MEMORANDUM

TO: The Honorable JD Alexander
    The Florida Senate

FROM: Frank T. Brogan
       Chancellor

DATE: January 3, 2012

RE: Response to Senate Committee Request

Attached is the State University System’s response to items 3 through 11 as requested by you as chair of the Senate Committee on Budget in your memo dated December 6, 2011. Please contact Chris Kinsley at (850) 245-9607 or me if you or your staff have follow-up questions.

Attachment
Question 3: Review and Compare
   A) Council of 100 11/04/11 metrics.
   B) Board’s strategic plan.
   C) Board’s 2012-13 LBR.

Council of 100 Metrics:

On November 4, 2011, the Florida Council of 100 sent a letter to Board of Governors Chair Ava Parker and State Board of Education Chair Kathleen Shanahan that included decision points for creating a new university or increasing an existing university’s campus status. The Council’s letter further states that these decision points are “only a first draft of possible decision-making elements and is not intended to be exhaustive; we fully expect the list to be enhanced over time.”

In reviewing the criteria and principles listed, Board staff and university officials have developed responses to those that are applicable to existing institutions. While the Board of Governors has not formally considered the Council’s draft recommendations, it is important to recognize at the outset that many of the proposed Council of 100 metrics reflect elements that the Board itself has determined to be critical for its existing institutions, as illustrated by the many references to the Board’s Annual Accountability Report.

Each university has responded to the appropriate metrics including, but not limited to, the return on investment, market-driven need for existing programs, operational plans, etc. Those responses are included in each university’s separate submission, at (http://flbog.edu/pressroom/infobriefs.php).

Strategic Plan

At the November 7, 2011 Board of Governors meeting, a new strategic plan was adopted. This plan was the result of 18 months of discussion and planning. The updated strategic plan includes ambitious targets to increase degree production at all
levels, especially for minorities and STEM degrees. The plan also recognizes and serves to increase the nationally competitive standing that the System has attained in several areas, particularly research and development expenditures, and corresponding commercialization opportunities.

During 2012-2025, the Board of Governors will actively engage with university boards of trustees, legislative and governmental constituents, and other community and global partners, and will lead the State University System by utilizing the following **Guiding Principles**:

- Focus on students and enhancing their learning, development, and success.
- Recognize and value the roles and contributions of faculty/staff.
- Partner with university boards of trustees to provide support and oversight for the institutions.
- Coordinate with other education sectors and seek the optimal State University System structure to help address the state’s higher education needs.
- Advocate for the System’s unique role in advancing the State educationally, economically, socially, and culturally.
- Identify and affirm the distinctive mission and contributions of each institution.
- Work with institutions to align undergraduate and graduate programmatic offerings, as well as research efforts, based on each institution’s unique strengths and missions.
- Promote an optimal balance between institutional aspirations and the System’s public mission.
- Support institutions in their efforts to achieve state, national, and/or international preeminence in key academic, research, and public service programs.
- Seek ways to organize and collaborate for increased efficiencies and a stronger System and state.
- Advocate for appropriate and predictable funding to achieve System goals that are tracked using a robust accountability system.
- Maintain a commitment to excellence and continuous improvement.

Many of these guiding principles get to the heart of the Council’s goal of having a State University System that provides the workforce and research needed to ensure a stable and vibrant Florida economy.

**Legislative Budget Request**

The Board’s 2012-13 LBR seeks total funding of $3.99 billion and was submitted on September 15, 2011, well in advance of the Council’s letter. The LBR represents a 14.8% increase over the 2011-12 appropriation. Two major components drive this increase; New Florida funding of approximately $150 million and the major gift matching program of $283 million.
The New Florida initiative has 2 major strands; STEM/Research and Access/Improving Graduation rates. Significant effort will be placed on improving STEM fields, enhance research efforts, providing student access for institutional growth and improving graduation/retention rates. These issues correlate to the Council’s overall goal of improving Florida’s economy and providing the work force needed to attract and sustain businesses.

The SUS budget can be divided into 2 primary areas: the Education and General (E&G) core budget and the special units/state initiatives budget.

a. The E&G core budget increase focuses on two main areas: The STEM/Research and Access/Improved Graduation Rates, with continued funding for plant operations and maintenance for new and existing facilities, and the Florida Institute of Oceanography.

b. The special units/state initiatives portion of the budget requests an increase of $306 million and focuses on continued support of the new medical schools and matching funds for private donations.

Following is additional LBR information on STEM/Research and Access/Improved Graduation Rates.
The New Florida Initiative remains the primary catalyst for ensuring that Florida’s knowledge and innovative economy is sustained by high-technology, high-wage jobs in such fields as science, technology, engineering and mathematics. Since its inception, universities across the System have supported the vision of New Florida by targeting professional industry clusters designed to regenerate, retain, and recruit Florida’s economic future. This vision clearly aligns with the Governor’s message that Florida must devote a significant amount of time and resources towards developing economic development projects and incentives that are conducive to job creation and the establishment of promising business ventures.

Last year, the Legislature appropriated $12 million to the System as a jumpstart in delivering the economy, talent and innovations that Florida must have to be globally competitive. With the $12 million appropriated, universities were awarded grants designed to develop business plans for improving research commercialization efforts, recruit and retain world-class faculty in program areas critical to the state, and provide new and exciting collaborations among faculty in teaching, research and service.

Past experience has proven that the universities can deliver when provided adequate resources. Florida’s investment in creating 11 Centers of Excellence is a prime example and is paying huge dividends. With an initial $84.5 M state investment, the Centers have returned $251 M in competitive grants. Also, the Centers have made 223 invention disclosures, executed 43 licenses/options, received nearly a half a million in licensing income, started 30 companies in Florida, created 745 jobs, and provided more than 100 specialized industry training sessions.

As part of the 2011 University Work Plan instructions, universities were asked to align legislative budget request (LBR) issues with institutional goals and metrics. The issues submitted by each university were identified in the universities’ Work Plan as primary institutional goals. For 2012-13, of the $150 million requested for New Florida, a total of $77.4 million in LBR proposals was submitted by the universities to create or enhance STEM fields and other strategic goals and objectives at the institutions. One goal is to increase the number of students choosing to study STEM fields by partnering with K-12 institutions to engage more young students in the STEM area. Another goal is to implement initiatives designed to yield more engineering graduates by providing additional academic support in the first two years of school in order to retain these students.

1 Science, Technology, Engineering and Mathematics
2 $2 M distributed as research commercialization grants and $10 M to address key state workforce, economic, and policy issues with a tracked return on investment.
3 An additional $13.6 million is related to system issues for a total of $91 million.
Although there has been a 23% increase in STEM degrees awarded over the last five years, clearly more degrees are needed as Florida ranks behind other notable systems in the country.4

Another STEM initiative includes a system-wide request of $10 million to recruit and retain additional 21st Century World Class Scholars in STEM-related fields. The intent of this request is to invest in recurring base salaries of selected world class scholars throughout the system and fund startup investments in research space and/or equipment and other allowable costs. The return on investment would result in outcomes such as the recruitment of the best and brightest students attending Florida’s public universities, the attraction of a share of federal and industry investments in research and development, and the maximization of new business ventures migrating to the state, resulting in additional job opportunities statewide.

The SUS continues to improve yearly in the most meaningful and generally accepted productivity indicators associated with university research and development. In 2008-09, the SUS research only activities consisted of $4.1 billion in awards and $1.6 billion in expenditures. Continuing the state’s investment in university research will play a critical role in transforming Florida’s economy to one that has a national and global reputation.

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4 Florida ranks behind the UC, NC, and TX systems.
Other system issues include the Florida Institute of Oceanography ($1.2 M), Professional Science Masters Statewide Initiative ($0.3 M), and the Florida Small Business Development Center network ($2.1 M).

Although the Board has not officially approved individual university LBR issues, the general intent of the Board is to collaborate with each university to develop a comprehensive plan for improving STEM activities, increasing research initiatives and other areas of strategic emphasis throughout the system. This would allow the universities to develop well-defined institutional goals unique to each university’s strategic plan along with expected outcome and accountability measures and assumptions. The main objective of this process is to ensure that appropriated funds provided for this purpose are used in the most efficient and effective way intended while examining the return on investment to the state. Any funds appropriated by the Legislature for this purpose would be allocated by the Board based on various established accountability metrics.
Increasing Student Access and Improving Graduation Rates
2012-13 Legislative Budget Request
$61.5 Million

The State University System has recognized the need to restructure Florida’s economy into an economy built on knowledge and innovation. Within the past few years, the System has campaigned for a more energized approach to delivering the message that Florida’s economy is better sustained by high-technology, high-wage jobs in targeted degrees and degrees needed for regional and statewide development. With the implementation of the New Florida Initiative, this effort will be welcomed by state officials as new and innovative ideas are targeted by university administrators to increase student access in fields needed for economic and strategic growth while improving graduation rates at the undergraduate and graduate levels.

Even with declining state support, universities have continued to provide access to Florida’s citizens. Over the last 10 years, enrollment has increased at an average rate of 2.8 percent annually. Although several universities have reached a sustainable level of enrollment, several of the universities, such as FGCU, are continuing to grow and provide student access to meet the continued workforce demand.

While enrollments have increased 28 percent over the last 10 years, degree production has grown by 50 percent. The SUS is committed to producing quality degrees to meet the state’s workforce demand. One of the keys to increasing degree production is to improve graduation and retention rates.
As part of the 2011 University Work Plan instructions, universities were asked to align legislative budget request (LBR) issues with institutional goals and metrics. Several of the issues submitted by each university were identified in the universities’ Work Plan as primary institutional goals. For 2012-13, of the $150 million budgeted for the New Florida Initiative, close to $55 million\(^5\) in LBR proposals was submitted by the universities to improve student access, graduation rates, and other special initiatives.

For example, one university’s approach to improving its graduation rates involves a series of targeted initiatives including an Academic Advising Enhancement Project – designed for sophomore retention efforts. Another initiative, the Education and General “Pilot Programs,” provides competitive three-year “grants” to faculty for specific enhancements to the undergraduate student experience. As a result of these initiatives, and several others, the university reports improvement of first-year retention rates from 87.1% (2008 cohort) to 87.9% (2011 cohort); six-year graduate rates from 63.1% (2003-09 cohort) to 65.7% (2007-13 cohort).

A continued investment in student tracking and advising will ensure that students take the appropriate courses, avoid excess hours, and graduate in a timely manner so that they can enter the work force.

\(^5\) An additional $6.5 million is recommended for system issues thus bringing the total to $61.5 million.
In addition, system issues for the Florida Critical Languages Network ($0.5 M), Auxiliary Learning Aids ($5 M), Florida Distance Learning Consortium ($0.4 M), and FACTS.org ($0.3 M) are being requested; along with continued support for implementation of the FIU and UCF medical schools and academic infrastructure for NCF.

Although the Board has not officially approved individual university or system-wide LBR issues, the general intent of the Board is to collaborate with each university to develop a comprehensive plan for improving graduation rates and student access activities throughout the system. This would allow universities to develop well-defined institutional goals unique to each university’s strategic plan along with expected outcome and accountability measures and assumptions. The main objective of this process is to ensure that appropriated funds provided for this purpose are used in the most efficient and effective way intended while examining the return on investment to the state. Any funds appropriated by the Legislature for this purpose would be allocated by the Board based on various established accountability metrics.
Question 4: Provide an update on the New Florida program.

Response: New Florida 2010 Accountability Report

The 2010 Florida Legislature allocated $10 million to the State University System (SUS) to enhance the System’s New Florida Initiative to work toward a knowledge-driven economy and a high-skill, high-wage workforce. The Florida Board of Governors created two competitive programs to distribute these dollars to its institutions: the Scholar Boost Program and the Clustering Program. The Scholar Boost Program is intended to recruit and retain nationally recognized faculty in science, technology, engineering, and mathematics (STEM) to the State University System. The Clustering Program is intended to foster collaborative research between SUS institutions and other entities in critical, STEM-related research areas.

On November 4, 2010, the Board accepted the recommendations resulting from the grant competition and authorized 33 discrete projects and 45 individual awards to SUS institutions. Funding has been fully distributed to the universities and the program has been very effective. Providing funding for graduate student researchers and advanced scientific equipment is a major factor in attracting and keeping faculty who are engaged in scientific research. Likewise, collaborative research efforts have been facilitated through the provision of necessary resources. These early successes are documented in detail in the following synopsis of activity as of September 2011, and are an indication of New Florida’s ROI potential. The Board will continue to report on New Florida 2010 ROI on an annual basis.

The SUS requested $150 million for New Florida 2011 but no funding was authorized. For 2012-13, the Board is again requesting $150 million for New Florida. While specific funding requests are included in the LBR section to Question 3 of our response, the Board’s intention is that New Florida funding be distributed through a competitive selection and grant award process, rather than via specific project appropriations or earmarks. Following is the New Florida 2010 Report:
New Florida 2010

Scholar Boost and Clustering

2011 Accountability Report

The 2010 Florida Legislature allocated $10 million to the State University System (SUS) to enhance the System’s New Florida Initiative to work toward a knowledge-driven economy and a high-skill, high-wage workforce. The Florida Board of Governors created two competitive programs to distribute these dollars to its institutions: the Scholar Boost Program and the Clustering Program. The Scholar Boost Program is intended to recruit and retain nationally recognized faculty in science, technology, engineering, and mathematics (STEM) to the State University System. The Clustering Program is intended to foster collaborative research between SUS institutions and other entities in critical, STEM-related research areas.

Together, the two programs resulted in 33 discrete projects and 45 individual awards to SUS institutions. The following represents a synopsis of activity as of September 2011. Full reports, including expanded narrative on activities and expenditures AS OF September 2011 for each project and award, are available from the Office of the Board of Governors.
Scholar/Clustering Recommendation | FAMU | FAU | FGCU | FIU | FSU | NCF | UCF | UF | UNF | USF | UWF
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**Cluster: Community Health Workers Research and Training Institute**

$300,000 (1)

This community-based initiative will focus on a variety of healthcare issues including preventative medicine, especially in challenged rural and urban environments.

Economic analysis to document the return on the investment is ongoing. Currently, a return of investment for UF has been in the form of contracts from the Department of Health (total of $52,285). In addition, the project led to one new hire at UF (Ms. Tamira Carter). At FAMU, the project led to one new staff person (Dr. Charles Weaver, II) and two graduate assistants. In addition, partnerships and linkages were strengthened in Gadsden County with the Gadsden County Health Department, Workforce Plus (Ms. Kimberly Moore), and the Gadsden Community Health Council. Through coordination with Workforce Plus, FAMU was able to effectively recruit and retain a significant number of trainees (see Attachment I – Community Health Worker Recruitment Flyer). In addition, Dr. Cynthia M. Harris [FAMU] presented the UF-FAMU Cluster Grant to the Gadsden Community Health Council (see Attachment II – UF-FAMU Cluster Grant – PowerPoint Presentation).

**Scholar’s Boost: Associated with recruiting a Professor of Mechanical Engineering Physics**

$150,000 (2)

June 13, 2011 update: Owing to the inability to make a hire in mechanical engineering, the award was switched to the discipline of physics. Dr. Carol Scarlett (a current Assistant Professor of Physics at FAMU) received the award. Since the award was received late, Dr. Scarlett will begin to allocate the funds in the fall 2011. The funds will be utilized for Dr. Scarlett’s research on steering/focusing of particle beams and hiring students to work in the lab.

**Scholar’s Boost: Associated with recruiting a Professor & Chair, Ocean and Mechanical Engineering, College of Engineering & Computer Sciences**

$250,000 (3)

This award was extremely helpful as part of the start-up package for Dr. Hashemi. Without it, we might not have been successful in recruiting him. He is exceptionally qualified to lead our Department of Ocean and Mechanical Engineering and to strengthen our research programs in that department.

