

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, April 18, 2012 - 9:00 A.M.**

AGENDA – PUBLIC SESSION

Present: Mr. Jeremiah White, Jr. (Chair), presiding; Ms. Varsovia Fernandez, Mr. Willie Johnson, Mr. Gil Wetzell, Dr. Stephen M. Curtis, Dr. Thomas R. Hawk, Ms. Jody Bauer, Dr. Samuel Hirsch, Mr. Gim Lim, Mr. Gary Bixby, and Mr. James P. Spiewak

(1) Tuition and Credit Card Payment Convenience Fee Recommendation for the 2012-13 Year (Action Item):

Discussion: Financial planning for the 2012-13 fiscal year began with a revenue to expense gap of \$8.346 million. This will be addressed through a combination of revenue increases and expense reduction strategies. The \$8.346 million gap is created by several factors: projected salary and fringe benefit costs for the 2012-13 year based upon the College's best and final contract offer to the Faculty Federation; a projected decrease in State funding equal to \$1.2 million; no increase in City funding; and a projected 4 percent decrease in credit student enrollments. The projected enrollment decline reflects the expected impacts of the growing restriction on Pell funding, as well as improved the economic opportunities in the workforce.

The Committee discussed the circumstances which led to the changing Pell opportunities for students. Dr. Hirsch explained that the Pell-eligibility changes had been embedded in other legislation during the past year associated with Federal expenditures. The goal, both at the Federal legislative and executive level, is not to change the maximum Pell award amount from the current year. It is intended to remain at \$5,550. However, access to the aid dollars is being limited in a variety of ways to reduce the Federal expenditure level on the Pell program. The option for a second Pell award in one year, which provided funding for summer school enrollment in the last fiscal year, has been eliminated. This appears to be one of the reasons why CCP's summer school enrollments for 2012 are trending slightly below the levels that were achieved in 2011. In addition, student progress requirements have been tightened meaning that students are allowed a shorter period of time to complete developmental education coursework, and less time to complete a degree prior to the elimination of Pell eligibility. Each of the various changes that are being made to Pell regulations are impacting on groups of students with an overall impact that is estimated to result in over 1,000 CCP students losing Pell eligibility in the next fiscal year.

To achieve a viable 2012-13 budget, a combination of expense reductions, revenue enhancements, and use of carry-over funds will be required. A comprehensive 2012-13 budget will be presented to the Business Affairs Committee at the May 23, 2012 meeting. In order to complete the budget plan for the 2012-13 year, the Board must approve tuition and fee charges for the year. The following schedule provides a summary of the proposed plan to address the \$8.346 million revenue gap initially projected for the 2012-13 year:

Base Budget Expense Reductions	\$2,350,000
Tuition Increase	3,571,000
Fee Increases	430,000
Initially Projected Use of Carry-over Funds from Prior Fiscal Years	<u>1,995,000</u>
Total Required Revenue and Expense Change	\$8,346,000

Dr. Curtis noted that the revenue gap being experienced for the 2012-13 year was not different from that which staff was required to deal with in any budget year except for the fact that the size of the gap is greater. The larger gap is due to several factors including the reduction in State funding, and the fact that the 2011-12 fiscal year budget is not balanced. The shortfall in funding from 2011-12 represents continuing expenditures that will again need to be funded from 2012-13 revenues.

The Committee discussed several of the strategies which staff have used to reduce expenditures in the base budget. Dr. Hawk noted that care had been taken to avoid budget reductions in areas which would impact on student persistence and educational outcomes. Where possible, vacant administrative and support staff positions will not be filled. A careful look was made to identify times where services offered by the College were not well utilized and could be scaled back to reduce budget expenditures. The most significant example of this is the decision to not offer classes and services on Friday nights and Saturdays at the Main Campus. Classes and related services previously offered at the Main Campus on the weekend will now be offered at the three Regional Centers. Staff undertook an analysis of the residential patterns of students who are attending Main Campus weekend classes and determined that the vast majority of those students actually live closer to a Regional Center than they do to the Main Campus. Classes previously offered on Saturday were rescheduled to the Regional Centers with the expectation that the great majority of students will be willing to attend at those locations rather than the Main Campus. The CBI buildings will remain open on Saturdays to support Corporate Solutions programs. Staff acknowledged that there are some limited enrollment and programmatic risks associated with this decision, and that the impact of the relocation of the Saturday classes to the Regional Centers will be analyzed carefully to see whether this approach to Saturday classes should be continued in subsequent fiscal years. The decision to close on Friday night will have very little impact on students because the number of enrollments on Friday night was very light. Dr. Curtis emphasized that all decision making being undertaken with respect to the 2012-13 budget was data based, i.e., informed by essential information about its possible impact on students. He also emphasized that in the context of the diminished public support to the College, it cannot be "business as usual" for the College going forward.

