Executive Summary ................................................................. 3
At a Glance ................................................................................. 5
Key Contacts ............................................................................... 7
Organizational Chart ............................................................... 8
Governance .................................................................................. 9
Biographies – Board Members and Chancellor .................. 10
2011 Legislative Agenda .......................................................... 16
The Budget .................................................................................. 18
- Board Office Budget ................................................................. 20
- State University System Budget .............................................. 21
- State University System Budget by Appropriation Category .. 21
- State University System Education & General Budget by Appropriation Category .................. 22
- State University System Education & General Budget by Program Component .................. 22
Past, Present and Future Issues
1) Governance Dispute Resolved ............................................. 23
2) New Florida Initiative Announced ....................................... 24
3) State University System Recognized as a Worthy Investment .................................................. 25
4) Accountability System Enhanced ......................................... 26
5) Higher Education Coordinating Council Formed ............... 27
6) Knowledge in Action – University Expertise Devoted to State Issues .................................... 28
University Contacts .................................................................. 29
This document is intended to provide Governor-elect Scott and his administration a working reference regarding the Board of Governors ("the Board") and the State University System of Florida ("the System"), which it oversees, and the major initiatives that are underway.

With the nation’s 4th largest system of universities, Florida provides more than 312,000 students with access to the world-class teaching, research and service they need to be globally competitive.

While this document provides high-level data about the system, it also provides some insight into how its dedicated students, faculty, staff and researchers are collaborating with government and business to grow Florida’s knowledge economy.

We have identified six ways in which the Governor-elect and his administration can be pivotal in moving this effort forward:

1) With the issue of System governance greatly resolved, the Governor-elect has many unencumbered opportunities to shape a vision for the role of higher education in Florida. The Board looks forward to collaborating with the Governor-elect and the Legislature in transforming Florida and its economy for the 21st Century.

2) Governor-elect Scott highlighted the Board’s New Florida Initiative during the campaign, and has named a number of System leaders to his transition team. The Governor-elect will be a strong champion for utilizing the intellectual resources of our universities to transform Florida’s economy.

3) By calling for full funding of the New Florida Initiative and supporting the Board’s 2011 legislative priorities, Governor-elect Scott will send a resounding message to the people of Florida that he supports State investments that demonstrate clear return-on-investment with real and measurable results. The System has experienced a total base budget cut of 24% in state funding in the past 4 years. It’s time to change strategies, and invest in the State’s most effective economic engine — its universities.
4) The Governor-elect’s commitment to greater accountability and measuring results is reflected in the Board’s approach to Systemwide performance tracking. *The Governor-elect and his administration will have a pivotal role as the Board works to develop one of the most robust university system accountability structures in the nation.*

5) *The Governor-elect will be a leader in creating a vision for Florida’s seamless delivery of a “Pre-K through 20” education system* — calling for greater coordination and strategic planning across all education systems, both public and private. The Board and the Chancellor are eager to strengthen this important dialogue with the Governor-elect and his administration.

6) As Florida’s Chief Economic Development Officer, *the Governor-elect will be in the rare position to identify existing, evolving and emerging issues within that can benefit from the time and attention of the students, faculty and researchers within the State University System of Florida.* The Board is committed to working with the Governor-elect and his administration as Florida faces the economic, environmental and social challenges that are ahead.
To be truly great, Florida must have well-educated citizens who are working in diverse fields, from science and engineering to medicine and biotechnology to computer science, the arts and so much more. The State University System of Florida provides access to the teaching, research and service that is transforming this growing, dynamic state. It is important to remember that university faculty not only share knowledge through world-class teaching, they actually create the knowledge that is shaping society — locally, nationally and globally.

The Florida Board of Governors — the constitutional body created by voters in 2002 to oversee the State’s 11 public universities — is working to build on these institutions’ individual strengths and unique missions as they claim their rightful place on the national and international stage.
At a glance

- 11 Universities
- 312,000+ Students
- $9.3 Billion Budget
- 1,782 Academic Degree Programs
- 16,000+ Faculty, 60,000+ Total Personnel
- 73,579 Degrees Awarded in 2009-10
- 525+ Institutes and Centers
- $1.6+ Billion in R&D Expenditures in 2009-10
- 159 Licenses and Options Executed in 2009-10
- $57 Million in Licensing Income in 2009-10

Did you know?

The State of Florida ranks \textit{#4 in the nation} in number of students enrolled in public, four-year institutions.

The State of Florida ranks \textit{#4 in the nation} for total research and development expenditures in public, four-year institutions.

