

## DOCUMENT RESUME

ED 481 768

HE 036 273

TITLE Condition of Higher Education Funding in Virginia. A SCHEV Report.  
INSTITUTION Virginia State Council of Higher Education, Richmond.  
PUB DATE 2003-05-00  
NOTE 82p.  
AVAILABLE FROM State Council of Higher Education for Virginia, James Monroe Building, 101 North Fourteenth Street, Richmond, VA 23219. Tel: 804-225-2600; Fax: 804-225-2604; Web site: <http://www.schev.edu>.  
PUB TYPE Reports - Descriptive (141)  
EDRS PRICE EDRS Price MF01/PC04 Plus Postage.  
DESCRIPTORS Access to Education; \*Educational Finance; Expenditure per Student; \*Financial Support; Higher Education; Income; \*State Colleges; Student Costs; Tuition  
IDENTIFIERS \*Virginia

## ABSTRACT

This report examines trends in resources available, past funding policies, and the need for a funding policy for Virginia public higher education that can minimize the impact of peaks and troughs of economic cycles. It reviews trends from 1988-89 to 2003-04 by: identifying primary revenue sources of higher education, examining institutional expenditures, and comparing Virginia's revenues and expenditures with those of other states. Findings indicate that over 15 years, state support fluctuated consistent with Virginia's changing economic conditions. Tuition revenue has been used to offset general fund reductions during economic downturns when students and their families can least afford to pay. Virginia higher education is more affordable today than it was 10 years ago. However, this affordability was achieved through dramatic changes in cost sharing over the period, with varying degrees of equity depending upon when a student entered the system. While many Virginia institutions have received consistently high ratings on educational value and academic quality from national organizations, Virginia institutions have operated with less overall support per student than their national public peers, partly because enrollments at Virginia institutions have increased by 23 percent over 15 years with little or no enrollment growth funding. (Contains 18 references.) (SM)

# A SCHEV REPORT

ED 481 768

## Condition of Higher Education Funding in Virginia

U.S. DEPARTMENT OF EDUCATION  
Office of Educational Research and Improvement  
EDUCATIONAL RESOURCES INFORMATION  
CENTER (ERIC)

- This document has been reproduced as received from the person or organization originating it.
- Minor changes have been made to improve reproduction quality.
- Points of view or opinions stated in this document do not necessarily represent official OERI position or policy

PERMISSION TO REPRODUCE AND  
DISSEMINATE THIS MATERIAL HAS  
BEEN GRANTED BY

F. Bradford

TO THE EDUCATIONAL RESOURCES  
INFORMATION CENTER (ERIC)

1



STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA  
ADVANCING VIRGINIA THROUGH HIGHER EDUCATION

May 2003

## TABLE OF CONTENTS

Executive Summary .....	1
Key Findings .....	3
Introduction and Overview.....	5
Background of Virginia Higher Education and Funding Policies .....	9
Virginia Demographic and Economic Statistics .....	9
Virginia Higher Education Funding Policies.....	10
Primary Revenue Sources of Higher Education Operations .....	12
Primary Revenue Sources at Virginia Public Higher Education Institutions ....	12
Virginia National Rankings in Higher Education Funding .....	18
State-to-State Comparison .....	18
Peer Comparisons on Funding Sources .....	22
Cost Sharing of Virginia In-State Undergraduate Students .....	26
Virginia National Ranking in Tuition Charges and College Affordability.....	28
Higher Education Expenditures .....	30
Expenditures at Virginia Institutions .....	30
Peer Comparison on Expenditures .....	35
Conclusions .....	38
Glossary .....	40
Reference .....	42
Acknowledgements .....	43
Appendix Index .....	44

## **EXECUTIVE SUMMARY**

During the past 15 years, Virginia, along with the rest of the nation, experienced two economic recessions. The first occurred in the early 1990's and the second came a decade later. In order to balance the state's budget, the Commonwealth reduced its funding to higher education and allowed institutions to increase tuition and fees, on average, by double-digit percentages, to help offset the lost general fund. Between the two recessions, the country experienced a booming economy. As a result of increased state tax revenues between FY97 and FY01, the Commonwealth provided additional general fund support of \$457 million for higher education, and not only froze in-state undergraduate tuition, but rolled it back by 20% to make a college education more affordable than at any time over the past ten years (as a measure of cost to disposable income). However, such swings in cost sharing between state subsidy and tuition, have left students and their families with little ability to plan for paying the cost of higher education.

The analyses contained in this report are meant to inform state policymakers, taxpayers, and the higher education community about the current condition of higher education funding in the Commonwealth. The report examines trends in resources available, past funding policies, and begins to suggest a need for formulating a funding policy for Virginia public higher education that can minimize the impact of peaks and troughs of economic cycles, and provide our public colleges and universities with better capabilities for a quality education to Virginians. This report reviews the trends of public higher education funding in Virginia from 1988-89 to 2003-04 by:

- Identifying the primary revenue sources of higher education;
- Examining institutional expenditures; and
- Comparing Virginia's revenues and expenditures with those in other states, including peer institution comparisons.

Virginia higher education funding is a shared responsibility, primarily between the state and students and their families. However, this report finds that, over the past 15 years, state support has fluctuated consistent with the changing economic conditions of the Commonwealth. Tuition revenue has been used to offset general fund reductions during economic downturns when students and their families can least afford to pay.

The report also finds that Virginia higher education is more affordable today than it was more than a decade ago. However, this affordability was achieved through dramatic changes in cost sharing over the period, with varying degrees of equity depending upon when a student entered the system. Further, had the Commonwealth encouraged institutions to deposit 1% of their tuition revenue each year into a revenue reserve fund beginning in FY92, the investment would have grown to more than \$100 million by FY03 or enough to have covered most, if not all, of higher education's share of the general fund reductions in October 2002.

**BEST COPY AVAILABLE**

While many Virginia institutions have received consistently high ratings on educational value and academic quality from national organizations, this report finds that Virginia institutions have operated with less overall support per student than their national public peers, partly due to the fact that the enrollments at Virginia institutions have increased by more than 62,000 students, or 23% in the past 15 years with little to no enrollment growth funding. Virginia's state-supported system of higher education is estimated to have a funding shortfall of \$351 million based on the guidelines developed by the Joint Subcommittee on Higher Education Funding Policies of the Virginia General Assembly. It is estimated that the addition of \$300 to \$400 million, from any combination of fund sources, would elevate Virginia's ranking among the states to the top ten on a total support per student basis and bring Virginia institutions to their national public peers' average level of support per student in FY01.

As it is projected that the demand for higher education in Virginia will continue to grow and the economic cycles will remain, this report concludes that it is time for policymakers and higher education leaders to develop a funding policy that includes consistent and sustained support from both the state and students; to create innovative ideas that can offer continuity and predictability to higher education funding; and to look for funding mechanisms that can provide resources to help higher education weather the economic downturns and to generate additional funding that Virginia institutions currently need, based on the base adequacy guidelines, in order to advance Virginia's system of higher education.

If successful, Virginia will be able to meet its responsibilities for an excellent system of higher education to the benefits of all Virginians by providing valuable educational, economic, and cultural opportunities across the Commonwealth.

## KEY FINDINGS

### Virginia Higher Education Funding: Trends and National Comparisons

- Virginia ranks in the top third of the states on most demographic and economic measures including: population (12<sup>th</sup>), percent of population with bachelor's degree or more (7<sup>th</sup>), gross state product (16<sup>th</sup>), state tax revenue (14<sup>th</sup>), median family income (9<sup>th</sup>), and per capita disposable income (13<sup>th</sup>).
- Virginia's state-supported system of higher education is one of the nation's largest in terms of enrollment (11<sup>th</sup>) and total state support (10<sup>th</sup>).
- Virginia institutions at both four-year and two-year levels received less state support per student than their public peers for the operation of the Educational and General (E&G) programs between FY89 and FY01.
- Between FY94 and FY02, Virginia increased its support of higher education by 72%. This increase allowed Virginia to attain levels of support comparable to those achieved in FY90 on national measures of higher education support per capita and support per \$1,000 income, and Virginia ranked 4<sup>th</sup> in largest increases in general fund support to higher education nationally in this period.
- A weak economy and related budget reductions caused the Commonwealth's rankings to plummet in FY03. Based on the most recent data, Virginia experienced the 4<sup>th</sup> largest higher education budget reduction nationally and the largest reduction of the 16 Southern Regional Education Board states.
- Virginia's national ranking on tuition and fees charged to in-state undergraduate students has improved dramatically since 1990: From 8<sup>th</sup> highest to 20<sup>th</sup> in the major public university category, from 2<sup>nd</sup> to 12<sup>th</sup> in the public colleges and state universities category and from 28<sup>th</sup> to 44<sup>th</sup> at the community colleges.
- Virginia institutions at both four-year and two-year levels spent less per student than their public peers on E&G programs between FY89 and FY01.
- On a percentage basis, Virginia institutions spent more for academic programs than their public peers but less for both administration and operation and maintenance of physical plant. Activities related more directly to instruction and student learning are given higher priority in Virginia.
- Over the past 15 years, total Educational and General appropriations increased 17% after adjusting for inflation. However, total support per student actually decreased, by less than 1% on average, after adjusting for inflation. This indicates that institutions used available resources to accommodate enrollment increases and had less resources available to address quality improvements and new initiatives.

BEST COPY AVAILABLE

May 2003

- Virginia's colleges and universities have consistently received less state support per student, and indeed, have spent less per student, on average, than their public peer institutions. The fact that many of our institutions receive consistently high ratings on educational value and academic quality from national publications, such as U. S. News & World Report, may indicate that Virginia institutions are operating at a higher level of efficiency and effectiveness than their peer institutions.

### **Virginia Higher Education Funding Conditions**

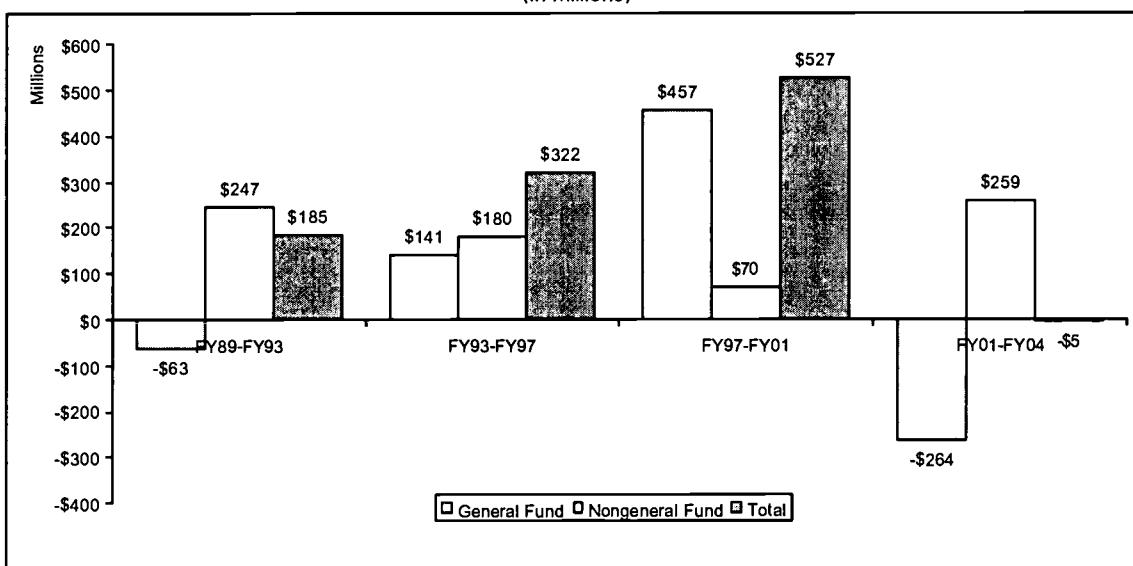
- Although Virginia higher education funding is a shared responsibility between the state and students and their families, this cost sharing arrangement has resulted in somewhat of a paradox. State general fund support fluctuates based on changing economic conditions. Tuition revenue is used to offset general fund reductions during downturns in the economy when students and their families can least afford to pay.
- The percentage of total state tax revenues that supports higher education is shrinking. In FY89, higher education made up 18% of the state's general fund budget and in FY04, it will be about 12%.
- Virginia institutions are currently operating with an estimated \$351 million base budget funding shortfall systemwide in FY03.
- In the past 15 years, the state's share of the cost of higher education has varied significantly, ranging from a high of 66% (FY89) to a low of 49% (FY96). The state is currently providing a share of about 50% (FY03).
- In the past 15 years, tuition increases at Virginia institutions tended to be dramatic and unpredictable, as tuition was either increased to supplant revenues lost due to state budget reductions or constrained as a result of the tuition freezes and rollback.
- As a result of the tuition freeze and rollback policies implemented between FY97 and FY02, Virginia public higher education is more affordable today than it was in the prior decade—when total student charges are viewed as a percent of per capita disposable income (currently about 34%).
- Over two-thirds of spending at Virginia institutions is for salaries and benefits as higher education is a labor-intensive industry.
- Virginia institutions' expenditures increased roughly 2-3 percent per year, on average, above the rate of inflation for both salary and non-salary expenses from FY89 to FY02.

## INTRODUCTION AND OVERVIEW

In the past 15 years, along with the rest of the nation, Virginia has experienced two economic recessions. The first occurred in the early 1990's and the second came a decade later. In order to balance the state budget, the Commonwealth largely reduced its funding to higher education and allowed institutions to increase tuition and fees by double-digit percentages to help offset the general funds lost during both economic downturns. Chart 1 shows incremental funding changes to higher education. General fund support was reduced and nongeneral fund support was increased during the periods of FY89-FY93 and FY01-FY04 -- years of the economic recession. In contrast, between FY97 and FY01 when the economy was booming, there was \$527 million additional funding, the largest increase over the past 15 years, and the general fund increase accounted for 90% of the total incremental funding as a result of increased state funds infused for the tuition freeze/rollback.

Chart 1

Incremental Funding Changes for Educational and General Programs (E&G)  
(in millions)



Note: FY04 nongeneral fund is an estimate, including nongeneral fund appropriations in Chapter 899 and additional tuition revenue in the conference report of the 2003 legislative session, plus an additional 8% increase over the total as tuition increase for the year.

Includes 16 public institutions and VCCS only. Excludes lease payments in E&G appropriations, UMA and apprenticeship.

Source: Appropriation Acts.

During this same 15-year period, enrollments at Virginia institutions have increased by more than 62,000 students, or 23%. It is projected that demand for Virginia higher education will continue to grow over the next 8 years. The State Council of Higher Education for Virginia (SCHEV) states in its *2003 Systemwide Strategic Plan for Virginia Higher Education* that:

BEST COPY AVAILABLE

"Virginia's system of higher education is one of the best in the country. The system has consistently provided a quality education to Virginia's citizens at an affordable price. Notwithstanding, quality and affordability face an uncertain future. A vigorous system of higher education is critical to Virginia's future. Consequently the Commonwealth must take strategic steps to preserve and improve its educational resources as we move forward in the twenty-first century."

History shows that economic conditions are prone to cycles. To minimize the impact of these peaks and troughs in the economy on students, it is incumbent upon policymakers and the higher education community to assess current higher education funding resources, evaluate past funding policies, and formulate a funding policy with cost sharing goals for Virginia public higher education that will minimize the impact of unavoidable peaks and valleys of the economic cycle on students and provide sufficient resources so that colleges and universities can accommodate the expected additional enrollments.

Higher education has long been regarded as an engine for economic growth and prosperity for both individuals and society. The *2002 Trends in College Pricing* by the College Board revealed that over a lifetime, the median annual income for bachelor's degree recipients is 80% higher than the median annual income for those with only a high school diploma. And the gap in earnings between these two groups exceeds \$1 million over a lifetime. In addition, the *2000 Economic-Impact Survey* by the National Association of State Universities and Land-Grant Colleges (NASULGC) reported that (a) the average return on every \$1 of state funding invested in a NASULGC institution is \$5; (b) the average tax revenue generated was \$60 million annually; (c) on average, two out of three graduates of NASULGC institutions remain in their states for a significant period of time after they receive their degrees; and (d) the average amount of sponsored research was \$105 million.

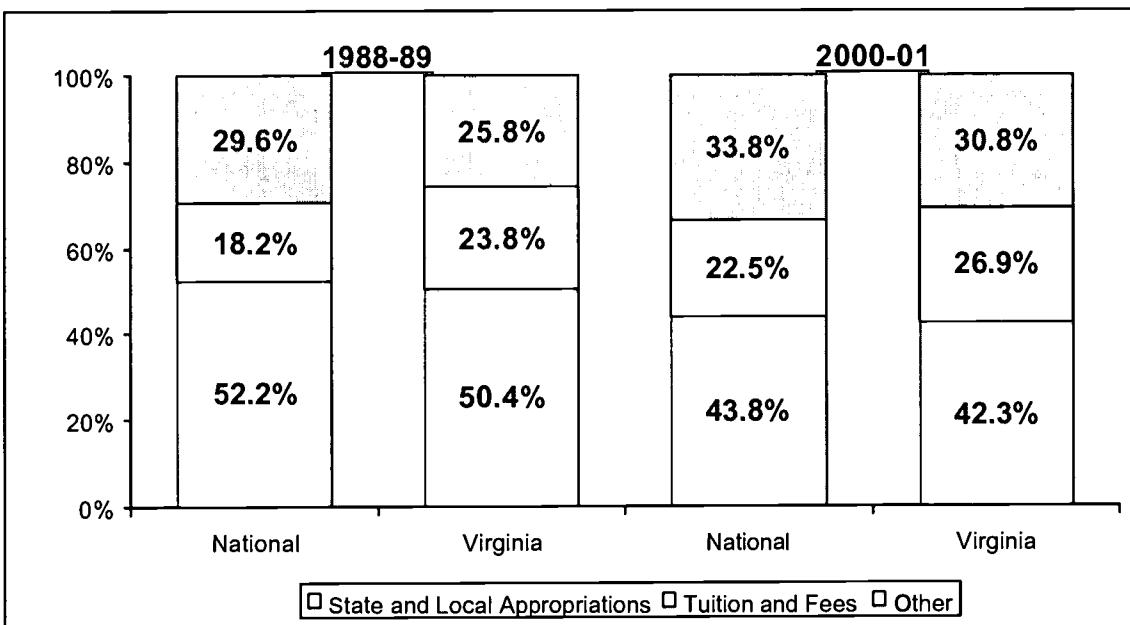
Because of the economic benefits resulting from higher education, state and local appropriations in support of higher education totaled \$61 billion nationally, and tuition and fees generated \$31 billion revenue for higher education in 2000-01<sup>1</sup>. Clearly, funding public higher education is a shared responsibility between students and their families and government as higher education yields both private and public benefits. However, over the years, there has been an ongoing debate nationally among the higher education community and policymakers about the cost of higher education and what is the proper cost sharing distribution for the public and the individual. Some argue that state governments are providing less inflation-adjusted funding on a per full-time equivalent student basis, making public higher education institutions less capable of providing quality services, while others say that public higher education institutions are not operating efficiently and are not held accountable for the resources they receive. Some worry that tuition and fees have become too high, making a college education less affordable, while others contend that students and their families do not pay their fair share given the potential higher lifelong earnings.

---

<sup>1</sup> Integrated Postsecondary Education Data System (IPEDS) Finance 2000-01.

## Chart 2

### Revenue Sources for Public Higher Education Operations



Note: Excludes revenues from auxiliary, hospital and independent operations.

Other includes revenues from state grants, private giving and endowment.

Source: IPEDS Finance.

Chart 2 shows revenue sources for public higher education operations at the national level and in Virginia between FY89 and FY01. The data indicate the share of state and local appropriations decreased while the share of tuition and fees and other revenue sources increased over the years both nationally and in Virginia. Between FY89 and FY01, the share of state and local appropriations decreased from 52.2% to 43.8% nationally and from 50.4% to 42.3% in Virginia. The share of tuition and fee revenue increased from 18.2% to 22.5% nationally and from 23.8% to 26.9% in Virginia. The share of other revenue sources increased from 29.6% to 33.8% nationally and from 25.8% to 30.8% in Virginia. This shift in cost sharing reflects the "paradox of rising public expectations, shrinking public support"<sup>2</sup> and the ongoing debate of who pays for and who benefits from higher education nationally.

"For most Americans, college is no longer one of many routes to middle-class life, but a requirement for employment that makes such a life possible.... The growing importance of higher education imposes ever-greater responsibility on the state than in the past."<sup>3</sup> To meet this calling and to help policymakers, higher educational leaders and the general public that are interested in higher education sort through these conflicting views and make decisions regarding the higher education funding policy, this report reviews the trends of public higher education funding in Virginia from 1988-89 to 2003-04 by:

<sup>2</sup> Perspectives, American Association of State Colleges and Universities, May 2001

<sup>3</sup> Introduction of Measuring Up 2000 by Patrick M. Callahan

**BEST COPY AVAILABLE**

- Identifying the primary revenue sources of higher education;
- Examining institutional expenditures; and
- Comparing Virginia's revenues and expenditures with those of other states, including peer institution comparisons.

The operation of higher education is supported by various revenue sources serving various missions such as instruction, research, and public service. However, this report examines only the primary funding sources, namely general fund support (state tax dollars) and tuition revenue. On the expenditure side, the report examines total spending for the operation of the educational and general (E&G) programs, including instruction and related support programs. In addition, this report selects the period of 1988-89 through 2003-04 for review because this timeframe covers the two recessions and the booming economy in between.

The primary purpose of this report is two-fold: (1) to provide a baseline assessment of higher education funding in Virginia; and (2) to present findings and identify critical issues that can become the basis for planning and decision-making about future funding policies for Virginia higher education. This report is not intended to provide detailed solutions or recommendations. Rather, any recommendation, funding policy or action plan, shall be developed over the coming months as the State Council of Higher Education for Virginia develops its 2004-06 budget recommendations for consideration by the Governor and General Assembly.

Finally, a word about the data constraints in this report. All data sources used in the report are the most current available. While the Virginia-specific data include the most recent year's actual expenditures (FY02) and appropriations (FY04), national data sources for these categories will not be available for at least another year. Therefore, the full impact of the recessionary budget reductions on higher education in Virginia relative to other states and peer institutions will not be known for at least another year.

## **BACKGROUND OF VIRGINIA HIGHER EDUCATION AND FUNDING POLICIES**

### **Virginia Demographic and Economic Statistics**

Before reviewing funding resources and expenditures specifically for Virginia public higher education, it is important to understand some fundamental statistics that affect Virginia higher education. Table 1 provides selected statistics about Virginia as of 2001 in terms of its population, economics, size of the public higher education system, and national rankings. The data show that Virginia ranks in the top third nationally in all but one of these selected measures – state tax as percent of disposable personal income. This is the only measure that Virginia is ranked in the bottom third, and in this case, actually means that Virginians have more disposable personal income than people in 42 other states. In sum, these statistics provide a sense of Virginia's size, health, and wealth relative to other states nationally and help provide a perspective of Virginia's position on a variety of indicators since this report compares Virginia higher education funding to that of other states.

**Table1**  
**Selected Virginia Statistics and National Rankings in 2001**

	Virginia	National Ranking	Source
<b>Demographics and Economics</b>			
Population	7.2 million	12th	US Census Bureau
Gross State Product (GSP) <sup>1</sup>	\$261.4 billion	16th	US BEA
State Tax Revenue	\$13.1 billion	14th	US Census Bureau
Disposable Personal Income	\$196.1 billion	15th	US BEA
Per Capita Disposable Personal Income	\$26,972	13th	US BEA
State Tax Revenue as % of Personal Income <sup>2</sup>	5.60%	43rd	US Census Bureau and BEA
Median Family Income	\$57,256	9th	US Census Bureau
Percent of People with Bachelor's degree or more	31.30%	7th	US Census Bureau
<b>Higher Education<sup>3</sup></b>			
Enrollment			
Headcount	313,806	11th	IPEDS
FTE <sup>4</sup>	217,813	11th	IPEDS
Degrees Awarded	51,001	11th	IPEDS
Degree Programs Offered	1,479	N/A	SCHEV

Notes:

(1) GSP is a 2000 figure.

(2) This is a calculated figure based on the data from US Bureaus of Census and BEA.

(3) Public institutions only.

(4) FTE is calculated based on full-time and 1/3 of part-time headcounts.

**BEST COPY AVAILABLE**

## **Virginia Higher Education Funding Policies**

Funding policies govern resource allocations. Therefore, it is important to review Virginia higher education funding policies before examining resource trends and comparisons in Virginia public higher education. Higher education funding in Virginia has been provided through a mix of formal and informal policies. Since the recession in the early 1990s, however, much of the state funding has been based on informal policies and recommendations, such as the availability or desirability of using general fund as opposed to nongeneral fund revenue to support higher education.

**Tuition and Fee Policies:** Between 1977 and 1981, the Commonwealth had a cost sharing policy of 70/30. That is, 70% of the cost of education was paid by the state and the remaining 30% of the cost paid by all students through tuition. However, this policy subsidized out-of-state students whose families did not pay Virginia state taxes and favored institutions with a high proportion of out-of-state students because those students paid higher tuition rates. To address these concerns, the state restructured its cost sharing policies several times during the 1980s, but always attempted to keep the contribution rate for in-state undergraduate students at 30% or less.

In 1992, as a result of the economic recession and state's budget shortfall, the state required all out-of-state students to pay at least 100% of the cost of their education. The state also allowed institutions to increase the in-state student cost share as well through tuition increases. As a result, in an effort to offset the general fund reductions to higher education, institutions raised tuition and fees for in-state students, resulting in a student share beyond the 30% threshold in the subsequent years.

In an effort to control rising tuition, Virginia policymakers first capped tuition and mandatory E&G fee increases at 3% for in-state students in the 1994-96 biennium and then implemented a "tuition freeze" policy on tuition and mandatory E&G fees for in-state undergraduate students from FY97 to FY02. Following the tuition freeze, to make a college education even more affordable, the Commonwealth rolled back in-state undergraduate tuition by 20% and supplanted the lost revenue with general fund in FY2000. At the same time, the General Assembly stated its goal of phasing into a cost sharing policy in which students at the community colleges would pay 20% of the cost of their education and in-state undergraduates at the other public institutions would pay 25% of the cost of their education. However, hit by the next economic recession in 2002 and the resulting state budget shortfall, the tuition freeze was lifted and institutions were allowed to increase tuition, by double-digit percentages, again in FY03.

**Institutional Operation Funding Policies:** Virginia used a set of funding guidelines (Appendix M) to develop budgets for institutional operation between 1968 and 1990. The guidelines were based on student enrollment and addressed funding needs for staffing and enrollment growth. However, the Commonwealth rarely provided enough funding to reach 100% of the calculated needs. These guidelines were abandoned during the 1990-92 biennium budget development because of the state budget

shortfalls. Throughout the 1990s, funding for institutional operations was primarily incremental based on the availability of the resources or institutional lobbying efforts.

In 2000, the Joint Subcommittee on Higher Education Funding Policies, created by the General Assembly, and with the help of a consultant and Virginia higher education stakeholders, developed new funding guidelines that used national data as benchmarks for higher education funding. The funding guidelines estimated that Virginia public higher education had a funding shortfall of \$200 million systemwide in FY01. Due to the budget impasse in the 2001 legislative session and the next economic recession starting in FY02, the funding needs identified by the guidelines had not yet been addressed. However, the funding guidelines' estimates were used as a guide in making state budget cuts to higher education institutions in order to make the reductions more equitable rather than across-the-board cuts in the 2002-04 biennium budget. To date, the base adequacy needs derived from the funding model has not been funded.

**Faculty Salaries:** In the 1986-88 biennium, the Commonwealth established a funding goal to raise the average faculty salaries at Virginia public institutions to the 60<sup>th</sup> percentile of their national peer institutions. The 60<sup>th</sup> percentile goal was first reached in 1989. During the first economic recession, the Commonwealth was unable to keep up with faculty salary increases nationally and the average faculty salaries fell short of the goal at all Virginia public institutions. When the economy improved in the late 1990s, the state made its top funding priority to increase faculty salaries again to reach the 60<sup>th</sup> percentile goal. The goal was achieved only the second time in history in FY2000. However, hit by the 2002 economic recession, the Commonwealth once again was unable to keep up with its funding goal and faculty salaries at the Virginia public institutions have not been increased since FY01. This places Virginia's four-year institutions' average faculty salaries at an estimated 34<sup>th</sup> percentile of their national peer groups by FY04.

These funding policies and related factors influenced higher education funding and operations over the past 15 years. At the same time, these funding policies were impacted by the national economy and the state budget situation.

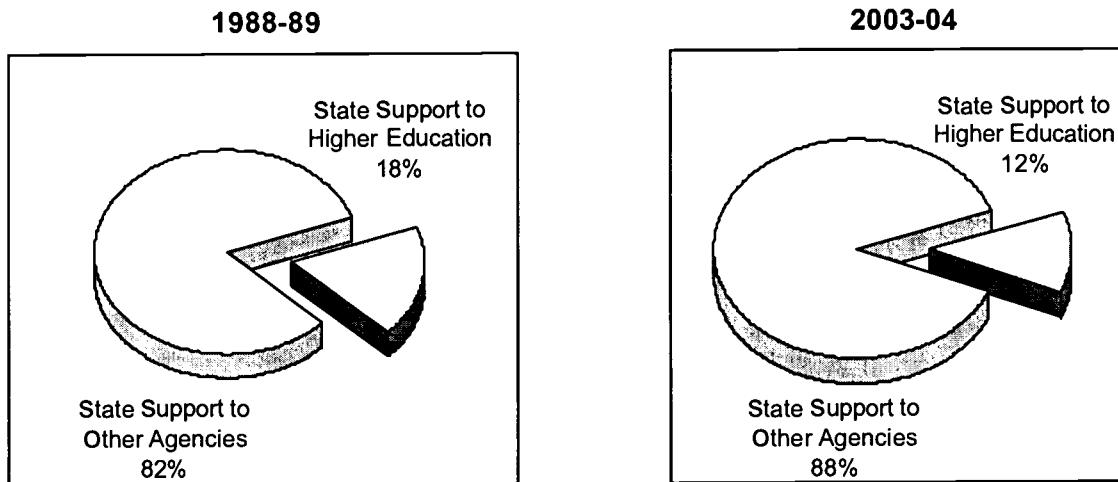
## PRIMARY REVENUE SOURCES OF HIGHER EDUCATION OPERATIONS

### Primary Revenue Sources at Virginia Public Higher Education Institutions

The primary revenues in this report refer to general fund support and tuition and fee revenue. As has historically been the case, higher education funding is a shared responsibility, the Commonwealth provides appropriations from its tax revenue for Virginia public higher education operations annually and students and their families provide much of the remaining revenues through tuition. Chart 3 shows that higher education's share of state general fund support has fallen from 18% in FY89 to 12% in FY04.

Chart 3

#### Percent of General Fund Support to Public Higher Education in Virginia



Note: Higher Education includes all public colleges and universities as well as affiliated and related agencies.

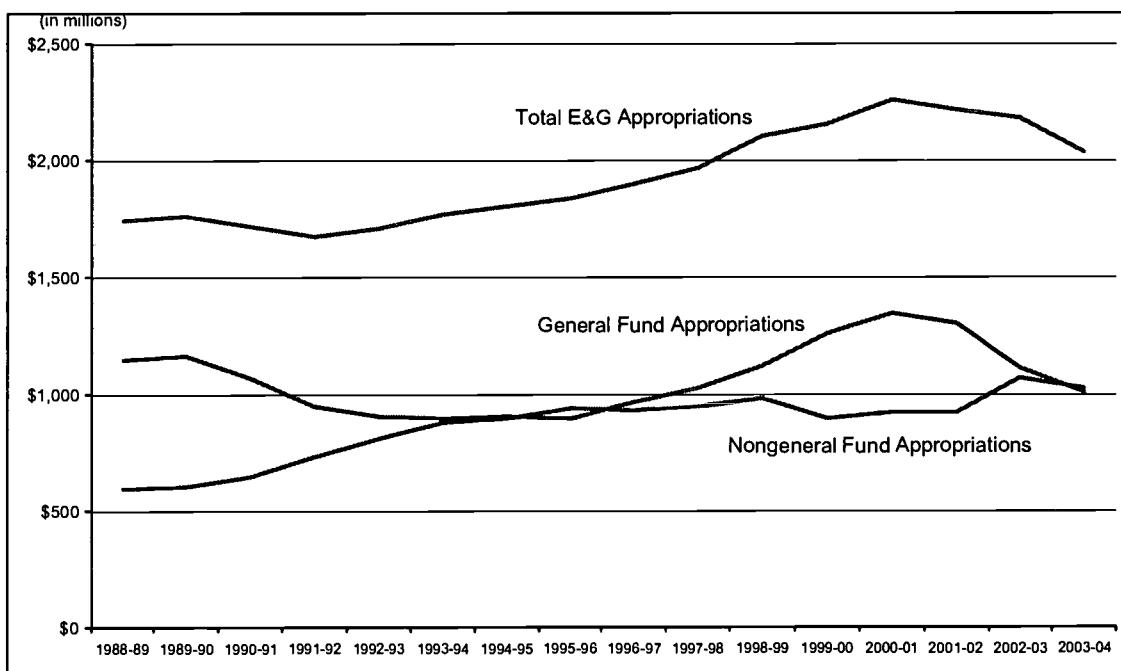
FY04 appropriations do not include general fund reductions made in October 2002.

Source: Appropriation Acts of Chapter 668 and Chapter 899.

Chart 4 depicts the trend of total Educational and General (E&G) appropriations. It is comprised of general fund and nongeneral fund appropriations, of which tuition and fee revenues make the largest share systemwide from FY89 to FY04. After adjusting for inflation over the period, general fund appropriations decreased by 12%, nongeneral fund appropriations increased by 74% and total E&G appropriations increased by 17% from FY89 to FY04. This means that Virginia public institutions have more resources for operations now than they had 15 years ago by about \$296 million. However, this increase was primarily generated from nongeneral funds, i.e. the tuition revenue, not from state support.

BEST COPY AVAILABLE

**Chart 4**  
**Appropriation History of Educational and General Programs in Virginia**  
(in constant dollars)



Notes:

- (1) FY03 and FY04 appropriations are adjusted for general fund reductions and additional tuition revenue by 2003 General Assembly.
- (2) Exclude lease payments that went into institutional appropriations, and funding for unique military activities, apprenticeship and affiliates.
- (3) Include 16 public institutions and VCCS only.

Source: Appropriation Acts.

	% Change by Time Period					
	1988-91	1991-94	1994-97	1997-01	2001-04	1988-04 Change
General Fund	-7%	-16%	8%	39%	-25%	-12%
Nongeneral Fund	10%	36%	6%	-2%	12%	74%
Total E&G	-1%	3%	7%	19%	-10%	17%

	E&G Appropriations						
	1988-89	1991-92	1995-96	1998-99	2001-02	2003-2004	1988-04 Change
General Fund	\$1,149,052,384	\$945,794,744	\$897,932,900	\$1,121,139,647	\$1,302,560,979	\$1,007,589,931	(\$141,462,453)
Nongeneral Fund	\$588,451,286	\$727,687,634	\$938,680,719	\$980,620,289	\$917,220,949	\$1,026,258,330	\$437,807,044
Total E&G	\$1,737,503,670	\$1,673,482,378	\$1,836,613,619	\$2,101,759,936	\$2,219,781,928	\$2,033,848,261	\$296,344,591

It is worth noting that during the period of FY97 and FY01, general fund support increased by 39% while nongeneral funds decreased by 2%. This was the result of the tuition freeze and tuition rollback implemented during that period. As a result, the Commonwealth supplanted millions of foregone nongeneral fund dollars with general fund appropriations to the institutions in an attempt to keep them "whole."

It is also worth noting that during the economic recessions of FY91-94 and FY01-FY04, general fund support was reduced by 16% and 25% respectively, and nongeneral fund support was increased by 36% and 12%<sup>4</sup> respectively. This means students and their families were helping offset the general fund reductions from the state through increases in tuition.

<sup>4</sup> Does not include the anticipated annual tuition increases in FY04.

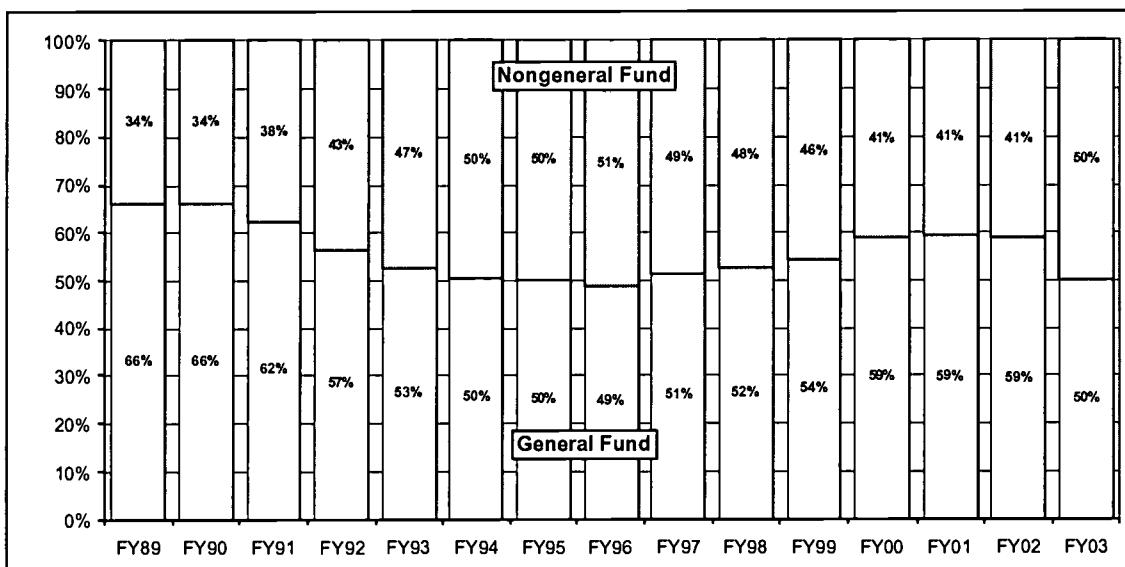
BEST COPY AVAILABLE

However, the funding changes for individual institutions varied greatly over this period. After adjusting for inflation, ten institutions had their general fund support reduced by 1% to 38% while six institutions experienced increased general fund support of 1% to 39% from FY89 to FY04. Individual institutions' data are in Appendix A.

Chart 5 shows the systemwide cost sharing between general fund and nongeneral fund appropriations from FY98 to FY03. The chart indicates that there was a swing of 16 percentage points from general funds to nongeneral funds between FY89 and FY03. The state provided the highest share of the higher education cost at 66% in FY89 and had the lowest cost share at 49% in FY96. The share of general fund increased between FY97 and FY02, but the current economic recession has forced the state to cut its share by 9 percentage points within a year and reduced the general fund share to the FY95 level, or at 50%. Individual institutions' data are in Appendix B.

**Chart 5**

**Systemwide Fund Splits for Educational and General Program Appropriations**



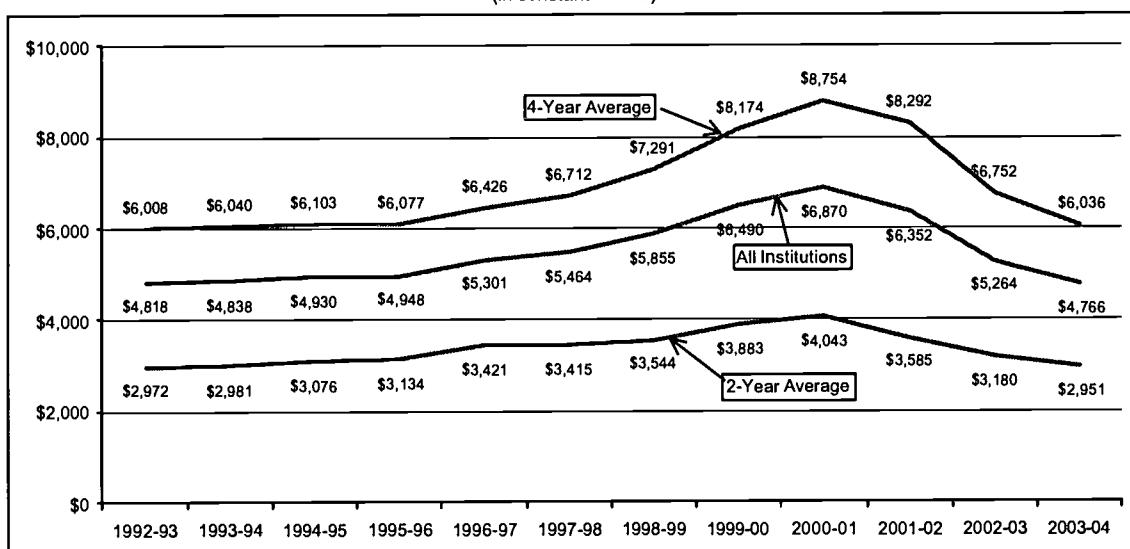
Note: FY03 includes the October 2002 budget reduction and estimated tuition revenue generated from FY03 annual and mid-year increases.

Source: Appropriation Acts and SCHEV tuition survey.

**Observation:** Virginia higher education funding is somewhat of a paradox. General fund support fluctuates based on changing economic conditions. Tuition revenue is used to offset general fund reductions and help balance overall support. Since these swings occur with some regularity, i.e. coincide with the economic cycles, one way to mitigate the impact of economic downturns, is to implement a higher education reserve fund. Such a safeguard would help to shield students and their families from skyrocketing tuition increases during difficult economic times. As an illustration, if the institutions had been able to deposit 1% of their tuition revenue each year into a protected trust fund beginning in FY92, the fund would have grown to more than \$102 million (assuming interest earnings at no more than the rate of inflation) by FY03 – more than enough to have covered higher education's share of the October 2003 budget reductions. A summary table detailing this calculation is included in Appendix C.

The amount of funds appropriated per full-time equivalent (FTE) student is a measure that adjusts for increases in enrollment and funding over time. This measure provides a better benchmark than a simple total dollar analysis, as it demonstrates how much funding is available per student. The Commonwealth implemented a policy in FY93 that required out-of-state students to pay 100% of the average cost of education. Currently most of the institutions charge out-of-state students more than 100% of the cost of education and as a result, the state only subsidizes in-state students. Therefore, this report focuses on general fund support per in-state student.

**Chart 6**  
**History of General Fund Support per In-State FTE Student for E&G Program in Virginia**  
(in constant dollars)



Notes:

- (1) FY03 and FY04 general fund appropriations have been adjusted for October 2002 budget reductions.
- (2) Exclude lease payments that went into institutional appropriations, and funding for unique military activities, apprenticeship and affiliates.
- (3) Include 16 public institutions and VCCS.
- (4) VCCS in-state FTE is projected based on the FY02 actual with annual increases of 3.67% in FY03 and 3% in FY04.

Source: Appropriation Acts and SCHEV historical enrollment data.

Chart 6 depicts the general fund support per in-state FTE student from FY93 to FY04 systemwide. After adjusting for inflation, general fund support per in-state FTE student increased by less than 1% on average at the 4-year institutions, decreased by less than 1% at the two-year institutions, and decreased overall by 1% between FY93 and FY04. The data imply that, on average, in-state students are currently receiving slightly less state subsidy for the cost of education than they did in FY93. However, the chart also shows that during the booming economic period of FY97 and FY01, the state increased its support by an average of almost to \$1,600 per in-state FTE student. This was a 43% increase over the state support per in-state FTE student in FY93. Unfortunately, the current economic recession forced the state to cut back its support and the general fund support per in-state FTE student retreated close to the FY93 level, which was a low point in history. This trend analysis demonstrates how quickly the benefits of a recovery can be eliminated by an economic downturn and the enormous stress put on the system to respond quickly without sufficient planning.

