



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

Agenda and Meeting Materials September 12, 2013

Sudakoff Conference Center
5845 General Dougher Place
New College of Florida
5800 Bay Shore Road
Sarasota, Florida 34243



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

**ACTIVITIES
BOARD OF GOVERNORS MEETINGS**

**Sudakoff Conference Center
5845 General Dougher Place
New College of Florida
Bay Shore Road
Sarasota, Florida 34243
September 12, 2013**

**By Telephone Conference Call
Dial-in Number: 888-670-3525; Participant Code: 4122150353#
All participants using this code will be muted at dial-in.**

Thursday, September 12, 2013

- 8:00 - 9:00 a.m. Facilities Committee5**
Chair: Mr. Dick Beard; Vice Chair: Mr. H. Wayne Huizenga, Jr.
Members: Carter, Chopra, Levine, Link, Morton
- 9:00 - 10:15 a.m., Budget and Finance Committee110**
or upon
Adjournment of Chair: Mr. Tom Kuntz; Vice Chair: Mr. Ned Lautenbach
Previous Meetings Members: Beard, Colson, Fassi, Huizenga, Levine, Rood, Tripp
- 10:15 - 10:30 a.m. Break**

10:30 - 11:30 a.m. or upon Adjournment of Previous Meetings	Academic and Student Affairs Committee340 Chair: Mr. Norm Tripp; Vice Chair: Ms. Wendy Link Members: Carter, Chopra, Fassi, Frost, Huizenga, Webster
11:30 a.m. - 12:30 p.m., or upon Adjournment of Previous Meetings	Strategic Planning Committee383 Chair: Mr. John Rood; Vice Chair: Ms. Patricia Frost Members: Chopra, Colson, Lautenbach, Morton, Webster
12:30 p.m.	Lunch will be provided
1:30 p.m. or upon Adjournment of Previous Meetings	Board of Governors - Regular Meeting448 Chair: Mr. Dean Colson; Vice Chair: Mr. Mori Hosseini All Board members

Please note that this schedule may change at the Chair's privilege.



CONSTITUTION OF THE STATE OF FLORIDA

AS REVISED IN 1968 AND SUBSEQUENTLY AMENDED

ARTICLE IX

EDUCATION

SECTION 7. State University System.--

(a) **PURPOSES.** In order to achieve excellence through teaching students, advancing research and providing public service for the benefit of Florida's citizens, their communities and economies, the people hereby establish a system of governance for the state university system of Florida.

(b) **STATE UNIVERSITY SYSTEM.** There shall be a single state university system comprised of all public universities. A board of trustees shall administer each public university and a board of governors shall govern the state university system.

(c) **LOCAL BOARDS OF TRUSTEES.** Each local constituent university shall be administered by a board of trustees consisting of thirteen members dedicated to the purposes of the state university system. The board of governors shall establish the powers and duties of the boards of trustees. Each board of trustees shall consist of six citizen members appointed by the governor and five citizen members appointed by the board of governors. The appointed members shall be confirmed by the senate and serve staggered terms of five years as provided by law. The chair of the faculty senate, or the equivalent, and the president of the student body of the university shall also be members.

(d) **STATEWIDE BOARD OF GOVERNORS.** The board of governors shall be a body corporate consisting of seventeen members. The board shall operate, regulate, control, and be fully responsible for the management of the whole university system. These responsibilities shall include, but not be limited to, defining the distinctive mission of each constituent university and its articulation with free public schools and community colleges, ensuring the well-planned coordination and operation of the system, and avoiding wasteful duplication of facilities or programs. The board's management shall be subject to the powers of the legislature to appropriate for the expenditure of funds, and the board shall account for such expenditures as provided by law. The governor shall appoint to the board fourteen citizens dedicated to the purposes of the state university system. The appointed members shall be confirmed by the senate and serve staggered terms of seven years as provided by law. The commissioner of education, the chair of the advisory council of faculty senates, or the equivalent, and the president of the Florida student association, or the equivalent, shall also be members of the board.

History.--Proposed by Initiative Petition filed with the Secretary of State August 6, 2002; adopted 2002.



AGENDA
Facilities Committee
Sudakoff Conference Center
New College of Florida
Sarasota, Florida
September 12, 2013
8:00 a.m. - 9:00 a.m.

Chair: Mr. Dick Beard; Vice Chair: Mr. H. Wayne Huizenga, Jr.
Members: Carter, Chopra, Levine, Link, Morton

1. **Call to Order and Opening Remarks** Governor H. Wayne Huizenga, Jr.
2. **Approval of Committee Meeting Minutes** Governor Huizenga
Minutes, June 20, 2013
3. **Public Notice of Intent to Amend State University System Board of Governors Debt Management Guidelines** Mr. Chris Kinsley
Director, Finance & Facilities
Board of Governors
4. **Review and Approve the 2014-15 SUS Fixed Capital Outlay Legislative Budget Request** Mr. Kinsley
5. **Debt Approval** Mr. Kinsley

Resolution of the Board of Governors Requesting the Division of Bond Finance of the State Board of Administration to Issue Revenue Bonds on behalf of the University of Florida to Finance the Construction of a Student Housing Facility on the Main Campus of the University of Florida

6. **Public Notice of Intent to Amend Board of Governors Regulations** **Mr. Kinsley**
 - a. [Regulation 9.005](#) Naming of Buildings and Facilities
 - b. [Regulation 14.0025](#) Action Required Prior to Capital Outlay Appropriation
 - c. [Regulation 14.023](#) Notice and Protest Procedures

7. **Concluding Remarks and Adjournment** **Governor Huizenga**

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
September 12, 2013**

SUBJECT: Minutes of Meeting held June 20, 2013

PROPOSED COMMITTEE ACTION

Approval of minutes of the meeting held on June 20, 2013 at the University of South Florida

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board members will review and approve the minutes of the meeting held on June 20, 2013 at the University of South Florida.

Supporting Documentation Included: Minutes: June 20, 2013

Facilitators/Presenters: Governor H. Wayne Huizenga, Jr.

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
FACILITIES COMMITTEE
UNIVERSITY OF SOUTH FLORIDA
TAMPA, FLORIDA
June 20, 2013

*Video or audio archives of the meetings of the Board of Governors
and its Committees are accessible at <http://www.flbog.edu/>.*

Chair Dick Beard convened the Board of Governors Facilities Committee meeting at 8:33 a.m., June 20, 2013, at the University of South Florida. The following members were present: Vice Chair H. Wayne Huizenga, Jr.; Matt Carter; Manoj Chopra; Alan Levine; Wendy Link; and Edward Morton.

1. Call to Order

Chair Beard called the meeting of the Facilities Committee to order. He asked everyone to remember that after hearing all the university work plans earlier in the week, facilities funding was a primary concern for many of them to meet their strategic plans and goals.

2. Approval of Minutes of the Meeting of the Facilities Committee held March 27, 2013

Mr. Carter moved that the Committee approve the Minutes of the Meeting of the Facilities Committee held March 27, 2013. Mr. Chopra seconded the motion, and members of the Committee concurred.

3. State University System Debt Guidelines Discussion

Chair Beard provided an update to the Committee on the modifications to Board Debt Management Guidelines. He stated that a drafting group was in place and good progress was being made on incorporating the necessary changes into the guidelines. He hoped to have a report at the next meeting related to any changes that need to be made.

4. Survey and Master Planning at USF

Chair Beard asked Chris Kinsley to present the Master Plan process to the Committee members using USF as an example. Mr. Kinsley presented the Board's process, including validation of space, needs assessment and master planning. The members discussed the need for funding to complete and maintain projects.

5. Approval of 2014-15 Fixed Capital Outlay Legislative Budget Request Guidelines

Mr. Kinsley presented the annual FCO LBR Guidelines and the priorities for the upcoming budget year request. Chair Beard asked Vice Chair Huizenga to review some research he requested from staff. Mr. Huizenga presented a comparison of the 10 year

MINUTES: FACILITIES COMMITTEE

JUNE 20, 2013

strategic plan need with the 5 year university requested projects. Mr. Kinsley explained that the large disconnect between the two lists had to do with the fact that the university requests had never been constrained by budget. Mr. Huizenga stated that it helped if the universities can present the best case to assist the Board in defending their projects and the return for the state. Chair Beard asked Mr. Kinsley to come up with a new way of creating the Fixed Capital Outlay Request so that it would strategically match the plan and present the true need.

Mr. Huizenga moved that the Committee approve the Fixed Capital Outlay Legislative Budget Request Guidelines. Mr. Carter seconded the motion. The committee unanimously approved the Guidelines as presented.

6. Approval of the 2013-14 University CITF Project Allocations

Mr. Kinsley presented the 2013-14 CITF Project Allocations, which was required by proviso language to allocate lump sum funding provided by the Legislature. Mr. Huizenga moved that the Committee approve the University CITF Project Allocations. Mr. Levine seconded the motion. The committee unanimously approved the allocations.

7. A Resolution of the Board of Governors Authorizing the Issuance by the Seminole Boosters, Inc. of Debt to Finance the Construction of a Student Housing Facility

Mr. Kinsley reviewed the FSU Boosters request for debt to build a housing facility near the main campus of FSU to partially house scholarship athletes. He stated that the request was in compliance with the existing debt management guidelines as well as the new metrics requested by the Governor's office. Mr. Morton moved that the Committee approve the request. Ms. Link seconded the motion. The committee unanimously approved the resolution as presented.

8. A Resolution of the Board of Governors Authorizing the Issuance by the University of South Florida Financing Corporation of Debt to Reimburse a Portion of the Costs Associated with Financing the Improvements and Renovation of the Existing Arena and Convocation Center

Mr. Kinsley reviewed USF's request for reimbursement. He stated that concerns had been raised about the feasibility of the project when it was initially presented to the Board in 2011. The University ended up self-funding the project and now wished to reimburse themselves a portion of the costs. He noted that many of the initial Board concerns were now addressed and that contingencies regarding how the reimbursed funds could be spent were being included in the resolution. Mr. Kinsley stated that he would recommend the project. The members discussed. Mr. Morton moved that the Committee approve the request subject to the restrictions outlined in the resolution on the use of the debt proceeds. Mr. Levine seconded the motion. The committee unanimously approved the resolution.

MINUTES: FACILITIES COMMITTEE

JUNE 20, 2013

9. Concluding Remarks and Adjournment

There being no further business, the meeting adjourned at 9:31 a.m., June 20, 2013.

Dick Beard, Chair

Stephanie Stapleton,
Financial Analyst, Finance & Facilities

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
September 12, 2013**

SUBJECT: Public Notice of Intent to Amend State University System Board of
Governors Debt Management Guidelines

PROPOSED COMMITTEE ACTION

Review proposed amendment of the State University System Board of Governors Debt Management Guidelines

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Facilities Committee, at its March 28, 2013 meeting, discussed the correspondence between the Governor and Chair Colson (original letters dated February 18, 2013 and February 27, 2013 respectively) regarding the inclusion of new measures to enhance evaluation and analysis prior to the approval of debt issuance for university construction projects within the State University System. The Committee directed Board staff to work with university experts to incorporate these concepts into the existing Debt Management Guideline framework.

The proposed revisions incorporate the Governor's language and require universities to include, as a part of the debt package when submitted to the Board for consideration:

- a quantitative metrics review to justify the need for construction,
- a return-on-investment calculation, and
- an assessment of private sector alternatives.

The revisions extend the review request time frame from 60 to 90 days and require submission of periodic reports by September 30th of each year. The proposed language was developed by Board staff and vetted with appropriate university staff. Additional feedback was received from the Division of Bond Finance. No adverse impact has been identified by incorporation of new language into these guidelines.

Although the Guidelines are not a Board regulation, they fall within the Board's regulatory authority, and will follow a similar process to the consideration of amendments to regulations. Thus, these amendments, if approved by the Committee today, will be noticed on the Board's website in order to allow time from comments from members of the public or any other interested parties; and will be scheduled for consideration by the full Board in November for final adoption.

Supporting Documentation Included:	1. Amended Debt Management Guidelines 2. Governor's Letter 3. Chair's Letter
Facilitators/Presenters:	Chris Kinsley



DEBT MANAGEMENT GUIDELINES

Rev. 09/16/10

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DEBT MANAGEMENT GUIDELINES FOR CAPITAL OUTLAY PROJECTS

I. INTRODUCTION

The Need for and Purpose of Debt Management Guidelines

The state universities of Florida and their direct support organizations (“DSOs”) have funded significant investments in infrastructure, such as buildings, equipment, land, and technology, to meet the needs of a growing student population and to upgrade and maintain existing capital assets. A significant amount of the funding for this investment in infrastructure has been provided through the issuance of debt by the State for the benefit of the state universities and by the state universities’ direct support organizations (“DSOs”).

The purpose of these guidelines is to confirm that the state universities and their DSOs must engage in sound debt management practices and, to that end, the Board of Governors (“Board”) has formalized guiding principles for the issuance of debt by the state universities and their DSOs. Each state university shall adopt a debt management policy which is consistent with these guidelines and which shall be approved by the Board.

The following guidelines set forth guiding principles regarding state university and DSO debt-related decisions related to:

- a) The amount of debt which may prudently be issued.
- b) The purposes for which debt may be issued.
- c) Structural features of debt being issued.
- d) The types of debt permissible.
- e) Compliance with securities laws and disclosure requirements.
- f) Compliance with federal tax laws and arbitrage compliance.

These principles will facilitate the management, control and oversight of debt issuances, for the purpose of facilitating ongoing access to the capital markets which is critical to the financing of needed infrastructure.

In furtherance of this objective, the provisions of these guidelines shall be followed in connection with the authorization, issuance and sale of university and DSO debt. However, exceptions to the general principles set forth herein may be appropriate under certain circumstances. Also, additional guidelines and policies may be necessary as new financial products and debt structures evolve over time.

For purposes of these guidelines:

- i) “debt” means bonds, loans, promissory notes, lease-purchase agreements, certificates of participation, installment sales, leases, or any other financing mechanism or financial arrangement, whether or not a debt for legal purposes, for financing or refinancing, for or on behalf of a state university or a direct support organization, the acquisition, construction, improvement or purchase of capital outlay projects;
- ii) “capital outlay project” means (i) any project to acquire, construct, improve or change the functional use of land, buildings, and other facilities, including furniture and equipment necessary to operate a new or improved building or facility, and (ii) any other acquisition of equipment or software; and
- iii) “financing documents” means those documents and other agreements entered into by the state university or the DSO establishing the terms, conditions and requirements of the debt issuance.
- iv) “auxiliary enterprise” means any activity defined in section 1011.47(1), Florida Statutes, and performed by a university or a direct-support organization.

II. DEBT AFFORDABILITY AND CAPITAL PLANNING

Concept of Affordability

One of the most important components of an effective debt management policy is an analysis of what level of debt is affordable given a particular set of circumstances and assumptions. More comprehensive than simply an analysis of the amount of debt that may be legally issued or supported by a security pledge, the level of debt should be analyzed in relation to the financial resources available to the university and its DSOs, on a consolidated basis, to meet debt service obligations and provide for operating the university.

An analysis of debt affordability should address the impact of existing and proposed debt levels on an issuer’s operating budget and offer guidelines or ranges to policymakers for their use in allocating limited resources within the guidelines.–

Debts That May Be Issued Without Board of Governors' Approval

University boards of trustees may authorize ~~The following types of financings may be engaged in by the state universities and their DSOs, as applicable, to engage in the following types of financings~~ -without Board approval:

- o Universities may finance the acquisition of equipment and software provided such financings are accomplished in accordance with the deferred-purchase provisions in Chapter 287, Florida Statutes.
- o DSOs may finance the acquisition of equipment and software financings provided the overall term of the financing, including any extension, renewal or refinancings, hereof, does not exceed five years or the estimated useful life of the equipment or software, whichever is shorter.
- o DSOs may issue promissory notes and grant conventional mortgages for the acquisition of real property. However, no mortgage or note shall exceed 30 years.
- o University and DSO debt secured solely with gifts and donations and pledges of gifts so long as the maturity of the debt, including extensions, renewals and refundings, does not exceed five years and so long as the facilities being financed have been included in the university's five-year capital improvement plan that has been approved by the Board:
- o Refundings for debt service savings where final maturities are not extended.
- o Fully collateralized lines of credit intended to be used for temporary cash flow needs.
- o Energy Performance-Based Contracts, in accordance with the provisions of section 1013.23, Florida Statutes, not to exceed \$10,000,000.
- o Universities may borrow up to \$20,000,000 from a university DSO on a non-recourse basis to finance a capital project. The term of the borrowing may not exceed thirty (30) years, and the interest rate, if any, may not exceed current market interest rates. The university retains legal title to any capital project financed in whole or in part by such loan irrespective of whether the loan is repaid. The DSO is prohibited from transferring the note or any other instrument associated with the borrowing to any other entity.

III. GENERAL DEBT ISSUANCE GUIDELINES

Process for Submitting Debt for Approval

Timing. The submission of proposed debt for approval by the Board shall be governed by the following process¹:

- a) The university shall ~~formally~~ transmit to the Board Office a request for debt approval ~~no later than 60~~90 days prior to the next regularly scheduled meeting of the Board. The university shall also provide a copy to the State Division of Bond Finance ("DBF"). The formal transmittal to the Board Office shall be in duplicate, hard copy, and bound in a three-ring binder, and include all the information required by these guidelines. Electronic copies of supporting documentation should be provided to the Board Office and the DBF, to the extent available. **The formal letter of transmission must be signed by the official point of contact for the university, and any exceptions to these Debt Guidelines shall be noted and explained.** If the university board of trustees has not yet formally approved the debt being requested, the proposed board of trustees meeting date shall be provided.
- b) During the review period, the Board Office shall review the information submitted for compliance with these Guidelines and State law, analyze general credit issues associated with the proposed indebtedness, and review any analysis provided by DBF staff.
- c) Board and DBF staff shall jointly discuss with the university or DSO any issues, concerns or suggestions resulting from the review during the review period. As a result of these discussions, the university may amend the information submitted or explain why the suggestions were not incorporated. The Board Office will advise the university if it believes that any amended information is so significant that re-authorization by the board of trustees and/or DSO is required. During this period, if the debt being requested for approval is to be issued by DBF on behalf of a state university, DBF shall submit to the Board Office a form of a resolution for adoption requesting that DBF issue the debt.
- d) After the review period, the Board Office shall submit the agenda item with supporting documentation and all appropriate and required analyses to the Board for consideration at its next meeting. Supporting documentation for the agenda item shall also include the resolution to be adopted by the Board

¹ Although not required, universities are encouraged to consult with the Board Office and the State Division of Bond Finance 30 days prior to formal approval of debt by the university board of trustees or the DSO, particularly for any debt with unusual features.

requesting issuance of the debt by DBF or a resolution approving issuance of the debt by the DSO.

Information Required for Submission. The following information shall be submitted to the Board Office in support of a request for approval of the issuance of debt. Additionally, the university or DSO shall complete the "Checklist of Information Required for Submission to the Board Pursuant to Debt Management Guidelines," and provide any additional information requested by the Board Office or DBF staff in connection with review of any proposed debt issuance.

- a) A resolution of the DSO board of directors approving the debt issuances, if applicable, and a resolution of the university board of trustees approving the debt issuance and authorizing the university to request Board approval of the debt issuance. For debt to be issued by DBF, at the request of the university, DBF staff will work with the university to determine a not-to-exceed amount of debt to be included in the board of trustees requesting resolution to the Board and in preparing required debt service and source-and-use schedules.
- b) The project program, feasibility studies or consultant reports (if available), and an explanation of how the project being proposed is consistent with the mission of the university.
- c) Estimated project cost, with schedules drawn by month and including start and completion dates, estimated useful life, and the date bond proceeds are required.
- d) The sources-and-uses of funds, clearly depicting all costs, funding sources expected to be used to complete the project and the estimated amount of the debt to be issued.
- e) An estimated debt service schedule with the assumed interest rate on the debt clearly disclosed. If the proposed debt service is not structured on a level debt service basis, an explanation shall be provided which gives the reason why it is desirable to deviate from a level debt structure.
- f) One consolidated debt service schedule separately showing all outstanding debt related to or impacting the debt being proposed, the proposed debt and the new estimated total debt service.
- g) A description of the security supporting the repayment of the proposed debt and the lien position the debt will have on that security. If the lien is junior to any other debt, the senior debt must be described. Furthermore, a description of why the debt is proposed to be issued on a junior lien basis must be provided. A statement citing the legal authority for the source of revenues securing repayment must also be provided.

- h) If debt is to be incurred on a parity basis with outstanding debt, a schedule showing estimated compliance with any additional bonds requirement set forth in the documents governing the outstanding debt. The applicable provisions of the documents for bonds of DSOs should be provided.
- i) Financial statements for five years, if available, for the auxiliary, if auxiliary revenues are pledged.
- j) A five-year history, if available, and five-year projection of the revenues securing payment and debt service coverage. To the extent applicable, the projections must be shown on the individual project as well as the entire system. All revenue items securing repayment must be clearly set forth as separate line items. An explanation must be provided with regard to growth assumptions, and to the amount and status of approval of any rate increases. The effect of the rate increases on the projections and expected revenues and expenses for the new facility should be clearly set forth as a separate line item. If rate increases are necessary, a commitment must be made to increase rates to the needed levels. Major categories of any operating expenses should be set forth as separate line items with an explanation of assumptions regarding increases or decreases.
- k) Evidence that the project is consistent with the university's master plan or a statement that the project is not required to be in the master plan.
- l) For variable rate debt proposals:
 - i) the expected reduction in total borrowing costs based on a comparison of fixed versus variable interest rates;
 - ii) a variable rate debt management plan that addresses liquidity and interest rate risks and provides, at a minimum: a description of budgetary controls, a description of liquidity arrangements, a discussion of why the amount of variable rate debt being proposed is appropriate, and a plan for hedging interest rate exposure. If interest rate risks are to be mitigated by the use of derivatives, then evidence that the counterparty has a long term rating of at least an A/A2 and a swap management plan as set forth in the Board's Debt Management Guidelines must be submitted;
 - iii) a pro forma showing the fiscal feasibility of the project using current market interest rates plus 200 basis points;
 - iv) the total amount of variable rate debt including the proposed debt as a percentage of the total amount of university and DSO debt outstanding; and

- v) the individual or position that will be responsible for the reporting requirements for variable rate debt as set forth in these guidelines.
- m) If all or any portion of the financing is contemplated to be done on a taxable basis, then evidence demonstrating that the issuance of taxable debt is in the best interest of the university must be submitted.
- n) A statement explaining whether legislative approval is required, and if required, an explanation as to when legislative approval will be sought or evidence that legislative approval has already been obtained.
- o) A statement that the debt issuance is in accordance with the university's debt management policy or, if not, an explanation of the specific variances as well as the reasons supporting the variances.
- p) If a request is made to employ a negotiated method of sale, an analysis must be provided supporting the selection of this method that includes a discussion of the factors set forth in section IV of these Guidelines.
- q) A description of the process used to select each professional engaged in the transaction, showing compliance with the competitive selection process required by these Guidelines. Specific contact information for each selected professional, must be included, and at a minimum, should disclose the professional's name, firm name, address, email address, phone number and facsimile number.
- r) The most recent annual variable rate debt report.
- s) An analysis must be prepared and submitted which provides quantitative metrics justifying the need for the construction or acquisition of the project and explains why the project is essential to the university's core mission. There must also be a detailed assessment of private sector alternatives and a determination of whether the private sector can offer a comparable alternative at a lower cost. This information may be included as part of a project feasibility study or may be a stand-alone report.
- t) An analysis must be prepared which calculates the expected return on investment or internal rate of return for a revenue-generating project or another appropriate quantitative measure for a non-revenue generating project.

Approval. The Board will consider the following factors in connection with its review and approval of university or DSO debt issuance.

- a) The debt is to provide funding for needed infrastructure of the university for purposes consistent with the mission of the university.

- b) The debt is being issued in compliance with the principles and guidelines set forth herein.
- c) The project information submitted is reasonable and supportable.
- d) The five-year projection of pledged revenues available to pay debt service should provide debt service coverage of at least 1.20x for both outstanding parity debt and for the proposed new debt for all years within the five-year projection period after giving credit for any capitalized interest and other revenues available for payment.
- e) Any requirements for the issuance of additional parity debt can be reasonably expected to be met.

Purposes For Which Debt May Be Issued

Debt may be issued only to finance or refinance capital outlay projects as defined in these guidelines, including equipment and software; debt may not be approved to finance or refinance operating expenses of a university or a DSO.

Refunding bonds may be issued to achieve debt service savings. Refunding bonds may also be issued to restructure outstanding debt service or to revise provisions of Financing Documents if it can be demonstrated that the refunding is in the best interest of the university.

Committing University Resources for Debt Issued by Direct Support Organizations

There may be occasions where the university considers committing its financial resources on a long-term basis in support of debt issued by a DSO or other component unit. While the nature of the commitment may not constitute a legal debt obligation of the university, it may affect the university's debt position and its available financial resources. Therefore, the university should evaluate the long-term fiscal impact upon the university's debt position and available resources before authorizing any such financial commitment. Additionally, the debt of any DSO may not be secured by an agreement or contract with the university unless the source of payments under such agreement or contract is limited to revenues that the university is authorized to use for the payment of debt service. Any such contract or agreement shall also be subject to the requirements set forth under "Security Features – Pledged Revenues" herein.

Credit Ratings

In order to access the credit markets at the lowest possible borrowing cost, it is recognized that credit ratings are critical. Therefore, for all publicly offered debt:

- a) For existing bond programs, universities and DSOs shall strive to maintain or improve current credit ratings without adversely impacting the amount of debt which may be issued for any particular program.
- b) For all new financings, the university or DSO shall seek to structure the transaction to achieve a minimum rating of "A" from at least two nationally recognized rating agencies. Credit enhancement may be used to achieve this goal.

Tax Status

The universities have traditionally issued tax exempt debt which results in significant interest cost savings compared with the interest cost on taxable debt. Accordingly, all university and DSO debt should be issued to take advantage of the exemption from federal income taxes unless the university demonstrates that the issuance of taxable debt is in the university's best interest. With respect to debt which has a management contract with a private entity as part of the security feature, the management contract should comply, to the greatest extent practical, with tax law requirements to obtain tax exemption for the debt.

Security Features

Pledged Revenues. The debt issued by universities and their DSOs may only be secured by revenues (including fund balances and budget surpluses) authorized for such purpose. The revenues which may secure debt include the following:

- a) Activity and Service Fee, subject to the limitation that annual debt service payable from these fees does not exceed five percent of the revenues derived therefrom.
- b) Athletic Fee, subject to the limitation that annual debt service payable from these fees does not exceed five percent of the revenues derived therefrom.
- c) Health Fee.
- d) Transportation Access Fee.
- e) Hospital Revenue.
- f) Licenses and Royalties for facilities that are functionally related to the university operation or DSO reporting such royalties and licensing fees.
- g) Gifts and Donations for debt not longer than five years.

- h) Overhead and indirect costs and other monies not required for the payment of direct costs of grants.
- i) Assets of University Foundations and DSOs and earnings thereon.
- j) Auxiliary Enterprise Revenues, e.g., housing, parking, food service, athletic, retail sales, research activities.

Revenues which are not enumerated above may not be pledged to secure debt unless authorized by law for such purpose. In the case of university-issued debt, the pledge of revenues which secures debt should specifically identify the sources pledged and not use general or vague terms such as “lawfully available revenues.” Specifically identifying revenues used to secure debt will provide certainty and transparency as to the revenues that are encumbered and avoid ambiguity or uncertainty as to the issuer’s legal liability and universities and their DSOs should take this into consideration when determining the nature of the security it will provide in connection with a debt issuance. The guidelines for pledging revenues and securing debt shall also apply to debt structures which involve an agreement, contract or lease with a university or its DSOs, i.e., the revenues being pledged to secure debt must be specifically identified and lawfully available for such purpose. It is preferable, whenever possible, to secure debt with system pledges comprised of multiple facilities within a system, e.g., housing and parking, rather than stand-alone project finances.

Functional Relationships. Revenues from one auxiliary enterprise (a “Supporting Auxiliary Enterprise”) may not be used to secure debt of another auxiliary enterprise unless the Board, after review and analysis, determines that the facility being financed (the “Facility”) is functionally related to the Supporting Auxiliary Enterprise’s revenues being used to secure such debt. The Board must determine whether a functional relationship exists whenever revenues from a Supporting Auxiliary Enterprise will be used to pay or secure the debt of a Facility or when proceeds of bonds issued by a Supporting Auxiliary Enterprise will be used, directly or indirectly, to pay costs relating to a Facility. When a functional relationship is established between a Facility and a Supporting Auxiliary Enterprise, only that portion of the Supporting Auxiliary Enterprise’s revenues that exceed its operating requirements and debt service, if any, may be pledged to secure such debt; provided that such pledge may be on parity with outstanding debt if permitted by the covenants and conditions of the outstanding debt.

A functional relationship exists when a nexus is established between the Facility and the Supporting Auxiliary Enterprise’s revenues. Whether a Facility is functionally related to the Supporting Auxiliary Enterprise’s revenues must be determined on a case by case basis, taking into consideration the unique facts and circumstances surrounding each individual situation.

Examples of functional relationships include, but are not limited to, a parking facility intended to provide parking to residents of a student housing facility and

located within reasonably close proximity to a student housing facility; a food services facility intended to serve residents of a student housing facility and located within reasonably close proximity to a student housing facility; or shared infrastructure (e.g. water lines, sewer lines, utilities, plaza areas) located within reasonably close proximity to both the Facility and the Supporting Auxiliary Enterprise. While representations that a Facility will provide general benefits to or enhance the experience of the student body are desirable, this factor alone is not determinative in and of itself to establish a functional relationship between the Facility and the Supporting Auxiliary Enterprise's revenues.

Lien Status. All bonds of a particular program should be secured by a first lien on specified revenues. Additionally, bonds should generally be equally and ratably secured by the revenues pledged to the payment of any outstanding bonds of a particular bond program. However, the creation of a subordinate lien is permissible if a first lien is not available or circumstances require.

Reserve Fund. Debt service reserve requirements may be satisfied by a deposit of bond proceeds, purchase of a reserve fund credit facility, or funding from available resources over a specified period of time. In the submission of a request for debt issuance, it is preferred, though not required, that the bond size for the proposed debt include provisions for funding a reserve from bond proceeds. This will ensure that in the event the university is unable to obtain a reserve fund credit facility it will still have an authorized bond amount sufficient to fund its needs. Debt service reserve requirements may also be satisfied with cash balances.

Credit Enhancement. Credit enhancement is used primarily to achieve interest cost savings. Accordingly, the state universities and their DSOs should consider the cost effectiveness of bond insurance or other credit enhancements when evaluating a debt issuance and the overall cost thereof. Any bond insurance or credit enhancement should be chosen through a competitive selection process analyzing the cost of the insurance or credit enhancement and the expected interest cost savings to result from their use. The primary determinant in selecting insurance or other credit enhancement should be price and expected interest cost savings; however, consideration may also be given to the terms of any arrangement with the provider of insurance or other credit enhancement.

Capitalized Interest. Capitalized interest from bond proceeds is used to pay debt service until a revenue producing project is completed or to manage cash flows for debt service in special circumstances. Because the use of capitalized interest increases the cost of the financing, it should only be used when necessary for the financial feasibility of the project.

Structural Features

Length of Maturity. In addition to any restriction on the final maturity imposed by the constitution or laws of the State, as a general guideline, the final maturity on bonds should not exceed thirty years.

Debt secured by gifts and donations shall not be considered long-term financing but may be used as a temporary or construction loan to accelerate construction of facilities. Accordingly, the maturity of debt secured by gifts and donations shall not exceed five years, including roll-overs or refinancings except refinancings to implement permanent financing. Debt issued to finance equipment and software may not be longer than five years or the useful life of the asset being financed, whichever is shorter. Lastly, the final maturity of the debt should not exceed the estimated useful life of the assets being financed.

Debt Service Structure. Generally, debt should be structured on a level debt basis, i.e., so that the annual debt service repayments will, as nearly as practicable, be the same in each year. A deviation from these preferences is permissible if it can be demonstrated to be in the university's best interest, such as restructuring debt to avoid a default and not to demonstrate feasibility of a particular project.

Redemption Prior to Maturity. A significant tool in structuring governmental bonds is the ability to make the bonds callable after a certain period of time has elapsed after issuance. This provides the advantage of enabling the issuer to achieve savings through the issuance of refunding bonds in the event interest rates decline. Although the ability to refund bonds for a savings is advantageous, there may be situations where a greater benefit of lower interest rates may be realized by issuing the bonds as non-callable. Accordingly, there is a strong preference that bonds issued by a university or DSO be structured with the least onerous call features as may be practical under then prevailing market conditions. Bonds of a particular issue may be sold as non-callable if it is shown to be in the best interest of the university or DSO.

Debt Issued With a Forward Delivery Date. Debt issued by a university or DSO may be issued with a delivery date significantly later than that which is usual and customary. This debt typically carries an interest rate penalty associated with the delay in delivery. There are also additional risks that delivery will not occur. Debt with a forward delivery date may be issued if the advantages outweigh the interest rate penalty which will be incurred and the university and DSO are protected from adverse consequences of a failure to deliver the debt.

Interest Accrual Features

Fixed Rate, Current Interest Debt. Fixed rate debt will continue to be the primary means of financing infrastructure and other capital needs. However, there may be circumstances where variable rate debt is more appropriate, in which case, the state

university or DSO shall provide documentation as noted in these guidelines for such debt.

Derivatives. Alternative financing arrangements, generally referred to as derivatives, are available in the market as an alternative to traditional bonds. Under certain market conditions, the use of alternative financing arrangements may be more cost effective than the traditional fixed income markets. However, these alternative financing instruments, such as floating to fixed swap agreements, have characteristics and carry risks peculiar to the nature of the instrument which are different from those inherent in the typical fixed rate financing. Although the universities and their DSOs should normally continue issuing conventional fixed rate bonds, alternative financing instruments may be used when the inherent risks and additional costs are identified and proper provision is made to protect the Board, the university, and the DSO from such risks. In determining when to utilize alternative financing arrangements, the availability of the requisite technical expertise to properly execute the transaction and manage the associated risks should be evaluated along with any additional ongoing administrative costs of monitoring the transaction. Also, a comprehensive derivatives policy should be established by the university or their DSOs and approved by the Board prior to approving transactions using derivatives products.

Capital Appreciation Bonds. Normally capital appreciation bonds, which do not require current debt service payments, should not be used. However, when a compelling university interest is demonstrated, capital appreciation bonds may be issued.

Variable Rate Bonds. Variable rate debt may be issued where, considering the totality of the circumstances, such bonds can reasonably be expected to reduce the total borrowing cost to the university or the DSO over the term of the financing. The availability of the requisite technical expertise to properly manage the risks and execution of the variable rate transaction should be evaluated along with any additional ongoing administrative costs of monitoring the transaction. There should be a solid understanding of the liquidity risk and interest rate risks associated with variable rate debt. Further, there should be a debt management plan that mitigates, to the extent possible, these risks over the life of the debt. The following guidelines should apply to the issuance of variable rate debt:

- a) *Expected reduction in total borrowing cost.* In determining reasonably expected savings, a comparison should be made between a fixed rate financing at then current interest rates and a variable rate transaction, based on an appropriate floating rate index. The cost of the variable rate transaction should take into account all fees associated with the borrowing which would not typically be incurred in connection with fixed rate bonds, such as tender agent, remarketing agent, or liquidity provider fees.

- b) *Limitation on variable rate debt.* The amount of variable rate debt and interest derivative exposure is dependent on several factors associated with these types of debts. Included in the factors associated with these instruments are the university's/DSO's operating flexibility and tightness of budget, access to short and long term capital, the likelihood of a collateral call or termination payment, and the university's/DSO's financial expertise. The level to which universities may utilize variable rate debt obligations ("VRDO") and interest derivatives (like swaps, collars, and caps) is subject to an understanding of the risks associated and a debt policy that adequately addresses the additional risks.
- c) *Budgetary controls.* To avoid a situation in which debt service on variable rate bonds exceeds the annual amount budgeted, the following guidelines should be followed in establishing a variable rate debt service budget:
 - i) A principal amortization schedule should be established, with provisions made for payment of amortization installments in each respective annual budget;
 - ii) Provide for payment of interest for each budget year using an assumed budgetary interest rate which allows for fluctuations in interest rates on the bonds without exceeding the amount budgeted. The budgetary interest rate may be established by: (1) using an artificially high interest rate given current market conditions; or (2) setting the rate based on the last 12 months actual rates of an appropriate index plus a 200 basis point cushion or spread to anticipate interest rate fluctuations during the budget year. The spread should be determined by considering the historical volatility of short-term interest rates, the dollar impact on the budget and current economic conditions and forecasts; or, (3) any other reasonable method determined by the university or DSO and approved by the Board;
 - iii) The amount of debt service actually incurred in each budget year should be monitored monthly by the university or DSO to detect any significant deviations from the annual budgeted debt service. Any deviations in interest rates which might lead to a budgetary problem should be addressed immediately; and
 - iv) As part of the effort to monitor actual variable rate debt service in relation to the budgeted amounts and external benchmarks, the university or DSO should establish a system to monitor the performance of any service provider whose role it is to periodically reset the interest rates on the debt, i.e., the remarketing agent or auction agent.
- d) *Establish a hedge with short-term investments.* In determining the appropriate amount of variable rate debt which may be issued by the universities or their DSOs, consideration should be given to mitigating the variable interest rate

risk by creating a hedge with short-term investments. This “hedge” mitigates the financial impact of debt service increases due to higher interest rates because, as debt service increases, the university’s or DSO’s earnings on short-term investments also increases. Appropriate personnel should monitor the hedge monthly. Short-term investment as a hedge is one of several methods of mitigating interest rate risk. The ratio of such short-term investments to variable debt needs to be examined in conjunction with other interest rate risk hedging, striking an overall balance to minimize interest rate risk.

- e) *Variable interest rate ceiling.* The bond documents should include an interest rate ceiling of no greater than 12%.
- f) *Mitigating interest rate risks with derivatives.* Universities and DSOs are allowed to use various derivatives to mitigate the risk of rising interest rates on variable rate debt. However, the introduction of these derivatives also presents other risks for which the university must mitigate. These risks include rollover risk, basis risk, tax event risk, termination risk, counterparty credit risk and collateral posting risk. At a minimum, a university/DSO engaging in this type of interest rate risk mitigation must provide:
 - i) Evidence that the counterparty has a long term rating of at least an A/A2; and
 - ii) A swap management plan that details the following:
 - a) Why the university is engaging in the swap and what the objectives of the swap are.
 - b) The swap counterparty’s rating.
 - c) An understanding by the issuer of the cash flow projections that detail costs and benefits for the swap.
 - d) The plan of action addressing the aforementioned risks associated with swaps.
 - e) The events that trigger an early termination (both voluntary and involuntary) under the swap documents, the cost of this event and how such would be paid.
 - f) The method for rehedging variable rate exposure should early termination be exercised.
 - g) A list of key personnel involved in monitoring the terms of the swap and counterparty credit worthiness.

- g) *Liquidity.* One of the features typical of variable rate debt instruments is the bondholder's right to require the issuer to repurchase the debt at various times and under certain conditions. This, in theory, could force the issuer to repurchase large amounts of its variable rate debt on short notice, requiring access to large amounts of liquid assets. There are generally two methods for addressing this issue. With the first method, issuers that do not have large amounts of liquid assets may establish a liquidity facility with a financial institution which will provide the money needed to satisfy the repurchase. The liquidity provider should have a rating of A1/P1 or higher. The liquidity agreement does not typically run for the life of long-term debt. Accordingly, there is a risk that the provider will not renew the agreement or that it could be renewed only at substantially higher cost. Similar issues may arise if the liquidity provider encounters credit problems or an event occurs which results in early termination of the liquidity arrangement; in either case the issuer must arrange for a replacement liquidity facility. With the second method, issuers with significant resources may choose to provide their own liquidity. This approach eliminates the costs that would be charged by a third party liquidity provider and could mitigate the renewal/replacement risk. If a university/DSO chose to provide its own liquidity, the institution must maintain liquid assets or facilities equal to 100% of the outstanding VRDOs.
- h) *Submission of periodic reports.* By November 30th of each year, ~~the~~ the university will prepare and submit to the board of trustees and the Board an annual variable rate debt report showing the position during the previous period of the university or DSO variable rate debt with respect to the following measures:
- i) the total principal amount of variable rate debt to principal amount of total debt;
 - ii) the amount of debt service accrued during the reporting period in relation to the pro-rata amount of annual budgeted debt service for the reporting period. If the amount of debt service which accrued during the reporting period exceeded the pro-rata amount of annual budgeted debt service for the period, the university shall explain what actions were taken to assure that there would be sufficient revenues and budget authority to make timely payments of debt service during the subsequent years; and
 - iii) the amount of variable rate debt in relation to the amount of the university's and/or DSO's short-term investments, and any other strategies used to hedge interest rate risk.

Other Types of Financings

Refunding Bonds. Generally, refunding bonds are issued to achieve debt service savings by redeeming high interest rate debt with lower interest rate debt. Refunding bonds may also be issued to restructure debt or modify covenants contained in the bond documents. Current tax law limits to one time the issuance of tax-exempt advance refunding bonds to refinance bonds issued after 1986. There is no similar limitation for tax-exempt current refunding bonds. The following guidelines should apply to the issuance of refunding bonds, unless circumstances warrant a deviation therefrom:

- a) Refunding bonds should be structured to achieve level annual debt service savings.
- b) The life of the refunding bonds should not exceed the remaining life of the bonds being refunded.
- c) Advance refunding bonds issued to achieve debt service savings should have a minimum target savings level measured on a present value basis equal to 5% of the par amount of the bonds being advance refunded. The 5% minimum target savings level for advance refundings should be used as a general guide to guard against prematurely using the one advance refunding opportunity for post-1986 bond issues. However, because of the numerous considerations involved in the sale of advance refunding bonds, the 5% target should not prohibit advance refundings when the circumstances justify a deviation from the guideline.
- d) Refunding bonds which do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling university interest.

Certificates of Participation and Lease-Type Financing. The universities or their DSOs may utilize these financing structures for all purposes, but it shall be considered as debt for the purposes of these guidelines and the universities shall always budget and make available monies necessary to pay debt service, notwithstanding the right to cancel the lease. Additionally, for lease purchase financings of equipment, universities and DSOs should consider using the State's consolidated equipment financing program if it will reduce costs and ensure a market interest rate on the financing.

Conversions of existing variable rate debt. A conversion between interest rate modes pursuant to the provisions of variable rate financing documents does not require Board approval. However, ten days prior to the conversion, the universities or their DSOs must notify the Board Office of a conversion and provide a summary of the terms of (i.e. interest rate, debt service schedule, etc.) and reasons for the conversion. The universities and DSOs should answer all questions and provide any additional

information that ~~the~~ Board staff deems necessary to fully understand the conversion.

IV. METHOD OF SALE AND USE OF PROFESSIONALS

Analysis of Method of Sale

It is in the best interests of the universities and their DSOs to use the method of sale for their debt that is expected to achieve the best sale results. Based upon the facts and circumstances with regard to each individual financing, it may be more appropriate to sell debt through either a competitive sale or through negotiation. Accordingly, the universities and their DSOs may utilize either a competitive or negotiated sale. If, however, a request is made for a DSO to sell debt using a negotiated sale, the university must provide the Board with an analysis showing that a negotiated sale is desirable. The analysis should include, but not necessarily be limited to, a consideration of the following factors:

- a) Debt Structure
 - i) pledged revenues – strong revenue stream vs. limited revenue base;
 - ii) security structure – conventional resolution, cash flow, rate and coverage covenants vs. unusual or weak covenants;
 - iii) debt instrument – traditional serial and term bonds vs. innovative, complex issues requiring special marketing; and
 - iv) size – a smaller transaction of a size which can be comfortably managed by the market vs. a large size which the market cannot readily handle.
- b) Credit Quality
 - i) ratings – “A” or better vs. below single “A”; and
 - ii) outlook – stable vs. uncertain.
- c) Issuer
 - i) type of organization – well-known, general purpose vs. special purpose, independent authority;
 - ii) frequency of issuance – regular borrower vs. new or infrequent borrower; and
 - iii) market awareness – active secondary market vs. little or no institutional awareness.

d) Market

- i) interest rates – stable; predictable vs. volatile;
- ii) supply and demand – strong investor demand, good liquidity vs. oversold, heavy supply; and
- iii) changes in law – none vs. recent or anticipated

Bonds may also be sold through a private or limited placement, but only if it is determined that a public offering through either a competitive or negotiated sale is not in the best interests of the university or DSO.

Allocation of Bonds

In the event a negotiated sale by a DSO is determined by the university to be in the university's best interest, syndicate rules shall be established which foster competition among the syndicate members and ensure that all members of the syndicate have an opportunity to receive a fair and proper allocation of bonds based upon their ability to sell the bonds.

Report on Sale of Bonds

The university or DSO shall prepare a report on the sale of bonds or anytime it incurs debt. The report shall be prepared and provided to the Board as soon as practicable but in no event later than one month after closing the transaction, in the format and manner provided by the Board, which at a minimum shall include the following:

- a) The amount of the debt.
- b) The interest rate on the debt.
- c) A final debt service schedule or estimated debt service schedule if a variable rate debt or the interest rate is subject to adjustment.
- d) Any aspect of the transaction that was different from the transaction submitted for approval.
- e) Itemized list of all fees and expenses incurred on the transaction, including legal fees.
- f) For negotiated sale of bonds:
 - i) the underwriters' spread detailing the management fee;

- ii) takedown by maturity and aggregate takedown;
 - iii) any risk component and an itemized list of the expense component;
 - iv) orders placed by each underwriter and final bond allocation;
 - v) total compensation received by each underwriter; and
 - vi) any report or opinion of the financial advisor.
- g) Final official statement for publicly offered bonds.
- h) Bond insurance or any other form of credit enhancement and the terms thereof.
- i) Credit rating reports.

For any project financing approved by the Board on or after November 7, 2012, the university or DSO shall prepare an annual report to the Board and the Division of Bond Finance which updates information provided for the initial approval of the project. The report shall include information relating to the return on investment or internal rate of return for a revenue-generating project or another appropriate quantitative measure for a non-revenue generating project, and any other information as may be required. The format and specific timeframe for reporting shall be as specified by the Chancellor. However, the initial annual report shall be filed no later than November 30th after the project has been placed in service for one full fiscal year.

Selection of Financing Professionals

The use of underwriters for negotiated financings and the use of financial advisors for negotiated and competitive offerings is necessary to assist in the proper structuring and sale of debt. To assure fairness and objectivity in the selection of professionals and to help select the most qualified professional, the selection of underwriters and financial advisors should be accomplished through a competitive selection process. A competitive selection process allows the universities and their DSOs to compare more professionals and obtain the best price and level of service.

V. DISCLOSURE

Primary Disclosure

Universities and DSOs shall use best practices in preparing disclosure documents in connection with the public offer and sale of debt so that accurate and complete financial and operating information needed by the markets to assess the credit quality and risks of each particular debt issue is provided.

The disclosure recommendations of the Government Finance Officers Association's "Disclosure for State and Local Governments Securities," and the National Federation of Municipal Analysts' "Recommended Best Practices in Disclosure for Private Colleges and Universities" should be followed to the extent practicable, specifically including the recommendation that financial statements be prepared and presented according to generally accepted accounting principles.

Continuing Disclosure

DSOs shall fulfill all continuing disclosure requirements set forth in the transaction documents and as required under Rule 15c2-12 of the Securities and Exchange Commission.

VI. POST-ISSUANCE CONSIDERATIONS

Investment of Proceeds of Debt Issued by DSOs

Construction Funds. Funds held for payment of debt service and all other funds held as required by the documents of any financing shall be invested consistent with the terms of the Financing Documents.

Arbitrage Compliance

The university will comply with federal arbitrage regulations. Any arbitrage rebate liabilities should be calculated and funded annually.

VII. EFFECT

The foregoing guidelines shall be effective immediately and may be modified from time to time by the Board as circumstances warrant. The guidelines are intended to apply prospectively to all university and DSO debt, and not to adversely affect any university or DSO debt currently outstanding or projects approved by the Board or board of trustees prior to, or existing, as of January 26, 2006.

Authority: Section 7(d), Art. IX, Fla. Const., History: New 4-27-06, Amended 9-16-10.



RICK SCOTT
GOVERNOR

February 18, 2013

Chairman Dean Colson
Colson Hicks Eidson
255 Alhambra Circle, Penthouse
Coral Gables, Florida 33134

Dear Chairman Colson:

As Governor, the Cabinet and I are often asked to vote on whether to approve bond issuances for university construction projects. When reviewing potential bond deals, my view is simple: borrowing must be thoroughly scrutinized because overreliance on debt will push the cost of a university education beyond the reach of many Florida families.

I know that universities share these concerns and are constantly evaluating ways to reduce costs and improve quality. This includes working together to determine the need for additional facilities and the best way to finance them. In particular, universities and the Board of Governors have a joint responsibility to critically evaluate and justify the use of debt as a financing tool. Quantitative metrics must be used to ensure that each dollar borrowed is essential to our universities' core mission of educating tomorrow's leaders.

Accordingly, projects financed through the issuance of bonds, certificates of participation, long-term leases, or similar contractual arrangements must clearly provide tangible benefits to students. Before advancing such projects, universities should:

- Review quantitative metrics justifying the need for construction;
- Calculate a return-on-investment for revenue-generating projects and other appropriate measures for non-revenue-generating projects; and
- Assess whether the private sector can offer a comparable alternative at a lower cost.

Further, in order to enhance accountability, those using debt to finance construction should compare the projections used during the evaluation and approval process with the actual results achieved. These policies should apply whether facilities are financed directly by universities or through direct support organizations.

THE CAPITOL

TALLAHASSEE, FLORIDA 32399 • (850) 488-2272 • FAX (850) 922-4292

Chairman Dean Colson
February 18, 2013
Page Two

Since taking office, I have consistently called on universities to lower costs and increase efficiencies. I believe that our goal of ensuring that college remains both affordable and high-quality is achievable if universities focus on their core mission and on creating operational efficiencies.

Sincerely,

A handwritten signature in blue ink, appearing to read "Rick Scott", with a large, stylized flourish at the end.

Rick Scott
Governor

cc: Chancellor Frank Brogan, Florida Board of Governors



325 West Gaines Street, Suite 1614
Tallahassee, FL 32399
Phone 850.245.0466
Fax 850.245.9685
www.flbog.edu

February 27, 2013

The Honorable Rick Scott
Governor of Florida
The Capitol
Tallahassee, Florida 32399

Dear Governor Scott:

Thank you for your letter of February 18, 2013 regarding university bond deals. Such construction projects are critical to the State University System's core mission and thus receive our utmost scrutiny. I share your dedication to vigilance in this matter, as I too must affix my signature to each bond offering. Likewise, the Board of Governors shares your commitment to keeping Florida's universities among the most affordable in the nation.

In the face of the precipitous decline in state support for the fixed capital outlay budget, the pressure on the universities to bond from internal sources has increased tremendously. These factors led to the creation of the State University System Facilities Task Force, with whose work you are familiar. The Board and all stakeholders interested in the welfare of our state universities are keenly aware of the challenge. While we must make the most of the opportunity provided by historically low interest rates and cost of construction – which provides lowest lifecycle costs – we understand that this must not be done at the expense of current students. Of equal weight is our objective to align all bond requests with our strategic plan goals.

The Board of Governors will discuss this matter at its March 27-28, 2013 meeting, with the expectation that the Facilities Committee will direct the Chancellor and his staff – along with representatives from the universities – to begin the process of incorporating the concepts outlined in your letter into the State University System's Debt Guidelines. We certainly will welcome participation from you and your staff, as well as that of the State Board of Administration's Division of Bond Finance in the amendment process.

February 28, 2013

Page 2

In the interim, Chancellor Brogan and his staff will assist those schools that have deals that are mid-way through the approval process to incorporate the additional information you recommended, so that this data will be available to both you and the Board prior to authorization of any further debt issuance.

We appreciate your commitment to our shared goal of creating a more efficient and effective high-quality university system for the people of Florida.

Sincerely,

A handwritten signature in black ink, appearing to read 'L. Colson', with a long horizontal flourish extending to the right.

Dean L. Colson
Chair

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
September 12, 2013**

SUBJECT: 2014-15 State University System Fixed Capital Outlay Legislative Budget Request

PROPOSED COMMITTEE ACTION

Review and approve the 2014-2015 SUS Fixed Capital Outlay Legislative Budget Request.

Authorize the Chancellor, State University System of Florida, to make revisions to the 2014-2015 SUS Fixed Capital Outlay Legislative Budget Request.

Approval is recommended by the Chancellor.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The requested budget provides the State University System of Florida continued capital outlay support and has been prepared in accordance with statutory requirements and guidelines adopted by the Board of Governors on June 20, 2013. All university fixed capital outlay budget requests have been approved by the institutional boards of trustees.

Specific Fixed Capital Outlay Appropriation Requests

- ◆ **The 2014/2015-2018/2019 SUS Five Year Fixed Capital Outlay Request** provides funding to meet identified academic and academic support facility needs, including PECO funding based upon statutory revenue allocation constraints. (**Attachment I**)

- ◆ **Board Request for PECO Remodeling/Renovation/Repair/Maintenance Formula Funds Appropriation** represents a system-wide request for funds used to expand or upgrade educational facilities to prolong the useful life of the plant, pursuant to statute. **(Attachment II)**
- ◆ **A Request for Capital Improvement Trust Fund Projects, Including Annual Debt Service Appropriation:** This represents a funding request based on projects which can be supported from cash revenues (A); bond revenues (B); combined cash and bonds (A+B); and the spending authority necessary to satisfy the debt service requirements of previously issued long term debt. **(Attachment III)**
- ◆ **The 2014/2015 Alec P. Courtelis Facility Enhancement Challenge Grant Program** requires funding to match private donations which were received by June 30, 2011. **(For Information Only)**

Supporting Documentation:

1. Attachments I-III (as described above)
2. Alec P. Courtelis Information

Facilitators/Presenters:

Chris Kinsley

Continuation
Utility/Infras.
Renovation
Land Acquisiti
New Projects
Non-Survey Rec.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
2014/2015 - 2018/2019 CAPITAL PROJECT LIST
PENDING BOARD APPROVAL - SEPTEMBER 12, 2013

ATTACHMENT I-a

Univ	Project	Prior Funding		Board Proposed 5 Years				
		All Years		2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
SYSTEM	From PECO - Critical Deferred Maintainence	1		62,622,030	34,252,776	119,919,292	119,919,292	119,919,292
	From PECO - Renovation/Repair/Remodeling	1		34,004,165	18,599,477	20,068,704	20,068,704	20,068,704
	TOTAL PECO REQUEST			96,626,195	52,852,253	139,987,996	139,987,996	139,987,996
Funding Request from General Revenue								
UF	Chemistry/Chemical Biology Building	2	22,608,204	29,145,898	10,000,000	4,295,898		
	Nuclear Science Building Renovations/ Additions	3			19,741,983	20,258,017	5,000,000	
	Norman Hall Remodeling/ International Media Union	4				8,000,000	8,000,000	8,437,950
	Dental Science Building Renovations	5					3,150,000	
	McCarty Hall - A,B,D Renovations	6					12,362,500	13,800,000
	TOTAL			29,145,898	29,741,983	32,553,915	28,512,500	22,237,950
FSU	FAMU-FSU College of Engineering III - Joint Use	2	3,085,233	4,000,000	11,034,335			
	Earth Ocean Atmospheric Sciences Building (Ph I)	3	3,850,000	30,000,000	26,100,000	5,000,000		
	Library System Improvements (Phase I)	6						19,400,000
	TOTAL			34,000,000	37,134,335	5,000,000	-	19,400,000
FAMU	FAMU-FSU College of Engineering III - Joint Use	4	3,085,233	13,014,335	2,000,000			
	Dyson Building Remodeling	5						1,751,500
	TOTAL			13,014,335	2,000,000	-	-	1,751,500
USF	USF St. Pete. College of Business	4	5,000,000	22,300,000				
	USF Heart Health Institute	5	19,393,118	14,735,000	16,020,000			
	Interdisciplinary Science Teaching & Research Facility	6	74,732,583	9,031,204				
	Sarasota-South Parcel I Renovations/ Redevelopment	9			3,269,750			
	TOTAL			46,066,204	19,289,750	-	-	-

Continuation
Utility/Infras.
Renovation
Land Acquisition
New Projects
Non-Survey Rec.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
2014/2015 - 2018/2019 CAPITAL PROJECT LIST
PENDING BOARD APPROVAL - SEPTEMBER 12, 2013

ATTACHMENT I-a

Univ	Project	Prior Funding		Board Proposed 5 Years				
			All Years	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
FAU	FAU/SCRIPPS Joint Use Facility Expansion - Jupiter	2	10,000,000	4,000,000				
	College of Science & Eng Bldgs 36, 43 & 55 Reno	3		10,000,000				
	Jupiter Research Building Renovation & Addition	5			14,650,000	14,350,000		
	Boca Library Renovation	6				3,920,000	16,000,000	20,480,000
	TOTAL			14,000,000	14,650,000	18,270,000	16,000,000	20,480,000
UWF	College of Arts and Sciences Building 58 Renovation	6		11,054,000	10,238,500			
	Physical Education Renovation & Performance Center Imp	5				2,907,750	10,104,793	10,104,793
	TOTAL			11,054,000	10,238,500	2,907,750	10,104,793	10,104,793
UCF	Engineering Bldg 1 Renovation	1	3,620,723	14,879,277				
	Math & Physics Bldg Renovation & Remodeling	2	3,877,895	10,122,105				
	Library Renovation Phase II	4		33,000,000	3,500,000			
	Millican Hall Renovation	8			7,061,894			
	Business Administration Renovation	9			9,969,844			
	Chemistry Renovation	10			10,895,024			
	Facilities & Safety Complex Renovation	11			4,856,238			
	Visual Arts Renovation and Expansion	12			3,000,000	24,000,000	3,000,000	
	Colbourn Hall Renovation	17					8,276,053	
	TOTAL			58,001,382	39,283,000	24,000,000	11,276,053	-
FIU	Student Academic Support Center - MMC	2	21,833,698	1,687,722				
	Satellite Chiller Plant Expansion - MMC	4		7,000,000				
	Remodel/Renov of Existing Educational Spaces - MMC	6		20,000,000	7,585,000			
	TOTAL			28,687,722	7,585,000	-	-	-
UNF	Building and Land Acquisition	2		18,000,000				
	Skinner Jones Hall North Previous Renovation of Bio Bldg	3			8,000,000			
	Skinner Jones Hall South Previous Renovation of Bldg 3	4				6,300,000	5,700,000	
	Renovations Schultz Hall Bldg 9	5						3,000,000
	TOTAL			18,000,000	8,000,000	6,300,000	5,700,000	3,000,000

Continuation
 Utility/Infras.
 Renovation
 Land Acquisition
 New Projects
 Non-Survey Rec.

STATE UNIVERSITY SYSTEM OF FLORIDA
 BOARD OF GOVERNORS
 2014/2015 - 2018/2019 CAPITAL PROJECT LIST
 PENDING BOARD APPROVAL - SEPTEMBER 12, 2013

ATTACHMENT I-a

Univ	Project	Prior Funding	Board Proposed 5 Years				
		All Years	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
FGCU	Central Energy Plant Expansion Phase 3	3	9,000,000				
	TOTAL		9,000,000	-	-	-	-
NEWC	Hamilton Student Support & Plaza Renovation Remodeling	3	1,600,000				
	Pritzker Marine Biology Service Core & College Hall Mech	4				1,290,000	
	Old Caples House & Carriage House Restoration & Mechar	5				550,000	3,150,000
	TOTAL		1,600,000	-	-	1,840,000	3,150,000
POLY	Florida Polytechnic Campus - Institute for Science/Technology - Equipment						
	TOTAL		-	-	-	-	-
	University Projects Total		262,569,541	167,922,568	89,031,665	73,433,346	80,124,243
SUS	System Priority and Joint Use Projects						
	SUS Joint Use Library Storage Facility @ UF	2,017,511	17,957,488				
	System Priority and Joint Use Projects Total		17,957,488	-	-	-	-
	TOTAL GENERAL REVENUE REQUEST		280,527,029	167,922,568	89,031,665	73,433,346	80,124,243
	GRAND TOTAL FCO REQUEST		377,153,224	220,774,821	229,019,661	213,421,342	220,112,239

Continuation	170,873,029	65,154,335	9,295,898	-	-
Utility/Infras.	112,626,195	52,852,253	139,987,996	139,987,996	139,987,996
Renovation	75,654,000	102,768,233	79,735,767	65,157,293	80,124,243
Land Acquisition	18,000,000	-	-	-	-
New Projects					
Non-Survey Rec.	-	-	-	8,276,053	-
	377,153,224	220,774,821	229,019,661	213,421,342	220,112,239

Continuation
Utility/Infras.
Renovation
Land Acquisition
New Projects
Non-Survey Rec.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
2014/2015 - 2018/2019 UNIVERSITY HIGH PRIORITY CAPITAL PROJECTS
FOR FUTURE FACILITIES WORKSHOP - DATE TBD
PENDING FACILITIES COMMITTEE ACTION

Univ	Project		Board Proposed 5 Years					PROJECT TOTALS
			2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	
UF	TOTAL							
			-	-	-	-	-	-
FSU	STEM Teaching Lab Building	4	2,265,000	28,735,000	4,100,000			35,100,000
	TOTAL		2,265,000	28,735,000	4,100,000	-	-	35,100,000
FAMU	Student Affairs Building	3	6,155,000	27,319,160	3,100,000			36,574,160
	TOTAL		6,155,000	27,319,160	3,100,000	-	-	36,574,160
USF	STEM Learning Center	7	4,523,847	26,508,304	18,162,417			49,194,568
	USF Health Morsani College of Medicine Facility	8	5,848,359	42,395,874	54,963,226			103,207,459
	TOTAL		10,372,206	68,904,178	73,125,643	-	-	152,402,027
FAU	General Classroom Facility - Phase II	4	1,965,000	21,453,000	3,185,000			26,603,000
	TOTAL		1,965,000	21,453,000	3,185,000	-	-	26,603,000
UWF	School of Allied Health & Life Sciences	2	8,952,000	33,250,000	21,660,000			63,862,000
	TOTAL		8,952,000	33,250,000	21,660,000	-	-	63,862,000
UCF	Interdisciplinary Research and Incubator Fac	5	5,924,183	33,852,470	5,924,183			45,700,836
	UCF VC Classroom Building	6	7,500,000					7,500,000
	Arts Complex Phase II (Performance)	7	5,000,000	40,000,000	5,000,000			50,000,000
	TOTAL		18,424,183	73,852,470	10,924,183	-	-	103,200,836

Continuation
Utility/Infras.
Renovation
Land Acquisition
New Projects
Non-Survey Rec.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
2014/2015 - 2018/2019 UNIVERSITY HIGH PRIORITY CAPITAL PROJECTS
FOR FUTURE FACILITIES WORKSHOP - DATE TBD
PENDING FACILITIES COMMITTEE ACTION

Univ	Project		Board Proposed 5 Years					PROJECT TOTALS
			2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	
FIU	Strategic Land Acquisition	3	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
	Humanities Ctr (Arts and Sciences) - MMC	5	23,375,877	6,074,123				29,450,000
	TOTAL		25,375,877	8,074,123	2,000,000	2,000,000	2,000,000	39,450,000
UNF								
	TOTAL		-	-	-	-	-	-
FGCU	Innovation Hub Research	2	7,633,807					7,633,807
	Classrooms/Offices/Labs Academic 9	4	3,852,065	36,319,350	4,500,000			44,671,415
	TOTAL		11,485,872	36,319,350	4,500,000	-	-	52,305,222
NEWC	Heiser Natural Science Addition	2	655,000	5,776,788	817,000			7,248,788
	TOTAL		655,000	5,776,788	817,000	-	-	7,248,788
POLY	Florida Polytechnic Campus - Institute for Science/Technology - Equipment							
	TOTAL		-	-	-	-	-	-
	University New Projects Total		85,650,138	303,684,069	123,411,826	2,000,000	2,000,000	516,746,033
SUS	System Priority and Joint Use Projects							
	FIO Research Vessel		2,850,000					2,850,000
	System Priority and Joint Use Projects Total		2,850,000	-	-	-	-	2,850,000
	TOTAL PROJECTS		88,500,138	303,684,069	123,411,826	2,000,000	2,000,000	519,596,033

Attachment II

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**
2014-2015 PECO Remodeling/Renovation/Repair/Maintenance Formula Funds
Appropriation Request
September 12, 2013

	<u>2014-2015</u>
UF	\$12,996,392
FSU	\$ 5,413,463
FAMU	\$ 1,761,416
USF	\$ 5,178,834
FAU	\$ 1,948,439
UWF	\$ 941,915
UCF	\$ 2,788,342
FIU	\$ 1,166,343
UNF	\$ 1,125,538
FGCU	\$ 476,058
NCF	<u>\$ 207,425</u>
State University System	\$34,004,165

*Amount is determined by a statutorily prescribed depreciation formula that considers the size, age, and replacement value of current facilities.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
2014/2015 Capital Improvement Trust Fund (CITF) LBR

Univ	Capital Improvement Trust Fund Projects	Requested Project Amount	Cash Portion (A)	Bond Portion (B)	Other Funding (C)	Combined Funding (A + B+C)
UF	Reitz Union	10,000,000	4,294,564	5,705,436	0	10,000,000
	Newell Hall Remodeling/Restoration	15,000,000	0	15,000,000	0	15,000,000
		25,000,000	4,294,564	20,705,436		25,000,000
FSU ¹	Student Union Expansion	41,800,000	2,965,334	11,839,634	26,995,032	41,800,000
	Barron Building Renovation	250,000	250,000	0	0	250,000
		42,050,000	3,215,334	11,839,634	26,995,032	42,050,000
FAMU ²	Student Affairs/Union	33,000,000	1,343,710	4,971,548	2,300,000	8,615,258
		33,000,000	1,334,961	4,971,548	2,300,000	8,615,258
USF	Marshall Student Center Expansion	13,718,388		13,718,388	0	13,718,388
	Library Remodeling and Learning Enhancements (Phase II)	2,008,680	1,998,993	0	0	2,008,680
	Health Student Union Annex Facility (Phase II)	542,326	0	542,326	0	542,326
	St. Pete, Environmental and Co-Curricular/Wellness Upgrades (Phase II)	2,112,516	2,112,516	0	0	2,112,516
	Sarasota-Manatee Co-curricular and Wellness Support Facilities (Phase II)	847,153	847,153	0	0	847,153
		19,229,063	4,958,662	14,260,714	0	19,229,063
FAU ³	Student Union Renovation & Expansion	24,000,000	2,353,046	9,961,929	11,685,025	24,000,000
		24,000,000	2,353,046	9,961,929	11,685,025	24,000,000
UWF	Tennis Courts- East Athletic Complex	4,229,154	1,083,484	3,145,670	0	4,229,154
		4,229,154	1,083,484	3,145,670	0	4,229,154
UCF	UCF Library - Phase I	20,199,358	5,943,974	14,255,384	0	20,199,358
	Recreation and Wellness Center - Outdoor Improvements	5,000,000		5,000,000	0	5,000,000
		25,199,358	5,943,974	19,255,384	0	25,199,358
FIU ⁴	Graham University Center - MMC	24,000,000	3,969,309	20,000,000	0	24,000,000
	Recreation Center Renovations - MMC	4,000,000	877,062	2,079,457	1,043,481	2,956,519
		28,000,000	4,846,371	22,079,457	1,043,481	26,956,519
UNF	Student Recreation Venues	3,550,000	1,654,989	1,895,011	0	3,550,000
	Student Assembly Center	3,550,000		3,550,000	0	3,550,000
		7,100,000	1,654,989	5,445,011	0	7,100,000

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
2014/2015 Capital Improvement Trust Fund (CITF) LBR

Univ	Capital Improvement Trust Fund Projects	Requested Project Amount	Cash Portion (A)	Bond Portion (B)	Other Funding (C)	Combined Funding (A +B+C)
FGCU ⁵	Student Recreation Center - Phase One	15,000,000	1,328,517	7,943,495	5,727,988	15,000,000
		15,000,000	1,328,517	7,943,495	5,727,988	15,000,000
NEWC	Capital Renewal and Maintenance Student Life Facilities	500,000	109,857	391,722	0	501,579
		500,000	109,857	391,722	0	501,579
FPU	Project Selection Pending					
			0	0		0
University CITF Projects Total		\$223,307,575	\$31,123,760	\$120,000,000		\$197,880,932
CITF ANNUAL DEBT SERVICE			Current	On New Bonds		Combined
			21,689,011	10,000,000		31,689,011

¹ FSU has 8,218,342 pending from prior year plus other available funding sufficient to complete the project.

