university operations in March of 2020 and necessitated new strategic planning for a return to our usual activities in research, teaching, and service. Across campus, members of the UM community have invested significant time and effort in planning how to safely and effectively meet the challenges of the 2021 fiscal year. This budget aligns university resources with those plans.

<u>FY2021 State Funding</u>. At this time the FY2021 state appropriation has not been determined. Annual support from the state is critical to our budget, and increases in appropriations are typically allocated to help the university to meet mandatory and inflationary cost increases. This year, the state of Michigan anticipates a budget shortfall; a \$2.5 billion deficit in FY2020 and an expected shortfall of \$3 billion in the 2021 fiscal year. While we await a final appropriation decision we have modeled flat funding – no

change in funding from FY2020 levels. We remain hopeful the state can maintain its support for higher education.

<u>Uncertainty about Enrollment</u>. Several factors related to COVID-19 insert some uncertainty into our usual enrollment projections. We are currently modeling a modest decline in FY2021 enrollment, primarily related to visa and travel issues that may impede enrollment of our international students. The university has been working to address potential barriers to attendance wherever possible.

Ongoing Aid Initiatives. UM has made substantial commitments to keep UM affordable for Michigan families. This includes programs such as the Go Blue Guarantee. We recognize also that the economic downturn related to COVID-19 may have increased financial need for some families. The FY2021 budget includes funds to meet the growing costs of these commitments.

<u>Compliance</u>. UM's commitment to safety, integrity, and legal and regulatory compliance leads us to provide increased resources for these areas in FY2021. Even in a year where our spending is constrained, these costs are regarded as mandatory.

<u>Cost Containment</u>. Cost containment is an annual endeavor but the FY2021 budget reflects a series of new efforts to constrain costs. These require a shared sacrifice among faculty and staff and a deferral of some of our plans for new programs and capital improvements.

Investments in Academic Excellence

UM stands as one of the world's leading teaching and research universities. We take seriously our responsibility to preserve the university's stature through investments that promote innovation and foster excellence.

When building the budget, our usual practice is to identify central allocations to units to support initiatives that further enhance the university's academic excellence. In FY2021, many of these funds are being held centrally until we have clarity on the level of our state appropriation and unit-level needs related to operations in the COVID-19 environment. Plans for distributing these funds will be developed during the fall 2020 term.

We have identified several key central investments that we can commit to now:

Compliance. The university operates in an increasing complex regulatory environment. We maintain an unwavering commitment to operating with accountability and maintaining a culture of compliance, integrity, and ethical conduct. Among our FY2021 investments are additional resources to support enhanced IT security, streamline compliance and disclosure requirements in research administration, and ensure that the university's digital resources are accessible to users.

<u>Health and Safety</u>. Pursuing UM's goals and continuing our operations in a public health-informed manner requires new special measures and investments related to safety and health. These include materials and procedures for cleaning and disinfecting, protective equipment for faculty, staff, and students, and alterations to facilities such as partitions and shields.

Instructional Technology. The university's ongoing investments in instructional technology played a vital role in enabling the university to deliver instruction remotely in FY2020; these technologies will also play an important strategic role in our ability to support student learning in FY2021. We anticipate additional investments in software that supports sharing and collaboration between students and faculty. Funds will also be allocated to technology & instructional design that will enable courses to be more effectively delivered online, or in a hybrid mode, meaning instruction may be accessible by students whether they are in the classroom or attending remotely. Other costs include providing improved technology to students with accessibility needs or limited financial means.

Access and Affordability

The FY2021 budget proposal supports the university's unflagging commitment to making a UM education accessible regardless of financial means.

Strengthening Socioeconomic Diversity. The budget includes continued funding for HAIL Scholarships, the Go Blue Guarantee, and Wolverine Pathways. Our financial aid commitments ensure that a UM degree is in reach for all families in the state of Michigan. The FY2021 budget recommendation includes a 5.6 percent increase in the undergraduate aid budget to ensure we can cover our aid commitments for all who qualify for the Go Blue Guarantee and other need-based aid. The budget also includes aid for nonresident families with need.

<u>Net Price</u>. Many students pay less than the published cost of attendance. "Net price" captures what families pay after grant aid has been applied. Our ongoing investments in the central financial aid budget over the past decade have allowed us to <u>reduce</u> the net price for families with need and decrease student debt at graduation.

Sticker Price. All in-state students, regardless of their aid status, qualify for a heavily discounted resident tuition rate. This makes the world-class UM experience a substantial bargain for Michigan families. Non-resident students are not entitled to the state-subsidized discount represented in our resident rates. However, the university weighs carefully the value of a UM degree, and nonresident tuition rates compare favorably to private peers. Our recommended modest 1.9 percent increase aligns with this tuition philosophy.

Fiscal Discipline

The goals of this budget plan could not be attained without ongoing fiscal discipline. In a typical year, the university faces unavoidable cost increases in areas such as compliance, insurance, health care benefits and supplies. FY2021 is no exception, and these pressures are made more acute by new costs and revenue constraints related to COVID-19.

UM has long practice in mitigating these budget pressures through a focus on cost containment and a holistic approach to reducing the cost of operations so that academic excellence can be maintained. As part of the annual budget process, units across campus look at their operations each year to identify lower-priority activities, programs, and expenditures they can eliminate.

Balancing the FY2021 budget necessitates deeper cuts. In FY2021 UM will freeze salaries and will continue a hiring freeze for all but essential positions. Reduced hours and staff voluntary furloughs will yield addition savings. This is accompanied by other one-time savings such as postponing construction projects, salary reductions for top executives and eliminating expenditures in areas such as travel, professional development, and non-essential supplies.