Florida ranks in the “\textit{Top Ten}” nationally for 1) overall college graduation rates, 2) graduation percentage for African-American students, and 3) graduation percentage for Hispanic students.
Key Contacts

Chair, Board of Governors
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Executive Management Team

Chancellor, State University System of Florida
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Organizational Chart of Senior Staff

53 total FTE as of December 2010
Governance

Over the years, the State has had a number of different governance frameworks for the State universities. In 2002, the voters amended the State’s constitution to both establish the Board of Governors and authorize it to operate, regulate, control, and manage the State University System, subject to the Legislature’s power to appropriate for the expenditure of funds. This was the first time that the universities were governed by a separately established constitutional entity. (The Board of Governors/State University System is not part of the State Board of Education/Department of Education.) The amendment also established local Boards of Trustees to administer each university, according to powers and duties established by the Board.

The Board of Governors
The Board is comprised of 17 members — 14 are appointed by the Governor and three members serve by virtue of their offices: the Commissioner of Education, the Chair of the Advisory Council of Faculty Senates, and the President of the Florida Student Association.

The appointed members are confirmed by the Florida Senate and serve staggered terms of seven years. These members serve until their successors are appointed and qualified. In the event of a vacancy by whatever cause, except for the expiration of a term, the Board will request the Governor appoint a successor to fill the vacancy for the remainder of the unexpired term.

The Chancellor
Selected by the Board, the Chancellor serves as the chief executive officer for the Board and the State University System — performing all duties necessary to assist with the Board’s implementation of its constitutional duties and responsibilities related to the governance of the System. The Chancellor is responsible for the prompt and effective execution of all Board regulations, policies, guidelines and resolutions.

The Chancellor also is responsible for the operation of the general office, to submit an annual legislative budget request for the general office to the Board for approval, to oversee all departments and functions, and to take any other actions as deemed appropriate to foster efficient and effective Board operations.
Chancellor Frank T. Brogan, of Tallahassee, is a lifelong educator who began his career as a classroom teacher before serving as a dean of students, assistant principal, principal, superintendent and Florida’s Commissioner of Education. Brogan continued his advocacy for education when he was elected Lieutenant Governor in 1998 and re-elected in 2002. A year later, Brogan was selected to be president of his alma mater, Florida Atlantic University — a position he held until 2009 when the Board unanimously chose him to serve as Chancellor. A native of Ohio, Brogan became the first member of his family to attend college, earning a bachelor's degree in education (magna cum laude) from the University of Cincinnati and a master’s degree in education from Florida Atlantic University.

Board Members

Ava L. Parker, Esq. - Chair (term 2/19/2010 - 1/6/2012), of Jacksonville, is a reappointment to the Board of Governors, having served as the vice chair of the board and chair of the facilities committee during her first term. She is the president of Linking Solutions, Inc. and a practicing attorney at Lawrence & Parker P.A. Parker is also currently serving as chair of the Jacksonville Transportation Authority and has previously served on the University of Central Florida Board of Trustees. She received her bachelor’s and law degrees from the University of Florida.

Richard A. Beard, III (term 2/18/2010 - 1/6/2017), of Tampa, has 36 years of experience in real estate development and has been the president and owner of R.A. Beard Co., a real estate investment company, since 1995. He has been a member of the Board of Directors at the H. Lee Moffitt Cancer Center & Research Institute and the Florida Health Science Center at Tampa General Hospital. He is a current member of the Florida Council of 100 and is the founding chairman of the University of South Florida Board of Trustees. Beard received his bachelor’s degree from Georgia Institute of Technology.

Dean Colson, Esq. - Vice Chair (term 1/6/2010 - 1/6/2017), of Coral Gables, has been a partner with the Law Firm of Colson Hicks Edison since 1981. He served as a special advisor to the Governor on higher education, and was a member of the University of Miami Board of Trustees from 1991 to 2009. He also served on the Florida Supreme Court Judicial Nominating Committee from 2002 to 2006. In addition, Colson served as law clerk to the Honorable Peter T. Fay in the United States
Court of Appeals, Fifth Circuit, and Justice William Rehnquist of the United States Supreme Court. He received his bachelor’s degree from Princeton University and his law degree from the University of Miami.

Ann W. Duncan (term 2/21/2005 - 1/6/2012), of Tampa, is the President and Founder of Vertical Integration, Inc. — a commercial real estate brokerage and consulting firm specializing in the representation of corporate and public sector entities. Previously, Duncan was Senior Vice President of CLW Real Estate Services Group, where she led corporate service teams for numerous national accounts. She has been extensively involved in organizations such as the Florida Chamber of Commerce, Leadership Florida, Charity Works, the National Association of Industrial and Office Parks and much more. Duncan earned a bachelor's degree in Finance from the University of South Florida in 1987 and a Black Belt in Six Sigma from Villanova University.

Charles B. Edwards (term 1/20/2006 - 1/6/2013), of Fort Myers, is of counsel to the Law Firm of Geraghty, Dougherty & Edwards, P.A., in Fort Myers. He was formerly CEO of Allen, Knudsen, DeBoest & Edwards, P.A., and Smoot, Adams, Edwards & Green, P.A. He has served on the Board of Governors of the Florida Bar, the Board of Governors of the Young Lawyers Section of the Florida Bar and as a member of the Second District Court of Appeals Nominating Commission. He received his B.S.B.A., in 1965, and his J.D., in 1968, from the University of Florida. In 1995, the University of Florida honored Edwards with its Distinguished Alumnus Award.

