

**DRAFT MINUTES OF THE MEETING OF THE  
BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA  
Atlanta, Georgia  
May 10, 2016**

**CALL TO ORDER**

The Board of Regents of the University System of Georgia met on Tuesday, May 10, 2016, in the Board Room, Room 8003, 270 Washington Street SW, Atlanta, Georgia. The Chair of the Board, Regent Kessel D. Stelling, Jr., called the meeting to order at approximately 10:02 a.m. Present, in addition to Chair Stelling, were Vice C. Thomas Hopkins, Jr.; and Regents C. Dean Alford; W. Paul Bowers; Larry R. Ellis; Rutledge A. Griffin, Jr.; James M. Hull; Donald M. Leebern, Jr.; Doreen Stiles Poitevint; Neil L. Pruitt, Jr.; Sachin Shailendra; E. Scott Smith; Benjamin J. Tarbutton, III; Richard L. Tucker; T. Rogers Wade; Larry Walker; Don L. Waters; and Philip A. Wilheit, Sr. Regent Lori Durden was excused.

**INVOCATION AND PLEDGE**

Columbus State University Student Government Association President Tyler Davidson gave the invocation and led the Pledge of Allegiance.

**SAFETY BRIEFING**

Chief of Police Bruce Holmes gave the safety briefing.

**APPROVAL OF MINUTES**

With motion made and variously seconded, the Regents who were present voted unanimously to approve the minutes of the Board's Mary 9, March 30, April 6 and April 13, 2016, meetings.

**SPECIAL RECOGNITION: REGENT WILLIS POTTS' LEADERSHIP AWARD**

At approximately 10:12 a.m., Chancellor Henry M. Huckaby presented to Georgia College & State University Student Government Association President Juawn Jackson the Regent Willis J. Potts Student Advisory Council Leadership Award, an honor for which he was selected by his peers in the USG's Student Advisory Council, composed of the student government association presidents. An audio recording of Chancellor Huckaby's and Mr. Jackson's remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

**SPECIAL RECOGNITION: ADMINISTRATION**

At approximately 10:15 a.m., Chancellor Henry M. Huckaby recognized Georgia Southern University Provost Jean Bartels, who had served so ably as the university's interim president; and of retiring South Georgia State College President Virginia Carson. Chancellor Huckaby recommended Dr. Carson be granted President Emerita status. With motion made and variously seconded, the Regents present voted unanimously to grant that status.

**PRIVATE-PUBLIC PARTNERSHIPS UPDATE**

At approximately 10:21 a.m., Chancellor Henry M. Huckaby introduced Ms. Susan Ridley and Mr. Jonathan Lucia, P3 portfolio manager, for an update on the system's public-private partnerships venture, or P3. Ms. Ridley and Mr. Lucia spoke of the program's steady progress. They mentioned upgrades occurring at the residence halls in the P3 programs, noting especially that outdated student gathering areas are being rehabilitated and given updated features. An audio recording of Ms. Ridley's and Mr. Lucia's remarks is on record with, and available for inspection in, the Office of the Secretary to the Board.

**FINANCE & BUSINESS OPERATIONS: CAPITAL BUDGETS**

At approximately 10:40 a.m., Regent Neil L. Pruitt, Jr., introduced Vice Chancellor for Implementation Shelley Nickel to present the fiscal year 2017 operating and capital budgets for the University System of Georgia, attached hereto as Appendix I. Ms. Nickel stated the total FY 2017 budget for the University System of Georgia is approximately \$8.432 billion, which includes funding from all unrestricted and restricted sources. The FY 2017 budget includes the allocation of state funds as approved by the Board in April 2016. This budget also

reflects enrollment and other projections made by each institution, which incorporate the tuition and fee rates approved by the Board in April 2016. With motion made and variously seconded, the Regents present voted unanimously to approve the presented budget. An audio recording of Ms. Nickel's remarks is on record with, and available for inspection in, the Office of the Secretary to the Board.

### **INTERCOLLEGIATE ATHLETICS REPORT**

At approximately 1:34 p.m., Regent Benjamin J. Tarbutton, III, introduced Executive Vice Chancellor for Academic Affairs Houston Davis and Vice Chancellor for Organizational Effectiveness John Fuchko for a presentation on a planned special review of the system's intercollegiate athletics. This aligns with Board Policy 4.5.6, according to Dr. Davis, which calls for periodic review of institutional intercollegiate athletics programs for financial and program soundness. The Board and the Chancellor have authorized a system-wide special review of intercollegiate athletics. This review will be coordinated through the USG Office of Internal Audit and Compliance and will involve both System Office and campus personnel, according to Mr. Fuchko. He added that an advisory group of athletic directors representing multiple USG institutions and each sector have agreed to advise the special review team. An audio recording of Dr. Davis' and Mr. Fuchko's remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

### **ECONOMIC DEVELOPMENT: GEORGIA INNOVATION ECOSYSTEM**

At approximately 1:45 p.m., Regent W. Paul Bowers introduced Vice Chancellor for Economic Development Mark Lytle and Ms. Jennifer Zeller of Georgia Power Co. Mr. Lytle and Ms. Zeller spoke to the Board of Georgia's innovation ecosystem, and its benefits and difficulties. An audio recording of Mr. Lytle's and Ms. Zeller's remarks, and a copy of their presentation, is on record with, and available for inspection in, the Office of the Secretary to the Board.

### **ALCOHOL & SUBSTANCE ABUSE TASK FORCE**

At approximately 2:10 p.m., Chancellor Henry M. Huckaby welcomed Presidents Jere W. Morehead and Cheryl Dozier, of the University of Georgia and Savannah State University, respectively, to report the findings and recommendations of the Alcohol and Substance Abuse Task Force. Presidents Morehead and Dozier presented the findings of the task force's year-long study, along with recommendations for action. That report's executive summary and recommendations are attached hereto as Appendix II. An audio recording of Presidents Morehead's and Dozier's remarks, and a copy of their presentation, is on file with, and available for inspection in, the Office of the Secretary to the Board.

### **CHANCELLOR'S REPORT**

Chancellor Henry M. Huckaby gave his report at approximately 2:29 p.m. Chancellor Huckaby shared with the Board highlights from the most recent economic impact study the system commissioned with the Selig Center for Economic Growth at the University of Georgia's Terry College of Business. He thanked Gov. Nathan Deal for vetoing House Bill 859, commonly called the Campus Carry legislation, and urged those in attendance to similarly communicate their gratitude to Gov. Deal. Gov. Deal's veto of House Bill 859 was a decision heralded not only throughout the University System, but in other systems around the country. The Chancellor welcomed back Mr. John Fuchko, deployed with the Army National Guard for the past year, and thanked Mr. Michael Foxman for serving so ably as Interim Chief Audit Officer during Mr. Fuchko's absence. Chancellor Huckaby concluded by touting recent accomplishments and milestones of several System institutions and students. An audio recording of Chancellor Huckaby's remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

### **COMMITTEE REPORTS**

Reports of the standing committees are attached hereto.

### **UNFINISHED BUSINESS**

There was none.

**NEW BUSINESS**

There was none.

**PETITIONS AND COMMUNICATIONS**

The next Board of Regents meeting will be August 10, 2016, in Atlanta.

**EXECUTIVE SESSION**

At approximately 3:05 p.m., Chair Stelling called for an executive session for the purpose of discussing personnel, compensation and real estate matters. With motion properly made and unanimously seconded, the Regents voted unanimously to go into executive session. University System of Georgia staff members who were also present for portions of the executive session included Chancellor Huckaby and members of his staff. An affidavit regarding this executive session is on file with the Office of the Secretary to the Board. Chair Stelling reconvened the Board meeting in its regular session at approximately 4:28 p.m., and announced that no actions were taken during the executive session.

This motion made and variously seconded, the Regents present approved renewal of all University System of Georgia institution presidents' appointments, excluding Kennesaw State University, South Georgia State College and Valdosta State University.

**ADJOURNMENT**

There being no further business to come before the Board, the meeting was adjourned at approximately 4:30 p.m. Tuesday, May 10, 2016.



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Kessel D. Stelling, Jr.  
Chair, Board of Regents  
University System of Georgia



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Samuel C. Burch  
Secretary, Board of Regents  
University System of Georgia

**MINUTES OF THE MEETING OF THE  
EXECUTIVE AND COMPENSATION COMMITTEE**

The Executive and Compensation Committee of the Board of Regents of the University System of Georgia met on Wednesday, May 25, 2016, by telephone and in Room 8026 of the Board's offices, 270 Washington St. SW, in Atlanta, Georgia. The Chair of the Board, Regent Kessel D. Stelling, Jr., called the meeting to order at approximately 1:30 p.m. Present, in addition to Chair Stelling, were Vice Chair C. Thomas Hopkins, Jr.; and Regents Donald M. Leebern, Jr.; Richard L. Tucker; and Philip A. Wilheit, Sr. Regents Larry R. Ellis and Neil L. Pruitt, Jr., were excused.

**EXECUTIVE SESSION**

At approximately 1:32 p.m., Chair Stelling called for an executive session for the purpose of discussing personnel matters. With motion made and variously seconded, the Regents who were present voted unanimously to go into executive session. An affidavit regarding this executive session is on file in the Office of the Secretary to the Board.

Chair Stelling reconvened the committee in its regular session at approximately 2:03 p.m. and announced that no actions were taken during executive session.

