



DIFFERENTIAL TUITION REVIEW
(Justification for units with existing differential tuition)

College/School: Arts and Sciences Department/Program: School of Public Administration

Contact: Bruce Perlman Phone: 277.1092 Email: bperlman@unm.edu

Level: Undergraduate Graduate

Differential Tuition (please show as an amount per student credit hour):

Student Type	Current Differential
Residents	\$100
Non-Residents	\$100
Other	\$

Effective Academic Year: 2020/2021

Rationale for Existing Differential Tuition: *Please provide a detailed explanation on the reasoning for the differential tuition. Please refer to policy **UAP 8210 2.2** for qualifying justifications for differential tuition.*

Pursuant to UAP 8210 2.2 the currently authorized tuition differential received by the School of Public Administration (SPA) is employed in ways that address the criteria for which differential tuition is granted and which justify consideration of maintaining the currently authorized differential. This can be seen in examining three key program support factors.

First, the School of Public Administration is a Masters only professional degree granting entity. It is a unique entity in New Mexico higher education as a purely graduate-level professional school specializing in management improvement in the public sector. It offers two Master’s Degree programs: 1.) the Master of Public Administration (MPA) which is one of two offered in the state of New Mexico and the only one of any size with approximately 200 students at the graduate level; 2.) the Master of Health Administration (MHA), the only such program in the state in one of its fastest growing and most highly paid sectors. As a Professional School at UNM, the flagship university for the state, the SPA attracts students from across



New Mexico for residential attendance and thus incurs considerable cost in qualifying, admitting, and orienting them.

Second, due to its unique programs and their professional audience, it also provides direct delivery of additional sections of its regularly-scheduled courses to meet the needs of non-residential distance students in Farmington, Gallup, Taos, Santa Fe, Los Alamos, Los Lunas and Rio Rancho as well as other locations across the United States. Approximately twenty-five percent of SPA students are distance students and a significant percentage of distance students are Native American or Hispanic. This additional classroom contact is provided via synchronous on-line ZOOM Technology for students to use, the costs for and provision of which is another supporting factor in the need for an increase of the existing SPA differential.

While the current COVID related environment has forced many programs to adopt the ZOOM based platform, the SPA was able to migrate to a fully online environment with much greater ease due to this infrastructure.

Third, to address several areas of interest to the National Association of Schools of Public Affairs and Administration (NASPAA), the SPA's national accrediting body, additional faculty were needed to lower the faculty/student ratio by adding full-time faculty to reduce class size. The currently authorized tuition differential originally funded two additional SPA faculty. This allowed the faculty/student ratio to be lowered from its approximately forty-one students per core faculty member at its peak to approximately eighteen students per core faculty member. In addition, the additional faculty were able to support the new MHA program, allowing it to successfully start-up and solidify its development. ** * Given the increase in salary and support resources for newly hired faculty, the original differential has not kept pace with cost increases and thus does not cover the costs of those faculty as it did when originally authorized several years ago. Thus, it is critical that an increase be authorized.

With the loss of faculty due to death, departures and retirement as well as budget cuts, the School of Public Administration currently has nine core faculty. While the current budget climate renders it unlikely that the School will return to its recent size of 11 faculty in the next few semesters, this tuition differential



request would fund the addition of a Term Teacher, Lecturer, or additional adjunct resources to help fill the reduction in offerings caused by the loss of these faculty.

Formal conversations with the Public Administration Graduate Student Association (PAGSA) have indicated that their internal polling of students identified one of the critical needs of students is additional course offerings as well as more varied electives. The addition of a Term Teacher or Lecturer could be the most immediate solution to this pressing problem.

While the current budget cutbacks and health crises has made the immediate hiring of a Lecturer infeasible, the approved differential should allow the SPA to proceed once the current situation eases.

Market Analysis: *Please provide detailed information on whether the college/school or department/program cost of instruction is markedly higher than the university average program costs or market conditions warrant additional tuition.*

See attached spreadsheet of Ranked (U.S. News and World Report) MPA programs. This represents SPA's aspirational peers across the United States with an emphasis on public institutions as well as the best private schools in the U.S.