**Cluster: Neuroscience Cluster (with Max Planck, FAU MacArthur Campus)**

$300,000 (4)

Prepare space. We identified and prepared space in room 214 of building RF/MC17 on the McArthur campus where the physiology laboratory will be established. On August 6, 2011 we moved a large amount of electrophysiology equipment into room 214 courtesy of our new Provost (see section #3 below). Offices for Boca faculty who will be involved with the
neuroscience course, Dr. Robert Stackman (Psychology), Dr. Ken Dawson-Scully (Biological Sciences) and Dr. Rod Murphey, have been established immediately adjacent to the lab in rooms 211, 210, 209 in the same building.

Obtain quotes. We are in the process of inventorying the equipment provided by the Provost and have obtained quotes on the equipment needed to complement the Provost’s loan. We delayed ordering equipment because we wanted to be sure the new equipment complements, rather than duplicates, the loaned gear. We will purchase the new gear over the next three months and will start the course in the spring semester of 2012.

Recruited one faculty member, Dr. Ken Dawson-Scully (Biological Sciences) who along with Dr. Murphey, is primarily responsible for buying the equipment, setting up the lab course and running the teaching laboratory. Dr. Dawson-Scully and Dr. Robert Stackman of the Psychology Department will also present a year-long lecture course that complements the proposed laboratory.

We enrolled one graduate student (Brian Orr) to take a similar course run jointly by the Max Planck Institute and the Georg August University in Goettingen, Germany. He will help buy the equipment that matches the gear he used in Germany and will serve as Teaching Assistant for the new course here in Florida. His stipend will be paid by the New Florida award.

We have recruited new PhD students to our Integrative Biology and Neuroscience program. The three new students will be the first to take the course along with present FAU graduate students and a few students from the Honors College at the MacArthur campus.

Organized a symposium to be run jointly by MPFI, FAU and the International Brain Research Organization March 4, 2012. This symposium will bring scientific leaders from Europe and South America to highlight the new joint program here in South Florida. This will serve as a recruiting forum where we inform the scientists of the research opportunities for post-doctoral and pre-doctoral scholars. We will be especially focused on South America as we develop our international recruiting base for these young scholars.

At this stage of the project, the main “return on investment” is our continuing interaction with the Max Planck Florida Institute. Establishing this new course on the FAU MacArthur honors campus demonstrates FAU’s commitment to the Jupiter initiative and gives the FAU portion of the program a physical presence in Jupiter.

Cluster: SUS Climate Change Task Force

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The work to date has engaged faculty members from most state universities and has led to many interactions.
among SUS faculty and external public and private organizations. Among universities, it has led to increased awareness of expertise across disciplines, a potential for reducing duplicative efforts, and discussions of future collaborative grant opportunities. These partnerships have already led to the development of proposals for grant solicitations, including an existing USF project to attract additional NSF funding to FAU and USF on development of a climate change education network in Florida and Puerto Rico. This project has created a greater awareness of the many initiatives on climate change issues, inside and outside universities.

Research into climate education has yielded a list of courses available throughout the SUS. Awareness and access to these courses will lead to more educational opportunities for students in universities, industry professionals, and agency leaders. We are seeing increased interest by various agencies in Florida for having a
coalition of universities that can better respond to their needs for scientific information through research and training programs on climate change and societal responses.

### Cluster: Southwest Florida Coastal Watersheds — A Collaborative Integration of Research, Education, and Policy Outreach

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Three symposia addressing coastal watersheds are planned. NCF will host a Sarasota Bay and Watershed Symposium in February 2012. Scoping and planning meetings held from January–June 2011 identified priority issues to address and highly effective ways to use the New Florida project to “add value” to initiatives already underway. Working with partners in Sarasota and Manatee County governments, the City of Sarasota government, the Sarasota Bay Estuary Program, the Charlotte Harbor National Estuary Program, the Tampa Bay Estuary Program, the Science and Environment Council of Sarasota County, the Florida Fish and Wildlife Conservation Commission, Florida Sea Grant, the South West Florida Water Management District, Mote Marine Laboratory, Audubon of Florida, the University of South Florida, and the School Boards of several counties, we have begun the work of better integrating science, policy and education in the management of coastal watersheds of Southwest Florida. The symposium is designed to bring together policy, research, and education staff from key regional agencies to: 1) prioritize Southwest Florida coastal watershed research gaps and develop a collaborative research agenda for the region; 2) determine key points at which regional policies are disconnected from current empirical data; and 3) develop strategies to remedy identified disconnects. Two scientific symposia will be held at FGCU in connection to the grant. The first is
the Cela Tega (from the Calusa Indian term for “a view from the high ground”) meeting on the economic value of conservation land in the Estero Bay watershed in November 2011, bringing together land managers, conservationists, economists, industrial and real estate developers, journalists and members from the scientific community. The second is the Caloosahatchee River Symposium scheduled for Spring 2012, which will bring together local, regional and national researchers to discuss their research in an effort to define the current state of knowledge of the ecology of the Caloosahatchee River and estuary, identify gaps in this knowledge, and focus future research activities. In both of these meetings local and regional policy makers will be invited, and workshops and break-out sessions will facilitate communication between scientists and policy makers.

Provide access to basic and applied research with targeted formal and non-formal education to produce an informed and educated populace: Using the Water Atlas (http://www.sarasota.wateratlas.usf.edu) as a platform, NCF is developing components that will enable researchers, educators, and the public to search available data/research based on coastal geographic areas (bays, inlets, tributaries). We have begun geo-referencing a new Sarasota Bay research database. A Southwest Florida coastal Wiki is under development for regional researchers to share data and insights with a virtual community of coastal watershed managers and educators. FGCU is developing GIS-based teaching modules that integrate existing research in a manner accessible to formal and informal education applications through web pages that will be available to the general public.

The project will facilitate new and existing public service projects,
service learning programs, and formal and informal environmental education at all levels ranging from K-12 to senior policy makers and enhance undergraduate education in marine/human sustainability: NCF faculty have developed field explorations for K-12 students on the topics of local coastal wetlands and local 19th century coastal communities. Two new classes will be offered fall 2011. One fall undergraduate classes will consider new techniques for collaborative solutions to coastal watershed problems. Another fall class will evaluate the effectiveness of informal education exhibits at a local marine laboratory. FGCU GIS-based modules already developed include: 1) Exploring Hurricanes in Florida, 2) Water Quality and Land-Use Change, 3) Human Population Dynamics—a Changing Landscape, 4) Mapping Plant Populations, 5) Harmful Algal Blooms in the Gulf of Mexico. These modules are currently being utilized in two general education classes at FGCU, Environmental Biology and Marine Systems. FGCU is working with Science Coordinators of Lee and Collier counties to schedule workshops with teachers so that they can be integrated into the middle and high school curricula. Initial discussions have been held with Charlotte and Hendry County Science Coordinators to make the modules available for use in those school systems as well.

Two NCF student researchers were trained in GIS techniques. Their work to date has produced valuable results that are already proving useful to Sarasota County environmental workers. One researcher produced new GIS data on seagrass prop scar locations and conditions, which will serve as a baseline for planned restoration and monitoring efforts. The other produced new GIS data to enhance a watershed pollutant loading model, including a standard
### Scholar's Boost: Associated with recruiting the holder of the Backe Eminent Scholar in Renewable Energy

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<td>rainfall year layer based on spatial interpolation of historical data and a pre-Columbian land use layer based on soils and historic aerial photos. Three new undergraduate courses were developed that involve students in solutions to local watershed problems. A new partnership was forged between New College and Sarasota Bay Estuary Program to bridge science, policy, and education for better coastal watershed management. A new Partnership between New College and the Florida Center for Community Design was established and a new partnership was initiated with USF to enhance the Water Atlas project to allow map-based searches of the data library and improved community involvement. The completion of the educational GIS-based modules has been the most distinct return on investment for the FGCU efforts to date. This grant made it possible to focus and continue support for this effort.</td>
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FGCU has dramatically increased its research portfolio in renewable energy and currently has one of the largest solar panel fields operating in the world. Dr. Joseph Simmons was offered and accepted the position of Backe Chair in Renewable Energy in June 2011 and is anticipated to formally begin as a faculty member at FGCU on or about October 1, 2011. It is anticipated that the Scholar Boost funding provided to FGCU for this strategic hire will lead to a significant return on investment in a variety of ways. For example, it is anticipated that new external grants and contracts will be received at FGCU as a result of the hire. In addition, Dr. Simmons will be establishing relationships with industry to advance the commercialization of technologies, attract new industry to Southwest Florida, and to contribute toward the general economic diversification of Southwest Florida. There have been no expenditures of Scholar Boost funding made to date as Dr. Simmons only formally accepted the position in June 2011, however, being able to offer the funds in support of the hire was extremely helpful in attracting this eminent scholar to FGCU.

### Scholar's Boost: Associated

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with a Director for the Center for Nano Medicine, College of Engineering and Computing

Scholar’s Boost: Associated with a biomedical engineering professor to lead a Department and a Center for Adaptive Neural Systems, FIU College of Medicine

$300,000

department of Electrical and Computer Engineering. Dr. Khizroev has made excellent progress in the short time since his arrival at FIU. He has already initiated the founding of the Center for Nanomedicine, of which he will be the Director. The Co-director of the Center, Prof. Madhavan Nair, is a distinguished professor in the College of Medicine at FIU. This interdisciplinary Center has initiated several collaborative projects. These projects include

- “Nanosized nicotine particles for finely controlled topical drug delivery” [Nair (COM) and Khizroev (CEC)]
- “Mass produced nanosized anti-nerve gas nanoparticles” [Petroianu (COM) and Khizroev (CEC)]
- “Magnetic Nanocarrier Drug Delivery to Treat NeuroAIDS and Opiate Addiction” [Nair (COM) and Khizroev (CEC)]
- “Nanotransducers for biological neural networks” [Jung (Biomedical Engineering) and Khizroev (ECE), both at CEC]
- “Nanolasers for non-invasive diagnostics” [Derici (CAS) and Khizroev (CEC)]
- “Nanomagnetic Information Processing at Extreme Conditions” [many faculty members from CEC and CAS]

All these projects have resulted in research proposals to various funding agencies including National Science Foundation (NSF), National Institute of Health (NIH), Department of Defense (DoD), and others. In addition, a strong partnership has been established with Western Digital Corporation, which committed to provide additional $200,000 support within the next five years. The Silicon Valley giant is interested in the project related to the development of nanolasers. These devices could impact not only the field of medicine but also change the technology roadmap of the consumer electronics industries.

A large cross-disciplinary NSF ERC proposal (to be submitted in early Fall 2011) will bring together a team of renowned national and international researchers on nanomagnetic information processing. Collaborating universities include UC Berkeley, University of Minnesota,
University of Notre Dame, National University of Singapore, and Technical University of Munich. This proposal will create a Nanotechnology partnership of Community Colleges in the states of Florida, California, Indiana, and Minnesota for disseminating the knowledge in the emerging high-impact field of nanotechnology and promoting a new culture of cross-disciplinary education and research to a wider audience. As a result, students at select community colleges will get exposed to nanotechnology. The short courses will be taught by distinguished experts from the participating institutions during summer and/or winter semesters as well as through the on-line format.

Award #9: Dr. Jung is currently Principal Investigator on a major National Institutes of Health (NIH) Bioengineering Research Partnership funded project that is developing a unique advanced neural prosthesis system to provide sensation back to upper-limb amputees. Through a wireless communication system, amputees will be able to feel the grip force of their prosthetic hand and know the extent to which it is open or closed without looking at it. The project is an academic-clinical-industrial partnership. Since her arrival, Dr. Jung has established new connections with a Miami based hand surgeon and practice, a prosthetics practice and a local R&D company. They, in conjunction with an existing partnership with Cochlear Ltd, an international leading medical device company, are working on the project. A senior research engineer and several undergraduate students in biomedical engineering are already working on the project. Several postdoctoral fellows (national and international) have been interviewed and two or three are expected to start work on the project in Fall 2011. The parent grant, for more than $1.0 million dollars is in the process of being transferred from Arizona State University to FIU. The previously established partnership with Arizona State will continue. In conjunction with this existing grant, she has also submitted to NIH a proposal for considering the “Ethical and Social Challenges of Integrated Neurotechnologies”. Dr. Jung has also recently submitted a grant proposal to the Defense Advanced Research Projects Agency (DARPA) for development of a system to capture motor intent from upper limb amputees. This work is aimed at providing novel neurotechnology to record neural activity from nerves in the residual limb of upper limb amputees to help them...
control prosthetic arms to do various tasks of daily living. Since her arrival she has also led the
department of Biomedical Engineering at FIU to establish new academic partnerships with other
private and public universities. The department has submitted two pre-proposals for
consideration by the National Science Foundation for large Science and Technology Centers. One
of these is in partnership with the University of Miami and the other with the University of
Illinois-Urbana Champaign. In Fall 2011, Dr. Jung will lead a FIU wide effort to compete for a
“Research Center for Minority Institutes” Center grant with an application to the National
Institutes of Health. This effort will bridge disciplines in engineering, medicine and social
sciences, as well as link with industry and foundations. To enhance cutting-edge research
training and communication skills of our graduating workforce, Dr. Jung guided the department
in establishing an undergraduate Research Day. Undergraduate students presented their
research projects at poster sessions to faculty, researchers and industrial partners of the
department and the posters were evaluated and judged for both content and presentation. A
graduate research day is planned for Fall 2011. All of this effort directly supports the creation of
new job and workforce training and development which serve as the enhancers of a knowledge-
based economy in the State of Florida.

| Scholar’s Boost                        | $300,000 (10) | Award #10 Dr. Kevin Boswell has been hired. There is no current return on investment since Dr. Boswell has not yet begun at FIU. However, he will be transferring several research grants immediately upon starting at FIU. |
| Scholar’s Boost                        | $250,000 (12) | For this reporting period, the only funding that was provided was for travel for the candidate to Tallahassee for recruiting purposes (interviews, etc.). The COM and the Department of Biomedical Sciences expects to make a significant investment in the coming year. The expenditures include a commitment for his salary and fringe benefits, the standard FSU moving expenses and $1,000,000 ($500,000/year for two years) for equipment, other set-up costs associated with moving his laboratory, and suitable laboratory space. All of these funds will be |
from the Dean’s recruiting fund. At this time, at least $600,000 of these funds are expected to be used for large items of equipment for Dr. Bhide’s lab or for upgrades that he has requested for the Departmental Core Facilities. The remainder will be used by Dr. Bhide for smaller equipment items, supplies and personnel (i.e., one postdoc and one lab technician) over a two year period after his arrival.

Additionally, Dr. Bhide has been selected as the Jim and Betty Ann Rodgers Eminent Scholar Chair in Neuroscience at the COM. The endowment for this Chair produces ~$80,000/year.

**Cluster:** A Unified Approach for Enhancing Aerospace Research, Education, and Workforce Training

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**Professional Certificate Program:** Each of the deliverables is organized by the tasks proposed in the original proposal.

(A) Task – Enhancement, Development & Offering of Turbo-machineries and Alternate Energy for Power and Propulsion (TPP) Courses: Based on the input from Siemens Energy and FTT, two new courses to be included in the certificate program are (i) Turbomachinery Design for Mechanical/Dynamic Integrity and Reliability, TDIR (3 credit hours), and (ii) Design for Manufacturing: Gas/Steam/Wind Turbines & Generators, DMTG (3 credit hours). Both courses are already scheduled to be offered as Special Topic courses in Spring 2012 for the first time. Development of the course materials for these very unique courses has already started.

(B) Task – Implementation of Certificate Program, Assessment & Improvement: As per the suggestion
from the local industrial stakeholders, the TPP program will include two existing courses: EML 5937 Turbines for Sustainable Power and EML 5402 Turbomachinery, in addition to the new courses: TDIR and DMTG. The certificate program will be limited to 10 students in its first year. Siemens and FTT have agreed to provide all ten of the 2-semester-long internships (a mandatory part of the program), if necessary. Brevard Workforce Development (BWD), Space Florida and other local agencies were contacted for financial help with the tuition payment for the 10 participants, who will be selected from the recently displaced engineers on NASA KSC area. BWD has tentatively agreed to provide the tuition for all 10 program participants of the inaugural batch.