**BEST COPY AVAILABLE**

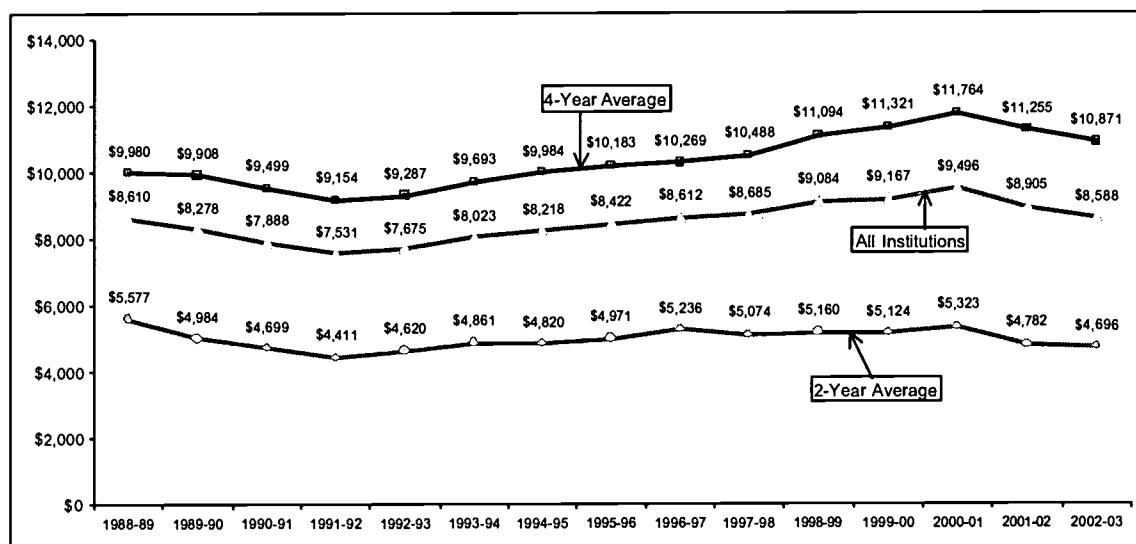
May 2003

The changes in general fund support per in-state FTE student varied at the institutional level over this period. Among the 16 public institutions and the Virginia Community College System, thirteen institutions had increased general fund support per in-state student ranging from 3% to 99% while the remaining four institutions saw real reductions in general fund support per in-state FTE ranging from -1% to -24% between FY93 and FY04. Individual institutions' data are in Appendix D.

Chart 7 presents the history of total E&G program support per total FTE student. This measure is a complementary analysis to Chart 6 except it measures the total funding (general funds and nongeneral funds) per total full-time equivalent student (including in-state and out-of-state students). The chart shows that after adjusting for inflation, the average total E&G funding per total FTE student increased at the four-year institutions, but decreased at the two-year and all institution levels from FY89 to FY03. All four-year institutions but one experienced an increase in their total E&G support per FTE student. Individual institutions' data are in Appendix E. The decrease in funding at the two-year level can be attributed to the significant enrollment growth in the Virginia community colleges in the past five years.

**Chart 7**

**History of Total Educational and General Program (E&G) Support Per Total FTE Student  
(General Fund and Nongeneral Fund)  
(in constant dollars)**



Notes:

- (1) FY03 appropriations are adjusted for general fund reductions and additional tuition revenue by 2003 General Assembly.
  - (2) Exclude lease payments that went into institutional appropriations, and funding for unique military activities, apprenticeship and affiliates.
  - (3) Include 16 public institutions and VCCS.
  - (4) VCCS FY03 FTE is projected at an increase of 3.67% over the FY02 actual.
- Source: Appropriation Acts and SCHEV historical enrollment data.

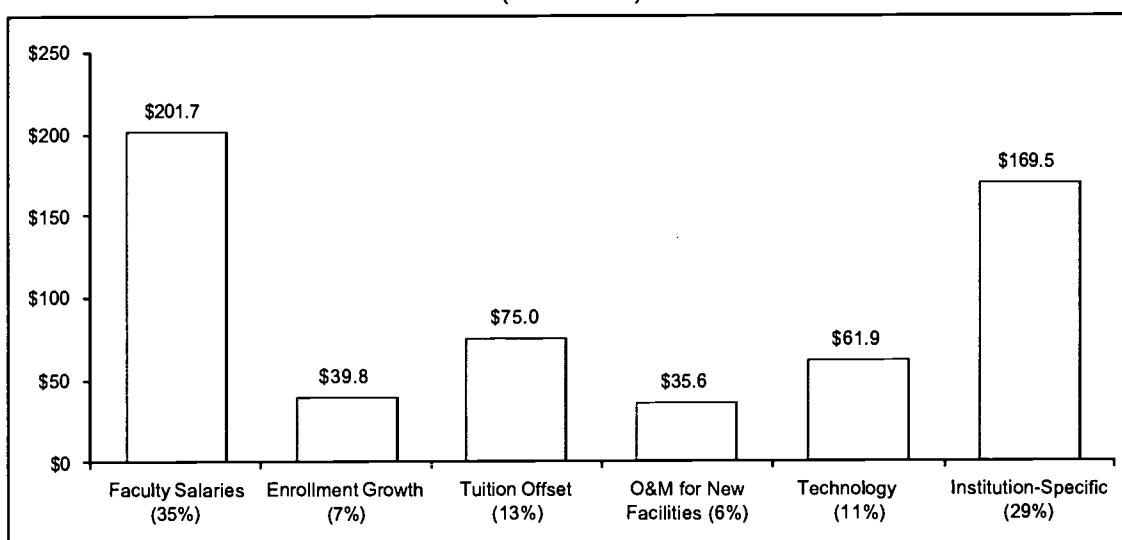
The charts above depict the funding trends between FY89 and FY04. These changes indicate that the condition of higher education funding in Virginia, general fund support in particular, is greatly affected by the condition of state's economy. As shown in Chart 1, the Commonwealth provided large incremental increases in general fund to higher education between FY97 and FY01, a period of great economic growth.

**BEST COPY AVAILABLE**

Chart 8 presents the major budget categories that received incremental funding over this period. The chart shows that faculty salaries accounted for the largest share of the incremental general fund, clearly demonstrating that the Commonwealth gave funding priority to its 60<sup>th</sup> percentile goal for faculty at Virginia public institutions. Further, faculty salary funding is a mandatory expense; hence, 35% of the increase in funds was earmarked and could not be used for anything but salary increases. This is an important fact when examining increases in institutional funding.

Institution-specific initiatives had the second largest share of funding increases. This indicates that the Commonwealth did not only provide incremental general fund for statewide initiatives but also provided additional general fund for institutions for their specific initiatives during this period. The tuition offset was the third largest share of the increased funding, resulting primarily from the general fund supplement of \$75 million foregone nongeneral fund revenue for the tuition rollback in FY00.

**Chart 8**  
**Incremental General Fund for Higher Education between FY97 and FY01**  
(in millions)



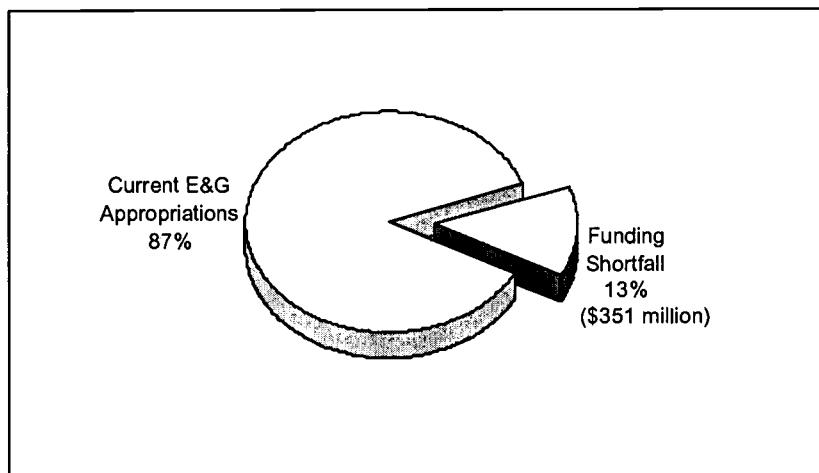
Source: Based on biennial budget summaries, both original and amended, prepared jointly by the staff of House Appropriations and Senate Finance.

As stated earlier, in FY01, the Joint Subcommittee on Higher Education Funding Policies developed new funding guidelines using national data as benchmarks for Virginia public institutions. The guidelines estimated that there was a funding shortfall of approximately \$200 million systemwide in Virginia for FY01. This funding shortfall has increased to an estimate of \$351 million in total for FY03 due to rising enrollments and significant reduction in general fund support since then. Chart 9 shows that the estimated funding shortfall in FY03 accounts for 13% of the total higher education funding needs derived by the higher education funding guidelines. With the exception of four institutions that are estimated to meet the funding guidelines in FY03, the funding shortfall varies by institution and ranges from 8% to 16% of the total funding needs. Individual institutions' data are in Appendix F

**BEST COPY AVAILABLE**

May 2003

**Chart 9**  
**Estimated Higher Education Funding Shortfall in FY03**  
**as a Percentage of Total Higher Education Funding Needs**



Source: SCHEV.

**Observation:** The \$351 million funding shortfall systemwide is more than the total E&G appropriations to the University of Virginia, or the combined E&G appropriations of George Mason University and Old Dominion University in FY03. Given the current state economic situation, it is unlikely the Commonwealth will be able to increase general fund support to higher education in the near future. SCHEV estimates that it would require an average annual tuition increase of 10.4% for three years to generate the additional \$351 million to fully cover the funding shortfall. With economic cycles expected to continue, such an approach, coupled with an education reserve fund, could provide institutions with the ability to raise tuition at reasonable rates capped at a ceiling equal to base adequacy needs. Once the benchmark is reached, then tuition could be capped at inflation, with a tuition reserve fund set aside.

### Virginia's National Ranking In Higher Education Funding

**State-to-State Comparisons:** State-to-state comparisons are important as they provide a variety of benchmarks and important context about higher education funding. National rankings allow policymakers to compare an individual state's support to higher education with that of other states. Table 2 shows Virginia's state appropriations to higher education per \$1,000 personal income and per capita and its relative national ranking. Both measures assess the costs borne by the state taxpayers to support higher education, and the measure of state effort to support higher education. The table shows Virginia ranked at the bottom third nationally during most of the 1990s, due in part to the impact of the 1990 economic recession. Virginia gradually improved its ranking to 26<sup>th</sup> in per \$1,000 personal income and 18<sup>th</sup> in per capita by FY01 -- levels

**BEST COPY AVAILABLE**

May 2003

comparable to those reached in FY90. However, the impact of the current recession and related budget reductions to institutions becomes apparent as the Commonwealth's ranking began to fall in FY02 to 23<sup>rd</sup> and drops further in FY03 to 30<sup>th</sup>.

**Table 2**  
**State Appropriations to Higher Education**  
**per \$1,000 Personal Income and Per Capita**

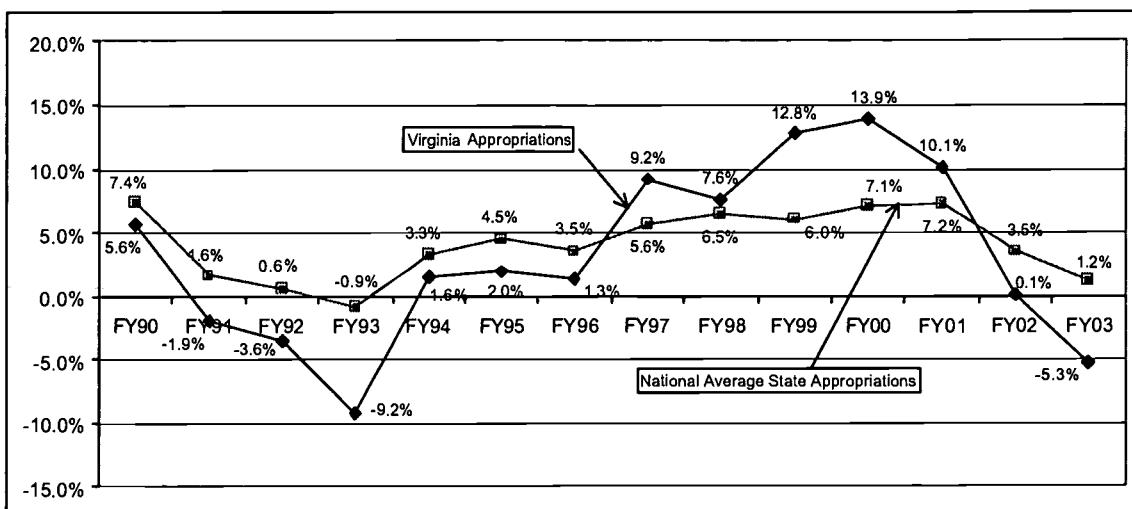
Year	Per \$1,000 Income			Per Capita		
	National Median	Virginia	Virginia Ranking	National Median	Virginia	Virginia Ranking
1989-90	\$ 8.53	\$ 8.91	25	\$ 160.59	\$ 176.06	13
1990-91	9.39	9.34	33	165.11	176.77	17
1991-92	8.62	8.43	34	161.51	166.49	22
1992-93	8.21	7.40	37	156.64	148.71	37
1993-94	7.96	7.03	37	160.22	148.90	36
1994-95	8.02	6.99	37	166.41	150.50	37
1995-96	8.46	6.65	39	173.37	149.69	41
1996-97	8.30	6.76	38	180.58	161.97	36
1997-98	8.58	6.86	39	197.52	172.99	36
1998-99	8.20	7.35	33	194.37	190.84	29
1999-00	7.64	7.35	30	208.00	215.00	20
2000-01	7.57	7.57	26	220.54	232.92	18
2001-02	7.50	7.25	28	225.52	233.95	23
2002-03	7.33	6.48	35	221.94	211.92	30

Source: Grapevine.

Chart 10 presents the annual percent change of state appropriations to higher education. The data show that Virginia's annual changes in state appropriations to higher education tended to be more dramatic than the national average changes, falling sharply in FY90-FY93 and FY02-FY03, but also recovering strongly between FY96 and FY01. Once again, the appropriation changes reflect the Commonwealth's practice of significantly reducing higher education support during recessions and combining tuition controls with significant increases in state support during periods of economic growth.

BEST COPY AVAILABLE

**Chart 10**  
**Annual Percent Change of State Appropriations to Higher Education**



Notes:

(1) State appropriations include student financial aid.

(2) State appropriations do not include mid-year budget reductions in 2002.

Source: Grapevine.

Table 3 shows Virginia's rank on incremental changes in state funding to higher education over three time periods. The data reveal that during the 1990 economic recession between FY89 and FY94, the Commonwealth reduced its support to higher education, resulting in a funding change that ranked at or near the bottom both nationally and among the states of Southern Region Education Board (SREB). However, during the economic boom years of FY94 and FY02, Virginia increased its state support of higher education by 72%. Based on this increase in state funding, Virginia ranked 4<sup>th</sup> nationally and 2<sup>nd</sup> among the SREB states. Unfortunately in order to balance the state budget in the current economic recession, the state reduced its support to higher education by 5.3% from FY02 to FY03. This was the 4<sup>th</sup> largest percentage reduction (behind Idaho, Missouri and Oregon) in the United States and the largest in the 16 SREB states. Incremental state funding changes by state are in Appendices G and H.

**Table 3**

**Virginia Ranking of Incremental Changes in  
State Funding to Higher Education**

VA State Funds	Incremental Amount	Percent Change	Ranking	
			National	SREB
FY89-FY94	(\$86,619,000)	-7.9%	48	16
FY94-FY02	\$682,308,000	71.9%	4	2
FY02-FY03	(\$86,176,000)	-5.3%	47	16

Note: Southern Region Education Board (SREB) is composed of 16 states.

State funding includes student financial aid.

State funding does not include mid-year budget reductions in 2002.

Source: Grapevine.

**BEST COPY AVAILABLE**

May 2003

Table 4 provides additional state rank comparisons based on another national data source. The first 3 categories demonstrate the magnitude of Virginia's system of higher education based on funding (from both the general fund and tuition) and enrollment size. The last 3 categories rank Virginia's support for higher education on a funding per FTE student basis.

It should be noted that 37 states also had local appropriations to higher education, primarily for the operation of community colleges in FY01 based on IPEDS data. However the share of local appropriations varied greatly ranging from 0.2% to 15.5% of the combined funding sources of state, local and tuition. Due to the differences in funding history and funding policies, this report does not include local appropriations for comparisons, but it recognizes that local appropriations have an important role in higher education funding.

**Table 4**  
**Virginia Primary Revenue Support for Higher Education<sup>1,2</sup>**

	National Ranking		
	FY89	FY96	FY01
Total State Funding	9	18	10
Total Tuition Revenue	8	8	11
Total FTE Enrollment	10	10	11
Per FTE State Funding	24	42	28
Per FTE Tuition Revenue	13	11	20
Per FTE Primary Revenue	22	35	26

Notes:

- (1) Primary revenue is the sum of state appropriations and tuition revenue.
- (2) Two-thirds of states also have local appropriations to higher education that are not presented in this table. Local appropriations are primarily for operations of community colleges.

Source: IPEDS.

The data show that Virginia ranked near the top ten states nationally in terms of total state funding, total tuition revenue and total student enrollment in higher education from FY89 to FY01 with the exception of total state funding in FY96. Virginia clearly has one of the largest higher education systems in the country. However, Virginia's state funding per FTE student ranked 24<sup>th</sup> and 28<sup>th</sup> in FY89 and FY01 respectively, but ranked 42<sup>nd</sup> in FY96, while still experiencing effects of the first economic recession.

Virginia's tuition revenue per FTE student was ranked in the top quartile in all three periods. This reflects the state's past funding policies of "high tuition and high aid" for higher education. Virginia's rank in tuition revenue per FTE student in FY01 fell as a result of the tuition rollback that year. Based on a lower than average rankings on state funding per student and a higher than average rankings on tuition revenue per student, Virginia's rank on primary revenue (the combination of state support and tuition

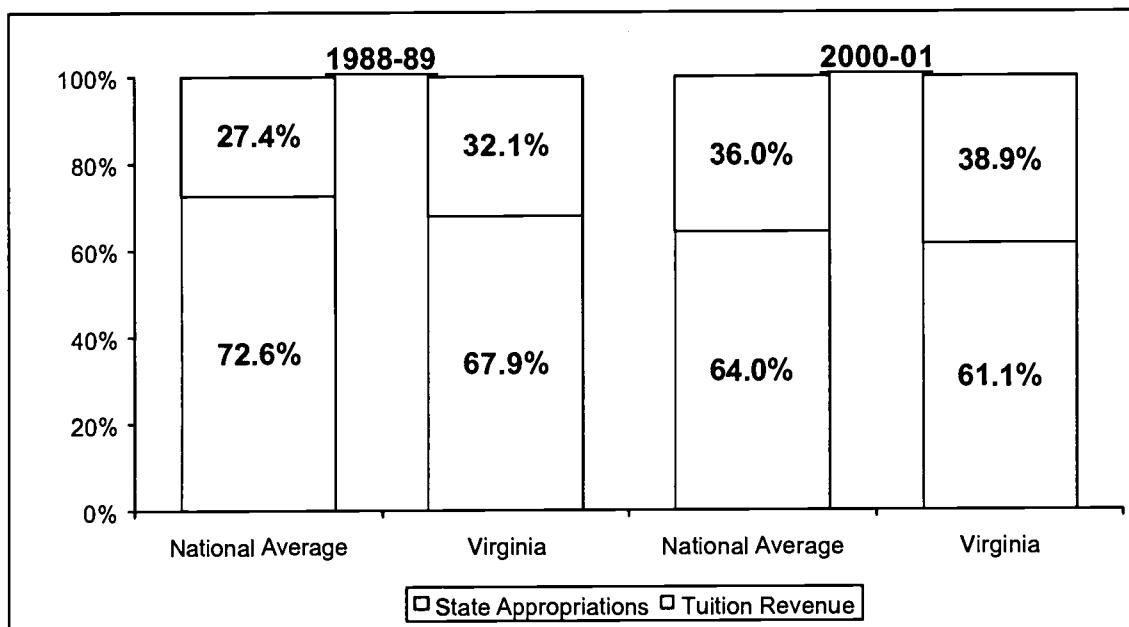
**BEST COPY AVAILABLE**

May 2003

revenue) is near the mid point of the states. Detailed top ten states and Virginia rankings are in Appendix I.

As has been previously noted, higher education funding is considered a shared responsibility between the state and students and their families. Chart 11 presents a comparison of the share of cost by state appropriations and tuition revenue between the national average and Virginia in FY89 and FY01. The data show that the state share is decreasing while the tuition share is increasing both nationally and in Virginia. In Virginia, the state share was below the national average while the student's share, i.e. tuition, was above the national average in both FY89 and FY01. Interesting to note is, that despite the Commonwealth's investments in incremental general fund support to Virginia higher education from FY97 and FY01, the Commonwealth's share was still below the national average by FY01. However, the gap was narrowed in both state and tuition shares between the national average and Virginia from 5% to 3%. Cost shares by state are in Appendix J.

**Chart 11**  
**Cost Shares between State Funding and Tuition Revenue**



Source: IPEDS Finance.

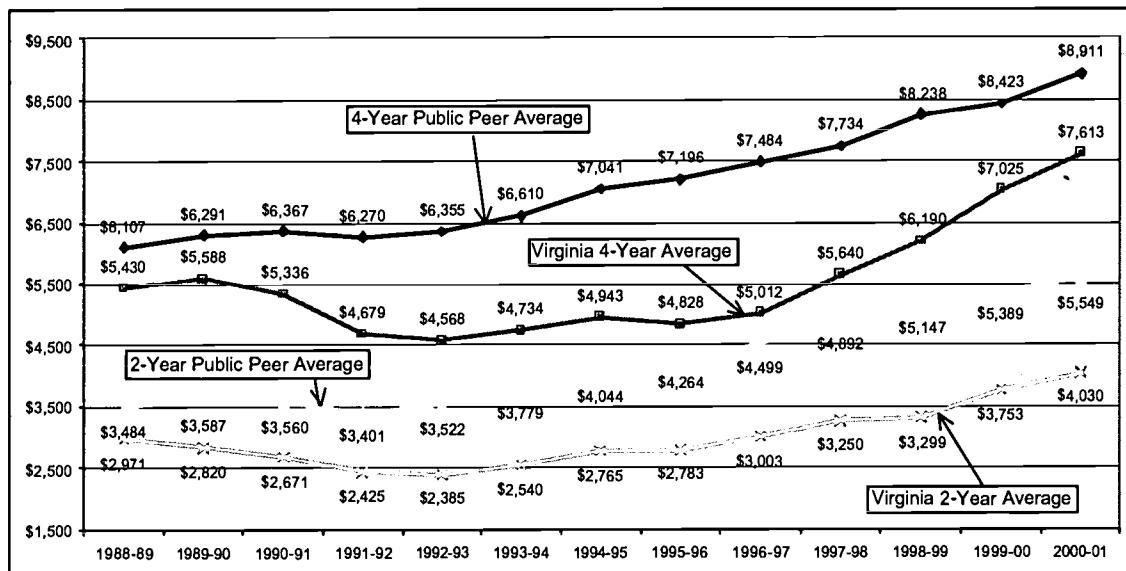
**Peer Comparisons on funding sources:** Each Virginia institution has 18 to 24 national peers that are similar in institutional missions, program offerings, student enrollments, and finance. Peer comparisons provide benchmarks and measures that are more pertinent to individual institutions based on their particular characteristics. This report presents peer analyses at the four-year and two-year levels. Individual institutions' data are in Appendix K.

***State Funding per FTE Student:*** Chart 12 presents the average state appropriations per FTE student at Virginia institutions and their public peer institutions at both four-year

and two-year levels. The data show that, on average, Virginia institutions at both four-year and two-year levels consistently received less state support than their public peers. The funding gap for four-year institutions was 12% in FY89, increased to 49% in FY97, and narrowed to 17% in FY01. The funding gap for two-year institutions was 17% in FY89 and kept widening to 38% in FY01.

**Chart 12**

**State Appropriations per FTE Student  
Virginia Public Institutions and their Public Peers**



Notes:

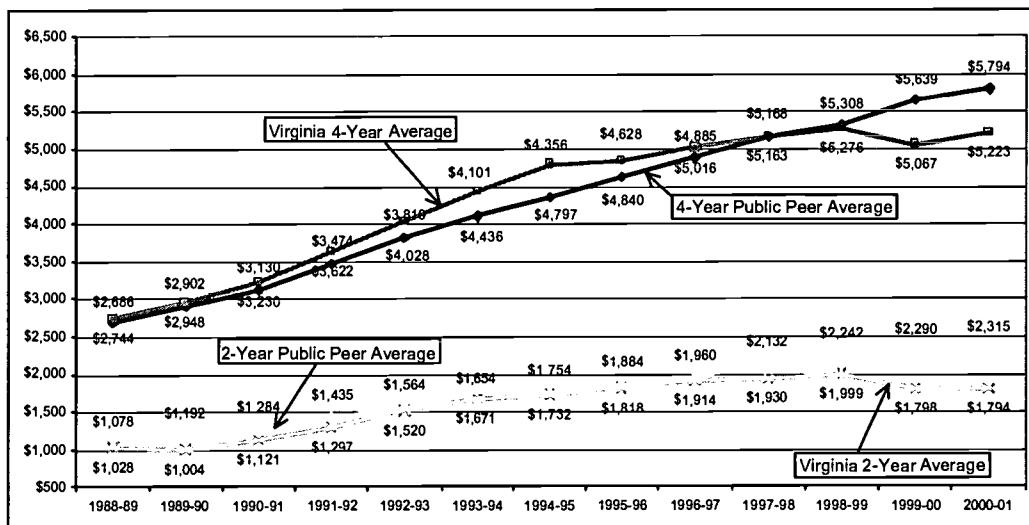
- (1) CWM enrollment was reduced by 100 FTE for VIMS.
- (2) State appropriations include local appropriations in the two-year level analyses.

Source: IPEDS.

*Tuition and Fee Revenue per FTE Student:* Chart 13 shows the average tuition and fee revenue per FTE student at Virginia institutions and their public peer institution at both four-year and two-year levels. On average, at the Virginia four-year institutions, tuition and fee revenue per FTE student was about the same level as the peer average in FY89. However, due to the first economic recession, the average tuition and fee revenue at Virginia four-year institutions increased at a higher rate than the average at the peer institutions from FY91 to FY97. As a result of the tuition freeze in the late 1990s and the tuition rollback in FY2000, the average tuition and fee per FTE at Virginia four-year institutions dropped below the peer's average between FY00 and FY01. The Virginia two-year institution average also started at the about same level as the peer's average in FY89, but it did not exceed its peer average over time except for FY94. And, again, as a result of the tuition freeze in the late 1990s and the tuition rollback in FY2000, the average tuition and fee per FTE student at Virginia two-year institutions went significantly below the peer's average between FY00 and FY01.

BEST COPY AVAILABLE

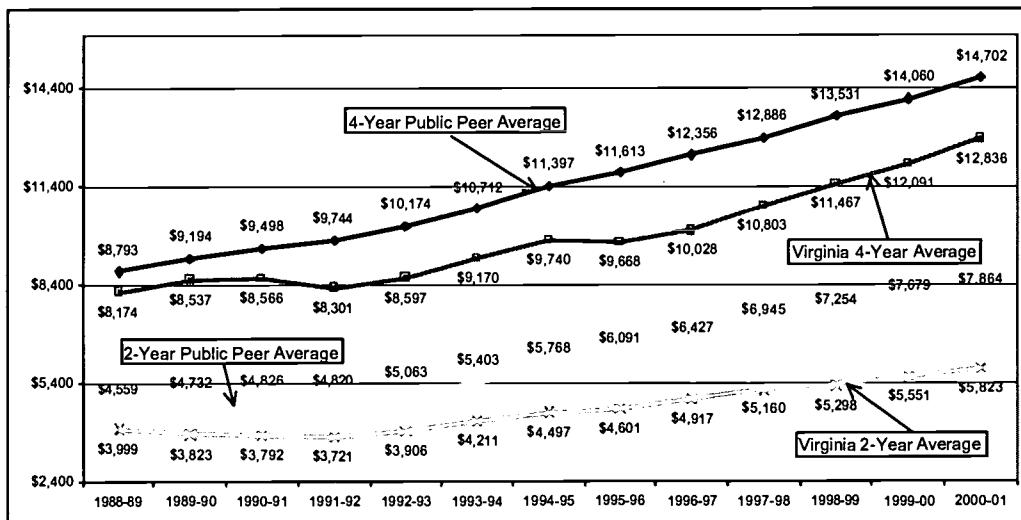
**Chart 13**  
**Tuition and Fee Revenue per FTE Student**  
**Virginia Public Institutions and their Public Peers**



Note: CWM enrollment was reduced by 100 FTE for VIMS.  
Source: IPEDS.

**Primary Revenue per FTE Student:** Chart 14 shows the average primary revenue per FTE student at Virginia institutions and their public peer institutions at both four-year and two-year levels. The primary revenue is the sum of state appropriations and tuition and fee revenue. The data show that, on average, Virginia institutions at both four-year and two-year levels received less primary revenue per student than their public peers. The funding gap for four-year institutions was 8% in FY89, expanded to 23% in FY97 and narrowed to 15% in FY01. The funding gap for two-year institutions was 14% in FY89 and continued widening to 35% in FY01.

**Chart 14**  
**Primary Revenue per FTE Student**  
**Virginia Public Institutions and their Public Peers**



Notes:

- (1) Primary revenue is the sum of state appropriations and tuition revenue.
- (2) CWM enrollment was reduced by 100 FTE for VIMS.
- (3) State appropriations include local appropriations in the two-year level analyses.

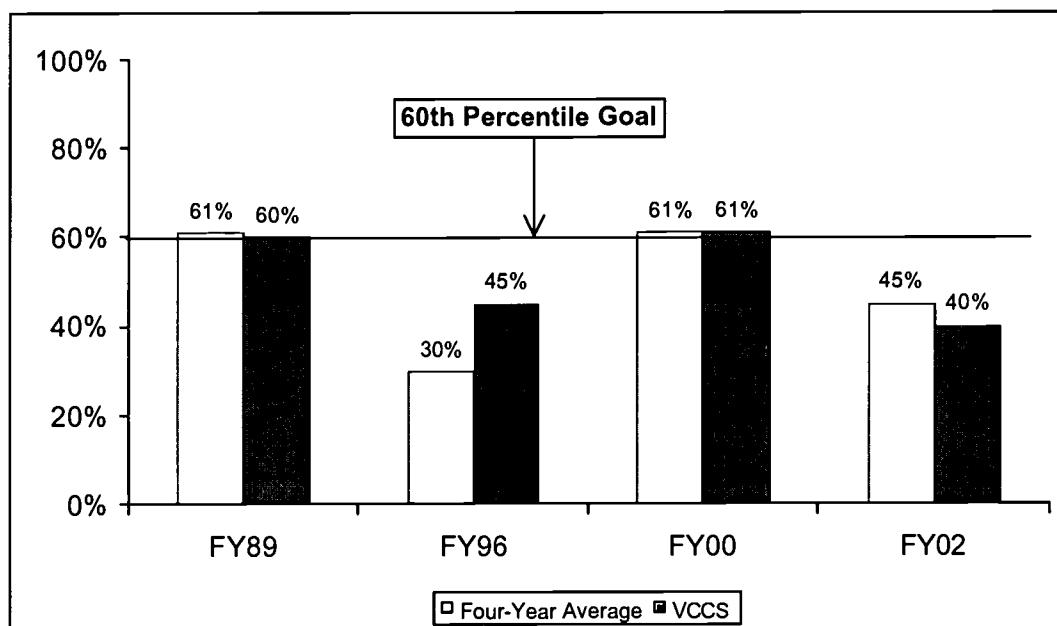
Source: IPEDS.

BEST COPY AVAILABLE

**Observation:** If Virginia higher education institutions were provided with additional funding of approximately \$350 million, in any combination of the state support and the tuition revenue, Virginia would raise its national ranking to among the top ten states and bring institutions to their public peers' average in terms of total funding per FTE student in FY01.

**Faculty Salaries:** The Commonwealth has had a funding policy to raise the average faculty salaries at Virginia institutions to the 60<sup>th</sup> percentile of their peers since the 1986-88 biennium. Chart 15 presents the ranking of average Virginia faculty salary compared to peers by institution type from FY89 to FY04. The chart shows that the overall average Virginia faculty salary reached the 60<sup>th</sup> percentile goal in FY89. However, Virginia's ranking fell below the goal in FY96 due to the first economic recession and subsequent budget cuts. When the state economy began improving in the late 1990s, the Commonwealth's funding priority was given to faculty salaries again and reached the 60<sup>th</sup> percentile goal for the second time in FY00. Unfortunately, due to the current economic recession and the resulting budget shortfall, Virginia faculty salaries once again fell below the goal in FY02. Individual institutions' data are in the Appendix L.

**Chart 15**  
**Ranking of Average Virginia Faculty Salary to Peers by Institution Type**



**Notes:**

- (1) VCCS ranking was based on simple peer average from FY89 to FY01 and weighted average in FY02.
- (2) Richard Bland College is excluded. Its ranking to peers was 84% in FY89, 47% in FY96, 62% in FY00 and 55% in FY02.

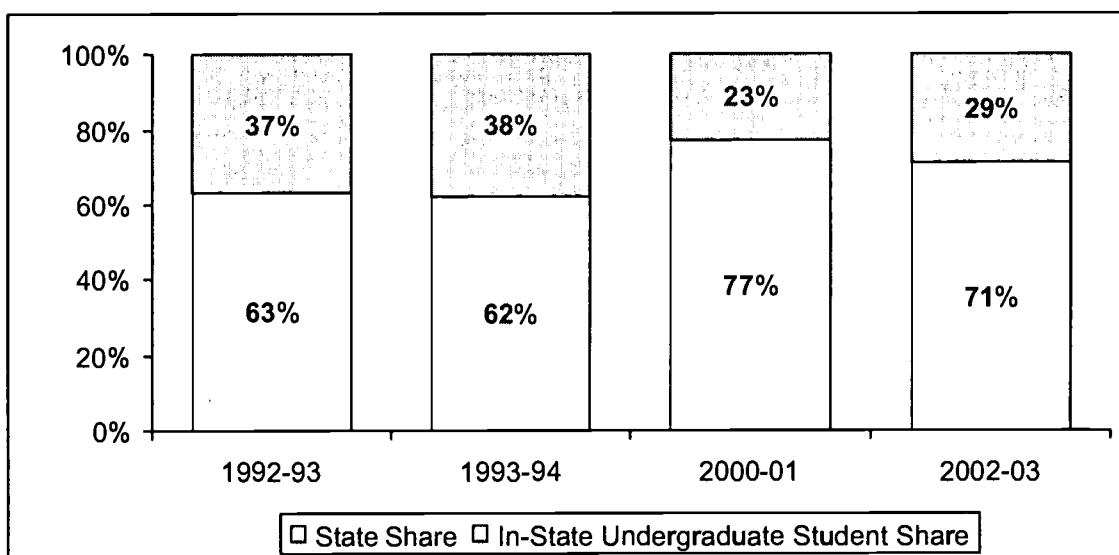
Source: AAUP.

BEST COPY AVAILABLE

## Cost Sharing Policy for Virginia In-State Undergraduate Students

Traditionally, the Commonwealth has supported higher education based on a funding policy of high tuition and high aid because it is the most effective and efficient use of state taxpayer funds. The policy is based on the premise that those who can afford to attend college will pay and those who cannot receive ample financial aid. However, the state has continued restructuring its cost sharing policy several times in the past 15 years based on concerns about college affordability and resource availability. Since FY93, the Commonwealth has implemented a tuition policy that out-of-state students must pay 100% of cost of their education and the state; therefore, only subsidizes in-state students. In addition, the state imposed a freeze on in-state undergraduate tuition from FY97 to FY02. Chart 16 shows the costs shared between in-state undergraduate student and the state in selected periods since FY93. The costs include tuition and instructional fees (known as mandatory E&G fees) and state general fund appropriations.

**Chart 16**  
**Education Costs Shared Between In-State Undergraduate Students and the State**



Note: FY03 is an estimate and includes mid-year surcharges.

Source: SCHEV.

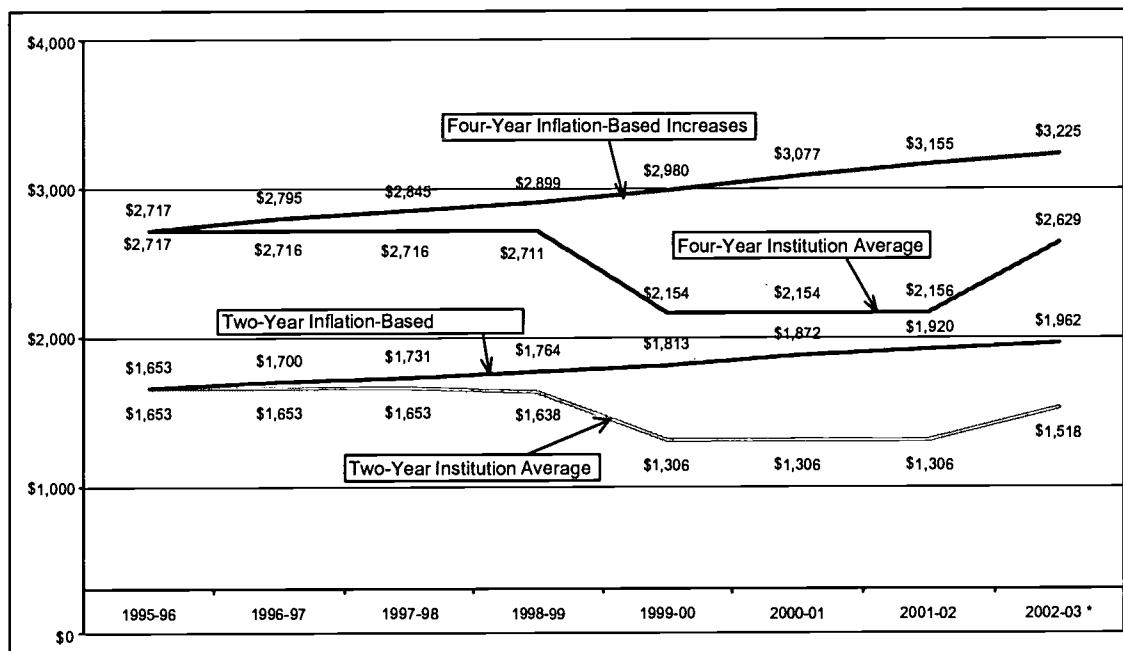
The data show that since FY93, the largest percent share of the cost by in-state undergraduate students was 38% in FY94. This was the result of the first economic recession and the state budget reductions. The largest percent share of the cost by the state was 77% in FY01. This was the result of not only the tuition freeze, but also the tuition rollback in FY00. However, in FY03, hit by the second economic recession, the state lifted its 7-year tuition restraints on in-state undergraduate tuition, and the cost share supported by in-state undergraduate tuition increased to 29%. The cost shared by in-state undergraduate students will probably continue to grow in the short term as Virginia, along with the rest of the nation, continues to experience sluggish economic growth. Individual institutions' data are in Appendix M.

**Observation:** While the Commonwealth and students and their families have shared the cost of higher education over the past 15 years, the proportion of the costs borne by both parties has varied significantly – based on the condition of the economy and resulting policies and initiatives.

Chart 17 compares the average tuition and E&G fees (the focus of the Commonwealth's tuition policy) from FY96 to FY03 with hypothetical inflation-indexed tuition increases over the same period for in-state undergraduate students. There is no doubt that the tuition freeze and rollback actions have made Virginia public higher education more affordable today than it was 8 years ago. Students have benefited from the state tuition restrictions as they paid less than inflation-indexed tuition during this period. However, the chart also shows the gap in tuition is narrowed in FY03 as a result of lifting the tuition freeze.

**Chart 17**

**Average Full-Time In-State Undergraduate Tuition and Mandatory Educational and General Fees  
(Excluding Technology Fees)**



Note: \* Includes mid-year tuition increases.

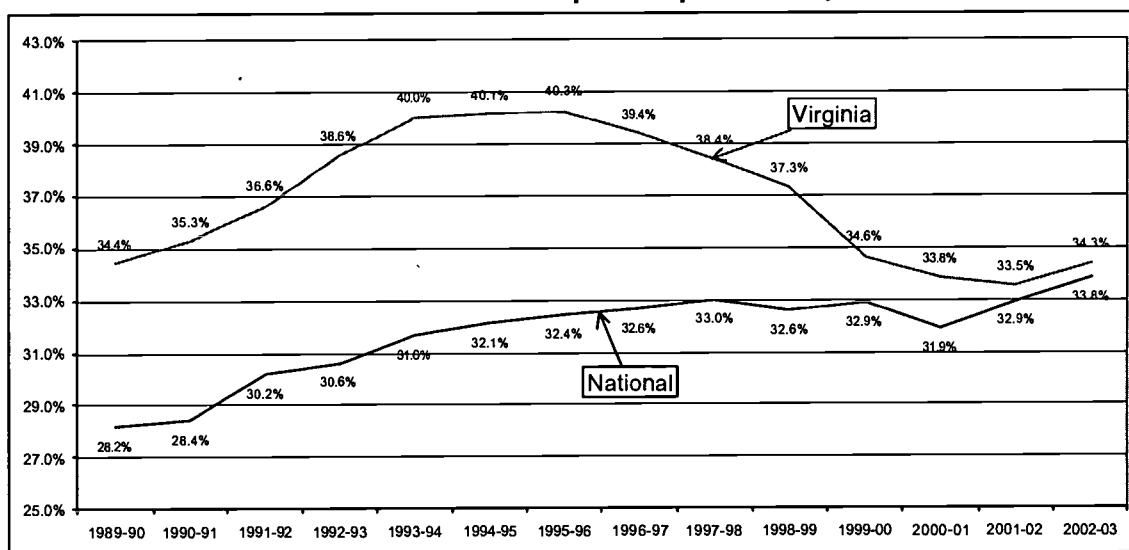
Source: SCHEV.

**Observation:** With tuition restraints removed, tuition will increase again in FY04. As a result, the gap between an inflation-indexed trend line and actual charges will shrink. Will the next decade be characterized by more gradual tuition increases or will the tuition pendulum continue to swing unpredictably back and forth? Is there a way to eliminate erratic tuition increases?

## Virginia National Ranking in Tuition Charges and College Affordability

Chart 18 shows the affordability of higher education in Virginia as well as nationally. *Per capita disposable income* is a measure of available income for personal spending after payments of income tax, donations and other fees to the government. The average cost in Chart 18 includes tuition, all mandatory fees, and room and board. The chart demonstrates that Virginia's share of per capita disposable income for higher education at four-year institutions has been higher than the national average at least since FY89. However, the share of college costs relative to disposable income nationally continued to increase from FY90 to FY03, while Virginia's cost share was gradually reduced to a historically low level as a result of tuition restraints and the rollback from FY97 to FY02. Even with the FY03 tuition increases, Virginia's public higher education is more affordable today than it was in most of the 1990s. The gap in cost share to disposable income between Virginia and the national average was 22% in FY90, widened to 26% in FY93, and narrowed to 1% in FY03.

**Chart 18**  
**Average Public 4-Year Total Undergraduate Charges  
As a Percent of Per Capita Disposable Income**



Note: Cost includes tuition and mandatory fees, and room and board. Excludes mid-year tuition increases.  
Source: College Board, US Bureau of Economic Analysis, and SCHEV.

Table 5 presents Virginia's ranking in tuition and fee charges and incremental changes by institution type over three periods. The data show that the incremental changes in tuition at all levels of Virginia institutions were ranked high nationally as well as among SREB states from FY89 to FY94. Clearly, this was the result of the reduction of state support to higher education and the increased cost share to students during the first economic recession during this period. With the advent of tuition control actions, tuition at all Virginia institutions was reduced from FY94 to FY02. This resulted in Virginia being ranked at the bottom nationally and among SREB states in terms of increases to tuition and fees over this period. However, with the lifting of the tuition freeze in FY03, Virginia's one-year increase in tuition and fees was ranked significantly higher than the

mid point of the states for the flagship and comprehensive categories and within the top 10 for the community colleges.

**Table 5**

**Virginia Ranking of Incremental Changes in Tuition and Fees to Resident Undergraduates by Institution Type**

Virginia Institution	FY89-FY94				FY94-FY02				FY02-FY03			
	Incremental Amount	Percent Change	% Chng Rank		Incremental Amount	Percent Change	% Chng Rank		Incremental Amount	Percent Change	% Chng Rank	
			National	SREB			National	SREB			National	SREB
Flagship Universities	\$1,824	72.2%	11	1	(\$114)	-2.6%	49	16	\$359	8.5%	21	4
Comprehensive Colleges and Universities	\$1,348	57.0%	15	4	\$127	3.4%	45	15	\$354	9.2%	22	7
Community Colleges	\$541	69.4%	11	4	(\$161)	-12.2%	47	16	\$145	12.5%	8	3

Note: Southern Regional Education Board (SREB) is composed of 16 states. FY02-03 figures and changes do not include mid-year tuition increases at Va institutions.

Source: Washington State annual tuition surveys.

Despite fluctuations in tuition increases over time, Virginia's rank among the states on tuition and fee charges by institutional category has improved notably since 1990. Table 6 shows that Virginia's ranking for tuition and fee charges dropped from 8<sup>th</sup> in FY90 to 20<sup>th</sup> in FY03 in the category of major public universities, from 2<sup>nd</sup> in FY90 to 12<sup>th</sup> in FY03 in the category of public colleges and universities, and from 28<sup>th</sup> in FY90 to 44<sup>th</sup> in FY03 in the category of public community colleges. The tuition and fees at the Virginia community college system have ranked at the bottom among the states since FY01.

