

INTRODUCTION

This report has been prepared for the James Madison University Board of Visitors. The material presented herein is a continuation of similar reports prepared for the board since 1990. Most of the data update tables, charts and graphs from these previous reports. The emphasis on continuity is purposeful. It is intended to provide consistent, annual reporting that concentrates on building a longitudinal database that can be used for trend analysis.

The purpose of this report is to identify and describe significant national, regional and state factors affecting the financing of higher education. Trends affecting tuition and fees, state appropriations and expenditure are analyzed in separate sections of the report.

Some highlights of this year's report include the following data from the '05-'06 fiscal year:

- Concerns over rising costs of attending colleges and universities have heightened in the past few years and have influenced in-state policies regarding tuition and fees.
- Among the state's fifteen four-year colleges and universities, JMU's in-state tuition ranks 13th highest, required fees ranks 4th, and room and board ranks 5th. Total in-state tuition, required fees, and room and board ranks 8th and JMU's out-of-state total cost ranks 7th.
- Nationally, the majority of states have experienced dramatically decreased revenues – combined with significant pressures to fund a variety of critical initiatives. One result of this difficult combination of factors has been a decline in state appropriations going to higher education.
- During the period of 1982-83 through 2005-06, Virginia ranked near the top in tuition and required fees among Four-year 3 institutions in the Southern Region Education Board (SREB) states. During this same time period, state general fund operating appropriations per FTE student in Virginia ranked near the bottom among similar institutions in SREB states. In 2005-06 Virginia ranked 10th out of 14 states.
- Virginia institutions have more resources for operations now than they had 15 years ago, but this increase was generated from tuition revenue, not from state support. This trend has been demonstrated through the funding received by JMU in recent years.
- In the 2004-06 biennium \$7.9 million in additional general funds were allocated by the Commonwealth of Virginia to offset the increased tuition for students with financial needs.
- JMU's financial resources remain highly concentrated on instruction, JMU's core business.
- In terms of faculty salaries, JMU's FY 05-06 position is 14th out of 25 of its national peer institutions. The July faculty raises for 2005-06 were funded to increase equity between JMU and its peer institutions.
- Between 1989-90 and 1999-00 the appropriated salary raises for faculty and classified staff slightly exceeded the CPI due to the higher raises and lower CPI. The average CPI increase over an 18 year period is 2.9 percent and the average faculty appropriated salary increase is 3.62 percent.

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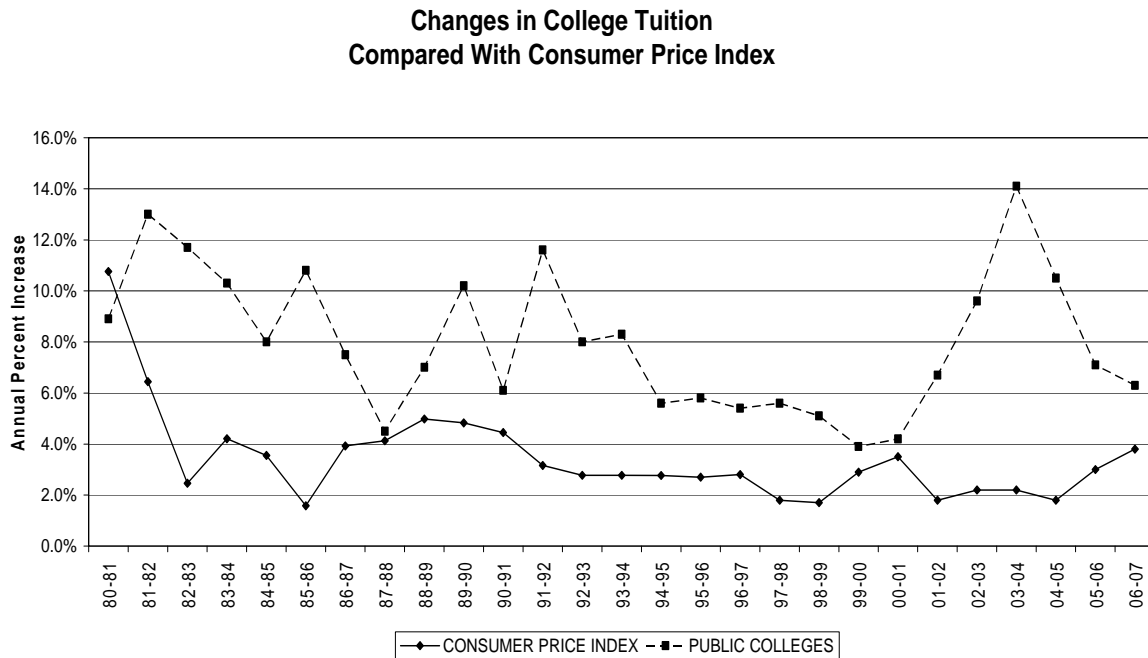
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1. ISSUES

- An education at a state public college or university has become less affordable for the average Virginian. The average cost of a year's higher education at a public college or university rose slightly from 36.7% of per capita disposable income in 2005-06 to 37.5% in 2006-07. Prior to 2002-03, the percentage had declined every year since its high in 1995-96 of 40.3%.
- Virginia remains — in spite of its absolute dollar increase in general fund support to higher education for 1995-96 to 2001-02 — a high tuition and fee state. The Commonwealth ranks twelfth highest out of 50 states and the third highest in the southern region for 2005-06 in-state undergraduate student charges. Virginia also remains low in general fund support for higher education. Nationally the Commonwealth ranks 30th in appropriations per \$1,000 in personal income in FY 07.
- James Madison University (JMU) general fund continues to lag behind the average of other Virginia comprehensive institutions in appropriations per student. JMU's 2006-07 general fund appropriation per in-state FTE student was \$1,674 below the average of all Virginia 4-year public institutions. Were JMU to be funded at the average for all 4-year institutions in 2006-07, its general fund appropriation would increase by \$16.0 million.
- The university continues to be a financially effective institution. On the most commonly used indicator of financial effectiveness (percent of operating expenditures devoted to instruction and academic support), JMU ranks first among its peer group and the highest among the state's comprehensive institutions. JMU also spends less on administration per student than any other Virginia public college or university and is the fourth lowest of 19 institutions reporting comparable data in its national peer group on percent of Education and General (E&G) budget expended on institutional support. These data indicate that JMU focuses its financial resources on its primary mission of instruction.
- For 2006-2007, state revenue increases provided Virginia's public higher education institutions with a higher General Fund (GF) appropriation (on average) than much of the nation. Virginia increased GF appropriations for operating costs for higher education by 16.0% compared to a national average increase of 6.96% and an average increase of 10.5% among Southern Regional Education Board (SREB) states.

2.0 TUITION AND FEES

2.1 National Trends



Concerns over the rising costs of attending colleges and universities have heightened in the past few years and are influencing state policies regarding tuition and fees. Since 1981-82 the average cost of attending colleges and universities has increased faster than the rate of inflation as measured by the Consumer Price Index (CPI). As indicated by the chart above, this trend strengthened markedly between 2000-01 and 2004-05 as states reduced general fund appropriations for public higher education in response to declining tax revenues. Colleges and universities increased tuition to compensate. There was considerable improvement in the last two years as the economy improved in most states, including Virginia.

Factors involved in rising costs for higher education include:

- Reduction in state general fund support,
- Faculty salaries rising faster than general inflation,
- Relative decline in federal student grant programs,
- High cost of institutionally funded financial aid,
- Migration of students from low to high cost disciplines,
- Administrative support and governmentally imposed requirements have risen,
- The need to keep pace with new technologies,
- Federal funding for research has not kept up with institutional expenditures for research,
- Program expansion, and
- New construction or renovation.

Expanding enrollments in the 1960s and 70s permitted colleges and universities to spread fixed costs and increase total expenditures (15 percent per year from 1970 to 1975) while holding per student expenditure increases to 4.0 percent annually. In the decade of the 1980s, the rate of increase in tuition did not come down as fast as the CPI because — at least in part — students were paying a larger share of the costs of their education. In the public sector, more than half of the added tuition revenue from 1982 to 2006 represents increases in the share of educational costs borne by students to compensate for decreases in state general fund support.

Virginia's tuition and fees are higher than corresponding national and regional charges. The Commonwealth's position as a high tuition state is reflected in national comparisons that rank Virginia 12th highest among the fifty states. This is an improvement from previous years when Virginia was ranked as high as 2nd. The lower ranking reflects the tuition freeze initiated by Governor Allen in 1996 and funded by the 1996 through 2001 General Assemblies.

The 1998 Acts of Assembly established the Joint Subcommittee on Higher Education Funding Policies to develop funding guidelines. The Joint Subcommittee adopted higher education funding guidelines for Virginia public institutions in December 2000. The funding guidelines for operation and maintenance of plant were developed and added to the higher education funding guidelines in 2001.

In addition, the Joint Subcommittee on Higher Education Funding Policies adopted a fund share policy of 67/33 between general fund support and tuition revenue for base funding estimates derived by the funding guidelines in 2003.

The following pages contain two tables (pages 4 and 5) and two graphics (pages 6 and 7) comparing Virginia's and JMU's positions on tuition and fees relative to national data from forty-six states. The two tables on pages 4 and 5 compare the rate of increase in undergraduate tuition and required fees, by state, for state colleges and universities for in-state (page 4) and out-of-state (page 5) students. Virginia's four-year rate of increase in 2005-06 was the 12th highest out of 46 states for in-state students and 27th highest for out-of-state students. In 1990-00 Virginia's four-year ranking was 46th out of 46 for in-state students and 46th for out-of-state students. In other words, tuition and fee increases in Virginia moderated substantially between 1995-96 and 1999-00, but have increased since then. The graphic on page 6 compares in-state undergraduate tuition and required fees for selected states. Virginia ranked 10th highest among the fifty states and \$590 above the national average. In 1995-96 Virginia was ranked 2nd.

The graphic on page 7 compares JMU's tuition and fees to those of our SCHEV peer group. JMU ranks 13th highest out of 25 peer institutions. JMU's 2006-07 tuition and required fees are \$6,290. This figure is below our peer group average of \$9,732. However, when JMU's figure is compared with the 20 other publicly funded peer institutions, it ranks 8th highest, an improvement from 7th one year ago. The public average for 2006-07, including JMU, is \$5,847.

Virginia's one-year rate of change for in-state tuition and required fees for 2005-06 was 7.8 percent. This was 0.9 percent higher than the national average of 6.9 percent. For out-of-state students, Virginia's average increase was 6.3 percent -1.5 percent below the national average of 7.8 percent.

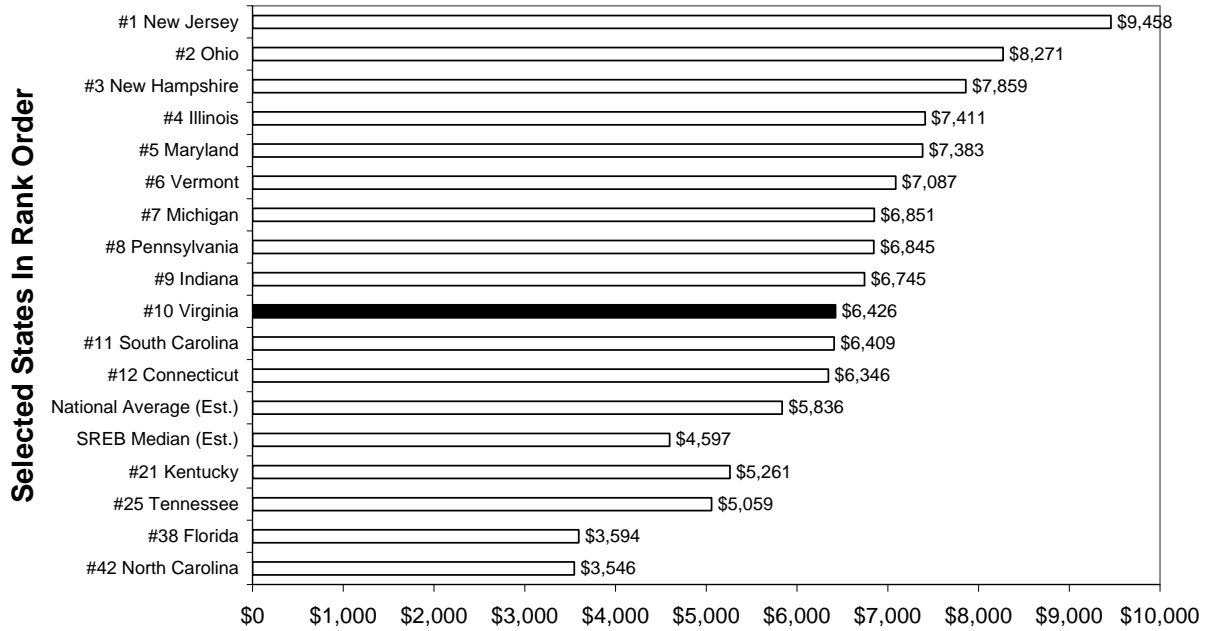
**RESIDENT UNDERGRADUATE TUITION AND REQUIRED FEES
(STATE AVERAGES) COLLEGES AND STATE UNIVERSITIES**

State	2001-02	2002-03	2003-04	2004-05	2005-06	One Year	Four Year
Alabama	3,261	3,488	3,913	4,413	4,570	3.6%	40.1%
Arizona	2,486	2,583	3,593	4,067	4,399	8.2%	77.0%
Arkansas	3,477	3,725	4,130	4,575	4,951	8.2%	42.4%
California	1,897	2,072	2,649	2,993	3,225	7.8%	70.0%
Colorado	2,511	2,704	2,765	2,951	3,212	8.8%	27.9%
Connecticut	4,172	4,556	5,149	5,630	5,925	5.2%	42.0%
Florida	2,551	2,698	2,876	3,111	3,288	5.7%	28.9%
Georgia	2,480	2,605	2,848	3,019	3,245	7.5%	30.8%
Idaho	2,732	3,060	3,350	3,610	3,936	9.0%	44.1%
Illinois	4,215	4,606	5,238	5,968	6,780	13.6%	60.9%
Indiana	3,947	4,468	4,936	5,390	6,171	14.5%	56.3%
Iowa	3,440	4,118	4,916	5,387	5,602	4.0%	62.8%
Kansas	2,424	2,593	2,946	3,285	3,538	7.7%	46.0%
Kentucky	2,897	3,205	3,644	4,189	4,813	14.9%	66.1%
Louisiana	2,577	2,608	3,020	3,260	3,399	4.3%	31.9%
Maine	3,690	3,860	4,183	4,496	4,836	7.6%	31.1%
Maryland	4,759	5,225	5,747	6,252	6,755	8.0%	41.9%
Massachusetts	3,295	4,075	4,988	5,556	5,882	5.9%	78.5%
Michigan	4,501	4,943	5,423	5,584	6,268	12.2%	39.3%
Minnesota	3,561	3,970	4,517	5,098	5,251	3.0%	47.5%
Mississippi	3,207	3,531	3,531	3,801	3,982	4.8%	24.2%
Missouri	3,436	4,127	4,562	4,941	5,112	3.5%	48.8%
Montana	3,222	3,707	3,827	4,140	4,403	6.4%	36.7%
Nebraska	2,916	3,199	3,659	3,930	4,234	7.7%	45.2%
Nevada	2,415	2,490	2,670	3,210	3,270	1.9%	35.4%
New Hampshire	5,557	5,995	6,375	6,759	7,190	6.4%	29.4%
New Jersey	5,762	6,533	7,166	7,875	8,653	9.9%	50.2%
New Mexico	2,042	2,222	2,471	2,687	2,864	6.6%	40.3%
New York	4,068	4,153	5,129	5,171	5,238	1.3%	28.8%
North Carolina	2,255	2,677	2,812	3,129	3,244	3.7%	43.9%
North Dakota	2,909	3,191	3,594	4,138	4,530	9.5%	55.7%
Ohio	5,058	5,920	6,620	7,139	7,567	6.0%	49.6%
Oklahoma	2,171	2,377	2,762	3,027	3,284	8.5%	51.3%
Oregon	3,650	4,223	4,493	4,538	4,727	4.2%	29.5%
Pennsylvania	4,969	5,532	5,820	6,103	6,263	2.6%	26.0%
Rhode Island	3,521	3,761	3,995	4,340	4,676	7.7%	32.8%
South Carolina	3,790	4,340	5,082	5,540	5,984	8.0%	57.9%
South Dakota	3,702	3,987	4,322	4,566	4,793	5.0%	29.5%
Tennessee	3,246	3,491	3,958	4,200	4,629	10.2%	42.6%
Texas	2,724	3,259	3,763	4,338	4,267	-1.6%	56.6%
Utah	2,252	2,426	2,632	2,876	3,165	10.0%	40.5%
Vermont	5,132	5,374	5,806	6,146	6,484	5.5%	26.3%
Virginia	3,841	4,417	5,023	5,479	5,906	7.8%	53.8%
Washington	3,071	3,471	3,700	3,947	4,178	5.9%	36.0%
West Virginia	2,593	2,870	3,162	3,576	3,886	8.7%	49.9%
Wisconsin	3,272	3,526	4,180	4,730	5,072	7.2%	55.0%
National Average	3,384	3,738	4,173	4,547	4,862	6.9%	43.7%
Virginia Ranking	12	11	12	12	12	17	12

