CSU: PRICE, COST, VALUE

INTRODUCTION

The fiscal crisis in California since ’08-09 has exposed that we lack consensus about how to determine and benchmark cost in the state university. To reduce the deficit in the general fund, the governor and legislature cut the allocation to the California State University (CSU) 15% between ’08 and ’10, and 37% by ’12. Yet, they did not revise the commitment in The Master Plan that the CSU be open to the top third of graduating seniors as well as to qualified transfers from the community colleges. They also did not require that the system add new students with less combined support from the state and tuition and fees. They grumpily conceded increases in tuition and fees. They believed that CSU’s cost and hence price were inflated. Online and for-profit franchises modeled how to shed cost.

The CSU replied with doomsday prophecies of access denied. Annual budget requests to the state ignored the recession in ’08-09, despite contrary claims, and rued for the funding in the Compact with the previous governor in ’05-06. Meanwhile, CSU raised tuition to keep overall funding nearly level; however, its 6% decrease in students actually increased cost per capita from ’06 to ’10.

So, most opinions about CSU costs as too high or too low are tethered to too few facts. Unfortunately, efforts to analyze cost, in the course of estimating the bill for growth, have foundered on technical questions that have ideological implications. Is research a legitimate cost in the CSU? Whose salary should be linked to growth and ongoing cost—the untenured assistant or tenured full professor? Which costs are variable, which fixed? Should students pay for some costs but not others?

In higher education we set price without understanding cost well. Too often, we conjure value out of rumor and reputation. The subject of price, cost, and value thus requires a fresh look in the CSU. That look should account for the relations among price, pocket expense to the student, cost to the school for providing services and opportunities, and the value of completion by the student. In other words, to reform cost, we must grasp its context, sources, attributes, and effects. Of course, better information does not lock in better policy. Perception and politics will remain powerful refractors.

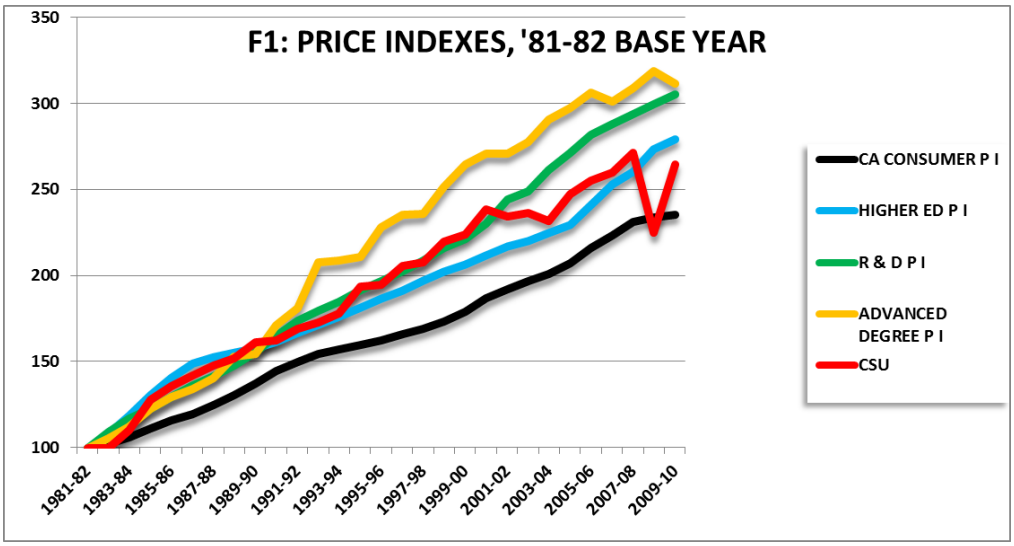
We begin with price indices to see how CSU aligns with the prices of resources that it pays for as operating costs. We then examine the critical turn when, no matter how defensible the pricing, a crisis in financing seemingly overwhelms students’ capacity to pay out of pocket. Which assumptions should be revisited, which new strategies pursued?

To get a sense of the elasticity of cost in the CSU, we then use four measures of cost and performance and compare results across 431other public peers as well as fourteen online for-profit institutions. The study ends with linking these findings to outputs that suggest the relative value of the purchase of the services of the university.

PRICE

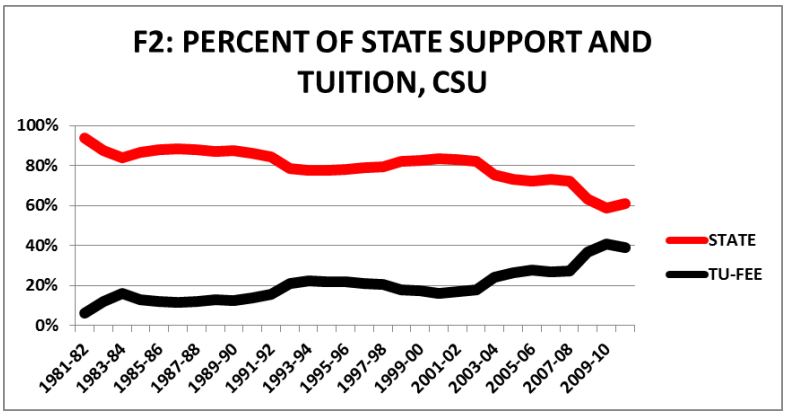
If CSU's pricing was peculiarly inflated, it should have diverged from market tendencies sometime over the last thirty years. It has not. Actually, CSU pricing compounds two figures, price to the student and price to the state. Both are brokered by the governor and legislature, who mediate between costs that are claimed by the CSU and perceptions of the public capacity to pay.

Now, price indices reflect the change over time in the money value of a basket of goods and services that an industry or population buys in pursuit of its ends. Treating '81-82 as ground zero, we see that thereafter the percentage increase in the Higher Education Price Index (HEPI) exceeded growth in the California Consumer Price Index (CCPI). Compare the trends in prices for subscriptions to scientific journals with general interest magazines, or electron microscopes with kitchen blenders. It also is not surprising that despite a zig here and a zag there, CSU hews to HEPI. (F1).



CSU can dampen but not mute the effects of these trends on the cost and pricing for its own work. Consider that the Research and Development Index (RD) registers the cost of exploration, innovation, and enhancement. Advanced teaching mainly mimics and samples these activities. Such replication, especially when hands-on, adds cost, too. Advanced teaching calls for expertise. As the Advanced Degree Index (AD) suggests, though, competition for this labor is accelerating its price. Indeed, the Selected Occupational Data Projections at the Bureau of Labor Statistics foresees explosive demand for postsecondary researchers and teachers through '20, as the nation revamps its workforce for an economy in which knowledge itself is capital and muscle. Tendencies in these prices, which are costs to the CSU, amplify its pricing.

This increase falls short of the rise in other sectors of higher education. At the four-year level price ballooned over 700% in private non-profit institutions from '81to '11, while for-profit schools marketed a 300% increase (Table 349, Digest of Education Statistics, 2011). Few institutions seriously restructured core services and shed peripheral functions to reduce costs. They could pass these costs on through tuition because the value of a BA also rose through the



early ‘00s and because grants, subsidized loans, discounts, and tax credits covered much of the increase in price.

So, why do CSU students feel pinched? Increases in the indirect subsidy of tuition to students through grants have been outpaced by decreases in the direct subsidy of tuition to universities through general funds. Together, state support and tuition have risen predictably over three decades. Teased apart, the share of state support has shrunk, while the share of tuition has expanded. In fact, from ’81 through '11 86% of the growth in tuition (state university fee in California) backfilled the reduced percentage from the state (F2). Two lessons are clear. We must stress the co-dependence of tuition and state support. Yet we must assess carefully students’ capacity to pay, as well as what is bundled in the purchase. We are unlikely to regain the heights of direct and indirect subsidy of tuition.

OUT OF POCKET

In the ‘80s and ‘90s, tuition mounted slowly, largely because the state subsidy, 94% of core revenue in ‘82, was generous. As tuition inched over $1,000, median household income surged from $29,000 to $46,000, cushioning the change. (See Table H-8 in the Annual Social and Economic Supplement of the Current Population Survey.) From ’00 to ’11, though, tuition galloped well ahead of income growth, 300% to 15%. The lowest quartiles had the least increase in income.

Such disjunction was not supposed to be. The Master Plan had conjured California as a perpetual growth machine. Brain power would unleash enough economic growth to keep higher education free in order to attract more unalloyed brain power. The plan went awry; it did not foresee the surge in competing social programs, the effects of globalization, and the instability of markets. Affordability to the state and the students threatened to choke the engine.

By ’11, tuition in the CSU climbed to 10% of median household income. This share still fell below the rates at other public schools that granted a BA and at for-profit institutions. Net cost (after subtracting grants, loans, and discounts from the total spent on tuition, room, board, supplies, travel, and miscellany) or out of pocket expense came in at 16% for the CSU, 23% for public peers, and 45% for for-profits, for students living off campus and away from home. In ’11, students’ net cost in the CSU only slightly exceeded the peers’ sticker price.

These comparisons show CSU as a relative bargain. But look at affordability another way. Imagine a household with median income. Americans spend 7% of their budgets on entertainment and education. 16% more than doubles that. Unless the family has savings, this

16% will affect all household members. Next, imagine a household in the lowest quartile. Net cost can range over 40% of its income. This size intrudes on money for food, shelter, clothing, transportation, and health care. Price increases so far have not softened demand; and comparisons do not flag much. But the effect on household budget, especially in a low-growth economy, has legs with the public (Consumer Expenditure Tables, 2011, Bureau of Labor Statistics).

Nonetheless, the way that we conceive of sticker price and out-of-pocket cost overstates average tuition for pathways through the CSU. Most students effectively discount the price of a BA by completing the first sixty credits in the community colleges. A synthetic model can suggest cost more accurately by shifting attention from institutions to pathways (F3). There are four major roads to the degree; assume that they sum the costs of all the other by-ways. A student can begin and finish in the CSU, in a cohort that has grants covering tuition or in a cohort not so covered. Or, a student can begin in the community colleges and finish in the CSU, in a cohort that has grants covering tuition or not. When the appropriate tuition is weighted by the size of the cohort and then averaged, the result is approximately 40% of CSU's yearly tuition.

F3: PATHWAYS WITH ROUNDED BUT PROPORTIONATE NUMBERS						
	COMPLETE	CSU YRS	CCC YRS	CSU TU	CCC TU	4 YR
CSU 4 YR NO GRANT	1,000	4	-	5,000	-	20,000,000
CSU 4 YR GRANT	1,000	4	-	-	-	-
CCC CSU NO GRANT	1,250	2	2	5,000	750	14,375,000
CCC CSU GRANT	1,250	2	2	-	-	-
TOTAL	4,500					34,375,000
1 STUDENT 4 YR						7,639
1 STUDENT 1 YR						1,910

The point of the exercise is not to trivialize cost to students but to parse responsibility for it and utilize resources well. Forgiving loans, delaying repayment, and indexing repayment to post-college salaries are generous remedies that diminish private cost by steepening state cost. But transfer, as designed, optimizes the balance among price, cost, and value across two systems in an articulated manner.

That is why CSU and the community colleges ought to construct similar routes through the lower and upper-division courses in as many majors and even concentrations as possible, within 120 credits, as legislation now requires. Where a student starts and ends matters less than the path pursued. If transfer were included in the representation of net cost to students, its low cost might preempt reductions in the price of the CSU that unintentionally increase cost by prolonging the time to degree and that decrease value by lessening the depth and breadth of instruction.

Also, the CSU does itself a disservice by burying the State University Grant (SUG) in tuition. The relief to the pocket expense of students who need help is invisible. The program raises the price of tuition roughly by 33%; it then "spends" down by distributing discounts mainly to families making less than $60,000. Exceeding $320,000,000, SUG is the second largest source of grant aid for CSU students; it is more than the sum for Cal Grants. It is a major reason why CSU's grant dollars per student are relatively high and graduates' debt is relatively low.

But since these facts about SUG are not generally known, even policy-makers readily assume that tuition funds operations much more robustly than it actually does. To expose SUG as an elevator of the sticker price that some pay so that others do not will politicize discussion about SUG. That is good. Either CSU's SUG should be packaged apart from tuition for operations, or it should be cut. Elimination would replace equity with equality. All would see a 25% reduction in sticker price. Those in need, who got SUGs, would get a net increase in cost.

Too often, tuition policy follows two mistaken assumptions. First, the economic conditions and social priorities that lay behind the low prices for higher education in the Master Plan do not matter. Only principle matters. Second, the sticker price is indeed what most pay. Together, these assumptions taint price-setting now as gouging. The challenge for public relations, as for guidance counselors, is to explain how transfer and subsidy reduce the impact of price on pocket expense, according to need, in order to stretch resources for access and completion.

In the long run, students' debts would be more bearable if we spent less energy on price, more on how students incur cost. Over time, a $500 reduction in the price of tuition might save a student $2,000 to $2,500. However, most graduates have taken over 130 credits, at least one term more than expected. That translates to $2,700 more in '10-11 tuition at least, as well as income lost because of not working full-time.

Such excess credits, just for completers, tie up nearly $175,000,000, just from tuition. "Culprits" include remediation that is not for BA credit, ill-informed advising, credits that do not transfer, change of major after ninety credits, and withdrawals/repeats. Severe suppression of price squeezes money out of fixes, like the Early Assessment Program, inter-segmental automated degree reports, early warning systems, and intrusive advising. They typically are budgeted after funding primary services; suppression thereby undoes its goal of cost reduction for students.

COST

Cost in the CSU is not a mechanical reaction to market conditions and perceptions of affordability. It reflects, too, local facts like cost of living and the status of organized labor; it registers state policies, as for benefits. It represents how the choice of mission—teaching, research, and service—is valued in the traditional hierarchy of functions for universities. It is affected by the aggregation of disciplines and the congregation of students within them. It indicates whether the institution presents itself as a classroom, a webcast, a retreat, a resort, or a mix. To compare costs, therefore, requires that we treat one trait—in this case, producing BAs—as predominant enough in such diverse settings as to be representative.

Comparisons with and across the twenty-three CSU campuses run into a basic problem. They range from 1,000 to 36,000 students; they are urban, suburban, town, and rural. Many are Hispanic-serving, with student bodies more than 25% Latino, while a few pass that mark with another minority as well. High numbers of Pell-grant students cluster on urban, non-residential campuses, while several outlying campuses enroll more modest numbers. Three are polytechnic;

more than one-third maintain Division I sports and/or major venues for the performing arts. Some are highly selective, with little remediation, but others must remediate more than 50% of first-time freshmen. Productivity in research varies greatly. They resist group classification, spanning many new and old categories in the Carnegie schema.

Thus, the comparison/peer group is both large and diverse; it consists of 431 public institutions (viewed in ’10-11, ’08-09, and ’06-07) from the Integrated Postsecondary Data System (IPEDS). Each must teach undergraduates; 18% or more of these students must get need-based Pell grants. Each must have at least 1,000 full-time equivalent students (FTES; derived by multiplying students by average credits taken, with this subtotal divided by an annual credit load of thirty for undergraduates and twenty-four for graduate students). Schools are then clustered by size (F25). Those up to 7,500 FTES include a mix of BA and MA-granting institutions. Between 7,500 and 15,000 are mainly MA-granting, doctoral, and high-research universities. The state flagships and other very high-research universities dominate the group above 15,000; however, many CSUs top 15,000, too. (Doctoral universities grant at least twenty such degrees annually; the next two levels ratchet up the number and factor in faculty research and extra-mural funding.)