Philanthropic giving continues to play an essential role in providing units the flexibility to shift costs off the general fund. Gift funds help cover a variety of costs, and will be especially important as UM provides safe options for engaged learning opportunities and provides aid that attracts the very best students to UM's campus.

Through these combined strategic efforts schools, colleges, and units across the campus have identified \$102 million in savings in FY2021, enabling us to meet increased costs while substantially reducing the pressure for higher tuition increases.

Finally, we wish to acknowledge the contribution of the CARES Act to the FY2021 budget. The one-time funding that is allocated for institutional use, amounting to \$12.6 million, will help the university meet a portion of its increases in costs due to COVID-19. This relieves some of the pressures on the FY2021 General Fund budget. The portion of funding allocated to students - another \$12.6 million - is being distributed directly to UM students as emergency grants.

Budgeted 2021 General Fund Revenues

Components of the General Fund. The general fund is the primary source of support for the academic mission of the university. The general fund has three main sources: Tuition, the state appropriation, and indirect cost recovery on sponsored research. Indirect cost recovery pays specifically for the indirect costs of research, so it cannot be allocated for other uses. Amidst the uncertainty from no state appropriations decision at the time of our budget development, the university is tentatively planning on a FY2021 state appropriation of \$325.5 million, unchanged from FY2020 funding.

Tuition is, in most years, the last part of the budget to be determined. The university models expected tuition revenue based on projected enrollment and residency, and proposes the lowest tuition rate increases necessary to meet the university's priorities, preserve its excellence, and maintain fiscal stability.

Moderate Increases in Tuition. The budget recommends a lower-division, undergraduate tuition increase of \$290 a year – 1.9 percent – for in-state students. The increase for out-of-state undergraduate students would also be 1.9 percent. Tuition for most graduate programs would increase 1.9 percent. A limited number of differential increases also are recommended for specific programs (See Tuition and Fee Schedule). Our aid policies mean that most in-state undergraduates with need will experience no net increase in tuition costs.

Additionally, in FY2021 all students will be levied a \$50-per-term COVID-19 fee. Revenue from the fee will assist in covering the costs of testing and other health and safety-related services associated with the pandemic.

Summary

The budget recommendation for the Ann Arbor campus is a balanced spending plan reflecting critical stewardship in a time of fiscal uncertainty. The proposed FY2021 budget aims to provide the resources necessary to continue the academic excellence of this world-class institution while protecting health and safety and maintaining accessibility and affordability for students.

The \$2.30 billion FY2021 general fund budget, detailed in Table 1, is based on a state appropriation of \$325.5 million, \$102 million in cost containment and a recommended undergraduate tuition increase of 1.9 percent with an increase for most graduate programs of 1.9 percent.

The proposed budget gives top priority to the university's essential missions in education, research and public service by directing needed resources as much as possible to our academic units. We anticipate making further allocations to these units; at the time of this budget proposal we are holding certain operating funds centrally until we have clarity on the level of our state appropriation and the specific needs of units. We will use resources thoughtfully and strategically to protect and enhance the quality of the education and experience we deliver.

The stability of this budget reflects the hard work and dedication of faculty and staff across the university, at all levels, who have put forth extraordinary effort to ensure that UM can operate under new constraints imposed by a global pandemic. With our combined stewardship, UM can continue to deliver a quality educational experience and pursue the groundbreaking research and discovery upon which the state, nation, and world depend.

Table 1
The University of Michigan - Ann Arbor
General Fund Budget
Fiscal Year 2020-21