² FAMU has \$2.3 million available from prior year. The balance of project costs is included on the PECO list

³ FAU has \$3,418,375 pending from prior year. FAU will use other available funding and/or modify scope to complete the project.

⁴ FIU plans to use other available funding sufficient to complete the project.

⁵ FGCU has \$2,614,363 pending from prior year. FGCU will use other available funding and/or modify scope to complete the project

For Information Only

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

2014-2015 Alec P. Courtelis

Lump Sum Facility Enhancement Challenge Grant Program Request

Pursuant to Florida Statutes, Facilities Enhancement Challenge Grant Program projects must support instruction or research, be included in the institutions' Five-Year Capital Improvement Program, and have private cash matching on deposit by June 29, 2011. These existing eligible donations remain eligible for future state matching funds, but otherwise the program is suspended until after at least \$200 million of the backlog for all state higher education matching programs is appropriated. Thus, barring technical corrections or later determination of project ineligibility, the proposed match list, totaling \$100 million, will represent the final request for 2014-15.

Agenda and Meeting Materials - Facilities Committee

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS

For Information Only

2014-2015 Alec P. Courtelis Facility Enhancement Challenge Grant Program List September 12, 2013

<u>UNIV</u>	<u>Completed</u>	<u>PROJECT</u>	<u>PROGRAM BENEFITED</u>	<u>PROJECT TYPE</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>PROJECT COST</u>
FGCU		Environmental Demonstration Lab (P,C,E)	General Academic (Classroom/Office/Exhibit.)	New Space	\$1,000,000	\$1,000,000	\$2,000,000
FGCU		Engineering (E)	Engineering (Classroom)	Equipment	\$596,000	\$596,000	\$1,192,000
FIU	*	Stadium/ Student Academic meeting rooms (C,E)	General Academic (Classroom/Office)	New Space	\$1,035,258	\$1,035,258	\$2,070,516
FIU	*	College of Law (E)	Law (Study)	Equipment	\$304,444	\$304,444	\$608,888
FIU	*	Intl. Hur. Ctr. Wall of Wind Test Fac, Ph II (E)	Engineering (Lab)	Equipment	\$100,005	\$100,005	\$200,010
FIU	*	College of Nursing & Health Sciences Laboratory (E)	Nursing (Classroom)	Equipment	\$205,999	\$205,999	\$411,998
FIU	*	Hospitality Mgmt. Carnival Student Center (P,C,E)	Hospitality Management (Study/Classroom)	New Space	\$500,000	\$500,000	\$1,000,000
FIU	*	Engineering Center Lab (E)	Engineering (Research Lab)	Equipment	\$25,000	\$25,000	\$50,000
FIU	*	Hospitality Mgmt. Beverage Management Center (P,C,E)	Hospitality Management (Labs)	New Space	\$2,648,955	\$2,648,955	\$5,297,910
FIU	*	Graduate School of Business Phase I (E)	Business (Office/Classroom)	Equipment	\$1,924,244	\$1,924,244	\$3,848,488
FIU	*	Patricia and Phillip Frost Art Museum (C,E)	Arts (Exhibition)	New Space	\$97,000	\$97,000	\$194,000
FIU	*	Broad Auditorium, Social Sciences Phase I (P,C,E)	International Studies (Classroom)	New Space	\$258,433	\$258,433	\$516,866
FIU	*	Stocker Astrophysics Center (P,C,E)	Science (Classroom/Labs)	Renovation	\$798,946	\$798,946	\$1,597,892
FSU	*	College of Music Teaching Improvements (P,C,E)	Music (Teach. Lab/ Auditorium)	Equipment	\$1,793,597	\$1,793,597	\$3,587,194
FSU	*	Ringling Circus Museum (P,C,E)	General Academic (Exhibition/Classroom/Office)	New Space	\$694,763	\$694,763	\$1,389,526
FSU		Center for Asian Art (P,C,E)	Visual Arts / Education (Exhibition/Office)	New Space/ Reno	\$4,100,000	\$4,100,000	\$8,200,000
FSU	*	Student Success Center(P,C,E)	Academics (Office/Classroom/Office)	Renovation	\$494,449	\$494,449	\$988,898
FSU	*	College of Medicine Clinic Improvements (P,C,E)	Medicine (Teach.Lab)	Renovation	\$2,000,000	\$2,000,000	\$4,000,000
FSU	*	College of Educ.Multipurpose Teaching (P,C,E)	Education (Office/Classroom)	New Space	\$1,000,000	\$1,000,000	\$2,000,000
FSU	*	Panama City Academic Center (E)	General Academic (Office/Classroom /Teach.Lab)	Equipment	\$453,250	\$453,250	\$906,500
FSU	*	Ringling Circus Museum Library Improv. (P,C,E)	General Academic (Exhibition/Classroom/Office)	New Space	\$7,645	\$7,645	\$15,290
NCF		International Studies Building	Academic	New Space	\$500,000	\$500,000	\$1,000,000
NCF		Academic Center - Server Room Equipment	Academic	Equipment	\$286,396	\$286,396	\$572,792
NCF		Black Box Theater Improvements	Academic	Equipment	\$23,480	\$23,480	\$46,960
POLY		Polytechnic I-4 Campus Phase I-B (P,C,E)	General Academic (Office/Classroom /Teach.Lab)	New Space	\$10,634,192	\$10,634,192	\$21,268,384
POLY		Polytec Intedisc. Center for Wellness Res.(P,C)	General Academic (Office/Classroom /Teach.Lab)	New Space	\$5,000,000	\$5,000,000	\$10,000,000
UCF		Laboratory Instruction Building (P,C,E)	Academic (Classroom/Research/Office)	New Space	\$15,372,777	\$15,372,777	\$30,745,554
UCF		Performing Arts Fund (E)	Performing Arts (Classroom/Office)	Equipment	\$144,652	\$144,652	\$289,304
UCF		Career Services & Experiential Center (E)	General Academic (Classroom/Office)	Equipment	\$196,728	\$196,728	\$393,456
UCF		Caracol in Belize (P,C,E)	Science (Classroom/Labs)	New Space	\$350,000	\$350,000	\$700,000
UCF	*	Burnett Bio-Medical Science Center (C,E)	Arts and Sciences (Research Lab/ Offices)	New Space	\$2,528,605	\$2,528,605	\$5,057,210
UCF		Arts Complex II Enhancement (P,C)	Arts and Sciences (Lab/Office)	New Space	\$500,000	\$500,000	\$1,000,000
UCF	*	Medical School Library (P,C,E)	Medical (Classroom / Teach.Lab)	New Space	\$4,000,000	\$4,000,000	\$8,000,000
UCF	*	Morgridge National Reading Center (P,C.)	Teaching (Lab/Office)	New Space	\$2,297,170	\$2,297,170	\$4,594,340
UCF		Psychology (E)	Arts and Sciences (Research Lab/Office)	Equipment	\$86,540	\$86,540	\$173,080
UCF	*	Engineering III Enhancement (E)	Engineering (Classroom/Off./Res.&Tch Lab)	Equipment	\$2,394,463	\$2,394,463	\$4,788,926
UCF		Alumni Center/John & Martha Hitt Library (E)	General Academic (Classroom/Office/Exhibit.)	Equipment	\$7,349	\$7,349	\$14,698
UCF		Optics and Photonics Enhancement (E)	Optics (Research Lab/Office)	Equipment	\$69,085	\$69,085	\$138,170
UCF	*	Career Services & Experiential Learning (E)	General Academic (Classroom/Office)	Equipment	\$196,950	\$196,950	\$393,900
UCF		Physical Science Building (E)	Science (Classroom/Labs)	Equipment	\$1,162	\$1,162	\$2,324

Agenda and Meeting Materials - Facilities Committee

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS

For Information Only

2014-2015 Alec P. Courtelis Facility Enhancement Challenge Grant Program List September 12, 2013

<u>UNIV</u>	<u>Completed</u>	<u>PROJECT</u>	<u>PROGRAM BENEFITED</u>	<u>PROJECT TYPE</u>	<u>STATE</u>	<u>PRIVATE</u>	<u>PROJECT COST</u>
UF	*	Graduate Studies Building (P,C,E)	Business (Class./Office)	New Space	\$9,824,124	\$9,824,124	\$19,648,248
UF	*	Harn Museum (P,C,E)	Fine Arts(Off/ Aud.)	New Space/Reno	\$8,793,260	\$8,793,260	\$17,586,520
UF		Health Science Center Archive Room (P,C,E)	Hlth Sci Ctr Arch Rm (Teach. Lab/ Res. Lab)	Renovation	\$100,100	\$100,100	\$200,200
UF	*	Pediatric Dentistry (P,C,E)	Dentistry (Teach. Lab.)	Renovation	\$707,056	\$707,056	\$1,414,112
UF		Chemical Engineering Building Phase I (P,C,E)	Engineering (Classroom/Office/Tch Lab)	New Space	\$3,073,541	\$3,073,541	\$6,147,082
UF	*	Proton Beam VI (P,C,E)	Medicine (Research Lab)	Renovation	\$475,000	\$475,000	\$950,000
UF		Periodontology (P,C,E)	Dentistry (Teach. Lab)	Renovation	\$483,115	\$483,115	\$966,230
UF	*	Extension Professional Development Center (P,C,E)	IFAS (Office/Exhibit.)	New Space	\$600,000	\$600,000	\$1,200,000
UF	*	Trial Advocacy Center Phase III (P,C,E)	Law (Teach. Lab)	New Space	\$1,470,550	\$1,470,550	\$2,941,100
UF	*	Pharmacy Building Apopka/Orlando (P,C,E)	Pharmacy (Office/Teach.Lab)	New Space	\$1,232,574	\$1,232,574	\$2,465,148
UF	*	Conference Room/ REC, Ona (P,C,E)	IFAS (Classroom)	Renovation	\$40,000	\$40,000	\$80,000
UF		Mid-Florida REC Multi-purpose (P,C,E)	IFAS (Classroom/Teach. Lab)	New Space	\$203,500	\$203,500	\$407,000
UF	*	Weil Hall (Renov.) (P,C,E)	Engineering (Office/Study/Classroom)	New Space	\$200,000	\$200,000	\$400,000
UF	*	Graduate Studies Building Phase II (P,C,E)	Business (Class./Office)	New Space	\$868,693	\$868,693	\$1,737,386
UF	*	Computer Science Engineering (P,C,E)	Engineering (Classroom/Office/Exhibit.)	New Space	\$75,000	\$75,000	\$150,000
UNF		Science and Engineering Building #50 (E)	Science/Engineering (Classroom/Labs)	Equipment	\$337,624	\$337,624	\$675,248
UNF		Social Science Building	Academics (Office/Classroom/Office)	Equipment	\$2,841	\$2,841	\$5,682
USF		USF Health Major renovation/Remodeling/ Addition	Medicine (Office/Classroom)	Renovation	\$2,342,163	\$2,342,163	\$4,684,326
USF		Health - ByrdSuncoast 5th Floor Build-Out (P,C,E)	Medicine (Office/Classroom)	Remodeling	\$1,447,873	\$1,447,873	\$2,895,746
USF		Medical Office Building North Clinic (C,E)	Medicine (Office/Classroom)	New Space	\$2,972,060	\$2,972,060	\$5,944,120
USF		Nursing Expansion (E)	Nursing (Office/Labs)	Equipment	\$63,000	\$63,000	\$126,000
USF		Joint Military Leadership Center (E)	General Academic (Office/Classroom /Teach.Lab)	Equipment	\$67,084	\$67,084	\$134,168
USF		School of Music at the College of Arts(E)	Music (Office/Classroom)	Equipment	\$892,549	\$892,549	\$1,785,098
GRAND TOTAL					\$100,899,244	\$100,899,244	\$201,798,488

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
September 12, 2013**

SUBJECT: Resolution of the Board of Governors Requesting the Division of Bond Finance of the State Board of Administration of Florida (the "Division of Bond Finance") to issue revenue bonds on behalf of the University of Florida (the "University") to finance construction of a student residence facility on the main campus of the University

PROPOSED COMMITTEE ACTION

Adoption of a resolution approving the issuance of fixed rate, tax-exempt revenue bonds, by the Division of Bond Finance on behalf of the University, in an amount not to exceed \$25,000,000 (the "Bonds") for the purpose of financing the construction of a new student residence facility on the main campus of the University ("the Project").

Staff of the Board of Governors, State University System of Florida, and the Division of Bond Finance, State Board of Administration of Florida, has reviewed this resolution and all supporting documentation. Based upon this review, it appears that the proposed financing is in compliance with Florida Statutes governing the issuance of university debt and the debt management guidelines adopted by the Board of Governors. Accordingly, staff of the Board of Governors recommends adoption of the resolution and authorization of the proposed financing.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Section 1010.62, Florida Statutes; and Florida Board of Governors Debt Management Guidelines

BACKGROUND INFORMATION

The University of Florida has submitted a proposal for financing and construction of a new student residence facility on the main campus of the University, situated south of Reid Hall and adjacent to SW 13th Street. The Project is strategically located next to Reid Hall, which is home of the University Disability Resource Center and College of Education. The proposed project will consist of 255 additional beds, and will feature state-of-the-art ADA compliant features for 35 beds to better accommodate disabled

residents. The Project is consistent with the University's Campus Master Plan. The construction of the proposed residence halls is estimated at a total cost of \$23,398,506, approximately \$3.5 million of which is for the ADA features.

The Project will be financed with a \$1,528,300 cash contribution from the Department of Housing and Residence Education's operations fund and a fixed rate, tax-exempt bond issue (the "Bonds") of approximately \$25,000,000. The Bonds will finance a portion of the cost of the project, fund a debt service reserve account (if necessary) and pay costs of issuance. The bonds will mature twenty (20) years after issuance with level annual debt service payments.

Net housing system revenues will be pledged for the payment of debt service. These revenues are derived primarily from rental income, after deducting operating expenses and amounts required for prior lien obligations (the "Series 1984 Bonds"). The lien of the Bonds on the pledged revenues will be on parity with the University of Florida dormitory revenue bonds currently outstanding in the amount of \$70 million and will be junior and subordinate to the lien of the Series 1984 Bonds. The Series 1984 Bonds are currently outstanding in the principal amount of \$180,000 and will remain outstanding until retired July 1, 2014.

Projections provided by the University indicate that sufficient net revenues will be generated to pay debt service on the Series 1984 Bonds and the outstanding parity bonds.

The University of Florida Board of Trustees, at its September 3, 2013 meeting, will consider approval of the Project and the financing thereof.

Supporting Documentation Included:

1. Requesting Resolution
2. University Cover Letter
3. Project Summary
4. Attachment I – Estimated Sources and Uses of Funds
5. Attachment II – Historical and Projected Pledged Revenues and Debt Service Coverage
6. Attachment III - Feasibility Study
7. Attachment IV – IRR Calculation

Facilitators/Presenters: Chris Kinsley

A RESOLUTION REQUESTING THE DIVISION OF BOND FINANCE OF THE STATE BOARD OF ADMINISTRATION OF FLORIDA TO ISSUE REVENUE BONDS ON BEHALF OF THE UNIVERSITY OF FLORIDA TO FINANCE THE CONSTRUCTION OF A STUDENT RESIDENCE FACILITY ON THE MAIN CAMPUS OF THE UNIVERSITY OF FLORIDA IN AN AMOUNT NOT TO EXCEED \$25,000,000; AND PROVIDING AN EFFECTIVE DATE.

The duly acting and appointed Board of Governors (the "Board of Governors") of the State of Florida at a meeting duly held pursuant to notice and a quorum being present do hereby make the following resolutions:

BE IT RESOLVED:

1. Findings. The Board of Governors hereby finds as follows:

(A) Pursuant to Article IX, Section 7 of the Florida Constitution, the Board of Governors is vested with the power to operate, regulate, control and manage the State University System of Florida. The Board of Governors is further vested with the authority to approve the issuance of revenue bonds by a state university pursuant to Section 1010.62(2), Florida Statutes.

(B) The Board of Trustees of the University of Florida (the "University") has requested approval from the Board of Governors for the Division of Bond Finance to issue revenue bonds in an amount not exceeding \$25,000,000 (the "Bonds") for the purpose of financing (i) the construction of a dormitory facility (the "Project") on the main campus of the University; (ii) a debt service reserve fund, if necessary, and (iii) certain costs associated with issuing the Bonds. The foregoing plan to finance the Project is collectively referred to herein as the "Financing Plan".

(C) The Project will be part of the housing system at the University.

(D) Upon consideration of the Financing Plan, the Board of Governors further finds that the issuance of the Bonds is for a purpose that is consistent with the mission of the University; is structured in a manner appropriate for the prudent financial management of the University; is secured by revenues adequate to provide for all debt service payments; has been properly analyzed by the staffs of the Board of Governors and the Division of Bond Finance; and is consistent with the Board of Governors' Debt Management Guidelines.

(E) The Board of Governors declares that the Project will serve a public purpose by providing housing and other necessary facilities at the University.

(F) The Project is included in the master plan of the University.

2. Approval of the Project. The Project is approved by the Board of Governors as being consistent with the strategic plan of the University and the programs offered by the University.

3. Approval of the Bonds. The Board of Governors hereby approves and requests the Division of Bond Finance of the State Board of Administration of Florida (the "Division") to issue the Bonds for the purpose of financing the construction of the Project. Proceeds of the Bonds may be used to pay the costs of issuance of such Bonds, to provide for capitalized interest, if any, to provide for a municipal bond insurance policy, if any, and to fund a reserve account or provide debt service reserve insurance, if necessary. The Bonds are to be secured by the net revenues of the housing system of the University. The Division shall determine the amount of the Bonds to be issued and the date, terms, maturities, and other features of a fiscal or technical nature necessary for the issuance of the Bonds. Proceeds of the Bonds and other legally available monies shall be used for the Project, which is authorized by Section 1010.62, Florida Statutes. The issuance of Bonds by the Division for the purpose of reimbursing the University for capital expenditures paid for the Project from legally available funds of the University is hereby authorized.

4. Refunding Authority. Authority is further granted for the issuance of bonds for the purpose of refunding all or a portion of any bonds secured by the revenues described, if it is deemed by the Division to be in the best financial interest of the State. The limitation on the amount authorized for the Bonds in Section 1 above shall not apply to such refunding bonds. Other terms of this resolution shall apply to any such refunding bonds as appropriate.

5. Compliance. The Board of Governors will comply, and will require the University to comply, with the following:

(A) All federal tax law requirements upon advice of bond counsel or the Division as evidenced by a "Certificate as to Tax, Arbitrage and Other Matters" or similar certificate to be executed by the Board prior to the issuance of the Bonds.

(B) All other requirements of the Division with respect to compliance with federal arbitrage law, pursuant to Section 215.64 (11), Florida Statutes.

(C) All requirements of federal securities law, state law, or the Division, relating to continuing secondary market disclosure of information regarding the Bonds, the University, and the University's housing system, including the

collection of the revenues pledged to the Bonds. Such requirements currently provide for the disclosure of information relating to the Bonds, the University, and the University's housing system, including the collection of the revenues pledged to the Bonds, on an annual basis and upon the occurrence of certain material events.

(D) All covenants and other legal requirements relating to the Bonds.

6. Fees. As provided in Section 215.65, Florida Statutes, the fees charged by the Division and all expenses incurred by the Division in connection with the issuance of the Bonds (except for periodic arbitrage compliance fees, if any, which shall be paid from other legally available funds) shall be paid and reimbursed to the Division from the proceeds of the sale of such Bonds. If for any reason (other than a reason based on factors completely within the control of the Division) the Bonds herein requested to be authorized are not sold and issued, the Board agrees and consents that such fees, charges and expenses incurred by the Division shall, at the request of the Division, be reimbursed to the Division by the University from any legally available funds of the University.

7. Authorization. The Division is hereby requested to take all actions required to issue the Bonds.

8. Reserve and Insurance. If determined by the Division to be in the best interest of the State, the Board of Governors may cause to be purchased a debt service reserve credit facility and/or municipal bond insurance, issued by a nationally recognized bond insurer.

9. Repealing Clause. All resolutions of the Board of Governors or parts thereof, in conflict with the provisions herein contained, to the extent they conflict herewith, are, to the extent of such conflict, hereby superseded and repealed.

10. Authorization of Further Actions Consistent Herewith. The members of the Board of Governors, attorneys, or other agents or employees of the Board of Governors are hereby authorized and directed to do all acts and things required of them by this resolution or desirable or consistent with the requirements hereof, to assure the full, punctual and complete performance of all the terms, covenants and agreements contained in the Bonds and this resolution; including execution of such documents, certificates, contracts and legal opinions and other material delivered in connection with the construction or financing of the Project for use by the University, the issuance of the Bonds or as necessary to preserve the exemption from the taxation of interest on any of the Bonds which are tax-exempt, in such form and content as the Chair, Vice Chair or authorized officers executing the same deem necessary, desirable or appropriate.

11. Effective Date. This resolution shall become effective immediately upon its adoption.

Adopted this 12th day of September, 2013.

CERTIFICATE OF THE CORPORATE SECRETARY

The undersigned, Corporate Secretary of the Board of Governors, does hereby certify that the attached resolution relating to the issuance of Bonds by the Division of Bond Finance of the State Board of Administration of Florida is a true and accurate copy as adopted by the Board of Governors on September 12, 2013, and said resolution has not been modified or rescinded and is in full force and effect on the date hereof.

**BOARD OF GOVERNORS
OF THE STATE UNIVERSITY
SYSTEM OF FLORIDA**

Dated: _____, 2013

By: _____
Corporate Secretary

00538599.1



Division of Student Affairs
Housing and Residence Education

PO Box 112100
Gainesville, FL 32611-2100
352-392-2161
352-392-6819 Fax
houinfo@housing.ufl.edu

May 17, 2013
Mr. Chris Kinsley
Director, Finance and Facilities
Board of Governors
325 W. Gaines Street
Tallahassee, FL 32399

Dear Mr. Kinsley:

The Department of Housing and Residence Education (DOHRE) at the University of Florida (UF) respectfully submits the following reports in support of the bond financing request for our new residence hall construction project. UF commissioned a financial and market analysis study by the third-party consulting firm of Brailsford & Dunlavey to provide supplemental material demonstrating the need and feasibility of the proposed project. The findings of the report are contained in the attached documents.

DOHRE commissioned a study by Brailsford & Dunlavey (B&D), a nationally recognized leader in the field of campus housing market analysis with a diverse experiential portfolio including approximately 241 student housing clients and more than 350 student housing projects. Through their thorough review of the operation of DOHRE and the plans for the new residence hall construction project, B&D concluded the following:

Focusing predominately on housing first-time-in-college (FTIC) students, DOHRE provides exceptional living opportunities for students to succeed academically. The new residence hall construction project will construct 255 suite style beds in the new residence hall located near the Disability Resource Center with state of the art ADA compliant features. Through 50-year quality building construction, professional staffing including academic resource assistants, and innovative programming, the new residence hall construction project represents the completion of the east campus residential community and a center of student growth, development, academic persistence and success for years to come.

Please feel free to contact me if we can provide any additional information or clarification of these materials.

Sincerely,

A handwritten signature in black ink, appearing to read "Norbert W. Dunkel".

Norbert W. Dunkel
Associate Vice President of Student Affairs
University of Florida

The Foundation for The Gator Nation
An Equal Opportunity Institution

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Project Summary
University of Florida
Student Residence Facility**

Project Description: The University of Florida (the “University”) currently has approximately 7,490 available beds in the undergraduate student residences and 1463 in its graduate and family residences all on the main campus. The proposed project (the “Project”) will result in the construction of a new residence hall consisting of 255 additional beds, and includes amenities such as laundry facilities, vending and student lounge space. The Project will feature state-of-the-art ADA compliant features in 35 rooms to better accommodate disabled residents. Also included will be space for an instructional kitchen for independence skill training, one live-in faculty member, one graduate student hall director and seven resident assistants. Completion of the Project will increase the number of available undergraduate student beds to approximately 7,745; and total available beds will increase to approximately 9,208 in the housing system.

The Project qualifies as a capital outlay project under s. 1010.62, F.S., and is included in the University’s current Housing Master Plan.

Facility Site Location: The Project will be located on the main campus of the University in Gainesville, situated south of Reid Hall and adjacent to SW 13th Street. The Project is strategically located next to Reid Hall, which is home of the University Disability Resource Center and College of Education. It is also in close proximity to Broward Hall which houses the teaching center, providing easy access to tutoring for students with disabilities.

Projected Start and Opening Date: The University expects to enter into a guaranteed maximum cost contract for the construction and management of the Project in October 2013. It is anticipated that construction will commence in November 2013. The Project is scheduled to open for occupancy in August 2015.

Quantitative Demand for Construction Analysis: University housing focuses predominantly on housing first-time-in-college (FTIC) students. On-campus housing offers enhanced safety,

security and the convenience of not having to find parking on campus each day. Students who live on campus tend to have higher GPAs and higher graduation rates than students who live off-campus and have access to faculty-in-residence and study areas in each of the residence halls.

The University does not have an on-campus housing requirement. Despite this fact, on-campus housing has shown strong and sustained demand, with the occupancy rates for single student housing residence halls at 102.8% for Fall 2012, 105.7% for Fall 2011 and 101.6% for Fall 2010. There are 408 students on the waiting list projected for Fall 2013. In addition to the students on the waiting list who were not able to be housed on campus, there were students assigned to overflow housing and a number of students released from their contracts through administrative cancellations. There is additional potential demand for on-campus housing that cannot be quantified by the University, as the Department of Housing and Residence Education ("DOHRE") ceases accepting applications several months before the beginning of the academic year.

The Project will house undergraduate students, primarily FTIC students, and will also provide 35 beds for severely disabled students. If the 35 spaces are not filled with students with physical needs, DOHRE plans to fill those spaces with FTIC students.

With respect to housing for disabled students, since 1989, the University has consistently received approximately 10 phone calls from students and families annually about accessible housing and the ability to bring a personal care attendant to campus. In most cases, on-campus housing was not able to provide the level of support that was needed. In cases where the University was not able to provide the level of support required, parents either purchased homes and renovated them to meet their students' needs or chose another institution that was able to provide full services to students with physical disabilities. This Project will meet these needs by providing accommodations specifically designed for higher level physically disabled students such as private bathrooms, designated areas where personal care attendants have lodging, staff trained and accustomed to meeting the needs of disabled students and their caregivers, additional space required to accommodate a hospital type bed, and fixed or portable lifts if necessary. This Project will also serve as accommodations for returning veteran students with severe disabilities.

Total enrollment for Fall 2012 was 50,086, including 32,038 undergraduates, of which 6,305 were FTIC students. The majority of in-state students are not from the Gainesville area. The University Housing Master Plan includes a goal to house 20% of both undergraduate and graduate students, which equates to approximately 10,000 students based on current enrollment. University housing also has an informal goal to house all FTIC students who desire to live on-campus. The University does not have sufficient beds to meet these goals; however, the construction of the Project will bring the University closer to meeting them.

Available Private Sector Alternatives:

The University hired Brailsford & Dunlavey (B&D) to conduct an off-campus housing analysis, (see Attachment III for the full report)¹. B&D surveyed 37 communities located within five miles of the University's campus. The results of the analysis demonstrated that existing off-campus housing is not intended to meet the needs of the targeted student population for the Project. Research indicated that a majority of the off-campus rental market was comprised of apartment-style units, which do not focus on meeting the housing needs of first-year students or the severely disabled. To support first-year students during their transition into higher education, the University focuses on housing configurations and services that enhance the concept of community within the Project.

With respect to the programmatic requirements for students with significant mobility limitations, off-campus accommodations only provide basic accommodations mandated by the Americans with Disabilities' Act (ADA). However, the significantly mobility limited population segment envisioned by the Project requires an elevated focus on unit design and programmatic offerings that the private market does not address due to the limited nature of the market segment.

B&D analyzed private sector alternatives and found that the additional costs associated with the programmatic features of on-

¹ The B&D study includes approximately 600 beds which are not part of the housing system in its analysis. The University has an affiliation agreement with one privately owned off-campus residence facility that targets professional and graduate students. The Continuum is not a part of the housing system and the University has no financial interest or obligation with respect to that facility, the University does promote this facility as a housing option to its students. These beds are not included in the figures provided in this Project Summary.

campus housing for disabled students (approximately \$3.5 million for the Project), would not be feasible for a private developer. Furthermore, B&D concluded that a public-private partnership would not work as the level of revenue expected to be generated by the Project would not be attractive for a private developer and that a public-private partnership's desire to maximize revenues or seek involvement in design or operational issues could pose a risk to the University's ability to achieve its targeted objectives, which are to provide affordable housing for FTIC and severely disabled students. In addition, a ground lease with a private developer would not be viable since the Project's level of revenue would require a significant subsidy by the University to make the Project financially attractive to the developer.

The proximity of the Project to the University's Disability Resource Center allows for better physical access to the resources offered by the Disability Resource Center. It also provides the potential for programmatic partnerships. The College of Education, which was recently awarded a \$25 million grant to develop enhanced teaching solutions for students with disabilities, is also located adjacent to the proposed project site and will enhance the academic experience for its residents with elevated levels of disability.

**Project Cost and
Financing Structure:**

The Project is estimated at a total cost of \$23,398,506. Construction costs are estimated at \$18,891,055, with a cash contribution from the DOHRE operating fund totaling \$1,528,300 for design costs. Pre-construction, construction and miscellaneous fees are estimated at \$1,349,151 and furniture and equipment is estimated at \$1,630,000. The average cost per bed is higher than a typical residence hall due to the additional costs for ADA compliant features to accommodate severely physically disabled residents (totaling approximately \$3.5 million), and additional costs for the relocation of all underground utilities off the footprint of the building (totaling approximately \$0.5 million).

The Project will be financed with a \$1,528,300 cash contribution from the DOHRE's operations fund and a fixed rate, tax-exempt bond issue (the "Bonds") in an amount not to exceed \$25,000,000 issued by the Division of Bond Finance. The Bonds are expected to have a 20 year, level debt payment structure, with the first principal payment occurring July 1, 2014. The Bonds will finance a portion of the cost of the Project, fund a debt service reserve account (if necessary), and pay costs of issuance.

(See Attachment I for an estimated sources and uses of funds).

Security/Lien Structure: The Bonds will be secured by net housing system revenues. These revenues are derived primarily from rental income after deducting operating and maintenance expenses and amounts required for prior lien obligations (the "Series 1984 Bonds"). The lien of the Bonds on the pledged revenues will be on parity with the University of Florida dormitory revenue bonds currently outstanding in the amount of \$70 million and will be junior and subordinate to the lien of the Series 1984 Bonds. The Series 1984 Bonds are currently outstanding in the principal amount of \$180,000 and will remain outstanding until retired on July 1, 2014. All costs of the housing program at the University are completely funded without the use of any state funding.

**Pledged Revenues,
Debt Service Coverage
and Internal Rate of Return:**

Over the five-year period from fiscal year 2008 through 2012, annual debt service coverage remained strong, exceeding 2.82x, and maximum annual debt service coverage exceeded 2.71x over the period. Historical net pledged revenues were \$13.7 and \$13.9 million for fiscal years 2008 and 2009, respectively. Net pledged revenues for 2010 were \$17.7 million. Higher rental rates, which were 9.7% for residence halls and 7.2% for graduate and family housing, were the primary factor for the significant increase. Salary and benefit cost increased for fiscal year 2011 and a change in asset capitalization threshold in fiscal year 2012 resulted in net pledged revenues declining to \$15.5 and \$13.3 million in fiscal years 2011 and 2012, respectively. The fiscal year 2013 debt service coverage declined to an estimated 2.17x due to increased debt service from the issuance of bonds in May 2012.

DOHRE intends that the Project rental rates be consistent with similar unit types on campus. The application of these rental rates will cause the net operating revenue of the Project to be insufficient to fully cover debt service on the Bonds on a stand-alone basis. However, projected net pledged revenues of the housing system are expected to grow from \$14.3 to \$21.4 million from fiscal year 2013 to 2017, with resulting debt service coverage ranging from 1.95x in 2014, growing to 2.42x in 2017 after the Project is opened. Coverage of maximum annual debt service is forecasted to be a low of 1.79x in 2014, increasing to 1.97x in 2015.

The projected revenues are based upon a 5% annual rental rate increase and a 3% increase in operating expenses for the Project and overall system over the 5-year projection period discussed above. (See Attachment II for 5-years historical and 5-years projected pledged revenues and debt service coverage prepared by the University.)

The internal rate of return of the Project, based on a 30-year useful life, has been estimated by the University to be 4.3% (See Attachment IV for the IRR calculation.)

Type of Sale:

The Division of Bond Finance will make a determination to sell the Bonds through either a competitive or negotiated sale based on market conditions and financing options available at the time of sale. It is currently expected that the Bonds will be sold through a competitive sale.

**Analysis and
Recommendation:**

Staff of the Board of Governors and the Division of Bond Finance has reviewed the information provided by the University with respect to the request for Board of Governors approval for the subject financing. System Revenues have historically generated positive debt service coverage and are projected to continue to provide adequate debt service coverage in the future based on what appear to be reasonable assumptions as to revenue and expenditure growth. Also, it appears that the proposed financing is in compliance with the Florida Statutes governing the issuance of university debt and the Board of Governors Debt Management Guidelines. Accordingly, staff of the Board of Governors recommends adoption of the resolution authorizing the proposed financing.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
UNIVERSITY OF FLORIDA DORMITORY REVENUE BONDS
Estimated Sources and Uses of Funds
2013 Project

<u>Sources of Funds</u>		<u>Basis for Amounts</u>
Bond Par Amount	\$ 25,000,000	Estimated Series 2013A Bond sale amount based on an interest rate of 5.75% for 20 years.
Less: Costs of Issuance		
Total Costs of Issuance	\$ (123,900)	Based on estimates (Division of Bond Finance Fees, \$75,500; Rating Fees, \$29,000; Bond Counsel, \$15,000; Misc., \$4,400)
Less: Underwriter's Discount	\$ (500,000)	Estimated at 2% of par.
Plus: Interest Earnings		
(Construction Trust Fund)	\$ 102,430	Estimated at 0.5%
Contribution from Housing System	\$ 1,528,300	
Total Sources of Funds	<u>26,006,830</u>	
<u>Uses of Funds</u>		
Project Cost	\$ 23,398,506	255 bed facility with amenities for undergraduate students
(Planning, Design, Construction & Equipment)		
Debt Service Reserve Account	\$ 2,157,300	Fully funded at maximum annual debt service on the bonds.
Bond Sizing Contingency	\$ 451,024	
Total Uses of Funds	<u>26,006,830</u>	

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
UNIVERSITY OF FLORIDA
HISTORICAL AND PROJECTED DEBT SERVICE COVERAGE**

	Historical					Projected⁵				
	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17
Operating Revenues										
Rental Income	\$ 38,648,103	\$ 40,351,366	\$ 44,108,967	\$ 43,916,808	\$ 45,225,966	\$ 47,261,134	\$ 49,624,191	\$ 52,105,401	\$ 54,710,671	\$ 57,446,204
Rental Income from 2013 Project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,879,271	\$ 1,973,235
Investment Income ¹	\$ 1,306,009	\$ 713,358	\$ 775,781	\$ 757,301	\$ 447,057	\$ 460,469	\$ 474,283	\$ 488,511	\$ 503,167	\$ 518,262
Total Operating Revenues	\$ 39,954,112	\$ 41,064,724	\$ 44,884,748	\$ 44,674,109	\$ 45,673,023	\$ 47,721,603	\$ 50,098,474	\$ 52,593,912	\$ 57,093,108	\$ 59,937,700
Operating Expenses²	\$ 26,032,956	\$ 27,023,135	\$ 27,023,478	\$ 28,962,074	\$ 32,222,659	\$ 33,189,339	\$ 34,185,019	\$ 35,210,570	\$ 36,266,887	\$ 37,354,893
Expenses for 2013 Project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,258,895	\$ 1,296,662
Total Operating Expenses	\$ 26,032,956	\$ 27,023,135	\$ 27,023,478	\$ 28,962,074	\$ 32,222,659	\$ 33,189,339	\$ 34,185,019	\$ 35,210,570	\$ 37,525,782	\$ 38,651,555
Debt Service, Prior Lien Obligations	185,150	185,500	185,700	185,700	185,750	185,650	185,400	-	-	-
Pledged Revenues	\$ 13,736,006	\$ 13,856,089	\$ 17,675,570	\$ 15,526,335	\$ 13,264,614	\$ 14,346,614	\$ 15,728,055	\$ 17,383,343	\$ 19,567,327	\$ 21,286,145
Annual Debt Service										
Outstanding Parity Bonds	\$ 4,838,023	\$ 4,848,098	\$ 4,860,390	\$ 4,856,640	\$ 4,709,474	\$ 6,619,547	\$ 6,623,194	\$ 6,643,744	\$ 6,640,594	\$ 6,629,194
2013A Bonds (\$25MM)	-	-	-	-	-	-	1,438,333	2,154,900	2,157,063	2,156,638
Total Annual Debt Service	\$ 4,838,023	\$ 4,848,098	\$ 4,860,390	\$ 4,856,640	\$ 4,709,474	\$ 6,619,547	\$ 8,061,527	\$ 8,798,644	\$ 8,797,656	\$ 8,785,831
Maximum Annual Debt Service	\$ 4,888,131	\$ 4,888,131	\$ 4,888,131	\$ 4,888,131	\$ 4,888,131	\$ 6,649,944	\$ 8,803,569	\$ 8,803,569	\$ 8,803,569	\$ 8,803,569
Debt Service Coverage Ratios										
Total Annual Debt Service	2.84x	2.86x	3.64x	3.20x	2.82x	2.17x	1.95x	1.98x	2.22x	2.42x
Maximum Annual Debt Service	2.81x	2.83x	3.62x	3.18x	2.71x	2.16x	1.79x	1.97x	2.22x	2.42x

¹ Investment revenue includes interest on the available beginning cash balances in the Housing System operation accounts

² Current Expenses are operating expenses of the Housing System as defined in the Resolution, which is net of depreciation and administrative overhead paid to the University.

³ Excludes extraordinary one time expenditures of \$3,797,579 for renovations to housing facilities, which are not considered Current Expenses under the Resolution.

⁴ Increased expenses for Fiscal Year 2011-12 were due to an increase in the asset capitalization threshold which increased expenditures for furniture and equipment by \$1.9 million and increases in operating costs including repairs and maintenance of \$1.4 million. Excluded are extraordinary one time expenses for renovation, major emergency repairs and maintenance of \$1.3million.

⁵ Fiscal Year 2012-13 amounts are preliminary and subject to change. Projections for Fiscal Year 2013-14 and beyond for revenues assume an annual growth of 5% and an annual expenditures growth of 3%.

STUDENT HOUSING MARKET ANALYSIS REPORT PREPARED FOR

UNIVERSITY OF FLORIDA

JULY 2013

FINAL MEMORANDUM



UNIVERSITY OF FLORIDA: STUDENT HOUSING MARKET ANALYSIS

PREFACE & ACKNOWLEDGEMENTS

In May 2013, the University of Florida ("UF" or the "University") engaged Brailsford & Dunlavey ("B&D" or the "Team") to prepare a Student Housing Analysis ("Analysis" or "Plan") related to a potential new student housing development ("Project" or "UF-400") on UF's campus. B&D's scope of work included a review of the UF's Comprehensive and Housing Master Plans, a case study analysis, an off-campus assessment, demand analysis, and a review of the Project-specific and overall financials for the UF housing system. This report provides a summary of B&D's findings from the Analysis and is intended to serve as a foundation for decision-making as UF seeks to implement the UF-400 Project.

The findings contained herein represent B&D's professional opinions based upon assumptions and conditions detailed in this report. B&D conducted research using both primary and secondary information sources that are deemed to be reliable, but whose accuracy cannot be guaranteed.

Throughout the project, Mr. Norb Dunkel, Associate Vice President for Student Affairs, and Ms. Sharon Blansett, Assistant to the Associate Vice President for Student Affairs, were B&D's primary contacts and facilitated communication and coordination with University administrators. B&D would like to acknowledge their support and thank them for assisting throughout the planning effort.

Brailsford & Dunlavey would also like to acknowledge the support, cooperation, and effort of the University community members who contributed to the completion of this planning effort, with the following individuals requiring special recognition:

- Ms. Lisa Diekow, Director for Residence Life & Education
- Mr. Azfar Mian, Director for Financial & IT Services
- Mr. Mark Hill, Director for Facilities Management
- Mr. T.J. Logan, Associate Director of Administrative Services
- Dr. Diane Porter-Roberts, Associate Director for Student Learning & Engagement, & Director, SPHE Graduate Program
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This Analysis and documentation was produced by the following individuals from Brailsford & Dunlavey:

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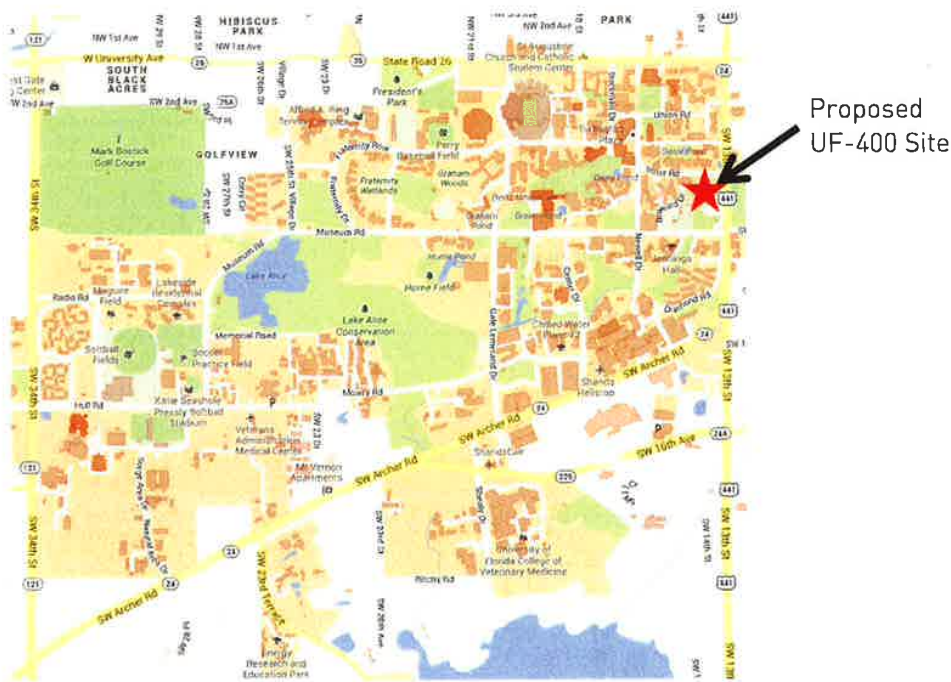
UNIVERSITY OF FLORIDA: STUDENT HOUSING MARKET ANALYSIS

I. EXECUTIVE SUMMARY

PROJECT BACKGROUND

The University of Florida is interested in developing a new residence hall to increase the accessibility of on-campus housing opportunities and continue the University's ability to support students' academic experience through facilities and programs offered by the Department of Housing and Residence Education ("DOHRE"). The proposed program for the 255-bed residential community intends to enhance UF's ability to support the dynamic needs of its diverse student population and further the University's objectives regarding inclusion and cultural engagement through on-campus facilities. In developing the vision for the UF-400 Project, the DOHRE identified two campus subpopulations that the University is not adequately supporting through on-campus housing: individuals who require higher levels of disability support and incoming first-year students. The proposed 82,300 SF Project aims to provide 35 beds for individuals with higher levels of disability support needs and 220 beds intended to serve first-year students. The UF-400 Project will be located near the intersection of SW 13th Street and Museum Street in the Yulee Area of campus, which is within the University's Historic District (Figure 1.1).

Figure 1.1: UF-400 Proposed Site



The University's current estimate for the construction of the UF-400 Project is \$23,398,506, of which the DOHRE will fund \$1,528,300. UF proposes to maintain the Project's rental rates consistent with similar unit types already available on campus to ensure cost competitiveness with the off-campus market. The

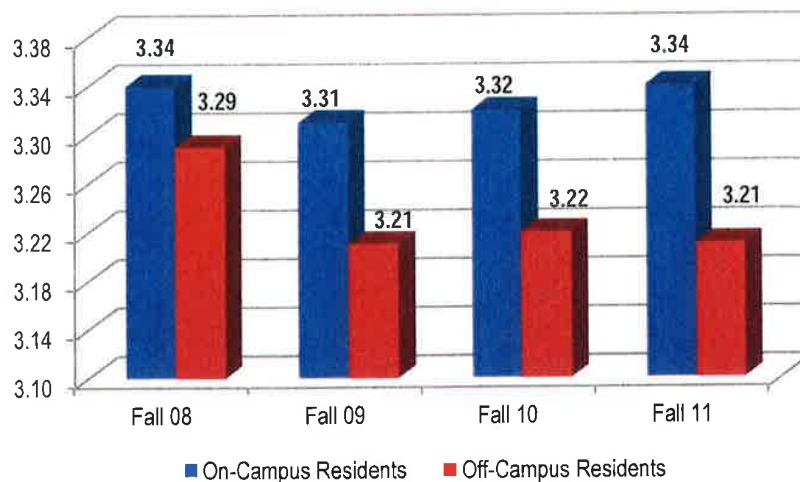
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University intends to self-develop UF-400 and finance the Project through a bond sale, which would be repaid through projected DOHRE revenues.

SUMMARY OF FINDINGS

The University's current housing facilities provide an on-campus living opportunity to approximately 9,000 students, annually, with recent trends indicating that UF is exceeding 100% occupancy every year. However, DOHRE has been hindered in furthering its targeted objectives regarding *inclusion, diversity, and enhancing the academic success* of UF students due to the lack of housing resources—particularly pertaining to the population segments targeted in UF-400. Currently, UF's on-campus housing facilities do not adequately address the programmatic requirements for students with significant mobility limitations (e.g. accommodation of increased personal support requirements, flexibility in design, technological offerings, etc.). Additionally, UF's current residence halls have been unable to meet demand from first-year students, thus, pushing potential residents into off-campus housing facilities that are neither designed nor operated with a focus on academic success. Information provided by the University supports the academic mission of the DOHRE indicating that UF students living on campus achieve higher GPA's than off-campus residents (Figure 1.1). Therefore, accommodating demand for both population segments is critical in the University's ability to meet its driving principles of inclusion, diversity, and academic success.

Figure 1.1: Comparison of GPA by Living Situation



Currently, the private off-campus housing market provides UF students with only the basic accommodations mandated by the Americans with Disabilities Act ("ADA"). However, the significantly mobility limited population segment envisioned for UF-400 requires an elevated focus on in-unit design and programmatic offerings to ensure a holistic developmental, inclusive experience that the private

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market does not address due to the limited nature of this market segment, as well as the elevated construction and operating costs associated with the provision of this type of housing.

Additionally, B&D's survey of the off-campus market indicates that no housing complexes proximate to UF's campus provide unit configurations for first-year students consistent with DOHRE's targeted objectives. Specifically, no traditional- or suite-style units are available, which poses an imbalance between incoming students' position on the personal developmental continuum and the level of independence presented in their off-campus living situation. This disparity poses challenges to students' academic success (retention/progression/graduation), community engagement, and leadership development. The lack of provision of these unit types in the off-campus market underlines the occupancy risk understood by private developers in focusing its potential market segment for purpose-based housing in lieu of more universally desired apartment-style configurations.

The proposed Project location in the historic Yulee Area of UF's campus is critical to meeting DOHRE's targeted objectives, as its proximity to the University's Disability Resource Center allows for physical and programmatic synergies that ensure its residents are prepared with the necessary skillsets to inform decision making related to their well-being after their time at UF. The College of Education, which was recently awarded a \$25M grant to develop enhanced teaching solutions for students with disabilities, is also located adjacent to the proposed Project site and will enhance the academic experience for its residents with elevated levels of disability.

IMPLEMENTATION APPROACH CONSIDERATIONS

In defining the most efficient and effective strategy to support the targeted populations' housing needs, B&D evaluated a series of alternative solutions including implementation by a private developer in the off-campus market, the establishment of a public-private partnership to develop the Project, as well as the renovation of existing on-campus residential facilities to meet the targeted program. In summary, the elevated level of construction cost required to accommodate the diverse mobility support needs that are central to the Project's purpose will pose unmanageable risk to private developers in achieving competitive rental rates within a robust off-campus marketplace. Additionally, providing the proposed semi-suite unit types tailored for academic success of first-year students poses occupancy risk for a private developer due to its reliance of supporting a specific segment within UF's overall population. These issues, coupled with the private market's uncertainty concerning the following factors related to University-sponsored housing, pose challenges to private market implementation of the desired program:

- University Enrollment
 - The provision of non-apartment-style units is consistent with the needs of first-year students. If significant changes in enrollment occur at UF, the unit-type design is not targeted to meet the preferences of older student populations, thus, exposing the community to vacancy risk.

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- Total Housing Inventory
 - Changes to UF's housing inventory that lead to an increase in the capture rate of first-year students will reduce their off-campus housing needs.

In addition to financial and occupancy risks associated with private provision of the Project program, developing UF-400 outside of the proposed location is inconsistent with the University's targeted objectives for the community, as accessibility and engagement with campus resources is critical for residents within the facility. The proximate location to University-sponsored assets such as the University Disability Resource Center and the College of Education, are important to maximizing the value of UF's investment.

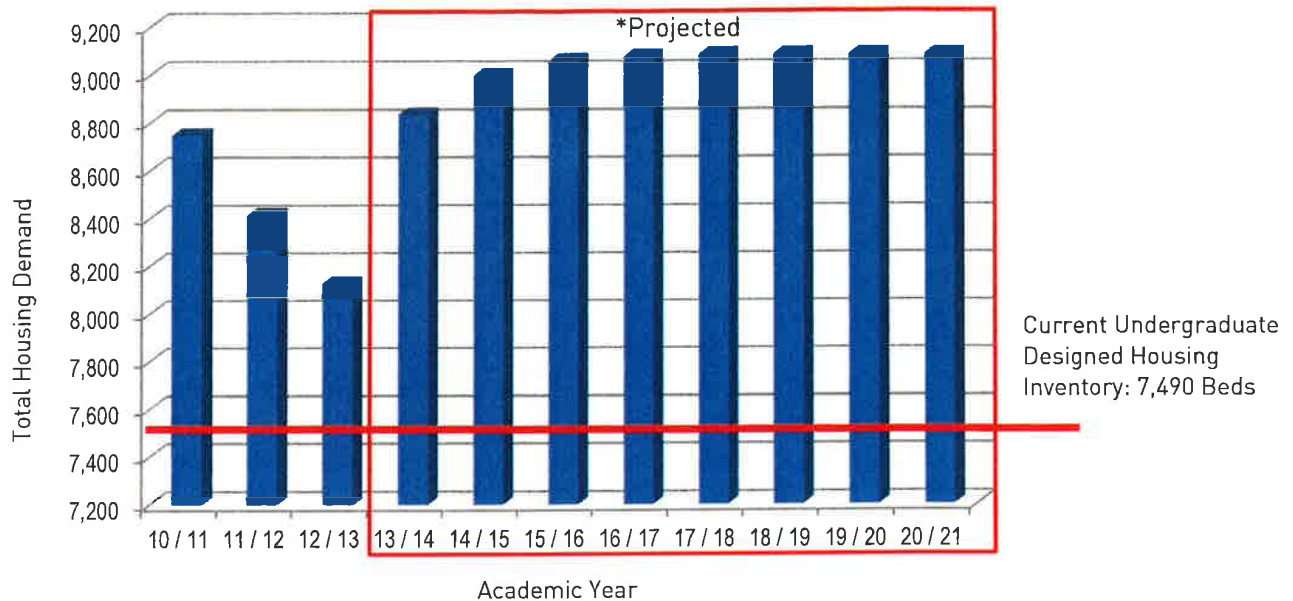
In association with the DOHRE, B&D assessed the feasibility of UF renovating an existing on-campus residence hall to accommodate the 35 beds targeted to meet the needs of students with significant mobility limitations. To accomplish the desired program, significant structural and code-related upgrades to existing facilities would be required while likely still leaving ideal design objectives compromised. Furthermore, a renovation would result in a minimum net loss of 70 beds and associated revenues to achieve the desired program. Thus, pursuit of the targeted program through renovation poses unnecessary financial concerns and inconsistencies with the increase of incoming student success.

UF-400 DEMAND ANALYSIS

B&D's analysis indicates that sufficient demand exists for the proposed Project program even when assuming no overall enrollment growth after the opening of the facility. In short, the existing wait list for student housing, when combined with the volume of overflow accommodations currently provided by DOHRE, exceeds the proposed level of development in UF-400. Additionally, the University's recent investments in and successes of the Innovation Academy program is expected to increase the number of students desiring to live on campus following its implementation this fall and by nearly 700 beds in the fall of 2020. Figure 1.2 displays the level of excess demand expected by the DOHRE as the University approaches the fall of 2020.

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Figure 1.2: On-Campus Housing Demand



*Future excess demand calculations beyond 2013-2014 utilize the same assumptions as the 2013-2014 academic year

*Future excess demand includes projections for Innovation Academy students

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As noted previously, the University proposes to maintain a rental rate structure for the Project that is comparable to existing units within its on-campus housing inventory. In doing so, the University is able to maintain cost competitiveness with the off-campus market, which is critical to mitigating potential occupancy risk. The revenues from the overall housing system will be utilized to support the Project, as UF-400 will not achieve standalone financial self-sufficiency in its initial 2015-2016 year of operations. Furthermore, the strength of the housing system's financial performance will allow the University to pursue deferred maintenance, as required, to support existing housing facilities. A closer look at the anticipated debt coverage ratio for the specific Project and overall system during the first five years after opening the proposed facility is shown in Figure 1.3.

Figure 1.3: Projected Debt Coverage Ratio – Overall Housing System

	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
UF-400 Project	0.29	0.31	0.34	0.37	0.40
Overall Housing System	2.09	2.28	2.48	2.70	3.28

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When compared to other recently completed capital projects within UF's Historic District, UF-400 achieves a similar construction cost per square foot. Within the Historic District, the University must execute more stringent construction design standards in order to maintain the character of this important region of campus, which leads to higher development costs. In evaluating the five capital projects that have occurred since the 2007-2008 academic year within the Historic District, the average development cost has been \$325 per square foot, which is actually \$40 higher than the proposed Project (assuming 3% annual inflation in construction costs). The proposed Project budget includes all of the facility upgrades, valued at approximately \$4M, required to accommodate mobility-limited students.

CONCLUSION

In summary, B&D's analysis demonstrates that the most appropriate approach to implement the UF-400 project is to self-develop, own, and operate the facility in the Yulee Area of its campus. Self-development, when compared to the reliance on private provision or a public-private partnership, allows for full control of the facility to fully meet the stated strategic DOHRE objectives related to academic success, inclusion, and diversity, while maximizing the value of the University's investment and stewardship of its financial resources.

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II. UNIVERSITY PROFILE

MISSION & VISION

As indicated on the University's website, the University of Florida is the State's "oldest and most comprehensive" institution, and is regarded as one of the nation's "most academically diverse public universities." The University of Florida is committed to pursuing continued enhancement of academic excellence to achieve its stated mission with regards to teaching, research, and service. The University further elaborates upon its multi-faceted, interdependent strategic objectives in stating the following:

- **Teaching** is a fundamental purpose of this university at both the undergraduate and graduate levels.
- **Research** and scholarship are integral to the educational process and to the expansion of our understanding of the natural world, the intellect, and the senses.
- **Service** reflects the university's obligation to share the benefits of its research and knowledge for the public good. The university serves the nation's and the state's critical needs by contributing to a well-qualified and broadly diverse citizenry, leadership, and workforce.
- **Economic Development** will result from the university's objectives as a land-grant institution to strengthen critical industry sectors statewide and empower individuals to be innovators and leaders in developing new strategies, businesses, and knowledge to enhance the financial well-being of the region.

In pursuing its mission, the University aims to utilize teaching, research, and service to "span all the university's academic disciplines and represent the university's commitment to lead and serve the state of Florida, the nation, and the world by pursuing and disseminating new knowledge while building upon the experiences of the past. The university aspires to advance by strengthening the human condition and improving the quality of life."

STUDENT DEMOGRAPHICS

In the fall of 2012, UF enrolled 49,913 students, including 32,776 undergraduates and 17,137 graduates. The University primarily enrolls full-time students, with 92% of undergraduates and 74% of graduates classified as full-time. Ninety-five percent (95%) of the undergraduate student population is classified as "traditional college age," which is defined as being 24 years or younger. Women comprise a majority of undergraduate students (55%), and the population ethnically diverse, with 41% classified as a minority. Although 81% of students are from the State of Florida, the University attracts students from all 50 states and over 140 countries worldwide.

UF HOUSING PROFILE

Existing housing facilities and residential programs play a critical role on UF's campus, as approximately 7,600 undergraduate students lived in University-sponsored housing during the 2012-2013 academic year.

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In examining the academic classification composition of UF's housing facilities, 68% of undergraduate students living on campus are classified as first time in college ("FTIC"). Although housing is primarily comprised of FTIC students, the University does not implement a live-on requirement for any segment within the population. Research conducted by the DOHRE has determined that housing provides significant benefits to students throughout their academic career. Within the DOHRE's current inventory, a diversity of unit types is provided to support the University's ability to accommodate increasingly independent living situations as an individual progresses through his/her academic career.

The majority of UF's housing inventory is assigned to undergraduate students. A breakdown of UF's housing by unit type, as well as the number of occupied beds in 2012-2013 by students with physical disabilities, is provided below:

- 5,284 beds in non-apartment-style units
 - 267 beds currently available for students with disability support needs
 - 13 residents in the 2012-2013 academic year with physical disabilities
 - Newest community: Hume - 2002
- 2,206 beds in apartment-style units
 - 32 beds currently available for students with disability support needs
 - 2 residents in the 2012-2013 academic year with physical disabilities
 - Newest community: Lakeside - 2000
- 2,034 beds in graduate and family housing
 - 4 beds currently available for students with disability support needs
 - 4 residents in the 2012-2013 academic year with physical disabilities
 - Newest community: The Continuum – 2011 (Public-Private Partnership)

The on-campus housing inventory at UF is designed to accommodate 9,524 students, which does not include Greek-affiliated housing that is also available on campus. However, the University routinely exceeds 100% occupancy, as the DOHRE often accommodates student demand through the provision of overflow housing (i.e., triple occupancy in designed double-occupancy units, requiring Resident Assistants to have a roommate, etc.). Additionally, the University recently entered into an agreement with an off-campus apartment community to assist in the accommodation of housing inquiries that were unable to be met through on-campus facilities.

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III. NEW HOUSING PROJECT PROFILE

PROJECT PURPOSE

The University of Florida is interested in developing a new, 255-bed residence hall to enhance on-campus housing opportunities to individuals with higher levels of disability support needs (35 beds) and first-year students (220 beds). Through the delivery of UF-400, the University aims to address the following strategic objectives:

Academic Success / Personal Development

- DOHRE Guiding Principle – An Environment for Academic Success
 - *Providing an engaging living environment is important to enable residents to succeed in the classroom and to grow and develop as individuals.*
- DOHRE Guiding Principle – Educational and Social Programming
 - *The department is committed to providing out-of-classroom and classroom-enhancing learning opportunities, leadership training, community-building experiences, and developmental transition assistance.*

Inclusion / Diversity / Assimilation

- Multicultural & Diversity Affairs Mission
 - *Multicultural & Diversity Affairs promotes an inclusive campus community by creating environments in which students learn about themselves and diverse others, engage in meaningful inter- and intra-cultural dialogue, and enhance their leadership and commitment to social justice.*
- UF Non-Discrimination Policy
 - *The University shall actively promote equal opportunity policies and practices conforming to laws against discrimination. The University is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, gender identity and expression, marital status, national origin, political opinions or affiliations, genetic information and veteran status as protected under the Vietnam Era Veterans' Readjustment Assistance Act.*
- DOHRE Guiding Principle – A Diverse Environment
 - *Society is strengthened from the diversity of people and ideas. It is increasingly important that students are exposed to national and global experiences and perspectives. Housing and Residence Education is committed to strengthening the relationships among diverse people.*

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Within the proposed 5-story, 82,300 SF Project, the anticipated distribution of residential units is as follows:

- Single Suite (Disability Support): **35 Beds**
- Single Suite: **12 Beds**
- Four-Person Suite: **148 Beds**
- Six-Person Suite: **60 Beds**

The UF-400 facility design is intended to provide an on-campus living environment that is consistent with the needs of first-year students and ensure accessibility to resources for individuals with significant mobility limitations. A list of the facility features for both of the targeted residential populations is provided below:

Common Areas / Personnel Support

- Instructional kitchen for independence skill training
- Community programming / gathering space
- Community laundry facilities on every floor
- 2 facility entryways
- 8-foot hallway widths (1st Floor Only)
- Work space for caretakers
- 1 live-in faculty member
- 1 graduate-level Student Hall Director
- 7 Resident Assistants
- 1 Live-in masters-level Area Coordinator (professional staff member)

In-Unit

- Combination of single-, double-, and triple-occupied suites
- Larger bedrooms / bathrooms (1st Floor Only)
- Private bathrooms within each suite
- SureHands® Mobility System / ceiling tracks
- Chair lifts
- Pressalit® Moveable Sink and Handrail System

UNIVERSITY OF FLORIDA: STUDENT HOUSING MARKET ANALYSIS**CONSTRUCTION COST & TIMELINE**

According to UF, the development of the proposed facility is estimated at a total cost of \$23,398,506. Construction costs are estimated to be \$18,891,055 with other project related costs (professional fees, equipment, contingency and miscellaneous expenses) totaling \$4,507,451. UF is targeting a groundbreaking in January 2014, with an anticipated facility opening date prior to the fall of 2015.

