

**BOARD OF TRUSTEES**  
**UNIVERSITY OF THE DISTRICT OF COLUMBIA**  
**UDC RESOLUTION NO. 2016 \_\_\_\_**

**SUBJECT: Approval of Institutional Aid/Leveraging Plan**

**WHEREAS**, pursuant to D.C. Official Code §38-1201.01(a)(7), the Board of Trustees of the University of the District of Columbia, is charged with the responsibility of governing the University of the District of Columbia and possesses all the powers necessary or convenient to accomplish the objects and perform the duties authorized by this section including the power to adopt, prescribe, amend, repeal, and enforce bylaws, rules, and regulations it considers necessary for the governance and administration of the University; and

**WHEREAS**, pursuant to 8B DCMR §725.1 All tuition and fees to be charged to the students at the University, as set forth in Sections 728 through 729, shall be approved by the Board; and

**WHEREAS**, pursuant to 8B DCMR §725.3 resident, non-resident, full-time, or part-time students shall pay the amount set forth for students within their particular category, unless otherwise deferred or waived by specific authority of the Board; and

**WHEREAS**, with the anticipated decline of high school graduates in the Northern States/markets, and a cluster of competitive institutions aggressively targeting prospective students within the District and implementing a discounting/leveraging strategy universally, it is only imperative that the University of the District of Columbia considers a dynamic leveraging strategy to influence its recruiting area and geographic spread, which will be the most significant factor in determining its flow of enrollees in the next decade, in particular higher performing prospects; and

**WHEREAS**, the institutional aid for consideration supports District of Columbia Valedictorians and Salutatorians with full scholarships for 4 years while other eligible high performing prospective students will receive a discount in tuition cost determined according to residency designation consistent with applicable residency policies; and

**WHEREAS**, it is anticipated that implementation of this enrollment strategy may result in \$515,575 in net tuition, and potentially 90 new first time in college students per annum, greater diversification of the entering class, and an enhanced on-campus experience to reflect the global populace;

**NOW THEREFORE, BE IT RESOLVED**, that in order for the University to establish positional power as well as increase enrollment, diversification and graduation rates, the Board of Trustees hereby authorizes the University to offer institutional aid to qualifying students through the DC UP Program within the District and to employ a discounting strategy to recruit

other prospects outside of the District at an annual cost of \$309,794 during each of FY 2017, 2018, 2019, and 2020.

Submitted by the Academic and Student Affairs Committee  
and Community College Committee

April 13, 2016

Submitted by the Audit, Budget and Finance Committee:

April 21, 2016

Approved by the Board of Trustees:

May 5, 2016

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Elaine A. Crider  
Chairperson of the Board



Office of the Chief Financial Officer

## FISCAL IMPACT STATEMENT

**TO:** The Board of Trustees *David L. Franklin*  
**FROM:** Office of the Chief Financial Officer (UDC)  
**DATE:** April 20, 2016  
**SUBJECT:** Institutional Aid/Leveraging Plan

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### Conclusion

It is concluded that there is no significant fiscal impact associated with the implementation of the DC UP Program of Institutional Aid at the University of the District of Columbia (UDC). Based upon the information provided regarding its funding, the Office of the Chief Financial Officer is of the opinion that the program is fully vested in FY2017.

### Background

The University of the District of Columbia (UDC) is in the process of adopting an enrollment strategy to aggressively target prospective students by implementing a discounting/leveraging strategy that will allow it to appeal to more District residents as well as prospects outside of the District. Given the anticipated decline in high school graduates in the Northern States, it is imperative that the University of the District of Columbia consider a dynamic leveraging strategy to influence its recruiting area and geographic spread, which will be the most significant factor in determining its flow of enrollees in the next decade.

To this end, UDC strategy involves targeting Valedictorians and Salutatorians with full scholarships for 4 years within the District. In addition, other eligible high performing prospective students in the Districts and in other states will receive a discount in tuition cost determined according to residency designation consistent with applicable residency policies.