	FY 2020 Adjusted Budget *	Recommended Change	FY 2021 Budget	% Change	Average Annualized Three-Year % Change
Revenue Budgets	Aujusteu Duuget	change	Duuget	70 Change	70 Change
State Appropriation	325,531,500	0	325,531,500	0.0%	1.1%
Tuition and Fees	1,694,487,152	7,720,881	1,702,208,033	0.5%	4.5%
Indirect Cost Recovery	277,117,179	(13,062,971)	264,054,208	-4.7%	3.4%
Other Revenue	10,745,000	(2,500,000)	8,245,000	-23.3%	-6.5%
Total Revenues	2,307,880,831	(7,842,090)	2,300,038,741	-0.3%	3.8%
Expenditure Budgets by Unit					
A. Alfred Taubman College of Architecture & Urban Planning	21,569,948	(4,442,219)	17,127,729	-20.6%	-8.3%
Penny W. Stamps School of Art & Design	14,882,467	157,792	15,040,259	1.1%	5.4%
Stephen M. Ross School of Business	124,277,659	(18,629,336)	105,648,323	-15.0%	0.6%
School of Dentistry	37,662,391	(62,716)	37,599,675	-0.2%	2.6%
School of Education	19,190,878	(2,030,125)	17,160,753	-10.6%	-2.9%
College of Engineering School of Information	249,327,952 30,860,061	2,256,632 797,082	251,584,584 31,657,143	0.9% 2.6%	3.3% 11.2%
School of Kinesiology	19,975,424	(1,398,947)	18,576,477	-7.0%	4.1%
Law School	54,432,078	2,317,779	56,749,857	4.3%	8.4%
College of Literature, Science and the Arts	448,200,491	880,184	449,080,675	0.2%	3.6%
Medical School	106,167,086	(21,504,993)	84,662,093	-20.3%	-0.1%
School of Music, Theatre & Dance	41,184,320	(2,735,566)	38,448,754	-6.6%	-1.1%
School for Environment and Sustainability	19,689,138	1,151,738	20,840,876	5.8%	14.3%
School of Nursing	23,420,699	1,877,437	25,298,136	8.0%	9.1%
College of Pharmacy	19,583,268	816,246	20,399,514	4.2%	3.9%
School of Public Health	47,672,854	(3,956,626)	43,716,228	-8.3%	4.7%
Gerald R. Ford School of Public Policy School of Social Work	15,988,695 26,320,778	(2,310,909) (670,993)	13,677,786 25,649,785	-14.5% -2.5%	1.1% 2.3%
Horace H. Rackham School of Graduate Studies	10,492,990	(89,554)	10,403,436	-0.9%	1.9%
Library and University Academic Units	79,680,322	(229,786)	79,450,536	-0.3%	2.7%
Research Units	6,393,675	(490,236)	5,903,439	-7.7%	0.4%
Departmental Activities	9,300,000	(2,500,000)	6,800,000	-26.9%	-4.9%
Academic Program Support	86,556,083	23,163,959	109,720,042	26.8%	6.9%
Capital Renewal Fund	50,669,598	656,493	51,326,091	1.3%	1.8%
TOTAL ACADEMIC UNITS	1,563,498,855	(26,976,664)	1,536,522,191	-1.7%	3.3%
President	2,470,897	(24,709)	2,446,188	-1.0%	1.2%
Provost & Executive Vice President for Academic Affairs	40,440,337	(148,090)	40,292,247	-0.4%	2.6%
Executive Vice President & Chief Financial Officer	134,123,327	220,082	134,343,409	0.2%	3.1%
Division of Public Safety & Security	12,472,802	(96,977)	12,375,825	-0.8%	3.2%
Vice President for Communications	8,128,836	(81,288)	8,047,548	-1.0%	2.6%
Vice President & General Counsel	4,785,720	(47,857)	4,737,863	-1.0%	2.7%
Vice President for Government Relations	3,221,654	(32,217)	3,189,437	-1.0%	4.2%
Vice President for Information Technology & Chief Information Officer Vice President for Research - Support Units	57,215,550 29,964,919	(503,146) (299,121)	56,712,404 29,665,798	-0.9% -1.0%	1.5% 1.6%
Vice President & Secretary of the University	912,291	(9,123)	903,168	-1.0%	2.9%
Vice President for Student Life	21,694,360	51,676	21,746,036	0.2%	2.4%
TOTAL EXECUTIVE OFFICER AND SERVICE UNITS	315,430,693	(970,770)	314,459,923	-0.3%	2.5%
Rackham Financial Aid	58,324,974	1,108,175	59,433,149	1.9%	2.8%
Undergraduate Financial Aid TOTAL CENTRAL FINANCIAL AID	228,601,518	12,807,434	241,408,952	5.6% 4.8%	11.0% 9.1%
TOTAL CENTRAL FINANCIAL AID	286,926,492	13,915,609	300,842,101	4.0%	9.1%
General University Support	42,972,602	3,936,469	46,909,071	9.2%	5.7%
Utilities	68,761,809	1,539,526	70,301,335	2.2%	1.2%
Insurance	11,308,107	1,172,370	12,480,477	10.4%	10.6%
North Campus Research Complex	16,571,750	(844,215)	15,727,535	-5.1%	-0.8%
Legal and Professional Fees	369,031	0	369,031	0.0%	0.0%
Ceremonial and Presidential Events	1,441,492	(14,415)	1,427,077	-1.0%	21.4%
Staff Benefits Pool	600,000	400,000	1,000,000	66.7%	18.6%
TOTAL UNIVERSITY ITEMS	142,024,791	6,189,735	148,214,526	4.4%	3.2%
Total Expenditures	2,307,880,831	(7,842,090)	2,300,038,741	-0.3%	3.8%

^{*} Transfers between units are incorporated in the FY 2020 adjusted budget

	Current Tuition Rates Per Term	Proposed Tuition Rates Per Term	Proposed Cl Tuition I		Current Tuition & Required Fees Per Term*	Proposed Tuition & Required Fees Per Term*	Proposed Cl Tuition and Al Fees	l Required
	Fall 2019	Fall 2020	\$	%	Fall 2019	Fall 2020	\$	%
UNDERGRADUATE RESIDENT	,				,			
Lower Division **	\$7,615	\$7,760	\$145	1.9%	\$7,779	\$7,974	\$195	2.5%
Stephen M. Ross School of Business	8,083	8,237	154	1.9%	8,247	8,451	204	2.5%
Dentistry	7,759	7,906	147	1.9%	7,923	8,120	197	2.5%
Engineering	8,156	8,311	155	1.9%	8,320	8,525	205	2.5%
Kinesiology	8,041	8,194	153	1.9%	8,205	8,408	203	2.5%
Music, Theatre and Dance	7,923	8,074	151	1.9%	8,087	8,288	201	2.5%
Upper Division **	8,597	8,760	163	1.9%	8,761	8,974	213	2.4%
Stephen M. Ross School of Business	10,240	10,435	195	1.9%	10,404	10,649	245	2.4%
Dentistry	8,747	8,913	166	1.9%	8,911	9,127	216	2.4%
Engineering	10,565	10,766	201	1.9%	10,729	10,980	251	2.3%
Kinesiology	9,243	9,419	176	1.9%	9,407	9,633	226	2.4%
Music, Theatre and Dance	8,903	9,072	169	1.9%	9,067	9,286	219	2.4%
UNDERGRADUATE NON-RESIDENT								
Lower Division **	25,436	25,919	483	1.9%	25,600	26,133	533	2.1%
Stephen M. Ross School of Business	25,868	26,359	491	1.9%	26,032	26,573	541	2.1%
Dentistry	25,586	26,072	486	1.9%	25,750	26,286	536	2.1%
Engineering	25,586	26,072	486	1.9%	25,750	26,286	536	2.1%
Kinesiology	27,050	27,564	514	1.9%	27,214	27,778	564	2.1%
Music, Theatre and Dance	25,776	26,266	490	1.9%	25,940	26,480	540	2.1%
Upper Division **	27,233	27,750	517	1.9%	27,397	27,964	567	2.1%
Stephen M. Ross School of Business	28,966	29,516	550	1.9%	29,130	29,730	600	2.1%
Dentistry	27,389	27,909	520	1.9%	27,553	28,123	570	2.1%
Engineering	28,732	29,278	546	1.9%	28,896	29,492	596	2.1%
Kinesiology	29,558	30,120	562	1.9%	29,722	30,334	612	2.1%
Music, Theatre and Dance	27,571	28,095	524	1.9%	27,735	28,309	574	2.1%

