



Paying the Price: An Assessment of Texas Tuition Deregulation

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In a turbulent economy, the struggle to pay for higher education has become very common among college students pressed for money. Community Scholars set out to determine whether or not the increases in tuition revenue, due to deregulation, were being used to further Texas public universities. A \$9.97 billion funding shortfall in 2003 caused the State of Texas to find creative ways to make up for lost funds. As a way to manage this, the 78th Texas Legislature passed House Bill 3015 which cut funding for public universities and allowed the board of regents at each university to set their own tuition rates. According to the 2004 Community Scholars report on tuition deregulation, UT El Paso tuition rose 28 percent just two semesters after deregulation was implemented, which led to fewer students receiving financial aid. A collection of Texas public universities were selected and studied by Community Scholars to determine the effect of tuition deregulation on higher education throughout the State of Texas.

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In a turbulent economy, the struggle to pay for higher education has become very common among college students pressed for money. This is just one of the reasons why tuition deregulation is a controversial topic in today's society. On one hand, there are proponents who favor deregulation for the freedom it gives university boards and the money it makes available to higher education institutions. Opponents see deregulation as unwise and unfair. It is clear that a controversy regarding funding Texas public education exists. Before tuition deregulation, the state government set tuition prices for public Texas universities. The state also funded various projects and programs at all 35 public universities in the state. In 2003, a total of \$6.2 billion in appropriations were distributed to all public Texas universities to fund these programs.¹

However, in the same year, the state also faced a \$9.97 billion funding shortfall. As a way to manage or decrease a portion of this deficit, the legislature passed House Bill 3015 (HB3015), which cut funding for public universities and allowed the board of regents at each university to set their own tuition rates. The bill mandated that schools set aside 20 percent of tuition revenue for financial aid. Additionally, tuition increases gave universities monies to fund projects previously funded by legislative appropriations. Since the state gives fewer funds to universities, tuition deregulation saves the state millions of dollars. Texas Rep. Geanie Morrison (R-District 30), author of the HB3015, explains why tuition deregulation is a necessity:

“The [statutory tuition] system used to set tuition in Texas does not provide sufficient pricing options for the array of services an institution may offer, nor does it lend itself to providing incentives for students to make efficient use of their time and state resources. It mandates the same basic rate across the state regardless of the circumstances of the individual student and unique needs of university campuses. With ‘tuition flexibility’, universities would be able to use flexible rates as a means to achieve strategic goals, such as improved graduation rates, better use of facilities and improvement of academic programs.”

Community Scholars' goal is to determine the effects of tuition deregulation on public universities in Texas. The following six public universities in Texas were studied and were chosen due to geographic location as well as either being a research-extensive university of emerging-research university, as defined in the state's Closing the Gaps initiative.

- Texas A&M University
- Texas Tech University
- University of North Texas
- UT Austin
- UT El Paso
- UT San Antonio

Community Scholars used various government and university system websites, as well as interviews with education officials to obtain information and related to tuition deregulation. In order to determine how universities have been funded since tuition deregulation, Community

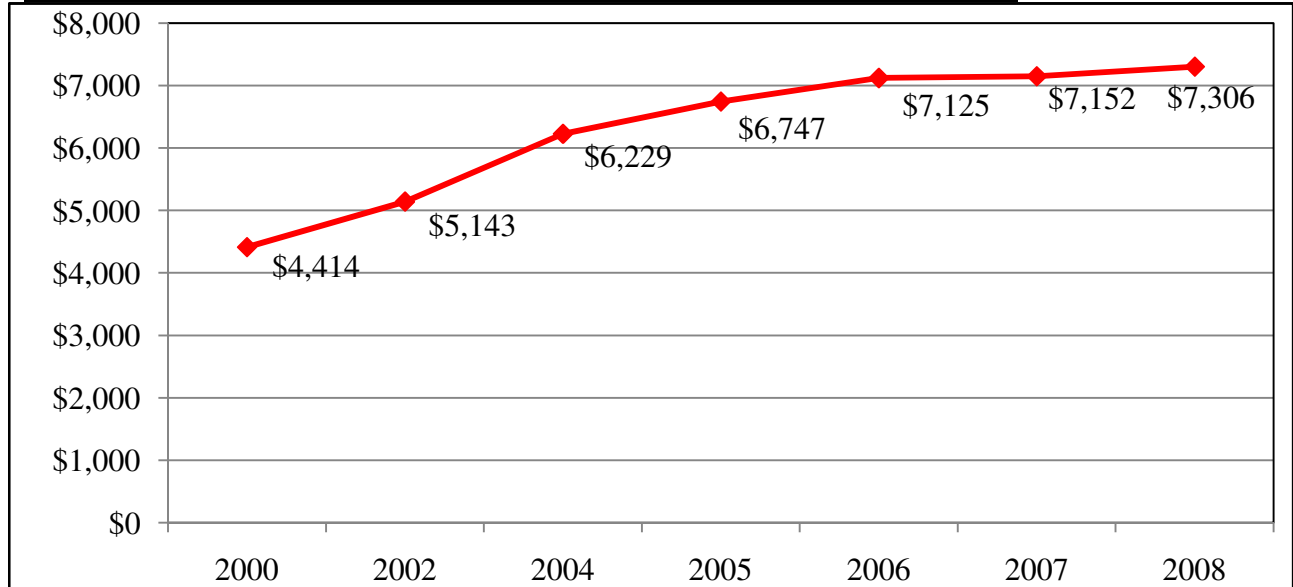
¹ Legislative Budget Board. 2002. "State Funding for General Academic Institutions of Higher Education." February. http://www.lbb.state.tx.us/Higher_Education/HigherEd_StateFunding_0202.pdf (June 30, 2009)

Scholars first looked at the trends in university funding. The cost of attending a higher education institution was also examined.

Texas Higher Education Funding Trends

Community Scholars set out to analyze tuition increases over a nine-year period. Figure A.1 displays the change in average tuition and fees cost for all six institutions. There was a 64 percent increase in tuition costs from fiscal year (FY) 2000 to FY 2008.