The Committee discussed the longer-term implications of the College's evolving financial support patterns. Ms. Fernandez emphasized the importance of being conservative in the College's financial assumptions. Mr. Wetzel stated that he believed that funding from City and State sources will only continue to decline over time. He stated that he was concerned that many smaller colleges around the country will be forced to merge in order to survive as resource opportunities continue to dwindle. Mr. White talked about the importance of finding alternative revenue sources to offset the diminishment of City and State funding. For example, private fundraising and the role of the Foundation should continue to grow in importance for the

College as a source of support. Dr. Curtis noted that the Foundation was relatively new and too small in scale at the moment to provide significant ongoing operating support for the College. However, the Foundation has already helped the College in two important ways: (1) annually providing a large number of scholarships to help students deal with the rising tuition charges by the College; and (2) through the Capital Campaign, provided direct financial support for the construction projects which has meant that the College has been required to use fewer City dollars to pay for the recent capital projects.

Staff talked about other strategies that are in place to support revenue growth. These include: a College-wide emphasis on retention of students which means that current students are now staying longer at the College and generating more revenues than was the case in the past with lower retention rates; a significant increase in distance learning enrollments; increased enrollments at the Regional Centers based upon the expansion which occurred at both the West and the Northeast Regional Centers; and a planned effort to increase international student enrollments. Dr. Curtis noted that these efforts help to explain why CCP's enrollment levels have not experienced the large drops that have occurred elsewhere in the State.

The Committee discussed the fact that, in general, there is a need to identify and invest institutional resources in areas where the greatest return on investment can occur, i.e., in those areas which will have the greatest potential to increase student enrollment, new revenue opportunities, and/or create operating efficiencies for the College.

Recommended Tuition Increase

The recommended tuition increase for 2012-13 is 10 dollars per credit. This represents a 5.6 percent increase over the 2011-12 average tuition and fee charge per credit of \$177.15. Figure 1 provides a 19-year history of tuition and fee increases at the College. Figures 4 and 5 provide tuition and fee information on area four-year universities and other Pennsylvania community colleges. Figure 4 demonstrates the gap between the College's and area four-year universities' tuition charges continues to widen.

Virtually all CCP students have access to one or more opportunities to assist them in the payment of the College's tuition and fee charges. The majority of the College's students are eligible for Federal and State financial aid programs. Middle-income family students are eligible for the American Educational Opportunity Tax Credits for educational expenditures. Figures 2A through 3B show the 2012-13 net cost impact for students receiving aid or the education tax credit. Staff emphasized that a key role for the Financial Aid staff was trying to ensure that all students develop a full understanding of all options which exist to help them pay for their CCP education.

New Credit Card Payment Convenience Fee

Dr. Hawk explained that the College currently accepts Master Card, Visa, Discover and American Express credit cards. Of these cards, Visa is used in about 50 percent of the payments. As is standard practice in the industry, the credit card companies retain approximately 2.4 percent of payments made by credit cards resulting in reduced student revenues of approximately \$300,000 each year for the College.

Nationally, a majority of colleges and universities have responded to this issue of lost revenue by charging a credit card payment fee. Staff have proposed a \$12 Credit Card Payment Convenience Fee for credit card payments made as of July 1, 2012. This fee will generate an amount equal to the currently lost revenues of \$300,000. The fee will apply only to tuition and fee payments. Purchases made in food service, bookstore or parking will not be subject to the fee.

As a preliminary step to mitigate the potential impact on students by this charge, in spring 2012 the College introduced the capacity for students to make ACH (Automated Clearing House) payments to the College. The ACH payment mechanism is available at no cost to either the student or the College. Students who prefer not to pay the Credit Card Payment Convenience Fee can elect this payment mechanism. Either approach, using the ACH payment mechanism or paying the \$12 Credit Card Payment Convenience Fee, will have the same positive financial impact on the College and contribute to the \$300,000 positive budget impact.