^{*} Rates per term include \$185.00 Infrastructure Maintenance Fee; Health Service Fee of \$202.39 (\$198.62 in Fall 2019); \$80.00 Registration Fee; \$65.00 University Unions and Recreational Sports Facility Improvement Fee; \$9.19 Central Student Government Fee; \$8.50 Student Legal Services Fee; a \$1.50 School/College Government Fee; and a \$50.00 COVID-19 Health and Safety Fee (new Fall 2020).

^{**} Includes A. Alfred Taubman College of Architecture & Urban Planning; Penny W. Stamps School of Art and Design; Literature Science, and the Arts; Nursing; and Pharmacy. For upper division only, includes Education; Information; Medicine; Gerald R. Ford School of Public Policy; and Public Health.

	Current Tuition Rates Per Term	Proposed Tuition Rates Per Term	Proposed Change in Tuition Rates		Tuition Rates		Tuition Rates		Current Tuition & Required Fees Per Term*	Proposed Tuition & Required Fees Per Term*	Proposed Cl Tuition and Al Fees	l Required
	Fall 2019	Fall 2020	\$	%	Fall 2019	Fall 2020	\$	%				
UNDERGRADUATE INTERNATIONAL												
Lower Division **	\$25,436	\$25,919	\$483	1.9%	\$26,100	\$26,633	\$533	2.0%				
Stephen M. Ross School of Business	25,868	26,359	491	1.9%	26,532	27,073	541	2.0%				
Dentistry	25,586	26,072	486	1.9%	26,250	26,786	536	2.0%				
Engineering	25,586	26,072	486	1.9%	26,250	26,786	536	2.0%				
Kinesiology	27,050	27,564	514	1.9%	27,714	28,278	564	2.0%				
Music, Theatre and Dance	25,776	26,266	490	1.9%	26,440	26,980	540	2.0%				
Upper Division **	27,233	27,750	517	1.9%	27,897	28,464	567	2.0%				
Stephen M. Ross School of Business	28,966	29,516	550	1.9%	29,630	30,230	600	2.0%				
Dentistry	27,389	27,909	520	1.9%	28,053	28,623	570	2.0%				
Engineering	28,732	29,278	546	1.9%	29,396	29,992	596	2.0%				
Kinesiology	29,558	30,120	562	1.9%	30,222	30,834	612	2.0%				
Music, Theatre and Dance	27,571	28,095	524	1.9%	28,235	28,809	574	2.0%				

^{*} Rates per term include \$185.00 Infrastructure Maintenance Fee; Health Service Fee of \$202.39 (\$198.62 in Fall 2019); \$80.00 Registration Fee; \$65.00 University Unions and Recreational Sports Facility Improvement Fee; \$9.19 Central Student Government Fee; \$8.50 Student Legal Services Fee; a \$1.50 School/College Government Fee; a \$500.00 International Fee for enrolled students with F or J visa status; and a \$50.00 COVID-19 Health and Safety Fee (new Fall 2020).

^{**} Includes A. Alfred Taubman College of Architecture & Urban Planning; Penny W. Stamps School of Art and Design; Literature Science, and the Arts; Nursing; and Pharmacy. For upper division only, includes Education; Information; Medicine; Gerald R. Ford School of Public Policy; and Public Health.

Current Tuition	Proposed Tuition			C 4 7E *4*	TO 1 TO 141	Danas and Ch	
Rates Per Term	Rates Per Term	Proposed Cl Tuition F	Rates	Current Tuition & Required Fees Per Term*	Proposed Tuition & Required Fees Per Term*	Proposed Change in Tuition and All Require Fees	
Fall 2019	Faii 2020	\$	%0	Fall 2019	Fan 2020	\$	90
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· ·				,	· ·		2.2%
							2.2%
12,177	12,408	231	1.9%	12,341	12,622	281	2.3%
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							0.2%
12,452	12,689	237	1.9%	12,616	12,903	287	2.3%
14,129	14,397	268	1.9%		14,611	318	2.2%
15,462	16,423	961	6.2%	15,626	16,637	1,011	6.5%
9,034	9,206	172	1.9%	9,198	9,420	222	2.4%
13,473	13,729	256	1.9%	13,637	13,943	306	2.2%
12,177	12,408	231	1.9%	12,341	12,622	281	2.3%
13,975	14,241	266	1.9%	14,139	14,455	316	2.2%
13,601	13,859	258	1.9%	13,765	14,073	308	2.2%
11,945	12,172	227	1.9%	12,109	12,386	277	2.3%
12,975	13,222	247	1.9%	13,139	13,436	297	2.3%
30,763	31,840	1,077	3.5%	30,927	32,054	1,127	3.6%
11,945	12,172	227	1.9%	12,109	12,386	277	2.3%
19,708	20,694	986	5.0%	19,872	20,908	1,036	5.2%
8,737	8,903	166	1.9%	8,901	9,117	216	2.4%
11,968	12,195	227	1.9%	12,132	12,409	277	2.3%
12,496	12,733	237	1.9%	12,660	12,947	287	2.3%
12,177		231	1.9%			281	2.3%
11,787		224	1.9%			274	2.3%
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15.946	16.249	303	1.9%	16.110	16.463	353	2.2%
*	*			· ·	•		2.3%
· ·	*				•		2.2%
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	## Fall 2019 ## Sining ## \$15,565	### Fall 2019 Fall 2020 ### State of the proof of the	Saming S	## Fall 2019 Per Term Fall 2020 \$ % ## Fall 2019 \$ \$ % ## Fall 2019 \$ \$ % ## Fall 2019 \$ \$ % ## Fall 2020 \$ \$ % ## Fall 2019 \$ % ## Fall 2020 \$ \$	Per Term Fall 2019 S	Per Term Fall 2019 S	Per Term Fall 2019 S % Fall 2019 Fall 2020 S S