(C) Task – Teaching Upgrades – Siemens Energy Ctr (SEC): Three different upgrades have been initiated – (i) SEC electrical upgrade, (ii) installation of “Mini-Lab” with an instrumented, complete gas turbine, and (iii) Installation of midframe rig with laser Doppler velocimetry and advanced instrumentation. Each of these upgrades will be completed by the end of September 2011. The purchase cost of “Mini-Lab” set up is leveraged through a project on “Algal BioFuel for Aviation” funded by the Air Force Research Laboratory (AFRL), which needs that set up. The midframe rig as well as the instrumentation has been donated by Siemens Energy. New Florida
Polysonic Wind Tunnel Flow Diagnostic & Model Support System: The Florida Center for Advanced Aero-Propulsion (FCAAP) at the Florida State University is developing a polysonic wind tunnel to generate high-fidelity aerodynamic data and develop flow diagnostics for complex flowfield. The proposed facility will have a 12-in wide x 12-in high x 24-in long test section and will cover a Mach number range from 0.2 to 5 with a maximum Reynolds number capability of ~20 million/foot. The preliminary design of the polysonic wind tunnel is completed and we have selected a contractor for the fabrication of wind tunnel components. Under this program we plan to design and build a Schlieren system for flow visualization and a model support system capable of ±15º pitch and ±180º roll orientation. These systems will be installed in the wind tunnel to measure aerodynamic characteristics at realistic test conditions. We have designed the Stereo-PIV and Schlieren system and are in the process of ordering CMOS cameras, optical mirrors and other components needed for the systems.

In 5 years, it is expected that 30 new students will enroll in the TPP certificate program. Of the 30, half are expected to be from the existing student pool at UCF, with a net gain of 15 new TPP students per year for UCF. This should generate 180 new graduate credit hours for UCF. It is also expected that all 30
graduates of the TPP program will be absorbed by the local turbine industry. This expectation is not without foundation. Without any TPP program at present, every graduate from the associated research laboratories at UCF enter high-paying jobs at these targeted companies, some of whom are even offered positions before they actually graduate. TPP program will allow these graduates to start at even higher positions with higher responsibilities. This will positively impact local economy as well as UCF’s pool of influential alumni. The TPP program is expected to arrest, and even reverse, recent flight of turbine jobs to neighboring states as these companies are expanding their manufacturing, e.g. Siemens to Charlotte, Mitsubishi to Savannah, and Alstom to Chattanooga.

The polysonic wind tunnel facility is large enough to be very useful to industry, ensuring its long-term use and sustainability, yet small enough to be safely operated by university personnel. The tunnel will be used to develop innovative, practical active flow and noise control techniques and advanced diagnostics to study the design of, and fundamental problems in, high-speed flight vehicles. It will incorporate unique design features that will facilitate low test-section noise and extensive optical access for flow diagnostics.
The USF and FSU investigators each had several meetings and conference calls related to this project. Thus far, a high-resolution dataset for Hurricane Ike (2008) which consolidated all available observations in the model initialization was produced as a case study by USF. Further, through this collaboration, the FSU colleagues worked on setting up a HYCOM ocean model in pseudo-real time for the Gulf of Mexico, Florida, and the western Atlantic. FSU are using the BOG-purchased HPC nodes to set up a real-time 4km WRF atmospheric simulation that will soon feed the atmospheric forcing to the HYCOM ocean model. To provide a climatological perspective on this modeled hurricane risk to Florida, FSU colleagues have progressed on work to quantify the landfall risk to Florida and the surrounding region. The location-based regional landfall threats at http://moe.met.fsu.edu/tcprob have been expanded to include additional years in the climatology, short-term tendency in landfall threat, most imminent threatened landmass, as well as time of year dependency. Finally, through this collaborative modeling experience, USF has prepared training materials on WRF and installation of Linux, as well as materials on visualization of the model output using state of the art software (GrADS). Through this experience, the first of three workshops will be presented in spring 2012 training students on the use of the latest visualization software to analyze and interpret historical and real-time hurricane model output.

Cluster: Tackling Florida’s Growing Geophysical Threats through Collaborative Coupled Modeling

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This project advances the one-way coupled and two-way coupled modeling research and improves the influence of USF and FSU on this frontier research area. Through the collaborators, it incorporates collaboration with external organizations (UM, NOAA, NWS, U. Nanjing). The investment is leading to the design of a real-time coupled ocean-atmosphere modeling system with output to the web (upcoming) that will provide high-resolution forecasts for threats to Florida and the surrounding region, such as hurricanes, fires, and oil spills. Results from this research have been communicated to local, state, and national press through interviews (phone and print) as well as conferences nationally and internationally, and will continue to do so. The project has been and will continue to support numerous research assistants, including graduate students. Additionally, the collaboration between USF and FSU has grown substantially due to this funding, and will continue to do so as the real-time modeling, dissemination, and planned workshops progress through further collaboration.

Cluster: Sunshine Grid – Florida’s Research and Education Cyber-infrastructure

The three STEM projects supported are the Cryo-Electron Microscope (FSU+UF), the High Energy Physics Compact Muon Solenoid experiment (UF+FSU), and the weather-ocean coupling model (USF+FSU). In all three projects Sunshine Grid staff has engaged with the respective researchers, Donny
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<td>Shrum (FSU), Yu Fu (UF), Daniel Majchrzak (USF). The advisory panel has been constituted and consists of Paul Avery, Scott Stagg, Qingnong Xiao, Joel Hartman, Nicholas Tsinoremas, Jack Sullivan. Planning for the first meeting is underway. A website has been created at the URL <a href="http://www.sserca.org">www.sserca.org</a>. It has information on the two HPC summits that were held in March at UF and in June at USF. It also has the database to collect the information about research resources available to researchers in the State of Florida. The database is being filled with information during the second half year of the project. The infrastructure for the shared storage system has been designed, the concept tested, and the equipment purchased. It will be deployed during the second half of the project. This will allow data sharing between the institutions. Cycle sharing will be supported by deploying repurposed hardware at the three institutions in the same time frame as the storage deployment. A storage specialist (Donny Shrum) was hired at FSU, a storage specialist (Yu Fu) and an application specialist (Ying Zhang) was hired at UF, a web developer (Drew Oliver) was hired at USF. The concept for a Major Research Instrumentation proposal to NSF has been developed and was discussed at the HPC Summit in June. A Research Computing Day is being planned at UF to convene</td>
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researchers to showcase the infrastructure and solicit further participation. No student assistants were hired, nor were the shared data storage resources at FSU or USF purchased, because we did not receive the funds requested in our original proposal to support these efforts. One additional science project has been identified for support from the Sunshine Grid infrastructure. This project involves collaboration in veterinary science research between David Baekley at UF and neuroscience modelers at USF and needs to share measured data from neuron signals recorded at UF for modeling at USF.

The Board of Governor’s investment in the Sunshine Grid has not only accelerated progress on the three areas of leading-edge research identified in our proposal, but has made possible the data sharing components of these project and therefore has significantly broadening their impact. The project has already significantly impacted the workflow for the Cryo-EM at FSU, where the storage systems, network connections, and data management scripts have been put in place to allow data to flow from the instrument to the HPC clusters for processing. FSU’s world class Titan Krios CryoEM is now fully integrated into FSU’s research computing infrastructure, thereby making data from this
microscope available to the other participating universities via the FLR. The creation of the Sunshine Grid website required that a simple module be developed to provide authentication for users from three institutions using credentials provided by these institutions in completely different protocols. A common infrastructure is being built in the framework of SURA and CASC. The needs of this project make it clear that the universities in the state of Florida can and must take a leadership role in the adoption of such infrastructure. The shared storage system is not yet in place, but the preparations are complete and implementation will proceed. This capability will benefit numerous research projects across the State University System beyond the three projects that are an explicit part at this time. Investigators at USF and FSU have purchased hardware on behalf of scientists working on the Couple Ocean Atmospheric Models project, which will be integrated into our respective HPC facilities and couple using data and cycle sharing technologies and procedures that are still under development and testing. In short, many technical hurdles have been overcome because of New Florida funding and, perhaps most importantly, solid lines of communication have been established among three of Florida’s leading SUS institutions to facility future state, federal, or private funded
collaborations. More? As one of the major data storage and processing centers for CMS, UF hosts the official Florida CMS Tier2 Computing Center which has now been seamlessly integrated to the UF HPC Center as a step towards Sunshine Grid. With the help of the Sunshine Grid, the massive peta-byte research data stored at the Florida CMS Tier2 Computing Center are shared via the state-wide FLR among all State Universities of Florida that participate in CMS, including FSU, FIU, USF, FIT etc. Using the state-of-the-art Lustre technology, staff from the UF HPC Center and the Florida CMS Tier2 Computing Center is working with another federally funded project ExTENCI that is led by UF to make the data sharing more convenient, efficient and secure. UF HPC staff has also made progress in the Campus Grids software which makes it possible to directly share processors from multiple batch systems and across campus boundaries. This technology is a proof-of-concept prototype for computing resources sharing in the Sunshine Grid project.

**Cluster:** Highly individualized, High-performance *Prostheses* with Multifunctional Materials

The main achievement of this project to date is the development and demonstration of the new real-time prosthetic socket pressure measurement method/system which has great potential for O&P clinicians to produce comfortable sockets for patients with reduced lead time. This has been

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confirmed by Mr. Chris Wells, the Lead Prosthetist at Williams Orthotics & Prosthetics in Tallahassee, who recently examined the system. Figure 1 show the prototype system and pressure measurement result of a composite socket fabricated by the research team. The effectiveness of pressure measurement will be improved with the new polymer foam-based biocompatible pressure sensors being developed by the research team. The research team has filed a provisional patent for the new pressure sensor technology and its application to prosthetic socket design. There are potentials for technology transfer and commercialization of this technology. The preliminary results from this project have also served as a foundation for submission of a major proposal to Veteran Affairs Innovation Initiative (VAi2) Program in June 2011 by the research team. In addition, through the project, the universities (FSU and UNF) will have a set of socket design/analysis software (UNF) and functional analysis system and state-of-the-art equipment to evaluate performance, effectiveness, and comfort for amputees (FSU). These capabilities will help both universities move into the emerging field of O&P in both education and research. At UNF, this project has so far involved two undergraduate students, one professor, and one post-doctoral person (not directly assigned to this project). Additional students

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are planned to be hired in August. The research team adopted new modeling and analysis tools and techniques. The University has acquired new technology that can be used to enhance teaching and research. The research team has already identified parts of the project that can be published, increasing UNF’s visibility in the research community. The new O&P graduate program being developed will be the first one in the State of Florida and it will significantly enhance the capacity of FSU and the State to train highly-skilled, high-wage workforce in the important and growing field.

This interdisciplinary multi-university project has brought up collaborative opportunities between two disciplines (engineering and human sciences) that do not normally interact. A relationship has also been developed between the universities and the clinic (Williams Orthotics and Prosthetics). The relationship has allowed for expert opinions and suggestions for development of performance methodology by those who work with amputees every day. In addition, relationships like this will allow for amputees to become easily involved in university research with real-life beneficial outcomes. For this project, the interactions with the practitioners/clinicians have been smoother and more effective than originally expected. Originally, the main purpose of the pressure monitoring system
we proposed is to provide practitioners data-driven evidence to help patient rehabilitation. Via interaction with Williams O&P, we have realized that the pressure sensing system being developed has applications beyond our initial vision. The system will greatly help the practitioner to better design socket during the initial fitting period. This will greatly reduce the discomfort patients experience during this period. Moreover, fewer check sockets may be needed in this transition period, greatly reducing the total health care cost. For the UNF part, in the original proposal a larger budget was requested such that a post-doctoral fellow and several graduate students could be hired on the project. Since the budget was significantly reduced, it was decided that a post-doctoral student would not be hired as this wouldn't leave enough finances to fully engage students in the project. With that decision, the emphasis of the project has increased the focus on the students. It has been amazing to see how well students can perform when they have an opportunity to be involved with a meaningful project. Hence, the students’ performance and commitment to the project are greater than expected.

Cluster: Community Research Collaborative Program in Pediatrics, Internal Medicine, Family

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outcomes: Recruited 68 physicians representing 25 practices in Orlando and Tallahassee. Participants include rural family medicine practitioners, rural school-based clinics, pediatricians, public hospitals, a children’s hospital and a family medicine residency program. Recruited an additional 18 pediatricians and family practitioners in Gainesville and Jacksonville to participate in the network and pilot project implementation.

In July launched the public portion of the Collaborative’s website (http://healthimpactsflorida.org), and is nearing completion of the web-based data reporting and training components for the practices participating in the pilot studies. This includes the purchase and programming of iPads for data collection in the practices. Selected a name-brand logo that reflects the institutional collaboration: Health IMPACTS for Florida: A UF-FSU Collaboration Integrating Medical Practice and Community-based
**Translational Science.** Hired two Clinical Research Coordinators for Tallahassee and Orlando with backgrounds in nursing and clinical research. Hired a Community Research Associate in Orlando to serve as a liaison between community groups and the UF-FSU Community Research Collaborative Program.

Developing a database for the Health Risk Assessment study that is modular so that additional study protocols can be easily added as they are developed. In addition, the Health Risk Assessment study database will contain health links as resource guides for physicians for referrals and patient education. This database and the associated health links will serve as a prototype for other projects. Secured approval for the Concussion study from the four reviewing IRBs and FSU is nearing final IRB approval for Phase 1 of the Health Risk Assessment (HRA) study. The UF IRB (02) has approved the HRA study protocol. Launched an online CITI human subjects course for participating FSU community faculty.
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Secured approval to award 3 CME credits for the concussion study and 2 CMEs for the HRA. The project has increased communication and multidisciplinary collaboration between the universities and community faculty and clinicians across Florida. Simultaneously, the project is expanding professional development in clinical research as well as techniques for identifying and managing sports-related concussions in young athletes and assessing risky health behaviors among adolescents. The universities and State of Florida achieve a benefit to overall public health by advancing medical research and education in community health care settings to better prevent, diagnose and treat injuries and disease in younger patients -- potentially encouraging healthier lifestyles into adulthood. In addition, additional funding for the project was obtained from the National Institutes of Health (NIH), which allowed for the inclusion of more physician practices in the project than would otherwise have
### Cluster: Florida Biomedical Engineering Partnership

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<td>The special topics course <em>Introduction to Medical Robotics and Tele-Operation</em> was offered in Fall 2010, and the course was approved as a regular course by UCF’s Curriculum Committee. A Raven III dual-arm robot ($250,000) was ordered on May 31, 2011, and its delivery is expected at the end of 2011. It will be the centerpiece of the 800 sq. ft <em>Medical Robotic Lab</em> facility. One Post-Doctoral Associate and two graduate students are currently developing laboratory modules for the course on medical robotics and tele-operation. A CAR is under review for the course <em>Applied and Computational Biofluids</em> which is scheduled to be offered in Spring 2012. Most hardware and software have been purchased, and laboratory modules are near completion in the 900 sq. ft. <em>Applied and Computational Biofluids Laboratory</em>. Graduate and undergraduate students have been hired and actively participated in laboratory (benchtop flowloops and computer modeling and simulation cases) and course module development. The partner universities have held teleconferences and a Wiki has been launched to upload and share coursework and lab development.</td>
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<td><strong>USF:</strong></td>
<td>Renovation of a 3,500 square foot space for the new Interdisciplinary Learning Laboratory (IDLL) began in June 2011. The construction phase of the project is expected to be complete in September 2011. Instrumentation for the Bio-Mechanics, Bio-Imaging, and Bio-Instrumentation Pods has been identified and is on-order. Instrumentation for the Bio-Materials Pod, and the new Bio-Sensors Pod is currently be specified and we expect that orders for this equipment will be placed by early September 2011.</td>
<td>$325,000 (20)</td>
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<td>$200,000 (38)</td>
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UF: Laboratory exercises for the Biomedical Instrumentation lab and the Cellular Engineering lab have been designed. The Biomedical Instrumentation exercises are written up in a lab manual, and are uploaded to the shared Wiki. This lab will be taught in the Fall 2011 semester to a small group of students as a pilot. 2,000 sq ft of space has been remodeled and furniture installed. Equipment has been ordered and is being installed. The Cellular Engineering lab needs some more design and is scheduled to be taught in the Spring 2012 semester as a pilot.