UNM School of Public Administration's cost of attendance, (tuition and fees) is currently a third of the Peer Median for Graduate Resident tuition and over \$8,000 less for Non-Resident students.

UNM first earned national ranking six years ago and has improved its national ranking every year since that initial ranking, breaking into the top 100 a couple of years ago. As SPA seeks to continue to improve its ranking, one of the critical factors for such improvement is the size of the faculty and the depth and breadth of its expertise.

UNM SPA had seen regular sustained growth in enrollment over the past decade and while admissions have leveled off, there are two new programs begun in Fall 2019 (Shared Credit degree programs with the



Department of Economics and the Department of Sociology) that have shown steady, consistent growth in both student applications, enrollment, and credit hour production.

Additionally, in tandem with the UNM 2020 goal of increasing international admissions, the SPA has been collaborating with the Global Education Office to recruit students from China. It has signed two guest-student memoranda of understanding with Chinese universities. Too, it is exploring opportunities to resurrect its Latin American offerings which were among the best in the nation for a considerable period

While these were anticipated to result in an influx of up to 20 new international students a year, these plans have been temporarily shelved in light of current events. However we hope to resume efforts in Fall 2021.

As mentioned above, the expansion of the Shared Credit Program is of special note. The School of Public Administration has successfully implemented this program with the Bachelor of Liberal approximately five students per year entering the program and graduating approximately 75% of those starting this joint degree program.

The BLA/MPA program provides a pathway for undergraduates to earn both an undergraduate degree in Liberal Arts as well as an MPA graduate degree in five years. This will result in savings of at least \$6,000 for each student and will have an immediate impact on time to degree for undergraduate students as well as expediting completion of the MPA. This degree program is also available to distance students across New Mexico, thereby providing an opportunity for students in Farmington, Gallup, Taos, Los Alamos, Santa Fe, Los Lunas, and Rio Rancho to earn these degrees while remaining in their home communities.

Student Consultation:

Please provide an explanation on how you communicate the existing differential tuition to incoming students in your program.



While a study of UNM's peer institutions is of value, of greater interest to our students is how we compare with those institutions ranked by U.S. News and World Report as the "Best in the U.S." The SPA was first ranked six years ago and continues to improve our ranking. One of the critical factors in this continued improvement in ranking will be in faculty size.

The Director met with the PAGSA officers on September 30, 2019 at their regular monthly meeting to share this proposal with them and to work collaboratively to get this information disseminated to all students in the School of Public Administration. We then sought input as to the steps needed to seek maximum participation from all our students.

The Director shared the process used by the SPA leadership, in consultation with the Dean of the College of Arts and Sciences, to proceed with this proposal. The first item was to place the proposal on the SPA website, as well as a comments link for students and other interested parties to express their thoughts, concerns and feelings.

The student organizations offered to be a second conduit for questions and comments from student who might wish to keep their comments private. The Director was delighted to receive this offer and it was gratefully accepted.

To provide the maximum opportunity for student participation a town hall was held on Tuesday October 22, 2019 from 5:30 pm-8:30pm. This Town Hall was also broadcast via Zoom for students who could not participate in person.

The Town Hall consisted of a formal presentation from the Director followed by a Q&A from students both in person as well as those via Zoom. After the session concluded and the Director departed, there was time allotted for students to have frank conversations amongst themselves.

Lastly, an Opinion survey was sent to all registered students (176 registered for Fall 2019). A total of 41 students responded to the survey, (survey attached) for a response rate of 23.29%. This anonymous survey also included a final opportunity for comment. Complete details are included in the Other Information Section.



The results of the town hall and the survey as well as the comments received were submitted to the Provost and were such that the Provost approved this request for inclusion to the UNM President and ultimately the UNM Board of Regents for approval. Such approval was given and the request for approval of an increase in the SPA Tuition Differential was granted effective Fall 2020.