IV. STUDENT HOUSING MARKET ANALYSIS**METHODOLOGY**

Brailsford & Duntavey conducted market research to define on- and off-campus market conditions, as well as to better understand trends that are occurring on peer and aspirant institutions' campuses. The market analysis effort included an investigation of current on-campus housing offerings, an evaluation of wait list statistics and future demand, an analysis of off-campus rental opportunities, and case study research at selected universities. The following sections and supplemental exhibits detail the results of the analysis that comprise the Plan.

ON-CAMPUS MARKET TRENDS

Since the 2002-2003 academic year, the University's housing system has experienced an average occupancy rate of greater than 100%. In accommodating excess demand, the University has utilized non-traditional occupancy strategies such as overflow housing, assigning roommates to resident assistants, and entering into agreements with off-campus communities. Through this process, the DOHRE launched a targeted effort to refine its understanding of its waiting list threshold with which students were able to be accommodated on campus each semester. The process was intended to increase the DOHRE's responsiveness to late-application students when space was not available. As a result, the DOHRE has recently implemented a strategy to turn off its application process once achieving a level of excess demand on the waitlist. Although responsiveness has increased, the implementation of this process leads to the DOHRE's inability to fully quantify the level of excess demand each semester.

For the analysis, however, the University provided additional information containing internal data that is utilized to calculate excess demand, which includes waitlists, overflow housing, non-traditional configurations, and controlled cancellations. Since the fall of 2010, the University has classified more than 500 students as excess demand for on-campus housing on an annual basis. A closer examination of the University's calculation for excess demand is displayed in Figure 4.1 below.

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Figure 4.1: UF Excess Housing Demand

Year	Waitlist	Extended	Overflow Other	Controlled	Total
Fall 2013	408	33	60	*405	*906
Fall 2012	114	222	87	217	640
Fall 2011	187	217	179	342	925
Fall 2010	387	217	0	656	1,260

*Waitlist = Official waitlist data produced by the DOHRE

*Extended Capacity= Designed overflow

*Overflow Other= RA roommates, off-campus contracted space, non-traditional space

*Controlled Cancellation= Non-penalized cancellations to support other demand [2013 projection is consistent with the average of the previous 3 academic years]

*For future years, Excess Demand projections maintain the same numbers as indicated for the fall of 2013 (906)

In addition to existing latent demand, the University's implementation of the Innovation Academy ("IA") program in spring 2013 is expected to further increase the level of interest in on-campus housing. The Innovation Academy official website describes the program as:

"...a new way of experiencing the undergraduate college experience. IA gives students a small-college experience focused on delivering curricular and co-curricular experiences centered on innovation, creativity, entrepreneurship, ethics and leadership. IA students take courses on campus during the spring and summer, leaving the fall free for on-line courses, study abroad, internships, research, community service and/or employment."

In IA's first year of operation, 308 students were enrolled and more than 80% lived on UF's campus. University administrators anticipate that IA will grow to approximately 500 students on an annual basis, resulting in a total of 2,000 students when achieving peak enrollment. Furthermore, housing officials estimate that IA will require nearly 700 beds at peak demand, as the program is expected to continue capturing approximately 90% of first-year students, annually. The anticipated capture rate for each academic classification is provided in Figure 4.2 below.

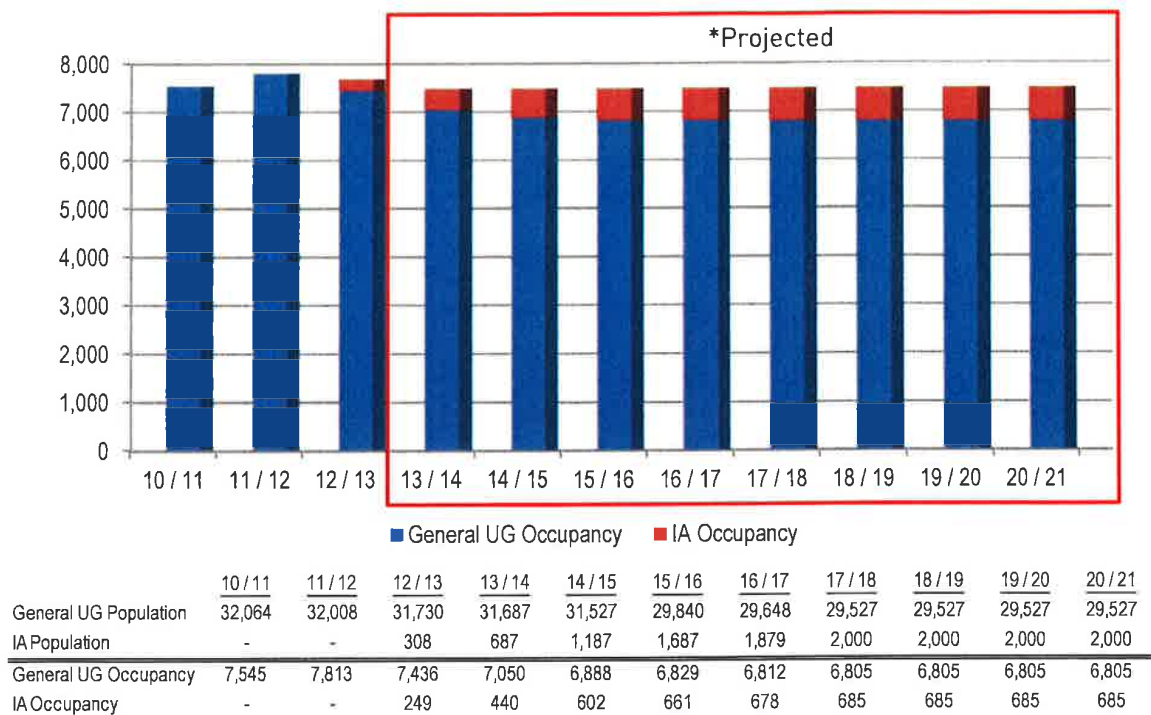
Figure 4.2: Innovation Academy Projected Capture Rate by Classification

Academic Classification	Capture Rate (Proj.)	Peak Housing Demand (Proj.)
1st-Year	90%	450
2nd-Year	32%	161
3rd-Year	10%	52
4th-Year	4%	22
Total Capture Rate	34%	685

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As a result of the projected growth in demand from IA students, the University will be unable to accommodate the same level of on-campus housing participation from UF's general undergraduate population as experienced in recent years. Assuming no changes in UF's housing inventory, 6,805 students from UF's general undergraduate population will be able to reside on campus in the fall of 2020, which is fewer than the total number of current occupants (7,436) due to demand from Innovation Academy. In examining UF's historical housing occupancy, the DOHRE has accommodated more than 7,000 undergraduate students each year since the opening of Hume Hall in the fall of 2002. Figure 4.3 further details the anticipated residence hall occupancy from the general undergraduate population after accommodating the projected housing demand from IA students.

Figure 4.3: Undergraduate Housing Occupancy Projections



*Enrollment projections provided by the University indicate that no growth will occur after the 2015-2016 academic year

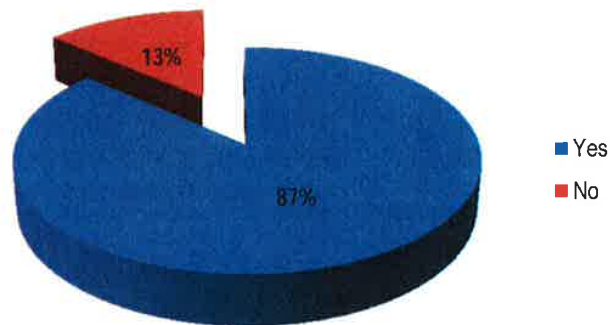
*Residence hall occupancy assumptions are based on the designed capacity of UF's housing facilities

The resulting level of occupancy for undergraduate students at UF poses challenges to the University's ability to provide on-campus accommodations to first-year students. This approach does support the DOHRE in achieving its targeted objectives regarding the provision of housing to support the academic success to UF students. As previously shown in the Executive Summary section of this report, studies conducted by the University demonstrate that a positive relationship exists between on-campus residents and their academic success, which is negatively impacted through a decrease in available housing for UF's undergraduate population. Additionally, UF asked on-campus residents as part of its 2011 survey if

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they believe living in UF-sponsored housing has positively impacted their student experience. The results demonstrated that a majority view living on campus as beneficial to their student experience. From a national standpoint, research has indicated that students' satisfaction with their academic experience has a strong positive correlation with their retention rates. Figure 4.4 displays the results from the DOHRE's Academic Initiatives and Enhancement Survey (2009).

Figure 4.4: Has Living On Campus Positively Impacted Your College Experience?



In addition to housing trends for the overall UF undergraduate population, B&D examined the provision of on-campus facilities targeted to support students with significant mobility limitations. Although UF currently provides housing to 19 students with physical disabilities, the University is unable to accommodate some of the diverse mobility limitations experienced by students with higher levels of disability support needs. According to administrative interviews, the University has previously conducted several in-unit renovations and upgraded exterior accessibility the needs of students with significant mobility limitations. However, the structural design and programmatic services within on-campus housing facilities still limits UF's ability to adequately address the diverse support needs of some individuals. Some of the challenges include the size of bedrooms and bathrooms, storage space, technological features to enhance mobility, and personnel support services.

OFF-CAMPUS MARKET TRENDS

For the off-campus analysis, B&D surveyed 37 communities located within five (5) miles of UF's campus. The results from the analysis demonstrated that the provision of unit-type configurations and support services are not intended to meet the needs of the targeted student population for the UF-400 Project. Primary research indicated that a majority of the off-campus rental market was comprised of apartment-style units, which indicates that a higher level of focus exists on meeting the housing needs of non-first-year students. To support first-year students during their transition into higher education, institutions typically focus on the provision of unit-type configurations and programmatic services that enhance the concept of community within the facility. As a result, the independent lifestyle that is promoted through

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apartment-style living off campus does not offer the same level of interaction and engagement with University-sponsored resources that the DOHRE is targeting for first-year students within UF-400.

An examination of accommodations for students who require higher levels of disability support demonstrated that none of the surveyed communities provide particular unit configurations targeted to meet the needs of students with significant mobility limitations. Interviews with property managers revealed that all units within each respective property were designed with the same construction guidelines, which are targeted to meet the needs of students who are wheelchair dependent. Although each property demonstrated willingness to make the necessary accommodations to provide a ground floor unit (when elevators were not available within the community) and perform “reasonable” renovations to serve students with physical disabilities, the in-unit design does not specifically address various height and width requirements or technological features beyond basic ADA standards. When questioned about previous renovations to enhance maneuverability within a particular unit, property managers cited the installation of bannisters in the wall or bathroom, moving / adding an electrical outlet, and addressing exterior accessibility (i.e. curb cuts, repaving cracks or potholes, etc.).

A detailed overview of the rental rates and unit-type configurations offered by each of the surveyed communities can be found in **Exhibit C** of this report.

FUTURE CONDITIONS – UF-400 IMPLEMENTATION

The delivery of the UF-400 Project on the University’s campus would positively impact the University’s ability to achieve its targeted objectives regarding increasing accessibility to UF-sponsored housing, delivering a cost-competitive living solution for students, and enhancing inclusion and diversity through on-campus facilities. Through the provision of the proposed 255 additional beds on campus, students will experience enhanced access to community resources, support personnel, and engagement with academic and co-curricular facilities on the University’s campus, which has proven to be beneficial to an individual’s UF experience, according to the University’s 2011 survey. Additionally, the proposed site for the UF-400 Project is strategically located in the Yulee Area to enhance access to academic services available through the Disability Resource Center and College of Education for students with significant mobility limitations. The College of Education (which is located directly across SW 13th Street from the proposed site) was recently awarded a \$25,000,000 grant specifically to restructure and improve the University’s development and training of educators who teach students with disabilities. The DOHRE anticipates that the Project’s proximity to the College of Education will assist in creating a close programmatic relationship, which is integral in enhancing the quality of education available to current and future students with higher levels of physical disability needs support.

As noted previously, the University anticipates implementing a rental rate schedule that is similar to that of existing on-campus facilities and competitive with the off-campus market. The University’s ability to implement competitive rental rates is mission-critical to limit potential vacancy risk within the Project. In order to better understand factors that influence rental rate variation in the off-campus market, B&D evaluated each community according to their distance from UF’s campus. The analysis demonstrated

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that off-campus properties located within one mile of UF's campus assess higher rental rates to residents than communities further from the University. As understood through the analysis, unit-type configurations targeted for the UF-400 Project are not available in the off-campus market. However, to better understand the Project's consistency with the off-campus market, B&D examined the proposed rental rates for UF-400 and apartment communities located within one mile of the University's campus. The comparison demonstrated that the Project's rental rates are consistent with the selected off-campus communities. An overview of the monthly rental rates for the UF-400 Project and apartment communities proximate to UF is shown in Figure 4.5

Figure 4.5: Rental Rate Overview Per Student (2015-2016)

	UF-400 Project			Off Campus (One-Mile Radius)				
	Single Suite	4-Person Suite	6-Person Suite	Studio	1-Bedroom	2-Bedroom	3-Bedroom	4-Bedroom
UF-400	\$870	\$821	\$773	Not Applic.	Not Applic.	Not Applic.	Not Applic.	Not Applic.
Off-Campus	Not Applic.	Not Applic.	Not Applic.	\$897	\$1,193	\$763	\$674	\$662

*Monthly rental rate for UF-400 is based on a semester equaling 4.5 months

*Off-campus rental rates are per bedroom

*Rental rates for the off-campus market have been inflated 3% annually

*An assumption of \$100 for utilities have been added to the off-campus rental rates

Through the University's effort to enhance accessibility for individuals with significant mobility limitations, concurrently addressing housing needs for first-year students is critical in establishing a culture of inclusion and diversity within the Project. As indicated by Multicultural and Diversity Affairs, a subset of the Office of Student Affairs, the University is creating an "inclusive, affirming, and just campus community" for all students at UF. In supporting this strategic objective through UF-400, University administrators anticipate that the benefits will be experienced by all students residing in the community. Two of the primary benefits that the University anticipates occurring within the residence hall include:

- Promoting Access to Resources
 - Isolating students with higher levels of disability support needs, or dispersing individuals throughout campus early in their academic careers, may lead to hesitation or lack of awareness of campus resources and co-curricular activities at UF. Providing an environment through which these resources are more visible to individuals with higher levels of disability support needs will lead to a greater level of desire to participate, which is correlated to academic success and satisfaction with the student's higher education experience.
- Raising Awareness of Complex Social Issues
 - Students who have experienced limited exposure to individuals with higher levels of disability support needs are likely less aware of the challenges experienced by this population. Through an integrated housing facility, the two populations will have greater levels of interactions with each other, which is critical in increasing acceptance and

UNIVERSITY OF FLORIDA: STUDENT HOUSING MARKET ANALYSIS

developing advocates who are more sensitive to the well-being of underrepresented populations.

During administrative interviews with the University of Illinois, one of the six institutions included in the Case Study Analysis (**Exhibit B**), campus leaders discussed the same underlying values in their process of delivering Nugent Hall, which is regarded as the most robust, well-known intercollegiate housing facility for students with higher levels of disability support needs. Prior to Nugent Hall, the University of Illinois supported these individuals through Beckwith Residence Hall, a freestanding facility that provided housing and support services to students with significant mobility limitations. Through this approach, University leaders felt that Beckwith residents were not being adequately integrated into the campus community, which did not support Illinois' targeted objectives in providing housing to this population. Therefore, when the opportunity was presented to develop a new housing facility, the University committed to delivering a community that was designed, located, and programmed in a manner that increased the strategic importance of accommodating students with higher levels of disability support needs.

V. ALTERNATIVE CONSIDERATIONS

PRIVATE DEVELOPER

In order to evaluate UF-400's efficiency and effectiveness in achieving the University's targeted objectives, B&D examined the possibility of a private developer delivering the same project off campus. To support the programmatic needs of the targeted residential population, the facility design, technological features, and personnel support requires significant investment from the developer in excess of a traditional off-campus apartment community. With regards to the facility design, the garden-style communities that characterize the off-campus market do not reinforce the level of community interaction, inclusion, and diversity with which the University is seeking to provide within the project. Therefore, the provision of one building to support the 255-bed community may require different construction materials for the developer, thus resulting in increased costs for the project. For students with higher levels of disability support needs, the technological design features to enhance mobility within the project, such as ceiling tracks, chair lifts, specific heights and widths within the building, will also lead to a greater level of investment from the developer. Additionally, to support residents' academic experience through programmatic features offered within the community, investing in Resident Assistants or Program Coordinators are additional features that are not commonly found in the off-campus market and result in recurring costs on an annual basis for the owner.

In addition to construction costs, the unit-type configurations prescribed in the program are primarily targeted to support first-year students and individuals with significant mobility limitations. As a result, if desired occupancy is not achieved from the target market population, the unit-type configurations are not flexible to meet the independent lifestyle preferred by older students, which poses vacancy risk for the project. Due to the level of construction costs, programmatic offerings, and unit-type configurations, the

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project is not financially feasible or consistent with risk mitigation strategies for a private developer to pursue off campus.

PUBLIC-PRIVATE PARTNERSHIP

In pursuing the UF-400 Project, B&D analyzed the possibility of the University establishing a public-private partnership to share ownership and responsibility of the development. After reviewing the current state of the University's financial system, entering into an agreement with a private partner for the UF-400 Project is not necessary, as UF is in a position of financial strength. Additionally, pursuing this development approach poses risk to the University's ability to achieve its targeted objectives. Within a public-private partnership, the private partner often searches for ways to reduce their level of risk within the investment by increasing potential revenue sharing opportunities, becoming more active in the design of the project, or gaining operational control of the facility. With respect to a potential ground lease approach, UF-400 is not financially viable for a private developer to pursue due to the level of anticipated revenue for the Project, which would require a significant subsidy on behalf of the University to support the development. Therefore, utilizing a ground lease to deliver UF-400 does not advance the interests of the University.

To ensure that UF-400 is best positioned to meet the targeted objectives, B&D believes that it is most beneficial for the University to retain all oversight aspects of the Project. As a result, the University should develop, own, and operate the proposed Project.

ON-CAMPUS FACILITY RENOVATION

In addition to evaluating off-campus opportunities, B&D worked with UF housing officials to determine the structural and financial feasibility of renovating an existing on-campus facility specifically to accommodate the 35 beds targeted to support students with significant mobility limitations. The results from the analysis indicated that renovating an existing facility would require significant structural changes in the building, which is challenging in examining this alternative within many of UF's older residential buildings. However, if a renovation is deemed feasible, the facility assessment indicated that UF would experience a net loss of 70 beds due to the unit-type configurations required to best serve students with higher levels of disability support needs. A loss of beds of this magnitude creates further challenges for the DOHRE to accommodate housing demand and pursue the University's targeted objectives related to the first-year academic experience. As a result, the inability to fully support the needs of students with significant mobility limitations and loss of undergraduate housing inventory does not further the University's objectives targeted through the pursuit of UF-400.

UNIVERSITY OF FLORIDA: STUDENT HOUSING MARKET ANALYSIS

VI. FINANCIAL REVIEW

B&D reviewed the both the Project-specific and system-wide financial models provided by the University. The models use assumptions provided by the University to forecast the DOHRE's financial performance over a ten-year period. A summary of UF's financial model, which includes the UF-400 Project, can be found in **Exhibit A** of this report.

HOUSING FINANCIAL MODEL ASSUMPTIONS

Revenues

- An average occupancy of 100% in the fall and spring semester was assumed for all existing buildings and the proposed UF-400 Project
- Rental rates were calculated on a per semester basis. For the purposes of this analysis, each semester is 4.5 months
- Rental rates for the UF-400 Project are projected at the following schedule:
 - Single-occupied suite: \$3,913 per semester (per student)
 - Four-person semi-suite: \$3,696 per semester (per student)
 - Six-person semi-suite: \$3,479 per semester (per student)
 - Resident Assistants: \$3,141 per semester (per student)
- Revenues were inflated at 5% annually throughout the length of the model
- Investment revenue includes interest on the available beginning cash balances in the DOHRE operating accounts

Expenses

- Current Expenses are net of depreciation and administrative overhead paid to the University
- Expenses exclude extraordinary non-recurring renovation projects
- Expenses were inflated at 3% annually throughout the length of the model

Construction Quality / Capital Costs

Construction quality costs were provided by UF and considered by B&D as part of the analysis, but a detailed review of the design and specifications was not included in the analysis. For the level of capital cost investment, the University provided a breakdown of estimated costs associated with the level of facility enhancements and technological features required to meet the needs of students with significant mobility limitations. In addition to basic ADA design guidelines, the programmatic enhancements, which totaled approximately \$4,000,000, included in the UF-400 facility are:

- Wider hallways
- Larger bathrooms
- Mobility track, sink, and handrail automated systems

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- Chair lifts
- Additional secured entryway
- Gathering space enhancements

Security / Debt Service Coverage

According to the University, total revenues achieved by the DOHRE will be pledged for the repayment of debt service on the UF-400 Project. In pursuing the UF-400 development, pledging the revenues of the entire housing system is required, as the Project is not forecasted to achieve financial self-sufficiency within the first ten years of operation. For the 2012-2013 academic year, pledged revenues are projected to be approximately \$13 million, with a debt coverage ratio of 2.00x. In specifically examining the UF-400 Project, although annual losses are expected to occur in the early years of operation, the DOHRE is still forecasted to achieve above a 1.81x debt coverage ratio in each year of operation within the model.

UNIVERSITY OF FLORIDA: STUDENT HOUSING MARKET ANALYSIS

EXHIBIT A
SUMMARY FINANCIAL PRO FORMA



Board of Governors
State University System of Florida
University of Florida - Housing
Historical and Projected Revenues and Expenses

	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Operating Revenues													
Rental Income	\$ 38,648,103	\$ 40,351,366	\$ 44,108,967	\$ 43,916,808	\$ 45,225,966	\$ 47,251,134	\$ 49,624,191	\$ 52,105,400	\$ 54,710,670	\$ 57,446,204	\$ 60,318,514	\$ 63,334,440	\$ 66,501,162
Rental Income from Hall 2015													
Total Rental Income	\$ 38,648,103	\$ 40,351,366	\$ 44,108,967	\$ 43,916,808	\$ 45,225,966	\$ 47,251,134	\$ 49,624,191	\$ 52,105,400	\$ 54,710,670	\$ 57,446,204	\$ 60,318,514	\$ 63,334,440	\$ 66,501,162
Investment Income ¹	\$ 1,306,009	\$ 713,358	\$ 775,781	\$ 757,301	\$ 447,057	\$ 460,469	\$ 474,263	\$ 488,511	\$ 503,167	\$ 518,262	\$ 533,859	\$ 549,624	\$ 566,316
Total Operating Revenues	\$ 39,954,112	\$ 41,064,724	\$ 44,884,748	\$ 44,674,109	\$ 45,673,023	\$ 47,711,603	\$ 50,098,453	\$ 52,593,911	\$ 55,093,108	\$ 59,337,100	\$ 62,924,220	\$ 66,058,755	\$ 69,351,746
Current Expenses²													
Expenses Housing	\$ 26,032,956	\$ 27,023,135	\$ 27,023,478	\$ 28,982,074	\$ 32,222,659	\$ 33,189,339	\$ 34,185,019	\$ 35,210,570	\$ 36,286,887	\$ 37,354,893	\$ 38,475,540	\$ 39,629,806	\$ 40,818,700
Expenses Hall 2015													
Total Current Expenses	\$ 26,032,956	\$ 27,023,135	\$ 27,023,478	\$ 28,982,074	\$ 32,222,659	\$ 33,189,339	\$ 34,185,019	\$ 35,210,570	\$ 36,286,887	\$ 37,354,893	\$ 38,475,540	\$ 39,629,806	\$ 40,818,700
Net Operating Income	\$ 13,921,156	\$ 14,041,589	\$ 17,861,270	\$ 15,712,035	\$ 13,453,364	\$ 14,532,264	\$ 15,913,455	\$ 17,383,342	\$ 18,587,226	\$ 21,286,145	\$ 23,113,118	\$ 25,054,320	\$ 27,116,148
Prior Obligation Debt Service	\$ 185,150	\$ 185,500	\$ 185,700	\$ 185,700	\$ 185,750	\$ 185,650	\$ 185,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pledged Revenues	\$ 13,736,006	\$ 13,856,089	\$ 17,675,570	\$ 15,536,335	\$ 13,264,614	\$ 14,346,614	\$ 15,728,055	\$ 17,383,342	\$ 18,587,226	\$ 21,286,145	\$ 23,113,118	\$ 25,054,320	\$ 27,116,148
Annual Debt Service													
Outstanding Parity Bonds	\$ 4,838,023	\$ 4,848,098	\$ 4,860,350	\$ 4,855,640	\$ 4,709,474	\$ 6,619,547	\$ 6,623,194	\$ 6,643,744	\$ 6,640,594	\$ 6,629,194	\$ 6,648,944	\$ 6,636,494	\$ 6,636,494
2013A Bonds (\$25MM)													
Total Annual Debt Service	\$ 4,838,023	\$ 4,848,098	\$ 4,860,350	\$ 4,855,640	\$ 4,709,474	\$ 6,619,547	\$ 6,623,194	\$ 6,643,744	\$ 6,640,594	\$ 6,629,194	\$ 6,648,944	\$ 6,636,494	\$ 6,636,494
Debt Service Coverage Ratios													
2013A Bonds (\$25MM) Debt Coverage													
Annual Debt Coverage DOHRE System	2.84	2.86	3.64	3.20	2.82	2.17	1.95	1.98	2.22	2.42	2.63	2.85	3.44

¹ Investment revenue includes interest on the available beginning cash balances in the Housing System operation accounts.
² Current Expenses are operating expenses of the Housing System as defined in the Resolution, which is net of depreciation and administrative overhead paid to the University.
³ Excludes extraordinary one time expenditures of \$3,797,579 for renovations to housing facilities, which are not considered Current Expenses under the Resolution.

UNIVERSITY OF FLORIDA: STUDENT HOUSING MARKET ANALYSIS

EXHIBIT B
CASE STUDY ANALYSIS

UNIVERSITY OF FLORIDA: STUDENT HOUSING MARKET ANALYSIS**B. CASE STUDY ANALYSIS****OBJECTIVES**

As part of the Plan, B&D conducted stakeholder interviews to better understand the level at which students with higher levels of disabilities support needs are accommodated through on-campus housing at targeted peer and aspirant institutions. The administrative interviews provided valuable information regarding some of the programmatic offerings, support services, in-unit accommodations, and challenges experienced in serving students with significantly limited mobility. Additionally, B&D conducted supplemental research concerning Nugent Hall at the University of Illinois, as the facility is regarded as a model on intercollegiate campuses in providing on-campus housing services targeted to meet the needs of students with limited mobility.

METHODOLOGY

The University provided a list of six (6) peer and aspirant institutions for the analysis. The selected case study institutions include:

- Florida State University ("FSU" or "Florida State")
- Michigan State University ("MSU" or "Michigan State")
- The University of Texas at Austin ("UT-Austin" or "Texas")
- The University of Tennessee, Knoxville ("UT-K" or "Tennessee")
- University of Georgia ("UGA" or "Georgia")
- University of Illinois at Urbana-Champaign ("Illinois")

The primary source of information for the case studies was phone interviews with officials from each institution's housing or disability resources department, including directors and assistant directors. Additional Internet research was conducted from each institution's website to obtain further support data, as needed.

INSTITUTION OVERVIEW

Figure B.1: Institution Overview

	<u>UF</u>	<u>FSU</u>	<u>MSU</u>	<u>Texas</u>	<u>Tennessee</u>	<u>UGA</u>	<u>Illinois</u>
Total Population	49,913	41,087	48,906	52,186	27,018	34,818	44,520
Undergraduate	32,776	32,201	37,454	39,955	20,829	26,373	32,281
Graduate	17,137	8,886	11,452	12,231	6,189	8,445	12,239
% Living On Campus	24%	24%	42%	19%	37%	30%	50%

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DETAILED FINDINGS

On-Campus Housing Offerings

- Available on-campus housing accommodations targeted to support students with physical disabilities is located throughout campus and integrated into most residence halls.
 - However, the University of Illinois was the only institution that offered housing facilities targeted to meet the needs of students with significant mobility limitations.
- Each of the surveyed institutions indicated that they would be willing to grant access for personal assistants to support the daily needs of students with significant mobility limitations.
 - However, only three of the surveyed institutions stated that they had previous experience with personal assistants residing in on-campus housing.
- Each of the surveyed institutions was willing to provide reasonable accommodations to enhance on-campus housing accessibility to students with higher levels of disability support needs.
 - Several of the potential in-unit accommodations include:
 - Removal of furniture to support student-owned hospital beds
 - Automated card swipe access instead of keys
 - Flashing / strobe light fire alarm system
 - Allowing service animals
 - Installation of a text Telecommunication Device
 - Bed shakers for emergency alerts
 - Electronic chair lifts
- For each institution, with the exception of the University of Illinois, the hiring and monitoring of personal assistants is solely the responsibility of the student.
 - Within Nugent hall at the University of Illinois, adequate personnel and programmatic services are provided to support the daily needs of students with significantly limited mobility.
- Transportation services are provided at each of the surveyed institutions to support mobility throughout campus.
 - However, transportation services are generally targeted to support individuals' academic schedules, and are not intended to meet students' leisure or recreational needs.

Key Challenges

- While each institution demonstrated willingness to support students with limited mobility through reasonable facility renovations and accommodations, challenges continue to exist within housing facilities regarding the level of personnel services available to assist individuals with their daily activities and in emergency situations.
 - As a result, on-campus housing administrators at several of the surveyed institutions indicated that families often do not consider living in university-sponsored facilities.

UNIVERSITY OF FLORIDA: STUDENT HOUSING MARKET ANALYSIS

- A key challenge that exists in accommodating students with higher levels of disability support needs is designing unit configurations that are flexible to meet the diverse mobility limitations that vary for each individual.
- At FSU, housing officials reported that the older on-campus residence halls are difficult to update in order to enhance accessibility and ADA accommodations.
- University policies that allow students to select their ideal residence hall may lead to reduced programmatic interaction with disability support services due to the location of their on-campus housing facility.
 - With residence halls dispersed throughout each institution's campus, access to disability resource services can be difficult if not located in close proximity to the office.
- Housing administrators indicated that significant accessibility barriers exist throughout campus, which posing challenges to the institution's ability to enroll prospective students.
 - In addition to accessibility to non-housing facilities, housing administrators at UGA and Texas stated that the campus topography limits prospective students' interest in attending the university.

Anticipated / Desired Programmatic Changes

- At Michigan State, housing officials indicated that the University anticipates enrollment growth for students with significant mobility limitations.
 - To better support the needs of these students through on-campus housing, Michigan State desires to enhance personnel and academic services within each housing neighborhood on campus.
- At FSU, the University plans to address each facility's accessibility limitations and pursue renovation projects targeted to upgrade each residence hall to meet current ADA codes.
 - The University has already begun this process by executing several renovation projects within on-campus housing facilities targeted to enhance accessibility to students with physical disabilities.
 - Through facility enhancements, FSU wants to increase the level of on-campus housing opportunities available to students with physical disabilities and concurrently strengthen its programmatic relationship with the Student Disability Resource Center.
- UGA, Tennessee, and Texas housing officials indicated that improvements are required to enhance accessibility within existing on-campus facilities; however, at this time, no significant programmatic changes are anticipated.

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NUGENT HALL – UNIVERSITY OF ILLINOIS

In the fall of 1982, the University of Illinois opened Beckwith Hall, which was the first residential facility at the University specifically targeted to meet the needs of students with significant mobility limitations. The ultimate goal of the facility was to “make it possible for graduates to go anywhere their lives and career aspirations take them, confident that they can manage their own needs.” While programmatic offerings available in the facility were robust, supporting the dynamic technological needs of residents within Beckwith Hall was a growing challenge faced by administrators at Illinois. In evaluating the University’s targeted objectives towards supporting students with limited mobility, the freestanding, isolated residence hall provided limited opportunities for Beckwith residents to engage the campus community. Through the University’s evaluation of the possibility of a new residence hall, campus stakeholders desired to continue to provide the positive programmatic features provided within Beckwith and concurrently expand the level of opportunities available to Beckwith residents within the larger University context.

Less than 30 years later, Nugent Hall opened its doors in the fall of 2010 and is regarded as the most robust intercollegiate housing facility for students with significant mobility limitations. In addition to supporting the mobility needs of students with severe disabilities, the 500-bed community provides housing to the general student population and is physically connected to the Ikenberry Commons Residence Hall Complex, a facility comprised of a two-story dining hall, convenience store, library, computer lab, coffee shop, and quiet study lounges. Specifically within Nugent Hall, some of the in-unit and community designs featured:

- An adaptive computer lab with three work stations
 - One computer station is programmed to support voice-to-text software
- An instructional kitchen with integrated AV and adaptive cooking equipment
 - The space is utilized as a meeting room and to teach basic cooking skills
- A proximity reader on the outside and inside of the room
 - Utilized to open and close a door without physically having to use a key or swipe a card.
- A SureHands® ceiling lift system to enhance mobility throughout the unit
- Adjustable furniture including desks, night stands, and hospital beds
- A sink with motion detector faucet
- Wireless paging system for personal assistance notifications
- Automated room-darkening blinds

UNIVERSITY OF FLORIDA: STUDENT HOUSING MARKET ANALYSIS

In addition to the facility design features, personnel and programmatic support services within the residence hall are effectively designed to meet the daily needs of Nugent Hall residents. Some of the support services include:

- Around-the-clock personal assistance support
- Weekly laundry service
- Daily housekeeping services
- Mentorship programs

Students with significant mobility limitations are encouraged to enroll in the Transitional Disability Management Program ("TDMP") that is targeted to prepare individuals with the skillsets required to achieve the maximum level of independence after graduating from Illinois. Individuals who participate in the program develop goals related to increasing their skillsets to enhance independence, and engage in weekly meetings with dedicated personnel staff to track their progress. Students will define their goals for each of the target areas listed below:

- *"Improved knowledge of disability laws and disability resources*
- *Improved skill in advocating for access and reasonable accommodation*
- *Improved physical and/or functional capacity*
- *Improved social integration*
- *Maximal independence in the performance of activity of daily living*
- *Acquisition of the knowledge and skills necessary to allow the student to benefit maximally from the use of available assistive technology*
- *Acquisition of the knowledge and skills necessary for independent personal assistant management*
- *Successful transition to internships and/or permanent employment upon graduation*
- *Accessible living"*



UNIVERSITY OF FLORIDA: STUDENT HOUSING MARKET ANALYSIS

EXHIBIT C
OFF-CAMPUS DATA

Agenda and Meeting Materials - Facilities Committee

University of Florida
Off-Campus Market Analysis - Unit Types / Average Rent
UF-400 Student Housing Market Analysis

Unit Types/Average Rent/Average GSF						
Property Name	Distance From UF (miles)	Studio Rent	1-Bedroom Rent	2-Bedroom Rent	3-Bedroom Rent	4-Bedroom Rent
Campus View	0.3			\$1,450	\$1,975	
Parkside I	0.3		\$799			
Royale Palms	0.3		\$1,215	\$1,578	\$2,155	
Sabal Palms	0.3				\$2,260	\$2,856
The Estates at Sorority Row	0.3	\$949	\$1,330	\$1,725	\$2,260	
Stratford Court	0.4		\$1,205	\$1,558	\$2,185	\$2,589
Wildflower Apartments	0.4		\$1,330	\$1,640	\$2,113	
Camden Court	0.5			\$1,588	\$2,199	\$2,628
College Manor	0.5	\$639	\$713	\$1,104	\$1,672	
Deco 39	0.5		\$1,299	\$1,696		\$2,780
Museum Walk	0.5			\$1,170	\$1,360	
Archstone	0.6	\$1,039	\$1,320	\$1,565	\$2,140	\$2,800
Heritage Oaks	0.7	\$882	\$1,299	\$1,264	\$1,960	
Jackson Square	0.7		\$1,300	\$1,600		
The Estates	0.7		\$1,029	\$1,258	\$1,732	\$2,220
Nantucket Walk	0.8			\$1,550		
The Bartram	0.8		\$1,475	\$1,934	\$2,260	
Upper Westside	0.8	\$975	\$1,194	\$1,709		
2nd Ave Centre	1		\$1,269	\$1,478		\$2,336
College Park	1	\$709	\$815	\$1,196	\$1,400	\$1,999
Looking Glass	1.1	\$870	\$600	\$1,350		
The Continuum	1.1	\$926	\$1,224	\$1,478		\$3,056
University House	1.2		\$1,250	\$1,510	\$2,020	\$2,360
Arlington Square Wisteria Downs	1.6	\$777	\$850	\$1,020	\$1,509	
Canopy	1.6			\$1,390	\$1,897	\$2,220
The Enclave	1.6			\$1,368	\$1,852	
Gainesville Place	1.9			\$1,308		\$1,908
Average Rental Rate / Unit	N/A	\$863	\$1,132	\$1,460	\$1,942	\$2,480

Estimated IRR Calculation
University of Florida Student Residential Project
Unleveraged Internal Rate of Return

Fiscal Year	Project Construction Cost	Gross Revenues	Operating Expenditures	Net Revenues	Total
2015	(23,398,506)	\$ -	\$ -	\$ -	\$ (23,398,506)
2016		1,879,271	(1,258,895)	620,376	620,376
2017		1,973,235	(1,296,662)	676,573	676,573
2018		2,071,896	(1,335,562)	736,335	736,335
2019		2,175,491	(1,375,629)	799,863	799,863
2020		2,284,266	(1,416,897)	867,368	867,368
2021		2,398,479	(1,459,404)	939,075	939,075
2022		2,518,403	(1,503,186)	1,015,216	1,015,216
2023		2,644,323	(1,548,282)	1,096,041	1,096,041
2024		2,723,653	(1,571,506)	1,152,146	1,152,146
2025		2,805,362	(1,595,079)	1,210,283	1,210,283
2026		2,889,523	(1,619,005)	1,270,518	1,270,518
2027		2,976,209	(1,643,290)	1,332,919	1,332,919
2028		3,065,495	(1,667,939)	1,397,556	1,397,556
2029		3,157,460	(1,692,959)	1,464,501	1,464,501
2030		3,252,184	(1,718,353)	1,533,831	1,533,831
2031		3,349,749	(1,744,128)	1,605,621	1,605,621
2032		3,450,242	(1,770,290)	1,679,952	1,679,952
2033		3,553,749	(1,796,845)	1,756,904	1,756,904
2034		3,660,361	(1,823,797)	1,836,564	1,836,564
2035		3,770,172	(1,851,154)	1,919,018	1,919,018
2036		3,883,278	(1,878,921)	2,004,356	2,004,356
2037		3,999,776	(1,907,105)	2,092,671	2,092,671
2038		4,119,769	(1,935,712)	2,184,057	2,184,057
2039		4,243,362	(1,964,748)	2,278,615	2,278,615
2040		4,370,663	(1,994,219)	2,376,444	2,376,444
2041		4,501,783	(2,024,132)	2,477,651	2,477,651
2042		4,636,836	(2,054,494)	2,582,342	2,582,342
2043		4,775,942	(2,085,311)	2,690,630	2,690,630
2044		4,919,220	(2,116,591)	2,802,629	2,802,629
2045		5,066,796	(2,148,340)	2,918,456	2,918,456
	\$ (23,398,506)	\$ 101,116,948	\$ (51,798,437)	\$ 49,318,511	\$ 25,920,005

IRR= 4.3%

Assumptions:

5% annual growth through 2023 and 3% thereafter in projected revenues based upon assumptions provided by the University

3% annual growth through 2023 and 1.5% thereafter in operating expenses based upon assumptions provided by the University.

30-year useful life of the project with no residual value.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
September 12, 2013**

SUBJECT: Public Notice of Intent to Amend Board Regulation 9.005 Naming of Buildings and Facilities

PROPOSED COMMITTEE ACTION

Approve Public Notice of Intent to Amend Board Regulation 9.005 Naming of Buildings and Facilities

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation Development Procedure

BACKGROUND INFORMATION

Section 267.062, Florida Statutes, prohibits the naming of any state building, road, bridge, park, recreational complex or other similar facility after any living person with exceptions being granted by university board of trustees, in accordance with regulations adopted by the Board of Governors. Thus, the naming of state university buildings or facilities for individuals or groups who have made significant contributions to the university or State of Florida remains the prerogative and privilege of the university board of trustees, as authorized and previously delegated by the Board of Governors.

The proposed revision incorporates a reference to the recently amended Board of Governors Regulation 8.009 Educational Sites, to better define the applicable locations of the buildings and facilities under naming consideration and redefines the conditions, under which, exceptions will and will not be granted for the naming of buildings and facilities. The proposed language was developed by Board staff and later recommended by university attorneys and finance and facilities personnel. No adverse impact has been identified by adoption of these regulations.

Supporting Documentation Included:	Amended Regulation 9.005
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Facilitators/Presenters:	Chris Kinsley
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9.005 Naming of University Facilities

The naming of any building, road, bridge, park, recreational complex, other similar facility or educational site, as defined in Board regulation 8.009, (collectively referred to as "University Facility") of a state university for individuals or groups who have made significant contributions to the university or the State of Florida is the prerogative and privilege of the State University System of Florida and is vested in the Board of Governors. The Board of Governors hereby delegates such approval authority to each university board of trustees provided that the board of trustees establishes procedures for the naming of such University Facilities to include the following elements:

- (a) The naming of any University Facility must be approved by the board of trustees as a noticed, non-consent agenda item.
- (b) Non-gift related honorary naming of a University Facility should be reserved for individuals who have made significant contributions to the university or to the State of Florida or to the fields of education, government, science or human betterment and who are of recognized accomplishment ~~and character~~. Honorary naming of a University Facility is not allowed for any active board member or employee of the Board of Governors or any active employee, student, or trustee of the university. ~~Exceptions require Board of Governors approval.~~
- (c) Gift-related naming of a University Facility requires a donation which makes a significant contribution to the cost of the University Facility, or for an existing facility, significant improvements, both as established by the board of trustees' policy. The limitations set forth in paragraph (b) are not applicable to gift-related naming of a University Facility.

Authority: Section 7 (d), Art. IX, Fla. Const., History-Formerly 6C-9.005, 11-3-72, Amended 12-17-74, 8-11-85, Amended and Renumbered as 9.005, 3-27-08, _____.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
September 12, 2013**

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 14.0025
Action Required Prior to Capital Outlay Appropriation

PROPOSED COMMITTEE ACTION

Approve Public Notice of Intent to Amend Board of Governors Regulation 14.0025
Action Required Prior to Capital Outlay Appropriation

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation Development
Guidelines

BACKGROUND INFORMATION

The proposed revision renames the regulation to more appropriately describe its contents. Additionally, obsolete references regarding the minor project threshold and Building Fees are removed. The proposed language was developed by Board staff and later recommended by university attorneys and finance and facilities personnel. No adverse impact has been identified by adoption of these regulations.

Supporting Documentation Included: Amended Regulation 14.0025

Facilitators/Presenters: Chris Kinsley

14.0025 Action Required Prior to Fixed Capital Outlay Appropriation Budget Request

- (1) No new construction or remodeling project ~~exceeding \$1,000,000~~ shall be requested by a university for inclusion on the first year of the 3 year, PECO-eligible priority list without being recommended in an educational plant survey.
- (2) The university is responsible for the preparation of the building program. The program shall be consistent with the university strategic plan, academic and facilities master plan, and shall include the project budget and the building codes applicable to the project.
- (3) The university president shall have the responsibility for building program review and approval, ~~modification, or disapproval~~, to assure compatibility with the institution's approved strategic plan, master plan, educational plant survey and with space utilization criteria. Building programs approved by the university president, and budgets approved by the university board of trustees shall serve as the basic planning documents for development of plans and specifications for construction.
- (4) Proposals for fixed capital outlay projects to be funded by Capital Improvement Fees ~~or Building Fees~~ shall be prepared by the university, and submitted to the Board of Governors. Each proposed project shall be approved by the university president after consultation with the student government association. For the purpose of this regulation, "consultation" is defined as an ongoing dialogue with the student body president prior to developing the university proposal. An attachment containing any objections and alternatives, and stating that both the university president and the student government association have reviewed the project proposals, shall be included in the proposal.

Authority: Section 7(d), Art. IX, Fla. Const., History-Formerly 6C-14.0025, 1-24-89, Amended 1-13-99, Amended and Renumbered as 14.0025, 3-27-08.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
September 12, 2013**

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 14.023
Notice and Protest Procedures

PROPOSED COMMITTEE ACTION

Approve Public Notice of Intent to Amend Board of Governors Regulation 14.023
Notice and Protest Procedures

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation Development
Procedure

BACKGROUND INFORMATION

The proposed revision removes previous notification and protest language and identifies Board of Governors Regulation 18.002 Notice and Protest Procedure, as the governing regulation for all competitive solicitations relating to the procurement of goods and services for the construction of university capital improvement projects. The proposed language was developed by Board staff and later recommended by university attorneys and finance and facilities personnel. No adverse impact has been identified by adoption of these regulations.

Supporting Documentation Included:	Amended Regulation 14.023
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Facilitators/Presenters:	Chris Kinsley
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14.023 Notice and Protest Procedures

The notice and protest procedures set forth in Board of Governors Regulation 18.002 shall be applicable to all competitive solicitations relating to the procurement of goods and services for the construction of university capital improvement projects.

~~(1) Notification.~~

- ~~(a) Bid Solicitation — The university shall provide notice of any information relating to a bid solicitation by advertising for bids or by distribution of bidding documents.~~
- ~~(b) Contract Award — The notice of a decision on contract award or bid rejection shall be given by either electronic posting or certified United States mail, return receipt requested, to each bidder.~~

~~(2) Protest.~~

- ~~(a) Any qualified bidder who is adversely affected by the university's decision may file a written notice of protest within 72 hours after receipt of the notice with the president. The protesting firm must reduce its complaint to written petition and file it with the president within ten (10) days from registration of the original complaint. If the bid documents require the posting of a bond with the protest as provided by Section 255.0516, Florida Statutes, the bond shall be included with the protest.~~
- ~~(b) Failure to file a notice of protest or the written petition shall constitute a waiver of the right to protest proceedings.~~

~~(3) Upon receipt of the formal written petition filed in accordance with paragraph Regulation 14.023(2)(a), the president shall delay the execution of the contract until the protest is resolved by mutual agreement between the parties or by final presidential action, unless the president shall make a finding and declares that such delay would cause serious danger to the public health, safety or welfare.~~

~~(4) Petitions involving disputed issues of material fact shall be referred for a quasi-judicial hearing. The president may designate an administrative law judge to conduct a hearing in accordance with university procedures. At the conclusion of the hearing, an administrative law judge shall submit a written recommended order to the president. The president shall then issue a preliminary order for final action and notify the firm of such order. The preliminary order of the president shall be final, unless the firm under consideration takes exception to such order; in which event, it may file with the president such exceptions within twenty one (21) days of receipt of notice of the preliminary order. At the end of the period for filing exceptions, the president will review the preliminary order and any exceptions that have been filed, and will render the final order. The decision of the president is final. Appellate review of the final order shall be in accordance with the requirements of Rule 9.190 (b) (3), Florida Rules of Appellate Procedure.~~

Authority: Section 7(d), Art. IX, Fla. Const., History – Formerly 6C-14.023, 5-25-81, Amended 8-11-85, 6-5-96, 1-13-99, Amended and Renumbered as 14.023, 3-27-08.



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA
Budget and Finance Committee
Sidakoff Conference Center
New College of Florida
Sarasota, Florida
September 12, 2013
9:00 a.m. - 10:15 a.m.

or
Upon Adjournment of Previous Meetings

Chair: Mr. Tom Kuntz; Vice Chair: Mr. Ned Lautenbach
Members: Beard, Colson, Fassi, Huizenga, Levine, Rood, Tripp

1. **Call to Order and Opening Remarks** **Governor Tom Kuntz**
2. **Approval of Committee Meeting Minutes** **Governor Kuntz**
Minutes, June 20, 2013
3. **Public Notice of Intent to Amend Board of Governors Regulations** **Mr. Tim Jones,**
Chief Financial Officer,
Board of Governors
 - a. [Regulation 7.001](#) Tuition and Associated Fees
 - b. [Regulation 7.003](#) Fees, Fines and Penalties
 - c. [Regulation 7.008](#) Waiver of Tuition and Fees
 - d. [Regulation 9.007](#) State University Operating Budgets
4. **Public Notice of Proposed New Board of Governors** **Mr. Jones**
[Regulation 9.014](#) Collegiate License Plate Revenues

5. 2013-2014 Operating Budgets

Mr. Jones

- a. State University System
- b. Board General Office

6. Methodology for the Allocation of \$20 Million in Performance Funding

Mr. Jones
Dr. Jan Ignash,
*Chief Academic Officer,
Board of Governors*

7. 2014-2015 Legislative Budget Requests

Mr. Jones

- a. State University System
- b. Board General Office

8. Concluding Remarks and Adjournment

Governor Kuntz

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 12, 2013**

SUBJECT: Approval of Minutes of Meeting held June 20, 2013

PROPOSED COMMITTEE ACTION

Approval of minutes of meeting held on June 20, 2013.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Committee members will review and approve the minutes of the meeting held on June 20, 2013 at the University of South Florida.

Supporting Documentation Included: Minutes: June 20, 2013

Facilitators/Presenters: Governor Kuntz

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
BUDGET AND FINANCE COMMITTEE
UNIVERSITY OF SOUTH FLORIDA
TAMPA, FLORIDA
JUNE 20, 2013

*Video or audio archives of the meetings of the Board of Governors
and its Committees are accessible at <http://www.flbog.edu/>.*

Mr. Tom Kuntz, Chair, convened the meeting of the Budget and Finance Committee at 9:32 AM. Members present were Ned Lautenbach; Norman Tripp; Dick Beard; Carlo Fassi; Wayne Huizenga, Jr.; Alan Levine and Dean Colson. Other Board members present included Mori Hosseini, Matt Carter, Manoj Chopra, Ed Morton, and Wendy Link.

1. Call to Order

Mr. Kuntz called the meeting to order.

2. Approval of March 28, 2013, Meeting Minutes

Mr. Tripp moved that the Committee approve the minutes of the meeting held March 28, 2013 as presented. Mr. Levine seconded the motion, and members of the Committee concurred.

3. Performance Funding Update

Mr. Kuntz stated that during the March meeting staff had been asked to finalize the metrics associated with tuition differential so that this Committee and the Board would have the metrics in case a university made a request for a tuition differential increase. Mr. Kuntz expressed his appreciation to universities and staff for their work on the tuition differential metrics and was pleased that there were no requests for a tuition differential increase this year. He expressed appreciation to the Legislature and Governor Scott for the job they did during the legislative session to provide additional resources to the system. Mr. Kuntz stated that he has asked staff to hold off on presenting the tuition differential metrics until this fall. The committee will have plenty of time to review the proposed metrics before we put them in place for the next cycle.

As for performance funding, Mr. Kuntz said that we are fortunate to have received \$20 million to use for performance funding. This funding is to be allocated

based on three metrics; percentage of graduates employed or enrolled in further education, the average wages of employed graduates, and the average cost per graduate. This Committee and the Board must recommend to the Legislature an allocation methodology by October 31 and the funds will need to be distributed by December 31.

Mr. Kuntz sees this as a very solid starting point for a much more comprehensive performance funding model that the Committee has been working on for the last few months.

At the September meeting the Committee will consider the Legislative Budget Request (LBR) for the 2014-2015 fiscal year. Mr. Kuntz has been working with the Chancellor and Board staff on the more comprehensive performance funding model so that it will be ready for the September board meeting when the LBR is considered.

4. 2014-2015 Legislative Budget Request Guidelines

Mr. Kuntz moved to item four and asked Tim Jones to present the 2014-2015 legislative budget request guidelines to the committee.

Mr. Jones informed the Committee that the guidelines are statutorily required and that the Committee is only approving the “operating” section as the Facilities Committee had approved the “facility” section earlier that morning. Mr. Jones briefly reviewed the guidelines including the changes from the prior year.

After discussion, Mr. Beard moved that the Committee approve the 2014-2015 legislative budget request guidelines as presented. Mr. Fassi seconded the motion, and members of the Committee concurred.

5. Collegiate License Plate Expenditure Modification Requested by FSU

Mr. Kuntz asked Mr. Jones to present this issue.

Mr. Jones informed the Committee that there is a statute that requires the Board to approve the expenditure plans for the revenue that is generated from the license plate sales. The revenue can only be spent on academic enhancements, including scholarships, and private fundraising activities. In 1996 the Board of Regents approved expenditure plans for each university and indicated that future expenditure plans would only be submitted if there is a deviation from the approved plan. In 2011, FAMU submitted a revised expenditure plan and this committee approved that change. FSU has modified their expenditure plan to spend 90% on scholarships and 10% on

fundraising. This would allow FSU to maximize marketing of license plates thereby generating more revenue for scholarships.

Mr. Levine moved that the Committee approve the FSU's revised expenditure plan as presented. Mr. Tripp seconded the motion, and members of the Committee concurred.

6. Capital Improvement Fee Increase

Mr. Kuntz introduced this issue by noting that USF-Tampa, NCF, FAMU, FAU, FGCU, UCF, UWF, USF-St. Pete, and UNF had requested an increase in the capital improvement fee. Mr. Kuntz outlined the process to be followed before acting on each universities request; Mr. Chris Kinsley would be presenting each universities request, universities would have an opportunity to add any additional comments, and then the Committee would take action on the requested increases.

Mr. Kinsley presented a PowerPoint slide on each university per credit hour increase and the proposed projects that would be undertaken if the fee increase was approved. University presidents provided some additional comments in support of the fee increases.

The Committee engaged in substantial discussion regarding the timing of the fee increases, the inability to bond the proceeds, and the use of the cash to construct or renovate facilities.

After discussion, Mr. Tripp moved that the Committee deny all university requests to increase the capital improvement fee. Mr. Lautenbach seconded the motion, and members of the Committee concurred, with Mr. Beard and Mr. Fassi voting no.

7. Orientation Fee Increase

Mr. Kuntz informed the Committee that fee increases requested by FAU, FIU, FSU and UCF have been withdrawn for consideration.

8. Green Fee Requested by FAMU and FSU

Mr. Kuntz introduced the next item on the agenda which is a request by FAMU and FSU to implement a new Green Fee. Before hearing from each institution, Mr. Jones reviewed background information on how the Board received authority to approve new fees and the regulation adopted by the Board for the review and consideration of new fees.

Students from FAMU and FSU presented the Green Fee proposals.

After discussion, Mr. Fassi moved that the Committee approve the FAMU and FSU Green Fee. There was no second to the motion, so the motion failed. Mr. Levine asked whether a vote was needed on the issue because Mr. Fassi's motion to approve the Green Fees had failed for a lack of a second. Mr. Kuntz asked Ms. Vikki Shirley for an opinion, and Ms. Shirley explained that such a vote was unnecessary.

9. **Notice of Proposed Amendment to Regulation 18.002, Notice and Protest Procedures for Protests Related to a University's Contract Procurement Process**

Mr. Kuntz reminded the Committee that amending Board regulations is a two-step process. If the Board approves the amended regulation for notice, it will be available for public comment for a period of 30 days, and then the Board would approve the final regulation at the September meeting. Mr. Kuntz asked Ms. Shirley to present the amended regulation.

Ms. Shirley walked the Committee through the various changes and indicated that the proposed language was developed in conjunction with university attorneys, purchasing directors, and chief financial officers.

Mr. Tripp moved that the Committee approve the Notice of Proposed Amendment to Regulation 18.002. Mr. Beard seconded the motion, and members of the Committee concurred.

10. **Concluding Remarks and Adjournment**

Having no further business, the meeting was adjourned at 11:17 AM.

Tom Kuntz, Chair

Tim Jones, Chief Financial Officer

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 12, 2013**

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 7.001
Tuition and Associated Fees

PROPOSED COMMITTEE ACTION

Approve public notice of intent to amend Board of Governors Regulation 7.001 Tuition and Associated Fees.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation Development Procedure

BACKGROUND INFORMATION

This regulation is being amended to clarify the following:

- Eliminates the specific amount charged for undergraduate tuition and references the General Appropriations Act and statutory authority.
- Eliminates the reference to the building fee as it was combined with the capital improvement fee.
- Eliminates the additional charge associated with a college preparatory course. This change is made pursuant to the modification made in Senate Bill 1720 to Section 1009.28, Florida Statutes.
- Eliminates the date when a block tuition proposal is to be submitted to the Board. Dates will be established pursuant to the Board's data request system.
- Modifies the date the tuition differential report is due to the legislature. The date was modified in Senate Bill 1514.

These changes have been shared with the universities and comments have been received. Where possible, modifications were made to address university suggestions.

If approved, the amended regulation will be noticed on the Board's website for 30 days with final approval by the Board at the November 21, 2013 meeting.

Supporting Documentation Included: Amended Regulation 7.001

Facilitators/Presenters: Tim Jones

7.001 Tuition and Associated Fees

(1) All students shall pay tuition and associated fees, unless waived pursuant to Regulation 7.008, as authorized by the Board of Governors or its designee.

(2) Tuition shall be defined as the basic fee assessed to students for enrollment in credit courses at any of the state universities. Non-resident tuition shall be defined as the basic fee and out-of-state fee assessed to non-resident students for enrollment in credit courses at any of the state universities. The out-of-state fee is the additional fee charged to a non-resident student. The non-resident tuition must be sufficient to offset the full instructional cost of serving the non-resident student. Calculations of the full cost of instruction shall be based on the university average of the prior year's cost of programs using the expenditure analysis.

(3) ~~Effective with the Fall 2011 term, undergraduate tuition shall be \$103.32 per credit hour.~~ Undergraduate tuition per credit hour shall be established pursuant to the General Appropriations Act or statutory authority. If undergraduate tuition is not established in the General Appropriations Act, undergraduate tuition shall increase at the beginning of the fall semester at a rate equal to inflation as provided in section 1009.24(4)(b) Florida Statute.

(4) Each university board of trustees may set tuition for graduate, including professional, programs pursuant to the General Appropriations Act or statutory authority.

(5) Each university board of trustees may set out-of-state fees for undergraduate and graduate, including professional, programs pursuant to the General Appropriations Act or statutory authority.

(6) Associated fees shall include the following fees and other fees as authorized by the Board of Governors:

- (a) Student Financial Aid Fee;
- (b) Capital Improvement Fee;
- ~~(c) Building Fee;~~
- ~~(c)~~ Health Fee;
- ~~(d)~~ Athletic Fee;
- ~~(e)~~ Activity and Service Fee;
- ~~(f)~~ Non-Resident Student Financial Aid Fee, if applicable;
- ~~(g)~~ Technology Fee; and
- ~~(h)~~ Tuition Differential Fee.

(7) Students shall pay tuition and associated fees or make other appropriate arrangements for the payment of tuition and associated fees (installment payment, deferment, or third party billing) by the deadline established by the university for the courses in which the student is enrolled, which shall be no later than the end of the second week of class.

(8) Registration shall be defined as the formal selection of one or more credit courses approved and scheduled by the university and tuition payment, partial or otherwise, or other appropriate arrangements for tuition payment (installment payment, deferment, or third party billing) for the courses in which the student is enrolled as of the end of the drop/add period.

(9) Tuition and associated fees liability shall be defined as the liability for the payment of tuition and associated fees incurred at the point at which the student has completed registration, as defined above.

(10) Tuition and associated fees shall be levied and collected for each student registered in a credit course, unless provided otherwise in Board of Governors regulations.

(11) Each student enrolled in the same undergraduate college-credit course more than twice shall pay tuition at 100 percent of the full cost of instruction and shall not be included in calculations of full-time equivalent enrollments for state funding purposes. Students who withdraw or fail a class due to extenuating circumstances may be granted an exception only once for each class pursuant to established university regulations. The university may review and reduce these fees paid by students due to continued enrollment in a college-credit class on an individual basis contingent upon the student's financial hardship. For purposes of this paragraph, first-time enrollment in a class shall mean enrollment in a class fall semester 1997 or thereafter. Calculations of the full cost of instruction shall be based on the system-wide average of the prior year's cost of undergraduate programs in the state university system using the expenditure analysis.

~~(12) Each FAMU student enrolled in the same college preparatory class more than twice shall pay 100 percent of the full cost of instruction to support continuous enrollment of that student in the same class, and shall not be included in calculations of full-time equivalent enrollments for state funding purposes. Students who withdraw or fail a class due to extenuating circumstances may be granted an exception only once for each class pursuant to established university regulations. Calculations of the full cost of instruction shall be based on FAMU's average of the prior year's cost of remedial undergraduate programs using the expenditure analysis and adjusted by the percentage budget increase in the current year appropriation.~~

(13) A university board of trustees may submit a proposal for a block tuition policy to the budget committee for consideration ~~by the committee during a November meeting~~. The proposed block tuition policy for resident undergraduate or graduate students shall be based on the per-credit hour tuition amount. The proposed block tuition policy for nonresident undergraduate or graduate students shall be based on the per-credit-hour tuition and out-of-state fee amount. The block tuition policy can only be implemented beginning with the fall term.

(a) The proposal shall be submitted in a format designated by the cChancellor and include at a minimum:

1. An explanation of the process used to determine the block tuition ranges.
2. An explanation of how the university will ensure that sufficient courses are available to meet student demand.
3. A description of how the policy is aligned with the mission of the university.
4. A declaratory statement that the policy does not increase the state's fiscal liability or obligation.
5. An explanation of any proposed restrictions, limitations, or conditions to be placed on the policy.
6. A clear statement that any student that is a beneficiary of a prepaid tuition contract, purchased prior to the first fall term in which the block tuition is implemented, will not be included in any block tuition policy and will be billed on a per-credit-hour basis. The university shall work with the Florida Prepaid Board to determine how block tuition will be paid for beneficiaries of prepaid tuition contracts after implementation of block tuition. The university shall report the final resolution to the budget committee.
7. An estimation of the economic impact that implementation of the policy will have on the university and the student by identifying the incremental revenue the university anticipates collecting if this policy is implemented and the financial impact on the typical student subject to the policy.
8. A description of any outcome measures that will be used to determine the success of the policy, including but not limited to, time to degree, course load impact, and graduation rates.

(b) The Board of Governors will act upon the budget committee recommendation at the next scheduled meeting. If a university board of trustees' proposal is denied, within five calendar days, the university board of trustees may request reconsideration by the bBoard's Tuition Appeals Committee, which shall consist of the cChair of the bBoard and the cChair of

each ~~b~~Board committee. The Tuition Appeals Committee will meet within ten calendar days after the ~~b~~Board of Governor's' denial to consider a university board of trustees request for reconsideration.

(c) Every five years, the university board of trustees shall review the policy to determine if it has met its intended outcomes and whether the policy should be continued or modified. The university board of trustees shall submit its findings to the Board of Governors.

(14) As a component of the annual university ~~w~~Work plan, a board of trustees may submit a proposal to the budget committee of the Board of Governors by May 31 of each year to establish an increase in the undergraduate tuition differential to be implemented with the fall academic term. The tuition differential shall promote improvements to undergraduate education and provide financial aid to undergraduate students who have financial need. University boards of trustees shall have flexibility in distributing need-based financial aid awards according to university policies and Board of Governors' regulations.

