

## University of North Florida

October 18, 2007

Ms. Carolyn Roberts, Chair  
Florida Board of Governors  
State University System of Florida  
325 West Gaines Street, Suite 1614  
Tallahassee, FL 32399

Dear Chair Roberts:

At the conclusion of the last Board of Governors meeting, you requested each university to submit in writing examples of efficiencies and cost-containment measures we have taken. This letter serves as UNF's response to that request.

In speaking to UNF's efficiencies allow me to point to two documents that Chancellor Rosenberg distributed at the BOG's September meeting. The first of these shows that UNF spent about 1/3 less per FTE than the average university and in so doing was the most cost-effective institution in the system. The second document highlighted the fact that UNF has the highest space utilization of any of the eleven SUS institutions, demonstrating the effective use of our buildings and PECO allocation. I would, parenthetically, point out that UNF also moved up 5 spots in the most recent *US News and World Report* rankings – a fact attributable to our continued focus on students, small classes, convenient class hours, and healthy faculty-student ratios.

In discussing cost containment, I offer a summary of some particular examples. First, the University has centralized purchasing of such items as copy machines, office supplies, computers, printing, etc. While under past practice individual units sought flexibility along with the best price for their particular operation, the use of university-wide contracts has enabled us to gain an economy of scale that saves the overall university money in our purchasing and maintenance contracts.

Secondly, starting with our new Social Science Building, all of our construction is utilizing certified energy efficiency standards. In addition, valves and room sensors have been installed in existing buildings, allowing for variable heating and lighting. As a result of these practices, our staff expects significant savings on our annual utility bills. As yet another example, I would point to the fact that we have eliminated several positions as part of our ongoing performance review process.

In response to the anticipated budget cuts, we have also cut non-faculty travel by 20% and froze our fall 2007 freshmen enrollments. We took this latter action prior to the BOG's directive to freeze next year's freshmen enrollments. In addition, we

turned away approximately 600 students who would have enrolled in a non-degree seeking status or who failed to meet admission deadlines that would have been more flexible in past years. These three measures will, of course, impact our ability meet some professional staff development and regional educational needs.

The last item that I would mention is the fact that we have frozen salaries. This is particularly disheartening, considering the fact that our faculty is among the lowest paid in the state system, and yet we have the fourth best profile for entering freshmen among Florida's publicly-funded universities and our retention and graduation rates exceed those of other universities who are serving part-time students.

I hope the data that I have provided document our efforts to keep costs down and to address the current state revenue short falls. I also hope these data provide support for the well recognized need to increase funding for higher education.

Sincerely,

John A. Delaney  
President

c Mark Rosenberg, Chancellor