**Table 6**

**Tuition and Fees For In-State Undergraduate Students  
Rank Among All States <sup>(1)</sup>**

Major Public Universities	1989-90	1993-94	2000-01	2001-02	2002-03
	8th	5th	18th	18th	20th
<b>University of Virginia</b>					
Public Colleges and State Universities	2nd	2nd	11th	12th	12th
George Mason University					
Old Dominion University					
James Madison University					
Longwood University					
Radford University					
Public Community Colleges	28th	19th	41st	43rd	44th

<sup>(1)</sup> Based on a survey conducted by the Washington State Higher Education Coordinating Board. Although not all public institutions are included in this survey, the averages and changes over time at the same set of institutions offer consistency, and the large number of institutions included provides a close approximation to state averages.

**Observation:** Virginia public higher education is more affordable today than it was more than a decade ago when total student charges are compared to disposable personal income. If tuition increases are indexed with national economic indices, college education will continue to be affordable in Virginia.

**BEST COPY AVAILABLE**

## HIGHER EDUCATION EXPENDITURES

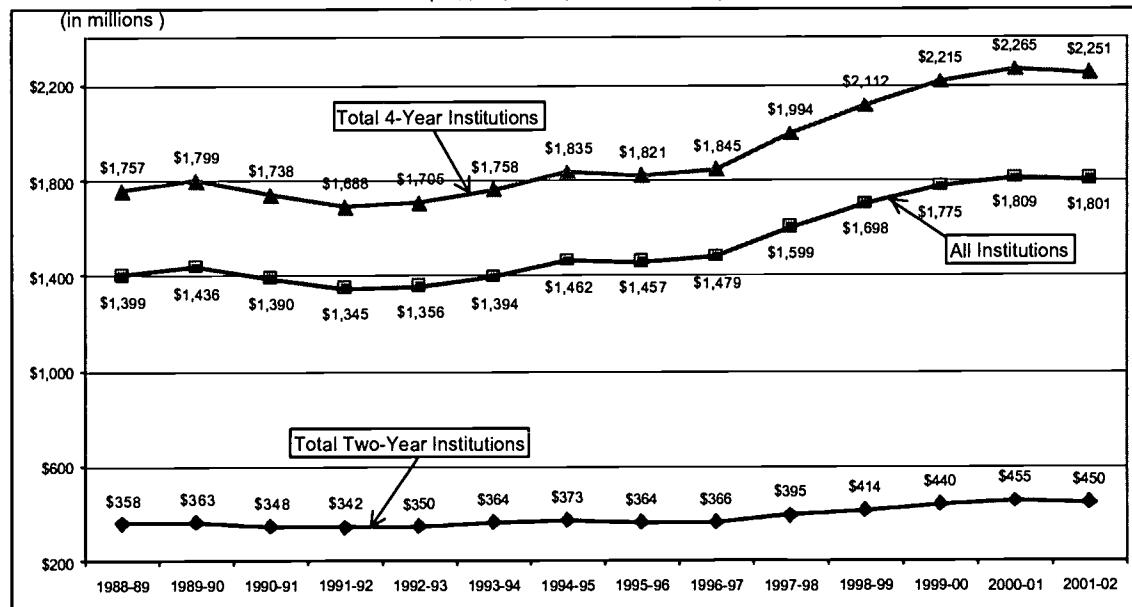
### Expenditures at Virginia Institutions

The National Association of College and University Business Officers (NACUBO) categorizes an institution's spending by the E&G programs of instruction, research, public service, academic support, student services, institutional support, and operation and maintenance of plant. This report examines expenditures at Virginia public institutions according to the NACUBO definitions. It is noted that there are other revenue sources besides the primary revenue identified by this report for an institution's operation. Therefore, it is likely that the total expenditure of an institution exceeds the primary revenue it generates as presented in this report.

Chart 19 presents the total E&G expenditures at Virginia public institutions by institution type. After adjusting for inflation, total E&G expenditures increased by 28% at four-year institutions, 26% at two-year institutions and 29% for all institutions from FY89 to FY02. Therefore, institutions spent more in FY02 than they spent 15 years ago. However, impacted by the first economic recession, E&G expenditures decreased at four-year institutions between FY90 and FY92, which in turn lowered the total average spending for the system. Expenditure levels at the two-year institutions remained relatively constant over the period.

Chart 19

History of Higher Education E&G Expenditures  
(in constant dollars and in millions)



Note: Include 16 institutions and VCCS only.

Source: CARS.

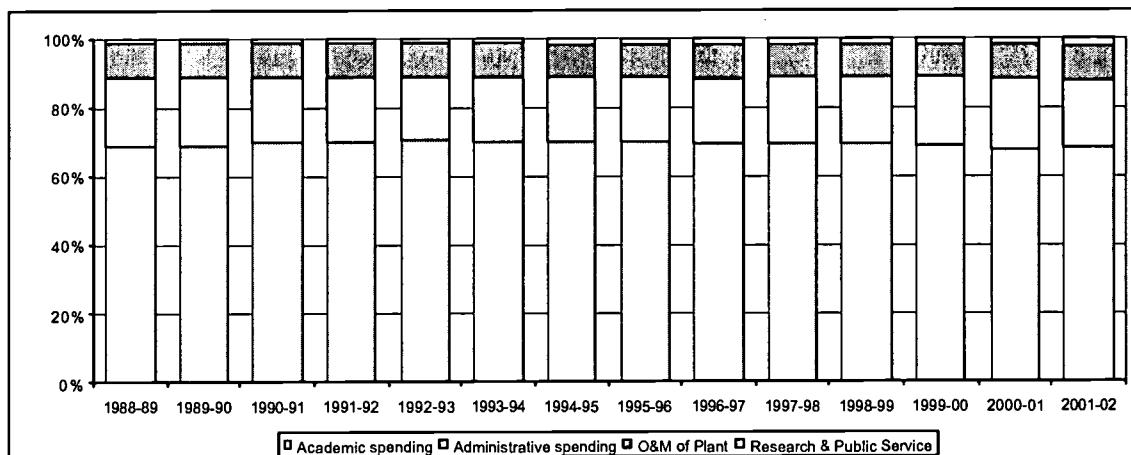
BEST COPY AVAILABLE

While inflation-adjusted E&G expenditures increased systemwide by 29% from FY89 to FY02, changes in expenditures at the institutional level varied from 24% to 69% for the same period. Further, with a significant portion of institutional budgets dedicated to personal services (human resources), a significant portion of these spending increases can also be attributable to salary increases over that time. Individual institutions' data are in Appendix N.

As mentioned earlier, E&G expenditures are spread across various programs and used to provide different services on campus. Chart 20 shows the history of E&G expenditures by program for the system. As technology has become more and more integrated into instruction, for analysis purposes, this report combines the spending for instruction and academic support into one category of academic spending. Similarly, this report treats spending for student services and institutional support into one category of administrative spending, and combines spending for the programs of research and public services. The data reveal that overall; the share of each category of spending has remained very constant from FY89 to FY02. The change is only 1% up or down for any category. Institutions spent about 70% of their total E&G expenditures in academic programs, about 20% in administrative activities, and 10% for operation and maintenance of plant during this period. Individual institutions' data are provided in Appendix O.

**Chart 20**

History of E&G Expenditures by Program



Note: Include 16 institutions and VCCS.

Source: CARS.

	Total E&G Expenditures by Program						
	1988-89	1991-92	1995-96	1997-98	1999-00	2001-02	
Acad. spending	69%	70%	70%	69%	69%	68%	
Adm. spending	20%	19%	19%	19%	20%	19%	
O&M of Plant	10%	10%	10%	9%	10%	10%	
Res & Pub Service	1%	1%	2%	2%	2%	3%	
Total	100%	100%	100%	100%	100%	100%	

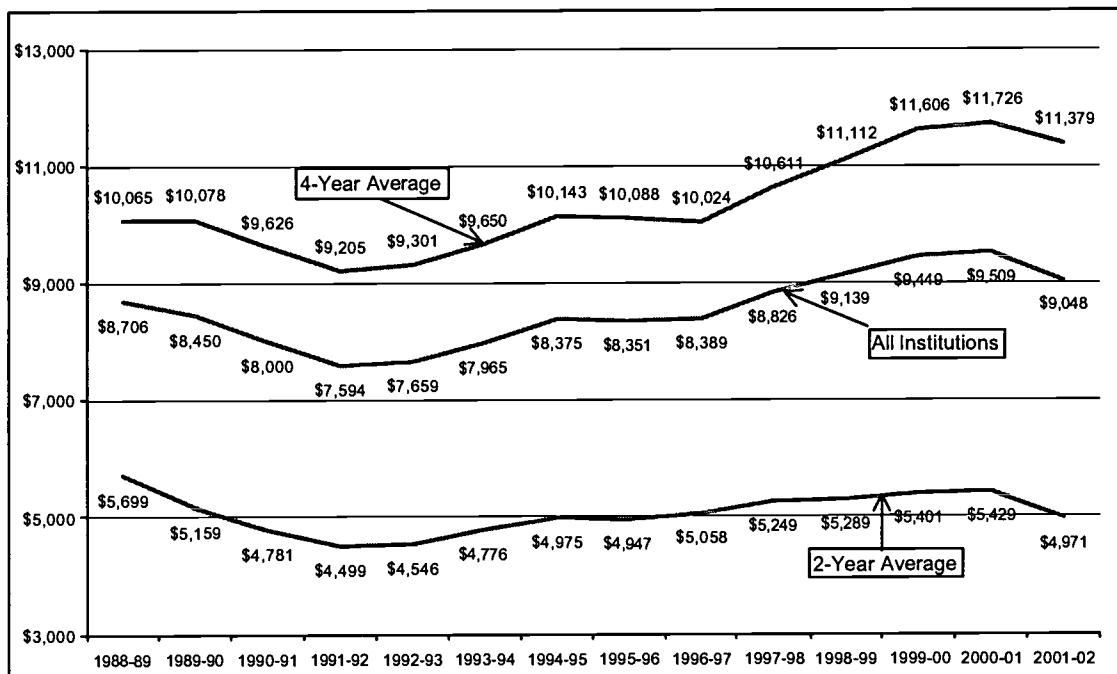
Chart 21 presents the average E&G spending per FTE student by institution type. After adjusting for inflation, on average, the E&G expenditures per FTE increased by 13% at four-year institutions but decreased by 13% at two-year institutions, and increased

overall by about 4% between FY89 and FY02. The decrease in per FTE spending at the two-year institutions is primarily the result of enrollment increases at the Virginia community colleges. Changes in per FTE student spending at individual institutions varied from -13% to 63% between FY89 to FY02 after adjusting for inflation. Individual institutions' data are in Appendix P.

It is worth noting that impacted by the state budget cuts during the first economic recession during this period, institutions reduced spending below the pre-recession level from FY90 to FY94. Under the current economic recession, spending was decreased at Virginia institutions in FY02 but so far the reduction in total spending has not been as large as that in the early 1990s. However, it is likely that the full impact of the current state budget reductions will be seen in the expenditure results of the next two years.

**Chart 21**

**History of E&G Expenditures per FTE Student in Virginia  
(in constant dollars)**



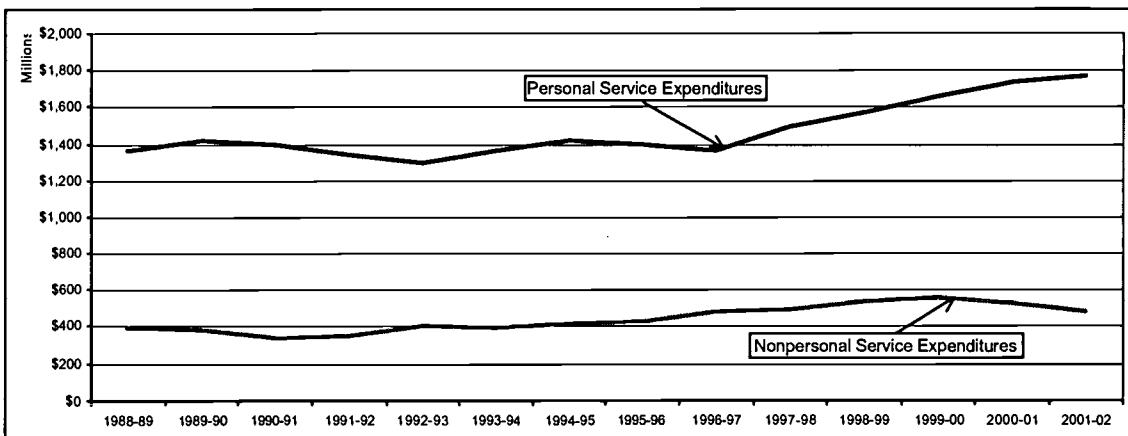
Note: Include 16 institutions and VCCS only.

Source: CARS.

Chart 22 presents systemwide spending by personal service and nonpersonal service expenses. Personal service spending consists of salaries, wages and fringe benefits. The remaining expenses are referred to as nonpersonal service spending and include costs such as utilities, rent, insurance, travel, among others. The chart shows that after adjusting for inflation, personal service spending increased by 30% and nonpersonal service expenditures increased by 21% from FY89 to FY02. This data shows that, on average, institutions' spending for personal services increased roughly 2-3% per year above the rate of inflation, which can largely be explained by faculty salary, and state employee salary increases. Conversely, nonpersonal service expenses remained roughly flat during the period.

## Chart 22

History of E&G Expenditures by Function in Virginia  
(in constant dollars)



Note: Include 16 institutions and VCCS only.

Source: CARS.

% Change over Time Period						
	1988-91	1991-94	1994-97	1997-00	2000-02	1988-02 Change
Personal Serv.	3%	-3%	0%	21%	7%	30%
Nonpersonal Srv.	-14%	18%	21%	16%	-14%	21%

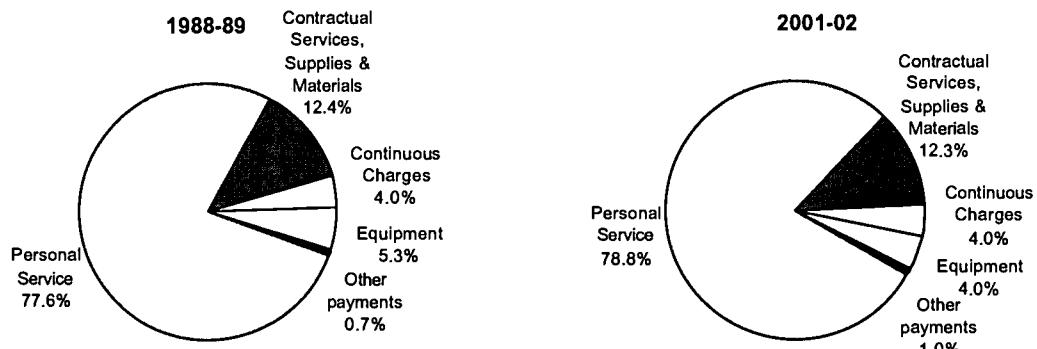
  

Amount Share of the Total E&G Expenditures							
	1988-89	1991-92	1993-94	1995-96	1997-98	1999-2000	2001-02
Personal Services	1,362,536,484	1,336,994,807	1,361,072,649	1,391,730,813	1,500,772,824	1,657,909,634	1,772,699,637
Nonpersonal Srv.	394,379,638	350,588,175	397,376,501	429,412,974	493,043,157	557,366,873	478,262,659

Chart 23 shows the breakdown of E&G expenditures by major object of expenses systemwide in FY89 and FY02. The chart demonstrates that personal service spending accounted for 78% of the total E&G spending and its share did not change much between the two periods. This is because higher education is a labor-intensive industry. Normally over two-thirds of spending is for salaries and benefits. While nonpersonal service expenditures as a proportion of total spending did not change, the component parts did vary. Institutions spent slightly less proportionately on equipment but a little more on other expenses in FY02 than in FY89.

## Chart 23

E&G Expenditures by Major Spending Category



Note: Include 16 institutions and VCCS only.

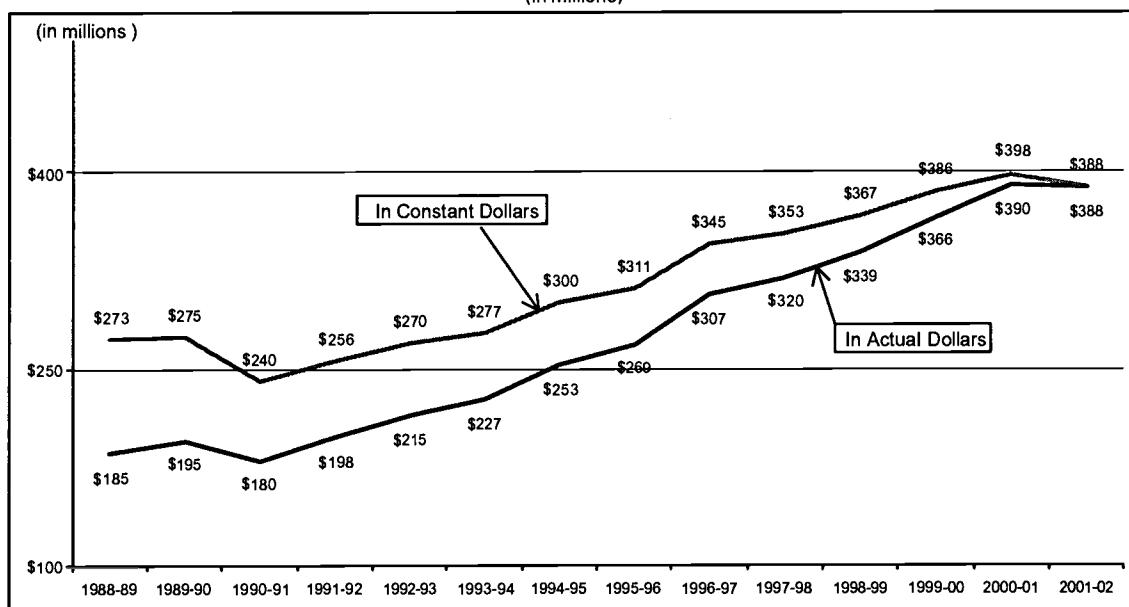
Source: CARS.

BEST COPY AVAILABLE

Over the past 15 years, institutions increased their spending for information technology, either because of increased demands on campus or because of the needs for technology upgrades such as Y2K compliance. Technology-oriented expenses include spending for information technology such as computer hardware and software purchases and leases, and computer operation and maintenance services. Many had assumed that institutions had little left after information technology spending over the past 15 years. Chart 24 excludes technology-oriented expenses and examines the trend of spending for conventional nonpersonal service categories systemwide from FY89 to FY02. The data show that after adjusting for inflation, institutions increased spending for conventional nonpersonal services by 42%, or 15% on an expenditure per student basis, from FY89 to FY02. Once again the data suggest that institutions had gross resources for more discretionary spending over this period.

**Chart 24**

**History of Nontechnology-Oriented Nonpersonal Service Spending in E&G  
(in millions)**



Note: Include 16 Institutions and VCCS only.

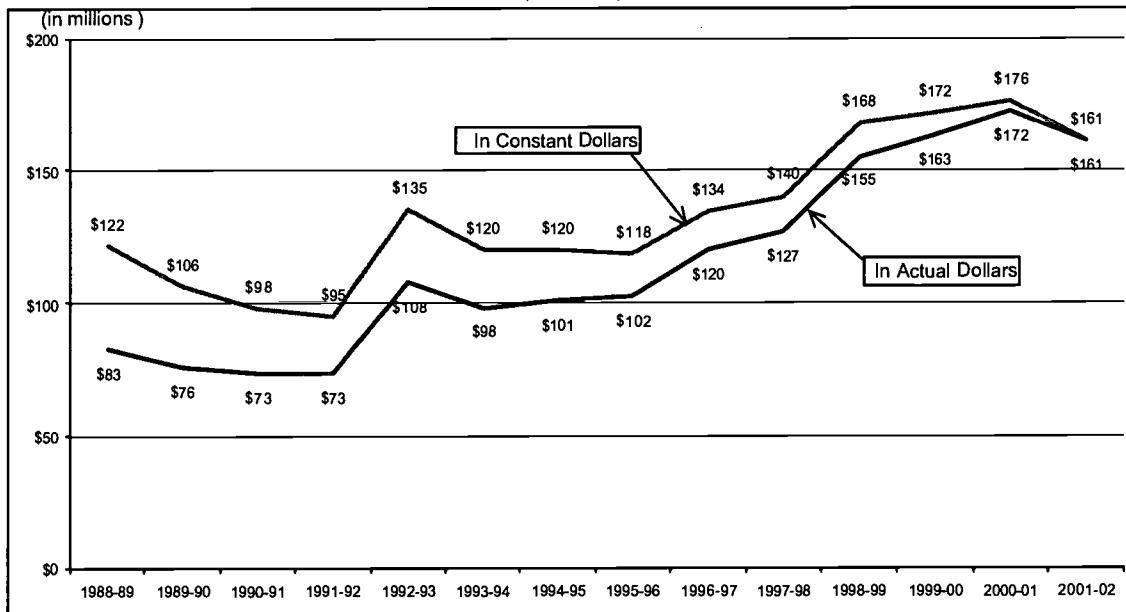
Source: CARS.

Chart 25 presents the technology-oriented spending systemwide from FY89 to FY02. These expenses include information technology such as computer hardware and software purchases and leases, and computer operation and maintenance services. The data show, after adjusting for inflation, overall spending increased by 32% from FY89 to FY02. However, the technology-oriented spending fluctuated more notably than other spending over the period.

BEST COPY AVAILABLE

### Chart 25

#### History of Technology-Oriented Spending in E&G Programs (in millions)



Notes: Expenditures in FY01 and FY02 include the higher education equipment trust fund allocations to the Treasury.

Include 16 institutions and VCCS only.

Source: CARS.

### Peer Comparisons on Expenditures

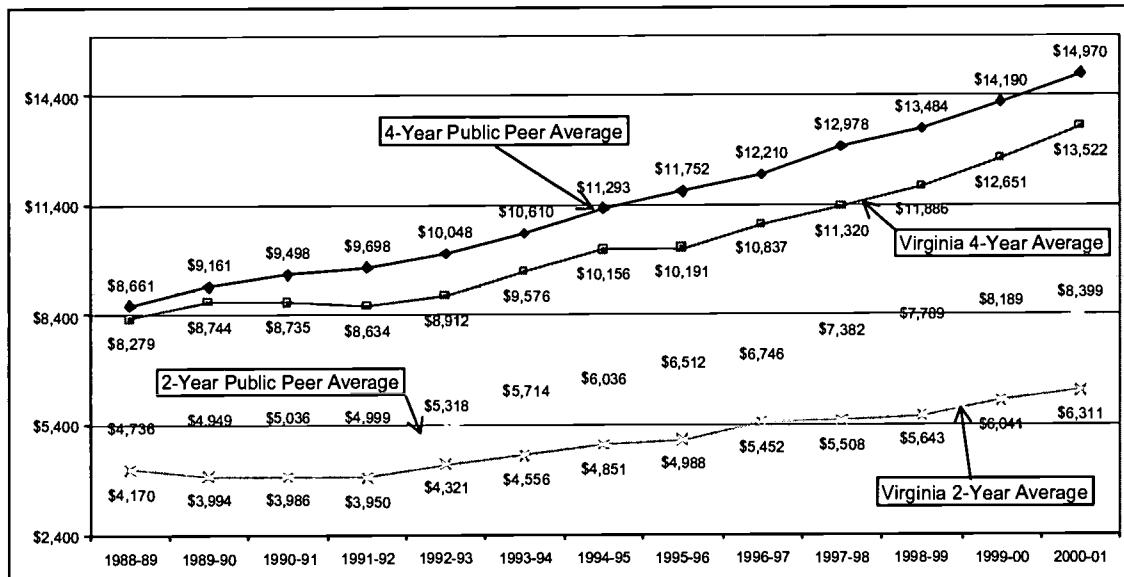
Unfortunately, there are few national organizations that collect data on E&G expenditures by program based on NACUBO definitions. Though IPEDS collects such expenditure data, its definition of E&G spending is more inclusive than the definition of E&G expenditures that Virginia uses for its public system of higher education. Therefore, Virginia institutions' expenditures presented in this section may be different from those in the previous section due to the different data definitions and sources. In addition, because of the differences in institutional research capabilities and institutional type, there is a large variation in IPEDS expenditures for research and public service. In order to make proper comparisons with peers, this report excludes spending for research and public service and examines only expenditures for instruction, academic support, student service, institutional support, and operation and maintenance of plant.

Chart 26 shows the average E&G expenditures per FTE student at Virginia institutions and their public peer institutions at both four-year and two-year levels. The data indicate that Virginia institutions at both four-year and two-year levels spent less per FTE student than their public peers for E&G operations. The spending gap for four-year institutions was 5% in FY89, widened to 15% in FY96 and narrowed to 11% in FY01. The spending gap for two-year institutions started at 14% in FY89 and continued to widen to 33% in FY01. Individual institutions' data are in Appendix K.

BEST COPY AVAILABLE

## Chart 26

**Selected Educational and General Program Expenditures per FTE Student  
Virginia Public Institutions and their Public Peers**



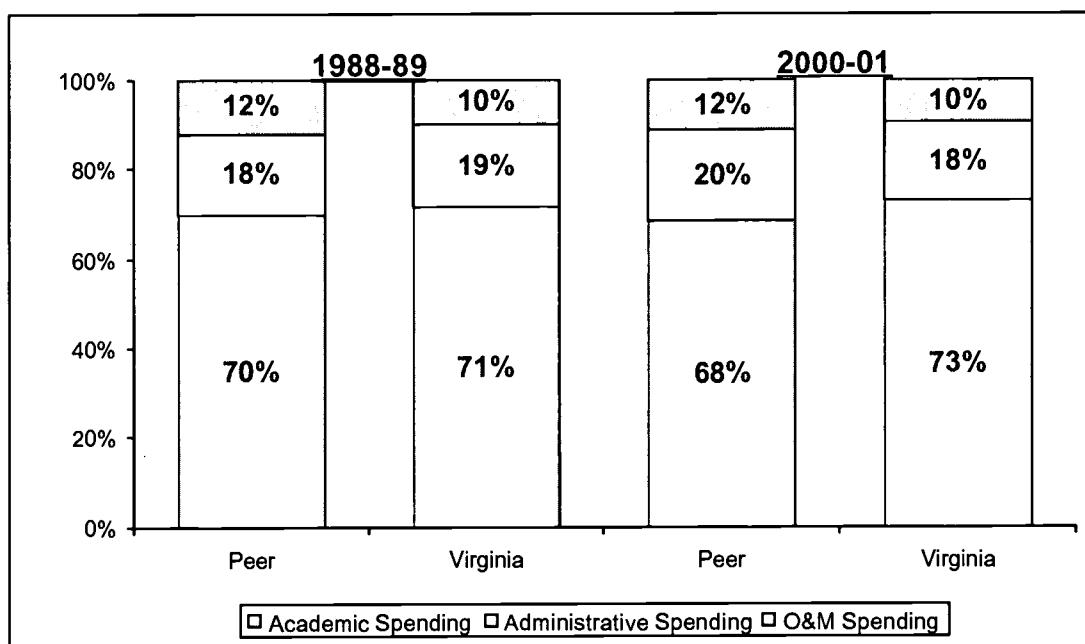
Note: CWM enrollment was reduced by 100 FTE for VIMS.

Source: IPEDS.

Chart 27 compares the selected E&G expenditures by functional category at Virginia institution and their peers in FY89 and FY01. The data show that Virginia four-year institutions increased academic spending from 71% to 73%; slightly decreased administrative spending from 19% to 18%; and spent the same proportion for operation and maintenance of plant (O&M) at 10% in both years. Compared to their national public peer institutions, Virginia four-year institutions spend a larger proportion of their budget on academic programs but less on administration and physical plant. Virginia's two-year institutions spent slightly less for both academic and administrative programs in FY01 than in FY89, while spending slightly more in the operation and maintenance of plant. Compared to their public peer institutions, Virginia two-year institutions also spent a larger proportion of their budget on academic programs but less on administration and physical plant. Detailed spending by program between Virginia institutions and their public peers is in Appendix Q.

**Observation:** Virginia institutions spent more for academic activities than their peers and less for both administration and operation and maintenance of physical plant. This means activities related directly to instruction and student learning are given priority by Virginia's public colleges and universities. While efforts to sustain a quality instructional program should be applauded, the pattern indicates deficiencies in Virginia's spending on plant and maintenance when compared to peers. This data helps explain the reasons for Virginia's large backlog of facility maintenance needs that must be addressed primarily through the state's Maintenance Reserve program and/or other means such as SCHEV's proposed Renovation Trust Fund.

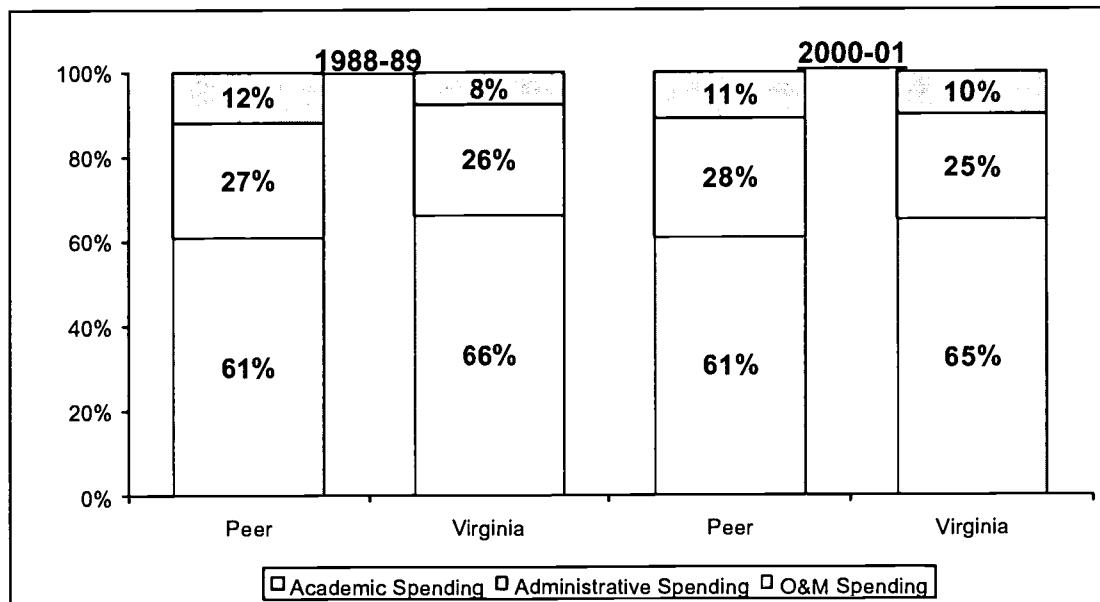
**Chart 27**  
**Share of Selected Educational and General Program Expenditures  
at Four-Year Virginia Institutions and Their Peers**



Note: Selected educational and general program expenditures include spending for instruction, academic support, student service, institutional support and O&M.

Source: IPEDS Finance.

**Share of Selected Educationl and General Program Expenditures  
at Two-Year Virginia Institutions and Their Peers**



Note: Selected educational and general program expenditures include spending for instruction, academic support, student service, institutional support and O&M.

Source: IPEDS Finance.

## CONCLUSIONS

Virginia's state-supported system of higher education is one of the largest and one of the best in the country. The condition of higher education funding in Virginia is inextricably tied to the economic well being of the Commonwealth and each has an undeniable effect on the other. In addition, Virginia higher education funding is a shared responsibility between the state and students and their families. Both the state and students have proven that they can be nimble in responding to the peaks and troughs of the economy, however, the erratic funding swings make planning difficult for the students, their parents, and the colleges and universities. While essential for policymakers, higher education leaders, and the public to understand the changes in Virginia higher education funding over time and to place them in context, perhaps more important is the question of where we go from here.

This report finds Virginia institutions are clearly operating underfunded in all measures reviewed by this report, i.e. compared to the national average, to the public peer average, and to the base adequacy calculation by the Virginia higher education funding guidelines. Without sufficient funding, Virginia institutions will undoubtedly limit their abilities to advance higher education in Virginia and to improve quality service to students and communities, not to mention that institutions will have difficulties to accommodate projected enrollment increases in the future. It is estimated that Virginia institutions would need additional funding of \$300 to \$400 million in any resource combination of the state support and tuition revenue to cover the funding shortfall identified by the Virginia higher education funding guidelines. This additional funding also would raise Virginia's national ranking, in terms of total funding per FTE student, to the top ten states -- a ranking that corresponds to Virginia's national ranking in demographic and economic statistics, and also bring Virginia institutions' funding to their public peer's average. Simply put, it is time for policymakers and higher education leaders to recognize the base adequacy funding needs of the colleges and universities, and absent state support to fund the formula, then the state must examine options for alternative funding mechanisms to help Virginia institutions generate the additional funding they need for operations. To do otherwise, leaves Virginia's public colleges without sufficient resources to serve Virginians and may, in fact, compromise quality.

In addition, this report finds that in the past 15 years, the Commonwealth has applied a mending approach toward higher education funding. That is, to increase tuition to offset general fund reductions during state financial downturns or to increase general fund to contain rising tuition during the booming economy. As a result, students and their families have been required to pay more to help institutions offset state budget reductions during the economic difficult times when they can least afford to pay. The state has provided subsidies inequitably to in-state students for college education over time. Such erratic practice lacks continuity and predictability of funding needs, limited students and their family's ability to save effectively for college, and did not provide equity for taxpayers in terms of cost share of education. The cost of higher education is increasing, so is the cost share burden of students and their families nationally. In order

to advance higher education Virginia strategically and systemwide, "the Commonwealth can ill-afford to continue making and amending policies – tuition, financial aid, and state support for higher education – in isolation of one another."<sup>5</sup> It is time for policymakers and higher education leaders to develop a comprehensive and integrated approach to higher education funding – an approach that defines cost sharing goals between the state and students, and develops a tuition policy that can offer predictability and the long-range planning capability for investment in higher education. A sound and established funding policy will help not only students and their families effectively plan and save for college but also will help the state make more informed decisions on resource allocations.

In the last decade, the Commonwealth has reduced its support to higher education twice due to economic recessions. As the economy always has ups and downs, it is time for policymakers and higher education leaders to draw on the past funding experiences and develop a long-term funding mechanism that can help Virginia institutions stabilize their resources during the economic downturns. Based on the concept of the Commonwealth's Revenue Stabilization Fund, this report finds that if Virginia institutions had put aside 1% of their annual tuition revenue into a reserve fund since FY92, the accumulation of the fund would have fully covered the general fund reductions made in October 2002, and possibly avoided the need for mid-year tuition increases or if phased over a period, could have mitigated the significant increases in just two years. In order to sustain and advance Virginia higher education, it is important for the Commonwealth to develop a long-term funding approach that can provide a steady funding stream to Virginia institutions.

While identifying sustainable sources of revenue to support the needs of higher education is crucial, the foundation for reaching innovative solutions in higher education funding lies in the relationships between policymakers, higher education leaders, and ultimately the public. Only when trust and candid exchanges are established between policymakers and higher education leaders can changes and innovations be sustained. In addition, only when both policymakers and higher education leaders are willing to examine the facts and openly discuss the implications will changes take place. Toward this end, SCHEV continues to work with institutions and other state level policymakers to explore funding options to mitigate the impact of economic cycles while ensuring that Virginia's colleges and universities thrive and are sustained despite the peaks and troughs of economic conditions.

---

<sup>5</sup> SCHEV white paper on "A Look at Affordability at Virginia's Public Colleges and Universities", page 1.

## **GLOSSARY**

**Appropriation Act** is the biennial budget of the Commonwealth of Virginia.

**Commonwealth Accounting and Reporting System (CARS)** is a database that collects revenue and expenditure data of the state agencies.

**Educational and General (E&G) programs** are the primary operations related to the institution's educational objectives. All activities associated with instruction, research, public service, academic support, student services, institutional support and operations and maintenance of plant are included in this classification.

**E&G appropriations** are the sum of general fund and nongeneral fund revenue for operation of the Educational and General (E&G) programs at Virginia public institutions.

**Full-Time Equivalent (FTE) student** is a statistics derived from the student-credit hour productivity of an institution.

**General fund** is the tax revenue the state government appropriates to support operations at public higher education institutions.

**General fund support per in-state FTE** is the total general fund divided by the total in-state full-time equivalent students.

**Grapevine** is the higher education center at the Illinois State University, which collects the state appropriations to higher education of all states and provides state ranking for over 30 years.

**In-state student** refers to a student whose domicile is the Commonwealth of Virginia.

**Integrated Postsecondary Education Data System (IPEDS)** is a subdivision of the National Center for Education Statistics, the primary federal entity for collecting and analyzing data that are related to education in the United States and other nations.

**National Association of College and University Business Officers (NACUBO)** is a nonprofit professional organization representing chief administrative and financial officers at more than 2,100 colleges and universities across the country.

**National Association of State Universities and Land-Grant Colleges (NASULGC)** is a voluntary national association of public universities, land-grant institutions and many of the nation's public university systems.

**Out-of-state student** refers to a student whose domicile is outside Virginia.

**Per FTE funding** is an indicator of funding that adjusts for increases in enrollment and funding over time. It provides a better benchmark than the dollar amount funding analysis as it indicates how much resources are available for a full-time equivalent student.

**Southern Regional Education Board (SREB)** is an interstate educational organization composed of 16 states of Alabama, Arkansas, Delaware, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia and West Virginia.

**Tuition revenue** refers to the revenue generated through tuition charges and mandatory E&G fees to students attending public colleges in Virginia. It is the primary source of nongeneral fund in this report.

**Undergraduate student** refers to a student enrolled in degree programs below master's degree.

## REFERENCE

American Association of State Colleges and Universities, *Perspectives*, May 2001.

College Board, *2002 Trends in College Pricing*.

Commonwealth of Virginia, *Appropriation Acts*, FY1988-FY2004.

Commonwealth of Virginia, *Commonwealth Accounting and Reporting System (CARS)*, FY1988-FY2002.

Hauptman, Arthur M, "Reforming the Ways in Which States Finance Higher Education", in *The States and Public Higher Education Policy: Affordability, Access and Accountability* edited by Donald E. Heller, Johns Hopkins University Press, 2001

*Grapevine*, FY1988-FY2003.

*Integrated Postsecondary Education Data System (IPEDS)*, FY1988-FY2001.

National Association of State Universities and Land-Grant Colleges, *Shaping the Future: the Economic Impact of Public Universities*, August 2001.

National Center for Public Policy and Higher Education, *Measuring Up: the State-by-State Report Card for Higher Education, 2000 and 2002 reports*.

State Council of Higher Education (SCHEV) presentations, papers and reports:

- *A Look at Affordability at Virginia Public Colleges and Universities*, July 2002
- *Enrollment Trends at Virginia's Public Colleges and Universities*, March 2003
- *History of Higher Education Finance Policies in Virginia*, a presentation by Dr. William Allen, SCHEV Executive Director, 1999
- *The Systemwide Strategic Plan for Higher Education*, December 2002
- *Where Virginia Ranks*, a presentation, 1992

Southern Regional Education Board (SREB), *Funding Public Higher Education in the 1990s: What's happened and where we are going?*, March 1999.

US Bureau of Economic Analysis (BEA), state taxes and disposable personal income, multiple years.

US Census Bureau, population and economic statistics, multiple years.

Washington Higher Education Coordinating Board, *Tuition and Fee Rates: A National Comparison*, FY1988-FY2003.

## **ACKNOWLEDGEMENTS**

As with most of the SCHEV initiatives, the production of this report is a collaborative effort. The project was initiated by Phyllis Palmiero, the Executive Director of SCHEV and produced by Finance Policy staff of Robert D. Hix and Dr. Yan Zheng. Frances Bradford provided invaluable suggestions on the report.

SCHEV also would like to acknowledge Thomas Daley at the Central Office of the Virginia Community College System for his assistance in data production and analyses. Special thanks also go to the members of the Finance Advisory Committee for their timely comments and suggestions.