Gallop Franklin, II (Student Representative 2010-2011), of Tallahassee, is the student body president of Florida A&M University and elected president of the Florida Student Association (FSA) — a non-partisan statewide organization of university students formed in 1976 to represent the interests of students of the State University System of Florida. Franklin is a fifth year Doctorate of Pharmacy candidate at Florida A&M and a native of Tallahassee, Florida. From 2005-2007 he served as Class President for his freshmen and sophomore class; additionally he operated as interim Campus Activities Board Chairman, Junior and Senior Senator, Search Committee for the Dean of Pharmacy, and is currently a member of the FAMU Golf Team, Athletic Director's All Academic Team, M.E.A.C. Commissioner All Academic Team, Boys’ State Counselor (Dean of the Senate), and the Leon County Civic Center Authority Board which implements policy for the county’s Civic Center.
Patricia Frost (term 1/6/2010 - 1/6/2017), of Miami Beach, spent 28 years as a teacher and principal in the Miami-Dade County Public School System, retiring in 1993. She is a former member of the Board of Trustees for Florida International University and has served as chair of the Florida International University Board of Directors and as chair of the Florida International University Academic Policy Committee. Frost was named Educator of the Year for her work at Florida International University and with the Miami-Dade County and Broward County public school systems. She received her bachelor’s degree from Colby College and a master’s degree from Columbia University.

Morteza “Mori” Hosseini (term 1/6/2010 - 1/6/2017), of Daytona Beach, has been the chairman and CEO of Intervest Construction Inc. for 29 years. He is the vice chairman of the board and chairs the Committee on Trustees and the Committee on Facilities and Capital Planning for the Embry-Riddle Aeronautical University Board of Trustees. Hosseini is a member of the Florida Council of 100 and previously served on the Halifax Hospital Medical Center Board of Commissioners. He received an aeronautical engineering degree from the Chelsea College of Aeronautical Engineering in London, England, and his bachelor’s degree and master’s degree from Embry-Riddle Aeronautical University.

J. Stanley Marshall (term 2/21/2005 - 1/6/2012), of Tallahassee, is the founder of The James Madison Institute and, from 1987 to 2000, served as its President and CEO. He now serves as Vice Chairman of the Board of Directors. A lifelong educator, Dr. Marshall served on the Florida State University faculty from 1958 to 1976 and assumed the presidency of the University in 1969. He retired from the presidency in August 1976. In 1978, Marshall founded Sonitrol of Tallahassee, Inc. and operated the company for ten years. Among his many service and leadership roles, Dr. Marshall served as President of the National Association of State Universities and Land Grant Colleges, Southern Region. He served for five years on advisory boards to both the Secretary of the Navy and the Secretary of the Army, was a member of the Board of Regents of The National Library of Medicine, and is a Fellow of The American Association for the Advancement of Science. Dr. Marshall earned a bachelor’s degree from Slippery Rock State College (now University) in 1947, and master’s and Ph.D. degrees from Syracuse University in 1950 and 1957, respectively.
Frank Martin (term 2/7/2006 - 1/6/2012), of Tallahassee, is currently the Vice President and Division Manager for National Transit Services of PBS&J’s Transportation Services Division, a position he has held since October, 2004. Prior to joining PBS&J in February 2004, he served in leadership roles with the Santa Clara Valley Transportation Authority in San Jose, California and Miami Dade Transit in Miami Dade County, Florida. He has been involved in several organizations including the American Public Transportation Association as Southeast Regional Director, Silicon Valley Workforce Investment Board and Artz-In-the-Hood. He is the current chair of the Transportation Research Board's Transportation Cooperative Research Program J-7 Research Panel. Martin received a bachelor’s degree in business administration from Tennessee State University in 1973 and a master’s degree in urban and regional planning (MURP) from Fisk University in 1974.

Tico Perez (term 1/20/2006 - 1/6/2013), of Orlando, is the founder of Edge Consulting & Business Strategies, LLC — a government relations consulting firm — and Tico Perez Solutions, LLC, a business development consulting firm. Prior to forming the two firms in 2008, Mr. Perez was a partner of the national law firm Baker and Hostetler where he practiced business law with a specialization in mergers and acquisitions and was a member of the Government Relations Group. (He is an AV-rated lawyer by Martindale-Hubbell.) Mr. Perez is an active member of Central Florida's business community, including: Board of Trustees of the University of Central Florida, Orlando Utilities Commission, Boy Scouts of America, United Arts of Central Florida, Orange County Arts and Cultural Affairs Advisory Council and the Greater Orlando Regional Chamber of Commerce. Mr. Perez is a political analyst for the local NBC affiliate, WESH Channel 2, and hosts his own political talk radio show, "Talkin with Tico," on Cox radio's newstalk AM 580 WDBO. Mr. Perez is a member of The Florida Bar and the Orange County Bar Association.