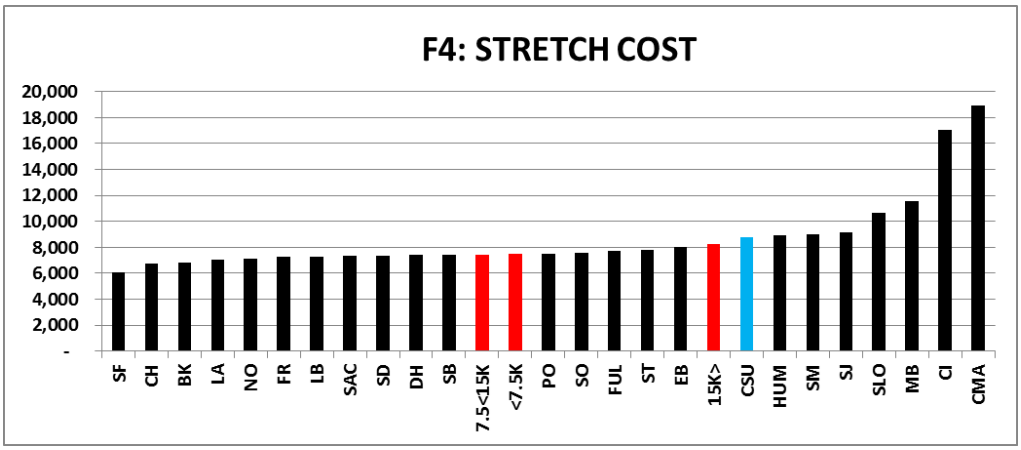
We apply four measures of cost, each linked to a common phase of capacity. The first two assess the costs of short-term and long-term growth. The third compares the ongoing costs of long-term growth. The fourth adjusts this comparison by accounting for activities that are inherently costly and crediting activities for their outcomes.

1. Stretch cost: the amount per FTES that supports enrollment which temporarily surges past the number that planners anticipated when they set tuition and state support for a given year. The amount excludes fixed or recurring costs, such as scheduled upgrades to campus infrastructure. It also excludes non-instructional personnel. The cost includes direct instruction at the average rate of an assistant professor with benefits, plus non-personnel costs in the IPEDS categories of instruction, as well as academic, student, and institutional support. Now, this cost can be discounted significantly by selecting a lower rank of pay like instructor and lecturer and by fractionalizing support.
2. Marginal cost: we use this term to designate the expense for growth that the university anticipates and plans to institutionalize. The underlying assumption is that we can separate out those functions that are most sensitive to the addition of a small percentage of students. For example, such increase impacts immediately the workload of faculty, departmental support staff, and student advisors. Its impact on central administration is negligible; that sector tends to grow in response to organizational complexity. And marginal growth barely affects costs for utilities and grooming of grounds. In IPEDS instruction, academic support, and student services support capture marginal cost well. Indeed, per FTES, tuition and state support run within 3% of them.
3. Full cost: This measures ongoing expenses. It accounts for activities that do not link directly to instruction but enrich the university like outreach, maintenance, advancement, information technology, and the library. It excludes functions like parking, dorms,

bookstores, food services, and extension that depend on commercial revenue, not tuition and state support. Over time, not only does growth augment it, but so, too, do funded increases to salaries and benefits as well as inflationary adjustments. It is tithed by unfunded mandates, and its value is corroded by inflation.

4. Weighted cost adjusts full cost. It counts the number of BA graduates. Added to this are the number of these graduates who majored in critical fields in engineering, biological and biomedical sciences, and physical sciences that run at two to three times the average expense of other undergraduate disciplines. These majors are reduced by half to temper the effect. Added, too, are Pell-grant students, discounted to 20%, as a surrogate for participation in remediation, which usually forebodes a lower graduation rate. These numbers are summed and converted to FTES. Full cost per FTES then is discounted by adjusted FTES/ undergraduate FTES. The result discounts on-going cost by outcomes and a key input.

Several trends stand out when we compare stretch costs within the CSU (F4). In ’11, most of the campuses with costs lower than the averages of all the peer groups are larger and older. The CSU stretch cost, an average of all the campuses, is pulled upwards mainly by the costs at campuses that began recently and/or are still small. Administrative and technical overhead is spent on fewer students, raising average cost. Academic salaries tend to be higher. Pay for new hires at a newer campus is not as constrained by anxiety over salary compression with a large cohort of senior faculty. Of course, the student to faculty ratio drives cost, too. A small campus that tries to present many disciplines without overlap will have a lower ratio and hence higher cost than a larger campus with a similar array of programs.



Fifty peer campuses have lower stretch costs than even the large CSUs. A small part of the difference results from how the CSU reports cost. Campuses record little cost under research and public service, yet they do both by instinct and request. The costs are subsumed by instruction and academic support, nudging up the calculation for stretch cost. Nonetheless, schools like Utah Valley State, Georgia Southern, and Metropolitan State in Denver have low incremental costs for solid reasons. For example, in ’10 an assistant professor earned, on average, $69.000 at Fullerton

F5: STRETCH RE-CALCULATED		
CSU	TUITION FEE	STRETCH C
CMA	5,881	5,045
SLO	6,607	4,017
PO	4,230	3,249
BK	3,158	2,987
CI	5,757	5,023
CH	4,390	3,089
DH	4,530	3,467
EB	6,618	3,299
FR	3,290	3,316
FUL	5,548	3,441
LB	4,591	3,808
LA	3,586	3,600
MB	4,164	3,324
NO	5,436	3,289
SAC	4,856	3,102
SB	5,049	3,073
SM	5,951	3,523
ST	4,003	3,578
HUM	4,858	3,293
SD	5,665	3,296
SF	5,983	2,908
SJ	6,564	3,903
SO	5,616	2,867

but $50,000 at Metropolitan. With benefits, the Fullerton package exceeded Metropolitan by 60%. Clearly, regional cost of living and state policy have great effect, even on stretch cost.

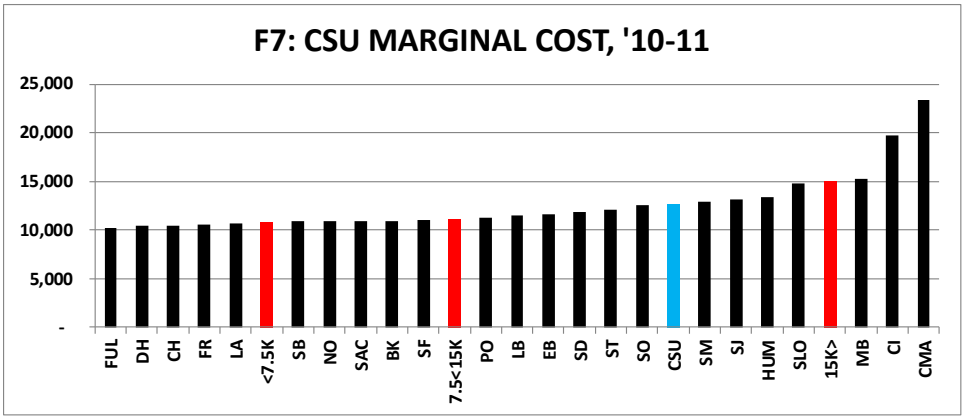
A problem arises, though, when we apply stretch fully in the CSU. Tuition per FTES in ’10-11 was lower than stretch cost. Even when the revenue is adjusted upwards because the system does not remove SUG from stretch FTES, the problem persists. However, when stretch costs are re-calculated using the salary and benefits of a lecturer or beginning assistant professor, as well as decreasing the allotments for non-personnel support, the pieces fit together (F5).

Ironically, if Proposition 30 had failed, the CSU would have been able to afford stretch enrollment with less anxiety (F6). Tuition and fees would have averaged nearly $600 more per FTES while losing more state support. Instead, we traded a 9% increase in tuition in the fall, ’12, and we undercut a 5% hike in the spring, ’13, for the promise not to withdraw even more state support. Even so, most CSUs can meet stretch growth once they reduce the rates within cost.

F6: PROP 30, IN 000,000s				
YES	9% INCR	5% INCR	RESTORE	TTL
YR 1	-132	0	0	
YR 2	-132	0	125	-139
NO				
YR 1	0	58	-250	
YR 2	0	116	-250	-326

Marginal cost is a lynchpin in the financing of higher education. It links analysts’ estimation of the cost of “keeper” growth to policymakers’ estimation of what tuition the public will stomach and what support the state will give. Tuition can be set once the split with the state gets approval. SUG/discount then is derived from tuition and added to it. The state has taken two different approaches to figuring marginal cost. At times, it has itemized the budget to link specific costs with growth; other times, it has developed a formula that assigns a percent of total expense to IPEDS-like categories. The first way adopts the practice of previous years; the second implies revision. Neither way includes comparisons with peers, although UC and CSU have shared a methodology.

We adapt a third way that is historical and comparative. The Education Trust identifies three categories in IPEDS, instruction, student support, and academic support, as crucial to learning and as especially sensitive to increasing demand. Their cost comes within 3% of the combined tuition and state revenue per FTES, on average, for 454 schools (F25), including CSUs. This alignment of revenue and cost suggests that the sum of these three categories is functionally equivalent to the result of a more detailed calculation of marginal cost. We trade exactness, which requires access to a university’s accounts, for comparability, which uses public data.

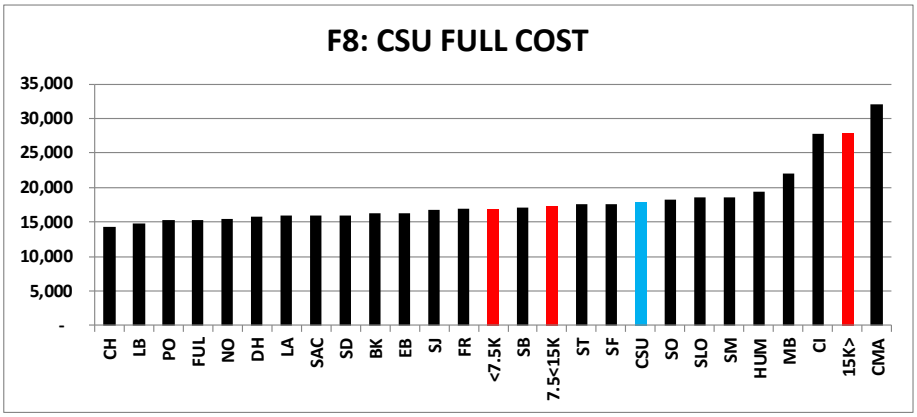


According to this approach, CSU's large campuses add students at less expense than large peer schools elsewhere (F7). The large and mid-sized CSUs cluster about the average cost for growth at schools under 7,500 FTES; these smaller schools are largely baccalaureate, with low faculty salaries. A higher ratio of students to faculty and a lower ratio of general expenditures to fixed costs in the CSU offset these differences.

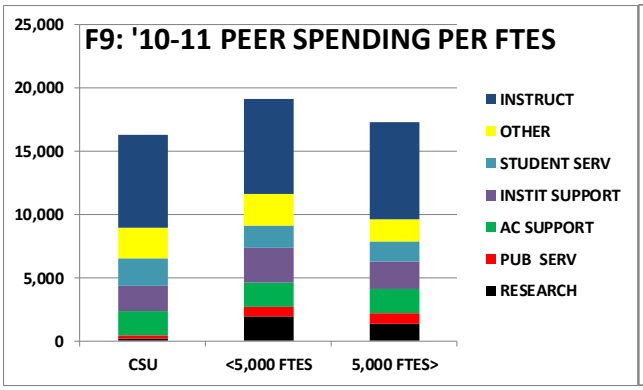
As with stretch, the small CSUs show the most cost; they exceed the incremental rates of large research universities. However, CSU has capped growth at the low-cost campuses, which are large; and it has encouraged growth at the high-cost cost campuses, which are mainly small. How can this policy scale to meet enrollment demand and economic constraint?

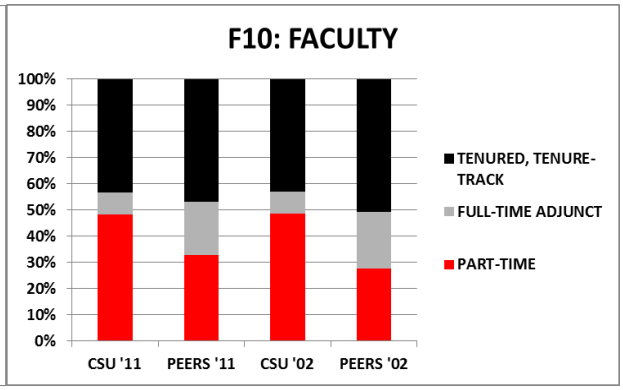
This policy about growth requires a new strategy. Getting student demand aligned with system impaction calls for selective tuition discounting. Expanding campus enrollment while shrinking the state allocation calls for reducing fixed costs. De-allocation ought to be coordinated with out-sourcing, leasing services from other CSUs, and close scrutiny of efficiency measures like student to faculty ratios, graduation rates, and credits attempted and earned. Indeed, it is far easier and cost-effective to consider how transfer, technology, and scheduling can increase capacity on the mid-sized and large campuses.

Whether we compare full cost by system or by campus, the CSU appears to run relatively efficiently. A swath of large and mid-sized CSUs record full cost below the level of small baccalaureate schools (F8).



Like them, the CSUs economize by concentrating spending on the core of instruction, academic support, and student support, limiting dollars for research and public service (F9). CSU salaries are higher than the average in this peer group of smaller schools; but the system suppresses cost





by employing a majority of faculty off the tenure track, at less expense, and by increasing the student to faculty ratio (F10). Note, too, the much larger share of part-timers in CSU (F10).

The more expensive campuses, again, tend to be younger and smaller. Indeed, full cost funding appears to be a step function, based on these two variables (F11). For example, arrange Northridge, San Marcos, Monterey Bay, and Channel Islands by age and size. CSU equips start-ups with outsized budgets for administration, support, and infrastructure in order to help both extensive planning and routine management. Because the goal is campus self-sufficiency, not inter-dependence, structure and function are recapitulated on each new campus. At least $80,000,000 from the state goes to support these campuses more robustly than in similarly sized peers elsewhere.

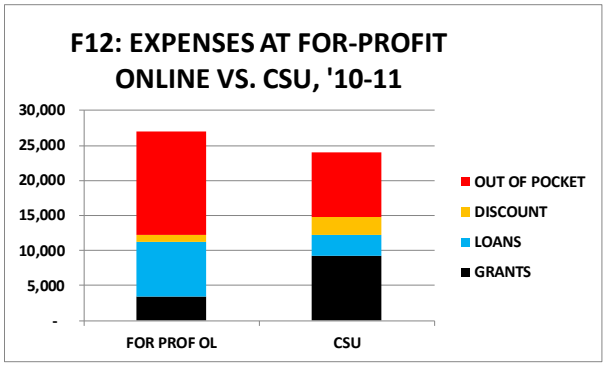
F11: STEP FUNCTION, '10-11, AND FUNDING PER FTES

	FOUNDED	FTES	STATE $	INSTRUCT	AC SUP	ST SERV	INST SUP	SFR	EXEC FTE
CI	1998	3,291	14,638	11,673	3,816	4,200	5,665	21	36
MB	1995	4,686	12,581	8,422	2,589	4,217	4,234	23	44
SM	1988	7,698	8,196	8,189	2,527	2,236	2,928	23	45
N	1958	26,895	6,650	6,656	1,823	2,408	1,609	26	57

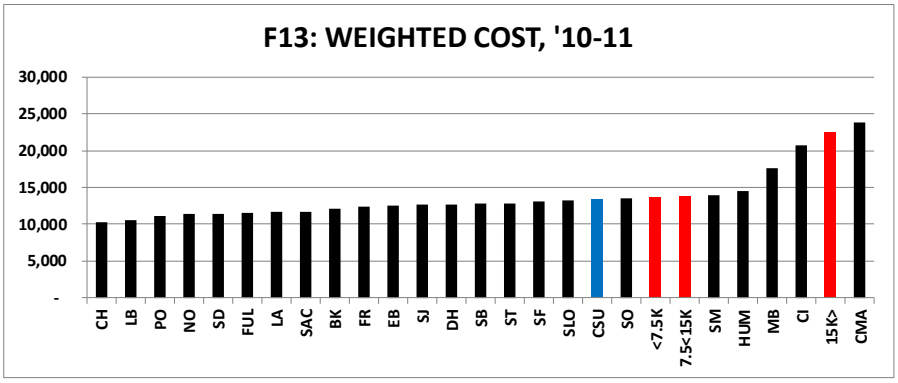
Therefore, to reduce cost significantly, CSU must enter, guardedly, a new phase that capitalizes on the multiple sourcing of cloud computing, the automation of analytics, and the real-time collaboration that web-enabled devices facilitate. The system must be able to shift the unit of analysis of cost and capacity from the sole campus to the shared function—say, admissions or the library—however decentralized the resources currently are. Can transfer agreements and articulation be processed in regional centers to benefit from overlap? Can book purchases be coordinated to eliminate unwanted duplication and maximize shelf space?