Action: Mr. Wetzel moved and Mr. Johnson seconded the motion that the Committee recommend to the full Board that the tuition charge be increased by \$10 per credit from \$138 to \$148 effective for the fall, 2012 semester; and that a \$12 Credit Card Payment Convenience Fee be implemented for all credit card payments made July 1, 2012 and thereafter. The motion passed unanimously.

(2) Proposed New Student Processing Fee (Action Item):

Discussion: The College currently charges students three one-time fees: Application Fee - \$20; ID Card Fee - \$10; and Graduation Fee - \$30. Staff recommended the elimination of these three fees and the introduction of a new fee, New Student Processing Fee, with a value of \$60. Students will pay this fee only once at the time they first enroll in credit courses.

The purposes for this fee change are tied directly to the College's enrollment management goals. For some students, paying the Application Fee represents a barrier to applying to the College. It is an upfront, out-of-pocket expense not covered by financial aid. Administratively, the application fee waiver process for low-income students is a time-consuming task for the Admissions Office staff. Technically, the Application Fee is difficult to manage in the Banner Admissions system. The current Graduation Fee is charged at the time the student is planning to graduate. Some students, who are planning to transfer, elect not to pay the Graduation Fee and therefore do not officially graduate. In addition, there is significant staff time involved in the collection and recording of the Graduation Fee. Similarly, the separate management of the collection of the ID Card Fee makes demands on staff resources. The proposed fee consolidation will increase the efficiency of the College's administrative procedures, will eliminate one potential barrier to applying to the College, and is expected to enable the College to increase the number of annual graduates from the College.

Dr. Hirsch explained that as part of the College's Enrollment Management Plan, all barriers to student entry and success at the institution are being systematically examined and, where possible, barriers eliminated which could potentially prevent students from persisting at the College. Staff are implementing a comprehensive graduation monitoring process where students will be carefully assessed for progress at critical credit hour completion points in their academic career at the institution, and will be guided by staff to develop effective strategies to

make progress toward completion of their educational goals. Agenda item #3, the acquisition of DegreeWorks, is a key tool that will be utilized in working toward the achievement of this part of the enrollment management efforts.

The estimated financial impact of this fee change will be to increase student revenues by approximately \$130,000. The new revenues will be partially allocated toward costs used to pay for commencement, and the remainder will be used as general revenues to support College operations.

Action: Mr. Johnson moved and Mr. Wetzel seconded the motion that the Committee recommend to the full Board that staff be authorized to implement a New Student Processing Fee with a value of \$60 and eliminate the Application, ID and Graduation fees effective for students entering in the fall, 2012 semester. The motion passed unanimously.

(3) Implementation of DegreeWorks Software - \$67,800 (Action Item):

Discussion: Ms. Bauer explained that a key goal in the Academic Program Assessment and Enrollment Management Plans was to provide students with on-line degree progress information. This has been a desired direction for the College since the initial implementation of the Banner Student System. Currently, the Banner CAPP (Curriculum Advising Program Planning) module does not have the functionality and information deemed essential by College staff to support student degree planning. To address this issue, staff are recommending the purchase of a new software tool, DegreeWorks, at a one-time cost of \$67,800. DegreeWorks will provide self-service functionality to students for monitoring their academic progress, and support students' degree-completion planning with a real-time, on-line tool. Students and their advisors will be able to review past, present, and future academic coursework in order to evaluate which degree requirements are complete and which degree requirements are remaining. Wrong course selections by students should be greatly reduced. This will reduce the average time that students take to graduate, and help students avoid using their limited financial aid dollars inappropriately.

Dr. Hirsch noted that the DegreeWorks software will benefit the institution in many ways. Every year, well over 2,000 students have accumulated significantly greater numbers of credits than the 60 required for graduation but are far from completing all of the institutional graduation requirements. Effective use of DegreeWorks software by students and their advisors will ensure that students do not accumulate credits that are unnecessary to achieving their educational goals. It will become a key tool for guiding students into the right courses throughout their studies, facilitate student course selection planning, and help to ensure that opportunities to take required courses are not missed.

Action: Mr. Wetzel moved and Mr. Johnson seconded the motion that the Committee recommend to the full Board that the College be authorized to purchase DegreeWorks at a cost of \$67,800. Funding for this software purchase is available within the 2011-12 capital budget. The motion passed unanimously.