John Rood (term 1/6/2010 - 1/6/2017), of Jacksonville, has been chairman of the Vestcor Companies since 2007 and was previously chairman from 1983 to 2004. Rood was an Ambassador of the United States to the Bahamas from 2004 to 2007. Previously, he served as the vice chair, chairman and commissioner of the Florida Fish and Wildlife Commission from 1999 to 2004. Rood has also served as the commissioner of the Marine Fisheries Commission. He received his bachelor’s degree from the University of Montana.
Eric J. Smith (Education Commissioner), of Tallahassee, is Florida’s Commissioner of Education and most recently worked with The College Board, where he served as Senior Vice President for College Readiness. He began his career in Florida more than 30 years ago as a classroom teacher and has held several administrative positions in Florida school districts and served as a district superintendent in Virginia, North Carolina, and Maryland. His leadership in each district led to significant gains in academic achievement, increased enrollment in rigorous coursework and advanced studies, improved reading and math scores among elementary students, and meaningful progress toward lessening the achievement gap among minority student populations. He received his undergraduate degree from Colorado State University and his master’s degree in school administration from the University of Central Florida. He earned his doctorate of curriculum and instruction from the University of Florida.

Gus A. Stavros (term 1/26/2007 - 1/6/2013), of St. Petersburg, graduated from Columbia University in 1948 and matriculated to N.Y.U. Graduate School of Business Administration 1950-51 for the M.B.A. He served in Patton’s Third Army in World War II, earning three campaign ribbons — Northern France, Ardennes and Rhineland-Purple Heart and Bronze Star. After 30 years as founder, owner and CEO of Better Business Forms, the company was sold and Gus signed a five-year employment contract with Florida Progress, serving as a Group Vice President until retirement in 1989. Among numerous public service roles he holds and has held, Gus has served as chairman of Eckerd College, chairman of Florida State University Foundation Board of Trustees, president of the University of South Florida Foundation Board of Trustees, chairman of the Florida Council on Economic Education, chairman of the Florida Foundation for Excellence in Education, Board member for the Florida Council of 100, and founding chairman and chairman emeritus of the Pinellas Education Foundation. The Gus A. Stavros Institute of Pinellas County, Florida administers Enterprise Village and Finance Park — nationally prominent programs teaching free enterprise and our economic system to 17,000 fifth graders annually, fiscal responsibility to 14,000 eighth graders annually, and ethics and career planning to high school students.

John W. Temple (term 1/20/2006 - 1/6/2013), of Boca Raton, is president and CEO of Temple Development Company, a position he has held since 1989. Prior to that, he served as president of Arvida Corporation and Arvida/Disney. He is currently a member of the Florida Council of 100, the Tourist Development Council and the Urban Land Institute. Temple received his undergraduate degree from the University of Washington in 1959 and his master’s in business administration from Stanford University in 1965.
Norman D. Tripp (term 4/1/2008 - 1/6/2013), of Fort Lauderdale, is chairman emeritus of the Tripp Scott law firm, founded in 1969. He has led the firm’s growth as it has responded to client's needs and helped build the entrepreneur, business development, finance, environmental, employment, real estate and technology law practices. A well-known community activist, Tripp has served as Chairman of the Board of Trustees of Florida Atlantic University, is a member of the Advisory Board of the Huizenga School of Business at Nova Southeastern University, and a member of the Board of the South Florida Board for the Annenberg Challenge Grant. Tripp has received numerous honors in recognition of his community contributions, including the 2001 Outstanding Citizens Award from the Florida Library Association and the 2001 Tribute-to-the-Family Award from the Juvenile Diabetes Research Foundation. Tripp holds a law degree, *magna cum laude*, from Cleveland State University and a bachelor’s degree in economics from the University of Miami.

Richard A. Yost (Faculty Representative - term 7/21/10 - 8/1/2011), of Gainesville, currently serves as the Chair of the Advisory Council of Faculty Senates of Florida and represents university faculty statewide as a member of the Board of Governors. He is the Robin and Jean Gibson Term Professor, College of Liberal Arts & Sciences, and Head of Analytical Chemistry at the University of Florida. He is past Chair of the UF Faculty Senate and has served on the UF Board of Trustees. Dr. Yost received his B.S. degree in Chemistry in 1974 from the University of Arizona and his Ph.D. degree in Analytical Chemistry in 1979 from Michigan State University. He joined the faculty of the University of Florida as an Assistant Professor in 1979, and has been Professor since 1989. Dr. Yost has supervised the research of over 90 graduate students over the past 31 years, with funding totaling over $10M from a wide range of sources (including NIH, NSF, NASA, DoD, DHS and USDA). Dr. Yost is recognized internationally as a leader in the field of analytical chemistry, particularly mass spectrometry. He was the recipient of the 1993 ASMS Award for Distinguished Contribution to Mass Spectrometry for the invention (along with Chris Enke) of the triple quadrupole mass spectrometer.
Concurrency Trust Fund – The 1993 Legislature enacted Section 240.156, F.S., (University Concurrency Trust Fund), which provided a source of funds from which universities could pay for off-site concurrency assessments by local governments as required by part II of Chapter 163, F.S. The portion (7.3%) devoted to this purpose was approximately equal to the general revenue service charge that would be levied on the local option tax under Section 215.20 (1), F.S.