Indeed, according to IPEDS data, the for-profit, online sector manages support services at two-thirds of the CSU's cost; virtualization, instead of face to face transactions, is key (F12). The approach is compatible with the sector's re-conception of college as a learning delivery system in which analytics govern the forms and sequence of pre-assembled modules. Up-front costs for developing content and then programming are made up by the lower marginal cost of standardization that scales inexpensively, unlike in new CSUs. Full cost in this sector lowers CSU's rate by 50%.

Ultimately, though, the marketable value for students suffers because of high cost, low graduation rates (ten per one-hundred FTES; CSU averages twenty-three). Non-completion tarnishes the reputation of the degree, depresses future earnings, and degrades the ability to pay off college debt. The nearly total elimination of traditional social cohesion, especially for students without much academic capital, has dire costs.



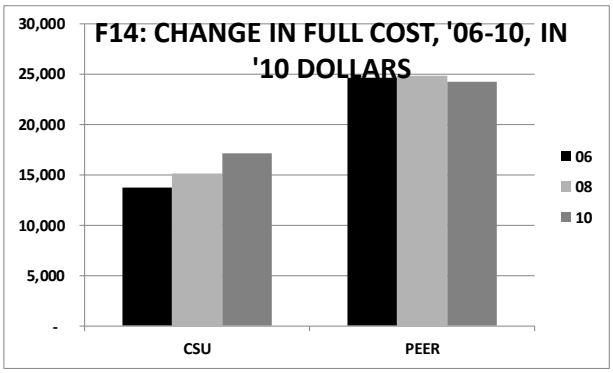
In contrast, CSU has a more effective approach to the cost of institutionalizing support. Fundamentally, it does not share the belief that all baccalaureate learning can be completely disconnected from the physical and communal attributes of place. In fact, its future success in keeping learning affordable and supported will depend on how well campuses enhance their local attributes by leveraging capacity, skill, and reasonable cost elsewhere. Transfer is a prime case; the library could be, too.

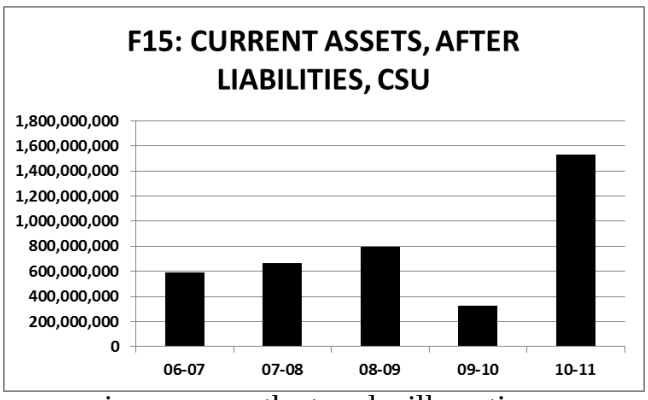


Certainly, CSU can control cost more effectively. But we must acknowledge current success, lest it be swept aside inadvertently by zealots and visionaries. CSU has large numbers of students on Pell grants. The disadvantages of poverty impose expense on the university—remediation, academic counseling, repeats/ withdrawals, non-completion, etc. At the same time, the campuses are instructing many students in fields like engineering in which new technology, the scarcity of teachers, and the length and difficulty of the curriculum are propelling costs. Yet CSUs are much more effective than peers in holding down costs while graduating students (F13).

When we weight full cost by crediting the added expense of servicing these students successfully, CSUs predominate in a list of the top fifty performing school (F21). Scale tilts the results toward the large campuses; they can spread the cost of specialized services over more students. The winning formula has other variables, too. Generally, less spending on research has opened more funds for instruction and support.

Yet, this distinction has eroded noticeably in the CSU since ’06. Unlike most universities elsewhere, CSUs have seen full cost rise (F14, F22). To protest cuts to state funding, CSU dropped 23,000 FTES without a further penalty. Tuition and federal allocations, if temporarily, backfilled the lost revenue. In fact, rather than say that full cost rose, we should say that spending without productivity rose. Campuses were cautioned not to add students, to clamp down on hiring, and to avoid increases to wages. As a result, they also piled up and rolled over large cash reserves (F15, F23).





Since tuition per FTES exceeded revised stretch cost, CSU had the capacity to meet enrollment that the state did not fund. But it feared that doing so would encourage the state to keep support lower long-term without owning up to co-dependence on tuition. So, as long as CSU’s anxiety is stoked by policy-makers’ pandering about rolling back tuition and dreaming about an imminent, full economic recovery, the trend will continue.

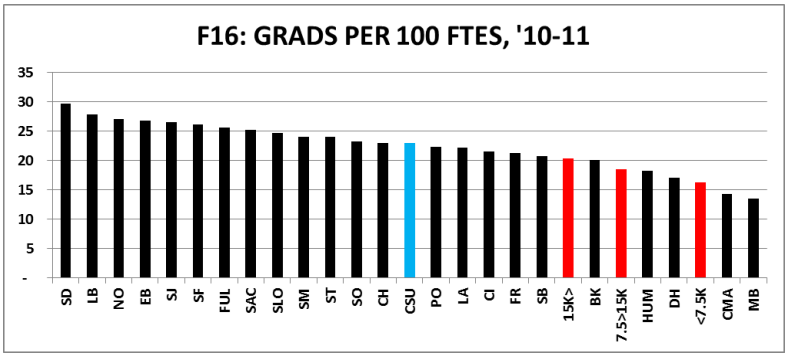
A solution is possible.

1. Cost-setting must be functional in several contexts; it can be guided by formulas without being formulaic. It must account for the markets in which CSU is a buyer, infer the balance of pocket and public expense that is fair, and observe reasonable benchmarks.
2. Such benchmarks suggest that, historically, CSU’s tuition has been under-priced, though believers in the California exceptionalism in the Master Plan still demur. Nonetheless, CSU must develop strategies for the raw reality that the state will be hard pressed to match even small increases in cost.
3. Therefore, we will need to talk realistically about cost and tuition. To do so requires the differentiation of sticker from net price, including transfer, so that policy-makers can assess the impact on household income. Average net cost, including transfer, probably should not exceed 25% of this income.
4. SUG should be discussed candidly as an addition to, not part of, tuition per se.
5. The co-dependence of tuition and state support calls for an honest appraisal of prospects for the general fund. Knowing the general range for revenue, we can tailor costs by adapting historical performance to peer improvements.
6. The system should adapt the peers and measures herein to gather comparability.

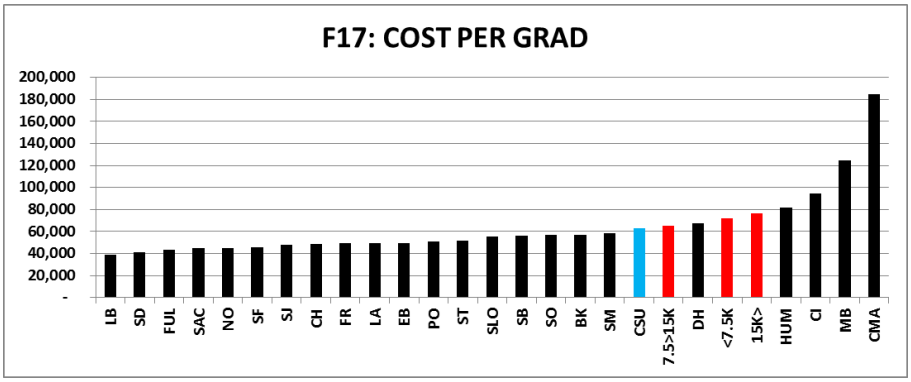
7. The system requires assurance from the state that stretch funding is temporary, not a cheap way to under-fund marginal growth long term.
8. The system should commit to having no campus above average cost for similarly sized peers. A measure that is weighted to register high-cost practices designed into a campus and to capture productivity should be used.
9. CSU should develop shared services when the cost of infrastructure for a campus function exceeds by far optimization elsewhere.
10. Waste, however, involves more than unnecessary duplication. It piles up when the learner is not prepared for the learning at hand, the learning at hand not scaled and supported for the needs of the learner, and the needs of the learner not prioritized with an advisor. We can find economies in fixing the impediments to and diversions from students' progress to the degree.
11. An overall solution requires partnership and sacrifice; in turn, they require trust.

VALUE

Of course, the state and students should only buy into the CSU if the degree—and the imputed experience—have future value. Our measures of this are spotty and crude but still revealing. Some of the value reflects national trends, not the CSU itself. Salaries of recent graduates have flattened over ten years, according to Education Pays, updated each year by the Bureau of Labor Statistics. However, college graduates are less than half as likely as high-school graduates to be unemployed, and over a lifetime they earn 160% as much. Since '88, the College and Beyond surveys of graduates from CSU peers after one, three, five, seven, and ten years have recorded that their major generally prepared them for careers but that general education, in retrospect, had little impact.



Does the state get value? Two measures from the Delta Cost Project say, yes. The state invests to get certification of a student's advanced knowledge that, in turn, can serve the economy, civil society, and the state. Delta represents the degree of success by comparing graduates per one-hundred FTES. The measure neutralizes the size of the undergraduate body; it projects, roughly, the percent of undergraduate effort that can be linked proximately to graduation. In a perfectly efficient world of a four-year degree, with perfect measures, the result would be twenty-five. The CSU out-performed performed peer groups by averaging twenty-three. Long Beach topped thirty. A high freshmen graduation rate combined with transfer graduates who outnumbered departed freshmen and sophomores propelled the success.

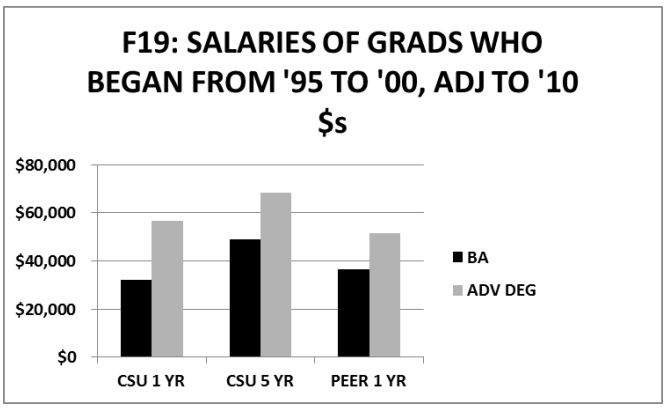


The Delta Cost Project also has devised a simple, approximate measure of direct spending on a degree. Divide total operating and non-operating expenses, proportional to undergraduate FTES, by the number of graduates. We have a snapshot of one year in cost. But that one year compacts costs of teaching freshmen, sophomores, and juniors, as well as graduating seniors who just walked in their shoes.

Thus, the figure approximates the direct spending on a degree that adds up over time. Again, the large and mid-sized CSUs compare favorably with their peer groups. Long Beach leads the pack in this measure of efficiency in '10-11 because of its relatively high graduation rate and low full cost per FTES. We can think of value this way. Assume that a BA graduate averages $50,000 in salary over forty years. The Long Beach experience taxes that amount by 1.65%. The average cost per CSU campus raises the tithe to 3.2%. Think of this as the levy for increasing by 60%, on average, the earnings of a high school graduate over a lifetime.

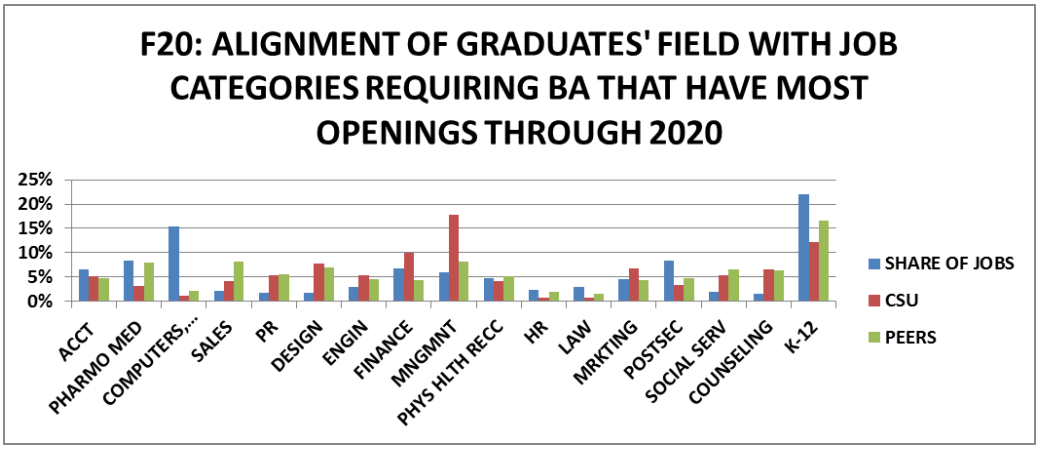
College remains the main road for moving from the relative disadvantages of families without much academic capital onto the educational escalator for the professions. According to College and Beyond data from '08-09, over 50% of black and Latino students in the CSU had parents who had not gone beyond high school. A year out from college, their own salaries averaged 60% of their parents' combined, mid-life income. Their educational debt was lower than the obligations of peers elsewhere. If the US really intends to double the production of degrees over ten years, then the CSU must stretch its capacity for such social transformation.

F18: VALUE ADDED					
ETHNICITY	UNIV	% PARENT ED BEYOND HIGH SCHOOL	PARENT INCOME, 07	ED DEBT BY 09	GRAD INCOME, 09
BLACK, HISP, AM IND, HA	PUB PEER, MA HIGH R	55	48,301	22,928	31,163
BLACK, HISP, AM IND, HA	CSU	48	52,422	15,168	31,863



We must be wary, though, of encouraging students to forego more education in order to maximize return on the BA now. State wage and labor data on graduates from Northridge indicate that more certification of more learning earns more rewards in the

market. When we examine graduates' field of study in the light of employment needs, we can see the consequences of current behavior.



Biomedical fields and postsecondary education will have many openings; long training delays entry into the profitable years of a career, however. Instead, many graduates from the CSU and MA-granting peers enter into business, service professions, sales, and communications.

And herein is the root of the misalignment among price, cost, and value. Our culture has been invaded, indeed body-snatched, by a perverse strain of capitalism that strips all things of long-term investment for immediate profit, use, and consumption. Higher education is such an investment. It depends on the Jeffersonian belief that all generations profit if each one invests in the preparation of the next. Civilization—progress—is the proof.

We need a great awakening. Who will be the minister? What assembly will kneel to the henceforth, not the now, and accept the burden and the blessing of proper cost?