(4) Additional Capital Cost for Oracle Enterprise-level License Agreement - \$106,020 and Increased Annual Oracle Software Lease - \$23,324 (Action Item):

Discussion: Ms. Bauer explained that the College was recently required to “true-up” the Oracle Campus Enterprise-level License agreement. This license agreement is required for the College to utilize the Oracle database which underpins the Banner ERP systems. The “true-up” process involved providing Oracle with the fall 2011 headcount for full- and part-time students, faculty and staff. The current headcount of students and staff is 21,063. This exceeds the headcount on the original Campus Agreement, 18,892. As a result, the College is out of compliance with the Oracle Campus Agreement. The increase in headcount requires an additional one-time licensing fee of \$106,020. In addition, the College will incur an additional software lease cost of \$23,324. The software support lease cost of \$23,324 will be an annually-reoccurring cost.

Action: Mr. Johnson moved and Mr. Wetzel seconded the motion that the Committee recommend to the full Board approval of the one-time \$106,020 capital expense for the expanded Oracle Enterprise-level license agreement and approval of a \$23,324 increase in the College’s 2011-12 software support lease. Funding for this expenditure is available in the 2011-12 capital budget. The motion passed unanimously.

(5) Construction Projects Update (Information Item):

Mr. Bixby summarized progress to date on current construction projects. The next major step in the Bonnell ground-floor renovation project is the relocation of the enrollment services and bursar functions from their current locations at the southern end of the Bonnell building to their new space at the northern end of the Bonnell Building. This will free up space for the final phase of the Bonnell project which includes newly built space for the assessment, advising and counseling functions. This phase of the project is expected to be completed for the fall 2012 term. Except for campus security offices, all other components of the Mint project are now largely complete and office staffs have moved into their new offices. LEED certification for the NERC expansion and Pavilion Building is in the final stages with gold level certification for both buildings now probable. Mr. Bixby noted that the 10G fiber project approved by the Board earlier in the year was now complete. This has important implications for the enhanced use of technology in the future.

Mr. Bixby noted that a major goal for the Main Campus project was just achieved through agreements reached with the Philadelphia Streets Department. Parking on both sides of 17th Street between the Winnet Building entry and Spring Garden Street will be eliminated. Seventeenth Street will be reduced to one lane with traffic-calming measures. A well-identified crosswalk will permit safe crossing of 17th Street between the major campus buildings. The 17th and Spring Garden Streets bus stop will be relocated to eliminate a long-standing traffic jam issue on Spring Garden Street. The reduced width of 17th Street will enable the College to implement additional storm water management strategies; and, as a result, the Water Department has agreed to provide financial support for the College’s landscape project. The 17th Street no-parking provisions will be put in place in the near future; however, the remaining components of the landscape project will not be completed until the fall.

Mr. Bixby provided an update on minority and women business owner participation in the Main Campus construction projects. He stated that, while final numbers were not yet available, there was growing confidence that the original participation goals would be exceeded.

Staff and the Committee discussed the range of strategies that were being pursued to continue to increase minority and women participation percentages in all aspects of the College's procurement activities.

(6) Next Meeting:

The next meeting date of the Committee is scheduled for **Wednesday, May 23, 2012 at 9:00 A.M.** in the College's Isadore A. Shrager Boardroom, M2-1. At that time, the proposed 2012-13 College Budget will be presented to the Committee.

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Attachments
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ATTACHMENT A