UCF: Funding from New Florida Clustering Program enables us to broaden our educational activities in biomedical engineering: UCF has provided resources to hire 3 faculty members in biomedical engineering during AY2011-2012. Existing collaboration among UCF, Florida Hospital, Orlando Regional Health Services and L-3 Communications have expanded. A proposal entitled “Multi-scale Modeling of the Neonate Circulation After Hybrid Norwood Palliation “ involving applied computational biofluids has been funded in July 2011 by the American Heart Association for 2 years for 165K, as well as a proposal entitled “Femoral Vectoring for Hip Dysplasia in Neonates: a finite element study of the Pavlik Harness” involving computational modeling and analysis has funded for 2011-2012 by Orlando Regional Health Services and FHTC for 67K. A proposal entitled, "A Cross-Disciplinary Course on Medical Robotics: Medical Training, Tele-Operation, and Advanced Technologies," has been submitted to the National Science Foundation, 200K, May 25, 2011. Undergraduate and graduate students engaged in the current New Florida project (including 2 females and 5 Hispanics) also actively participate in these research projects and are pursuing bioengineering related honors in the major and MS theses and dissertations.

USF: The primary return on investment gained to date is the establishment of a
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<td>new interdisciplinary teaching laboratory (IDLL) that will serve not only the needs of the Florida Biomedical Engineering Partnership, but several existing undergraduate and graduate courses across all six engineering departments at USF.</td>
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<td><strong>UF:</strong> The two laboratories are an essential part of the new UF BME undergraduate program. It is key that these labs have usable space and appropriate equipment. The return on investment will come through increased SCH and enrollment in the new BME UG program. This program is being phased in starting Fall 2012, but all courses are piloted during the 2011/2012 academic year</td>
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<td><strong>Scholar’s Boost:</strong> Associated with retaining a Professor of <strong>Nanoscience and Chemistry</strong></td>
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<td>Dr. Huo’s research on cancer detection and diagnosis using nanotechnology has been progressing very well. She has published two papers related to this project, two patent applications were filed, and a pre-application proposal was invited by the DOD Prostate Cancer Research Program for full proposal submission. Dr. Huo has also initiated collaboration with Florida Hospital Cancer Institute to conduct clinical studies on prostate cancer detection and diagnosis. Dr. Huo has recently discovered and developed a new test that will allow doctors to be able to distinguish aggressive prostate cancer from indolent tumor more accurately. This test will significantly reduce the unnecessary radical prostatectomy surgery on patients with slow growing tumor and save the lives of patients with aggressive prostate cancer.</td>
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<td><strong>Cluster:</strong> <strong>Microgravity Research and Education</strong> (with Kennedy Space Center &amp; Space Florida)</td>
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<td>UCF has worked together with Space Florida toward the creation of the Center for Microgravity Research and Education. Space Florida has received approval from their Board for creation of the Center and has initiated the contract process to provide funds for the Center. Initial seed funds have been received from Space Florida. We are awaiting the full contract from Space Florida. Two new 600-square-foot laboratories in the UCF Physical Sciences Building have been designated for the Microgravity Research Center. The funds from this</td>
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<td>$375,000 (22)</td>
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award are being used to outfit these laboratories and to create payloads for commercial suborbital spaceflight.
Two post-graduate engineers, two graduate students, and seven undergraduate students are working in the labs on the Collisions Into Dust Experiment-3 (COLLIDE-3) that will fly as part of the Microgravity Experiment on Dust Environments in Astrophysics (MEDEA) on the New Shepard commercial suborbital launch vehicle as part of the Pathfinder Project of the Blue Origin company (www.blueorigin.com). These students are also conducting related ground-based experiments and preparing an experiment for flight on parabolic airplane flights in the Fall of 2011. In addition they have constructed a drop tower infrastructure that will allow microgravity experiments up to 0.75 seconds in duration to be performed in the lab. These experiments will be a proving ground for flight experiments on rockets and airplanes. The lab now has 4 high speed digital video camera systems, some of which can record at up to 500 frames per second with more than a million pixels per frame.

Three one-day professional development workshops were given to middle school and high school science teachers from the Central Florida districts of Volusia, Orange, and Seminole counties, reaching 98 teachers. These workshops included new lessons, new classroom demonstration equipment, and access to a suite of web-based interactive teaching tools provided by Pearson Education, publishers of science textbooks and on-line interactive materials. These workshops were great successes and will serve as a baseline for ongoing teacher development and training.
A proposal has been submitted to UCF for creation of an educational facility on the scale and origin of the solar system on the UCF campus that would be a magnet for central Florida K-12 field trips as well as a component of general science courses for UCF undergraduates.
A web site for the Center, including an educators’ research page (see 1(e)) has been designed and is currently in a soft launch at physics.ucf.edu/~jcolwell/microgravity. A dedicated server has been procured and the site is being migrated to that with a new dedicated site name.

The project has helped secure new NASA funding. In addition, the project is laying the infrastructure foundation to enable new proposals for federal funding to take advantage of the state investment. This will give these proposals a significant competitive advantage. Reviews from our first funded proposal specifically identified the institutional and state funding for laboratory equipment as a significant advantage.

The project has supported the hosting of an international conference at the University of Central Florida main campus (the 2011 Next-Generation Suborbital Researchers Conference) attended by more than 300 people from 11 countries, including the presidents and CEOs of four commercial suborbital launch vehicle providers and representatives from a fifth. This three-day meeting helped establish UCF, Space Florida, and KSC as a focal point for future suborbital research activity. The conference received prominent coverage in the New York Times.

The teacher training workshops will improve the quality of science education for our K-12 students, helping to produce a better-trained workforce.

UCF students are getting hands-on experience building spaceflight hardware.

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<th>Cluster: SUS Professional Science Master’s Statewide Initiative</th>
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<td>The PSM Initiative has now created 27 PSM programs in Florida with 272 students enrolled in Fall 2010 (more expected in Fall 2011) and 70 graduates so far.</td>
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These graduates are highly educated with master’s degrees and are trained to be immediately employable in industry sectors important to our state’s economy. The industry sectors were chosen by workforce and high tech agencies as important to the State of Florida and its economic development. The return on investment is very high, considering that only $125,000 will be expended on this effort. The universities are providing considerable match grants to offer these programs. The Sloan Foundation provided $146,050 to provide modest resources to the new programs for advisory boards, meetings and marketing and recruiting. In addition, one of our programs received National Science Foundation funding to become a PSM program (UF, Translational Biotechnology). So state monies have truly been leveraged to produce more STEM workers in Florida in industry sectors important to Florida’s future.

**Cluster:** Advanced Smart Sensor Technologies (Materials Engineering and Physics)

FCASST (Florida Cluster for Advanced Smart Sensor Technologies), a collaborative inter-institutional cluster between scientists and engineers from the Department of Physics at USF and the Department of Materials Science and Engineering (MSE) at UF, directed at the discovery, development and optimization of smart sensors based on advances in materials science and technology has been established and is now functional. Specific actions and outcomes include an inaugural FCASST Meeting on Thursday, December 9th, 2010 at USF with Proceedings: [http://physics.usf.edu/news/FCASST%20INAUGURAL%20PROCEEDINGS%202010%200912.pdf](http://physics.usf.edu/news/FCASST%20INAUGURAL%20PROCEEDINGS%202010%200912.pdf) to initiate the Cluster. Subsequently, three UF-USF technical projects have been funded after review and research on these projects is currently ongoing. They include: (i) **Multiferroics for Multifunctional Sensors: Interfaces, Nanostructures, and Composites, $120K awarded** (UF Researchers: Jacob Jones, Juan Nino, Henry Sodano, Jennifer Andrew; USF Researchers: Sarath Witanachchi, Hari Srikanth, Pritish Mukherjee, Inna Ponomareva); (ii) **Materials for High Temperature Sensing Applications, $80K awarded** (UF Researchers: Juan Nino, Jacob Jones; USF Researcher: George Nolas); and (iii) **Visible and Infrared Optical Sensors based on Hybrid**
### Electronic Materials, $100K awarded (UF Researchers: Franky So, Jiangeng Xue; USF Researcher: Xiaomei Jiang)

A national search was initiated in January 2011 for three Research Faculty positions at USF for FCASST, resulting in 77 applications. A Search Committee selected the top candidates for interview to fill these positions. Two recruitments have already been made – Dr. Manh-Huong Phan as Research Assistant Professor (effective June 24, 2011) and Dr. Antao Chen as Research Associate Professor (effective August 8, 2011). The third position is expected to be filled shortly (effective Fall 2011). These three research faculty members and the affiliated faculty members at USF Physics and UF MSE will be instrumental in achieving our future goals for the Cluster during the upcoming fiscal year. Further information regarding FCASST is available at the cluster website at [http://labs.cas.usf.edu/fcasst/](http://labs.cas.usf.edu/fcasst/).

The research projects are beginning to yield results including the synthesis of multiferroic nanostructured barium titanate-cobalt ferrite (BaTiO\(_3\)-CoFe\(_2\)O\(_4\)) composites with high interfacial area using fast firing technique like spark plasma sintering (SPS) that exhibit potential for magnetic field sensors; the synthesis of Ruddlesden-Popper strontium titanate series of anisotropic compounds for high-temperature sensing and thermoelectric applications including their microstructural and electrical; and the demonstration of visible light photodetectors based on hybrid polymer and colloidal nanocrystal composite with quantum efficiency of 50% at 0 V bias. Upon joining FCASST at USF, Dr. Antao Chen is bringing a donation of $30,000 from Xerox Corporation in support of optical sensors research. Further, his hiring has provided access for FCASST to existing equipment in optical sensors technology at the Applied Physics Laboratory at the University of Washington in Seattle, valued in excess of $250,000.
Cluster: Optimizing Detection, Prevention, and Treatment of Vector Borne Diseases (Translational Medicine and Pharmaceutical Innovation)

Proposed and actual time-lines differed in part because of delayed availability of financial resources. Overall, however, significant progress has been made, ensuring that the vast majority of the proposed goals will be completed during the next fiscal year. Partners within the cluster grant (UF and USF) have taken significant actions and achieved outcomes towards the proposed goals outlined in the project summary, while the vast fraction of the budget has been saved for continuation of the project during fiscal year 2012. Activities started with detailed discussions within the leading organizations (USF’s Center for Drug Discovery and Innovation, College of Pharmacy and the College of Public Health Global Health Infectious Disease Research Program as well as UF’s Emerging Pathogens Institute, UF’s College of Pharmacy including Members of the new Center of Pharmacometrics and System Pharmacology at Lake Nona), in order to fine-tune translational strategies for product innovation for the treatment and prevention of vector borne diseases, such as dengue. Resulting from these meetings for the period reported here, activities concentrated (1) on statewide outreach to interesting potential academic and industrial cluster members; and (2) start of the scientific activities for generating preliminary results for competitive grant submissions. Concerning Activity 1: (A) It was agreed on that for the starting period, e-mail exchange, tele- and videoconferences in conjunction with regularly scheduled day-long meetings at USF or UF will ensure an efficient communication structure allowing effective planning and design of the activities. This will be followed by internet-based communication structures within the Florida wide interactions with interested entities. (B) As success for the proposed initiative depends on identifying additional suitable cluster members, necessary for a streamlined drug development, activities within the beginning of the funding period concentrated on identifying these cluster base units. A significant effort was invested in organizing a state-wide conference entitled “Optimizing Detection, Prevention and Treatment of Vector borne diseases: Application of the Critical Path Initiative Development Kit, Orlando, Fl, Jan, 2011. This was multidisciplinary one-day conference held at the Sanford-Burnham Institute with more than 120 registrants from research organizations (Burnham, Scripps), universities (USF, UCF, UF, Florida Golf Coast University) Florida Department of Health and Biotech (United Therapeutics, Mycosynthetix, Nanotherapeutics). The goal of the meeting to start discussions across Florida’s stakeholders in dengue research was successful as possible collaborators throughout Florida were identified who could supply the data allowing to establish a data bank for Florida based entities interested in vector-borne diseases. A second state-wide meeting will be held in the Fall of 2011. Goal of this meeting will it be to close in on the final structure of the cluster. (C) The leadership of the cluster initiative met in July 2011 with $275,000 (30) $200,000 (40)
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representatives of the Florida Health Sciences Gateway Initiative that is under the umbrella of Florida CURED (Center for Universal Research to Eradicate Disease - a Statewide Center hosted by the Florida State University College of Medicine. The conclusion of this one day meeting was to combine forces of the cluster and Gateway initiative in expanding collaborative partnerships, establish research and development within Florida that can also serve as a portal between the Americas and the Caribbean with the final goal of developing new therapeutics and thereby strengthening the State’s economy. It is especially the connection of CURED to business and economic constituencies that will facilitate interaction with industry and “out of the box” funding opportunities. Combining forces of the USF/UF cluster initiate with the FSU Gateway initiative in therapy and control of dengue fever will increase success of the overall initiatives by benefitting from the CURED’s expertise in identifying funding for drug development related projects. (D) Two members of the Cluster grant (H. Derendorf and G. Hochhaus) were key in establishing and linking the Cluster Initiative with the new Center of Pharmacometrics and Systems Pharmacology to be developed as a think tank for regulatory sciences and drug development at UF’s Research and Academic Center at Lake Nona. This Center headed by Larry Lesko (previous Director of Clinical Pharmacology at the FDA and one of the creators of the FDA’s critical path initiative) will further strengthen the translational and regulatory expertise within the cluster for streamlined drug development. (E) A project manager was recently hired to facilitate interaction of cluster members, manage research activities, establish a data bank for academic, industrial and regulatory units interested in dengue research, education, and drug development as well as serve as liaison for community outreach and engagement. Concerning Activity 2: Scientific activities focused on projects with the highest priority for obtaining future funding. (A) Dr. Dana Focks together with the newly hired student Ali Messenger evaluated the epidemiology of the emergence of dengue in Key West and related it to tourist travel activities from the Caribbean. This established model will be very helpful in evaluating emerging dengue outbreaks and in combination with pharmacodynamic models the effects of protective treatment on dengue. It is hoped that further work in this area might be funded by the tourism industry in Florida. (B) A graduate student in Dr. Hochhaus’ group’s started to work in collaboration with one of Dr. Focks graduate students to combine epidemiological models with pharmacometric models to achieve this goal. He also has written two manuscripts on dengue in Florida and the use of high throughput screening for the identifying new dengue lead compounds, which are in the process of being submitted to publishers. (C) A newly hired post-doctoral researcher Manoj Jadhav, identified through a competitive search, started at UF’s
EPI/COP and is in the process of establishing a high through-put screening method to identify anti-viral candidates for dengue. A collaboration with Sanford-Burnham has been established that will allow us to screen the NIH compound library (after NIH approval) and others, such as herbal libraries, to identify antiviral compounds against dengue. (D) Carrie Waterman, hired as a post-doctoral fellow at USF performs research on clinical isolate strains of dengue cases and facilitating the communication between UF and USF participants. Industrial partnerships between the Cluster and United Therapeutics have also been initiated by her to perform activity screenings of their antiviral compounds in in vitro dengue assays. These compounds have already been tested in vivo, but will be re-tested against clinical isolate strain from Florida cases of dengue (see goals).