F21: TOP 30, BY WEIGHTED COST						
UNIV	ST	TTL FTES	STRETCH	MARG C	FULL C	WEIGHTED C
Metropolitan State College of Denver	CO	17,820	4,924	5,940	7,305	6,080
Utah Valley University	UT	23,877	4,814	6,402	9,557	8,358
Weber State University	UT	16,947	4,529	6,719	10,574	9,305
Kennesaw State University	GA	21,228	6,030	8,449	11,838	9,676
Towson University	MD	19,411	6,349	8,535	12,351	9,825
Troy University	AL	20,609	5,696	6,133	12,205	10,318
Missouri State University-Springfield	MO	16,799	5,663	8,936	12,769	10,346
California State University-Long Beach	CA	27,190	7,277	11,455	14,817	10,593
Boise State University	ID	16,860	5,386	8,869	12,862	10,775
Texas State University-San Marcos	TX	28,273	5,480	8,599	14,173	11,096
California State Polytechnic University-Pomona	CA	17,224	7,507	11,313	15,293	11,190
Grand Valley State University	MI	22,256	7,078	10,232	14,376	11,229
The University of Texas-Pan American	TX	16,959	4,982	8,268	14,814	11,254
University of Central Florida	FL	49,495	4,839	7,759	14,519	11,292
Bowling Green State University-Main Campus	OH	16,915	7,034	10,687	14,683	11,366
California State University-Northridge	CA	26,895	7,113	10,887	15,486	11,393
Appalachian State University	NC	16,910	7,062	10,648	14,598	11,427
San Diego State University	CA	27,073	7,360	11,890	15,990	11,479
Old Dominion University	VA	19,843	7,533	10,845	14,015	11,481
California State University-Fullerton	CA	27,561	7,688	10,246	15,305	11,481
California State University-Los Angeles	CA	15,632	7,006	10,626	15,864	11,669
California State University-Sacramento	CA	21,809	7,306	10,914	15,887	11,677
The University of Texas at Arlington	TX	27,808	5,708	8,824	14,466	12,132
Northern Arizona University	AZ	23,958	5,952	9,547	15,229	12,263
California State University-Fresno	CA	17,870	7,236	10,585	16,930	12,390
University of North Texas	TX	31,956	6,801	11,220	15,718	12,471
University of Maryland-University College	MD	22,089	5,899	9,584	13,672	12,584
San Jose State University	CA	22,059	9,136	13,115	16,769	12,642
Ball State University	IN	21,259	7,122	12,255	15,978	12,944

F22: CHANGE IN FULL COST						
	10-11	08-09	06-07			
UNIV	FULL C	FULL C	FULL C		09-11	07-09
MB	21,985	23,836	19,780		-8%	21%
15K>	27,889	29,871	28,648		-7%	4%
<7.5K	16,965	17,935	16,994		-5%	6%
7.5<15K	17,207	18,154	17,301		-5%	5%
BK	16,287	16,477	14,137		-1%	17%
DH	15,790	15,842	13,639		0%	16%
CI	27,741	27,639	22,426		0%	23%
PO	15,293	15,092	13,187		1%	14%
SO	18,242	17,846	18,972		2%	-6%
CMA	32,125	31,232	29,912		3%	4%
SD	15,990	15,520	15,538		3%	0%
SF	17,523	16,930	15,570		4%	9%
HUM	19,330	18,330	16,488		5%	11%
ST	17,508	16,560	15,049		6%	10%
CSU	17,990	17,010	15,236		6%	12%
CH	14,280	13,427	12,139		6%	11%
EB	16,305	15,223	13,583		7%	12%
SAC	15,887	14,824	12,475		7%	19%
SM	18,655	17,400	14,813		7%	17%
LA	15,864	14,642	12,685		8%	15%
LB	14,817	13,454	12,067		10%	11%
FR	16,930	15,182	10,629		12%	43%
SB	17,130	15,090	12,903		14%	17%
SLO	18,524	16,277	15,789		14%	3%
SJ	16,769	14,528	13,525		15%	7%
NO	15,486	13,146	12,472		18%	5%
FUL	15,305	12,727	12,639		20%	1%

F23: CSU YR TO YR BALANCE, INCLUDING AUXILIARIES			
	FUND	TR-TE	%
Total all revenues and other additions - (11)	6,253,379,934		
Total expenses and other deductions - (11)	5,878,734,186		
Long-term debt - (11)	3,406,326,500		
		374,645,748	6%
Debt ratio			54%
Total revenues and other additions - (09)	5,181,113,808		
Total expenses and other deductions - (09)	5,633,492,497		
Long-term debt - (09)	3,213,252,746		
		-452,378,689	-9%
Debt ratio			62%
Total revenues and other additions - (07)	5,295,671,188		
Total expenses and other deductions - (07)	4,959,940,441		
Long-term debt - (07)	2,359,881,235		
		335,730,747	6%
Debt ratio			45%
Total revenues and other additions - (05)	4,760,313,756		
Total expenses and other deductions - (05)	4,428,307,996		
Long-term debt - (05)	1,710,259,411		
		332,005,760	7%
Debt ratio			36%
Total revenues and other additions - (03)	4,623,894,843		
Total expenses and other deductions - (03)	4,295,534,402		
Long-term debt - (03)	1,044,227,323		
		328,360,441	7%
Debt ratio			23%

F24: PEERS			2010-11				2008-09				2006-07			
UNIV	STATE	10-11 FTES	STRETCH C	MARGINAL C	FULL C	WEIGHTED C	STRETCH C	MARGINAL C	FULL C	WEIGHTED C	STRETCH C	MARGINAL C	FULL C	WEIGHTED C
Valley City State University	ND	1,015	10,359	13,883	17,215	14,570	5,982	9,909	16,531	13,719	6,546	9,471	15,217	11,568
University of Science and Arts of Oklahoma	OK	1,018	6,851	8,744	12,157	9,136	5,113	7,143	13,049	10,337	3,869	5,690	11,726	8,772
West Virginia University Institute of Technology	WV	1,048	7,922	11,840	23,173	18,531	13,401	11,800	29,158	24,229	5,996	9,026	16,695	9,953
California Maritime Academy	CA	1,066	18,895	23,354	32,125	23,885	11,098	16,816	29,745	22,664	10,506	15,906	27,696	19,757
University of New Hampshire at Manchester	NH	1,078	7,317	10,172	11,579	10,199	6,156	7,971	10,647	9,508	5,087	6,488	9,102	8,047
University of Maine at Presque Isle	ME	1,093	7,120	11,778	16,290	12,939	6,530	9,870	16,607	13,291	4,976	7,713	13,011	10,472
Montana State University-Northern	MT	1,150	8,130	13,492	17,458	14,232	7,218	11,924	17,579	14,695	6,184	10,247	15,596	12,213
Oklahoma Panhandle State University	OK	1,248	7,567	9,291	14,790	11,935	4,658	6,873	15,246	12,210	4,450	6,558	14,050	10,123
Lyndon State College	VT	1,274	8,544	10,990	19,769	15,465	7,835	9,331	14,233	11,778	6,047	8,405	16,057	12,140
Harris-Stowe State University	MO	1,344	8,680	10,173	18,919	14,858	6,279	7,558	15,463	12,985	5,411	7,241	16,378	13,465
Ohio State University-Lima Campus	OH	1,358	5,513	9,188	12,071	10,183	5,021	8,308	11,685	10,602	4,365	8,376	13,106	10,820
The University of Montana-Western	MT	1,362	5,670	9,354	13,363	10,759	6,130	8,753	15,838	13,806	4,829	8,376	15,738	12,394
Cheyney University of Pennsylvania	PA	1,448	13,979	15,375	27,493	21,095	9,194	11,956	27,850	21,561	7,084	9,984	20,285	15,488
Johnson State College	VT	1,487	9,235	11,623	18,513	14,388	7,108	9,081	14,907	12,251	6,748	8,403	16,618	13,032
Massachusetts Maritime Academy	MA	1,490	11,990	16,461	21,562	17,210	8,854	12,650	20,778	16,174	8,568	13,859	22,314	15,924
Glenville State College	WV	1,540	7,716	8,282	14,660	12,462	4,694	7,006	13,364	11,068	3,876	5,896	11,607	8,918
University of South Carolina-Beaufort	SC	1,564	6,288	10,046	12,723	10,683	6,371	9,265	13,936	12,655	5,805	9,237	14,933	12,856
New Mexico Institute of Mining and Technology	NM	1,585	4,273	12,989	90,786	75,020	54,403	13,152	95,421	79,431	2,106	7,158	47,763	38,596
Adams State College	CO	1,692	10,634	15,095	19,250	15,880	4,901	8,148	12,852	11,041	2,767	4,295	7,025	5,894
University of Minnesota-Crookston	MN	1,695	5,910	8,887	13,008	11,553	5,265	7,907	15,627	13,893	3,444	7,829	17,299	15,017
Northwestern Oklahoma State University	OK	1,705	5,860	9,076	12,148	9,605	5,056	7,667	12,827	10,463	4,815	7,197	11,430	8,397
University of Minnesota-Morris	MN	1,749	9,533	14,186	19,274	14,879	7,861	12,524	20,882	16,024	6,172	12,210	21,558	14,547
The University of Virginia's College at Wise	VA	1,762	7,652	10,652	17,634	14,635	5,767	8,388	18,350	15,334	4,500	7,632	16,938	13,264
Peru State College	NE	1,788	6,189	7,578	11,209	9,584	3,755	5,121	9,022	7,841	3,687	4,687	8,451	6,958
Texas A & M University-Galveston	TX	1,816	12,771	14,156	27,534	22,157	12,109	10,387	28,672	23,312	5,596	9,546	22,077	16,351
Bluefield State College	WV	1,823	6,252	8,335	12,590	9,685	5,769	6,717	12,185	9,869	2,158	3,109	5,657	4,590
Massachusetts College of Liberal Arts	MA	1,846	9,580	13,405	17,427	13,760	7,462	11,406	18,395	15,070	7,082	11,109	17,261	13,327
Louisiana State University-Alexandria	LA	1,883	7,918	9,348	13,185	11,522	8,919	7,726	14,894	13,677	4,539	6,020	9,535	8,656
Dakota State University	SD	1,910	7,235	10,567	14,772	13,489	4,659	6,205	8,938	8,273	4,128	6,138	9,671	8,529
Dickinson State University	ND	2,026	8,328	9,106	12,583	9,453	5,957	6,435	10,847	8,898	5,938	6,855	11,431	9,332
Western State College of Colorado	CO	2,077	7,200	9,568	11,794	9,540	6,525	8,787	14,732	11,638	4,798	7,402	15,347	10,980
Montana Tech of the University of Montana	MT	2,086	8,823	13,184	26,604	22,068	12,930	11,403	24,046	20,000	5,040	9,247	22,019	16,919
SUNY Institute of Technology at Utica-Rome	NY	2,088	12,525	15,469	21,532	17,152	7,403	10,514	21,741	18,241	6,948	11,567	23,657	18,928
Castleton State College	VT	2,107	8,703	10,723	16,881	13,496	6,726	9,028	11,094	9,024	5,702	6,891	10,881	8,767
University of Maine at Farmington	ME	2,132	7,845	13,275	16,376	12,047	6,238	11,165	16,834	12,272	4,968	10,135	15,013	9,878
SUNY Maritime College	NY	2,168	10,378	14,137	21,083	17,502	5,387	9,513	22,166	17,626	6,126	9,682	22,856	15,793
Northern State University	SD	2,168	6,435	11,000	14,598	12,671	4,950	9,178	14,424	12,477	4,369	8,630	12,293	9,999
Indiana University-Kokomo	IN	2,180	6,249	9,382	11,994	10,216	5,096	7,668	13,607	11,971	4,907	6,726	12,480	10,957
Chadron State College	NE	2,239	6,789	8,376	13,523	11,057	4,243	6,771	12,597	10,664	5,684	7,823	12,260	9,591
Central State University	OH	2,294	8,134	12,180	19,654	14,920	8,382	11,193	22,119	17,789	6,138	11,495	23,994	18,432
Nevada State College	NV	2,297	6,324	6,529	10,235	9,086	6,556	8,794	14,359	13,208	5,817	6,285	11,207	10,101
Lake Superior State University	MI	2,399	8,268	10,596	15,667	12,184	5,316	7,810	16,729	13,228	4,597	7,199	15,792	11,073
Kentucky State University	KY	2,400	7,955	11,591	26,586	21,880	10,350	10,767	27,969	24,527	4,255	7,970	20,295	17,225
Western New Mexico University	NM	2,420	6,938	9,234	13,327	11,660	8,384	9,603	18,238	16,709	6,665	9,506	16,578	14,934
Indiana University-East	IN	2,423	4,903	7,188	11,698	10,004	6,647	6,656	14,335	12,714	4,363	6,696	14,638	12,622
Langston University	OK	2,434	14,317	15,788	25,506	19,800	7,088	6,634	12,675	10,338	6,220	6,411	11,785	10,061
Mississippi Valley State University	MS	2,439	10,312	13,519	23,162	17,230	7,945	9,639	25,049	19,246	5,056	8,798	21,234	15,198
West Virginia State University	WV	2,443	7,865	8,781	19,437	15,737	8,778	6,804	17,751	15,047	1,929	2,552	6,360	5,460
Sul Ross State University	TX	2,444	4,923	9,220	23,065	18,609	7,846	8,829	22,474	18,764	5,945	8,100	19,954	16,216
University of Wisconsin-Superior	WI	2,449	8,239	14,166	19,701	15,355	7,269	11,014	19,818	15,970	4,469	9,488	16,725	12,981
Mississippi University for Women	MS	2,552	6,911	10,039	15,129	11,413	6,540	9,703	18,145	14,345	5,645	9,426	17,715	13,063
Lincoln University	MO	2,579	6,330	9,865	19,004	15,520	9,457	9,147	20,419	17,664	4,503	8,013	16,685	13,927
West Liberty University	WV	2,632	5,136	6,716	12,303	9,818	4,801	5,695	10,944	8,845	4,074	5,317	10,684	7,669
Oregon Institute of Technology	OR	2,673	7,565	12,647	18,129	15,029	5,944	11,109	18,166	15,829	4,649	10,305	16,654	14,118
University of Montevallo	AL	2,827	9,154	12,615	17,300	13,682	7,915	11,395	17,818	14,439	7,299	9,965	15,429	12,195
Concord University	WV	2,831	5,058	6,778	10,963	8,769	4,341	5,423	10,338	8,291	3,577	4,868	8,854	6,538
Georgia Southwestern State University	GA	2,836	5,198	7,091	11,816	9,452	4,622	6,687	12,338	10,217	4,645	7,344	13,169	10,285
University of South Carolina-Aiken	SC	2,879	6,903	9,870	13,146	10,263	6,189	8,207	14,012	11,369	5,316	8,137	14,886	11,155
Lander University	SC	2,917	5,672	7,692	13,636	10,553	5,408	7,626	14,063	11,170	5,164	7,757	13,519	9,947
Southern University at New Orleans	LA	2,925	5,485	6,954	15,414	12,332	6,939	8,276	16,378	14,160	6,130	7,029	16,820	13,744
New Mexico Highlands University	NM	2,930	5,343	9,465	22,712	19,213	7,992	8,725	23,328	20,636	3,689	7,865	19,246	15,640
University of Washington-Bothell Campus	WA	2,999	5,624	9,448	17,519	13,784	11,660	11,495	24,043	18,997	9,173	12,366	19,585	13,534
The University of Texas of the Permian Basin	TX	3,019	8,936	12,000	23,484	18,922	6,923	8,040	16,010	12,820	4,277	6,134	11,796	8,793
Eastern Oregon University	OR	3,068	5,304	9,500	14,632	11,702	3,885	8,363	15,747	13,386	3,340	8,505	15,530	12,648
University of Arkansas at Pine Bluff	AR	3,104	5,959	9,295	19,063	14,320	8,364	7,511	18,713	14,743	3,240	7,674	20,337	14,927
Southern Arkansas University Main Campus	AR	3,105	6,418	8,425	12,570	9,959	5,365	7,430	12,777	10,455	4,233	6,420	10,581	8,436
Minot State University	ND	3,138	7,652	10,930	14,958	12,773	9,183	9,139	14,504	12,418	5,334	7,512	13,217	11,048
Wayne State College	NE	3,156	6,346	9,324	11,359	8,846	4,320	7,429	10,622	8,570	4,482	7,226	10,462	7,472
Mansfield University of Pennsylvania	PA	3,181	8,867	12,920	16,998	12,766	6,809	10,490	17,197	13,463	5,792	9,434	15,910	10,869
University of Washington-Tacoma Campus	WA	3,188	5,122	8,888	16,480	11,967	11,576	13,240	27,691	21,166	10,193	12,583	19,852	13,220
University of Arkansas at Monticello	AR	3,192	6,095	7,788	12,772	10,032	4,908	6,908	11,922	10,392	5,307	7,300	12,381	10,171
Lewis-Clark State College	ID	3,217	5,762	8,905	12,734	10,745	5,243	9,538	14,159	12,538	4,293	9,654	14,884	12,633
California State University-Channel Islands	CA	3,291	17,035	19,689	27,741	20,766	7,765	12,480	26,323	19,344	6,714	10,664	20,765	17,139
Coppin State University	MD	3,301	12,358	14,244	21,881	17,448	11,265	11,104	19,011	15,961	8,563	8,690	19,170	14,964
Louisiana State University-Shreveport	LA	3,313	4,802	7,240	12,389	10,448	5,019	6,494	13,061	11,330	4,434	6,482	11,635	9,736
Citadel Military College of South Carolina	SC	3,354	9,711	14,365	18,955	15,264	5,503	10,468	19,269	15,695	5,095	9,608	18,169	12,476
Black Hills State University	SD	3,362	5,346	7,336	11,554	9,818	5,787	6,561	11,547	10,206	3,751	6,016	10,633	9,139
Elizabeth City State University	NC	3,383	7,858	11,470	18,779	13,857	7,350	10,410	20,859	16,270	6,115	9,833	19,983	14,857
Delta State University	MS	3,477	7,087	10,103	17,066	13,796	6,471	8,082	14,493	11,911	4,681	8,243	15,351	11,574
University of North Carolina at Asheville	NC	3,483	8,099	11,313	18,387	14,423	8,364	10,310	20,624	16,875	5,955	9,766	19,892	15,584
Purdue University-North Central Campus	IN	3,493	5,626	6,328	10,721	9,321	5,172	5,628	11,707	10,594	4,091	5,481	11,320	9,960
Fort Valley State University	GA	3,513	5,920	10,212	18,440	14,574	6,265	8,193	17,934	14,690	4,101	10,363	22,194	16,754
Southeastern Oklahoma State University	OK	3,531	4,782	8,353	12,930	10,240	5,331	7,677	14,418	11,711	3,642	7,304	13,994	10,713
Alcorn State University	MS	3,540	6,385	9,494	20,196	15,616	10,761	9,680	22,984	17,531	4,755	7,540	18,362	13,631
Henderson State University	AR	3,569	6,567	8,023	12,133	9,608	5,000	6,874	11,735	9,709	8,543	12,342	21,874	14,191
Fort Lewis College	CO	3,577	5,927	9,958	12,568	9,777	5,551	8,211	13,470	10,481	4,489	6,942	11,386	8,895
University of Hawaii at Hilo	HI	3,674	12,800	19,458	27,843	22,631	12,038	16,318	30,102	24,386	7,410	13,570	24,542	19,071
Francis Marion University	SC	3,675	8,183	10,925	15,346	12,162	5,974	8,768	15,174	12,200	4,973	8,132	13,905	10,306
University of West Alabama	AL	3,690	5,519	10,084	15,601	14,018	4,359	6,901	9,483	8,916	4,159	7,009	11,434	9,859
Shepherd University	WV	3,814	6,969	8,197	10,470	8,407	5,279	5,709	11,451	9,563	4,119	5,149	9,907	7,716
University of the District of Columbia	DC	3,852	14,919	23,895	37,494	32,809	6,850	9,686	18,657	17,581	6,101	8,793	15,171	14,384
Delaware State University	DE	3,869	9,533	16,037	24,476	19,433	11,055	17,072	33,088	27,073	8,170	16,309	27,335	22,030
Savannah State University	GA	3,905	6,078	8,079	13,802	10,550	5,740	7,061	14,311	11,588	4,327	6,806	12,647	9,521
University of Illinois at Springfield	IL	3,908	6,894	13,341	19,409	16,311	8,396	11,569	21,631	18,454	4,684	8,578	19,486	15,609
Fairmont State University	WV	3,954	7,080	9,534	15,652	12,272	5,920	6,973	14,262	11,476	4,213	6,469	13,064	9,823
Eastern New Mexico University-Main Campus	NM	3,971	6,023	8,884	15,237	12,780	6,696	8,765	18,083	15,603	4,596	8,608	17,780	14,092
SUNY College at Old Westbury	NY	4,080	8,506	11,927	16,758	13,052	5,963	9,190	19,494	15,221	5,320	8,185	19,812	15,141
University of Wisconsin-Parkside	WI	4,140	7,425	11,556	16,697	13,613	5,715	8,931	14,817	12,510	4,576	8,377	13,664	11,342