The program includes three (3) models, namely, the District Residence Model which focuses on District residents, the Metro Residence Model, and the Out of State Residence Model focus on allowing the University to appeal to other prospects. Each of the models has a complement of thirty (30) eligible recipients for full and partial scholarships. Within each model there are three (3) levels of scholarship recipients namely at the President Level, the Scholar Level, and the Pride Level. At the Presidential level recipients within the District Residence Model are awarded full scholarships. Presidential level recipients within the Metro Residence Model and Out of State Residence Model are awarded tuition discounts of 40% and 30%, respectively. At

the Scholar Level, for recipients under the District Residence Model, a 20% discount rate is awarded whereas in the Metro Residence and Out of State Models the awards comprise discounts of 15% and 10%, respectively. At the Pride Level, the recipient award is a discount of 13% under the District Residence Model with tuition discounts of \$1,000 under both the Metro Residence and the Out of State Residence Models.

The projected revenue to be derived and the associated Investment by the University in the three models are as follows:

Under the District Residence Model anticipated revenues are \$1,002,000; whereas, UDC Investment is estimated to be \$798,000 over a 4-year period. The net gain to the University based upon the District Residence Model is approximately \$204,000. Under this model, all recipients will receive housing stipends of \$26,000 over a 4-year period.

**District Residence Model (30 students; 10 for each level)**

Level	UDC Investment	Student Costs	Net Gain/(Loss)
President Level (100%)	600,000	-	(600,000)
Scholar Level (20% discount)	120,000	480,000	360,000
Pride Level (13% discount)	78,000	522,000	444,000
<b>Total</b>	<b>798,000</b>	<b>1,002,000</b>	<b>204,000</b>

With the Metro Residence Model projected revenues are \$791,624 and UDC Investment is estimated to be \$163,046 over a 4-year period. The net gain to the University based upon the Metro Residence Model is approximately \$628,578.

**Metro Resident Model (30 student; 10 for each level)**

Level	UDC Investment	Student Costs	Net Gain/(Loss)
President Level (40% discount)	50,916	203,664	152,748
Scholar Level (15% discount)	72,130	288,520	216,390
Pride Level (\$1000 discount)	40,000	299,440	259,440
<b>Total</b>	<b>163,046</b>	<b>791,624</b>	<b>628,578</b>

Under the Out of State Residence Model revenue is projected at approximately \$1,507,853 whereas the UDC Investment is estimated to be approximately \$278,131. The net gain to the University based upon the Out of the State Residence Model is approximately \$1,229,722.

**Out of State Residence (30 Students; 10 for each level)**

Level	UDC Investment	Student Costs	Net Gain/(Loss)
President Level (30% discount)	104,182	416,730	312,548
Scholar Level (10% discount)	133,949	535,795	401,846
Pride Level (\$1000 discount)	40,000	555,328	515,328
<b>Total</b>	<b>278,131</b>	<b>1,507,853</b>	<b>1,229,722</b>

The enrollment strategy is part of the strategic initiative of the President to increase student enrollment at UDC. It is anticipated that implementation of this strategy will impact approximately 90 new students per annum, provide greater diversification of the entering class, and would add to the on-campus experience to reflect the global populace. The strategy will offer institutional aid to qualifying students through the DC UP Program within the District and allows the University to discount/leverage cost for other prospective students outside of the District during each of FY 2017, 2018, 2019, and 2020.

**Financial Impact**

The Office of the Chief Financial Officer has approved this request based on the information provided. Approval is based on the assumption that the recipients will graduate within a 4-year period. Below is a summary of the three models including the net gain to the University. We do not anticipate any risks at this time.