**ADJOURNMENT**

There being no further business to come before the committee, the meeting was adjourned at approximately 2:04 p.m. on Wednesday, May 25, 2016.

**MINUTES OF THE MEETING OF THE  
GRADUATE MEDICAL EDUCATION COMMITTEE**

The Graduate Medical Education Committee of the Board of Regents of the University System of Georgia met on Tuesday, May 10, 2016, in Room 8003 of the Board's offices, 270 Washington St. SW, in Atlanta, Georgia. Committee Chair Don L. Waters called the meeting to order at approximately 9:30 a.m. Present, in addition to Chair Waters, were Board Vice Chair C. Thomas Hopkins, Jr.; and Regent Philip A. Wilheit, Sr. Regent Lori Durden was excused.

1. The committee heard information on recent Graduate Medical Education expansion activities.
2. The Board approved \$2.275 million in additional funding to support the creation of new GME programs in internal medicine, family medicine, OB/GYN, general surgery, psychiatry, emergency medicine and transitional year at the Northeast Georgia Healthcare system; and establish an OB/GYN program at Gwinnett Medical Center.

**ADJOURNMENT**

There being no further business to come before the committee, the meeting was adjourned at approximately 9:52 a.m.

## **MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AFFAIRS**

The Committee on Academic Affairs met at approximately 11:00 a.m. Tuesday, May 10, 2016, in Room 7007 of the Board's offices, 270 Washington Street, S. W., Atlanta, Georgia. Committee Vice Chair Doreen Poitevint called the meeting to order. Committee members in attendance, in addition to Vice Chair Poitevint, were Regents C. Dean Alford; W. Paul Bowers; Rutledge Griffin, Jr.; E. Scott Smith; and T. Rogers Wade. Board Vice Chair C. Thomas Hopkins, Jr., also was present. Regent Lori Durden was excused. Unless otherwise noted, all items below were unanimously approved.

1. The Board approved Abraham Baldwin Agricultural College's establishment of the Bachelor of Science with majors in Agriculture, Environmental Horticulture and Natural Resources Management.
2. The Board approved establishment of a Bachelor of Applied Science with a major in Workforce Management and Leadership at the College of Coastal Georgia.
3. The Board approved establishment of a Bachelor of Arts with a major in Communication at Dalton State College.
4. The Board approved establishment of a Bachelor of Science with a major in Nursing, RN to BSN (completion) at East Georgia State College.
5. The Board approved establishment of a Bachelor of Science with a major in Food Science at Fort Valley State University.
6. The Board approved establishment of a Master of Arts in Teaching in Secondary Education, and separately, a Master of Science in Management at Middle Georgia State University.
7. The Board approved establishment of a Bachelor of Science with a major in Public Health at Georgia State University.
8. The Board approved a substantive change to the Master of Science in Electrical and Computer Engineering at Georgia Institute of Technology.
9. The Board approved a substantive change to the existing Master of Education with a major in Reading, Language, and Literacy Education to become a Master of Education with a major in Literacy Education at Georgia State University.
10. The Board approved a substantive change to the existing Bachelor of General Studies with a major in General Studies to become a Bachelor of General Studies with a major in Interdisciplinary Studies at Georgia Southern University.
11. The Board approved a substantive change to the Master of Arts with a major in Integrated Global Communication, and separately, the Master of Science with a major in Applied Engineering at Kennesaw State University.
12. The Board approved a substantive change to the existing Bachelor of Arts with a major in Human Services and Delivery Administration at the University of North Georgia to become a Bachelor of Science with a major in Human Services and Delivery Administration.

13. The Board approved a substantive change to the existing Bachelor of Arts with a major in Psychology to become a Bachelor of Science with a major in Psychology at the University of West Georgia.
14. The Board approved a substantive change to the existing Bachelor of Arts with a major in Criminal Justice to become a Bachelor of Science with a major in Criminal Justice at Valdosta State University.
15. The Board endorsed the establishment of an Associate of Science in Criminal Justice degree offered by Gwinnett Technical College to articulate with Georgia Gwinnett College.
16. The Board ratified Chancellor Henry M. Huckaby's April 2016 administrative approval for the University of West Georgia to become an eMajor affiliate institution to offer the Bachelor of Science with a major in Organizational Leadership.
17. The Board approved termination of five baccalaureate and two career associate academic programs at Clayton State University:
  - a. Associate of Applied Science in Marketing and Merchandising
  - b. Associate of Applied Science in Office Administration
  - c. Bachelor of Applied Science with a major in Allied Health Administration
  - d. Bachelor of Information Technology with a major in Information Design and Production
  - e. Bachelor of Information Technology with a major in Information Technology, Database Administration
  - f. Bachelor of Information Technology with a major in Information Technology, Network Planning, Design, and Management
  - g. Bachelor of Information Technology with a major in Information Technology, Software Development
18. The Board approved termination of the Bachelor of Business Administration with a major in General Business at Fort Valley State University.
19. The Board approved termination of the Bachelor of Business Administration with a major in General Business at Georgia College & State University.
20. The Board approved the termination of three engineering technology programs at Georgia Southern University:
  - a. Bachelor of Science in Civil Engineering Technology
  - b. Bachelor of Science in Electrical Engineering Technology
  - c. Bachelor of Science in Mechanical Engineering Technology
21. The Board approved termination of the Master of Science in Nursing with a major in Clinical Nurse Specialist at Georgia Southern University.
22. The Board approved the termination of five academic programs at the University of West Georgia:
  - a. Bachelor of Science with a major in Physics/Secondary Education
  - b. Bachelor of Arts with a major in Sociology
  - c. Master of Arts with a major in Gerontology
  - d. Master of Education with a major in Art Teacher Education
  - e. Master of Urban and Regional Planning
23. The Board approved a revision to Board Policy 3.6.3, Comprehensive Academic Program Review.
24. The Board approved a state application involving 29 university system institutions to become a member of the AAC&U America's Promise (LEAP) Initiative.

25. The Board approved establishment of several endowed and named faculty positions and appointments, copies of which are on file with, and available for inspection in, the Office of the Secretary to the Board.
26. The committee heard several information items, including a post-approval enrollment monitoring report; a Student Advisory Council activities report; and one from the Faculty Advisory Council and its 2015-2016 focused issues.

**ADJOURNMENT**

There being no further business to come before the committee, the meeting was adjourned at approximately 11:51 a.m. on Tuesday, May 10, 2016.



## **MINUTES OF THE MEETING OF THE COMMITTEE ON ORGANIZATION & LAW**

The Committee on Organization & Law met at approximately 11:52 a.m. Wednesday, May 10, 2016, in Room 7007 of the Board's offices, 270 Washington Street, S. W., Atlanta, Georgia. Committee Chair Larry Ellis called the meeting to order. Committee members in attendance, in addition to Chair Ellis, were Regents C. Dean Alford; W. Paul Bowers; Lori Durden; Rutledge A. Griffin, Jr.; Doreen Stiles Poitevint; E. Scott Smith; and T. Rogers Wade. Board Vice Chair C. Thomas Hopkins, Jr., also was present. Regent Lori Durden was excused. Unless noted otherwise, all items below were unanimously approved.

1. The Board approved Abraham Baldwin Agricultural College entering mutually beneficial arrangements to engage in emergency management services with the City of Tifton and Tift County.

### **EXECUTIVE SESSION**

At approximately 11:58 a.m., Chair Ellis called for an executive session for the purpose of discussing personnel matters and student records. With motion properly made and seconded, the Regents who were present voted unanimously to go into executive session. An affidavit regarding this executive session is on file in the Office of the Secretary to the Board.

Chair Ellis reconvened the committee in its regular session at approximately 12:25 p.m. and announced that no actions were taken during executive session.

### **ADJOURNMENT**

There being no further business to come before the committee, the meeting was adjourned at approximately 12:30 p.m. on Tuesday, May 10, 2016.

## **MINUTES OF THE MEETING OF THE COMMITTEE ON FINANCE & BUSINESS OPERATIONS**

The Committee on Finance & Business Operations of the Board of Regents of the University System of Georgia met at approximately 10:52 a.m. on Tuesday, May 10, in Room 8003 of the Board's offices, 270 Washington St. SW, in Atlanta, Georgia. Committee Chair Neil L. Pruitt, Jr., called the meeting to order. Present, in addition to Chair Pruitt, were Regents James M. Hull; Donald M. Leebern, Jr.; Sachin Shailendra; Benjamin J. Tarbutton, III; Richard L. Tucker; Larry Walker; Don L. Waters; and Philip A. Wilheit, Sr. Board Chair Kessel D. Stelling, Jr. also was present. Unless noted otherwise, all items below were unanimously approved.

1. The committee heard information on University System of Georgia FY 16 third quarter revenues and expenditures.
2. The committee heard information on a recently conducted procurement for dining services for multiple University System of Georgia campuses. This procurement is anticipated to provide dining services for five institutions immediately, as well as provide the opportunity for other USG institutions to obtain similar services in the future.
3. The committee heard an update on the University System of Georgia's debt plan.
4. The Board approved a request to the Georgia State Financing and Investment Commission (GSFIC) for contract value authority of \$30 million for multi-year office leases for FY 2017.
5. The Board approved the University of North Georgia's request to increase its mandatory transportation fee by \$25.00 per semester to support the annual lease payments for the new structured parking facility on the UNG Dahlonega Campus.