Shawnee State University	OH	4,283	5,333	7,582	12,600	10,354	5,323	7,292	14,275	12,127	4,433	7,740	15,129	11,682
East Central University	OK	4,290	3,805	6,730	13,576	10,724	5,648	5,905	13,654	11,052	1,981	4,936	10,828	8,225
University of Maryland Eastern Shore	MD	4,383	7,381	11,186	17,111	13,769	8,915	9,636	19,062	15,802	5,621	9,586	19,224	14,138
SUNY at Purchase College	NY	4,397	10,889	17,047	21,988	16,670	5,204	10,445	22,096	17,230	4,695	10,704	22,122	16,617
Albany State University	GA	4,469	5,552	7,607	14,385	10,816	5,735	8,136	14,050	10,981	5,006	7,282	13,019	10,058
SUNY College at Potsdam	NY	4,504	8,142	13,974	17,895	13,915	5,373	10,396	17,321	14,029	4,427	9,882	17,083	12,158
Longwood University	VA	4,511	6,920	9,626	14,270	11,196	5,806	7,648	18,817	15,130	5,095	7,266	15,742	11,078
Montana State University-Billings	MT	4,556	5,486	8,811	12,371	10,437	5,873	7,488	12,137	10,098	4,930	7,657	12,726	10,245
Indiana University-Northwest	IN	4,607	6,355	8,455	11,039	9,701	5,277	7,496	13,116	11,964	5,209	6,772	12,846	11,341
Bemidji State University	MN	4,665	7,293	10,170	12,601	10,238	5,759	9,123	13,856	11,381	3,930	6,873	10,611	8,628
California State University-Monterey Bay	CA	4,686	11,522	15,228	21,985	17,574	5,937	10,444	22,701	18,630	5,804	10,184	18,315	14,525
Southern Oregon University	OR	4,693	5,807	9,836	13,642	11,433	4,869	8,783	14,478	12,590	3,800	8,441	14,115	11,622
Auburn University at Montgomery	AL	4,754	3,711	7,185	16,936	14,051	7,015	7,397	16,718	14,297	3,060	7,386	16,959	14,500
University of Baltimore	MD	4,779	8,783	12,774	20,098	17,722	10,450	12,603	21,752	19,815	10,232	12,675	21,713	17,697
Missouri Southern State University	MO	4,780	5,531	8,016	11,786	9,112	4,571	7,113	11,234	9,413	4,729	6,779	11,695	9,488
Southwestern Oklahoma State University	OK	4,781	5,679	8,730	13,024	10,777	5,740	7,817	12,592	10,659	3,293	6,231	10,404	8,067
Southern Polytechnic State University	GA	4,830	5,802	7,591	12,784	10,638	4,924	7,115	12,052	10,507	4,895	7,241	11,091	9,216
Missouri Western State University	MO	4,833	6,687	9,186	11,906	9,875	5,403	8,424	12,290	10,568	5,039	8,185	11,830	9,546
Cameron University	OK	4,925	5,916	7,993	12,069	10,183	4,174	6,654	12,800	11,349	3,562	6,071	11,000	9,268
Grambling State University	LA	4,940	5,566	7,906	17,878	13,404	7,221	9,447	16,237	13,109	4,887	7,684	13,990	10,818
Eastern Connecticut State University	CT	4,997	10,152	13,895	20,263	15,762	5,857	10,085	21,508	17,669	5,280	9,644	19,012	15,281
Colorado School of Mines	CO	5,070	10,106	16,560	29,297	22,564	15,739	13,770	30,210	23,108	6,942	12,447	27,592	18,446
Frostburg State University	MD	5,078	7,331	9,632	14,647	11,764	7,114	8,667	15,143	12,395	5,918	8,678	13,676	10,210
University of South Carolina-Upstate	SC	5,087	6,917	9,743	12,378	9,298	6,110	8,309	12,973	10,004	5,137	7,641	12,821	9,360
Macon State College	GA	5,092	4,538	6,155	9,839	8,306	4,201	5,254	10,969	9,869	3,422	4,953	8,457	7,590
The University of Texas at Tyler	TX	5,129	8,865	10,998	17,584	13,207	7,322	8,460	20,937	15,977	5,894	7,491	23,388	17,599
Emporia State University	KS	5,134	6,734	10,677	14,362	11,642	5,081	8,348	12,871	10,729	4,219	7,884	11,817	9,105
Worcester State University	MA	5,138	6,618	9,231	11,684	9,870	4,930	7,429	10,761	9,259	5,031	7,482	12,105	10,072
Texas A & M International University	TX	5,157	7,673	11,001	16,885	13,258	6,199	8,839	16,355	13,536	5,772	8,056	16,555	12,859
Framingham State University	MA	5,176	6,453	9,101	11,675	9,967	4,507	6,625	11,120	9,836	4,028	7,087	11,019	9,130
Western Oregon University	OR	5,211	5,509	9,687	13,598	10,930	5,873	8,383	14,286	11,668	3,637	7,419	13,230	10,221
Alabama A & M University	AL	5,243	6,535	10,425	25,070	19,569	11,072	8,759	22,596	17,911	4,360	7,609	20,750	16,178
Fayetteville State University	NC	5,261	7,678	11,502	17,553	13,213	7,140	9,557	16,595	13,562	5,789	9,011	16,699	13,291
Fitchburg State University	MA	5,293	7,647	10,092	12,204	10,484	4,700	6,952	11,469	10,185	4,156	7,242	11,396	9,456
Midwestern State University	TX	5,293	8,633	11,491	15,676	12,183	5,317	8,090	13,758	11,098	4,143	6,468	11,912	9,155
Keene State College	NH	5,338	7,796	11,552	14,104	10,887	6,035	9,321	13,289	10,769	5,705	9,195	14,701	10,824
Westfield State University	MA	5,351	8,747	10,502	12,930	10,053	7,127	8,691	13,835	10,948	5,675	7,747	11,676	8,854
Lock Haven University	PA	5,360	7,064	10,857	13,821	11,108	5,362	8,622	13,714	11,171	4,982	8,258	13,061	9,981
Plymouth State University	NH	5,386	7,116	10,815	12,933	10,585	6,182	8,848	12,461	10,242	4,783	8,154	12,448	9,896
Indiana University-Southeast	IN	5,436	6,169	8,230	10,435	8,976	5,522	7,513	11,887	10,588	5,358	6,144	10,613	9,126
Winthrop University	SC	5,503	10,038	13,679	18,618	14,582	7,235	9,215	17,030	13,907	5,663	8,874	15,341	11,112
North Georgia College & State University	GA	5,524	5,325	7,779	11,167	9,123	5,349	7,851	11,215	9,397	4,452	6,939	9,667	7,432
University of Wisconsin-Green Bay	WI	5,526	6,133	10,483	14,126	11,130	4,772	8,606	13,269	10,955	3,706	8,134	12,921	10,133
Alabama State University	AL	5,574	10,376	12,103	24,778	19,356	7,548	9,216	21,926	17,770	6,736	9,079	19,890	15,160
Western Connecticut State University	CT	5,594	9,583	12,900	19,028	15,874	6,482	9,356	19,114	16,530	11,750	16,163	36,674	27,362
SUNY at Geneseo	NY	5,625	8,020	11,855	16,139	11,978	4,776	8,254	15,688	11,440	4,483	7,627	14,523	9,986
Truman State University	MO	5,637	6,756	10,812	12,649	9,629	6,783	10,335	13,186	10,027	5,229	9,260	13,561	8,704
Virginia State University	VA	5,646	8,648	10,692	16,929	12,907	9,312	8,823	17,656	14,058	6,112	9,363	18,218	13,236
Rutgers University-Camden	NJ	5,699	6,913	10,357	16,333	13,318	12,204	9,745	19,483	15,484	6,672	9,274	17,684	13,128
Washburn University	KS	5,730	7,710	11,350	13,782	11,727	7,313	10,362	15,437	13,475	5,444	8,524	15,362	12,849
University of Nebraska at Kearney	NE	5,733	7,168	9,968	13,306	10,729	5,762	8,147	12,968	10,667	4,825	7,328	11,794	8,902
SUNY at Fredonia	NY	5,754	8,191	12,476	16,256	11,856	5,225	8,744	16,020	12,174	4,609	8,558	15,373	10,478
Metropolitan State University	MN	5,760	6,334	8,896	12,798	10,141	5,556	8,376	12,010	9,974	5,216	7,705	11,329	9,109
Clayton State University	GA	5,782	6,246	8,272	12,044	9,350	5,528	7,590	11,583	9,655	4,725	6,815	10,689	8,829
CUNY York College	NY	5,816	9,644	12,084	20,679	16,874	6,738	9,346	19,005	16,419	5,709	9,347	16,694	13,978
Augusta State University	GA	5,878	6,742	8,298	11,481	9,622	4,495	6,388	9,585	8,338	4,094	5,877	10,066	8,467
Norfolk State University	VA	5,880	5,919	10,532	18,570	14,623	6,210	9,739	21,433	17,583	5,542	10,962	21,263	16,941
University of North Carolina at Pembroke	NC	6,019	7,226	9,839	14,370	11,308	6,266	9,290	16,793	13,926	6,272	9,722	16,427	12,819
Chicago State University	IL	6,023	10,202	15,929	22,487	18,022	10,549	11,664	25,255	21,410	8,025	11,831	22,750	18,807
Indiana University-South Bend	IN	6,027	6,776	8,921	10,883	9,528	5,230	7,325	12,141	10,966	5,294	6,838	11,637	10,427
SUNY College at Oneonta	NY	6,096	8,707	12,265	17,868	13,315	5,962	8,225	18,115	13,348	4,968	7,600	16,312	11,119
Ramapo College of New Jersey	NJ	6,099	8,755	12,078	15,278	11,575	5,771	9,550	15,546	12,319	5,779	8,961	17,667	13,011
Angelo State University	TX	6,107	7,000	9,253	21,729	17,621	6,793	7,969	18,188	15,109	5,349	6,880	12,989	10,017
University of North Alabama	AL	6,117	5,558	8,175	12,596	10,247	5,113	6,882	12,821	10,938	3,709	6,176	11,002	8,982
Farmingdale State College	NY	6,144	8,788	13,206	17,157	14,945	5,856	9,496	17,389	15,582	5,095	8,992	16,673	14,426
Clarion University of Pennsylvania	PA	6,155	6,993	11,410	15,593	12,625	6,060	9,366	15,195	12,801	4,572	8,894	14,050	10,382
University of Alabama at Huntsville	AL	6,199	7,597	13,744	29,988	24,352	13,598	10,415	27,930	23,524	4,598	10,475	26,632	21,338
Missouri University of Science and Technology	MO	6,205	9,719	16,404	24,690	18,788	12,714	15,211	26,169	19,939	7,428	14,566	26,143	17,168
Northwest Missouri State University	MO	6,207	8,022	10,766	12,687	10,366	5,744	8,800	14,648	12,215	3,574	6,637	14,331	10,635
SUNY College at Plattsburgh	NY	6,233	8,255	12,846	17,177	12,829	5,569	9,332	16,552	13,033	4,934	8,877	15,870	11,055
Winston-Salem State University	NC	6,244	9,443	12,310	18,395	13,521	6,857	10,312	17,466	13,761	7,943	11,437	20,344	15,479
University of Wisconsin-River Falls	WI	6,245	6,590	10,667	13,738	10,894	5,193	8,806	13,326	10,746	4,436	8,357	13,125	10,079
University of Alaska Fairbanks	AK	6,300	14,062	26,109	61,504	57,253	32,477	22,325	63,096	60,196	7,817	20,913	61,545	57,849
Georgia College & State University	GA	6,358	7,636	10,508	15,847	12,926	5,227	7,806	12,900	10,753	5,573	7,447	11,707	8,747
Colorado State University-Pueblo	CO	6,454	5,216	6,980	9,407	8,067	4,664	5,778	9,924	8,810	3,635	5,826	9,405	7,754
Nicholls State University	LA	6,569	5,768	7,859	11,007	8,947	5,124	6,796	12,587	10,602	3,448	5,697	10,035	7,963
Armstrong Atlantic State University	GA	6,577	5,915	7,237	11,093	8,999	4,858	7,235	11,798	10,047	5,525	7,725	11,770	9,736
Michigan Technological University	MI	6,591	8,905	14,363	28,101	20,697	16,028	11,594	27,068	20,838	6,320	11,093	26,982	17,630
West Texas A & M University	TX	6,636	7,272	9,011	15,339	12,022	6,691	7,670	16,522	13,398	3,690	5,913	13,269	10,493
University of Michigan-Dearborn	MI	6,652	8,963	12,944	16,816	13,351	7,389	10,057	16,417	13,519	5,929	9,431	16,342	12,625
University of Michigan-Flint	MI	6,748	7,339	9,908	14,543	11,953	6,699	8,436	14,229	12,246	5,369	8,071	14,387	11,951
California State University-Stanislaus	CA	6,781	7,825	12,113	17,508	12,886	5,758	9,383	15,771	12,112	5,299	9,273	13,934	9,949
Minnesota State University Moorhead	MN	6,785	6,856	9,536	11,571	9,072	5,193	8,001	11,957	9,594	4,528	7,574	10,830	8,308
Colorado Mesa University	CO	6,868	6,592	7,631	9,223	7,909	4,850	6,122	10,245	9,114	4,130	5,130	8,628	7,402
Pittsburg State University	KS	6,873	6,375	9,260	12,731	10,002	5,129	7,345	12,517	9,995	4,038	6,922	11,578	8,619
East Stroudsburg University of Pennsylvania	PA	6,891	7,663	11,299	15,052	11,922	5,862	8,977	14,654	11,742	4,859	8,252	13,167	10,275
SUNY College at Cortland	NY	6,946	8,592	12,873	16,821	12,743	4,891	8,718	16,031	12,506	4,417	8,330	15,596	10,854
New Jersey City University	NJ	6,958	10,239	14,145	19,640	15,498	7,530	12,609	21,081	17,855	7,480	12,485	20,655	17,065
Morehead State University	KY	6,972	8,881	13,147	19,055	15,567	7,387	10,241	18,081	15,390	5,346	8,744	14,936	11,658
Southern Utah University	UT	7,034	5,627	7,780	14,376	12,194	5,569	6,215	13,321	11,907	2,960	5,785	12,239	10,285
Columbus State University	GA	7,055	7,365	9,409	13,089	10,919	4,272	6,560	11,455	9,969	4,148	6,425	11,176	9,367
University of Wisconsin-Platteville	WI	7,124	6,561	10,174	12,975	10,289	5,239	8,355	13,278	10,880	4,684	8,416	12,806	9,918
California State University-Bakersfield	CA	7,126	6,846	10,939	16,287	12,064	5,445	8,694	15,692	12,106	3,738	7,575	13,090	9,860
Humboldt State University	CA	7,211	8,931	13,387	19,330	14,468	5,316	10,105	17,457	13,521	4,592	9,341	15,267	11,165
New Jersey Institute of Technology	NJ	7,212	9,919	15,567	33,073	27,305	19,131	12,900	33,592	28,332	4,493	9,918	25,247	20,399
The University of Tennessee-Martin	TN	7,218	6,175	9,405	13,112	10,574	4,941	7,825	13,593	11,272	4,036	7,607	12,647	9,705
Southern University and A & M College	LA	7,224	6,249	10,083	17,655	13,643	8,033	10,810	20,091	16,148	4,803	8,022	15,528	11,731
University of Louisiana-Monroe	LA	7,243	6,734	9,895	16,134	13,443	8,691	8,201	18,117	15,601	3,482	5,853	12,499	9,756
State University of New York at New Paltz	NY	7,286	9,267	13,792	18,239	13,547	5,944	9,832	17,678	13,917	5,506	9,215	16,979	12,464
University of Southern Maine	ME	7,309	7,116	14,381	22,521	19,158	9,489	12,248	22,596	20,047	5,161	12,001	21,875	18,243