In 2000, the percentage devoted to the University Concurrency Trust Fund was reduced to 3.5%, and, in 2006, the percentage devoted was reduced to zero. Thirty million dollars was swept from the University Concurrency Trust Fund in 2008, then deposited into General Revenue, and remaining balances were dispersed in 2010 for infrastructure improvements. Currently, the funding resulting from Section 336.025 (1)(b), F.S., goes into the Local Option Fuel Tax Trust Fund within the State Transportation Trust Fund.

Action Requested: The service charge on the Local Option Fuel Tax Trust Fund going into General Revenue — projected to generate approximately $14 - $16 million annually over the next five years — should be returned to funding the University Concurrency Trust Fund.

University Governance Issues – During the 2010 Legislative session, HB 7237 was passed and then signed into law. The bill implemented the governance agreement that was signed by the Board, leaders in the Florida Legislature and the Governor. Several issues did not get addressed in HB 7237, which could improve operational and fiscal efficiency within the State University System.

Action Requested: A “glitch bill” is needed to amend the following sections of statute which were inadvertently overlooked: (1) Seek additional legislative authority to adopt regulations rather than rules in appropriate areas that were omitted: (267.062, F.S. naming of buildings; 1004.22, F.S. sponsored research; 1004.23, F.S. copyright; 1010.04(2), F.S. purchasing reference; 1011.48, F.S. Education Research Centers for Child Development; 1013.171, F.S. leasing); and (2) Clarify the universities’ authority to enter into agreements for and accept credit card payments as compensation for goods, services, tuition and fees (which includes the authority to charge a convenience fee for credit card purchases).
Acceleration Mechanisms - Undergraduate Summer Term Course Enrollment - Section 1007.27(10), F.S., forbids a university from requiring students with nine hours of course credit that has been earned through acceleration mechanisms from attending a summer term during their tenure at the university. Accelerated mechanisms include but are not limited to dual enrollment, as provided for in Section 1007.27(10), F.S; early admission; advanced placement; credit by examination; the International Baccalaureate Program; and the Advanced International Certificate of Education Program.

Action Requested: Repeal Section 1007.27(10), F.S. in order to encourage timely completion of degrees and increase access for new entering students.
The following pages offer data regarding the State University System budget and the Board of Governors’ office budget. In addition to these data, below are a few budget-related issues that the Governor-elect and his administration should be aware of.

**Tuition and Fees**
Florida has among the lowest tuition in the nation, ranking #48 for in-state, undergraduate tuition at its universities. For years, the Florida Legislature has had sole authority to establish the base tuition rate for Florida’s state universities. In 2009, the Legislature granted the Board of Governors authority to approve a Tuition Differential Fee, which each university can request based on its individual needs and market conditions. The differential fee is charged over and above base tuition with several important conditions: (1) The aggregate increase in base tuition and the differential fee cannot exceed 15% in one fiscal year; (2) A university’s total tuition and fees cannot exceed the national average; (3) Thirty percent of funds generated by the differential fee must be used for need-based financial aid; (4) Remaining funds from the differential fee may only be used to enhance undergraduate education, teaching, and advising.

In addition to the differential fee, each university Board of Trustees has authority to set limited increases in other fees (e.g. Activities & Services Fee, Health Fee, Athletics Fee). The Board of Governors also has the authority to establish new fees requested by local Boards of Trustees. On an annual basis, the Board of Governors considers all fees requests in the context of the legislatively set base tuition and any request for an increased differential fee.

This year, the Legislature also gave the Board of Governors authority to allow universities to request flexible tuition policies (e.g. block tuition) and to establish market tuition rates for graduate-level online programs that are globally competitive. The Board is promulgating regulations that contemplate such requests.

Many public higher education systems around the world are dramatically raising tuition and fees in response to shrinking government investment (e.g. California and the U.K.). The Board of Governors, however, is keenly attuned to the economic pressures that both our students and our institutions face, and are committed to striking the right balance to avoid undue burden.
State Funding

Even when adding state funds to the dollars generated by tuition, Florida ranks 45th in the nation relative to funding for public universities. The System is unsustainable at this funding level if Florida hopes to grow the knowledge-based economy that will create 21st Century jobs within the State. The New Florida Initiative calls for increased funding to generate the higher degree production and greater research commercialization that the new economy demands — all measured by one of the best university system performance tracking and accountability structures in the nation.