Figure A.1: Average Tuition and Fees Costs for Comparison Universities



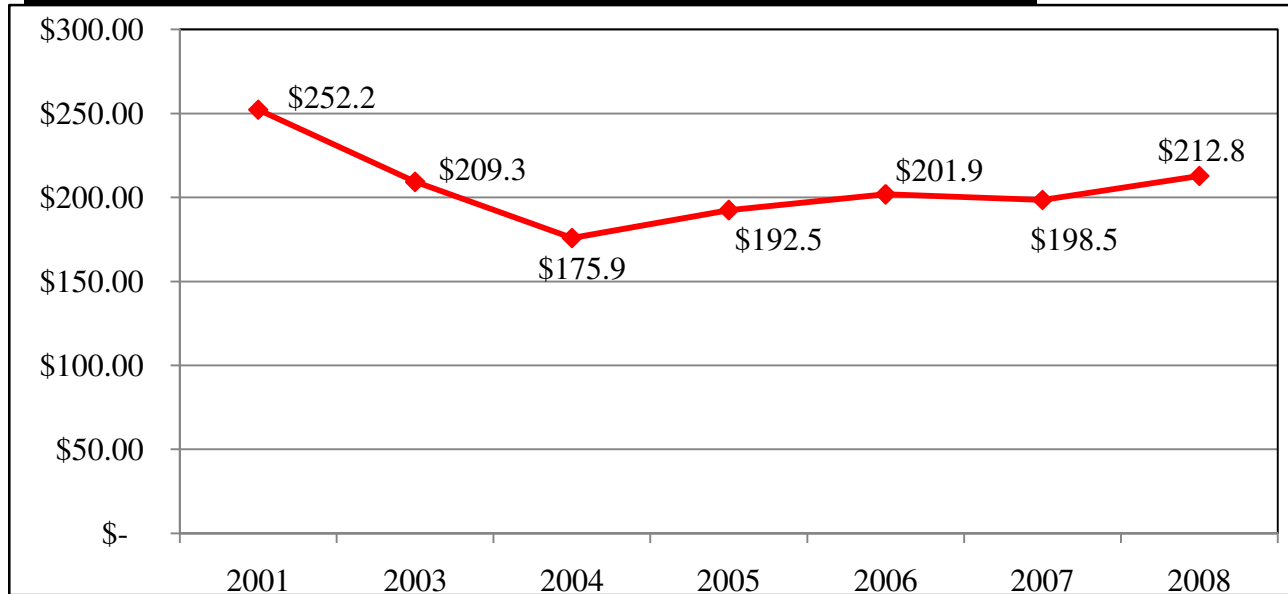
Source: Texas Higher Education Higher Accountability System
Adjusted for inflation

The highest increase in cost came after tuition deregulation was implemented. In 2002, the average tuition cost was \$5,143 but increased to \$6,229 in 2004, a total of \$1,086. Data was also gathered to determine if state appropriations kept pace with tuition increases. Figure A.2 displays the average state appropriations for the comparison universities over an eight-year period. From 2003 to 2008, the statewide average total academic costs for a student taking 15 Semester Credit Hours (SCH) at a public university had increased by 63 percent.²

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² Texas Higher Education Coordinating Board. 2009. "Overview Tuition Deregulation." April. <http://www.theccb.state.tx.us/reports/PDF/1527.PDF?CFID=1386482&CFTOKEN=18563220> (July 1, 2009)

Chart A.2: Average State Appropriations for the Comparison Universities



Source: Texas Higher Education Accountability System
Adjusted for Inflation

The state appropriations had sharp decreases from FY 2001 to FY 2004. Appropriations gradually leveled over the next four years. Overall, the eight-year period displayed a decrease in state appropriations of 15.6 percent.

Total Revenue

Tuition revenue and legislative appropriations make up mostly all university funding. Community Scholars collected data to determine how tuition deregulation affected total revenue. Table A.1 compares the total revenue of the comparison universities for FY 2003 and FY 2007. Community Scholars will be analyzing data values from years prior to deregulation (2004) and after throughout the remainder of the report.

Table A.1: Total Revenue (In Millions)

University	2003	2007
Texas A&M	\$790	\$862
Texas Tech	\$396	\$471
University of North Texas	\$328	\$391
UT Austin	\$1,344	\$1,605
UT El Paso	\$229	\$259
UT San Antonio	\$237	\$337

Source: Texas Higher Education Accountability System
Adjusted for inflation

The highest increase occurred at UT San Antonio, with an exact \$100 million increase. Revenues at all six universities increased along with their tuition. Texas A&M had the lowest increase at 9.09 percent.

After tuition deregulation began, tuition costs rose at a fast pace. Texas now exceeds the national average in tuition costs.³ Community Scholars compared the revenue from tuition and fees to determine how funding sources changed after tuition deregulation. Table A.2 shows the percent change in revenue from tuition and fees at the comparison universities from FY 2003 to FY 2007.

Table A.2: Revenue from Tuition and Fees In Millions)

University	2003	2007
Texas A&M	\$226	\$260
Texas Tech	\$126	\$177
University of North Texas	\$116	\$173
UT Austin	\$266	\$352
UT El Paso	\$41	\$68
UT San Antonio	\$68	\$138

Source: Texas Higher Education Accountability System
Adjusted for inflation

All the universities experienced an increase in tuition. Increases of around 50 percent occurred at all the schools. UT San Antonio had the highest increase at 103 percent; nearly double that of the other schools. The lowest increase occurred at Texas A&M. Based on the above two tables, one can see a correlation between the increase in revenue from tuition and overall revenue figures.

In order to further understand the overall relationship between general revenue and tuition revenue, the following table displays the statistical correlation between each of the aforementioned revenue streams. The table explores the idea that total revenue at universities increased partly by increases in tuition revenue.

Table A.3: Revenue Correlation

Statistic	Value
r-value	0.9299
r ² -value	0.8648

Before discussing the correlation analysis, it should be noted that correlation does not imply causation; it merely describes the nature of the relationship between two variables. R-values close to one are positively related, as values closer to negative one are negatively related. As values approach zero, the level of relationship between both variables is weak. The table shows a 0.9299 r-value between both variables, meaning they are strongly positively related. Furthermore, the r²-value is 0.8648; meaning that approximately 86% of the increase in total revenue can be explained by the increase in tuition revenue. Clearly, tuition deregulation has been used by universities to increase overall funds at each institution.

³ Texas Higher Education Coordinating Board. 2008. "Interim Charge #3 Impacts of Tuition Deregulation on University Enrollment Trends." May 28.
<http://www.thecb.state.tx.us/reports/PDF/1607.PDF?CFID=1386524&CFTOKEN=40376597> (June 30, 2009)

Financial Aid

The purpose of this section is to analyze the changes in financial aid trends since tuition deregulation. In order to lessen the impacts of tuition deregulation, HB3015 mandated that a minimum of 20 percent of tuition revenue should be set aside to provide financial assistance to students. Of the 20 percent, five percent funds the Texas B-On-Time Loan program.⁴ The Texas B-On-Time Loan program provides eligible Texas students no-interest loans to attend colleges and universities in Texas. The entire loan amount can be forgiven upon graduation if the students graduate with a minimum of a “B” grade point average (GPA). The remaining 15 percent is allocated for financial aid programs at each university.⁵

Overview

Sixty-seven percent of all students that receive financial aid in Texas come from households with incomes of \$40,000 or less. Although these students are eligible to receive aid in the form of grants, more than half of them still take out loans. Students from middle and upper-income families can also qualify for financial aid, but are generally awarded more loans. In 2007, approximately 616,000 students in Texas received \$5.35 billion in federal, state and institutional financial aid.⁶ Grant aid, which is financial aid money that does not have to be paid back, made up 39 percent of this amount. Loans made up 60 percent. Work study, financial aid acquired from maintaining a part time job, only made up one percent.