Jackson State University	MS	7,346	7,709	10,921	22,871	17,369	9,141	8,708	22,062	17,629	6,372	10,121	25,173	18,587
Rhode Island College	RI	7,388	5,512	9,874	15,150	12,231	5,430	7,925	15,586	13,140	3,550	7,819	14,710	11,884
Purdue University-Calumet Campus	IN	7,435	6,930	8,800	13,760	11,666	5,691	7,310	13,641	12,079	4,211	6,994	12,158	10,550
Edinboro University of Pennsylvania	PA	7,438	8,403	11,490	13,763	11,101	6,235	9,761	14,724	12,022	5,661	9,138	13,372	10,355
Sonoma State University	CA	7,466	7,574	12,514	18,242	13,557	6,181	9,317	16,996	13,057	2,715	7,742	17,567	13,034
SUNY College at Brockport	NY	7,549	9,132	14,120	18,071	13,269	6,047	10,097	17,350	13,178	5,358	9,570	16,174	11,133
The College of New Jersey	NJ	7,560	11,742	15,459	20,667	15,671	9,457	11,089	21,370	16,147	6,071	10,495	20,786	14,455
Shippensburg University of Pennsylvania	PA	7,594	7,171	10,971	14,324	11,342	5,840	8,916	14,325	11,510	4,859	8,533	13,835	10,286
Prairie View A & M University	TX	7,669	8,224	10,447	19,882	15,529	8,342	9,069	22,102	18,049	5,152	8,071	18,678	13,983
California State University-San Marcos	CA	7,698	8,979	12,952	18,655	14,001	5,381	9,485	16,571	13,123	4,324	7,910	13,716	10,438
SUNY College at Oswego	NY	7,716	8,188	12,710	16,631	12,649	4,840	8,315	15,895	12,792	4,017	8,061	14,908	11,109
University of South Dakota	SD	7,775	7,198	11,469	20,308	18,058	11,041	11,935	20,486	18,451	5,532	11,261	19,890	16,449
Fort Hays State University	KS	7,795	5,121	7,879	11,066	9,029	5,379	7,669	11,300	9,209	4,256	7,367	11,539	9,130
The Richard Stockton College of New Jersey	NJ	7,870	7,945	11,886	16,951	12,238	5,612	9,330	18,023	13,087	4,802	8,832	16,704	11,581
McNeese State University	LA	7,900	5,338	7,514	11,003	9,121	4,836	7,295	11,539	9,714	3,468	5,294	9,969	7,741
Northeastern State University	OK	7,928	6,025	8,136	11,526	9,079	4,251	6,285	10,934	8,648	3,387	5,553	9,499	7,297
University of Colorado-Colorado Springs	CO	7,963	6,055	9,289	13,656	11,232	6,693	7,552	12,467	10,613	3,682	6,612	10,852	8,708
Northwestern State University of Louisiana	LA	7,976	5,933	8,064	12,345	10,180	6,534	7,885	13,564	11,630	4,045	5,519	9,746	7,914
Jacksonville State University	AL	8,020	5,661	8,419	13,407	10,865	5,536	7,689	13,129	10,978	4,568	7,918	12,997	10,416
Millersville University of Pennsylvania	PA	8,163	7,201	10,811	14,855	11,714	5,536	8,585	14,861	12,158	4,372	8,154	13,663	10,677
University of Wisconsin-Stout	WI	8,174	6,697	11,199	15,960	12,799	6,168	9,611	14,310	11,609	5,020	9,188	13,237	10,711
North Carolina Central University	NC	8,221	9,509	13,516	20,005	16,302	8,242	11,968	20,087	16,436	7,755	11,589	19,725	15,241
Winona State University	MN	8,233	6,640	9,142	11,674	9,152	5,077	8,006	12,187	9,774	4,356	7,085	10,713	8,013
Salisbury University	MD	8,259	6,122	7,628	10,346	7,941	6,525	7,106	11,209	8,750	4,836	6,704	10,961	7,789
University of Massachusetts-Dartmouth	MA	8,287	10,940	15,119	21,965	17,766	8,310	10,293	20,062	16,649	6,158	11,143	22,896	17,813
Salem State University	MA	8,303	7,893	10,612	13,974	11,703	5,974	8,240	13,270	11,595	5,458	8,115	12,188	10,426
Coastal Carolina University	SC	8,410	7,635	10,971	14,610	11,465	5,635	8,611	14,036	11,381	4,559	7,589	12,793	9,823
Arkansas Tech University	AR	8,516	4,524	5,786	10,375	8,537	4,444	5,615	10,997	9,090	3,553	5,233	10,423	8,121
Western Carolina University	NC	8,544	7,601	11,043	14,846	11,404	7,684	10,630	18,786	15,149	5,744	9,656	17,488	13,709
Northern Michigan University	MI	8,611	6,118	9,884	14,070	11,285	5,586	8,284	15,832	13,186	4,090	7,497	14,020	10,941
Northeastern Illinois University	IL	8,661	7,345	12,263	17,206	13,873	7,484	10,087	16,527	13,821	4,040	6,634	15,548	13,101
Austin Peay State University	TN	8,671	6,483	9,386	13,730	11,082	4,807	7,491	13,490	11,346	4,114	7,118	11,753	9,403
Murray State University	KY	8,697	7,228	11,301	16,093	12,749	6,258	9,085	15,999	13,017	5,058	8,827	14,647	10,734
Radford University	VA	8,825	6,053	8,792	11,781	8,940	5,324	7,355	12,027	9,356	4,484	7,271	11,471	8,398
Slippery Rock University of Pennsylvania	PA	8,837	7,316	9,810	13,813	10,790	5,405	8,289	14,219	11,103	4,635	7,753	13,160	9,655
University of Wisconsin-Stevens Point	WI	8,863	5,731	10,482	15,759	12,083	5,984	9,274	14,892	11,788	3,851	8,589	14,333	10,841
California University of Pennsylvania	PA	9,007	7,135	9,722	14,670	11,709	5,879	7,963	13,370	11,411	4,802	7,298	12,400	10,279
Saginaw Valley State University	MI	9,022	6,524	8,541	11,665	9,681	5,354	6,965	12,958	11,129	4,293	6,290	11,726	9,371
Fashion Institute of Technology	NY	9,062	11,262	14,147	19,742	16,922	7,645	11,260	17,926	15,964	6,344	9,915	16,360	14,391
Louisiana Tech University	LA	9,124	5,434	7,890	12,746	10,795	9,186	7,578	15,496	13,181	3,599	5,618	11,292	8,978
University of Maine	ME	9,265	8,179	15,089	30,964	24,170	14,897	12,789	29,230	24,173	5,243	12,065	27,055	20,669
University of New Orleans	LA	9,278	8,675	12,657	21,389	17,908	9,011	11,268	22,669	19,526	5,253	9,255	17,788	14,548
Southeast Missouri State University	MO	9,307	6,256	9,137	14,199	11,599	5,741	8,145	15,289	12,756	4,023	7,291	14,399	11,173
CUNY Lehman College	NY	9,315	9,973	13,621	21,052	16,893	7,500	10,137	18,705	15,918	5,894	9,714	16,328	13,567
University of Central Missouri	MO	9,389	6,112	9,910	14,467	11,590	4,195	7,200	12,760	10,534	6,097	8,943	14,415	10,851
SUNY Empire State College	NY	9,396	6,549	10,071	14,341	12,062	5,216	8,996	12,864	11,227	5,188	8,271	12,075	10,158
University of Southern Indiana	IN	9,450	5,860	7,319	11,704	9,020	4,163	5,877	10,412	8,976	3,970	5,541	10,838	8,673
Southern Connecticut State University	CT	9,468	9,097	13,265	18,512	15,466	7,136	11,294	19,708	16,968	5,919	9,757	16,577	13,780
Tarleton State University	TX	9,477	6,148	8,231	14,828	11,444	5,798	7,014	14,004	11,162	3,554	5,872	11,725	9,004
Tennessee Technological University	TN	9,489	6,024	9,417	14,333	11,222	5,750	8,114	15,051	12,130	3,817	7,833	14,173	10,278
University of Houston-Downtown	TX	9,510	5,025	7,129	14,017	10,647	4,713	5,818	11,178	9,116	4,088	5,323	10,286	8,057
Bridgewater State University	MA	9,597	5,272	8,807	13,500	11,208	6,043	8,472	12,776	10,626	5,433	8,765	13,135	10,389
University of Wisconsin-La Crosse	WI	9,649	5,869	9,960	12,686	9,986	5,199	8,215	11,901	9,588	3,486	7,287	10,936	8,677
The University of Tennessee at Chattanooga	TN	9,722	6,987	10,405	14,860	12,090	6,554	8,608	15,315	12,772	4,383	8,149	14,129	10,869
Bloomsburg University of Pennsylvania	PA	9,772	7,330	10,399	13,642	10,779	5,604	8,925	14,123	11,324	4,638	7,966	12,958	9,809
Kutztown University of Pennsylvania	PA	9,794	7,830	10,818	14,105	10,994	5,569	8,531	14,218	11,519	4,692	7,707	12,740	9,919
Rowan University	NJ	9,912	15,349	18,499	22,891	17,390	8,372	12,050	22,593	17,417	7,334	11,133	19,654	14,908
California State University-Dominguez Hills	CA	9,955	7,391	10,440	15,790	12,672	5,236	8,740	15,088	12,376	4,081	7,385	12,629	10,145
William Paterson University of New Jersey	NJ	10,038	10,305	13,470	17,115	13,846	7,978	11,289	18,195	14,916	6,676	9,576	15,433	12,217
University of West Georgia	GA	10,213	6,398	8,600	11,340	9,047	4,086	6,471	9,785	8,234	4,560	6,703	9,965	7,873
University of Wisconsin-Eau Claire	WI	10,240	6,108	10,695	14,348	11,140	5,234	9,248	13,152	10,556	4,376	8,436	12,322	9,403
Florida Gulf Coast University	FL	10,269	6,280	9,051	13,267	10,971	5,507	6,984	13,872	11,857	4,755	7,782	14,980	11,544
Central Connecticut State University	CT	10,340	9,106	12,661	19,095	15,650	6,897	10,254	20,152	17,174	5,405	9,303	18,469	14,984
Indiana University-Purdue University-Fort Wayne	IN	10,380	6,459	8,031	12,930	10,949	5,356	6,708	12,240	10,998	4,568	6,659	11,745	10,224
University of Central Arkansas	AR	10,446	6,351	8,614	13,053	10,500	5,335	6,917	13,136	11,153	4,348	6,355	12,200	9,788
Rutgers University-Newark	NJ	10,470	8,126	11,275	17,780	14,914	11,435	9,660	19,311	16,121	6,634	9,609	18,323	14,508
SUNY College at Buffalo	NY	10,573	8,439	13,056	21,658	16,756	8,204	12,086	22,801	18,090	5,381	11,054	19,385	14,086
University of Wisconsin-Oshkosh	WI	10,587	5,629	10,475	13,257	10,809	5,010	9,167	13,488	11,198	3,777	7,997	11,812	9,686
College of Charleston	SC	10,594	8,253	10,685	15,398	11,714	6,433	8,393	15,399	12,160	5,130	7,828	13,844	10,087
Eastern Illinois University	IL	10,608	7,448	13,646	17,623	13,205	6,773	10,899	16,587	12,743	4,711	9,359	14,540	10,665
The University of Texas at Brownsville	TX	10,610	6,538	9,070	16,035	13,311	3,054	7,107	16,427	15,071	3,142	6,045	14,551	13,154
University of Wisconsin-Whitewater	WI	10,737	5,892	9,187	12,567	10,105	5,265	7,799	12,359	10,108	4,204	7,556	11,734	9,031
University of Missouri-St Louis	MO	10,770	7,157	11,381	16,997	14,517	9,105	10,766	17,837	15,667	6,211	10,252	17,464	14,831
South Dakota State University	SD	10,782	5,271	9,315	20,641	16,935	11,820	8,707	20,148	16,041	4,494	8,898	17,699	13,257
Central Washington University	WA	10,893	6,743	10,018	14,132	10,641	5,463	8,697	15,951	12,232	4,603	7,631	13,503	9,916
Idaho State University	ID	11,021	5,954	10,086	17,203	14,542	7,786	10,503	18,751	16,988	6,230	11,467	19,831	17,166
University of Minnesota-Duluth	MN	11,196	5,033	9,566	16,094	12,758	5,822	8,072	15,841	12,963	3,258	7,340	15,917	11,755
Western Illinois University	IL	11,221	7,018	14,105	18,532	13,998	7,010	11,351	17,451	13,519	4,458	9,347	14,921	11,179
University of Massachusetts-Lowell	MA	11,243	9,278	13,943	22,351	19,011	10,717	11,961	23,593	20,729	7,626	13,781	26,453	21,767
Eastern Washington University	WA	11,246	6,143	9,413	14,020	10,968	5,070	8,477	15,285	12,546	5,301	8,445	14,326	11,327
University of Maryland-Baltimore County	MD	11,248	7,190	13,032	26,053	20,589	14,745	12,373	26,852	21,481	5,332	11,200	25,707	18,832
California State University-East Bay	CA	11,284	8,036	11,600	16,305	12,469	4,962	8,811	14,498	11,733	4,446	8,059	12,577	9,751
CUNY College of Staten Island	NY	11,313	8,359	10,317	16,644	14,111	5,827	8,248	16,192	14,380	4,857	7,849	13,565	11,698
University of Wyoming	WY	11,430	10,535	17,274	34,141	28,027	16,271	14,578	32,450	27,166	7,429	13,109	27,570	20,363
Stephen F Austin State University	TX	11,439	6,873	9,698	14,769	11,589	5,979	7,599	13,560	10,923	4,216	6,368	12,189	9,390
University of Idaho	ID	11,631	6,722	11,554	27,437	21,933	14,608	11,170	29,792	24,546	5,518	11,188	28,531	20,491
Wichita State University	KS	11,658	6,153	10,661	20,555	16,864	10,768	9,139	19,042	16,574	4,104	9,079	18,381	15,354
Valdosta State University	GA	11,704	5,996	7,874	10,750	8,698	4,694	6,513	10,750	8,882	4,521	6,135	10,118	7,838
Montana State University	MT	11,818	6,194	11,649	27,087	21,542	18,267	10,512	29,864	23,864	3,608	9,198	26,809	20,698
University of Massachusetts-Boston	MA	11,887	9,965	16,348	24,192	20,384	9,464	13,118	23,984	21,030	6,787	14,155	26,195	22,159
CUNY John Jay College of Criminal Justice	NY	12,121	9,161	11,155	17,503	14,037	6,312	8,237	15,787	13,213	4,744	6,885	12,615	10,261
Ferris State University	MI	12,223	6,753	9,943	15,276	12,268	6,820	9,703	15,690	13,108	6,843	10,036	16,806	13,067
CUNY City College	NY	12,326	12,955	16,371	30,828	24,964	10,772	11,779	27,558	23,618	6,482	12,242	22,223	18,272
Marshall University	WV	12,357	6,512	10,985	18,483	15,499	7,864	9,232	18,379	15,694	3,950	8,573	16,912	13,392
University of Northern Iowa	IA	12,377	6,648	11,011	16,537	13,066	6,621	8,781	17,908	14,586	3,944	8,173	15,852	11,814
University of North Carolina at Wilmington	NC	12,389	6,700	10,310	15,628	11,837	6,212	9,026	17,115	13,381	5,123	8,909	16,699	12,316
University of Vermont	VT	12,441	13,536	22,736	42,552	34,087	20,422	19,009	42,640	35,046	10,641	18,546	41,787	30,632
Arkansas State University-Main Campus	AR	12,487	4,820	7,044	13,788	11,412	7,254	6,138	15,695	13,116	3,893	6,412	14,529	11,621
University of Alaska Anchorage	AK	12,514	9,204	14,341	20,081	18,592	8,950	11,671	19,462	18,515	6,243	11,330	18,874	17,776
Youngstown State University	OH	12,549	6,530	9,521	15,555	12,613	5,638	8,548	14,199	12,041	4,908	7,600	13,642	10,931