Florida Ranks 45th in the Nation for State and Students Support per FTE

History of PECO Funding

Another important component of state funding comes in the form of Public Education Capital Outlay (PECO), which funds the construction of the much-needed classrooms and laboratories — creating construction jobs in the short-term and providing the infrastructure to grow Florida’s knowledge economy in the long-term.
With more than 312,000 students, Florida has the nation’s 4th largest system of public universities while it has a comparably small central office, with just 53 employees and a total operating budget of $6.5 million (equal to less than one-tenth of 1 percent of the System’s total budget). By comparison, the North Carolina Governing Board has 98 employees with an $11.5 million budget, the Texas Coordinating Board has 307 employees with a $51 million budget, and the Georgia Board of Regents has 388 employees with a $95 million budget.

While the Board of Governors does not contemplate massive growth in its central office, it does require resources to ensure even greater Systemwide accountability and coordination incumbent with its constitutional responsibilities. The Board office will continue to maximize whatever resources it has; however, a significant challenge looms: Nearly half of the staff is paid using federal stimulus dollars that expire in July 2011.

- $6.2 million budget ($1.5 million that is currently covered by stimulus funds expires in 2011)
- Personnel is 81% of the Board office operating budget
- 53 authorized FTEs
- The largest expense obligation is rent of $240,000, paid to DMS
$9.3 Billion total budget
All Sources

NOTE: 62% of the funds are restricted to Contracts & Grants, Auxiliaries, Local Funds & Faculty Practice

SUS Operating Budget by Appropriation Category
Includes Education & General, Contracts & Grants, Auxiliaries and Local Funds

Salaries & Benefits $4,002,081,292 (43%)
Other Personal Services $568,568,744 (6%)
Expense $4,127,695,159 (45%)
Operating Capital Outlay $106,542,357 (1%)
Financial Aid $50,957,014 (1%)
Other $69,113,726 (1%)
Library Resources $41,241,044 (>1%)
Faculty Practice $271,526,449 (3%)
$3.5 Billion E&G Budget by Appropriation Category
Includes IFAS, Health/Medical Centers

- Salaries & Benefits: $2,574,603,382 (74%)
- Other Personal Services: $187,580,951 (5%)
- Expense: $667,404,798 (19%)
- Operating Capital Outlay: $14,593,007 (>1%)
- Financial Aid: $47,074,467 (1%)
- Other: $9,447,346 (>1%)
- Library Resources: $41,150,237 (1%)

$3.5 Billion E&G Budget by Program Component
Includes IFAS, Health/Medical Centers

- Instruction & Research: $2,320,581,816 (69%)
- Allied Clinics: $16,804,413 (>1%)
- PO&M: $314,389,811 (9%)
- Institutes & Centers*: $21,185,514 (>1%)
- Library / Audio Visual: $120,220,724 (3%)
- Museums: $16,680,102 (>1%)
- Student Services: $186,990,517 (5%)
- Agricultural Ext. Services: $42,398,754 (1%)
- Radio / TV: $4,790,537 (>1%)
- Admin & Support: $391,871,408 (12%)
Past, Present and Future Issues

1. Governance Dispute Resolved
2. New Florida Initiative Launched
3. State University System on the Front Lines to Change the Economy
4. Accountability Systems Enhanced
5. Higher Education Coordinating Council Formed
6. Knowledge in Action – University Expertise Devoted to State Issues

1. Governance Dispute Resolved

In 2002, voters amended the Florida Constitution to create the Board of Governors, giving it authority to oversee the State’s public universities. Despite this action, there continued to be some confusion regarding the extent of that authority. As a result, a small group of citizens — led by former U.S. Sen. Bob Graham and former Congressman Lou Frey — filed a lawsuit against the Florida Legislature asking the courts to clarify the respective roles of the Board and the Legislature relative to oversight of the State University System. In 2007, the then-Board voted to join the lawsuit.

In 2009, Board leadership, the Chancellor and legislative leadership commenced an effort to resolve the dispute. After months of negotiations, Board Chair Parker and Chancellor Brogan signed a governance agreement with the Legislature and the Governor, which clarifies roles and responsibilities relative to the oversight of the System. It is important to note that this first-of-its kind agreement was also signed by several legislators who are in top leadership roles or have been designated to hold leadership roles in the coming years — including the current Senate President and House Speaker. As a result of this action, the Board withdrew from the lawsuit in March 2010, and the relationship with the Legislature has steadily improved. Further, the Board worked closely with the Legislature to draft and ultimately pass statutory revisions that codified the tenants of the governance agreement.