Accountability/Budget Information: *Please provide budgetary information about how the revenue generated is expensed. It is highly encouraged to set aside a portion of the revenue generated by the differential for financial aid (see policy UAP 8210 2.2.2).*

Financial Aid Set Aside Amount: 20 %

Proposed Annual Revenue

Differential Tuition (per student credit hour)	\$100
Projected # of Student Credit Hours (<u>all student credit hours</u> taken by student majors in the program).	2,500
Total Revenue	\$250,000

Proposed Annual Expenditures

Financial Aid Set Aside (%)	\$50,000
Faculty Expense	\$180,000
Advising Personnel	\$0
Support Staff Expense	\$0
Operating Expenses	\$20,000 (Accreditation and Marketing)
Total Program Costs	\$250,000

Please provide a detailed explanation on how the revenue is used for this program:

All revenue from this tuition differential request will go directly or indirectly into student support or student resource allocation.

20% of the funds will go directly to financial aid. These funds will go to students in need and will help to defray the increase. As the majority of our students are part-time students (six hours or less) the financial impact of this increase is minimal per semester. Nevertheless it is a real consideration for many of our students.



72% of the funds will be used for faculty staffing. Two current faculty positions are currently supported in large part, by the existing tuition differential. The new funds received will be used to hire a Lecturer whose sole function will be to teach courses in both the MPA and MHA Programs. We anticipate this lecturer teaching at least 3-4 courses per semester thereby increasing both the number and variety of our elective courses.

The remaining 8% will go towards CAHME and ongoing accreditation expenses as well as securing additional advisement resources such as travel to the distant campuses for face to face advisement and support as well as recruitment and marketing efforts.

Every single dollar received will go towards students and not a penny will go towards operating or administrative costs.

Student Access and Affordability: *Please explain how student access and affordability has been addressed.*

SPA has committed significant resources in the past from tuition differentials, (upwards of 25% of funds received have been used for tuition fellowships and scholarships) for student support. SPA provided this support before it became a UNM policy and it remains committed to student support.

SPA is also exploring additional funding opportunities in collaboration with the UNM Foundation.

Student access has been demonstrated by providing distance education opportunities for students not able to attend classes on the Main Campus. The SPA program is geared to provide access to nontraditional students- all SPA courses are offered in the afternoon (4pm), evening (7pm) or weekend (Saturday).

SPA remains one of the lowest cost providers for an MPA Program in the region and remains committed to providing access and affordability to SPA students.



Peer Comparison Chart: *Please complete the Excel peer comparison spreadsheet. If the peer institutions listed does not have a similar college/school or department/program add an institution that most closely resembles your unit. Please note this adjustment below.*

Below are four tables to better provide the requested information as well as a more complete picture of our peers.

The first two tables include the requested information for the UNM list of peer institutions. These include a table for resident tuition and fees and the second table includes the tuition and fees for non-residents.

The third and fourth tables represent the list of graduate institutions in the field of public affairs as ranked by U.S. News and World Report. The School of Public Administration has now been nationally ranked for the past six years and have improved our ranking each year.

The tables include tuition and fees for resident and non resident students. There is one additional footnote.

Those institutions ranked as UNM Peers are highlighted with a (T) next to their ranking. Those institutions considered to be aspirational peers are highlighted with an (A) next to their ranking.