To qualify for federal aid, students must fill out the Free Application for Federal Student Aid (FAFSA). This application determines whether students demonstrate financial need. Financial need is determined by subtracting the expected family contribution (EFC) and other gift aid from the total cost of attendance. The total cost of attendance is the sum of tuition, fees, room and board, books, supplies and other personal expenses. The EFC is the amount of money a family will be able to pay towards college costs. Other gift aid represents scholarships.⁷ When the FAFSA form is completed, financial aid packages are awarded. Packages are usually composed of more than one form of financial aid, including grants, loans, scholarships and work-study.

The following table displays the percentage of students who received financial aid in the 2002/2003 and 2007/2008 school years. This total includes a combination of grants, loans, scholarships and work-study.⁸

⁴ Texas Higher Education Coordinating Board, "Overview Tuition Deregulation."

⁵ Texas Higher Education Coordinating Board. 2008. "Overview Financial Aid." August.
<http://www.theccb.state.tx.us/reports/PDF/1552.PDF?CFID=1386482&CFTOKEN=18563220> (June 11, 2009)

⁶ Texas Higher Education Coordinating Board, "Overview Financial Aid."

⁷ Texas Higher Education Coordinating Board. 2004. "2003-2004 Financial Aid for Texas Students."
<http://www.theccb.state.tx.us/reports/pdf/0539.pdf> (June 30, 2009)

⁸ Texas Guaranteed Student Loan Corporation. 2009. "School Fact Sheets."
<http://www.tgslc.org/factsheets/schools/index.cfm> (June 17, 2009)

Table A.4: Percent of Students Awarded Financial Aid

University	2002	2007
Texas A&M University	75%	53%
Texas Tech University	64%	58%
University of North Texas	51%	44%
UT Austin	44%	37%
UT El Paso	71%	65%
UT San Antonio	41%	37%
Texas Average	44%	51%

Source: Texas Guaranteed Student Loan Corporation, Texas Higher Education Coordinating Board

UT El Paso awarded more aid to their students than the other comparison universities. The largest decreases came from Texas A&M with a decrease of 22 percent. University of North Texas came next with seven, Texas Tech, UT Austin and UT El Paso with a six percent decrease, and UT San Antonio with a four percent decrease. Despite all comparison universities experiencing decreases, the Texas average of all public institutions actually increased by seven percent. The following table displays the amount of financial aid each institution made available to its students.

Table A.5: Average Amount of Financial Aid Awarded (In Millions)

University	2003	2007
Texas A&M University	\$143	\$166
Texas Tech University	\$142	\$194
University of North Texas	\$139	\$218
UT Austin	\$ 282	\$332
UT El Paso	\$72	\$99
UT San Antonio	\$116	\$161

Source: Collegedata.org, THECB, Texas Tech University, University of North Texas, UT System
Adjusted for inflation

None of the universities experienced a decrease in financial aid money awarded. The greatest increase came from the University of North Texas. The smallest increase came from Texas A&M University. Since deregulation, schools have awarded more money to fewer students. Regardless of income, students rely on loans.⁹

In 2003, students paid 22 percent out of total tuition costs. In 2008, this figure increased to 27 percent of total tuition costs.¹⁰ Between 2005 and 2006, approximately 39 percent of graduating seniors from UT Austin were in debt due to student loans and 63 percent at UT San Antonio. Table A.6 shows the average student's debt upon graduation in 2003 and 2007.

⁹ Texas Higher Education Coordinating Board, "Overview Financial Aid."

¹⁰ Texas Higher Education Coordinating Board. 2009. "Tuition and Fees Presentation for the Senate Higher Education Committee." April 1.
<http://www.theccb.state.tx.us/reports/PDF/1797.PDF?CFID=2744519&CFTOKEN=15816251> (July 1, 2009)

Table A.6: Average Loan Debt

University	2003	2007
Texas A&M University	\$18,551	\$17,019
Texas Tech University	\$19,908	\$19,885
University of North Texas	\$18,164	\$19,104
UT Austin	\$22,113	\$20,261
UT El Paso	\$10,463	\$14,569
UT San Antonio	\$16,353	\$19,468
Texas Average	N/A	\$18,723

2003 Texas Average Unavailable

Source: Texas Guaranteed Student Loan Corporation, The Project for Student Debt
Adjusted for inflation

As shown above, both state flagship schools, Texas A&M and UT Austin, actually saw decreases in loan debt. UT El Paso had the lowest amount of debt at \$14,569. Furthermore, only UT El Paso and Texas A&M had loan debts below the state average of \$18,723 in 2007.

Programs

The comparison universities have taken initiatives to make college affordable for low-to moderate-income students, encouraging these students to pursue higher education. The main goals of the respective programs are to provide access and affordability to students and reduce debt due to borrowing. These programs are generally available to state residents enrolled full-time. In addition, some programs exist to aid first-generation college students. Students must first fill out the FAFSA application before any award can be made. Below is an overview of the programs available to students at the comparison universities.

Texas A&M University

- Regents' Scholar Program
- Family Gross Income \leq \$40,000/Year¹¹
- First Generation College Student
- \$5,000/Year
- Up to Four Years
- Maintain a 2.0 GPR
- Established Fall 2007¹²

Texas Tech University

- Red Raider Guarantee
- Family Gross Income \leq \$40,000
- 100% Tuition/Fees

¹¹ University of North Carolina at Chapel Hill. 2008. "Institutional Initiative To Improve Access and/or Affordability Texas A&M Regents' Scholar Program."
<http://studentaid.unc.edu/pdf/misc/CollegeAccessInitiatives.pdf> (June 18, 2009)

¹² Texas A&M University Scholarships. No Date. "Regents' Scholarship FAQ." *Texas A&M University*.
<https://scholarships.tamu.edu/display.asp?mainkey=696&disp=20&pop=20&Section=0> (June 24, 2009)

- Eight Semesters Total
- Covers 15 Credit Hours/Semester
- Established Fall 2007¹³

University of North Texas

- Emerald Eagle Scholars Program
- Family Gross Income \leq \$40,000
- 100% Tuition/Fees
- Up to 15 Credit Hours/Semester
- Eight Semesters Total
- Maintain 2.5 GPA
- Work Study 10 Hours/Semester
- Established Fall 2007¹⁴

University of Texas at Austin

- UT Grant¹⁵
- Funded by Tuition Income
- Texas Resident
- Up to Four Years

University of Texas at El Paso

- UT El Paso Promise
- Family Gross Income \leq \$30,000/Year¹⁶
- Entering Freshmen/ First Time Transfer Student
- 15 Hours/Semester
- Eight Semesters Total
- Maintain 2.0 GPA
- Established 2008¹⁷

University of San Antonio

- Undergraduate Tuition, Support, and Access
- Gross Income \leq \$30,000/Year
- Covers Tuition and Fees
- Maintain 2.0 GPA

¹³ Texas Tech University. 2008. "The Red Raider Guarantee." <http://www.redraiderguarantee.ttu.edu/> (June 23, 2009)

¹⁴ University of North Texas. 2006. "Emerald Eagle Scholar Eligibility." September 15. http://essc.unt.edu/finaid/scholarships_emeraldscholarseligibility.htm (June 18, 2009)

¹⁵ University of Texas at Austin. 2009. "Office of Student Financial Services Grant Programs." June 26. <http://finaid.utexas.edu/sources/grants/programs.html> (July 20, 2009)

¹⁶ Lerma, Raul H. Financial Aid Director. *University of Texas at El Paso*. Personal Interview June 24, 2009.