LOOKING AHEAD: With the issue of System governance greatly resolved, the Governor-elect has many unencumbered opportunities to shape a vision for the role of higher education in Florida. The Board looks forward to collaborating with the Governor-elect and the Legislature in transforming Florida and its economy for the 21st Century.
2. New Florida Initiative Launched

In January 2010, the Board announced its New Florida Initiative, which is designed to cultivate Florida’s knowledge and innovation economy. Currently built on the long-valued tenants of tourism, agriculture, and growth, the economy must be diversified and sustained by high-technology, high-wage jobs in the fields of science, technology, engineering and mathematics (or “STEM,” as the academic world refers to it). A true and holistic transformation will also involve the areas of medicine and health care, finance, insurance, professional services, education, the humanities and the arts, which are the foundation of a modern society.

The New Florida Initiative is the Board of Governors’ collaborative effort — alongside business and government — to deliver the economy, talent and innovations that Florida must have to be globally competitive. And while this effort will require additional investment from the State, the Board is committed to maintaining one of the nation’s most robust accountability systems to ensure return on that investment. (More information is online at www.flbog.edu/new_florida.)

A long-term strategy, the New Florida Initiative will have measurable results beginning immediately and reaching out for 20 years and beyond. For example, this year the Legislature appropriated $2 million for commercialization of university research, which has already resulted in four new start-up companies and additional jobs. The Legislature also appropriated $10 million dollars for New Florida Initiative projects, which resulted in funding 31 projects designed to promote collaboration and to recruit and retain world-class faculty and researchers.

Working in collaboration as a system, universities will use their strategic plans to leverage resources in the disciplines in which they excel. This will, in-turn, attract or retain top-level students, faculty, researchers and industry for Florida. Key support for this effort is coming from stalwart state groups such as the Florida Council of 100, Florida Chamber of Commerce, and Enterprise Florida.

LOOKING AHEAD: Governor-elect Scott highlighted the Board’s New Florida Initiative during the campaign and has named a number of System leaders to his transition team. As the State’s leader for economic development, the Governor-elect will be a strong champion for utilizing the intellectual resources of our universities to transform Florida’s economy.
3. State University System — On the Front Lines to Change the Economy

Even in this time of serious fiscal constraint and statewide budget shortfalls, the Legislature has invested in Florida’s universities. While early projections in the 2010 Session contemplated double-digit budget cuts, general revenue reductions for State universities were held to about 1 percent when federal stimulus funds are included. The final budget also included about $300 million for the construction of much-needed classrooms and laboratories across the System.

The System continues to provide greater access to Florida’s students, increased degree production and higher academic standards.

LOOKING AHEAD: By calling for full funding of the New Florida Initiative and supporting the Board’s 2011 legislative priorities, Governor-elect Scott will send a resounding message to the people of Florida that he supports State investments that demonstrate clear return-on-investment with real and measurable results.
4. Accountability Systems Enhanced

In a very real sense, a good performance tracking and accountability system not only allows our Universities to ensure efficient and effective use of System resources — saving money — it also encourages a mindset toward “System-thinking.” Our universities have engaged in dialogue surrounding the importance of shared business services and coordination of academic programming from a Systemwide perspective.

In 2010, the Board implemented a comprehensive planning and accountability framework designed to maximize System capacity to meet State economic development needs through education, and research and development. Multi-year university “work plans” and annual reports reflect each institution’s unique mission and focus on core strengths. These work plans were presented for the first time at the Board’s planning retreat in June 2010.

The 2009 Annual Report was the first “installment” in this elevated and more in-depth process — providing an overview of the System’s historical performance on a range of measures, with an emphasis on performance during the past five years for which data are available on any given metric. The full report contains:

1. key 2008-09 developments in the System;
2. a graphic “dashboard” that highlights System-level performance on key measures;
3. a narrative outlining the System’s progress on indicators related to the Board of Governors Strategic Plan;
4. more detailed System-level data;
5. dashboards and contextual narratives for each university; and
6. more detailed data for the individual institutions; plans are underway for an interactive, web-based annual report.

NOTE: The 2010 Annual Report will be submitted to the Governor and the Legislature no later than February 1, 2011.

LOOKING AHEAD: The Governor-elect’s commitment to greater accountability and measuring results is reflected in the Board of Governors’ approach to Systemwide performance tracking. The Governor-elect and his administration will have a pivotal role as the Board of Governors works to develop one of the most robust university system accountability structures in the nation.
5. Higher Education Coordinating Council Formed

In 2009, the Board of Governors held a first-ever joint workshop with the State Board of Education, representatives of Florida’s private education providers, and leaders from the business community. Senior staff from these stakeholder groups have been working together to:

(1) identify the talent supply needs of existing, evolving and emerging industries;

(2) create an inventory of postsecondary certificate and degree programs that are currently offered by both public and private institutions in the state; and

(3) revise any policy areas critical to ensure maximum coordination.