### **ADJOURNMENT**

There being no further business to come before the committee, the meeting was adjourned at approximately 11:22 a.m. on Tuesday, May 10, 2016.

**MINUTES OF THE MEETING OF THE  
COMMITTEE ON INTERNAL AUDIT, RISK & COMPLIANCE**

The Committee on Internal Audit, Risk & Compliance of the Board of Regents of the University System of Georgia met at approximately 11:23 a.m. on Tuesday, May 10, in Room 8003 of the Board's offices, 270 Washington St. SW, in Atlanta, Georgia. Committee Chair Don L. Waters called the meeting to order. Present, in addition to Chair Waters, were Regents James M. Hull; Donald M. Leebern, Jr.; Neil L. Pruitt, Jr.; Sachin Shailendra; Benjamin J. Tarbutton, III; Richard L. Tucker; and Larry Walker; and Philip A. Wilheit, Sr. Board Chair Kessel D. Stelling, Jr. also was present. Unless noted otherwise, all items below were unanimously approved.

1. That Board approved the May 2016 system office Internal Audit Plan, and authorized the Chief Audit Officer to approve revisions and modifications to that plan with timely notification to the Committee on Internal Audit, Risk, and Compliance.

**ADJOURNMENT**

There being no further business to come before the committee, the meeting was adjourned at approximately 11:32 a.m. on Tuesday, May 10, 2016.

## **MINUTES OF THE MEETING OF THE COMMITTEE ON REAL ESTATE & FACILITIES**

The Committee on Real Estate & Facilities of the Board of Regents of the University System of Georgia met at approximately 11:33 a.m. on Tuesday, May 10, in Room 8003 of the Board's offices, 270 Washington St. SW, in Atlanta, Georgia. Committee Chair Sachin Shailendra called the meeting to order. Present, in addition to Chair Shailendra, were Regents James M. Hull, Donald M. Leebern, Jr., Neil L. Pruitt, Jr., Benjamin J. Tarbutton, III; Richard L. Tucker; Larry Walker, and Don L. Waters. Board Chair Kessel D. Stelling, Jr. also was present. Unless noted otherwise, all items below were unanimously approved.

1. Vice Chancellor for Facilities Jim James informed the Board of action taken by the Chancellor under delegated authority to appoint the design professional firm for project number J-290, Business Learning Community – Phase III, at the University of Georgia.
2. Vice Chancellor James presented a report of real estate actions taken under delegated authority.
3. Vice Chancellor James presented an information item regarding a budget modification to project number J-269, Biology Building Renovation and Expansion, at the University of West Georgia.
4. Vice Chancellor James presented an information item with an update on proposed changes to the master lease agreement with Augusta University Medical Center, Inc.
5. The Board adopted a resolution for the issuance of 2017 General Obligation Bonds by the State of Georgia through the Georgia State Financing and Investment Commission for use in funding capital projects for the University System of Georgia.
6. The Board authorized project number BR-90-1602, Renovation for Michael A. Levin School of Culinary Sustainability and Hospitality, at Kennesaw State University.
7. The Board authorized project number BR-30-1609, Renovation of Instructional Center, at Georgia Institute of Technology.
8. The Board authorized project number BR-66-1602, Renovation of Building 404, at Georgia Southern University.
9. The Board authorized project number BR-64-1601, Renovation and Expansion of C.L. Ellison Building, at Fort Valley State University.
10. The Board approved a gift of property and ground lease for real property located at 170 and 176 5<sup>th</sup> Street in Atlanta for Georgia Institute of Technology.
11. The Board approved a rental agreement for 1700 North Moore Street in Arlington, Virginia for Georgia Institute of Technology.
12. The Board approved a rental agreement for 394 South Milledge Avenue in Athens for the University of Georgia.

13. The Board approved a rental agreement for 433 Cherry Street in Macon for Georgia College & State University.
14. The Board approved an amendment to a rental agreement for 650 Ethel Street in Atlanta for Georgia Institute of Technology.
15. The Board approved the naming of Alice H. Richards Children's Garden at the State Botanical Garden of Georgia at the University of Georgia.
16. The Board approved the naming of Lake Teel at the College of Coastal Georgia.
17. The Board approved the naming of Donald M. Gray House at Georgia Institute of Technology and waiver of Board Policy 7.4.1 to allow for recognition of the naming prior to having half of the gift in hand.
18. The Board approved the demolition of the building at 490 Tenth Street in Atlanta for Georgia Institute of Technology.
19. The Board authorized the project and appointed the design professional firm for project number BR-30-1607, Campus Safety Facility, at Georgia Institute of Technology.
20. The Board authorized project number PPV-68-1601, Structured Parking Facility for the Dahlonega campus of the University of North Georgia.

#### **ADJOURNMENT**

There being no further business to come before the committee, the meeting was adjourned at approximately 12:03 p.m. on Tuesday, May 10, 2016.

**Exhibit 1**  
**UNIVERSITY SYSTEM OF GEORGIA**  
**ALL BUDGETS FOR FISCAL YEAR 2017**

	<b>EDUCATIONAL AND GENERAL</b>	<b>CAPITAL</b>	<b>AUXILIARY ENTERPRISES</b>	<b>STUDENT ACTIVITIES</b>	<b>TOTAL BUDGET</b>
<b>Research Universities</b>					
Augusta University	\$ 795,826,242	\$ 770,464	\$ 17,761,578	\$ 1,824,811	\$ 816,183,095
Georgia Institute of Technology	\$ 1,093,637,814	\$ 79,000,000	\$ 156,183,391	\$ 14,583,727	\$ 1,343,404,932
Georgia State University	\$ 928,282,831	\$ 1,975,000	\$ 76,885,509	\$ 17,411,987	\$ 1,024,555,327
University of Georgia	\$ 1,123,451,987	\$ 47,968,716	\$ 181,742,180	\$ 16,883,433	\$ 1,370,046,316
<b>Regional Universities</b>					
Georgia Southern University	\$ 279,262,563	\$ 85,000	\$ 92,862,154	\$ 11,070,752	\$ 383,280,469
Kennesaw State University	\$ 398,448,640	--	\$ 96,618,089	\$ 16,488,247	\$ 511,554,976
University of West Georgia	\$ 163,187,994	--	\$ 47,913,609	\$ 4,062,535	\$ 215,164,138
Valdosta State University	\$ 138,415,672	\$ 50,739	\$ 36,525,814	\$ 4,845,127	\$ 179,837,352
<b>State Universities</b>					
Albany State University	\$ 60,593,049	\$ 50,000	\$ 14,747,704	\$ 2,189,322	\$ 77,580,075
Armstrong State University	\$ 86,097,283	--	\$ 14,164,631	\$ 1,328,535	\$ 101,590,449
Clayton State University	\$ 78,750,073	--	\$ 14,724,167	\$ 2,456,609	\$ 95,930,849
Columbus State University	\$ 111,584,593	\$ 20,000	\$ 9,136,733	\$ 4,084,771	\$ 124,826,097
Fort Valley State University	\$ 69,950,829	\$ 2,500	\$ 12,337,905	\$ 591,881	\$ 82,883,115
Georgia College & State University	\$ 101,206,457	\$ 75,000	\$ 31,409,139	\$ 4,009,660	\$ 136,700,256
Georgia Southwestern State University	\$ 34,115,862	\$ 5,000	\$ 10,419,585	\$ 478,800	\$ 45,019,247
Middle Georgia State University	\$ 82,511,212	\$ 10,000	\$ 18,959,583	\$ 2,529,733	\$ 104,010,528
Savannah State University	\$ 85,006,995	--	\$ 32,030,011	\$ 2,524,700	\$ 119,561,706
University of North Georgia	\$ 175,847,375	--	\$ 35,561,745	\$ 3,203,746	\$ 214,612,866
<b>State Colleges</b>					
Abraham Baldwin Agricultural College	\$ 36,981,928	\$ 954,000	\$ 9,458,000	\$ 346,000	\$ 47,739,928
Atlanta Metropolitan State College	\$ 34,153,294	--	\$ 738,028	\$ 1,683,023	\$ 36,574,345
Bainbridge State College	\$ 25,768,636	\$ 3,000	\$ 417,333	\$ 1,706,679	\$ 27,895,648
College of Coastal Georgia	\$ 33,200,208	\$ 10,000	\$ 5,435,000	\$ 420,000	\$ 39,065,208
Dalton State College	\$ 43,179,678	\$ 15,000	\$ 3,023,484	\$ 615,212	\$ 46,833,374
Darton State College	\$ 47,970,450	\$ 1,220,000	\$ 6,260,396	\$ 1,939,228	\$ 57,390,074
East Georgia State College	\$ 26,782,752	\$ 2,000	\$ 2,779,509	\$ 82,500	\$ 29,646,761
Georgia Gwinnett College	\$ 130,001,549	--	\$ 17,846,813	\$ 7,263,909	\$ 155,112,271
Georgia Highlands College	\$ 43,074,944	--	\$ 1,724,753	\$ 2,071,806	\$ 46,871,503
Gordon State College	\$ 34,350,975	\$ 40,000	\$ 11,857,700	\$ 1,346,000	\$ 47,594,675
South Georgia State College	\$ 25,238,880	\$ 590,958	\$ 4,638,899	\$ 534,753	\$ 31,003,490