The cluster so far, has achieved a significant number of proposed goalposts while having spend only a fraction of the allocated budget (<20%). This will ensure that milestones still to be achieved are likely to be reached within the current fiscal year without budget restraints. We were successful in attracting a large base of academic, governmental and industrial entities interested in the cluster. Working relationships to additional Florida based core organizations (Burnham, FSU), industrial entities (United Therapeutics- a company with a promising lead compounds against dengue and Nanotherapeutics - a company involved in development of pharmaceutical bioterrorism solutions), and the start of laboratory activities towards establishing high-throughput screens for dengue has shifted the cluster activities to a second level. In summary, $ 70,000 spent so far, have brought the dengue research community of Florida together, identified new core cluster members (including FSU as a new university institutions, the research organizations Sanford-Burnham) and industrial partners (Nanotherapeutics, United Therapeutics), hired workforce to ensure communication across the Florida based dengue community, reach out to the community and initiate research projects that will ensure further funding from alternative sources (Florida CURED, NIH, biotech)

**Scholar’s Boost:** Associated with the Chief Scientist in Chemistry at the National High

The original UF candidate for a Chief Scientist at the National High Magnetic Field Laboratory declined an offer, and the discipline associated with the award was shifted to biomedical engineering. The University has hired Dr. Jon Dobson who will begin his work on January 1, 2010, with a start-up package of $250,000 (31)
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<td>Magnetic Field Laboratory&lt;br&gt;<strong>June 13, 2011 update:</strong> The award is to be associated with a faculty hire in biomedical engineering at the original funding level.</td>
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<td>Scholar’s Boost: Associated with a Professor of Diagnostic Medicine and Pathobiology in Veterinary Medicine</td>
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<td>Dr. Paul Cooke was hired as Chair and Professor of the Department of Physiological Sciences. His research interests include stem cell spermatogonia, specifically the role of the transcription factor ERM (ETVS) in maintenance of spermatogonial stem cells and ability of spermatogonial stem cells to transdifferentiate into other tissues for therapeutic purposes; Sertoli cell development and function; phytoestrogen effects on adipose and reproductive tissue; regulation of uterine development, especially related to development of canine contraceptive methodologies.</td>
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<td>Scholar’s Boost: Associated with a Professor of Health and Science</td>
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<td>Dr. Sylvian Dore has been hired as Professor of Health and Science. At this time neither the University or State has fully realized the R01 from this Boost Award. The University of Florida anticipates a great deal of federal funding to emerge for the fundamental work being done.</td>
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<td>UNF Scholar’s Boost: Associated with a professor to lead the Bruce Taylor Engineering Research Institute</td>
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<td>Bruce Taylor, an engineer who has been instrumental in creating UNF’s programmatic offerings in engineering, provides the name for this research institute which is expected to ramp up the research portfolio for UNF in various fields of engineering. Dr. Donald Resio hired 7/14/11. The university has already been contacted about partnering on a major Federal grant initiative. In addition, the initiative has provided an important platform that is leveraging ongoing projects to increase their impact and potential for additional funding. Because Dr. Resio has just begun in his position, there has not been sufficient time to garner the full return on investment that this award will achieve. Discussions are in progress to finalize the quotes for a High Performance Computing Cluster to be purchased prior to the end of the 2011 calendar year. This HPCC will be used for research, as stated in the initial request for funds.</td>
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<td>The presence of Dr. Williams at COPH and USF has had the following results on staffing. Two fully externally funded Post-Doctoral Fellows are in the Department. These are the first Fellows that this Department has had in its history. Two fully-</td>
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funded Ph.D. students have been recruited, one a MPH graduate from Yale University. Dr. Williams has produced more than 10 refereed research publications in higher impact journals with credits listing him as a faculty member at COPH and USF. The Department is in the process of interviewing candidates for two positions as Assistant and Associate Professors. A large number of applicants applied for these positions due to Dr. Williams’ experience and reputation as Chair, Health Care Policy and Management (HCPR) at Mayo Clinic, Rochester, MN, and his well-established research and publication record. A thorough search is in progress for top talent that will promote community economic development as well as academic excellence at USF Health, the College of Public Health, and the Department of Health Policy and Management.

Activities are being expanded including those mentioned in the award. These include research engagement with Hallmark Cards but additionally include activities related to studies of immunization that may introduce cost savings to local health care providers and substantial benefits to parents and children; potential cost savings and reimbursement expansion to our provider institutions through expanded services and potential cost savings to elderly adults; and studies of improvements in documentation, identification, and management of cancer treatment symptoms that also are likely to reduce service costs to patients and providers while increasing reimbursements per unit of service.

A multi-site cancer treatment study is being planned with the VA. A study is being initiated with additional financial support to assess how patients (Caucasians, Blacks, Puerto Ricans, and Panamanians) resident in the Tampa Bay area and in their home countries (Puerto Rico and Panama) engage in self-care behaviors. (An expense of $750 was incurred for initial translation services related to this work.) It is anticipated that PAHO, NIH, or other funders, based upon the results of this study, will provide support to Dr. Williams’ and colleagues well beyond the ROI planned for the New Florida Award. Additionally, Dr. Williams is seeking to establish longer term arrangements with PAHO that will stimulate additional funding and, perhaps, will enhance economic activities for the University, non-profits, and businesses in Tampa Bay within the Caribbean and Latin America organizations. Dr. Williams has met with organizations in Tampa, Sarasota, and St. Petersburg about cooperative use of his department and personal to expand services to children and the elderly in Tampa Bay.

A major activity mentioned under this Award is the Talking Card study with Hallmark Cards and Children’s Mercy Hospitals and Clinics in Kansas City, Missouri. This is proceeding slowly in Missouri and Kansas. While the required number of subjects has been enrolled, subjects have completed only 2 of the 3 clinic visits needed to determine the efficacy of card use and
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<td>treatment for asthma. Dr. Williams has included the USF Pediatric Department in this study and approached St. Joseph’s (Bay Care) and All Children’s about participation. Interest in participation in this study is still under review at the latter two institutions. USF Pediatrics has joined the study, but due to IRB requirements and late review, investigators have missed the high asthma season. A few patients have been recruited, but uptake is unlikely to be substantial until September. Dr. Williams has talked with administrators at Hallmark Cards about initiating or expanding business activities in the Tampa Bay area. It is quite important that this study be completed successfully.</td>
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| With the award, the Patel School of Global Sustainability (PSGS) appointed two research staff (one post doc and one person who is near completing his PhD). These research staff has supported PSGS with several important and successful initiatives, including the following:  

**Strengthening MA Program’s**  
With the support of the award, PSGS successfully graduated 14 students in July 2011 with an MA in Global Sustainability. In addition, PSGS developed two new concentrations to the existing MA course in Global Sustainability - the new concentrations are in ‘Water’ and ‘Entrepreneurship,’ In addition, PSGS developed a class based version of the online courses, so that the MA in Global Sustainability (and its concentrations), can now be studied both online and in the classroom. All students who have registered for the MA in August 2011 will benefit from both the above additions/changes - for the August 2011, PSGS is enrolling over 30 students. PSGS intends to add further concentrations in Global Security and Energy and these two new concentrations should be available in Fall 2012.  

**Development of Research Grants**  
With the support of the award PSGS developed two interdisciplinary research grant proposals. A pre-proposal for a NSF Science and Technology Center with the title ‘Center for Integrated Science of Resilient Urban System’ was submitted in June 2011 (the proposal involved 22 internal and external partners). In addition, a proposal for ‘Water Footprint and the Value of Water’ was submitted in July 2011 to the Water Research Foundation. Currently PSGS is developing on another application for the NSF grant ‘Water Sustainability Climate’ and this will be submitted by October 2011.  

**Resilient Tampa Bay**  
With support of the award PSGS worked on the initiative ‘Resilient Tampa Bay’. The initiative included a major conference (in February, 2011) that involved local stakeholders and international experts. As result several follow up projects were developed to improve the resiliency of Tampa Bay. These include: the development of a training package ‘Resilient Coastal Cities’; the development of a ‘Resiliency Atlas for Tampa Bay’; and preparation of a track in the upcoming Coastal City Summit 2012 in St Petersburg. |     |     |      |     |     |     |     |    |     |     |     |

**Scholar’s Boost:** Associated with a Professor of Engineering

$175,000 (42)
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<td>With support of the award PSGS developed very good international links with UN agencies and other intergovernmental bodies that stress the global perspectives of School. PSGS was invited to participate in UNEP’s International Resource Panel and got an award of $44,000 to write report titled: ‘Decoupling, Water Efficiency, Water Productivity’. PSGS also received an award of $20,000 from the World Bank to develop a strategic paper titled: ‘Cities of the Future in Africa.’ In addition, PSGS is coordinating a major theme of UNESCO’s intergovernmental water program (UNESCO-IHP), and successfully achieved UN-HABITAT ‘Preferred University Status’. All these activities have enhanced USF’s visibility on the international arena.</td>
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<td>Dr. Jaqueline Dixon has been appointed and is currently working at USF as dean of the College of Marine Science. Money being encumbered for small grants to act as seed money for external grant proposals. Through the State Boost award program, the College of Marine Science was given a one-time only award of $150,000 for Interdisciplinary Research Grants (IRG) to support proof of concept interdisciplinary research between CMS and the other USF colleges and partners (FWRI, USGS, NOAA, SRI, Mote). A call for proposals (attached) and distributed in March with an April 30th deadline. A total of eleven proposals were submitted. The quality and breadth of proposed collaborations was impressive. Proposals were ranked by a faculty committee and awards were announced on May 24th. Four proposals were fully or partially funded. Funds will be provided for seed research between CMS faculty and the USGS (Flower &amp; Moyer), Mote (Weisberg &amp; Kirkpatrick; Paul &amp; Ritchie), the College of Medicine (Breitbart &amp; Dishaw). Various subaccounts for the award have been established and distribution of funds is in progress.</td>
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<td>Dr. Timothy Dixon has been appointed and is currently working at USF in the Department of Geology. Plans made to purchase new scientific equipment (ground-based radar) which will be deployed this summer in Greenland to measure outlet glacier velocity in support of a sea level experiment.</td>
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<td>Cluster: Inter-disciplinary Principles and Inter-professional Strategies for Successful Aging in Northwest Florida (UWF Campus-wide)</td>
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<td>The University of West Florida (UWF) Center on Aging (COA) officially launched its clustering program in January 2011, with the backing of the Florida State University System Board of Governor’s Clustering Award. The timeline for the proposed activities in the original proposal was adjusted to reflect the receipt and amount of funds. Additionally, some activities were postponed until after the start date of the new COA Director in August, 2011. Dr. Doug Friedrich was initially named co-interim director along with Dr. Laura Koppes Bryan, Director of the School of Psychological and Behavioral Sciences (SPBS). Because of Dr. Friedrich’s retirement, Dr. Koppes Bryan served as temporary interim director until Dr. Glenn Rohrer, who has gerontology expertise and is Director of the School of Justice Studies and Social Work, was named the interim director. An associate director (i.e., program manager), program specialist, and a student intern were employed, and offices, equipment and supplies were furnished by the SPBS. The COA inter-disciplinary interim Executive Committee, comprised of UWF</td>
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core faculty specializing in aging studies, administrators and a FSU medical school faculty member, has met three times to review strategies and COA progress, as well as to begin to research funding sources. The committee was instrumental in the creation of media materials, including a website and brochures that supported pro-active COA marketing strategies, and the inclusion of the UWF External Relations office, which has regularly promoted surveys and COA updates to 150 news sites in the four county areas. Potential members for the COA community advisory board are now being identified to assist the executive committee as long term initiatives are developed. Faced with the prospect that almost one in three citizens in northwest Florida will be 60 years of age or older by the year 2030, a demographic analysis and profile of the aging population was immediately initiated and research continues on a daily basis. A senior needs assessment was developed that considered physical ability, access to professional services, technology, and educational/life-long learning opportunities. Over 125 visits to senior centers, housing facilities, congregate meal sites, faith based centers, military retiree programs, and state/local agencies have resulted in 965 online and print responses, that will be analyzed and interpreted for area service providers. An on-line workforce assessment was electronically administered in late July to 300 service providers, including housing, home health care, hospitals, state/local agencies, and financial and legal professionals, asking questions regarding current and future employment needs, employee skill and educational levels, and expectations of the University to improve their effectiveness. An institutional academic committee was formed to assess UWF curriculums that involve aging studies. Preliminary discussions revealed limited course offerings, so the committee will re-convene in September to study information derived from the workforce assessment and submit recommendations that will be program specific and interdisciplinary. A major emphasis has been placed on making the COA an active partner with established city/county/state agencies and local organizations, which are providing services to seniors in the four counties. Personal visits and participation in regional events have enhanced relationships and garnered support for UWF to become an active and central figure in northwest Florida aging strategies, and will culminate with the COA Fall Summit, to be held October 18 and 19 on the UWF Campus. A planning committee was formed to organize the summit, which will include a recap of the assessment work of the COA, presentations of various senior perspectives, including a workshop hosted by the UWF Center for Applied Psychology and the Pensacola Naval Hospital on aging veterans, and discussions to identify strategic directions (goals and actions) for the UWF COA. Summit participants were identified and sent a ‘save the date’ notice. A primary goal was achieved in April with the selection of the new Director for the UWF COA. Dr. Rodney Guttmann is Associate Professor of Gerontology and Physiology and Director of Graduate Studies, Graduate Center for Gerontology at the University of Kentucky, and has a wealth of research and grant writing knowledge. A native of Pensacola and a Florida State University undergraduate, Dr. Guttmann’s history and personal experiences will enable him to advance many new funding and programmatic initiatives at the Center, including a feasibility study for establishing a partnership with the Florida State University Regional Medical School. The following specific actions listed in the deliverables section of the proposal will occur under the guidance of Dr. Guttmann:

- Establish permanent Executive Committee;
- Convene COA Community Advisory Board;
- Complete successful Fall Summit and workshop on aging veterans;
Scholar/Clustering Recommendation | FAMU | FAU | FGCU | FIU | FSU | NCF | UCF | UF | UNF | USF | UWF
--- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | ---
• Develop COA strategic goals and action plans resulting from Fall Summit;
• Develop priority listing of funding resources and grants;
• Complete and submit grant proposals;
• Identify and develop outreach services and programs based on needs and resources assessments;
• Establish a grant and incentive program to be approved by the COA Executive Committee and Community Advisory Board;
• Facilitate and develop University academic curriculum programs responsive to workforce needs;
• Solidify aging network of community partners;
• Explore formalized collaborations with the Florida State University College of Medicine and State University System centers on aging; and
• Complete final report.

$10,000,000 | $450,000 | $725,000 | $400,000 | $900,000 | $1,300,000 | $300,000 | $1,275,000 | $2,450,000 | $375,000 | $1,475,000 | $350,000
31 Projects \ 45 $ Awards | 2 | 3 | 2 | 3 | 7 | 1 | 5 | 10 | 2 | 9 | 1

The Clustering Areas: Community Health, Neuroscience, Climate Change, SW Coastal Watersheds, Aerospace, Geophysical Threats, Cyber-infrastructure, Prostheses, Family Medicine, Biomedical Engineering, Professional Science Master’s, Smart Sensors, Vector Borne Diseases, Panhandle Aging

The Scholar Boost Areas: Mechanical, Ocean, Biomedical, Engineering; Renewable Energy; Nanomedicine; Marine Fisheries and Ecosystems; Nanoscience and Chemistry; Chemistry, June 13, 2011 update: Physics, (National Magnetic Lab); Veterinary Medicine; Health Science; Health Services; Marine Science; Geology and Geophysics

The Proposals: A total of 93 proposals were submitted, requesting $32.4M.