BACKGROUND INFORMATION FOR THE 2012-13 TUITION AND FEE PROPOSAL

Year	Per Credit Tuition	Per Credit General Fee	Per Credit Technology Fee	Average Course Fee per Credit*	Average Total Cost per Credit	Average Dollar Increase	Percent Increase	Average Full-time Tuition and Fees per Academic Year
1994-95	61	3		0	64			1,524
1995-96	66	3		0	69	5	7.9%	1,644
1996-97	69	3	3	0	75	6	8.8%	1,788
1997-98	69	3	3	0	75	1	0.7%	1,800
1998-99	72	3	4	0	79	4	5.3%	1,896
1999-00	74	3	6	0	83	4	5.1%	1,992
2000-01	76	3	6	0	85	2	2.4%	2,040
2001-02	79	3	6	0	88	3	3.5%	2,112
2002-03	83	3	10	0	96	8	9.1%	2,304
2003-04	87	3	14	0	104	8	8.3%	2,496
2004-05	97	4	18	5.25	124.25	20.25	19.5%	2,982
2005-06	104	4	22	6.26	136.26	12.01	9.7%	3,270
2006-07	112	4	26	6.48	148.48	12.22	9.0%	3,564
2007-08	115	4	28	6.65	153.65	5.17	3.5%	3,688
2008-09	115	4	28	6.53	153.53	-0.12	-0.1%	3,685
2009-10	122	4	28	6.39	160.39	6.86	4.5%	3,849
2010-11	128	4	28	6.31	166.31	5.92	3.7%	3,991
2011-12	138	4	28	7.15	177.15	10.84	6.5%	4,252
2012-13	148	4	28	7.15	187.15	10.00	5.6%	4,492

* Course fees, where charged, currently range from 75 to 300 dollars per course.

FIGURE 2A
IMPACT OF PROPOSED TUITION INCREASE
ON STUDENTS RECEIVING PELL GRANTS
(For Students Not Selecting Courses
Requiring Payment of a Course Fee)

The maximum Pell award for the 2012-13 award year is \$5,550. Shown below is a comparison of what the current balance check is for a maximum Pell award, and what the balance check will be for the proposed charges of \$148 per credit for tuition, \$28 per credit for the Technology Fee, and \$4 per credit for the General College Fee.

2011-2012 YEAR⁽¹⁾		2012-2013 YEAR⁽¹⁾	
Max Pell - 12 Credits	\$2,775	Max Pell - 12 Credits	\$2,775
Tuition/Fees	\$2,040	Tuition/Fees	\$2,160
Balance Check Per Term	\$ 735	Balance Check Per Term	\$615
Max Pell - 9 Credits	\$2,081	Max Pell - 9 Credits	\$2,081
Tuition/Fees	\$1,530	Tuition/Fees	\$1,620
Balance Check Per Term	\$ 551	Balance Check Per Term	\$461
Max Pell - 6 Credits	\$1,388	Max Pell - 6 Credits	\$1,388
Tuition/Fees	\$1,020	Tuition/Fees	\$1,080
Balance Check Per Term	\$ 368	Balance Check Per Term	\$308
Max Pell - 3 Credits	\$ 694	Max Pell - 3 Credits	\$694
Tuition/Fees	\$ 510	Tuition/Fees	\$540
Balance Check Per Term	\$ 184	Balance Check Per Term	\$154

(1) Includes tuition, technology fee, and general College fee.

Note: This chart does not consider the impact of other forms of student aid such as PHEAA grants, SEOG, private scholarships, and employer-paid tuition and fees.

FIGURE 2B
IMPACT OF PROPOSED TUITION INCREASE
ON STUDENTS RECEIVING PELL GRANTS
(Typical Pattern for Students Selecting
Courses with Fees)

The maximum Pell award for the 2012-13 award year is \$5,550. Shown below is a comparison of what the current balance check is for a maximum Pell award, and what the balance check will be for the proposed charges of \$148 per credit for tuition, \$28 per credit for the Technology Fee, and \$4 per credit for the General College Fee. The calculation for this table includes the assumption that the student pays one or two course fees.

2011-2012 YEAR⁽¹⁾		2012-2013 YEAR⁽¹⁾	
Max Pell – 12 Credits	\$2,775	Max Pell – 12 Credits	\$2,775
Tuition/Fees (Two Course Fees: \$150, \$75)	\$2,265	Tuition/Fees (Two Course Fees: \$150, \$75)	\$2,385
Balance Check Per Term	\$ 510	Balance Check Per Term	\$ 390
Max Pell - 9 Credits	\$2,081	Max Pell - 9 Credits	\$2,081
Tuition/Fees (Two Course Fees: \$150, \$75)	\$1,755	Tuition/Fees (Two Course Fees: \$150, \$75)	\$1,845
Balance Check Per Term	\$ 326	Balance Check Per Term	\$ 236
Max Pell - 6 Credits	\$1,388	Max Pell - 6 Credits	\$1,388
Tuition/Fees (One Course Fee: \$75)	\$1,095	Tuition/Fees (One Course Fee: \$75)	\$1,155
Balance Check Per Term	\$ 293	Balance Check Per Term	\$ 233
Max Pell - 3 Credits	\$ 694	Max Pell - 3 Credits	\$ 694
Tuition/Fees (One Course Fee: \$75)	\$ 585	Tuition/Fees (One Course Fee: \$75)	\$ 615
Balance Check Per Term	\$ 109	Balance Check Per Term	\$ 79

(1) Includes tuition, technology fee, general College fee, and representative course fees.