¹⁷ University of Texas at El Paso. 2008. "UT El Paso Promise." <http://academics.utep.edu/Default.aspx?tabid=44628> (June 23, 2009)

- Registered for ≥ 12 Hours/Semester
- Established 2009¹⁸

These programs increase college opportunities for low to moderate-income students and ensure that students have a broad and diverse college experience. In addition to looking at financial aid programs available, Community Scholars analyzed how ethnicities receiving financial aid were affected.

Racial and Ethnic Breakdown

Many universities award financial aid to minorities in order to promote diverse student populations. Tuition deregulation has provided Texas public universities with more financial aid money to distribute to such demographics. Community Scholars collected data to analyze how financial aid was being distributed among ethnicities post deregulation. The following abbreviations are used throughout the report:

- White, Non-Hispanic (W)
- African-American (AA)
- Hispanic (H)
- Asian (AS)
- Other (O)

Table A.7 displays the recipients of financial aid by ethnicity at the comparison schools for the 2002/2003 school year, prior to tuition deregulation. The Asian values were unavailable for the following tables.

Table A.7: Percentage of Aid Recipients (2002/2003)

University	W	AA	H	O
Texas A&M University	60.5%	0.15%	1.44%	0.00%
Texas Tech University	62.3%	0.15%	1.76%	0.00%
University of North Texas	48.2%	1.76%	1.20%	0.00%
UT Austin	37.7%	0.24%	2.94%	0.00%
UT El Paso	1.65%	0.09%	68.85%	0.00%
UT San Antonio	13.9%	0.42%	26.32%	1.00%

Source: TG Online

The comparison universities had high percentages of the White, Non-Hispanic ethnic group. Table A.8 shows the percentage of aid recipients by ethnicity for the 2007/2008 school year, approximately five years after tuition deregulation.

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¹⁸ University of Texas at San Antonio. 2009. "Come here, Go Far UT San Antonio." http://www.utsa.edu/financialaid/pdf/0910/UT_San_Antonioccess.pdf (June 24, 2009)

Table A.8: Percentage of Aid Recipients (2007/2008)

University	W	AA	H	O
Texas A&M University	49.7%	0.18%	2.09%	0.84%
Texas Tech University	54.75%	0.20%	1.80%	0.63%
University of North Texas	39.7%	2.34%	1.43%	0.88%
UT Austin	28.0%	0.28%	3.68%	4.75%
UT El Paso	0.99%	0.09%	63.64%	0.24%
UT San Antonio	13.2%	0.72%	22.36%	0.54%

Source: TG Online

The amount of financial aid received by minority groups has increased in all schools. The diversity of the financial aid pool has expanded. Hispanics had greater increases at most of the schools included in the comparison.

Enrollment

According to the Texas Higher Education Coordinating Board (THECB), enrollment at all universities, colleges and community colleges has increased by a quarter of a million students since tuition deregulation was implemented.¹⁹ Despite having slowed in recent years, enrollment rates are still gradually increasing. Furthermore, minority enrollment at the comparison universities has also increased. This may be due to increased financial aid, as displayed by the previous table. In fact, the enrollment of Hispanics in higher education institutions has increased by 49 percent since 2000 and enrollment of African Americans has increased 38.3 percent in the same time.²⁰ The same is true for graduation rates and student success, which are important benchmarks of the Closing the Gaps program.

Created in 2000 and ending in 2015, the Closing the Gaps program sets progress benchmarks every five years to help increase student participation, success (degrees and awards), excellence and research.²¹ The participation goals of the program are to enroll 630,000 more students by 2015. Since 2000, there has been a 23 percent increase in students.²² Table A.9 shows the total enrollment for the years 2002-2007.

¹⁹ Texas Higher Education Coordinating Board. 2008. "Presentation for Senate Subcommittee on Higher Education And Senate Subcommittee on Higher Education Finance." March 24.
<http://www.thecb.state.tx.us/reports/PDF/1601.PDF?CFID=1386524&CFTOKEN=40376597> (June 10, 2009)

²⁰ Texas Higher Education Coordinating Board. 2008. "Higher Education in Texas Presentation for: House Higher Education Committee." April 22.
<http://www.thecb.state.tx.us/reports/PDF/1594.PDF?CFID=1384434&CFTOKEN=42054665> (June 10, 2009)

²¹ Texas Higher Education Coordinating Board. 2000. "Closing the Gaps." October.
<http://www.thecb.state.tx.us/index.cfm?objectid=858D2E7C-F5C8-97E9-0CDEB3037C1C2CA3> (June 10, 2009)

²² Texas Higher Education Coordinating Board. 2008. "Texas Higher Education Quick Facts."
<http://www.thecb.state.tx.us/Reports/PDF/1096.PDF> (June 18, 2009)

Table A.9: Fall Enrollment Rates

University	2002	2007
Texas A&M	45,083	46,540
Texas Tech	27,569	28,260
University of North Texas	30,183	34,153
UT Austin	52,261	50,170
UT El Paso	17,232	20,155
UT San Antonio	22,016	28,533

Source: Texas Higher Education Accountability System

Between Fall 2002 and Fall 2007, UT San Antonio had an increase of 22.84 percent—the highest of the schools surveyed. UT El Paso had the second highest increase in enrollment breaking their enrollment record for the sixth year in a row.²³ Only UT Austin experienced a decrease in enrollment. An article published on the UT Austin website stated that the decrease was partly a planned reduction to accommodate students' need for lab time while new facilities are built to replace a recently demolished lab building.²⁴

Community Scholars compared diversity at the two Texas flagship schools (Texas A&M University and UT Austin) and UT El Paso based on the enrollment of various ethnicities. Community Scholars compared Fall 2002 and Fall 2007 data to see if the enrollment of ethnic minorities has increased or decreased since the implementation of tuition deregulation.

Table A.10: Texas A&M Enrollment (By Ethnicity)

Ethnicity	2002	2007	Change
White, Non-Hispanic	34,547	33,697	-2.46%
African-American	1,048	1,413	34.83%
Hispanic	3,714	5,282	42.22%
Asian	1,349	1,875	38.99%
Other	4,425	4,275	-3.39%

Source: Texas Higher Education Accountability System

The enrollment of minorities at Texas A&M increased. The number of Hispanics had the greatest increase at 42.22 percent. The Texas A&M website stated that the increase was part of an initiative proposed by former Texas A&M President, Robert M. Gates, to increase Hispanic enrollment in small increments.²⁵ As evidenced in the table, the initiative is working. Enrollment has increased in small amounts at Texas A&M since the implementation of tuition deregulation.