College: School of Public Administration

Program: Public Administration

Graduate Resident

	Resident	Tuition (1)	Differential for Peer College/Program (2)	Total Tuition
	University of New Mexico	\$ 5,779	n/a	\$ 5,779
	Peer Median	\$ 7,530	n/a	\$ 7,530
1	Arizona State University	\$ 10,970	\$ 2,500	\$ 13,470
2	Florida International University	\$ 8,202		\$ 8,202
3	New Mexico State University	\$ 5,243		\$ 5,243
4	Oklahoma State University	\$ 4,019		\$ 4,019
5	Texas A&M University	\$ 6,200		\$ 6,200
6	Texas Tech University	\$ 5,760		\$ 5,760
7	The University of Tennessee	\$ 13,084		\$ 13,084
8	The University of Texas at Arlington	\$ 9,128		\$ 9,128
9	The University of Texas at Austin	\$ 9,470		\$ 9,470
10	The University of Texas at El Paso	\$ 5,876	\$ 380	\$ 6,256
11	University of Arizona	\$ 10,900		\$ 10,900
12	University of California-Riverside	\$ 7,668		\$ 7,668
13	University of Colorado-Boulder	\$ 16,200		\$ 16,200
14	University of Colorado-Denver	\$ 22,012		\$ 22,012
15	University of Houston	\$ 14,166		\$ 14,166
16	University of Iowa	\$ 23,234		\$ 23,234
17	University of Kansas	\$ 7,341		\$ 7,341
18	University of Missouri-Columbia	\$ 7,530		\$ 7,530
19	University of Nebraska-Lincoln	\$ 4,851		\$ 4,851
20	University of Nevada-Las Vegas	\$ 4,847		\$ 4,847
21	University of Oklahoma-Norman Campus	\$ 6,946		\$ 6,946
22	University of Utah	\$ 7,255		\$ 7,255

(1) Tuition is based on full time status (9 credit hours for graduate tuition per semester)
Fall and Spring semesters

(2) Please indicate the peer's differential tuition based on the college/program your unit is comparing to.



College: School of Public Administration

Program: Public Administration

Graduate Non-Resident

	Non-Resident	Tuition (1)	Differential for Peer College/Program (2)	Total Tuition
	University of New Mexico	\$ 17,371	n/a	\$ 17,371
	Peer Median	\$ 18,030	n/a	\$ 18,030
1	Arizona State University	\$ 21,888	\$ 2,500	\$ 24,388
2	Florida International University	\$ 18,030		\$ 18,030
3	New Mexico State University	\$ 16,162		\$ 16,162
4	Oklahoma State University	\$ 15,286		\$ 15,286
5	Texas A&M University	\$ 14,090		\$ 14,090
6	Texas Tech University	\$ 14,999		\$ 14,999
7	The University of Tennessee	\$ 31,502		\$ 31,502
8	The University of Texas at Arlington	\$ 18,878		\$ 18,878
9	The University of Texas at Austin	\$ 18,030		\$ 18,030
10	The University of Texas at El Paso	\$ 14,270	\$ 380	\$ 14,650
11	University of Arizona	\$ 22,000		\$ 22,000
12	University of California-Riverside	\$ 15,832		\$ 15,832
13	University of Colorado-Boulder	\$ 21,600		\$ 21,600
14	University of Colorado-Denver	\$ 56,424		\$ 56,424
15	University of Houston	\$ 23,436		\$ 23,436
16	University of Iowa	\$ 40,134		\$ 40,134
17	University of Kansas	\$ 17,102		\$ 17,102
18	University of Missouri-Columbia	\$ 18,782		\$ 18,782
19	University of Nebraska-Lincoln	\$ 13,554		\$ 13,554
20	University of Nevada-Las Vegas	\$ 11,941		\$ 11,941
21	University of Oklahoma-Norman Campus	\$ 16,831		\$ 16,831
22	University of Utah	\$ 22,989		\$ 22,989

(1) Tuition is based on full time status (9 credit hours for graduate tuition per semester) Fall and Spring semesters

(2) Please indicate the peer's differential tuition based on the college/program your unit is comparing to.