^{*} Rates per term include \$185.00 Infrastructure Maintenance Fee; Health Service Fee of \$202.39 (\$198.62 in Fall 2019); \$80.00 Registration Fee; \$65.00 University Unions and Recreational Sports Facility Improvement Fee; \$9.19 Central Student Government Fee; \$8.50 Student Legal Services Fee; a \$1.50 School/College Government Fee; and a \$50.00 COVID-19 Health and Safety Fee (new Fall 2020).

^{**} Rates for the Weekend and Evening MBA programs include all required fees listed above, excluding the Health Service Fee of \$202.39 (\$198.62 in Fall 2019).

^{***} Rates per term include all required fees listed above, excluding the Health Service Fee of \$202.39 (\$198.62 in Fall 2019).

Tuition and Fees Schedule								
	Current Tuition Rates Per Term	Proposed Tuition Rates Per Term	Proposed Ch Tuition F	Rates	Current Tuition & Required Fees Per Term*	Proposed Tuition & Required Fees Per Term*	Proposed Ch Tuition and All Fees	l Required
CD A DUATE NON RECIDENT	Fall 2019	Fall 2020	\$	%	Fall 2019	Fall 2020	\$	%
GRADUATE NON-RESIDENT								
A. Alfred Taubman College of Architecture & Urban	•							
Master of Architecture	\$23,793	\$24,245	\$452	1.9%	\$23,957	\$24,459	\$502	2.1%
All other programs	22,777	23,210	433	1.9%	22,941	23,424	483	2.1%
Penny W. Stamps School of Art and Design	24,591	25,058	467	1.9%	24,755	25,272	517	2.1%
Stephen M. Ross School of Business								
M.B.A.**	35,524	35,524	0	0.0%	35,688	35,738	50	0.1%
Master's of Accounting	27,000	27,000	0	0.0%	27,164	27,214	50	0.2%
Pre-candidate	24,855	25,327	472	1.9%	25,019	25,541	522	2.1%
Dentistry								
D.D.S. Cohorts D4	22,089	22,509	420	1.9%	22,253	22,723	470	2.1%
D.D.S. Cohort D1-D3	22,089	22,509	420	1.9%	22,253	22,723	470	2.1%
Master's	15,388	15,680	292	1.9%	15,552	15,894	342	2.2%
Pre-candidate	24,677	25,146	469	1.9%	24,841	25,360	519	2.1%
Education	24,591	25,058	467	1.9%	24,755	25,272	517	2.1%
Engineering								
Professional	25,986	26,480	494	1.9%	26,150	26,694	544	2.1%
Pre-candidate	25,563	26,049	486	1.9%	25,727	26,263	536	2.1%
Information	24,102	24,560	458	1.9%	24,266	24,774	508	2.1%
Kinesiology	26,352	26,853	501	1.9%	26,516	27,067	551	2.1%
Law	32,263	33,340	1,077	3.3%	32,427	33,554	1,127	3.5%
Literature, Science & the Arts	24,102	24,560	458	1.9%	24,266	24,774	508	2.1%
Medicine								
M.D.	29,367	29,925	558	1.9%	29,531	30,139	608	2.1%
Master's of Health Professions Education***	9,545	9,726	181	1.9%	9,709	9,940	231	2.4%
Pre-candidate	24,152	24,611	459	1.9%	24,316	24,825	509	2.1%
Music, Theatre and Dance								
M.M. and Spec.M.	24,911	25,384	473	1.9%	25,075	25,598	523	2.1%
M.A., M.F.A., and Pre-candidate	24,591	25,058	467	1.9%	24,755	25,272	517	2.1%
Environment and Sustainability	23,335	23,778	443	1.9%	23,499	23,992	493	2.1%
Nursing	24,870	25,343	473	1.9%	25,034	25,557	523	2.1%
Pharmacy								
Pharm.D.	18,764	19,121	357	1.9%	18,928	19,335	407	2.2%
Pre-candidate	24,102	24,560	458	1.9%	24,266	24,774	508	2.1%
Public Health	24,548	25,014	466	1.9%	24,712	25,228	516	2.1%
Gerald R. Ford School of Public Policy	24,812	25,283	471	1.9%	24,976	25,497	521	2.1%
Rackham Interdepartmental Programs	24,102	24,560	458	1.9%	24,266	24,774	508	2.1%
Social Work	22,951	23,387	436	1.9%	23,115	23,601	486	2.1%

^{*} Rates per term include \$185.00 Infrastructure Maintenance Fee; Health Service Fee of \$202.39 (\$198.62 in Fall 2019); \$80.00 Registration Fee; \$65.00 University Unions and Recreational Sports Facility Improvement Fee; \$9.19 Central Student Government Fee; \$8.50 Student Legal Services Fee; a \$1.50 School/College Government Fee; and a \$50.00 COVID-19 Health and Safety Fee (new Fall 2020).