²³ Collins, Daniel. 2007. "UT El Paso Enrollment exceeds 20,000" *The Prospector Online*. October 25. <http://media.www.utepprospector.com/media/storage/paper1238/news/2007/09/25/News/Utep-Enrollment.Exceeds.20000-2990238.shtml> (June 24, 2009)

²⁴ University of Texas at Austin. 2008. "Fall Enrollment at the University of Texas at Austin Reflects Continuing Trend Toward More Diverse Student Population." September 8. http://www.utexas.edu/news/2008/09/18/fall_enrollment/ (June 17, 2009)

²⁵ Wood, Erin. 2007. "Enrollment and Diversity are Up." *The Battalion Online*. October 5. <http://media.www.thebatt.com/media/storage/paper657/news/2007/09/05/News/Enrollment.And.Diversity.Are.Up-2950292.shtml> (June 24, 2009)

To determine trends in minority enrollment Community Scholars also analyzed information from Texas' other flagship university. Table A.11 shows data gathered for UT Austin.

Table A.11: UT Austin Enrollment (By Ethnicity)

Ethnicity	2002	2007	Change
White, Non-Hispanic	31,462	27,663	-12.07%
African-American	1,675	2,113	26.15%
Hispanic	6,419	7,991	24.49%
Asian	7,310	7,736	5.83%
Other	5,395	4,667	-13.49%

Source: Texas Higher Education Accountability System

UT Austin had an increase of 26.15 percent in the African-American population, followed closely by Hispanics at 24.49 percent. Again, enrollment of all minorities increased. The final university compared was UT El Paso. Table A.12 shows these statistics.

Table A.12: UT El Paso Enrollment 2002- 2007 (by Ethnicity)

Ethnicity	2002	2007	Change
White, Non-Hispanic	2,183	2,125	-2.65%
African-American	409	547	33.74%
Hispanic	12,245	14,826	21.08%
Asian	227	226	-0.44%
Other	2,168	2,431	12.13%

Source: Texas Higher Education Accountability System

UT El Paso also saw enrollment of minorities increase. African-Americans showed the greatest rise in enrollment at 33.74 percent. The White, Non-Hispanic and Asian student populations at the university experienced a decline in enrollment.

Since tuition deregulation has been in effect, the enrollment of minorities have increased greatly. The population of Hispanics in Texas accounts for 60 percent of the state's higher education enrollment growth.²⁶ Trends in enrollment of minorities link closely to "Closing the Gaps." Hispanics and African-Americans are the targeted minority groups in the program, causing greater increases in their enrollment. Another aspect the Closing the Gaps plan addresses is the number of individuals receiving awards and degrees. The following section explores this.

Graduation Rates

HB3015 stated that universities needed to meet certain performance criteria; one of which was graduation rates. Community Scholars set out to determine if the comparison universities have achieved this specific requirement. The table below displays the comparison universities four-year graduation rates.

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²⁶ Texas Higher Education Coordinating Board, "Texas Higher Education Quick Facts."

Table A.13: Four-Year Graduation Rates

University	2002	2007
Texas A&M University	32.1%	46.7%
Texas Tech University	28.8%	36.8%
University of North Texas	16.2%	21.7%
UT Austin	39.6%	51.6%
UT El Paso	4.1%	5.3%
UT San Antonio	7.7%	14.2%

Source: Texas Higher Education Accountability System

The data above displays that all the comparison universities have had an increase in four-year graduation rates. Texas A&M had the largest increase of 14.6 percent. UT El Paso displayed the lowest increase of four-year graduation rates of about one percent. UT San Antonio nearly doubled their graduation rate in the five-year time span. The next table demonstrates five-year graduation rates at the comparison universities.

Table A.14: Five-Year Graduation Rates

University	2002	2007
Texas A&M University	70.5%	76.2%
Texas Tech University	55.1%	59.8%
University of North Texas	37.3%	44.0%
UT Austin	65.8%	75.0%
UT El Paso	14.5%	18.5%
UT San Antonio	23.5%	31.5%

Source: Texas Higher Education Accountability System

Five-year graduation rates have also increased during this period. However, the five-year graduation rates at all of the comparison universities are noticeably higher than the four-year graduation rates. UT Austin had the largest increase at approximately 10 percent, while UT El Paso still had the lowest increase at four percent. With the increasing graduation and enrollment rates, Community Scholars conducted research to determine whether the increases have had an effect on the comparison universities research and capital expenditures.

Expenditures

A very obvious concern with tuition deregulation is how increased monies are being spent by the higher educational institutions. This section discussed the research and capital expenditures for the comparison universities.

Research

The following section explores the impact, if any, which increased tuition, has had on faculty/student research expenditures. These expenditures can speak to the quality of not only faculty attracted to/employed at an institution, but to the quality of the institution itself. The collected data is from FY 2002-2007 and compares the comparison universities' expenditures.

Table A.15: Research Expenditures (In Millions)

University	2002	2007
Texas A&M University	\$443	\$508
Texas Tech University	\$61	\$54
University of North Texas	\$22	\$15
UT Austin	\$436	\$491
UT El Paso	\$32.491	\$43.368
UT San Antonio	\$14.745	\$33.336

Source: Higher Education Accountability System
Adjusted for Inflation

During the 2002 and 2007 years, research expenditures have increased at almost all of the selected universities, with the greatest increase at UT San Antonio (126.1 percent change). This large increase in research expenditures at UT San Antonio was attributed to the university hiring more faculty members who sought research grants, increasing the amount of grants received by the school.²⁷ In contrast, the University of North Texas has had a decrease in research expenditures (23.2 percent). The 2009 University of North Texas Accountability Report stated that the reason for the low numbers was due to limited federal support opportunities. However, the report also stated that with the addition of engineering programs and increased funding, FY 2008 showed an increase in research expenditures.²⁸

Community Scholars investigated the source of revenue for research at the comparison universities. The study compared the universities using the three sources of funding for research: federal, state and private. Private sources of funds come from various corporations that donate private gifts. The table below displays the source of revenue for research at the comparison universities in FY 2002.

Table A.16: Source of Research Revenue FY 2002 (In Millions)

University	Federal	State	Private
Texas A&M University	\$197.694	\$140.341	\$51.227
Texas Tech University	\$24.356	\$25.383	\$9.960
University of North Texas	\$10.495	\$4.124	\$3.284
UT Austin	\$279.906	\$62.808	\$58.119
UT El Paso	\$23.536	\$5.059	\$2.425
UT San Antonio	\$9.085	\$4.180	\$1.140

Source: Higher Education Accountability System
Adjusted for Inflation

All of the universities, with the exception of Texas Tech, received the majority of their funding for research from the federal government. Texas Tech received most of its funding for research from the state. Even though UT San Antonio demonstrated the largest percentage change in

²⁷ Higher Education Accountability System. 2004. "University of Texas at San Antonio Accountability Report." March 12.
http://www.txhighereddata.org/Interactive/Accountability/UNIV_Complete_PDF.cfm?FICE=010115 (June 16, 2009)

²⁸ Higher Education Accountability System. 2009. "University of North Texas Accountability Report." January.
http://www.txhighereddata.org/Interactive/Accountability/UNIV_Complete_PDF.cfm?FICE=003594 (June 15, 2009)

research expenditures, it had the lowest rate of federal support out of the six selected schools. The table below outlines the expenditures by source in FY 2007.

