



**BOARD OF REGENTS OF
THE UNIVERSITY SYSTEM OF GEORGIA**

CHANCELLOR STEVE WRIGLEY
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Presidents
University System of Georgia
sent via email

Dear Presidents:

I am proud of the efforts that our institutions have made over the past several years to keep mandatory student fee increases to a minimum. Under your leadership, your teams have identified ways to cut costs, operate more efficiently, and even reduce student fees in some occasions. As you begin preparing your fee requests for Fiscal Year 2020, this momentum must be maintained. Student affordability is to be a top consideration when developing each fee proposal. Under most situations, new fees and increases to existing fees will not be considered.

Each year, we ask institutions to evaluate **all fees** assessed to students prior to submitting fee requests. Every fee-supported activity should be viewed through the lens of student success and each should support the USG mission of graduating more students. Institutions are to review the level of services and activities funded through fees as well as the sustainability of the budget that support them. Enrollment realities must be considered when determining the level of services a fee can provide. Those programs that provide the greatest support to student outcomes should be prioritized.

The System Office and the Board of Regents will continue to examine all mandatory fee requests for the upcoming year.

Please follow these principles as you plan your mandatory fee requests for FY 2020.

1. New fee requests or increases to existing fees will not be recommended to the Board unless the institution presents a detailed business case, including analysis of available reserves.
2. New fees are strongly discouraged and should not be proposed unless there is overwhelming student support and a clear benefit to student success.
3. Fee increases needed to support PPV projects whose revenues are falling or expected to fall below levels to sustain those projects may be considered, however, before requesting an increase you should:
 - a. review all project costs and processes to identify where efficiencies can be realized and expenses reduced;
 - b. explore other sources of revenue, besides fee revenue, to compensate for any actual or anticipated revenue shortage;
 - c. determine the availability of reserves to sustain project; and
 - d. evaluate the project plan to determine whether revisions to the plan to meet the lower revenues levels or estimates are feasible.
4. Consideration may be given to institutions to allow for the reallocation of fees, if the overall mandatory fee level remains neutral. Institutions must still demonstrate why an increased fee is critical, even if the increase is offset elsewhere.

Detailed instructions and templates will be provided by the Office of Fiscal Affairs under separate cover. All templates and supporting documentation must be submitted by the established due date.

Thank you for your continued leadership as we create a more educated Georgia and strive to meet the workforce needs of the State.

Sincerely,

A handwritten signature in blue ink, appearing to read "Steve W. Wrigley".

Steve W. Wrigley

cc: Tricia Chastain, Executive Vice Chancellor for Administration
Tristan Denley, Executive Vice Chancellor for Academic Affairs and Chief Academic Officer
Tracey Cook, Interim Executive Vice Chancellor for Strategy and Fiscal Affairs
Chief Business Officers
Chief Academic Officers