College: School of Public Administration

Graduate Resident

	Resident	Tuition (1)	Differential for Peer College/ Program (2)	Total Tuition
	University of New Mexico	\$ 5,779	n/a	\$ 5,779
	Peer Median	\$ 10,277	n/a	\$ 10,277
(A) 1	Syracuse	\$ 27,000		\$ 27,000
(A) 2	Indiana University	\$ 6,717		\$ 6,717
3	Harvard (Kennedy)	\$ 48,574		\$ 48,574
4	University of Georgia	\$ 7,380		\$ 7,380
(A) 5	Princeton (Wilson)	\$ 48,940		\$ 48,940
(A) 6	NYU	\$ 20,088		\$ 20,088
(A) 7	UC Berkeley	\$ 18,808		\$ 18,808
(A) 8	USC (Price)	\$ 34,986		\$ 34,986
9	Carnegie Mellon (Heinz)	\$ 46,870		\$ 46,870
(A) 10	University of Kansas	\$ 7,341		\$ 7,341
(A) 11	University of Washington (Evans)	\$ 21,429		\$ 21,429
12	American University	\$ 29,556		\$ 29,556
13	George Washington University (Trachtenberg)	\$ 31,710		\$ 31,710
14	University of Michigan (Ford)	\$ 25,338		\$ 25,338
(A) 15	University of Wisconsin (LaFollette)	\$ 11,988		\$ 11,988
(T) 16	ASU	\$ 11,938		\$ 11,938
17	Duke University (Sanford)	\$ 45,545		\$ 45,545
(A) 18	FSU (Askew)	\$ 8,628		\$ 8,628
19	University of Kentucky (Martin)	\$ 6,363		\$ 6,363
20	University of Minnesota (Humphrey)	\$ 24,138		\$ 24,138
(T) 21	UT Austin (LBJ)	\$ 9,470		\$ 9,470
22	Georgia State University (Young)	\$ 4,290		\$ 4,290
23	Rutgers Newark	\$ 17,040		\$ 17,040
24	UCLA	\$ 16,899		\$ 16,899
(T) 25	UC Denver	\$ 9,378		\$ 9,378
(T) 26	Texas A&M (Bush)	\$ 11,100	\$ 1,000	\$ 12,100
27	University of Missouri (Truman)	\$ 6,480		\$ 6,480
28	University of Nebraska	\$ 4,851		\$ 4,851



29	University of Arizona	\$	11,486		\$	11,486
30	Virginia Tech	\$	13,230		\$	13,230
31	Cleveland State	\$	6,908		\$	6,908
32	University of Pennsylvania (Fels)	\$	36,876		\$	36,876
33	Portland State University	\$	6,414		\$	6,414
34	University of Connecticut	\$	14,500		\$	14,500
35	University of Virginia	\$	15,450		\$	15,450
36	Binghamton University	\$	10,870		\$	10,870
37	North Carolina State University	\$	8,492		\$	8,492
38	Virginia Commonwealth University	\$	10,893		\$	10,893
39	Purdue Indiana University	\$	6,876		\$	6,876
40	University of Central Florida	\$	6,654		\$	6,654
41	University of North Texas	\$	6,751		\$	6,751
42	Pennsylvania State	\$	20,732		\$	20,732
43	San Diego State	\$	8,894		\$	8,894
44	University of Massachusetts	\$	13,210		\$	13,210
45	University of Missouri (Bloch)	\$	7,816		\$	7,816
46	University of Oregon	\$	9,684		\$	9,684
47	Wichita State (Wall)	\$	5,302		\$	5,302
48	Willamette (Atkinson)	\$	40,470		\$	40,470
49	San Francisco State	\$	8,026		\$	8,026
50	University of Arkansas (Clinton)	\$	7,560		\$	7,560
52	Cal State LA	\$	6,632		\$	6,632
53	Mississippi State	\$	7,670		\$	7,670
54	Boise State	\$	8,754		\$	8,754
55	Iowa State	\$	8,728		\$	8,728
56	James Madison	\$	8,514		\$	8,514
57	Rutgers (Camden)	\$	16,848		\$	16,848
58	University of Southern Maine (Muskie)	\$	7,074		\$	7,074
59	Washington State	\$	11,772		\$	11,772
60	West Virginia	\$	8,154		\$	8,154