Table A.17: Source of Research Revenue FY 2007 (In Millions)

University	Federal	State	Private
Texas A&M University	\$239.956	\$135.128	\$52.135
Texas Tech University	\$25.203	\$18.435	\$8.252
University of North Texas	\$8.062	\$1.420	\$2.087
UT Austin	\$324.00	\$57.153	\$71.113
UT El Paso	\$27.946	\$8.490	\$4.267
UT San Antonio	\$22.350	\$7.098	\$2.218

Source: Higher Education Accountability System
Adjusted for Inflation

Over the years, UT El Paso has been gaining more federal funding dollars for research. Currently, the university ranks fourth in the state in terms of federal research dollars, behind UT Austin, Texas A&M and UT Dallas.²⁹ It should be noted that state-sponsored researched has decreased. Despite the fact that no tuition dollars go into funding research directly, they do go towards hiring more faculty.³⁰ Additional faculty not only accommodates increasing student enrollments, but they also seek and increase research dollars at the institution. Faculty salaries and expenditures will be discussed in detail in an upcoming section.

Construction

As student enrollments increase, the need for capital investments increases as well. This may come in the form of more classrooms, residence halls, parking lots and other infrastructure needs. To determine if the universities are satisfying those needs, Community Scholars compared the comparison universities based on construction and repair expenditures in FY 2002 and FY 2007. The data for UT San Antonio for FY 2002 is not available.

Table A.18: Construction Expenditures (In Millions)

University	2002	2007	Change
Texas A&M University	\$-0.186	\$5.045	2805.6%
Texas Tech University	\$10.379	\$2.561	-75.3%
University of North Texas	\$18.312	\$4.436	-75.8%
UT Austin	\$31.445	\$131.201	317.2%
UT El Paso	\$1.836	\$20.189	999.4%
UT San Antonio	N/A	\$84.651	N/A

UT San Antonio 2002 Data Unavailable.

Source: Texas A&M, Texas Tech, University of North Texas, UT System, Where the Money Goes
Adjusted for Inflation

All but two of the universities demonstrated an increase in construction expenditures. Texas A&M had the greatest percent increase at 2805.6 percent, whereas Texas Tech and University of

²⁹ Natalicio, Diana. President. *University of Texas at El Paso*. Personal interview. June 25, 2009

³⁰ Pennebaker, Ruth. 2005. "Tuition at Work" *University of Texas System*. Fall.

http://www.utsystem.edu/news/features/Tuitionatwork_fall05.htm (June 16, 2009)

North Texas both had a negative percent change of approximately 75 percent. UT El Paso also experienced a significant increase, nearly spending ten times more in 2007 than it did in 2002. The data above only displays the number amount at the given time, it does not represent what was being built or why the construction was needed. Researching each university's construction projects and purposes for construction could aid in understanding the figures above. The following sections describe a majority, but not all constructions projects underway at the comparison universities.

Texas A&M University The institution is currently spending \$800 million on construction, one of which is the Faculty Reinvestment Phase II.³¹ The phase, containing multiple projects, aims to create more space for the rapidly growing faculty, staff and student population at Texas A&M.³² The increased space will be used for research and classroom use for various academic disciplines. These fields include agriculture and life sciences, engineering, liberal arts, geosciences and other fields aimed at improving research at Texas A&M.³³

Texas Tech University For FY 2004, more than a dozen projects were in design at the Texas Tech University System, totaling \$218.3 million. One is a new location for the College of Human Sciences' and Child Development Research Center and another is the Center for the Study of Addiction and Recovery. An article published on the Texas Tech news site stated the construction would benefit the students by giving them the best academic experience possible.³⁴

University of North Texas Currently, the campus has two projects under way: the Life Sciences Complex and the Business Leadership Building.³⁵ The Life Sciences Complex, which will open in 2010, has an estimated cost of \$33.4 million. The building will contain numerous science programs including molecular biology and biochemistry. The Life Sciences Complex will also include additional space for research labs planned in the anticipation of an increased faculty.³⁶ The Business Leadership Building, opening in 2011, will cost an estimated \$70.1 million to complete.³⁷ The construction will increase the space needed for business majors, since enrollment has increased in the past years; while providing a high quality, technologically advanced education.³⁸

³¹ Texas A&M University. 2009. "Building Excellence: Construction on the A&M Campus." <http://www.tamu.edu/construction/> (June 24, 2009)

³² Texas A&M University. 2009. "Building Excellence: Progress Reports." <http://www.tamu.edu/construction/progressReports.html> (June 24, 2009)

³³ Texas A&M University. 2008. "Faculty Reinvestment Phase II Progress Report June 2008." June. <http://www.tamu.edu/construction/documents/progressReport-Jun08.pdf> (June 24, 2009)

³⁴ Texas Tech Administration. 2004 "Texas Tech Continues Academic Building Boom." *Texas Tech University News*. September 21. <http://today.ttu.edu/2004/09/texas-tech-continues-academic-building-boom/> (June 29, 2009)

³⁵ University of North Texas. 2009. "All About University of North Texas." <http://www.unt.edu/identity/overview.htm> (June 30, 2009)

³⁶ University of North Texas. 2009. "Life Sciences Complex Building Project." June 30. <http://www.unt.edu/identity/overview.htm> (June 30, 2009)

³⁷ *University of North Texas*, "All About University of North Texas."

³⁸ Arriaga, Arlinda. 2008. "New University of North Texas Business Building to be Completed in 2011." *Pegasus News*. October 28. <http://www.pegasusnews.com/news/2008/oct/28/new-unt-business-building-be-completed-2011/> (June 30, 2009)

UT Austin There are many projects in construction ranging from research facilities to student centers on the Austin campus.³⁹ The Biomedical Engineering Building South Wing will create extra room for teaching and researching. The Norman Hackerman Building will provide more space for the use of laboratory research in a more modern environment with cutting-edge technology. This, in turn, will help recruit faculty in various fields.⁴⁰

UT El Paso The El Paso institution has also shown an increase in capital improvements; during FYs 2008-2011 UT El Paso will have spent an estimated \$236 million to complete various projects.⁴¹ Current construction at UT El Paso includes the Chemistry and Computer Science Building and a new College of Health Sciences and Nursing. Construction of the two buildings will increase the research opportunities at the university.⁴² The ongoing construction at UT El Paso will help the university meet their goal of becoming a top research university. The construction will place an estimated \$103 million in the El Paso community, creating 1,697 jobs and accommodating higher enrollment rates.⁴³

UT San Antonio In 2003, the UT System Board of Regents approved record construction funding for several UT San Antonio Projects including science labs, biotechnology buildings and additional parking spaces. The funding was provided to lessen the stress caused by an influx in the university's population.⁴⁴ Currently, the school has multiple projects underway including an Engineering Building (Phase II). The project will have additional room for researching, teaching and other facilities to accommodate an increasing enrollment. In addition to the extra space, the building will include a more technologically advanced education.⁴⁵

Each of the comparison universities is different, but they all performed construction for the same reason: increasing enrollment rates and faculty recruitment and retention. Faculty are not only hired to accommodate the increasing student population, but also for research purposes. Increased research increases the schools' competitive edge, which brings in even more faculty members, providing jobs for students and attracting industry to the community.⁴⁶ The following section describes tuition deregulation's impact on faculty.