**Exhibit 1**  
**UNIVERSITY SYSTEM OF GEORGIA**  
**ALL BUDGETS FOR FISCAL YEAR 2017**

	<b>EDUCATIONAL AND GENERAL</b>	<b>CAPITAL</b>	<b>AUXILIARY ENTERPRISES</b>	<b>STUDENT ACTIVITIES</b>	<b>TOTAL BUDGET</b>
<b>Other Units</b>					
Office of Information Technology Services	\$ 65,962,257	--	--	--	\$ 65,962,257
Regents Central Office-A	\$ 50,467,762	--	\$ 15,109,058	--	\$ 65,576,820
Shared Services Center - Sandersville	\$ 9,613,470	--	--	--	\$ 9,613,470
System Services & Initiatives	\$ 7,545,790	\$ 60,000,000	--	--	\$ 67,545,790
Alternative Media Access Center (AMAC)	\$ 2,748,303	--	--	--	\$ 2,748,303
UGA Skidaway Inst of Oceanography-A	\$ 1,706,971	--	--	--	\$ 1,706,971
<b>Total Resident Instruction</b>	<b>\$ 6,424,925,318</b>	<b>\$ 192,847,377</b>	<b>\$ 979,272,500</b>	<b>\$ 128,577,486</b>	<b>\$ 7,725,622,681</b>
<b>Line Items</b>					
GA Public Telecommunications Commission	\$ 15,153,706	--	--	--	\$ 15,153,706
Georgia Military College	\$ 5,178,401	--	--	--	\$ 5,178,401
Georgia Public Libraries	\$ 41,430,555	--	--	--	\$ 41,430,555
Regents Central Office-B	\$ 10,759,006	--	--	--	\$ 10,759,006
Southern Regional Education Board (SREB)	\$ 1,304,600	--	--	--	\$ 1,304,600
Georgia Archives	\$ 5,560,610	--	--	--	\$ 5,560,610
Georgia Radiation Therapy Center	\$ 4,466,022	--	--	--	\$ 4,466,022
Georgia Research Alliance	\$ 5,097,451	--	--	--	\$ 5,097,451
GIT Enterprise Innovation Institute	\$ 30,242,678	--	--	--	\$ 30,242,678
GIT Georgia Tech Research Institute	\$ 367,562,410	--	--	--	\$ 367,562,410
MCG Health Inc.	\$ 29,838,518	--	--	--	\$ 29,838,518
UGA Agricultural Experiment Station	\$ 76,316,106	--	--	--	\$ 76,316,106
UGA Athens/Tifton Vet Lab	\$ 5,785,273	--	--	--	\$ 5,785,273
UGA Cooperative Extension Service	\$ 66,164,828	--	--	--	\$ 66,164,828
UGA Forestry Cooperative Extension	\$ 1,429,890	--	--	--	\$ 1,429,890
UGA Forestry Research	\$ 12,975,989	--	--	--	\$ 12,975,989
UGA Marine Extension Service	\$ 2,613,351	--	--	--	\$ 2,613,351
UGA Marine Institute	\$ 1,428,336	--	--	--	\$ 1,428,336
UGA Skidaway Inst of Oceanography-B	\$ 5,098,197	--	--	--	\$ 5,098,197
UGA Vet Medicine Experiment Station	\$ 2,707,032	--	--	--	\$ 2,707,032
UGA Vet Medicine Teaching Hospital	\$ 14,927,418	--	--	--	\$ 14,927,418
<b>Total Line Items</b>	<b>\$ 706,040,377</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 706,040,377</b>
<b>GRAND TOTAL</b>	<b>\$ 7,130,965,695</b>	<b>\$ 192,847,377</b>	<b>\$ 979,272,500</b>	<b>\$ 128,577,486</b>	<b>\$ 8,431,663,058</b>

Exhibit 2  
UNIVERSITY SYSTEM OF GEORGIA  
EDUCATIONAL AND GENERAL - REVENUE  
BUDGET FOR FISCAL YEAR 2017

	GENERAL - UNRESTRICTED					RESTRICTED			TOTAL
	STATE APPROPRIATION	TUITION	SPECIAL INSTITUTIONAL FEE	OTHER GENERAL	TOTAL GENERAL FUNDS	SPONSORED	DEPT SALES AND SERVICES	(State Funds) SPECIAL FUNDING INITIATIVE	
<b>Research Universities</b>									
Augusta University	\$ 189,237,117	\$ 79,935,918	\$ 6,455,829	\$ 24,183,448	\$ 299,812,312	\$ 475,869,660	\$ 6,445,261	\$ 13,699,009	\$ 795,826,242
Georgia Institute of Technology	\$ 240,805,022	\$ 377,241,000	\$ 27,426,600	\$ 77,985,832	\$ 723,458,454	\$ 332,679,360	\$ 37,500,000	--	\$ 1,093,637,814
Georgia State University	\$ 260,426,059	\$ 284,338,758	\$ 36,994,843	\$ 46,523,171	\$ 628,282,831	\$ 250,000,000	\$ 50,000,000	--	\$ 928,282,831
University of Georgia	\$ 342,586,614	\$ 366,233,863	\$ 35,000,000	\$ 55,575,836	\$ 799,396,313	\$ 250,000,000	\$ 74,055,674	--	\$ 1,123,451,987
<b>Regional Universities</b>									
Georgia Southern University	\$ 95,045,623	\$ 104,601,335	\$ 13,000,000	\$ 6,829,955	\$ 219,476,913	\$ 51,785,650	\$ 8,000,000	--	\$ 279,262,563
Kennesaw State University	\$ 126,158,809	\$ 169,225,496	\$ 22,043,718	\$ 7,325,727	\$ 324,753,750	\$ 59,829,815	\$ 13,238,042	\$ 627,033	\$ 398,448,640
University of West Georgia	\$ 52,597,218	\$ 63,370,746	\$ 8,049,000	\$ 5,676,790	\$ 129,693,754	\$ 25,198,694	\$ 8,295,546	--	\$ 163,187,994
Valdosta State University	\$ 45,713,055	\$ 53,069,183	\$ 7,147,338	\$ 5,612,723	\$ 111,542,299	\$ 25,100,000	\$ 1,773,373	--	\$ 138,415,672
<b>State Universities</b>									
Albany State University	\$ 19,231,404	\$ 15,626,645	\$ 1,900,000	\$ 1,450,000	\$ 38,208,049	\$ 22,000,000	\$ 385,000	--	\$ 60,593,049
Armstrong State University	\$ 31,620,800	\$ 32,582,883	\$ 3,946,000	\$ 2,092,600	\$ 70,242,283	\$ 15,685,000	\$ 170,000	--	\$ 86,097,283
Clayton State University	\$ 24,687,217	\$ 27,800,000	\$ 3,750,000	\$ 2,790,589	\$ 59,027,806	\$ 17,812,805	\$ 1,909,462	--	\$ 78,750,073
Columbus State University	\$ 36,768,255	\$ 40,992,623	\$ 4,271,604	\$ 3,431,700	\$ 85,464,182	\$ 23,017,074	\$ 3,103,337	--	\$ 111,584,593
Fort Valley State University	\$ 20,802,504	\$ 11,325,775	\$ 1,521,650	\$ 1,588,849	\$ 35,238,778	\$ 34,349,051	\$ 363,000	--	\$ 69,950,829
Georgia College & State University	\$ 33,635,660	\$ 50,198,081	\$ 4,350,000	\$ 2,625,241	\$ 90,808,982	\$ 8,410,775	\$ 1,986,700	--	\$ 101,206,457
Georgia Southwestern State University	\$ 10,266,545	\$ 13,185,000	\$ 1,900,000	\$ 553,700	\$ 25,905,245	\$ 8,195,617	\$ 15,000	--	\$ 34,115,862
Middle Georgia State University	\$ 31,262,699	\$ 22,852,270	\$ 3,869,000	\$ 4,578,673	\$ 62,562,642	\$ 19,193,241	\$ 755,329	--	\$ 82,511,212
Savannah State University	\$ 22,776,862	\$ 26,317,283	\$ 2,161,400	\$ 2,101,450	\$ 53,356,995	\$ 31,000,000	\$ 650,000	--	\$ 85,006,995
University of North Georgia	\$ 61,052,630	\$ 68,873,860	\$ 8,170,974	\$ 5,076,862	\$ 143,174,326	\$ 30,936,049	\$ 1,737,000	--	\$ 175,847,375
<b>State Colleges</b>									
Abraham Baldwin Agricultural College	\$ 16,330,467	\$ 8,954,570	\$ 1,435,000	\$ 1,035,001	\$ 27,755,038	\$ 9,005,890	\$ 221,000	--	\$ 36,981,928
Atlanta Metropolitan State College	\$ 10,849,507	\$ 7,877,526	\$ 1,454,200	\$ 913,170	\$ 21,094,403	\$ 12,978,334	\$ 80,557	--	\$ 34,153,294
Bainbridge State College	\$ 6,487,595	\$ 5,275,000	\$ 950,000	\$ 330,958	\$ 13,043,553	\$ 12,709,623	\$ 15,460	--	\$ 25,768,636
College of Coastal Georgia	\$ 14,045,208	\$ 8,275,000	\$ 1,450,000	\$ 910,000	\$ 24,680,208	\$ 8,470,000	\$ 50,000	--	\$ 33,200,208
Dalton State College	\$ 15,255,949	\$ 11,905,700	\$ 2,015,360	\$ 987,127	\$ 30,164,136	\$ 13,015,542	\$ -	--	\$ 43,179,678
Darton State College	\$ 15,275,154	\$ 10,500,000	\$ 2,124,900	\$ 950,000	\$ 28,850,054	\$ 19,100,396	\$ 20,000	--	\$ 47,970,450
East Georgia State College	\$ 7,813,252	\$ 6,900,000	\$ 1,246,000	\$ 673,500	\$ 16,632,752	\$ 10,150,000	--	--	\$ 26,782,752
Georgia Gwinnett College	\$ 53,111,403	\$ 40,115,062	\$ 5,919,385	\$ 2,346,422	\$ 101,492,272	\$ 28,316,277	\$ 193,000	--	\$ 130,001,549
Georgia Highlands College	\$ 15,516,031	\$ 11,237,113	\$ 2,213,521	\$ 1,323,448	\$ 30,290,113	\$ 12,582,331	\$ 202,500	--	\$ 43,074,944
Gordon State College	\$ 12,039,726	\$ 9,550,000	\$ 1,530,000	\$ 754,500	\$ 23,874,226	\$ 10,284,214	\$ 192,535	--	\$ 34,350,975
South Georgia State College	\$ 10,616,172	\$ 6,072,506	\$ 868,817	\$ 642,204	\$ 18,199,699	\$ 6,975,000	\$ 64,181	--	\$ 25,238,880