## **APPENDIX INDEX**

- Appendix A – History of Inflation Adjusted Appropriations for Educational and General Programs (E&G)
- Appendix B – History of General Fund Share to Total E&G Appropriations
- Appendix C – Estimated Tuition Revenue and Accumulated Tuition Reserve between FY92 and FY03
- Appendix D – History of Inflation Adjusted General Fund Support per In-State FTE Student for E&G Programs
- Appendix E – History of Inflation Adjusted Total E&G Appropriations per Total FTE Student
- Appendix F – Estimated Base Adequacy and Percent of Current Funding to Guidelines in FY03
- Appendix G – Ranking of Changes in State Appropriations for Higher Education Operation
- Appendix H – Ranking of Changes in State Appropriations for Higher Education Operation in States of the Southern Regional Educational Board
- Appendix I – Top Ten States and Virginia Ranking in State Funding, Tuition and Fee Revenue and Primary Revenue
- Appendix J – Cost Shared Between State Funding and Tuition Revenue
- Appendix K – Comparison of Enrollment Size, Per FTE Revenue Sources and Expenditures and Ranking to Public Peers
- Appendix L – Ranking of Virginia Teaching and Research Faculty Salaries to Peers
- Appendix M – In-State Undergraduate Tuition and Educational and General Fees As a Percent of Adjusted Educational and General Appropriations per FTE Student
- Appendix N – History of Inflation Adjusted Educational and General Program Expenditures
- Appendix O – Percent Share of Selected Educational and General Program Expenditures at Virginia Institutions
- Appendix P – History of Inflation Adjusted Educational and General Program Expenditures per FTE Student
- Appendix Q – Comparison of Selected Educational and General Program Expenditures Between Virginia Institutions and Peer Average
- Appendix R – Consumer Price Index as Inflation Factor

## Appendix A

### History of Inflation Adjusted Appropriations for Educational and General Programs (E&G)

#### General Fund Appropriations

Institution	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04	
CNU	\$13,099,520	\$13,774,131	\$11,646,788	\$11,225,265	\$12,529,623	\$11,121,654	\$12,510,386	\$11,185,101	\$11,545,958	\$11,525,235	\$11,251,940	\$11,227,071	\$11,277,992	\$11,260,151	\$11,260,151	\$11,260,151	
CWM	\$45,365,511	\$41,138,059	\$41,516,629	\$38,517,347	\$34,295,659	\$33,532,925	\$31,927,073	\$33,978,988	\$38,179,073	\$38,125,207	\$45,565,333	\$49,380,361	\$48,093,876	\$38,169,918	\$34,567,344	\$39,4%	
CMU	\$72,629,172	\$79,645,699	\$76,461,059	\$76,461,059	\$68,061,236	\$65,560,246	\$65,118,843	\$65,190,021	\$71,637,108	\$75,447,789	\$84,344,107	\$103,326,475	\$112,108,790	\$113,364,591	\$93,169,554	\$85,111,092	32.8%
JMU	\$41,626,276	\$41,880,112	\$41,626,276	\$37,167,211	\$36,585,545	\$37,166,862	\$37,081	\$37,385,858	\$37,166,862	\$37,081	\$37,445,112	\$36,064,120	\$36,226,222	\$36,064,120	\$36,226,222	11.2%	
LHU	\$15,689,913	\$16,018,268	\$14,623,128	\$13,116,490	\$12,517,270	\$12,639,429	\$12,421,038	\$12,850,422	\$13,251,192	\$13,251,192	\$13,348,594	\$15,193,988	\$16,012,503	\$20,447,411	\$17,124,807	5.5%	
MWC	\$15,462,055	\$15,296,867	\$13,841,287	\$12,135,298	\$11,538,101	\$11,954,469	\$11,286,190	\$11,654,506	\$12,055,452	\$14,20,402	\$17,965,317	\$18,879,333	\$18,198,126	\$14,353,494	\$13,100,337	-0.7%	
NSU	\$36,176,569	\$35,962,230	\$31,196,994	\$25,395,718	\$23,684,146	\$21,772,078	\$20,616,061	\$20,626,262	\$23,756,699	\$23,772,310	\$23,743,973	\$26,108,940	\$26,091,999	\$26,091,999	\$26,091,999	31.5%	
ODU	\$69,756,013	\$70,051,177	\$64,062,536	\$56,967,847	\$53,290,377	\$53,290,377	\$56,027,444	\$56,027,439	\$55,570,011	\$55,570,011	\$56,141,627	\$56,141,627	\$56,141,627	\$56,141,627	\$56,141,627	0.7%	
RU	\$38,472,171	\$38,252,851	\$31,718,509	\$29,825,165	\$29,381,688	\$29,381,688	\$31,561,408	\$30,553,977	\$31,756,144	\$33,220,450	\$37,835,549	\$39,775,141	\$38,144,980	\$33,220,450	\$30,553,977	-16.1%	
UVA	\$168,970,367	\$170,780,089	\$14,626,128	\$13,867,089	\$13,867,089	\$13,867,089	\$12,421,038	\$12,850,422	\$13,251,192	\$13,251,192	\$13,348,594	\$15,193,988	\$16,012,503	\$20,447,411	\$17,124,807	5.5%	
UVAV	\$6,211,145	\$6,682,302	\$5,275,800	\$5,985,600	\$5,985,600	\$5,985,600	\$5,985,600	\$5,985,600	\$5,985,600	\$5,985,600	\$5,985,600	\$5,985,600	\$5,985,600	\$5,985,600	\$5,985,600	0.0%	
VCU	\$162,405,200	\$164,774,309	\$149,987,807	\$133,400,198	\$125,805,760	\$125,805,760	\$125,805,084	\$127,284,868	\$124,683,892	\$131,376,435	\$153,032,323	\$166,869,097	\$178,150,776	\$171,413,338	\$142,416,129	-20.9%	
VMI	\$11,743,472	\$11,036,002	\$8,808,062	\$8,175,127	\$7,588,511	\$7,681,473	\$7,246,610	\$7,841,365	\$7,958,812	\$9,019,370	\$10,598,486	\$10,484,655	\$11,108,666	\$10,687,341	\$7,453,179	-36.5%	
VSU	\$22,074,455	\$22,072,470	\$22,072,470	\$17,267,882	\$16,126,610	\$16,135,281	\$16,126,610	\$16,126,610	\$17,267,882	\$17,267,882	\$17,267,882	\$22,430,998	\$22,430,998	\$22,430,998	\$23,613,612	\$23,613,612	0.7%
VT	\$59,614,652	\$59,365,835	\$54,690,180	\$51,783,847	\$51,783,847	\$51,783,847	\$51,783,847	\$51,783,847	\$51,783,847	\$51,783,847	\$51,783,847	\$51,783,847	\$51,783,847	\$51,783,847	\$51,783,847	5.8%	
RBC	\$37,724,956	\$38,845,617	\$32,270,676	\$32,275,083	\$32,275,083	\$32,275,083	\$32,275,083	\$32,275,083	\$32,275,083	\$32,275,083	\$32,275,083	\$32,275,083	\$32,275,083	\$32,275,083	\$32,275,083	0.0%	
VCCS	\$261,187,061	\$261,187,061	\$242,445,510	\$242,445,510	\$242,445,510	\$242,445,510	\$242,445,510	\$242,445,510	\$242,445,510	\$242,445,510	\$242,445,510	\$242,445,510	\$242,445,510	\$242,445,510	\$242,445,510	-15.0%	
Avg 4-Yr	\$58,910,025	\$58,913,486	\$58,913,486	\$58,913,486	\$58,913,486	\$58,913,486	\$58,913,486	\$58,913,486	\$58,913,486	\$58,913,486	\$58,913,486	\$58,913,486	\$58,913,486	\$58,913,486	\$58,913,486	0.0%	
Avg 2-Yr	\$32,701,008	\$33,427,875	\$32,228,778	\$31,111,192	\$31,111,192	\$31,111,192	\$31,111,192	\$31,111,192	\$31,111,192	\$31,111,192	\$31,111,192	\$31,111,192	\$31,111,192	\$31,111,192	\$31,111,192	-3.2%	
All Inst.	\$1,149,052,384	\$1,165,558,043	\$1,065,057,072	\$985,794,744	\$985,794,744	\$985,794,744	\$985,794,744	\$985,794,744	\$985,794,744	\$985,794,744	\$985,794,744	\$985,794,744	\$985,794,744	\$985,794,744	\$985,794,744	-12.3%	

#### Nongeneral Fund Appropriations

Institution	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04
CNU	\$6,071,748	\$5,961,149	\$5,311,666	\$5,22,922,957	\$11,444,411	\$12,751,439	\$14,590,849	\$15,559,667	\$12,632,031	\$12,632,031	\$10,943,510	\$10,845,321	\$10,737,394	\$10,737,394	\$12,103,875	99.3%
CWM	\$32,397,388	\$32,886,311	\$34,320,073	\$37,806,564	\$40,360,009	\$44,360,009	\$48,821,353	\$48,821,353	\$47,918,947	\$47,918,947	\$46,416,459	\$45,377,184	\$44,416,459	\$44,416,459	\$48,324,216	50.0%
GMU	\$38,865,652	\$44,056,284	\$44,056,284	\$44,056,284	\$44,056,284	\$44,056,284	\$44,056,284	\$44,056,284	\$44,056,284	\$44,056,284	\$44,056,284	\$44,056,284	\$44,056,284	\$44,056,284	\$44,056,284	117.0%
JMU	\$20,300,868	\$20,300,868	\$17,081,290	\$17,081,290	\$17,081,290	\$17,081,290	\$17,081,290	\$17,081,290	\$17,081,290	\$17,081,290	\$17,081,290	\$17,081,290	\$17,081,290	\$17,081,290	\$17,081,290	103.8%
LU	\$1,356,261	\$1,081,290	\$1,261,107	\$1,131,34	\$1,131,34	\$1,131,34	\$1,131,34	\$1,131,34	\$1,131,34	\$1,131,34	\$1,131,34	\$1,131,34	\$1,131,34	\$1,131,34	\$1,131,34	73.8%
MWC	\$1,131,751	\$1,231,597	\$1,231,597	\$1,231,597	\$1,231,597	\$1,231,597	\$1,231,597	\$1,231,597	\$1,231,597	\$1,231,597	\$1,231,597	\$1,231,597	\$1,231,597	\$1,231,597	\$1,231,597	9.5%
NSU	\$23,375,014	\$23,159,767	\$23,290,532	\$23,290,532	\$23,290,532	\$23,290,532	\$23,290,532	\$23,290,532	\$23,290,532	\$23,290,532	\$23,290,532	\$23,290,532	\$23,290,532	\$23,290,532	\$23,290,532	9.5%
ODU	\$42,876,493	\$42,969,470	\$44,905,582	\$52,319,486	\$56,720,626	\$61,736,508	\$63,181,295	\$66,396,755	\$71,376,637	\$71,376,637	\$64,417,745	\$67,726,333	\$71,737,712	\$66,417,745	\$66,417,745	48.3%
RU	\$16,701,248	\$17,294,263	\$18,921,339	\$22,112,366	\$24,228,326	\$24,228,326	\$24,228,326	\$24,228,326	\$24,228,326	\$24,228,326	\$26,986,792	\$26,986,792	\$26,986,792	\$26,986,792	\$26,986,792	60.3%
UVA	\$2,788,153	\$2,605,121	\$1,251,072	\$1,251,072	\$1,251,072	\$1,251,072	\$1,251,072	\$1,251,072	\$1,251,072	\$1,251,072	\$1,251,072	\$1,251,072	\$1,251,072	\$1,251,072	\$1,251,072	5.5%
VCU	\$65,074,470	\$65,225,551	\$74,982,481	\$81,397,951	\$91,973,149	\$91,973,149	\$91,973,149	\$91,973,149	\$91,973,149	\$91,973,149	\$104,546,861	\$104,546,861	\$104,546,861	\$104,546,861	\$104,546,861	44.0%
VMI	\$57,447,797	\$48,285,220	\$47,488,176	\$48,381,559	\$49,301,317	\$49,301,317	\$49,301,317	\$49,301,317	\$49,301,317	\$49,301,317	\$9,096,550	\$9,096,550	\$9,096,550	\$9,096,550	\$9,096,550	9.5%
VSU	\$15,795,443	\$15,795,443	\$15,860,189	\$15,860,189	\$15,860,189	\$15,860,189	\$15,860,189	\$15,860,189	\$15,860,189	\$15,860,189	\$17,207,566	\$17,207,566	\$17,207,566	\$17,207,566	\$17,207,566	48.3%
VT	\$105,852,878	\$105,739,824	\$112,940,563	\$112,940,563	\$112,940,563	\$112,940,563	\$112,940,563	\$112,940,563	\$112,940,563	\$112,940,563	\$156,019,906	\$156,019,906	\$156,019,906	\$156,019,906	\$156,019,906	60.3%
RBC	\$1,443,770	\$1,711,733	\$1,711,733	\$1,711,733	\$1,711,733	\$1,711,733	\$1,711,733	\$1,711,733	\$1,711,733	\$1,711,733	\$2,440,340	\$2,440,340	\$2,440,340	\$2,440,340	\$2,440,340	39.7%
VCCS	\$83,120,369	\$83,120,369	\$82,788,007	\$84,312,357	\$84,312,357	\$84,312,357	\$84,312,357	\$84,312,357	\$84,312,357	\$84,312,357	\$141,365,584	\$141,365,584	\$120,049,800	\$120,049,800	\$120,049,800	97.7%
Avg 4-Yr	\$33,572,081	\$34,177,652	\$36,752,857	\$44,805,341	\$50,340,993	\$50,340,993	\$50,340,993	\$50,340,993	\$50,340,993	\$50,340,993	\$53,555,188	\$53,555,188	\$55,611,080	\$55,611,080	\$55,611,080	70.1%
Avg 2-Yr	\$42,435,039	\$42,435,039	\$42,435,039	\$42,435,039	\$42,435,039	\$42,435,039	\$42,435,039	\$42,435,039	\$42,435,039	\$42,435,039	\$46,804,106	\$46,804,106	\$46,804,106	\$46,804,106	\$46,804,106	96.6%
All Inst.	\$589,451,266	\$589,451,266	\$577,795,985	\$577,795,985	\$577,795,985	\$577,795,985	\$577,795,985	\$577,795,985	\$577,795,985	\$577,795,985	\$977,998,161	\$977,998,161	\$971,107,996	\$971,107,996	\$971,107,996	74.4%

#### Total Appropriations

Institution	198
-------------	-----

## Appendix B

### History of General Fund Share to Total E&G Appropriations

Institution	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
CNU	68%	70%	63%	58%	50%	47%	46%	55%	56%	60%	67%	68%	67%	62%	60%	
CWM	59%	59%	49%	46%	43%	42%	40%	42%	43%	44%	50%	52%	52%	43%	42%	
GMU	65%	64%	62%	55%	50%	47%	45%	44%	46%	47%	49%	56%	59%	60%	49%	50%
JMU	63%	63%	58%	54%	50%	49%	49%	47%	48%	48%	50%	54%	55%	55%	46%	46%
LU	68%	69%	65%	60%	55%	52%	51%	52%	51%	52%	53%	55%	65%	67%	66%	55%
MWC	66%	66%	59%	53%	47%	46%	45%	45%	43%	45%	47%	45%	52%	53%	53%	44%
NSU	61%	61%	57%	49%	47%	46%	47%	45%	45%	48%	48%	57%	60%	61%	57%	59%
ODU	62%	62%	59%	52%	49%	46%	47%	45%	45%	47%	49%	51%	56%	57%	56%	50%
RU	69%	69%	65%	59%	55%	53%	54%	52%	54%	54%	55%	56%	62%	63%	62%	54%
UVA	62%	61%	58%	52%	49%	46%	45%	45%	42%	44%	44%	45%	46%	49%	47%	37%
UVAW	69%	71%	71%	67%	63%	59%	58%	57%	57%	60%	64%	71%	72%	72%	68%	68%
VCU	71%	71%	67%	62%	58%	57%	56%	57%	57%	58%	58%	62%	63%	62%	52%	51%
VMI	61%	60%	54%	48%	47%	46%	47%	46%	46%	51%	50%	51%	53%	53%	52%	40%
VSU	62%	62%	56%	52%	51%	49%	49%	47%	49%	51%	53%	57%	61%	61%	58%	60%
VT	60%	60%	57%	50%	47%	46%	45%	44%	44%	47%	48%	49%	54%	54%	45%	43%
RBC	72%	72%	68%	63%	58%	56%	59%	56%	58%	60%	61%	69%	70%	70%	67%	67%
VCCS	76%	76%	72%	66%	61%	58%	61%	60%	62%	63%	64%	71%	71%	70%	63%	61%
Avg 4-Yr	64%	64%	60%	54%	50%	48%	48%	46%	48%	49%	51%	56%	57%	56%	48%	47%
Avg 2-Yr	76%	76%	72%	66%	61%	58%	60%	60%	62%	63%	64%	71%	71%	70%	63%	61%
All Inst.	66%	66%	62%	57%	53%	50%	50%	49%	51%	52%	53%	59%	59%	59%	51%	50%

Note: Exclude lease payments that were appropriated into institutional accounts. Include appropriations amended by the 2003 General Assembly.  
 NSU and VSU appropriations include OCR funding. VSU extension appropriations are included from 1988-89 to 1998-99.

Source: Appropriation Acts.

### Appendix C

#### Estimated Tuition Revenue and Accumulated Tuition Reserve between FY92 and FY03

	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03
<b>Revenue</b>												
Nongeneral Fund Appropriations	563,266,059	646,600,609	718,403,207	754,898,983	812,247,827	826,937,539	852,004,670	902,889,233	844,830,118	897,365,065	917,220,949	1,092,507,851
90% NGF as Tuition Revenue	506,939,453	581,940,548	646,562,886	679,409,085	731,023,044	744,243,785	766,804,203	812,600,310	760,347,106	807,628,559	825,498,854	983,257,066
<b>Scenario 1: Investment returns are indexed with inflation rates.</b>												
Inflation Rate (CPI)	3.2%	3.1%	2.5%	3.0%	2.7%	2.9%	1.8%	1.9%	1.9%	2.8%	3.1%	2.2%
1% Reserve plus inflation rate	5,231,615	11,396,365	18,304,853	25,841,117	34,060,197	42,689,177	51,259,233	60,513,555	70,024,303	80,521,707	90,729,753	102,523,319
Annual Yield of the Reserve (CPI)	162,221	349,146	518,108	734,329	954,871	1,194,947	1,353,703	1,533,818	1,789,662	2,095,506	2,323,217	2,560,255
<b>Scenario 2: Investment returns are compounded with an annual 5% increase.</b>												
1% Reserve plus 5% Increase	5,069,396	11,433,241	18,793,813	26,867,300	35,886,406	45,495,287	55,821,495	67,144,873	78,485,761	90,890,149	104,102,395	119,631,714
Annual Yield of the Reserve (5%)	253,470	557,113	908,251	1,293,368	1,723,548	2,181,847	2,674,341	3,214,359	3,755,250	4,346,827	4,976,918	5,717,392

Source: Appropriation Acts.

CJ  
C

BEST COPY AVAILABLE

## Appendix D

### History of Inflation Adjusted General Fund Support per In-State FTE Student for E&G Programs

Institution	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	1992-04	
CNU	\$3,215	\$3,254	\$3,675	\$3,956	\$4,495	\$4,477	\$5,152	\$5,698	\$5,563	\$5,199	\$4,566	\$3,937	22.4%	
CWM	\$6,180	\$6,847	\$6,998	\$6,542	\$6,841	\$7,166	\$7,917	\$9,654	\$10,700	\$10,372	\$7,934	\$7,185	16.3%	
GMU	\$4,664	\$4,496	\$4,277	\$4,323	\$4,727	\$4,951	\$5,464	\$6,645	\$7,366	\$7,019	\$5,440	\$4,809	3.1%	
JMU	\$4,025	\$4,151	\$4,409	\$4,392	\$4,687	\$4,638	\$5,302	\$5,771	\$6,310	\$5,994	\$5,065	\$4,552	13.1%	
LU	\$3,877	\$3,845	\$3,908	\$3,824	\$4,212	\$4,321	\$4,629	\$5,528	\$5,704	\$5,277	\$4,497	\$4,111	6.0%	
MWC	\$5,036	\$4,637	\$4,865	\$4,646	\$4,710	\$5,028	-	\$5,720	\$7,020	\$7,003	\$6,502	\$5,180	\$4,738	-5.9%
NSU	\$4,538	\$4,542	\$4,804	\$4,764	\$5,233	\$5,874	\$7,296	\$8,389	\$10,177	\$10,285	\$9,501	\$9,034	99.1%	
ODU	\$4,891	\$5,066	\$5,124	\$4,793	\$4,983	\$5,520	\$6,316	\$7,101	\$7,293	\$6,766	\$5,551	\$5,016	2.6%	
RU	\$3,730	\$3,752	\$4,215	\$4,178	\$4,510	\$4,669	\$5,002	\$5,463	\$5,553	\$5,052	\$4,591	\$4,174	11.9%	
UVA	\$10,530	\$10,330	\$10,217	\$9,620	\$10,120	\$10,259	\$10,749	\$11,685	\$12,275	\$11,717	\$9,128	\$7,986	-24.2%	
UVAW	\$4,441	\$4,775	\$5,469	\$5,037	\$5,626	\$6,148	\$6,532	\$7,405	\$8,518	\$7,953	\$7,521	\$6,851	54.3%	
VCU	\$7,767	\$7,885	\$8,051	\$7,899	\$8,260	\$8,761	\$8,953	\$9,885	\$10,436	\$9,777	\$7,649	\$6,758	-13.0%	
VMI	\$8,135	\$8,388	\$9,287	\$8,972	\$10,880	\$10,512	\$12,310	\$12,976	\$14,579	\$13,667	\$10,798	\$8,894	9.3%	
VSU	\$5,815	\$6,507	\$6,791	\$6,764	\$7,247	\$7,784	\$8,623	\$8,694	\$10,248	\$9,498	\$8,719	\$8,069	38.8%	
VT	\$6,479	\$6,403	\$6,254	\$6,909	\$7,092	\$7,337	\$7,953	\$8,955	\$9,710	\$9,429	\$7,797	\$7,057	8.9%	
RBC	\$3,131	\$3,349	\$3,884	\$3,570	\$3,683	\$3,918	\$4,173	\$5,015	\$5,501	\$5,148	\$4,757	\$4,422	41.2%	
VCCS	\$2,970	\$2,976	\$3,066	\$3,128	\$3,417	\$3,408	\$3,536	\$3,869	\$4,026	\$3,568	\$3,163	\$2,935	-1.2%	
Avg 4-Yr	\$6,008	\$6,040	\$6,103	\$6,077	\$6,426	\$6,712	\$7,291	\$8,174	\$8,754	\$8,292	\$6,752	\$6,036	0.5%	
Avg 2-Yr	\$2,972	\$2,981	\$3,076	\$3,134	\$3,421	\$3,415	\$3,544	\$3,883	\$4,043	\$3,585	\$3,180	\$2,951	-0.7%	
All Inst.	\$4,818	\$4,838	\$4,930	\$4,948	\$5,301	\$5,464	\$5,855	\$6,490	\$6,870	\$6,352	\$5,264	\$4,766	-1.1%	

Note: Exclude lease payments that were appropriated into institutional accounts. Include appropriations amended by the 2003 General Assembly.

NSU and VSU appropriations include OCR funding. VSU extension appropriations are included from 1988-89 to 1998-99.

VCCS FY03 and FY04 in-state FTE are projected based on the FY02 actual with annual increases of 3.67% in FY03 and 3% in FY04.

Source: Appropriation Acts.

## Appendix E

### History of Inflation Adjusted Total E&G Appropriations per Total FTE Student

Institution	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03	1988-03
CNU	\$5,659	\$5,483	\$5,567	\$5,393	\$6,091	\$6,603	\$7,608	\$8,146	\$7,843	\$8,203	\$8,081	\$7,833	\$7,447	\$7,059	24.7%	
CWM	\$10,564	\$10,532	\$10,087	\$9,779	\$9,768	\$10,632	\$11,015	\$10,786	\$11,109	\$11,628	\$12,124	\$12,699	\$12,312	\$12,047	14.0%	
GMU	\$8,223	\$8,538	\$8,289	\$7,980	\$8,217	\$8,624	\$8,822	\$8,624	\$8,932	\$9,200	\$9,824	\$10,379	\$10,805	\$10,172	\$9,543	16.1%
JMU	\$6,836	\$6,770	\$6,430	\$6,094	\$6,046	\$6,268	\$6,611	\$6,682	\$6,684	\$6,603	\$7,356	\$7,541	\$7,968	\$7,611	\$7,681	12.4%
LC	\$7,213	\$6,918	\$6,695	\$6,428	\$6,671	\$7,026	\$7,276	\$7,291	\$7,841	\$7,921	\$8,070	\$8,148	\$8,190	\$7,622	\$7,437	3.1%
MWC	\$7,571	\$7,227	\$6,811	\$6,592	\$8,088	\$7,555	\$7,958	\$7,854	\$7,612	\$7,683	\$8,963	\$9,544	\$9,338	\$8,790	\$8,676	14.6%
NSU	\$8,187	\$8,180	\$7,725	\$6,914	\$6,452	\$6,622	\$7,029	\$7,302	\$7,635	\$8,642	\$9,068	\$10,368	\$12,073	\$12,009	\$12,478	52.4%
ODU	\$8,243	\$8,306	\$7,847	\$7,822	\$8,310	\$9,136	\$9,208	\$9,123	\$9,044	\$9,552	\$10,515	\$10,616	\$10,628	\$9,970	\$8,906	8.0%
RU	\$6,079	\$6,075	\$6,047	\$5,759	\$5,931	\$6,118	\$6,732	\$6,966	\$7,263	\$7,330	\$7,625	\$7,626	\$7,656	\$7,104	\$6,968	14.6%
UVA	\$13,509	\$13,653	\$12,900	\$13,060	\$12,966	\$13,425	\$13,739	\$13,610	\$13,843	\$13,947	\$14,449	\$14,597	\$15,481	\$15,270	\$14,749	9.2%
UVA-W	\$7,407	\$7,810	\$7,048	\$6,336	\$6,775	\$7,698	\$8,999	\$8,547	\$9,369	\$9,539	\$9,534	\$9,796	\$11,087	\$10,394	\$10,411	40.6%
VCU	\$13,614	\$13,211	\$12,610	\$12,108	\$12,157	\$12,626	\$12,913	\$12,890	\$13,129	\$13,630	\$14,221	\$14,512	\$14,772	\$14,035	\$12,951	-4.9%
VMI	\$12,422	\$11,653	\$11,444	\$11,356	\$11,174	\$11,771	\$12,368	\$12,262	\$13,065	\$12,077	\$13,427	\$13,279	\$13,983	\$13,393	\$13,663	10.0%
VSU	\$10,777	\$9,718	\$10,247	\$8,222	\$7,990	\$8,689	\$9,271	\$9,605	\$10,040	\$10,499	\$11,139	\$10,417	\$11,283	\$10,302	\$10,802	0.2%
VT	\$10,807	\$10,740	\$10,274	\$9,965	\$10,089	\$10,330	\$10,348	\$11,541	\$11,209	\$11,271	\$11,871	\$11,964	\$12,393	\$12,172	\$12,009	11.1%
RBC	\$6,182	\$5,859	\$5,593	\$5,214	\$5,238	\$5,885	\$6,426	\$6,163	\$6,161	\$6,402	\$6,668	\$7,058	\$7,649	\$7,169	\$6,989	13.0%
VCCS	\$5,569	\$4,972	\$4,687	\$4,401	\$4,612	\$4,848	\$4,800	\$4,955	\$5,223	\$5,057	\$5,141	\$5,102	\$5,298	\$4,757	\$4,673	-16.1%
Avg 4-Yr	\$9,980	\$9,908	\$9,499	\$9,154	\$9,287	\$9,693	\$9,984	\$10,183	\$10,269	\$10,488	\$11,094	\$11,321	\$11,764	\$11,292	\$10,871	8.9%
Avg 2-Yr	\$5,577	\$4,984	\$4,699	\$4,411	\$4,620	\$4,861	\$4,820	\$4,971	\$5,236	\$5,074	\$5,160	\$5,124	\$5,323	\$4,782	\$4,696	-15.8%
All Inst.	\$8,610	\$8,278	\$7,888	\$7,531	\$7,675	\$8,023	\$8,218	\$8,422	\$8,612	\$8,685	\$9,084	\$9,167	\$9,496	\$8,924	\$8,588	-0.3%

Note: Exclude lease payments that were appropriated into institutional accounts. Include appropriations amended by the 2003 General Assembly.

NSU and VSU appropriations include OCR funding. VSU extension appropriations are included from 1988-89 to 1998-99.

VCCS FY03 FTE is projected based on the FY02 actual with annual increases of 3.67%.

Source: Appropriation Acts.

## Appendix F

### Estimated Base Adequacy and Percent of Current Funding to Guidelines in FY03 (in millions)

Institution	Estimated Base Adequacy	FY03 Funding	Estimated Funding Shortfall	Percent of Funding to Guidelines
Christopher Newport University	\$40.8	\$33.0	(\$□.8	8□□
College of William and Mary	\$□04.□	\$□□.□	\$□□.□	88□
Drexel University	\$□□□.8	\$□□□.□	\$34.□	8□□
Essex University	\$□4.□	\$□□.□	\$□.□	8□□
Johns Hopkins University	\$3□.4	\$30.4	\$□.0	8□□
University of shinington Collegee	\$3□.□	\$33.4	\$3.□	□0□
Northeastern University	\$□.0.□	\$□.3.□	□.□	□00□
University of olin University	\$□□4.□	\$□4.□	\$3.3	8□□
University of or University	\$□□.□	\$□.4	\$□.□	84□
University of irini University	\$3□.0	\$3□.0	\$30.□	□□□
University of irini at dise	\$□□.8	\$□.□	□.□	□□0□
University of onweenth University	\$308.□	\$□□.□	\$3.4	□0□
University of itry nstitute	\$□□.4	\$□□.□	□.□	□□0□
University of itate University	\$3□.□	\$31.□	□.□	□□0□
University of eeh	\$3□.1.0	\$3□.□	\$□.8	□□□
University of hropon Coolee	\$□.□	\$□.□	\$0.□	□□□
University Community Coolee e yste□	\$□□3.3	\$43.□	\$□□4.□	□8□
Other institutions	\$□□□38.□	\$□□□3□.0	8□□	

Notes:

- (1) Estimated base adequacy is based on the higher education funding guidelines, using data of FY00-02 student FTE for discipline distributions, projected FY03 enrollments, institutions' FY02 operating plans but FY01 blended salaries.
- (2) FY03 funding includes general fund reductions and estimated tuition increases in FY03.

**Appendix G**

**Ranking of Changes in State Appropriations for Higher Education Operation  
(in thousands)**

State	FY89-FY94			FY94-FY02			FY02-FY03		
	Amount	Percent	Ranking	Amount	Percent	Ranking	Amount	Percent	Ranking
Alabama	\$116,782	15.1%	31	\$223,872	25.1%	45	\$32,153	2.9%	15
Alaska	\$13,526	8.1%	36	\$24,366	13.5%	49	\$8,041	3.9%	10
Arizona	\$78,185	14.5%	32	\$267,446	43.4%	27	\$23,052	2.6%	17
Arkansas	\$107,324	34.5%	9	\$206,993	49.5%	20	\$875	0.1%	35
California	(\$622,294)	-12.2%	50	\$5,010,554	112.3%	1	\$116,607	1.2%	28
Colorado	\$59,237	12.5%	34	\$222,391	41.6%	30	\$60,427	8.0%	2
Connecticut	\$24,409	5.2%	42	\$255,556	51.3%	18	\$8,919	1.2%	29
Delaware	\$18,454	17.2%	27	\$60,429	48.0%	21	\$6,491	3.5%	12
Florida	\$28,836	1.9%	44	\$1,139,283	71.8%	5	\$191,385	7.0%	4
Georgia	\$222,559	27.4%	12	\$672,876	65.0%	9	\$26,747	1.6%	20
Hawaii	\$104,248	39.0%	6	(\$22,489)	-6.0%	50	\$20,418	5.8%	7
Idaho	\$56,347	38.9%	7	\$122,006	60.6%	12	(\$18,003)	-5.6%	48
Illinois	\$379,323	26.8%	13	\$1,107,205	61.6%	10	(\$117,136)	-4.0%	46
Indiana	\$161,585	21.4%	18	\$403,059	43.9%	26	\$5,491	0.4%	31
Iowa	\$138,376	28.7%	11	\$165,784	26.7%	44	(\$16,786)	-2.1%	40
Kansas	\$98,888	25.6%	16	\$228,199	47.1%	23	(\$896)	-0.1%	39
Kentucky	\$110,593	21.3%	19	\$433,392	68.8%	7	\$30,931	2.9%	14
Louisiana	\$84,545	17.5%	26	\$430,234	75.8%	3	\$57,642	5.8%	8
Maine	\$9,948	6.1%	41	\$66,572	38.6%	32	\$3,080	1.3%	27
Maryland	\$48,078	6.9%	40	\$534,014	71.3%	6	\$19,155	1.5%	22
Massachusetts	(\$41,431)	-4.8%	47	\$190,569	23.0%	46	(\$28,545)	-2.8%	42
Michigan	\$217,271	16.2%	30	\$698,428	44.8%	25	\$5,840	0.3%	34
Minnesota	\$146,566	17.0%	29	\$371,804	36.9%	35	\$39,563	2.9%	16
Mississippi	\$33,318	7.8%	38	\$306,025	66.7%	8	\$10,229	1.3%	26
Missouri	\$76,980	14.0%	33	\$345,911	55.0%	16	(\$99,576)	-10.2%	49
Montana	\$20,008	19.0%	21	\$24,553	19.6%	48	(\$3,804)	-2.5%	41
Nebraska	\$104,818	41.4%	4	\$163,067	45.5%	24	(\$625)	-0.1%	38
Nevada	\$72,970	60.2%	1	\$152,626	78.6%	2	\$23,748	6.8%	5
New Hampshire	\$7,961	11.0%	35	\$27,158	33.8%	37	\$3,562	3.3%	13
New Jersey	\$190,830	17.6%	25	\$477,734	37.5%	33	\$39,680	2.3%	18
New Mexico	\$117,131	42.4%	2	\$217,822	55.4%	15	\$9,543	1.6%	21
New York	(\$83,866)	-2.8%	46	\$638,187	21.5%	47	\$220,973	6.1%	6
North Carolina	\$300,573	22.6%	17	\$812,511	49.8%	19	\$6,969	0.3%	33
North Dakota	\$21,818	17.7%	24	\$56,588	39.1%	31	\$0	0.0%	36
Ohio	\$44,136	3.1%	43	\$613,361	41.7%	29	\$28,074	1.3%	25
Oklahoma	\$123,376	29.7%	10	\$257,747	47.9%	22	\$15,162	1.9%	19
Oregon	\$66,911	18.5%	23	\$251,732	58.8%	14	(\$75,501)	-11.1%	50
Pennsylvania	\$236,805	18.5%	22	\$497,197	32.8%	38	(\$585)	0.0%	37
Rhode Island	(\$13,806)	-10.9%	49	\$61,732	54.8%	17	(\$5,035)	-2.9%	43
South Carolina	\$46,759	8.1%	37	\$231,952	37.2%	34	(\$25,895)	-3.0%	44
South Dakota	\$32,446	41.3%	5	\$32,141	29.0%	42	\$5,425	3.8%	11
Tennessee	\$143,067	20.8%	20	\$242,213	29.2%	41	\$82,474	7.7%	3
Texas	\$942,404	42.0%	3	\$1,946,785	61.1%	11	\$74,618	1.5%	23
Utah	\$102,529	38.8%	8	\$219,715	60.0%	13	(\$19,777)	-3.4%	45
Vermont	(\$919)	-1.7%	45	\$18,418	34.8%	36	\$4,101	5.7%	9
Virginia	(\$81,619)	-7.9%	48	\$682,308	71.9%	4	(\$86,176)	-5.3%	47
Washington	\$199,258	26.1%	15	\$407,717	42.4%	28	\$4,913	0.4%	32
West Virginia	\$43,389	17.1%	28	\$95,137	32.0%	39	\$1,644	0.4%	30
Wisconsin	\$197,486	26.7%	14	\$258,696	27.6%	43	\$16,936	1.4%	24
Wyoming	\$8,511	7.3%	39	\$37,223	29.9%	40	\$27,869	17.2%	1
All States	\$4,514,629	12.4%		\$21,888,799	53.4%		\$734,397	1.2%	

Source: Grapevine.

## Appendix H

### Ranking of Changes in State Appropriations for Higher Education Operation In States of the Southern Regional Education Board (in thousands)

SREB	FY89-FY94			FY94-FY92			FY02-FY03		
	Amount	Percent	Ranking	Amount	Percent	Ranking	Amount	Percent	Ranking
Alabama	\$116,782	15.1%	11	\$223,872	25.1%	16	\$32,153	2.9%	6
Arkansas	\$107,324	34.5%	2	\$206,993	49.5%	10	\$875	0.1%	14
Delaware	\$18,454	17.2%	9	\$60,429	48.0%	11	\$6,491	3.5%	4
Florida	\$28,836	1.9%	15	\$1,139,283	71.8%	3	\$191,385	7.0%	2
Georgia	\$222,559	27.4%	4	\$672,876	65.0%	7	\$26,747	1.6%	8
Kentucky	\$110,593	21.3%	6	\$433,392	68.8%	5	\$30,931	2.9%	5
Louisiana	\$84,545	17.5%	8	\$430,234	75.8%	1	\$57,642	5.8%	3
Maryland	\$48,078	6.9%	14	\$534,014	71.3%	4	\$19,155	1.5%	9
Mississippi	\$33,318	7.8%	13	\$306,025	66.7%	6	\$10,229	1.3%	11
North Carolina	\$300,573	22.6%	5	\$812,511	49.8%	9	\$6,969	0.3%	13
Oklahoma	\$123,376	29.7%	3	\$257,747	47.9%	12	\$15,162	1.9%	7
South Carolina	\$46,759	8.1%	12	\$231,952	37.2%	13	(\$25,895)	-3.0%	15
Tennessee	\$143,067	20.8%	7	\$242,213	29.2%	15	\$82,474	7.7%	1
Texas	\$942,404	42.0%	1	\$1,946,785	61.1%	8	\$74,618	1.5%	10
Virginia	(\$81,619)	-7.9%	16	\$682,308	71.9%	2	(\$86,176)	-5.3%	16
West Virginia	\$43,389	17.1%	10	\$95,137	32.0%	14	\$1,644	0.4%	12

Source: Grapevine.

## Appendix I

### Top Ten States and Virginia Ranking in State Funding, Tuition and Fee Revenue, and Primary Revenue

Ranking	Total Amount of State Funding			Total Amount of Tuition Revenue			Total FTE Enrollments		
	FY89	FY96	FY01	FY89	FY96	FY01	FY89	FY96	FY01
1	CA	CA	CA	CA	CA	NY	CA	CA	CA
2	TX	TX	NY	PA	NY	CA	TX	TX	TX
3	NY	NY	TX	OH	PA	TX	NY	NY	NY
4	FL	FL	MI	MI	MI	MI	IL	FL	FL
5	MI	NC	NY	NY	OH	OH	MI	IL	IL
6	OH	MI	MI	TX	TX	PA	OH	MI	MI
7	NC	OH	OH	IL	IL	FL	OH	OH	OH
8	IL	GA	GA	VA	VA	FL	PA	PA	AL
9	VA	IL	IN	IN	IN	IN	NC	NC	PA
10	NJ	PA	VA	WI	NJ	NJ	VA	VA	NC
		VA(18)			VA(11)		VA(11)		VA(11)

Ranking	Per FTE State Funding			Per FTE Tuition Revenue			Per FTE Primary Revenue*		
	FY89	FY96	FY01	FY89	FY96	FY01	FY89	FY96	FY01
1	AK	AK	HI	VT	VT	AK	AK	AK	NY
2	HI	HI	AK	DE	NH	HI	VT	VT	HI
3	NC	NC	NY	NH	NY	DE	CT	CT	VT
4	WY	CT	CT	PA	PA	VT	DE	DE	AK
5	ME	GA	NC	OH	MI	OH	ME	IN	CT
6	SC	IA	GA	MI	RI	MI	SC	IA	VA
7	NY	MN	MA	IN	OH	IN	NJ	MN	GA
8	CA	WY	NE	CO	IN	NJ	IN	HI	IN
9	TN	NV	NM	IA	MA	RI	IA	ME	NC
10	NJ	MS	KY	RI	MD	NY	PA	PA	OH
	VA(24)	VA(42)	VA(28)	VA(13)	VA(11)	VA(20)	VA(22)	VA(35)	VA(26)

Note: Primary revenue consists of state funding and tuition and fee revenue.

Source: IPEDS.

**Appendix J**  
**Cost Shared Between State Funding and Tuition Revenue**

State	FY1988-89				FY2000-01			
	% of State Share	% of Tuition Share	State Share Rank	Tuition Share Rank	% of State Share	% of Tuition Share	State Share Rank	Tuition Share Rank
AK	88.3%	11.7%	1	50	79.1%	20.9%	1	50
AL	74.7%	25.3%	20	32	61.8%	38.2%	33	19
AR	77.8%	22.2%	12	40	69.3%	30.7%	14	38
AZ	68.1%	31.9%	35	17	60.3%	39.7%	36	16
CA	84.4%	15.6%	5	47	75.0%	25.0%	5	47
CO	53.2%	46.8%	47	5	48.4%	51.6%	48	4
CT	73.9%	26.1%	25	27	67.9%	32.1%	16	36
DE	52.2%	47.8%	48	4	71.4%	28.6%	12	40
FL	81.2%	18.8%	6	46	72.6%	27.4%	8	44
GA	77.6%	22.4%	13	39	72.9%	27.1%	6	46
HI	85.7%	14.3%	4	48	77.6%	22.4%	3	49
IA	68.5%	31.5%	33	19	65.4%	34.6%	22	30
ID	78.1%	21.9%	11	41	66.2%	33.8%	20	32
IL	67.5%	32.5%	39	13	62.2%	37.8%	32	20
IN	65.9%	34.1%	42	10	56.3%	43.7%	42	10
KS	71.2%	28.8%	29	23	65.8%	34.2%	21	31
KY	75.6%	24.4%	18	34	68.2%	31.8%	15	37
LA	67.6%	32.4%	38	14	63.9%	36.1%	26	26
MA	79.0%	21.0%	8	44	66.8%	33.2%	18	34
MD	68.3%	31.7%	34	18	56.6%	43.4%	41	11
ME	74.6%	25.4%	21	31	62.2%	37.8%	30	22
MI	60.4%	39.6%	45	7	52.6%	47.4%	45	7
MN	71.0%	29.0%	30	22	64.0%	36.0%	25	27
MO	68.0%	32.0%	36	16	60.0%	40.0%	37	15
MS	74.0%	26.0%	24	28	71.4%	28.6%	11	41
MT	74.6%	25.4%	22	30	51.2%	48.8%	47	5
NC	86.3%	13.7%	3	49	77.4%	22.6%	4	48
ND	68.7%	31.3%	32	20	62.2%	37.8%	31	21
NE	72.9%	27.1%	27	25	71.6%	28.4%	10	42
NH	42.2%	57.8%	50	2	31.9%	68.1%	50	2
NJ	70.7%	29.3%	31	21	56.3%	43.7%	43	9
NM	79.5%	20.5%	7	45	77.8%	22.2%	2	50
NV	78.3%	21.7%	10	42	70.5%	29.5%	13	39
NY	76.5%	23.5%	15	37	63.0%	37.0%	29	23
OH	59.7%	40.3%	46	6	52.3%	47.7%	46	6
OK	76.4%	23.6%	16	36	72.0%	28.0%	9	43
OR	67.3%	32.7%	40	12	59.3%	40.7%	38	14
PA	49.4%	50.6%	49	3	41.5%	58.5%	49	3
RI	67.0%	33.0%	41	11	53.9%	46.1%	44	8
SC	73.1%	26.9%	26	26	63.2%	36.8%	27	25
SD	63.4%	36.6%	44	8	58.0%	42.0%	40	12
TN	76.0%	24.0%	17	35	64.9%	35.1%	23	29
TX	78.5%	21.5%	9	43	67.2%	32.8%	17	35
UT	74.7%	25.3%	19	33	66.8%	33.2%	19	33
VA	67.9%	32.1%	37	15	61.1%	38.9%	35	17
VT	30.5%	69.5%	51	1	23.0%	77.0%	51	1
WA	74.2%	25.8%	23	29	61.2%	38.8%	34	18
WI	65.6%	34.4%	43	9	59.0%	41.0%	39	13
WV	76.7%	23.3%	14	38	63.1%	36.9%	28	24
WY	86.5%	13.5%	2	50	72.8%	27.2%	7	45
Nat'l Avg	72.6%	27.4%			64.0%	36.0%		

Source: IPEDS Finance.