Northern Kentucky University	KY	12,838	7,658	10,174	15,199	12,557	7,669	8,418	15,418	13,192	5,745	7,594	12,964	10,112
Southern Illinois University Edwardsville	IL	12,868	11,582	13,925	20,038	15,956	10,282	10,552	19,145	15,418	7,322	10,254	18,558	14,191
University of North Dakota	ND	13,070	8,401	17,174	26,161	22,360	11,612	16,063	27,317	22,783	5,642	13,411	24,131	18,843
North Dakota State University-Main Campus	ND	13,271	5,503	9,867	22,450	18,492	16,640	9,221	23,089	19,052	3,761	7,968	22,037	16,845
Southeastern Louisiana University	LA	13,281	5,538	7,440	11,921	9,800	5,955	7,546	13,459	11,392	3,538	5,434	10,152	8,253
University of Missouri-Kansas City	MO	13,334	11,846	16,135	22,934	20,334	14,888	15,141	23,984	21,856	12,383	16,137	25,304	21,537
University of South Alabama	AL	13,505	9,787	14,501	23,684	20,117	11,938	11,972	23,738	20,485	5,046	11,420	23,561	19,622
West Chester University of Pennsylvania	PA	13,548	7,495	10,731	13,788	11,054	5,961	8,775	13,955	11,328	5,248	8,195	13,061	10,285
University of Central Oklahoma	OK	13,583	5,865	8,318	11,666	9,458	5,350	8,029	12,739	10,727	4,243	6,664	10,246	8,447
Kean University	NJ	13,587	9,774	11,041	14,870	11,754	7,747	8,690	16,366	13,430	7,320	8,596	15,118	12,105
CUNY Brooklyn College	NY	13,606	9,576	12,361	19,699	15,843	6,806	9,020	16,711	14,008	5,585	8,708	15,489	12,562
California State University-San Bernardino	CA	13,833	7,396	10,880	17,130	12,775	3,876	7,460	14,371	11,187	3,707	6,607	11,947	9,037
The University of Montana	MT	13,911	5,926	10,867	19,193	15,869	8,212	9,403	19,728	16,776	4,024	8,357	17,525	14,125
University of Southern Mississippi	MS	13,926	5,936	10,291	19,527	15,140	8,982	8,921	21,146	17,112	4,168	7,777	19,643	14,930
Western Washington University	WA	13,974	6,255	10,479	13,761	10,344	4,285	8,333	14,126	10,864	3,655	7,800	12,957	9,474
University of North Florida	FL	14,066	5,005	7,633	14,668	11,352	6,328	7,326	13,291	10,834	10,687	6,586	12,216	9,457
Eastern Kentucky University	KY	14,098	5,882	10,476	17,420	14,040	8,301	8,898	18,351	15,357	4,090	8,288	17,399	13,631
Minnesota State University-Mankato	MN	14,140	5,759	9,174	11,281	9,138	5,118	8,272	12,206	10,127	4,416	7,749	11,324	8,817
The University of Texas at Dallas	TX	14,439	8,634	13,387	25,931	21,098	9,565	9,918	23,725	19,577	5,122	9,665	21,821	16,068
Cleveland State University	OH	14,525	7,650	11,766	18,130	15,304	7,583	10,782	18,704	16,099	4,863	9,859	17,281	14,262
SUNY at Binghamton	NY	14,533	9,030	15,790	21,876	15,843	6,278	11,011	20,893	15,801	4,544	10,651	19,814	13,475
University of Nevada-Reno	NV	14,555	12,018	20,402	34,320	28,293	14,898	18,373	37,019	31,319	7,733	17,483	35,508	27,542
California State University-Chico	CA	14,625	6,740	10,503	14,280	10,348	4,313	8,117	12,788	9,647	3,619	7,420	11,240	8,516
Saint Cloud State University	MN	14,712	5,751	9,768	11,771	9,781	5,004	8,991	12,313	10,403	4,249	7,968	11,145	9,060
University of Louisiana at Lafayette	LA	14,714	4,146	7,409	13,969	11,401	8,180	6,790	14,411	12,280	2,308	4,924	10,926	8,814
University of New Hampshire-Main Campus	NH	15,078	6,946	14,984	26,674	20,245	11,848	12,604	24,350	19,122	4,399	11,282	25,108	18,058
New Mexico State University-Main Campus	NM	15,112	4,478	10,352	28,655	23,029	12,547	9,378	31,695	26,395	2,876	8,675	30,176	23,474
CUNY Bernard M Baruch College	NY	15,122	9,550	10,919	16,625	13,445	6,378	8,137	16,275	13,387	5,696	7,420	12,727	10,027
University of Rhode Island	RI	15,252	7,440	12,621	23,386	18,624	9,068	10,451	23,158	19,153	4,607	10,982	23,602	17,893
Southern Illinois University Carbondale	IL	15,298	13,693	30,248	42,104	31,480	14,520	21,701	35,783	27,955	7,497	18,967	31,336	22,684
SUNY at Albany	NY	15,471	10,461	20,068	44,257	34,056	12,334	13,109	37,885	30,309	4,082	12,325	32,860	24,115
California State University-Los Angeles	CA	15,632	7,006	10,626	15,864	11,669	5,186	8,138	13,945	11,190	4,252	6,843	11,745	9,066
University of Alabama at Birmingham	AL	15,918	14,134	28,504	65,365	56,090	56,177	44,578	91,572	79,061	11,036	25,057	67,417	54,947
Montclair State University	NJ	16,220	7,064	10,452	16,698	13,231	6,893	8,555	15,738	12,833	5,067	8,030	15,733	12,534
Wright State University-Main Campus	OH	16,412	8,098	13,208	21,809	17,965	11,369	14,955	24,030	20,110	7,752	13,625	22,232	17,553
CUNY Queens College	NY	16,662	8,871	11,154	18,403	15,186	7,276	8,329	17,105	14,484	5,778	7,862	14,626	12,120
Missouri State University-Springfield	MO	16,799	5,663	8,936	12,769	10,346	6,537	8,077	14,200	11,536	4,005	7,103	12,117	8,869
Boise State University	ID	16,860	5,386	8,869	12,862	10,775	5,826	8,022	13,672	12,121	3,725	7,231	12,514	10,863
Appalachian State University	NC	16,910	7,062	10,648	14,598	11,427	5,409	8,903	14,808	11,930	5,160	9,164	15,173	11,519
Bowling Green State University-Main Campus	OH	16,915	7,034	10,687	14,683	11,366	6,021	9,549	14,806	11,695	5,170	8,860	14,426	10,748
University of North Carolina at Greensboro	NC	16,938	7,103	12,097	18,240	14,660	7,053	10,474	18,351	15,858	5,920	10,883	19,490	16,104
Weber State University	UT	16,947	4,529	6,719	10,574	9,305	3,941	6,600	10,600	9,691	2,701	4,718	7,422	6,797
The University of Texas-Pan American	TX	16,959	4,982	8,268	14,814	11,254	5,494	6,861	15,177	12,040	4,391	6,395	13,020	10,123
California Polytechnic State University-San Luis Obispo	CA	17,021	10,637	14,781	18,524	13,178	5,796	10,261	15,502	11,702	5,287	9,406	14,619	10,531
University of Hawaii at Manoa	HI	17,167	9,719	22,407	46,438	37,741	27,432	22,146	52,708	43,088	6,761	17,960	42,920	33,816
California State Polytechnic University-Pomona	CA	17,224	7,507	11,313	15,293	11,190	4,665	8,221	14,373	11,183	4,067	7,457	12,210	9,143
University of Mississippi	MS	17,302	7,586	11,872	19,131	15,531	8,390	10,393	19,537	15,933	5,258	9,531	19,300	14,144
Western Kentucky University	KY	17,456	7,482	10,255	16,252	13,134	6,317	7,509	14,868	12,505	4,195	7,177	13,538	10,457
Miami University-Oxford	OH	17,610	8,664	14,428	18,976	14,192	7,199	12,722	19,860	15,211	6,039	12,403	19,807	12,376
University of California-Santa Cruz	CA	17,643	6,150	13,083	26,517	19,191	11,433	12,359	26,884	20,290	4,608	12,376	26,101	17,889
The University of Texas at El Paso	TX	17,735	5,279	8,922	18,931	14,407	7,072	7,575	17,927	14,310	3,727	7,097	18,318	14,192
CUNY Hunter College	NY	17,768	8,939	12,003	19,526	16,440	7,853	9,217	18,245	15,776	5,083	8,122	15,178	12,893
Metropolitan State College of Denver	CO	17,820	4,924	5,940	7,305	6,080	4,315	5,487	7,185	6,286	4,143	5,045	6,503	5,526
California State University-Fresno	CA	17,870	7,236	10,585	16,930	12,390	5,169	9,017	14,459	11,287	3,677	7,119	9,842	7,464
University of Memphis	TN	18,258	8,114	12,852	20,716	16,919	9,264	11,090	21,019	17,544	5,913	10,294	19,939	15,834
Mississippi State University	MS	18,387	5,213	9,242	27,751	22,213	21,046	9,044	32,004	25,699	4,827	8,325	32,115	22,731
Eastern Michigan University	MI	18,738	7,976	11,867	16,931	13,606	6,469	8,809	16,353	13,696	4,830	8,271	14,600	11,249
Clemson University	SC	18,787	7,613	14,837	28,969	22,578	15,322	13,165	30,002	23,757	5,709	13,631	30,614	20,506
University of Louisville	KY	19,064	9,507	19,916	37,510	31,732	18,860	19,157	40,246	34,052	7,427	17,113	37,641	28,828
University of Colorado Denver	CO	19,294	19,232	23,551	45,631	41,732	43,807	20,560	47,098	43,811	16,230	20,108	49,963	43,970
Towson University	MD	19,411	6,349	8,535	12,351	9,825	6,008	6,900	12,665	10,394	4,834	7,325	12,344	9,538
Utah State University	UT	19,577	4,902	9,703	23,234	19,357	13,494	11,282	30,483	23,390	3,657	10,274	30,870	22,166
University of Arkansas	AR	19,690	8,022	12,637	27,832	23,258	15,189	10,248	30,656	25,722	4,379	9,663	29,088	22,009
Old Dominion University	VA	19,843	7,533	10,845	14,015	11,481	5,947	8,998	14,941	12,551	4,970	8,629	14,773	11,869
Northern Illinois University	IL	20,175	7,749	13,469	20,365	15,427	7,127	10,503	18,816	14,988	4,695	9,163	16,290	12,591
Troy University	AL	20,609	5,696	6,133	12,205	10,318	5,524	5,720	11,735	10,545	4,794	6,167	11,849	10,368
Kansas State University	KS	20,640	7,413	14,935	29,090	23,776	14,235	13,256	29,327	24,268	4,828	10,648	23,794	18,066
University of California-Riverside	CA	20,642	6,369	13,738	25,438	18,930	9,922	13,420	27,996	21,329	5,240	12,179	26,887	18,269
Kennesaw State University	GA	21,228	6,030	8,449	11,838	9,676	4,780	6,660	10,440	8,871	4,167	6,101	9,591	7,769
Ball State University	IN	21,259	7,122	12,255	15,978	12,944	6,216	10,791	17,505	14,396	4,620	9,712	15,752	11,442
University of Nebraska-Lincoln	NE	21,661	6,963	13,789	30,792	25,319	17,345	11,622	30,630	25,412	5,662	12,602	34,174	24,864
California State University-Sacramento	CA	21,809	7,306	10,914	15,887	11,677	5,054	8,772	14,118	11,105	3,957	7,153	11,551	8,973
Western Michigan University	MI	21,835	7,695	12,856	19,068	14,813	5,288	8,903	18,215	14,576	4,637	9,059	16,962	11,954
Oregon State University	OR	21,996	7,158	12,163	28,923	23,298	21,399	11,692	31,124	25,342	5,750	10,934	29,534	22,311
San Jose State University	CA	22,059	9,136	13,115	16,769	12,642	5,127	8,777	13,836	11,292	4,484	7,994	12,523	10,091
University of Maryland-University College	MD	22,089	5,899	9,584	13,672	12,584	5,866	9,511	13,698	12,903	5,094	9,495	14,321	13,077
Portland State University	OR	22,122	5,736	10,393	16,365	13,714	6,061	8,678	15,814	13,827	3,941	8,138	13,867	11,840
Oklahoma State University-Main Campus	OK	22,213	6,413	12,145	25,238	19,802	14,289	11,642	27,446	21,840	4,978	10,403	24,054	17,699
Grand Valley State University	MI	22,256	7,078	10,232	14,376	11,229	6,221	7,829	13,330	10,842	4,484	7,251	12,402	9,252
University of Oklahoma Norman Campus	OK	22,399	8,541	16,117	28,050	22,904	11,431	12,864	28,894	23,546	4,550	11,704	25,130	18,436
Florida Atlantic University	FL	22,665	6,317	10,029	16,465	13,211	8,627	9,492	16,470	13,722	5,368	9,126	15,591	12,423
University of Toledo	OH	22,687	7,920	12,484	20,184	17,051	10,710	12,263	23,988	20,499	5,409	10,182	17,298	13,071
Stony Brook University	NY	23,095	13,880	23,986	37,168	29,690	12,525	17,275	37,754	30,826	7,939	16,090	35,584	26,976
University of Oregon	OR	23,222	7,971	13,376	23,243	18,878	10,491	11,483	22,543	18,569	4,972	10,654	20,910	15,295
University of California-Santa Barbara	CA	23,452	6,425	14,667	28,748	20,583	10,585	13,513	30,614	22,616	4,262	12,700	28,112	18,965
University of Connecticut	CT	23,496	16,817	28,752	49,739	38,145	13,151	23,729	48,060	37,166	6,407	16,855	33,261	23,020
University of Akron Main Campus	OH	23,620	6,838	9,608	15,621	13,143	7,133	8,353	17,688	15,359	4,524	7,844	16,084	13,277
Utah Valley University	UT	23,877	4,814	6,402	9,557	8,358	4,423	5,964	9,878	9,088	4,179	5,628	9,224	8,409
Northern Arizona University	AZ	23,958	5,952	9,547	15,229	12,263	7,117	9,520	17,667	14,570	3,163	6,194	11,403	9,265
San Francisco State University	CA	24,093	6,091	11,022	17,523	13,077	6,206	8,780	16,124	12,659	3,992	7,872	14,417	11,138
Auburn University	AL	24,110	6,829	13,998	26,792	21,414	10,391	10,992	26,609	21,263	4,624	9,839	25,287	18,804
Kent State University at Kent	OH	24,222	6,596	10,660	16,194	13,106	6,578	10,050	19,182	15,553	5,256	9,349	16,284	12,277
University of New Mexico-Main Campus	NM	24,245	6,079	13,369	42,001	34,933	21,950	12,992	42,278	35,536	4,620	11,801	40,516	30,440
University of Nevada-Las Vegas	NV	24,531	7,436	13,109	18,637	15,849	6,731	11,054	19,828	17,071	5,046	10,581	18,514	15,027
The University of Texas at San Antonio	TX	25,064	6,169	9,401	19,467	15,481	6,782	7,236	17,124	14,092	3,570	6,566	14,076	11,090
Washington State University	WA	25,285	7,288	13,277	29,581	23,200	17,186	12,038	30,085	23,559	5,304	11,279	29,608	21,133
Wayne State University	MI	25,343	10,278	17,862	31,638	27,335	17,311	15,537	32,034	28,031	6,767	14,377	30,407	25,669
University of Kentucky	KY	25,426	7,949	17,173	50,708	42,200	29,475	15,574	46,678	37,948	6,351	15,781	44,318	31,735
University of Wisconsin-Milwaukee	WI	25,626	6,134	12,142	17,756	14,821	7,026	10,484	17,115	14,632	4,199	10,001	16,457	13,686
George Mason University	VA	25,778	9,162	14,430	20,986	17,807	10,259	11,664	20,422	17,054	6,374	11,119	18,503	15,092