**Model Summary**

Model	UDC Investment	Student Costs	Net Gain/(Loss)
District Residence Model	798,000	1,002,000	204,000
Metro Residence Model	163,046	791,624	628,578
Out of State Residence	278,131	1,507,853	1,229,722
<b>Total</b>	<b>1,239,177</b>	<b>3,301,477</b>	<b>2,062,300</b>

# LEADERSHIP

SYSTEM-WIDE INSTITUTIONAL AID:  
DISCOUNTING & LEVERAGING

**DWIGHT SANCHEZ**

ASSOCIATE VICE PRESIDENT OF ENROLLMENT MANAGEMENT

# TOPICS AT A GLANCE:

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- I. Current Enrollment Projections
- II. What is DC-UP?
- III. DC-UP and Institutional Aid Models
- IV. Impact of DC-UP on Enrollment Projections



# PROJECTIONS: 16, 17, 18

Year	CAS	BPA	SEAS	CAUSES	CC	Graduate	Law School	Total Enrollment	FTE
2016	1260	525	315	263	2179	356	363	5261	3577
2017	1291	538	323	270	2200	381	389	5392	3667
2018	1317	550	330	275	2230	408	416	5526	3757



# RETENTION AND NEW STUDENT PROJECTION: FALL 16, 17, 18

## NEW STUDENT GOALS:

Year	Flagship	CC	Graduate	Law School	Total New Students (31%)
2016	733	675	110	113	1631
2017	751	682	118	121	1672
2018	766	691	126	129	1712

## RETENTION GOALS:

Year	Flagship	CC	Graduate	Law School	Total Retention (69%)
2016	1630	1504	246	250	3630
2017	1671	1518	263	268	3720
2018	1706	1539	282	287	3814

# DC-UP

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- **Objective I :** Vals/Sals from the D.C. Public and Public Charter Schools
- **Objective II :** DC Scholars: 3.0 and above GPA from D.C Public, Public Charter Schools and UDCCC.
- **Objective III :** U@UDC/UDC-CC: Amnesty program
- **Objective IV:** Pathway to the Middle Class: Adult Learners

# DC-UP AID MODEL ( RESIDENCE)

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- **\$199,500** a year is needed (30 students per year) and net tuition revenue would be **\$51,000**
- Included in this is the **\$ 6,500** per year housing stipend that will be given to all SAL and VAL---**\$ 26,000** over 4 years per student

## INSTITUTIONAL AID MODEL (METRO AND OUT OF STATE)

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- Metro Model:
  - \$56,674 a year is needed ( 30 students per year) and net tuition revenue would be \$197,906
- Out of State Model:
  - \$144,182 a year is needed ( 30 students per year) and net tuition revenue would be \$238,270



## **INSTITUTIONAL AID ( DC-UP AND LEVERAGING ) : 4 YEAR IMPACT**

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- **Over 4 years:** the University system-wide will invest \$1,239,177 to experience a net tuition impact of \$2,062,300

# MODIFIED ENROLLMENT PROJECTION

With the consideration of the DC-UP impact, enrollment per annum is projected to increase by 2% for the next 3 years

- New Student growth is projected at a rate of  $\pm 8\%$  over the next 3 year span
- FTE is projected to increase by  $\pm 2\%$  for the next 3 years
- Retention is expected to remain as is until the impact of the Student Development model is implemented

Year	CAS	BPA	SEAS	CAUSIES	CC	Graduate	Law School	Total Enrollment	FTE
2016	1290	545	340	278	2179	356	363	5351	3639
2017	1321	558	348	285	2200	381	389	5482	3728
2018	1347	570	355	290	2230	408	416	5616	3819

Year	Flagship	CC	Graduate	Law School	Total New Students (31% <sup>0</sup> )
2016	823	675	140	113	1721
2017	841	682	118	121	1762
2018	856	691	126	129	1802



# MODIFIED ENROLLMENT PROJECTION

## CONTINUED

Year	Flagship	CC	Graduate	Law School	Total Retention (69%)
2016	1630	1504	246	250	3630
2017	1671	1518	263	268	3720
2018	1706	1539	282	287	3814

Thank You. Any Questions ?