**Appendix K**

**Comparison of Enrollment Size, Per FTE Revenue Sources and Expenditures, and Ranking to Public Peers**

Virginia Inst.	UNITID	Institution Name	FTE Enrollment				State Funding				Tuition Revenue				EGX Expenditures				
			FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	
CNU 110495 CALIFORNIA STATE UNIVERSITY-STANISLAUS	CA	3,225	12	5,299	6	10,330	1	9,320	4	1,597	11	2,658	18	7,297	3	11,979	4	10,112	1
CNU 123572 SONOMA STATE UNIVERSITY	CA	4,613	3	6,358	2	9,309	2	8,088	7	1,378	18	3,182	17	7,754	2	11,269	6	9,040	2
CNU 128106 UNIVERSITY OF SOUTHERN COLORADO	CO	3,502	10	4,134	12	3,371	18	3,795	21	1,888	5	3,314	14	4,456	17	7,109	22	5,035	18
CNU 128771 CENTRAL CONNECTICUT STATE UNIVERSITY	CT	9,384	1	8,687	1	3,121	19	6,339	11	1,817	8	4,170	9	5,334	11	10,509	10	4,897	19
CNU 129215 EASTERN CONNECTICUT STATE UNIVERSITY	CT	3,281	11	4,063	13	4,105	13	6,615	9	1,449	16	4,597	5	4,485	16	11,212	8	5,282	16
CNU 167987 UNIVERSITY OF MASSACHUSETTS-DARTMOUTH	MA	6,004	2	5,988	3	5,642	7	9,619	1	510	22	5,108	4	6,189	6	14,727	1	6,641	8
CNU 170639 LAKE SUPERIOR STATE UNIVERSITY	MN	2,586	18	2,627	21	3,576	16	5,480	15	1,920	3	4,368	6	5,410	9	9,848	15	5,357	14
CNU 171146 UNIVERSITY OF MICHIGAN-FLINT	MI	4,061	7	4,356	9	3,494	17	9,588	13	2,583	1	5,515	2	5,666	8	11,113	9	5,784	13
CNU 175078 SOUTHWEST STATE UNIVERSITY	MINN	2,158	22	3,261	18	4,651	12	5,273	17	1,524	14	3,196	16	4,087	18	8,470	18	6,513	9
CNU 178387 MISSOURI WESTERN STATE COLLEGE	MO	3,197	13	4,240	11	3,626	15	5,012	19	1,431	17	3,412	13	3,813	19	8,424	19	5,056	17
CNU 186201 RAMAPO COLLEGE OF NEW JERSEY	NJ	2,830	17	3,987	15	6,729	5	7,000	8	1,553	13	5,447	3	5,923	7	12,446	3	9,008	3
CNU 188376 THE RICHARD STOCKTON COLLEGE OF NEW JERSEY	NJ	4,476	5	4,675	5	4,675	11	5,929	12	1,560	12	4,351	7	5,26	14	10,280	12	6,161	11
CNU 188237 SUNY COLLEGE AT OLD WESTBURY	NY	3,033	16	2,546	22	6,883	4	9,554	2	1,498	15	4,221	8	9,982	1	13,775	2	7,691	5
CNU 198543 FAHEY-TEVILLE STATE UNIVERSITY	NC	2,178	21	3,420	17	7,092	3	9,041	5	1,332	19	2,175	20	5,237	13	11,216	7	8,895	4
CNU 199111 UNIVERSITY OF NORTH CAROLINA-ASHEVILLE	NC	2,327	19	2,658	20	6,199	6	9,547	3	1,029	20	2,135	21	6,235	4	11,682	5	6,986	7
CNU 199281 UNIVERSITY OF NORTH CAROLINA-PEMBROKE	NC	2,317	20	2,746	19	5,547	8	8,862	6	670	21	1,586	22	5,245	12	10,448	11	6,315	10
CNU 218724 COASTAL CAROLINA UNIVERSITY	SC	3,090	15	4,009	14	2,680	22	3,690	22	1,951	2	6,296	1	3,154	20	9,987	13	4,94	21
CNU 218768 UNIVERSITY OF TENNESSEE-MARTIN	TN	4,050	8	5,059	7	4,873	9	5,303	16	1,830	7	3,558	11	5,366	10	8,861	16	6,905	6
CNU 225432 UNIVERSITY OF HOUSTON-DOWNTOWN	TX	4,490	4	5,918	4	2,689	21	4,800	20	1,899	4	3,530	12	3,481	21	8,330	20	3,769	22
CNU 226470 UNIVERSITY OF WISCONSIN-GREEN BAY	WI	4,162	6	4,705	8	4,100	14	5,547	14	1,676	9	2,301	15	5,109	15	8,749	15	8,880	17
CNU 240374 UNIVERSITY OF WISCONSIN-PARKSIDE	WI	3,748	9	3,841	16	4,761	10	6,350	10	1,605	10	3,626	10	6,213	5	9,976	14	6,997	12
CNU 231712 CHRISTOPHER NEWPORT UNIVERSITY	VA	3,139	14	4,337	10	2,882	20	5,255	18	1,882	6	2,384	19	3,434	22	7,639	21	4,519	20
CNU/AW 110495 CALIFORNIA STATE UNIVERSITY-STANISLAUS	CA	3,225	5	5,299	1	10,390	1	9,320	1	1,597	5	2,658	7	7,297	1	11,979	1	10,112	1
CNU/AW 127185 FORT LEWIS COLLEGE	CO	3,591	3	4,024	4	2,410	7	3,875	7	1,855	2	3,116	5	3,807	7	6,991	7	3,588	7
CNU/AW 129215 EASTERN CONNECTICUT STATE UNIVERSITY	CT	3,281	4	4,063	3	4,105	3	6,615	4	1,449	7	4,597	6	4,885	6	11,212	4	5,282	5
CNU/AW 174251 UNIVERSITY OF MINNESOTA-MORRIS	MN	2,032	6	1,761	6	3,564	6	7,362	3	1,955	1	4,292	2	6,367	2	11,654	3	5,854	3
CNU/AW 240277 UNIVERSITY OF WISCONSIN-GREEN BAY	WI	4,162	1	4,705	2	4,100	4	5,547	6	1,676	3	3,201	4	5,108	4	8,749	6	5,375	4
CNU/AW 240374 UNIVERSITY OF WISCONSIN-PARKSIDE	WI	3,748	2	3,841	5	4,761	2	6,350	5	1,605	4	3,626	3	6,213	3	9,976	5	12,988	2
CNU/AW 253887 UNIVERSITY OF VIRGINIA-AT WISE	VA	1,218	7	3,670	7	9,211	5	1,855	7	1,855	7	4,597	6	4,986	5	11,910	2	5,084	6
CNU/AW 255270 UNIVERSITY OF CALIFORNIA-RIVERSIDE	CA	6,401	9	12,122	6	15,356	1	12,477	3	2,644	6	5,798	5	9,510	4	18,275	3	15,280	1
CNU/AW 129202 UNIVERSITY OF CONNECTICUT	CT	20,453	3	16,748	3	6,836	6	14,233	2	2,877	4	8,029	2	11,362	2	22,262	2	9,804	4
CNU/AW 1303943 UNIVERSITY OF DELAWARE	DE	16,612	4	0	9	3,810	8	4,196	3	1,676	1	3,206	1	5,107	3	10,077	3	8,890	6
CNU/AW 183044 UNIVERSITY OF NEW HAMPSHIRE-MAIN CAMPUS	NH	11,090	6	12,426	5	3,120	9	4,326	8	4,877	2	4,657	2	9,703	1	6,941	8	14,028	6
CNU/AW 196060 SUNY AT ALBANY	NY	13,956	5	14,005	4	7,213	4	8,475	6	1,717	8	4,898	7	8,399	5	13,373	6	6,987	6
CNU/AW 196079 SUNY AT BINGHAMTON	NY	10,605	7	11,440	7	7,068	5	8,769	5	1,698	9	4,552	8	8,127	6	13,321	8	7,808	8
CNU/AW 199120 UNIVERSITY OF NORTH CAROLINA-AT CHAPEL HILL	NC	20,825	2	22,152	2	11,512	2	18,157	1	1,939	7	6,289	4	12,644	1	24,446	1	14,817	2
CNU/AW 221759 UNIVERSITY OF TENNESSEE	TN	20,974	1	23,125	1	1,896	3	10,643	4	2,646	5	5,590	6	9,334	3	16,233	4	9,362	5
CNU/AW 231624 COLLEGE OF WILLIAM AND MARY	VA	6,959	8	7,040	8	6,324	12	11,299	8	2,858	7	5,191	7	7,847	7	14,919	5	8,656	4
CNU/AW 129020 UNIVERSITY OF CONNECTICUT	CT	20,453	8	16,748	16	6,836	8	14,233	2	2,877	6	8,029	3	11,862	2	22,262	1	9,804	11
CNU/AW 137351 UNIVERSITY OF SOUTH FLORIDA	FL	20,287	9	25,354	1	8,587	3	11,847	5	1,643	22	8,185	14	14,867	14	16,721	8	10,198	6
CNU/AW 139840 GEORGIA STATE UNIVERSITY	GA	13,722	20	16,688	17	6,180	13	9,911	12	1,994	19	5,379	12	6,722	18	15,289	12	8,379	17
CNU/AW 153658 UNIVERSITY OF IOWA	IA	21,165	1	24,488	2	6,324	12	11,299	8	2,858	7	5,191	8	9,436	9	17,018	7	10,037	7
CNU/AW 155317 UNIVERSITY OF KANSAS-MAIN CAMP	KS	22,277	5	22,381	6	4,052	20	5,988	21	2,151	15	5,229	13	6,208	19	11,217	20	6,427	21
CNU/AW 157085 UNIVERSITY OF KENTUCKY	KY	18,704	13	20,277	9	1,035	1	14,743	1	2,386	13	5,570	10	11,753	3	20,313	2	10,330	5
CNU/AW 157289 UNIVERSITY OF LOUISVILLE	KY	14,784	18	15,121	19	7,033	7	11,516	7	2,441	11	5,205	14	9,269	11	16,721	8	15,771	11
CNU/AW 172644 WAYNE STATE UNIVERSITY	MI	19,852	10	19,391	11	8,348	4	12,891	4	2,751	8	5,762	7	11,368	4	18,652	6	10,936	2
CNU/AW 172659 WESTERN MICHIGAN UNIVERSITY	MI	18,798	12	22,716	4	3,980	22	5,452	22	2,303	14	5,085	15	5,182	20	10,537	22	6,095	23
CNU/AW 178402 UNIVERSITY OF MISSOURI-KANSAS CITY	MO	7,911	23	8,473	22	6,548	10	9,839	13	3,922	3	9,225	2	9,775	7	19,063	4	9,986	9
CNU/AW 187985 UNIVERSITY OF NEW MEXICO-MAIN CAMPUS	NM	18,020	15	18,381	15	6,058	14	11,569	6	1,575	23	3,449	21	7,844	16	15,019	13	7,882	18
CNU/AW 188050 SUNY AT ALBANY	NY	13,956	19	14,005	20	7,213	6	8,475	14	1,717	20	8,498	16	8,899	13	13,373	17	9,087	14
CNU/AW 196088 SUNY AT BUFFALO	NY	22,562	4	21,426	8	9,482	2	13,798	3	2,002	18	5,415	11	12,993	1	19,211	3	10,936	8
CNU/AW 201885 UNIVERSITY OF CINCINNATI-MAIN CAMPUS	OH	24,619	3	21,888	7	5,334	16	8,468	15	3,310	4	7,334	5	9,718	8	15,802	11	10,108	13
CNU/AW 207500 UNIVERSITY OF OKLAHOMA-NORMAN CAMPUS	OK	17,933	16	19,885	10	3,991	21	6,571	20	1,664	21	4,047	20	5,105	21	10,618	21	6,449	22
CNU/AW 215293 UNIVERSITY OF PITTSBURGH-MAIN CAMPUS	PA	21,816	6	22,688	5	5,442	15	7,827	16	1,067	1	11,229	1	19,055	5	13,248	1	22,204	1
CNU/AW 216339 TEMPLE UNIVERSITY	PA	24,897	2	0	23	4,986	18	5,404	2	1,067	1	10,018	8	10,018	8	14,693	15	9,006	16
CNU/AW 217484 UNIVERSITY OF RHODE ISLAND	RJ	12,529	22	11,550	21	5,308	17	7,032	18	3,228	5	7,661	4	9,260	12	14,694	15	9,006	16

# BEST COPY AVAILABLE



51

## Appendix K

### Comparison of Enrollment Size, Per FTE Revenue Sources and Expenditures, and Ranking to Public Peers

Virginia Inst.	UNITID	Institution Name	FTE Enrollment		State Funding		Tuition Revenue		E&G Expenditures		
			FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	
GMU	218863	UNIVERSITY OF SOUTH CAROLINA AT COLUMBIA	SC	19,858	11	19,377	12	6,688	9	10,098	11
GMU	221759	UNIVERSITY OF TENNESSEE	TN	20,974	7	23,125	3	8,196	5	10,643	9
GMU	230764	UNIVERSITY OF UTAH	UT	18,065	14	19,344	13	6,458	11	2,046	17
GMU	240453	UNIVERSITY OF WISCONSIN-MILWAUKEE	WI	17,372	17	18,581	14	4,895	19	7,155	12
GMU	232186	GEORGE MASON UNIVERSITY	VA	12,985	21	15,980	18	3,911	23	6,914	19
JMU	110538	CALIFORNIA STATE UNIVERSITY-CHICO	CA	13,317	5	14,543	5	7,380	2	7,496	4
JMU	110556	CALIFORNIA STATE UNIVERSITY-FRESNO	CA	14,280	4	15,765	4	8,147	1	8,032	2
JMU	130943	UNIVERSITY OF DELAWARE	DE	16,612	3	20	3,810	15	5,306	1	
JMU	154095	UNIVERSITY OF NORTHERN IOWA	IA	10,203	13	12,391	8	4,725	8		
JMU	163351	SALISBURY STATE UNIVERSITY	MD	4,223	20	5,574	19	4,004	12		
JMU	164076	TOWSON STATE UNIVERSITY	MD	11,768	8	13,747	7	3,495	18		
JMU	196079	SUNY AT BINGHAMTON	NY	10,905	10	11,440	13	7,068	3		
JMU	196121	SUNY COLLEGE AT BROCKPORT	NY	6,701	17	6,859	17	5,986	4		
JMU	196194	SUNY COLLEGE AT OSWEGO	NY	7,411	16	7,080	16	5,010	6		
JMU	197869	APPALACHIAN STATE UNIVERSITY	NC	20,280	12	12,154	10	4,788	7		
JMU	200280	UNIVERSITY OF NORTH DAKOTA-MAIN CAMPUS	ND	10,428	11	12,428	11	4,165	11		
JMU	204837	OHIO UNIVERSITY MAIN CAMPUS	OH	16,773	2	18,616	1	4,226	10		
JMU	209551	UNIVERSITY OF OREGON	OR	16,793	1	16,104	3				
JMU	213020	INDIANA UNIVERSITY OF PENNSYLVANIA-MAIN CAMPUS	PA	12,253	7						
JMU	217484	UNIVERSITY OF RHODE ISLAND	RI	12,529	6						
JMU	217819	COLLEGE OF CHARLESTON	SC	5,104	19						
JMU	220978	MIDDLE TENNESSEE STATE UNIVERSITY	TN	11,140	9						
JMU	221740	UNIVERSITY OF TENNESSEE-CHATTANOOGA	TN	5,797	18						
JMU	237021	WESTERN WASHINGTON UNIVERSITY	WA	9,356	15						
JMU	232423	JAMES MADISON UNIVERSITY	VA	9,923	14						
JLU	101709	UNIVERSITY OF MONTEVALLO	AL	2,306	16						
JLU	153351	SALISBURY STATE UNIVERSITY	MD	4,223	14						
JLU	171456	NORTHERN MICHIGAN UNIVERSITY	MI	6,620	5						
JLU	175272	WINONA STATE UNIVERSITY	MN	5,899	8						
JLU	184722	ROWAN COLLEGE OF NEW JERSEY	NJ	6,753	3						
JLU	187444	WILLIAM PATTERSON COLLEGE OF NEW JERSEY	NJ	6,658	4						
JLU	196158	SUNY COLLEGE AT FREDONIA	NY	4,505	13						
JLU	196194	SUNY COLLEGE AT OSWEGO	NY	7,471	1						
JLU	196246	SUNY COLLEGE AT PLATTSBURGH	NY	5,731	10						
JLU	212160	EDINBOROUGH UNIVERSITY OF PENNSYLVANIA	PA	6,177	7						
JLU	213349	KUTZTOWN UNIVERSITY OF PENNSYLVANIA	PA	6,230	6						
JLU	214041	MILLERSVILLE UNIVERSITY OF PENNSYLVANIA	PA	5,870	9						
JLU	216000	SHIPPENSBURG UNIVERSITY OF PENNSYLVANIA	PA	5,589	11						
JLU	235097	EASTERN WASHINGTON UNIVERSITY	WA	6,987	2						
JLU	240471	UNIVERSITY OF WISCONSIN-RIVER FALLS	WI	4,889	12						
JLU	232566	LONGWOOD COLLEGE	VA	2,829	15						
MWC	174251	UNIVERSITY OF MINNESOTA-MORRIS	MN	2,032	3						
MWC	199111	UNIVERSITY OF NORTH CAROLINA AT ASHEVILLE	NC	2,327	2						
MWC	222681	MARY WASHINGTON COLLEGE	VA	2,961	1						
NSU	110510	CALIFORNIA STATE UNIVERSITY-SAN BERNARDINO	CA	6,738	10						
NSU	130776	WESTERN CONNECTICUT STATE UNIVERSITY	CT	4,267	17						
NSU	130934	DELAWARE STATE UNIVERSITY	DE	2,013	25						
NSU	138933	AUGUSTA STATE UNIVERSITY	GA	3,380	23						
NSU	141264	VALDOSTA STATE UNIVERSITY	GA	5,587	15						
NSU	144006	CHICAGO STATE UNIVERSITY	IL	3,816	20						
NSU	151306	UNIVERSITY OF SOUTHERN INDIANA	IN	3,798	21						
NSU	151324	INDIANA STATE UNIVERSITY	IN	9,805	3						
NSU	159717	MCNEESE STATE UNIVERSITY	LA	6,104	11						
NSU	159933	UNIVERSITY OF LOUISIANA AT MONROE	LA	8,982	4						
NSU	160621	SOUTHERN UNIVERSITY AND A&M COLLEGE	LA	8,175	5						
NSU	175856	JACKSON STATE UNIVERSITY	MS	5,951	12						

Appendix K

**Comparison of Enrollment Size, Per FTE Revenue Sources and Expenditures, and Ranking to Public Peers**

Virginia Inst.	UNITID	Institution Name	FTE Enrollment				State Funding				Tuition Revenue				E & G Expenditures								
			State	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking				
NSU	190637	CUNY HERBERT H LEHMAN COLLEGE	NY	5,840	13	5,553	16	6,885	5	6,600	12	1,721	10	5,050	5	9,050	1	11,650	7	8,637	4	11,743	7
NSU	198464	EAST CAROLINA UNIVERSITY	NC	13,888	1	16,483	1	7,765	2	10,155	4	1,257	19	2,872	19	7,602	4	13,027	3	9,336	2	13,514	4
NSU	198543	FAYETTEVILLE STATE UNIVERSITY	NC	2,178	24	3,420	23	7,092	4	9,041	5	1,132	23	2,175	24	1,237	14	11,216	11	8,895	3	11,531	8
NSU	199157	NORTH CAROLINA CENTRAL UNIVERSITY	NC	4,079	18	4,405	20	6,178	7	10,309	3	1,218	22	2,259	23	6,360	7	12,567	6	7,894	7	13,747	3
NSU	211644	CLARION UNIVERSITY OF PENNSYLVANIA	PA	5,750	14	5,647	15	3,783	14	5,795	16	2,555	1	5,123	4	6,453	9	10,918	12	6,416	11	10,494	12
NSU	221768	UNIVERSITY OF TENNESSEE-MARTIN	TN	4,050	19	5,059	17	4,973	9	5,303	18	1,830	9	3,558	13	5,366	13	8,861	19	6,905	10	8,514	19
NSU	221838	TENNESSEE STATE UNIVERSITY	TN	5,489	16	7,241	10	4,576	11	4,913	21	2,031	4	5,211	2	5,008	15	10,124	14	7,853	8	11,212	10
NSU	226823	MIDWESTERN STATE UNIVERSITY	TX	3,709	22	4,504	19	3,900	20	5,138	20	1,496	18	4,126	7	3,777	22	9,265	17	3,726	23	6,878	21
NSU	227388	THE UNIVERSITY OF TEXAS-PAN AMERICAN	TX	7,915	6	9,342	6	5,410	24	850	25	2,819	21	3,098	23	7,330	24	3,602	25	6,457	24		
NSU	228431	STEPHEN F AUSTIN STATE UNIVERSITY	TX	11,075	2	10,105	4	3,278	17	5,196	19	1,008	24	2,873	18	4,697	17	8,069	22	3,705	24	7,142	20
NSU	228786	THE UNIVERSITY OF TEXAS AT EL PASO	TX	7,842	7	11,769	2	4,933	12	5,878	15	1,715	11	4,336	6	4,136	20	10,215	13	6,173	13	9,019	18
NSU	229063	TEXAS SOUTHERN UNIVERSITY	TX	6,796	9	5,665	14	4,621	10	7,755	10	1,244	20	3,029	23	8,185	9	14,867	8	6,266	12	10,084	5
NSU	232937	NORFOLK STATE UNIVERSITY	VA	7,040	8	5,743	13	3,776	15	7,751	8	1,852	8	3,491	14	6,900	6	11,242	10	5,552	15	10,442	13
ODU	100751	THE UNIVERSITY OF ALABAMA	AL	16,681	10	17,304	10	5,113	13	6,801	17	2,599	8	4,687	15	7,434	11	11,488	16	6,464	17	11,553	16
ODU	102054	UNIVERSITY OF SOUTH ALABAMA	AL	8,401	24	8,819	21	5,876	9	8,163	12	2,027	16	5,041	14	7,337	12	13,204	13	8,437	10	14,641	4
ODU	133951	FLORIDA INTERNATIONAL UNIVERSITY	FL	11,127	19	21,800	4	6,771	6	7,287	14	1,501	22	4,222	23	10,903	18	7,597	12	10,179	20		
ODU	137351	UNIVERSITY OF SOUTH FLORIDA	FL	20,287	3	25,354	1	8,587	1	11,847	2	1,643	20	3,029	23	8,185	9	14,867	1	10,619	1	16,565	2
ODU	139940	GEORGIA STATE UNIVERSITY	GA	13,722	13	16,688	12	6,180	8	9,911	7	1,994	17	5,379	8	6,722	15	15,289	5	8,379	11	13,534	9
ODU	156125	WICHITA STATE UNIVERSITY	KS	10,561	20	9,997	20	4,904	19	6,363	20	1,842	18	3,862	20	6,176	18	10,225	22	6,035	22	10,557	18
ODU	172659	UNIVERSITY OF LOUISVILLE	KY	14,794	12	15,121	13	7,900	5	11,516	3	2,441	10	5,205	10	9,289	4	16,721	2	10,198	3	15,771	3
ODU	161253	UNIVERSITY OF MAINE	ME	9,769	22	8,443	22	6,563	7	9,833	8	2,457	9	5,197	11	10,560	2	15,030	8	8,526	9	13,698	8
ODU	166513	UNIVERSITY OF MASSACHUSETTS-LOWELL	MA	10,461	21	8,016	23	4,353	17	9,980	6	2,378	12	5,537	7	8,784	6	15,517	4	6,780	15	12,610	12
ODU	171151	OAKLAND UNIVERSITY	MI	8,617	23	11,086	18	3,731	23	4,776	23	2,319	14	5,122	12	4,703	22	9,898	23	6,193	19	9,516	23
ODU	172644	WAYNE STATE UNIVERSITY	Mi	19,862	4	19,391	7	8,348	2	12,891	1	2,751	6	5,762	4	11,388	1	18,652	1	10,468	2	21,368	1
ODU	172749	WESTERN MICHIGAN UNIVERSITY	Mi	17,798	5	22,716	3	3,480	21	5,452	21	2,303	15	5,085	13	5,182	20	10,537	21	6,095	21	10,120	22
ODU	188030	NEW MEXICO STATE UNIVERSITY-MAIN CAMPUS	NM	11,919	18	12,338	15	5,231	12	9,080	10	1,400	24	3,037	22	6,406	17	12,117	14	5,759	23	10,130	21
ODU	202134	CLEVELAND STATE UNIVERSITY	OH	11,955	16	10,636	19	4,322	18	7,302	13	2,962	4	6,592	2	8,187	8	13,894	12	7,333	13	13,183	10
ODU	203517	KENT STATE UNIVERSITY-MAIN CAMPUS	OH	18,692	6	18,405	9	3,475	24	5,203	22	2,854	5	5,539	6	6,428	16	10,742	19	6,122	20	10,209	19
ODU	206604	WRIGHT STATE UNIVERSITY-MAIN CAMPUS	OH	11,937	17	11,556	16	5,013	14	8,267	11	2,870	3	6,243	3	8,347	7	14,510	11	8,707	8	14,474	5
ODU	207388	OKLAHOMA STATE UNIVERSITY-MAIN CAMPUS	OK	18,127	7	17,682	11	5,480	10	11,067	4	1,440	23	3,972	19	7,475	10	15,039	6	5,114	24	12,011	14
ODU	207500	UNIVERSITY OF OKLAHOMA NORMAN CAMPUS	OK	17,933	8	19,865	5	3,391	20	6,571	19	1,684	19	4,047	18	5,105	21	10,618	20	6,419	18	11,605	15
ODU	216339	TEMPLE UNIVERSITY	PA	24,897	1	0	24	4,866	15	5,404	1	—	—	5,404	17	6,051	19	10,937	17	6,483	16	11,533	17
ODU	217434	UNIVERSITY OF RHODE ISLAND	Ri	12,529	15	11,550	17	5,308	11	7,032	16	2,328	2	7,661	1	9,280	5	14,694	10	9,006	7	14,191	7
ODU	221759	UNIVERSITY OF TENNESSEE	TN	20,974	2	23,125	2	8,196	3	10,643	5	2,646	7	5,590	5	9,834	3	16,233	3	9,362	5	14,322	6
ODU	238032	WEST VIRGINIA UNIVERSITY	WV	16,309	11	19,518	6	7,102	4	9,740	9	1,637	21	5,298	9	7,303	13	15,039	7	9,113	6	13,002	11
ODU	240453	UNIVERSITY OF WISCONSIN-MILWAUKEE	WI	17,372	9	18,581	8	4,395	16	7,155	15	2,408	11	4,550	16	6,828	14	11,705	15	7,066	14	12,065	13
ODU	232982	OLD DOMINION UNIVERSITY	VA	12,533	14	14,886	14	3,877	22	6,692	18	2,344	13	4,245	17	6,051	19	10,937	17	6,483	16	11,533	17
ODU	237741	UNIVERSITY OF NORTHERN COLORADO	CO	8,692	15	10,984	11	3,122	21	3,855	25	2,177	3	3,599	16	6,328	24	7,454	25	8,151	24	8,150	24
ODU	145813	ILLINOIS STATE UNIVERSITY	IL	19,748	1	18,633	1	2,941	23	6,437	7	3,885	12	5,314	18	5,776	8	8,927	18	6,586	8	11,711	1
ODU	149772	WESTERN ILLINOIS UNIVERSITY	IL	10,595	8	10,940	10	4,116	10	5,614	12	1,858	10	3,273	19	4,282	23	7,587	24	4,149	24	8,660	18
ODU	154095	UNIVERSITY OF NORTHERN IOWA	IA	10,203	10	12,391	6	4,725	8	7,907	2	1,805	11	3,467	17	5,316	12	11,374	2	6,092	11	9,930	12
ODU	157401	MURRAY STATE UNIVERSITY	KY	6,339	22	7,561	18	5,350	3	6,198	8	1,866	9	4,014	10	6,050	7	10,212	11	6,618	11	10,318	7
ODU	164076	TOWSON STATE UNIVERSITY	MD	11,768	5	13,147	4	3,951	16	4,659	23	1,946	8	5,548	3	6,658	20	10,217	10	5,251	17	8,648	19
ODU	171456	NORTHERN MICHIGAN UNIVERSITY	Mi	6,620	20	7,278	20	5,191	4	7,043	4	1,743	13	4,237	6	6,307	3	11,280	3	6,737	4	10,447	6
ODU	174358	MINNESOTA STATE UNIVERSITY-MOORHEAD	MN	7,324	17	6,294	23	2,659	24	4,862	20	1,489	20	3,202	20	4,813	17	8,064	22	4,472	23	8,482	21
ODU	174783	SAIN CLOUD STATE UNIVERSITY	MN	13,728	3	12,683	5	2,433	25	4,314	24	1,504	19	3,273	19	5,776	23	4,282	23	7,587	24	4,149	24
ODU	176965	CENTRAL MISSOURI STATE UNIVERSITY	MO	8,903	14	8,794	15	3,740	14	6,806	5	1,707	15	3,771	13	5,514	11	10,576	7	5,431	16	10,726	4
ODU	179566	SOUTHWEST MISSOURI STATE UNIVERSITY	MO	14,047	2	14,425	3	3,154	20	5,557	13	1,694	16	3,922	11	4,721	18	9,478	15	4,513	22	8,979	15
ODU	196121	SUNY COLLEGE AT BROCKPORT	NY	6,701	19	6,859	21	5,996	2	6,610	6	1,589	18	4,190	9	7,441	1	10,800	5	6,710	5	10,290	8
ODU	197889	APPALACHIAN STATE UNIVERSITY	NC	10,279	9	12,154	8	4,788	6	7,107	3	1,049	24	3,046	22	10,153	13	6,265	10	10,135	10	10,676</	

**Appendix K**

**Comparison of Enrollment Size, Per FTE Revenue Sources and Expenditures, and Ranking to Public Peers**

Virginia Inst.	UnitID	Institution Name	FTE Enrollment				State Funding				Tuition Revenue				Primary Revenue				E&G Expenditures				
			State	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	FY89	Ranking		
RU	235097	EASTERN WASHINGTON UNIVERSITY	VA	6,967	18	7,780	17	4,824	5	5,632	11	2,040	5	4,721	5	6,147	6	10,373	8	6,631	6	10,070	11
RU	237011	WESTERN WASHINGTON UNIVERSITY	WA	9,356	12	11,847	9	3,937	12	4,779	21	1,755	12	4,203	8	4,495	22	8,981	17	5,956	12	9,056	14
RU	240268	UNIVERSITY OF WISCONSIN-EAU CLAIRE	WI	10,067	11	9,792	13	3,162	19	5,182	17	1,957	7	4,764	4	5,262	14	9,945	14	5,013	20	8,638	20
RU	240365	UNIVERSITY OF WISCONSIN-OSHKOSH	WI	9,274	13	8,926	14	3,319	17	5,486	14	1,621	17	3,170	21	5,133	15	8,656	19	5,125	18	8,964	16
RU	240471	UNIVERSITY OF WISCONSIN-RIVER FALLS	WI	4,889	25	5,455	25	3,958	11	5,367	15	3,028	1	6,660	1	6,261	4	12,027	1	5,751	15	8,806	17
RU	233277	RADFORD UNIVERSITY	VA	6,997	16	7,914	16	3,103	22	5,020	18	1,453	21	2,631	24	4,626	21	7,651	23	4,656	21	8,193	23
UVA	104779	UNIVERSITY OF ARIZONA	AZ	28,392	7	28,505	7	8,001	5	11,158	9	2,786	11	5,767	12	10,380	11	16,925	13	9,824	10	16,221	13
UVA	110635	UNIVERSITY OF CALIFORNIA-BERKELEY	CA	27,861	8	29,546	6	12,634	1	16,910	2	2,994	8	8,293	4	14,737	1	25,203	1	15,558	1	25,530	3
UVA	126614	UNIVERSITY OF COLORADO AT BOULDER	CO	22,459	11	25,060	9	2,359	16	3,350	16	4,520	3	8,095	6	6,201	15	11,445	16	7,900	15	12,761	16
UVA	129020	UNIVERSITY OF CONNECTICUT	CT	20,453	14	16,748	16	6,836	11	14,233	4	2,877	9	8,029	7	1,862	5	22,262	4	9,804	11	19,873	7
UVA	145637	UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN	IL	34,530	4	36,125	4	6,953	8	9,989	11	2,622	12	6,102	11	9,152	14	16,091	14	8,307	13	13,681	14
UVA	153638	UNIVERSITY OF IOWA	IA	25,165	9	24,488	13	6,324	13	11,299	8	2,853	10	5,719	13	17,018	12	10,037	9	18,644	9	18,644	9
UVA	157085	UNIVERSITY OF KENTUCKY	KY	18,704	15	20,277	14	10,355	3	14,743	3	2,386	13	5,570	15	11,753	6	20,313	5	10,330	8	19,020	8
UVA	163286	UNIVERSITY OF MARYLAND COLLEGE PARK	MD	30,374	6	29,008	8	7,812	6	11,484	6	3,035	7	6,870	9	11,358	8	18,354	9	8,263	14	17,525	11
UVA	170976	UNIVERSITY OF MICHIGAN-ANN ARBOR	MI	33,318	5	35,514	5	6,879	9	10,372	10	6,591	1	14,361	1	12,637	3	24,733	2	14,117	3	27,313	2
UVA	196088	SUNY AT BUFFALO	NY	22,562	10	21,426	13	9,482	4	13,756	5	2,002	14	5,415	16	12,093	4	19,211	7	10,936	6	17,056	12
UVA	199129	UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL	NC	20,825	13	22,152	12	11,512	2	18,157	1	1,939	15	6,289	10	12,644	2	24,446	3	14,817	2	31,881	1
UVA	204786	OHIO STATE UNIVERSITY-MAIN CAMPUS	OH	46,078	1	42,167	2	6,559	12	9,871	12	3,240	6	8,221	10	10,708	10	18,092	10	10,403	7	20,275	6
UVA	215293	UNIVERSITY OF PITTSBURGH-MAIN CAMPUS	PA	21,816	12	22,668	11	5,442	14	7,827	14	6,057	2	11,229	2	11,067	9	19,055	8	13,248	4	22,204	4
UVA	228778	THE UNIVERSITY OF TEXAS AT AUSTIN	TX	45,611	2	46,134	1	4,621	15	6,057	15	1,496	16	5,636	14	6,047	16	11,692	15	7,103	16	13,515	15
UVA	240444	UNIVERSITY OF WISCONSIN-MADISON	WI	38,866	3	37,289	3	7,707	7	11,394	7	3,398	5	7,957	8	11,574	7	12,503	6	9,746	12	18,133	10
UVA	234976	UNIVERSITY OF VIRGINIA-MAIN CAMPUS	VA	17,816	16	19,432	15	6,875	10	8,516	13	4,024	4	8,900	3	9,993	12	17,415	11	12,155	5	20,939	5
VCU	100683	UNIVERSITY OF ALABAMA AT BIRMINGHAM	AL	10,039	21	11,912	20	12,681	1	15,007	1	2,642	13	5,913	7	12,514	1	20,919	2	16,091	1	26,447	1
VCU	104779	UNIVERSITY OF ARIZONA	AZ	28,392	2	29,505	3	8,001	6	11,158	10	2,786	10	5,767	8	10,380	7	16,925	9	9,824	11	16,221	12
VCU	126614	UNIVERSITY OF COLORADO AT BOULDER	CO	22,453	8	25,060	4	2,399	21	3,350	20	4,520	3	8,095	3	6,201	18	11,445	18	7,900	17	12,761	17
VCU	129020	UNIVERSITY OF CONNECTICUT	CT	20,453	12	16,748	18	6,836	10	14,233	3	2,877	8	8,029	4	11,862	3	22,262	1	9,804	12	19,873	5
VCU	134097	FLORIDA STATE UNIVERSITY	FL	22,494	7	29,559	2	5,405	15	9,176	14	1,749	18	3,561	19	5,437	19	12,737	17	6,536	19	10,805	20
VCU	145600	UNIVERSITY OF ILLINOIS AT CHICAGO	IL	19,373	14	21,641	10	10,300	3	12,591	5	3,094	6	5,760	10	11,990	2	18,351	6	14,366	2	24,244	2
VCU	151351	INDIANA UNIVERSITY-BLOOMINGTON	IN	20,377	1	33,569	1	4,864	18	6,546	18	3,436	4	8,219	2	7,486	15	14,765	15	8,660	15	13,033	16
VCU	153638	UNIVERSITY OF IOWA	IA	25,165	3	24,488	5	6,324	12	12,289	9	2,858	9	5,719	11	9,436	10	17,018	8	10,037	8	18,644	7
VCU	155317	UNIVERSITY OF KANSAS MAIN CAMPUS	KS	22,277	9	22,261	8	4,052	19	5,988	19	2,151	16	5,229	14	6,208	17	11,217	19	6,427	20	11,064	19
VCU	157085	UNIVERSITY OF KENTUCKY	KY	18,704	15	20,277	12	10,355	2	14,743	2	2,386	15	5,570	13	11,753	4	20,313	3	10,330	6	19,020	6
VCU	157289	UNIVERSITY OF LOUISVILLE	KY	14,794	20	17,121	19	7,033	9	11,516	7	2,441	14	5,205	15	6,269	11	16,721	10	10,198	7	15,771	13
VCU	166629	UNIVERSITY OF MASSACHUSETTS-AMHERST	MA	23,822	6	21,271	11	7,376	8	11,345	8	607	21	6,935	6	8,940	12	18,281	7	8,357	16	16,401	11
VCU	172644	WAYNE STATE UNIVERSITY	MI	19,862	13	19,391	14	8,348	4	12,891	4	2,751	11	5,762	9	11,368	5	18,652	5	10,468	5	21,388	4
VCU	187985	UNIVERSITY OF NEW MEXICO-MAIN CAMPUS	NM	18,020	17	18,391	16	6,058	13	11,569	6	1,575	20	3,449	20	7,184	16	15,019	13	7,982	18	13,400	15
VCU	201885	UNIVERSITY OF CINCINNATI-MAIN CAMPUS	OH	24,619	5	21,888	9	5,334	16	8,466	15	3,310	5	7,334	5	9,718	9	15,802	12	9,108	14	16,854	10
VCU	207500	UNIVERSITY OF OKLAHOMA NORMAN CAMPUS	OK	17,933	18	19,865	13	3,991	20	6,571	19	4,044	18	5,105	20	10,618	20	16,419	21	11,605	18	17,987	9
VCU	215283	UNIVERSITY OF PITTSBURGH-MAIN CAMPUS	PA	21,816	10	22,668	7	5,442	14	7,827	16	6,057	1	11,229	1	11,067	6	19,055	4	13,248	3	22,204	3
VCU	216339	TEMPLE UNIVERSITY	PA	24,897	4	0	21	4,966	17	5,404	2	1,204	17	5,590	12	9,634	8	16,233	1	9,362	13	14,322	14
VCU	221759	UNIVERSITY OF TENNESSEE	TN	20,974	11	23,125	6	8,136	5	10,643	11	2,646	12	5,328	17	7,942	14	14,580	16	9,861	10	18,450	8
VCU	230764	UNIVERSITY OF UTAH	UT	18,065	16	16,438	15	6,458	11	10,252	12	2,046	17	5,327	16	8,133	13	14,812	14	12,436	4	17,987	9
VCU	234930	VIRGINIA COMMONWEALTH UNIVERSITY	VA	15,340	19	18,294	17	7,517	7	9,861	13	2,993	7	4,952	16	8,133	13	14,812	14	12,436	4	17,987	9
VMI	164155	UNITED STATES NAVAL ACADEMY	MD	4,172	2	1,761	4	3,564	3	7,362	2	1,955	2	4,292	2	6,367	4	11,654	2	5,854	2	13,064	5
VMI	174251	UNIVERSITY OF MINNESOTA-MORRIS	MN	2,032	2	1,761	4	3,564	3	7,362	2	1,955	2	4,292	2	6,367	4	807	4	807	4	54,733	3
VMI	197027	UNITED STATES MERCHANT MARINE ACADEMY	NY	19,074	11	19,074	11	12,634	10	16,910	1	2,994	13	8,293	4	14,737	1	25,203	1	14,371	1	83,411	1
VMI	204622	UNIVERSITY OF WISCONSIN-PLATTEVILLE	WI	4,917	1	4,994	1	3,653	2	6,028	3	1,937	3	3,550	3	5,504	3	9,578	3	5,557	3	10,390	6
VMI	234095	VIRGINIA MILITARY INSTITUTE	VA	1,285	3	1,300	5	7,774	1	10,628	1	3,925	1	8,841	1	11,563	1	19,469	1	11,669	1	20,718	4
VMI	273892	UNIVERSITY OF ARIZONA	AZ	21,832	11	29,505	11	8,001	6	11,158	8	2,786	15	10,380	9	16,925	10	9,824	8	16,221	10	8,638	20
VMI	110635	UNIVERSITY OF CALIFORNIA-BERKELEY	CA	17,861	12	29,546	12	10,628	10	16,910	1	2,994	13	8,293	4	14,7							

**Appendix K**

**Comparison of Enrollment Size, Per FTE Revenue Sources and Expenditures, and Ranking to Public Peers**

Virginia Inst. UNITID	Institution Name	FTE Enrollment		State Funding		Tuition Revenue		Primary Revenue		E&G Expenditures	
		State	FY09 Ranking	FY01 Ranking	FY09 Ranking	FY01 Ranking	FY09 Ranking	FY01 Ranking	FY09 Ranking	FY01 Ranking	FY09 Ranking
VT 163286 UNIVERSITY OF MARYLAND COLLEGE	MD 30,374	10	29,008	12	7,812	7	11,484	5	3,035	12	6,870
VT 170976 UNIVERSITY OF MICHIGAN-ANN ARBOR	MI 33,318	8	35,514	9	6,879	12	10,372	10	6,591	1	14,361
VT 171100 MICHIGAN STATE UNIVERSITY	MI 38,813	4	38,229	4	6,299	16	10,170	11	3,363	8	6,698
VT 178396 UNIVERSITY OF MISSOURI-COLUMBIA	MO 20,787	21	21,309	22	6,203	17	9,624	14	2,706	16	6,965
VT 186380 RUTGERS UNIVERSITY-NEW BRUNSWICK	NJ 27,034	13	0	23	1,599	2			4,646	4	
VT 196088 SUNY AT BUFFALO	NY 22,562	16	21,426	21	9,482	4	13,796	3	2,002	21	5,415
VT 199193 NORTH CAROLINA STATE UNIVERSITY AT RALEIGH	NC 22,523	22	23,527	17	10,767	3	14,981	23	1,586	22	5,900
VT 204976 OHIO STATE UNIVERSITY-MAIN CAMPUS	OH 46,078	1	42,167	2	6,559	14	9,871	13	3,240	9	8,221
VT 214777 PENNSYLVANIA STATE UNIVERSITY-MAIN CAMPUS	PA 34,312	7	38,062	5	4,115	22	6,479	19	5,020	3	9,706
VT 215293 UNIVERSITY OF PITTSBURGH-MAIN CAMPUS	PA 21,816	19	22,668	19	5,442	19	7,827	17	6,057	2	11,229
VT 221759 UNIVERSITY OF TENNESSEE	TN 20,974	20	23,125	18	8,196	5	10,643	9	2,646	18	5,590
VT 228723 TEXAS A & M UNIVERSITY	TX 36,317	5	30,761	3	7,532	10	9,476	16	1,516	20	5,191
VT 228778 THE UNIVERSITY OF TEXAS AT AUSTIN	TX 45,611	2	46,134	1	4,621	20	6,057	20	1,496	23	5,636
VT 240444 UNIVERSITY OF WISCONSIN-MADISON	WI 38,866	3	37,289	6	7,707	9	11,394	6	3,398	7	7,957
VT 243780 PURDUE UNIVERSITY-MAIN CAMPUS	IN 32,523	9	36,109	8	5,618	18	7,814	18	3,095	11	7,008
VT 233921 VIRGINIA TECH	VA 22,037	18	25,640	13	7,794	8	9,559	15	3,226	10	5,860
VSU 100830 AUBURN UNIVERSITY AT MONTGOMERY	AL 4,867	12	3,559	17	3,076	22	5,056	24	1,220	21	3,905
VSU 101480 JACKSONVILLE STATE UNIVERSITY	AL 6,024	7	6,298	6	3,496	18	4,340	25	1,562	18	3,849
VSU 128771 CENTRAL CONNECTICUT STATE UNIVERSITY	CT 9,384	2	8,687	2	3,121	21	6,339	16	1,817	10	4,170
VSU 130776 WESTERN CONNECTICUT STATE UNIVERSITY	CT 4,267	14	4,162	13	3,810	14	5,965	8	1,607	15	5,616
VSU 130934 DELAWARE STATE UNIVERSITY	DE 2,013	22	2,584	23	8,173	1	10,932	1	1,936	9	6,368
VSU 138933 AUGUSTA STATE UNIVERSITY	GA 3,360	16	3,647	15	3,047	23	6,538	14	1,645	13	3,411
VSU 139719 FORT VALLEY STATE COLLEGE	GA 1,763	24	2,206	25	6,436	4	9,952	3	1,451	19	4,324
VSU 151373 INDIANA STATE UNIVERSITY	IN 9,805	1	9,489	2	6,270	5	8,881	5	1,997	7	3,932
VSU 157386 MOREHEAD STATE UNIVERSITY	KY 1,719	6	6,757	5	4,306	12	6,414	15	1,726	12	3,480
VSU 162283 COPPIN STATE COLLEGE	MD 1,579	25	2,757	21	7,958	2	6,756	11	2,035	6	3,759
VSU 165866 FRAMINGHAM STATE COLLEGE	MA 4,304	13	4,072	14	3,323	20	5,716	19	1,617	14	3,546
VSU 175616 DELTA STATE UNIVERSITY	MS 3,039	19	3,234	19	3,875	13	6,539	13	1,810	11	3,361
VSU 175866 JACKSON STATE UNIVERSITY	MS 5,961	8	5,888	8	3,586	17	7,329	9	1,938	8	3,923
VSU 181215 UNIVERSITY OF NEBRASKA AT KEARNEY	NE 6,987	3	5,517	10	1,983	25	5,378	22	1,235	20	2,524
VSU 196121 SUNY COLLEGE AT BROCKPORT	NY 6,701	5	6,889	4	5,996	7	6,610	12	1,589	16	4,190
VSU 198543 FAYETTEVILLE STATE UNIVERSITY	NC 2,178	21	3,440	18	7,092	3	9,041	4	1,132	24	2,175
VSU 199157 NORTH CAROLINA CENTRAL UNIVERSITY	NC 4,079	15	4,191	12	6,178	6	10,309	2	1,218	22	2,259
VSU 199281 UNIVERSITY OF NORTH CAROLINA-PEMBROKE	NC 2,317	20	2,746	22	5,547	9	8,862	6	670	25	1,586
VSU 211361 CALIFORNIA UNIVERSITY OF PENNSYLVANIA	PA 5,320	10	5,156	11	3,660	16	6,104	17	2,449	4	5,188
VSU 211644 CLARION UNIVERSITY OF PENNSYLVANIA	PA 5,750	9	5,647	9	3,783	15	5,795	18	3,565	3	5,123
VSU 218061 FRANCIS MARION UNIVERSITY	SC 3,333	17	3,346	20	3,446	19	5,435	21	1,574	17	4,098
VSU 228529 TARLETON STATE UNIVERSITY	TX 4,876	11	5,942	7	2,384	24	5,138	23	1,214	23	3,435
VSU 235097 EASTERN WASHINGTON UNIVERSITY	WA 6,987	4	7,780	3	4,824	11	5,652	20	2,040	5	4,721
VSU 240426 UNIVERSITY OF WISCONSIN-SUPERIOR	WI 1,982	23	2,396	24	5,297	10	6,909	10	2,997	2	6,972
VSU 234528 VIRGINIA STATE UNIVERSITY	VA 3,282	18	3,596	16	5,756	8	7,885	7	2,556	1	3,875
RBC 101143 ENTERPRISE STATE JUNIOR COLLEGES	AL 1,484	5	1,107	16	2,496	18	4,132	15	801	20	2,214
RBC 101602 LURLEEN B WALLACE STATE JUNIOR COLLEGES	GA 489	17	666	22	4,507	13	844	19	2,139	12	844
RBC 102076 SWEAD STATE COMMUNITY COLLEGE	GA 1,054	9	1,186	13	2,405	19	4,025	17	774	21	1,770
RBC 109907 BARSTOW COLLEGE	CA 1,005	12	1,368	10	2,892	14	4,781	12	187	25	2,893
RBC 124113 TAFT COLLEGE	CA 492	21	2,794	1	521	24	2,902	22	640	59	1,161
RBC 138901 ATLANTA METROPOLITAN COLLEGE	GA 984	13	1,138	14	3,672	6	7,295	1	1,478	7	2,781
RBC 139010 BAINBRIDGE COLLEGE	GA 489	22	721	20	4,671	4	6,538	4	1,302	9	2,010
RBC 139821 EAST GEORGIA COLLEGE	GA 338	24	984	17	4,755	3	5,256	8	1,129	14	5,973
RBC 139773 GAINESVILLE COLLEGE	GA 1,679	3	2,177	4	2,550	17	5,226	9	1,206	11	1,881
RBC 140483 MIDDLE GEORGIA COLLEGE	GA 1,046	10	1,466	8	5,250	2	7,100	3	1,074	16	1,793
RBC 141307 WAYCROSS COLLEGE	GA 324	25	524	23	5,408	1	7,240	2	1,033	15	1,791
RBC 148981 SPOON RIVER COLLEGE	IL 1,028	11	1,210	12	1,586	23	2,066	24	1,022	17	1,865
RBC 173597 FERGUS FALLS COMMUNITY COLLEGE	MN 743	18	1,259	11	2,984	13	4,128	6	2,281	10	6,440
RBC 173983 MESABI RANGE COMMUNITY AND TECHNICAL COLLEGE	MN 954	14	1,110	15	2,622	16	5,449	7	2,865	5	8,314
RBC 175306 MINNESOTA WEST COMMUNITY AND TECHNICAL COLLEGE	MN 579	19	3,579	7	1,275	10	4,854	8	4,854	8	5,383