Colorado State University-Fort Collins	CO	25,983	7,285	12,127	26,449	21,548	12,770	10,807	27,396	22,519	3,479	9,215	23,463	18,003
Ohio University-Main Campus	OH	26,561	6,915	12,089	16,725	13,911	6,653	10,699	18,038	14,589	5,258	10,106	16,973	12,511
University of Iowa	IA	26,658	11,682	21,666	44,168	35,215	20,922	16,945	41,901	33,494	6,352	15,258	37,598	27,911
Iowa State University	IA	26,787	8,104	14,901	28,467	22,511	20,704	13,814	31,261	25,035	6,058	13,206	30,406	21,090
California State University-Northridge	CA	26,895	7,113	10,887	15,486	11,393	4,707	8,005	12,520	9,790	4,039	7,004	11,548	9,020
University of Massachusetts Amherst	MA	26,993	10,552	16,804	26,031	20,314	10,685	13,418	27,123	21,769	6,199	13,765	26,643	19,715
University of Kansas	KS	27,037	9,435	17,623	33,281	27,403	18,551	15,601	33,437	27,677	6,774	14,994	35,841	28,283
San Diego State University	CA	27,073	7,360	11,890	15,990	11,479	5,267	9,307	14,781	11,182	4,828	8,955	14,387	10,424
California State University-Long Beach	CA	27,190	7,277	11,455	14,817	10,593	4,854	8,612	12,813	9,769	4,200	7,671	11,173	8,358
Indiana University-Purdue University-Indianapolis	IN	27,244	10,607	22,163	34,359	29,801	14,470	19,366	35,289	31,779	9,524	19,513	36,015	30,697
California State University-Fullerton	CA	27,561	7,688	10,246	15,305	11,481	4,670	7,168	12,121	9,740	4,428	7,170	11,703	9,159
The University of Texas at Arlington	TX	27,808	5,708	8,824	14,466	12,132	7,531	8,934	16,085	13,359	4,410	8,060	14,503	11,318
University of Utah	UT	28,233	7,231	14,758	50,020	41,782	41,290	14,014	49,449	41,932	5,965	13,262	43,669	35,728
Texas State University-San Marcos	TX	28,273	5,480	8,599	14,173	11,096	5,113	6,584	13,425	10,655	3,851	6,381	12,239	9,514
The University of Alabama	AL	28,346	8,652	14,824	21,768	17,860	7,718	13,189	21,500	17,897	5,068	10,924	20,822	16,426
University of Illinois at Chicago	IL	28,365	11,780	26,840	48,289	40,167	24,043	27,681	61,317	49,797	9,163	19,183	55,531	41,795
Texas Tech University	TX	28,598	6,556	10,561	18,830	15,248	6,973	8,852	18,841	15,280	4,700	9,221	17,266	12,223
Louisiana State University and Agricultural & Mechanica	LA	28,680	7,957	13,824	29,123	23,768	19,097	12,774	31,965	25,612	5,369	10,709	26,592	18,699
University of California-Irvine	CA	28,752	11,182	25,100	42,515	30,054	14,038	21,251	38,632	28,571	7,766	20,401	37,619	25,386
University at Buffalo	NY	28,894	9,975	19,295	28,962	23,504	11,044	15,727	41,998	33,199	6,970	15,477	30,601	22,431
University of North Carolina at Chapel Hill	NC	28,913	17,251	31,212	60,535	49,909	31,249	30,424	66,160	53,475	15,688	30,345	62,340	47,084
Florida State University	FL	29,090	8,196	14,849	27,149	20,771	11,596	11,524	26,924	21,073	5,363	10,703	24,539	17,624
Virginia Commonwealth University	VA	29,328	9,337	14,654	23,309	19,560	14,271	13,379	25,862	22,113	7,958	13,998	24,828	20,225
University of Missouri-Columbia	MO	29,442	6,916	12,930	25,111	20,259	19,903	12,660	26,185	21,325	6,089	12,416	29,567	21,013
West Virginia University	WV	29,444	7,835	12,923	25,293	20,626	11,597	9,586	23,687	19,430	4,846	8,594	21,361	15,179
University of South Carolina-Columbia	SC	29,611	6,813	13,247	21,891	18,116	12,150	12,620	24,396	19,666	6,075	12,741	25,970	18,292
University of Cincinnati-Main Campus	OH	29,615	10,115	15,878	30,100	25,759	15,990	13,409	32,662	27,948	6,709	14,344	34,234	27,669
University of Colorado Boulder	CO	29,628	7,875	14,623	30,296	24,023	17,192	13,690	27,361	21,964	7,773	12,288	25,037	18,567
North Carolina State University at Raleigh	NC	30,750	8,123	16,252	32,881	26,524	14,553	14,538	34,880	28,531	6,165	14,615	35,466	26,510
University of California-San Diego	CA	30,814	10,466	30,560	63,386	44,678	23,204	24,694	60,634	44,254	6,361	23,152	57,403	38,575
Georgia State University	GA	30,926	5,621	10,310	16,689	13,895	8,496	8,220	17,674	14,977	4,302	8,604	16,000	12,595
The University of Tennessee	TN	31,376	10,343	22,621	42,678	35,779	13,518	18,808	39,004	33,161	6,856	19,668	40,744	30,289
Virginia Polytechnic Institute and State University	VA	31,588	5,917	11,849	27,038	20,768	15,838	10,645	27,053	21,110	4,808	10,925	27,163	18,785
University of California-Davis	CA	31,612	11,309	28,518	55,946	40,099	20,368	24,504	54,594	40,231	7,827	23,729	66,942	43,850
University of North Texas	TX	31,956	6,801	11,220	15,718	12,471	5,442	8,949	14,658	11,951	3,720	7,719	12,583	10,142
University of Maryland-College Park	MD	33,263	10,443	18,503	37,737	29,462	23,641	16,718	36,210	28,497	8,339	15,709	34,198	25,195
University of Houston	TX	33,293	7,393	12,596	21,401	17,789	9,522	10,939	23,109	19,265	4,503	9,848	20,335	15,779
University of Georgia	GA	34,575	6,757	11,898	29,562	23,505	23,091	10,619	30,189	24,213	5,243	10,404	28,505	19,743
University of South Florida-Main Campus	FL	35,027	4,540	11,675	24,756	19,259	8,950	9,928	23,349	19,017	3,647	9,807	22,705	17,150
University of Arizona	AZ	36,392	8,267	16,464	35,515	28,292	15,686	14,200	37,643	30,504	4,632	12,775	34,033	24,677
University of California-Berkeley	CA	38,353	12,525	23,957	49,404	36,933	18,586	20,935	47,600	35,089	8,380	19,818	44,720	30,059
Florida International University	FL	38,386	5,927	9,984	16,249	13,059	6,502	7,658	15,469	12,869	3,281	6,403	13,412	10,689
Rutgers University-New Brunswick	NJ	38,541	11,008	20,931	33,005	26,190	13,626	18,279	36,542	28,905	9,062	17,490	33,350	24,307
University of California-Los Angeles	CA	38,984	18,943	45,896	75,776	56,534	24,882	37,985	71,189	53,923	12,507	34,131	64,150	44,032
Purdue University-Main Campus	IN	40,454	9,745	17,029	32,234	25,806	11,680	14,780	30,211	24,900	5,958	12,447	26,886	20,482
Indiana University-Bloomington	IN	40,632	8,521	16,098	25,004	20,314	8,385	14,142	26,397	22,184	5,168	12,554	25,366	19,003
University of Washington-Seattle Campus	WA	44,672	13,228	30,444	56,451	45,476	19,501	26,728	55,901	46,260	10,055	25,115	56,241	43,175
Michigan State University	MI	45,163	6,664	16,704	33,302	26,140	12,484	14,108	30,521	24,322	5,228	13,826	32,211	22,305
Texas A & M University-College Station	TX	45,326	8,890	17,654	39,607	30,462	14,462	15,517	40,744	31,683	4,966	13,083	33,757	23,835
The University of Texas at Austin	TX	46,301	11,031	19,875	44,861	34,974	13,803	17,077	41,888	33,020	5,257	14,483	34,902	25,660
University of Florida	FL	47,578	9,139	19,936	46,210	35,460	22,103	13,220	37,460	29,608	7,445	12,966	31,630	21,364
University of Illinois at Urbana-Champaign	IL	48,072	8,307	19,006	37,592	29,853	14,376	15,094	37,572	30,088	4,573	11,835	35,595	25,771
University of Minnesota-Twin Cities	MN	48,849	10,759	23,348	48,179	40,252	25,083	21,560	49,455	42,959	7,200	21,811	48,720	38,017
University of Central Florida	FL	49,495	4,839	7,759	14,519	11,292	5,580	6,499	14,239	11,348	5,138	6,238	13,487	9,706
Ohio State University-Main Campus	OH	60,287	9,951	19,425	35,233	28,185	12,779	17,394	32,971	27,085	6,024	16,765	35,135	25,289
Arizona State University	AZ	63,782	8,203	14,065	22,850	17,669	8,655	11,526	22,853	18,361	5,124	11,932	24,231	18,226

SOURCES

Most academic data come from IPEDS, which is the source for the Delta Cost Project and the Ed Trust, too. We use twelve-month data, Because IPEDS normalizes the conversion of undergraduate and graduate credit hours, as explained in the text, into respective FTES, counts can differ from campus tallies. Also, IPEDS converts part-time instructors into .33 FTEF. Further, to distill teaching FTEF from FTEF, one must guess-timate and subtract the FTEF in research and public service. Campuses have—the game is finding—exacting financial reports and audits, but they are hard to compare. IPEDS dumbs down but eases the process. However, campus and IPEDS budget data will differ due to different cycles and categories.

Background information on transfer and aid derive from reports posted at CPEC and Analytic Studies, CSU. Fee data prior to '92 in the CSU were pulled from the Fiscal Profile series at CPEC. From CSUN, Rick Moore and team integrated state wage and labor information with CSUN records to link pathways to outcomes. The Bureau of the Census provided household income numbers, while the Bureau of Labor Statistics did so for industry indices, patterns of consumption, and occupational projections.

The report does not have arcane formulas. The more complex ones, like stretch and weighted, are explained on the spot. Marginal and full costs are common terms in academic budgeting, though not usually linked to categories in IPEDS. Stretch simply adapts marginal to the temporary fact of over-demand. Weighting is a conventional way to make a match fairer.

College Plans
Provost's Report (2/7/2013)

The college plans for '13-14 continue the reinvention of the university from within. Three assumptions rule. We will grow. State resources will not keep pace. We must become ever more innovative and effective, solving several problems simultaneously.

How do we grow past 45,000 students and not shrink quality?

Flip out. Extension, guided by CSUN faculty, funds applied MA degrees, which state fees thwart, in formats that leave no footprint on campus. Lecture capture, video-streaming, virtual software library, Moodle enable faculty to reduce but enrich time in class. The course flips—lectures at home, study activities in class. The library flips, too, to a learning commons. The more learning materials can be moved from shelves to downloads, the more the library can accommodate learning activities. The pace and breadth of such virtualization call on us to think about, and build in, accessibility from the start.

Butt in. 45,000 students can impact budget and space like 67,000 or 36,000, depending on attention to repeats, DFUs, bottlenecks, math/ writing phobia, etc. Colleges have sensible plans for pre-empting students who do not pass milestones. They are quite specific about placing and integrating international students, although graduate programs are silent about their role in admissions. While there is much ado about remediation and supplemental instruction, we must clarify what works. And we need plans for carrying 1440 through more concentrations.

Ramp up. We were born an MA1with perpetual dependence on the general fund. So much for perpetual. The public now expects solutions and services, as well as graduates, from us. These changes require us to invest in partnerships, personnel, and infrastructure to bring in new resources. To this end the colleges are adding grant writers and advancement staff, while centrally we increase the staffing and diversify the expertise in graduate studies and research. We expect gradually to double the investment in research. We need to fund faculty time, start-up, matches, space renovation, and centers. Although we must monitor productivity closely, centers allow us to leverage our size by bringing together different disciplines as in material sciences, health and wellness, STEM-K12, HSI, critical languages, and entrepreneurship. We must identify revenue sources well beyond ICR—surplus/ non-resident FTES, auxiliaries, persistent roll-overs, appropriate endowments, etc.

Squeeze in. Growth without new capital construction funding will require further improvements in uses of instructional space. With a three percent (3%) growth rate and no changes in scheduling patterns and utilization, the campus will exceed its physical capacity for instruction in 2016/17. This can be remedied by (1) optimizing schedule and space assignments, (2) increasing weekend, large lecture, and evening utilization, and (3) modestly increasing (~1%/yr) online and hybrid course offerings. Assuming a 3% per year growth in FTES and a concerted commitment to these remedies, the use of existing facilities for instruction can be extended to 2022.

Shine on. The CSUN Shine campaign and Web-0ne represent big change. The parts of the university are surrendering local control over identity in order to maximize the effect of common iconography and brand as the university positions itself in crowded markets. There are many implications, among them reliance on floating central, rather than college-dedicated, staff who otherwise would tend siloed servers with disparate software.

Measure up. As WASC validated, we do assessment well. But we need to use the results and to integrate them into program review.

	NOW	2014
HYBRID		
ONLINE		
ETEXTS		
1 YR RET		
6 YR GR		
REPEATS		
140+		
1440		
RES SUP		
G/C		
NEW Pis		
WEB1		
ACC		
ASSESSED		