³⁹ University of Texas at Austin. 2009. "Construction Advisory Detail." June 15.

<http://www.utexas.edu/operations/construction/> (June 29, 2009)

⁴⁰ University of Texas at Austin. 2009. "Construction Advisory Detail: Biomedical Engineering Building and Norman Hackerman Building." June 15.

<http://www.utexas.edu/operations/construction/maps/northwest.html> (June 29, 2009)

⁴¹ Poulos, Ryan. 2008. "UT El Paso's \$236 Million Building Boom" *El Paso, Inc.* February 10.

<http://elpasoinc.com/ReadArticleSearch.aspx?xrec=2176> (June 24, 2009)

⁴² *Natalicio, Personal Interview.*

⁴³ Olmedo, Carlos, David A. Schauer and Dennis L. Soden. 2008. "University of Texas at El Paso Capital Improvements: Economic Impact on El Paso, Texas." *University of Texas at El Paso.*

http://digitalcommons.utep.edu/cgi/viewcontent.cgi?article=1076&context=iped_techrep (June 24, 2009)

⁴⁴ University of Texas at San Antonio. 2003. "Documents and Proceedings of the General faculty and Documents and Proceedings of the University Assembly." December 2.

<http://www.utsa.edu/assembly/uaminutes/Assembly%20Minutes%2012-2-03.html> (June 23, 2009)

⁴⁵ University of Texas System. 2009. "Offices of Facilities and Planning Construction Current Projects."

<http://www.utsystem.edu/fpc/currentProjectSelection.cfm?projectID=1167> (July 6, 2009)

⁴⁶ *Natalicio, Personal Interview.*

Faculty

Since funds for construction and research are greatly affected by faculty headcount, Community Scholars found that revenue affects faculty through:

- Faculty Salaries
- Percentage of Tenured/Tenure-Track Faculty
- Increasing Prestige

Table A.19 compares the average annual salaries of professors at the comparison universities between FY 2002 and FY 2008. If tuition deregulation has been used to increase both quality of education and professor, increasing salaries would be a good indicator of this.

Table A.19: Average Professor Salaries

University	2002	2008	Change
Texas A&M University	\$107,149	\$113,311	5.4%
Texas Tech University	\$102,680	\$100,015	-2.7%
University of North Texas	\$90,658	\$96,797	6.3%
UT Austin	\$117,507	126,409	7.0%
UT El Paso	\$86,946	\$89,631	3.0%
UT San Antonio	\$94,855	\$108,219	12.3%

Source: Higher Education Accountability System
Adjusted for Inflation

Between 2002 and 2008, UT San Antonio saw the largest percent increase at 12.3. Only Texas Tech saw a decrease in salaries. UT El Paso had the smallest increase at three percent.

Community Scholars set out to find out if universities were hiring to increase the *quantity* of faculty and to boost student-to-faculty ratios, or if they were making an effort to improve the *quality* of their personnel. In order to determine this, Community Scholars researched the headcounts of tenured/tenure-track faculty. Tenured/tenure-track faculty members hold the title of professor, associate professor or assistant professor. They demonstrate a high level of performance in the areas of research, teaching and service.⁴⁷ The following table displays the percentage of the faculty that is tenured/tenure-track. The aim of tuition deregulation was to increase university quality by affording each institution to freedom to set tuition rates accordingly. Assumedly, if quality of faculty has increased, then each comparison university should have experienced an increase in the amount of tenured/tenure-track faculty.

-Continued on Next Page-

⁴⁷ Texas Higher Education Coordinating Board. 2008. "Glossary of Data Terms."
<http://www.theccb.state.tx.us/Reports/PDF/1316.PDF> (June 18, 2009)

Table A.20: Tenure/Tenure-Track Faculty Percentages

University	2000	2007
Texas A&M University	75.8%	75.1%
Texas Tech University	77.6%	76.9%
University of North Texas	73.7%	66.0%
UT Austin	74.0%	73.1%
UT El Paso	62.2%	62.4%
UT San Antonio	52.8%	57.7%

Source: Higher Education Accountability System

Four of the comparison universities, including both state flagships, experienced decreases in tenure/tenure-track faculty. UT El Paso's percentage remained relatively the same, only increasing by 0.1 percent. UT San Antonio had the only growth, of nearly five percent. Statewide, there was a 3.3 percent decrease in percentages of tenure/tenure-track faculty between the comparison years.⁴⁸

With enrollment increasing and percentages of tenure/tenure-track professors decreasing across the state, the issue of student-faculty ratio comes into play. Community Scholars conducted further research of these ratios to measure improvements in faculty quantity. Table A.21 displays changes in student-faculty ratios from 2000 to 2008.

Table A.21: Student-Faculty Ratios

University	2000	2005	2008
Texas A&M University	23:1	21:1	20:1
Texas Tech University	22:1	23:1	22:1
University of North Texas	23:1	25:1	24:1
UT Austin	21:1	19:1	19:1
UT El Paso	19:1	20:1	21:1
UT San Antonio	26:1	26:1	24:1

Source: Texas Higher Education Accountability System

Texas A&M University had the largest decrease in ratios from Fall 2000 to 2008. However, the lowest, most consistent ratios were at UT El Paso Starting at 21:1 in Fall 2000, UT Austin's student- faculty ratio dropped to 19:1 and was remained constant for the next three years. According to UT Austin officials, the university is decreasing enrollment headcount and increasing faculty as an effort to reduce the student to faculty ratio to 16:1, a level consistent with the nation's top public universities headcount ratio.⁴⁹ With the exception of UT El Paso, the universities either maintained or decreased their ratios over the eight-year period.

If student to faculty ratios are remaining constant, and tenure/tenure-track professors are decreasing, then universities may be increasing quantity of professor by hiring younger or part-

⁴⁸ Higher Education Accountability System. 2009. "Tenured/Tenure-Track FTE Faculty." http://www.txhighereddata.org/Interactive/Accountability/UNIV_Excellence.cfm?FICE=445566 (June 30, 2009)

⁴⁹ Higher Education Accountability System. 2008. "Student -Faculty Ratio." http://www.txhighereddata.org/Interactive/Accountability/UNIV_Excellence.cfm (June 30, 2009)

time professors. The following table displays a comparison of enrollment figures and faculty headcount side-by-side from 2003 to 2008.