Exhibit 2  
UNIVERSITY SYSTEM OF GEORGIA  
EDUCATIONAL AND GENERAL - REVENUE  
BUDGET FOR FISCAL YEAR 2017

	GENERAL - UNRESTRICTED					RESTRICTED			TOTAL
	STATE APPROPRIATION	TUITION	SPECIAL INSTITUTIONAL FEE	OTHER GENERAL	TOTAL GENERAL FUNDS	SPONSORED	DEPT SALES AND SERVICES	(State Funds) SPECIAL FUNDING INITIATIVE	
<i>Other Units</i>									
Office of Information Technology Services	\$ 30,600,485	--	--	--	\$ 30,600,485	--	\$ 35,361,772	--	\$ 65,962,257
Regents Central Office-A	\$ 24,631,781	--	--	\$ 926,374	\$ 25,558,155	\$ 2,883,492	\$ 13,292,519	\$ 8,733,596	\$ 50,467,762
Shared Services Center - Sandersville	\$ 9,613,470	--	--	--	\$ 9,613,470	--	--	--	\$ 9,613,470
System Services & Initiatives	\$ 7,545,790	--	--	--	\$ 7,545,790	--	--	--	\$ 7,545,790
Alternative Media Access Center (AMAC)	\$ 1,420,095	--	--	\$ 7,568	\$ 1,427,663	\$ 1,320,640	--	--	\$ 2,748,303
UGA Skidaway Inst of Oceanography-A	\$ 1,629,172	--	--	\$ 77,799	\$ 1,706,971	--	--	--	\$ 1,706,971
<b>Total Resident Instruction</b>	<b>\$ 1,897,455,350</b>	<b>\$ 1,934,433,196</b>	<b>\$ 213,165,139</b>	<b>\$ 267,881,217</b>	<b>\$ 4,312,934,902</b>	<b>\$ 1,828,854,530</b>	<b>\$ 260,076,248</b>	<b>\$ 23,059,638</b>	<b>\$ 6,424,925,318</b>
<i>Line Items</i>									
GA Public Telecommunications Commission	\$ 15,153,706	--	--	--	\$ 15,153,706	--	--	--	\$ 15,153,706
Georgia Military College	\$ 5,178,401	--	--	--	\$ 5,178,401	--	--	--	\$ 5,178,401
Georgia Public Libraries	\$ 36,208,155	--	--	--	\$ 36,208,155	\$ 5,222,400	--	--	\$ 41,430,555
Regents Central Office-B	\$ 10,759,006	--	--	--	\$ 10,759,006	--	--	--	\$ 10,759,006
Southern Regional Education Board (SREB)	\$ 1,304,600	--	--	--	\$ 1,304,600	--	--	--	\$ 1,304,600
Georgia Archives	\$ 4,678,137	--	--	--	\$ 4,678,137	\$ 76,473	\$ 806,000	--	\$ 5,560,610
Georgia Radiation Therapy Center	--	--	--	\$ 4,466,022	\$ 4,466,022	--	--	--	\$ 4,466,022
Georgia Research Alliance	\$ 5,097,451	--	--	--	\$ 5,097,451	--	--	--	\$ 5,097,451
GIT Enterprise Innovation Institute	\$ 19,342,678	--	--	\$ 1,400,000	\$ 20,742,678	\$ 8,000,000	\$ 1,500,000	--	\$ 30,242,678
GIT Georgia Tech Research Institute	\$ 5,810,979	--	--	\$ 122,020,899	\$ 127,831,878	\$ 231,348,767	\$ 8,381,765	--	\$ 367,562,410
MCG Health Inc.	\$ 29,838,518	--	--	--	\$ 29,838,518	--	--	--	\$ 29,838,518
UGA Agricultural Experiment Station	\$ 38,763,187	--	--	\$ 9,552,919	\$ 48,316,106	\$ 22,000,000	\$ 6,000,000	--	\$ 76,316,106
UGA Athens/Tifton Vet Lab	--	--	--	--	\$ -	\$ 375,000	\$ 5,410,273	--	\$ 5,785,273
UGA Cooperative Extension Service	\$ 34,830,899	--	--	\$ 8,083,929	\$ 42,914,828	\$ 10,000,000	\$ 13,250,000	--	\$ 66,164,828
UGA Forestry Cooperative Extension	\$ 853,902	--	--	--	\$ 853,902	\$ 475,988	\$ 100,000	--	\$ 1,429,890
UGA Forestry Research	\$ 2,725,563	--	--	\$ 1,250,426	\$ 3,975,989	\$ 9,000,000	--	--	\$ 12,975,989
UGA Marine Extension Service	\$ 1,267,822	--	--	\$ 745,529	\$ 2,013,351	\$ 600,000	--	--	\$ 2,613,351
UGA Marine Institute	\$ 942,055	--	--	\$ 118,633	\$ 1,060,688	\$ 367,648	--	--	\$ 1,428,336
UGA Skidaway Inst of Oceanography-B	\$ 1,297,577	--	--	\$ 500,000	\$ 1,797,577	\$ 2,750,620	\$ 550,000	--	\$ 5,098,197
UGA Vet Medicine Experiment Station	\$ 2,707,032	--	--	--	\$ 2,707,032	--	--	--	\$ 2,707,032
UGA Vet Medicine Teaching Hospital	\$ 427,418	--	--	--	\$ 427,418	--	\$ 14,500,000	--	\$ 14,927,418
<b>Total Line Items</b>	<b>\$ 217,187,086</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 148,138,357</b>	<b>\$ 365,325,443</b>	<b>\$ 290,216,896</b>	<b>\$ 50,498,038</b>	<b>\$ -</b>	<b>\$ 706,040,377</b>
<b>GRAND TOTAL</b>	<b>\$ 2,114,642,436</b>	<b>\$ 1,934,433,196</b>	<b>\$ 213,165,139</b>	<b>\$ 416,019,574</b>	<b>\$ 4,678,260,345</b>	<b>\$ 2,119,071,426</b>	<b>\$ 310,574,286</b>	<b>\$ 23,059,638</b>	<b>\$ 7,130,965,695</b>

**Exhibit 3**  
**UNIVERSITY SYSTEM OF GEORGIA**  
**EDUCATIONAL AND GENERAL - EXPENDITURES**  
**BUDGET FOR FISCAL YEAR 2017**