**BEST COPY AVAILABLE**

**Appendix K**

**Comparison of Enrollment Size, Per FTE Revenue Sources and Expenditures, and Ranking to Public Peers**

Virginia Inst.	UNITID	Institution Name	FTE Enrollment				State Funding				Tuition Revenue				Primary Revenue				E&G Expenditures				
			State	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	FY89	Ranking		
RBC	196689	SUNY ULSTER COUNTY COMMUNITY COLLEGE	NY	1,858	2	1,835	7	1,922	22	2,520	23	1,527	4	2,944	4	3,449	18	5,464	20	6,499	4	9,214	5
RBC	203465	KENT STATE UNIVERSITY-STARK CAMPUS	OH	1,171	8	2,058	5	2,400	20	3,681	20	2,722	1	4,198	1	5,121	7	7,880	8	4,905	10	6,250	20
RBC	218864	UNIVERSITY OF SOUTH CAROLINA AT BEAUFORT	SC	523	20	696	21	2,394	21	3,749	18	1,572	2	2,844	6	3,967	14	6,593	15	4,043	21	7,410	12
RBC	218861	UNIVERSITY OF SOUTH CAROLINA AT SALKETHAT	SC	397	23	506	24	3,114	10	5,017	11	1,406	8	2,317	9	4,520	11	7,335	10	4,836	11	5,751	11
RBC	218860	UNIVERSITY OF SOUTH CAROLINA AT SUMTER	SC	893	15	780	19	3,152	8	6,186	5	1,563	3	2,713	8	4,715	9	8,899	4	4,813	12	8,786	7
RBC	221096	MOTLOW STATE COMMUNITY COLLEGE	TN	1,506	4	2,252	3	3,127	9	3,753	19	934	18	1,749	20	4,061	13	5,482	19	4,537	16	6,198	22
RBC	234711	BIG BEND COMMUNITY COLLEGE	WA	1,205	7	1,376	9	3,979	5	5,659	6	1,176	13	3,143	2	5,155	5	8,812	7	5,846	7	10,126	2
RBC	234845	CENTRALIA COLLEGE	WA	2,047	1	1,988	6	2,680	15	4,410	14	324	24	3,069	3	3,004	22	7,778	9	4,124	17	8,221	9
RBC	236258	PENINSULA COLLEGE	WA	1,378	6	2,389	2	3,037	12	3,588	21	441	23	3,328	22	3,479	17	4,916	22	4,224	20	7,158	13
RBC	233338	RICHARD BLAND COLLEGE	VA	804	16	911	18	3,019	11	5,145	10	1,509	5	1,843	17	4,588	10	6,987	12	4,738	14	7,005	15
BRCC	104160	ARIZONA WESTERN COLLEGE	AZ	2,283	3	2,586	8	3,906	7	6,405	6	737	13	1,679	13	4,643	8	8,083	6	5,538	4	8,844	5
BRCC	114938	GAVIN COLLEGE	CA	1,768	8	2,681	7	4,433	5	7,486	4	200	20	2,063	20	4,633	9	7,594	7	3,566	19	6,914	14
BRCC	144584	DANVILLE AREA COMMUNITY COLLEGE	IL	1,830	7	1,569	14	2,644	16	5,128	10	1,140	4	2,556	4	3,784	15	7,685	8	4,628	9	8,461	7
BRCC	146418	KISHWAUKEE COLLEGE	IL	1,765	9	2,284	10	2,416	18	3,185	19	871	11	1,861	8	3,287	18	5,046	19	3,595	18	5,755	19
BRCC	146506	LAKE LAND COLLEGE	IL	2,475	1	3,658	2	2,231	20	3,983	16	954	6	1,749	11	3,185	19	5,723	16	3,765	16	8,466	6
BRCC	148981	SPON RIVER COLLEGE	IL	1,028	19	2,560	17	3,846	18	1,022	5	343	19	1,022	5	3,582	16	5,711	17	3,921	14	6,202	16
BRCC	165981	GREENFIELD COMMUNITY COLLEGE	MA	1,386	14	1,404	17	4,171	6	7,935	1	1,332	2	2,777	2	5,503	2	10,712	1	5,322	6	11,386	2
BRCC	172307	SOUTHWESTERN MICHIGAN COLLEGE	MI	1,663	11	1,670	13	2,888	15	6,228	7	1,195	3	2,145	6	4,084	12	8,372	5	3,763	17	8,206	9
BRCC	191199	FINGER LAKES COMMUNITY COLLEGE	NY	2,234	4	3,015	4	3,647	9	4,445	11	1,706	1	2,793	1	5,352	4	7,238	10	5,454	5	7,885	10
BRCC	199768	SURREY COMMUNITY COLLEGE	NC	1,606	12	1,940	12	3,545	10	6,145	8	429	18	1,368	19	1,974	13	7,513	9	4,033	13	7,339	12
BRCC	199980	WESTERN PIEDMONT COMMUNITY COLLEGE	NC	1,350	15	1,315	18	4,923	2	7,835	2	343	19	1,470	16	5,266	5	9,305	20	5,270	7	9,802	3
BRCC	210234	TREASURE VALLEY COMMUNITY COLLEGE	OR	840	20	1,070	20	5,409	1	6,441	5	904	9	2,597	3	6,313	1	9,038	4	6,758	1	13,555	1
BRCC	220409	JACKSON STATE COMMUNITY COLLEGE	TN	1,704	10	2,559	9	3,421	11	4,075	14	872	10	1,858	9	4,294	10	5,933	13	4,399	11	6,127	17
BRCC	222062	WALTERS STATE COMMUNITY COLLEGE	TN	2,083	5	3,885	1	3,784	8	3,930	17	931	8	1,653	14	2,329	5	5,583	18	4,958	8	6,048	18
BRCC	224110	NORTH CENTRAL TEXAS COLLEGE	TX	1,554	13	3,011	5	2,299	19	2,996	20	713	14	1,525	15	3,012	20	4,520	20	3,089	20	4,169	20
BRCC	236887	WALLA WALLA COMMUNITY COLLEGE	WA	2,392	2	2,866	6	3,040	13	4,445	12	525	17	1,469	17	3,565	17	5,914	14	4,550	10	8,421	8
BRCC	240620	LARAMIE COUNTY COMMUNITY COLLEGE	WY	1,970	6	1,989	11	4,793	3	7,510	3	707	15	1,696	12	5,500	3	9,206	3	5,673	2	9,251	4
BRCC	240666	SHERIDAN COLLEGE	WY	1,128	17	1,533	16	4,535	4	5,641	9	664	16	1,440	18	5,199	6	7,082	11	5,671	3	7,787	11
BRCC	262031	CHARLES COUNTY COMMUNITY COLLEGE	MD	1,097	18	2,322	3	3,288	12	4,004	15	935	7	1,809	10	4,203	11	5,813	15	4,166	12	6,815	15
BRCC	231536	BLUE RIDGE COMMUNITY COLLEGE	VA	1,290	16	1,540	15	2,968	14	4,210	13	843	12	2,329	5	3,811	14	6,540	12	3,901	15	6,918	13
CVCC	104160	ARIZONA WESTERN COLLEGE	AZ	2,283	9	2,586	10	3,906	9	6,405	7	737	13	1,679	11	4,843	9	8,083	6	5,538	1	8,844	5
CVCC	104425	COCHISE COLLEGE	AZ	2,556	6	2,577	11	3,957	7	6,541	6	1,096	6	1,824	9	5,054	3	8,365	4	5,507	3	8,359	8
CVCC	114938	GAVIN COLLEGE	CA	1,768	14	2,781	9	4,433	1	7,486	4	200	20	2,033	20	4,633	10	7,594	17	3,566	17	6,914	14
CVCC	123563	SOLANO COUNTY COMMUNITY DISTRICT	CA	4,504	2	5,580	1	3,554	11	5,127	13	268	19	477	19	3,822	16	5,804	19	4,036	14	6,567	17
CVCC	126207	AIMS COMMUNITY COLLEGE	CO	3,875	3	3,711	4	2,444	16	5,206	12	946	7	2,093	7	3,390	17	7,289	13	3,226	19	7,471	11
CVCC	126289	ARAPAHOE COMMUNITY COLLEGE	CO	3,484	4	3,652	5	1,709	20	2,620	20	1,564	3	3,459	2	3,273	19	6,079	16	3,170	20	6,575	16
CVCC	127909	RED ROCKS COMMUNITY COLLEGE	CO	2,446	7	3,822	3	2,189	19	2,980	19	1,844	5	3,054	4	3,373	18	6,044	17	3,768	16	6,037	19
CVCC	130904	NORTHWESTERN CONNECTICUT COMMUNITY COLLEGES	CT	1,054	18	2,045	20	4,045	2	9,231	1	818	12	2,410	6	5,224	2	11,641	1	4,159	11	12,883	1
CVCC	146633	LEWIS AND CLARK COMMUNITY COLLEGE	IL	2,689	5	3,439	6	2,336	17	3,542	17	682	15	1,468	15	3,017	20	5,010	20	3,312	18	5,989	6
CVCC	162122	COLLEGE OF SOUTHERN MARYLAND	MD	2,239	10	3,428	7	3,075	15	4,582	15	1,679	2	3,251	3	4,754	7	7,333	7	4,714	6	7,957	9
CVCC	189577	GREENFIELD COMMUNITY COLLEGE	MA	1,386	17	1,404	19	4,171	4	7,935	2	1,332	4	2,777	5	5,503	1	7,513	11	4,033	15	11,366	2
CVCC	189768	SURRY COMMUNITY COLLEGE	VA	1,035	19	2,156	14	6,341	8	905	9	1,490	14	4,733	8	7,332	8	5,121	5	4,292	10	7,447	12
CVCC	189837	SANTA FE COMMUNITY COLLEGE	NM	982	20	1,753	18	4,016	6	7,727	3	823	11	1,580	12	4,839	5	9,302	3	5,535	2	10,319	4
CVCC	198445	DURHAM TECHNICAL COMMUNITY COLLEGE	NC	2,320	8	2,328	13	3,914	8	6,798	5	391	18	1,403	17	4,305	11	8,206	5	4,362	9	6,739	15
CVCC	198570	GASTON COLLEGE	NC	2,045	11	2,468	12	4,374	3	6,052	11	417	17	1,421	16	4,791	6	7,473	12	4,469	8	7,750	10
CVCC	198575	SURRY COMMUNITY COLLEGE	VA	1,606	15	1,940	16	3,545	12	6,145	9	429	16	1,368	18	3,397	15	5,054	8	8,365	9	8,359	8
CVCC	111434	CANADA COLLEGE	CA	3,487	4	2,438	9	2,940	14	713	19	3,622	18	533	18	3,303	17	5,322	19	3,606	17	5,987	19
CVCC	126119	YUBA COLLEGE	CA	4,062	1	5,576	1	5,235	2	2,320	18	3,435	18	1,781	1	3,605	1	4,101	13	4,292	10	7,447	12
CVCC	226806	MIDLAND COLLEGE	TX	2,004	12	2,733	8	4,147	5	6,105	10	729	14	1,712	10	4,876	4	7,816	9	4,493	7	10,636	3
CVCC	228608	TEMPLE COLLEGE	TX	1,994	16	2,049	15	3,253	13	5,047	14	923	8	2,008	8	4,176	12	7,055	14	4,151	12	6,739	15
CVCC	188577	CENTRAL VIRGINIA COMMUNITY COLLEGE	VA	1,857	13	1,874	17	3,140	14	4,284	16	875	10	1,532	13	4,015	14	5,815	18	4,043	13	6,100	18
CVCC	198570	GODSON COLLEGE	AZ	2,556	6	2,577	7																

**Appendix K**

**Comparison of Enrollment Size, Per FTE Revenue Sources and Expenditures, and Ranking to Public Peers**

Virginia Inst.	UNITID	Institution Name	FTE Enrollment				State Funding				Tuition Revenue				E&G Expenditures				
			State	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking
DCC	130606	TUXIS COMMUNITY COLLEGE	CT	1,570	11	1,735	13	2,568	15	6,653	7	1,073	6	2,855	4	3,641	14	9,519	4
DCC	140012	GWINNETT TECHNICAL COLLEGE	GA	1,479	14	3,209	6	4,288	8	4,298	15	907	9	2,003	9	5,194	6	6,241	14
DCC	142029	CITY COLLEGES OF CHICAGO-HAROLD WASHINGTON	IL	3,838	3	4,502	2	2,318	17	3,823	14	526	14	2,844	18	7,333	12	3,115	19
DCC	162122	COLLEGE OF SOUTHERN MARYLAND	MD	2,239	8	3,428	5	3,075	13	4,582	13	1,679	2	3,251	2	4,754	11	7,833	10
DCC	165981	GREENFIELD COMMUNITY COLLEGE	MA	1,386	15	1,404	14	4,171	9	7,935	3	1,332	3	2,777	5	5,503	3	10,712	2
DCC	167525	QUINCY COLLEGE	MA	1,711	10	44	20	2,386	1	2,386	1	2,430	19	2,430	19	2,481	20	2,481	20
DCC	177250	EAST CENTRAL COLLEGE	MO	1,570	12	1,975	11	1,146	19	4,004	16	695	12	1,663	12	1,841	20	5,667	18
DCC	198321	CLEVELAND COMMUNITY COLLEGE	NC	740	20	1,224	18	6,172	1	7,566	5	361	19	880	17	5,533	1	8,467	8
DCC	198376	DAVIDSON COUNTY COMMUNITY COLLEGE	NC	1,297	16	1,371	15	5,208	2	8,795	2	390	17	1,637	13	5,598	2	10,432	3
DCC	198570	GASTON COLLEGE	NC	2,045	9	2,468	8	4,374	7	6,052	10	417	16	1,421	15	4,791	10	7,469	12
DCC	199485	ROCKINGHAM COMMUNITY COLLEGE	NC	1,002	18	1,304	16	4,722	3	7,771	4	435	15	1,534	14	5,157	7	9,305	6
DCC	222567	ALVIN COMMUNITY COLLEGE	TX	2,652	5	2,088	10	3,931	11	7,440	6	604	13	4,536	12	9,345	5	4,861	9
DCC	229504	VERNON REGIONAL JUNIOR COLLEGE	TX	989	19	1,252	17	4,642	5	6,309	9	816	11	2,258	7	8,567	7	8,564	6
DCC	231882	DANVILLE COMMUNITY COLLEGE	VA	1,521	13	1,887	12	3,194	12	4,333	14	992	7	1,357	16	4,186	13	5,890	17
DCC	144564	DANVILLE AREA COMMUNITY COLLEGE	IL	1,830	3	1,569	6	2,644	19	5,129	15	1,140	5	2,556	5	3,784	19	7,685	14
DCC	154934	COLBY COMMUNITY COLLEGE	KS	933	12	1,224	10	3,366	17	3,781	19	983	8	4,900	9	5,771	17	5,246	15
DCC	154998	DODGE CITY COMMUNITY COLLEGE	KS	1,312	7	1,174	12	4,007	13	6,787	8	749	13	1,570	12	4,756	15	8,337	11
DCC	155104	GARDEN CITY COMMUNITY COLLEGE	KS	928	13	1,222	11	6,052	2	7,951	4	767	12	1,934	10	6,819	2	9,885	4
DCC	155715	PRATT COMMUNITY COLLEGE	KS	639	19	800	17	5,542	3	6,737	9	801	11	1,523	13	6,343	3	8,260	12
DCC	162104	CECIL COMMUNITY COLLEGE	MD	657	18	762	19	6,689	1	10,453	1	1,729	2	3,849	1	14,328	1	9,010	1
DCC	171224	MONTCALM COMMUNITY COLLEGE	MI	957	11	762	19	3,241	18	9,199	3	1,033	7	4,274	18	11,457	2	4,551	19
DCC	179715	NORTH CENTRAL MISSOURI COLLEGE	MO	482	20	912	15	2,194	20	3,836	18	1,070	6	2,325	7	3,263	20	6,161	18
DLC	191199	FINGER LAKES COMMUNITY COLLEGE	NY	2,234	1	3,015	1	3,647	15	4,445	17	1,706	3	2,793	3	5,352	10	7,238	15
DLC	197966	BEAUFORT COUNTY COMMUNITY COLLEGE	NC	757	17	861	16	5,322	6	9,394	2	401	17	1,402	18	5,724	8	10,796	3
DLC	198233	CATAWBA VALLEY COMMUNITY COLLEGE	NC	1,486	5	2,046	2	4,345	11	6,703	10	612	16	1,423	17	4,926	13	8,636	10
DLC	199807	NASH COMMUNITY COLLEGE	NC	795	15	1,152	13	5,431	4	7,082	7	387	18	1,361	19	5,818	7	8,944	8
DLC	199892	WAYNE COMMUNITY COLLEGE	NC	1,614	4	1,682	4	4,307	12	1,101	20	371	19	1,489	14	4,677	16	2,589	20
DLC	199908	WESTERN PIEDMONT COMMUNITY COLLEGE	NC	1,350	6	1,315	9	4,923	7	7,835	5	343	20	1,470	15	5,266	11	9,305	5
DLC	201973	CLARK STATE COMMUNITY COLLEGE	OH	1,180	8	1,557	5	3,834	15	4,713	16	2,027	1	3,774	2	5,861	6	8,486	8
DLC	210234	TREASURE VALLEY COMMUNITY COLLEGE	OR	840	14	1,070	14	5,409	5	6,441	11	904	10	2,597	4	6,313	4	9,038	7
DLC	218858	CENTRAL CAROLINA TECHNICAL COLLEGE	SC	1,051	10	1,425	8	4,626	9	6,027	12	1,422	4	2,434	6	6,049	5	8,461	9
DLC	240620	LARAMIE COUNTY COMMUNITY COLLEGE	WY	1,970	2	1,989	3	4,783	8	7,510	6	707	14	1,696	11	5,500	9	9,206	6
DLC	241666	SHERIDAN COLLEGE	WY	1,288	9	1,533	7	4,535	10	5,641	14	664	15	1,446	16	5,199	12	7,082	17
DLC	241973	DABNEY S. LANCASTER COMMUNITY COLLEGE	VA	773	16	766	18	3,837	14	5,657	13	920	9	1,304	20	4,757	11	5,518	11
DLC	154129	NORTHWEST IOWA COMMUNITY COLLEGE	IA	481	15	602	15	6,334	6	8,073	8	1,555	3	3,349	4	7,949	2	8,807	2
DLC	154642	ALLEN COUNTY COMMUNITY COLLEGE	KS	694	10	1,137	5	3,324	15	3,927	18	549	12	1,154	19	3,873	17	5,982	20
DLC	154925	COFFEYVILLE COMMUNITY COLLEGE	KS	1,068	2	1,005	7	2,782	18	5,388	16	586	10	1,652	11	3,368	19	7,019	17
DLC	168863	BAY DE ROC COMMUNITY COLLEGE	MI	1,534	1	1,456	1	4,701	19	4,574	19	1,192	5	2,310	20	6,774	18	3,730	20
DLC	169974	GLEN OAKS COMMUNITY COLLEGE	MI	741	7	892	8	4,436	12	3,033	20	1,081	6	2,222	8	5,518	10	5,255	19
DLC	171234	MONTCALM COMMUNITY COLLEGE	MI	957	4	762	10	3,241	17	9,199	4	1,033	7	2,258	7	4,274	16	11,457	5
DLC	186469	SALEM COMMUNITY COLLEGE	NC	679	11	691	11	3,271	16	5,710	15	1,603	1	2,979	5	4,874	14	8,688	12
DLC	197814	COLLEGE OF THE ALBEMARLE	NC	1,038	3	1,341	2	4,513	11	7,989	9	377	16	1,422	15	4,890	13	9,421	9
DLC	198780	SOUTH PIEDMONT COMMUNITY COLLEGE	NC	384	18	2,142	20	1,197	4	36,180	19	273	1	6,273	1	42,453	1	5,745	11
DLC	198809	BLUE RIDGE COMMUNITY COLLEGE	NC	708	9	1,009	6	7,015	3	8,830	5	567	11	2,003	10	7,582	3	10,834	7
DLC	198904	BRUNSWICK COMMUNITY COLLEGE	NC	382	19	609	14	3,976	13	7,842	10	422	14	1,445	13	8,118	1	11,530	3
DLC	199192	LAKE REGION STATE COLLEGE	ND	567	12	600	12	2,009	20	3,782	19	1,597	2	3,397	3	3,606	18	4,551	17
DLC	199206	CARTERET COMMUNITY COLLEGE	NC	404	17	591	16	4,823	10	6,609	14	880	9	5,703	6	5,101	13	7,471	17
DLC	199321	CLEVELAND COMMUNITY COLLEGE	NC	479	16	576	17	9,941	3	42	20	1,544	12	7,364	5	8,467	14	6,005	7
DLC	199814	MARYLAND COMMUNITY COLLEGE	NC	795	6	1,152	4	5,431	8	7,092	12	387	15	1,361	18	5,818	8	8,452	15
DLC	199987	NASH COMMUNITY COLLEGE	NC	708	9	1,009	6	7,015	3	8,830	5	567	11	2,003	10	7,582	3	10,834	7
DLC	199985	TRI-COUNTY COMMUNITY COLLEGE	NC	490	14	616	13	3,976	13	7,842	10	422	14	1,445	13	8,118	1	11,530	3
DLC	217887	NORTHEASTERN TECHNICAL COLLEGE	SC	481	5	875	9	4,985	9	8,315	6	367	17	1,410	17	9,726	8	4,551	17
DLC	245625	WARREN COUNTY COMMUNITY COLLEGE	NJ	520	13	474	18	3,721	14	8,161	7	1,246	4	3,874	2	4,967	12	12,035	2
DLC	232052	EASTERN SHORE COMMUNITY COLLEGE	VA	252	20	366	19	6,628	5	8,048	13	892	8	1,487	13	8,335	13	9,384	1
DLC	106148	YAVAPAI COLLEGE	AZ	2,638	5	3,399	2	3,783	8	6,359	7	908	10	1,509	12	4,691	8	8,268	9
DLC	133980	FLORIDA KEYS COMMUNITY COLLEGE	FL	774	19	693	20	4,893	3	7,688	3	1,084	8	2,675	5	5,978	2	10,364	4

**BEST COPY AVAILABLE**

Appendix K

## **Comparison of Enrollment Size, Per FTE Revenue Sources and Expenditures, and Ranking to Public Peers**

E&G Expenditures																			
Virginia Inst.	UnitID	Institution Name	FTE Enrollment				State Funding				Tuition Revenue				Primary Revenue				
			State	FY89	Ranking	FY01	FY89	Ranking	FY01	FY89	Ranking	FY01	FY89	Ranking	FY01	FY89	Ranking		
GCC	14826516	POLK COMMUNITY COLLEGE	FL	3,159	3	3,019	4	2,788	13	4,621	14	950	9	2,320	7	3,747	14	6,941	12
GCC	14822192	RICHLAND COMMUNITY COLLEGE	IL	1,846	9	1,755	13	1,969	13	2,631	17	989	12	3,511	17	3,898	13	7,333	14
GCC	14867212	SAUK VALLEY COMMUNITY COLLEGE	IL	1,588	12	1,437	16	2,562	19	3,414	20	800	15	1,689	16	3,352	17	6,500	15
GCC	16269090	HAGERSTOWN COMMUNITY COLLEGE	MD	1,524	13	1,489	15	3,190	11	6,091	11	1,470	1	4,028	1	4,659	9	10,120	4
GCC	165194	CAPE COD COMMUNITY COLLEGE	MA	2,551	6	1,882	12	2,713	16	7,460	4	1,469	2	2,843	3	4,182	12	10,304	3
GCC	165981	GREENFIELD COMMUNITY COLLEGE	MA	1,386	15	1,404	17	4,171	4	7,935	1	1,332	3	2,777	4	5,503	4	11,221	3
GCC	172307	SOUTHWESTERN MICHIGAN COLLEGE	MI	1,663	11	1,670	14	2,888	12	6,228	9	1,195	6	2,145	8	4,084	13	8,206	12
GCC	172611	WEST SHORE COMMUNITY COLLEGE	MI	695	20	744	19	5,062	2	8,025	1	1,099	7	1,951	11	6,160	1	9,976	5
GCC	174316	NORTH HENNEPIN COMMUNITY COLLEGE	MN	3,316	1	3,089	3	1,902	20	3,488	19	1,311	4	3,300	2	3,213	20	6,789	13
GCC	182564	WESTERN NEVADA COMMUNITY COLLEGE	NV	1,035	7	1,566	8	3,829	7	6,341	8	905	11	1,490	18	4,733	7	7,832	10
GCC	183817	BURLINGTON COUNTY COLLEGE	NJ	3,175	2	3,743	1	3,566	9	4,095	18	1,232	5	2,553	6	4,798	6	5,984	14
GCC	187934	NEW MEXICO STATE UNIVERSITY-ALAMOGORDO	NM	887	18	1,031	18	2,592	18	5,235	12	731	17	1,777	20	3,323	19	6,412	16
GCC	208338	CENTRAL OREGON COMMUNITY COLLEGE	OR	1,510	14	2,268	7	5,401	1	6,606	6	731	16	2,123	9	6,139	2	8,481	10
GCC	219879	CLEVELAND STATE COMMUNITY COLLEGE	TN	1,781	10	2,018	10	5,523	10	4,543	15	830	14	1,736	14	4,353	11	6,234	19
GCC	222567	ALVIN COMMUNITY COLLEGE	TX	2,652	4	2,082	9	3,931	6	7,440	5	604	19	1,905	13	4,536	10	9,345	6
GCC	226806	MIDLAND COLLEGE	TX	2,004	7	2,783	6	4,147	5	6,105	10	729	18	1,712	15	4,876	5	7,816	11
GCC	236686	SOUTH PUGET SOUND COMMUNITY COLLEGE	WA	2,003	8	2,903	5	2,733	15	4,144	16	599	20	2,111	10	3,332	18	6,255	18
GCC	232195	GERMANIA COMMUNITY COLLEGE	VA	1,986	16	1,937	11	2,745	14	4,123	17	851	13	1,484	19	3,596	15	5,807	19
ISRCC	130365	GATEWAY COMMUNITY COLLEGE	CA	1,468	19	2,052	20	2,905	12	6,657	7	2,918	7	3,992	15	9,575	3	10,395	2
ISRCC	165112	BUNKER HILL COMMUNITY COLLEGE	MA	3,917	9	3,628	13	2,342	5	6,679	5	1,134	12	2,627	11	3,476	6	3,653	17
ISRCC	166647	MASSACHUSETTS BAY COMMUNITY COLLEGE	MA	2,758	14	2,932	15	2,585	16	5,882	11	1,060	14	3,538	3	3,645	17	9,419	4
ISRCC	166823	MASSASOIT COMMUNITY COLLEGE	MA	4,270	7	4,152	10	2,716	15	6,190	9	1,424	8	2,365	12	4,140	11	8,555	8
ISRCC	167310	NORTH SHORE COMMUNITY COLLEGE	MA	3,333	13	3,654	12	4,276	4	7,049	1	1,588	4	2,797	8	5,864	3	5,253	4
ISRCC	167344	QUINSIGAMOND COMMUNITY COLLEGE	MA	2,559	15	3,351	14	3,242	9	5,757	12	849	16	2,195	14	4,096	13	7,951	12
ISRCC	186034	PASSAIC COUNTY COMMUNITY COLLEGE	NJ	1,432	20	2,444	17	5,239	11	5,574	13	1,947	1	2,992	6	7,185	1	8,566	7
ISRCC	187198	UNION COUNTY COLLEGE	NJ	5,231	4	5,846	6	2,981	10	3,655	19	1,593	3	3,328	5	4,574	8	6,983	17
ISRCC	197887	ASHEVILLE BUNCOMBE TECHNICAL COMMUNITY CO	NC	1,788	18	2,720	16	4,901	2	6,673	6	39	20	1,475	18	4,939	4	8,148	11
ISRCC	203599	DURHAM TECHNICAL COMMUNITY COLLEGE	NC	2,320	16	2,328	18	3,914	5	6,798	3	391	19	1,048	19	4,206	9	5,826	10
ISRCC	205470	SINCLAIR COMMUNITY COLLEGE	OH	3,765	10	4,106	11	3,344	7	6,688	4	1,501	6	2,675	9	4,845	5	9,363	5
ISRCC	207449	OKLAHOMA CITY COMMUNITY COLLEGE	OK	3,707	11	10,547	1	2,823	13	6,000	10	1,355	10	1,837	16	4,178	10	7,937	13
ISRCC	211927	DELAWARE COUNTY COMMUNITY COLLEGE	PA	4,696	6	5,205	8	2,723	14	4,133	16	611	17	746	20	3,334	19	4,879	20
ISRCC	213525	LEHIGH CARBON COMMUNITY COLLEGE	PA	1,820	17	2,139	19	2,532	20	3,435	20	1,781	2	3,605	2	4,292	12	7,417	15
ISRCC	217475	COMMUNITY COLLEGE OF RHODE ISLAND	RI	7,734	2	8,625	3	3,493	6	4,083	18	1,205	11	3,647	1	4,084	14	7,775	6
ISRCC	218383	MIDLANDS TECHNICAL COLLEGE	SC	4,241	8	5,945	5	3,245	8	5,168	14	1,383	9	2,633	10	4,628	7	7,799	14
ISRCC	247834	COLLIN COUNTY COMMUNITY COLLEGE-CENTRAL P	TX	3,508	12	4,744	4	2,442	18	6,952	17	4,72	18	1,559	17	2,914	20	8,511	9
ISRCC	243476	THE COMMUNITY COLLEGE OF BALTIMORE COUNTY	MD	5,499	3	10,112	2	4,533	3	6,201	8	1,446	7	3,375	4	5,979	2	9,576	6
ISRCC	232414	J SARGEANT REYNOLDS COMMUNITY COLLEGE	VA	4,786	5	4,887	9	2,910	11	4,508	15	929	15	1,838	15	3,839	16	6,434	18
JTCC	129779	NAUGATUCK VALLEY COMMUNITY COLLEGE	CT	2,118	13	2,826	13	2,977	14	7,158	5	1,130	11	2,983	6	4,07	12	10,139	3
JTCC	130356	GATEWAY COMMUNITY COLLEGE	IL	7,444	1	6,399	2	3,271	10	3,602	19	755	17	609	19	4,082	14	4,472	12
JTCC	155292	KANSAS CITY COMMUNITY COLLEGE	KS	2,380	11	2,828	12	4,705	3	7,433	4	1,006	14	1,265	18	6,588	13	5,125	9
JTCC	162779	HOWARD COMMUNITY COLLEGE	MD	1,878	16	3,027	10	4,186	7	6,240	10	1,894	2	4,297	2	6,080	3	10,537	2
JTCC	165112	BUNKER HILL COMMUNITY COLLEGE	MA	3,917	4	6,628	7	2,342	20	6,679	8	1,134	10	2,627	12	3,476	20	9,307	10
JTCC	166647	MASSACHUSETTS BAY COMMUNITY COLLEGE	MA	2,932	9	2,052	18	2,905	15	6,657	9	1,087	12	2,918	7	3,992	15	9,575	14
JTCC	167312	NORTH SHORE COMMUNITY COLLEGE	NJ	2,182	12	3,129	8	3,967	8	3,885	18	1,259	9	2,646	11	5,225	8	6,531	18
JTCC	187933	NEW MEXICO JUNIOR COLLEGE	NM	1,394	20	3,301	11	3,301	11	529	19	1,134	10	2,627	12	3,476	20	9,307	10
JTCC	203599	LAKELAND COMMUNITY COLLEGE	OH	3,765	5	4,106	4	3,344	9	6,688	7	1,501	6	2,675	10	4,845	9	9,363	9
JTCC	212353	LEHIGH CARBON COMMUNITY COLLEGE	PA	4,021	3	5,083	3	2,697	17	4,148	16	1,657	3	2,744	9	4,082	13	4,730	11
JTCC	214111	MONTGOMERY COUNTY COMMUNITY COLLEGE	PA	4,021	3	5,083	3	2,697	17	4,148	16	1,657	3	2,744	9	4,082	13	7,349	12
JTCC	214319	NORTHAMPTON COUNTY AREA COMMUNITY COLLEGE	PA	2,504	10	3,122	9	2,728	16	4,176	15	2,003	1	4,583	1	4,731	10	8,759	12
JTCC	224616	EL CENTRO COLLEGE	TX	2,860	8	2,352	16	4,659	4	7,843	2	868	15	1,876	14	5,527	7	9,718	5
JTCC	224640	COLLEGE OF THE MAINLAND	TX	1,761	18	1,884	19	6,664	1	1,290	1	603	18	1,274	17	12,564	1	12,564	1
JTCC	226518	MCLENNAN COMMUNITY COLLEGE	TX	3,337	6	3,650	6	3,070	13	5,289	14	509	20	1,873	15	3,579	17	6,341	13
JTCC	227304	ODESSA COLLEGE	TX	1,900	15	2,547	14	7,387	2	7,586	3	1,262	8	1,656	16	8,649	2	9,242	11

BEST COPY AVAILABLE

## Appendix K

## Comparison of Enrollment Size, Per FTE Revenue Sources and Expenditures, and Ranking to Public Peers

Virginia Inst.	UNITID	Institution Name	FTE Enrollment				State Funding				Tuition Revenue				Primary Revenue				E&G Expenditures				
			State	FY09	Ranking	FY01	Ranking	FY09	Ranking	FY01	Ranking	FY09	Ranking	FY01	Ranking	FY09	Ranking	FY01	Ranking	FY09	Ranking		
JCTCC	434672	THE COMMUNITY COLLEGE OF BALTIMORE COUNTY	MD	5,499	2	10,112	1	4,533	5	6,201	11	1,446	7	3,375	5	5,979	4	9,576	6	6,376	3	10,356	6
JTCC	232450	JOHN TYLER COMMUNITY COLLEGE	VA	1,905	14	2,510	15	3,131	12	5,443	13	860	16	2,023	13	3,991	16	7,467	15	4,519	11	8,922	15
LFCC	104160	AZURE WESTERN COMMUNITY COLLEGE	AZ	2,283	8	2,586	8	3,906	3	6,405	4	737	11	1,679	14	4,643	5	8,083	4	5,538	1	8,844	3
LFCC	104425	ACOHISE COLLEGE	AZ	2,556	4	2,577	9	3,957	2	6,541	3	1,096	3	1,824	10	5,054	3	8,365	3	5,507	2	8,359	10
LFCC	127732	NORTHEASTERN JUNIOR COLLEGE	CO	1,214	18	1,884	15	3,806	4	3,169	20	949	7	2,409	5	4,755	4	5,578	17	5,010	5	5,237	20
LFCC	144564	DANVILLE AREA COMMUNITY COLLEGE	IL	1,830	12	1,569	17	2,644	13	5,129	7	1,140	2	2,556	3	3,784	8	7,685	5	4,628	6	8,461	7
LFCC	145831	ILLINOIS VALLEY COMMUNITY COLLEGE	IL	2,423	6	2,286	11	2,289	18	4,367	12	496	16	1,766	11	2,765	19	6,132	11	2,885	20	8,491	5
LFCC	146418	KISHWAUKEE COLLEGE	IL	1,765	13	2,284	10	2,416	17	3,185	19	871	9	1,861	9	3,287	14	5,046	20	3,955	18	5,754	19
LFCC	146506	LAKE LAND COLLEGE	IL	2,475	5	3,658	3	2,231	19	3,983	13	954	6	1,740	13	3,185	17	5,723	15	3,765	15	8,466	6
LFCC	147004	MCHENRY COUNTY COLLEGE	IL	1,637	14	2,688	7	3,294	7	7,606	2	967	5	2,408	6	4,261	6	10,014	1	4,278	9	10,227	1
LFCC	148292	RICHLAND COMMUNITY COLLEGE	IL	1,846	11	1,755	16	2,631	14	4,969	8	880	8	1,531	17	3,511	11	6,500	10	3,697	16	8,504	4
LFCC	148991	SPRINGFIELD COMMUNITY COLLEGE	IL	1,028	20	1,210	19	2,680	16	4,910	15	1,022	4	1,865	8	3,582	9	5,711	16	3,921	13	8,491	5
LFCC	154925	COFFEYVILLE COMMUNITY COLLEGE	KS	1,068	19	1,006	20	2,762	9	5,388	6	586	13	1,652	15	3,368	13	7,019	9	5,046	20	3,940	12
LFCC	191199	FINGER LAKES COMMUNITY COLLEGE	NY	2,234	9	3,015	5	3,647	5	4,445	9	1,706	1	2,793	2	5,352	1	7,238	8	5,454	3	7,885	14
LFCC	199768	SURREY COMMUNITY COLLEGE	NC	1,606	15	1,940	14	3,545	6	6,145	5	429	18	1,368	20	3,974	7	7,513	6	4,033	11	7,339	15
LFCC	199908	WESTERN PIEDMONT COMMUNITY COLLEGE	NC	1,350	16	1,315	18	4,923	1	343	19	1,470	18	2,566	2	9,305	2	5,270	4	9,802	2		
LFEC	234845	CENTRALIA COLLEGE	WA	2,047	10	1,988	13	2,680	12	4,410	11	324	20	3,069	1	3,004	18	7,478	7	4,424	8	8,221	12
LFEC	235103	EDMONDS COMMUNITY COLLEGE	WA	3,860	1	4,942	1	2,104	20	3,477	18	654	12	2,414	4	2,758	20	5,891	13	4,198	10	8,449	9
LFEC	236188	OLYMPIC COLLEGE	WA	3,285	2	3,883	2	2,728	11	3,725	16	485	17	1,752	12	3,213	16	5,477	18	3,675	17	6,723	16
LFEC	236638	SKAGIT VALLEY COMMUNITY COLLEGE	WA	2,705	3	3,413	4	2,733	10	3,855	14	514	15	2,630	1	5,247	15	5,757	14	3,791	14	7,937	13
LFEC	236887	WALLA WALLA COMMUNITY COLLEGE	WA	2,392	7	2,806	6	3,040	8	4,445	10	525	14	1,469	19	3,565	10	5,914	12	4,550	7	8,421	8
LFCC	232575	LORD FAIRFAX COMMUNITY COLLEGE	VA	1,223	17	2,057	12	2,628	15	3,686	17	783	10	1,548	16	3,412	12	5,235	19	3,501	19	6,110	18
MECC	167534	QUINSIGAMOND COMMUNITY COLLEGE	MA	2,558	1	3,351	1	3,242	18	5,757	15	849	6	2,195	5	4,090	19	7,951	12	4,026	19	8,454	11
MECC	168883	BAY DE NOC COMMUNITY COLLEGE	MI	1,534	9	1,436	12	2,019	20	4,574	18	1,192	3	2,200	4	3,210	20	6,774	19	3,730	20	7,765	13
MECC	171151	MID MICHIGAN COMMUNITY COLLEGE	MI	1,111	16	1,371	15	2,806	19	4,538	19	1,356	2	2,633	1	4,156	18	7,171	16	4,351	14	7,068	18
MECC	197887	ASHEVILLE BUNCOMBE TECHNICAL COMMUNITY CO	NC	1,788	5	2,720	3	4,901	8	6,673	10	39	20	1,475	12	4,939	12	8,148	11	5,263	11	8,177	12
MECC	198251	CENTRAL CAROLINA COMMUNITY COLLEGE	NC	1,593	8	2,394	6	4,820	10	7,374	7	306	19	1,371	15	5,126	11	8,744	6	5,389	8	8,636	7
MECC	198321	CLEVELAND COMMUNITY COLLEGE	NC	740	20	1,224	19	6,172	1	7,586	6	361	16	880	20	6,533	3	8,467	8	6,005	3	6,984	19
MECC	198376	DAVIDSON COUNTY COMMUNITY COLLEGE	NC	1,297	14	1,311	14	5,208	5	8,795	2	390	14	1,637	8	5,598	5	10,432	2	4,548	15	11,164	2
MECC	198455	DURHAM TECHNICAL COMMUNITY COLLEGE	NC	2,320	3	2,328	8	3,914	13	6,798	9	391	13	1,408	14	4,305	15	8,206	17	4,362	17	8,503	9
MECC	198570	GASTON COLLEGE	NC	2,045	4	2,488	5	4,374	13	6,052	12	417	10	1,421	13	7,473	13	4,469	16	7,750	14		
MECC	198817	LENOIR COMMUNITY COLLEGE	NC	1,477	11	1,282	17	4,832	9	8,724	3	326	18	1,486	11	5,158	9	10,210	3	5,349	10	10,930	3
MECC	199087	NORTH COMMUNITY COLLEGE	NC	795	19	1,152	20	5,431	3	7,092	8	387	15	1,361	16	5,818	4	8,452	9	5,863	4	8,944	5
MECC	199485	ROCKINGHAM COMMUNITY COLLEGE	NC	1,002	17	1,304	16	4,722	11	7,771	4	435	9	1,534	9	5,157	10	9,305	4	5,433	7	8,586	8
MECC	199494	ROWAN-CABARRUS COMMUNITY COLLEGE	NC	1,404	13	2,492	4	5,057	7	5,777	14	416	11	1,290	17	5,473	7	7,066	17	5,442	6	7,171	16
MECC	199786	ALAMANCE COMMUNITY COLLEGE	NC	1,637	7	1,828	10	5,202	6	6,048	13	350	17	1,130	19	5,552	6	7,178	15	5,378	9	7,689	15
MECC	199926	WILKES COMMUNITY COLLEGE	NC	1,162	15	1,397	13	6,150	2	7,687	5	394	12	1,235	18	6,544	2	8,822	5	6,934	2	9,832	4
MECC	218868	TRICOUNTY TECHNICAL COLLEGE	SC	1,709	6	2,339	7	3,791	15	6,047	16	1,054	4	1,795	7	4,845	13	7,405	14	5,927	5	8,468	10
MECC	228608	TEMPLE COLLEGE	TX	1,494	10	2,049	9	3,253	17	5,047	17	923	5	2,003	6	4,176	17	7,055	18	4,151	18	6,739	10
MECC	229504	VERNON REGIONAL JUNIOR COLLEGE	TX	999	18	1,252	18	4,642	12	6,309	11	816	7	2,258	2	5,558	8	8,567	7	5,037	12	8,648	6
MECC	240740	WESTERN WISCONSIN TECHNICAL COLLEGE	WI	2,371	2	2,986	2	5,329	4	8,986	1	1,385	1	6,231	3	6,714	1	11,216	1	7,505	1	12,309	1
MECC	242278	MOUNTAIN EMPIRE COMMUNITY COLLEGE	VA	1,424	12	1,746	11	3,425	16	4,516	20	754	8	1,503	10	4,179	16	6,019	20	4,638	13	7,148	17
NRCC	130396	GATEWAY COMMUNITY COLLEGE	CT	1,468	17	2,052	13	2,905	16	6,657	7	1,087	9	2,918	2	3,992	16	9,575	4	3,791	17	10,355	4
NRCC	167906	SPRINGFIELD TECHNICAL COMMUNITY COLLEGE	MA	3,475	6	4,016	6	4,209	8	7,334	2	1,647	2	2,288	5	5,655	3	9,622	3	5,554	5	10,968	3
NRCC	168883	BAY DE NOC COMMUNITY COLLEGE	MI	1,534	16	1,436	16	2,019	20	4,574	14	1,192	5	2,200	7	3,210	19	6,774	15	3,730	18	7,765	10
NRCC	170240	HENRY FORD COMMUNITY COLLEGE	MI	7440	1	3,302	7	6,155	3	3,883	9	5,113	13	1,149	6	1,747	9	4,071	15	4,434	13	9,004	14
NRCC	181303	METROPOLITAN COMMUNITY COLLEGE AREA	NE	3,302	7	6,155	3	3,883	9	5,112	15	3,912	17	1,434	4	3,297	1	5,743	13	5,743	4	7,804	9
NRCC	185536	MIDDLESEX COUNTY COLLEGE	NJ	6,525	2	6,726	2	2,913	15	4,673	6	39	19	1,475	12	4,939	8	8,148	7	5,263	7	8,177	8
NRCC	197887	ASHEVILLE BUNCOMBE TECHNICAL COMMUNITY CO	NC	1,788	13	2,720	10	4,901	4	5,395	3	5,379	10	2,043	20	4,171	14	6,797	14	1,093	9	7,004	14
NRCC	198154	CAPE FEAR COMMUNITY COLLEGE	NC	1,550	15	3,543	8	4,496	18	5,072	9	4,054	3	8,365	3	5,507	2	4,649	12	7,750	11	12,309	12
NRCC	198570	GASTON COLLEGE	NC	2,045	11	2,468	11	4,374	7	6,052	9	417	17	1,421	13	4,791	9	7,473	11	4,669	12	8,648	6