Florida Agricultural and Mechanical University
Award 01 | $300,000 | Cluster: Community Health Workers Research and Training Institute
Award 02 | $150,000 | Scholar Boost: For recruiting a Professor of (June 13, 2011 update): Physics
            | $450,000
## Scholar/Clustering Recommendation

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**New College of Florida**

Award 18  **$300,000**  **Cluster:** Southwest Florida Coastal Watersheds—A Collaborative Integration of Research, Education, and Policy Outreach

Award 19  **$225,000**  **Cluster:** A Unified Approach for Enhancing Aerospace Research, Education, and Workforce Training

Award 20  **$325,000**  **Cluster:** Florida Biomedical Engineering Partnership

Award 21  **$225,000**  **Scholar Boost:** For retaining a Professor of Nanoscience and Chemistry

Award 22  **$375,000**  **Cluster:** Microgravity Research and Education (with Kennedy Space Center & Space Florida)

Award 23  **$125,000**  **Cluster:** SUS Professional Science Master’s Statewide Initiative

**University of Central Florida**

Award 24  **$300,000**  **Cluster:** Community Health Workers Research and Training Institute

Award 25  **$125,000**  **Cluster:** SUS Climate Change Task Force

Award 26  **$200,000**  **Cluster:** Sunshine Grid—Florida’s Research and Education Cyber-infrastructure

Award 27  **$300,000**  **Cluster:** Community Research Collaborative Program in Pediatrics, Internal Medicine, Family Medicine

Award 28  **$300,000**  **Cluster:** Florida Biomedical Engineering Partnership

Award 29  **$300,000**  **Cluster:** Advanced Smart Sensor Technologies (Materials Engineering and Physics)

Award 30  **$275,000**  **Cluster:** Optimizing Detection, Prevention, & Treatment of Vector Borne Diseases (Translational Medicine and Pharmaceutical Innovation)

Award 31  **$250,000**  **Scholar Boost:** For (June 13, 2011 update) a professor of biomedical engineering

Award 32  **$200,000**  **Scholar Boost:** For a Professor of Diagnostic Medicine and Pathobiology in Veterinary Medicine

Award 33  **$200,000**  **Scholar Boost:** For a Professor of Health and Science
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University of West Florida

Award 45 $350,000  **Cluster:** Inter-disciplinary Principles and Inter-professional Strategies for Successful Aging in Northwest Florida (UWF Campus-wide)
Question 5: Provide a full accounting of all university executive travel

Each university was asked to summarize the travel of its executive (president) for the most recent fiscal year, 2010-11. (See Appendix - http://flbog.edu/pressroom/infobriefs.php).

Question 6: Provide an update on the implementation of funding reductions.

Please refer to individual university data provided in the Appendix.

Additionally, the Board regularly asks the universities to report on both academic and administrative savings leading to greater efficiency in the delivery of higher education. The most recent report was presented September 14, 2011 to the Board of Governors. (See Efficiencies Table 12)

The Board’s Academic and Student Affairs Committee initiated the review of SUS academic degree programs to coordinate System program delivery and to identify academic efficiencies that might be gained across the System. The results of the Academic Coordination Project were presented to the Board November 9, 2011. (See Academic Coordination Project)
State University System
Efficiencies

Universities were requested to provide an update on efficiencies they have completed, undertaken or are in the process of initiating.

The following university summaries highlight various initiatives; however, the following provides some examples.

- Eliminated academic and university support positions to preserve faculty instructional time and effort; concentrated faculty activity on instruction and away from administrative assignments.
- Reduced the number of vehicles by 35%
- Consolidation of operations, and co-location of units to enable shared services such as administrative support. Student services for wellness, health services, and counseling co-located from separate buildings into a consolidated student health and wellness center, enabling sharing of staff and consolidation of processes.
- The Division of Student Affairs is leveraging Microsoft SharePoint to increase intra- and inter-departmental communication and collaboration. Currently, emergency and crisis response, facilities maintenance, learning and development, the Behavioral Consultation Team, and business intelligence processing are all using the site, thereby saving thousands of pages of paper and numerous telephone calls.
- Merge the collections in the Music and Arts Libraries into the main university libraries. This will free 17,000 square feet of space that can be rededicated to instructional and other academic uses.
- Utilize server virtualization which results in significant savings in power, cooling, networking and space requirements.
Florida A&M University
Efficiencies

• Suspend Low Productivity Programs
  o During the past year the Division of Academic Affairs has conducted an intensive productivity study of all academic degree programs at the university. As part of this activity, including discussions with deans and input from faculty, the Provost will recommend suspending a number of low productivity programs. This will enable the university to redistribute some limited resources, while maintaining productive programs.
  Update: Following the extensive analysis and discussions, on April 7, 2011, the FAMU Board of Trustees terminated 23 academic degree programs and suspended one degree program which had low productivity. The students currently in the programs will be taught out within the next two years. Faculty and other resources remaining after the budget cuts will be utilized to strengthen remaining programs.

• Initiate Distance Learning Partnership
  o The University is entering into a collaborative partnership with a foundation to initiate market and implement distance learning degree programs that will enable the university to reach more students in a cost effective manner.
  Update: The three distance learning degree programs (Masters in Business Administration, Masters in Public Health and Masters in Nursing) are scheduled to begin in the Fall 2011.

• Examine Institutes and Centers
  o The University reviewed all the Institutes and Centers to determine if state funds are being utilized in the most effective manner to meet the mission of the institution. This evaluation will allocate state funds in relation to productivity.

• The FAMU Leadership Team has endorsed an improvement effort that is currently underway in the Division of Administrative and Financial Services (DAFS). The Transformation through Technology Enhancements (T3E) project will fully leverage the capabilities of our PeopleSoft system so that we can dramatically improve our core business processes. Successful completion of this project will result in significant improvements in major systems like hiring, accounts payable, purchasing, cash management, travel, and asset management. These improvements will benefit every unit of the University. As a result of this project, we expect: Faster processing of travel reimbursement requests, More efficient and timely purchasing process, More efficient and timely payment of bills, Better control and management of assets, Better streamlined recruitment and
hiring of employees, greatly simplified financial statement development, Efficient and effective overall financial management and reporting processes

Update: To date, there have been fifteen core processes reengineered to dramatically improve business performance. The Travel and Expense reengineered process has been implemented (for a pilot group) in the PeopleSoft system. Monetary savings will be realized in the upcoming year. Other benefits include:

The Procure-to-Pay process is currently being implemented. The same methodology that was used for implementing the Travel and Expense process will be used to implement this reengineered process. Specific savings and benefits will be measured and reported as the process is implemented.

• The second year of the Siemens contract was completed in May 2011. All of the work associated with the $2.4 million investment in lights and lighting accessories replacements, pipe insulation, and steam traps’ repairs has been completed. Energy savings reported by Siemens, and currently under review by the University, in the second year of the contract was $441,928 which compares favorably with the $384,271 planned savings.
Florida Atlantic University
Efficiencies

Efficiencies Achieved
- Revamped business processes including vendor payments with a consequent savings in personnel costs while raising service levels.
- Eliminated academic and university support positions to preserve faculty instructional time and effort; concentrated faculty activity on instruction and away from administrative assignments.
- Reduced energy consumption and food waste following an extensive energy audit.
- Maximizing class enrollments and instructor and room utilization. All colleges are engaged in this university-wide enrollment management effort.
- Course demand is closely monitored and new sections are opened to meet demand only when existing sections are approaching capacity.
- Academic services have been reviewed and consolidated on partner campus to provide efficient services and meet student needs while expending fewer resources.

Efforts Underway
- Increasing reliance on lower cost instructional personnel to teach lower division students.
- Increasing number of students served in large lectures to further conserve on instructional assignments and maximize faculty productivity.
- Adjustments to staff assignments to create off-peak personnel savings.
- Revamping partner campus administrative structure and eliminating redundant services.
- On-going campus energy conservation and sustainability measures including minimum LEED Silver certification on all major construction.
- On-going efforts to eliminate paper documents to increase ease of handling and increasing privacy and security.

Efforts Planned
- Maximizing research productivity of senior faculty with consequent increases in sponsored research awards and expenditures.
- Reallocating faculty resources to areas of greatest need, demand, and payoff.
- Developing plans to consolidate smaller units to increase efficiency.
Florida Gulf Coast University
Efficiencies

In response to the need to preserve resources, both natural and financial, Florida Gulf Coast University has enacted a number of programs that serve to reduce costs and work towards environmental improvements.

The University recently retrofitted Parking Garage I with LED lighting, replacing inefficient lighting originally installed. This retrofit is estimated to save $34,000 in annual energy costs. Given the success and ease of this program, it will be rolled out to additional garages in the near future. In housing, incandescent lights have been replaced with compact fluorescent bulbs, yielding additional energy savings. Many classrooms and common areas have motion sensors installed, thus reducing the use of lighting and electricity. In conjunction with this effort, the University has raised temperature set points and adjusted facility usage to lower electrical costs. The combination of these initiatives saves approximately $130,000 annually.

The implementation of the solar field at Florida Gulf Coast University is expected to reduce reliance on supplied electric power by nearly 18%. The reductions in energy purchased not only reduce costs, but provide a hedge against future price increases in electricity. The University looks to install solar panels on the roofs of future building projects, further enhancing its solar initiative. Similarly, the university/county swimming pool takes advantage of ground water temperature differences to heat the pool water in the winter and cool the pool water in the summer. Finally, university housing continues to replace air conditioner units with more efficient, environmentally friendly compressors.

There are numerous other energy savings programs across campus. FGCU operates one of the largest ice thermal storage plants in Florida. This plant makes ice at night at cheaper electricity costs and then uses the ice during the peak daytime hours to make chilled water for the buildings. There are also the solar powered trash compactors throughout campus that reduce the need to empty the bins, thus saving in custodial costs. Printers, appliances and computer monitors are all required to be purchased with energy star ratings. Buildings are all constructed to LEED standards with most recent construction pushing platinum certification.
These initiatives, in combination with awareness programs for our students, faculty and staff, provide not only for lower energy consumption but the ability to put financial resources where they add the greatest value.
Florida International University

Efficiencies

Energy Conservation: FIU has implemented various initiatives to help reduce the consumption of energy through the different campuses. Some of these projects are: Motion sensing switches, Energy management controls, Chill-water temperature monitoring, Use of water-efficient urinals, Replace lift-station meters (sewage system), Standardize the use of energy saving lights, Replace metal halide bulbs in Parking Garage 5 with fluorescent bulbs, and the MMC residence halls have upgraded network systems for air-conditioning to be better able to respond to energy concerns. Additionally, the University has closed on Fridays for 6 weeks during the summer over the last two years.

Natural Gas Conversion: Converted from current LPG fuel system to natural gas that has a lower average cost in the market. This includes MMC residence halls.

Owner Direct Purchase: Negotiate prices on purchasing items in construction projects to reduce the cost of the items through tax savings and bypassing the contractors. Also, several Master Agreements have been implemented with local hotels. These have helped to streamline the contracting and booking process with hotels and have led to cost savings.

Renegotiating of Construction and Maintenance Contracts: Renegotiated Minor Construction contracts with lower overhead percentages as well as lower profit; used State University System's risk insurance contract negotiated by FAU at a reduced cost; renegotiated lower rates in Landscaping and Uniforms Contracts

Vehicle Reduction: Reduced the number of vehicles by 35%

Voice Communications Reduction: FIU reduced 103 lines (telephone landlines, fax lines, and modem lines) by consolidating and sharing resources.

Fire alarm Notification System: Elimination of 133 analog phone lines by replacing them with IP based network lines.

Restructure Duplicating Center: Operation of facilities and services were contracted with Toshiba as a part of the RFP for copying services.

Online Catalog: Reduction of printed materials.

Reorganization of Student ID Program: An aggressive reorganization was undertaken to reduce operating costs, improve operating efficiencies, strengthen policies and procedures and expand revenue while upgrade the software to enhance services and expand features.

Vendor Payments: As part of the University’s continuing efforts to streamline paper usage and provide the best possible service to our Business Partners, the Office of Business Services has now implemented Electronic Fund Payments. Vendor will now pay the University with an EFT in place of a paper check. As an additional benefit to the University, this process ensures secure and timely collection of funds.
Reorganization of Purchasing Services: The separation of Contracts Management/Competitive Solicitations and General Purchasing Units has resulted in efficiencies in contracts management, streamlined the competitive solicitation process, and spend pool analysis.

Recycling: In the 2011 National Recycle Mania Competition, FIU recycled 438,780 pounds in a ten-week period, coming in 2nd place in the SUS for total pounds recycled. FIU was the Grand Champion in the Sun Belt Conference category. Also, the students have adopted a national program for re-cycling. They have put together a movie festival highlighting the go-green initiative and have added bins throughout our campuses.

Waste Diversion: Give and GoGreen collected unwanted items from students moving out of the dorms, keeping the items out of the landfill. Over 3,000 pounds of clothing, kitchenware, and school supplies were donated to the Miami Rescue Mission in Spring 2011.

Energy Savings: The student project, Kill A Watt, saved over $21,000 in energy savings during the energy conservation competition for student housing.

Academic Advising: Retired legacy system (SASS) and integrated all degree audit functions for students within our existing application – PantherSoft. This reduces maintenance for interfaces, data validation, data mapping, as well as dependencies on outside systems. It will also reduce the total man hours for managing exceptions and configuration from a 3rd party system.

Videoconferencing for students, faculty and staff: Meetings via videoconference save time and gas for travel between campuses. Distance learning/course capturing allows students to attend class at their primary class and not travel to the other campuses. Dissertations allows people who are traveling or at a distance to participate in the review process. Adobe Connect will provide students the opportunity to meet with an advisor or receive tutoring without having to come to campus if they otherwise do not need to.

Server Virtualization: Continue to gain efficiency by virtualizing our infrastructure requirements which reduces space requirements and energy consumption.

Mobile Deployment: The team continues to rollout mobile technologies for students, faculty and staff. Our strategy has deployed many administrative functions performed on desktops/laptops onto mobile devices.

Expanded services at NWRDC for FIU's Disaster Recovery site: As a State affiliated entity; this facility has allowed FIU to create a Disaster Recovery site that is significantly less in terms of cost compared to commercial vendors offering the same service.

E-Ticketing for Commencement: Leverages our existing application within PantherSoft for students to register and apply for graduation online. This eliminated the graduation application paper process and manual distribution of commencement tickets.
Florida State University
Efficiencies

Significant changes in the level of available resources, from mid-year 2007-08 to beginning of year 2011-12, have resulted in externally forced efficiencies. On a per student basis, cumulative reductions over the period of $118 million equate to $4,416 less to spend per annual student FTE’s and caused the deletion of some 800 salaried positions. Among the 2011 USNWR top 50 public institutions, FSU ranked 48th in tuition and fees and state support per student. Although reductions may have a lagging, future impact on a number of university measures, the university is nevertheless maintaining a high level performance in degree production.

At the National Level
• Per the most recent (2009-10) ranking of 73 Carnegie Class public, very high research universities, FSU ranked 9th in the annual production of baccalaureate degrees at 7,926-- and third for African Americans at 810.
• NIH funding increased by 74% in five years, from $13.2 million to $23 million in FY 11.
• Total C&G expenditures increased by over $32 million to $195.5 million over the same period above.

Internally...
Examples of self-driven efficiencies abound; a few are listed below.

Further Expansion of Strategic Sourcing Best Practices in Purchasing
• Continued expansion of strategic sourcing purchasing initiative utilizing E-Market through E-Procurement with enhancements like Auto-Sourcing for all E-Market catalogs. Initiative has proven to be a true success story, leading to improved contract negotiations and outcomes. Contracts currently in place with Office Max, FedEx, GovConnection, Hewlett Packard & VWR International.

Adherence to Energy Savings Program
• Reduced utility expenses by $2.6 million annually.
• Achieved a 4% reduction in the cost per square foot for all E&G utilities when compared to the prior year.
• Implemented a major re-lamping program which saved 5 million kilowatt hours during 2010-11.
• Continued an aggressive retro-commissioning program to reduce chilled water and steam usage for several buildings. When completed, these projects will reduce energy consumption by approximately $85,000 per year.
• Conducted aerial infrared scans of all flat and low-sloped roofs on main campus providing a condition indicator as a prelude to roof replacements and energy loss.