	<u>PERSONAL SERVICES</u>	<u>OPERATING EXPENSES</u>	<u>TRAVEL</u>	<u>EQUIPMENT</u>	<u>TOTAL</u>
<b>Research Universities</b>					
Augusta University	\$ 607,929,310	\$ 184,205,261	\$ 2,517,140	\$ 1,174,531	\$ 795,826,242
Georgia Institute of Technology	\$ 662,102,073	\$ 335,888,884	\$ 4,759,587	\$ 90,887,270	\$ 1,093,637,814
Georgia State University	\$ 576,358,636	\$ 317,952,330	\$ 4,216,734	\$ 29,755,131	\$ 928,282,831
University of Georgia	\$ 763,956,967	\$ 315,515,448	\$ 10,392,139	\$ 33,587,433	\$ 1,123,451,987
<b>Regional Universities</b>					
Georgia Southern University	\$ 191,592,242	\$ 79,790,720	\$ 2,380,783	\$ 5,498,818	\$ 279,262,563
Kennesaw State University	\$ 256,419,880	\$ 133,207,621	\$ 3,638,015	\$ 5,183,124	\$ 398,448,640
University of West Georgia	\$ 109,360,103	\$ 50,687,219	\$ 1,191,301	\$ 1,949,371	\$ 163,187,994
Valdosta State University	\$ 91,678,740	\$ 44,683,511	\$ 1,070,457	\$ 982,964	\$ 138,415,672
<b>State Universities</b>					
Albany State University	\$ 38,992,951	\$ 20,421,111	\$ 581,153	\$ 597,834	\$ 60,593,049
Armstrong State University	\$ 55,077,360	\$ 28,873,721	\$ 676,814	\$ 1,469,388	\$ 86,097,283
Clayton State University	\$ 52,242,925	\$ 25,523,431	\$ 646,437	\$ 337,280	\$ 78,750,073
Columbus State University	\$ 70,948,881	\$ 39,161,067	\$ 655,853	\$ 818,792	\$ 111,584,593
Fort Valley State University	\$ 38,382,353	\$ 28,790,614	\$ 841,850	\$ 1,936,012	\$ 69,950,829
Georgia College & State University	\$ 76,435,996	\$ 23,556,440	\$ 624,701	\$ 589,320	\$ 101,206,457
Georgia Southwestern State University	\$ 23,138,629	\$ 10,465,594	\$ 286,175	\$ 225,464	\$ 34,115,862
Middle Georgia State University	\$ 53,369,147	\$ 28,263,358	\$ 588,707	\$ 290,000	\$ 82,511,212
Savannah State University	\$ 46,248,119	\$ 35,699,931	\$ 1,024,210	\$ 2,034,735	\$ 85,006,995
University of North Georgia	\$ 120,820,537	\$ 51,125,323	\$ 1,770,296	\$ 2,131,219	\$ 175,847,375
<b>State Colleges</b>					
Abraham Baldwin Agricultural College	\$ 19,905,763	\$ 16,471,801	\$ 495,489	\$ 108,875	\$ 36,981,928
Atlanta Metropolitan State College	\$ 19,988,023	\$ 13,859,303	\$ 223,408	\$ 82,560	\$ 34,153,294
Bainbridge State College	\$ 11,324,233	\$ 14,271,668	\$ 172,735	--	\$ 25,768,636
College of Coastal Georgia	\$ 20,755,513	\$ 12,010,513	\$ 324,182	\$ 110,000	\$ 33,200,208
Dalton State College	\$ 25,924,832	\$ 16,849,566	\$ 255,326	\$ 149,954	\$ 43,179,678
Darton State College	\$ 24,644,974	\$ 22,980,428	\$ 245,048	\$ 100,000	\$ 47,970,450
East Georgia State College	\$ 13,696,751	\$ 12,954,481	\$ 128,350	\$ 3,170	\$ 26,782,752
Georgia Gwinnett College	\$ 78,844,849	\$ 47,973,728	\$ 562,797	\$ 2,620,175	\$ 130,001,549
Georgia Highlands College	\$ 23,358,809	\$ 19,193,430	\$ 294,524	\$ 228,181	\$ 43,074,944
Gordon State College	\$ 20,465,204	\$ 13,505,896	\$ 229,125	\$ 150,750	\$ 34,350,975
South Georgia State College	\$ 13,726,533	\$ 10,858,632	\$ 371,735	\$ 281,980	\$ 25,238,880

**Exhibit 3**  
**UNIVERSITY SYSTEM OF GEORGIA**  
**EDUCATIONAL AND GENERAL - EXPENDITURES**  
**BUDGET FOR FISCAL YEAR 2017**

	<u>PERSONAL SERVICES</u>	<u>OPERATING EXPENSES</u>	<u>TRAVEL</u>	<u>EQUIPMENT</u>	<u>TOTAL</u>
<b>Other Units</b>					
Office of Information Technology Services	\$ 22,427,165	\$ 33,794,827	\$ 361,605	\$ 9,378,660	\$ 65,962,257
Regents Central Office-A	\$ 22,176,886	\$ 27,781,151	\$ 509,725	--	\$ 50,467,762
Shared Services Center - Sandersville	\$ 3,528,254	\$ 5,626,716	\$ 70,000	\$ 388,500	\$ 9,613,470
System Services & Initiatives	--	\$ 7,545,790	--	--	\$ 7,545,790
Alternative Media Access Center (AMAC)	\$ 2,712,843	\$ 35,460	--	--	\$ 2,748,303
UGA Skidaway Inst of Oceanography-A	\$ 1,167,716	\$ 539,255	--	--	\$ 1,706,971
<b>Total Resident Instruction</b>	<b>\$ 4,159,703,197</b>	<b>\$ 2,030,064,229</b>	<b>\$ 42,106,401</b>	<b>\$ 193,051,491</b>	<b>\$ 6,424,925,318</b>
<b>Line Items</b>					
GA Public Telecommunications Commission	--	\$ 15,153,706	--	--	\$ 15,153,706
Georgia Military College	--	\$ 5,178,401	--	--	\$ 5,178,401
Georgia Public Libraries	\$ 3,554,559	\$ 37,574,762	\$ 296,234	\$ 5,000	\$ 41,430,555
Regents Central Office-B	\$ 3,815,985	\$ 6,847,521	\$ 95,500	--	\$ 10,759,006
Southern Regional Education Board (SREB)	--	\$ 1,304,600	--	--	\$ 1,304,600
Georgia Archives	\$ 1,657,543	\$ 1,296,367	\$ 24,300	\$ 2,582,400	\$ 5,560,610
Georgia Radiation Therapy Center	\$ 2,487,010	\$ 1,979,012	--	--	\$ 4,466,022
Georgia Research Alliance	--	\$ 5,097,451	--	--	\$ 5,097,451
GIT Enterprise Innovation Institute	\$ 15,782,098	\$ 13,062,227	\$ 1,391,000	\$ 7,353	\$ 30,242,678
GIT Georgia Tech Research Institute	\$ 195,624,019	\$ 143,422,679	\$ 9,642,116	\$ 18,873,596	\$ 367,562,410
MCG Health Inc.	\$ 28,735,690	\$ 1,102,828	--	--	\$ 29,838,518
UGA Agricultural Experiment Station	\$ 51,746,296	\$ 23,025,118	\$ 984,777	\$ 559,915	\$ 76,316,106
UGA Athens/Tifton Vet Lab	\$ 3,760,630	\$ 1,946,953	\$ 22,934	\$ 54,756	\$ 5,785,273
UGA Cooperative Extension Service	\$ 54,454,271	\$ 10,271,820	\$ 1,172,549	\$ 266,188	\$ 66,164,828
UGA Forestry Cooperative Extension	\$ 1,077,203	\$ 297,687	\$ 55,000	--	\$ 1,429,890
UGA Forestry Research	\$ 9,045,803	\$ 3,506,453	\$ 227,731	\$ 196,002	\$ 12,975,989
UGA Marine Extension Service	\$ 1,923,838	\$ 676,536	\$ 12,977	--	\$ 2,613,351
UGA Marine Institute	\$ 1,053,497	\$ 367,506	\$ 2,592	\$ 4,741	\$ 1,428,336
UGA Skidaway Inst of Oceanography-B	\$ 3,015,038	\$ 1,854,759	\$ 78,400	\$ 150,000	\$ 5,098,197
UGA Vet Medicine Experiment Station	\$ 2,325,906	\$ 369,628	\$ 11,498	--	\$ 2,707,032
UGA Vet Medicine Teaching Hospital	\$ 7,381,222	\$ 7,546,196	--	--	\$ 14,927,418
<b>Total Line Items</b>	<b>\$ 387,440,608</b>	<b>\$ 281,882,210</b>	<b>\$ 14,017,608</b>	<b>\$ 22,699,951</b>	<b>\$ 706,040,377</b>
<b>GRAND TOTAL</b>	<b>\$ 4,547,143,805</b>	<b>\$ 2,311,946,439</b>	<b>\$ 56,124,009</b>	<b>\$ 215,751,442</b>	<b>\$ 7,130,965,695</b>

**Exhibit 4**  
**UNIVERSITY SYSTEM OF GEORGIA**  
**EDUCATIONAL AND GENERAL**  
**SUMMARY OF FUNCTIONS BY FUND SOURCE**  
**FOR FISCAL YEAR 2017**

	<u>General Funds</u>	<u>Sponsored</u>	<u>Dept Sales and Services</u>	<u>Special Funding Initiative</u>	<u>Total By Function</u>
<i>Summary of Functions by Fund Source</i>					
Instruction	\$ 1,842,033,393	\$ 83,464,868	\$ 107,093,437	\$ 10,811,984	\$ 2,043,403,682
Research	\$ 533,139,840	\$ 850,723,632	\$ 24,293,983	\$ 670,400	\$ 1,408,827,855
Public Service	\$ 224,630,575	\$ 465,806,803	\$ 58,565,311	\$ 895,890	\$ 749,898,579
Academic Support	\$ 585,871,958	\$ 27,724,317	\$ 30,947,775	\$ 1,456,863	\$ 646,000,913
Student Services	\$ 227,119,549	\$ 4,452,597	\$ 12,730,851	\$ -	\$ 244,302,997
Institutional Support	\$ 664,412,637	\$ 53,643,876	\$ 65,067,108	\$ 9,224,501	\$ 792,348,122
Operation and Maintenance of Plant	\$ 596,441,393	\$ 3,451,271	\$ 11,875,821	\$ -	\$ 611,768,485
Scholarships and Fellowships	\$ 4,611,000	\$ 629,804,062	\$ -	\$ -	\$ 634,415,062
<b>TOTAL BY FUND SOURCE</b>	<b><u>\$ 4,678,260,345</u></b>	<b><u>\$ 2,119,071,426</u></b>	<b><u>\$ 310,574,286</u></b>	<b><u>\$ 23,059,638</u></b>	<b><u>\$ 7,130,965,695</u></b>

### EXECUTIVE SUMMARY

There is no panacea to the problem of alcohol and drug abuse. Colleges and universities across the United States are microcosms of society, and AOD issues regrettably reflect deeper societal issues. Available data (ACHA-NCHA II 2014; Core Alcohol and Drug Survey 2013; CDC 2012; Johnston, O'Malley, Bachman and Shulenberg, 2012) indicate nationally:

- 81 percent of all incoming students have previous experience using alcohol.
- 35 percent have consumed five or more drinks at least once in the past two weeks.
- 21 percent have used marijuana.