^{**} Rates for the Weekend and Evening MBA programs include all required fees listed above, excluding the Health Service Fee of \$202.39 (\$198.62 in Fall 2019).

^{***} Rates per term include all required fees listed above, excluding the Health Service Fee of \$202.39 (\$198.62 in Fall 2019).

Tutton and Fees Schedule									
	Current Tuition Rates Per Term Fall 2019	Proposed Tuition Rates Per Term Fall 2020	Proposed Cl Tuition F \$		Current Tuition & Required Fees Per Term* Fall 2019	Proposed Tuition & Required Fees Per Term* Fall 2020		osed Change in and All Required Fees %	
GRADUATE INTERNATIONAL									
A. Alfred Taubman College of Architecture & Urban	Planning								
Master of Architecture	\$23,793	\$24,245	\$452	1.9%	\$24,457	\$24,959	\$502	2.1%	
All other programs	22,777	23,210	433	1.9%	23,441	23,924	483	2.1%	
Penny W. Stamps School of Art and Design	24,591	25,058	467	1.9%	25,255	25,772	517	2.0%	
Stephen M. Ross School of Business									
M.B.A.**	35,524	35,524	0	0.0%	36,188	36,238	50	0.1%	
Master's of Accounting	27,000	27,000	0	0.0%	27,664	27,714	50	0.2%	
Pre-candidate	24,855	25,327	472	1.9%	25,519	26,041	522	2.0%	
Dentistry									
D.D.S. Cohorts D3-D4	22,089	22,509	420	1.9%	22,753	23,223	470	2.1%	
D.D.S. Cohort D1-D2	22,089	22,509	420	1.9%	22,753	23,223	470	2.1%	
Master's	15,388	15,680	292	1.9%	16,052	16,394	342	2.1%	
Pre-candidate	24,677	25,146	469	1.9%	25,341	25,860	519	2.0%	
Education	24,591	25,058	467	1.9%	25,255	25,772	517	2.0%	
Engineering									
Professional	25,986	26,480	494	1.9%	26,650	27,194	544	2.0%	
Pre-candidate	25,563	26,049	486	1.9%	26,227	26,763	536	2.0%	
Information	24,102	24,560	458	1.9%	24,766	25,274	508	2.1%	
Kinesiology	26,352	26,853	501	1.9%	27,016	27,567	551	2.0%	
Law	32,263	33,340	1,077	3.3%	32,927	34,054	1,127	3.4%	
Literature, Science & the Arts	24,102	24,560	458	1.9%	24,766	25,274	508	2.1%	
Medicine									
M.D.	29,367	29,925	558	1.9%	30,031	30,639	608	2.0%	
Master's of Health Professions Education***	9,545	9,726	181	1.9%	10,209	10,440	231	2.3%	
Pre-candidate	24,152	24,611	459	1.9%	24,816	25,325	509	2.1%	
Music, Theatre and Dance									
M.M. and Spec.M.	24,911	25,384	473	1.9%	25,575	26,098	523	2.0%	
M.A., M.F.A., and Pre-candidate	24,591	25,058	467	1.9%	25,255	25,772	517	2.0%	
Environment and Sustainability	23,335	23,778	443	1.9%	23,999	24,492	493	2.1%	
Nursing	24,870	25,343	473	1.9%	25,534	26,057	523	2.0%	
Pharmacy									
Pharm.D.	18,764	19,121	357	1.9%	19,428	19,835	407	2.1%	
Pre-candidate	24,102	24,560	458	1.9%	24,766	25,274	508	2.1%	
Public Health	24,548	25,014	466	1.9%	25,212	25,728	516	2.0%	
Gerald R. Ford School of Public Policy	24,812	25,283	471	1.9%	25,476	25,997	521	2.0%	
Rackham Interdepartmental Programs	24,102	24,560	458	1.9%	24,766	25,274	508	2.1%	
Social Work	22,951	23,387	436	1.9%	23,615	24,101	486	2.1%	

^{*} Rates per term include \$185.00 Infrastructure Maintenance Fee; Health Service Fee of \$202.39 (\$198.62 in Fall 2019); \$80.00 Registration Fee; \$65.00 University Unions and Recreational Sports Facility Improvement Fee; \$9.19 Central Student Government Fee; \$8.50 Student Legal Services Fee; a \$1.50 School/College Government Fee; a \$500.00 International Fee for enrolled students with F or J visa status; and a \$50.00 COVID-19 Health and Safety Fee (new Fall 2020).

^{**} Rates for the Weekend and Evening MBA programs include all required fees listed above, excluding the Health Service Fee of \$202.39 (\$198.62 in Fall 2019).

^{***} Rates per term include all required fees listed above, excluding the Health Service Fee of \$202.39 (\$198.62 in Fall 2019).