(a) The aggregate sum of tuition and tuition differential can not be increased by more than 15 percent of the total charged for the aggregate sum of these fees in the preceding fiscal year.

1. The tuition differential may be assessed on one or more undergraduate courses or all undergraduate courses and may vary by campus or center location.
2. The sum of undergraduate tuition and associated fees per credit hour may not exceed the national average undergraduate tuition and fees at four-year degree granting public postsecondary educational institutions.
3. Students having prepaid contracts in effect on July 1, 2007, and which remain in effect, are exempt from paying the tuition differential.
4. Students who were in attendance at the university before July 1, 2007, and maintain continuous enrollment may not be charged the tuition differential.

(b) The university board of trustees' proposal shall be submitted in a format designated by the ~~c~~Chancellor, and include at a minimum:

1. The course or courses for which the tuition differential will be assessed.
2. The amount that will be assessed for each tuition differential proposed.
3. The purpose of the tuition differential.
4. Identification of how the revenues from the tuition differential will be used to promote improvements in the quality of undergraduate education and to provide financial aid to undergraduate students who have financial need.

- a. For the purposes of the following subsection,
 - i. "Financial aid fee revenue" means financial aid fee funds collected in the prior year.
 - ii. "Private sources" means prior-year revenue from sources other than the financial aid fee or the direct appropriation for financial assistance provided to state universities in the General Appropriations Act.
 - b. At least thirty percent of the revenue shall be expended to provide need-based financial aid to undergraduate students to meet the cost of university attendance. If the entire tuition and fee costs of resident students who have applied for and received Pell Grant funds have been met and the university has excess funds remaining, the university may expend the excess portion on undergraduate education.
 - i. Universities shall increase undergraduate need-based aid over the prior year by at least thirty percent of the tuition differential.
 - ii. This expenditure shall not supplant the amount of need-based aid provided to undergraduate students in the preceding fiscal year from financial aid fee revenues, the direct appropriation for financial assistance provided to state universities in the general appropriations act, or from private sources.
 - iii. If a university's total undergraduate need-based awards does not meet or exceed the sum of the prior year's undergraduate need-based awards plus thirty percent of new tuition differential funds, the university may still be considered in compliance. However, the university shall provide detailed documentation demonstrating that the difference is attributed to a decrease in financial aid fee collections (Regulation 7.003(18)), tuition differential collections, the direct appropriation for student financial assistance in the General Appropriations Act, and/or a decrease in foundation endowments that support undergraduate need-based aid awards.
 - c. The remaining revenue shall be expended on undergraduate education.
5. Indicate how the university will monitor the success of the tuition differential in achieving the purpose for which the tuition differential is being assessed.

(c) The budget committee will examine data gathered as part of the University Annual Reports instituted pursuant to Regulation 2.002 to

inform members' deliberations regarding institutional proposals for tuition differential increases. At a minimum, the committee will review:

1. Undergraduate retention and graduation rates.
2. Percentage of students graduating with more than 110 percent of the hours required for graduation.
3. Licensure pass rates for completers of appropriate undergraduate programs.
4. Number of undergraduate course offerings.
5. Percentage of undergraduate students who are taught by each instructor type.
6. Average salaries of faculty who teach undergraduate courses.
7. Undergraduate student-faculty ratio.
8. Other university specific measures identified by the boards of trustees pursuant to subparagraph (14)(b)5.
9. Number of need-based financial aid awards provided, average award, and median award.

(d) The budget committee shall review each proposal and advise the university board of trustees of the need for any additional information or revision to the proposal. The budget committee will make a recommendation to the Board of Governors at the next scheduled meeting.

(e) The Board of Governors will act upon the budget committee recommendation at the next scheduled meeting. If a university board of trustees' proposal is denied, within five calendar days the university board of trustees may request reconsideration by the bBoard's Tuition Appeals Committee, which shall consist of the cChair of the bBoard and the cChair of each bBoard committee. The Tuition Appeals Committee will meet within ten calendar days after the bBoard of Governor's denial to consider a university board of trustees request for reconsideration.

(f) Each university board of trustees that has been approved to assess a tuition differential shall submit the following information to the Board of Governors General Office in a format and at a time designated by the cChancellor, so that such information can be incorporated into a system report that will be submitted to the Governor and Legislature by February/January 1.

1. The amount of tuition differential assessed.
2. The course or courses for which the tuition differential was assessed.
3. Total revenues generated.
4. Number of students eligible for a waiver as outlined in Regulation 7.008(20), number of these students receiving a waiver, and the value of these waivers.

5. Detailed expenditures (submitted as a part of the August operating budget).
6. Detailed reporting of financial aid sources and disbursements sufficient to meet the requirements in subparagraph (14)(b)4.
7. Data on indicators outlined in subparagraph (14)(c).

(g) Universities must maintain the need-based financial aid revenue generated from the tuition differential in a separate Education and General account, with the revenue budget in the Student and Other Fee Trust Fund.

(h) If, after approval by the Board of Governors, a university determines that modifications need to be made to the monitoring and implementation of the proposed undergraduate improvement programs, the university shall notify the cChancellor.

(15) A university board of trustees may submit a proposal for market tuition rates for graduate-level courses offered online or through the university's continuing education unit when such courses constitute an approved degree program or college credit certificate program. Proposals shall be submitted to the budget committee for consideration by the committee during a November meeting.

(a) Proposals to charge market tuition rates for degree programs and college credit certificate programs shall be considered by the bBoard only if documentation is provided that demonstrates:

1. The programs have been approved in accordance with Regulation 8.011 and have established one or more separate market tuition rate student cohorts, each of which can be tracked for administrative and reporting purposes.

2. The programs do not lead to initial licensing or certification for occupational areas identified as state critical workforce need in the State University System of Florida Strategic Plan, 2005-2013, Areas of Programmatic Strategic Emphasis, as amended in 2009. A university may request establishment of market tuition rates for such programs for non-residents if such programs do not adversely impact development of other programs for Florida residents. A university, upon a written request for a special exception from the cChancellor, may submit a proposal for market tuition rate for a program leading to initial licensing or certification in a state critical workforce need area if it can be demonstrated to increase the number of graduates in the state.

3. The program admission and graduation requirements shall be the same as similar programs funded by state appropriations.

(b) If approved by the Board of Governors, the university shall operate these programs for a pilot period in order to collect sufficient information to determine the merit and success of market tuition rate courses. During the pilot period, the bBoard shall approve no more than five new graduate-level degree programs or college credit certificate program proposals per academic year. After three years, the university shall present its findings to the bBoard budget committee. The university findings shall include, but not be limited to, program enrollments, degrees produced, and enrollments in similar state funded programs. The budget committee will then make any appropriate recommendations to the bBoard for changes of market tuition rates programs.

(c) The proposal for market tuition rate programs shall be submitted in a format designated by the cChancellor and include at a minimum:

1. A description of the program and its compliance with the requirements outlined in (15)(a).
2. An explanation of the process used to determine the market tuition rate and the tuition at similar programs from at least five other institutions, including both private and public.
3. A description of similar programs offered by other state university system institutions.
4. An estimate of the market tuition rate to be charged over the next three years. Any annual increase shall be no more than 15 percent over the preceding year.
5. A description of how offering the proposed program at market tuition rate is aligned with the mission of the university.
6. An explanation and declaratory statement that offering the proposed program at market tuition rate does not increase the state's fiscal liability or obligation.
7. An explanation of any differentiation in rate between resident and non-resident students paying market tuition rate.
8. An explanation of any proposed restrictions, limitations, or conditions to be placed on the program.
9. A description of any outcome measures that will be used to determine the success of the proposal.
10. In addition, the following information will be included with the proposal:
 - a. An explanation of how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration.
 - b. A baseline of current enrollments, including a breakout of resident and nonresident enrollment, in similar state-funded courses.

c. An estimation of the economic impact that implementation of the proposal will have on the university and the student by identifying the incremental revenue the university anticipates collecting if the proposal is approved.

d. A description of how revenues will be spent, including whether any private vendors will be utilized, and which budget entity the funds will be budgeted.

(d) The Board of Governors will act upon the budget committee recommendation at the next scheduled meeting. If a university board of trustees' proposal is denied, within five calendar days, the university board of trustees may request reconsideration by the bBoard's Tuition Appeals Committee, which shall consist of the cChair of the bBoard and the cChair of each bBoard committee. The Tuition Appeals Committee will meet within ten calendar days after the bBoard of Governor's' denial to consider a university board of trustees request for reconsideration.

(e) If a university charges a market tuition rate for a course within an approved program, preference shall be given to Florida residents in the admission process for similar state funded programs.

(f) Enrollments and degrees granted in market tuition rate program cohorts shall be reported in a manner to be determined by the cChancellor.

(g) Credit hours generated by courses in market tuition rate program cohorts shall not be reported as fundable credit hours and all costs shall be recouped within the market tuition rate.

(h) Programs and associated courses approved for market tuition rate shall not supplant existing university offerings funded by state appropriations.

(i) Each university approved to offer market tuition rates shall provide an annual status report in a format designated by the cChancellor.

Authority: Section 7(d), Art. IX, Fla. Const.; History-Formerly BOR Rule 6C-7.001, Adopted 4-8-79, Renumbered 12-16-74, Amended 6-28-76, 7-4-78, 8-6-79, 9-28-81, 12-14-83, 7-25-84, 10-2-84, 10-7-85, Formerly 6C-7.01, Amended 12-25-86, 11-16-87, 10-19-88, 10-17-89, 10-15-90, 9-15-91, 1-8-92, 11-9-92, 7-22-93, 8-1-94, 11-29-94, 4-16-96, 8-12-96, 9-30-97, 12-15-97, 8-11-98, 9-30-98, 8-12-99, 8-3-00, 8-28-00, 8-12-01, Amended and Renumbered as 7.001 09-25-08, Amended 12-10-09, 11-04-10, 01-20-11, 9-15-11,_____.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 12, 2013**

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 7.003
Fees, Fines and Penalties

PROPOSED COMMITTEE ACTION

Approve public notice of intent to amend Board of Governors Regulation 7.003 Fees, Fines and Penalties.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation Development Procedure

BACKGROUND INFORMATION

This regulation is being amended to clarify the following:

- Changes the date when the Budget & Finance Committee will consider increases to existing fees from January to June.
- Changes the date when the Budget & Finance Committee will consider new fees from March to June.
- Clarifies that the excess hour fee applies to first-time-in-college students.

These changes have been shared with the universities and comments have been received. Where possible, modifications were made to address university suggestions.

If approved, the amended regulation will be noticed on the Board's website for 30 days with final approval by the Board at the November 21, 2013 meeting.

Supporting Documentation Included: Amended Regulation 7.003

Facilitators/Presenters: Tim Jones

7.003 Fees, Fines and Penalties.

(1) The Board of Governors must authorize all fees assessed to students. Accordingly, the specific fees listed in this section, and the tuition and associated fees defined in Regulation 7.001, are the only fees that may be charged for state fundable credit hours without the specific approval of the ~~b~~Board, except as authorized in Regulation 8.002. For purposes of clarification, the term "at cost" or "cost" as used in this regulation includes those increased costs that are directly related to the delivery of the goods, services, or programs.

(2) Each university board of trustees is authorized to assess the following fees at the statutory amounts listed:

- (a) Security / Access / Identification Card, Duplicate Security / Access / Identification Card, Fee Card, or Passbook:
 - 1. Annual – cost up to \$10.00.
 - 2. All duplicates – cost up to \$15.00
- (b) Orientation Fee – up to \$35.00.
 - 1. Effective fall 2011, the board of trustees of the University of West Florida may assess a \$50 Orientation Fee.
- (c) Admissions Deposit – Up to \$200. The admissions deposit shall be imposed at the time of an applicant's acceptance to the university and shall be applied toward tuition upon registration and budgeted in the Student and Other Fee Trust Fund. In the event the applicant does not enroll in the university, the admissions deposit shall be budgeted in an auxiliary account of the university and used to expand financial assistance, scholarships, student academic and career counseling services, and admission services at the university.
- (d) Transcript Fee – per item; up to \$10.00.
- (e) Diploma Replacement Fee – per item; up to \$10.00.
- (f) Service Charge – up to \$15.00 for the payment of tuition and fees in installments.
- (g) Audit Registration Fees -- Audit registration assures a course space for the student; however, no grade is awarded. This fee is the same as the tuition and associated fees provided in Regulation 7.001. Budgeting of fee proceeds shall be in the Student and Other Fee Trust Fund.
- (h) Registration of Zero Hours -- Such registration provides for examinations, graduations, use of facilities, etc., when deemed appropriate by the institution. The student is assessed tuition and associated fees for one credit hour. The Zero Credit Fee shall be budgeted in the Student and Other Fee Trust Fund.
- (i) Application Fee -- Individuals who make application for admission to universities within the State University System shall pay a non-refundable Application Fee of not more than \$30.00. The fee shall be budgeted in the

Student and Other Fee Trust Fund. Provisions may be made to waive the application fee as specified by the university.

- (j) Late Registration Fee -- Universities shall assess a Late Registration Fee to students who fail to register before the end of the regular registration period. This fee may also be assessed to students reinstated after their course schedules were cancelled due to non-payment of fees. The fee shall be not less than \$50 nor more than \$100 with a minimum of 50 percent budgeted to the Student and Other Fee Trust Funds and the balance budgeted in an Auxiliary Trust Fund. Provisions may be made to waive the Late Registration Fee as specified by the university.
- (k) Late Payment Fee -- Universities may assess a Late Payment Fee to students who fail to pay, or make appropriate arrangements for payment (installment payment, deferment, or third-party billing), of tuition and associated fees by the deadline set by each university. The fee shall be not less than \$50 nor more than \$100 with a minimum of 50 percent budgeted to the Student and Other Fee Trust Fund and the balance budgeted in an Auxiliary Trust Fund. Provisions may be made to waive the Late Payment Fee as specified by the university.

(3) Before the ~~b~~Board's last meeting of each calendar year, the university board of trustees shall notify the ~~b~~Board of any potential increases in fees outlined in subparagraph (2). A university board of trustees may then submit a proposal for an increase in that fee to the Board of Governors' budget committee ~~by January 15~~ for consideration by the committee during a ~~June~~February meeting.

- (a) The proposal shall be submitted in a format designated by the ~~c~~Chancellor and include at a minimum:
 1. The current and proposed increase to the fee and a description of the process used to determine the need for the increase, including any student involvement.
 2. The service or operation currently being funded by the fee.
 3. An analysis of whether the service or operation can be performed more efficiently to alleviate the need for any increase.
 4. The additional or enhanced service or operation to be implemented.
 5. Identification of other resources that could be used to meet this need.
 6. The financial impact on students, including those with financial need.
 7. The current revenue collected and expenditures from the current fee.
 8. The estimated revenue to be collected and expenditures for the fee increase.
- (b) The ~~b~~Board will act upon the budget committee recommendation at the next scheduled meeting.
- (c) An increase in these fees can only be implemented with the fall term.
- (d) Every five years the university board of trustees shall review the fee increase to determine if the fee has met its intended outcomes and whether the fee should be increased, decreased or discontinued. The

university board of trustees shall submit its findings to the ~~h~~Board. Any subsequent decreases or continuation in these fees are delegated to the university board of trustees, with notification to the ~~c~~Chancellor.

(4) Each university board of trustees is authorized to establish separate activity and service, health, and athletic fees on the main campus, branch campus, or center.

- (a) The fees shall be retained by the university and paid into the separate activity and service, health, and athletic funds. A university may transfer revenues derived from the fees authorized pursuant to this section to a university direct-support organization of the university pursuant to a written agreement approved by the Board of Governors.
- (b) The sum of the activity and service, health, and athletic fees a student is required to pay to register for a course shall not exceed 40 percent of the tuition. Within the 40 percent cap, universities may not increase the aggregate sum of activity and service, health, and athletic fees more than 5 percent per year or the same percentage increase in tuition, whichever is higher.
- (c) A university may increase its athletic fee to defray the costs associated with changing National Collegiate Athletic Association divisions. Any such increase in the athletic fee may exceed both the 40 percent cap and the 5 percent cap imposed by this subsection. Any such increase must be approved by the athletic fee committee in the process outlined in subparagraph (4)(d) and cannot exceed \$2 per credit hour.
- (d) Increases in the health, athletic, and activity and service fee must be recommended by a fee committee, at least one-half of whom are students appointed by the student body president. The remainder of the committee shall be appointed by the university president. A chairperson, appointed jointly by the university president and the student body president, shall vote only in the case of a tie. The recommendations of the committee shall take effect only after approval by the university president, after consultation with the student body president, and approval by the university board of trustees. An increase in these fees may occur only once each fiscal year and must be implemented beginning with the fall term.
- (e) The student activity and service fee shall be expended for lawful purposes to benefit the student body in general. This shall include, but shall not be limited to, student publications and grants to duly recognized student organizations, the membership of which is open to all students at the university without regard to race, sex, or religion. The fee may not benefit activities for which an admission fee is charged to students, except for student-government-association-sponsored concerts. The allocation and expenditure of the fees shall be determined by the student government association of the university, except that the president of the university may veto any line item or portion thereof within the budget when

submitted by the student government association legislative body. The university president shall have 15 school days from the date of presentation of the budget to act on the allocation and expenditure recommendations, which shall be deemed approved if no action is taken within the 15 school days. If any line item or portion thereof within the budget is vetoed, the student government association legislative body shall within 15 school days make new budget recommendations for expenditure of the vetoed portion of the fees. If the university president vetoes any line item or portion thereof within the new budget revisions, the university president may reallocate by line item that vetoed portion to bond obligations guaranteed by activity and service fees.

- (f) Unexpended fees and undisbursed fees remaining at the end of a fiscal year shall be carried over and remain in the student activity and service fund and be available for allocation and expenditure during the next fiscal year.

(5) Technology Fee – Each university board of trustees may establish a technology fee to be paid by all students. The fee may be up to 5 percent of the tuition charged per credit hour. The revenue from this fee shall be used to enhance instructional technology resources for students and faculty. The revenue and expenditures shall be budgeted in the Local Fund budget entity.

(6) Off-Campus Educational Activities - As used herein, "off-campus" refers to locations other than state-funded main campuses, branch campuses, or centers. Each university board of trustees is authorized to establish fees for state fundable off-campus course offerings when the location results in specific, identifiable increased costs to the university. These fees will be in addition to the tuition and associated fees charged to students enrolling in these courses on-campus. The additional fees charged are for the purpose of recovering the increased costs resulting from off-campus vis-à-vis on-campus offerings. The university shall budget the fees collected for these courses to the Student and Other Fee Trust Funds. Each university shall use the additional fees collected to cover the increased cost of these courses and reimburse the appropriate Educational and General fund, or other appropriate fund if the costs are incurred in other than Educational and General funds.

(7) Material and Supply Fees - Each university board of trustees is authorized to assess Material and Supply Fees not to exceed the amount necessary to offset the cost of materials or supply items which are consumed in the course of the student's instructional activities, excluding the cost of equipment and equipment repairs and maintenance. Revenues from such fees shall be budgeted in the Auxiliary Trust Fund.

- (8) Housing Rental Rates – Basic rates for housing rental shall be set by each university board of trustees. In addition, the university board of trustees is authorized to establish miscellaneous housing charges for services provided by the university at the request of the students.
- (9) Parking Fines, Permits and Decals -- Each university board of trustees shall establish charges for parking decals, permits and parking fines.
- (10) Transportation Access Fee - Each university board of trustees is authorized to establish a transportation access fee, with appropriate input from students, to support the university's transportation infrastructure and to increase student access to transportation services.
- (11) Returned Check Fee -- Each university board of trustees shall assess a service charge for unpaid checks returned to the university.
- (12) Collection costs -- Each university board of trustees is authorized to assess a charge representing reasonable cost of collection efforts to effect payment for overdue accounts. Amounts received for collection costs shall be retained by the university.
- (13) Service Charge -- Each university board of trustees is authorized to assess a service charge on university loans in lieu of interest and administrative handling.
- (14) Educational Research Center for Child Development Fee -- Each university board of trustees is authorized to assess child care and service fees.
- (15) Transient Student Fee – Each university board of trustees is authorized to assess a fee not to exceed \$5.00 per course for accepting a transient student and processing the student's admissions application pursuant to Section 1006.73.
- (16) Capital Improvement Fee – This fee may be used to fund any project or real property acquisition that meets the requirements of Chapter 1013. Each university board of trustees shall assess \$4.76 per credit hour per semester. Any increase in the fee beyond \$4.76 must be first recommended by a fee committee, at least half of whom are students appointed by the student body president. The remainder of the committee shall be appointed by the university president. A chairperson, appointed jointly by the university president and the student body president, shall vote only in the case of a tie. The recommendations of the committee shall take effect only after approval by the university president, after consultation with the student body president, and approval by the university board of trustees. An increase in these fees may occur only once each fiscal year and must be implemented beginning with the fall term. The fee may not exceed 10 percent of the tuition for resident students or 10 percent of the sum of tuition

and out-of-state fees for nonresident students. The fee for resident students shall be limited to an increase of \$2 per credit hour over the prior year, and any proposed fee increases or decreases must be approved by the Board of Governors. No project proposed by a university which is to be funded by this fee shall be submitted to the Board of Governors for approval without prior consultation with the student government association of that university.

(17) Student Financial Aid Fee – Each university board of trustees is authorized to collect for financial aid purposes an amount not to exceed 5 percent of the tuition and out-of-state fee. The revenues from fees are to remain at each university. A minimum of 75 percent of funds from the student financial aid fee shall be used to provide financial aid based on demonstrated financial need. Each university shall report annually to the Board of Governors on the revenue collected pursuant to this subsection, the amount carried forward, the criteria used to make awards, the amount and number of awards for each criterion, and a delineation of the distribution of such awards. The report shall include an assessment by category of the financial need of every student who receives an award, regardless of the purpose for which the award is received. Awards which are based on financial need shall be distributed in accordance with the federal methodology for determining need. An award for academic merit shall require a minimum overall grade point average of 3.0 on a 4.0 scale or the equivalent for both initial receipt of the award and renewal of the award.

(18) Each university board of trustees is authorized to assess the following fees which will have varied amounts:

- (a) Development Research School Fees – activity fees which shall be discretionary with each university.
- (b) Library Fines – per book or unit, per day; the funds shall be budgeted to the Student and Other Fee Trust Fund.
- (c) Overdue Reserve Library books – per book, per library hour; the funds shall be budgeted to the Student and Other Fee Trust Fund.
- (d) Late Equipment Fee, Physical Education – per item, per day.
- (e) Fees and fines relating to the use, late return, and loss and damage of facilities and equipment.
- (f) Distance Learning Fee.

(19) Each university board of trustees is authorized to assess reasonable fees for incidental non-academic services provided directly to individuals. This could include, but not be limited to, fees for duplicating, lost keys, copyright material, breakage, standardized tests, library loans.

(20) Each university board of trustees is authorized to assess an international student service fee to cover the university costs associated with reporting requirements of the Student and Exchange Visitor Information System

administered by the Department of Homeland Security for F-Visa and J-Visa degree seeking students.

(21) Excess Hour Fee –This fee shall be budgeted in the Student and Other Fee Trust Fund.

- (a) All state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education ~~for the~~ as a first-time-in-college student in fall 2009 or thereafter and prior to fall 2011 shall pay an excess hour fee equal to 50 percent of the undergraduate tuition identified in Regulation 7.001(3) for each credit hour in excess of 120 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.
- (b) All state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education ~~for the~~ as a first-time-in-college student in fall 2011 ~~and prior to fall 2012 or thereafter~~ shall pay an excess hour fee equal to 100 percent of the undergraduate tuition identified in Regulation 7.001(3) for each credit hour in excess of 115 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.
- (c) All state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education ~~for the~~ as a first-time-in-college student in fall 2012 or thereafter shall pay an excess hour fee equal to 100 percent of the undergraduate tuition identified in Regulation 7.001(3) for each credit hour in excess of 110 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.
- (d) Each university shall implement a process for notifying students of this fee upon a student's initial enrollment. A second notice must be provided to the student when the student has attempted the number of credit hours needed to complete the baccalaureate degree program in which the student is enrolled. The second notice must include a recommendation that each student who intends to earn credit hours at the university in excess of the credit hours required for the baccalaureate degree program in which the student is enrolled meet with the student's academic advisor.
- (e) All credit hours for courses taken at the university from which the student is seeking a baccalaureate degree shall be included when calculating the number of hours taken by a student, including:
 - 1. Failed courses.

2. Courses dropped or withdrawn from after the university's advertised last day of the drop and add period, except as provided for in subparagraph (212)(fe).
 3. Repeated courses, except repeated courses for which the student has paid the full cost of instruction as provided in Regulation 7.001(11).
 4. All credit hours earned at another institution and accepted for transfer by the university and applied toward the student's baccalaureate degree program.
- (f) All credit hours earned under the following circumstances shall not be calculated as hours required to earn a baccalaureate degree:
1. College credits earned through an articulated accelerated mechanism.
 2. Credit hours earned through internship programs.
 3. Credit hours required for certification, recertification, or certificate programs.
 4. Credit hours in courses from which a student must withdraw due to reasons of medical or personal hardship.
 5. Credit hours taken by active-duty military personnel.
 6. Credit hours required to achieve a dual major taken while pursuing a baccalaureate degree.
 7. Remedial and English as a Second Language credit hours.
 8. Credit hours earned in military science courses that are part of the Reserve Officers' Training Corps program.

(22) Convenience fee – Each university board of trustees may establish a convenience fee when accepting payments by credit cards, charge cards, and debit cards. The fee shall not be greater than the cost of providing the service. The fee is not refundable to the payor.

(23) Before the Board of Governors's last meeting of each calendar year, the university board of trustees shall notify the ~~b~~Board of any potential new fees that are being considered by the university. A university board of trustees may then submit a proposal for a new fee not currently authorized in ~~b~~Board regulation or statute to the Board of Governors' budget committee by ~~March 31~~ for consideration by the committee at during a June~~the next scheduled~~ meeting.

(a) The proposal shall be submitted in a format designated by the ~~c~~Chancellor, and include at a minimum:

1. The purpose to be served or accomplished with the fee.
2. The demonstrable student-based need for the fee that is currently not being met through existing university services, operations or another fee.
3. The process used to assure substantial student input or involvement.

4. Any proposed restrictions, limitations, or conditions to be placed on the fee.
 5. The financial impact of the fee on students, including those with financial need.
 6. The estimated revenue to be collected and proposed expenditures for the new fee.
 7. The outcome measures that will be implemented to determine when the purpose of the fee will be accomplished.
- (b) The aggregate sum of any fees approved by the bBoard that a student is required to pay to register for a course shall not exceed 10 percent of tuition. All other fees shall be based on cost.
- (c) The fee can only be implemented in the fall term.
- (d) The revenue generated by this fee may not be transferred to an auxiliary enterprise or a direct-support organization and may not be used to pay or secure debt.
- (e) The university shall account for the revenue and detailed expenditures of this fee in the Annual Report.
- (f) The fee cannot be an extension of, or cover the same services, as an existing statutory fee.
- (g) The fee cannot be utilized to create additional bonding capacity in an existing fee.
- (h) The fee should support a new service or activity that is not currently supported or should be supported with education and general funds (state and tuition).
- (i) The fee shall not supplant revenue from other sources that are currently used or have been used to support a service or activity.
- (j) The fee should support a service or activity in which a majority of students is able to participate or from which derive a benefit.
- (k) Once the bBoard approves a fee under this section, a university fee committee shall be established similar to other existing fee committees.
- (l) The bBoard will act upon the budget committee recommendation at the next scheduled meeting.
- (m) Every five years the university board of trustees shall review the fee to determine if the fee has met its intended outcomes and whether the fee should be increased, decreased or discontinued. The university board of trustees shall submit its findings to the bBoard. Any subsequent decreases or continuation in these fees are delegated to the university board of trustees, with notification to the cChancellor.
- (n) If a university board of trustees' proposal is denied, within five calendar days the university board of trustees may request reconsideration by the bBoard's Tuition Appeals Committee, which shall consist of the cChair of the bBoard and the cChair of each bBoard committee. The Tuition Appeals Committee will meet within ten calendar

days after the Board of Governors denial to consider a university board of trustees request for reconsideration.

| (24) Pursuant to subparagraph (234), the university boards of trustees designated below are authorized to assess the following fees:

(a) Green Fee – This fee may be assessed to establish or improve the use of renewable energy technologies or energy efficiencies that lower the university’s greenhouse emissions.

1. University of South Florida: up to \$1.00 per credit hour
2. New College of Florida: up to \$1.00 per credit hour
3. University of West Florida: up to \$1.00 per credit hour

(b) Test Preparation Fee – at cost. This fee may be assessed to increase accessibility to test preparation courses in programs where students are expected to obtain specific preparation for a practice-based examination.

1. Florida International University
2. Florida A&M University – (bar test preparation)

(c) Student Life and Services Fee – This fee may be assessed to expand student participation in transformational learning opportunities that build new and enhances ongoing activities which connect students to the institution.

1. University of North Florida: not to exceed 5 percent of tuition.

Authority: Section 7(d), Art. IX, Fla. Const.; History–Formerly BOR Rule 6C-7.003. Derived from 6C-2.74 and 6C-2.76, Amended and Renumbered 12-17-74, Amended 2-22-76, 6-22-76, 6-28-76, 11-1-76, 9-8-77, 2-14-79, 9-28-81, 12-7-82, 12-13-83, 10-2-84, Formerly 6C-7.03, Amended 1-8-86, 8-11-86, 12-25-86, 6-2-87, 10-17-89, 4-10-90, 1-7-91, 7-2-91, 9-15-91, 8-4-92, 11-9-92, 4-12-93, 5-30-93, 9-23-93, 8-1-94, 1-24-96, 4-16-96, 12-15-97, 8-28-00, 8-12-01, Amended and Renumbered as | 7.003 9-25-08, Amended 12-10-09, 11-04-10, 9-15-11, 6-21-12, 11-08-12,_____.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 12, 2013**

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 7.008
Waiver of Tuition and Fees

PROPOSED COMMITTEE ACTION

Approve public notice of intent to amend Board of Governors Regulation 7.008 Waiver of Tuition and Fees.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation Development Procedure

BACKGROUND INFORMATION

This regulation is being amended to clarify the number of credit hours that may be waived for students classified as homeless.

These changes have been shared with the universities and comments have been received. Where possible, modifications were made to address university suggestions.

If approved, the amended regulation will be noticed on the Board's website for 30 days with final approval by the Board at the November 21, 2013 meeting.

Supporting Documentation Included: Amended Regulation 7.008

Facilitators/Presenters: Tim Jones

7.008 Waiver of Tuition and Fees

(1) Each university board of trustees is authorized to waive tuition, non-resident tuition and associated fees for purposes that support and enhance the mission of the university. All tuition, non-resident tuition and associated fees waived must be based on regulations that are adopted by the university board of trustees and where applicable, consistent with regulations adopted by the Board of Governors.

(2) Sponsored Credit Institutes and Programs – Each university board of trustees is authorized to waive tuition, associated fees and material and supply fees for participants in sponsored credit institutes and programs.

- (a) Sponsored credit institutes and programs are entities where substantially all the direct costs are paid by the external sponsoring entity, where there is no direct expenditure of Educational and General funds for the conduct of the programs, and where no fees or other assessments are collected from students by the sponsoring entity, the university, or any other entity.
- (b) In determining whether the direct costs are paid by the sponsoring entity, funds paid directly to the participants in a form such as, but not limited to, stipends, travel or book allowances should not be taken into account. "Direct costs" refer to the costs associated with the instruction or training which a participant receives. All funds collected from sponsoring entities for sponsored credit institutes will be remitted to the university's contract and grants trust fund and/or auxiliary trust funds.
- (c) Funds collected from courses offered through continuing education should be budgeted in the Auxiliary Trust Fund.
- (d) Neither the number of participants nor student credit hours in these institutes and programs may be counted for state-funding purposes.

(3) Deceased Law Enforcement, Correctional, or Correctional Probation Officers Employed by the State or Political Subdivision thereof – Each university board of trustees shall waive certain educational expenses that the child or spouse of the deceased officer incurs while obtaining an undergraduate education or a postgraduate education if a law enforcement, correctional, or correctional probation officer is accidentally killed or receives accidental bodily injury which results in the loss of the officer's life while engaged in the performance of the officer's law enforcement duties on or after June 22, 1990, or is unlawfully and intentionally killed or dies as a result of such unlawful and intentional act on or after July 1, 1980, while the officer was employed by a political subdivision of the state.

- (a) The amount waived by the university shall be an amount equal to the cost of tuition and associated fees for a total of 120 credit hours. The child or spouse may attend on either a full-time or part-time basis. The benefits

provided to a child under this section shall continue until the child's 25th birthday. The benefits provided to a spouse under this subsection must commence within 5 years after the death occurs, and entitlement thereto shall continue until the 10th anniversary of that death.

- (b) Upon failure of any child or spouse benefited by the provisions of this subsection to comply with the ordinary and minimum requirements of the institution attended, both as to discipline and scholarship, the benefits shall be withdrawn as to the child or spouse and no further moneys may be expended for the child's or spouse's benefits so long as such failure or delinquency continues.
- (c) Only a student in good standing in his or her respective university may receive the benefits.
- (d) A child or spouse receiving benefits under this subsection must be enrolled according to the customary rules and requirements of the university attended.

(4) Deceased Firefighters Employed by the State or a Political Subdivision thereof - Each university board of trustees shall waive certain educational expenses that the child or spouse of the deceased firefighter incurs while obtaining an undergraduate education or a postgraduate education if a firefighter is accidentally killed or receives accidental bodily injury which results in the loss of the firefighter's life while engaged in the performance of the firefighter's duties on or after June 22, 1990, or is unlawfully and intentionally killed or dies as a result of such unlawful and intentional act on or after July 1, 1980, while the firefighter was employed by a political subdivision of the state.

- (a) The amount waived by the university shall be an amount equal to the cost of tuition and associated fees for a total of 120 credit hours. The child or spouse may attend on either a full-time or part-time basis. The benefits provided to a child under this section shall continue until the child's 25th birthday. The benefits provided to a spouse under this subsection must commence within 5 years after the death occurs, and entitlement thereto shall continue until the 10th anniversary of that death.
- (b) Upon failure of any child or spouse benefited by the provisions of this subsection to comply with the ordinary and minimum requirements of the institution attended, both as to discipline and scholarship, the benefits shall be withdrawn as to the child or spouse and no further moneys may be expended for the child's or spouse's benefits so long as such failure or delinquency continues.
- (c) Only a student in good standing in his or her respective university may receive the benefits.
- (d) A child or spouse receiving benefits under this subsection must be enrolled according to the customary rules and requirements of the university attended.

- (5) Acceleration – Each university board of trustees shall waive tuition and associated fees for students who earn credit in courses toward both a Florida high school diploma and an associate or baccalaureate degree, or students enrolled in a dual enrollment or early admission program.
- (6) Florida Department of Children and Family Service Adoptions - Each university board of trustees shall waive tuition and associated fees for any student who is or was at the time he or she reached the age of 18 in the custody of the Department of Children and Family Services or a relative under s. 39.5085; who was adopted from the Department of Children and Family Services after May 5, 1997; or was placed in a guardianship by a court after spending at least 6 months in the custody of the Department after reaching 16 years of age. Additionally, material and supply fees and fees associated with enrollment in career-preparatory instruction shall be waived. Any student requesting such a waiver must provide certification of eligibility from the Department of Children and Family Services to the university in which the student seeks to enroll. This waiver shall remain valid up until the time the student reaches the age of 28, and shall be limited to undergraduate degree programs, and shall not exceed 120 credit hours.
- (7) School Psychology Training Program – Each university board of trustees shall waive tuition and associated fees for internship credit hours applicable to an internship in the public school system under the supervision of the Florida Department of Education certified school psychologist employed by the school system for any graduate student.
- (8) Florida Linkage Institutes – Each university board of trustees shall exempt from non-resident tuition and non-resident financial aid fee up to 25 full-time equivalent students per year enrolled through the Florida Linkage Institutes Program.
- (9) Deceased Teacher or School Administrator Employed by a Florida District School Board – Each university board of trustees shall waive certain educational expenses that the child of the deceased teacher or school administrator incurs while obtaining an undergraduate education or a postgraduate education if the teacher or school administrator is killed or is injured and dies as a result of an unlawful and intentional act, provided such killing or injury inflicted by another person and the motivation for the act is related in whole or part to the fact that the individual is a teacher or school administrator, or such act is inflicted while he or she is engaged in the performance of teaching duties or school administration duties while employed by a Florida district school board. The amount waived by the university shall be an amount equal to the cost of tuition

and associated fees for a total of 120 credit hours at a university. The child may attend on either a full-time or part-time basis. The benefits provided under this paragraph shall continue until the child's 25th birthday.

- (a) Upon failure of any child benefited by the provisions of this paragraph to comply with the ordinary and minimum requirements of the university attended, both as to discipline and scholarship, the benefits shall be withdrawn as to the child and no further moneys may be expended for the child's benefits so long as such failure or delinquency continues.
- (b) A student who becomes eligible for benefits under the provisions of this paragraph while enrolled in an university must be in good standing with the institution to receive the benefits provided herein.
- (c) A child receiving benefits under this paragraph must be enrolled according to the customary rules and requirements of the university attended.

(10) Homeless – Each university board of trustees shall waive tuition and associated fees for up to a total of 120 credit hours for an undergraduate degree program or for any undergraduate degree program that exceeds 120 hours approved pursuant to Regulation 8.014 for any student who lacks a fixed, regular, and adequate nighttime residence, excluding university housing, or whose primary nighttime residence is a public or private shelter designed to provide temporary residence for individuals intended to be institutionalized, or a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

(11) Purple Heart Recipients – Each university board of trustees shall waive undergraduate tuition and associated fees for each recipient of a Purple Heart, or another combat decoration superior in precedence which was awarded for valor, and who:

- (a) Is enrolled as a full-time, part-time, or summer-school student in an undergraduate program that terminates in a degree or certificate;
- (b) Is currently, and was at the time of the military action that resulted in the awarding of the Purple Heart or other combat decoration superior in precedence, a resident of this state; and
- (c) Submits to the state university the DD-214 form issued at the time of separation from service as documentation that the student has received a Purple Heart or another combat decoration superior in precedence. In situations where admissions or financial aid application deadlines preclude providing a DD-214 in time to meet such a deadline, the official (service specific) transmitting correspondence that would normally accompany such an award to a previously discharged service member would suffice until an updated DD-214 could be obtained and

presented to the postsecondary institution. However, the updated DD-214 must be submitted to the postsecondary institution by the start of the student's next term of enrollment for continued eligibility for the waiver. In situations where a service member is on active duty and has not been issued a DD-214, the official (service specific) transmitting correspondence that would normally accompany such an award or a certification of the appropriate combat award by the service specific administrative record holder [e.g., Adjutant, G-1 (general staff officer - personnel), or JAG (Judge Advocate General)] would meet the documentation requirement.

- (d) A waiver for a Purple Heart recipient or recipient of another combat decoration superior in precedence shall be applicable for 110 percent of the number of required credit hours of the degree or certificate program for which the student is enrolled. This waiver is considered "countable aid" for student financial aid purposes. Therefore, if this waiver is administered by an office other than the college financial aid office, college officials must notify the Director of Financial Aid that a student has qualified for the waiver. The waiver covers only tuition and fees associated with credit hour instruction provided directly by the university and does not include any additional fees that may be charged for specialized programs or by external organizations. This includes, but is not limited to, flight school, study abroad travel and living expenses, and courses taken elsewhere as a transient student.

(12) State Employees - Each university board of trustees shall waive tuition and associated fees for up to 6 credit hours per term on a space available basis for state employees.

(13) University Employees - Each university board of trustees may allow full-time university employees to enroll up to 6 credit hours of tuition-free courses per term on a space available basis.

(14) Florida residents 60 years of age or older - Each university board of trustees may waive any or all application, tuition, and associated fees for persons 60 years of age or older who are residents of this state and who enroll to audit courses being offered for college credit. No academic credit shall be awarded for attendance in classes for which fees are waived under this subsection. This privilege may be granted only on a space-available basis, if such classes are not filled as of the close of registration. A university may limit or deny the privilege for courses which are in programs for which the Board of Governors has established selective admissions criteria. Persons paying full fees and state employees taking courses on a space-available basis shall have priority over

those persons whose fees are waived in all cases where classroom spaces are limited.

(15) Intern Supervisors – Persons who supervise interns for institutions within the State University System may be given one non-transferable certificate (fee waiver) for each full academic term during which the person serves as an intern supervisor. This certificate shall provide for waiver of the basic fee (as defined in Regulation 7.001).

- (a) Certificate holders are entitled to a waiver of tuition for a maximum of six (6) hours credit instruction (including credit through continuing education) during a single term at any state university.
- (b) Certificates shall be valid for three years from date of issuance.
- (c) Eligible recipients of an Intern Participation Certificate may be identified by a university as a person who engages in the direct supervision of at least one university intern for 300 contact hours, which may be accumulated over multiple semesters provided at least 100 contact hours of direct supervision is provided per semester.
- (d) To be eligible for a Certificate, the internship program must be an essential part of the course of instruction and must be required as part of the degree.
- (e) Each university shall develop procedures and policies to govern the issuance, distribution, security, and redemption of certificates.
- (f) Each university shall maintain accurate data on Intern Participation Certificates and annually submit a report of certificate activity to the Board of Governors according to a prescribed format.

(16) Non-resident students – Non-resident students who are non-degree seeking may be entitled to a waiver of the out-of-state fee if the credit hours generated by such students are non-state fundable and the cost for the program of study is recovered from the fees charged to all students.

(17) Admissions Deposit – A university that establishes an admissions deposit must adopt policies that provide for the waiver of this deposit on the basis of financial hardship.

(18) Wrongfully Incarcerated – A university shall waive tuition and associated fees for up to 120 hours of instruction if the wrongfully incarcerated person meets and maintains the regular admission requirement of the university; remains registered and makes satisfactory academic progress as defined by the university in which the person is enrolled. A wrongfully incarcerated person is someone who has had a felony conviction and sentence vacated by a court and the original sentencing court has issued its order finding that the person neither

committed the act, nor did not aid, abet or act as an accomplice or accessory to the act or offense.

(19) A university may waive the tuition differential for students who meet the eligibility requirements for the Florida public assistance grant.

(20) Public School Classroom Teacher – Each university board of trustees may waive tuition and fees for a classroom teacher who is employed full-time by a school district and who meets the academic requirements established by the university for up to six credit hours per term on a space-available basis in undergraduate courses related to special education, mathematics or science approved by the Department of Education. The waiver may not be used for courses scheduled during the school district's regular school day.

(21) Each university shall report the purpose, number, and value of all fee waivers granted annually in a format prescribed by the Board of Governors.

Authority: Section 7(d), Art. IX, Fla. Const.; History–Formerly BOR Rule 6C-7.008 and 6C-2.53, Amended 7-19-74, Amended and Renumbered 12-17-74, Amended 1-10-78, 9-28-81, 8-11-85, Formerly 6C-7.08, Amended 12-25-86, 9-7-87, 12-9-91, 11-9-92, 9-23-93, 8-1-94, 10-10-95, 4-16-96, 12-15-97, Amended and Renumbered as 7.008 9-25-08, Amended 12-10-09, 9-17-10, 11-08-12,_____.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 12, 2013**

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 9.007
State University Operating Budgets

PROPOSED COMMITTEE ACTION

Approve public notice of intent to amend Board of Governors Regulation 9.007 State University Operating Budgets.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation Development Procedure

BACKGROUND INFORMATION

This regulation is being amended to include the following changes:

- Adds clarifying language that university carry forward funds shall be included in annual expenditure data.
- Adds clarifying language that Education & General funds are to be used for operating activities, unless specifically authorized by law.
- Adds language requiring universities to comply with all applicable federal, state, and local laws when implementing grants, contracts and sponsored research programs.
- Adds language regarding the inclusion of technology fee revenues/expenditures and Board approved fees in the annual operating budget submissions.
- Adds clarifying language that Education & General interest earnings should be used for Education & General operating purposes, unless specifically authorized by law.

These changes have been shared with the universities and comments have been received. Where possible, modifications were made to address university suggestions.

If approved, the amended regulation will be noticed on the Board's website for 30 days with final approval by the Board at the November 21, 2013 meeting.

Supporting Documentation Included: Amended Regulation 9.007

Facilitators/Presenters: Tim Jones

9.007 State University Operating Budgets

(1) Each university president shall prepare an operating budget for approval by the uUniversity bBoard of tTrustees, in accordance with instructions, guidelines, and standard formats provided by the Board of Governors.

(2) Each uUniversity bBoard of tTrustees shall adopt an operating budget for the general operation of the university as prescribed by the regulations of the Board of Governors. The uUniversity bBoard of tTrustees-ratified operating budget is presented to the Board of Governors for approval. Each university president shall implement the operating budget of the university as prescribed by regulations of the Board of Governors, policies of the uUniversity bBoard of tTrustees, provisions of the General Appropriations Act, and data reflected within the State University System Allocation Summary and Workpapers publication.

(3) The operating budgets of each state university shall represent the following budget entities:

- (a) Education and General (E&G)– reports actual and estimated year operating revenues and expenditures ~~(actual year expenditures should include year-end encumbrances)~~ for all E&G funds, including: General Revenue, Student and Other Fees, Educational Enhancement Trust Fund (Lottery), Phosphate Research Trust Fund, – and including the following previously-appropriated trust funds: Experiment Station Federal Grant, Experiment Station Incidental, Extension Service Federal Grant, Extension Service Incidental, UF-HSC Incidental, and UF-Health Science Center Operations and Maintenance. In addition, expenditures from university carryforward funds (unexpended E&G balances from all prior-period appropriations) shall be included in the actual history year reporting. University carryforward funds shall not be included in any estimated-year (budgeted) amounts.

- 1. Unless otherwise expressed by law, E&G funds are to be used for E&G operating activities only, such as, but not limited to, general instruction, research, public service, plant operations and maintenance, student services, libraries, administrative support, and other enrollment-related and stand-alone operations of the universities.

- ~~1.2.~~ Universities shall accumulate ending fund balances for activities such as, but not limited to, a contingency for unfunded enrollment growth, potential budget reductions, anticipated increases in

university operations, and prior year encumbrances. At any time the unencumbered available balance in the E&G fund of the ~~u~~University ~~b~~Board of ~~t~~Trustees approved operating budget falls below five (5) percent of the approved total, the president shall provide a written notification and explanation to the Board of Governors.

3. Expenditures from any source of funds by any university shall not exceed the funds available. No expenditure of funds, contract, or agreement of any nature shall be made that requires additional appropriation of state funds by the Legislature unless specifically authorized in advance by law or the General Appropriations Act.

4. The following units are required to report under this budget entity:

State Universities
 UF - Institute of Food and Agricultural Science
 UF Health Science Center
 USF Medical Center
 FSU Medical School
 UCF Medical School
 FIU Medical School
FAU Medical School

(b) Contracts and Grants – reports actual and estimated year revenues, expenditures, and positions for university functions which are supported by foundations, various state and federal agencies, local units of governments, businesses, and industries. Universities shall comply with all applicable federal, state, local, and university regulations and guidelines as they relate to grants, contracts, and sponsored research programs.

(c) Auxiliary Enterprises – reports actual and estimated year revenues, expenditures, and positions for self-supporting functions such as, but not limited to, parking services, housing, bookstore operations, and food services.

(d) Local Funds – reports actual and estimated year revenues, expenditures, and positions for the following specific areas:

1. Student Activities – revenues generated primarily from the activity and service fee each university is authorized to charge its students as a component of the mandatory fee schedule.

Activities commonly supported by these revenues include student government, cultural events, student organizations, and intramural/club events.

2. Intercollegiate Athletics – revenues generated from the student athletic fee that each university is authorized to collect as a component of the mandatory fee schedule, and from other sources including ticket sales, radio/TV, bowl games, and tournament revenues.
 3. Concession Fund – revenues generated from various vending activities located around the campuses. The ~~u~~University's budget must reflect the various departments/activities on each campus which benefit from receipt of these funds.
 4. Student Financial Aid – revenues received by the university for loans, grants, scholarships, and other student financial aid. Expenditures of these funds must be reported by activities such as externally-funded loans, student scholarships, need-based financial aid, academic-based financial aid, and athletic grants/scholarships.
 5. Technology Fee – revenues generated from the technology fee that a university is authorized to charge its students as a component of the mandatory fee schedule. Proceeds from this fee shall be used to enhance instructional technology resources for students and faculty.
 6. Board-Approved Fees – student fees presented to the Board of Governors for approval by a university board of trustees that is intended to address a student need not currently being met through existing university services, operations, or another fee.
 - ~~5.7.~~ Self-Insurance Programs – revenues received by the university from entities and individuals protected by the self-insurance programs. This budget must reflect expenditures related to the administration of the self insurance programs and the judgments or claims arising out of activities for which the self-insurance program was created.
- (e) Faculty Practice Plan – related to the activities for the state universities' medical schools and health centers. This budget must be designed to

report the monetary level of clinical activity regarding the training of students, post-graduate health professionals, and medical faculty.

(4) The operating budgets of each university shall represent the following:

- (a) The university's plan for utilizing the resources available through direct or continuing appropriations by the Legislature, allocation amendments, or from local sources including tuition. The provisions of the General Appropriations Act and the SUS Allocation Summary and Workpapers publication will be taken into consideration in the development and preparation of the E&G data.
- (b) Actual prior-year revenues, expenditures (~~including prior year encumbrances~~) (including E&G carryforward amounts expended), and positions, as well as current-year estimated revenues, expenditures, and positions. University carryforward funds shall not be included in any estimated-year (budgeted) amounts.
- (c) Assurance that the universities are in compliance with general legislative intent for expenditure of the appropriated state funds and with the Board of Governors' guidelines and priorities.

(5) Interest earnings resulting from the investment of current-year E&G appropriations are considered to be of the same nature as the original appropriations, and are subject to the same expenditure regulations as the original appropriations. E&G interest earnings are not to be utilized for non-E&G related activities or for fixed capital outlay activities except where expressly allowed by law. Interest earnings resulting from invested carryforward funds are considered to be additions to the university's carryforward balance.

Anticipated interest earnings for the estimated year from invested E&G funds should not be included when building the detailed operating budget schedules. Estimated-year E&G interest earnings and planned expenditures of these funds should only be reported on the manually-prepared E&G Schedule I and Summary Schedule I reports.

(6) Any unexpended E&G appropriation carried forward to the fund balance in a new fiscal year shall be utilized in support of E&G operating activities only except where expressly allowed by law.

Authority: Section 7(d), Art. IX, Fla. Const., History-New 12-6-07, _____

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 12, 2013**

SUBJECT: Public Notice of Proposed New Board of Governors Regulation 9.014
Collegiate License Plates Revenues

PROPOSED COMMITTEE ACTION

Approve public notice of proposed new Board of Governors Regulation 9.014 Collegiate License Plates Revenues.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board Regulation Development Procedure

BACKGROUND INFORMATION

This regulation is being created to provide guidance to the universities on the use of collegiate license plate revenues, expenditure plans and instructions for notifying the Board of any deviations from the approved expenditure plans.

This regulation has been shared with the universities and comments have been received. Where possible, modifications were made to address university suggestions.

If approved, the regulation will be noticed on the Board's website for 30 days with final approval by the Board at the November 21, 2013 meeting.

Supporting Documentation Included: New Regulation 9.014

Facilitators/Presenters: Tim Jones

9.014 Collegiate License Plates Revenues

(1) Pursuant to Section 320.08058(3)(b), Florida Statutes, each university board of trustees must submit an expenditure plan to the Board of Governors for approval of all funds generated from the sale of collegiate license plates. The revenues generated may be used only for academic enhancement, including scholarships and private fund raising activities.

(2) The expenditure plan shall indicate the percentage of revenues allocated for academic enhancement, including scholarships and private fund raising activities. The expenditure plans previously approved are as follows:

	<u>Scholarships</u>	<u>Fundraising</u>	<u>Academic Enhancement</u>
<u>FAMU</u>	<u>85%</u>	<u>15%</u>	
<u>FAU</u>	<u>75%</u>	<u>25%</u>	
<u>FGCU</u>	<u>100%</u>		
<u>FIU</u>	<u>50%</u>	<u>50%</u>	
<u>FSU</u>	<u>90%</u>	<u>10%</u>	
<u>NCF</u>	<u>50%</u>	<u>10%</u>	<u>40%</u>
<u>UCF</u>	<u>20%</u>	<u>30%</u>	<u>50%</u>
<u>UF</u>	<u>60%</u>	<u>40%</u>	
<u>USF</u>	<u>20%</u>	<u>66%</u>	<u>14%</u>
<u>UNF</u>	<u>70%</u>	<u>30%</u>	
<u>UWF</u>	<u>40%</u>	<u>60%</u>	

(3) The Board of Governors Office must be notified of any deviations from the approved expenditure plan in subparagraph (2) and any deviations of more than 10 percent from the approved expenditure plan must be submitted to the Board of Governors for review and approval.

Authority: Section 7(d), Art. IX, Fla. Const.; Section 320.08058(3)(b)

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 12, 2013**

SUBJECT: 2013-2014 State University System Operating Budget

PROPOSED COMMITTEE ACTION

Approve the 2013-2014 State University System Operating Budget.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Regulation 9.007

BACKGROUND INFORMATION

Each state university is required to submit a detailed operating plan for each budget entity for the 2013-2014 fiscal year. The State University System (SUS) operating budget consists of five different budget entities; 1) Education and General, 2) Contracts and Grants, 3) Auxiliary Enterprises, 4) Local Funds, and 5) Faculty Practice Plans.

1. The Education and General Budget Entity (E&G) includes the allocation of funds appropriated by the 2013 Legislature, student tuition, and other previously appropriated funds. The E&G budget entity contains resources that provide educational opportunities to citizens through instructional programs; research directed toward solving technical, social, and economic problems facing the state and nation; and public service programs. Universities have flexibility in the development of the E&G operating budget but must report in the traditional SUS categories.
- 2) The Contracts and Grants budget entity supports research and public service through awards from federal, state, and local sources.
- 3) Auxiliary Enterprises is comprised of ancillary support units such as student housing, food service, bookstores, parking services, and computer support.

- 4) The Local Funds entity consists of operating resources for student activities, athletics, concessions, student financial aid, technology fee, Board-approved local fees, and self-insurance programs.
- 5) Finally, the Faculty Practice Plans provide for clinical activities associated with the University of Florida and University of South Florida Health Centers, and the Florida State University, University of Central Florida, and Florida International University Medical Schools.

Each University Board of Trustees has approved an operating budget. The universities have developed their budgets in accordance with Board Regulation 9.007 State University System Operating Budgets. The regulation requires each university to maintain an unencumbered balance in the E&G fund equal to or greater than 5% of the University Board of Trustees approved operating budget. If the unencumbered balance falls below 5%, the University President must provide written notification and explanation.

Supporting Documentation Included: 2013-14 University Operating Budget Summaries

Facilitators/Presenters: Tim Jones

STATE UNIVERSITY SYSTEM OF FLORIDA 2013-2014 System Operating Budget University Summary Schedule I Reports

The state universities are required to submit a detailed plan for each budget entity for the 2013-2014 fiscal year. Universities have developed their budgets in accordance with Board of Governors Regulation 9.007 – State University System Operating Budgets. Each university Board of Trustees has approved an operating budget for the current year.

The State University System (SUS) operating budget consists of five different budget entities: 1) Education and General, which includes both non-medical and medical entities, 2) Contracts and Grants, 3) Auxiliary Enterprises, 4) Local Funds, and 5) Faculty Practice Plans which are affiliated with the universities' medical programs. A description of these entities is provided below:

1. The **Education and General** budget funds the general instruction, research, and public service operations of the universities. A large portion of the system's 2013-2014 beginning fund balance reserves (\$192.4 million) is dedicated to meeting the 5% reserve requirement set forth in Section 1011.40(2) of the Florida Statutes. Additionally, millions of dollars have been reserved by the SUS to cover the costs associated with the hiring of faculty, maintenance of facilities and equipment, the maintenance of each university's financial software system, various research enhancement programs and initiatives, and the potential for budget reduction shortfalls.
2. The **Contracts and Grants** budget contains activities in support of research, public service, and training. Large fund balances are due to the timing of receipt of federal contracts or grants.
3. **Auxiliaries** are ancillary support units on each university campus. Major activities include housing, food services, bookstores, student health centers, facilities management, and computer support. Ending fund balances includes financial activities such as debt service payments, reserves, repair and replacement reserves for future maintenance costs, construction and renovation of auxiliary facilities, and prior-year encumbrances.

4. **Local Funds** include the following university activities:

- a) **Student Activities** – Supported primarily by the student activity and service fee revenues generated by the operations of student government, cultural events, organizations, and intramural/club sports.
- b) **Financial Aid** – This activity represents the financial aid amounts for which the university is fiscally responsible. Examples include the student financial aid fee, bright futures, federal grants, college work study, and scholarships. The ending fund balance represents a timing difference between the receipt of the funds and disbursement to students.
- c) **Concessions** – These resources are generated from various vending machines located on the university campuses.
- d) **Athletics** – Revenues are primarily derived from the student athletic fee, ticket sales, and sales of other goods and services. Sufficient fund balances are maintained to provide the necessary support for ongoing athletic activities.
- e) **Technology Fee** – Revenues generated from this fee are to be used to enhance instructional technology resources for students and faculty.
- f) **Board Approved Local Fees** – Resources generated from these local fees are utilized to address student-based needs not currently being met through existing university services, operations, or another fee.
- g) **Self-Insurance Programs** – These programs at UF, FSU, USF, UCF, and FIU are directed by the respective self-insurance councils and the captive insurance companies (these companies underwrite the risks of its owner and the owner's affiliates). These activities are supported by premiums charged to the insured individuals and entities (primarily medical faculty and institutions).

5. **Faculty Practice** – The Faculty Practice Plans collect and distribute income from faculty billings for patient services to the University of Florida, Florida State University, University of South Florida, University of Central Florida, and Florida International University Medical Schools and Health Science Centers.

Other notes referred to on the Summary Schedule I report are:

- 6. Other Receipts/Revenues includes items such as interest, penalties, refunds, admissions, fines, taxes, etc.
- 7. Other Non-Operating Expenditures include items such as refunds, payment of sales taxes, or indirect costs.

The following Summary Schedule I reports were provided to the Board of Governors' Office of Budgeting and Fiscal Policy as a component of the each state university's annual operating budget for fiscal year 2013-2014.