AOD use and abuse varies across the System campuses, and some institutions report that marijuana is a far greater concern than alcohol. The USG campus survey conducted by the Task Force and subsequent subcommittee conversations with administrators indicate that officials attribute student AOD use and abuse primarily to social norms and peer pressure, with stress playing a significant role as well.

The negative impact of alcohol and other drugs on a campus community is profound: AOD abuse undermines the educational mission of all colleges and universities, which affects every student either directly or indirectly, and it threatens the safety of campus communities. A 2012 survey of national college alcohol use found that alcohol contributes to 24 percent of student attrition; 28 percent of students' lack of academic success; 55 percent of reports of violent behavior; and at least 68 percent of acquaintance date rape cases (Anderson, D.S. & Gadaletto, A., 2012). Across studies, alcohol was involved in at least half of all sexual assaults (Abbey, 2002) and in 72 percent of all rapes (Mohler-Kuo, et al., 2004). In 83 percent of the reported rapes, the victim was categorized as incapacitated (Carey, et al., 2015).

The Task Force examined many facets of the challenge of alcohol and drug use in college communities across the state. This review revealed several common concerns:

- Resources for AOD programs present an overwhelming challenge for many colleges and universities, as validated by both the survey and telephone poll. Nearly half of the USG institutions report that they have no dedicated positions responsible for AOD prevention, intervention, and/or recovery support services. AOD programs vary greatly depending on the nature and location of the institution.
- Most institutions are implementing programs found to be ineffective (e.g., one-time awareness programs, online "check the box" awareness programs, drunken driving simulators, and beer/drunken goggles, etc.). These types of programs have little effect on behavioral or cultural change unless they are part of a comprehensive approach to AOD prevention offered throughout the course of a student's college career.
- Fewer than half of USG institutions present information sessions to both students and parents about AOD abuse during new student orientation.

- Despite the notion that AOD education and prevention should be a collaborative effort, more than half of the phone-surveyed individuals indicated there is no collaboration taking place at their individual institutions. This rather surprising finding is of particular concern to the Task Force.
- Nearly two-thirds of USG institutions report some sort of relationship with local municipalities to assist with alcohol and drug enforcement. However, few are comprehensive; most consist merely of college/community police departments collaborating on enforcement (e.g., patrols, one-time sting operations for fake IDs, awareness of off-campus parties, etc.).
- Penalties for non-compliance with state alcohol licensing laws are inadequate and have little impact on the marketplace.
- Alcohol retail density is a growing concern, as bars often are concentrated in small downtown areas. These retail establishments provide a significant source of tax revenue in several college communities, and some local communities have not aggressively responded to the challenges these establishments can create. Many alcohol retailers specifically target college students through their location, and the promotion of college-oriented drink specials or party nights is prevalent.

## **RECOMMENDATIONS**

This section of the report will provide an overview of the nine recommendations presented by the Task Force. Those recommendations will then follow in expanded form, grouped according to subcommittee, and then by campus or System-level response.

### **Summary**

- Institutions should assess the AOD culture on their individual campuses.
- The USG should create and adopt System-wide guidelines and procedures that require regular reporting of USG institutions on AOD abuse issues. The information should be provided in a uniform manner to ensure accuracy and consistency of data collection that will prove meaningful to campus-level and USG-level policymakers.
- Institutions should develop comprehensive, evidence-based prevention programs based on the needs of their student population in order to reduce the harm associated with AOD abuse.
- Institutions, with guidance and assistance from the USG, should assess options for ensuring the presence of professional staff of AOD and health educators and/or other trained professionals necessary to support the AOD education and prevention efforts of each institution.
- Each institution should select a representative to participate in regular, System-wide meetings to review and discuss current trends and emerging best practices in AOD

education, prevention, intervention, and recovery and support services for adoption and implementation across the state.

- Institutions should develop a positive messaging framework that promotes healthy decision-making around AOD use and discourages AOD abuse. The USG can complement this effort through the development of a System-wide website on AOD resources.
- The USG should engage with the Georgia Department of Revenue to explore stronger penalties for the underage sale of liquor and other violations.
- Institutions should promote greater interaction between officials involved in alcohol and drug enforcement at the campus and local levels.
- The USG should ask the Georgia Municipal Association to draft a model alcohol license ordinance for cities/local governments.

### **Student Attitudes and Culture**

**Recommendation 1 (Campus level):** Each USG institution should assess the AOD culture on its individual campus through environmental scans, current campus data and faculty/staff/student focus groups, which can provide a strong baseline of information, including documenting and evaluating all programs for effectiveness.

- Rationale/Recommended Action Items:  
While much is necessary in the way of prevention and education, steps in the right direction may be taken only when an institution has evaluated its own current and unique culture surrounding AOD use and abuse on its campus(es).
  - This assessment is essential and should be conducted in a consistent time and manner across institutions. Due to the varying structures, resources and sizes of USG institutions, the Task Force recommends that this task be left to the individual institutions, with input and guidance from the USG as needed.
    - Of particular note, guidance from the USG is desired on the establishment of a preferred, standardized assessment instrument in order to streamline data collection and analysis. The Task Force suggests that the CORE survey and the ACHA surveys are two of the best instruments for obtaining prevalence and other data and that these can be benchmarked with national and state norms.
  - Student committee members noted the “over-surveyed” feeling of many students; therefore, institutions should consider this factor when moving forward with climate scans.
    - EverFi’s product overview and data considerations demonstrated that sufficient data about AOD prevalence will be available for the respective

campuses and for the System as a whole. However, student representatives expressed concern that some students do not take the survey seriously or doubt whether their responses are anonymous. Institutions must emphasize to students both the importance of their feedback and the value of answering truthfully. It is imperative that the assessment products record authentic student responses.

- Student perspectives should be taken into account when considering AOD education and prevention methods.
- Once campuses collect and analyze the data, it should be disseminated widely to promote informed decision-making regarding AOD education and prevention programs, as well as to note correlations with other student conduct issues, such as sexual assault.

**Recommendation 2 (Campus and System level):** The USG should create and adopt System-wide guidelines and procedures that require regular reporting of USG institutions on AOD abuse issues. The information should be provided in a uniform manner to ensure accuracy and consistency of data collection that will prove meaningful to campus-level and USG-level policymakers.

- Rationale/Recommended Action Items:  
Members of the Education and Prevention Subcommittee observed that institutions vary greatly in the manner in which they report on AOD issues. The provision of clear guidelines and procedures from the USG, to encompass timeframes, training and templates for the mandatory biennial report required under the Drug-Free Schools and Communities Act of 1989, could be very beneficial to the individual campuses.
  - The Drug-Free Schools and Communities Act requires institutions receiving federal financial assistance to establish drug and alcohol abuse prevention programs for students and employees. Students and employees also must annually receive materials that contain standards of conduct, a description of the various laws that apply in that jurisdiction regarding alcohol and drugs, a description of the various health risks of drug and alcohol abuse, a description of counseling and treatment programs that are available, and a statement on the sanctions the university will impose for a violation of the standards of conduct.
  - The guidelines and procedures should include a statement related to marijuana, and state and federal law.



## Education and Prevention

**Recommendation 1 (Campus level):** Each USG institution should develop comprehensive, evidence-based programs to reduce the harm associated with AOD abuse among students. These efforts should attempt to change the underlying culture of AOD abuse among students on campus and in the community. Institutions should create a committee of faculty and staff from multiple departments and disciplines to adopt these approaches to preventing and reducing substance abuse.

- **Rationale/Recommended Action Items:**

Research indicates that traditional students who are in their first few weeks of college are at particularly high risk for developing unhealthy habits related to AOD use and abuse. Therefore, it is imperative, especially for residential students, that education occurs as soon as possible in a student's college career.

- All students (traditional and non-traditional) should receive appropriate training prior to or during their first semester of attendance at any USG institution, depending on the needs and resources of the institution, but preferably prior to matriculation.
  - Additional training should follow during the first year, as well as during subsequent years of attendance and for transfer and graduate students, as research shows singular programming efforts to be ineffective on substantive AOD abuse prevention.
- Institutions should implement both parent and student education sessions during student orientation. These sessions should encompass prevention messaging and support resources available to students.
  - Interpersonal violence prevention and resources should be included in this program due to the nature and intersection of AOD abuse and interpersonal violence, specifically sexual assault.
  - Prevention and awareness should include information related to the potential long-term impact of poor decisions related to alcohol – e.g., the ruinous effect of AOD-related criminal charges to a future career, the consequence of embarrassing photos on social media during a job search, etc.
- Institutions should implement “primary prevention and awareness programs,” namely, bystander intervention programs, that also include information on AOD abuse and awareness of rape and sexual assault, domestic violence, dating violence and stalking.
- Institutions should develop programming for the various levels of AOD use and abuse, including programming specifically geared toward high-risk populations such as fraternity and sorority groups, first-year students and athletic programs.
- Institutions should consider offering alcohol-free events to provide students with social alternatives to parties and bars where alcohol is being served. EverFi data demonstrates that at some institutions, 35 percent of the entering students do

not drink or use drugs. Mixed signals are sent when no programs are offered to promote their continued abstinence.