	Current Tuition Rates Per Term	Proposed Tuition Rates Per Term	Proposed Ch Tuition R	Rates	Current Tuition & Required Fees Per Term*	Proposed Tuition & Required Fees Per Term*	Proposed Ch Tuition and All Fees	Required
GRADUATE	Fall 2019	Fall 2020	\$	%	Fall 2019	Fall 2020	\$	%
Candidate								
A. Alfred Taubman College of Architecture & Urban Planning	\$6,427	\$6,549	\$122	1.9%	\$6,591	\$6,763	\$172	2.6%
Stephen M. Ross School of Business	6,719	6,847	128	1.9%	6,883	7,061	178	2.6%
Dentistry	6,399	6,521	122	1.9%	6,563	6,735	172	2.6%
Education	6,489	6,612	123	1.9%	6,653	6,826	173	2.6%
Engineering								
D.Eng.	9,419	9,598	179	1.9%	9,583	9,812	229	2.4%
Ph.D.	7,725	7,872	147	1.9%	7,889	8,086	197	2.5%
Information	6,363	6,484	121	1.9%	6,527	6,698	171	2.6%
Kinesiology	6,363	6,484	121	1.9%	6,527	6,698	171	2.6%
Law	7,776	7,924	148	1.9%	7,940	8,138	198	2.5%
Literature, Science & the Arts	6,363	6,484	121	1.9%	6,527	6,698	171	2.6%
Medicine	6,503	6,627	124	1.9%	6,667	6,841	174	2.6%
Music, Theatre and Dance								
A.Mus.D.	7,914	8,064	150	1.9%	8,078	8,278	200	2.5%
Ph.D.	6,489	6,612	123	1.9%	6,653	6,826	173	2.6%
Environment and Sustainability	6,281	6,400	119	1.9%	6,445	6,614	169	2.6%
Nursing	6,489	6,612	123	1.9%	6,653	6,826	173	2.6%
Pharmacy	6,363	6,484	121	1.9%	6,527	6,698	171	2.6%
Public Health	6,483	6,606	123	1.9%	6,647	6,820	173	2.6%
Rackham Interdepartmental Programs	6,363	6,484	121	1.9%	6,527	6,698	171	2.6%

^{*} Rates per term include \$185.00 Infrastructure Maintenance Fee; Health Service Fee of \$202.39 (\$198.62 in Fall 2019); \$80.00 Registration Fee; \$65.00 University Unions and Recreational Sports Facility Improvement Fee; \$9.19 Central Student Government Fee; \$85.50 Student Legal Services Fee; a \$1.50 School/College Government Fee; and a \$50.00 COVID-19 Health and Safety Fee (new Fall 2020).

	Rates Rates Per Term Per Term		Proposed Ch Tuition R	lates	Current Tuition & Required Fees Per Term*	Proposed Tuition & Required Fees Per Term*	Proposed Change in Tuition and All Required Fees	
GRADUATE INTERNATIONAL	Fall 2019	Fall 2020	\$	%	Fall 2019	Fall 2020	\$	%
Candidate								
A. Alfred Taubman College of Architecture & Urban Planning	\$6,427	\$6,549	\$122	1.9%	\$7,091	\$7,263	\$172	2.4%
Stephen M. Ross School of Business	6,719	6,847	128	1.9%	7,383	7,561	178	2.4%
Dentistry	6,399	6,521	122	1.9%	7,063	7,235	172	2.4%
Education	6,489	6,612	123	1.9%	7,153	7,326	173	2.4%
Engineering								
D.Eng.	9,419	9,598	179	1.9%	10,083	10,312	229	2.3%
Ph.D.	7,725	7,872	147	1.9%	8,389	8,586	197	2.3%
Information	6,363	6,484	121	1.9%	7,027	7,198	171	2.4%
Kinesiology	6,363	6,484	121	1.9%	7,027	7,198	171	2.4%
Law	7,776	7,924	148	1.9%	8,440	8,638	198	2.3%
Literature, Science & the Arts	6,363	6,484	121	1.9%	7,027	7,198	171	2.4%
Medicine	6,503	6,627	124	1.9%	7,167	7,341	174	2.4%
Music, Theatre and Dance								
A.Mus.D.	7,914	8,064	150	1.9%	8,578	8,778	200	2.3%
Ph.D.	6,489	6,612	123	1.9%	7,153	7,326	173	2.4%
Environment and Sustainability	6,281	6,400	119	1.9%	6,945	7,114	169	2.4%
Nursing	6,489	6,612	123	1.9%	7,153	7,326	173	2.4%
Pharmacy	6,363	6,484	121	1.9%	7,027	7,198	171	2.4%
Public Health	6,483	6,606	123	1.9%	7,147	7,320	173	2.4%
Rackham Interdepartmental Programs	6,363	6,484	121	1.9%	7,027	7,198	171	2.4%

^{*} Rates per term include \$185.00 Infrastructure Maintenance Fee; Health Service Fee of \$202.39 (\$198.62 in Fall 2019); \$80.00 Registration Fee; \$65.00 University Unions and Recreational Sports Facility Improvement Fee; \$9.19 Central Student Government Fee; \$8.50 Student Legal Services Fee; a \$1.50 School/College Government Fee; a \$500.00 International Fee for enrolled students with F or J visa status; and a \$50.00 COVID-19 Health and Safety Fee (new Fall 2020).

	Current Tuition Rates	Proposed Tuition Rates	Proposed Change Rates	in Tuition	Current Tuition & Required Fees	Proposed Tuition & Required Fees	Proposed Change in All Required	
OTHER GRADUATE PROGRAMS				<u></u>				
Stephen M. Ross School of Business Executive MBA*	Fall 2019 Cohort	Fall 2020 Cohort			Fall 2019 Cohort	Fall 2020 Cohort		
Resident	\$168,500	\$168,500	\$0	0.0%	\$168,500	\$168,750	\$250	0.1%
Non-Resident	173,500	173,500	0	0.0%	173,500	173,750	250	0.1%
International****	173,500	173,500	0	0.0%	176,000	176,250	250	0.1%
Stephen M. Ross School of Business Master's of Management**	Summer 2020 - Spring 2021 Cohort	Summer 2021 - Spring 2022 Cohort			Summer 2020 - Spring 2021 Cohort	Summer 2021 - Spring 2022 Cohort		
Resident	\$48,908	\$48,908	\$0	0.0%	\$49,318	\$49,443	\$125	0.3%
Non-Resident	53,908	53,908	0	0.0%	54,318	54,443	125	0.2%
International****	53,908	53,908	0	0.0%	55,568	55,693	125	0.2%
Stephen M. Ross School of Business Master's of Supply Chain Management**	Summer 2020 - Spring 2021 Cohort	Summer 2021 - Spring 2022 Cohort			Summer 2020 - Spring 2021 Cohort	Summer 2021 - Spring 2022 Cohort		
Resident	\$53,833	\$53,833	\$0	0.0%	\$54,243	\$54,368	\$125	0.2%
Non-Resident	58,833	58,833	0	0.0%	59,243	59,368	125	0.2%
International****	58,833	58,833	0	0.0%	60,493	60,618	125	0.2%
Stephen M. Ross School of Business Weekend MBA*** Resident	Fall 2019 Rate per Credit Hour \$2,180	Fall 2020 Rate per Credit Hour \$2,253	\$73	3.3%				
Non-Resident	2,346	2,428	82	3.5%				
International****	2,346	2,428	82	3.5%				