**NONRESIDENT UNDERGRADUATE TUITION AND REQUIRED FEES
(STATE AVERAGES) COLLEGES AND STATE UNIVERSITIES**

State	2001-02	2002-03	2003-04	2004-05	2005-06	One Year	Four Year
Alabama	6,252	6,694	7,500	8,485	8,722	2.8%	39.5%
Arizona	10,352	11,103	12,113	12,755	14,058	10.2%	35.8%
Arkansas	7,019	7,535	8,176	8,986	9,763	8.6%	39.1%
California	9,279	10,532	11,109	13,151	13,393	1.8%	44.3%
Colorado	8,851	9,501	10,290	10,784	11,530	6.9%	30.3%
Connecticut	10,145	10,758	12,134	13,146	13,864	5.5%	36.7%
Florida	10,439	11,971	13,781	15,540	15,778	1.5%	51.1%
Georgia	8,501	8,860	9,781	10,298	10,923	6.1%	28.5%
Idaho	8,952	9,380	10,010	10,678	11,490	7.6%	28.4%
Illinois	8,425	9,158	10,159	11,239	12,276	9.2%	45.7%
Indiana	10,186	11,438	12,379	13,334	14,549	9.1%	42.8%
Iowa	8,762	10,426	11,874	12,705	13,214	4.0%	50.8%
Kansas	7,759	8,253	9,206	9,949	10,591	6.5%	36.5%
Kentucky	7,739	8,419	9,290	10,697	12,209	14.1%	57.8%
Louisiana	7,977	8,037	8,468	8,708	8,888	2.1%	11.4%
Maine	8,490	8,980	9,763	10,476	11,446	9.3%	34.8%
Maryland	10,567	11,511	12,701	13,877	14,971	7.9%	41.7%
Massachusetts	10,433	11,480	12,636	13,288	13,765	3.6%	31.9%
Michigan	10,243	11,164	12,205	12,617	14,039	11.3%	37.1%
Minnesota	7,180	6,781	7,939	8,498	8,730	2.7%	21.6%
Mississippi	7,487	8,152	8,152	8,718	9,134	4.8%	22.0%
Missouri	6,451	7,732	8,552	9,156	9,434	3.0%	46.2%
Montana	9,049	10,319	11,116	12,193	12,547	2.9%	38.7%
Nebraska	5,140	5,760	6,595	7,061	7,620	7.9%	48.2%
Nevada	9,630	10,275	11,157	11,884	12,737	7.2%	32.3%
New Hampshire	11,057	11,655	12,425	13,199	14,030	6.3%	26.9%
New Jersey	9,239	10,447	11,430	12,537	13,384	6.8%	44.9%
New Mexico	7,706	8,438	9,023	9,695	10,424	7.5%	35.3%
New York	8,968	9,115	11,079	11,440	11,498	0.5%	28.2%
North Carolina	10,121	11,534	12,112	12,504	12,859	2.8%	27.1%
North Dakota	6,435	6,944	7,983	9,292	10,173	9.5%	58.1%
Ohio	11,161	12,685	13,759	14,731	15,372	4.4%	37.7%
Oklahoma	5,064	5,530	6,662	7,386	8,044	8.9%	58.8%
Oregon	10,020	10,843	11,304	11,122	11,537	3.7%	15.1%
Pennsylvania	10,305	11,356	12,058	12,196	12,492	2.4%	21.2%
Rhode Island	8,911	9,525	10,195	11,110	11,988	7.9%	34.5%
South Carolina	7,410	8,530	10,029	10,935	11,833	8.2%	59.7%
South Dakota	7,785	8,236	9,033	9,410	9,780	3.9%	25.6%
Tennessee	9,768	10,502	11,834	12,650	13,934	10.2%	42.6%
Texas	8,980	9,734	10,799	12,327	12,831	4.1%	42.9%
Utah	6,718	7,292	7,958	8,736	9,599	9.9%	42.9%
Vermont	11,048	11,586	12,360	13,086	13,804	5.5%	24.9%
Virginia	10,970	11,995	13,068	13,927	14,800	6.3%	34.9%
Washington	10,651	11,626	12,168	12,751	13,363	4.8%	25.5%
West Virginia	6,338	7,016	7,767	8,576	9,194	7.2%	45.1%
Wisconsin	12,040	13,572	14,226	14,776	15,119	2.3%	25.6%
National Average	8,826	9,617	10,530	11,317	11,994	6.0%	32.7%
Virginia Ranking	5	3	4	4	5	24	27

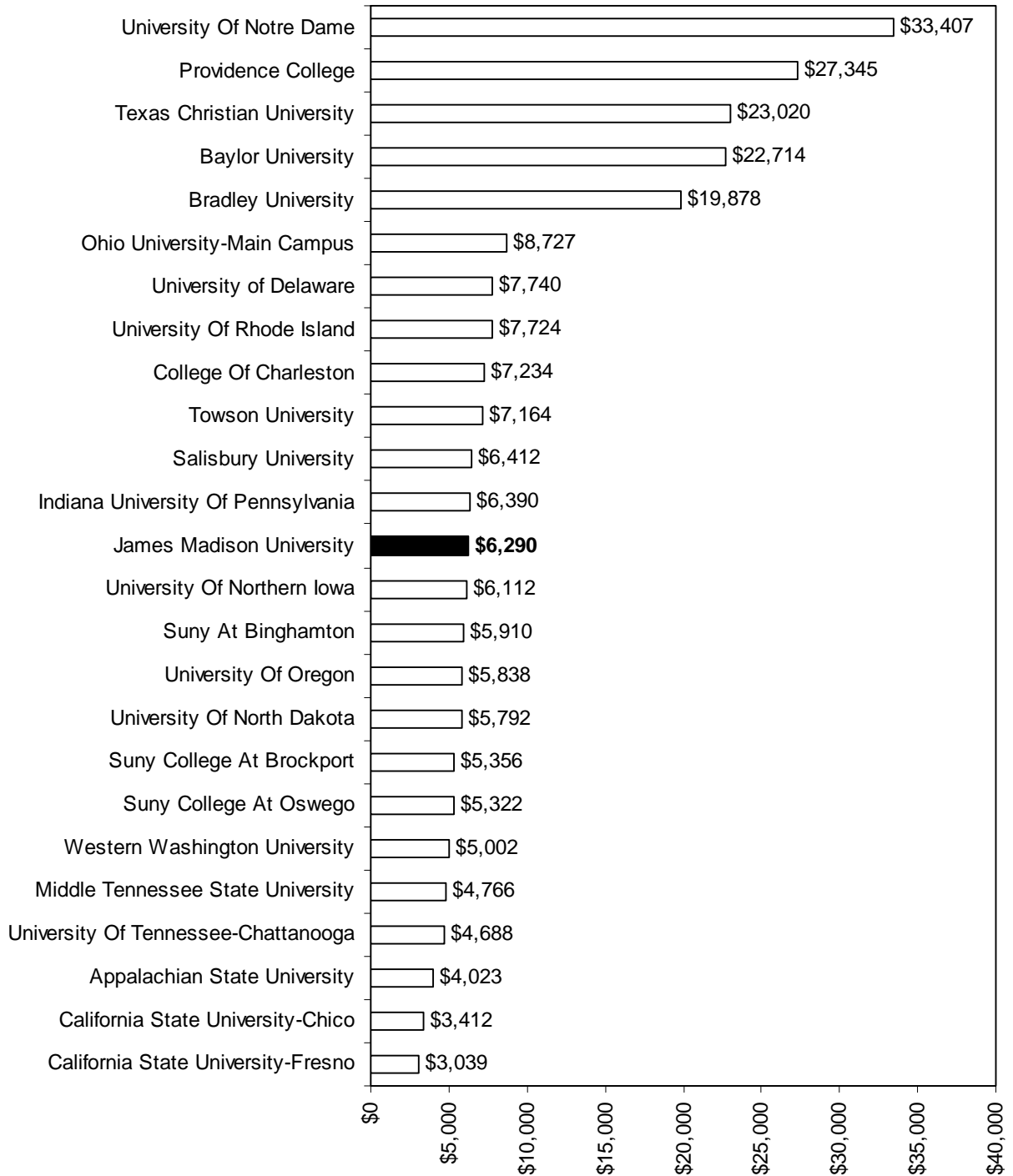
2006-07 Estimated In-State Tuition & Fees Public Comprehensives



Source: SCHEV

Note: SREB and National tuition and fees were estimated to increase by 7.1 percent during 2005-06.

2006-07 SCHEV Peer Group: In-State Tuition and Required Fees



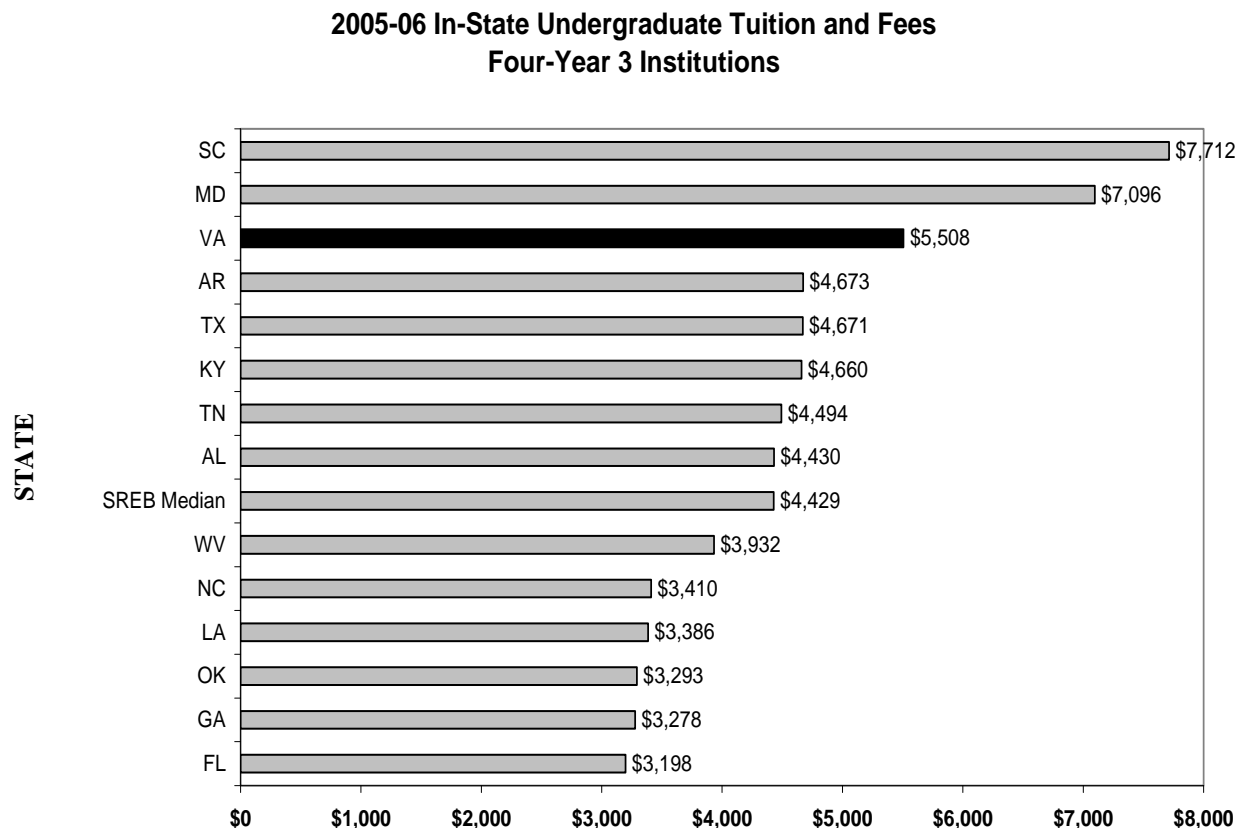
Average = \$9,732; Public Average = \$5,847

2.2 Regional Trends

Virginia is part of the Southern Regional Education Board (SREB) – the nation's first interstate compact for education. SREB was created in 1948 at the request of southern governors and acts as a clearinghouse for information on trends and issues that affect education in the south.