Note: This chart does not consider the impact of other forms of student aid such as PHEAA grants, SEOG, private scholarships, and employer-paid tuition and fees.

FIGURE 3A
IMPACT OF TUITION INCREASE
ON DEPENDENT AND WORKING STUDENTS
ELIGIBLE FOR THE AMERICAN OPPORTUNITY TAX CREDIT⁽³⁾
(For Students Not Selecting Courses
Requiring Payment of a Course Fee)

Category	2011-12 Tuition and Fees⁽¹⁾	2011-12 Cost After Tax Credit ⁽³⁾	Proposed 2012-13 Tuition and Fees⁽²⁾	2012-13 Cost After tax Credit ⁽³⁾	Net Increase 2011-12 to 2012-13
Part-Time Student (3 Credits)	\$510	\$510	\$540	\$540	\$30
Part-Time Student (6 Credits)	\$1,020	0	\$1,080	0	0
Part-Time Student (9 Credits)	\$1,530	0	\$1,620	0	0
Full-Time Student (12 Credits)	\$2,040	\$30	\$2,160	\$120	\$90
Full-Time Student (Enrolled for 24 Credits)	\$4,080	\$1,580	\$4,320	\$1,740	\$160

(1) Includes the following fees: Tuition \$138 per credit; General College Fee, \$4 per credit; and Technology Fee, \$28 per credit.

(2) Includes the following charges: Tuition \$148 per credit; General College Fee, \$4 per credit; and Technology Fee, \$28 per credit.

(3) The American Opportunity Tax Credit covers 100% of the first \$2,000 of eligible expenditures and 25% of the second \$2,000 for any student enrolled half time in at least one semester.

In addition to tuition and fees, the tax credit can be applied toward the cost of textbooks and course materials. There is also a direct federal payment of up to 40 percent of the American Opportunity Tax Credit amount to low-income students paying tuition and fees who do not have a federal tax liability for the year.

FIGURE 3B
IMPACT OF TUITION INCREASE
ON DEPENDENT AND WORKING STUDENTS
ELIGIBLE FOR THE AMERICAN OPPORTUNITY TAX CREDIT⁽³⁾
(Sample Pattern for Students Selecting Courses with Course Fees)

Category	2011-12 Tuition and Fees⁽¹⁾	2011-12 Cost After Tax Credit ⁽³⁾	Proposed 2012-13 Tuition and Fees⁽²⁾	2012-13 Cost After tax Credit ⁽³⁾	Net Increase 2011-12 to 2012-13
Part-Time Student (3 Credits) (One Course Fee: \$75)	\$585	\$585	\$615	\$615	\$30
Part-Time Student (6 Credits) (One Course Fee: \$75)	\$1,095	0	\$1,155	0	0
Part-Time Student (9 Credits) (Two Course Fees: \$150, \$75)	\$1,755	0	\$1,845	0	0
Full-Time Student (12 Credits) (Two Course Fees: \$150, \$75)	\$2,265	\$198.75	\$2,385	\$288.75	\$90
Full-Time Student (Enrolled for 24 Credits) (Four Course Fees: Two at \$150, Two at \$75+)	\$4,530	\$1,897.50	\$4,770	\$2,077.50	\$180

(1) Includes the following fees: Tuition \$138 per credit; General College Fee, \$4 per credit; Technology Fee, \$28 per credit; and course fees of \$75 and \$150.

(2) Includes the following charges: Tuition \$148 per credit; General College Fee, \$4 per credit; Technology Fee, \$28 per credit; and course fees of \$75 and \$150.

(3) The American Opportunity Tax Credit covers 100% of the first \$2,000 of eligible expenditures and 25% of the second \$2,000 for any student enrolled half time in at least one semester.

In addition to tuition and fees, the tax credit can be applied toward the cost of textbooks and course materials. There is also a direct federal payment of up to 40 percent of the American Opportunity Tax Credit amount to low- income students paying tuition and fees who do not have a federal tax liability for the year.