^{*} Includes tuition and fees for accommodations, meals, books, course materials, and other miscellaneous items over the length of the program, as well as the following fees: \$185.00 Infrastructure Maintenance Fee; \$8.00 Registration Fee; \$65.00 University Unions and Recreational Sports Facility Improvement Fee; \$9.19 Central Student Government Fee; \$8.50 Student Legal Services Fee; \$1.50 School/College Government Fee; and a \$50.00 COVID-19 Health & Safety Fee (new Fall 2020).

^{**} Rates per term include the following fees: \$185.00 Infrastructure Maintenance Fee; \$8.00 Registration Fee; \$65.00 University Unions and Recreational Sports Facility Improvement Fee; \$9.19 Central Student Government Fee; \$8.50 Student Legal Services Fee; \$1.50 School/College Government Fee; and \$50.00 COVID-19 Health & Safety Fee (new Fall 2020).

^{***} In addition to the hourly tuition rate, the following required fees will also be assessed per term: \$185.00 Infrastructure Maintenance Fee; \$80.00 Registration Fee; \$65.00 University Unions and Recreational Sports Facility Improvement Fee; \$9.19 Central Student Government Fee; \$8.50 Student Legal Services Fee; a \$1.50 School/College Government Fee; and a \$50.00 COVID-19 Health & Safety Fee (new Fall 2020).

^{****} Rates per term include all required fees listed in each category above and a \$500.00 International Fee for enrolled students with F or J visa status.

Online Education*	Current Tuition Rates	Proposed Tuition Rates	Proposed Ch Tuition R		Current Tuition & Required Fees**	Proposed Tuition & Required Fees**	Proposed Change in Tuition Rates	
GRADUATE	Fall 2019	Fall 2020	\$	%	Fall 2019	Fall 2020	\$	%
GREDOTTE								
Stephen M. Ross School of Business - Part Time MBA: Online								
Resident	\$11,416	\$11,416	\$0	0.0%	\$11,580	\$11,580	\$0	0.0%
Non-Resident	12,466	12,466	0	0.0%	12,630	12,630	0	0.0%
International	12,466	12,466	0	0.0%	13,130	13,130	0	0.0%
Engineering - Distance Learning Programs								
Resident	\$8,986	\$8,986	\$0	0.0%	\$9,150	\$9,150	\$0	0.0%
Non-Resident	9,862	9,862	0	0.0%	10,026	10,026	0	0.0%
International ***	9,862	9,862	0	0.0%	10,526	10,526	0	0.0%
School of Information - Master's of Applied Data Science								
Resident	\$5,777	\$5,885	\$108	1.9%	\$5,941	\$6,099	\$158	2.7%
Non-Resident	7,643	7,787	144	1.9%	7,807	8,001	194	2.5%
International ***	7,643	7,787	144	1.9%	8,307	8,501	194	2.3%
School of Public Health - Master's of Public Health								
Resident	\$5,945	\$6,059	\$114	1.9%	\$6,109	\$6,273	\$164	2.7%
Non-Resident	6,545	6,671	126	1.9%	6,709	6,885	176	2.6%
International ***	6,545	6,671	126	1.9%	7,209	7,385	176	2.4%
School of Nursing - Master's of Science in Nursing		New in fall 2020				New in fall 2020		
Resident		\$8,291				\$8,505		
Non-Resident		9,917				10,131		
International ***		9,917				10,631		
School of Social Work - Master's of Social Work		New in fall 2020				New in fall 2020		
Resident		\$9,659				\$9,873		
Non-Resident		15,515				15,729		
International ***		15,515				16,229		

^{*} All tuition and fees presented assume six credit hours per term. Actual credit hours taken may vary by program and student.

^{**} In addition to the hourly tuition rate, the following required fees will also be assessed per term: \$185.00 Infrastructure Maintenance Fee; \$80.00 Registration Fee; \$65.00 University Unions and Recreational Sports Facility Improvement Fee; \$9.19 Central Student Government Fee; \$8.50 Student Legal Services Fee; a \$1.50 School/College Government Fee; and a \$50.00 COVID-19 Health & Safety Fee (new Fall 2020).

^{***} In addition to Non-Resident hourly tuition rate, the following required fees will also be assessed per term: \$185.00 Infrastructure Maintenance Fee; \$80.00 Registration Fee; \$65.00 University Unions and Recreational Sports Facility Improvement Fee; \$9.19 Central Student Government Fee; \$8.50 Student Legal Services Fee; a \$1.50 School/College Government Fee; a \$500.00 International Fee for enrolled students with F or J visa status; and a \$50.00 COVID-19 Health & Safety Fee (new Fall 2020).