This effort dovetails with the newly formed Higher Education Coordinating Council, created in statute in 2010. The Council is comprised of the CEOs from the State Board of Education, State University System, Florida College System, Independent Colleges and Universities of Florida, Commission on Independent Education, and two representatives of the business community (one each appointed by the Senate President and House Speaker). The Council is working to foster better coordination and articulation across all sectors of higher education — leading to a unified, strategic vision for education in Florida.

LOOKING AHEAD: The Governor-elect will be a leader in creating a vision for Florida’s seamless delivery of a “Pre-K through 20” education system — calling for greater coordination and strategic planning across all education systems, both public and private. The Board of Governors and the Chancellor are eager to strengthen this important dialogue with the Governor-elect and his administration.
6. Knowledge in Action - University Expertise Devoted to State Issues

The State University System of Florida has an important, broad-based role in moving the State forward, yet it also is uniquely poised to respond to targeted, specific challenges that arise.

For example, within days of the oil spill in the Gulf of Mexico, Chancellor Brogan formed the Oil Spill Academic Task Force in order to leverage and utilize the incredible knowledge and marine research already conducted by scholars and scientists in the Gulf — both before and after the incident. The Task Force has been working closely with the Florida Institute of Oceanography (FIO), a statewide academic and research support organization established years ago by the Board as a System asset. Thanks to the hard work of the FIO and the Task Force, Florida has already received $10 million through a fast-track grant from BP to support the ongoing research and monitoring efforts of the universities in our State, with the prospect of more financial support coming to Florida via the Gulf of Mexico Alliance — a federal/state long-standing partnership.

Whether in responding to the oil spill and its impact on Northwest Florida and the whole State, providing expertise in the aftermath of the earthquake in Haiti, or creating economic development such as the Florida High Tech Corridor stretching across I-4, every day Florida’s public universities transform knowledge into action in meaningful ways.

LOOKING AHEAD: As Florida’s Chief Economic Development Officer, the Governor-elect will be in the rare position to identify existing, evolving and emerging issues within that can benefit from the time and attention of the students, faculty and researchers within the State University System of Florida. The Board of Governors is committed to working with the Governor-elect and his administration as Florida faces the economic, environmental and social challenges that are ahead.
University Contacts

Florida Agricultural and Mechanical University (FAMU)
2400 Wahnish Way | Tallahassee, FL 32307
850.599.3796 | www.famu.edu
President: Dr. James Ammons
Founded: 1887
Enrollment: 12,261 (Fall 2009)

Florida Atlantic University (FAU)
777 Glades Road | Boca Raton, FL 33431
561.297.7300 | www.fau.edu
President: Dr. Mary Jane Saunders
Founded: 1964
Enrollment: 27,707 (Fall 2009)

Florida Gulf Coast University (FGCU)
10501 FGCU Blvd. South | Ft. Myers, FL 33965
1.800.590.3428 | www.fgcu.edu
President: Dr. Wilson G. Bradshaw
Founded: 1997
Enrollment: 11,105 (Fall 2009)

Florida International University (FIU)
11200 SW 8th Street | Miami, FL 33199
305.348.2000 | www.fiu.edu
President: Dr. Mark B. Rosenberg
Founded: 1972
Enrollment: 40,455 (Fall 2009)

Florida State University (FSU)
600 West College Avenue | Tallahassee, FL 32306
850.644.2525 | www.fsu.edu
President: Dr. Eric J. Barron
Founded: 1851
Enrollment: 40,201 (Fall 2009)
New College of Florida (NCF)
5800 Bay Shore Road | Sarasota, FL 34243
941.487.5000 | www.ncf.edu
President: Dr. Gordon E. Michalson, Jr.
Founded: 2001
Enrollment: 827 (Fall 2009)

University of Central Florida (UCF)
4000 Central Florida Boulevard | Orlando, FL 32816
President: Dr. John C. Hitt
Founded: 1963
Enrollment: 53,644 (Fall 2009)

University of Florida (UF)
P.O. Box 113150 | Gainesville, FL 32611
352.392.3261 | www.ufl.edu
Location: Gainesville, Florida
President: Dr. Bernard Machen
Founded: 1853
Enrollment: 50,841 (Fall 2009)

University of North Florida (UNF)
1 UNF Drive | Jacksonville, FL 32224
(904) 620-1000 | www.unf.edu
President: Mr. John Delaney, Esq.
Founded: 1969
Enrollment: 16,719 (Fall 2009)

University of South Florida (USF)
4202 E. Fowler Avenue | Tampa, FL 33620
813.974.2011 | www.usf.edu
President: Dr. Judy Genshaft
Founded: 1956
Enrollment: 47,306 (Fall 2009)

University of West Florida (UWF)
11000 University Parkway | Pensacola, FL 32514
850.474.3000 | www.uwf.edu
President: Dr. Judith A. Bense
Founded: 1967
Enrollment: 11,191 (Fall 2009)