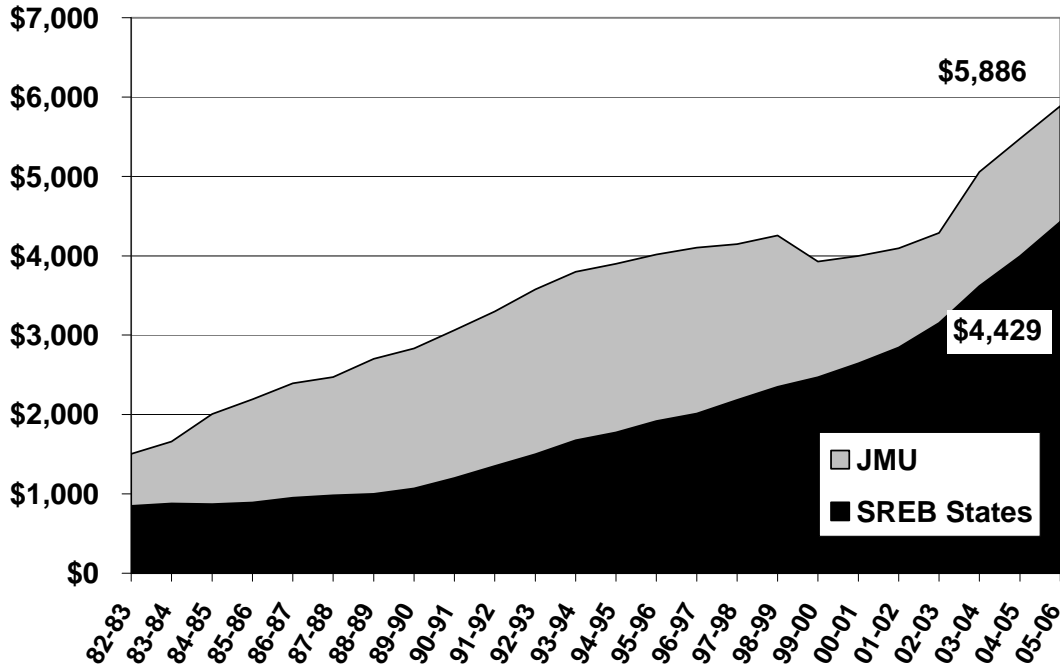
Colleges and universities are classified according to SREB definitions based on institutional size and degree programs. Undergraduate tuition and fees charged students in each state's universities and colleges are compared with specific groups based on SREB definitions. For example, James Madison University is considered to be a Four-Year 3 institution. A Four-Year 3 institution awards at least 100 doctoral, masters, education specialist, or post-master's certificates and degrees distributed among at least 10 broad program areas. JMU and Radford are the Four-Year 3 institutions in the Virginia system of higher education. Data for 2006-07 will be available in December 2007 and will appear in next year's report.

As the graphic below demonstrates, Virginia has the third highest tuition and fees for in-state undergraduates at regional Four-Year 3 institutions. This is the same position as in 2004-05. Virginia's increase (8 percent) was below the median (11 percent) for all the states.



Source: Southern Regional Education Board

**In-State Tuition and Fees
JMU & SREB States, 1982-83 to 2005-06**



Source: SREB

"Tuition and fees" refers to the annual tuition and mandatory fees charged all full-time undergraduate students. Mandatory fees do not include special fees assessed in particular programs; for example music, science laboratories, or nursing. Nor are other fees unique to given situations included; for example late registration fees or automobile registration fees. Mandatory fees do include health service fees, building use fees, student activity fees, and athletic fees where the fee is not optional for full-time students.

Tuition and fees for in-state undergraduate students at JMU increased less than the SREB median for Four-Year 3 institutions over the past ten years. Since 1995-96, in-state undergraduate student charges at JMU rose 32 percent while median charges in the region went up 57 percent. JMU's tuition and fees are now 133 percent (less than the 151 percent in 2000-01, but down from 255 percent in 1990-91) of the SREB regional median for Four-Year 3 institutions. In 2005-06, JMU's in-state tuition and required fees were \$1,457 above the regional median for comparable institutions. The chart above shows how JMU's changes in tuition and fees have been more variable than the SREB region institutions as a whole.

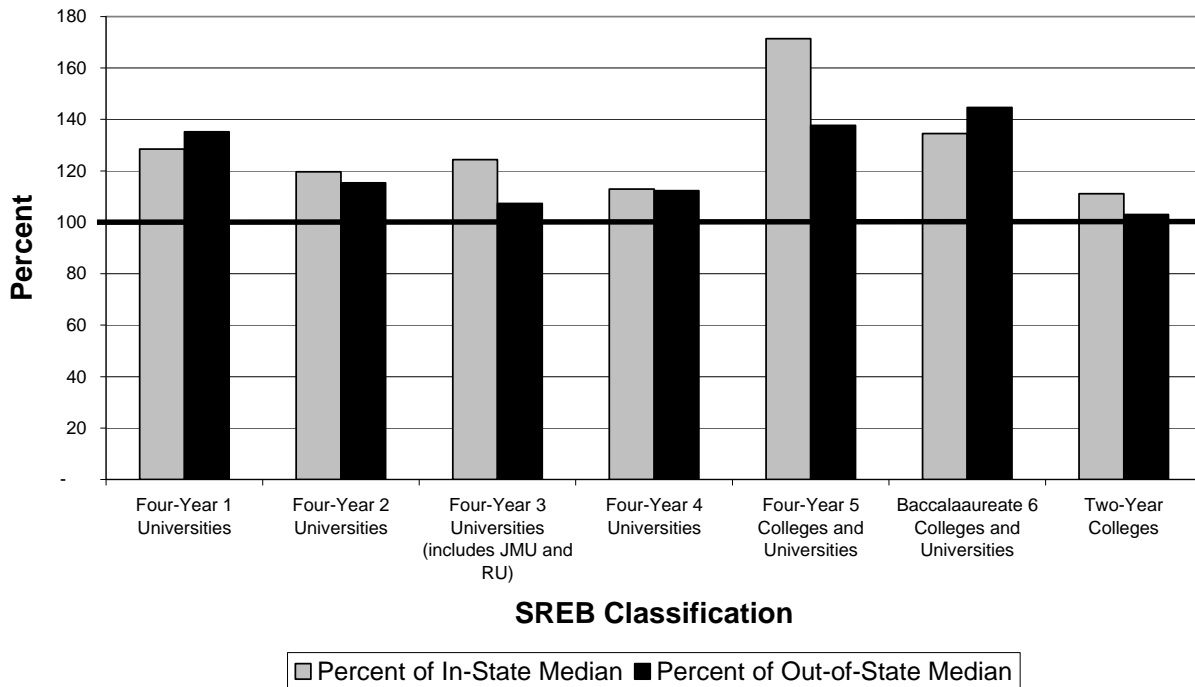
The following two charts illustrate Virginia's percentage ranking for in-state and out-of-state tuition and fees as compared to the Southern Regional Education Board (SREB) institutional median.

Virginia Highlights
Percent of SREB Median Tuition and Fees by Residence
2005-06

SREB Classification	Percent of In-State Median	Percent of Out-of-State Median
Four-Year 1 Universities	128	135
Four-Year 2 Universities	120	115
Four-Year 3 Universities (includes JMU and RU)	124	107
Four-Year 4 Universities	113	112
Four-Year 5 Colleges and Universities	171	138
Baccalaureate 6 Colleges and Universities	134	145
Two-Year Colleges	111	103

Source: SREB Data Exchange

Percent Of SREB Median Tuition And Fees By Residence, 2005-06



2.3 State Trends

Among the state's fifteen four-year colleges and universities, JMU's in-state tuition ranks 13th highest, required fees ranks 4th, and room and board ranks 6th. Total in-state tuition, required fees, and room and board ranks 8th and JMU's out-of-state total cost ranks 7th.

In-State and Out-of-State Undergraduate Tuition, Required Fees And Room and Board for Virginia's State-Supported Institutions Of Higher Education, 2006-07

Rank	In-State Tuition		Out-of-State Tuition		Required Fees		Room and Board		Total In-State		Total Out-of-State	
1	UVA	\$6,282	UVA	\$24,382	VMI	\$4,697	CNU	\$8,100	CWM	\$15,676	UVA	\$32,854
2	VPI	\$5,813	CWM	\$21,848	LU	\$3,540	VCU	\$7,263	VMI	\$15,403	CWM	\$32,234
3	CWM	\$5,290	VMI	\$19,585	CWM	\$3,200	CWM	\$7,186	UVA	\$14,754	VMI	\$30,212
4	VMI	\$4,776	VPI	\$17,889	JMU	\$3,062	UVA	\$6,909	CNU	\$14,560	GMU	\$25,302
5	GMU	\$4,752	GMU	\$16,896	CNU	\$2,642	VSU	\$6,884	LU	\$13,932	VCU	\$24,879
6	UMW	\$4,274	VCU	\$16,067	NSU	\$2,476	JMU	\$6,756	GMU	\$13,158	VPI	\$23,815
7	VCU	\$4,270	ODU	\$14,392	VSU	\$2,433	NSU	\$6,750	VCU	\$13,082	JMU	\$22,992
8	LU	\$4,049	UVAW	\$14,348	UVAW	\$2,380	GMU	\$6,750	JMU	\$13,046	ODU	\$22,858
9	ODU	\$3,832	UMW	\$14,154	ODU	\$2,266	LU	\$6,343	UMW	\$12,328	UVAW	\$22,834
10	CNU	\$3,818	JMU	\$13,174	RU	\$2,018	RU	\$6,304	VSU	\$12,324	UMW	\$22,208
11	RU	\$3,728	NSU	\$12,900	UMW	\$1,810	UMW	\$6,244	ODU	\$12,298	NSU	\$22,126
12	UVAW	\$3,312	RU	\$11,476	GMU	\$1,656	ODU	\$6,200	RU	\$12,050	CNU	\$21,632
13	JMU	\$3,228	LU	\$11,719	UVA	\$1,563	UVAW	\$6,106	NSU	\$11,806	LU	\$21,602
14	VSU	\$3,007	CNU	\$10,890	VCU	\$1,549	VMI	\$5,930	UVAW	\$11,798	RU	\$19,798
15	NSU	\$2,580	VSU	\$10,079	VPI	\$1,160	VPI	\$4,766	VPI	\$11,739	VSU	\$19,396

Source: SCHEV Report on 2006-07 Tuition and Fees, Appendices D-1 and D-2, July 2006.

NOTES:

1. All required fees listed are for general undergraduate students, living both on- and off-campus and, therefore, exclude any special fees for specific curriculums or special charges associated with dormitory living, such as room and board.
2. Room and board charges are weighted averages for double occupancy rooms.
3. Old Dominion University charges a per credit hour rate to all undergraduate and graduate students. The full-time charges for undergraduate tuition and required fees are based on 30 regular session credit hours, 15 hours per semester.
4. At Virginia Military Institute, all students are required to live on post; therefore, room, board and laundry fees are also required fees.

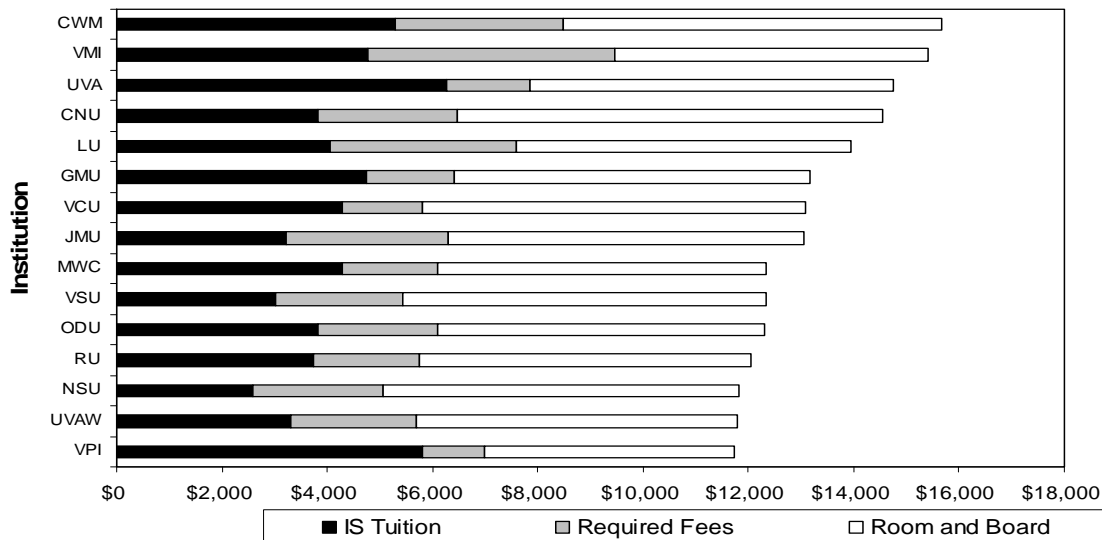
2006-07 Full-Time In-State Undergraduate Student Charges

Institution	Tuition and Mandatory Fees	Percent Change From 05-06	Room and Board	Percent Change From 05-06	Total	Percent Change From 05-06
GMU	\$6,408	9.0%	\$6,750	4.2%	\$13,158	6.5%
ODU	\$6,098	8.6%	\$6,200	5.5%	\$12,298	7.0%
UVA	\$7,845	9.3%	\$6,909	8.1%	\$14,754	8.7%
VCU	\$5,819	8.1%	\$7,263	3.1%	\$13,082	5.3%
VPI	\$6,973	9.3%	\$4,766	5.4%	\$11,739	7.7%
CWM	\$8,490	9.2%	\$7,186	12.0%	\$15,676	10.4%
CNU	\$6,460	10.9%	\$8,100	8.0%	\$14,560	9.3%
UVA-Wise	\$5,692	12.0%	\$6,106	2.4%	\$11,798	6.8%
JMU	\$6,290	6.9%	\$6,756	6.0%	\$13,046	6.4%
LU	\$7,589	8.1%	\$6,343	13.1%	\$13,932	10.3%
UMW	\$6,084	8.0%	\$6,244	4.0%	\$12,328	5.9%
NSU	\$5,056	3.4%	\$6,750	4.3%	\$11,806	3.9%
RU	\$5,746	12.0%	\$6,304	3.0%	\$12,050	7.1%
VMI	\$9,473	9.3%	\$5,930	4.7%	\$15,403	7.5%
VSU	\$5,440	12.5%	\$6,884	6.2%	\$12,324	8.9%
RBC	\$2,520	7.2%	N/A	N/A	\$2,520	7.2%
VCCS	\$2,269	6.3%	N/A	N/A	\$2,269	6.3%
4-Year Avg.	\$6,631	9.1%	\$6,566	6.0%	\$13,197	7.5%
2-Year Avg.	\$2,395	6.8%		N/A	\$2,395	6.8%
Avg.-All	\$6,132	8.1%	\$6,566	6.0%	\$11,926	7.5%

Source: SCHEV Report on 2006-07 Tuition and Fees, July 2006.

Annual increases in Virginia for the senior institutions for in-state tuition, required fees, and room and board ranged from 3.9 percent at Norfolk State University to 10.4 percent at the College of William and Mary.

VA Public In-State Charges, 2006-07 Combined Tuition/Fees, Room/Board



2006-07 Full-Time Out-of-State Undergraduate Student Charges

Institutions	Tuition & Mandatory Fees	Percent Change	Mandatory Non-E&G Fees	Percent Change	Room & Board	Percent Change	Total Out-of-State	Percent Change
GMU	\$16,896	8.1%	\$1,656	8.7%	\$6,750	4.2%	\$25,302	7.0%
ODU	\$14,392	8.0%	\$2,266	9.4%	\$6,200	5.5%	\$22,858	7.5%
UVA	\$24,382	7.7%	\$1,563	6.6%	\$6,909	8.1%	\$32,854	7.8%
VCU	\$16,067	0.0%	\$1,549	12.8%	\$7,263	3.1%	\$24,879	1.6%
VPI	\$17,889	6.8%	\$1,160	7.3%	\$4,766	5.4%	\$23,815	6.5%
CWM	\$21,848	8.0%	\$3,200	8.0%	\$7,186	12.0%	\$32,234	8.9%
CNU	\$10,890	3.2%	\$2,642	12.4%	\$8,100	8.0%	\$21,632	6.0%
UVAW	\$14,348	9.0%	\$2,380	16.7%	\$6,106	2.4%	\$22,834	7.8%
JMU	\$13,174	6.0%	\$3,062	6.0%	\$6,756	6.0%	\$22,992	6.0%
LU	\$11,719	12.7%	\$3,540	5.5%	\$6,343	13.1%	\$21,602	11.6%
LUMW	\$14,154	8.0%	\$1,810	8.1%	\$6,244	4.0%	\$22,208	6.9%
NSU	\$12,900	5.9%	\$2,476	7.7%	\$6,750	4.3%	\$22,126	5.6%
RU	\$11,476	9.6%	\$2,018	6.5%	\$6,304	3.0%	\$19,798	7.1%
VMI	\$19,585	5.4%	\$4,697	9.6%	\$5,930	4.7%	\$30,212	5.9%
VSU	\$10,079	5.8%	\$2,433	-3.3%	\$6,884	6.2%	\$19,396	4.7%
VCCS	\$7,207	9.8%	\$14	0.0%	N/A	N/A	\$7,221	9.7%
Avg. Senior Institutions	\$15,320	6.9%	\$2,430	7.9%	\$6,566	6.0%	\$24,316	6.7%
Avg. All*	\$14,540	6.9%	\$2,152	7.9%	\$6,566	6.0%	\$22,485	6.8%

Source: SCHEV Report on 2006-07 Tuition and Fees, Appendix D-2, July 2006.