College: School of Public Administration

Program: Public Administration

Graduate Non-Resident

Non-Resident	Tuition (1)	Differential for Peer College /Program (2)	Total Tuition
University of New Mexico	\$ 17,371	n/a	\$ 17,371
Peer Median	\$ 22,385	n/a	\$ 22,385
Syracuse	\$ 27,000		\$ 27,000
Indiana University	\$ 22,594		\$ 22,594
Harvard (Kennedy)	\$ 48,574		\$ 48,574
University of Georgia	\$ 19,200		\$ 19,200
Princeton (Wilson)	\$ 47,140		\$ 47,140
NYU	\$ 20,628		\$ 20,628
UC Berkeley	\$ 33,912		\$ 33,912
USC (Price)	\$ 34,986		\$ 34,795
Carnegie Mellon (Heinz)	\$ 46,870		\$ 46,870
University of Kansas	\$ 17,102		\$ 17,102
University of Washington (Evans)	\$ 38,465		\$ 38,465
American University	\$ 29,556		\$ 29,556
George Washington University (Trachtenberg)	\$ 31,770		\$ 31,770
University of Michigan (Ford)	\$ 46,070		\$ 46,070
University of Wisconsin (LaFollette)	\$ 25,315		\$ 25,315
ASU	\$ 21,888		\$ 21,888
Duke University (Sanford)	\$ 45,545		\$ 45,545
FSU (Askew)	\$ 19,993		\$ 19,993
University of Kentucky (Martin)	\$ 15,112		\$ 15,112
University of Minnesota (Humphrey)	\$ 37,872		\$ 37,872
UT Austin (LBJ)	\$ 18,030		\$ 18,030
Georgia State University (Young)	\$ 15,012		\$ 15,012
Rutgers Newark	\$ 28,656		\$ 28,656
UCLA	\$ 32,001		\$ 32,001
UC Denver	\$ 22,374		\$ 22,374
Texas A&M (Bush)	\$ 20,600	\$ 1,000	\$ 21,600
University of Missouri (Truman)	\$ 11,264		\$ 11,264
University of Nebraska	\$ 13,554		\$ 13,554

University of Arizona	\$ 19,950	\$ 19,950
Virginia Tech	\$ 31,014	\$ 31,014
Cleveland State	\$ 11,770	\$ 11,770
University of Pennsylvania (Fels)	\$ 36,876	\$ 36,876
Portland State University	\$ 10,716	\$ 10,716
University of Connecticut	\$ 35,812	\$ 35,812
University of Virginia	\$ 25,242	\$ 25,242
Binghamton University	\$ 22,210	\$ 22,210
North Carolina State University	\$ 23,967	\$ 23,967
Virginia Commonwealth University	\$ 22,396	\$ 22,396
Purdue Indiana University	\$ 17,406	\$ 17,406
University of Central Florida	\$ 21,493	\$ 21,493
University of North Texas	\$ 14,221	\$ 14,221
Pennsylvania State	\$ 35,586	\$ 35,586
San Diego State	\$ 16,022	\$ 16,022
University of Massachusetts	\$ 27,834	\$ 27,834
University of Missouri (Bloch)	\$ 18,549	\$ 18,549
University of Oregon	\$ 17,010	\$ 17,010
Wichita State (Wall)	\$ 13,022	\$ 13,022
Willamette (Atkinson)	\$ 40,470	\$ 40,470
San Francisco State	\$ 8,026	\$ 8,026
University of Arkansas (Clinton)	\$ 7,560	\$ 7,560
Cal State LA	\$ 16,136	\$ 16,136
Mississippi State	\$ 20,790	\$ 20,790
Boise State	\$ 24,070	\$ 24,070
Iowa State	\$ 22,440	\$ 22,440
James Madison	\$ 22,158	\$ 22,158
Rutgers (Camden)	\$ 27,768	\$ 27,768
University of Southern Maine (Muskie)	\$ 19,134	\$ 19,134
Washington State	\$ 25,204	\$ 25,204
West Virginia	\$ 23,094	\$ 23,094

Other Information: *Please provide any additional information that supports the continuation of the differential tuition.*

[Click here to enter text.](#)

Dean/Director Approval:



Mark Peceny

Printed Name:Mark Peceny

11/13/20

Signature:_____ **Date:**_____