STATE UNIVERSITY SYSTEM OF FLORIDA
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 765,495,293	\$ 779,963,139	\$ 1,043,185,993	\$ 393,933,786	\$ 202,484,879	\$ 3,185,063,090
2						
3 <u>Receipts/Revenues</u>						
4 General Revenue	\$ 1,946,059,876					\$ 1,946,059,876
5 Lottery	\$ 234,768,846					\$ 234,768,846
6 Student Tuition	\$ 1,631,258,656		\$ 42,096,024	\$ 12,819,866		\$ 1,686,174,546
7 Phosphate Research	\$ 2,300,000					\$ 2,300,000
8 Other U.S. Grants	\$ 10,684,293	\$ 1,042,614,393		\$ 1,252,007,557		\$ 2,305,306,243
9 City or County Grants		\$ 20,756,188				\$ 20,756,188
10 State Grants		\$ 131,276,061	\$ 508,148	\$ 281,495,655		\$ 413,279,864
11 Other Grants and Donations		\$ 144,588,159	\$ 3,370,729	\$ 113,315,112	\$ 12,262	\$ 261,286,262
12 Donations / Contrib. Given to the State	\$ 7,729,346	\$ 573,573,686	\$ 1,477,168	\$ 4,650,884		\$ 587,431,084
13 Sales of Goods / Services	\$ 17,274,578	\$ 24,641,998	\$ 558,569,450	\$ 141,656,796	\$ 105,422,638	\$ 847,565,460
14 Sales of Data Processing Services			\$ 10,938,694			\$ 10,938,694
15 Fees	\$ 4,883,987	\$ 5,546,966	\$ 322,421,396	\$ 504,423,633	\$ 607,245,417	\$ 1,444,521,399
16 Miscellaneous Receipts	\$ 205,000	\$ 35,827,258	\$ 276,632,249	\$ 114,303,275	\$ 193,764,691	\$ 620,732,473
17 Rent	\$ 357,500	\$ 78,679	\$ 97,448,769	\$ 914,898	\$ 45,312	\$ 98,845,158
18 Concessions			\$ 202,910	\$ 1,589,084		\$ 1,791,994
19 Assessments / Services			\$ 115,000	\$ 13,160,340		\$ 13,275,340
20 Other Receipts / Revenues ⁶	\$ 5,100,102	\$ 46,407,186	\$ 58,303,762	\$ 27,072,527	\$ 550,400	\$ 137,433,977
21 Subtotal:	\$ 3,860,622,184	\$ 2,025,310,574	\$ 1,372,084,299	\$ 2,467,409,627	\$ 907,040,720	\$ 10,632,467,404
22 Transfers In	\$ 19,536,858	\$ 301,056,049	\$ 226,434,838	\$ 167,828,798	\$ 2,495,484	\$ 717,352,027
23 Total - Receipts / Revenues:	\$ 3,880,159,042	\$ 2,326,366,623	\$ 1,598,519,137	\$ 2,635,238,425	\$ 909,536,204	\$ 11,349,819,431
24						
25 <u>Operating Expenditures</u>						
26 Salaries and Benefits	\$ 2,685,220,486	\$ 1,033,114,658	\$ 406,203,277	\$ 164,778,097	\$ 173,343,418	\$ 4,462,659,936
27 Other Personal Services	\$ 190,118,774	\$ 321,655,786	\$ 105,762,144	\$ 26,660,070	\$ 5,049,674	\$ 649,246,448
28 Expenses	\$ 775,444,774	\$ 750,266,204	\$ 768,903,298	\$ 2,333,232,214	\$ 207,412,395	\$ 4,835,258,885
29 Operating Capital Outlay	\$ 10,501,293	\$ 47,614,571	\$ 27,794,261	\$ 12,449,385	\$ 11,839,424	\$ 110,198,934
30 Risk Management	\$ 21,811,205	\$ 1,812,535	\$ 1,526,716	\$ 563,300		\$ 25,713,756
31 Financial Aid	\$ 81,840,430	\$ 550,568	\$ 19,000	\$ 27,951,967		\$ 110,361,965
32 Scholarships	\$ 7,562,890		\$ 2,749,481	\$ 2,277,500		\$ 12,589,871
33 Waivers	\$ 1,591,584		\$ -			\$ 1,591,584
34 Finance Expense	\$ 94,764	\$ 43,083	\$ 720,000		\$ 1,791,042	\$ 2,648,889
35 Debt Service	\$ 1,005,823		\$ 69,591,601	\$ 9,226,803	\$ 103,608	\$ 79,927,835
36 Salary Incentive Payments	\$ 177,606					\$ 177,606
37 Law Enforcement Incentive Payments						\$ -
38 Library Resources	\$ 49,927,136	\$ 20,298	\$ 145,150	\$ 510,904		\$ 50,603,488
39 Institute of Government	\$ 835,708					\$ 835,708
40 Regional Data Centers - SUS						\$ -

STATE UNIVERSITY SYSTEM OF FLORIDA
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
41 Black Male Explorers Program	\$ 198,000					\$ 198,000
42 Phosphate Research	\$ 2,536,622					\$ 2,536,622
43 Other Operating Category	\$ 19,970,032					\$ 19,970,032
44 Total Operating Expenditures :	<u>\$ 3,848,837,127</u>	<u>\$ 2,155,077,703</u>	<u>\$ 1,383,414,928</u>	<u>\$ 2,577,650,240</u>	<u>\$ 399,539,561</u>	<u>\$ 10,364,519,559</u>
45						
46 <u>Non-Operating Expenditures</u>						
47 Transfers		\$ 329,054,747	\$ 273,294,713	\$ 93,558,269	\$ 513,305,051	\$ 1,209,212,780
48 Fixed Capital Outlay			\$ 599,808	\$ 1,050,000		\$ 1,649,808
49 Carryforward (From Prior Period Funds)	\$ 373,423,833					\$ 373,423,833
50 Other ⁷	\$ 1,704,264					\$ 1,704,264
51 Total Non-Operating Expenditures :	<u>\$ 375,128,097</u>	<u>\$ 329,054,747</u>	<u>\$ 273,894,521</u>	<u>\$ 94,608,269</u>	<u>\$ 513,305,051</u>	<u>\$ 1,585,990,685</u>
52						
53 Ending Fund Balance :	<u>\$ 421,689,111</u>	<u>\$ 622,197,312</u>	<u>\$ 984,395,681</u>	<u>\$ 356,913,702</u>	<u>\$ 199,176,471</u>	<u>\$ 2,584,372,277</u>
54						
55 Fund Balance Increase / Decrease :	\$ (343,806,182)	\$ (157,765,827)	\$ (58,790,312)	\$ (37,020,084)	\$ (3,308,408)	\$ (600,690,813)
56 Fund Balance Percentage Change :	-44.91%	-20.23%	-5.64%	-9.40%	-1.63%	-18.86%

UNIVERSITY OF FLORIDA
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>IFAS E&G¹</u>	<u>HSC E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 69,563,316	\$ 28,194,952	\$ 16,775,397	\$ 497,205,866	\$ 179,258,895	\$ 185,845,946	\$ 166,216,156	\$ 1,143,060,528
2								
3 <u>Receipts/Revenues</u>								
4 General Revenue	\$ 295,793,086	\$ 130,089,671	\$ 101,960,803					\$ 527,843,560
5 Lottery	\$ 37,944,630	\$ 12,533,877	\$ 5,796,416					\$ 56,274,923
6 Student Tuition	\$ 284,506,501		\$ 38,470,955					\$ 322,977,456
7 Phosphate Research								\$ -
8 Other U.S. Grants		\$ 10,684,293		\$ 294,667,113		\$ 313,063,942		\$ 618,415,348
9 City or County Grants								\$ -
10 State Grants				\$ 31,949,941	\$ 290,648	\$ 68,424,408		\$ 100,664,997
11 Other Grants and Donations				\$ 75,995,063	\$ 3,356,729	\$ 35,458,315		\$ 114,810,107
12 Donations/ Contrib. Given to the State			\$ 7,729,346	\$ 573,573,686	\$ 1,477,168	\$ 4,650,884		\$ 587,431,084
13 Sales of Goods/ Services		\$ 4,089,826	\$ 13,184,752	\$ 2,253,373	\$ 218,232,657	\$ 79,374,046	\$ 89,446,173	\$ 406,580,827
14 Sales of Data Processing Services								\$ -
15 Fees	\$ 3,700,000		\$ 1,183,987		\$ 78,593,380	\$ 11,731,968	\$ 473,228,099	\$ 568,437,434
16 Miscellaneous Receipts				\$ 773,628	\$ 14,339,912	\$ 1,872,479	\$ 115,248,847	\$ 132,234,866
17 Rent		\$ 357,500		\$ 78,679	\$ 4,291,214			\$ 4,727,393
18 Concessions					\$ 164,800	\$ 668,000		\$ 832,800
19 Assessments/ Services						\$ 12,914,267		\$ 12,914,267
20 Other Reciepts/ Revenues ⁶	\$ 150,000	\$ 20,241	\$ 28,386	\$ 19,653,934	\$ 4,467,695	\$ 11,603,174	\$ 550,200	\$ 36,473,630
21 Subtotal:	\$ 622,094,217	\$ 157,775,408	\$ 168,354,645	\$ 998,945,417	\$ 325,214,203	\$ 539,761,483	\$ 678,473,319	\$ 3,490,618,692
22 Transfers In		\$ 120,404	\$ 19,416,454	\$ 234,358,629	\$ 48,943,806	\$ 57,737,804		\$ 360,577,097
23 Total - Receipts/ Revenues:	\$ 622,094,217	\$ 157,895,812	\$ 187,771,099	\$ 1,233,304,046	\$ 374,158,009	\$ 597,499,287	\$ 678,473,319	\$ 3,851,195,789
24								
25 <u>Operating Expenditures</u>								
26 Salaries and Benefits	\$ 474,706,793	\$ 123,514,475	\$ 120,019,970	\$ 613,243,341	\$ 96,214,045	\$ 48,166,869	\$ 70,807,000	\$ 1,546,672,493
27 Other Personal Services	\$ 47,424,016	\$ 647,270	\$ 5,662,881	\$ 162,912,130	\$ 24,920,571	\$ 3,782,121		\$ 245,348,989
28 Expenses	\$ 78,136,710	\$ 32,860,354	\$ 37,210,884	\$ 319,453,519	\$ 182,439,876	\$ 512,243,896	\$ 168,370,745	\$ 1,330,715,984
29 Operating Capital Outlay	\$ 267,429	\$ 11,020	\$ 2,480,100	\$ 15,591,901	\$ 15,236,350	\$ 5,420,625	\$ 11,839,424	\$ 50,846,849
30 Risk Management	\$ 2,851,393	\$ 1,756,198	\$ 1,239,867					\$ 5,847,458
31 Financial Aid	\$ 1,737,381							\$ 1,737,381
32 Scholarships	\$ 6,600,000							\$ 6,600,000
33 Waivers	\$ 1,415,510							\$ 1,415,510
34 Finance Expense		\$ 3,462	\$ 91,302	\$ 43,083	\$ 720,000		\$ 1,791,042	\$ 2,648,889
35 Debt Service					\$ 2,720,000	\$ 6,271,803		\$ 8,991,803
36 Salary Incentive Payments								\$ -
37 Law Enforcement Incentive Payments								\$ -
38 Library Resources	\$ 8,333,950		\$ 1,442,857					\$ 9,776,807
39 Institute of Government								\$ -
40 Regional Data Centers - SUS								\$ -

UNIVERSITY OF FLORIDA
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>IFAS E&G¹</u>	<u>HSC E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
41 Black Male Explorers Program								\$ -
42 Phosphate Research								\$ -
43 Other Operating Category								\$ -
44 Total Operating Expenditures :	\$ 621,473,182	\$ 158,792,779	\$ 168,147,861	\$ 1,111,243,974	\$ 322,250,842	\$ 575,885,314	\$ 252,808,211	\$ 3,210,602,163
45								
46 <u>Non-Operating Expenditures</u>								
47 Transfers				\$ 297,204,773	\$ 62,862,907	\$ 30,318,889	\$ 428,324,557	\$ 818,711,126
48 Fixed Capital Outlay						\$ 1,050,000		\$ 1,050,000
49 Carryforward (From Prior Period Funds)	\$ 38,641,802	\$ 14,884,886	\$ 8,494,852					\$ 62,021,540
50 Other ⁷								\$ -
51 Total Non-Operating Expenditures :	\$ 38,641,802	\$ 14,884,886	\$ 8,494,852	\$ 297,204,773	\$ 62,862,907	\$ 31,368,889	\$ 428,324,557	\$ 881,782,666
52								
53 Ending Fund Balance :	\$ 31,542,549	\$ 12,413,099	\$ 27,903,783	\$ 322,061,165	\$ 168,303,155	\$ 176,091,030	\$ 163,556,707	\$ 901,871,488
54								
55 Fund Balance Increase / Decrease :	\$ (38,020,767)	\$ (15,781,853)	\$ 11,128,386	\$ (175,144,701)	\$ (10,955,740)	\$ (9,754,916)	\$ (2,659,449)	\$ (241,189,040)
56 Fund Balance Percentage Change :	-54.66%	-55.97%	66.34%	-35.23%	-6.11%	-5.25%	-1.60%	-21.10%

FLORIDA STATE UNIVERSITY
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Medical School - E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 123,351,689	\$ 36,225,542	\$ 142,696,461	\$ 167,147,620	\$ 67,399,149	\$ 169	\$ 536,820,630
2							
3 <u>Receipts/Revenues</u>							
4 General Revenue	\$ 252,748,720	\$ 33,548,113					\$ 286,296,833
5 Lottery	\$ 31,803,754	\$ 605,115					\$ 32,408,869
6 Student Tuition	\$ 190,607,106	\$ 9,893,955					\$ 200,501,061
7 Phosphate Research							\$ -
8 Other U.S. Grants			\$ 150,000,000		\$ 48,871,692		\$ 198,871,692
9 City or County Grants			\$ 300,000				\$ 300,000
10 State Grants			\$ 20,688,123		\$ 61,657,916		\$ 82,346,039
11 Other Grants and Donations			\$ 28,000,000		\$ 15,492,631		\$ 43,492,631
12 Donations / Contrib. Given to the State							\$ -
13 Sales of Goods / Services			\$ 13,856,000	\$ 104,286,600	\$ 49,557,881	\$ 12,231,400	\$ 179,931,881
14 Sales of Data Processing Services				\$ 10,938,694			\$ 10,938,694
15 Fees			\$ 5,070,000	\$ 61,192,892	\$ 28,655,355		\$ 94,918,247
16 Miscellaneous Receipts							\$ -
17 Rent				\$ 43,662,358	\$ 911,398		\$ 44,573,756
18 Concessions							\$ -
19 Assessments / Services							\$ -
20 Other Receipts / Revenues ⁶	\$ 2,500,000	\$ 500,000	\$ 24,773,000	\$ 8,077,035	\$ 13,681,141	\$ 200	\$ 49,531,376
21 Subtotal:	\$ 477,659,580	\$ 44,547,183	\$ 242,687,123	\$ 228,157,579	\$ 218,828,014	\$ 12,231,600	\$ 1,224,111,079
22 Transfers In				\$ 9,639,263	\$ 9,731,027		\$ 19,370,290
23 Total - Receipts / Revenues:	\$ 477,659,580	\$ 44,547,183	\$ 242,687,123	\$ 237,796,842	\$ 228,559,041	\$ 12,231,600	\$ 1,243,481,369
24							
25 <u>Operating Expenditures</u>							
26 Salaries and Benefits	\$ 320,784,874	\$ 36,386,328	\$ 84,017,044	\$ 67,649,720	\$ 26,149,349	\$ 9,025,630	\$ 544,012,945
27 Other Personal Services	\$ 28,382,685	\$ 4,968,858	\$ 38,812,390	\$ 18,038,785	\$ 5,573,497	\$ 3,010,644	\$ 98,786,859
28 Expenses	\$ 99,776,497	\$ 2,583,715	\$ 82,547,025	\$ 131,415,092	\$ 208,326,822	\$ 105,934	\$ 524,755,085
29 Operating Capital Outlay	\$ 285,785	\$ 25,000	\$ 20,028,000	\$ 2,537,693	\$ 1,664,000		\$ 24,540,478
30 Risk Management	\$ 1,986,543	\$ 83,282					\$ 2,069,825
31 Financial Aid	\$ 15,844,767						\$ 15,844,767
32 Scholarships							\$ -
33 Waivers	\$ 45,236						\$ 45,236
34 Finance Expense							\$ -
35 Debt Service				\$ 31,258,257			\$ 31,258,257
36 Salary Incentive Payments	\$ 78,840						\$ 78,840
37 Law Enforcement Incentive Payments							\$ -
38 Library Resources	\$ 7,138,645						\$ 7,138,645
39 Institute of Government	\$ 835,708						\$ 835,708

FLORIDA STATE UNIVERSITY
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Medical School - E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
40 Regional Data Centers - SUS							\$ -
41 Black Male Explorers Program							\$ -
42 Phosphate Research							\$ -
43 Other Operating Category							\$ -
44 Total Operating Expenditures :	<u>\$ 475,159,580</u>	<u>\$ 44,047,183</u>	<u>\$ 225,404,459</u>	<u>\$ 250,899,547</u>	<u>\$ 241,713,668</u>	<u>\$ 12,142,208</u>	<u>\$ 1,249,366,645</u>
45							
46 <u>Non-Operating Expenditures</u>							
47 Transfers			\$ 11,058,997		\$ 4,264,403	\$ 89,194	\$ 15,412,594
48 Fixed Capital Outlay							\$ -
49 Carryforward (From Prior Period Funds)	\$ 59,750,436	\$ 24,818,782					\$ 84,569,218
50 Other ⁷							\$ -
51 Total Non-Operating Expenditures :	<u>\$ 59,750,436</u>	<u>\$ 24,818,782</u>	<u>\$ 11,058,997</u>	<u>\$ -</u>	<u>\$ 4,264,403</u>	<u>\$ 89,194</u>	<u>\$ 99,981,812</u>
52							
53 Ending Fund Balance :	<u>\$ 66,101,253</u>	<u>\$ 11,906,760</u>	<u>\$ 148,920,128</u>	<u>\$ 154,044,915</u>	<u>\$ 49,980,119</u>	<u>\$ 367</u>	<u>\$ 430,953,542</u>
54							
55 Fund Balance Increase / Decrease :	\$ (57,250,436)	\$ (24,318,782)	\$ 6,223,667	\$ (13,102,705)	\$ (17,419,030)	\$ 198	\$ (105,867,088)
56 Fund Balance Percentage Change :	-46.41%	-67.13%	4.36%	-7.84%	-25.84%	117.16%	-19.72%

FLORIDA AGRICULTURAL & MECHANICAL UNIVERSITY
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 55,693,881	\$ (6,150,683)	\$ 30,957,281	\$ 7,899,886	\$ 88,400,365
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$ 84,660,393				\$ 84,660,393
5 Lottery	\$ 11,940,834				\$ 11,940,834
6 Student Tuition	\$ 72,218,894				\$ 72,218,894
7 Phosphate Research					\$ -
8 Other U.S. Grants		\$ 56,861,082		\$ 1,238,268	\$ 58,099,350
9 City or County Grants					\$ -
10 State Grants		\$ 3,373,340	\$ 217,500	\$ 15,000,000	\$ 18,590,840
11 Other Grants and Donations				\$ 41,110,565	\$ 41,110,565
12 Donations / Contrib. Given to the State					\$ -
13 Sales of Goods / Services			\$ 17,485,488	\$ 4,116,611	\$ 21,602,099
14 Sales of Data Processing Services					\$ -
15 Fees			\$ 5,932,840	\$ 10,748,266	\$ 16,681,106
16 Miscellaneous Receipts		\$ 62,765	\$ 1,308,459	\$ 10,745,130	\$ 12,116,354
17 Rent					\$ -
18 Concessions					\$ -
19 Assessments / Services					\$ -
20 Other Reciepts / Revenues ⁶	\$ 500,000		\$ 2,300,500		\$ 2,800,500
21 Subtotal:	\$ 169,320,121	\$ 60,297,187	\$ 27,244,787	\$ 82,958,840	\$ 339,820,935
22 Transfers In			\$ 14,531,472	\$ 8,618,411	\$ 23,149,883
23 Total - Receipts / Revenues:	\$ 169,320,121	\$ 60,297,187	\$ 41,776,259	\$ 91,577,251	\$ 362,970,818
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$ 119,933,565	\$ 21,458,502	\$ 8,666,451	\$ 4,941,467	\$ 154,999,985
27 Other Personal Services	\$ 7,895,075	\$ 7,558,324	\$ 2,882,393	\$ 1,360,067	\$ 19,695,859
28 Expenses	\$ 34,693,084	\$ 22,464,767	\$ 15,421,223	\$ 78,449,674	\$ 151,028,748
29 Operating Capital Outlay	\$ 423,993	\$ 1,673,662	\$ 314,352	\$ 79,634	\$ 2,491,641
30 Risk Management	\$ 1,265,683				\$ 1,265,683
31 Financial Aid	\$ 624,417				\$ 624,417
32 Scholarships					\$ -

FLORIDA AGRICULTURAL & MECHANICAL UNIVERSITY
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
33 Waivers	\$ 130,838				\$ 130,838
34 Finance Expense					\$ -
35 Debt Service	\$ 1,005,823		\$ 12,092,156		\$ 13,097,979
36 Salary Incentive Payments	\$ 14,799				\$ 14,799
37 Law Enforcement Incentive Payments					\$ -
38 Library Resources	\$ 2,634,844				\$ 2,634,844
39 Institute of Government					\$ -
40 Regional Data Centers - SUS					\$ -
41 Black Male Explorers Program	\$ 198,000				\$ 198,000
42 Phosphate Research					\$ -
43 Other Operating Category					\$ -
44 Total Operating Expenditures :	<u>\$ 168,820,121</u>	<u>\$ 53,155,255</u>	<u>\$ 39,376,575</u>	<u>\$ 84,830,842</u>	<u>\$ 346,182,793</u>
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers			\$ 3,382,129	\$ 2,168,147	\$ 5,550,276
48 Fixed Capital Outlay					\$ -
49 Carryforward (From Prior Period Funds)	\$ 29,334,732				\$ 29,334,732
50 Other ⁷					\$ -
51 Total Non-Operating Expenditures :	<u>\$ 29,334,732</u>	<u>\$ -</u>	<u>\$ 3,382,129</u>	<u>\$ 2,168,147</u>	<u>\$ 34,885,008</u>
52					
53 Ending Fund Balance :	<u>\$ 26,859,149</u>	<u>\$ 991,249</u>	<u>\$ 29,974,836</u>	<u>\$ 12,478,148</u>	<u>\$ 70,303,382</u>
54					
55 Fund Balance Increase / Decrease :	\$ (28,834,732)	\$ 7,141,932	\$ (982,445)	\$ 4,578,262	\$ (18,096,983)
56 Fund Balance Percentage Change :	-51.77%	116.12%	-3.17%	57.95%	-20.47%

UNIVERSITY OF SOUTH FLORIDA
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>HSC E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 87,382,790	\$ 41,928,520	\$ 71,097,830	\$ 118,816,487	\$ 19,202,435	\$ 43,099,782	\$ 381,527,844
2							
3 <u>Receipts/Revenues</u>							
4 General Revenue	\$ 209,958,654	\$ 62,405,926					\$ 272,364,580
5 Lottery	\$ 30,503,469	\$ 9,349,672					\$ 39,853,141
6 Student Tuition	\$ 198,244,574	\$ 54,895,487		\$ 3,368,806			\$ 256,508,867
7 Phosphate Research							\$ -
8 Other U.S. Grants			\$ 313,429,136		\$ 321,048,626		\$ 634,477,762
9 City or County Grants							\$ -
10 State Grants			\$ 60,000,000		\$ 46,226,440		\$ 106,226,440
11 Other Grants and Donations						\$ 12,262	\$ 12,262
12 Donations / Contrib. Given to the State							\$ -
13 Sales of Goods / Services				\$ 65,264,101	\$ 7,566,100		\$ 72,830,201
14 Sales of Data Processing Services							\$ -
15 Fees				\$ 52,974,383	\$ 60,676,205	\$ 134,017,318	\$ 247,667,906
16 Miscellaneous Receipts			\$ 2,000,000	\$ 40,185,188	\$ 15,254,269	\$ 76,362,372	\$ 133,801,829
17 Rent							\$ -
18 Concessions							\$ -
19 Assessments / Services							\$ -
20 Other Receipts / Revenues ⁶	\$ 474,838	\$ 163,703	\$ 1,000,000	\$ 25,513,694	\$ 30,917		\$ 27,183,152
21 Subtotal:	\$ 439,181,535	\$ 126,814,788	\$ 376,429,136	\$ 187,306,172	\$ 450,802,557	\$ 210,391,952	\$ 1,790,926,140
22 Transfers In			\$ 7,236,396	\$ 71,665,917	\$ 17,627,672		\$ 96,529,985
23 Total - Receipts / Revenues:	\$ 439,181,535	\$ 126,814,788	\$ 383,665,532	\$ 258,972,089	\$ 468,430,229	\$ 210,391,952	\$ 1,887,456,125
24							
25 <u>Operating Expenditures</u>							
26 Salaries and Benefits	\$ 301,037,568	\$ 88,374,345	\$ 157,000,002	\$ 63,529,819	\$ 20,789,569	\$ 91,044,944	\$ 721,776,247
27 Other Personal Services	\$ 26,967,318	\$ 3,332,272	\$ 82,665,533	\$ 21,122,723	\$ 5,480,428	\$ 2,039,030	\$ 141,607,304
28 Expenses	\$ 84,283,553	\$ 32,589,927	\$ 135,000,000	\$ 93,237,257	\$ 429,255,788	\$ 32,416,678	\$ 806,783,203
29 Operating Capital Outlay	\$ 395,737	\$ 188,797	\$ 7,499,997	\$ 6,049,687	\$ 2,689,051		\$ 16,823,269
30 Risk Management	\$ 2,932,117	\$ 260,001	\$ 1,500,000	\$ 942,763	\$ 563,300		\$ 6,198,181
31 Financial Aid	\$ 801,368	\$ 1,014,952					\$ 1,816,320
32 Scholarships							\$ -
33 Waivers							\$ -
34 Finance Expense							\$ -
35 Debt Service				\$ 5,674,106	\$ 2,255,000		\$ 7,929,106

UNIVERSITY OF SOUTH FLORIDA
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>HSC E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
36 Salary Incentive Payments							\$ -
37 Law Enforcement Incentive Payments							\$ -
38 Library Resources	\$ 10,675,300	\$ 890,791		\$ 139,225	\$ 510,904		\$ 12,216,220
39 Institute of Government							\$ -
40 Regional Data Centers - SUS							\$ -
41 Black Male Explorers Program							\$ -
42 Phosphate Research							\$ -
43 Other Operating Category	\$ 11,613,736						\$ 11,613,736
44 Total Operating Expenditures :	<u>\$ 438,706,697</u>	<u>\$ 126,651,085</u>	<u>\$ 383,665,532</u>	<u>\$ 190,695,580</u>	<u>\$ 461,544,040</u>	<u>\$ 125,500,652</u>	<u>\$ 1,726,763,586</u>
45							
46 <u>Non-Operating Expenditures</u>							
47 Transfers				\$ 86,442,678	\$ 16,530,360	\$ 84,891,300	\$ 187,864,338
48 Fixed Capital Outlay							\$ -
49 Carryforward (From Prior Period Funds)	\$ 35,263,634	\$ 25,157,112					\$ 60,420,746
50 Other ⁷		\$ 163,703					\$ 163,703
51 Total Non-Operating Expenditures :	<u>\$ 35,263,634</u>	<u>\$ 25,320,815</u>	<u>\$ -</u>	<u>\$ 86,442,678</u>	<u>\$ 16,530,360</u>	<u>\$ 84,891,300</u>	<u>\$ 248,448,787</u>
52							
53 Ending Fund Balance :	<u>\$ 52,593,994</u>	<u>\$ 16,771,408</u>	<u>\$ 71,097,830</u>	<u>\$ 100,650,318</u>	<u>\$ 9,558,264</u>	<u>\$ 43,099,782</u>	<u>\$ 293,771,596</u>
54							
55 Fund Balance Increase / Decrease :	\$ (34,788,796)	\$ (25,157,112)	\$ -	\$ (18,166,169)	\$ (9,644,171)	\$ -	\$ (87,756,248)
56 Fund Balance Percentage Change :	-39.81%	-60.00%	0.00%	-15.29%	-50.22%	0.00%	-23.00%

FLORIDA ATLANTIC UNIVERSITY
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Medical School E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 53,196,034	\$ 6,276,731	\$ 15,061,675	\$ 104,926,572	\$ 11,659,229	\$ 191,120,241
2						
3 <u>Receipts/Revenues</u>						
4 General Revenue	\$ 119,571,273	\$ 14,535,791				\$ 134,107,064
5 Lottery	\$ 16,731,350					\$ 16,731,350
6 Student Tuition	\$ 124,973,462	\$ 6,158,280				\$ 131,131,742
7 Phosphate Research						\$ -
8 Other U.S. Grants			\$ 37,720,000			\$ 37,720,000
9 City or County Grants						\$ -
10 State Grants			\$ 8,280,000			\$ 8,280,000
11 Other Grants and Donations						\$ -
12 Donations / Contrib. Given to the State						\$ -
13 Sales of Goods / Services				\$ 58,601,239		\$ 58,601,239
14 Sales of Data Processing Services						\$ -
15 Fees				\$ 34,763,447	\$ 224,374,782	\$ 259,138,229
16 Miscellaneous Receipts			\$ 15,238,651	\$ 5,959,448		\$ 21,198,099
17 Rent						\$ -
18 Concessions					\$ 480,250	\$ 480,250
19 Assessments / Services						\$ -
20 Other Reciepts / Revenues ⁶						\$ -
21 Subtotal:	\$ 261,276,085	\$ 20,694,071	\$ 61,238,651	\$ 99,324,134	\$ 224,855,032	\$ 667,387,973
22 Transfers In			\$ 6,650,000	\$ 21,277,408	\$ 9,895,996	\$ 37,823,404
23 Total - Receipts / Revenues:	\$ 261,276,085	\$ 20,694,071	\$ 67,888,651	\$ 120,601,542	\$ 234,751,028	\$ 705,211,377
24						
25 <u>Operating Expenditures</u>						
26 Salaries and Benefits	\$ 164,131,148	\$ 17,765,526	\$ 28,566,939	\$ 25,251,181	\$ 7,961,550	\$ 243,676,344
27 Other Personal Services	\$ 15,569,596	\$ 495,900	\$ 10,294,299	\$ 14,918,940	\$ 1,731,392	\$ 43,010,127
28 Expenses	\$ 75,024,196	\$ 2,432,645	\$ 28,853,652	\$ 72,431,764	\$ 218,267,731	\$ 397,009,988
29 Operating Capital Outlay						\$ -
30 Risk Management	\$ 1,997,475					\$ 1,997,475
31 Financial Aid	\$ 4,740,189					\$ 4,740,189
32 Scholarships						\$ -
33 Waivers						\$ -

FLORIDA ATLANTIC UNIVERSITY
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Medical School E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
34 Finance Expense						\$ -
35 Debt Service						\$ -
36 Salary Incentive Payments						\$ -
37 Law Enforcement Incentive Payments						\$ -
38 Library Resources						\$ -
39 Institute of Government						\$ -
40 Regional Data Centers - SUS						\$ -
41 Black Male Explorers Program						\$ -
42 Phosphate Research						\$ -
43 Other Operating Category						\$ -
44 Total Operating Expenditures :	<u>\$ 261,462,604</u>	<u>\$ 20,694,071</u>	<u>\$ 67,714,890</u>	<u>\$ 112,601,885</u>	<u>\$ 227,960,673</u>	<u>\$ 690,434,123</u>
45						
46 <u>Non-Operating Expenditures</u>						
47 Transfers				\$ 12,392,172	\$ 10,487,304	\$ 22,879,476
48 Fixed Capital Outlay						\$ -
49 Carryforward (From Prior Period Funds)	\$ 40,122,904	\$ 5,242,027				\$ 45,364,931
50 Other ⁷						\$ -
51 Total Non-Operating Expenditures :	<u>\$ 40,122,904</u>	<u>\$ 5,242,027</u>	<u>\$ -</u>	<u>\$ 12,392,172</u>	<u>\$ 10,487,304</u>	<u>\$ 68,244,407</u>
52						
53 Ending Fund Balance :	<u>\$ 12,886,611</u>	<u>\$ 1,034,704</u>	<u>\$ 15,235,436</u>	<u>\$ 100,534,057</u>	<u>\$ 7,962,280</u>	<u>\$ 137,653,088</u>
54						
55 Fund Balance Increase / Decrease :	\$ (40,309,423)	\$ (5,242,027)	\$ 173,761	\$ (4,392,515)	\$ (3,696,949)	\$ (53,467,153)
56 Fund Balance Percentage Change :	-75.78%	-83.52%	1.15%	-4.19%	-31.71%	-27.98%

UNIVERSITY OF WEST FLORIDA
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 23,042,402	\$ 8,461,708	\$ 19,738,343	\$ 10,991,083	\$ 62,233,536
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$ 61,464,944				\$ 61,464,944
5 Lottery	\$ 6,551,477				\$ 6,551,477
6 Student Tuition	\$ 45,903,441				\$ 45,903,441
7 Phosphate Research					\$ -
8 Other U.S. Grants		\$ 13,373,517		\$ 55,000,000	\$ 68,373,517
9 City or County Grants		\$ 12,200,219			\$ 12,200,219
10 State Grants					\$ -
11 Other Grants and Donations		\$ 3,008,286			\$ 3,008,286
12 Donations / Contrib. Given to the State					\$ -
13 Sales of Goods / Services		\$ 1,656	\$ 1,842,959	\$ 12,500	\$ 1,857,115
14 Sales of Data Processing Services					\$ -
15 Fees		\$ 111,849	\$ 9,010,038	\$ 12,820,985	\$ 21,942,872
16 Miscellaneous Receipts		\$ 1,310,870	\$ 2,924,737	\$ 31,388,238	\$ 35,623,845
17 Rent			\$ 332,389	\$ 3,500	\$ 335,889
18 Concessions					\$ -
19 Assessments / Services					\$ -
20 Other Reciepts / Revenues ⁶	\$ 400,000	\$ 247,852	\$ 5,270,659	\$ 151,200	\$ 6,069,711
21 Subtotal:	\$ 114,319,862	\$ 30,254,249	\$ 19,380,782	\$ 99,376,423	\$ 263,331,316
22 Transfers In					\$ -
23 Total - Receipts / Revenues:	\$ 114,319,862	\$ 30,254,249	\$ 19,380,782	\$ 99,376,423	\$ 263,331,316
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$ 65,683,502	\$ 5,869,688	\$ 4,775,390	\$ 3,627,101	\$ 79,955,681
27 Other Personal Services	\$ 6,893,862	\$ 2,581,201	\$ 2,634,767	\$ 1,363,494	\$ 13,473,324
28 Expenses	\$ 30,721,703	\$ 23,338,774	\$ 12,938,387	\$ 92,205,254	\$ 159,204,118
29 Operating Capital Outlay		\$ 67,134	\$ 192,594	\$ 831,966	\$ 1,091,694
30 Risk Management	\$ 521,250				\$ 521,250
31 Financial Aid	\$ 742,949				\$ 742,949
32 Scholarships					\$ -

UNIVERSITY OF WEST FLORIDA
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
33 Waivers				\$	-
34 Finance Expense				\$	-
35 Debt Service				\$	-
36 Salary Incentive Payments				\$	-
37 Law Enforcement Incentive Payments				\$	-
38 Library Resources	\$ 1,000,300			\$	1,000,300
39 Institute of Government				\$	-
40 Regional Data Centers - SUS				\$	-
41 Black Male Explorers Program				\$	-
42 Phosphate Research				\$	-
43 Other Operating Category	\$ 8,356,296			\$	8,356,296
44 Total Operating Expenditures :	<u>\$ 113,919,862</u>	<u>\$ 31,856,797</u>	<u>\$ 20,541,138</u>	<u>\$ 98,027,815</u>	<u>\$ 264,345,612</u>
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers		\$ (400,000)	\$ (400,000)	\$ 1,549,872	\$ 749,872
48 Fixed Capital Outlay			\$ 599,808		\$ 599,808
49 Carryforward (From Prior Period Funds)	\$ 10,000,000				\$ 10,000,000
50 Other ⁷				\$	-
51 Total Non-Operating Expenditures :	<u>\$ 10,000,000</u>	<u>\$ (400,000)</u>	<u>\$ 199,808</u>	<u>\$ 1,549,872</u>	<u>\$ 11,349,680</u>
52					
53 Ending Fund Balance :	<u>\$ 13,442,402</u>	<u>\$ 7,259,160</u>	<u>\$ 18,378,179</u>	<u>\$ 10,789,819</u>	<u>\$ 49,869,560</u>
54					
55 Fund Balance Increase / Decrease :	\$ (9,600,000)	\$ (1,202,548)	\$ (1,360,164)	\$ (201,264)	\$ (12,363,976)
56 Fund Balance Percentage Change :	-41.66%	-14.21%	-6.89%	-1.83%	-19.87%

UNIVERSITY OF CENTRAL FLORIDA
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Medical School E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 105,558,669	\$ 11,247,544	\$ 23,797,128	\$ 167,436,703	\$ 46,345,621	\$ (7,824,880)	\$ 346,560,785
2							
3 <u>Receipts/Revenues</u>							
4 General Revenue	\$ 205,826,750	\$ 24,251,830					\$ 230,078,580
5 Lottery	\$ 28,987,712						\$ 28,987,712
6 Student Tuition	\$ 244,164,514	\$ 11,325,290		\$ 3,533,057			\$ 259,022,861
7 Phosphate Research							\$ -
8 Other U.S. Grants			\$ 94,082,055		\$ 385,093,527		\$ 479,175,582
9 City or County Grants							\$ -
10 State Grants			\$ 4,871,931		\$ 65,254,040		\$ 70,125,971
11 Other Grants and Donations			\$ 23,866,570				\$ 23,866,570
12 Donations / Contrib. Given to the State							\$ -
13 Sales of Goods / Services							\$ -
14 Sales of Data Processing Services							\$ -
15 Fees				\$ 51,799,320	\$ 62,298,409		\$ 114,097,729
16 Miscellaneous Receipts			\$ 669,597	\$ 136,261,546	\$ 39,673,362	\$ 2,153,472	\$ 178,757,977
17 Rent							\$ -
18 Concessions							\$ -
19 Assessments / Services					\$ 246,073		\$ 246,073
20 Other Reciepts / Revenues ⁶			\$ 590,783		\$ 644,805		\$ 1,235,588
21 Subtotal:	\$ 478,978,976	\$ 35,577,120	\$ 124,080,936	\$ 191,593,923	\$ 553,210,216	\$ 2,153,472	\$ 1,385,594,643
22 Transfers In			\$ 28,123,616		\$ 38,764,842	\$ 1,965,917	\$ 68,854,375
23 Total - Receipts / Revenues:	\$ 478,978,976	\$ 35,577,120	\$ 152,204,552	\$ 191,593,923	\$ 591,975,058	\$ 4,119,389	\$ 1,454,449,018
24							
25 <u>Operating Expenditures</u>							
26 Salaries and Benefits	\$ 323,017,652	\$ 25,359,064	\$ 66,204,296	\$ 47,106,741	\$ 26,266,743	\$ 2,465,844	\$ 490,420,340
27 Other Personal Services							\$ -
28 Expenses	\$ 121,258,217	\$ 10,218,056	\$ 84,707,704	\$ 141,438,363	\$ 565,493,702	\$ 1,653,545	\$ 924,769,587
29 Operating Capital Outlay							\$ -
30 Risk Management	\$ 2,576,247						\$ 2,576,247
31 Financial Aid	\$ 26,331,764						\$ 26,331,764
32 Scholarships							\$ -

UNIVERSITY OF CENTRAL FLORIDA
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Medical School E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
33 Waivers							\$ -
34 Finance Expense							\$ -
35 Debt Service					\$ 700,000		\$ 700,000
36 Salary Incentive Payments							\$ -
37 Law Enforcement Incentive Payments							\$ -
38 Library Resources	\$ 5,795,096						\$ 5,795,096
39 Institute of Government							\$ -
40 Regional Data Centers - SUS							\$ -
41 Black Male Explorers Program							\$ -
42 Phosphate Research							\$ -
43 Other Operating Category							\$ -
44 Total Operating Expenditures :	<u>\$ 478,978,976</u>	<u>\$ 35,577,120</u>	<u>\$ 150,912,000</u>	<u>\$ 188,545,104</u>	<u>\$ 592,460,445</u>	<u>\$ 4,119,389</u>	<u>\$ 1,450,593,034</u>
45							
46 <u>Non-Operating Expenditures</u>							
47 Transfers							\$ -
48 Fixed Capital Outlay							\$ -
49 Carryforward (From Prior Period Funds)	\$ 23,519,323	\$ 2,500,000					\$ 26,019,323
50 Other ⁷							\$ -
51 Total Non-Operating Expenditures :	<u>\$ 23,519,323</u>	<u>\$ 2,500,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 26,019,323</u>
52							
53 Ending Fund Balance :	<u>\$ 82,039,346</u>	<u>\$ 8,747,544</u>	<u>\$ 25,089,680</u>	<u>\$ 170,485,522</u>	<u>\$ 45,860,234</u>	<u>\$ (7,824,880)</u>	<u>\$ 324,397,446</u>
54							
55 Fund Balance Increase / Decrease :	\$ (23,519,323)	\$ (2,500,000)	\$ 1,292,552	\$ 3,048,819	\$ (485,387)	\$ -	\$ (22,163,339)
56 Fund Balance Percentage Change :	-22.28%	-22.23%	5.43%	1.82%	-1.05%	0.00%	-6.40%

FLORIDA INTERNATIONAL UNIVERSITY
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Medical School E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 47,765,136	\$ 6,461,671	\$ 20,446,546	\$ 209,588,428	\$ 27,696,457	\$ 993,652	\$ 312,951,890
2							
3 <u>Receipts/Revenues</u>							
4 General Revenue	\$ 157,922,063	\$ 30,152,602					\$ 188,074,665
5 Lottery	\$ 24,683,892						\$ 24,683,892
6 Student Tuition	\$ 210,821,259	\$ 13,013,595		\$ 35,194,161	\$ 12,819,866		\$ 271,848,881
7 Phosphate Research							\$ -
8 Other U.S. Grants			\$ 67,128,317		\$ 82,083,412		\$ 149,211,729
9 City or County Grants			\$ 7,640,000				\$ 7,640,000
10 State Grants					\$ 24,716,851		\$ 24,716,851
11 Other Grants and Donations			\$ 7,000,000				\$ 7,000,000
12 Donations / Contrib. Given to the State							\$ -
13 Sales of Goods / Services			\$ 8,530,969	\$ 92,812,906	\$ 1,029,658	\$ 3,745,065	\$ 106,118,598
14 Sales of Data Processing Services							\$ -
15 Fees				\$ 16,374,399	\$ 58,914,226		\$ 75,288,625
16 Miscellaneous Receipts			\$ 13,497,767	\$ 14,416,256	\$ 10,803,093		\$ 38,717,116
17 Rent				\$ 31,109,628		\$ 45,312	\$ 31,154,940
18 Concessions					\$ 380,834		\$ 380,834
19 Assessments / Services							\$ -
20 Other Reciepts / Revenues ⁶	\$ 233,233	\$ 24,701		\$ 11,426,946	\$ 791,265		\$ 12,476,145
21 Subtotal:	\$ 393,660,447	\$ 43,190,898	\$ 103,797,053	\$ 201,334,296	\$ 191,539,205	\$ 3,790,377	\$ 937,312,276
22 Transfers In			\$ 21,882,367	\$ 50,762,992	\$ 23,933,192	\$ 529,567	\$ 97,108,118
23 Total - Receipts / Revenues:	\$ 393,660,447	\$ 43,190,898	\$ 125,679,420	\$ 252,097,288	\$ 215,472,397	\$ 4,319,944	\$ 1,034,420,394
24							
25 <u>Operating Expenditures</u>							
26 Salaries and Benefits	\$ 268,049,575	\$ 33,660,572	\$ 50,161,974	\$ 70,649,090	\$ 11,744,722		\$ 434,265,933
27 Other Personal Services	\$ 23,768,015	\$ 1,206,510	\$ 13,341,461	\$ 16,609,631	\$ 2,075,625		\$ 57,001,242
28 Expenses	\$ 68,955,983	\$ 7,170,057	\$ 39,221,106	\$ 72,792,441	\$ 172,934,208	\$ 4,865,493	\$ 365,939,288
29 Operating Capital Outlay	\$ 1,145,554		\$ 1,791,097	\$ 2,646,161	\$ 1,510,000		\$ 7,092,812
30 Risk Management	\$ 1,895,507	\$ 34,877	\$ 232,535	\$ 417,603			\$ 2,580,522
31 Financial Aid	\$ 21,414,288						\$ 21,414,288
32 Scholarships				\$ 2,749,481			\$ 2,749,481

FLORIDA INTERNATIONAL UNIVERSITY
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Medical School E&G¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Faculty Practice⁵</u>	<u>Summary</u>
33 Waivers							\$ -
34 Finance Expense							\$ -
35 Debt Service				\$ 15,906,837		\$ 103,608	\$ 16,010,445
36 Salary Incentive Payments	\$ 53,967						\$ 53,967
37 Law Enforcement Incentive Payments							\$ -
38 Library Resources	\$ 8,144,325	\$ 613,557					\$ 8,757,882
39 Institute of Government							\$ -
40 Regional Data Centers - SUS							\$ -
41 Black Male Explorers Program							\$ -
42 Phosphate Research							\$ -
43 Other Operating Category							\$ -
44 Total Operating Expenditures :	<u>\$ 393,427,214</u>	<u>\$ 42,685,573</u>	<u>\$ 104,748,173</u>	<u>\$ 181,771,244</u>	<u>\$ 188,264,555</u>	<u>\$ 4,969,101</u>	<u>\$ 915,865,860</u>
45							
46 <u>Non-Operating Expenditures</u>							
47 Transfers			\$ 20,181,453	\$ 78,371,453	\$ 26,737,527		\$ 125,290,433
48 Fixed Capital Outlay							\$ -
49 Carryforward (From Prior Period Funds)	\$ 21,372,490	\$ 4,303,362					\$ 25,675,852
50 Other ⁷							\$ -
51 Total Non-Operating Expenditures :	<u>\$ 21,372,490</u>	<u>\$ 4,303,362</u>	<u>\$ 20,181,453</u>	<u>\$ 78,371,453</u>	<u>\$ 26,737,527</u>	<u>\$ -</u>	<u>\$ 150,966,285</u>
52							
53 Ending Fund Balance :	<u>\$ 26,625,879</u>	<u>\$ 2,663,634</u>	<u>\$ 21,196,340</u>	<u>\$ 201,543,019</u>	<u>\$ 28,166,772</u>	<u>\$ 344,495</u>	<u>\$ 280,540,139</u>
54							
55 Fund Balance Increase / Decrease :	\$ (21,139,257)	\$ (3,798,037)	\$ 749,794	\$ (8,045,409)	\$ 470,315	\$ (649,157)	\$ (32,411,751)
56 Fund Balance Percentage Change :	-44.26%	-58.78%	3.67%	-3.84%	1.70%	-65.33%	-10.36%

UNIVERSITY OF NORTH FLORIDA
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 16,197,937	\$ 2,303,900	\$ 37,068,596	\$ 10,896,391	\$ 66,466,824
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$ 66,499,245				\$ 66,499,245
5 Lottery	\$ 10,290,161				\$ 10,290,161
6 Student Tuition	\$ 67,256,770				\$ 67,256,770
7 Phosphate Research					\$ -
8 Other U.S. Grants		\$ 8,143,335		\$ 21,000,000	\$ 29,143,335
9 City or County Grants					\$ -
10 State Grants					\$ -
11 Other Grants and Donations		\$ 2,154,480		\$ 17,025,000	\$ 19,179,480
12 Donations / Contrib. Given to the State					\$ -
13 Sales of Goods / Services			\$ 43,500		\$ 43,500
14 Sales of Data Processing Services					\$ -
15 Fees		\$ 365,117	\$ 7,419,164	\$ 21,631,421	\$ 29,415,702
16 Miscellaneous Receipts		\$ 590,340	\$ 16,952,982	\$ 3,314,185	\$ 20,857,507
17 Rent			\$ 18,053,180		\$ 18,053,180
18 Concessions			\$ 38,110	\$ 60,000	\$ 98,110
19 Assessments / Services			\$ 115,000		\$ 115,000
20 Other Reciepts / Revenues ⁶		\$ 53,172	\$ 809,483	\$ 161,025	\$ 1,023,680
21 Subtotal:	\$ 144,046,176	\$ 11,306,444	\$ 43,431,419	\$ 63,191,631	\$ 261,975,670
22 Transfers In		\$ 195,134	\$ 4,088,587	\$ 555,764	\$ 4,839,485
23 Total - Receipts / Revenues:	\$ 144,046,176	\$ 11,501,578	\$ 47,520,006	\$ 63,747,395	\$ 266,815,155
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$ 105,562,873	\$ 974,405	\$ 11,756,038	\$ 9,207,824	\$ 127,501,140
27 Other Personal Services	\$ 5,467,749	\$ 1,245,136	\$ 2,157,891	\$ 2,973,657	\$ 11,844,433
28 Expenses	\$ 25,233,937	\$ 8,815,275	\$ 29,478,976	\$ 50,262,789	\$ 113,790,977
29 Operating Capital Outlay	\$ 69,571	\$ 430,743	\$ 564,707	\$ 23,189	\$ 1,088,210
30 Risk Management	\$ 1,193,458	\$ 80,000			\$ 1,273,458
31 Financial Aid	\$ 5,088,909			\$ 415,896	\$ 5,504,805
32 Scholarships					\$ -

UNIVERSITY OF NORTH FLORIDA
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
33 Waivers					\$ -
34 Finance Expense					\$ -
35 Debt Service					\$ -
36 Salary Incentive Payments	\$ 30,000				\$ 30,000
37 Law Enforcement Incentive Payments					\$ -
38 Library Resources	\$ 1,399,679	\$ 20,298	\$ 5,925		\$ 1,425,902
39 Institute of Government					\$ -
40 Regional Data Centers - SUS					\$ -
41 Black Male Explorers Program					\$ -
42 Phosphate Research					\$ -
43 Other Operating Category					\$ -
44 Total Operating Expenditures :	<u>\$ 144,046,176</u>	<u>\$ 11,565,857</u>	<u>\$ 43,963,537</u>	<u>\$ 62,883,355</u>	<u>\$ 262,458,925</u>
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers		\$ 79,827	\$ 12,838,160	\$ 1,339,007	\$ 14,256,994
48 Fixed Capital Outlay					\$ -
49 Carryforward (From Prior Period Funds)	\$ 8,995,628				\$ 8,995,628
50 Other ⁷					\$ -
51 Total Non-Operating Expenditures :	<u>\$ 8,995,628</u>	<u>\$ 79,827</u>	<u>\$ 12,838,160</u>	<u>\$ 1,339,007</u>	<u>\$ 23,252,622</u>
52					
53 Ending Fund Balance :	<u>\$ 7,202,309</u>	<u>\$ 2,159,794</u>	<u>\$ 27,786,905</u>	<u>\$ 10,421,424</u>	<u>\$ 47,570,432</u>
54					
55 Fund Balance Increase / Decrease :	\$ (8,995,628)	\$ (144,106)	\$ (9,281,691)	\$ (474,967)	\$ (18,896,392)
56 Fund Balance Percentage Change :	-55.54%	-6.25%	-25.04%	-4.36%	-28.43%

FLORIDA GULF COAST UNIVERSITY
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 6,511,342	\$ 4,380,846	\$ 3,324,171	\$ 5,656,939	\$ 19,873,298
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$ 50,043,731				\$ 50,043,731
5 Lottery	\$ 5,790,116				\$ 5,790,116
6 Student Tuition	\$ 53,484,281				\$ 53,484,281
7 Phosphate Research					\$ -
8 Other U.S. Grants		\$ 6,338,246		\$ 24,608,090	\$ 30,946,336
9 City or County Grants		\$ 615,969			\$ 615,969
10 State Grants		\$ 2,112,726		\$ 216,000	\$ 2,328,726
11 Other Grants and Donations		\$ 3,999,335	\$ 14,000	\$ 641,000	\$ 4,654,335
12 Donations / Contrib. Given to the State					\$ -
13 Sales of Goods / Services					\$ -
14 Sales of Data Processing Services					\$ -
15 Fees			\$ 3,613,536	\$ 11,682,312	\$ 15,295,848
16 Miscellaneous Receipts		\$ 950,000	\$ 38,322,840	\$ 1,245,519	\$ 40,518,359
17 Rent					\$ -
18 Concessions					\$ -
19 Assessments / Services					\$ -
20 Other Reciepts / Revenues ⁶		\$ 83,445	\$ 330,000		\$ 413,445
21 Subtotal:	\$ 109,318,128	\$ 14,099,721	\$ 42,280,376	\$ 38,392,921	\$ 204,091,146
22 Transfers In		\$ 2,609,907	\$ 4,131,967	\$ 964,090	\$ 7,705,964
23 Total - Receipts / Revenues:	\$ 109,318,128	\$ 16,709,628	\$ 46,412,343	\$ 39,357,011	\$ 211,797,110
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$ 74,363,983	\$ 4,923,261	\$ 9,328,769	\$ 5,675,863	\$ 94,291,876
27 Other Personal Services	\$ 10,360,154	\$ 1,676,821	\$ 2,081,243	\$ 2,201,829	\$ 16,320,047
28 Expenses	\$ 16,789,188	\$ 5,308,224	\$ 14,238,617	\$ 5,492,026	\$ 41,828,055
29 Operating Capital Outlay	\$ 2,356,284	\$ 177,235	\$ 247,717	\$ 230,920	\$ 3,012,156
30 Risk Management	\$ 887,932		\$ 142,350		\$ 1,030,282
31 Financial Aid	\$ 3,084,460	\$ 550,568	\$ 19,000	\$ 25,985,590	\$ 29,639,618
32 Scholarships					\$ -

FLORIDA GULF COAST UNIVERSITY
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
33 Waivers				\$	-
34 Finance Expense				\$	-
35 Debt Service				\$	-
36 Salary Incentive Payments				\$	-
37 Law Enforcement Incentive Payments				\$	-
38 Library Resources	\$ 1,476,127			\$	1,476,127
39 Institute of Government				\$	-
40 Regional Data Centers - SUS				\$	-
41 Black Male Explorers Program				\$	-
42 Phosphate Research				\$	-
43 Other Operating Category				\$	-
44 Total Operating Expenditures :	<u>\$ 109,318,128</u>	<u>\$ 12,636,109</u>	<u>\$ 26,057,696</u>	<u>\$ 39,586,228</u>	<u>\$ 187,598,161</u>
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers		\$ 929,697	\$ 16,021,788	\$ 162,760	\$ 17,114,245
48 Fixed Capital Outlay				\$	-
49 Carryforward (From Prior Period Funds)	\$ 823,900			\$	823,900
50 Other ⁷				\$	-
51 Total Non-Operating Expenditures :	<u>\$ 823,900</u>	<u>\$ 929,697</u>	<u>\$ 16,021,788</u>	<u>\$ 162,760</u>	<u>\$ 17,938,145</u>
52					
53 Ending Fund Balance :	<u>\$ 5,687,442</u>	<u>\$ 7,524,668</u>	<u>\$ 7,657,030</u>	<u>\$ 5,264,962</u>	<u>\$ 26,134,102</u>
54					
55 Fund Balance Increase / Decrease :	\$ (823,900)	\$ 3,143,822	\$ 4,332,859	\$ (391,977)	\$ 6,260,804
56 Fund Balance Percentage Change :	-12.65%	71.76%	130.34%	-6.93%	31.50%

NEW COLLEGE OF FLORIDA
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 1,580,550	\$ 661,862	\$ 4,922,743	\$ 340,650	\$ 7,505,805
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$ 16,282,570				\$ 16,282,570
5 Lottery	\$ 888,862				\$ 888,862
6 Student Tuition	\$ 5,320,292				\$ 5,320,292
7 Phosphate Research					\$ -
8 Other U.S. Grants		\$ 871,592			\$ 871,592
9 City or County Grants					\$ -
10 State Grants					\$ -
11 Other Grants and Donations		\$ 564,425		\$ 3,587,601	\$ 4,152,026
12 Donations / Contrib. Given to the State					\$ -
13 Sales of Goods / Services					\$ -
14 Sales of Data Processing Services					\$ -
15 Fees			\$ 747,997	\$ 889,704	\$ 1,637,701
16 Miscellaneous Receipts		\$ 733,640	\$ 5,960,881	\$ 7,000	\$ 6,701,521
17 Rent					\$ -
18 Concessions					\$ -
19 Assessments / Services					\$ -
20 Other Reciepts / Revenues ⁶	\$ 105,000	\$ 5,000	\$ 107,750	\$ 9,000	\$ 226,750
21 Subtotal:	\$ 22,596,724	\$ 2,174,657	\$ 6,816,628	\$ 4,493,305	\$ 36,081,314
22 Transfers In			\$ 1,393,426		\$ 1,393,426
23 Total - Receipts / Revenues:	\$ 22,596,724	\$ 2,174,657	\$ 8,210,054	\$ 4,493,305	\$ 37,474,740
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$ 16,121,112	\$ 695,206	\$ 1,276,033	\$ 247,040	\$ 18,339,391
27 Other Personal Services	\$ 584,323	\$ 568,491	\$ 395,200	\$ 117,960	\$ 1,665,974
28 Expenses	\$ 3,911,529	\$ 556,158	\$ 3,071,148	\$ 300,324	\$ 7,839,159
29 Operating Capital Outlay		\$ 354,802	\$ 5,000		\$ 359,802
30 Risk Management	\$ 315,219		\$ 24,000		\$ 339,219
31 Financial Aid	\$ 414,986			\$ 1,550,481	\$ 1,965,467

NEW COLLEGE OF FLORIDA
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
32 Scholarships	\$ 962,890			\$ 2,277,500	\$ 3,240,390
33 Waivers					\$ -
34 Finance Expense					\$ -
35 Debt Service			\$ 1,940,245		\$ 1,940,245
36 Salary Incentive Payments					\$ -
37 Law Enforcement Incentive Payments					\$ -
38 Library Resources	\$ 181,665				\$ 181,665
39 Institute of Government					\$ -
40 Regional Data Centers - SUS					\$ -
41 Black Male Explorers Program					\$ -
42 Phosphate Research					\$ -
43 Other Operating Category					\$ -
44 Total Operating Expenditures :	<u>\$ 22,491,724</u>	<u>\$ 2,174,657</u>	<u>\$ 6,711,626</u>	<u>\$ 4,493,305</u>	<u>\$ 35,871,312</u>
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers			\$ 1,383,426		\$ 1,383,426
48 Fixed Capital Outlay					\$ -
49 Carryforward (From Prior Period Funds)	\$ 455,963				\$ 455,963
50 Other ⁷	\$ 105,000				\$ 105,000
51 Total Non-Operating Expenditures :	<u>\$ 560,963</u>	<u>\$ -</u>	<u>\$ 1,383,426</u>	<u>\$ -</u>	<u>\$ 1,944,389</u>
52					
53 Ending Fund Balance :	<u>\$ 1,124,587</u>	<u>\$ 661,862</u>	<u>\$ 5,037,745</u>	<u>\$ 340,650</u>	<u>\$ 7,164,844</u>
54					
55 Fund Balance Increase / Decrease :	\$ (455,963)	\$ -	\$ 115,002	\$ -	\$ (340,961)
56 Fund Balance Percentage Change :	-28.85%	0.00%	2.34%	0.00%	-4.54%

FLORIDA POLYTECHNIC UNIVERSITY
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
1 Beginning Fund Balance	\$ 28,541,190	\$ -	\$ 154	\$ -	\$ 28,541,344
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$ 28,343,711				\$ 28,343,711
5 Lottery	\$ 367,509				\$ 367,509
6 Student Tuition					\$ -
7 Phosphate Research	\$ 2,300,000				\$ 2,300,000
8 Other U.S. Grants					\$ -
9 City or County Grants					\$ -
10 State Grants					\$ -
11 Other Grants and Donations					\$ -
12 Donations / Contrib. Given to the State					\$ -
13 Sales of Goods / Services					\$ -
14 Sales of Data Processing Services					\$ -
15 Fees					\$ -
16 Miscellaneous Receipts	\$ 205,000				\$ 205,000
17 Rent					\$ -
18 Concessions					\$ -
19 Assessments / Services					\$ -
20 Other Reciepts / Revenues ⁶					\$ -
21 Subtotal:	\$ 31,216,220	\$ -	\$ -	\$ -	\$ 31,216,220
22 Transfers In					\$ -
23 Total - Receipts / Revenues:	\$ 31,216,220	\$ -	\$ -	\$ -	\$ 31,216,220
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$ 6,747,561				\$ 6,747,561
27 Other Personal Services	\$ 492,290				\$ 492,290
28 Expenses	\$ 11,594,539		\$ 154		\$ 11,594,693
29 Operating Capital Outlay	\$ 2,852,023				\$ 2,852,023
30 Risk Management	\$ 14,156				\$ 14,156
31 Financial Aid					\$ -
32 Scholarships					\$ -

FLORIDA POLYTECHNIC UNIVERSITY
2013-2014 Operating Budget
Summary Schedule I

	<u>Education & General¹</u>	<u>Contracts & Grants²</u>	<u>Auxiliaries³</u>	<u>Local Funds⁴</u>	<u>Summary</u>
33 Waivers					\$ -
34 Finance Expense					\$ -
35 Debt Service					\$ -
36 Salary Incentive Payments					\$ -
37 Law Enforcement Incentive Payments					\$ -
38 Library Resources	\$ 200,000				\$ 200,000
39 Institute of Government					\$ -
40 Regional Data Centers - SUS					\$ -
41 Black Male Explorers Program					\$ -
42 Phosphate Research	\$ 2,536,622				\$ 2,536,622
43 Other Operating Category					\$ -
44 Total Operating Expenditures :	<u>\$ 24,437,191</u>	<u>\$ -</u>	<u>\$ 154</u>	<u>\$ -</u>	<u>\$ 24,437,345</u>
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers					\$ -
48 Fixed Capital Outlay					\$ -
49 Carryforward (From Prior Period Funds)	\$ 19,742,000				\$ 19,742,000
50 Other⁷	\$ 1,435,561				\$ 1,435,561
51 Total Non-Operating Expenditures :	<u>\$ 21,177,561</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 21,177,561</u>
52					
53 Ending Fund Balance :	<u>\$ 14,142,658</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 14,142,658</u>
54					
55 Fund Balance Increase / Decrease :	\$ (14,398,532)	\$ -	\$ (154)	\$ -	\$ (14,398,686)
56 Fund Balance Percentage Change :	-50.45%	-	-100.00%	-	-50.45%

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 12, 2013**

SUBJECT: 2013-2014 Board General Office Budget

PROPOSED COMMITTEE ACTION

Approve the 2013-2014 Board General Office Budget and authorize the Chancellor to make changes as necessary to support office functions.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; 2013 General Appropriations Act

BACKGROUND INFORMATION

The Board General Office budget for 2013-2014 totals \$6.6 million and supports 57 authorized positions. The 2013 General Appropriations Act allocates funds by specific category and funding source as follows:

Appropriation Category	Appropriation
Salaries & Benefits - GR	\$4,716,349
Salaries & Benefits - Trust Funds	\$660,753
Other Personal Services - GR	\$49,373
Other Personal Services - Trust Funds	\$20,000
Expenses - GR	\$588,869
Expenses - Trust Funds	\$271,799
Operating Capital Outlay - GR	\$11,782
Operating Capital Outlay - Trust Funds	\$5,950
Contracted Services - GR	\$160,127
Contracted Services - Trust Funds	\$23,000

DMS – HR Services - GR	\$16,271
DMS – HR Services – Trust Funds	\$2,123
Data Processing Services - GR	\$23,911

Each funding source and category has specific restrictions on spending funds from that appropriation. Appropriations are allowed to be transferred between categories via budget transfers filed with the Governor’s Office. These transfers cannot exceed five percent or \$250,000 whichever is greater. Any transfers in excess of this amount must be approved by the Legislature and Governor through an established budget amendment process.

Funding Source:

- General Revenue – appropriations from this source has the least restrictions and can be used for any basic operating expense.
- Trust Funds – appropriations from this source are primarily used to support Board facility staff and expenses.

Appropriation Category:

- Salaries & Benefits – salaries and benefits associated with 57 authorized positions.
- Other Personal Services – these funds are utilized for temporary employment. The Board utilizes university students to supplement basic phone coverage and other office needs.
- Expenses – these funds are utilized for basic operating expenses such as travel, rent, office supplies, or equipment costing less than \$1,000.
- Operating Capital Outlay – these funds are utilized for items costing more than \$1,000, such as computers or furniture.
- Contracted Services – these funds are utilized for any service requiring a contractual agreement.
- DMS – HR Services – these funds are transferred to the Department of Management Services to cover the costs associated with the State’s PeopleFirst System.
- Data Processing Services – these funds are transferred to the Northwest Regional Data Center to pay for data storage services.

Supporting Documentation Included: Board General Office Operating Budget Summary for Fiscal Year 2013-2014

Facilitators/Presenters: Tim Jones

**Board of Governors
2013-14 General Office Budget
Total (General Revenue & Trust Funds)**

	Salaries & Benefits	Other Personal Services	Expenses	Operating Capital Outlay	Contracted Services	*Northwest Regional Data Center	DMS - PeopleFirst	Total
2013-14 Appropriation	\$5,377,102	\$69,373	\$860,668	\$17,732	\$183,127	\$23,911	\$18,394	\$6,550,307
<u>Less Obligations:</u>								
1 57 Authorized Positions	(\$5,342,187)							(\$5,342,187)
2 Tempoary Employees (Student Assistance)		(\$59,373)						(\$59,373)
3 Tnsfr to DMS for Rent - Turlington Building			(\$282,298)					(\$282,298)
4 Tnsfr to DMS for HR PeopleFirst Services							(\$18,394)	(\$18,394)
5 Tnsfr to NWRDC for IT Services						(\$23,911)		(\$23,911)
6 Advertising, Legal, Information Technology Service, Copier					(\$69,850)			(\$69,850)
7 Online University Study			\$0		(\$31,450)			(\$31,450)
8 Contract for STEM Advisor					(\$100,000)			(\$100,000)
9 Transfer from S&B for STEM Advisor	(\$34,915)				\$34,915			\$0
10 Communication & DOE Support Services			(\$33,685)					(\$33,685)
11 Printing			(\$8,100)					(\$8,100)
12 Travel & Training (Bd Members & Staff (Ed. Plant Surveys))			(\$395,337)					(\$395,337)
13 Office Supplies			(\$12,555)					(\$12,555)
14 Information Technology Supplies & Software			(\$17,823)					(\$17,823)
15 Information Technology Maintenance					(\$15,367)			(\$15,367)
16 Property & Crime Insurances			(\$613)					(\$613)
17 Memberships/Dues/Subscriptions			(\$64,626)					(\$64,626)
18 Equipment & Furniture Replacement				(\$17,732)				(\$17,732)
19 Contingency		(\$10,000)			(\$1,375)			(\$11,375)
20 Renovation of ASA Budget & IG's offices			(\$45,631)					(\$45,631)
Total Expenditures	(\$5,377,102)	(\$69,373)	(\$860,668)	(\$17,732)	(\$183,127)	(\$23,911)	(\$18,394)	(\$6,550,307)

*Northwest Regional Data Center= Information Technology Services

**Board of Governors
2013-14 General Office Budget
General Revenue Fund**

	Salaries & Benefits	Other Personal Services	Expenses	Operating Capital Outlay	Contracted Services	*Northwest Regional Data Center	DMS - PeopleFirst	Total
2013-14 Appropriation	\$4,716,349	\$49,373	\$588,869	\$11,782	\$160,127	\$23,911	\$16,271	\$5,566,682
<u>Less Obligations:</u>								
1 51 Authorized Positions	(\$4,681,434)							(\$4,681,434)
2 Tempoary Employees (Student Assistance)		(\$49,373)						(\$49,373)
3 Tnsfr to DMS for Rent - Turlington Building			(\$254,277)					(\$254,277)
4 Tnsfr to DMS for HR PeopleFirst Services							(\$16,271)	(\$16,271)
5 Tnsfr to NWRDC for IT Services						(\$23,911)		(\$23,911)
6 Advertising, Information Technology Service, Copier					(\$48,225)			(\$48,225)
7 Online University Study					(\$31,450)			(\$31,450)
8 Contract for STEM Advisor					(\$100,000)			(\$100,000)
9 Transfer from S&B for STEM Advisor	(\$34,915)				\$34,915			\$0
10 Communication & DOE Support Services			(\$29,659)					(\$29,659)
11 Printing			(\$3,000)					(\$3,000)
12 Travel & Training (Bd Members & Staff)			(\$178,240)					(\$178,240)
13 Office Supplies			(\$9,500)					(\$9,500)
14 Information Technology Supplies & Software			(\$15,323)					(\$15,323)
15 Information Technology Maintenance					(\$15,367)			(\$15,367)
16 Property & Crime Insurances			(\$613)					(\$613)
17 Memberships/Dues/Subscriptions			(\$52,626)					(\$52,626)
18 Equipment & Furniture Replacement				(\$11,782)				(\$11,782)
19 Contingency								\$0
20 Renovation of ASA, Finance & IG's offices			(\$45,631)					(\$45,631)
Total Expenditures	(\$4,716,349)	(\$49,373)	(\$588,869)	(\$11,782)	(\$160,127)	(\$23,911)	(\$16,271)	(\$5,566,682)

*Northwest Regional Data Center= Information Technology Services

**Board of Governors
2013-14 General Office Budget
Trust Funds**

	Salaries & Benefits	Other Personal Services	Expenses	Operating Capital Outlay	Contracted Services	*Northwest Regional Data Center	DMS - PeopleFirst	Total
2013-14 Appropriation	\$660,753	\$20,000	\$271,799	\$5,950	\$23,000	\$0	\$2,123	\$983,625
<u>Less Obligations:</u>								
1 6 Authorized Positions	(\$660,753)							(\$660,753)
2 Tempoary Employees (Student Assistance)		(\$10,000)						(\$10,000)
3 Tnsfr to DMS for Rent - Turlington Building			(\$28,021)					(\$28,021)
4 Tnsfr to DMS for HR PeopleFirst Services							(\$2,123)	(\$2,123)
5 Tnsfr to NWRDC for IT Services								\$0
6 Advertising, Legal, Information Technology Service, Copier					(\$21,625)			(\$21,625)
7 Online University Study								\$0
8 Contract for STEM Advisor								\$0
9 Transfer from S&B for STEM Advisor								\$0
10 Communication & DOE Support Services			(\$4,026)					(\$4,026)
11 Printing			(\$5,100)					(\$5,100)
12 Travel & Training (Bd Staff, Univ. Staff (Ed. Plant Surveys))			(\$217,097)					(\$217,097)
13 Office Supplies			(\$3,055)					(\$3,055)
14 Information Technology Supplies & Software			(\$2,500)					(\$2,500)
15 Information Technology Maintenance								\$0
16 Property & Crime Insurances								\$0
17 Memberships/Dues/Subscriptions			(\$12,000)					(\$12,000)
18 Equipment & Furniture Replacement				(\$5,950)				(\$5,950)
19 Contingency		(\$10,000)			(\$1,375)			(\$11,375)
20 Renovation of ASA, Finance & IG's offices								\$0
Total Expenditures	(\$660,753)	(\$20,000)	(\$271,799)	(\$5,950)	(\$23,000)	\$0	(\$2,123)	(\$983,625)

*Northwest Regional Data Center= Information Technology Services

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 12, 2013**

SUBJECT: Methodology for the Allocation of \$20 Million in Performance Funding

PROPOSED COMMITTEE ACTION

Consider approval of a methodology for the distribution of \$20 million in performance funding.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Chapter 2013-027 Laws of Florida; 2013 General Appropriations Act

BACKGROUND INFORMATION

The 2013 Legislature passed Senate Bill 1076 which was signed by the Governor on April 22, 2013. Section 61 of the bill requires the Board of Governors to recommend a methodology for allocating performance funding to the Legislature:

By October 31, 2013, the State Board of Education shall recommend to the Legislature a methodology for allocating performance funding for Florida College System institutions, and the Board of Governors shall recommend to the Legislature a methodology for allocating performance funding for State University System institutions, based on the percentage of graduates employed or enrolled in further education, the average wages of employed graduates, and the average cost per graduate.