Annual percent changes in Virginia for out-of-state tuition and required fees from 2005-06 to 2006-07 for the senior institutions ranged from 0.0 percent at Virginia Commonwealth University to 12.7 percent at Longwood University. Annual increases in Virginia for out-of-state tuition, required fees, and room and board for the senior institutions ranged from 1.6 percent for Virginia Commonwealth University to 11.6 percent at Longwood University.

The following analyses from SCHEV illustrates the ability of the average Virginian to afford higher education at one of the Commonwealth's public colleges or universities.

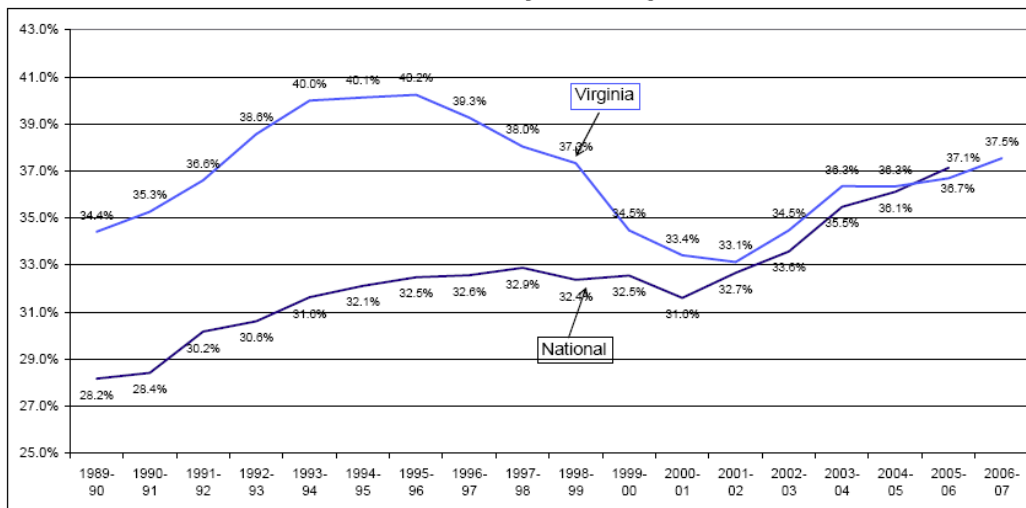
According to SCHEV's annual tuition and fee report,

“For students and their parents, the cost of a college education is determined by the total cost they will have to pay relative to the level of resources available to them. One commonly cited indicator of college affordability is the relationship between total charges – tuition, all mandatory fees, room and board, and other ancillary charges – as a percentage of per capita disposable income. According to the Bureau of Economic Analysis at the U.S. Department of Commerce, per capita disposable income is the income that is available to persons for spending and saving. It is calculated as personal income less the sum of personal income tax payments and personal non-tax payments (donations, fees, fines, and forfeitures) to government. Between 2005-06 and 2006-07, per capita disposable income in Virginia is projected to grow by 5.0%, while the average total costs at Virginia's public four-year institutions will rise by 7.7%. As a result, the average undergraduate charges as a percentage

of per capita disposable income are estimated to increase slightly from 36.7% in FY06 to 37.5% in FY07. Despite the high increases in tuition in 2003 and 2004, the cost as a percentage of disposable income is still less than a decade ago.

Virginia's average in-state undergraduate charges as a percentage of per capita disposable income exceeded the national average over the last decade. In 1990, Virginia's per capita disposable income was about 6% higher than the national average. In contrast, the average total undergraduate charge (including room and board) for instate undergraduate students was nearly 30% higher than the national norm. Nationally, total charges represented 28.2% of per capita disposable income, while the rate was 34.4% in Virginia. However, the Commonwealth implemented a tuition policy to restrain and reduce in-state undergraduate tuition between 1994 and 2002, as a result, the gap between Virginia and national averages was reduced. By 2001-02, the relationship between student charges and income had changed substantially in Virginia. The average charges for in-state undergraduates represented about the same percentage of income in Virginia (33.1%) as they did nationally (32.7%). Between 2002 and 2005, the relationship between the average total charges and per capita disposable income in the Commonwealth has mirrored national trends. However, in 2005-06, the Virginia cost share was, for the first time, less than the national average share, making its affordability even more competitive (see Chart 8A). It should be noted that the 37.5% cost share to a Virginia family in 2006-07 is still less than the 40% share paid ten years ago. National data for 2006-07 will not be available until late 2006, thus the impact of the recent tuition and fee increases in Virginia relative to the nation is yet to be evaluated.

Chart 8A
Average Public 4-Year Total Resident Undergraduate Charges
As a Percent of Per Capita Disposable Income



Note: Cost includes tuition and mandatory fees, and room and board.

Source: College Board, US Bureau of Economic Analysis, and SCHEV.

2.4 JMU Tuition and Fee History

JMU Tuition, Fee, and Room and Board Charges 1997-98 to 2006-07

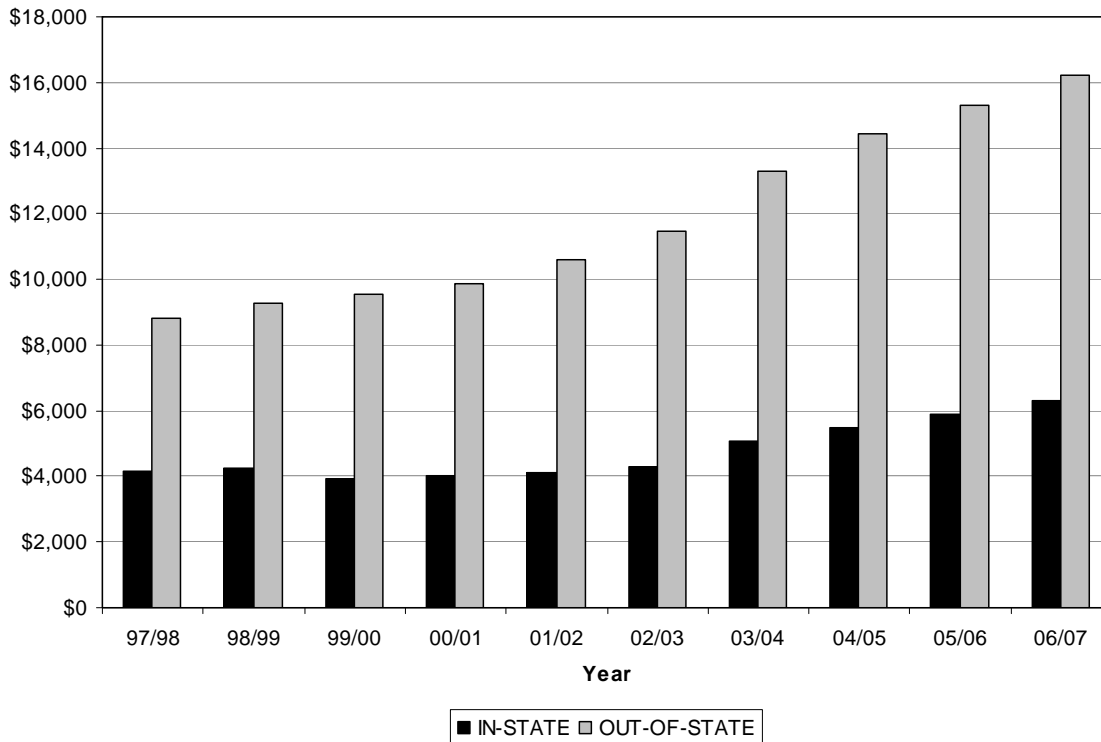
	97/98	98/99	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07
IN-STATE										
Tuition & Fees	\$1,940	\$1,982	\$1,586	\$1,586	\$1,586	\$1,728	\$2,420	\$2,752	\$2,998	\$3,228
Comp. Fee	\$2,208	\$2,274	\$2,340	\$2,414	\$2,508	\$2,560	\$2,638	\$2,724	\$2,888	\$3,062
Total Commuter	\$4,148	\$4,256	\$3,926	\$4,000	\$4,094	\$4,288	\$5,058	\$5,476	\$5,886	\$6,290
Room & Board ²	\$4,994	\$5,264	\$5,392	\$5,504	\$5,678	\$5,794	\$5,966	\$6,116	\$6,372	\$6,756
Total On-Campus	\$9,142	\$9,520	\$9,318	\$9,504	\$9,772	\$10,082	\$11,024	\$11,592	\$12,258	\$13,046
OUT-OF-STATE										
Tuition & Fees	\$6,608	\$6,982	\$7,192	\$7,436	\$8,098	\$8,912	\$10,642	\$11,696	\$12,434	\$13,174
Comp. Fee	\$2,208	\$2,274	\$2,340	\$2,414	\$2,508	\$2,560	\$2,638	\$2,724	\$2,888	\$3,062
Total Commuter	\$8,816	\$9,256	\$9,532	\$9,850	\$10,606	\$11,472	\$13,280	\$14,420	\$15,322	\$16,236
Room & Board*	\$4,994	\$5,264	\$5,392	\$5,504	\$5,678	\$5,794	\$5,966	\$6,116	\$6,372	\$6,756
Total On-Campus	\$13,810	\$14,520	\$14,924	\$15,354	\$16,284	\$17,266	\$19,246	\$20,536	\$21,694	\$22,992

Source: JMU Budget Office

¹ Before mid-year tuition increases

² Based on 19-meal plan

JMU Tuition and Fee History 1997-98 to 2006-07



3.0 STATE APPROPRIATIONS

3.1 National Trends

Nationally, the majority of states have experienced inconsistent revenues – combined with significant pressures to fund a variety of critical initiatives like health care and corrections. One result of this difficult combination of factors has been a decline in the state appropriations going to higher education. The FY 2007 appropriations per \$1,000 of personal income (a measure of the state’s ability to pay) were 5 percent below FY 2002, 7 percent below FY 1997, and 23 percent below FY 1987. Only four states (Louisiana, Arkansas, Oklahoma, and Nebraska) showed an increase (New Mexico stayed constant). The states with the greatest declines were Colorado (-54%), Massachusetts (-51%), South Carolina (-45%), Montana (-41%) and Minnesota (-41%). Since 1987 Virginia’s appropriation declined -36% which is 13% higher than the national average of -23%. In FY 2007 Virginia ranked 30th in appropriations per \$1,000 at \$6.53 (\$5.97 in 2006), \$0.55 below the national average of \$7.08. In 1987 Virginia ranked 20th at \$10.27, \$1.03 above the national average of \$9.24.

Changes in Appropriations of State Tax Funds for Operating Expenses of Higher Education per \$1,000 of Personal Income FY 1987 to FY 2007



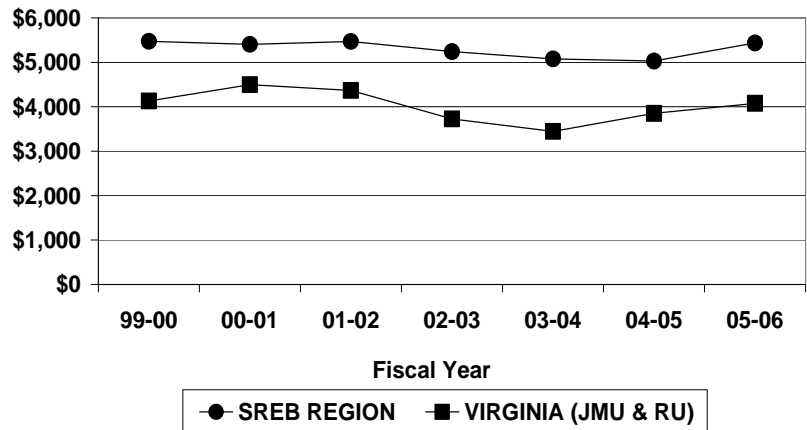
Sources: Postsecondary Education OPPORTUNITY and GRAPEVINE, February 2007

3.2 Regional Trends

During the period of 1982-83 through 2005-06, Virginia ranked near the top in tuition and required fees among SREB Four-Year 3 institutions in the Southern Region Education Board states.

During this same time period, state general fund operating appropriations per FTE student in Virginia ranked near the bottom among similar institutions in SREB states. In 2005-06 Virginia ranked 10th out of 14 states.

**GF Appropriations Per Student Comparisons
Four-Year 3 Institutions**

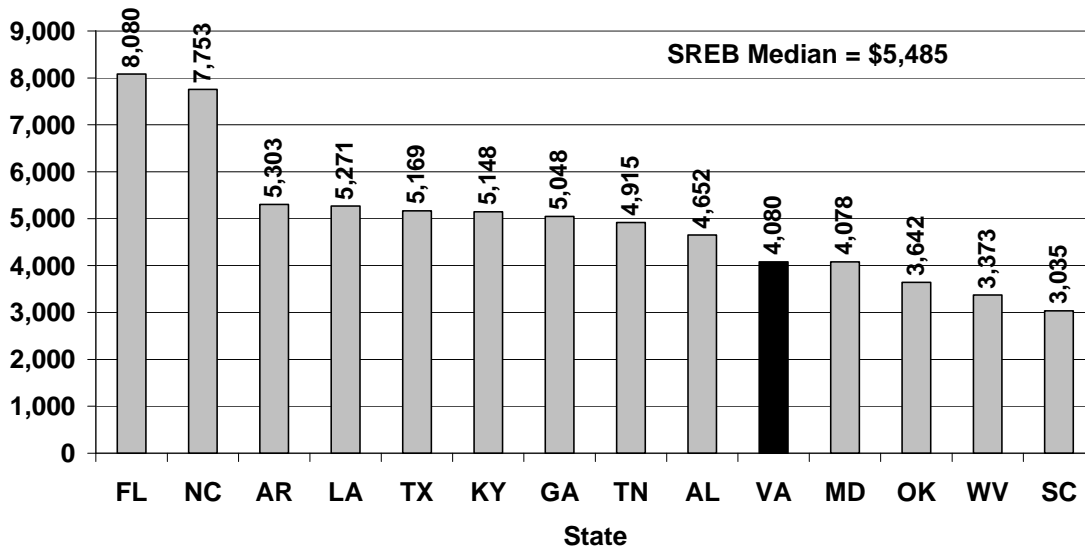


Source: SREB Data Exchange

Per-student funding for Virginia's Four-Year 3 institutions gained ground on the SREB regional average between 1990-91 and 2001-02, but lost ground between 2002-03 and 2005-06. Since 1999-2000, the funding per full-time equivalent (FTE) student at the Virginia Four-Year 3 institutions declined 1.3 percent while the SREB regional average declined 0.7 percent.