## Appendix K

## Comparison of Enrollment Size, Per FTE Revenue Sources and Expenditures, and Ranking to Public Peers

Virginia Inst.	UNITID	Institution Name	FTE Enrollment				State Funding				Tuition Revenue				Primary Revenue				E&G Expenditures						
			State	FY08	Ranking	FY01	Ranking	FY08	Ranking	FY01	Ranking	FY08	Ranking	FY01	Ranking	FY08	Ranking	FY01	Ranking						
NRCC	217615	AIKEN TECHNICAL COLLEGE	SC	914	20	1,427	17	4,425	6	5,324	12	1,938	1	2,296	4	6,363	2	7,620	8	6,915	2	8,338	7		
NRCC	218830	SPARTANBURG TECHNICAL COLLEGE	SC	1,227	18	2,083	14	4,575	5	5,366	11	1,118	7	2,230	6	5,694	4	7,596	9	6,389	3	8,649	5		
NRCC	221184	NASHVILLE STATE TECHNICAL INSTITUTE	TN	2,578	10	3,629	7	3,213	13	3,379	18	983	12	1,966	8	4,106	14	5,345	17	4,657	11	5,703	17		
NRCC	221652	SOUTHWEST TENNESSEE COMMUNITY COLLEGE-MAC	TN	3,997	3	3,199	14	949	11	949	11	4,148	13	4,148	15	4,342	15	4,342	15	4,342	15	6,779	15		
NRCC	247834	COLIN COUNTY COMMUNITY COLLEGE-CENTRAL P	TX	3,508	5	7,494	1	2,442	19	6,952	5	472	15	1,559	10	2,914	20	8,511	6	3,287	20	6,779	15		
NRCC	232867	NEW RIVER COMMUNITY COLLEGE	VA	1,861	12	2,287	12	4,154	15	969	10	1,407	15	4,201	12	5,561	16	4,416	14	6,199	14	6,199	16		
NRCC	113953	EDUCATIONAL CULTURAL COMPLEX	CA	8,595	10	11,072	10	4,634	2	5,888	5	273	19	503	18	4,907	7	6,391	14	5,718	6	7,619	10		
NRCC	117645	LONG BEACH CITY COLLEGE	CA	8,595	10	9,588	13	2,626	16	4,349	11	912	15	2,129	13	3,839	16	6,478	11	3,668	15	6,428	14		
NRCC	134485	HILLSBOROUGH COMMUNITY COLLEGE	FL	8,210	11	13,323	1	25,245	1	3,556	7	5,296	7	1,302	11	2,966	7	4,058	8	8,262	7	5,149	8	9,463	6
NRCC	135777	MAMI-DADE COMMUNITY COLLEGE	FL	25,317	1	15,487	4	2,564	17	4,216	12	993	14	2,313	11	3,857	15	6,329	10	3,030	19	6,013	16		
NRCC	144865	COLLEGE OF DUPAGE	IL	13,653	4	15,192	18	2,820	12	3,720	4	1,560	4	3,412	3	4,380	12	7,133	9	4,772	11	7,001	13		
NRCC	184180	COUNTY COLLEGE OF MORRIS	NJ	4,986	19	5,192	18	2,820	12	3,720	4	1,560	4	3,265	5	3,265	6	5,344	16	5,226	7	6,170	15		
NRCC	190521	CUNY BOROUGH OF MANHATTAN COMMUNITY COLLEGE	NY	8,679	9	11,833	9	3,756	6	2,679	18	1,500	5	6,296	3	3,341	5	9,420	3	6,183	4	9,817	4		
NRCC	193478	NASSAU COMMUNITY COLLEGE	NY	13,323	5	13,688	7	4,500	5	6,080	4	1,796	3	3,442	2	6,694	1	9,055	4	6,642	1	10,013	3		
NRCC	197284	SUNY WESTCHESTER COMMUNITY COLLEGE	NY	5,070	18	6,715	17	4,583	3	5,613	6	1,211	1	2,074	14	6,101	3	6,183	1	6,183	1	6,184	1		
NRCC	202356	CUYAHOGA COMMUNITY COLLEGE DISTRICT	OH	11,661	7	10,885	11	4,727	1	8,908	1	1,374	9	3,557	15	10,982	1	10,982	1	10,982	1	10,982	1		
NRCC	215239	CUMMUNITY COLLEGE OF PHILADELPHIA	PA	7,428	13	8,768	14	3,544	8	5,105	8	1,798	2	3,619	1	8,723	6	5,804	5	9,545	5	9,545	5		
NRCC	217475	COMMUNITY COLLEGE OF RHODE ISLAND	RI	7,734	12	8,625	15	3,493	9	4,083	13	1,205	12	2,351	10	4,898	9	6,434	12	4,825	10	7,253	11		
NRCC	222982	AUSTIN COMMUNITY COLLEGE	TX	10,490	8	12,772	8	2,686	14	3,507	16	1,400	8	2,732	8	3,777	14	7,797	8	3,319	18	8,142	7		
NRCC	225423	HOUSTON HARRIS MONTGOMERY COMMUNITY COLLEGE	TX	6,826	15	13,895	6	2,431	18	4,762	10	721	16	1,638	17	3,512	18	6,400	13	3,340	17	7,221	12		
NRCC	227768	RICHLAND COLLEGE	TX	6,980	14	7,333	16	2,682	15	3,659	15	713	17	1,944	15	3,395	17	5,604	17	3,672	14	5,744	18		
NRCC	228547	TARRANT COUNTY COLLEGE	TX	13,050	6	15,443	5	2,037	19	7,194	2	603	18	1,782	16	2,641	19	8,975	5	3,484	16	8,030	8		
NRCC	230746	SALT LAKE COMMUNITY COLLEGE	UT	5,502	16	2,976	11	1,457	6	3,075	10	1,091	13	4,433	11	4,433	11	4,909	9	4,909	9	4,909	9		
NRCC	434672	THE COMMUNITY COLLEGE OF BALTIMORE COUNTY	MD	2,239	8	3,448	6	3,075	10	4,582	16	1,679	3	3,251	5	4,754	9	7,833	15	4,714	9	7,957	16		
NRCC	232946	NORTHERN VIRGINIA COMMUNITY COLLEGE	VA	15,614	2	19,342	3	2,721	13	3,315	17	1,446	7	3,375	4	5,979	4	9,576	2	6,376	2	10,356	2		
PCCC	129729	NAUGATUCK VALLEY COMMUNITY COLLEGE	CT	2,118	10	2,836	9	2,977	12	7,156	4	1,130	14	2,983	8	4,107	16	10,139	3	3,791	15	11,024	3		
PCCC	130606	TUNKIS COMMUNITY COLLEGE	CT	1,570	15	1,735	17	2,568	17	6,663	8	1,073	15	2,855	9	3,641	17	9,519	8	3,620	19	10,778	4		
PCCC	139463	DALTON STATE COLLEGE	GA	1,207	18	1,882	16	2,980	11	5,583	14	1,160	12	1,967	17	4,140	14	7,550	16	5,284	5	9,299	10		
PCCC	162122	COLLEGE OF SOUTHERN MARYLAND	MD	2,239	8	3,448	6	3,075	10	4,582	16	1,679	3	3,251	5	4,754	9	7,833	15	4,714	9	7,957	16		
PCCC	162168	CHESAPEAKE COLLEGE	MD	1,031	19	1,137	19	3,990	4	6,974	5	933	16	3,104	6	4,922	5	10,078	5	5,305	4	11,061	2		
PCCC	162690	HAGERSTOWN COMMUNITY COLLEGE	MD	1,524	16	1,489	18	3,190	9	6,091	12	1,470	6	4,028	2	4,559	10	10,120	4	5,153	6	10,452	6		
PCCC	162706	HARFORD COMMUNITY COLLEGE	MD	2,212	9	2,638	10	5,145	7	6,390	9	1,302	10	3,011	7	4,382	6	9,402	9	4,885	8	8,885	13		
PCCC	162779	HARFORD COMMUNITY COLLEGE	MD	1,878	13	3,027	8	4,186	3	6,240	10	1,894	2	4,297	1	6,080	2	10,537	1	6,296	2	10,702	5		
PCCC	165112	BUNKER HILL COMMUNITY COLLEGE	MA	3,917	2	3,628	5	2,342	18	6,679	7	1,134	13	2,627	13	3,476	18	9,307	12	3,633	17	10,214	8		
PCCC	165194	CAPE COD COMMUNITY COLLEGE	MA	2,551	7	1,882	14	2,713	14	7,460	2	1,469	7	2,843	10	4,182	13	10,304	2	3,703	16	11,221	1		
PCCC	166133	HOLYOKE COMMUNITY COLLEGE	MA	3,197	4	3,740	4	2,815	13	6,041	13	1,312	9	2,073	15	8,113	13	4,404	12	8,766	14	8,766	14		
PCCC	174255	MONTGOMERY COMMUNITY COLLEGE	MN	1,608	14	1,812	15	5,145	2	7,702	1	852	18	1,982	16	5,997	3	9,584	6	5,620	3	9,158	9		
PCCC	186645	RARITAN VALLEY COMMUNITY COLLEGE	NJ	2,567	6	3,274	7	3,813	6	4,751	15	1,397	8	2,555	14	5,210	4	7,306	17	5,226	2	7,205	17		
PCCC	201955	UNIVERSITY OF CINCINNATI RAYMOND WALTERS	OH	2,053	11	2,261	11	2,191	19	4,077	18	2,661	1	4,014	3	4,853	7	8,091	14	4,466	11	8,278	15		
PCCC	203589	LAKELAND COMMUNITY COLLEGE	OH	3,765	3	4,106	3	3,344	8	6,688	6	1,501	5	2,675	12	4,845	8	9,363	10	4,311	14	9,111	12		
PCCC	214111	MONTGOMERY COUNTY COMMUNITY COLLEGE	PA	4,021	1	5,003	2	2,697	15	4,148	17	1,557	4	2,744	11	4,354	12	6,892	18	4,322	13	7,155	18		
PCCC	222567	ALVIN COMMUNITY COLLEGE	TX	2,682	5	2,988	12	3,931	5	7,440	3	604	19	1,905	18	4,536	11	9,345	11	4,661	10	9,311	9		
PCCC	434672	THE COMMUNITY COLLEGE OF BALTIMORE COUNTY	MD	1,357	17	10,112	1	6,889	1	6,201	11	1,174	11	3,375	4	8,063	1	9,516	7	9,191	1	10,356	7		
PCCC	233116	PIEDMONT VIRGINIA COMMUNITY COLLEGE	VA	1,887	12	2,004	13	2,602	16	3,808	19	856	17	1,558	19	3,458	19	5,367	19	3,630	18	5,989	19		
PDCD	104245	COCHISE COLLEGE	AZ	2,556	3	2,577	3	3,957	11	6,541	11	1,096	7	1,824	13	5,054	10	8,385	13	5,507	9	10,057	5		
PDCD	111434	CANADA COLLEGE	CA	3,487	2	2,428	4	2,940	15	713	19	3,622	19	3,303	19	1,252	19	3,606	19	5,967	19	5,967	19		
PDCD	126207	AIMS COMMUNITY COLLEGE	CO	3,875	1	3,711	2	2,444	18	5,206	15	946	13	2,093	11	3,390	17	7,299	14	3,226	20	7,471	16		
PDCD	128577	ASININTLUCK COMMUNITY COLLEGE	CT	784	13	877	14	4,070	10	7,220	6	840	14	2,765	7	4,911	11	9,985	6	4,652	11	9,851	10		
PDCD	129756	MIDDLESEX COMMUNITY COLLEGE	CT	1,495	6	1,157	10	2,992	14	7,029	7	1,030	12	2,848	5	4,022	14	5,294	13	4,109	14	10,184	7		
PDCD	130195	NORTHWESTERN CONNECTICUT COMMUNITY COLLEGES	CT	1,054	10	757	15	4,405	8	9,231	1	818	15	2,410	8	5,224	9	11,641	1	14,159	13	12,883	2		
PDCD	130606	TUXIS COMMUNITY COLLEGE	CT	1,570	4	1,735	6	2,568	17	6,663	10														

**Appendix K**

**Comparison of Enrollment Size, Per FTE Revenue Sources and Expenditures, and Ranking to Public Peers**

Virginia Inst.	UNITID	Institution Name	State Funding				Tuition Revenue				Primary Revenue				E&G Expenditures		
			State	FY89 Ranking	FY01 Ranking	FY88 Ranking	FY89 Ranking	FY01 Ranking	FY88 Ranking	FY01 Ranking	FY89 Ranking	FY01 Ranking	FY88 Ranking	FY01 Ranking	FY89 Ranking	FY01 Ranking	
PDCC	171234	MONTCALM COMMUNITY COLLEGE	MI	957	11	762	16	3,241	13	9,199	2	1,033	11	2,253	9	4,274	13
PDCC	177259	EAST CENTRAL COLLEGE	MO	1,570	5	1,975	5	1,146	20	4,004	16	695	16	1,663	14	1,841	20
PDCC	186469	SALEM COMMUNITY COLLEGE	NJ	679	16	691	18	3,271	12	5,710	13	1,603	1	2,979	3	5,667	17
PDCC	198321	CLEVELAND COMMUNITY COLLEGE	NC	749	15	1,224	9	6,172	5	5,586	5	361	20	880	18	5,954	6
PDCC	198087	NASH COMMUNITY COLLEGE	NC	795	12	1,152	11	5,431	6	7,092	8	387	18	1,361	17	6,533	5
PDCC	200192	LAKE REGION STATE COLLEGE	ND	567	18	650	19	2,009	19	3,782	17	1,597	2	3,397	1	5,847	12
PDCC	208415	CLATSOP COMMUNITY COLLEGE	OR	448	19	1,396	1	4,936	12	1,240	5	1,174	6	3,375	2	8,063	3
PDCC	434672	THE COMMUNITY COLLEGE OF BALTIMORE COUNTY	MD	1,357	8	10,112	1	6,989	3	6,201	12	1,088	9	1,496	16	7,810	4
PDCC	233837	PAULD CAMP COMMUNITY COLLEGE	VA	438	20	717	17	6,722	4	6,983	9	1,096	7	1,824	8	5,054	9
PHCC	104425	COCHISE COLLEGE	AZ	2,556	1	2,577	4	3,957	10	6,541	10	200	19	208	20	8,365	8
PHCC	114538	GAVIAN COLLEGE	CA	1,768	7	2,781	2	4,433	8	7,486	6	4,633	11	7,179	15	5,507	6
PHCC	129367	CAPITAL COMMUNITY COLLEGE	CT	1,258	15	1,395	17	4,894	2	9,316	2	1,392	2	3,560	1	7,694	14
PHCC	145831	ILLINOIS VALLEY COMMUNITY COLLEGE	IL	2,423	2	2,266	7	2,269	20	4,367	18	496	13	1,766	9	2,765	20
PHCC	146348	KANKAKEE COMMUNITY COLLEGE	IL	1,777	6	1,706	11	2,634	18	5,868	14	985	8	1,827	6	7,695	13
PHCC	165981	GREENFIELD COMMUNITY COLLEGE	MA	1,386	12	1,404	15	4,171	9	7,935	3	1,332	3	2,777	3	5,503	6
PHCC	172307	SOUTHWESTERN MICHIGAN COLLEGE	MI	1,863	9	1,610	12	2,888	17	6,228	11	1,195	4	2,145	4	8,372	7
PHCC	172676	JEFFERSON COLLEGE	MO	2,109	4	2,583	5	2,655	19	4,524	17	736	12	1,600	11	3,391	19
PHCC	197887	ASHEVILLE BUNCOMBE TECHNICAL COMMUNITY CO	NC	1,788	5	2,170	3	4,901	5	6,673	9	39	20	1,475	12	4,939	10
PHCC	198455	DURHAM TECHNICAL COMMUNITY COLLEGE	NC	2,320	3	2,328	6	3,914	11	6,798	8	391	16	1,408	14	4,305	13
PHCC	199087	NASH COMMUNITY COLLEGE	NC	795	20	1,152	19	5,431	3	7,092	7	387	17	1,361	16	8,206	10
PHCC	199768	SURRY COMMUNITY COLLEGE	NC	1,606	10	1,940	9	3,540	12	6,145	12	429	14	1,363	15	8,452	9
PHCC	199908	WESTERN PIEDMONT COMMUNITY COLLEGE	NC	1,350	13	1,315	18	4,923	4	7,835	4	343	18	1,470	13	5,266	8
PHCC	199926	WILKES COMMUNITY COLLEGE	NC	1,162	16	1,397	16	6,150	1	7,687	5	394	15	1,235	18	6,544	2
PHCC	210155	SOUTHWESTERN OREGON COMMUNITY COLLEGE	OR	1,261	14	1,743	10	4,635	7	6,112	13	750	11	1,825	7	5,884	10
PHCC	210270	UMPIQUA COMMUNITY COLLEGE	OR	1,001	17	1,020	20	5,984	2	10,420	1	1,110	6	307	19	7,105	1
PHCC	215685	READING AREA COMMUNITY COLLEGE	PA	868	19	1,616	13	2,973	16	4,883	16	3,166	1	3,387	2	6,139	4
PHCC	227146	NAVARRO COLLEGE	TX	1,676	8	2,838	1	3,234	15	3,667	20	1,137	5	1,667	10	4,370	12
PHCC	228608	TEMPLE COLLEGE	TX	1,494	11	2,049	8	3,253	14	5,047	15	923	9	2,008	5	4,176	15
PHCC	230191	PATRICK HENRY COMMUNITY COLLEGE	VA	961	18	1,612	14	3,392	13	4,118	19	904	10	1,244	17	4,266	14
PHCC	111434	CANADA COLLEGE	CA	3,487	1	2,428	2	2,940	17	713	20	362	17	538	19	3,303	20
PHCC	114938	GAVIAN COLLEGE	CA	1,768	2	2,781	1	4,433	10	7,486	10	200	20	203	20	4,633	13
PHCC	129576	MIDDLESEX COMMUNITY COLLEGE	CT	1,495	4	1,157	11	2,982	16	7,298	11	1,030	7	2,848	4	4,022	17
PHCC	130061	NORTHWESTERN CONNECTICUT COMMUNITY COLLEG	CT	1,054	9	797	16	4,405	11	9,231	1	818	9	2,417	15	7,055	16
RCCC	130501	TUNISIA COMMUNITY COLLEGE	CT	1,570	3	1,735	4	2,568	19	6,683	15	1,073	5	2,855	3	3,641	18
RCCC	165981	GREENFIELD COMMUNITY COLLEGE	MA	1,386	5	1,404	5	4,171	12	7,935	6	1,332	4	2,777	5	5,903	5
RCCC	171155	MID MICHIGAN COMMUNITY COLLEGE	MI	1,111	8	1,371	6	2,806	18	4,538	18	1,350	3	2,633	6	4,156	16
RCCC	171234	MONTCALM COMMUNITY COLLEGE	MI	957	12	1,762	17	3,241	15	9,199	2	1,033	6	2,258	9	4,274	15
RCCC	186469	SALEM COMMUNITY COLLEGE	NJ	679	18	691	18	5,710	14	5,710	17	1,603	1	2,979	2	4,874	12
RCCC	187814	COLLEGE OF THE ALBEMARLE	NC	1,038	10	1,341	7	4,513	8	7,989	5	377	15	1,422	13	9,519	7
RCCC	189039	BLUE RIDGE COMMUNITY COLLEGE	NC	708	17	1,009	13	7,015	1	8,830	3	567	11	2,003	10	3,606	19
RCCC	188206	CARTERET COMMUNITY COLLEGE	NC	841	13	875	14	4,985	4	8,315	4	367	16	1,410	15	7,846	17
RCCC	189321	CLEVELAND COMMUNITY COLLEGE	NC	740	15	1,224	10	6,112	2	7,986	9	361	18	880	18	5,553	7
RCCC	190087	NASH COMMUNITY COLLEGE	NC	795	14	1,152	12	5,431	3	7,092	12	387	14	1,361	17	8,467	14
RCCC	199795	TRI-COUNTY COMMUNITY COLLEGE	NC	490	20	616	20	3,976	13	7,842	7	548	12	4,523	14	9,259	10
RCCC	199838	VANCE-GRANVILLE COMMUNITY COLLEGE	NC	1,127	7	2,071	3	4,449	9	6,720	14	458	13	1,389	16	8,108	16
RCCC	180520	MOHAVE COMMUNITY COLLEGE	AZ	1,350	6	1,315	8	4,923	5	7,835	8	343	19	1,470	12	5,266	8
RCCC	200192	LAKE REGION STATE COLLEGE	ND	587	19	650	20	2,009	20	3,782	19	1,597	2	3,397	1	3,606	19
RCCC	229504	VERNON REGIONAL JUNIOR COLLEGE	TX	998	11	1,252	9	4,642	6	6,309	16	816	10	2,258	8	5,458	6
RCCC	233310	RAPPAHANNOCK COMMUNITY COLLEGE	VA	724	16	853	15	4,584	7	6,979	13	1,095	8	1,950	11	5,599	4
SSVC	104425	COCHISE COLLEGE	AZ	2,556	2	2,577	5	3,957	10	6,541	9	1,096	6	1,824	10	5,507	4
SSVC	105206	MOHAVE COMMUNITY COLLEGE	CA	1,448	13	2,362	7	3,853	12	5,358	17	574	14	824	20	4,427	13
SSVC	126289	ARAPAHOE COMMUNITY COLLEGE	CO	3,484	1	3,632	1	1,709	20	5,620	20	1,564	1	3,459	1	6,355	10
SSVC	130040	NORTHWESTERN CONNECTICUT COMMUNITY COLLEG	CT	1,054	18	797	20	4,405	5	9,231	1	818	11	2,410	5	5,224	5
SSVC	146348	KANKAKEE COMMUNITY COLLEGE	IL	1,777	9	1,706	15	2,834	19	5,868	16	7,95	7	1,827	8	3,932	14
SSVC	165981	GREENFIELD COMMUNITY COLLEGE	MA	1,386	14	1,404	17	4,171	7	7,935	2	1,332	2	2,771	2	5,322	6
SSVC	166957	MOUNT WACHUSSET COMMUNITY COLLEGE	MA	1,962	7	2,018	10	3,486	15	7,372	5	2,476	3	2,476	12	9,848	3

**BEST COPY AVAILABLE**

**Appendix K**

**Comparison of Enrollment Size, Per FTE Revenue Sources and Expenditures, and Ranking to Public Peers**

Virginia Inst.	UNITID	Institution Name	FTE Enrollment				State Funding				Tuition Revenue				E&G Expenditures						
			State	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking	FY89	Ranking	FY01	Ranking		
SSVC	170550	KELLOGG COMMUNITY COLLEGE	MI	2,450	3	2,815	2	6,297	13	6,298	4	2,643	3	4,983	7	8,940	6	5,439	5	10,689	5
SSVC	172307	SOUTHWESTERN MICHIGAN COLLEGE	MI	1,663	10	1,670	16	2,888	18	6,228	11	1,195	5	2,145	6	4,084	17	8,372	8	3,763	19
SSVC	188137	SANTA FE COMMUNITY COLLEGE	NM	982	19	1,753	13	4,016	9	7,722	4	823	10	1,580	12	8,839	10	9,302	5	5,535	3
SSVC	197887	ASHEVILLE BUNCOMBE TECHNICAL COMMUNITY CO	NC	1,788	8	2,720	4	4,901	3	6,673	8	39	20	1,475	14	4,939	8	8,148	11	5,263	8
SSVC	198455	DURHAM TECHNICAL COMMUNITY COLLEGE	NC	2,320	4	2,328	8	3,914	11	6,758	7	391	17	1,408	14	4,305	14	8,206	10	4,362	14
SSVC	198570	GASTON COLLEGE	NC	2,045	5	2,468	6	4,374	6	6,052	15	417	16	1,421	16	4,791	11	7,473	16	4,469	12
SSVC	199087	NASH COMMUNITY COLLEGE	NC	795	20	1,152	19	5,431	1	7,092	6	387	18	1,361	19	5,818	1	8,452	7	5,863	2
SSVC	199768	SURREY COMMUNITY COLLEGE	NC	1,606	11	1,940	11	3,545	14	6,145	12	429	15	1,368	18	3,974	18	7,513	15	4,033	17
SSVC	199908	WESTERN PIEDMONT COMMUNITY COLLEGE	NC	1,350	16	1,316	18	4,923	2	7,835	3	343	19	1,470	15	5,266	4	9,305	4	5,270	7
SSVC	210155	SOUTHWESTERN OREGON COMMUNITY COLLEGE	OR	1,261	17	1,743	14	4,635	4	6,112	13	750	12	1,825	9	5,384	3	7,937	12	6,164	1
SSVC	226806	MIDLAND COLLEGE	TX	2,004	6	2,793	3	4,147	8	6,105	14	729	13	1,712	11	4,876	9	7,816	13	4,493	11
SSVC	228608	TEMPLE COLLEGE	TX	1,994	12	2,949	9	3,253	16	4,047	18	923	8	2,008	7	4,176	15	7,055	15	4,151	16
SSVC	233639	SOUTHSIDE VIRGINIA COMMUNITY COLLEGE	VA	1,357	15	1,858	12	3,217	17	4,245	19	909	9	1,477	13	4,125	16	5,722	20	4,581	9
SSVC	139280	COASTAL GEORGIA COMMUNITY COLLEGE	GA	909	19	1,009	19	4,024	7	7,041	3	1,285	3	2,722	4	5,309	4	9,763	2	6,080	3
SSVC	186847	MASSACHUSETTS BAY COMMUNITY COLLEGE	MA	2,758	5	2,932	7	2,585	16	5,882	9	1,060	6	3,538	1	3,645	15	9,419	3	3,457	17
SSVC	167312	NORTH SHORE COMMUNITY COLLEGE	MA	3,333	4	3,654	3	4,276	5	7,049	2	1,588	2	2,797	3	8,864	2	5,253	5	11,016	2
SSVC	187198	UNION COUNTY COLLEGE	NC	5,231	1	5,846	1	2,981	15	3,655	18	1,593	1	3,323	2	4,574	9	6,983	13	4,771	7
SSVC	197887	ASHEVILLE BUNCOMBE TECHNICAL COMMUNITY CO	NC	1,788	14	2,720	9	4,901	2	6,673	5	39	19	1,475	15	4,939	5	8,148	6	5,263	4
SSVC	188455	DURHAM TECHNICAL COMMUNITY COLLEGE	NC	2,320	7	2,328	15	3,914	8	6,758	4	391	18	1,408	17	4,305	11	8,206	5	4,362	11
SSVC	188570	GASTON COLLEGE	NC	2,045	9	2,448	13	4,374	4	6,052	7	417	17	1,421	16	4,791	7	7,473	10	4,469	9
SSVC	218025	FLORENCE DARLINGTON TECHNICAL COLLEGE	SC	1,372	18	2,615	10	4,630	3	5,468	10	1,086	5	2,645	5	5,776	3	8,113	7	6,770	2
SSVC	222062	WALTERS STATE COMMUNITY COLLEGE	TN	2,083	8	3,885	2	3,784	9	3,930	16	931	7	1,653	12	4,715	8	5,583	17	4,958	6
SSVC	224110	NORTH-CENTRAL TEXAS COLLEGE	TX	1,554	15	3,011	6	2,299	17	2,996	19	713	13	1,525	14	3,012	17	4,520	19	3,089	19
SSVC	225606	MCLENNAN COMMUNITY COLLEGE	TX	3,337	3	3,650	4	3,070	14	5,289	11	509	15	1,873	7	3,579	16	7,162	11	3,719	16
SSVC	226806	MIDLAND COLLEGE	TX	2,004	10	2,793	8	4,147	6	6,105	6	729	12	1,712	10	4,876	6	7,816	9	4,493	8
SSVC	227304	ODESSA COLLEGE	TX	1,800	12	2,547	11	7,387	1	7,586	1	1,262	4	1,656	11	8,849	1	9,242	4	8,542	1
SSVC	228608	TEMPLE COLLEGE	TX	1,984	16	2,049	16	3,253	12	5,047	12	923	8	2,008	6	4,176	12	7,055	12	4,151	14
SSVC	229072	TEXAS SOUTHMOST COLLEGE	TX	3,645	2	3,836	13	2,506	12	1,980	19	908	9	2,098	19	2,988	19	3,295	15	4,272	13
SSVC	229540	VICTORIA COLLEGE	TX	1,836	13	2,307	11	4,367	13	4,367	13	470	16	1,407	18	3,777	14	5,774	14	4,272	13
SSVC	229841	WHARTON COUNTY JUNIOR COLLEGE	TX	1,933	11	3,118	5	3,541	10	3,979	15	764	11	1,738	9	4,306	10	5,717	15	4,289	12
SSVC	238014	WEST VIRGINIA NORTHERN COMMUNITY COLLEGE	WV	1,491	17	1,452	18	2,232	18	3,922	17	695	14	1,613	13	2,927	18	5,540	18	3,341	18
SSVC	246813	ATHENS TECHNICAL COLLEGE	GA	1,648	17	1,648	17	6,018	8	4,018	13	1,850	8	8	8	7,868	8	3,653	17	9,815	5
SSVC	248080	SOUTHWEST VIRGINIA COMMUNITY COLLEGE	VA	2,380	6	2,407	14	3,204	13	4,292	14	892	10	1,329	19	4,096	13	5,660	16	4,368	10
SSVC	248529	LONG BEACH CITY COLLEGE	CA	8,585	5	11,072	5	4,634	2	5,888	7	273	20	503	19	4,907	6	6,391	17	5,718	5
TCC	123013	SANTA ROSA JUNIOR COLLEGE	CA	9,902	3	13,493	2	4,183	5	5,093	12	312	19	511	18	4,985	10	5,604	19	3,893	15
TCC	165112	BUNKER HILL COMMUNITY COLLEGE	MA	3,917	18	3,628	19	2,342	19	6,679	3	1,134	12	2,627	11	3,476	18	9,307	5	3,533	17
TCC	169521	MIDDLEBURY COLLEGE	MI	5,080	15	5,101	17	3,314	8	6,619	4	1,740	6	4,037	2	10,656	3	5,676	6	10,980	3
TCC	18556	MIDDLESEX COUNTY COLLEGE	NJ	6,525	11	6,726	14	2,931	11	3,912	17	1,434	9	3,297	8	4,947	12	7,209	13	4,790	10
TCC	187284	SUNY WESTCHESTER COMMUNITY COLLEGE	NY	5,070	16	6,715	15	4,583	3	5,613	9	2,111	1	3,442	5	6,694	2	9,055	6	6,642	2
TCC	202222	COLUMBUS STATE COMMUNITY COLLEGE	OH	5,518	12	10,555	7	2,617	16	3,920	16	1,984	2	3,353	7	4,601	8	7,273	12	4,982	7
TCC	205470	SINCLAIR COMMUNITY COLLEGE	OH	8,231	7	10,547	8	2,823	12	6,000	6	1,355	10	1,837	15	7,837	10	4,320	13	7,838	9
TCC	211927	DELAWARE COUNTY COMMUNITY COLLEGE	PA	4,696	17	5,230	20	3,435	19	1,781	5	3,605	4	4,101	14	7,040	14	4,292	14	7,447	11
TCC	212878	HARRISBURG AREA COMMUNITY COLLEGE-HARRISON	PA	3,828	19	4,843	18	5,317	10	1,843	3	5,390	1	4,571	9	10,707	2	4,588	11	11,288	2
TCC	215239	COMMUNITY COLLEGE OF PHILADELPHIA	PA	7,428	9	8,768	10	3,544	6	5,105	11	1,798	4	3,613	3	5,342	4	8,723	7	5,804	8
TCC	217475	COMMUNITY COLLEGE OF RHODE ISLAND	RI	7,734	8	8,625	11	3,493	7	4,083	15	1,205	11	2,351	12	4,598	7	6,134	15	4,825	9
TCC	222992	AUSTIN COMMUNITY COLLEGE-CENTRAL P	TX	10,490	2	12,772	3	2,686	14	5,065	13	1,091	13	2,732	17	7,797	15	8,511	8	3,267	20
TCC	224642	EL PASO COMMUNITY COLLEGE	TX	9,609	4	11,102	4	2,988	9	5,748	8	765	16	2,254	13	3,763	16	8,902	9	4,558	12
TCC	227182	NORTH HARRIS MONTGOMERY COMMUNITY COLLEGE	TX	6,826	10	13,885	1	2,431	18	4,762	14	721	17	1,638	16	3,152	19	6,400	16	3,340	18
TCC	230746	SALT LAKE COMMUNITY COLLEGE	UT	5,502	13	2,976	10	1,457	7	1,457	7	1,457	7	4,433	11	4,433	11	4,909	8	5,804	4
TCC	239840	MILWAUKEE AREA TECHNICAL COLLEGE	WI	10,607	1	7,022	13	6,044	1	14,111	1	1,030	14	3,054	9	7,165	1	7,250	1	19,130	1
TCC	247834	COLLIN COUNTY COMMUNITY COLLEGE-CENTRAL P	TX	3,508	20	7,494	12	2,442	17	6,952	2	472	18	1,559	17	8,511	8	3,819	19	6,773	17
TCC	434672	THE COMMUNITY COLLEGE OF BALTIMORE COUNTY	MD	5,498	14	10,112	9	4,533	4	6,201	5	1,446	8	3,375	6	9,579	3	6,376	3	10,356	4
TCC	233772	TIDEWATER COMMUNITY COLLEGE	VA	8,283	6	11,009	6	2,659	15	3,724	18	992	15	1,885	14	3,651	17	5,809	18	3,709	16
TNC	129729	NAUGATUCK VALLEY COMMUNITY COLLEGE	CT	2,118	15	2,826	14	2,977	9	7,156	1	1,130	13	2,983	9	4,107	12	3,791	17	11,024	2
TNC	130366	GATEWAY COMMUNITY COLLEGE	MD	2,052	19	2,905	11	6,657	4	1,082	14	2,918	10	3,392	16	9,575	4	10,356	3	10,356	7
TNC	162706	HARFORD COMMUNITY COLLEGE	MD	2,212	14	2,638	16	3,560	6	6,391	5	1,302	11	3,011	8	4,862	5	9,402	5	8	

## Comparison of Enrollment Size, Per FTE Revenue Sources and Expenditures, and Ranking to Public Peers

Virginia Inst.	UNITID	Institution Name	State Funding				Tuition Revenue				Primary Revenue				E&G Expenditures		
			FY89 State	FY89 Enrollment	FY01 Ranking	FY89 Ranking	FY89 State	FY01 Ranking	FY89 Ranking	FY01 Ranking	FY89 Primary	FY01 Ranking	FY89 Primary	FY01 Ranking	FY89 E&G	FY01 Ranking	
TMCC	166823	MASSASOIT COMMUNITY COLLEGE	MA	4,270	6	4,152	11	2,716	15	6,190	7	1,424	9	2,365	12	4,238	14
TMCC	167525	QUINCY COLLEGE	MA	1,711	19		44			2,386	1			8,555	7	8,676	8
TMCC	181303	METROPOLITAN COMMUNITY COLLEGE AREA	NE	3,302	11	6,155	6	3,883	5	5,113	12	1,747	14	2,430	20	2,481	20
TMCC	185536	MIDDLESEX COUNTY COLLEGE	NJ	6,525	1	6,726	4	2,913	10	3,912	16	1,434	8	3,297	7	5,743	3
TMCC	197284	SUNNY WESTCHESTER COMMUNITY COLLEGE	NY	5,070	4	6,715	5	4,583	2	5,613	9	2,111	2	3,442	4	7,209	14
TMCC	197887	ASHVILLE BUNCOMBE TECHNICAL COMMUNITY CO	NC	1,788	18	2,720	15	4,901	1	6,673	3	39	20	1,475	17	9,055	6
TMCC	198570	GASTON COLLEGE	NC	2,045	16	2,488	17	4,374	4	6,052	8	417	19	8,148	9	6,842	1
TMCC	202222	COLUMBUS STATE COMMUNITY COLLEGE	OH	5,518	2	10,556	1	2,617	16	3,920	15	1,984	3	3,353	6	6,422	1
TMCC	207449	OKLAHOMA CITY COMMUNITY COLLEGE	OK	3,707	9	5,206	9	2,723	14	4,133	13	611	17	7,466	19	5,486	14
TMCC	211927	DELAWARE COUNTY COMMUNITY COLLEGE	PA	4,696	5	5,235	8	2,320	19	3,435	18	1,781	5	3,605	3	4,101	15
TMCC	212878	HARRISBURG AREA COMMUNITY COLLEGE-HARRISON	PA	3,838	8	4,643	10	2,728	13	5,317	10	1,843	4	5,390	1	4,571	9
TMCC	218353	LEHIGH CARBON COMMUNITY COLLEGE	PA	1,820	17	2,139	18	2,532	17	4,128	14	1,552	2	3,647	15	7,473	12
TMCC	218353	MIDLANDS TECHNICAL COLLEGE	SC	4,241	7	5,945	7	3,245	7	5,166	11	1,383	10	2,633	11	7,428	7
TMCC	221184	NASHVILLE STATE TECHNICAL INSTITUTE	TN	2,578	13	3,629	13	3,213	8	3,379	19	893	16	1,966	13	4,106	13
TMCC	247834	COLLIN COUNTY COMMUNITY COLLEGE-CENTRAL P	TX	3,508	10	7,484	3	2,442	18	6,952	2	472	18	1,559	15	3,267	19
TMCC	346727	THE COMMUNITY COLLEGE OF BALTIMORE COUNTY	MD	5,499	3	10,112	2	4,533	3	6,201	6	1,446	7	3,735	5	5,979	2
TMCC	233754	THOMAS NELSON COMMUNITY COLLEGE	VA	3,229	12	3,872	12	2,846	12	3,482	17	954	15	1,555	16	3,801	17
VHCC	102429	BEVILL STATE COMMUNITY COLLEGE-BREWER CAM	AL	1,150	14	2,667	3	2,528	18	5,512	14	452	12	2,156	6	2,980	18
VHCC	107460	NORTH ARKANSAS COLLEGE	AR	1,522	6	1,314	15	1,944	20	5,865	12	823	9	1,370	16	2,768	20
VHCC	162104	CECIL COMMUNITY COLLEGE	MD	657	20	762	20	6,699	1	14,053	1	1,729	1	3,849	1	14,328	1
VHCC	166987	MOUNT WACHUSSET COMMUNITY COLLEGE	MA	1,962	4	2,018	8	3,468	12	7,312	7	1,276	3	2,476	4	4,762	10
VHCC	167534	QUINSIGAMOND COMMUNITY COLLEGE	MA	2,558	1	3,351	1	3,242	15	5,757	13	849	8	2,195	5	4,980	17
VHCC	171155	MID MICHIGAN COMMUNITY COLLEGE	MI	1,111	15	1,371	12	2,806	17	4,538	17	1,350	2	2,633	3	4,156	16
VHCC	188118	CALDWELL COMMUNITY COLLEGE AND TECHNICAL	NC	1,394	9	1,983	9	4,162	10	6,801	9	360	19	1,295	19	7,668	13
VHCC	189731	CARFERT COMMUNITY COLLEGE	NC	841	17	875	19	4,985	5	8,315	3	367	18	1,410	13	5,353	6
VHCC	189908	WESTERN PIEDMONT COMMUNITY COLLEGE	NC	2,320	2	2,328	6	3,914	11	6,758	10	391	16	1,408	14	4,305	13
VHCC	198570	GASTON COLLEGE	NC	2,045	3	2,468	5	4,374	9	6,052	11	417	14	1,421	12	4,793	14
VHCC	198877	NASH COMMUNITY COLLEGE	NC	795	19	1,152	17	5,431	4	7,092	8	387	17	1,361	18	5,818	4
VHCC	199485	ROCKINGHAM COMMUNITY COLLEGE	NC	1,002	16	1,304	16	4,722	7	7,771	5	435	13	1,534	10	5,157	8
VHCC	228608	TEMPLE COLLEGE	TX	1,676	5	2,838	2	3,234	16	3,667	20	1,137	4	1,667	8	9,305	5
VHCC	238014	WEST VIRGINIA NORTHERN COMMUNITY COLLEGE	WV	1,491	8	1,452	10	2,232	19	4,740	16	923	6	2,008	7	5,857	5
VHCC	233903	VIRGINIA HIGHLANDS COMMUNITY COLLEGE	VA	1,244	12	1,383	13	3,406	13	4,418	18	869	7	1,367	17	5,227	19
VHCC	218026	NAUGATUCK VALLEY COMMUNITY COLLEGE	CT	2,118	15	2,836	13	2,977	11	7,158	2	1,130	15	2,983	10	4,107	12
VHCC	227146	FAIRFAX DARLINGTON TECHNICAL COLLEGE	VA	1,494	7	2,049	7	3,253	14	5,047	16	466	11	1,398	15	6,266	7
VHCC	130386	GATEWAY COMMUNITY COLLEGE	MD	2,239	13	3,428	10	3,075	10	4,582	11	1,679	6	3,251	8	4,154	10
VHCC	162122	COLLEGE OF SOUTHERN MARYLAND	MD	2,212	14	2,638	14	3,580	5	6,391	6	1,302	14	3,011	9	4,862	7
VHCC	162706	HARFORD COMMUNITY COLLEGE	MD	1,818	16	3,027	12	4,186	3	6,240	7	1,894	2	4,297	1	6,080	2
VHCC	162779	HOWARD COMMUNITY COLLEGE	MD	1,711	19		44									10,537	2
VHCC	167525	QUINCY COLLEGE	MA	2,558	12	3,351	11	3,242	8	5,757	9	849	18	2,195	15	4,090	14
VHCC	167534	QUINSIGAMOND COMMUNITY COLLEGE	MA	4,660	4	4,433	6	3,260	7	6,147	13	1,604	9	3,530	5	4,664	6
VHCC	203599	LAKELAND COMMUNITY COLLEGE	OH	3,765	8	4,106	5	3,240	9	3,506	17	1,685	5	3,405	6	4,324	5
VHCC	211927	DELAWARE COUNTY COMMUNITY COLLEGE	PA	4,696	3	4,543	4	5,001	4	5,364	10	846	16	3,129	19	7,040	14
VHCC	171483	NORTHWESTERN MICHIGAN COLLEGE	MI	2,672	11	2,337	15	2,615	15	6,475	5	1,808	3	3,543	4	4,084	15
VHCC	172200	SCHOOLCRAFT COLLEGE	MI	4,182	6		3,972	4								10,023	4
VHCC	185509	MERCER COUNTY COMMUNITY COLLEGE	NJ	2,558	4	4,433	6	3,240	8	5,757	9	849	18	2,195	15	4,090	14
VHCC	189275	MOTT COMMUNITY COLLEGE	MI	5,250	2	4,602	5	3,240	9	3,506	17	1,685	5	3,405	6	4,324	5
VHCC	170541	KALAMAZOO VALLEY COMMUNITY COLLEGE	MI	5,543	5		3,282	19								10,305	6
VHCC	171483	NORTHWESTERN MICHIGAN COLLEGE	PA	3,199	10	3,574	8	2,331	17	3,924	16	1,559	10	3,890	17	4,397	11
VHCC	213659	LUZERNE COUNTY COMMUNITY COLLEGE	PA	4,021	7	5,003	3	2,697	14	4,148	12	1,657	8	2,744	12	4,322	12
VHCC	214111	MONTGOMERY COUNTY COMMUNITY COLLEGE	TX	1,761	18	1,884	18	8,664	1	11,290	1	603	20	1,274	18	9,268	1
VHCC	226408	COLLEGE OF THE MAINLAND	TX	1,664	1	1,884	18	8,664	1	11,290	1	603	20	1,274	18	9,268	1
VHCC	434672	THE COMMUNITY COLLEGE OF BALTIMORE COUNTY	MD	5,489	1	4,533	2	6,201	8	1,446	13	3,375	7	5,979	3	6,376	2

**BEST COPY AVAILABLE**

**Appendix K**

**Comparison of Enrollment Size, Per FTE Revenue Sources and Expenditures, and Ranking to Public Peers**

Virginia Instl. UNITID	Institution Name	FTE Enrollment				State Funding				Tuition Revenue				E&G Expenditures				
		State	FY89	Ranking	FY01	FY89	Ranking	FY01	FY89	Ranking	FY01	FY01	FY89	Ranking	FY01	FY01	FY89	Ranking
VWCC 233949	VIRGINIA WESTERN COMMUNITY COLLEGE	VA	3,326	9	3,522	9	2,738	13	4,029	15	852	17	1,401	17	3,590	18	3,612	18
WICC 182104	CECIL COMMUNITY COLLEGE	MD	657	19	762	20	6,689	2	10,453	1	1,729	2	3,849	2	8,428	2	14,302	1
WICC 186647	MASSACHUSETTS BAY COMMUNITY COLLEGE	MA	2,758	5	2,932	6	2,585	18	5,882	9	1,060	6	3,538	3	3,645	16	9,419	4
WICC 187312	NORTH SHORE COMMUNITY COLLEGE	MA	3,333	2	3,684	2	4,276	8	7,049	4	1,588	3	2,797	4	5,964	4	9,846	2
WICC 187534	QUINSIGAMOND COMMUNITY COLLEGE	MA	2,558	6	3,351	4	3,242	15	5,757	10	849	11	2,195	6	4,090	14	7,951	10
WICC 183089	NEW HAMPSHIRE TECHNICAL INSTITUTE	NH	1,237	17	1,611	16	4,284	7	3,585	20	2,027	1	4,262	1	6,311	3	7,847	12
WICC 1971887	ASHEVILLE BUNCOMBE TECHNICAL COMMUNITY CO	NC	1,788	11	2,720	8	4,901	3	6,673	7	39	19	1,475	15	4,939	8	8,148	7
WICC 198118	CALDWELL COMMUNITY COLLEGE AND TECHNICAL	NC	1,394	15	1,983	15	4,162	9	6,801	5	360	18	1,295	19	4,522	10	8,096	9
WICC 198455	DURHAM COMMUNITY COLLEGE	NC	2,320	7	2,328	13	3,914	10	6,798	6	391	17	1,408	16	4,305	12	8,206	6
WICC 218025	FLORENCE DARLINGTON TECHNICAL COLLEGE	SC	1,372	16	2,615	9	4,680	5	5,468	13	1,086	5	2,645	5	5,776	6	8,113	8
WICC 222576	AMARILLO COLLEGE	TX	2,924	3	4,883	1	4,758	4	5,591	11	982	8	1,477	14	5,780	5	7,067	14
WICC 222822	ANGELINA COLLEGE	TX	1,706	12	2,767	7	2,692	17	3,866	19	623	14	1,104	20	3,316	18	4,980	20
WICC 224615	EL CENTRO COLLEGE	TX	2,860	4	2,352	12	4,659	6	7,843	2	868	10	1,876	8	5,527	7	9,718	3
WICC 228578	MCLENNAN COMMUNITY COLLEGE	TX	3,337	1	3,650	3	3,070	16	5,289	14	509	15	1,873	9	3,579	17	7,162	13
WICC 227304	ODESSA COLLEGE	TX	1,900	9	2,547	10	7,387	1	7,586	3	1,262	4	1,656	12	8,849	1	9,242	5
WICC 228608	TEMPLE COLLEGE	TX	1,484	13	2,049	14	3,253	14	5,047	15	705	13	2,008	7	4,176	13	7,055	15
WICC 229540	VICTORIA COLLEGE	TX	1,836	10	2,506	11	3,307	13	4,367	16	470	16	1,407	17	3,777	15	5,774	13
WICC 229841	WHARTON COUNTY JUNIOR COLLEGE	TX	1,933	8	3,118	5	3,541	12	3,979	17	764	12	1,738	11	4,306	11	5,717	18
WICC 238014	WEST VIRGINIA NORTHERN COMMUNITY COLLEGE	WV	1,491	14	1,452	18	2,232	19	3,922	18	695	13	1,618	13	2,927	19	5,540	19
WICC 246813	ATHENS TECHNICAL COLLEGE	GA	1,648	17	6,018	8	6,018	10	1,850	11	7,868	11	4,840	10	7,868	11	9,815	5
WICC 244377	WYTHEVILLE COMMUNITY COLLEGE	VA	1,095	18	1,340	19	3,827	11	5,555	12	1,013	7	1,400	18	4,840	9	6,954	16

Notes:

(1) Virginia institutions' peers are their current peers. Therefore, peers may or may not be comparable in FY89 as institutions change in missions and program mixes over time.