The 2013 General Appropriations Act includes \$20 million for Performance Based Incentives:

From the general revenue funds in Specific Appropriation 142, \$20,000,000 shall be allocated by the Board of Governors for performance funding by December 31, 2013, based on the percentage of graduates employed or enrolled in further education, the average wages of employed graduates, and the average cost per graduate.

Once the methodology is approved by the Board, it will be transmitted to the Legislature pursuant to Senate Bill 1076.

Supporting Documentation Included: 1. Metric Definitions
2. Example Methodology

Facilitators/Presenters: Jan Ignash and Tim Jones

Performance Based Incentives

Three Metrics Identified in Senate Bill 1076

Board of Governors Staff Recommended Definitions, August 27, 2013

The appropriation of \$20 Million of recurring dollars in the General Appropriations Act (GAA) proviso requires the Board to allocate the funds by December 31 based on the percentage of graduates employed or enrolled in further education, the average wages of employed graduates, and the average cost per graduate. Further, Senate Bill 1076 requires the Board of Governors to recommend to the Legislature by October 31 a methodology for allocating performance funding for the SUS institutions based on the three metrics. Thus, it is necessary to define and create a performance funding model to meet the needs of both acts of legislation and sets a standard for rewarding performance by the universities. The following definitions and allocation meet the needs set forth in the GAA proviso and the Senate Bill, but also are a part of the larger performance funding model that the Board has been developing.

Considerations for Metrics

When defining the metrics there were considerations regarding institutional mission uniqueness and setting the benchmarks. The State University System of Florida is comprised of institutions that vary greatly from each other in terms of history, mission, curricular offerings and student body. Though these differences exist, there is not a standard method to address this within the confines of the three prescribed metrics and the limited data available to address them. The Board of Governors' full performance-based funding model, which includes 10 metrics, provides more flexibility to address the differences among the System's institutions by allowing a Board of Governors' choice metric chosen for each individual institution and a Board of Trustees' choice metric chosen for each institution by their own board.

Benchmarks for each metric were set by assigning two points to the system average and then assigning three points for reasonably exceeding the system average, one point for being below the system average, and no points for falling well below the system average.

Definitions of Metrics

1. Percent of Bachelor's Graduates Employed and/or Continuing their Education Further:

This is a measure of the percentage of bachelor's graduates from one graduating class who are employed (and earning at least minimum wage) and/or continuing their education inside and outside of Florida. Students who are both employed and continuing their education are only counted once. Enrollment data is based on 14 months after graduation, and employment data is based on the fourth fiscal quarter following graduation.

Notes: Students are only counted as employed if they are not continuing their education and their wages are above the minimum wage threshold. Students who do not have valid social security numbers are excluded. Board staff members are in discussions with the Department of Economic Opportunity staff about the possibility of adding non-Florida employment data (from Wage Record Interchange System (WRIS2)) to this metric for future evaluation.

Benchmarks: 3pts = 75%; 2pts = 65%; 1pt = 55%

2. Average Wage of Full-time Employed Baccalaureate Graduates in Florida, One Year After Graduation:

This is the median wage one year after graduation for bachelor's recipients found employed in Florida, who are not continuing their education.

Notes: This metric is based on annualized Unemployment Insurance (UI) wage data from the fourth fiscal quarter after graduation for bachelor's recipients. UI wage data does not include individuals who are self-employed, employed out of state, employed by the military or federal government, or those without a valid social security number, or making less than minimum wage.

Benchmarks: 3pts = \$40,000; 2pts = \$30,000; 1pt = \$20,000

3. Cost per Undergraduate Degree to the Institution:

This is the cost of an undergraduate degree to the institution as derived from the SUS Expenditure Analysis report.

Notes: This metric is based on undergraduate expenditures and credit hours from the SUS Expenditure Analysis report for 2011-12, 2010-11, 2009-10, and 2008-09. Total undergraduate expenditures are divided by total fundable student credit hours to create a cost per credit hour for each year. This cost per credit hour for each year is then multiplied by 30 credit hours (120 credit hours is standard catalog number) to derive a 4-year average cost per undergraduate degree.

Benchmarks: 3pts = \$20,000; 2pts = \$25,000; 1pt = \$30,000

Allocation of Funding

Allocation of the funding starts with the scoring of each university on the three metrics previously defined. Scores are then tallied and summed to create a total score. The scores are then converted into percentages of the total and multiplied by the pool of funding.

Performance Funding Model - EXAMPLE
Allocation \$20 M

Benchmarks	Metric 1		Metric 2		Metric 3	
	Percent of Bachelor's Graduates Employed and/or Continuing their Education Further 1 Year After Graduation		Median Average Full-Time Wages of Undergraduates Employed in Florida 1 Year After Graduation		Average Cost per Undergraduate to the Institution	
	3	2	1	3	2	1
	75%	65%	55%	\$40,000	\$30,000	\$20,000
	Score		Score		Score	
Institution 1	53%	0	\$ 32,632	2	\$ 22,092	2
Institution 2	63%	1	\$ 38,434	2	\$ 21,523	2
Institution 3	65%	2	\$ 26,000	1	\$ 27,289	1
Institution 4	56%	1	\$ 31,728	2	\$ 26,629	1
Institution 5	53%	0	\$ 31,656	2	\$ 31,349	0
Institution 6	68%	2	\$ 34,592	2	\$ 24,669	2
Institution 7	72%	2	\$ 30,330	2	\$ 33,505	0
Institution 8	66%	2	\$ 20,000	1	\$ 20,777	2
Institution 9	69%	2	\$ 32,807	2	\$ 33,449	0
Institution 10	55%	1	\$ 39,911	2	\$ 25,354	1
Institution 11	67%	2	\$ 33,000	2	\$ 48,000	0
Total						

Total Score	%	Allocation
4	9%	\$ 1,739,130
5	11%	\$ 2,173,913
4	9%	\$ 1,739,130
4	9%	\$ 1,739,130
2	4%	\$ 869,565
6	13%	\$ 2,608,696
4	9%	\$ 1,739,130
5	11%	\$ 2,173,913
4	9%	\$ 1,739,130
4	9%	\$ 1,739,130
4	9%	\$ 1,739,130
46	100%	\$ 20,000,000

Notes:

Metric 1: Students who are both employed and continuing their education are only counted once. We will only count students as employed if they are not continuing their education and their wages are above the minimum wage threshold. Students who do not have a valid social security number are excluded. Board staff are in discussions with Department of Economic Opportunity staff about the possibility of adding non-Florida employment data (from WRIS2) to this metric for future evaluation.

Metric 2: This metric is based on annualized Unemployment Insurance (UI) wage data from the fourth fiscal quarter after graduation for bachelor's recipients. UI wage data does not include individuals who are self-employed, employed out of state, employed by the military or federal government, or those without a valid social security number, or making less than minimum wage.

Metric 3: This metric is based on undergraduate expenditures and credit hours from the SUS Expenditure Analysis report for 2011-12, 2010-11, 2009-10, and 2008-09. Total undergraduate expenditures are divided by total fundable student credit hours to create a cost per credit hour for each year. This cost per credit hour for each year is multiplied by 30 (120 credit hours is the standard catalog number) to derive a 4-year average cost per undergraduate degree.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
September 12 2013**

SUBJECT: 2014-2015 State University System and Board General Office Legislative Budget Request

PROPOSED COMMITTEE ACTION

Approve the 2014-2015 operating Legislative Budget Request for the State University System and the Board General Office and allow the Chancellor to make technical changes as necessary.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Annually, the Board of Governors must prepare and submit a State University System and a Board General Office Legislative Budget Request (LBR) for state appropriated operating funds. Both budgets must be reviewed and recommendations made on the issues to be included in the 2014-2015 LBR. In accordance with Subsection 216.023(1), Florida Statutes, this LBR is based on an independent judgment of needs and pursuant to the LBR instructions will be presented to the Legislature and Governor on October 15.

State University System (SUS):

A 2.1% increase is requested for the State University System. This request consists of 3 major components:

- a. Performance Funding of \$50 million. The \$50 million will be allocated based on the Board's 10-metric performance funding model.
- b. Workload/Phase-in Initiatives - \$17 million. This includes funding for plant operations and maintenance for new and existing facilities, UF-IFAS workload, and the final year of phase-in funding for the UCF/FIU medical school.

- c. Research/System Initiatives - \$16 million. This includes funding for SUS E-journals (\$4.9 M), University Press (\$.7 M), FL Institute of Oceanography (\$2 M), Shared Library Collection & Interim Storage Facility (\$1.1 M), FL Virtual Campus (\$2 M), and SSERCA Collaborative between UF, FSU, USF, UCF, FIU and UM (\$5.8 M).

Detail on each of these initiatives can be found in the supporting materials. In addition, each university has provided a summary of various efficiency initiatives that have taken place or are underway. Also, the detailed budget instructions provided by the Legislature and Governor's Office requested each agency, including universities, to provide information on the impact of a five percent budget reduction. This is a standard, annual request.

Board General Office:

The Board General Office requests a continuation budget of \$6.5 million to support 57 positions and associated operating expenses.

The Chancellor recommends approval of the SUS and Board General Office LBRs.

Supporting Documentation Included:

- 1. 2014-2015 Legislative Budget Request Development Policy Guidelines
- 2. 2014-2015 Legislative Budget Request
- 3. Board of Governors Performance Funding Model (Staff Draft)

Facilitators/Presenters: Tim Jones



State University System of Florida Board of Governors 2014-15 Legislative Budget Request Development Policy Guidelines

Pursuant to Section 7, Article 9 of the Florida Constitution, the Board "...shall operate, regulate, control, and be fully responsible for the management of the whole university system." Included within this responsibility is the development of a Legislative Budget Request (LBR). In addition, Section 216.023(1), Florida Statutes, requires the submission of an LBR to the Legislature and Governor based on an independent judgment of needs.

The 2014-2015 LBR will provide flexibility for the Board of Governors (Board) and individual university boards of trustees to jointly manage the system to meet the critical needs of the state, achieve the statewide goals and objectives of the updated State University System (SUS) Strategic Plan, address specific institutional issues as outlined in the university work plans, and demonstrate accountability/justification. The following goals of the SUS Strategic Plan will be addressed in the request:

1. Excellence
2. Productivity
3. Strategic Priorities for a Knowledge Economy

These System goals, as well as institutional goals and initiatives outlined in university work plans, should be incorporated into the following priorities, which will be reflected in the LBR:

Operating and Specialized Program Funds:

1. Continuing costs associated with existing programs – This policy addresses the funds needed to continue existing programs.
 - a. Administered Funds – Funds will be requested for the annualization associated with the 2013-2014 change in employee salary and benefits appropriated by the 2013 Legislature.
 - b. Major Gift Program – Although this program was suspended on June 30, 2011, \$286 million in unmatched gifts exist. Funds will be requested to match these eligible donations.

Approved June 20, 2013



- c. Plant operations and maintenance for new and existing buildings –
 - i. Funds will be requested for the annualized operations and maintenance costs for buildings completed and phased-in during 2013-2014;
 - ii. Funds will be requested for the operating costs for new buildings to be completed and occupied in 2014-2015.
 - iii. Funds will be requested for the increased utilities and operating costs of existing buildings.
 - d. Faculty and Staff Retention – Keeping qualified faculty and staff is paramount to student success, and ensuring that the universities continue to be included in administered funds will be closely monitored.
 - e. Medical Education – Funding will be requested for continued implementation of the FIU and UCF medical schools and for Board approved issues at existing medical schools.
2. Strategic Plan Goals – System and university funding requests should focus on system priorities, with funds being allocated to universities pursuant to a Board approved performance model:
 3. Task Force Reports and Studies – Consideration will be given to initiatives recommended in any task force reports or studies and endorsed by the Board.
 4. Shared System Resources – Consideration will be given to initiatives that allow for greater efficiencies through shared system resources.
 5. If a university received non-recurring funds for an initiative and that initiative is a priority for continued funding, then the university should submit that issue for consideration by the Board. System non-recurring funds received for base budget operations will be considered for the LBR.

The following represents the timeline for submission of the SUS 2014-2015 LBR for operations:

- June: Board approves the LBR Policy Guidelines.
- July – Aug: Chancellor works with universities to develop any system and university LBR issues.

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- September: Board approves the operating LBR.
- October: Operating LBR is submitted to the Governor and Legislature.
- January: If necessary, potential amendments will be considered.

Fixed Capital Outlay Funds¹:

1. Public Education Capital Outlay (PECO) funding for Remodeling/Renovation/Maintenance/Repair will be requested pursuant to the provisions of Section 1013.64(1)(a), Florida Statutes.
2. The university's approved Five Year Capital Improvement Plan (CIP) will be prioritized, in the first year, as indicated below. Please note that PECO funding to meet critical maintenance needs has been assigned a higher priority than adding new facilities, with the intent to improve the condition of existing space and campus infrastructure. Written justification, noting any exceptions to the priorities provided by the guidelines, and explaining why a priority exception is in the best interest of the university should be included in the cover letter submitted with the CIP package. This will assist Board staff in comparative evaluation of university projects, and justification in terms of relative system ranking for placing in system priority order. Each university should submit one and only one prioritized, sequentially numbered list.

Funding will be requested for institutional survey recommended² PECO projects in the following priority order:

- a. Continuation projects
 - i. Funded by the Legislature in the amount and in the year as last included on the Board adopted three year list.
 - ii. Funded by the Legislature, but not on the Board adopted three year list.

¹ Each university must incorporate utilization data as a factor in prioritization of university CIP funding requests to the Board. Programs with classroom and teaching lab space utilization below the current SUS standard will not be eligible for inclusion on the university CIP. General purpose classroom or teaching lab space (space not designated for a specific academic program or discipline) will not be eligible for inclusion if utilization was below the SUS standard for 2012-13. This standard applies both to the university as a whole and on a site-specific basis.

² Specific survey recommendation is not required for infrastructure and matching funds projects.

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- iii. Require additional funding to complete project as originally requested.
 - b. Utilities/infrastructure/capital renewal/roofs needs.
 - c. Renovation and remodeling projects to meet current space needs, structural/mechanical repairs, replacement of existing facilities which have a survey recommendation for demolition and technology upgrades that are in accordance with Section 1013.64(4)(a), Florida Statutes.
 - d. Land or building acquisition in accordance with university board of trustees adopted master plans.
 - e. New facilities, as needed to meet instructional and support space needs.
 - f. Non-survey recommended projects.
3. State matching funds for the facilities enhancement matching program will continue to be requested for eligible projects that met the eligibility requirements of Section 1013.79, Florida Statutes prior to suspension of the program.
 4. Required legislative authorizations will be requested for externally funded projects as proposed by the universities, in accordance with Section 1010.62, Florida Statutes.

The following represents the timeline for submission of the SUS 2014-15 Fixed Capital Outlay LBR:

May Chancellor provides draft technical instructions and requests universities to submit their five-year CIPs to include proposed projects and authorizations.

- June Board approves the LBR Policy Guidelines.
- August: Universities submit five-year CIPs. Board staff will review CIPs with university designee(s), technical corrections will be made as required.
- September: Board approves the fixed capital outlay (FCO) LBR.
- October: Fixed capital outlay LBR is submitted to the Governor and Legislature.
- December: Universities submit amended FCO requests to Board.
- January: Board approves amended FCO requests.
- March: If necessary, potential PECO amendments to reflect March PECO revenue estimating conference allocations.

Approved June 20, 2013

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State University System 2014-2015 Legislative Budget Request Overview

I. Education and General Budget:

Total Incremental Budget Request: \$84.2 Million

A. Performance Funding: \$50 million

Performance-based funding continues to emerge as a top policy tool within the State University System (SUS) for aligning the system's strategic plan with the state's policy priorities for higher education. The primary objective of this effort is to promote job growth throughout the state by increasing student success and degree completion in critical program areas.

The Board of Governors has recognized four guiding principles for the implementation of the system's performance model. The guiding principles are as follows:

- Use metrics that align with SUS Strategic Plan goals;
- Reward excellence or improvement;
- Have a few clear, simple metrics, and;
- Acknowledge the unique mission of the different institutions.

Similar to the 2013-2014 Legislative Budget Request (LBR), state support for university performance will be the primary focus for the 2014-2015 LBR. The system is requesting \$50 million in recurring funds to be allocated based on the performance associated with 10 approved metrics. These funds will be used to improve the metrics by focusing resources on the initiatives most critical to the state and the students; such as hiring additional faculty, offering courses in critical program areas, and providing opportunities for increased job placement. After the allocation of the \$50 million, institutions would present their plans for the expenditure of these funds, including anticipated improvement of the approved metrics, at the June 2014 Board of Governors meeting.

The Education and General budget for 2014-2015 also consists of the following:

B. System Workload/Phase-in Initiatives: \$25.8 million

- \$14.6 million for plant operations and maintenance for new and existing facilities: \$6 million will provide operating funds for new facilities that are expected to open during FY 2014-2015; \$8.6 million will be used to fund increases in utility costs for existing facilities.

- \$11.2 million primarily to support the incremental growth of medical students enrolled throughout the system and to support workload activities associated with UF-IFAS.

C. Research/System Initiatives: \$16.4 million

- These initiatives allow for greater efficiencies through research, shared system resources, and system collaborations by supporting shared system efforts such as oceanographic research, library collections and facility storage, distance learning activities, and the acquisition of data storage systems.

II. Moffitt Cancer Center and IHMC: \$23.6 million

This category represents funding requests for the Moffitt Cancer Center in the amount of \$19.9 million and the Institute for Human and Machine Cognition in the amount of \$3.7 million. The funding for these two entities reside in the University section of the General Appropriations Act, therefore the only mechanism to include a budget increase issue is through the Board's LBR process.

III. Other University-Specific Initiatives: \$342 million

The following categories are included under this section and are provided for information only:

- The Major Gifts Matching Program with a funding request of \$286.6 million;
 - The matching program provides state matching funds to universities for private donations that establish permanent endowments with the proceeds of the investments used to support libraries, instruction, and research programs.
- The restoration of non-recurring initiatives with a total funding request of \$5.6 million;
 - In an effort to restore non-recurring funds appropriated in FY 2013-2014, universities were given the option to include these initiatives in their legislative budget request (LBR).
- University-specific initiatives with a total funding request of \$49.8 million.
 - Initiatives below are not considered as "non-recurring" initiatives or "system-wide" initiatives, but initiatives in which each university has identified as being critical to improving various performance metrics or research efforts at their institution.

State University System of Florida and the Board of Governors' General Office
Detail by Appropriation Category
2014-2015 Budget Summary

Appropriation Category	2013-14 Total Appropriation	Non-recurring Appropriation	Other Adjustments	2013-14 Recurring Appropriation	2014-15 Incremental Increase	Total 2014-15 Budget	% Change Over Recurring Approp
Core SUS Budget							
1 Education & General Total	\$3,439,734,105	(\$31,600,604)	\$38,973,554	\$3,447,107,055	\$69,386,340	\$3,516,493,395	
2 Student Financial Assistance Total	\$7,140,378	\$0		\$7,140,378		\$7,140,378	
3 Risk Management Insurance - Univ	\$16,765,751	\$0		\$16,765,751		\$16,765,751	
4 Sub-Total	\$3,463,640,234	(\$31,600,604)	\$38,973,554	\$3,471,013,184	\$69,386,340	\$3,540,399,524	2.0%
Special Units & Other State Initiatives							
7 UF - IFAS	\$140,867,350	\$0	\$1,629,773	\$142,497,123	\$2,713,840	\$145,210,963	1.9%
8 UF Health Center	\$144,980,786	(\$1,250,000)	\$763,924	\$144,494,710	\$1,008,513	\$145,503,223	0.7%
9 USF Health Center	\$126,520,060	(\$1,250,000)	\$899,942	\$126,170,002	\$1,605,070	\$127,775,072	1.3%
10 FSU Medical School	\$45,642,662	\$0	\$350,377	\$45,993,039	\$0	\$45,993,039	0.0%
11 FIU Medical School	\$42,650,696	(\$1,000,000)	\$290,893	\$41,941,589	\$3,193,480	\$45,135,069	7.6%
12 UCF Medical School	\$34,798,901	\$0	\$206,193	\$35,005,094	\$2,303,982	\$37,309,076	6.6%
13 FAU Medical School	\$20,694,071	(\$500,000)	\$127,833	\$20,321,904	\$2,050,125	\$22,372,029	10.1%
14 Florida Virtual Campus	\$12,313,184	(\$1,005,500)		\$11,307,684	\$2,002,500	\$13,310,184	17.7%
15 Risk Management Insurance - Sp. Units	\$3,455,029	\$0		\$3,455,029		\$3,455,029	0.0%
16 Sub-Total	\$571,922,739	(\$5,005,500)	\$4,268,935	\$571,186,174	\$14,877,510	\$586,063,684	2.6%
17 Total	\$4,035,562,973	(\$36,606,104)	\$43,242,489	\$4,042,199,358	\$84,263,850	\$4,126,463,208	2.1%

*Institute for Human & Machine Cognition

Board of Governors' General Office							
2 Salaries & Benefits	\$5,377,102			\$5,377,102		\$5,377,102	
3 Other Personal Services	\$69,373			\$69,373		\$69,373	
4 Expenses	\$860,668			\$860,668		\$860,668	
5 Operating Capital Outlay	\$17,732			\$17,732		\$17,732	
6 Contracted Services	\$183,127			\$183,127		\$183,127	
7 Data Processing	\$23,911			\$23,911		\$23,911	
8 Tnsfr to DMS for HR Services	\$18,394			\$18,394		\$18,394	
9 Total	\$6,550,307	\$0		\$6,550,307		\$6,550,307	

Attachment 2

**State University System of Florida
Education and General
Executive Summary, Universities and Special Units
FY 2014-2015**

	SUS Budget Request
2013-2014 Total Appropriations	
State Support	\$2,232,918,751
Tuition Support	\$1,802,644,222
2013-2014 Total Base Budget	\$4,035,562,973
2013-2014 Start-up Budget	
Casualty Insurance Adjustment, 2013-2014	\$256,222
Health Insurance Increase, 2013-2014	\$10,162,787
Non-recurring Appropriations, 2013-2014	(\$36,606,104)
Annualization of 2013-2014 Health Insurance	\$20,325,574
Annualization of Fall 2013 Base Tuition	\$8,750,208
Annualization of 2013-2014 Plant, Operations, and Maintenance	\$3,747,698
2013-2014 Beginning Base Budget	\$4,042,199,358
2014-2015 Budget Issues:	
Technical Adjustments	
Undergraduate Base Tuition Adjustment - Prior Year	(\$8,010,817)
Performance Funding Initiative	
State University System Performance Based Incentives	\$50,000,000
System Workload / Phase-in Initiatives	
Plant, Operations, and Maintenance for 2014-15 New Facilities	\$5,954,678
Plant, Operations, and Maintenance for Existing Facilities	\$8,645,238
UF-IFAS Workload Initiative	\$2,000,000
UCF-FIU Medical School Implementation Funding	\$663,994
Medical Student Phase-in Tuition Authority - FIU/UCF/FAU/USF	\$8,544,593
Research / System Initiatives	
SSERCA* Collaborative - Research Big Data Infrastructure	\$5,755,000
Florida Virtual Campus - SUS	\$2,002,500
Shared Library Collection and Interim Storage Facility	\$1,112,798
Florida Institute of Oceanography	\$2,000,000
University Press of Florida	\$690,074
SUS E-Journals	\$4,905,792
Sub-total	\$84,263,850
Total 2014-2015 Budget	\$4,126,463,208
% Increase over 2013-2014 Total Base Budget(Line 12)	2.1%
2013-2014 Beginning State Support	\$2,230,804,928
Increase in State Support	\$83,730,074
Total State Support Needed for FY 2014-2015	\$2,314,535,002
2013-2014 Beginning Student Tuition Support	\$1,811,394,430
Increase in Student Tuition Support (Assuming no Tuition Increase)	\$533,776
Total Tuition Support Needed for FY 2014-2015	\$1,811,928,206
Total Support for FY 2014-2015	\$4,126,463,208

* Sunshine State Education and Research Computing Alliance (UF, FSU, USF, UCF, FIU, UM)

**State University System of Florida
Education and General - Universities Only
FY 2014-2015**

Attachment 4

	SUS Budget Request
1 2013-2014 Total Appropriations	
2 State Support	\$1,795,294,947
3 Tuition Support	\$1,668,345,287
4 2013-2014 Total Base Budget	\$3,463,640,234
5 2013-2014 Start-up Budget	
6 Casualty Insurance Adjustment, 2013-2014	\$337,026
7 Health Insurance Increase, 2013-2014	\$8,797,561
8 Non-recurring Appropriations, 2013-2014	(\$31,600,604)
9 Annualization of 2012-2013 Health Insurance	\$17,595,122
10 Annualization of Fall 2012 Base Tuition	\$8,496,147
11 Annualization of 2013-2014 Plant, Operations, and Maintenance	\$3,747,698
12 2013-2014 Beginning Base Budget	\$3,471,013,184
13	
14 2014-2015 Budget Issues:	
15 Technical Adjustments	
16 Undergraduate Base Tuition Adjustment - Prior Year	(\$7,954,887)
17 Performance Funding Initiative	
18 State University System Performance Based Incentives	\$50,000,000
19 System Workload / Phase-in Initiatives	
20 Plant, Operations, and Maintenance for 2014-15 New Facilities	\$5,584,481
21 Plant, Operations, and Maintenance for Existing Facilities	\$7,293,082
22 Research / System Initiatives	
23 SSERCA Collaborative - Research Big Data Infrastructure	\$5,755,000
24 Shared Library Collection and Interim Storage Facility	\$1,112,798
25 Florida Institute of Oceanography	\$2,000,000
26 University Press of Florida	\$690,074
27 SUS E-Journals	\$4,905,792
28 Sub-total	\$69,386,340
29	
30 Total 2014-2015 Budget	\$3,540,399,524
31 % Increase over 2013-2014 Total Base Budget(Line 12)	2.0%
32	
33 <i>2013-2014 Beginning State Support</i>	<i>\$1,794,171,750</i>
34 <i>Increase in State Support</i>	<i>\$77,341,227</i>
35 <i>Total State Support Needed for FY 2014-2015</i>	<i>\$1,871,512,977</i>
36	
37 <i>2013-2014 Beginning Student Tuition Support</i>	<i>\$1,676,841,434</i>
38 <i>Increase in Student Tuition Support (Assuming no Tuition Increase)</i>	<i>(\$7,954,887)</i>
39 <i>Total Tuition Support Needed for FY 2014-2015</i>	<i>\$1,668,886,547</i>
40	
41 <i>Total Support for FY 2014-2015</i>	<i>\$3,540,399,524</i>

**State University System
2014-2015 Budget
Special Units and State Initiatives**

	UF-IFAS	UF-HSC	USF-HSC	FSU-MS	FIU-MS	UCF-MS	FAU-MS	Virtual Campus	Total
1 2013-2014 Appropriation									
2 State Support	\$142,555,437	\$107,762,768	\$71,930,712	\$34,130,910	\$30,143,172	\$24,251,830	\$14,535,791	\$12,313,184	\$437,623,804
3 Tuition Support	\$0	\$38,463,434	\$55,024,463	\$11,572,716	\$12,532,971	\$10,547,071	\$6,158,280		\$134,298,935
4 Sub-total	\$142,555,437	\$146,226,202	\$126,955,175	\$45,703,626	\$42,676,143	\$34,798,901	\$20,694,071	\$12,313,184	\$571,922,739
6 2013-2014 Start-up Budget									
7 Casualty Insurance Adjustment, 2013-2014	\$68,111	(\$5,549)	(\$175,114)	\$22,318	\$9,430				(\$80,804)
8 Health Insurance Increase, 2013-2014	\$520,554	\$256,491	\$273,665	\$109,353	\$93,821	\$68,731	\$42,611		\$1,365,226
9 Non-recurring Appropriations, 2013-2014		(\$1,250,000)	(\$1,250,000)		(\$1,000,000)		(\$500,000)	(\$1,005,500)	(\$5,005,500)
10 Annualization of 2012-2013 Health	\$1,041,108	\$512,982	\$547,330	\$218,706	\$187,642	\$137,462	\$85,222		\$2,730,452
11 Annualization of Fall 2012 Base Tuition			\$254,061						\$254,061
12 2013-2014 Beginning Recurring Base	\$144,185,210	\$145,740,126	\$126,605,117	\$46,054,003	\$41,967,036	\$35,005,094	\$20,321,904	\$11,307,684	\$571,186,174
14 2014-2015 Budget Issues									
15 Technical Adjustments									
16 Undergraduate Base Tuition Adjustment - Prior Year			(\$55,930)						(\$55,930)
17 System Workload / Phase-in Initiatives									
18 PO&M for 2014-2015 New Facilities*	\$161,154	\$209,043							\$370,197
19 PO&M for Existing Facilities*	\$552,686	\$799,470							\$1,352,156
20 UF-IFAS Workload Initiative	\$2,000,000								\$2,000,000
21 Medical School Implementation					\$188,410	\$475,584			\$663,994
22 Student Phase-in - Tuition Authority			\$1,661,000		\$3,005,070	\$1,828,398	\$2,050,125		\$8,544,593
23 Research / System Initiatives									
24 Florida Virtual Campus								\$2,002,500	\$2,002,500
25 Total Incremental Increase	\$2,713,840	\$1,008,513	\$1,605,070	\$0	\$3,193,480	\$2,303,982	\$2,050,125	\$2,002,500	\$14,877,510
27 Total 2014-2015 Budget	\$146,899,050	\$146,748,639	\$128,210,187	\$46,054,003	\$45,160,516	\$37,309,076	\$22,372,029	\$13,310,184	\$586,063,684
28 State Support	\$146,899,050	\$108,285,205	\$71,326,593	\$34,481,287	\$29,622,475	\$24,933,607	\$14,163,624	\$13,310,184	\$443,022,025
29 Tuition Support w/ No Tuition Inc.		\$38,463,434	\$56,883,594	\$11,572,716	\$15,538,041	\$12,375,469	\$8,208,405		\$143,041,659
30 % Increase over 2013-2014 Approp (Line 12)	1.9%	0.7%	1.3%	0.0%	7.6%	6.6%	10.1%	17.7%	2.6%



**State University System
Education & General
2014-2015 Legislative Budget Request Issues**

The following provides a brief explanation of the major issues recommended for inclusion in the 2014-2015 Legislative Budget Request (LBR). More detailed information is available in the Board Office.

Technical Adjustments

1. Undergraduate Base Tuition Adjustment - Prior Year - Tuition Authority - (\$8,010,817 million)

- A total of \$8 million in undergraduate base tuition authority will be reduced from the total amount of student tuition authority approved by the Legislature for FY 2013-2014. This action is necessary in order to align the actual undergraduate base tuition percentage increase in effect for fall 2013 with the estimated revenues expected during this time period.

Performance Funding Initiative

2. State University System Performance Based Incentives - \$50 million

- Florida's higher education community continues to raise awareness of how the state's workforce and economic climate could be improved through investing resources in public universities across the state.

The system is requesting \$50 million in recurring funds to be allocated based on the performance associated with 10 approved metrics. These funds will be used to improve the metrics by focusing resources on the initiatives most critical to the state and the students; such as hiring additional faculty, offering courses in critical program areas, and providing opportunities for increased job placement. If appropriated by the Legislature, the \$50 million would be allocated to each university based on a number of

performance metrics as identified by the Governor, the Legislature, and the Board of Governors.

After the allocation of the \$50 million, institutions would present their plans for the expenditure of these funds, including anticipated improvement of the approved metrics, at the June 2014 Board of Governors meeting.

System Workload/Phase-in Initiatives

3. PO&M for 2014-15 New Facilities - \$5,954,678 million

- During FY 2014-15, the System expects to increase its E&G facilities inventory by 27 facilities totaling an estimated 454,294 gross square feet. New facilities that will be completed based on the contract substantial completion date and that have been approved for construction or acquisition by the Legislature are included in this request.

Of the total amount, approximately \$161,164 and \$209,043 is requested for UF-IFAS and UF-HSC.

4. PO&M for Existing Facilities - \$8,645,238 million

- This request represents the increase needed for existing facilities to support operational and maintenance increases for 1,216 facilities totaling an estimated 48.7 million in gross square feet.

Of the total amount, approximately \$552,686 and \$799,470 is requested for UF-IFAS and UF-HSC.

5. UF-IFAS Workload Initiative - \$2 million

- UF-IFAS faculty disseminates a wide range of research-based delivery methods to the general public such as, but not limited to, patents and licenses, research materials, field consultations, electronic consultations and web visits. These delivery methods are assigned costs based on the amount of effort of each faculty member and the number of patents, materials, and consultations produced by each faculty.

UF-IFAS fulfills a unique institutional responsibility with extension offices co-funded and co-located in all 67 counties and 13 regional research and education centers in Florida. As a component of the

primary land-grant institution in Florida, the Institute of Food and Agricultural Science provides science-related solutions to maintain and expand the economic impact and environmental sustainability of Florida's social, agricultural, and natural resources.

To continue these types of services at UF-IFAS, this issue requests \$2 million in state funds.

6. UCF-FIU Medical School Implementation Funding - \$663,994

- To continue the hiring plan and scheduled implementation of the FIU and UCF medical programs, FIU-MS is requesting \$188,410 to support an additional 80 students and UCF-MS is requesting \$475,584 to support an additional 60 students. This is the final year of funding implementation for both medical schools.

7. Medical Student Phase-in – Tuition Authority – \$8,544,593

- This issue provides budget authority to the medical schools indicated below based on estimated tuition revenue generated by a planned increase in medical students for 2014-2015.
 - FIU-MS; \$3 million – 80 students are expected – bringing the total to 440 medical students.
 - UCF-MS; \$1.8 million – 60 students are expected - bringing the total to 420 medical students.
 - FAU-MS; \$2 million – 65 students are expected - bringing the total to 256 medical students.
 - USF-HSC (Pharmacy); \$1.6 million – 100 students are expected - bringing the total to 325 pharmacy students.

Research/System Initiatives

8. SSERCA Collaborative – Research Big Data Infrastructure - \$5,755,000 million

- The purpose of this new initiative is to build a statewide infrastructure to support collaborative research in the age of big data. This infrastructure will make researchers in the SUS more competitive in their research activities and in obtaining external funding for their research projects.

The service will be provided by the Sunshine State Education and Research Computing Alliance (SSERCA), an organization created

in 2010 by several SUS institutions (UF, FSU, USF, UCF) and one private institution (UM) to provide advanced services in support of education and research computing on top of the statewide network infrastructure operated by the Florida LambdaRail. In 2012, FIU joined as a member of the organization which now supports five state universities and one private university.

The funds requested would support the following efforts:

- One-time acquisition of data storage systems for \$1,000,000 at each of the five institutions acting as part of the SSERCA organization, with \$60,000 per year annual maintenance contracts at each of the five institutions.
- One expert person at each of the five institutions to support the use of the service for \$91,000 per year.

9. Florida Virtual Campus - SUS - \$2,002,500

- Florida Virtual Campus (FLVC) was created to provide access to online student and library support services, and to serve as a statewide resource and clearinghouse for technology-based public postsecondary education distance learning courses and degree programs. An amount equal to this request is being included in the Florida College System LBR.

FLVC offers the following services:

- Support for distance learners and institutions offering online courses and degrees;
- Online academic advising to assist students in determining their chosen degree; and
- Online access to the library holdings of all Florida public colleges and universities, including electronic resources such as eBooks and databases.

The funds requested for FY 2014-2015 would support the following efforts:

- modernizing student advising technology;
- enhancing efforts in STEM-related degree offerings;
- streamlining video streaming and multimedia resources;
- establishing a common technology infrastructure for all colleges and universities statewide; and

10. Shared Library Collection and Interim Storage Facility - \$1,112,798 million

- The purpose of this initiative is to enhance the storage efforts of the Florida Academic Repository (FLARE), a repository that holds a shared collection of millions of printed volumes for the use of students and faculty throughout the system.

For FY 2014-2015, it is anticipated that the FLARE collection will increase by at least 200,000 volumes. The requested funds will be used to receive and process additions to the collection and store and make accessible the cumulative collection by use of the Interim Storage Facility (a temporary storage facility leased by UF to support the repository).

The storage facility is currently included as part of the Board's 2014-2015 Fixed Capital Outlay Legislative Budget Request. If funded by the Legislature, this facility should be ready for use during FY 2016-2017.

11. Florida Institute of Oceanography (FIO) - \$2 million

- FIO serves as a statewide Academic Infrastructure Support Organization (AISO) created by the Florida Board of Governors to provide services to participating state universities in the areas of research vessels, marine laboratories, and other share-use facilities and services.

The purpose of this initiative is to further enhance the productivity and efficiencies in oceanographic research, education, and outreach across the system. Funds will be used to support the following efforts:

- Maintain state-of-the-art vessels and marine facilities;
- Upgrade the inventory of scientific equipment;
- Support existing marine education programs and member institution programs;
- Ensure compliance with safety provisions as established by the U.S. Coast Guard;

This LBR directly aligns with the strategic plans and priorities of both the SUS and the FIO to address the growing demands for expanded scientific and educational platforms to conduct oceanographic research in waters surrounding the state.

12. University Press of Florida (UPF) - \$690,074

- The University Press of Florida (UPF), the scholarly publishing arm of the State University System, is charged with selecting, editing, publishing, and disseminating works of intellectual distinction and significance to the people of Florida.

UPF publishes scholarly books in various formats such as printed books, on-demand books, e books, library collections, and open access books in the arts, humanities, and natural and social science areas.

The funds requested for FY 2014-2015 would support the following efforts:

- \$330,000 to update an inventory and asset management system created in 2004 with cloud-based systems;
- 1 position and \$187,500 to hire an editor to oversee the open access initiatives and to support operational expenses;
- 1 position and \$93,500 to launch a joint e-journals project with select universities to create top tier, preeminent scientific journals.

13. SUS e-Journals - \$4,905,792 million

- The State University System has successfully and jointly collaborated in the purchase of e-Journals for many years. This collaboration has been one of the strengths of the SUS library system and has provided SUS students and faculty with the resources needed to do academic research and study. Each university has contributed an amount towards the purchase of eJournals, with the total contribution exceeding \$13.3 million and increasing at a compounded rate of approximately six percent annually. By combining resources, students across the system can access eJournals that would normally be too expensive for one university to purchase on their own.

The funds requested for FY 2014-2015 would support university costs and near-term projected increases in e-Journal packages from major scientific publishers such as Elsevier, Springer, and Wiley.

**State University System
Statewide Initiatives
FY 2014-2015 Legislative Budget Request**

Moffitt Cancer Center – \$19,900,000 million

- Moffitt has made a lasting commitment to the prevention and cure of cancer, working tirelessly in the areas of patient care, research and education to advance one step further in fighting this disease. As part of an elite group of National Cancer Institute (NCI) Comprehensive Cancer Centers, Moffitt focuses on the development of early stage translational research aimed at the rapid translation of scientific discoveries to benefit patient care.

As part of the State University System, Moffitt is vital to the education of students and trainees in the field of oncology and biomedical research. Studies show that 65% of residents stay and work within in the state they train; therefore, it is vital that we maintain our oncology residents in order to combat Florida's burden of cancer.

An additional \$19.9 million is requested for FY 2014-2015 to continue the effort of training the next generation of cancer researchers.

Institute of Human and Machine Cognition (IHMC) – \$3,700,000 million

- IHMC, a 501c3 statewide research Institute created pursuant to Section 1004.447 F.S., is a world-renowned research institute working in the areas of artificial intelligence, cyber security, robotics, assistive technologies, natural language understanding, data mining and other related fields with facilities in Pensacola and Ocala, Florida. The Institute is part of the SUS and has formal research affiliations with UF, UWF, FAU, UCF, USF, FIT, and the Moffitt Cancer Center.

The primary purpose of the Institute is to leverage and extend human capabilities. Therefore, a large part of the research conducted at the Institute involves such activities as knowledge modeling and sharing, adjustable autonomy, advanced interfaces and displays, computer-mediated learning systems, expertise studies, and work practice simulations. Researchers and scientists include well-known computer scientists, cognitive psychologists, neuroscientists, physicians, philosophers, engineers and social scientists of various stripes.

An additional \$3.7 million is requested for FY 2014-2015 to support renovations of the ground floor facility in Ocala to support research offices, develop lab space, and correct water intrusion issues. Additional funding would also enable IHMC to continue efforts in research operations and expand in critical areas such as advanced cognitive assistance technologies, network security, companion devices, exoskeletons, critical infrastructure protection and sustainable energy modeling and simulation.

**State University System
Matching Programs & Other University Initiatives
FY 2014-2015 Legislative Budget Request**

Major Gifts Matching: \$286.6 million

Although this program was suspended on June 30, 2011, approximately \$285,056,280 represents the total amount of state matching funds outstanding as of this date. The matching program provides state matching funds to universities for private donations that establish permanent endowments with the proceeds of the investments used to support libraries, instruction, and research programs.

Of the total amount, \$1,547,500 is for the Theodore R. and Vivian M. Johnson Scholarship Program. The purpose of this program is to provide scholarships to benefit disabled students attending a state university in Florida.

Public / Private Partnerships	
Major Gifts Matching Endowment Program	\$285,056,280
Johnson Matching Gift Program	\$1,547,500

Restoration of Non-Recurring Initiatives: \$5.6 million

For FY 2013-2014, several universities received non-recurring state appropriations for various university-specific initiatives. In an effort to restore these dollars as recurring for the upcoming year, universities were given the option to include these initiatives in their legislative budget request (LBR).

The following non-recurring initiatives were submitted for inclusion in the SUS 2014-2015 LBR:

Restoration of Non-Recurring Initiatives Funded in 2013-14	
UWF - Complete Florida	\$2,000,000
FIU - Panther Life	\$300,000
FSU - Health Equity Research Institute	\$400,000
USF - Dozier School for Boys	\$190,000
USF Sarasota/Manatee STEM Initiative	\$882,604
USF-St. Pete - Family Study Center	\$131,000
FAU-MS - Medical Simulation Center	\$500,000
USF-HSC - Alzheimer's Research - Mayo	\$1,250,000
Total	\$5,653,604

University-Unique Initiatives: \$49.8 million

A number of universities submitted funding requests for initiatives specific to the goals and objectives currently in place at their institution. The initiatives below are not considered “non-recurring” initiatives or “system-wide” initiatives, but initiatives in which each university has identified as being critical to improving various performance metrics or research efforts at their institution.

Although the LBR instructions excluded initiatives as such, some universities are requesting state support for the following:

Unique University Initiatives	
FAMU - Enhance Distance Learning Efforts	\$1,000,000
FAMU - Improve Professional Licensure Pass Rates	\$2,340,000
FAMU - Improve Retention and Graduation Rates	\$3,400,000
FIU - Enhance Efforts in Research Doctoral Degrees Awarded	\$4,200,000
FIU - Bachelor Degree Production in STEM Fields	\$3,950,569
FIU - Improve FTIC Graduation Rates	\$4,273,901
FSU - Excess Hour Restoration	\$884,971
FSU - Need-Based Financial Aid	\$2,126,193
FSU - Health Equity Research Institute	\$600,000
UF - Engineering and Industry Experiment Station	\$9,668,725
UF - Innovation Academy	\$990,000
UF - Institute for Quantum Computing Data Analytics	\$11,788,900
USF Sarasota/Manatee STEM Initiative	\$1,000,000
USF-St. Pete - Family Study Center	\$119,000
USF-HSC Health Heart Institute	\$3,500,000
Total	\$49,842,259



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 provide some examples.

- Increased average classroom size, while being cognizant of academic needs and certain classes that have limits on the faculty to student ratio;
- Implemented electronic solutions to make proctored distance learning more efficient while reducing errors and delays;
- Continued implementation of Campus Master Plan policies that maximize efficient land use, promote cost-effective forms of transportation such as buses, bicycling and walking, as well as water conservation through tree preservation, proper plant selection and xeriscaping where feasible;
- Expanded the availability of textbooks for the rental program to provide student savings of up to 50% of new text; expanded the availability of electronic textbooks at savings and efficiency of use;
- Reduced energy consumption and food waste in campus dining halls;
- Elimination of faculty lines and degree programs at all levels;
- Revamped business processes including vendor payments with a consequent savings in personnel costs while raising service levels;
- Renegotiating campus-wide contracts with lower overhead percentage/profits;
- Eliminated academic and university support positions to preserve faculty instructional time and effort;
- Maximized interest earned and reduced courier charges by encouraging electronic payment to the university as well as electronic posting of checks via remote check deposit system;
- Increased utilization of document imaging for reduction in storage costs.
- Use of videoconferencing by students, faculty, and staff for distance learning/course capturing – this efficiency allows students to meet with an advisor or receive tutoring without coming on campus; and
- Investments in high efficient LED lighting for street lighting, pathways, and inside the facilities themselves (these lights use 10 to 20% less electricity).
- Continued effort of evaluating and restructuring Microsoft, Oracle, Matlab, SAS and SPSS software licensing agreements. This initiative saves

Attachment 9

millions to universities per year on enterprise licenses available to faculty, staff and students.

Efficiency reports by university are available in the Board's General Office.



University Efficiencies August, 2013

I. Identify academic & administrative efficiency initiatives that are continuing or have been implemented during the past year.

Suspend Low Productivity Programs: Update

In FY 2010-11, the Division of Academic Affairs 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, 23 academic degree programs were terminated and one degree program suspended by the Board of Trustees. The teachout for these programs is now complete for all but one of the programs, whose teachout period will end in 2014. Resources left after budget cuts are being utilized to strengthen remaining programs.

Initiate Distance Learning Partnership – Update

The University currently offers three online graduate degrees. The three distance learning degree programs are as follows: Masters in Business Administration, Masters in Public Health and Masters in Nursing. Students are admitted into the programs by cohorts at the beginning of Fall and/or Spring semesters. The University currently offers sixteen undergraduate courses. The University is developing and implementing marketing strategies for the online program in-house.

Examine Institutes and Centers – Update

The University is continuing its review 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.

Transformation through Technology Enhancements Project - Update

The University is continuing efforts to streamline and standardize the fiscal and administrative processes. With respect to the Travel and Expense Process, the following enhancements were made:

1. All university departments have been fully trained and are utilizing the iRattler (PeopleSoft) Travel and Expense Module;
2. Travelers are allowed to purchase airline tickets earlier than 30 days in advance;

3. A student's enrollment status is validated prior to being allowed to travel with a group; and
4. Travel-related expenditures paid by a university P-Card are being cross-checked to expense reports.

As a result of these enhancements, the following benefits are being realized:

1. Increased customer satisfaction;
2. Monetary savings;
3. More efficient and effective processing of travel transactions;
4. Faster receipt of cash advances and reimbursements;
5. Improve internal controls; and
6. Elimination of duplicate reimbursements.

Efforts continue for enhancing the procure-to-pay process. A contract management program is being implemented to improve the monitoring, tracking and management of procurement contracts. Training for procurement staff, as well as departmental personnel will occur. The State of Florida Department of Finance will train procurement staff on best practices in Contract Management and the procurement staff will train the departments in phases.

Energy Savings - Update

In April 2012, FAMU entered into a \$ 12.24 million energy savings contract with Siemens Industry Inc. to institute the following measures:

1. *Partial Steam Decentralization* by installing individual boilers in selected buildings and shutting down the Steam Plant from May through October every year;
2. Improving the efficiency of the Chilled Water Plant by adding tighter controls to match the output of the plant with the demand;
3. *Energy Management Control* by automatically controlling and scheduling the temperatures in selected buildings to minimize energy consumption; and
4. *Solar Thermal Heating* for water for the Gaither Swimming Pool and the Student Recreation Center by solar power.

These four energy conservation measures will result in the following benefits:

- Over \$1 million in annual energy savings;
- No upfront capital required from state resources
- Significantly improved reliability of the campus heating, ventilating, and air-conditioning (HVAC) system;
- Improved temperature control and comfort for building occupants;
- Replacement of aging and obsolete HVAC equipment;
- Improved opportunities for preventive maintenance; and
- Promotion of the University's sustainability efforts.

Fifty per cent of the project has been completed. The reminder is expected to be completed by the end of the year.

II. Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.

The FAMU Board of Trustees adopted an Energy Policy, in April 2013, to further promote energy efficiency. The policy is in the initial stages of implementation.



Florida Atlantic University Efficiencies August, 2013

I. Identify academic & administrative efficiency initiatives that are continuing or have been implemented during the past year.

- Electronic distribution and filing of purchase orders saving over \$20K annually.
- Bidding for a Master Builder's Risk Policy Insurance Program for capital construction programs resulting in significant insurance savings over the past 3 years across the SUS of \$1.4M on major and minor construction projects insurance costs.
- The university utilized Energy Services Company (ESCO) contracts to provide upfront capital expenditures for installment of new energy efficient equipment. 3 projects in 10 years saving approximately \$3.5M in energy costs. The projects included lighting, cooling towers, chillers, metering, variable frequency drives on pumps and large fans.
- Continued use of the direct purchasing program for tax savings on major construction projects.
- Implementing the Apple Educational Software Licensing Program for the AD Henderson University School and the College of Arts & Letters. The Apple Education Licensing Program keeps costs consistent year after year with a new bundle structure that allows managing against a single expiration date, reduces license costs, and each renewal includes one year of coverage, plus any new releases that may become available during the year.
- Expanded use of ghost card/direct charge-back programs with vendors for office supplies and employee position ads.
- A web based FAU Purchasing E-Mall to directly link pCard holders with contract vendors for low cost spending options
- Additional cost savings of \$3.2M on goods and commodities through the use of Purchasing sourced contracts.
- All responsibility for EPAF management has been assigned to the Human Resources Department in the past year. Centralizing EPAF development, maintenance, processing, trouble shooting and user training in Human

Resources facilitates university-wide EPAF consistency and enhances operational efficiencies.

- In the past year, the management of Faculty Recruitments has been reassigned to the Human Resources Department. Previously, colleges worked with Human Resources on recruitments for Administrative/Non-Faculty positions, and through the Provost's Office for Faculty recruitments. Centralizing the management of both Administrative and Faculty recruitments in Human Resources facilitates recruitment process consistency university-wide, enhances process efficiencies for the colleges by coordinating all recruitments through one central contact, and enables consistent recruitment data management.
- Renegotiated banking services contract for an estimated savings of \$31,000/yr.
- Developed a web-based, self-service interactive tool which enables Bright Futures and Florida Prepaid students to calculate balances due by the last day to pay for each semester.
- Implemented mandatory payment to vendors via ACH with 97% compliance.
- FAU implemented online 1098-T tax year-end tax forms for students saving costs on supplies, postage and time.
- FAU implemented online W-2 year-end tax forms with a 50% acceptance rate for tax year 2012.
- The Provost implemented a Summer Incentive Plan designed to offer more students the opportunity to continue their education year-round through summer courses. The incentive encourages colleges to increase the enrollment in the sections offered to meet the students need, or when needed and with an appropriate minimum number of students, to open an additional section. This is designed to increase overall summer enrollment while also controlling costs since there is an additional criterion to limit costs to no more than 105% of prior year instructional expenditures.
- FAU negotiated an agreement with the City of Ft. Lauderdale to terminate the Commercial campus lease prior to the expiration of the term, which will result in a net savings of operating costs including utilities, insurance, and parking fees for facilities which were no longer being utilized for programmatic needs.
- Consolidated certain programs at FAU's Ft. Lauderdale campus, resulting in reduced operating costs for the Askew and Higher Education Building at FAU's Broward campuses.
- FAU entered into an operating agreement with Indian River State College, after suspending classes at Treasure Coast, for them to utilize FAU-owned

buildings at this site, resulting in significant savings to the university through reduced staffing needs and building/site operating costs.

- Through centralizing and consolidating Physical Plant and Engineering & Utilities responsibilities throughout all FAU campuses under the Division of Facilities, the university recognized cost savings through utilization of shared resources, best practices, and, where applicable, economy of scale through contracted services.
- Recognized \$378,000 savings in tax dollars through utilizing the Direct Owner Program for purchases associated with construction projects.
- FAU continued to utilize the Master Builders Risk insurance program to compare insurance pricing on construction projects between the State program and the construction manager's pricing, thereby realizing savings through the competitive process.
- FAU implemented electronic meter reading systems (for utilities), which reduced the time for manual reading and provided more accurate information to allow for greater efficiency and cost savings in processing invoices.
- As reported to the Statue University System, FAU's gross square footage increased in the 2011-2012 year by 928,655 gross square feet while the division still managed to save 17% in total utilities cost over the benchmark year of 2007-2008. The dollars spent per square foot on energy for 2011-2012 is 33% less than the base year of 2007-2008.
- Installed water softeners at cooling towers reducing the blow-down of towers and netting a savings in water consumption.
- Competitively solicited and negotiated contracts for 5-yr terms for grounds, custodial services, and maintenance of the water treatment plant at the HBOI campus, which resulted in substantial annual savings.
- Researched government trash-hauling contracts on which to piggyback (and contracted with Waste Management under its agreement with a Florida school board), resulting in savings for the third consecutive year from when FAU had its own RFP for waste-hauling services.
- Had Waste Management conduct a survey of the volume of trash in FAU dumpsters, the outcome of which allowed us to change the site-specific dumpster sizes and frequency of collection and achieve cost savings for trash-hauling since we had reduced the amount of trash collected.
- Initiated a campus-wide recycling initiative in conjunction with the Office of Space Utilization & Analysis (hereinafter OSUA), which included Housing, Chartwells, the Student Union, and Henderson and Slattery Schools to increase the amount of recycled material collected. Over time, this will significantly reduce the Solid Waste Assessment Fee paid to Palm Beach County as material sent to the recycling collection facility is free and, therefore, not deposited into a county landfill. The Solid Waste

Assessment (tipping) Fee is the charge paid by FAU for the tonnage of solid waste added to the countywide landfill system.

- Eliminated the in-house custodial staff by outsourcing the balance of campus-wide cleaning responsibilities to the existing outside contractor whose cost-per-square foot resulted in significantly less overall costs than that of maintaining an in-house FAU cleaning crew.
- EH&S and OSUA are creating efficiencies through a “Transformation through Technology Enhancement.” The project is improving our fire alarm monitoring system by eliminating telephone lines and replacing them with IP-based network lines. The end product will significantly improve the reception of signals and realize savings of approximately \$50,000 per year.

II. Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.

- A credit card realignment program which reduced risk exposure in the pCard Program.
- Rebid banking services which netted a reduction in fees of 50% and an increase in revenue of 100%.
- Outsourced food operations at our University School to enhance efficiency and variety.
- Plan to automate a selected business processes by using Workflow Program in Banner
- Maximize interest earned by encouraging electronic payment to the university as well as electronic posting of checks via remote check deposit system resulting in additional interest income and reduced courier charges.
- Automating the on-campus fuel-dispensing system to allow users to digitally provide vehicle/user identification in order to obtain fuel. Savings will be realized by eliminating staff previously required to man the fuel pumps, and the new system’s more accurate record of dispensed fuel. Also, the new process will be web-based, allowing users to see their account on line in real time in order to better manage their fuel consumption/costs.
- FAU, in concert with other SUS institutions, is in the process of selecting vendors for an SUS Disaster Services Contract, which will allow institutions to respond effectively in the aftermath of hurricanes and other natural or man-made events affecting SUS institutions.



Florida Gulf Coast University Efficiencies August, 2013

I. Identify academic & administrative efficiency initiatives that are continuing or have been implemented during the past year.

Installation of Energy Recovery Ventilators: The installation of the energy recovery units in coordination with the solar field continues to provide on-going energy savings, as well as mitigating the tonnage requirements of the chiller plant.

Structural and operational changes resulting in cost savings: The University made organizational changes to reduce staffing and streamline workflow by reorganizing units in a manner to attain efficiencies. . Additionally, class sizes increased while being cognizant of academic need and impact, allowing for greater class availability for students. In order to accommodate the class size changes, the University increased the number of classes meeting utilizing Friday's in order to expand the schedule. Other changes included strong limitations on travel which further reduced costs.

Shared Technology Resources: The University utilizes a single network operations center and mass storage device between the academic and administrative technology units, thus eliminating unwanted redundancy and saving on equipment costs, both in terms of original purchase and maintenance.

Document Imaging: Implemented in Financial Aid, and increased response/turnaround time from two weeks to three days. The imaging of documents will also reduce storage costs.

Implementation of efficient pay methodologies: Through technology, various pay instruments are now available to parents including ACH online payments, PIN debit processing and Mobile Bill and Payment Center. Such systems allow for increased cash flow due to shorter times to payment, as well as a reduction in usage of the cashier's window, thus keeping staffing costs low.

ACCED-I Certification: The Association of Collegiate Conference and Events Directors International certified Florida Gulf Coast University as a “One-Stop Shop”, which indicates the ability for customers interested in having overnight camps and conferences on campus will only receive one contract and one invoice for all services purchased at FGCU. After this was implemented, revenues increased by 10% for the year.

Evaluation of Space on Campus: The University has completed an audit of physical space, resulting in improved processes for the classification and utilization of space on campus. The result is having more space defined as classroom space, and putting into circulation on the university’s reservations system rooms that were not previously available or only available in limited capacity. Additionally, this will bring greater accuracy and improvement to the utilization rates measurements reported to the state.

II. Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.

Document Imaging Expansion: Admissions will go live with document imaging, allowing for faster application processing and an early estimate of \$14,000 per year in direct expenses not including savings on storage costs, printers, toner, etc. Additionally, faster processing will allow for avoidance of large increases in staffing, bringing added savings.

EDI Transcript Processing: Using EDI technology, transcripts will be processed electronically as compared to the use of paper. The result is a faster process, and reduced costs in the purchasing, handling, filing and storage of paper copies.

Server Virtualization: By purchasing robust servers and specialized software, one physical machine can have the operational capabilities of twenty servers. This saves on not only the purchase of added physical servers, but the storage and energy costs as well.

Donation of used computers: In accordance with state laws on property disposal, Florida Gulf Coast University has begun donating computers to local charities. This program not only provides equipment to various organizations, it reduces the e-waste of the institution and avoids the cost of recycling the equipment.

Change in Contractual Providers for Copiers: The University for Fiscal Year 13-14 will have a new vendor provider for copier services, along with a new process in how the contract is administered and the costs are distributed along the

campus. Due to the changes, Florida Gulf Coast University anticipates a savings of \$80,000 annually.



Florida International University Efficiencies August, 2013

Students Support System Efficiencies

- Academic Advising: The legacy system (SASS) was retired and all degree audit functions for students were integrated within our existing application, PeopleSoft. 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 third-party system configurations.
- Graduate Success Initiative: This system will create a new process for advisors and students to collaborate and define a clear path for graduation which in turn improves the student retention rate.
- Mobile Deployment: New mobile functionality now allows students to review their major maps, progress-to-degree, advisor information and degree audit summary. Additional mobile functionality will be deployed in order to allow students to setup advisor appointments, as well as review and respond to advisor messages.
- Waitlists for Students: Students will have the ability to be placed on a waitlist for courses they wish to take. These courses may be essential to their progress-to-degree requirements and will provide them the ability to automatically be placed in an open seat once that seat becomes available.
- Moodle to Blackboard LMS Migration: This initiative converted remaining online academic courses on Moodle to Blackboard Learn 9. This migration will ensure that all students and faculty are working with one Learning Management System (LMS) thereby maximizing operational support for one LMS instead of two.
- Videoconferencing for students, faculty and staff: Videoconferencing saves time and gas on travel between locations. We have used videoconferencing for distance learning/course capturing, allowing students to attend their primary class and not have to travel to other campuses. Additionally, participants do not have to travel in order to attend the dissertation 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.
- Virtual Computer Labs: Computer labs have been virtualized to expand the number of hours labs are available to students to 24 hours a day. Improved virtual computer lab technology will give even greater efficiencies in the amount of physical resources needed to provide the service.
- Health Informatics LMS Projects: This initiative provides technical assistance to the online program that prepares individuals seeking a new career path as medical coders. This provides an external revenue source to be reinvested in new technologies for the students and University Community.

- 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 upgrading the software to enhance services and expand features.

Environmentally Friendly Efficiencies

- Energy Performance: As part of a multi-year cost reduction and energy conservation plan, FIU continues the implementation of various initiatives at all campuses. Continuous improvement in real-time monitoring for electricity, chilled water automation (Phase II), and campus wide metering, diminish energy consumption by achieving efficiencies during peak-times and reducing waste during off-times. FIU is constantly retrofitting light fixtures with energy saving lights and installing motion- sensor switches in all classrooms, offices and restrooms. The results of all these efforts maintain FIU as the leader in the SUS Energy Performance Report for five consecutive years with 58.6867 EPI for FY 2011-12 and 60.4728 EPI as the 5-year average (latest SUS results).
- Natural Gas Conversion: FIU converted from the current LPG fuel system to natural gas which has a lower average cost. Over the course of this conversion, FIU has achieved annual average savings of \$333K.
- Server Virtualization: Reduced space requirements and energy consumption. To date, we have virtualized over 700 servers onto only 24 physical systems, which is a 97% reduction in the number of servers that require space and power.
- Data Center Environmental: Cooling efficiencies have been improved by the implementation of Computational Fluid Dynamics (CFD) software, which can graphically show us how hot and cold air travel around the data center. This information allows for the implementation of targeted and lower cost cooling strategies vs. the legacy approach of flooding the entire room with as much cool air as possible.
- Campus wide control of Classroom Technology: Using the Crestron RoomView system, Media Technology Services (MTS) is now capable of sending an automated campus-wide shutdown command to almost every generally assignable classroom at the end of each day of scheduled classes, preventing classroom technology from staying on all night. This preserves the life cycle of the technology and saves money on resources.
- Installation of external LED lighting: FIU started a program to improve external lighting systems while achieving better energy performance by replacing light fixtures and bulbs with more energy efficient LED lights.
- Recycling: In the 2013 National Recycle Mania Competition, FIU recycled 628,312 pounds in a ten- week period, coming in 1st place in the SUS for total pounds recycled. Diverting this waste from the landfill helped reduce FIU's carbon footprint, the equivalent of taking 213 cars off the road. In addition, the Dream Machine campus in a partnership with FIU's beverage vendor, Waste Management and Keep America Beautiful continues to also help recycling rates.

Lastly, the Game Day Recycling and Events Recycling program continued for home football tailgates and events resulting in more than 2,000 pounds recycled.