Table A.22: 2003 and 2008 Enrollment and Total Faculty Headcount

University	2003		2008	
	Enrollment	Faculty	Enrollment	Faculty
Texas A&M University	31,305	2,353	34,499	2,667
Texas Tech University	20,992	1,373	21,083	1,586
University of North Texas	19,678	1,296	22,881	1,536
UT Austin	33,270	2,901	33,223	3,252
UT El Paso	11,717	883	12,749	1,121
UT San Antonio	16,284	969	19,915	1,271

Source: Texas Higher Education Accountability System

UT San Antonio had an enrollment increase of 3,631—the largest increase from 2003 to 2008. However, its total faculty headcount did not increase nearly as much during the same period. UT El Paso saw the smallest increase of 238 in total faculty from 2003 to 2008. Only UT Austin had a decrease in enrollment rates. The decrease parallels the trends seen in the student-to-faculty ratios in the previous table. The low ratios are reliant on decreasing enrollment rates.

Therefore, while quantity (faculty headcount) has increased regarding faculty, it is clear that quality has remained relatively stable or even decreased at some universities. It should be noted that many institutions hire working and/or retired professionals to provide real-world experience to a wide-range of students, which may contribute to “quality faculty.” However, for purposes of this report, Community Scholars will continue to measure quality through the empirical use of tenured/tenure-track faculty headcount. Tenured professors are crucial to a university’s staff. Not only do they improve the quality of the grants received by the university, but they help improve the quality of the student’s education. As the university’s reputation for quality improves, students are more likely to attend.

After examining the compiled information on tuition deregulation, Community Scholars developed the following conclusions.

Conclusions

1. **Tuition Deregulation has negatively impacted students financially.** Since 2003, rising tuition costs have caused students to suffer financially. Increasing costs of tuition has forced students across the state to increase the amount of debt they incur during their undergraduate career. While this may be slightly offset with increased financial aid from universities, overall, deregulation draws more money from the source that is least likely to have available funds.
2. **Texas has shifted the responsibility of funding public higher education to the students.** As seen in the ‘trends’ graphs, state appropriations sharply decreased in 2003-2004 and the state’s responsibility to fund higher education has been shifted to the students. Students are now responsible for funding higher education through

tuition and fees. This comes into conflict with the idea that the state is responsible for providing adequate higher education to its citizenry.

3. **There is a strong correlation between increases in tuition revenue and increases in overall revenue.** The strong correlation value suggests that a significant amount of the reason why general revenue has increased may be attributed to the increases in tuition revenue. While this increase may allow institutions to pursue projects and developments previously unavailable, it is mainly due to increased student payments.
4. **Fewer students receive financial aid, although more money is awarded.** Although there is a slight percentage decrease in students being awarded financial aid, more money is given. Initiatives have been created to aid students that come from low-to-moderate income households and have been successful.
5. **More of the financial aid awarded is given to minorities.** Although less financial aid is awarded to all students, a large percentage of what is awarded goes to minorities. This helps increase the attendance of minorities at the higher education institutions. The increasing financial aid parallels the increasing rates of minority enrollment throughout the state. A statewide effort to increase minority enrollment has been in place since 2000, per the state's higher education plan, Closing the Gaps.
6. **UT El Paso students are more in-debt despite the increase in financial aid money being awarded.** While there has been an increase in financial money awarded, more students are in debt at UT El Paso. Students at UT El Paso had the highest increase in loan debt out of all the universities studied. This may be attributed to low four-year graduation rates, as students stay in school longer and thus pay more for their education.
7. **Population increases at the universities affects the construction at each university.** Due to the increasing student and faculty population at the universities, construction has been affected. The construction is used to create more space for teaching and researching. The new buildings also attract potential students and help recruit and retain faculty at each university.
8. **The amount of research grants received by the university is directly correlated to the university's faculty headcount.** The amount of research expenditures at the institutions depends on the funding the school is given to conduct research. Faculty plays a crucial role in gaining funds for their research. With each school displaying a change in faculty headcounts through the years, the research conducted at the universities was also affected. With an increase in quality faculty, it is more likely that the faculty will be awarded federal research grants to help fund their research projects.
9. **Faculty salaries have seen minimal changes since 2003.** Once adjusted for inflation, the professor salaries between 2003 and 2007 have had very small changes. During the period, there was a 3.5 percent average increase. Two of the universities decreased during the five-year period. Since universities were given the power to set

their own tuition rates, the faculty expenditures for most of the universities have not had noticeable changes.

10. **Student-to-faculty ratios have decreased. However, considering that they were studied over an eight-year period, they are somewhat insignificant.** With the exception of UT El Paso, all the universities have decreased their student-to-faculty ratios. However, the decreases have been relatively small. Over the eight years studied, the largest ratio decrease was from 23 students to 20 students per faculty member.
11. **Tenured faculty percentages are not increasing with enrollment rates.** As enrollment rates rise, more quality faculty is needed to provide a consistent and quality education. However, tenured faculty percentages are decreasing despite rising enrollment rates. Universities are focusing on increasing quantity rather than quality.
12. **The tenure process varies for the comparison universities.** Although the Board of Regents for each University sets specific standards for attaining tenure, there are small differences in each school's policy and procedures. The Handbook of Operating Procedures for each institution show that the guidelines vary. Therefore, the institutions have small differences in their definition of a qualified, "tenure professor."

Recommendations

1. **The State should reassume its responsibility to fund higher education and reregulate tuition.** Since tuition deregulation, there have been significant tuition increases that have placed burdens on students. Loan debt averages have risen. Despite constant enrollment increases, fewer students have been awarded financial aid. In order to make higher education attainable or more affordable, the State should set a limit on tuition increases.
2. **Because state appropriations have steadily increased in the past five years, tuition costs should be lowered.** In the past five years, state appropriations have gradually leveled out with tuition and fees. As a result, tuition costs should be lowered while the state is reassuming its responsibility.
3. **Universities should be monitored by the state to ensure that tax dollars and tuition money is being spent wisely.** The universities should be held accountable for where the money goes. However, they should be monitored by the state. The universities should be submitting reports on expenditures and finances to the state at least every two years. The state should be able to intervene only if the university's decisions are harming the state's financial well-being.
4. **Use a greater portion of tuition revenue to increase faculty salaries.** Allocate a larger portion of tuition revenue for improving faculty salaries so that the positions are more attractive to prospective faculty members. Larger applicant pools will be

created as a result. Ultimately, the students will benefit from the variety of new professors.

5. **Invest in hiring quality faculty members.** To ensure that student get a quality education, faculty members with higher degrees and better qualifications should be hired. In addition, if the universities hire more faculty, student-to-faculty ratios will decrease and students will be more likely to apply.
6. **Create a uniform tenure process for all public Texas Universities.** Each university's Handbook of Operating Procedures should have the same tenure guidelines. This should apply to all Texas universities. If the process differs from university to university, the result is professors who may be qualified at one university but not another. The criteria for attaining tenure should be concrete and in simple, easy-to-understand and straightforward terms so that faculty members are know exactly what is expected of them.

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