

## **MEMORANDUM**

FROM: University Budget Advisory Council  
TO: Provost's Council  
RE: FY21 Tuition and Fee Recommendations  
DATE: October 28th, 2019

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The goal of this memorandum is to outline questions that members of the University Budget Advisory Council (UBAC) have regarding proposed FY21 tuition and fee increases. We reserve judgement at this time to offer recommendations on the proposed FY21 tuition increases without answers to the below questions. It is our hope that the below questions are addressed regardless of the decision made regarding tuition and request that this memo be published to the UBAC website.

### **I. USF's overall tuition pricing model**

- A. How does the University adjust upwards or downwards its proposed tuition increase and what factors will lead to further increases or contemplation of a decrease?
- B. If we are to increase our net revenue how and where would we prioritize the spending of that increase?
- C. How flexible is the USF's overall pricing strategy?
- D. How does USF balance its mission vs. margin? Is there a net tuition amount that negatively impacts USF's ideal mission-driven student body composition?
- E. What specific efforts are made during planning to address student retention?
- F. What other alternatives of tuition-pricing modeling has the university considered?

### **II. AY20-21 proposed 4.9% increase in undergraduate tuition**

- A. How do the major expense components - including salary, financial aid, and/or major capital expenditures, etc. - contribute to the 4.9% tuition percentage increase?
- B. To what extent does market placement of our tuition pricing relative to competitors and comparative institutions factor into the overall percentage increase?
- C. Is it possible to provide percentages of students who will experience a flat net tuition, increase in net tuition, and decrease in net tuition as a result of the 4.9% planned increase?
- D. How does this proposed tuition increase fit into the university's long-term strategic plan and retention planning?
- E. What is the contingency plan if USF does not meet AY20-21 enrollment targets?
- F. What are the factors that contribute to the 4.9% increase in room fees?
- G. Considering the pushback from students last year, how has this factored in an even higher number being considered for the coming year? How is administration planning on dealing with financial concerns if students have an even stronger reaction than last year?

### **III. Communication, Transparency, and Resources**

- A. What is the communication plan to the current and incoming students and families regarding the tuition increases?
- B. What financial literacy tools and support are available to assist current and incoming families to better understand and cope with the increases?
- C. Is the university aware of the students who are at the highest financial risk? If so, are those students and their families being targeted for additional information and assistance?