- Waste Diversion: “Give and GoGreen” collected unwanted items from students moving out of the dorms, keeping the items out of the landfill. In the spring of 2013, over 6,000 pounds of clothing, kitchenware, and school supplies were donated to the Miami Rescue. Also, Housing Facilities donated beds that were being replaced which resulted in 56,000 pounds diverted from the landfill. The Give & GoGreen program ended up saving the university \$8,000 - \$12,000 on disposal costs.
- Green Office Certification Program: A Green Office Certification Program was launched with a sustainability professional development training series. The goal of the program is to make departments and offices more environmentally aware of energy saving methods.
- Paired Bins: FIU’s Office of University Sustainability and Facilities Management Recycling & Custodial Services are looking into a paired bin initiative to help increase the awareness and participation in FIU Recycles, the university recycling program. The current trashcans will be used and paired and remarked instead of purchasing costly bins, a savings of \$90,000.
- Water Conservation: FIU’s Office of University Sustainability received 1,500 low-flow showerhead fixtures as part of a nation-wide program through Axe/Unilever. The Recreation Centers, Housing, and Athletic Facilities have already begun installing the new showerheads.
- University Wide Printer Consumables Transition: Identified cost reduction and environmentally friendly strategy to transition original equipment manufacturer (OEM) printer consumables to a high quality remanufactured alternative. This transition is expected to achieve substantial savings to the university annually while not compromising print quality.
- Paperless Initiatives: FIU has several initiatives aimed at eliminating paper documents, increasing ease of data entry, accuracy, handling, privacy and security, and improving timeliness of processing.
 - The Division of Human Resources has implemented on-line job offers for Administrative, Staff and Temporary employees along with on-line sign-on packages for all new hires and rehires. The process now takes less than one day on average compared with three to five days prior to implementation. Last fiscal year we avoided printing 68,400 pages (18 page sign-on package for 3,800 hires) and more importantly we did not have to handle paper and scan the completed sign-on package into our imaging system.
 - The ePerformance module of PeopleSoft HR provides a paperless and time-saving process for giving meaningful feedback about employee performance. The module went live July 2013 and saves time by automating the form creation, pre-populating the manager approval hierarchy, and by standardizing rating scores, definitions, and competencies. The system’s initial launch scope provided electronic

forms for more than 1,900 employees and 600 managers and is estimated to generate approximately \$116k in cost savings.

- The Division of Human Resources partnered with the Divisions of Academic Affairs and University Technology Services to develop an on-line system to enter summer appointments for 9-month faculty. The new on-line system eliminates the use of spreadsheets and its inherent pitfalls and allows the units to enter the summer appointments, route for approvals and provides a consistent reporting mechanism to monitor accuracy of the assignments.
- On-Line Tuition Waivers: Created on-line mechanism to submit, process, and track tuition waivers for both employees and dependents. The automation reduced the processing time from weeks to hours.
- E-Ticketing for Commencement: This eliminated the graduation application paper process and manual distribution of commencement tickets by leveraging the information in PeopleSoft.
- The Controller's office is now utilizing electronic workflow for unencumbered payment requests. The Contract In-Take paper form in Purchasing Services and three Property Control paper forms will all also be converted to e-forms. The implementation of software that will allow all Accounts Payable (AP) invoice processing to be paperless is also currently in the planning stage.
- An electronic billing system (Smart Billing) was developed to eliminate the manual process of internal billing. The software eliminates paper usage, speeds up the approval process and improves the efficiency of Accounts Receivables/Payables personnel across the university.
- Purchasing Services implemented a Vendor Registration Portal for the submission of Vendor e-Forms simplifying the vendor application process and reducing by 25% staff time dedicated to printing, sorting, and obtaining missing information from vendors on paper forms. Additionally, this gives the Purchasing Services department a larger pool of vendors to obtain pricing from for a variety of purchases.
- Online Catalog: Reduction of printed materials.

Operational & Logistical Efficiencies

- Owner Direct Purchase: FIU has achieved more than \$1.4M in cumulative savings in the last four fiscal years by negotiating prices on purchasing items in construction projects to reduce the cost of the items through tax savings.
- Renegotiating of Construction and Maintenance Contracts: Continued efforts in contract negotiation, in both construction and operations fronts, continue to produce savings.
- University wide Copying and Printing: A competitive solicitation for university wide copying and printing services was developed and will be implemented for

FY 2013-14 with a goal of streamlining operations, improving user efficiencies and lowering overall costs.

- Renegotiating IT Maintenance Contracts: We are renegotiating IT maintenance agreements and reducing costs by terminating agreements for software licenses and IT support that were no longer need.
- Expanded services at North West Regional Data Center (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.
- PantherSoft HR Implementation: With the implementation of PantherSoft-HR, FIU has standardized the PeopleSoft suite that includes Campus Solutions, Financials and Human Resources with real time integration of the systems. This streamlined our approval process, reduced call volumes by 25% and increased overall operational efficiency by 80%.
- Implementation of Managed Hires: Manage hires functionality, within PeopleSoft HR, allows our Employee Records department to leverage the effort invested by our Recruitment Services department by automatically feeding the applicant's biographical/ demographic data into the new hire transaction. We have approximately 2,500 transactions going through manage hires in a fiscal year. This data automation has saved three to five minutes per new hire transaction.
- Management of Video Surveillance: Facilities Management developed, designed and installed a video management system (VMS) that manages and controls the 1,300 + video surveillance cameras across all campuses and provided centralized 24 hours a day access to the FIU Police Dispatch area using their video display wall.
- Electronic Access Control: Facilities Management's Key Control Office increased operational efficiency by installing Online Electronic Door Access and by delegating its local management responsibilities to local departments.
- Fire Alarm Notification System: Elimination of 141 analog phone lines by replacing them with IP based network lines.
- Voice Communications Reduction: FIU has reduced 103 lines (telephone landlines, fax lines, and modem lines) by consolidating and sharing resources.
- Invoice Imaging: By using some of the latest technologies in imaging and optical character recognition (OCR), the Controller's Office will be able to scan over 40,000 invoices and have the ability to automatically populate invoice data into the imaging system and PeopleSoft systems for approval and review. This reduces the number of man hours individuals in the Controller's Office spend on manually entering data from each invoice into the system.
- Adaptive Planning: Implemented new Budgeting/Forecasting/Business Intelligence Cloud Based Software to enhance the budgeting and strategic planning function of the Business Services operations saving time, improving efficiencies and reducing cost of printed material.
- P card Initiative: The Credit Card Solutions department launched a vendor enrollment campaign to increase vendor participation in the Single Use Account

(SUA) programs. In coordination with Purchasing Services, they were able to redirect high-volume purchases (i.e., Dell), to utilize the card programs. SUA vendor participation increased from 10 vendors to the current 130 vendors resulting in 4,906 transactions (200% increase from FY 2011-12, while the departmental card usage grew to 81,824 transactions (6% increase from FY 2011-12. Additionally, increased spend translates into a higher incentive payment, moving payment processing toward a self-funded model.

- 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.
- University Police Department Managerial Reorganization: The University Police Department underwent a re-organization of its upper-level management. Responsibilities and scope of work were re-distributed and the chain-of-command was streamlined. This led to the re-classification of 3 command staff positions (Assistant Director, Captain, and a Lieutenant) to police officers, allowing for more officers to be on patrol and still experience salary and overtime savings.
- Integrated Voice Response (IVR) System: This new scalable support service enables students, faculty and staff, to securely perform their own password resets and obtain status information on their IT service requests, utilizing the latest Integrated Voice Response (IVR) technology. The system expands these services to 24/7 availability and saves time for the caller, while reducing the hours needed for Help Desk Representatives to perform these functions.
- Server Reduction: Non-telephony servers were moved to a virtual environment reducing space used in the Data Center as well as costs in electrical and annual maintenance agreements.
- Wired Port Reduction: Reduction of wired ports in Housing buildings will reduce annual hardware maintenance and electrical costs. Students are now using Wi-Fi only.
- Cloud: We continue to take advantage of cloud technologies by moving infrastructure, such as employee e-mail into free cloud services (student email was already moved into the cloud). Internally, we have implemented our own private cloud for academic areas, which gives faculty and students the flexibility to access cloud resources for their classes whenever there is a need.
- New Wireless Secure: The Division of IT has upgraded the authentication method used to connect to the FIU wireless network. The old method used passphrases vs. the new method which uses Enterprise 802.1x. Enterprise 802.1x is more secure than the passphrase used previously. An added enhancement is the ability to roam between buildings without requiring customers to retype their credentials as they move around campus.
- Fall Semester Traffic Plan: FIUPD has created partnerships with local police departments and Miami-Dade County government entities that will greatly reduce our need for police staffing to control traffic. The improved automation of exterior traffic flow, new traffic control devices in the interior, and streamlined

staffing are expected to reduce overtime costs by approximately \$100,000 in comparison to previous years.

- Auxiliary Enterprise Task Force: Regular meetings with auxiliary administrators in order to collaborate on communications schedules and coordinate activities and share best practices. The group brings together units with complementary and supplementary interests so that messaging to customers is unified and targeted for optimal results; mutual challenges are worked through more efficiently.



Florida Polytechnic University Efficiencies August 2013

I. Identify academic & administrative efficiency initiatives that are continuing or have been implemented during the past year.

Florida Polytechnic University's initial class of students is expected August 2014. The efficiencies presented are the result of deliberate planning and design and are reflected in section II below.

II. Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.

As Florida Polytechnic University is under construction, both the buildings and systems are planned to ensure the current technological advances for efficient operations and learning.

The Innovation, Science, and Technology building will use technology that will allow for efficiencies within the space.

- The natural light of the windows, skylight, and doors allows for natural light to be leveraged in place of dependence on electrical lighting systems. This should result in a savings of at least 20% over traditional lighting costs.
- The university leverages Ventura valve laboratory air flow with constant commissioning. Laboratories are notorious for energy consumption and leveraging the technology along with constant control should result in at 15% reduction in operating costs over traditional systems.
- In addition, the university will leverage cloud services for the computing needs of faculty, students and staff. Leveraging these technologies, the university should realize a savings due to increased access to current application technologies and efficient software updates. The use of cloud technologies reduce the need to have additional staff and equipment to maintain and provide necessary student and office operating systems.

The Campus Control Center is the first building scheduled for completion in October of 2013 and contains the several key technologies the university will leverage for creating an efficient campus environment. Items such as:

- The installation of two 600 ton magnetic bearing frictionless centrifugal chillers. This equipment, used to create cold water for the air conditioning systems on campus, leverages technologies common to atomic submarines to deliver a chilled water product at as much as 30% more efficient on partial load than a traditional metal bearing chiller.
- The university will leverage variable drives that allow for the machines, motors, and pumps on the campus to operate at on-demand levels and partial loads. This can result in operating savings of up to 50% and increase the serviceable life of a piece of equipment by as much as 25%.
- The campus has invested in high efficient LED lighting for street lighting, pathways, and inside the facilities themselves. These lights use 10 to 20% less electricity all the while having a life expectancy of as much as 4 times florescent ballasts and bulbs.
- The university is making an upfront investment on building control and reporting systems. These systems will allow for the proper tracking and control of major equipment on campus and their energy uses.



Florida State University Efficiencies August, 2013

I. Identify academic & administrative efficiency initiatives that are continuing or have been implemented during the past year.

The University achieved a 10.6% reduction in cost per square foot for all E&G utilities when compared to prior year and experienced a 2.4% reduction in EUI (Energy Use Intensity) (kBtu/sq ft) when compared to prior year – estimated annual savings \$2,500,000. These savings are being used to retain faculty.

Using the remainder of the Facilities savings identified in the next few paragraphs, the University is continuing to reinvest in additional energy conservation measures and is using these savings to maintain and repair the building infrastructure avoiding additional costly repairs due to leaking roofs, HVAC and fire code corrections.

The University completed a major re-lamping program – estimated annual savings \$150,000; upgraded HVAC control systems – estimated annual savings \$50,000, completed steam system upgrade – estimated annual savings \$100,000, installed variable speed drives in the Kuersteiner Music Building to reduce energy usage – estimated annual savings \$10,000, developed chiller sequencing module for the Siemens Apogee system – estimated annual savings \$10,000, replaced steam traps in steam pits with low functional loss-free floating ball traps – estimated annual savings \$100,000 and replaced 10-year-old Coke vending machine fleet with new energy efficient machines – savings in electrical consumption almost 15%.

Purchasing increased the number of online catalogs in the FSU E-Market to 22 vendors, significantly reducing the workload in Purchasing Services with the competitively sourced catalogs. The contract with on-site vendor, Grainger, was continued creating discounts on maintenance repair and operations supplies, saving time, expenses and staffing.

The Facilities department purchased uniforms for its employees through Grainger, rather than leasing with outside vendor and providing laundry service – estimated annual savings \$80,000.

The Facilities department maintained outdoor mall amenities in-house (rather than contracting out) including bronze art collection valued at \$28 million – estimated annual savings \$64,500.

The Facilities department continued propagating and seeding plants in FSU Nursery (trees, shrubs, groundcovers, bedding plants) vs. purchasing from outside vendor – estimated annual savings \$43,400.

A Hydro Stop acrylic roof coating was added to the majority roofing surfaces on the Leach Center to save on both energy and maintenance costs.

The Facilities department created a Centralized Document Management system that eliminates paper submissions for all construction projects. The system is accessible online so outside vendors and field workers can access the library via secure login. The system significantly reduces research time, travel time and facilitates quicker response time to critical maintenance situations – estimated annual savings \$40,000 (fixed) and \$27,000 (recurring).

The University diverted recycled waste from landfill, saving tipping fees – estimated annual savings \$76,700, recycling concrete – estimated annual savings \$19,500 and installed 8 new beverage container recycling machines on campus – resulted in 95 pounds recycled since January 2013.

The University implemented a student pay-for-print services to electronically capture copy counts, toner replacements and machine jams, resulting in reduced errors and delays.

The University launched UPS package service including the iShip Desktop Shipping Station that provides for electronically entering packages for shipping (previously performed manually) – savings approximately \$0.35 per package.

Most departments continue to shift personnel and expenses to non-E&G sources if allowed by increases services through Auxiliary funds and maximizing the time and expenses that can be supported by contracts or grants, foundation or vending funds.

The College of Arts and Sciences partnered with the Division of Finance and Administration, the office management components of four departments in the Humanities area have been integrated into a central office leadership model. The College also centralized the IT resources for five departments within the Deans Office. These actions have improved the effectiveness and efficiency of office management in the affected units. The initiative has been so successful that the College is now prepared to implement it next year in three science area departments.

Many departments continue to reduce overhead expenses including the reduction in the number of office phones for faculty and staff, eliminating phones in common areas, labs, and graduate student space, and encouraging personnel with multiple phone lines, such as an office phone and a cellular phone, to choose only one line.

Several departments moved to campus-provided services for departmental copiers and shredding which eliminates the additional cost that may be associated with procuring services through outside vendors.

Departments continue to increase electronic communications and interactive websites for more effective messaging as well as reduced cost of printing and mailing. Examples include video and PDF versions of our Viewbook and other publications, electronic event notices and RSVPs from Admissions, Placement, and Alumni Affairs offices, and electronic recruiting/outreach through email, Twitter and social media sites.

Many offices are converting manual processes to secure on-line formats, eliminating the need to log entries by hand while enhancing search features. This will reduce the number of calls requesting updates on the status of documents and will improve the ability to monitor, track, and search process. The Oglesby Union implemented an online system for event planning and permitting.

The number of departments instituting the digitization of records for storage of internal records to reduce the amount of space and maintenance required for paper files in human resources, travel, purchasing, and grants management continues to grow. These activities improve access to records and information; foster use of existing electronic resources such as FEAS and OMNI; increase search efficiency; reduce the need to interpret paper records; enhance the ability to share, compile, and utilize accurate information; lessen the need for additional storage space; and generate energy and materials savings.

Many departmental staff have broadened their expertise to allow for in-house design of printed materials, streamline publications and obtain competitive bids for all printed resources.

Departments continue to obtain competitive bids for event vendors and technology purchases.

Reviews are done at the department and central administrative level to manage the current use of office space both on and off-campus to assure the most efficient and cost-effective use of available space.

Departments continue to outfit classrooms, conference rooms and interview rooms with videoconferencing capability to save money on travel costs while broadening exposure for students and faculty. Several departments have used this technology to connect students with potential employers, to broadcast and record faculty symposia and speakers, to connect Moot Court team members with coaches in other locales, and to deliver high-quality guest speakers during classes and other events.

Many departments frequently obtain furnishings, vehicles, and technology (where appropriate) from surplus or interdepartmental transfers rather than purchasing new. Departments re-use and reclaim materials whenever possible.

Departments ensure efficiency through due diligence in turning off all electronics each night, discouraging unnecessary printing, making best-price catering options, and serving smaller portions in food events.

Some departments initiated 24/7 swipe card systems leading to some laboratories to reduce theft and prevent unauthorized use of equipment, and cameras in many labs have also been installed to help better train personnel in safe and efficient procedures.

The Office of Technology Integration consolidated and decommissioned 10+ aged servers with new virtual servers, reducing power, cooling and support requirements.

The Golf Course added new EZ-Go RXV golf carts to fleet that are almost 40% more energy efficient.

The Information Technology department replaced approximately 500 physical servers and provided 42 terabytes of centralized enterprise disk storage to 30 distinct campus units via FSU Private Cloud Services resulting in significant savings in power, cooling, networking, staff support and space requirements. Approximately 80% less power is utilized in the virtualized environment.

The FSU Private Cloud Services infrastructure was consolidated onto fewer, denser systems, reducing the physical footprint by approximately 75%.

The myFSU VLab was deployed to avoid the need to build out a lab with physical computers, resulting in a reduction of requirements for physical space, cooling, and support staff.

The University continues the replacement of the decades-old Centrex telecommunications system with a VOIP solution providing enhanced integration to email and other forms of electronic communication. When fully implemented, this will result in \$1M in annual cost-savings that was passed on to departments through lower phone bills.

The University continues to utilize a network appliance to block most illegal downloads of copyrighted books, movies and music over the Internet. This device resulted in 70% fewer violation notices received by the University and also reduced processing efforts by 0.5 FTE.

The University continues to leverage outsourced student email, resulting in \$100k in recurring cost savings while providing access to an extensive Microsoft productivity suite of applications. These savings were used to upgrade the faculty/staff email system.

The University continued evaluating and restructuring Microsoft, Oracle, Matlab, SAS and SPSS software licensing agreements. This initiative saves FSU over \$1M per year on enterprise licenses available to faculty, staff and students. These savings were passed on to departments by lowering the costs for the software.

The Office of Technology Integration continues to support web services for the university community. These services currently host more than 70 sites at no additional cost to departments. The availability of these services has reduced related departmental operating expenses and human resource commitments.

The University continues to participate in the CampusEAI Consortium to support delivery of the myFSU portal solution that integrates myFSU Student Central, learning management, campus communications, social interaction and other key student/faculty/staff functions as a one-stop application. As a member of the Consortium, FSU received a grant of in-kind implementation services valued at \$1M.

The University created fiber lease revenue agreements, enabling established vendors to transport data across FSU-managed network infrastructure. Executed agreements generate approximately \$10k in annual revenue that was used to offset the costs of student service functions.

The University managed additional space lease revenue agreements to meet increased demand for macro / micro cellular service coverage. Executed agreements generate more than \$250k in annual revenue used to enhance IT services.

Departments continue to develop online versions of courses which satisfy requirements for the undergraduate core curriculum and to increase access to and production of degrees. Distance learning increases access to world-class education for residents and non-residents helping to meet state and national community needs by preparing graduates as community, state and national leaders. The distance learning fee provides increased educational teaching and funding opportunities for graduate assistants.

Colleges are creating multi-disciplinary joint degree and accelerated degree programs where appropriate utilizing faculty expertise in other departments which avoids having to recruit new faculty. This provides students with broader educational opportunities that are career relevant.

Colleges are looking for ways to use Accelerated BS to MS degrees to reduce the time to degree for qualified bachelor's students seeking a master's degree.

The School of Dance adapts and re-uses costumes for 50-75% of its productions and Art re-uses materials to build studio and lab furnishings, among other examples.

FSU Panama City has a partnership with Gulf Coast State College to provide Police Service to both campuses. Gulf Coast State College pays FSU for these services. This allows FSU Panama City to have additional police service for FSU Panama City campus at a reduced rate.

FSU Panama City also partners with Gulf Coast State College to provide library services to our students. FSU Panama City does not have its own stand-alone library where their books, periodicals, etc. are located. Rather than pay for their own physical space and upkeep of facilities, we pay Gulf Coast State College an annual fee to house all our collections and they provide service to our students and clientele to use our collection.

University Libraries' Library Express Delivery Service (LED-S) delivers books requested by faculty (and, recently, TA's) to departmental offices twice a day, five days a week. Requested journal articles are scanned and e-mailed. Same-day delivery is the norm. The service, with

over 1500 registered users, fulfilled more than 12,200 requests in FY 2012/13; 80% of the requests were from faculty. Since it takes the average person a minimum of 45 minutes to walk to the library (or drive and park), retrieve material, check it out or photocopy it, and return to their office, the delivery service saves many thousands of faculty and TA hours per year. The cost to the library is about .5 FTE of a USPS employee. We hope to add Graduate Assistants and Research Assistants in the coming year, if internal capacity allows. The savings to FSU will increase proportionally.

The Libraries subscribed to HATHI Trust, a collection of over 10 million digitized scholarly books from the libraries of Stanford University, the University of Michigan, and many other top-ranked university libraries. Cost of the subscription was \$30,000 for the first year, which means we are able to provide access to a vast range of books for a fraction of a cent per book. The HATHI Trust subscriptions of FSU and University of Florida paved the way for the Florida Virtual Campus to subscribe on behalf of all 39 SUS and FCS campuses. FLVC will now pay approximately \$70K per year for access by all of its institutions, including FSU.

The Libraries developed a system for batch-processing and batch-loading Electronic Theses and Dissertations (ETDs) into our institutional repository. Previously ETDs were loaded one by one by a staff member. The new process is many times faster and much easier than the old. We have also streamlined the cataloging of these records. The savings in staff time from these changes amounts to about 500 hours annually. With these improvements also make ETDs almost immediately available upon receipt by the Libraries.

The Libraries designed automated procedures in the inventory/catalog system, which saved at least 6 months of a staff member's time to revise catalog records of tens of thousands of books.

The College of Law continues to work with the university's Human Resources office to reduce the cost of unnecessary criminal background checks for students who have already been cleared by the Florida Board of Bar Examiners (FBBE).

The College of Law Placement Office has improved efficiency and reduced expense through activities such as Video Networking Noshes (small networking events with alumni who are unavailable to travel to Tallahassee), video interviewing in lieu of (or as a prequel to) on-campus interviewing, and offering students the opportunity to create video resumes (for the convenience of prospective employers). The Placement Office also works closely with the university's Career Center to share contact information and employment opportunities, with the law school's Alumni Affairs Office to coordinate alumni events and student networking opportunities, and with the Externship Program to increase and share information on externship and internship opportunities for students.

The Department of Art implemented a centralized studio equipment checkout system, lessening the need for duplication and reducing potential for shrinkage through loss or theft.

The Center for Academic and Professional Development continues to expand the number of e-vent technology presentations to reduce customer travel to conference activities.

Additionally, the Center expanded access for the University and the public to on-demand viewing of these e-presentations through the creation of the Always Learning Web Gallery.

Campus Recreation implemented new Innosoft Fusion software to improve the collection of data regarding participant verification, equipment tracking, registration, and memberships. They also utilized When2Work software to organize and schedule over 600 student employees. The online solution provides easy access to work schedules and facilitates shift trades and coverage requests.

FSU Reservation installed new energy efficient windows and a new HVAC system in the conference room to reduce energy costs.

The Career Center sold advertisements in the Career Guide to cover cost of reproduction, externally produced and copied student handouts and guides in bulk, and marketed Dunlap Success Center space to employers. (Two potential room sponsors for 2013 anticipated.)

Student Affairs obtained employer sponsorship for special programs and services, e.g., Seminole Success Night, ePortfolio Contest, etc.

The Center for Leadership & Social Change partnered with multiple departments across campus to host the LeaderShape Institute, TEDxFSU, WithWords, PeaceJam, and Service Leadership Seminar and reduced computer storage fees through use of external hard drives for large files such as media and video files.

The Dean of Students Withdrawal Services Office moved to online system providing students 24/7/365 access and reduced printing and saved approximately \$500 a year.

Degree programs are reviewed annually by the University to determine if the program should remain suspended, reactivated or terminated. This is also a part of the BOG Academic Program coordination project where SUS degree programs that meet certain criteria (low enrollment, or insufficient number of degrees awarded) are reviewed by the Council of Academic Vice Presidents (CAVP) Academic Coordination Group for termination.

II. Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.

Academic departments will continue to seek new funding opportunities and establish new relationships with funding agencies and international collaborators in order to gain more soft money contracts and reduce reliance on state-appropriated support.

Additional academic departments are transitioning graduate degree program applications to an online format in order to streamline the application process, cut down on labor needed to respond to queries, and reduce processing time.

FSU is developing a joint project between the Ringling Museum and New College in Sarasota to combine their separate chiller plants into a single system to increase operating

efficiency and provide substantially increased back-up capacity for both institutions – estimated annual savings \$100,000. The chiller systems for the two Engineering buildings were connected and substantial renovations to one building were made to enhance efficiency. The renovations included replacing the boiler and generator, HVAC and fume hoods, re-roofing, and mold remediation.

The FSU College of Medicine completed and continues to improve the development of a comprehensive “360 Reporting” for Chairs, Budget Managers, and Principal Investigators. These reports consolidate information from all funding sources and reporting platforms into one report and, in most cases, provide updates through prior day activity. Efficiencies gained include the reduction of monthly financial meetings, no subsidiary spreadsheets, or looking in multiple locations for supporting documentation and budget and fiscal access to many additional users.

Plans are underway to develop a method to more efficiently share expensive equipment among units based on a fee system to cover the expense of maintenance. Sharing should minimize duplication.

The University plans to evaluate options for replacing obsolete chillers in the central plant, install lab occupancy sensors and reprogram building HVAC sequences – potential annual cost savings \$100,000, reduce energy use in Fine Arts Building by reducing outdoor air flow requirements – potential annual cost savings \$20,000 and install thermal diffusers in Carothers Building to allow a static pressure set back sequence – potential annual cost savings \$10,000.

The Sustainability Office plans to study and develop new campus-wide trash and recycling system between Building Services and Solid Waste & Recycling that removes individual trash cans from offices and sets up trash and recycling stations throughout office suites. This new approach calls for a shared responsibility in how waste is managed on campus. By providing options at the point of disposal, individuals are more likely to separate accordingly. In turn, recycling rates could increase, money spent on tipping fees for trash disposal could decrease, and the time dedicated to emptying individual bins could be redirected to additional cleaning and sanitation of buildings.

Finance and Administration will identify and pursue implementation of efficiencies for Seminole Golf Club operations that preserve the quality of the course, including course maintenance, pricing, the pro shop, and the restaurant. We recognize the importance of sustaining the Course and Club for our golf team, our students, the larger Tallahassee community, and as the home for our renowned Professional Golf Management program.

Two new parking lots will be built. The Dewey Street lot will provide 125 spaces for employees in the core of campus near key academic buildings. The Palm Court lot will provide 120 new student spaces in close proximity to several residence halls. Identification and construction of these 245 new surface parking spaces on recently acquired or available land saved over \$2 million versus construction of the same number of spaces in a parking garage.

Finance and Administration staff plan on installing smart parking meters at key locations on campus with new online technology which will provide a reduction in manpower previously required for coin collection and maintenance costs.

The University is planning to migrate to a stipend model to enable employees to obtain cellular and data services required to support university operations. When fully implemented, the stipend model is projected to reduce staff time associated with purchasing and billing for cellular phones.

Information Technology Services is planning to consolidate two disparate tape-based infrastructures into a single footprint that resides within the more robust NWRDC facility. Making this transition will simplify maintenance of the infrastructure, reduce university reliance on the aging Sliger Data Center, and generate \$75,000 in annual cost savings in associated vendor maintenance that will be used to purchase hardware for the Campus Solutions project.

Information Technology Services is planning to deploy a self-service license distribution / download model that enhances end-user experience and reduces associated operating expenses by 15% lowering the costs to the end users.



New College of Florida Efficiencies 2012-13

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 of Art have co-located their chiller plants in the same facility, providing each other with back up chilled water capacity and other benefits. Also, the College contracts with FSU for Building Code Administration Services. **Examples of recent efficiencies implemented during FY 2012-13 include:**

Institutional Collaboration

- ✓ In June, President O'Shea spearheaded a planning retreat involving top leaders at Eckerd College, FSU Ringling Museum of Art, Ringling College of Art and Design, State College of Florida, the University of South Florida, Sarasota-Manatee and New College of Florida to consider ways these intuitions, which are in very close proximity to each other, might collaborate on various academic and administrative projects aimed at broadening academic opportunities for students, inventorying administrative and academic strengths of the various institutions and identifying possible areas where shared services or resources may enhance effectiveness as well as efficiencies. During academic year 2013-14, the group will actively involve their academic leaders, chief business officers, human resource directors, emergency management coordinators, physical plant directors and economic development coordinators from various local governments to identify and evaluate the most promising collaborative projects to pursue. This effort is expected to lead to longer term collaboration commitments.
- ✓ Cook Library is partnering with the FSU Ringling Museum Art Library in sharing collections, coordinating the intake of gift materials and enhancing utilization of the SUS UBorrow interlibrary lending service.

Energy and Facilities Management

- ✓ The College and FSU Ringling Museum took a significant step toward shared energy efficiency by renovating the co-located chiller plants so that the combined chillers and cooling towers are now operating as a single unified plant serving both institutions, allowing for a much more efficient use of existing equipment/chiller capacity and a substantially increased level of chiller back up support. This newly combined plant is expected to generate significant recurring operating savings. The renovation work was completed in June. An operating management agreement is in place, with FSU Ringling serving as managing partner. Funds permitting in future years, a geothermal project aimed at greatly reducing reliance on expensive potable water is anticipated which has the potential to lower operating costs even further.
- ✓ 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.
- ✓ Earned LEED Gold certification for the new 36,000 GSF Academic Center building.

Business Operations and Outsourced Services

- ✓ Cook Library is in the process of implementing a book chapter service that will allow collaboration with libraries worldwide in loaning book chapters virtually.
- ✓ Cook Library is collaborating with its SUS sister libraries in offering a Patron Driven Acquisition Program that automatically purchases e-books as patrons access them in our respective catalogs. The libraries have pooled funds and secured significant discounts for the program. Once materials are purchased, they become perpetually available to all SUS users.
- ✓ The local school system and its competitively selected vendor permitted the College to utilize one of its contracts to make certain highly technical repairs to a chiller, saving over \$60,000 off of competitive bids previously received by the College.
- ✓ Continued to take advantage of owner direct purchases for equipment and materials supporting capital construction projects, yielding sales tax savings in the tens of thousands of dollars.
- ✓ Implemented an electronic imaging system in the College's most hard copy/paper intensive operation - the Office of Admissions and Financial Aid, resulting in enhanced file sharing and management of this large volume of documents.
- ✓ Continued sustainability and recycling initiatives.
- ✓ Reports from the shared Barnes & Noble bookstore contract managed by USF Sarasota-Manatee indicate students' increasing use of textbook rentals and digital textbooks during the academic year increased from 11.1% of total dollar sales in academic year 2011-12 to 17.8% of total dollar sales in academic year 2012-13, yielding students significant savings when compared to purchases of new and used textbooks.
- ✓ Sought out and received special Federal grant funding totaling \$72,000 to enhance the College's multiple emergency notification/communication/security systems.

Automation

- ✓ Streamlined the direct deposit process, automated the preparation & delivery of USPS time sheets and A&P leave time.
- ✓ Automated the delivery of financial aid award notifications.
- ✓ Automated the creation, suspension and termination of user accounts.



University of Central Florida Efficiencies August, 2013

I. Identify academic & administrative efficiency initiatives that are continuing or have been implemented during the past year.

Since 2007-08, the University of Central Florida has absorbed permanent education and general (E&G) budget cuts totaling almost \$92 million or over 31% 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, redistributing staff responsibilities as positions become vacant, placing limits on discretionary expenditures not critical to the support of our mission, and limited program closures.

The following are some of the more significant changes that have resulted in savings or additional revenue over the past several years:

Expense Reduction

- Improved policies regarding electronic payment of student tuition and fees resulted in savings of \$700,000 in bank charges and a 700 percent increase in usage of the e-check process. Over 54,000 student e-check payments were administered, free of charge to the student.
- Reduced administrative costs by decreasing paper checks issued to vendors and students by 29 percent through increased use of direct deposit, procurement card and electronic fund transfers.
- Decreased the frequency of issuing vendor and student payments from five to two days per week. This change allowed for the reallocation of \$75,000 in annual payroll costs to another department, and saved \$10,000 in reduced material and supplies.
- Reduced overall energy consumption per square foot by 33.9 percent since 2005.
- Constructed a combined heat and power plant that is projected to decrease energy costs by \$2.5 million annually after a less than six-year payback of construction costs.

- Constructed a thermal energy storage tank, which earned a rebate of \$637,000 from Progress Energy and will save an average of \$543,000 annually. Approximately \$1.8 million have been saved to date.
- Reduced Arena utilities costs by 21 percent or \$196,000 in fiscal year 2013 through specific energy initiatives.
- Replaced garage light fixtures, resulting in 66 percent savings in energy costs.
- Converted 95% of irrigation to a more sustainable source since 2005.
- Achieved a 31% average recycling rate over the past three years, with a corresponding decrease in commercial trash pickup.
- A shared vehicle fleet was established for facilities operations using a Traka Key Access Box system to maximize vehicle utilization.
- Negotiated a 2 year extension of the Toshiba Copiers contract to save an estimated \$250,000 per year.

Supplemental Funding

- Installed photovoltaic panels through a \$645,000 grant from Progress Energy, has resulted in energy savings of 55 percent for Parking Garage B.
- Received grants totaling \$215,000 for campus arbor care and natural lands management.
- Received the following grant funding for emergency management operations and equipment:
 - DOE Emergency Management for Higher Education Grant - \$497,000.
 - Florida Department of Education Grant for Mass Notification - \$161,000
 - ViaRadio pilot program - \$40,000.
 - Hazardous Materials equipment training and response grant - \$80,000.

Revenue Generation

- Secured naming rights for the UCF Arena generating \$3.95 million in new revenue.
- Continued revenue increases in the following areas:
 - Pouring rights' sponsorships increased 21 percent or \$320,000 per year over prior contract.
 - Snack vending commissions exceeded the annual guaranteed minimum commissions by 22% as well as out-performed the previous contract by 70%.
 - Beverage vending guaranteed commissions increased 13 percent over prior contract performance.
- Generated over \$300,000 in annual revenue through space rental to wireless providers.
- Continued the direct sales of surplus property generating revenue of approximately \$450,000 since September 2011.

- Increased annual usage of the purchasing card by 100 percent since 2007, to a total of \$32 million, resulting in time savings and additional rebates paid to the university.
- Implemented an investment policy that has allowed for greater returns.

Cost Avoidance

- Over 34% of UCF's student credit hours are generated by online courses, which allows more students to be served than current physical space can accommodate and reduces the institution's carbon footprint. If classroom space were to be constructed to serve UCF's online students, the construction cost would exceed \$60 million, with an associated \$4.1 million annual operational cost.
- Opened the UCF Emergency Operations Center, the first at an institution of higher education in Florida, to serve as the central command and control center during emergencies and disasters at UCF. Repurposed assets of \$185,000 (cost value) to furnish the center and provide the center two emergency response vehicles. More than 1,000 faculty, staff and students were trained in the National Incident Management System and active shooter response training, resulting in 215 employees receiving certifications.
- Redirected and repurposed assets with a cost value of \$485,000 across campus, preventing the purchase of over 500 new assets.
- The myUCF PeopleSoft portal provides a broad selection of self-service functions that have reduced service delivery costs and replaced clerks and long service queues.
- Through directing best procurement methods, use of existing contracts and integration of competition into every purchase, an estimated \$6.2 million was saved.
- Total Sustainability and Energy Management efforts have resulted in a reduction of 51 million kwh in electricity and 13 million ton-hr of chilled water over the past four years, and 153,736 therms of natural gas since fiscal year 2006, which has resulted in an accumulated cost savings of \$9.4 million.
- Saved \$2 million and increased public safety's in-building communication ability on UCF's main campus through the location of Orange County's new radio transmissions site on the roof of the John C. Hitt Library.
- Utilized the Direct Owner Program for construction purchases to save over \$3.6 million in taxes over the past four years.
- Refinanced Parking and Housing bonds, for projected savings of \$7.3 million over 20 years.
- Used internal funds for large projects such as renovation of the Pegasus Health facility and the combined heat and power plant instead of borrowing from an external source.

Process Improvement

- Contracted with a consulting firm to review and recommend changes to the university's administration structure and business processes to increase efficiency and effectiveness.
- Automated administrative processes in areas such as Finance and Accounting, Academic Affairs, Human Resources, and Purchasing using workflow. The tenure and promotion process was moved online, as well as end-of-course student evaluations and student readmission forms.
- Closed the Cashier's Office, and moved the back office cashiering functions off campus and the Office of International Studies on campus, which significantly increased study abroad student participation and revenues.
- Installed GPS technology on shuttles to provide tracking and estimated arrival times.
- Initiated a telematics service agreement for a Mobile Resource Manager Service, utilizing GPS technology to manage recycling workloads.
- Redesigned the facilities warehouse resulting in reclamation of approximately 10% of the useable space.

Privatized Services

- Auxiliary Services
 - Bookstore
 - Dining services
 - Arena management
 - Campus bus service
 - Campus copiers
 - Office supplies
 - Concessions and vending
- Facility Support
 - Irrigation installation
 - Landscape installation
 - Fire-alarm system maintenance
 - Elevator maintenance
 - Regional campus landscape maintenance
- Administrative Support
 - Architectural services
 - Engineering services
 - Construction management
 - Investment consulting
 - Financial-advisor services

- Audit services for professional and construction contracts

II. Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.

- Departmental server rooms are being de-commissioned, with applications and data moved to an IT shared services center, resulting in significant reductions in server count, space and power consumption. Server virtualization is replacing physical servers, further reducing space and power demands. Personnel costs will reduce in the future.
- Enterprise computing applications continue to be migrated to cloud service providers, eliminating the need for supporting equipment and the associated space and power.
- Distributed antenna systems are being constructed on the UCF main campus and the Health Sciences Campus. Associated vendors and cellular carriers are fully funding both projects, with a total commitment of approximately \$10 million.
- Procured new high-efficiency, low water use washing machines for housing. As a result UCF received the Carbon Neutral Certificate from the Carbon Credit Environmental Services and is the first university in Florida to have all on-campus laundry facilities with a carbon neutral footprint.
- Negotiated a new six-and-a-half year student transportation contract for campus bus service saving an estimated \$2.4 million.
- Implemented a paperless process that uses table computers linked to an online secure database for laboratory and fire inspections.
- Launched a new work order management systems (AiM) and a new work flow process for maintenance zone teams, providing cost effective measurements and time-saving methods. Additional focus has been given to developing real-time metrics to ensure the highest level of production.
- Facilities and Safety (F&S) established the office of Resource Management (RM) to centralize support needs of facilities and safety departments, as well as the entire UCF community. RM's support units include F&S Human Resources, F&S Business Office, F&S IT, and Enterprise and Logistic (which encompasses surplus property, postal services, central stores and central receiving). The centralization is designed to provide effective and efficient administrative services.
- F&S created the Office of Contracts and Real Estate Management to provide centralized oversight for university real estate acquisition, disposal and leasing and review of facilities contracts, in an effort to reduce direct and indirect operation costs.

- F&S IT merged the IT units of Police, Facilities and Parking Services into one unit reducing their server footprint by 15% with another 10-15% reduction expected in the coming fiscal year, as virtual hosting on shared equipment becomes deployed.
- F&S Business Office audited the contractor's Guaranteed Maximum Price (GMP) submittal for the Libra Garage and identified \$196,000 in charges not allowed by the contract which were deleted from the total financial obligation of the university.
- F&S Business Office worked with Efficiency Energy to take advantage of over \$100,000 in tax savings for creating thirty energy efficient buildings on campus.
- A university Process Improvement Committee was established to collect suggestions and recommend solutions to help make UCF easier to do business with for all stakeholders. A website was created to allow for easy submission of ideas by the entire university community.
- Four new PeopleSoft modules will be implemented in fiscal year 2014 to automate internal and external invoicing for contracts and grants, utilities and work order billing.
- Videoconferencing using the Internet is replacing travel to meetings and long distance charges.



University of Florida Efficiencies August, 2013

I. Identify academic & administrative efficiency initiatives that are continuing or have been implemented during the past year.

The response of the University of Florida is presented by its different divisions.

Academic Affairs

- E-Campus. The University has embraced the legislative mandate to develop four year online baccalaureate degrees to provide excellence in higher education at an affordable price. This initiative will result in increased access with the potential of cost reduction in the long run with scale. This has motivated the University to review all teaching and learning with technology assets with the objective of a more efficient utilization through elimination of unwarranted redundancy and the productive synergies of central management.
- Online promotion and tenure. The University of Florida continued the rollout of OPT - Online Promotion and Tenure - a workflow system for the faculty annual promotion and tenure process. This was a two year effort of development and pilot programs with colleges before "opening" up the system to the rest of the University colleges for the 2013-2014 academic year. This project involved a team of individuals from the Provost Office, Enterprise Systems (IT), Human Resource Services, Training and Organizational Development, and select colleges. It utilizes technology to save time, energy and be more sustainable by reducing the use of paper. This project is now being implemented campus-wide in 2013-14. Expanded use of the system is being encouraged for purposes like annual faculty evaluations.

The University was asked to present a session on this topic at the national College and University Professional Association (CUPA) -HR Annual Conference & Expo 2013.

- The Innovation Academy is entering its second year of operation, having enrolled over 300 students in its first cohort. The Academy promotes more efficient use of facilities in off peak terms while also creating an outstanding new degree focus on entrepreneurship for UF undergraduates.

Division of Student Affairs Efficiencies

- The J. Wayne Reitz Union is continuing sustainable practices in the day-to-day building operations, including the following: a) Reitz Union Hotel operates under standards established as the Florida Green Lodging Program, resulting in certification of the hotel facility by the Florida Department of Environmental Protection, b) Procedures in place to recycle all office paper, bottles, cans, and wooden pallets, c) Solar film on windows replaced in designated areas of building, d) On-line space reservation system implemented by Event Services unit resulting in labor and paper savings, e) All paper towels purchased are 100% recycled products, f) Terrazzo floor cleaning process that does not use chemicals, waxes, or floor strippers, g) Carpet cleaning products are certified green products and save water and h) All (eight) conventional water fountains in the building have been replaced with Bottle Filling Stations.
- The Center for Leadership and Service and Multicultural and Diversity Affairs moved several forms to online processes, saving applicants from more than 50 programs from having to apply in hard copy. Student Legal Services has implemented policies to reduce paper usage such as scanning large documents rather than making unnecessary copies and setting our copier settings to default to double-sided copies whenever practicable.
- Student Activities and Involvement implemented the use of iPads for staff in an effort to support sustainable practices and improve efficiency of common office tasks. The broad utility of the iPads has increased productivity and decreased the amount of paper used on an annual basis.

- The Department of Housing and Residence Education renovated Corry Buildings 288, 286, 276 and 282 and included the installation of Variable Refrigerant Flow (VRF) air conditioning systems with individual apartment controls and individual point-of-use gas fired hot water heaters for each apartment along with individual kilowatt hour meters inside kitchen pantries. With these systems, residents can track their electrical consumption for both lights and air conditioning at a glance. These are sustainability education measures that result in residents using less energy.
- The Department of Housing and Residence Education is expanding the UF Unified Wireless System which allows students, faculty and staff to travel between departments to university wireless access points seamlessly. When completed, DOHRE maintenance and building services staff will be able to receive work order requests wirelessly through mobile devices which will increase response efficiencies.

Office of the Chief Financial Officer

- Automated and centralized the processing of cost transfers on grants. The new process assures compliance with federal regulations. The automated system allows research administrators to fill out templates and attach documents to the template. The old system was manual and required hours of searching when backup documentation was required by auditors or other personnel.
- Implementation of a new effort certification reporting system. The new system is easier for faculty to use and improves accuracy of reports. Faculty can now change their effort without sending the report back to an administrator to correct. The improved accuracy assists in compliance with federal regulations. The system provides data to faculty and administrators not previously available. Such data includes the faculty member's beginning of the semester assignment report, grant commitments and payroll distribution.
- **Shared Services.** Several major areas of campus implemented Shared Service Centers. These centers provide timely, professional business support. The Shared Service Center consolidates and streamlines the administrative functions such as Human Resources, Finance and Accounting, and Grants Management to ensure the most efficient and effective service delivery possible. Highly skilled and scarce resources are

leveraged across multiple departments thus enabling better service and performance.

Human Resources Division

- **Onboarding.** UF Human Resource Services (HRS) continued enhancements to GatorStart – a recently implemented online hiring and onboarding experience which allows new employees to complete essential “paperwork” online at the GatorStart website – from any location. UF HRS also won a national HR Innovation Award and scholarship from CUPA. This award recognizes demonstrated innovations that advance the human resource profession.
- **Increased online training opportunities for employees.** Increased online training (rather than instructor-led training) to provide “just in time” training efficiency – in particular, our online new employee orientation allows staff members to complete NEO upon hire rather than waiting until a monthly scheduled date (providing important information about their employment upon hire), online leadership toolkits provide helpful information to support institutional management and leadership needs, and the increased online offerings for PIs and research administrators helps support compliance. All of this training can be done without traveling – which is particularly important given that we have employees across the state.

Information Technology

- Enhanced the university’s virtual and face-to-face learning environments. UFIT continues to expand online and distance course support while also improving the ‘bricks and mortar’ educational experience. Using current infrastructure and staff a 32% increase in videoconferences, a 34% increase in live streaming of events, and a 48% increase of learning materials was achieved.
- Investments in a the campus research network (900% bandwidth increase) resulted in an increase of supported funding from \$55M to \$175M over two years
- Deployed new tools and service enhancements in 2012 that improve administrative processes, entrepreneurial activities, and efficiencies. Improved tracking and management by making the admissions data warehouse into a more accessible, flexible tool. Reduced administrative

time needed to generate effort reports while maintaining all legislative requirements.

- Enhanced the university's computing and networking infrastructure. The Campus Research Network and wireless services were expanded, empowering scholarly activities, teaching, learning, and outreach. In addition, during the past two years, core data network and desktop connectivity were increased tenfold, wireless access points were doubled and a distributed antenna system was implemented increasing faculty opportunities for external funding and collaborative research with peers around the world.
- Server consolidation and virtualization has reduced the overall number of independent servers. A total of 350 virtual servers were implemented reducing physical servers from 175 to less than 30. For College and Department server consolidation, more than 1000 virtual servers are hosted.
- Contract negotiations and volume discounts enabled training opportunities to Colleges and Departments. 60 tech staff from 25 different units now join an equal number of central staff in onsite training. Training and travel cost avoidance is worth about \$120,000/year in savings.
- Parts of the UFIT organization were downsized and resources from people to projects were reallocated while improving services. Cost savings exceed \$500,000/year.

Division of Business Affairs

Business Services

- Working with UF Waste Stream ITN Committee to negotiate a contract for a campus-wide waste solution.
- Coordinated installation of Credit Card and Gator 1 Card acceptance readers on campus vending machines. Coordinated the placement and delivery of 175 new Canteen Corp. snack machines utilizing new USA Technologies credit card readers and Verizon wireless network. Coordinated the replacement installation of 250 Pepsi credit card readers also utilizing the Verizon wireless network for a more efficient transaction success rate.

- Two winners of Pepsi's Zero Waste Contest were awarded \$5,000 grants for their ideas on how to make UF's campus more sustainable. A Rawling's plaza a new Solar Dok Station, which has electrical outlets as well as USB ports, was installed.

Gator Dining

- Completely renovated Gator Corner over a five week period by working 24/7. Gator Corner Dining Center was refreshed with new seating, new countertops, equipment and vibrant paint.
- The Fresh Food Company underwent a major expansion; expanded our footprint by 5,800 sq. ft., adding approximately 200 seats. Three new stations were constructed to house a salad bar, deli station and a full-service espresso, ice cream and dessert bar.
- Enhanced the residential dining experience by expanding the number of secondary retail locations accepting meal plan swipes. Meal plans are now accepted at 10 locations across campus including residential and several national brand locations including Moe's Southwest Grill, Pollo Tropical, Burger King and Papa John's. As a result of these enhancements, 2013 Summer B Meal Plans are up by 10% over prior year and Fall 2013 is also trending higher than prior year.
- Several new locations opened the past year including Chomp It at the Racquet Club Dining Center, P.O.D. Market at the Hub, Subway and a third, P.O.D. Market at Rawlings Plaza. In Fall 2013, we will welcome our third Chick-fil-A @ Broward Dining Center.
- For the 5th consecutive year, Gator Dining placed in the Top 10 for Most Vegan-Friendly College in the United States; a competition sponsored by PETA2.com. This year, we advanced to Round 3, which is the Elite Eight, and came in 5th place overall.
- Received 2013 Sustainable Solutions Award for Waste Reduction from the Office of Sustainability and Healthy Gators.
- Nominated for an AASHE (Association for the Advancement of Sustainability in Higher Education) Campus Sustainability Case Study Award based for our initiative to eliminate foam products.
- In addition to being foam-free across campus, all Gator Dining locations have eliminated plastic bags as well.
- Received LEED Silver Certification for the Sun Terrace expansion project at the Health Science Center that opened in August, 2011.
- Gator Dining partnered with Dr Pepper for a spring scholarship text-to-win tuition promotion that provided three \$1,000 scholarships and one \$4,000 scholarship to UF students.

- Sustainable goals for 2013-14 include Purchasing 100% of seafood in compliance with the Monterey Bay Aquarium Seafood Watch Program starting Fall 2013 and increasing overall local purchasing by 5% and increase local produce purchase by 15%.
- Installing generator at Fresh Food Company to allow facilitate to operate during emergencies.

Apple Service Center

- Developed billing reconciliation system to better track repairs and billing processes.

ID Card Services

- Developed and enhanced remote campus and distance learning card issuance.

Transportation and Parking Services

- Transportation and Parking Services assumed managerial responsibility for the UF parking patrollers increasing the number of employees to 75; conducted staff training to deliver comprehensive customer-centric services efficiently and effectively.
- TAPS continues to retrofit the parking garages with energy efficient lighting, with three additional garages being retrofitted this coming fiscal year.
- The new bus shelter and plaza resurfacing at the Hub will be completed August 2013.
- Installed the Fleetmatics GPS tracking system in all Campus Cab and Gator Lift vehicles to track their locations, speed, layover times, etc.
- Created an application allowing customers to pay for decal orders via credit card online for implementation at the start of the faculty/staff decal renewal period on April 1, 2013. This allows customers who are ineligible for payroll deduction to purchase decals online and eliminate the need to come to the TAPS Office.
- Update engineering inspection of all garages by Walker Parking Restoration and continue TAPS' investment in the Assets Management and Capital Improvement Program to ensure the structural integrity and safe conditions in 13 campus parking garages.

UF Mail & Document Services

- Improved flow of U.S. Passport Customers by using sign-in sheets, electronic appointments, and checklists.
- More than doubled the volume of U.S. Passport Applications through increased advertising of Mail and Document Services and Passport Services in the Alligator, Craigslist, as well as brochure distribution to UF PO Boxes; resulting in substantial increase in revenue to Document Services auxiliary.
- Purchased two new vehicles and three new copiers. Continued process of upgrading mail fleet to more fuel efficient vehicles.
- Negotiated with and extended annual TC Delivers Pre-sort contract and B&B Office Systems high speed copiers' contract to additional 3-year agreements, resulting in reduced costs to UF community and additional revenues for both Mail and Document Services.

UF Bookstores

- Students saved \$1,203,418 in textbooks from the UF Bookstore this year.
 - Students saved \$29,198 in text purchases on the 1st Day of Class Sale.
 - Students saved \$286,573 purchasing used texts.
 - Students saved \$703,467 by renting their textbooks.
 - Students received \$184,180 through buyback.

Stephen C. O'Connell Center

- Completed multi-million dollar renovation to the gymnastics practice studio which was awarded LEED Gold certification. Energy model calculated savings of 25% expectancy in the space.

University Police Department

- The UFPD discontinued response to walk-in traffic to its front desk and lobby facilities in December of 2011. By discontinuing this service the department was able to eliminate the Police Service Technician position assigned to this function, and also free up the police officer who provided relief to this position during breaks, leave, and vacancies to perform the more important laws enforcement function assigned to him/her. The savings from the elimination of this position was approximately \$15,000 in the first fiscal year after factoring in the initial investment for renovation and automation of the front desk area. Annual savings after that will be

approximately \$35,000, not including the value of the police officer's time away from his/her primary function.

- At the end of the 2013 fiscal year UFPD had replaced a total of seven of its 12 Ford Crown Victoria police cruisers with the more fuel efficient Ford Explorer Police Interceptor. Only five of those seven had actually been placed into service by June 30th. Three more of these vehicles will be purchased in the current fiscal year. Based on fuel consumption data provided to the department by the Motor Pool, the Ford Explorers are averaging approximately ten to 10.5 miles per gallon, whereas the Ford Crown Victoria vehicles average eight to 8.5 miles per gallon. This represents an approximate 25% reduction in fuel consumption in the new vehicles. As only a few of these new vehicles had actually been placed in service during the past fiscal year the savings have not been fully realized, but will continue to increase as time goes on and more of the older vehicles are replaced.

Small Business & Vendor Diversity Relations

- Implemented an on-line database for registration of small businesses with UF;
- Utilizes on-line registration system for registering of attendees and exhibitors for Annual Trade Fair & Conference event.
- Uses electronic mailings for notifications regarding workshops, networking sessions and other events hosted by the division.

Environmental Health & Safety

- Implemented a comprehensive Automated External Defibrillator (AED) program. The program provides visibility to facility, staff and students regarding the campus-wide distribution of these lifesaving devices. The program also identifies lead coordinators who are responsible for conducting quality assurance checks on the units to assure that they are operational when needed.
- Developed online laboratory safety training to assure that all laboratory workers will receive safety training prior to being allowed to work in a laboratory setting.
- Installed advanced security systems in high risk biological and radiological laboratories to prevent unauthorized access to these materials.

Planning, Design & Construction

- Implementation of UF LEED standards governing all design and construction projects accomplished Gold and higher certification of 16 projects in 2012-13 and registration/tracking of an additional 19 projects that will ultimately realize savings in use of chilled water, power, potable water, sanitary sewerage treatment as well as provide enhanced occupancy qualities.
- Continued improvement of project closeout/facility turnover from Builder through UF PD&C to UFPPD by developing electronic Building Information Models (BIM) and enhanced SharePoint communications to enhance maintenance efficiencies.
- Continued pursuit of Duke Power rebates to include former PPD A&E projects, thereby netting additional dollars to be applied to energy-savings measures in existing buildings.
- Continued development of customized utilities consumption/cost reports to streamline tracking of CO2 emissions and benchmarking consumption in LEED certified buildings. This tool identifies billable energy consumption by building with internal benchmarking from year to year on a seasonal and monthly basis for trending assessments. This report is serving as a tool for operations and maintenance programs and will be integrated with the Energy Star Program to rate energy performance, estimate carbon footprint, set investment priorities, and to verify and track improvements on all new buildings and will be utilized for existing buildings in the future.

Physical Plant Division

**Original efficiency as stated in August 2012 is in italics*

- *Better communication with Surplus Management and Solid Waste Division has resulted in capture of surplus sales; filing cabinets and furniture now re-routed for resale through surplus from waste.*
 - Less waste from Surplus Management has occurred due to more surplus items being re-routed through the resale program and the listserv give-away program. Details of the success are best reported by Surplus Management.
- *New Metal Contract for increased recapture of funding per pound of recyclable material.*
 - A new metal recycling contract has resulted in increased payback funds from 94.68% to 120.51% of the published commodity market price.

- *Conversion of existing waste collection infrastructure to recycling cans to save costs for new bins.*
 - The program to convert outdoor waste receptacles into recycle stations has thus far resulted in over 350 out of 800 stand-alone trash bins being converted to recycle stations.
- *High Performance Work Teams-High Performance Work Teams pilots were implemented in three distinct campus situations. These unique groups were formed to work as autonomous units, providing custodial and basic building maintenance services as a team. One team is in an area of high student traffic comprised of many classrooms and offices. A second team is in an area with a high concentration of research related activities. The third is in a new facility designed for business and professional occupants, known as the Innovation Hub. Overall cost savings have resulted while delivering improved customer service to customers.*
 - The three High Performance Work Team pilots have proven to be a customer service success while holding the line on costs. The HPWT model could work in almost any research, classroom, or business environment on campus if the right employees are selected to be part of the team. In the classroom environment the proximity of the buildings being serviced by the team makes for an almost immediate response to the needs of customers. In the research environment studies showed that 79% of customers reported cleanliness in restrooms, hallways, and public areas as “extremely improved” as well as 82% surveyed reported timeliness of response as “extremely improved”. At the Innovation Hub, the HPWT has worked hard to maintain the cleanliness and customer service that is expected from our customers in order to maintain a professional environment. According to survey results, they are successful and the majority of our customers reported the service provided as “outstanding”.
- *Chilled Water Plant Optimization- During the past several years, an initiative has been in progress to optimize and better integrate the campus district chilled water system. The system is comprised of ten interconnected plants of varying capacities which produce approximately 113 million ton-hours of chilled water in support of approximately 13M GSF. Integration and control of the various chillers, pumps, valves through an understanding of the physical configuration, thermodynamic principles and hydraulic pumping has increased efficiencies. Direct digital control has enabled real time management of the systems via programmable algorithms. Significant mechanical alterations and upgrades were necessary prior to control implementation. Although not complete, this initiative has already resulted in a 12% improvement in plant efficiency (\$1M+/yr). Substantial additional savings are anticipated as control systems are fully installed and refined.*

- Chilled water consumption by facilities has decreased in FY 12-13 by 0.7% from the previous year while the space served has increased. Chilled water operations efficiency improved by 2.15% which increased cost avoidance by \$210k in addition to annual cost avoidances recognized in previous years. As work progresses to sequence plant and system operations along with additional commissioning of the plants, we project additional improvements in chilled water efficiencies and cost avoidances in the future.
- *An Invitation to Negotiate is currently in process for all waste streams at UF and Shands. This contract will reduce costs for service as well as meet the university's goal for waste reduction.*
 - For the first time the University of Florida, University of Florida Health, and the University Athletic Association combined efforts to jointly negotiate a favorable arrangement with Waste Corporation of America, WCA, for a long term partnership to improve operational efficiencies, reduce cost and reduce waste. Contracts are being drafted and transition has begun to go live with an organics solution, diverting solid waste to compost, for UAA's home football games beginning in August, 2013. The initial contract includes current outsourced business for solid waste, organics, and paper. There will be a dedicated resource incentivized by WCA to work with the three entities to reach the goal of zero waste.
- *Building Re-commissioning-UF's building re-commissioning program, which was implemented on approximately 23% of campus square footage was cautiously projected to save \$600K annually. The current annual cost avoidance from this endeavor is \$895,000.00. This process affected mostly building mechanical equipment and reduced electrical consumption by 7.8%, chilled water consumption by 11.6%, and steam consumption by 12.8%. Additional cost saving measures are also being implemented including T-12 lighting retrofits with T-8, occupancy sensors to control lighting and/or HVAC and replacing low SEER Dx units with higher SEER units.*
 - As of now Controls have been updated in 8 additional buildings on campus. Other buildings had their Dx units replaced with higher SEER units, one building replaced cooling coils with high efficiency coils, and variable frequency drives were installed on exhaust fans in another building in order to improve the energy efficiency. Currently a process is being developed so that the cost and energy savings can be monitored and reported on whenever needed.

Division of Enrollment Management

The Division of Enrollment Management has implemented various efficiency initiatives during the 2012-13 year. These initiatives include:

- Continued implementation of the administrative infrastructure to support the Innovation Academy which is designed to more efficiently use resources during the spring and summer terms.
- Incorporating Skype into the outreach strategy to save staff time and travel expense. Skype has allowed the Admissions Office to offer virtual high school visits, conduct face to face conversations with prospective students, parents, high school and community college staff members and further extend the University's reach nationally and internationally.
- Enhanced the Degree Certification system to increase efficiency of the degree application and certification process. Created an automated certificate certification system replacing the prior manual process significantly increasing processing efficiency for the Office of the University Registrar and all colleges.
- Continued the conversion of archived paper student transcripts to the online student records system. These former students and the campus academic community now have convenient online access to these transcripts.
- Continued the process of moving reports to PDF images. This has reduced the printing of almost a million pages of output since inception.
- Created an online withdrawal process for students. This has reduced processing time as campus units are now alerted to these actions electronically.
- Created a Veteran Education Benefits web site that serves as a resource for current and prospective student veterans and their dependents. This substantially improves the veteran's experience in obtaining all benefits for which they are eligible.
- Continued enhancing the efficiency of the data extraction, editing and assessment process supporting the submission of many required data files and reports to the Florida Board of Governors resulting in a more systematic and timely process.

- Continued to refine the management tools and systems supporting the very complex Excess Hours requirement. These refinements have increased the timeliness and efficiency of alerting students of their excess hours status.
- Created the infrastructure to manage the required UF graduation survey. The resulting high completion rate yields rich data assisting UF with better understanding the job placement and continued education patterns of our graduates.
- Improved convenience and efficiency of processing student S/U grade option requests by making the required documents available online.
- Assisted in the creation and implementation of enhanced Florida Virtual Campus transient student processing, making it more efficient for both students and university staff.
- Reorganized Student Financial Affairs organizational structure and evaluated staff functions and automated processes to improve efficiencies. Changes were made to streamline many of the processes associated with the delivery of financial aid programs. In addition, staff reclassifications were initiated to more efficiently utilize human resources in key strategic areas both on the main campus and in satellite locations. These efforts significantly improved service to students.
- Launched the Student Financial Management Center (SFMC) to provide financial planning resources for students. Presentations are provided to student groups, as well as one-on-one information sessions.
- Providing printed and online resources to encourage informed and responsible student loan borrowing. Provide students with aggregate loan totals from the National Student Loan Data System on the Institutional Student Information System Awards and Disbursement page. These efforts help to keep the loan default rate for UF students at 2.2%, below the national average of 9.1.
- Development of financial aid tutorial videos and expansion of podcasts to assist students with the financial aid process. This provides an efficient means of communication with students regardless of their location.

- Implementation of the federally required financial aid “Shopping Sheet” which provides essential cost of attendance and financial aid award information to students in a format that is consistent across institutions.

I. Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.

Division of Student Affairs

- Student Government implemented Docutraq Version 3.1 to provide better service to students seeking to spend their allotted Activity and Service fees. The updated software is more user friendly and it has added efficiencies in the work flow and processing of customer requests. Version 3.1 provides access to real time data on what has been spent, what is on order, and status of a request within the procurement system. The initial savings of \$61,000 in staff costs have been leveraged by the increase in requisitions processed from 3,500 /year to 6,500/year with no increase in staff.
- New Student and Family Programs in the Dean of Students Office implemented a mobile application (GatorWay) for their orientation program this year. The integration of this application allowed New Student and Family Programs to prevent an increase of print materials by allowing all presentations to be accessible through mobile devices. Between May and July 2013, there have been 8000 downloads of the free app.
- The Disability Resource Center in the Dean of Students Office scanned and uploaded all registered students’ files into the Dean of Students Office Symplicity database. All current and future files will be maintained electronically in order to increase sustainability efforts at the University of Florida.
- Student Activities and Involvement has implemented online registration for Fall, Spring, and Summer Student Organization Fairs using Gator Connect. Automating this process has resulted in a tremendous reduction in staff time by consolidating registration to a single online entry form that

results in a complete spreadsheet accessed by the one staff member who manages each semester's event.

- Student Legal Services is developing and implementing policies to speed up the process of seeing clients for their pre-paid legal services, including providing more opportunity to be seen immediately by an attorney on a walk-in basis.
- The Career Resource Center has made efforts to communicate with students on career related topics via social media. The center partnered with the College of Liberal Arts and Sciences to provide online career services through Facebook during advanced registration. Similarly, the Center introduced Skype as a means for students to communicate with staff during career planning appointments, in addition to in-person and phone sessions.
- The Career Resource Center also hosted its first virtual panel on Google Hangout and created a Twitter chat, CRC Power Hour, to expand engagement methods with students. The Google Hangout was the kickoff event during the inaugural Entrepreneurship Week and the Twitter chat was held the week prior to the Fall 2012 Career Showcase to help students with questions about resumes in the social space.
- GatorWell Health Promotion Services is using iPad 2 technology as a means to capture essential assessment and evaluation data from students. This allows for a greater range in reaching students and capturing valuable data to enhance the effectiveness of GatorWell's comprehensive services, as well as decreasing the amount of paper utilized on a yearly basis.
- The Dean of Students Office implemented iPad 2 technology during the FY2013 as a means to simplify daily tasks, eliminate paper-based processes, and improve efficiency of common office functions. The usability, portability, and connectivity of these iPads has increased staff productivity and decreased the amount of paper used by 50%.