(2) For 4-year institutions, primary revenue includes state appropriations and tuition revenue. For 2-year institutions, primary revenue includes state and local appropriations and tuition revenue.

(3) E&G expenditures include spending for instruction, academic support, student service, institutional support and O&M.

(4) Some peer institutions only reported tuition revenue and did not report the state and local appropriations to IPEDS.

(5) Beville State Community College-Brewer Campus has been consolidated. The presented figures are based on its current reporting identification which includes other campuses' data.

(6) Dundalk Community College and Cantonsville Community College have been consolidated into the Community College of Baltimore County. The presented figures include their individually reported data and the data after the consolidation.

Source: IPEDS Finance.

## Appendix L

### Ranking of Virginia Teaching and Research Faculty Salaries to Peers

Institution	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
GMU	57	60	40	32	37	30	29	28	32	48	54	64	58	41
ODU	59	60	43	39	31	30	29	27	34	49	53	62	57	43
UVA	55	60	49	33	34	43	41	38	33	33	40	48	46	35
VCU	52	60	48	40	35	33	32	30	35	40	51	58	55	39
VPI	66	65	40	31	32	24	22	20	21	34	42	50	47	34
CWM	49	60	47	36	35	31	29	10	15	30	30	54	51	35
Doc Avg	56	60	44	35	34	32	31	29	28	36	45	56	53	38
CNU	56	60	52	41	40	39	36	36	43	50	56	62	61	55
CVC	62	61	40	28	24	15	15	16	10	10	24	59	61	51
JMU	56	60	52	45	43	43	42	44	40	45	54	62	60	50
LC	72	71	41	34	32	34	31	33	45	53	60	68	42	31
MWC	58	60	33	20	14	17	18	19	28	37	47	58	59	47
NSU	68	67	53	39	35	31	30	30	62	76	78	74	63	55
RU	63	62	47	36	30	26	25	25	45	67	73	76	75	53
VMI	70	69	57	43	41	41	40	40	50	54	55	53	56	49
VSU	81	80	32	25	24	27	27	30	50	60	65	66	57	49
Comp Avg	65	65	45	35	31	30	30	30	41	50	57	64	59	49
4-Yr Avg	61	63	45	35	32	31	30	30	36	45	52	61	57	45
RBC	84	83	58	45	43	50	51	47	55	63	59	62	57	55
VCCS	73	60	55	51	49	46	45	45	48	51	57	61	59	40
2-Yr Avg	79	72	56	48	46	48	48	46	51	57	58	61	58	48

Source: AAUP.

BEST COPY AVAILABLE

## Appendix M

### In-State Undergraduate Tuition and Educational and General Fees As a Percent of Adjusted Educational and General Appropriations per FTE Student

Institution	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03
CNU	44%	48%	N/A	37%	36%	34%	31%	25%	24%	25%	29%
CWM	33%	33%	N/A	31%	32%	29%	28%	20%	19%	19%	20%
GMU	35%	40%	N/A	40%	38%	37%	34%	25%	24%	23%	31%
JMU	37%	36%	N/A	34%	33%	32%	29%	22%	21%	20%	21%
LU	41%	45%	N/A	44%	42%	40%	37%	28%	26%	26%	31%
MWC	34%	41%	N/A	45%	41%	38%	35%	25%	25%	24%	31%
NSU	32%	33%	N/A	34%	31%	30%	24%	19%	17%	14%	15%
ODU	41%	42%	N/A	38%	35%	36%	32%	24%	24%	23%	25%
RU	38%	38%	N/A	35%	32%	30%	30%	24%	23%	23%	25%
UVA	39%	39%	N/A	38%	38%	36%	34%	27%	25%	24%	27%
UVAW	37%	37%	N/A	30%	30%	29%	29%	22%	21%	18%	20%
VCU	38%	39%	N/A	38%	37%	33%	32%	25%	24%	23%	27%
VMI	35%	35%	N/A	41%	37%	33%	31%	24%	22%	22%	22%
VSU	33%	34%	N/A	31%	27%	27%	25%	19%	18%	17%	20%
VT	40%	40%	N/A	42%	39%	38%	35%	27%	27%	26%	29%
RBC	39%	40%	N/A	36%	34%	36%	34%	24%	23%	22%	23%
VCCS	35%	35%	N/A	34%	31%	30%	29%	23%	22%	23%	27%
Avg 4-Yr	37%	39%	N/A	38%	36%	34%	32%	25%	24%	23%	26%
All Inst.	37%	38%	N/A	37%	35%	33%	31%	24%	23%	23%	26%

Note: Exclude technology fees. Include mid-year surcharges in FY03.

Source: SCHEV.

BEST COPY AVAILABLE

**Appendix N**
**History of Inflation Adjusted Educational and General Program Expenditures**

Institution	1988-89	1989-90	1990-91	1991-92	1992-93	1983-94	1984-95	1985-96	1986-97	1987-98	1988-99	1989-90	2000-01	2001-02	1988-92
CNU	\$20,214,560	\$21,223,847	\$21,123,319	\$20,595,952	\$22,566,450	\$24,471,615	\$24,697,251	\$24,833,433	\$26,247,276	\$29,251,100	\$32,723,238	\$33,530,636	\$34,232,707	\$33,314,757	64.8%
CWM	\$79,798,392	\$81,819,893	\$77,645,728	\$75,825,432	\$76,087,629	\$77,361,647	\$79,007,902	\$79,847,355	\$79,579,641	\$84,304,045	\$89,621,665	\$94,725,936	\$97,501,122	\$96,011,012	20.3%
GMU	\$116,098,240	\$124,444,963	\$125,189,843	\$124,063,190	\$127,095,934	\$135,270,935	\$141,841,864	\$146,528,576	\$150,284,164	\$162,084,555	\$173,216,734	\$186,750,372	\$191,504,437	\$196,299,376	69.1%
JMU	\$75,775,359	\$77,222,337	\$73,661,158	\$71,663,917	\$72,163,877	\$75,415,445	\$79,091,591	\$82,552,171	\$90,772,798	\$98,831,079	\$113,873,271	\$116,723,004	\$122,698,739	\$121,837,254	60.8%
LU	\$23,745,906	\$24,458,527	\$22,956,403	\$22,285,802	\$22,944,560	\$24,861,772	\$25,030,950	\$24,653,196	\$23,901,280	\$25,988,734	\$27,455,497	\$30,579,734	\$29,452,805	\$29,452,805	24.0%
MMC	\$24,542,511	\$24,826,111	\$24,137,390	\$23,336,562	\$24,963,783	\$26,941,937	\$26,512,329	\$27,034,673	\$26,756,001	\$28,306,760	\$31,043,069	\$34,465,131	\$34,637,478	\$34,637,478	41.1%
NSU	\$53,680,974	\$54,514,434	\$52,088,585	\$49,600,916	\$50,877,159	\$51,228,426	\$54,399,481	\$53,486,176	\$53,162,910	\$54,290,301	\$54,077,087	\$50,260,963	\$61,414,542	\$63,793,566	18.9%
ODU	\$114,210,191	\$114,571,368	\$110,656,045	\$107,716,163	\$111,344,643	\$110,013,761	\$114,500,045	\$119,321,819	\$118,386,617	\$127,004,818	\$141,235,551	\$146,820,192	\$144,893,121	\$138,259,949	21.1%
RU	\$53,313,677	\$55,095,805	\$54,043,979	\$57,470,595	\$59,954,442	\$55,864,531	\$53,782,660	\$57,242,476	\$59,242,929	\$60,356,353	\$62,273,355	\$60,367,279	\$60,367,279	\$60,367,279	13.2%
UVA	\$275,520,677	\$290,373,621	\$271,242,740	\$261,771,904	\$263,164,350	\$265,433,384	\$279,703,626	\$274,423,185	\$295,670,113	\$309,015,132	\$327,701,062	\$328,926,781	\$328,423,145	\$328,423,145	19.2%
UVAW	\$8,851,526	\$9,539,948	\$9,300,442	\$9,216,040	\$9,603,957	\$9,751,121	\$10,608,704	\$10,282,174	\$10,282,238	\$11,371,153	\$12,911,198	\$13,301,757	\$12,967,222	\$12,967,222	46.5%
VCU	\$230,277,016	\$235,560,979	\$225,204,893	\$215,494,472	\$213,247,955	\$218,126,995	\$225,914,429	\$224,407,077	\$225,697,208	\$250,399,919	\$262,105,801	\$266,479,429	\$280,504,601	\$280,743,469	21.9%
VMI	\$19,132,108	\$19,058,055	\$18,217,533	\$15,97,1200	\$15,742,948	\$16,983,460	\$17,044,722	\$16,965,161	\$20,381,404	\$19,755,843	\$21,533,851	\$22,072,611	\$22,217,963	\$22,217,963	16.1%
VSU	\$37,144,772	\$39,271,711	\$37,472,912	\$34,554,340	\$34,455,214	\$32,359,587	\$37,446,766	\$32,447,219	\$33,518,097	\$36,159,579	\$39,456,141	\$39,068,983	\$41,391,979	\$42,317,398	13.9%
VT	\$266,690,500	\$270,412,402	\$255,671,068	\$258,877,097	\$258,935,447	\$265,711,286	\$285,185,403	\$317,703,163	\$332,947,003	\$343,787,008	\$343,462,966	\$340,172,523	\$340,172,523	\$340,172,523	27.6%
RBC	\$5,492,461	\$5,840,265	\$5,468,009	\$5,229,859	\$5,303,007	\$5,282,457	\$5,593,085	\$5,492,688	\$5,599,094	\$6,086,392	\$6,224,810	\$6,480,391	\$6,855,756	\$6,855,756	25.5%
VCCS	\$352,443,145	\$357,654,752	\$343,027,470	\$336,966,123	\$344,372,894	\$359,005,248	\$367,170,193	\$360,933,178	\$388,840,392	\$407,819,069	\$448,959,014	\$442,911,245	\$442,911,245	\$442,911,245	25.7%
Avg 4-Yr	\$180,432,502	\$184,530,538	\$179,682,386	\$174,979,326	\$173,958,043	\$174,979,326	\$179,319,670	\$180,589,370	\$206,194,436	\$218,023,648	\$227,711,667	\$221,132,172	\$228,984,912	\$228,984,912	27.5%
Avg 2-Yr	\$178,952,803	\$181,747,509	\$174,247,739	\$171,098,341	\$174,837,151	\$182,143,853	\$186,381,056	\$183,096,136	\$182,215,153	\$197,433,392	\$207,021,940	\$220,142,830	\$227,719,702	\$228,883,501	25.7%
All Inst.	\$1,756,916,123	\$1,759,106,890	\$1,738,153,341	\$1,687,582,986	\$1,758,449,150	\$1,705,473,095	\$1,834,871,713	\$1,821,143,785	\$1,845,116,912	\$1,993,815,984	\$2,111,946,417	\$2,215,276,506	\$2,250,582,097	\$2,250,582,097	28.1%

Source: CARs.

**BEST COPY AVAILABLE**

**Appendix O**

**Percent Share of Selected Educational and General Program Expenditures  
at Virginia Institutions**

Institution	Selected Programs	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
CNU	Instruction	52.2%	53.8%	56.0%	56.5%	54.6%	55.7%	53.0%	52.5%	51.7%	51.6%	51.8%	51.9%	51.9%	50.3%
	Academic Support	5.7%	5.9%	4.7%	5.7%	6.6%	7.4%	6.6%	7.2%	5.1%	5.1%	4.9%	5.6%	6.3%	6.1%
	Library	7.2%	7.2%	7.1%	7.2%	8.6%	8.1%	7.7%	8.6%	9.6%	8.7%	8.2%	8.1%	7.1%	7.1%
	Student Service	9.4%	9.3%	9.2%	9.0%	8.3%	8.6%	8.0%	8.5%	9.6%	9.5%	9.0%	9.0%	9.1%	9.3%
	Institutional Support	17.1%	15.7%	15.1%	14.6%	13.5%	14.4%	14.8%	15.5%	14.1%	14.4%	14.4%	13.3%	13.7%	13.7%
	O&M	8.3%	8.1%	7.7%	6.9%	6.5%	6.8%	7.1%	7.1%	8.9%	10.3%	11.1%	11.0%	10.7%	12.1%
CWM	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Instruction	54.3%	55.4%	56.9%	59.3%	57.0%	55.8%	57.2%	57.9%	57.8%	60.0%	60.1%	59.3%	59.0%	58.7%
	Academic Support	9.8%	8.8%	8.5%	8.0%	8.2%	8.8%	9.1%	9.2%	8.7%	8.4%	8.6%	9.7%	10.0%	10.2%
	Library	9.5%	8.6%	8.2%	8.2%	9.1%	10.3%	10.1%	9.8%	9.7%	9.4%	8.7%	8.9%	7.5%	8.6%
	Student Service	4.5%	4.4%	4.5%	3.9%	4.1%	4.3%	4.1%	4.1%	3.8%	3.8%	3.9%	3.8%	3.9%	4.1%
	Institutional Support	11.2%	11.2%	10.9%	9.4%	10.7%	10.4%	10.0%	9.4%	10.3%	9.8%	10.1%	9.9%	10.1%	9.7%
GMU	O&M	8.5%	8.7%	8.4%	8.8%	8.6%	8.1%	7.3%	7.9%	8.0%	6.8%	7.1%	7.0%	8.0%	7.2%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Instruction	53.2%	54.1%	54.9%	55.5%	55.7%	54.1%	54.1%	57.8%	58.3%	59.6%	60.0%	58.2%	57.6%	58.1%
	Academic Support	6.4%	7.4%	7.7%	6.8%	6.8%	6.2%	8.0%	6.0%	7.5%	6.5%	6.4%	7.3%	7.2%	6.9%
	Library	5.4%	5.6%	5.4%	5.2%	5.7%	5.9%	6.3%	7.4%	6.8%	6.9%	6.9%	6.6%	6.6%	6.5%
	Student Service	4.8%	4.6%	4.3%	4.8%	4.7%	4.9%	4.8%	5.1%	5.3%	5.4%	5.4%	5.5%	5.6%	5.6%
JMU	Institutional Support	20.8%	19.1%	18.2%	18.5%	17.1%	19.4%	16.5%	14.8%	12.4%	12.8%	13.4%	14.5%	14.0%	13.8%
	O&M	9.2%	9.0%	9.2%	8.9%	9.8%	9.2%	9.5%	8.3%	9.0%	8.2%	7.1%	7.3%	8.4%	7.6%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Instruction	55.5%	57.6%	60.8%	59.6%	60.6%	61.2%	61.1%	59.4%	56.1%	57.2%	55.2%	56.8%	53.9%	56.1%
	Academic Support	7.3%	7.1%	6.6%	7.6%	7.7%	8.4%	8.3%	9.3%	12.1%	10.1%	10.4%	9.9%	10.1%	9.7%
	Library	4.8%	5.3%	4.7%	5.4%	5.2%	5.4%	5.3%	6.2%	6.9%	6.4%	6.4%	6.1%	6.8%	7.1%
LU	Student Service	5.8%	5.7%	5.4%	5.3%	5.1%	5.2%	5.3%	5.3%	5.3%	5.5%	4.7%	4.8%	4.9%	5.0%
	Institutional Support	13.5%	10.1%	11.0%	10.8%	10.0%	9.0%	10.4%	10.9%	9.8%	10.0%	13.1%	12.2%	13.3%	10.9%
	O&M	12.3%	13.2%	10.6%	10.4%	10.5%	9.9%	9.1%	8.4%	9.5%	10.4%	9.8%	9.8%	10.7%	10.5%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Instruction	49.6%	48.1%	51.7%	52.4%	50.8%	49.6%	49.3%	52.7%	52.6%	52.3%	50.8%	47.4%	45.9%	48.3%
	Academic Support	8.8%	9.0%	10.1%	11.2%	10.2%	11.5%	12.3%	10.9%	11.0%	10.4%	9.1%	9.5%	10.0%	10.7%
SCHEV	Library	6.8%	6.7%	5.9%	5.7%	5.9%	7.4%	7.8%	7.8%	8.3%	7.7%	7.2%	6.6%	6.4%	6.9%
	Student Service	6.3%	6.6%	6.5%	6.4%	6.8%	6.0%	6.2%	6.2%	6.5%	6.3%	6.6%	6.6%	6.5%	6.5%
	Institutional Support	16.5%	17.6%	14.9%	13.9%	14.4%	14.6%	13.3%	12.5%	12.4%	12.9%	16.3%	17.9%	17.8%	15.3%
	O&M	11.4%	11.4%	9.8%	9.3%	10.9%	9.6%	10.4%	9.2%	8.7%	9.4%	9.2%	10.3%	11.8%	10.5%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**Appendix O**

**Percent Share of Selected Educational and General Program Expenditures  
at Virginia Institutions**

Institution	Selected Programs	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
MWC	Instruction	56.2%	55.3%	58.0%	57.0%	54.4%	51.6%	52.4%	52.3%	51.3%	52.7%	52.9%	52.8%	52.3%	52.4%
	Academic Support	11.4%	10.9%	10.6%	11.2%	11.1%	10.7%	10.6%	11.8%	4.6%	5.6%	5.3%	5.2%	5.6%	5.8%
	Library									6.4%	6.7%	6.1%	5.9%	6.1%	5.9%
	Student Service	6.8%	7.9%	7.2%	7.0%	7.5%	8.1%	8.8%	9.0%	10.3%	9.2%	9.0%	8.6%	9.5%	9.5%
NSU	Institutional Support	12.6%	13.1%	11.6%	12.1%	12.5%	15.2%	13.9%	14.2%	12.5%	12.6%	13.5%	13.3%	12.9%	14.0%
	O&M	12.8%	12.7%	12.5%	12.6%	13.2%	12.4%	12.9%	10.9%	13.3%	11.8%	11.6%	12.8%	12.4%	11.9%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Instruction	55.5%	55.7%	52.3%	52.8%	55.0%	55.5%	53.9%	53.7%	52.5%	52.8%	52.6%	48.6%	44.4%	47.2%
ODU	Academic Support	5.2%	5.0%	5.1%	4.7%	5.5%	5.2%	5.8%	5.7%	6.4%	6.3%	3.8%	4.8%	7.1%	7.3%
	Library	3.4%	4.2%	3.5%	3.2%	3.9%	3.9%	3.7%	3.4%	3.9%	3.7%	3.4%	3.3%	3.9%	2.6%
	Student Service	9.6%	9.8%	9.8%	9.6%	8.6%	9.2%	8.2%	8.6%	8.2%	8.0%	7.5%	6.4%	7.0%	6.1%
	Institutional Support	15.6%	13.4%	16.8%	16.8%	14.4%	14.3%	17.0%	17.5%	17.1%	18.2%	21.8%	25.6%	24.2%	25.2%
RU	O&M	9.7%	11.3%	11.1%	11.6%	11.8%	11.1%	10.5%	10.5%	11.0%	10.1%	10.1%	9.9%	12.2%	10.1%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Instruction	54.5%	56.3%	58.7%	59.5%	60.1%	60.6%	60.6%	61.9%	60.5%	57.7%	56.1%	55.6%	58.7%	57.8%
	Academic Support	8.5%	7.3%	7.0%	6.6%	7.0%	7.4%	8.5%	8.7%	9.9%	11.2%	14.7%	16.2%	12.8%	13.3%
UVA	Library	5.2%	4.5%	4.6%	4.9%	4.8%	4.9%	4.8%	4.6%	4.7%	4.6%	4.5%	4.3%	4.4%	4.4%
	Student Service	6.3%	6.7%	6.7%	6.5%	5.7%	5.6%	5.6%	5.1%	5.1%	5.0%	4.6%	4.3%	4.2%	4.4%
	Institutional Support	15.2%	15.6%	14.2%	13.0%	12.9%	11.7%	11.5%	11.3%	11.4%	12.2%	12.4%	12.0%	10.5%	11.2%
	O&M	9.9%	9.2%	8.5%	8.6%	8.3%	8.5%	8.1%	7.7%	7.7%	7.7%	7.1%	7.0%	9.0%	8.5%
Total	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Instruction	60.4%	59.4%	65.0%	63.7%	62.4%	61.6%	60.6%	63.6%	63.9%	61.7%	60.2%	60.0%	58.0%	57.7%
	Academic Support	4.5%	5.1%	3.9%	4.7%	5.9%	6.9%	6.9%	4.6%	4.8%	5.4%	6.2%	5.5%	5.6%	5.7%
	Library	4.6%	4.3%	4.5%	4.3%	5.2%	4.7%	6.0%	4.0%	4.6%	5.4%	4.5%	4.4%	4.6%	4.6%
SCHEV	Student Service	5.3%	5.3%	5.4%	5.4%	5.3%	5.6%	5.6%	5.7%	5.9%	6.1%	6.3%	6.5%	6.1%	6.3%
	Institutional Support	15.4%	13.2%	11.9%	12.4%	11.6%	11.3%	12.1%	12.7%	10.8%	11.6%	11.9%	12.3%	14.6%	14.0%
	O&M	9.8%	12.6%	9.3%	9.4%	10.8%	10.9%	8.8%	9.5%	9.9%	9.8%	11.0%	11.3%	10.9%	11.4%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
UVA	Instruction	54.7%	54.9%	55.8%	55.0%	56.2%	56.6%	55.5%	55.5%	54.6%	53.7%	54.3%	54.0%	53.5%	47.8%
	Academic Support	16.4%	16.5%	17.0%	16.6%	17.0%	17.4%	18.5%	14.7%	10.3%	10.7%	10.3%	10.5%	9.4%	17.6%
	Library							0.2%	3.7%	7.5%	7.3%	7.8%	6.4%	6.9%	7.1%
	Student Service	4.3%	4.0%	4.1%	4.0%	4.2%	4.1%	4.3%	4.0%	3.9%	4.0%	4.2%	4.3%	4.5%	4.6%
Total	Institutional Support	9.9%	10.2%	9.2%	10.6%	9.4%	8.5%	9.0%	8.4%	9.4%	9.5%	11.4%	12.6%	7.0%	7.0%
	O&M	10.8%	10.0%	10.2%	10.6%	10.7%	10.5%	10.8%	12.3%	11.0%	11.3%	10.6%	10.3%	11.5%	11.5%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

## Appendix O

### Percent Share of Selected Educational and General Program Expenditures at Virginia Institutions

Institution	Selected Programs	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
UVAW	Instruction	45.3%	46.3%	44.7%	43.9%	46.7%	48.6%	45.6%	46.3%	44.6%	44.6%	45.1%	46.0%	45.9%	46.4%
	Academic Support	15.5%	13.1%	12.7%	12.1%	10.9%	5.1%	5.0%	5.9%	4.9%	6.7%	1.6%	2.1%	1.1%	7.6%
	Library		0.3%									6.1%	6.3%	6.2%	5.6%
	Student Service	12.0%	12.9%	13.5%	13.7%	12.1%	10.2%	8.9%	9.9%	9.9%	9.9%	9.6%	9.4%	10.0%	9.9%
	Institutional Support	14.6%	14.3%	14.5%	13.0%	14.6%	14.5%	17.1%	16.7%	18.6%	18.6%	24.2%	23.3%	23.1%	17.6%
	O&M	12.3%	13.2%	13.9%	15.8%	14.4%	14.4%	16.1%	13.6%	15.8%	13.8%	13.2%	13.1%	14.2%	13.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
VCU	Instruction	59.0%	59.8%	60.3%	60.6%	59.7%	59.6%	59.4%	59.8%	59.3%	58.6%	59.3%	59.2%	57.9%	56.8%
	Academic Support	9.3%	9.3%	9.0%	9.1%	9.4%	8.7%	9.1%	8.9%	9.7%	11.2%	9.9%	9.9%	10.3%	10.8%
	Library	3.6%	3.4%	3.1%	3.6%	4.5%	5.2%	4.8%	4.6%	4.4%	4.5%	3.9%	3.7%	3.8%	3.6%
	Student Service	3.7%	3.5%	3.6%	3.6%	3.4%	3.5%	3.6%	3.4%	3.2%	2.9%	3.1%	3.1%	3.3%	3.3%
	Institutional Support	13.0%	12.3%	11.7%	11.0%	10.0%	10.5%	10.4%	10.6%	11.4%	11.9%	11.9%	12.0%	12.6%	12.1%
	O&M	10.9%	10.8%	11.4%	11.2%	12.1%	11.3%	11.4%	11.5%	10.8%	9.6%	10.3%	10.2%	10.1%	11.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
VMI	Instruction	48.4%	49.6%	49.6%	51.2%	54.1%	55.4%	53.9%	51.5%	50.6%	48.9%	49.5%	47.3%	46.4%	47.2%
	Academic Support	8.9%	6.6%	7.7%	10.3%	9.7%	8.3%	8.5%	9.4%	7.5%	8.7%	7.5%	9.9%	7.1%	10.4%
	Library	7.8%	7.2%	8.8%	8.7%	7.7%	7.3%	7.8%	5.6%	5.6%	5.3%	5.5%	5.1%	5.3%	5.0%
	Student Service	4.2%	4.4%	5.2%	5.5%	6.1%	5.9%	6.3%	5.7%	8.5%	6.9%	7.3%	7.8%	7.9%	7.5%
	Institutional Support	14.9%	17.9%	15.8%	10.9%	9.1%	9.6%	10.7%	13.2%	14.4%	17.7%	17.0%	17.8%	18.6%	16.0%
	O&M	15.0%	13.5%	12.2%	12.9%	12.3%	12.7%	12.3%	13.9%	12.9%	12.0%	11.4%	11.7%	14.1%	13.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
VSU	Instruction	40.7%	39.9%	44.7%	48.7%	48.5%	45.2%	40.3%	44.9%	42.0%	42.4%	41.4%	44.7%	44.1%	44.0%
	Academic Support	3.3%	3.2%	3.5%	3.7%	3.3%	3.7%	2.9%	2.8%	3.4%	4.6%	4.4%	3.0%	3.5%	4.3%
	Library	5.3%	3.3%	4.7%	2.9%	4.5%	4.6%	6.2%	5.5%	4.9%	5.1%	4.6%	5.5%	4.3%	5.4%
	Student Service	5.1%	5.5%	5.9%	5.0%	4.4%	5.7%	5.6%	6.5%	7.1%	7.9%	7.1%	6.9%	7.7%	6.9%
	Institutional Support	26.9%	25.6%	19.6%	20.9%	19.2%	18.5%	22.1%	18.3%	14.6%	14.3%	15.4%	17.6%	17.0%	16.1%
	O&M	11.4%	14.9%	14.6%	12.0%	13.5%	15.9%	17.0%	15.4%	21.1%	19.3%	20.3%	21.8%	22.8%	22.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
VT	Instruction	64.0%	63.7%	65.6%	61.5%	63.5%	61.3%	58.2%	57.3%	55.2%	56.8%	59.8%	59.3%	59.4%	57.7%
	Academic Support	12.9%	12.7%	12.8%	14.3%	13.8%	13.6%	13.6%	13.6%	7.6%	7.4%	7.8%	8.0%	7.4%	7.9%
	Library														
	Student Service	3.7%	3.9%	4.7%	4.3%	4.0%	3.9%	3.4%	3.5%	3.5%	4.2%	3.6%	4.3%	3.9%	4.1%
	Institutional Support	9.5%	9.4%	7.0%	8.9%	9.7%	11.4%	10.7%	12.1%	15.0%	14.3%	10.5%	9.6%	9.6%	9.5%
	O&M	10.0%	10.3%	10.0%	11.0%	9.0%	9.9%	9.4%	9.8%	10.0%	9.8%	9.7%	9.7%	9.5%	9.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**Appendix O**

**Percent Share of Selected Educational and General Program Expenditures  
at Virginia Institutions**

Institution	Selected Programs	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
RBC	Instruction	42.7%	43.8%	45.3%	45.5%	44.9%	44.8%	44.0%	45.1%	44.6%	45.2%	50.5%	48.3%	45.7%	44.4%
	Academic Support	1.6%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%
	Library	4.2%	4.3%	3.5%	3.3%	4.3%	4.3%	6.8%	6.5%	6.2%	5.3%	5.0%	5.0%	5.1%	4.7%
	Student Service	10.6%	11.6%	10.0%	10.2%	10.3%	9.9%	10.1%	10.2%	10.1%	12.4%	9.1%	8.7%	9.5%	8.8%
VCCS	Institutional Support	22.6%	24.2%	24.4%	23.9%	23.3%	23.6%	22.6%	21.8%	23.3%	23.0%	21.8%	23.7%	24.8%	29.9%
	O&M	18.1%	16.1%	15.9%	16.3%	16.4%	16.6%	15.8%	15.6%	15.1%	13.3%	13.5%	14.3%	15.0%	12.2%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Instruction	52.0%	52.1%	52.8%	52.2%	53.4%	51.8%	51.2%	51.5%	51.2%	50.8%	50.8%	49.5%	48.7%	48.9%
SCHEV	Academic Support	8.3%	8.4%	8.3%	8.3%	7.9%	8.7%	8.3%	8.1%	8.3%	8.3%	8.2%	8.9%	8.8%	8.5%
	Library	3.4%	3.3%	3.1%	3.3%	3.1%	3.2%	3.3%	3.1%	3.0%	3.1%	3.0%	3.0%	3.0%	3.1%
	Student Service	8.5%	8.6%	8.7%	8.5%	8.1%	8.1%	7.9%	8.2%	8.0%	8.2%	8.3%	8.1%	8.3%	8.3%
	Institutional Support	19.8%	19.5%	19.1%	19.5%	19.1%	19.5%	20.6%	20.1%	20.7%	21.0%	20.8%	21.2%	21.5%	22.1%
O&M	O&M	7.9%	7.9%	7.8%	8.0%	8.1%	8.5%	8.4%	8.5%	8.3%	8.0%	8.1%	8.7%	8.6%	8.0%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: CARS.

BEST COPY AVAILABLE

## Appendix P

### History of Inflation Adjusted Educational and General Program Expenditures per FTE Student

Institution	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	1988-02
CNU	\$5,967	\$5,896	\$5,706	\$5,565	\$6,055	\$6,740	\$6,926	\$7,152	\$7,404	\$7,700	\$8,234	\$8,162	\$7,886	\$7,524	26.1%
CWM	\$10,876	\$10,769	\$10,328	\$9,977	\$9,998	\$10,511	\$10,802	\$10,692	\$10,611	\$11,203	\$11,881	\$12,600	\$13,066	\$12,778	17.5%
GMU	\$8,486	\$8,590	\$8,368	\$8,060	\$8,196	\$8,878	\$8,917	\$8,590	\$8,708	\$9,273	\$9,805	\$10,471	\$10,876	\$10,491	23.6%
JMU	\$6,914	\$6,891	\$6,564	\$6,246	\$6,230	\$6,524	\$6,707	\$6,895	\$6,956	\$7,098	\$7,746	\$7,872	\$8,229	\$7,997	15.7%
LU	\$7,432	\$7,325	\$6,822	\$6,562	\$6,744	\$7,229	\$7,351	\$7,322	\$7,368	\$7,851	\$8,028	\$8,350	\$8,174	\$7,544	1.5%
MWC	\$7,874	\$7,722	\$6,952	\$6,748	\$8,271	\$8,197	\$7,964	\$8,051	\$7,713	\$7,940	\$8,547	\$9,518	\$9,103	\$8,789	11.6%
NSU	\$7,360	\$7,542	\$7,291	\$6,619	\$6,484	\$6,593	\$7,141	\$7,296	\$7,282	\$8,079	\$8,284	\$10,462	\$11,265	\$11,960	62.5%
ODU	\$8,433	\$8,418	\$7,969	\$7,710	\$8,373	\$8,744	\$8,838	\$9,052	\$8,653	\$9,131	\$10,100	\$10,439	\$10,251	\$9,425	11.8%
RU	\$6,099	\$6,378	\$6,142	\$5,841	\$5,998	\$6,296	\$6,887	\$6,883	\$6,859	\$7,224	\$7,501	\$7,499	\$7,526	\$6,995	14.7%
UVA	\$13,596	\$13,739	\$13,113	\$13,060	\$12,934	\$13,054	\$13,807	\$13,399	\$13,318	\$14,102	\$14,631	\$15,530	\$15,423	\$15,137	11.3%
UVAW	\$7,285	\$7,937	\$7,381	\$6,683	\$7,287	\$7,588	\$8,804	\$8,045	\$8,226	\$8,740	\$9,326	\$9,664	\$10,482	\$9,869	35.5%
VCU	\$13,782	\$13,502	\$12,623	\$12,147	\$11,919	\$12,442	\$12,951	\$12,907	\$12,792	\$13,724	\$14,165	\$14,425	\$14,732	\$14,284	3.6%
VMI	\$12,319	\$12,001	\$11,523	\$10,946	\$10,799	\$11,149	\$12,036	\$12,192	\$12,092	\$13,588	\$12,762	\$14,375	\$14,656	\$14,569	18.3%
VSU	\$10,817	\$10,640	\$10,824	\$8,552	\$7,944	\$8,652	\$10,018	\$9,033	\$9,530	\$9,757	\$10,561	\$10,271	\$10,844	\$10,150	-6.2%
VT	\$10,857	\$10,955	\$10,505	\$10,062	\$10,133	\$10,325	\$11,230	\$11,389	\$11,252	\$11,849	\$12,220	\$12,565	\$12,438	\$12,356	13.8%
RBC	\$6,526	\$6,411	\$5,637	\$5,240	\$5,668	\$6,053	\$5,919	\$5,814	\$6,433	\$6,525	\$6,807	\$7,113	\$7,270	\$7,270	11.4%
VCCS	\$5,688	\$5,143	\$4,769	\$4,489	\$4,537	\$4,765	\$4,961	\$4,934	\$5,047	\$5,234	\$5,274	\$5,385	\$5,411	\$4,946	-13.0%
Avg 4-Yr	\$10,065	\$10,078	\$9,626	\$9,205	\$9,301	\$9,650	\$10,143	\$10,088	\$10,024	\$10,611	\$11,112	\$11,606	\$11,726	\$11,379	13.1%
Avg 2-Yr	\$5,699	\$5,159	\$4,781	\$4,499	\$4,546	\$4,776	\$4,975	\$4,947	\$5,058	\$5,249	\$5,401	\$5,429	\$4,971	-12.8%	
All Inst.	\$8,706	\$8,450	\$8,000	\$7,594	\$7,659	\$7,965	\$8,375	\$8,351	\$8,389	\$8,826	\$9,139	\$9,449	\$9,509	\$9,048	3.9%

Source: CARS.

**Appendix Q**  
**Comparison of Selected Educational and General Expenditures between Virginia Institutions and Peer Average**

Institutions	Acad Exp	Adm Exp	O&M	Acad Exp	Adm Exp	O&M	Acad Exp	Adm Exp	O&M
CNU	64.4%	27.5%	8.1%	69.5%	23.3%	7.1%	65.5%	23.7%	10.8%
CNU Peer Avg	61.0%	25.8%	13.2%	59.7%	27.6%	12.7%	58.3%	28.8%	12.9%
CWM	73.2%	18.7%	8.0%	75.0%	18.3%	6.7%	76.8%	15.6%	7.5%
CWM Peer Avg	71.1%	17.5%	11.4%	72.7%	16.4%	10.9%	71.2%	17.7%	11.1%
GMU	66.6%	24.9%	8.5%	70.1%	21.7%	8.2%	71.7%	20.4%	7.9%
GMU Peer Avg	70.1%	18.3%	11.6%	70.9%	18.5%	10.6%	69.5%	20.0%	10.6%
JMU	68.3%	19.1%	12.6%	75.7%	15.8%	8.4%	72.5%	15.6%	11.9%
JMU Peer Avg	60.0%	19.4%	11.6%	68.8%	20.7%	10.6%	67.6%	21.1%	11.2%
LU	64.3%	24.0%	11.7%	71.8%	20.8%	7.4%	62.5%	25.8%	11.8%
LU Peer Avg	61.8%	24.6%	13.6%	63.6%	25.0%	11.4%	60.7%	27.6%	11.7%
MWC	64.6%	21.1%	14.3%	63.5%	23.7%	12.8%	65.8%	23.4%	10.8%
MWC Peer Avg	61.0%	24.0%	15.0%	61.1%	24.3%	14.6%	58.5%	25.8%	15.7%
NSU	66.0%	24.8%	9.2%	62.6%	26.9%	10.5%	60.8%	26.5%	12.7%
NSU Peer Avg	66.2%	20.1%	13.8%	66.6%	21.7%	11.7%	65.0%	23.2%	11.7%
ODU	68.3%	22.3%	9.4%	72.6%	19.5%	7.9%	74.7%	17.7%	7.5%
ODU Peer Avg	68.6%	19.1%	12.3%	70.0%	19.0%	10.9%	67.9%	21.6%	10.6%
RU	69.2%	21.1%	9.7%	73.1%	17.9%	9.0%	69.8%	19.8%	10.4%
RU Peer Avg	65.4%	22.4%	12.2%	66.4%	22.6%	11.0%	64.4%	24.7%	10.9%
UVA	74.8%	15.6%	9.6%	76.8%	14.8%	8.4%	74.1%	16.9%	9.0%
UVA Peer Avg	71.8%	16.2%	12.0%	71.9%	16.8%	11.3%	71.1%	17.5%	11.4%
UVAW	60.2%	28.2%	11.6%	58.3%	25.8%	15.9%	58.5%	28.4%	13.1%
UVAW Peer Avg	61.2%	27.2%	11.6%	60.3%	27.3%	12.3%	57.1%	30.4%	12.5%
VCU	74.4%	15.2%	10.4%	75.8%	13.9%	10.3%	78.5%	12.8%	8.7%
VCU Peer Avg	70.6%	17.4%	12.0%	71.5%	17.5%	11.0%	70.3%	18.9%	10.9%
VMI	61.0%	24.8%	14.2%	59.2%	29.2%	11.6%	56.3%	29.6%	14.1%
VMI Peer Avg	66.3%	21.7%	12.1%	68.0%	21.8%	10.2%	43.6%	30.3%	26.0%
VSU	50.9%	37.8%	11.3%	50.7%	30.5%	18.7%	54.0%	25.5%	20.5%
VSU Peer Avg	62.6%	24.2%	13.2%	62.9%	25.0%	12.2%	61.9%	25.9%	12.2%
VT	76.0%	13.9%	10.1%	73.3%	16.9%	9.8%	74.0%	15.4%	10.5%
VT Peer Avg	71.0%	16.8%	12.2%	2.3%	16.5%	11.2%	70.9%	17.7%	11.4%
RBC	47.0%	34.6%	18.4%	50.6%	32.8%	16.5%	50.7%	34.3%	14.9%
RBC Peer Avg	58.6%	29.2%	12.3%	59.3%	29.6%	11.2%	61.5%	28.2%	10.4%
VCCS	66.3%	25.8%	7.9%	66.3%	25.7%	8.0%	65.1%	25.0%	9.9%
VCCS Peer Avg	60.8%	27.5%	11.7%	61.7%	27.6%	10.8%	60.9%	27.8%	11.3%
Virginia Avg	70.5%	19.9%	9.6%	71.5%	19.4%	9.1%	71.3%	18.9%	9.8%
Peer Avg	68.2%	19.8%	12.1%	68.6%	20.3%	11.1%	66.9%	21.5%	11.5%

Note: Academic expenditures include spending for instruction and academic support. Administrative expenditures include spending for student service and institutional support.

Source: IPEDS Finance.

## Appendix R

### Consumer Price Index as Inflation Factor

Fiscal Year	Index
1988-89	1.4729
1989-90	1.4057
1990-91	1.3336
1991-92	1.2919
1992-93	1.2528
1993-94	1.2225
1994-95	1.1873
1995-96	1.1557
1996-97	1.1235
1997-98	1.1038
1998-99	1.0832
1999-00	1.0537
2000-01	1.0220
2001-02	1.0000
2002-03	0.9809
2003-04	0.9584

Source: VEC.



# SCHEV

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA  
ADVANCING VIRGINIA THROUGH HIGHER EDUCATION

James Monroe Building  
101 North Fourteenth Street  
Richmond, Virginia 23219  
Tel: (804) 225-2600  
Fax: (804) 225-2604  
TDD: (804) 371-8017  
WEB: [www.schev.edu](http://www.schev.edu)



*U.S. Department of Education  
Office of Educational Research and Improvement (OERI)  
National Library of Education (NLE)  
Educational Resources Information Center (ERIC)*



## **NOTICE**

### **Reproduction Basis**

**X**

This document is covered by a signed "Reproduction Release (Blanket)" form (on file within the ERIC system), encompassing all or classes of documents from its source organization and, therefore, does not require a "Specific Document" Release form.



This document is Federally-funded, or carries its own permission to reproduce, or is otherwise in the public domain and, therefore, may be reproduced by ERIC without a signed Reproduction Release form (either "Specific Document" or "Blanket").