As shown below, per FTE student funding in Virginia was \$1,405 below the regional median of \$5,485 for comparable institutions in 2005-06.

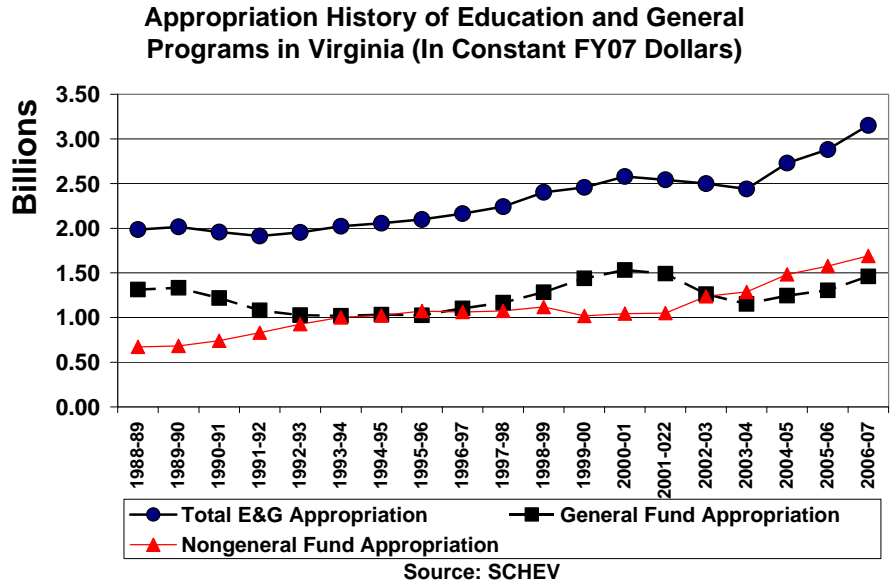
**2005-06 General Fund Appropriation
Per FTES, Four-Year 3 Institutions**



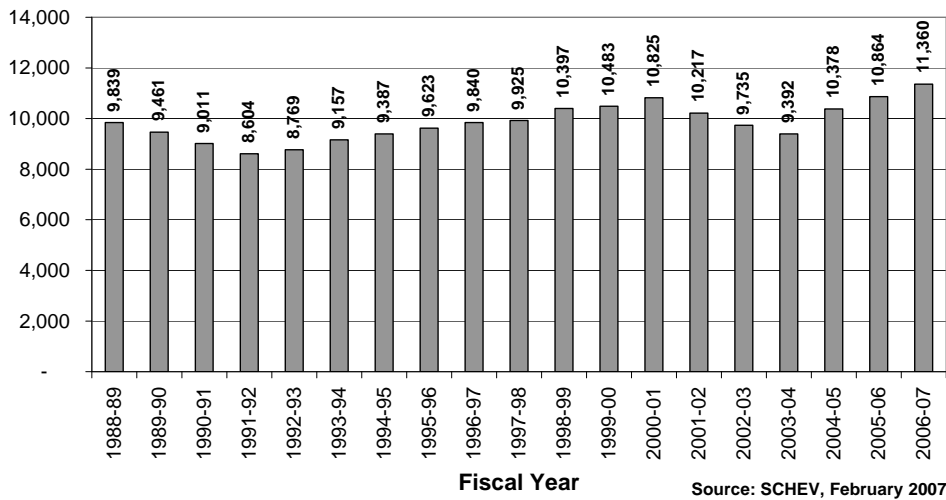
Source: SREB Data Exchange, January 2007

3.3 State Trends

As the chart to the right indicates, the funding of higher education in Virginia has been greatly influenced by policy and budgetary developments. In 1988-89 non-general funds per student were about 50 percent of general funds. By 1995-96 non-general funds per student were about equal to general funds, indicating that students bore a significantly higher proportion of their total educational costs. The situation improved markedly between 1996-97 and 2001-02, but the budget problems resulted in the non-general funding distribution exceeding the values that existed in the mid-1990s.



**History of Inflation Adjusted Total E&G Appropriations
Per Total FTE Student
Adjusted to FY07 Dollars**



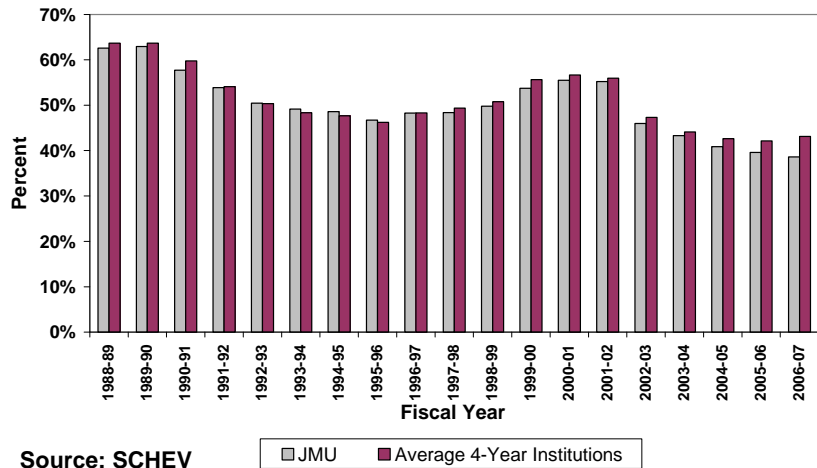
According to the data provided by SCHEV, in constant FY 07 dollars, general fund:

- Appropriations decreased by 19 percent
- Non-general fund appropriations increased by 83 percent and
- Total E&G appropriations increased by 15 percent from FY89 to FY07

This means that the Virginia public institutions have more resources for operations now than they had 15 years ago, but this increase was generated from tuition revenue, not from state support. As demonstrated in the chart above, total E&G funding in 2003-04 was less than 1988-89 funding. By 2006-07, total funding is approximately 15 percent higher than in 1988-89. However, as shown above, this increase in funding is primarily borne by students and their parents.

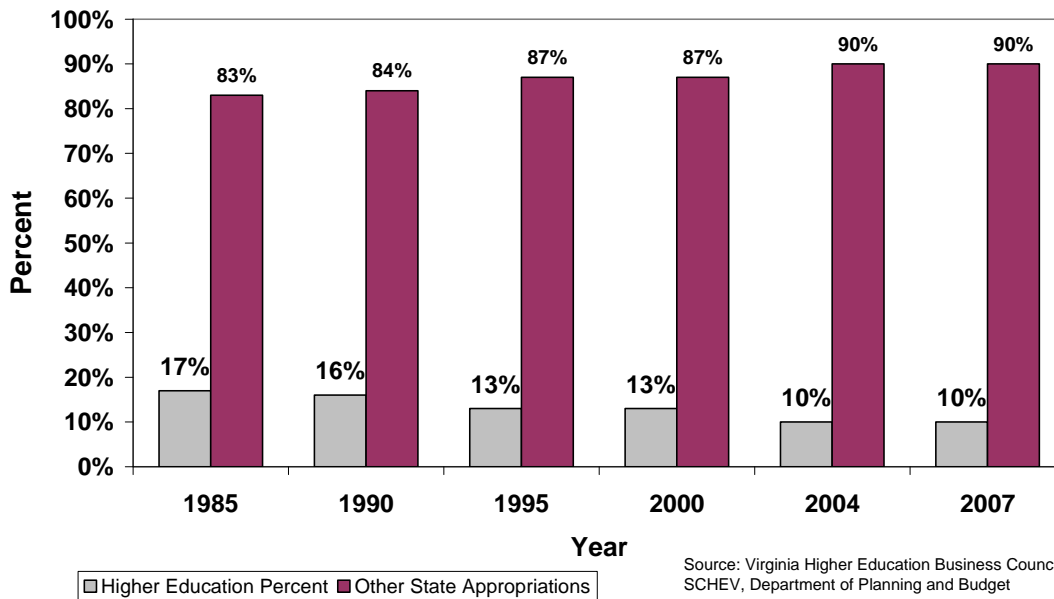
State general fund support to JMU dropped from 63 percent of the total educational and general (E&G) appropriation in 1988-89 to 47 percent in 1995-96. The percentage increased to 55 in 2001-02, but dropped to 39 percent in 2006-07. JMU's percentage mirrored that of the other four-year Virginia institutions. While improvement occurred between 1995-96 and 2001-02, the percentage is now the lowest since 1988-89. Virginia's budget shortfall resulted in this percentage declining to percentages below those of the difficult budget years of the mid-1990s.

**General Fund As A Percent Of Total E&G
JMU And All 4-Year Institutions
1988-89 To 2006-07**



Source: SCHEV

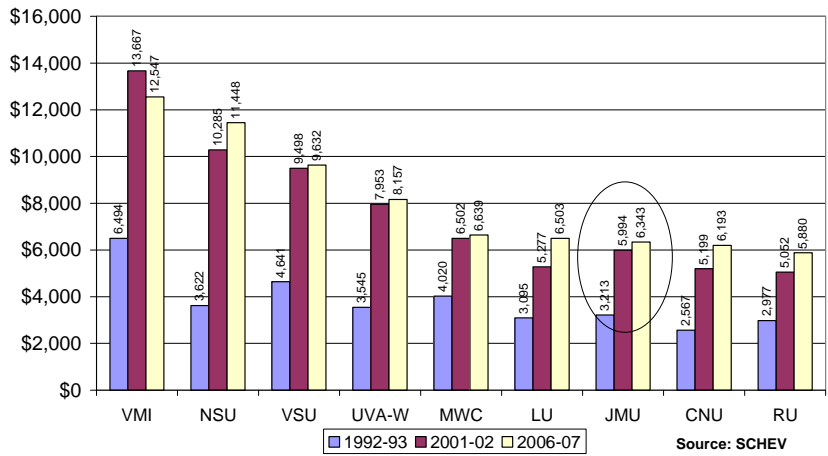
**Virginia Higher Education Appropriation
Percent of Total General Fund Appropriations**



Source: Virginia Higher Education Business Council, SCHEV, Department of Planning and Budget

Higher education's share of Virginia's total general fund appropriation decreased from 17 percent in the 1985 to 10 percent in 2007. Given the demands on the Commonwealth's budget by medical costs, other mandates and the uncertain revenue stream, it is unlikely that higher education's proportion of the State's budget will improve in the foreseeable future.

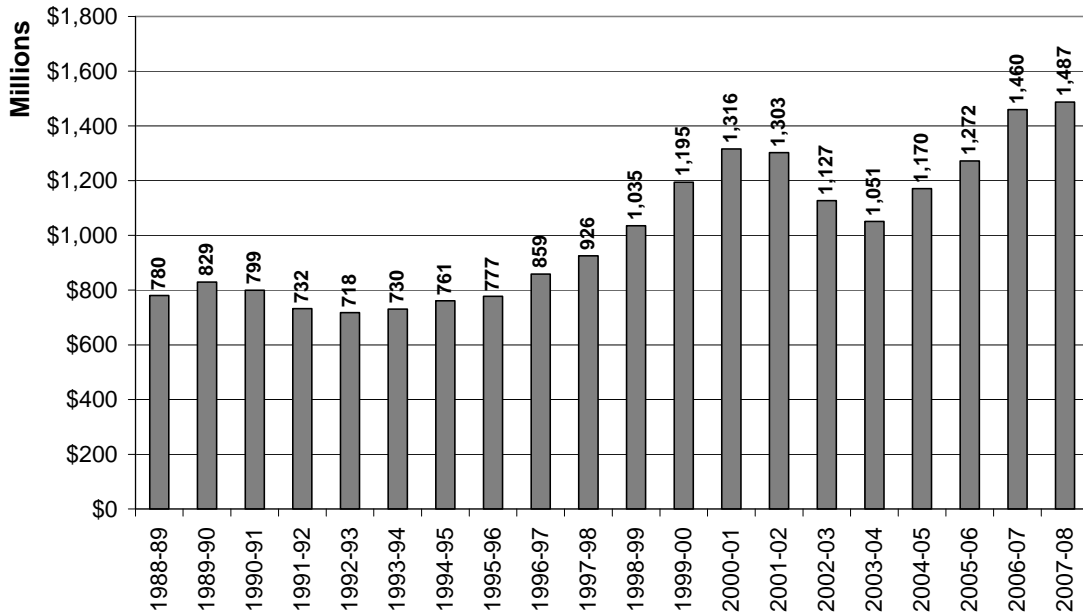
**General Fund Appropriations
Per In-State FTE Student,
1992-93, 2001-02 And 2006-07**



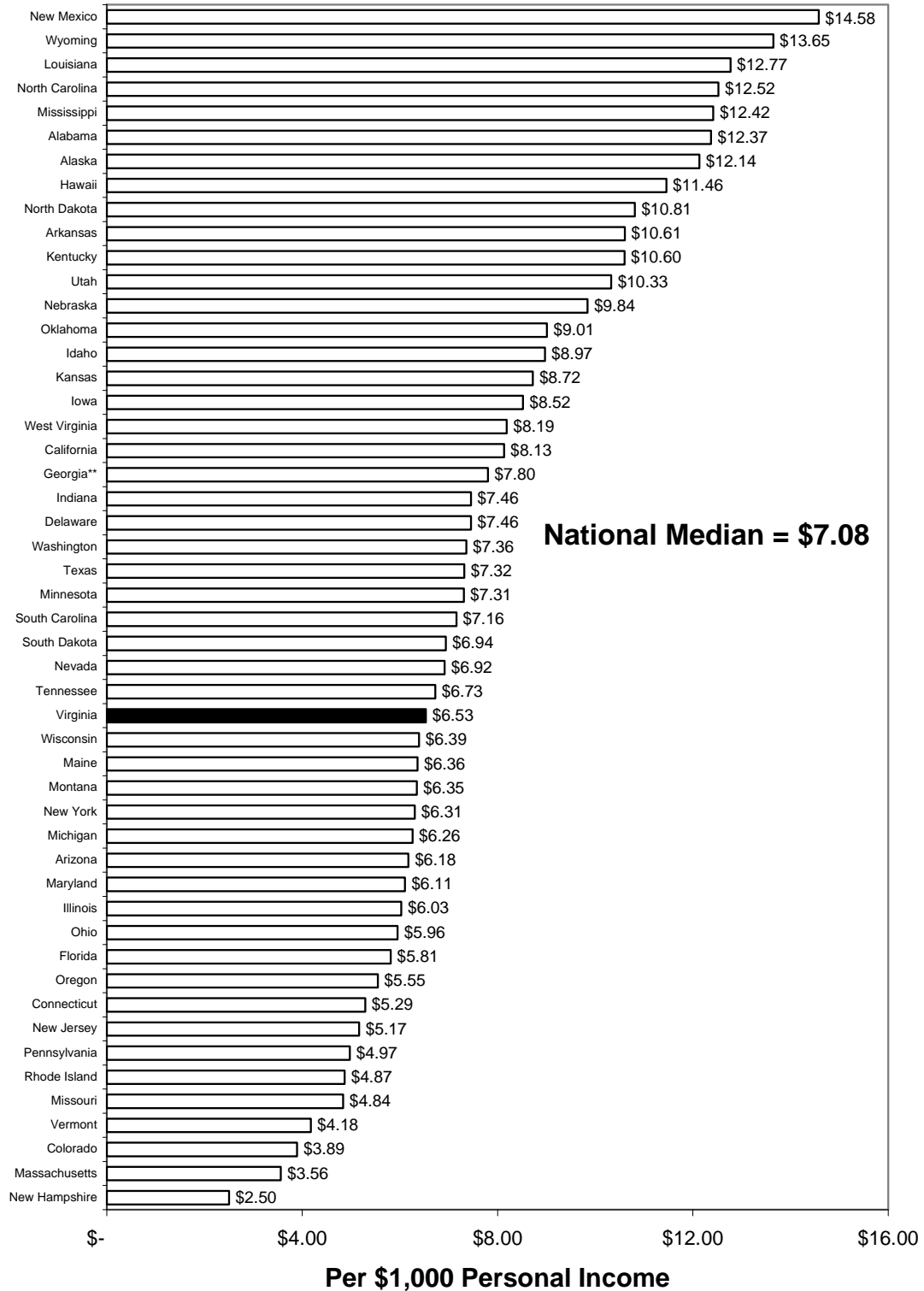
JMU's 2006-07 general fund appropriation per in-state FTE student was \$1,674 below the average of the four-year Virginia public institutions. Its 2006-07 appropriation was \$168 above 2000-01. Were JMU to be funded at the average for all four-year institutions in 2006-07, its general fund appropriation would increase by \$16.0 million.