Enhancement of Enterprise Resource Planning (ERP) System with Student System Implementation
• Recently began project to modernize decades-old legacy student systems. Project will require approximately 2 ½ years and will be funded through previous software investments, non-recurring reserves and existing staff resources. It will provide a modern, high performance interface to support the student administrative lifecycle while providing a robust, sustainable infrastructure supporting more reliable and informed decision making.

Enhancement of Electronic Imaging System Capabilities
• Acquired and implemented web-based Nolij software that will allow seamless interface of financial, human resource and student systems with imaged documents, providing a more effective and efficient method for retrieving, routing, approving and managing paper and electronic records.

Campus Services Efficiencies
• Refinanced existing Bond with a newly issued Parking Garage Bond to save $525,000 over the remaining term of the Bond.
• Implemented mobile apps so students can identify things from available parking garage spaces to washers and dryers in use in residence hall laundry rooms.
• Outsourced Computer Store operations to Follett Corporation, our Bookstore vendor.

Sustainability Initiatives
• Earned “silver” performance ranking in the Sustainability, Tracking, Assessment & Rating System (STARS), a new benchmarking program that encourages environmental sustainability in higher education.
• Attained LEED certification for several FSU buildings – two Gold, one Silver and one Certified.
• Increased recycling efforts throughout campus, diverting over 1600 tons of material from the landfill, saving over $65,000 in tipping fees and increasing recycling income in excess of $93,000.
• Saved 12 tons of waste from the landfill and almost $500 in tipping fees from useful items collected during Spring semester student move-out. The items were donated to local charitable agencies.
New College of Florida
Efficiencies

New College continually looks for new efficiency opportunities and frequently reviews current operations and procedures in an effort to improve campus wide operations. A prime example of a long standing operational efficiency involves sharing operating costs for the following academic and administrative support functions with USF Sarasota-Manatee, whose campus is immediately adjacent to the College’s campus: Jane Bancroft Cook Library, Student Counseling and Wellness Center, Police Services, and Campus Bookstore Services. In another shared services function, the College and FSU Ringling Museum have co-located their chiller plants in the same facility, providing each other with back up chilled water capacity and other benefits. Examples of recent efficiencies implemented during FY 2010-11 include:

Automation
✓ The College implemented an automated Web Time Entry (WTE) system to record daily time worked, eliminating the use of paper timesheets. This has resulted in increased accuracy (reducing time and effort needed to correct math errors), faster turnaround time in loading payroll into the accounting system. Annual recurring savings total approximately $15,000.
✓ The College joined the CampusEAI Consortium to expand services and reduce costs of operating our software portal serving as the gateway connection to a myriad of College services supporting students, faculty and staff.
✓ A new work order tracking program has been implemented in support of Information Technology and Physical Plant operations. The system monitors individual job progress from start to finish and aids management in balancing work assignment among employees. More accurate completion rates and turnaround times are now available to complement quality of work review in measuring individual staff performance.

Energy Management
✓ Progress continues to be made in reducing consumption of purchased utilities (electricity, natural gas, water and sewer) despite increasing per unit costs. As funds permit, we continue to add buildings to our electronic campus wide energy management system and retrofit buildings with more efficient HVAC, lighting, window and roof systems.

Outsourced Services and Renegotiated Contracts
✓ The College’s email system was outsourced to Google, resulting in $30,000 non recurring equipment savings plus annual recurring savings of $14,000.
✓ The Campus Bookstore serving the College and USF Sarasota-Manatee and operated by Barnes & Noble has implemented a textbook rental program providing savings to students of 50% compared to the cost of a new text. Students are also purchasing more used texts (25% less than the cost of a new text) and more digital texts (30% to 60% less costly than a new text).
✓ Contracts with various software companies have been renegotiated yielding recurring annual savings in excess of $16,000.

Organization Restructuring
✓ Restructure of support services within the Office of Student Affairs, Physical Plant, Housing, Facilities Planning, Admissions/Financial Aid and Information Technology has generated recurring annual savings in excess of $100,000.
University of Central Florida
Efficiencies

Since 2007-08, the University of Central Florida has absorbed permanent budget cuts totaling almost $100 million or over 32% of total state appropriations in place on July 1, 2007. The university took immediate action to curb expenditures when the first signs of budget challenges arose by initiating hiring freezes, limits on travel and other expenditures not critical to the support of our mission, and detailed review of programs and support operations in all areas of the institution.

As the budget reductions continued into multiple years, many permanent changes were implemented to reduce expenditures, including:

- elimination of several academic programs
- streamlining of administrative processes, including automation through online forms and work flow, increases in electronic payment and receipts and additional use of the purchasing card
- redistribution of staff responsibilities when positions were vacated
- transition to use of internal staff to perform services previously completed by contractors
- implementation of efficiency measures to minimize energy consumption and offset increases in utility costs, including lighting retrofits, re-commissioning of buildings, building automation system reviews and construction of a thermal energy storage facility
- standardization of technology products and centralization of support

The actions listed above along with tuition and tuition differential increases and the federal stimulus funds helped bridge the gap created by the budget reductions. As a result, the university has accumulated one-time funds that will support operations until additional funds are available through tuition increases or other sources.

The university will continue to evaluate programs and processes to identify which functions are critical and will make changes that achieve cost savings but allow the institution to continue providing a quality education in an appropriate and safe environment for our students.
University of Florida
Efficiencies

From 2011-12 LBR

- Approximately 18 months ago, UF initiated an energy reduction program by recommissioning campus buildings. Recommissioning means returning the building to its original operating specifications. We have completed the process on approximately 23% of our square footage, and this has saved over $600,000 in recurring utility costs. The ROI will be recovered in three years or less.
- Energy Awareness Program. This program encourages building occupants to conserve energy by turning off lights, printers, etc.
- Vehicle Reduction Program. UF has expanded the Zip car program as an alternative to bringing cars on campus. UF has reduced ownership of state cars and students bringing cars to campus.
- Textbook Rental Program. This program goes “live” this Fall with savings to students of up to 50%.
- The university eliminated the payout of unused sick leave for newly hired employees. The savings from this benefits change will take a decade to begin realizing, but it will eventually save millions of dollars.
- Among the FY 2009-10 budget measures approved by the BOT to achieve efficiencies and cost-savings: merger of departments of Operative Dentistry and Dental Biomaterials; closure of Educational Psychology program and associated degrees; closure of Documentary Institute; merger of Department of Communication Sciences and Disorders and Department of Communicative Disorders; closure of Rehabilitation Counseling Division; merger of Student Mental Health with Counseling Center
- As part of UF’s Strategic Sourcing project (which began over three years ago), we initiated Sci-Quest online delivery system through the university portal about a year ago. We are estimating this project saves between $1M and $2M.
- Maintenance consolidation. IFAS Facilities Planning & Operations has taken over maintenance at CREC-Lake Alfred this past year, resulting in the following savings:
  a. Elimination of three maintenance positions
  b. By engaging in preventive maintenance, costs decreased $60K
  c. Onsite maintenance staff replaced external contracts, yielding $15K-$20K annual savings

For 2012-13 LBR

- Restructured Microsoft and Oracle contracts to include Shands and all students. This initiative saves Shands over $1M per year for five years on Oracle licenses and another $1M per year on Microsoft licenses. Microsoft licenses are extended to all UF students at no additional cost to students.
• The Online W-2 Team led an effort to implement online W-2s and Employee Year End income statements. Over 50,000 forms are no longer printed, sorted, and delivered. Online delivery is faster, duplicate W-2s accessed through the system are obtained immediately, and there is greater security.

• Outsourced employment verifications. Businesses and employers outside the university call a number and pay a small fee for the information they need. The HR department was able to save the equivalent of one full-time employee.

• The renovation of Simpson residence hall used new technology that eliminated the use of steam and chilled water for heating and air conditioning. The new variable refrigerant flow system reduces the building’s humidity from 66%rh to 46%rh, provides individual room temperature control, and will save more than $10K per year in energy costs.

• The Division of Student Affairs is leveraging Microsoft SharePoint to increase intra- and inter-departmental communication and collaboration. Currently, emergency and crisis response, facilities maintenance, learning and development, the Behavioral Consultation Team, and business intelligence processing are all using the site, thereby saving thousands of pages of paper and numerous telephone calls.

• Continued re-commissioning of facilities to gain energy efficiency. Addition of solar with use of “feed in tariff” from electrical generator.

• Pending consultation with faculty, the College of Fine Arts will merge the collections in the Music and Arts Libraries into the main university libraries. This will free 17,000 square feet of space that can be rededicated to instructional and other academic uses.

• UF has begun commissioning electronic textbooks through the University Press of Florida for use by students in large classes for a nominal fee. Three such texts are either complete or in process, and this has already saved students thousands of dollars.
University of North Florida
Efficiencies

Listed below are some of the significant campus projects UNF has undertaken in the past few years to address the goals of cost-savings, increased efficiency of resources, and reduction in consumable energy.

- Our efforts to reduce total energy consumption continue. Our total E&G utility expenses for the 2011 fiscal year were $5.095M. This is only $109k higher than last year in light of the 10% rate increase on electric, water and sewer charges. Based on our FY 2010 consumption, this 10% rate increase would have translated to a $350k impact this year had everything else stayed the same. We are continuing our retro-commissioning program based on the success we’ve had to further reduce our electric consumption.

With a heat recovery system now fully operational we are reducing plant natural gas consumption. We reduced our gas consumption between FY’10 and FY’11 by 3%, which translated to a 10% reduction in natural gas expenditures, even though we had the coldest winter on record this past year.

With our progress on electric and natural gas consumption we are now focusing on water consumption reduction. Plans are in progress to install a water softener for the central plant. This water softener is expected to reduce our annual potable water consumption by 15 million gallons or roughly 25% of our present plant consumption. We expect to bring this online late 2011, early 2012.

- The project to replace campus dumpsters with compactors has yielded a 9% reduction in actual cost in the handling of refuse (labor included).

- Postal Services were outsourced to a third-party vendor. As a result of this effort, mail pickup and delivery across campus has been increased to twice daily, a service level never before accomplished at UNF. This has created savings of over $115,000 annually.

- The Duplicating Services operation was closed and digital printing was outsourced. Under this program service levels remained at the already high levels being previously provided, however, the pricing to departments was reduced by approximately $30,000 annually and the annual operating loss of approximately $105,000 was eliminated.

- The Convenience Copier and Pay for Print programs were contracted to an outside vendor and continue to provide full-time on-campus support and management. Renegotiations for this contract resulted in an overall cost
reduction in the Convenience Copier program of approximately $70,000 annually. In addition, the negotiated per click rate of $.0065 will allow the University departments to redirect printing from higher cost devices and save up to $.06 per page. The Pay for Print program services were enhanced to add additional color devices and web based printing that will allow students to print from their laptops or PDA. Costs for printing/copying were reduced from $.11 per page for black and white to $.09 per page. Color printing/copying was reduced from $1.00 to $.50 per page. These reductions will reduce costs to students by approximately $35,000 annually.

- Through centralized strategic sourcing of our contracts and purchases we have documented savings of over $240,000 for FY 2011.

- We have automated numerous processes which provide efficiencies both in materials, time, and staffing. This includes a system to route all University contracts, no longer printing purchase orders but sending them electronically, and automation of the travel authorization and reimbursement process.

  We have also implemented a system which includes RFID tagging of all property items. This results in staff no longer having to physically scan every property item.

- Within Information Technology we have begun utilizing server virtualization which results in significant savings in power, cooling, networking and space requirements.

- We determined that a potential outsourced contract for scanning student records could actually be performed internally, saving an estimated $100,000.
University: The University of South Florida System

The University of South Florida System continues to focus on initiatives that will result in improvements and/or cost savings for re-investment. Such initiatives include:

- Consolidate purchasing across the USF System for temporary employment services providing detailed procurement and job aids for requisitions.

- Continue the implementation of the USF Sales Tax Savings Program and issuance of Direct Owner Purchase Orders for construction materials and equipment which has generated approximately $990,000 of construction cost savings for the 2010/2011 Fiscal Year.

- Continue the implementation of resource conservation in design of major projects to reduce costs for operations and continue implementation of environmental conservation efforts by USF including “gray water” usage in the Dr. Kiran C. Patel Center for Global Solutions building and condensate water recovery for a portion of the USF campus irrigation.

- Continue providing in-house training and cross training for professional staff to enhance collective application of emerging technologies and applications in design and construction of facilities; and to provide for continuity of services and succession plan for operations.

- Continue the implementation of “in-house” services by professional staff for projects including Roof Inspections (estimated $100,000 savings), LEED certification, Commissioning (estimated $400,000 savings), Latent Defect/Warranty Enforcement (estimated $200,000 savings), Construction Defects Investigation, and Design Services; and by student interns for services including Record Document Scanning for USF Archives and Graphic Presentations.

- Continue the implementation of campus planning objectives for landscape and environmental enhancement through use of donated trees for a construction cost savings of $195,000.

- Continue the negotiation of costs for design and construction services below the initial proposed amounts for services to obtain the best fair, reasonable, and competitive price for services.

- Continue the implementation of organizational structures that maximize productivity and service by consolidation of responsibilities where possible and reduce overall staff resource requirements.

- Continue expanding training to the USF FAST Requisition User Community adding specific procurement topic courses to help reduce recycled requisitions.

- Implemented ACL reporting and querying tools to aid in PCard auditing efficiencies.

- Continue to move small dollar purchasing volume to the PCard as allowed within policy.

- Continue to reduce non-salary expenditures such as equipment purchases, travel, printing and other similar type expenditures. Estimated savings/reinvestment - $414,000.
• Continue to utilize the functionality of the enterprise business systems to improve efficiencies.

• Continue to review faculty workloads with an emphasis on instructional efforts and optimizing seats per section.

• Continue to examine the proportion of instructors to tenure track/tenured faculty to determine an ideal faculty model to facilitate undergraduate instruction.

• Eliminated university support positions to preserve instructional faculty positions.

• Continue to maximize classrooms through efficient room utilization and response to changing university enrollments.

• Continue to open new course sections when course enrollments demonstrate need.

• Enhanced System-wide services through membership in the National Student Clearinghouse that maintains national standards.

• Continue the implementation of Degree Works software that will greatly augment tracking of student progress and hence facilitate advising.
University of West Florida  
Efficiencies Update August 2011

UWF continues to pursue operating efficiencies as outlined in the August 2010 report, with special emphasis this past year on the strategies of consolidation of operations, automation, business process streamlining, strategic sourcing, and inter-institutional collaboration. Representative examples include the following:

**Consolidation of operations.** Consolidation of operations, and co-location of units to enable shared services such as administrative support, continues. Student services for wellness, health services, and counseling were co-located from separate buildings into a consolidated student health and wellness center, enabling sharing of staff and consolidation of processes. The advancement division consolidated administrative support for the entire division into a single shared services pool. Information technology support services were consolidated into a single building, enabling downsizing of clerical support staff through improved efficiency.

**Automation.** Streamlining of operations through automation remains a key emphasis. Several paper-based workflows were converted to electronic workflows, and implementation of electronic document imaging was expanded to three additional units. Plans are underway to move all enrollment management functions to paperless document flows. Such conversions reduce file storage space requirements and also improve client services and workflow efficiency. Expanded use of videoconferencing for both academic and administrative purposes is reducing travel costs and enabling efficiencies in both instructional delivery and administrative collaboration. Address verification automation in postal services has saved $150K since January 2009. Increased use of e-commerce and e-payment is streamlining accounts payable processing in various areas. We are examining the use of RFID tagging for processes such as inventory management and property asset tracking.

**Business process streamlining.** A variety of university business processes are being streamlined, reducing layers of bureaucracy and minimizing approval levels, in order to speed processing time and minimize administrative overhead on both staff and faculty. Purchasing card processing, vendor registrations, and workers compensation processing are examples of processes that have undergone such improvements.