FIGURE 4

**TUITION AND FEES AT AREA
COLLEGES AND UNIVERSITIES**

COLLEGE	TUITION AND FEES			2011-12	2011-12
	2009-10	2010-11	2011-12	\$ CHANGE	% CHANGE
LA SALLE	\$32,700	\$33,700	\$35,240	\$1,540	4.6%
DREXEL	\$31,865	\$33,005	\$34,405	\$1,400	4.2%
ARCADIA	\$31,260	\$32,720	\$34,150	\$1,430	4.4%
CABRINI	\$31,030	\$32,084	\$33,176	\$1,092	3.4%
ROSEMONT	\$25,000	\$27,450	\$29,050	\$1,600	5.8%
EASTERN	\$23,820	\$24,600	\$25,850	\$1,250	5.1%
HOLY FAMILY	\$22,460	\$23,520	\$24,640	\$1,120	4.8%
TEMPLE	\$11,764	\$12,424	\$13,596	\$1,172	9.4%
WEST CHESTER	\$7,211	\$7,680	\$8,274	\$594	7.7%
CHEYNEY	\$7,360	\$7,836	\$8,404	\$568	7.2%
COMMUNITY COLLEGE OF PHILADELPHIA (based on 24 credits)	\$3,696	\$3,840	\$4,080	\$240	6.3%

Source: <http://chronicle.com/premium/stats/tuition/results.php>
Chronicle of Higher Education, April 10, 2012

FIGURE 5
PENNSYLVANIA COMMUNITY COLLEGES'
2011-12 TUITION AND FEES

		Allegheny	Beaver	Bucks	Butler	Delaware	Harrisburg	Lehigh Carbon	Luzerne	Montgomery	Northampton	PA Highlands	Philadelphia	Reading	Westmoreland
Per Credit Fees															
Tuition	Sponsored	95.50	95.00	111.00	88.00	101.00	136.50	91.00	84.00	103.00	82.00	96.00	138.00	91.00	80.00
	Non-Sponsored	191.00	190.00	222.00	176.00	202.00	189.00	182.00	168.00	206.00	164.00	192.00	276.00	182.00	160.00
	Out-of-State	286.50	285.00	333.00	264.00	303.00	283.50	273.00	252.00	309.00	246.00	288.00	414.00	273.00	240.00
	Other						30.00	136.50			139.00	168.00			
Universal	Capital - Non-Sponsored	6.50	20.00	10.00		3.00	5.00	9.00	11.00	10.00	54.00	14.00	10.00	2.00	6.00
	Capital - Out-of-State	6.50	40.00	20.00		6.00	10.00	18.00	21.00	20.00	93.00	14.00	20.00	2.00	6.00
	Capital - Other							9.00			19.00	6.00			
	Technology	12.00	16.00	30.00		35.00	15.00	12.00	8.00	15.00	16.00		28.00	24.00	11.00
	Activity	4.20		3-12		2.00	3.50	5.00		3.00			4.00	3.00	3.00
	College/Comprehensive/ General		11.00		18.00		10.00		13.00	4.00	16.00	35.00		19.00	3.00
	Student Services/Academic	2.00			4.00										
	International Student					35.00								35.00	
Academic	Credit by Exam					123-315	68.25			51.50	41.00				
	Distance Learning				15.00										10.00
	Laboratory		10.00								15-80				
	Experiential Learning Health Careers Course Fee	20.00					68.25			103-309					
Full-Time Fees															
Tuition	Sponsored		1,425.00		1,320.00			1,365.00	1,260.00			1,450.00		1,365.00	1,200.00
	Non-Sponsored		2,850.00		2,640.00			2,730.00	2,520.00			2,900.00		2,730.00	2,400.00
	Out-of-State		4,275.00		3,960.00			4,095.00	3,780.00			4,350.00		4,095.00	3,600.00
	Other							2,047.50				2,550.00			
Universal	Capital - Non-Sponsored	78.00						135.00	165.00			210.00		30.00	
	Capital - Out-of-State	78.00						270.00	315.00					30.00	
	Capital - Other							135.00				90.00			
	Technology							180.00	120.00					360.00	
	Activity	50.40						75.00						45.00	
	College/Comprehensive/ General								195.00			540.00		285.00	

FIGURE 5
PENNSYLVANIA COMMUNITY COLLEGES'

[illegible]