As the Commonwealth's two Four-Year 3 institutions, JMU and Radford are in a higher category than all other state comprehensive colleges and universities. In most state higher education systems, higher category institutions receive higher per student appropriations needed to meet their more complex missions.

**General Fund Appropriations (E&G)
All Higher Education Institutions**



Appropriations of State Tax Funds for Operating Expenses of Higher Education per \$1,000 of Personal Income FY 2007



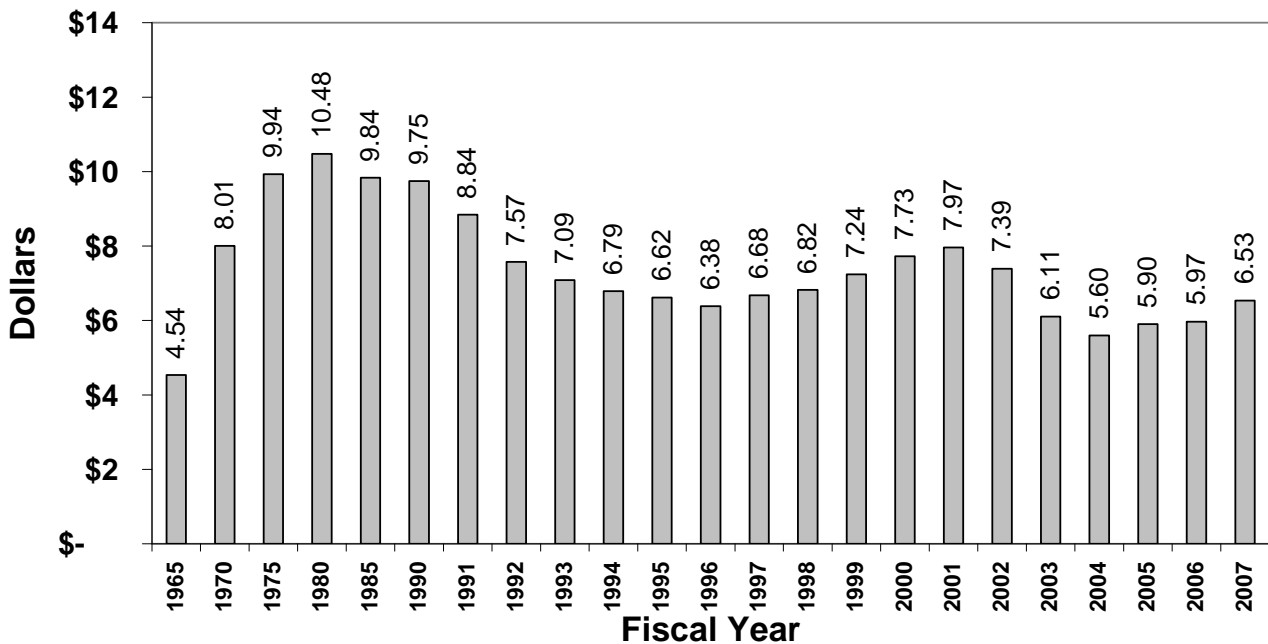
Source: Postsecondary Education OPPORTUNITY, February 2007

The graphic on the previous page and the one below examine higher education funding in terms of what is generally called “effort.” This term refers to funding as measured against a state’s economic base — or, its ability to generate tax revenues. The two graphics use personal income as a measure of the size of a state’s economic base. This seems to be a reasonable assumption since most states rely heavily on personal income tax for general fund revenues.

The graph on the previous page shows Virginia’s effort as compared to the rest of the U.S. Virginia appropriates \$6.53 (up from \$5.55 last year) to the operation of its public higher education system for each \$1,000 of personal income—or \$0.55 below the national mean of \$7.08. This level places the Commonwealth in 30th place (up from 38th last year) out of the 50 states.

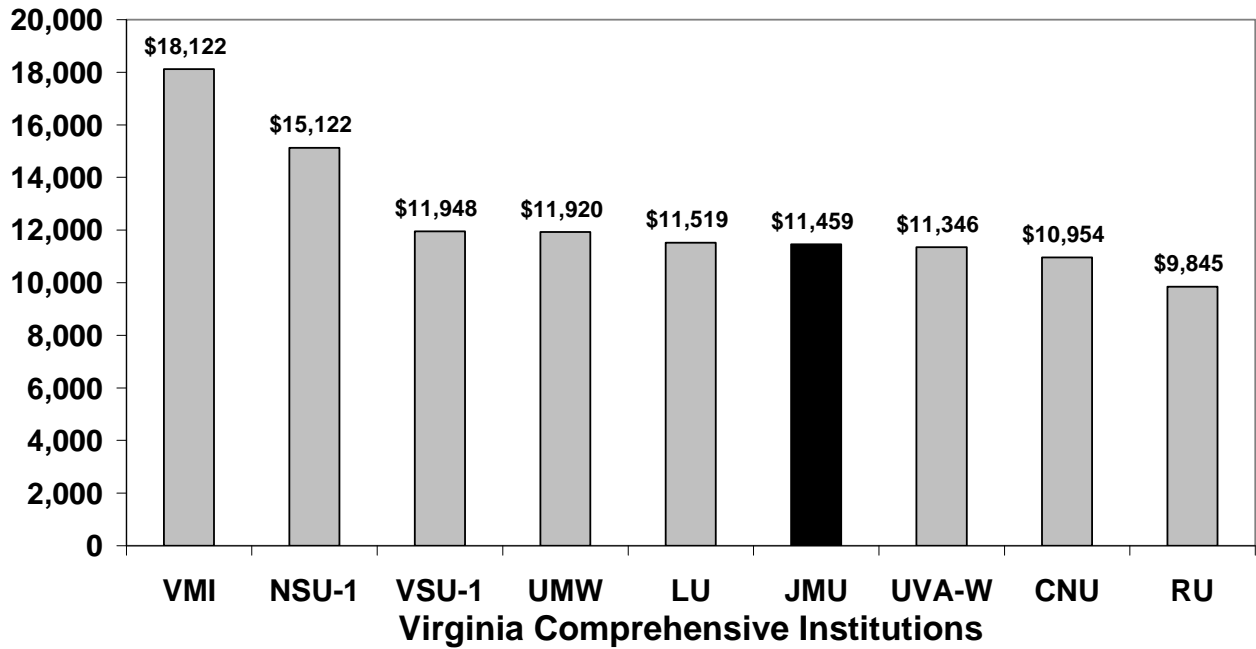
The graph presented below demonstrates the changes in the Commonwealth’s higher education effort since 1965. From a high of appropriating \$10.48 per \$1,000 in income in 1980, Virginia dropped to \$6.53 in FY06. This represents a 38 percent decline since 1980.

Virginia Appropriations of State Tax Funds for Higher Education per \$1,000 of Personal Income



Source: Postsecondary OPPORTUNITY, February 2007

Total E&G Appropriation Per FTE Student 2006-07

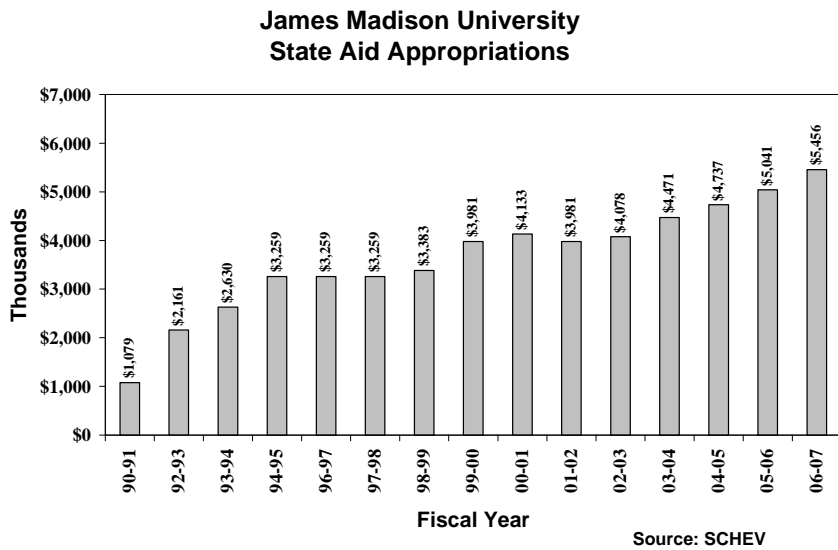


Source: SCHEV

-1 Includes OCR Funding

For 2006-07 JMU's total E&G appropriation per student was \$11,459 (\$10,101 in 2005-06). It was ranked sixth out of the nine comprehensive institutions.

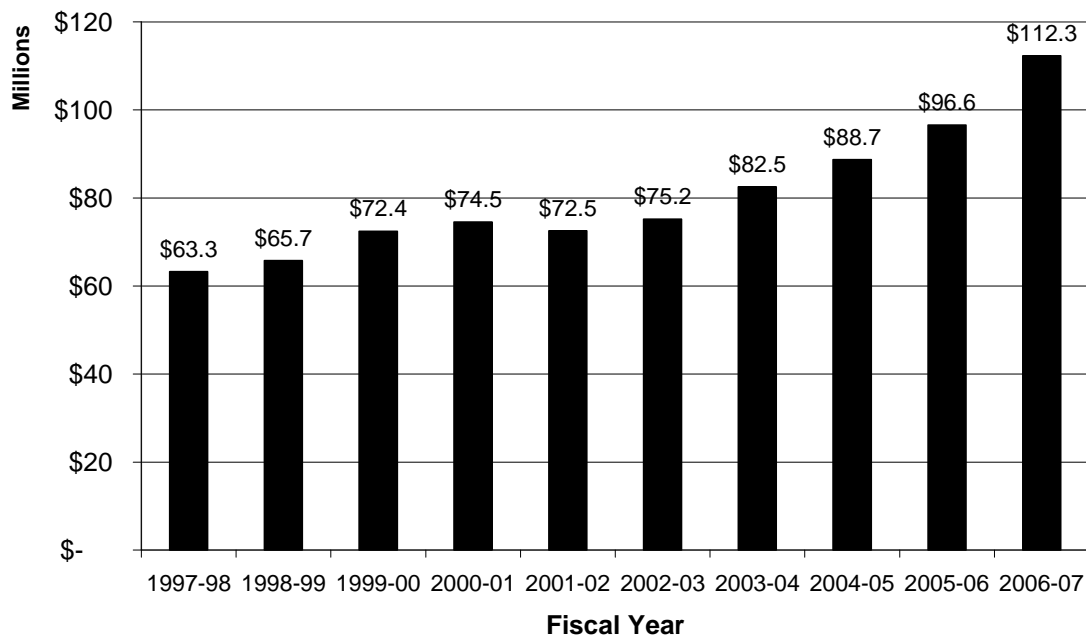
3.4 Financial Aid Appropriations



The Virginia General Assembly became concerned about the impact of the sizable tuition increases that resulted from reduced general fund appropriations for higher education on students' ability to afford a college education. To partially offset the increases in tuition and fees, the Assembly increased financial aid appropriations for public institutions. Between 2000-01 and 2006-07, the financial aid appropriations for JMU increased by 32 percent.

During the 1996—2002 biennia, the General Assembly also addressed these concerns by providing funding to freeze, and then lower in-state tuition. The 2001-02 appropriations reverted to 1999-00 due to the budget impasse in 2001. In the 2004-06 biennium \$7.9 million in additional funds were allocated to offset the increased tuition for students with financial need. Substantial increases occurred in the 2006-08 biennium.

Virginia State General Fund Student Aid Appropriations

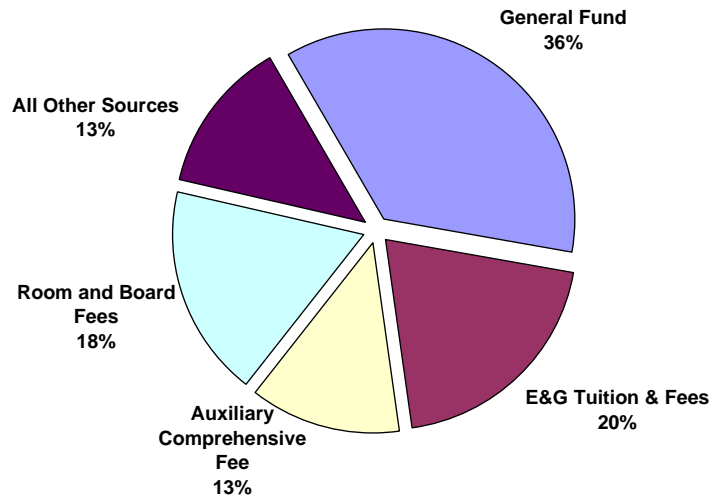


Source: SCHEV

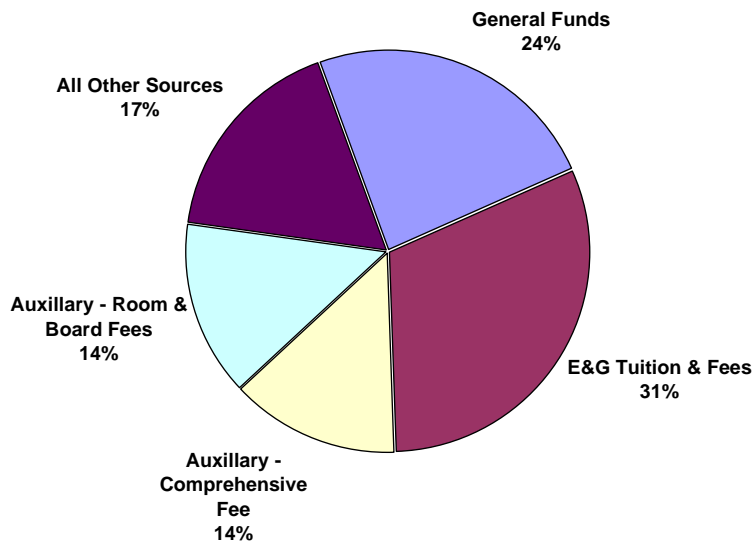
3.5 JMU Total Operating Revenues

General Fund appropriations provided 36 percent of all JMU sources of revenue in 1988-89. During 2006-07, the same source is projected to provide 24 percent of all revenue. Correspondingly, E&G tuition and fees have risen from 20 percent of all revenues to 31 percent over the same period.