- Another tactic that institutions can employ is increasing academic rigor. Scheduling more classes or exams on Friday may help deter undesirable behavior.
- Institutions should offer, as resources permit, some level of assistance and support services to students in recovery.
  - Services may include 12-step programs, voluntary student organizations or other recover support services.
  - Although such recovery and support programs are not treatment programs, individuals providing these services should be prepared to assist individuals in locating treatment programs, when appropriate.

**Recommendation 2 (Campus level):** Institutions, with guidance and assistance from the USG, should assess options for ensuring the presence of a professional staff of AOD abuse counselors and/or other trained professionals necessary to support the AOD education and prevention efforts of the each institution.

- Rationale/Recommended Action Items:

Resources for AOD programs present an overwhelming concern for many colleges and universities, as validated by both the survey and telephone poll conducted by the Task Force in fall 2015. Nearly half of the USG institutions reported that they have no dedicated positions responsible for AOD prevention, intervention, and/or recovery support services. Many survey respondents (via phone or email) expressed their concern for the long-term sustainability of AOD staffing and programs. The AOD positions that do exist most often include other responsibilities to multiple content areas; this lack of focus prevents institutions from developing and maintaining a comprehensive prevention model.

  - Institutions should explore options to provide at least one campus-level position with responsibility for: 1) facilitating the AOD education and prevention needs of the institution; and 2) overseeing training related to AOD counseling.
    - Perhaps in the case of smaller institutions, where resources are a particular challenge, the viability of a shared approach to delivery of these services could be considered.
    - Another option to provide support would be to consider a pilot program to place graduate interns in public health, social work, psychology, health policy, educational policy and higher education at schools across the institutions to assist with campus AOD needs and develop an emerging population of field experts. These unique internships would be mutually

beneficial to the students and USG institutions, thereby providing invaluable experience for the students and necessary resources for the USG.

- Institutions should identify and disseminate AOD resources available both on- and off-campus to those individuals needing assistance related to AOD abuse.
- Institutions should establish MOUs when appropriate, with community providers.
- Institutions should explore, where feasible, train-the-trainer activities and establish peer educator programs to increase the frequency of discussions about the topic of AOD use among students.

**Recommendation 3 (Campus and System level):** Each institution should select a representative to participate in regular, System-wide meetings to review and discuss current trends and emerging best practices in AOD education, prevention, intervention, and recovery and support services for adoption and implementation across the state.

- Rationale/Recommended Action Items:  
Research shows AOD education and prevention should be a collaborative effort. However, many individuals involved in AOD work across the USG believe there is no collaboration taking place at their individual institutions; this effort would foster collaboration at institutions and System-wide. In addition, utilization of the tools already available to the USG and the expertise of individuals at USG institutions can provide an effective and low-cost solution to supporting education and prevention efforts throughout the entire state.
  - A possible name for this collaborative effort is the Georgia Higher Education AOD Prevention Collaborative.
  - Coordinate an annual conference (hosted by different institutions) for institution administrators, faculty, staff and students working to reduce AOD abuse and interpersonal violence to allow for exchange of new research findings, methodologies, program evaluations and related topics, as well as to enhance programmatic activities and facilitate progress and diverse engagement.
    - Invite the Georgia Independent Colleges Association (GICA) to take part in this collaborative effort.
  - Engage with the existing Regents Advisory Committee groups (e.g., counseling, student conduct, housing, public safety, student life, deans of students, etc.) to coordinate systematic approaches for addressing AOD issues and making certain such initiatives remain a priority.
    - Examine the working relationships between Public Safety and Student Conduct areas/entities on the campus to ensure there is a coordinated and consistent approach to addressing AOD behaviors including campus

reporting and “tolerance” levels, criminal and disciplinary action, and disciplinary sanctioning protocols.

- The John Fontaine, Jr. Center for Alcohol Awareness and Education at the University of Georgia may be able to serve as a clearinghouse and home base for the Collaborative, collecting information, developing a database for USG-wide access and coordinating upcoming meetings; Kennesaw State University might serve as the clearinghouse for Collegiate Recovery Programs (CRP) and a statewide CRP collaboration.
- Consider assigning a System-level official to coordinate efforts and facilitate the work of the Collaborative.
  - Coordinate annual training opportunities (hosted by different campuses) for campus officials working to reduce AOD abuse and interpersonal violence on campuses, including required annual training for all institutional representatives.
  - Engage in grant writing for System-wide efforts and research opportunities and collaborate with institutional grant-writing efforts to further support education and prevention initiatives.

**Recommendation 4 (Campus and System levels):** Institutions should develop a positive messaging framework that promotes healthy decision-making around AOD use and discourages AOD abuse. The USG can complement this effort through the development of a System-wide website on AOD resources.

- Rationale/Recommended Action Items:

Students have noted a lack of consistent messaging surrounding AOD abuse and very little promotion of abstinence as a social norm; many arrive on campus assuming underage drinking and AOD abuse are rites of passage for college students.

  - Counseling/Student Health Centers at each institution should have targeted education/messaging surrounding prescription drug abuse, including the dangers of mixing alcohol or other drugs with prescription drugs.
  - A System-wide website, dedicated to prevention of AOD abuse, could be a valuable resource for the institutions.
    - This website could offer specific, comprehensive information about education, alternatives, prevention, intervention, recovery and support services at each USG institution, to include a list of programming based on an institution’s location and student body, training programs for staff and state and national resources, etc.

## **Town/Gown Relations**

**Recommendation 1 (System level):** The USG should engage with the Georgia Department of Revenue (DOR) to explore stronger penalties for the underage sale of liquor and similar violations. The Task Force recommends that potential license revocation occur after the second or third offense; that fines for non-compliance be increased; and that the license should not be able to be transferred after revocation.

- Rationale/Recommended Action Items:  
Through interviews and discussions with the various enforcement agencies, most participants indicated a growing issue with individuals just at or beyond the legal age purchasing alcohol for those under 21 at retail and package stores.
  - The DOR should be encouraged to examine current penalties for non-compliance with state alcohol licensing laws, which the Task Force views as inadequate and without impact on the marketplace.
    - Fines range from \$1,000 to \$4,000 for repeated offenses, and the license is not suspended until the third or possibly even the fourth offense; at that point, it is only revoked for 30-45 days.
    - In addition, individual fines/penalties for persons selling alcohol to minors currently provide little deterrent.
  - The DOR also should be encouraged to increase punishment for non-compliance to include criminal penalties referred to the Attorney General or local District Attorney.

**Recommendation 2 (Campus):** Institutions should promote greater interaction between officials involved in alcohol and drug enforcement at the campus and local levels.

- Rationale/Recommended Action Items:  
Nearly two-thirds of USG institutions report having some sort of relationship with local municipalities connected to alcohol and drug enforcement. However, few are comprehensive; most consist merely of college/community police departments collaborating on enforcement (e.g., patrols, one-time sting operations for fake IDs, awareness of off-campus parties, etc.). Research recently published by the University of Minnesota School of Public Health indicates a comprehensive approach is needed to address the impact of alcohol and other drugs on college campuses. The authors call for strong coalitions that include representatives from all groups (University officials, enforcement agencies, community members, parents and students) to truly impact the culture (Toomey, Lenk, & Wagenaar, 2007).
  - Individual institutions should initiate regular meetings with local government counterparts on at least a quarterly basis, preferably more frequently.
  - Each institution should be encouraged to form additional coalitions that bring together bar owners, enforcement agencies, university officials and community

members to share information and support in addressing the issue of underage drinking. The group can then:

- Review all relevant policies and ordinances to ensure that they serve to minimize the problem of underage drinking.
- Work together to ensure that both students and retail establishments are held accountable for violations.
- Advocate for the maintenance of strict oversight of building codes, fire safety codes and zoning regulations.
- Such enhanced cooperation could lead to:
  - Joint collection and reporting of specific crime data to help enforcement agencies at all levels to take action;
  - Better coordination on operations involving compliance checks; and
  - Improved training.

**Recommendation 3 (System level):** The USG should ask the Georgia Municipal Association (GMA) to draft a model alcohol license ordinance for cities/local governments.

- Rationale/Recommended Action Items:

Alcohol retail density is a growing concern, as bars often are concentrated in small downtown areas. These retail establishments provide a significant source of tax revenue in several college communities, and some local communities have not aggressively responded to the challenges these establishments can create. Involvement of the GMA can provide a statewide framework and potentially lead to the following enhancements:

  - Standardization of an administrative process to grant alcohol licenses and review violations;
  - Standardization of a process to address violations of the terms of an alcohol license;
  - Standardization of zoning density regulations for bars;
  - Implementation of a requirement for uniform training on local and state laws regarding alcohol for bar owners, managers, bartenders and waitresses;
  - Creation of expanded reporting processes to enable collection and analysis of data specific to communities with colleges or universities; and
  - Automation of reporting of licensing violations to enable local municipalities and higher education institutions to track and plan more proactively.