**Strategic sourcing.** Non-core services and services better performed by specialized agencies continue to be outsourced or partner-sourced. For example, Human Resources is using HireRight for electronic background screening as an outsourced services. Some elements of student recruitment and directed marketing have been outsourced. UWF’s vehicle fleet has been reduced, and maintenance of the remaining fleet has been outsourced. Ongoing rigorous contract management has produced an estimated $500K in cost savings and $125K in rebates to the university.

**Inter-institutional collaboration.** A special case of strategic sourcing is partnering through inter-institutional collaboration. UWF has joined consortia for services such as the university web portal. We are a member of the Educational & Institutional Cooperative Services Inc., a collaboration of over 1500 members seeking shared services solutions.
Academic Coordination and Efficiencies in the State University System

2010-2011 Academic Coordination Project

- The Board’s Academic and Student Affairs Committee initiated the review of SUS academic degree programs to coordinate System program delivery and to identify academic efficiencies that might be gained across the System.
- For each institution, degree programs by level were identified as being below the degree production threshold criteria that were established in the CAVP Project work plan as follows:
  - Baccalaureate Programs – an average of less than six (6) degrees awarded per year over a five year period.
  - Master’s, Specialist, Advanced Programs – an average of less than four (4) degrees awarded per year over a five year period.
  - Doctoral Programs – an average of less than three (3) degrees awarded per year over a five year period.
- Each university provost with faculty and staff reviewed the low productive programs based on: student demand for the program, workforce demand for graduates, program delivery options and innovations, and resource allocation.
- Campus decisions and proposed actions were reported for each program in one of five categories:
  - Program continuation with a specific rationale for doing so
  - A new collaborative or joint-delivery model
  - A specific corrective action plan for the program
  - Place the program in inactive status
  - Program termination.
- University submissions were compiled by the Board Office and reviewed by the CAVP in consideration of the SUS Degree Inventory and the need to provide high quality, high demand programs that meet employer needs.
- The Board Office reviewed with university representatives all programs recommended for continuation with specific rationale. This review included discussions on new delivery formats or other corrective action plans.
- The CAVP provided a summary report to the Committee at its June 2011 meeting.

FINDINGS
2011 Project

Of the 492 threshold programs (low productivity) identified:
- 59 programs were identified for corrective action or collaboration.
- 51 programs were placed in inactive status.
- 74 programs were terminated or recommended for termination.
- 128 programs were newly established programs during the period.
Since 2005, state universities have worked to streamline academic operations by reducing the array of general education courses, increasing enrollment in and thereby reducing course sections, consolidating courses and departments, optimizing the instructional load of faculty, closing non-essential and low-producing units, and increasing the delivery of distance education.

**FINDINGS**
For the period: Summer 2005 through Spring 2011

- 218 SUS degree programs have been terminated or are planned for termination.
- 74 SUS degree programs have been placed or are planned for placement into an inactive status.
- 191 SUS new degree programs have been implemented or have been approved for implementation.

In the 2011 University Work Plan updates, the universities listed 96 proposed programs that are being planned for UBOT approval and implementation during the next three years.

**An Annual Review Process: 2012 and Beyond**

- The 2011 Academic Coordination Project triggered valuable academic planning sessions on the campuses regarding student demand for specific degree programs, workforce demand for graduates, program delivery options and innovations, and resource allocations.
- At its November 2011 meeting, the Board will consider for approval Regulation 8.004 – *Academic Program Coordination*, which will codify a process for the System-wide review and coordination of university academic programs.
- The CAVP will coordinate an annual review process for SUS academic program delivery and coordination that will consider the current and planned degree program offerings at each university and make recommendations that lead to better coordination across the State University System.
- The CAVP will meet at least annually to review degree programs recommended for termination and/or inactive status, along with proposed program reactivation and new degree program plans, to ensure that an appropriate level of access is provided for students across the State, and to ensure that opportunities are examined for collaborative design and utilizing shared resources across multiple institutions.
- In the University Work Plans, each university annually submits a list of new academic degree program proposals for the next three years and a list of low productive degree programs recommended either for a new collaborative or joint delivery model or for other corrective action.
In each university’s Annual Report submission, academic degree program changes are reported, including new program implementations, program suspensions, and program terminations.

**System Efficiencies**

Below are updates on other SUS Initiatives to gain academic efficiencies that evolved, in part, from the Academic coordination and Efficiencies project:

1. **Adult Completion Initiative**

Each year a significant number of students are forced to discontinue their pursuit of a college degree due to numerous factors that may include financial, work related, family obligations, health problems, and more. Some of these students have earned 60 to 120 credits, but no degree. The average income of Americans with a four-year degree is $43,000 per year, compared to $27,000 for those with just a high school diploma. In Florida, over 1.9 million adults have some college credit, which equates to 23% of the workforce.

To increase the number of Floridians holding a baccalaureate degree and thereby help to build a strong workforce and improve economic conditions in the state, a statewide degree completion initiative is under development that will utilize the resources of SUS institutions by developing a pilot program with USF, UWF, and other SUS institutions (FIU, UNF, FAMU and UF have expressed an interest). This program will be implemented under institutional Cooperative Program Agreements and it is envisioned that a single statewide portal will be developed for adult learners interested in degree completion. The agreement will enable SUS institutions to participate in this statewide degree completion initiative in two ways (1) offer complementary specializations to students for a program at another SUS institution using transient student model; (2) and/or develop a complementary degree completion program to offer within the statewide initiative.

2. **Florida Institute for Oceanography**

When FIO was reconstituted under the SUS AISO, Marine and Coastal Science education was a key component of the plan. There were numerous discussions regarding the role FIO could play in Coastal, Marine and Oceanography education, but the Deep Water Horizon oil spill moved that discussion onto the backburner.

Subsequently, the Council developed a plan built around a Marine/Coastal Biology Summer Program. Four or five FIO members located strategically around the state will agree to teach a 5 week Marine Science Course. Each location will specialize in one aspect of the course. Proposed sites include:
• St. Petersburg - where oceanographic vessels are available,
• The Keys Marine lab - where reefs could be a focus,
• The Carolinian Bio-geographic Province - where oyster reefs and classic estuaries could be the emphasis,
• The Big Bend / peninsula area; and
• The SW part of the state - where the coastal Everglades and mangroves could be a focus.

Students will register at the five colleges or universities hosting or providing teaching faculty and spend one week at each location. This would likely be a 4 or 5 hour credit course and provide a fantastic and broad exposure to the field of Coastal Science/Marine Science/Oceanography. Most teaching institutions already have a course on the books that include these topics. The courses would be funded largely through tuition at the home institution, with some help needed for student ship time at St. Petersburg. Registration priority would be for member institutions, but students from other campuses could also take the course if space was available. It is projected that 80-100 students can be accommodated each summer in this course.

3. **Professional Science Masters**

Professional Science Master’s (PSM) is an innovative graduate degree program initiated by the SUS Council of Graduate Deans and designed to allow students to pursue advanced training in science, while simultaneously developing workplace skills highly valued by employers. PSM programs prepare graduates for careers in business, government, and non-profit organizations, combining rigorous study in science and/or mathematics with coursework in management, policy, law, or related fields. Along with an emphasis on writing, leadership, and communication skills, most PSM programs require a final project or team experience, as well as an internship in a business or public sector setting.

- Currently, there are 27 PSM programs, with 8 more planned.
- In fall 2010, 272 students were enrolled in PSM programs.
- Since 2009, 66 degrees have been awarded in PSM programs.
- A statewide industry advisory board has been established.
- Student and employer surveys have taken place.
- A website is now online.

4. **SUS Critical Language Network**

The SUS Council of Academic Vice Presidents has initiated creation of a SUS Critical Language Network (CLN) to streamline the acquisition of the critical languages (e.g., Arabic, Mandarin, Russian, Hindi, Farsi, and Portuguese). The SUS CLN of nine state
Universities (USF, UF, FSU, UCF, UWF, UNF, FIU, FAU, and NCF) will allow Florida’s citizens to access the critical language courses and programs they require from across the entire state university system through: (1) coordination and communication of existing offerings; (2) targeted expansion of existing offerings to increase (online) access throughout the state; and (3) development of new language expertise to be shared across the SUS and the state.

This program will enhance Florida’s global competitiveness by connecting local business and economic development to new markets (e.g., China, India, Brazil) and by improving the communication skills and intercultural literacy of its work force. In addition to economic benefits for the state and its citizens, this program will contribute significantly to enhancements in national security.
Question 7: Provide university pay raises.

Please refer to individual university data provided in the Appendix.
(http://flbog.edu/pressroom/infobriefs.php).

Question 8: Provide information on out-of-state programs, including international campuses.

Please refer to individual university data provided in the Appendix.
(http://flbog.edu/pressroom/infobriefs.php).

Question 9: Provide an update on:
A) university accountability initiatives
B) chart of accounts/transparency
C) performance funding.

University Accountability

On June 30, 2010, the Board launched an overarching accountability system, with each university presenting 5 year strategic Work Plans to the Board of Governors. This process is codified in Regulation 2.002, University Work Plans and Annual Reports:


This process has proved invaluable to the Board, local boards of trustees, universities, as well as external SUS stakeholders, informing strategic planning, budgeting and other policy decisions of the SUS. The University Work Plans and Annual Accountability Report are key accountability resources in addressing questions from external stakeholders such as the Governor and Legislative leadership with accuracy, consistency and timeliness, using agreed upon metrics established through a collaborative and thoughtful process. Without the Work Plan and Annual Report, the SUS coordinated and expeditious response to recent data requests would have been impossible to achieve within the time parameters specified.

The 2010 and 2011 Work Plans, Annual Accountability Reports, and other strategic planning documents may be found at:

http://flbog.edu/resources/publications/accountability.php

Chart of Accounts and Transparency
The State University System has consistently maintained a common chart of accounts, which is cross walked via a spreadsheet to the State CFO’s financial reporting chart of accounts for purposes of transferring financial data for Florida’s Comprehensive Annual Financial Report (CAFR). The state universities have not used the State of Florida’s Accounting System (FLAIR) since 2003/04; each university maintains its own unique accounting system, as part of the ERP system, as do the state colleges and school districts. While the current system is cost-effective and functional, it does not provide instant availability of raw system level data in a centralized location. In order to manage the system and provide full transparency, the Board has established numerous regulations and processes to ensure the consistent and regular reporting of university data on a centralized basis.

The Board and the SUS are fully cooperating with the State CFO’s Office on implementation of Section 215.89, Florida Statutes, which requires the Chief Financial Officer (CFO) to recommend uniform charts of accounts for reporting of financial information of state agencies, local governments, educational entities, and entities of higher education. The recommendations are to be submitted to the Governor, the President of the Senate and the Speaker of the House of Representatives by January 15, 2014. Board staff and university representatives have participated in the workshops held in the past few months by the CFO’s office.

**Performance Funding Methodologies:**

In 2007-08, an appropriation of $8.5 M and proviso established a performance methodology that focused resources on degree completions in STEM areas. However, this appropriation was vetoed by the Governor.

However, in the 2007-08 Special Session C, the proviso was again inserted with an appropriation of $4 M. This appropriation was further reduced as a result of budget reductions, but a total of $3.84 M was disbursed to the universities based on this criteria:

Funds are provided to reward and encourage university performance in the efficient production of baccalaureate degrees and the production of baccalaureate degrees in targeted areas which are recognized by the Legislature as meeting critical state needs or enhancing the economic growth of the state.

ONE POINT: Number of baccalaureate degrees granted; Number of baccalaureate degrees awarded to FTIC students in 6 years or less; Number of baccalaureate degrees awarded to AA transfer students in 4 years or less; Number of baccalaureate degrees awarded in each of the following emerging technology areas: Mechanical Sciences and Manufacturing; Natural Sciences and Technology; Medical Science and Health Care; Computer Science and
Information Technology; Design and Construction; and Electronic Media and Simulation.

TWO POINTS: Number of baccalaureate degrees awarded to FTIC students in 5 years or less; Number of baccalaureate degrees awarded to AA transfer students in 3 years or less; and Number of baccalaureate degrees awarded in Education and Health Professions.

FOUR POINTS: Number of baccalaureate degrees awarded to FTIC students in 4 years or less; Number of baccalaureate degrees awarded to AA transfer students in 2 years or less; and Number of baccalaureate degrees awarded within 110 percent of the credit hours required.

In 2008-09, the Board of Governors LBR requested $20 M for performance incentives based on these criteria, but funding was not appropriated due to budget reductions.

Question 10: Provide details on university donations of $50,000 or more from vendors doing business with the university.

The business operations and fundraising activities are maintained as separate functions. Accordingly, no institution maintains a list of university donors who are also university vendors, nor a list of university vendors who are also donors, as requested in the December 6 memo. Vendors are not asked to disclose if they or their employees or agents have made donations, neither are donors asked to disclose any relationship with the institution.

Donor information and vendor contract information is available for review and audit by the appropriate authorities, including the Florida Auditor General. However, preparation of the requested crosswalk by university officials responsible for procurement and fundraising would effectively remove an important university internal control, which is to keep these functions separated to the fullest extent possible.

Vendor lists are maintained by each university individually, and not as a statewide master vendor file. Because of the volume of the vendor lists, this response includes the list, but does not include contract details. Current available donor information has also been requested, and is likewise provided in the institutional responses. (See Appendix - http://flbog.edu/pressroom/infobriefs.php).

Question 11: Provide overview of Board and university procurement policies.
The State University System is not subject to Chapter 287 and DMS Purchasing rules; but instead are required to follow Board of Governors policy, which has several regulations related to university procurement. These generally parallel agency purchasing practices, but are specifically geared to university needs and requirements. General procurement policy is covered by Chapter 18 of Board regulations, which requires the universities boards of trustees to adopt local purchasing within the parameters established in Board regulation. Leasing falls under Chapter 17. Chapter 14 deals exclusively with facilities purchasing issues. These regulations provide several important safeguards including:

- Open and competitive process
- Public bidding
- Protest process
- Explicit prohibition on acceptance of gifts by employees
- Explicit prohibition on offering of gifts to employees by vendors
- Subject to both internal and external audit

Vendors are neither prohibited nor required to make donations to a university as a condition of eligibility.

**What is a Donation?**

It is important to distinguish between what the public might perceive as a donation, and IRS rules on the subject. ([http://www.irs.gov/pub/irs-pdf/p526.pdf](http://www.irs.gov/pub/irs-pdf/p526.pdf)).

While a general understanding exists that donations must be to a charitable organization, all funds given to a charity are not donations. The general rule is that if a donation provides the giver with a financial or economic benefit, that portion of a transfer is not a donation. For universities, sponsorships, naming rights, premium tickets, etc. provide a clearly definable economic benefit. The right to market goods and services on a university campus is also a valuable concession opportunity. These are not donations, but rather economic exchanges of value, subject to Board and university procurement policy.

If a vendor made a donation in order to receive a financial or economic benefit, in the form of a contract, it would not only be violation of Board and university policy, it would not be allowed to treat the donation as a charitable contribution or as a legitimate business expense. To do so would subject the firm to disallowance of the deduction and possible IRS audit.

It is also important to distinguish a donation from sponsorship. Firms do sponsor certain events in exchange for the advertising and marketing value of their products.
Likewise, firms pay for the right to sell and market goods and services on the university campus, such as dining, books, etc. Naming rights of various athletic venues for example are very valuable at several of Florida’s universities, but are not a true charitable contribution of the firm, as value is exchanged.

With the exception of New College, the SUS institutions are large by national norms, and receive significant federal funds, both contracts and grants. Thus, the SUS is not only audited by the Florida Auditor General, but directly monitored and reviewed for compliance by numerous federal agencies, and the area of procurement is routinely scrutinized. While there is always room for improvements to internal controls, and isolated individual violations of policy may occur, no widespread pattern of purchasing violations exists.

Additionally, please refer to individual university data provided in the Appendix. (http://flbog.edu/pressroom/infobriefs.php ).