Distribution of JMU Total Operating Revenues 1988-89



Distribution of JMU Total Operating Revenues 2006-2007



Source: Budget Management

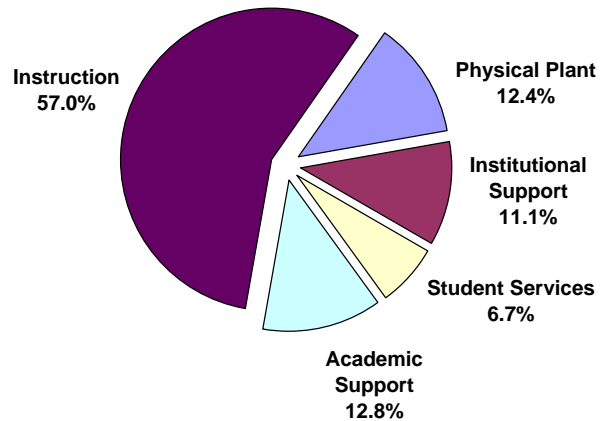
4.0 EXPENDITURES

4.1 Total Budgeted Operating Expenditures

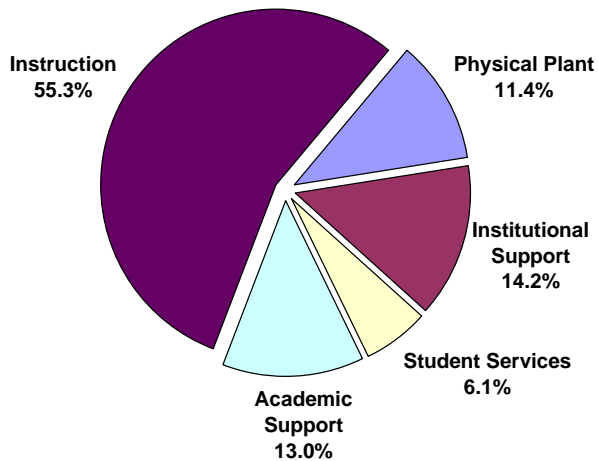
As demonstrated by the charts to the right and below, financial resources remain highly concentrated on the university's core business – instruction.

Instructional functions detailed in the charts as instruction and academic support represented 69.8 percent of JMU's 1988-89 budget. In 2006-07 the budgeted percentage is 68.3 percent.

Distribution of JMU E&G Operating Expenses 1988-89

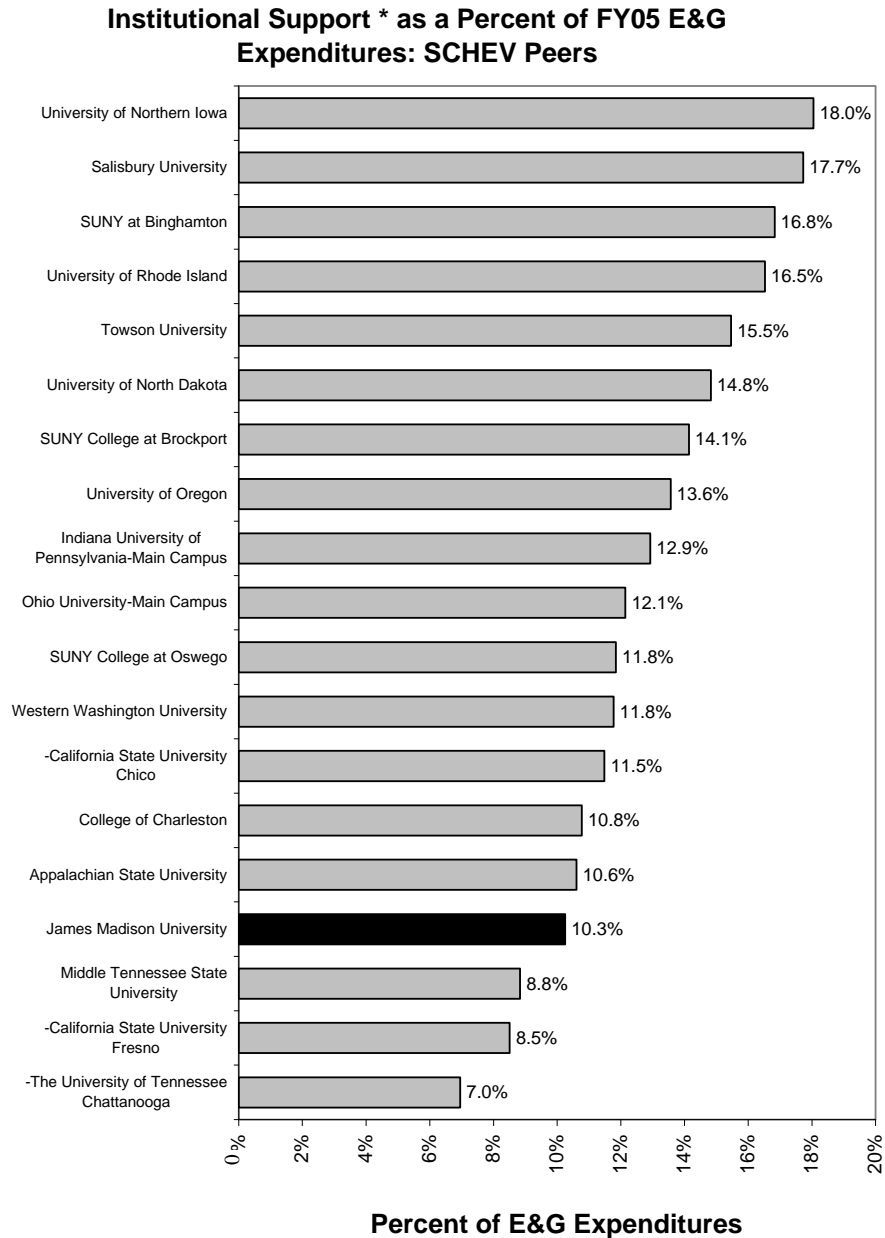


Distribution of JMU E&G Operating Expenses, 2006-2007



The total percent of the budget spent on non-instructional administrative functions increased slightly to 35.6 percent for the eighteen-year period. However, there were shifts away from student services and physical plant to institutional support. The major causes of these shifts are technology-related costs for software, hardware and maintenance and expanded university relations and development activities.

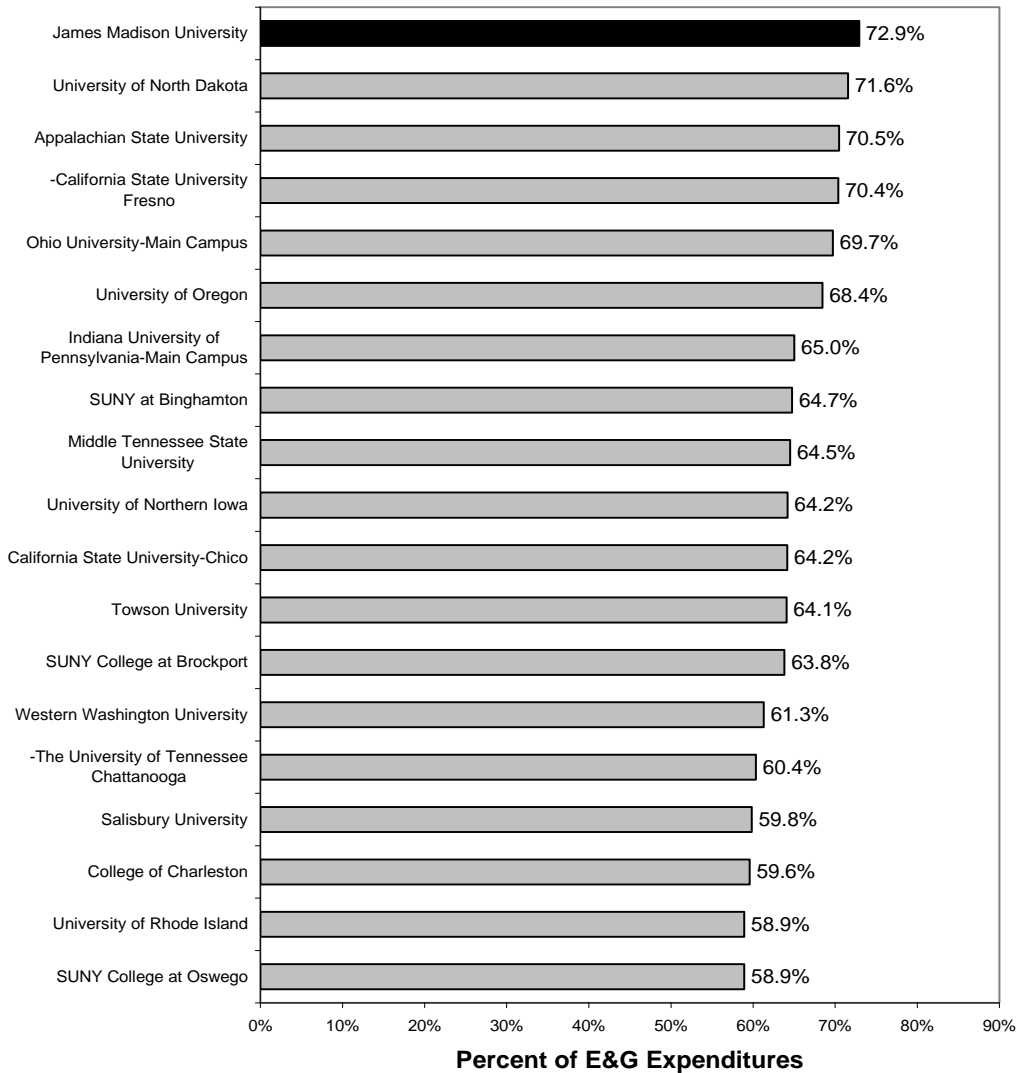
When JMU is compared to the public institutions in its national peer group (approved by State Council of Higher Education), the 2004-05 data indicate that JMU is the highest institution in support of instruction (see chart on page 30). As indicated in the chart below, JMU spends a smaller percent on institutional support than all but three of its peer institutions. JMU continues to operate administrative functions efficiently in order to concentrate resources on the university's primary mission of instruction. In fact, during the budget impasse of a few years ago the University purposely preserved its instructional budgets at the expense of institutional support.



* E&G estimate excludes Research, Public Service, Scholarships and Fellowships, and Transfers.

Data not available for University Of Delaware, Bradley University
 University Of Notre Dame, Providence College, Baylor University, and Texas
 Christian University.

**Instructional and Academic Support* Expenditures as a Percent of FY05
Total E&G Expenditures: SCHEV Peers**

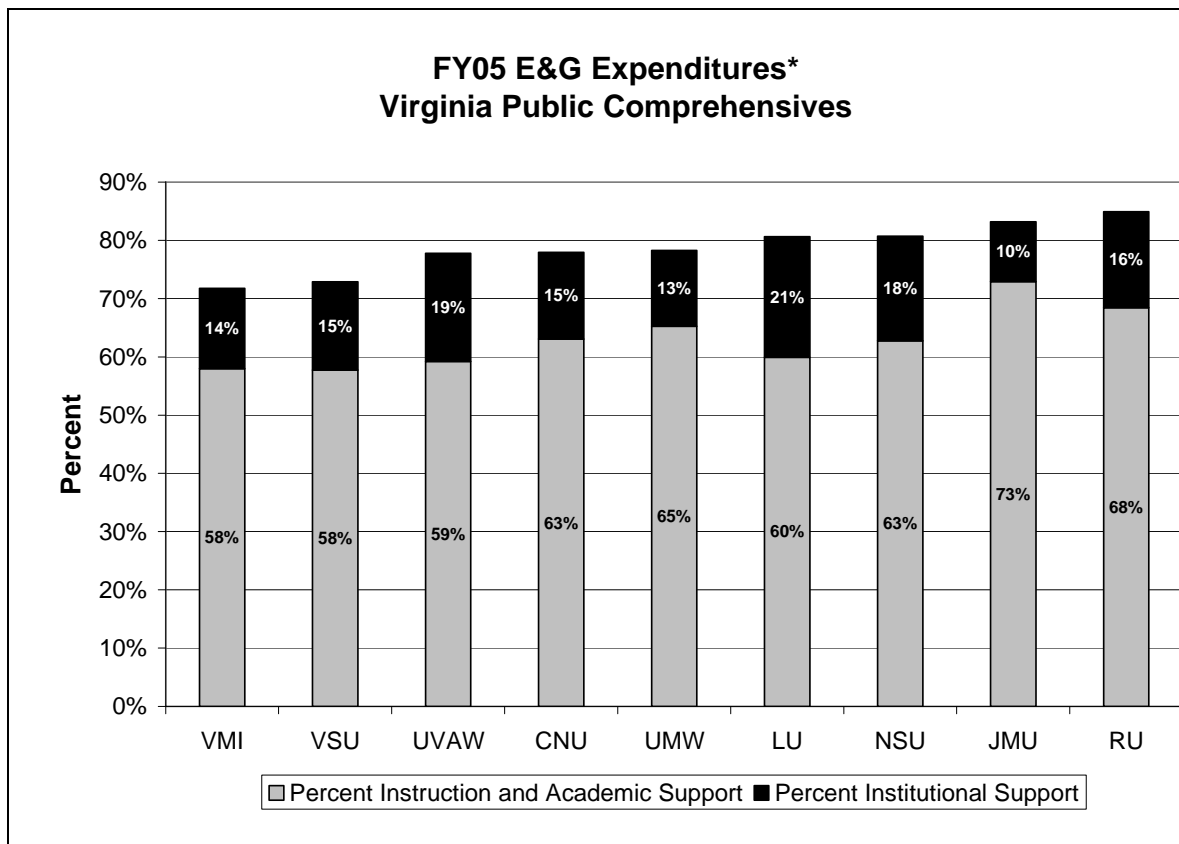


*E&G estimate excludes Research, Public Service, Scholarships and Fellowships, and Transfers.

Data not available for University Of Delaware, Bradley University
University Of Notre Dame, Providence College, Baylor University, and Texas
Christian University.

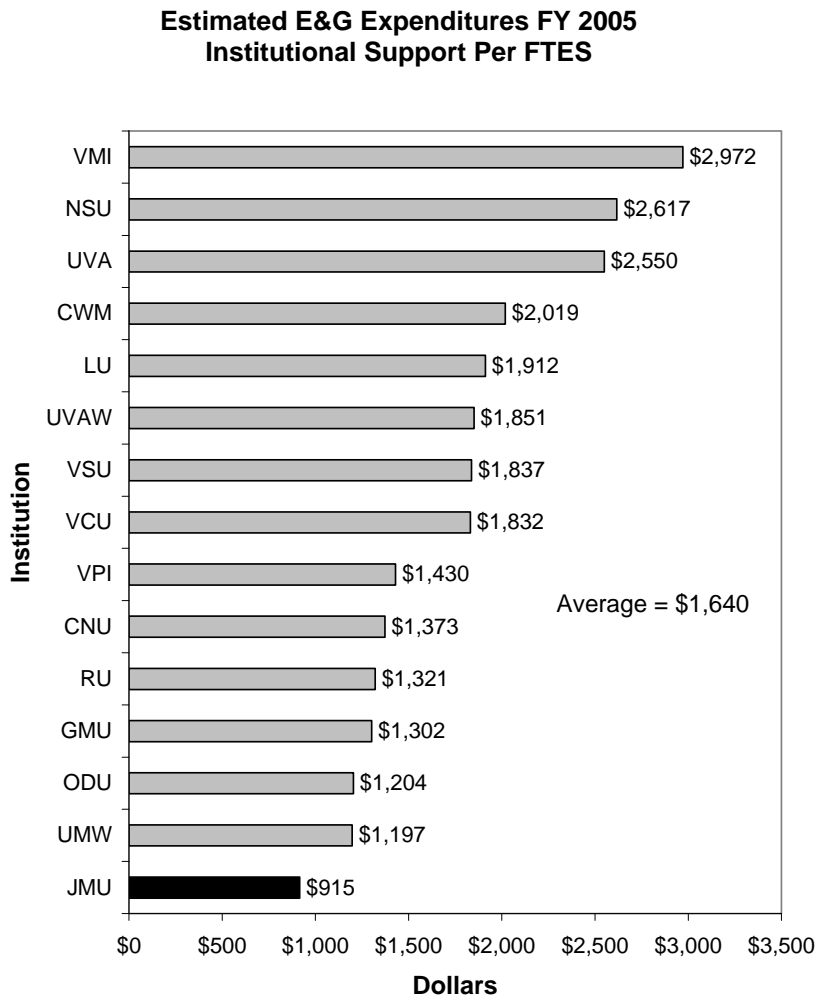
The graphic on the previous page shows JMU's commitment to instruction. JMU spends the highest percentage of its E&G expenditures on instruction in its peer group. The fact that JMU has such a high percentage of its expenditures devoted to instruction and one of the lowest percentages devoted to institutional support demonstrates that JMU clearly focuses its resources on its mission of educating students.

The chart presented below compares academic and institutional support for Virginia's comprehensive institutions. Of the Virginia comprehensive institutions in 2004-05, JMU ranks first in percent of E&G expenditures spent on instruction and academic support (combined) and last in percent of E&G expenditures spent on institutional support.



* E&G estimates exclude Research, Public Service, Scholarships and Fellowships, and Transfers

The chart presented below analyzes institutional expenditures in a slightly different manner. Instead of examining institutional support as a percent of the E&G operating budget, this graphic looks at the same expenditure category on a FTE student (FTES) basis. It could be argued that this represents a truer picture of expenditures than the percentage when comparing institutions with different educational missions — e.g., comprehensive and doctoral institutions. For doctoral-level institutions, the percent of E&G expenditures used for institutional support is lessened by their huge research budgets that are included in their total E&G expenditures.



Source: IPEDS Finance Reports And SCHEV

Of the Virginia institutions, JMU again ranks last at \$915 per FTES expended on institutional support in FY 2005. This figure is \$282 per student less than the next lowest institution (University of Mary Washington) and \$2,057 less than the highest (VMI). On a per student basis, JMU has for many years been administratively the leanest institution in the Commonwealth.

4.2 Faculty and Staff Salaries

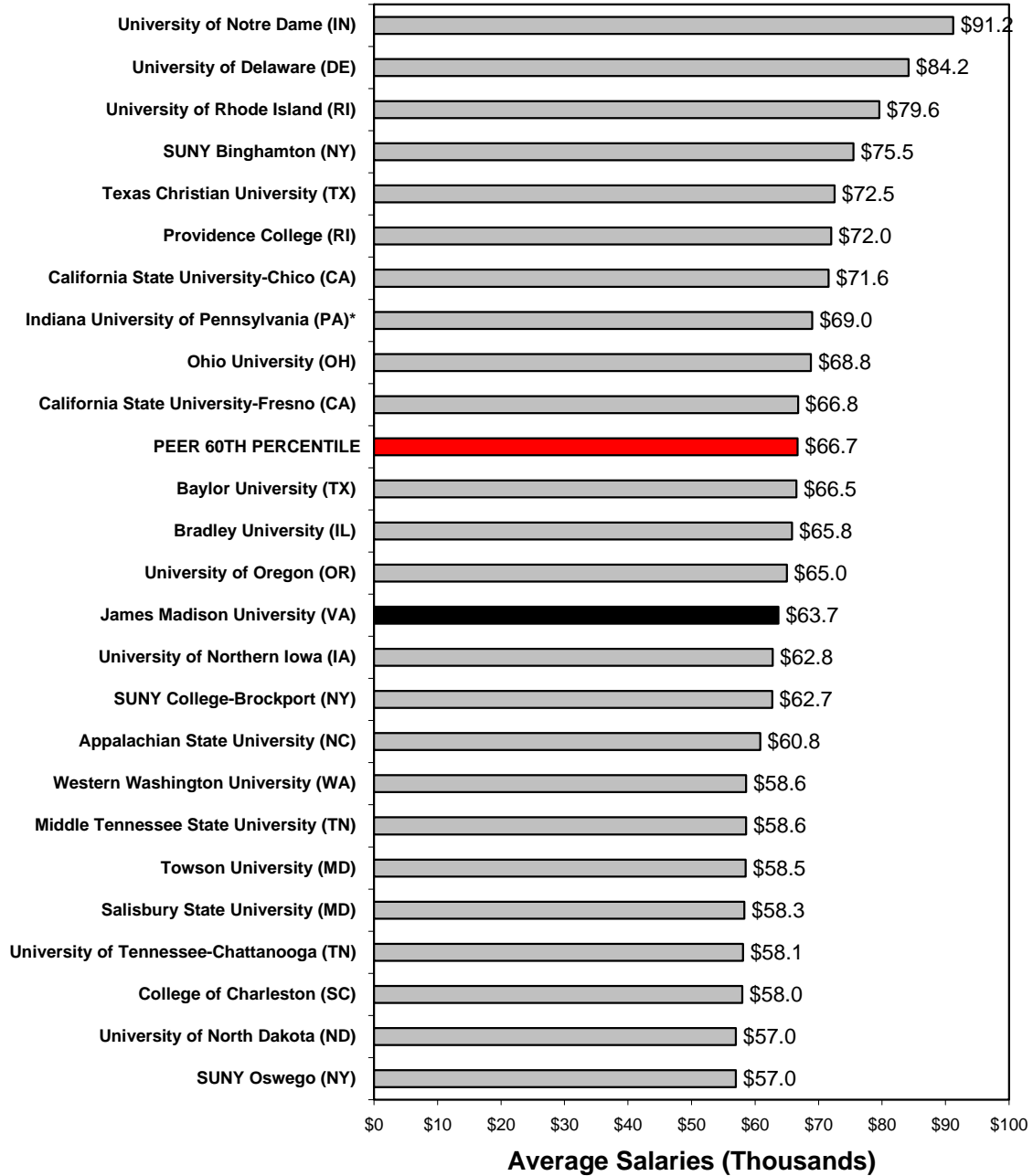
In the spring of 1997 JMU and the other Virginia publicly funded colleges and universities negotiated new peer institutions. These replaced the peer groups created with the State Council in 1986 as a benchmark in support of the public policy objective that all state colleges and universities offer competitive faculty salaries equal to the 60th percentile of a national group of its peer institutions. In the spring of 2007 JMU will again negotiate a new peer group. In 2005-06 JMU's current position was 14th out of 25 institutions, down from 12th in 2000-01. The 60th percentile faculty salary for 2005-06 was \$66,700, thereby putting JMU's appropriated average salary \$3,000 below the objective. Comparative information for 2006-07 will be available in Spring 2007.

As demonstrated by the data shown on page 34, the 1996-97 through 1999-2000 salary increases for faculty, administrators, and classified staff exceeded the CPI. In 2000-01 the CPI exceeded the average salary increases. In 2001-02 no faculty or staff received salary increases due to the budget impasse and the monthly cost of the family medical plan increased to \$218. In 2002-03 the family medical plan increased to \$240. In 2003-04 the Commonwealth instituted a new medical plan, COVA Care, which reduced the monthly premium to \$99. In 2004-05 the University funded salary increases for all faculty and staff in July (2.0% for all instructional faculty plus 1.0% for full professors; 1.0% for all administrators and classified staff). In December all eligible faculty received a 3.84 percent increase. The family medical premium increased to \$140. The 2005-06 and 2006-07 salary increases exceeded the CPI.

Classified salary increases outpaced those for both instructional faculty and administrators during 1993-94 and 1994-95 because the General Assembly funded a statewide merit program. During 1995-96, classified staff received the same percentage pay raise as instructional faculty and administrators. In 1996-97 their raises were greater than faculty and administrators, but were less than faculty in 1997-98. In 1998-99 the increases for classified staff were higher than administrators, but smaller than faculty. In 1999-00 and 2000-01 the increases for classified staff were higher than the other two groups. In 2001-02 no classified staff received raises. Classified staff received a 2.5 percent bonus in August 2002. A 3.00 percent raise for all classified staff occurred in December 2004 in addition to the 1.00 percent July bonus. In December 2005 instructional faculty received a 5.00 percent raise, and administrative and classified staff received a 4.00 percent raise. In December 2006 faculty received a 3.84 percent raise, administrators received a 3.29 percent raise, and classified staff received a 4.00 percent raise.

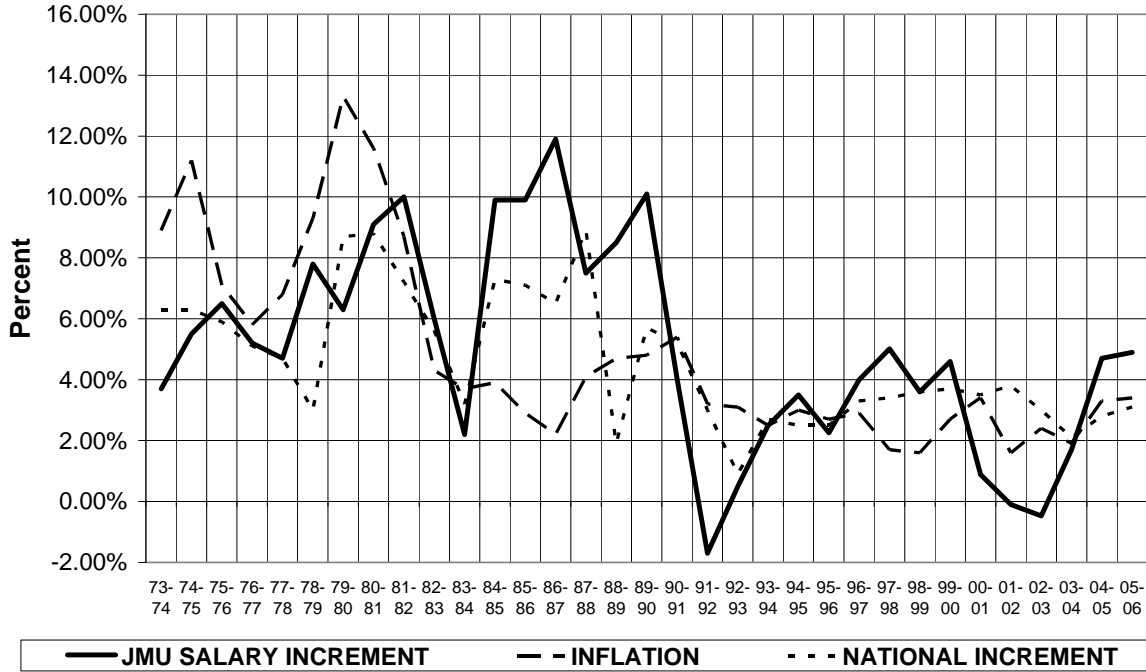
Between 1989-90 and 1999-00 the appropriated salary raises for faculty and classified staff slightly exceeded the CPI due to the higher raises and lower CPI in the last three years. Between 1989-90 and 1994-95, the monthly cost for family medical insurance increased by 67 percent from \$102 to \$170. The monthly cost of family medical plan insurance decreased to \$157 in 1995-96, but again increased to \$240 by 2001-02, a 66.7 percent increase since 1995-96. A new medical plan instituted by the Commonwealth decreased the monthly premium to \$113 for 2004-05, \$127 in 2005-06 and \$140 in 2006-07.

SCHEV Peer Group Average Faculty Salaries, 2005-06



60th Percentile Faculty Salary = \$66.7 (Thousands)

Inflation and JMU Faculty Salaries 1973-74 To 2005-06



Source: Institutional Research and AAUP

**Appropriated Salary Increases and Cost of Family Medical Coverage
1989-90 to 2006-07**

Year	CPI Increase (December To December) *	Appropriated Salary Increase			Monthly Cost of Family Medical Plan
		Instructional Faculty	Administrative Faculty	Classified Staff	
1989-90	4.6%	7.65%	5.90%	3.25%	102
1990-91	6.1%	2.36%	1.90%	3.00%	147
1991-92	3.1%	0.00%	0.00%	0.00%	159
1992-93	2.9%	2.00%	2.00%	2.00%	155
1993-94	2.7%	3.60%	3.60%	6.50%	170
1994-95	2.7%	3.40%	3.40%	3.57%	170
1995-96	2.5%	2.25%	2.25%	2.25%	157
1996-97	3.3%	4.00%	4.00%	4.35%	157
1997-98	1.7%	5.00%	4.00%	4.00%	157
1998-99	1.6%	6.10%	3.10%	3.67%	170
1999-00	2.7%	6.10%	4.00%	6.25%	185
2000-01	3.4%	3.00%	3.00%	3.25%	207
2001-02	1.6%	0.00%	0.00%	0.00%	218
2002-03	2.4%	¹ 2.50%	2.50%	2.50%	240
2003-04	1.9%	2.25%	2.25%	2.25%	99
2004-05 July ²		2.00% Instructional Faculty 1.00% Additional for Full Professors	1.00%	1.00% Bonus	
2004-05 December	3.3%	3.00%	3.00%	3.00%	113
2005-06	3.4%	5.00%	4.00%	4.00%	127
2006-07	2.5%	3.84%	3.29%	4.00%	140
Average	2.9%	3.62%	2.96%	3.27%	

Source: JMU Budget Office and Human Resources

Note: 1990-91 percentage allows for the 2 percent salary reduction in December, 1990. Since 1992-93, salary increase percentages are effective in December of each fiscal year. Effective date of change in health care cost varies from year to year.

¹ In August 2002 all continuing faculty, staff, and administrators received a 2.50 percent bonus that was not added to the base salary.

² In July 2004 JMU funded raises for all employees. The Commonwealth also funded raises for all eligible employees beginning in December 2004.

* [Inflation Statistics](#) from Bureau of Labor Statistics.

[Health insurance figures](#) from Virginia Department of Human Resources Management. Medical plan is COVA Care (includes basic dental) for Family.