- The Department of Housing and Residence Education has completed a 100KW Solar Photo-Voltaic energy system installed on the roofs of Diamond 306, 304 and 300. The solar collectors are expected to provide a Return on Investment in 9 years and continue to provide energy for Diamond Village for up to 25 more years.

Office of the Chief Financial Officer

- Created a grants financial management reporting tool called MyInvestiGator. The tool allows principal investigators and research administrators to quickly look up expenditures and personnel charged to each grant. The format looks and feels more like a person's checkbook statements.
- Standardized departmental financial reconciliation process. Prior to the standardization, the reconciliation processes were different at each department and many different tools were used. Now personnel can move from one department to another without having to learn a new method. The process incorporates best practices and helps assure financial accuracy.
- Implemented a new budgeting system. The new system is integrated with our ERP systems and allows college and division administrators the ability to see personnel and historical data as they are building their budgets. There are fewer errors that need manual correction because of the integration with our ERP systems. Provides better periodic reporting to colleges and departments, including budget and actual results at a detailed level. This eliminates the need for shadow systems.
- Print Smart solutions is in the process of implementation. The Print Smart solution is an exclusive arrangement with one vendor to provide all multifunctional devices (MFD) (copier, scanner, fax machine and printer) and printers to campus. The vendor charges based on number of pages printed. The university does not need to negotiate, lease and maintain the multifunctional devices or printers. Each MFD is networked to allow automated monitoring for maintenance requirements and assures that the MFD is right-sized for the requirement. When fully implemented, print management solutions will save the university \$3 million per year.

Division of Business Affairs

UF Bookstores

- The IncludedED electronic text program was launched Summer B with plans to expand the program into the 2013-14 academic year. IncludedED represents an all-inclusive pricing model for course content/text to students.

Stephen C. O'Connell Center

- Began pilot test of supply "vending machine" which contains miscellaneous products supplied by UF Vendor Fastenal. The system will allow us to have immediate access to frequently used supplies (safety gloves, earplugs, batteries, etc.) without the initial cash outlay in stocking inventory. In addition, it eliminates the staff costs and vehicle usage associated with supply runs.

Small Business & Vendor Diversity Relations

- Utilize iPad 2 Technology for electronic communications and performing various functions remotely and increased staff mobility.
- Utilize conference calling technology to conduct meetings to increase programming and regional influence.

Planning, Design & Construction

- Maximizing response and productivity for UF planning, design, and construction services by consolidation of responsibilities (UF FP&C and PPD A&E), redesign of web-based requests and information, and additional dissemination of rules and regulations governing design/construction activities.
- Negotiations completed for IFAS Entomology and underway for Reitz Union "ESCO" performance contracts to replace/upgrade chillers, air handling systems, and lighting while paying for the improvements with guaranteed savings (approx. \$12M+) in operational costs.
- Future: As part of the UF PD&C/PPD A&E consolidation, the existing "Rapid Response" maintenance/small construction program will be formalized to include the Health Science Center requests and will be managed through the PD&C web portal.

- Future: Beginning implementation of the 2015-2025 Master Plan update which will streamline reviews/policies for mitigation of assets, such as trees, parking, etc., that are affected during construction, thereby saving design time and construction implementation.
- Pursuing shared tax savings with Consultants and Builders under the Federal 179D Tax Program.

Transportation and Parking Services

- Explore the feasibility of replacing the existing parking decal stock with static cling decals. This will sustainably eliminate the use of plastic display devices and plastic suction cups. It will also result in significant savings in postage when sending decals to customers via U.S. Mail.
- Installed four electric car charging stations – two at the Welcome Center Garage and two on the west side of the Health Science Center – as a demonstration project in partnership with Progress Energy/DOE.

Division of Enrollment Management

The Division of Enrollment has the following efficiency projects currently being developed and/or researched. Cost savings at this point are difficult to determine. Many of the initiatives will provide better service and better use of staff time but actual monetary savings is yet to be determined.

- Implementation of a 2013-2016 Strategic Plan for the Division of Enrollment Management to include, goals, action items and assessments.
- Implement a shared services model for processing personnel actions, purchasing and budget oversight.
- Designing enrollment systems and processes to support students enrolled in UF's eCampus.
- Implementation of a self-reported academic record process for the 2014 freshman admission cycle. This initiative will add efficiency to the application review process and provide a higher level of consistency to the scholastic assessments.
- Implementation of changes in document handling procedures in the Office of Admissions to include scanning and routing admission

documents via workflow. This will eliminate time creating and looking for student folders.

- Creation and implementation of an electronic application and associated workflow for students applying for a UF approved certificate. This is the culmination of the centralization and standardization of UF certificates.
- Implementation of a dynamic forms product that allows for the electronic submission of financial aid, residency and other forms by students, faculty and staff. Forms will be routed for approval via workflow and data from forms will be imported where applicable into the student record. This will eliminate the need for staff to manually key in this information.
- Exploration of a Scholarship Management system which will allow academic units and the Office of Admission to manage scholarship awarding, provide executive reports on scholarships, both current and historical.
- Creating improved and more convenient access to all relevant data for students receiving VA Education Benefits to assist veterans support staff in more quickly serving and certifying their eligibility for Veterans Administration benefits through a Veterans Dashboard.
- Creating an online tool for course demand analysis data. Use of this data helps colleges more efficiently plan course offerings.
- Researching secure delivery of PDF transcripts to students and third party recipients to substantially reduce delivery time and improve convenience.
- Investigating options for the implementation of a comprehensive new student information system to improve service to all campus constituents.
- Implementing new processing that will allow more efficient ordering and faster diploma production, editing and distribution.
- Researching a mechanism to substantially increase processing efficiency and speed of delivery of student requested enrollment certifications to third parties.

Information Technology

- Developed a service organization for research faculty, providing academic, administrative, and IT services. The full-service operation includes computational resources (Hypergator), grant preparation, training and outreach, technical consulting, and troubleshooting for 85 departments across the university.
- Avoided costs associated to security incidents through rigorous computing security safeguards, awareness and training programs implemented in 2012, that enhanced the ability to protect university data and IT systems. The additional safeguards include new policies, increased monitoring of university systems, and extended outreach activities. A total of 37,458 critical vulnerabilities were resolved and notification and follow-up was provided to system owners on 4,917 malicious viruses.
- Improved faculty, student and staff experience by supporting Bring Your Own Device (BYOD). Expanded the number of services that can be accessed through mobile devices including native applications. In addition, provided support for 124,000 service requests. Estimates of ROI of time saved range from 130-400%.
- Created the capability to track applications, admission, progress, and analysis of students enrolled in certificate and professional development programs.
- Construction of the UF Data Center was also completed, resulting in reduced risk and improved service recovery, reduced electricity costs of the data center by \$350/year and a carbon reduction footprint of 2,000mT/year.



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 utility expenditures continue. Our total E&G utility expenses for the 2013 fiscal year were \$5.26M; this is \$140k less than the prior year even with the addition of three new facilities (Biological Sciences, Student Wellness, and Osprey Commons).
- The installation of a water softener for the central plant was completed just after the start of the fiscal year. 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 realized a \$113k reduction in water and sewer charges from FY 2012 to FY 2013.
- Reviews of electric consumption in parking garages and lots prompted a complete change-out of the garage lights from high pressure sodium to florescent lamps and a realignment of lighting in a large lot resulting in annual electric savings of over \$43,000 annually.
- With the recent signing of new contracts for snack and cold beverage vending, all vend machines on campus are brand new, energy efficient units. This resulted in an annual electric saving of over \$8,000.
- Over the previous couple of years we have outsourced or contracted out numerous services to recognize significant savings. These include:
 - 1) 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 \$410,000 since inception.
 - 2) 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.
 - 3) 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 \$.25 per page. These reductions will reduce costs to students by approximately \$35,000 annually.

- A new roadway was built and the shuttle bus system “Osprey Connector” was consolidated and rerouted resulting in a significantly more efficient people-moving system on campus. Time between busses arriving at stops was reduced from around 10 minutes to less than 5 minutes.
- We continue to emphasize our commitment to "green" and sustainable facilities. Since 2005 we have built seven "green" buildings.
- Through centralized strategic sourcing of our contracts and purchases we have documented savings totaling over \$1,538,350 for the previous two years.
- 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. Furthermore, as a result of this technology it enabled us to move one position from this department to another department instead of creating a new position.
- Within Information Technology we continue to utilize server virtualization which results in significant savings in power, cooling, networking and space requirements.
- We have created our first virtual lab for student and faculty use. This enables students and faculty to access their required systems for lab use anywhere at any time. Long term, this should enable us to be able to much more efficiently respond to student needs without the creation of expensive new physical lab and classroom space. This was made possible by working in cooperation with USF in licensing required software at a reduced price.
- Since 2002 we have outsourced the hosting of our ERP system as well as numerous other ancillary systems to the data center at USF. This resulted in savings both in staffing that didn't have to be created and hired, as well as, space and utilities, and ultimately leveraging their expertise in areas we didn't have or want to invest in.

- Moved or positioned several systems in the “cloud” resulting in reduction in costs for hardware and staff support. Examples include: student email, strategic planning software, and contract management.
- Since 2003, we have been equity owners of Florida LambdaRail LLC, resulting in significant savings for commodity Internet and other high-end networking services.
- Outsourced building code enforcement to UF, forgoing costs associated with hiring staff to support this function.
- Taught 400 course sections by distance learning, and another 105 via hybrid modes. These numbers represented increases of 103 and 25 sections, respectively, versus the numbers offered in 2011-12. (The 400 DL and 105 hybrid sections generated about 901 FTE and 194 FTE, respectively.)
- Reallocated approximately \$258,000 in faculty / staff resources to areas of greater demand.



**University of South Florida System
Efficiencies
August 2013**

I. Identify academic & administrative efficiency initiatives that are continuing or have been implemented during the past year.

Academic Efficiencies:

Classrooms/Course Scheduling:

- Continuing to increase the number of online courses at USFSP making space available for other purposes, reducing utility costs, and further reducing course sections and the associated requirement for faculty.
- Maximizing the use of space across USF Health in order to be able to expand course offerings and accommodate growth from our expansion in the Athletic Training, Pharmacy, and MD programs using the existing physical plant infrastructure and facilities.

Administrative Efficiencies:

Shared Services/Partnerships:

- Leveraging efficiencies by having USF Sarasota-Manatee and New College of Florida share resources to fund one Jane Bancroft Cook Library, one campus police unit and one student health unit.
- Leveraging efficiencies in that enterprise functions are supported at the USF System level rather than opting to duplicate those services at the campus level.

Process Improvements:

- Improved workers' compensation investigation processes in order to reduce the number and severity of workplace injuries in departments that have had high rates of workers compensation claims.
- Transitioned the Environmental Health & Safety (EH&S) classroom training participant database from a legacy system to the GEMS (PeopleSoft) system to streamline the training registration and centralize the training records within the employees' official training record in PeopleSoft. Through this transition, manual efforts to register, track and document training participation have been automated.
- Developed a new ergonomic evaluation packet that is handed out to people who receive ergonomic evaluations to reduce or prevent repetitive motion injuries. There was an

increase of 325% for the number of ergo evaluations completed (from 16 to 68 evaluations in the last year).

- Created an online Hazardous Inventory Tracking System (HITS) request form to easily monitor and respond to departmental requests that are entered into HITS.
- Developed tools and Standard Operating Procedures for labs/studios/ shops to ensure the safety of all those that are working in the laboratory environments as per the Chemical Hygiene Plan. These tools have reduced student, faculty and staff confusion and improved compliance in labs, studios and shops, thereby reducing the time spent by EH&S staff to respond to questions or issues that resulted from the confusion or non-compliance.
- Continuing to digitize records, including asbestos surveys and abatements, respirator fit tests, and hazardous waste manifests, to better maintain regulatory compliance, improve efficiency of data searches, and optimize use of physical space.
- Continuing to convert classroom safety training courses into an online format, which has made some mandatory training programs more easily accessible to laboratory personnel and, at the same time, freeing up more time for EH&S staff members to spend in the field ensuring safety and compliance.
- Implemented existing PeopleSoft recruiting software for a savings of \$75,000 per year. This implementation is step one of moving toward the efficiency of manager self-service and the elimination of paper approval processes.
- Streamlined approvals for position changes, job posting, and job offers by utilizing on-line workflow.
- Continued implementation of the USF Sales Tax Savings Program and issuance of Direct Owner Purchase Orders for construction materials and equipment, which has generated approximately \$20,215 of construction cost savings for the FY 2012-2013.

Plant, Operations & Maintenance Initiatives:

- Continuing with updates to the USF Design and Construction Guidelines to implement energy and resource conservation in the design of major projects to reduce operation and maintenance costs. Examples of initiatives to date (FY 2012-2013):
 - Improve water conservation by harvesting grey water (building condensate and rainwater) for building plumbing; landscape irrigation; architectural water features; and supply feed water for the campus chiller plants. This is in addition to use of water conserving fixtures and waterless urinals.
 - Improve energy conservation by adopting LED light fixtures and automated lighting control. This is in addition to use of occupancy sensors and scheduling of building tailored to occupancy and use.
 - Reduce electrical lighting demand through use of day lighting strategies (including light shelves) and consideration of the solar orientation of buildings.
- Continuing with Owner self-performed professional services to include: Roof Inspections; LEED certification coordination; LEED Fundamental and Enhanced Commissioning; Latent Defects/Warranty Enforcement; Forensics and Construction Defects Investigation; and Infrared Thermography program. The division professional staff resources can be scaled and leveraged on minor projects as well as major projects.

- Roofing Inspection: Fees deferred \$18,000- \$28,000 per project. Completed roofing inspection on six major projects for potential savings of +\$100,000.
 - LEED Fundamental & Enhanced Commissioning: Fees deferred \$50,000--\$150,000. Completed two major projects for potential savings of +\$100,000.
 - Latent Defects/Warranty Enforcement: Since inception of this initiative in 2010, in excess of \$700,000 in corrective work recovered.
 - Forensic and construction defects investigation: Completed more than 50 forensic and Infrared Thermography investigations during FY 2012-2013. Findings supported warranty claims, identify construction defects and resolved HVAC and building envelope performance issues.
- Continuing implementation of campus planning objectives for landscape and environmental enhancement through use of donated trees for a construction cost savings of over \$11,500 in FY 2012-2013.
- Continuing 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.
- Improving energy efficiency by replacing older inefficient 3-way hot water and chilled water valves; replacing traditional lighting with efficient LED lighting in parking lots, roadways, garages, and building exteriors; and installed over sixty 60 bottled water filling stations to improve sustainability.
- Collaborating with Busch Gardens to reduce landfill costs by providing tree trimmings for animal consumption.
- Improving efficiency and service levels by work order routing system using iPads, and performing a free (by contractor) utility audit that saved utility costs.
- Investing in the Central Energy Plant Addition and Renovations Project at USFSM resulting in an overall reduction in the annual utilities costs since completion of the CEP in 2011 of 26%. Central Energy Plant operated at an annual utilities reduction of 4.2% during the past year.
- Scrutinizing energy and associated utilities usage for savings at USFSP. HVAC systems are turned off on holidays and during the times when the university is closed. HVAC systems are also shut down in areas that are unoccupied when appropriate. Custodial operations are conducted during the day to save on utilities in the evenings. Motion sensors and energy misers continue to be utilized. Phase one of four of the metal halite bulb replacement with high efficiency LEDs has been completed in the parking structure. A portion of the grounds lighting on Harborwalk has been augmented with photovoltaic lighting. A photovoltaic system has also been installed for nighttime illumination of the flag at Harbor Hall. Compact florescent bulbs are being installed to replace incandescent bulbs when they fail or when it becomes practical to do so. In addition, Campus Computing has invested in more energy efficient computing equipment during replacement cycles to reduce energy consumption in the computer labs.

Technology Enhancements/Cost Savings Initiatives:

Data Center Infrastructure (DCI)

- Server Strategy Execution
 - Improved methods of provisioning and maintenance
 - Provided for growth and increased capacity at a lower cost
 - Increased virtual to physical server ratio from 60% to 72%
 - Number of virtual servers: 794
 - Completed a 9 month project to upgrade all Solaris server operating systems
 - Successfully installed a pilot Microsoft Hyper-V environment to expand our virtualization portfolio
 - Completed the installation and configuration of Microsoft System Center for configuration and operations monitoring, eliminating one of our monitoring systems
 - Extended third party support contracts to cover select equipment no longer on maintenance, saving nearly 50% on renewal costs.
- Storage Strategy Execution
 - Provided efficiency through compression and de-duplication
 - Developed a more cost-effective solution for data-at-rest encryption compliance for Oracle databases using Self Encrypting Drive technology which reduced labor hours and hardware investment
 - Aligned provisioning to type of storage with matching performance
 - Added two tiers of storage that give increased granularity for performance
 - Purchased middle tier storage capacity for growth in this area with more appropriate costs effectiveness
 - Acquired new Linear Tape File System (LTFS) which provides a cost-effective, deep archive system
 - Expanded Storage – 1200TB (total raw storage)
 - Implemented IBM TPC for storage performance improvements
 - Implemented PHD Virtual backup and recovery system
 - Implemented Data Domain storage for efficient disk-to-disk backup and offsite data replication
 - Migrated IT, College of Business, College of Engineering, College of Education, and INTO to the NetApp Network
 - Attached Storage system to help alleviate performance and space constraint issues
- Library Web Site improvements and responsibility
 - Migrated Library to higher-reliability environment

Communications

- Expanded campus wireless network
 - Installed/upgraded 350 access points in academic areas focused on high density classrooms

- Installed wireless at 10 outdoor locations, including Collins Park, Riverfront Park, CHE, NES, FAH, LSA, PHY, and ENB
- Network Security and Reliability improvements
 - Implemented new IP service level monitoring between the Tampa and remote campuses allowing for the collection of loss, latency, and jitter statistics
- Upgrades and Capacity Improvements
 - Upgraded Core routers to provide a platform capable of supporting 100 Gbps
 - Upgraded end-of-life electronics in PCD and ENG for a total of 4368 1 Gbps ports and redundant 10 Gbps building backbones
 - Upgraded ENG and PCD building communications infrastructure
 - Upgraded UPS for MHB and AOC
 - Upgraded backup circuit for Winter Haven from 1 Gbps to 10 Gbps
 - Upgraded 6 buildings to VOIP ready, including BSF, CHE, ENC, ENG, NES, and PCD
 - Converted 520 digital/analog phones to new VOIP handsets
- VoIP/Unified Communications and Collaboration
 - Upgraded voice conference bridge to new AAC7 conferencing system, which now includes enhanced features (i.e. Video, Web document sharing and white board, desktop sharing, etc)
 - Retired three legacy telephony cabinets as part of the modernization of USF's voice infrastructure.

Web Services

- Implemented an enterprise content management system to facilitate efficient web site processes.
- Expanded team site collaboration via SharePoint for efficient information sharing and document versioning for academic and administrative departments.
- Upgraded MyUSF to increase more efficient and effective access to the University's online resources.
- Updated iUSF to include additional functionality and increase ease of access to campus resources.
- Expanded eCommerce capabilities to over 20 departments.
- Expanded Bull Bucks declining balance program to USF St. Pete for food and laundry services to enhance revenue-generating programs.

Security

- Improved management of ID Access with ID Management Single Sign On saving \$10,000/year in person-hours while adding 100 new services.

Classroom Technology

- Upgraded Degree Works software and implemented Student Tracking module to enhance the tracking of student progress and hence facilitate advising.
- Upgraded Degree Works software and implemented Student Tracking module to enhance the tracking of student progress and hence facilitate advising.
- Completed upgrade of all general use classrooms to new instructional technology standard resulting in the
 - Elimination of portable equipment deliveries
 - Reduction in (AV) department operating hours
 - Reassignment of part time staff to new or high demand area services.
- Implemented a cloud based Learning Management System reducing costs associated with onsite and business continuity hardware.

II. Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.

Shared Services/Partnerships:

- USF Sarasota-Manatee leverages efficiencies by signing an agreement with Mote Marine Laboratories resulting in a partnership that has led to the development of new classrooms and teaching laboratories on Mote's campus. Our investment of \$1.5 million for a project costing over \$4 million will result in the renovation of existing building space that will create 4,000 square-feet of classes, labs and support space. The continued use of USF sales tax savings program for construction materials and equipment has resulted in an overall savings of \$18,000. Mote will also create new joint appointments for Mote researchers who will serve as faculty and allow USFSM faculty and students to work closely with Mote staff on the research programs and initiatives underway at Mote. This endeavor is planned to create an innovative degree program to engage our students. The labs will benefit both incoming freshmen and other undergraduate students who wish to pursue a degree in biology.
- Procured and implemented a new software database, ARCHIBUS, for space management and reporting, work order management and classroom scheduling. Since USF Tampa uses the same software system, USFSM negotiated a 15% savings for the initial cost for the software. Additionally, the annual recurring cost to support the ARCHIBUS software represents a savings of \$13,000 annually from the previous software.

Process Improvements:

- Implementation of document imaging solution for employee records, which will save \$20,000 - \$25,000 per year in storage (microfilming), improve the availability of records, and assist in timely record retention management.
- Create direct deposit process for off-cycle payments, which will reduce transactional costs.

Plant, Operations & Maintenance Initiatives:

- The Physical Plant Division is in the process of reducing cost of material acquisition through the Educational & Institutional Cooperative Purchasing contracts.
- Retrofit and update HVAC controls to improve system efficiency. Estimated annual utilities cost savings are \$3,000.
- Retrofit existing lighting with more energy-efficient lamps to reduce electrical demand. Estimated annual utilities cost savings are \$2,000.
- Continue individual electrical metering to targeted areas to reduce electrical demand, and implement corrective actions. Estimated annual utilities cost savings are \$1,000.

Technology Enhancements/Cost Savings Initiatives:

- Continue to enhance and expand functionality of the University's enterprise portal, MyUSF.
- Continue to enhance and expand functionality of the University's enterprise content management system.



University Efficiencies August 2013

University of West Florida

Identify academic & administrative efficiency initiatives that are continuing or have been implemented during the past year.

Constructed energy efficient buildings: The new College of Business Education Center and President's Hall (residence hall) received the U.S. Green Building Council's, Leadership with Energy and Environmental Design (L.E.E.D.) "gold" certification rating. These buildings were the fourth (4th) and fifth (5th) buildings to attain the L.E.E.D. "gold" designation since the University became a member of the U.S. Green Building Council in 2006.

Decreased overall energy consumption: Decreased FY2012/2013 combined purchased utilities consumption as compared to FY2011/2012 by two (2) percent based on the Energy Performance Index (EPI).

Decreased Facilities Maintenance operating expenses: Employed Other Personnel Services staff to perform exterior pressure washing and pine straw installation in lieu of contractual services or full-time maintenance staff. Estimated cost savings, \$5,000.

Replaced lighting with energy efficient lamps: Replaced twenty-two (22) HID lamps with twenty-two (22) LED lamps. Estimated cost savings, \$3,200.

Replaced water pump equipment with energy efficient upgrade: Installed four (4) VFD components on four (4), one hundred (100) horsepower cooling tower water pump motors. Estimated decreased consumption was 861,000 kWh with an annual operating cost savings of \$72,000.

Billing assessment resulted in Cox Cable credit: Analyzed billing and negotiated \$4,000 credit back to UWF from Cox Cable during March 2013.

Negotiated revenue via a marketing services agreement: The July 2012 agreement with Cox Cable enhanced services in Student Housing while generating \$6,000 in annual revenue for UWF Business Enterprises, Inc.

Amended agreement with Follett, UWF's bookstore partner: The amendment provides for the continuing successful partnership while at the same time providing annual revenue to the University, annual scholarship funds for a student leadership program, a book scholarship program as well as investment for growth.

Parking inventory expanded: UWF added 20 roadside parking spaces in the north core area alleviating parking congestion as much as possible without major expense.

The Business & Auxiliary Services Office is now receiving Electronic Fund Payments: Asked for electronic instead of paper checks from all vendors that are able to do so.

The Business & Auxiliary Services Office implemented RevenueVision: Use of this new software program has streamlined contract accounting.

UWF Postal Services saved departments \$15,828 over First-Class costs: Delivered cost saving service using automated addressing and processing systems.

The UWF Bookstore expanded the availability of digital course material by more than 500 units over last year: Provided savings of over \$15,000 over purchasing new printed textbooks.

The UWF Bookstore's text rental program generated a savings to students of \$218,000 over purchasing new texts.

The UWF Bookstore instituted an Order Management System: Allows students to obtain used textbooks from wider sources than the campus bookstore. Savings to students were greater than \$46,000 over purchasing these texts as new.

University-wide upgrade to cost-efficient copy service: State-of-the-art copiers are networked so that users can retrieve copies at any of 89 locations. New capabilities include scan in b/w and color, print from/save to USB, and color printing/copying. A new revenue stream was created by offering color copies on campus at a cost savings to departments. The automated reporting system offers reports to users 24/7.

Reorganization of Auxiliary Services office: Office reorganization was undertaken to maximize productivity and service while improving operating efficiencies. All immediate staff was located together, improving communication and workflow.

Negotiated and changed contractors for Telecommunications Agreement: Located at Scenic Hills Golf Course Facility owned and operated by UWF Business Enterprises, Inc. resulting in \$4,000 annual savings.

Negotiated and changed contractors for Custodial Services Agreement: Located at Scenic Hills Golf Course Facility owned and operated by UWF Business Enterprises, Inc. resulting in \$3,200 annual savings.

Re-Negotiated Trash Services Agreement: Negotiated a change in service level at Scenic Hills Golf Course Property owned and operated by UWF Business Enterprises, Inc. resulting in \$2,160 annual savings.

Negotiated successful termination of (2) Service Agreements: Accomplished early termination of Service Agreements for a Muzak System and Copier no longer deemed necessary at Scenic Hills Country Club owned and operated by UWF Business Enterprises, Inc. resulting in a \$3,400 annual cost avoidance.

Decrease Utilities Costs at Scenic Hills Golf Facility: Successfully petitioned for and received tax exemptions for electric service at the facility owned and operated by UWF Business Enterprises, Inc. resulting in \$5,000 annual cost avoidance.

Collaborated with SUS and State of Florida for greater leverage on contracts:

Piggybacked on other competitively bid solicitations yielding great discounts and savings of approximately 3-5% of contract value in the form of reduced staff time.

Standardized the format of journal entries submitted by campus departments: Allows journal entries to be loaded electronically rather than manually keyed. Reduced the number of manually keyed journal entries from 1,580 to 207.

Streamlined process to reconcile the fixed assets recorded in the fixed assets module to the general ledger: Reduced the time required to process from approximately one workday to less than one hour.

Created Standard Operating Procedure (SOP): Assisted departments in processing requests for competitive solicitations more efficiently.

Decreased number of POs by 148 and increased PCard usage by \$1,475,146: Resulted in \$159,714 rebate and more efficiency in processing requests.

Implemented "Train the Trainer" model in the area of credit card security: Increased departments' ability to react to staff turnover without waiting for campus-wide training sessions.

Improved office processes: Reinstated centralized printing, expanded use of document imaging, and provided central receptacle for reuse of paper for internal documents.

Continued to champion paperless processes: Examples include electronic 1098T's, direct deposit, and electronic W2's.

Email is the official means of communication with students: Promissory notes are online utilizing electronic signature.

UWF Foundation implemented a new check deposit system: The new system provides faster deposit of funds, enhanced security and controls, and a reduction in staff travel time.

UWF Foundation continues their ongoing efforts to imaging documentation: This increases security, reliability, and access to our confidential records; frees up in-house storage space; and reduces paper costs and personnel costs in filing.

Alumni Services has increased utilization of web-based communication: Use of email marketing and invitations for events in the tri-county area reduced printing and postage costs.

Human Resources utilized electronic file storage system for workers compensation claims management: Allows any departmental employee with access to review/update files, which provides more efficient service, lowers printing, costs and saves staff time.

Human Resources continues to develop online training opportunities: Most HR classes have an online option. Videoconference technology is utilized for training at distant campuses saving travel time and expense.

The Florida SBDC Network (FSBDCN) State Office made key process improvements: Enhanced to align its annual review (Quality Improvement Program) processes of regional center grantees with accreditation and federal review and audit procedures. This has resulted in numerous continuous improvement practices being instituted, accreditation with one condition (best ever) and finding free federal financial audit.

The FSBDCN State Office streamlined its federal grantor semi-annual and annual programmatic reporting processes: The change in process reduced preparation from more than 400 human resource hours to less than 8 hours. This has resulted in a projected cost allocation savings of over \$25,000.

Housing and Residence Life created and implemented an online system for on-campus housing registration: This reduced the amount of paper and filing needed for on-campus housing registration.

Student Transition Programs created and implemented a fully online program for transfer students.

Intercollegiate Athletics implemented *Front Rush*, an online recruiting software system: The new system allowed for a streamline of all paper processes.

Intercollegiate Athletics moved all National Collegiate Athletic Association forms and processes online: Moving the forms online allowed for a streamline of all paper processes.

Student Disability Resource Center now scans all student notes instead of making and distributing paper copies: This reduced the amount of paper and filing needed, as well as allowed for the delivery of notes to students in a timely manner.

Academic Affairs Document Imaging: This is an ongoing project, which eliminates paper processes to create office efficiencies.

Realigned the student assistant hours worked in UWF's Pace Library: The Library can remain open 10 additional hours per week without increasing payroll cost.

Extended hours open in the Pace Library for each academic semester's final three weeks: Open to 24/5 for the last three week of the fall 2012 semester (total of 416 hours open during those three weeks); and to 3:00 am the first week and then 24/5 for the last two weeks in the spring 2013 semester (total of 388.5 hours open during those three weeks). The Pace Library was visited 103,132 times during these 6 weeks of extended hours, about 20% of all visitors to the Pace Library during FY2013.

University Libraries created a Collection Development management information system: The system reallocates monograph collection funds to better align with

academic programs and users based on circulation statistics, weighted FTE, number of faculty, and average book costs.

Applying Student Technology Fee funds: The Pace Library renovated its instruction room and increased computer density from 20 to 30, enabling the room to accommodate more classes and for each student to participate as an active learner.

Implemented paperless billing for the University Libraries' circulation fines.

Created and implemented a single library-wide form: Used for electronic entry and reporting of patron interactions. (Student, faculty, and community member.)

Implemented a discovery search tool (OneSearch): Enables users to search all of the library's electronic resources at once, thereby increasing access to research materials.

ITS is creating a Business Process Library: UWF is implementing an online Business Process Library (BPL) using the Confluence wiki platform. The BPL provides a common location and format for documentation of key workflow and business process, along with integration of automated processes that support those workflows. The BPL has enabled streamlining and integrating business processes between departments and divisions, giving a complete end-to-end view of business processes that cross the university. In addition to cost and labor savings from documenting business processes online, the BPL is used to identify potential targets for efficiency improvements and optimal enhancements to processes via automation.

ITS is creating MyMessages: MyMessages is an integrated message and response system integrated with the MyUWF web services portal. MyMessages is a new mechanism to move business processes online. For example, for Fall 2013 direct loan confirmation processing was transformed from a paper form to MyMessages, allowing students to confirm their loan acceptance online, and saving hundreds of hours of processing in the office of student financial aid.

Expanding document imaging: UWF continues to expand its document imaging system, creating additional efficiencies and service improvements in offices such as Registrar, Graduate Admissions, Financial Aid, and Undergraduate Admissions.

Identify new efficiency initiatives that are underway or are being contemplated, along with potential cost savings.

The University established a new Strategic Plan cycle for 2012-2017: The plan focuses of four (4) areas, each with three (3) priorities and associated actions to be implemented. This document along with the mission, vision, and values will guide University decision-making and budgeting over the next five (5) years.

Planning a 5-year budget model: Budget and Financial Planning staff members are working to tailor a 5-Year Budget Model to the UWF Strategic Plan. Administrators will have more detailed reports for sound and transparent fiscal planning.

Internal Auditing implemented Key Performance Indicators (KPIs) within the department to monitor efficiencies: The eleven (11) KPIs for Internal Auditing will be the benchmark from which future activities may be compared.

Replace lighting with energy efficient lamps: Replace seventy-four (74) HID lamps with seventy-four (74) LED lamps. Projected annual electric utility savings is 127,000 kWh with an annual electric utility cost savings of \$10,800 with a 6.4-year simple payback.

Replace lighting with energy efficient lamps: Replace ninety (90) fluorescent lamps and one hundred and twenty-six (126) HID lamps with two hundred and sixteen (216) LED lamps. Projected annual electric utility savings is 179,300 kWh with an annual electric utility cost savings of \$15,240 with an 8.4-year simple payback.

Replace water pump equipment with energy efficient upgrade: Install four (4) VFD components on four (4) seventy-five (75) horsepower primary chilled water pump motors. Projected annual electric utility savings is 715,800 kWh with an annual electric utility cost savings of \$62,480 with a 3.6-year simple payback.

Replace air-handling equipment with energy efficient upgrade: Install twenty-seven (27) VFD components on twenty-seven (27) air handling unit motors. Projected annual electric utility savings is 670,400 kWh with an annual electric utility cost savings of \$57,000 with a 2.1-year simple payback.

Re-Negotiate Main Campus Waste Management Services Agreement: Negotiate a change in waste container unit pricing, which will result in a \$15,500 annual savings.

Campus recycling program: The University recycle program will result in 254.2 tons of recovered material being diverted from landfill disposal. The recovered material will result in a disposal cost avoidance of \$10,700.00.

Implement an electronic work order management process: Utilizing TMA work order management system to improve significantly the opening, distribution, execution, and completion of work orders by eliminating manual work order processing through utilization of hand held electronic devices.

Renegotiating the Dining and Events Services contract: The new contract will include investments in a restaurant/retail parcel, which will result in increased revenue.

Implementation of a transit vehicle GPS locator system: Campus trolleys will be tracked on a map in real time with the result being the creation of more efficient use of parking space.

Implementation of booknow+: The software will make it easier for instructors to adopt new course materials and will enhance access to digital course materials.

Planning implementation of electronic IRS Form W-4 access for employees: Allows employees to update their IRS Form W-4 online.

Implementing the Banner Travel and Expense module: This will eliminate the need for employees to complete manual travel authorization and travel expense reports. It will also integrate with our Banner accounts payable system to reduce manual processing of travel encumbrances and travel invoices, and with our document imaging system to allow online retrieval of documents related to travel.

Reviewing the Board of Governor's (BOG) recent decision to have all universities implement an e-procurement system: This could leverage our purchasing power and possibly achieve significant hard and soft savings.

Researching contract management software: This would allow Procurement to be the central depository of all contracts. Features would assist in complying with new House Bill 1309.

Development of PCard E-Statements: This would save cardholders time and effort when researching their monthly statements.

Working with ITS to automate the property transfer process.

Seeking Payment Card Industry Data Security Standards (PCIDSS) compliant devices: These would be used in mobile/off campus acceptance of credit cards.

Transitioning to CashNet E-Market: This will provide a more efficient platform for the purchase of departmental goods and services.

Transitioning to CashNet cashiering: This will automate departmental cashiering, facilitate the offering of additional services to students, and relieve the university of the burden and cost associated with payment of tuition and fees by credit card.

Implementing Banner Student: This will allow Financial Services to make use of a relational database and greatly improve reporting capabilities and consequently the university's decision-making processes.

Intercollegiate Athletics will have all athlete eligibility forms and processes online: This will allow for a streamlining of all paper processes.

Student Transition Programs will implement online software to streamline current orientation processes: The new software will allow for a streamlining of all paper

processes associated with orientation. (Registration, payments, guest registration, etc.)

Update SUSSAI: Student evaluation software will reduce staff time and costs.

SUSSAI - Student Assessment of Instruction evaluations distributed to offices electronically: The process will reduce paper and printing costs.

Processing Promotion & Tenure online: Will reduce paper and printing costs.

Processing Annual Reviews online: Will reduce paper and printing costs.

The UWF Libraries will use Interlibrary Loan usage and cost data: Will use to determine possible cuts to journal subscriptions that have a higher cost-per-use than the average cost of an ILL request. Cost savings expected to be no less than \$30,000.

The UWF Libraries will implement a Personal Librarian program in Fall 2013: The program is geared toward new freshmen and online program students, to assist with retention efforts.

The UWF Libraries will implement LibAnswers: This is an online Knowledge Base system, in order to provide additional information to virtual and remote students at all times.

The UWF Libraries will implement LibAnalytics: This will increase efficiency and productivity for maintaining library statistical data.

The UWF Libraries will record information: Will record literacy and bibliographic instruction sessions (audio and visual) as well as make them available, on-demand, through the libraries' website for later review by students and faculty.

The UWF Libraries will completely redesign our online Information Fluency tutorials: The tutorials will directly align with the Association of College and Research Libraries' (ACRL, of the American Library Association) Information Literacy Standards for Higher Education to increase opportunities for UWF Libraries to undertake student learning outcomes assessments.



State University System Reductions

In preparation for the 2014-2015 LBR submission to the Governor's office, all state agencies were asked to identify the programs and/or services that would be eliminated or reduced if a 5% reduction is made by the legislature for FY 2014-2015. For the State University System, reduction amounts for each university were calculated based on their 2013-2014 recurring general revenue and lottery funds.

The following university summaries highlight various reduction proposals; however, the following provides some examples:

- Reduced funding in major program component areas such as academic advising and administration, student services, plant operations, and library services;
- Reduction of current and vacant positions;
- Consolidation and/or elimination of academic and administrative units, degree programs, and class offerings;
- Reduced funding for graduate assistantship positions and other applied learning opportunities for students;
- Reduction in funds for faculty research labs and equipment;
- Reduction in student enrollment at the undergraduate and graduate levels;
- Reduction in centralized services to libraries, such as data loading for the statewide Integrated Library System;
- Negative impact to distance learning services offered by the Florida Virtual Campus such as the maintenance of the online course catalog as well as a decrease in service desk hours.

Reduction reports by university are available in the Board's General Office.



**State University System
5 Percent Reduction Plan
Fiscal Year 2014-2015**

University:	Florida A&M University
General Revenue:	\$4,063,515
Lottery:	\$597,042

Although this is only a planning exercise, Florida A&M University (FAMU) hopes that it will not be necessary to further reduce the State University System's (SUS) budget. The past six (6) years of reductions have severely hampered FAMU's ability to provide the services that are necessary for any well-run university. FAMU has restructured its academic structure, academic programs and administrative operations in response to budget cuts in prior years. The University is currently seeking to recover from an enrollment decline which has reduced its tuition and fees collections by over 10%. This coupled with a proposed 5% percent reduction would severely affect all areas within the University and result in the following negative impacts:

- Elimination of approximately 40 -50 positions including faculty;
- Salary reductions and or salary freezes;
- Further merging/consolidating of academic and administrative units
- Disruption of approved Work Plans;
- Putting at risk the attainment of planned improvements in the retention and graduation rates as faculty/student ratios would be reduced;
- Disruption of the SACS reaffirmation plans as resources would be diverted to more immediate issues;
- Marginalization of training programs for faculty and staff as resources for training would have to be reduced;
- Redeployment of personnel to areas that may not match skills;

- Loss of competitiveness in hiring qualified faculty and other professionals;
- Slow down of enrollment recovery with the reduction in funds for recruiting; and
- Severe understaffing in the operating units leading to increased reductions in the quality of services and productivity.



**Florida Atlantic University
5% Reduction
2014-2015 Legislative Budget Request**

Reduction Amount GR:	\$6,516,936
Reduction Amount Lottery:	\$ 836,568
Reduction Total:	\$7,353,504

(Pursuant to the State of Florida Legislative Budget Instructions for FY 2014-2015, reductions must be program/issue specific and cannot simply be across-the-board percentage reductions.)

The 5 percent reduction plan includes the College of Medicine and student financial assistance.

Potential Impact across the University

A reduction the size of \$7.4 million would result in the potential elimination of nearly 92 positions at FAU. Service levels will suffer significantly with fewer employees to service students. Student advisors and support personnel will be stretched to accommodate the current level of enrollment, impacting graduation rates and success of retention.

Instructors, in lieu of tenured and tenure-track professors, will teach courses throughout the academic year including the summer session. Summer programs and quality of education will be significantly impacted.

We will undergo a hiring moratorium in all areas, including faculty hiring; institute a purchasing and travel freeze.

We will continue to reduce full-time employees to part-time status, impacting service delivery to students and faculty.

Even after the 2012-13 suspension of several programs and one full campus, we will continue to investigate the suspension of other FAU campuses that will

allow FAU to experience efficiencies of instructional delivery and student support.

Outsourcing several basic service functions will become essential to realize any operational savings.

Methodology for Calculations

Approximately 80% of FAU's educational and general budget is linked directly to teaching, community service, research and student support services.

Since 2007-08, the university has experienced significant base reductions in general revenue and lottery funding from the State of Florida with an estimate of \$65 million. An additional \$7,353,504 in base reductions will continue to erode the quality of education for our students, will affect our ability to retain faculty and staff, to fund basic student services, keep and maintain facilities, respond to federal and state regulatory issues, and meet the goals and objectives of our strategic plan.

Statutory Changes - N/A

Other State Entities Impacted - N/A



**University
5% Reduction
2014-2015 Legislative Budget Request**

Reduction Amount GR:	\$2,470,047
Reduction Amount Lottery:	\$289,506
Reduction Total:	\$2,759,553

For FY 13-14, Florida Gulf Coast University (FGCU) was granted a special recurring state appropriation to addresses the lack of necessary resources to support and enhance student success, and to provide funding more in line with the rest of the State University System. If this 5% reduction was implemented, a significant amount of this funding for improvements would have to be rolled back in FY 14-15.

Technology continues to be a prevalent part of the education landscape, with ever increasing needs and costs of computers, software, and academic delivery systems. Unfortunately, a reduction in the base budget would result in a loss of recently provided technology refreshment funding (approximately \$500K) that would significantly impact the institution's ability to meet the growing technological needs of the students and operations.

The Florida Gulf Coast University Men's Basketball team recently enjoyed major success at the NCAA tournament, and in doing so created expanded marketing opportunities for FGCU. The university looks to maximize those opportunities, but the planned marketing initiative (\$200K) would be eliminated due to a budget reduction. At a time when Florida needs more than ever an educated workforce in emerging fields, the elimination of this

program would negatively impact the university's ability to reach and cultivate talented students.

Florida Gulf Coast University is a relatively new campus, and therefore has facilities that tend to be new and built to the most recent standards. However, in the Florida climate even the newest of buildings need maintenance, and if these reductions were implemented some of the maintenance plans would be impacted. Efforts of course would center on cosmetic or non-critical items, but nonetheless facilities would suffer. The estimated value is \$200K annually.

Staff development and scholarly activity are important functions in keeping the faculty and staff current in their fields. Over the past several years, reductions have had forceful impacts against these budgets, and another reduction would again impact these activities. Reductions in planned development would reduce the budget by \$100,000 annually.

Finally, and unfortunately, the university would be compelled to not complete its hiring plan started in FY 13-14 that has been enacted to enhance student success, and make needed services to students available. Positions would be frozen and/or cancelled in order to meet the budget shortfall. Areas of particular impact include advising, computing labs, teaching labs, and technology support areas. In total, the institution could see restrictions on up to thirty FTE employee positions no longer being available if the budget reductions occur.



**Florida International University
5% Reduction
2014-2015 Legislative Budget Request**

Reduction Amount GR:	\$9,224,714
Reduction Amount Lottery:	\$1,234,195
Reduction Total:	*\$10,458,909

** Includes FIU Medical School and is based on recurring FY 2013-14 general revenue (excluding Risk Management) and lottery appropriations*

(Pursuant to the State of Florida Legislative Budget Instructions for FY 2014-2015, reductions must be program/issue specific and cannot simply be across-the-board percentage reductions.)

Potential Impact

A 5 percent budget cut will impact the university as follows

- Given our current minimal level of reserves, we would be forced to eliminate approximately 100 administrative, faculty, and staff positions to offset this reduction.
- Services and programs offered to students would be directly impacted in the amount of classes offered, advisors available and support services.
- We will be unable to enroll approximately 1,500 students annually.
- The university will be required to develop plans to eliminate educational programs and support areas.

Methodology for reduction

- In fiscal year 2007-08 academic and administrative units at FIU developed a long-term budget reduction plan.
 - All academic and operational areas of the university have been reviewed to make targeted cuts that would inflict the least long-term damage to the university.

- As a result of this analysis, the university closed 37 degree programs and 18 centers and institutes
- The university restructured the curriculum in educational units, consolidated departments, and lowered operational costs to just the minimum needed to maintain an acceptable level of services.
- The university renegotiated contracts for services and redefined business models to lower costs of services.
- The university implemented initiatives to save energy and other costs by reducing the size of our fleet of vehicles, moving from liquid propane to natural gas, retrofitting lighting, and other efficiency measures.

An additional state appropriation reduction in Fiscal Year 2014-15 will mean that in addition to the budget reduction plans that have been implemented, the university will need to find a way to operate with \$10 million less and still fund basic student services, maintenance increases, additional compliance requirements, and contractual increases that are not being funded by the state.

Our efforts continue to be focused on providing students with a quality education, but our ability to deliver will be severely hampered with additional reductions. Given the significant decrease in our reserves, we can no longer shield students, faculty and staff from the negative impact of a 5% budget reduction.

In the event that the 5% reduction becomes a reality in Fiscal Year 2014-15, we will re-assess our long-term plan and, in collaboration with academic administration, faculty, staff, and students, will develop recommendations to our Board of Trustees for the elimination or reduction of a number of academic programs, centers, institutes, services, and support operations.



**Florida Polytechnic University
5% Reduction
2014-2015 Legislative Budget Request**

Reduction Amount GR:	\$ 1,416,478
Reduction Amount Lottery:	\$ 18,375
Reduction Total:	\$ 1,434,853

(Pursuant to the State of Florida Legislative Budget Instructions for FY 2014-2015, reductions must be program/issue specific and cannot simply be across-the-board percentage reductions.)

Potential Impact

A 5% reduction in state funding equates to approximately \$1.434 million and includes a \$2,500 reduction to student financial assistance.

The largest category impacted by a reduction will be on the hiring of faculty and staff for academic programs and student/university support services. Many of these positions will be delayed, but if a reduction becomes necessary and permanent, these delayed positions may not be filled. Operating requirements and some initial systems will be postponed due to reduced personnel to manage particular activates and projects being delayed.

Below is a summary of the reductions by program component:

Facilities Operations and Plant Maintenance - (\$554,852)

Positions for facilities management, mail services, and transportation services will be delayed or eliminated. Though the campus has a new building, initial timelines for preventative maintenance efforts may follow a less than optimal schedule. Response times for routine repairs and maintenance may be less than design efficiencies recommend.

Information Technologies – (\$291,444)

Positions for network security administration and network project management will be delayed or eliminated. Area support costs will be reduced. The total impact on service levels will affect the maintenance of the network operations and will delay the implementation of systems not critical for the opening of the campus, yet necessary to maintain a stable network. Network security and mission critical redundancies will not be compromised due to these reductions.

Academic Administration – (\$329,746)

Positions for library services in the College of Engineering and the College of Innovation and Technology, Institutional Research, and an additional administrator to assist with curriculum design will be delayed or eliminated.

Student Affairs – (\$115,600)

A Coordinator position for the registrar's office and a Student Advisor will be delayed or eliminated. Consequently, service may be slower and may result in less direct assistance to the students.

University Support – (\$95,200)

Positions for Purchasing and Accounts Payable assistants will be delayed or eliminated. Florida Polytechnic University will be required to rely on university services provided through an agreement for a period of time beyond current strategies to initiate its own systems.

Student Financial Assistance – (\$48,011)

An assistant and general office expenses dedicated to support the Financial Aid office will be delayed. Additionally, funding set aside to support need and merit based student grants, scholarships, and loans will be reduced \$2,500.

Methodology for Calculations

Florida Polytechnic University recognizes the impact a budget reduction may have on its core mission, vision and campus development strategies. A 5% budget reduction will impact its potential students, faculty and academic programs. With its initial students expected to be on campus Fall 2014, Florida Polytechnic University strongly considered the impact of any reduction to

mission critical areas. The continuation of the institution's financial integrity beyond the impact of the reduction was also considered when prioritizing alternatives.

If a 5% reduction is determined to be necessary in fiscal year 2013-14, Florida Polytechnic University will re-evaluate and assess its long-term strategic plan and, in collaboration with academic administration, faculty, board of trustees, and staff, will develop additional recommendations within its priorities to address academic programs, services, and support operations.

The report parameters for the LBR FY2014-15 Budget Reduction do not take into account the impact of past reductions to the universities. During FY2012-13, the SUS universities incurred a reduction of \$300 million. Florida Polytechnic University- while hiring appropriate faculty and staff to develop its academic programs, support systems, and build the campus buildings and infrastructure - was required to reduce its budget in excess of \$5 million. The unavailability of the \$5 million during FY2012-13 delayed the implementation of required infrastructure and postponed other parts of the total project.

No statutory changes are requested



**Florida State University
5% Reduction
2014-2015 Legislative Budget Request**

Reduction Amount GR:	\$12,189,826
Reduction Amount Lottery:	\$ 1,590,189
Reduction Total:	\$13,780,015

(Pursuant to the State of Florida Legislative Budget Instructions for FY 2014-2015, reductions must be program/issue specific and cannot simply be across-the-board percentage reductions.)

The target budget reduction is substantial, coming after several years of declining state revenues. If implemented, it will cut into the university's core mission to preserve, expand, and disseminate knowledge through instruction, research and public service. That mission is funded through 17 program components whose funds provide services ranging from enrollment to student services to library staffing. Significantly, state funds have traditionally been used to fund student access through enrollment program components. Increased numbers of students funded through enrollment program components, in turn, are provided services through funds allocated to the other program components. Due to previous budget reductions, a 5 percent reduction cannot be absorbed through efficiencies or trimming around the edges. FSU has been cut more than \$123 million (more than 25% of our general revenue) in budget reductions since 2007 alone on top of years of previous budget reductions. The university has by necessity become more efficient. All additional efficiency savings are being used to retain our employees or to repair and maintain our facilities. Many campus services have been privatized. For example, the food service, vending, bookstore, elevator maintenance, chiller maintenance, collection services, bus service, e-mail, painting and printing have

been privatized. An additional 5 percent reduction in state funds necessarily will require a reduction in planned enrollment program components if critical components of the university are to be sustained. Most of the remaining program components will be reduced as a result to the loss of funds to the instruction program component and the decline in students to be served. We have identified the planned instruction program component for reduction because taking the 5% reduction only in the remaining program components would disrupt university operations, often in unintended ways. Of course, the university will continue to review its operations to identify additional or alternative efficiencies to allow for continued access. Many of these efficiencies are included in a separate submission of efficiencies provided to the Board of Governors. After a reduction of more than a quarter of state revenues, however, these efficiencies are less evident than they once were and are much more difficult to realize.

In order to accommodate a 5% reduction, a decline in 652 FTE students can be anticipated stemming from the decline in services provided with the funds available through the planned instruction program component. FSU continues to be the university of choice for many students; for Fall, 2012 admission, FSU received nearly 40,000 applications. Not only would prospective students and their parents be negatively affected by the reduced slots available for students, but there would also be a reduction in the number of full time faculty and staff (160 FTE). The enrollment reduction represents a decrease of \$4,451,354 in general revenue for the instructional program. The loss of this number of students, if realized, will also result in a reduction of \$2,690,496 million in student fees in addition to general revenue. The student fee shortfall as well as a portion of the instructional reduction may be offset, in part, through an overall increase to tuition and fees. It should be noted that some instructional losses may have to be offset for two years using university balances in order to comply with accreditation standards for the "teach out" of students in the midst of pursuing degrees.

Based on the reduction target assigned by the Governor's Office, a reduction of \$5,779,252 remains to be prioritized among the remaining program components. Most will come from program components providing other academic services and a range of enrollment related activities. FSU has developed reductions for 13 program components. The reductions are as follows:

Program Component: Academic Administration

Administrative, management and support services crucial to delivery of instruction in academic majors and other academic programs will be reduced by \$1,127,002, resulting in slower service and less assistance to students in completing their degree requirements, which could interfere with timely degree completion.

Program Component: Student Services

Services and programs which enhance the educational environment of the campus will be reduced \$763,094. These reductions will impact the availability of counseling and health services, student activities, Center for Academic Retention and Enhancement (CARE) and orientation programs. There will also be a reduction to services that provide financial aid evaluation and programs to assure prompt and orderly admission of applicants as well as a reduction in service to the area that provides administration services and initiates, maintains and preserves the official academic record of each student.

Program Component: University Support

The non-instructional support area will be reduced \$1,522,740. These units include all components of university administration and will result in slower processing of invoices, delay in getting bids to potential vendors, delays in processing vacancies for employee applicants, and slower response times for assistance.

Program Component: Plant Maintenance

The plant operations and maintenance will be reduced \$2,641,229. Preventative maintenance efforts will be performed on a less than

optimal schedule and slower response time will result for routine repairs and maintenance.

Program Component: Public Service

The activities associated with the professional and/or discipline related services, other than instruction, that are beneficial to groups or individuals in the community will be reduced \$171,471.

Program Component: Academic Advising

Formal counseling to students on academic course or program selection, scheduling, and career counseling will be reduced \$233,278. The University has invested heavily in academic advising, academic mapping, and tutoring to help increase graduation and retention rates. These efforts appear to be paying off.

Program Component: Libraries/Audio Visual

Funding associated with the acquisition, organization, maintenance and control of library materials will be reduced \$621,294.

Program Component: Radio and TV

Funding associated with activities related to the operation and maintenance of broadcasting services primarily dedicated to educational, cultural and public service programs will be reduced \$70,419.

Program Component: Museums and Galleries

The Ringling Museum activities related to the collection, preservation, and exhibition of historical materials, art objects, scientific displays and other objects under study at the Museum will be reduced \$113,347.

Program Component: Research (includes Institutes and Centers)

The research component will be reduced \$2,064,787. These funds support all ongoing research activities and will result in fewer resources being available to explore new research ideas. These funds support faculty while writing grant proposals.

The FSU Board of Trustees adopted the following Reduction Priorities:

Do not adversely affect enrollment if possible

Maintain sufficient courses to ensure timely graduation and maintenance of MAP progress

Exempt key infrastructure and operational services

Fund shift E&G costs to auxiliaries where possible

Eliminate expenses where possible, but retain expense funds for on-going operations

Promote enrollment by out-of-state students

Provide all units undergoing reduction an opportunity to justify current expenditures

Consolidate services where service quality does not suffer

Assign lower funding priority to entities not providing direct services to students

Preserve where possible programs disproportionately contributing to the research mission and operations of the university

Maintain existing PI accounts where possible



New College of Florida 5% Reduction 2014-2015 Legislative Budget Request

Reduction Amount GR:	\$802,773
Reduction Amount Lottery:	\$ 44,443
Reduction Total:	\$847,216

(Pursuant to the State of Florida Legislative Budget Instructions, reductions must be program/issue specific and cannot simply be across-the board percentage reductions.)

Because of the College's small enrollment, a larger percent of its budget comes from State appropriations (general revenue + lottery) than other SUS institutions. Consequently, reducing College appropriations by 5% results in a much larger percentage reduction in its total E&G budget inclusive of general revenue, lottery and tuition funds compared to the SUS average. Specifically, a 5% cut to general revenue and lottery represents a 3.6% reduction to the College's total E&G budget (general revenue + lottery + tuition) compared to the SUS total average E&G reduction of 2.4%.

Actions to absorb the previous recurring budget reductions in past years leave very limited options for the College to consider should an additional 5% (\$847,216) reduction need to be implemented effective FY 2014-15. College-wide budget reduction planning efforts, informed by work of the College's budget review committee, ad hoc faculty budget committee and executive review, have sought to minimize the damage to the core academic program. Efforts will continue to focus on reducing non salary operating expenses. However, given that 74% of E&G costs are related to salary and benefits and in consideration of already insufficient staffing for critical support functions and minimum faculty staffing required for accreditation regarding the range of academic offerings, future reductions approaching 5% will likely require some form of salary reductions and/or layoffs impacting multiple pay plans.

Action Plan

After making all possible reductions in non salary operating expenses, keeping non critical positions vacated through normal attrition unfilled, increasing revenues, where possible, and deploying cash reserves, the College would implement a graduated furlough plan, with higher paid positions being assigned more furlough days and lower paid positions fewer or none. The actual amount

of savings needed to be generated will depend on how successful the College is in reducing non salary operating expenses. Furloughs are preferred to permanent salary reductions, at least for the short term, because this would allow time for the College to assess its economic outlook in relation to the State's, both for the immediate future as well as long term, while retaining its bare bones workforce. The down side is that while the basic workforce would remain intact to deliver services, the College's most accomplished faculty and staff may begin to look for other employment opportunities.

Such a reduction would cause significant harm to the core tenets of the College's highly successful and nationally recognized/ranked academic program. Students would have fewer opportunities for tutorials and collaborative research with faculty. Classes would be larger. Some areas of concentration would have to limit enrollment. Support services, which are already underfunded and understaffed, would have to reduce hours of operation.

Hopefully, the furloughs would buy time for Florida's economy to rebound sufficiently such that the furloughs could be reduced or eliminated. If the recovery takes longer, the furloughs would have to be converted to permanent salary reductions and/or layoffs. It is recognized that these proposed salary actions will have to be negotiated with the College's three bargaining units, but each understands the magnitude of the State's and College's budget challenges and has expressed support for use of furloughs in lieu of layoffs or permanent salary reductions, at least for the short term.



**University of Central Florida (UCF)
5% Reduction
2014-2015 Legislative Budget Request**

Reduction Amount GR:	\$10,047,105
Reduction Amount Lottery:	\$1,449,386
Reduction Total:	\$11,496,491

(Pursuant to the State of Florida Legislative Budget Instructions for FY 2014-2015, reductions must be program/issue specific and cannot simply be across-the-board percentage reductions.)

A 5% reduction in state funding equals approximately \$11.5 million for the University of Central Florida, which would bring our total budget reduction since July 1, 2007 to just over \$105 million.

To date, UCF has addressed its budget reductions using funds aggressively saved through faculty and staff attrition, cuts in operational spending for discretionary areas such as travel, deferral of operating expenditures such as equipment purchases and maintenance, and limited program closures. In addition, we have strategically built one-time reserve funds that we have been using to compensate temporarily for prior reductions.

Coupled with these savings from university-instituted efficiencies and restructuring, new funds from tuition increases allowed through the statutes, legislature, and Board of Governors for the past several years have offset a portion of the cumulative budget reductions. However, these funds are not sufficient to sustain healthy recurring operations in the long term or support the university's ability to continue to provide high-quality access to undergraduate degrees for Florida residents—particularly for the university's transfer students. Since these students enter UCF at the upper level, the program affords students a smaller average class size than for FTIC students—and correspondingly, a greater proportion of instruction by tenured or tenure-track faculty members and higher relative costs to the university. In order to improve our student-to-faculty ratio—already much higher than national averages—, and retention and graduation rates, all of our very limited available resources must be used to support new faculty hires.

The magnitude of the 2012-13 reduction resulted in the elimination of almost all undesignated non-recurring reserves from UCF's fund balance. Accordingly, an additional 5% cut would require more drastic measures than those taken to date, since it would be more than remaining, undesignated one-time reserves could cover—even on a short-term basis. While conceivably other remaining cost-saving strategies could be implemented, beyond the extensive budget-saving measures already taken—such as furloughs and deferral of equipment purchases, maintenance

and other administrative expenditures—they simply would not be sufficient to continue to provide the same high quality education to our students.

In summary, a 5% reduction in 2014-15 would require deferral of planned strategic initiatives and investments to drive improvements in academic quality. Specifically, it would require deferral of plans to recruit and hire 85 full-time faculty hires in key targeted areas, including STEM, over the next three years. Hiring full-time faculty enhances the undergraduate and graduate academic experience by ensuring the availability of course offerings to meet enrollment growth, decreasing class size, increasing student retention and graduation, supporting undergraduate and graduate research, and stabilizing UCF's student to faculty ratio. An emphasis on hiring tenure and tenure-track faculty addresses the overall mix of faculty and recent reliance on non-tenure-track faculty, while boosting our growing research promise and potential economic impact.

In addition, further reductions would require deferral of at least \$2M of planned strategic investments to increase graduate degree program breadth, interdisciplinarity, and quality, while enhancing the volume and impact of UCF research. Increasing graduate activity supports the emerging preeminence of UCF's graduate enterprise as indicated by the 20 UCF graduate programs recently ranked in the top 100 (7 in the top 50) by US News and World Report during 2012. To ensure the continued growth and quality, UCF plans to develop programs across a broader range of disciplines focusing on interdisciplinary programs and research. Increasing graduate activity also furthers the volume and economic impact of UCF research, building upon the \$1.1 billion in external research grants received in the last decade.

These planned strategic investments are critical as the university strives to capitalize on its core capabilities and opportunities, while meeting the ongoing challenges of a diverse and growing student population. In order to proceed with these plans in light of further reductions, the necessary alternative would be the elimination of academic programs and services. Specifically, this would require the elimination of approximately five academic programs at an average cost of \$2 million each—an action roughly equivalent to the elimination of a school or small college—and would require significant layoffs. An estimated 110 positions would be eliminated, including up to 67 faculty and 25 staff positions directly supporting academic programs, plus an additional 18 staff positions in administrative support areas. The number of graduate, post-doctoral and research associates would also be reduced, negatively affecting the level of research activity at the university. This would likely lead to a reduction in funding from both industry and federal agencies to support research.

Either way, further losses would unavoidably impact student access to programs and/or time-to-degree, and would hinder the university's ability to meet both community and statewide professional and workforce needs.



**University of Central Florida
College of Medicine
5 Percent Reduction Plan
2014-15 LBR**

Reduction Amount GR:	\$1,212,592
Reduction Amount Lottery:	\$0
Reduction Total:	\$1,212,592

(Pursuant to the State of Florida Legislative Budget Instructions for FY 2014 - 15, reductions must be program/issue specific and cannot simply be across-the board percentage reductions.)

The UCF College of Medicine formally admitted its fifth class on August 5, 2013 and is actively educating 354 students. The college received full accreditation from the Liaison Committee on Medical Education (LCME) on February 26, 2013, which is the second critical step toward achieving full accreditation. According to the LCME Standards, the college must demonstrate sufficient educational resources which include diverse sources of operating funds, sufficient numbers of faculty and staff, and adequate education resources to meet program needs. The letter from LCME that conferred full accreditation noted the following:

"Accreditation is awarded to a medical education program based on a judgment that there exists an appropriate balance between student enrollment and total resources of the institution, including faculty, facilities, and operating budget. If there are plans to significantly modify the educational program, or if there is to be a substantial change in student enrollment or in the resources of the institution such that the balance becomes distorted, the LCME expects to receive prior notice of the proposed change. Substantial changes may lead the LCME to re-evaluate a program's accreditation status."

A 5% budget reduction would total \$1,212,592 and would be considered a substantive change and therefore require notice to the LCME prior to our status report due December 1, 2013. The reduction would be more than the \$500,000 increment of planned start-up funding for 2014-15 included in the BOG-approved 10-year budget for the implementation of the M.D. Program. This 5% reduction coupled with the unfunded \$500,000 planned increment is the equivalent of six to seven full-time clinical and basic science faculty positions currently under recruitment or the equivalent of a 14.1%

reduction in operating expenses (non-salary expenses). The faculty positions are part of the staffing plan to support the academic program and without them the college would have gaps in its ability to deliver the curriculum. The operating expenses are an essential component to support the education materials, software, technology, and information resources of the M.D. degree program.

A budget reduction at this critical juncture in the implementation of the M.D. degree program, with class sizes increasing to our full enrollment in 2017, would put our continued accreditation at risk. The college does not have other resources to bridge the gap or other potential options that some colleges may use to sustain budget reductions, for example eliminating programs or sections or increasing class sizes to generate additional tuition. The college would have to rely on the University to provide funds to cover a 5% budget reduction in addition to the planned start-up funding of \$500,000. In addition, a letter from the university to the LCME pledging its funding commitment to ensure the financial stability of the M.D. Program would be required as a part of the substantive change notice.

Given that the program is still actively recruiting the faculty and acquiring the educational resources needed for full implementation, the college is unable to sustain any budget reduction. Reduced state funding for the college would jeopardize the continued accreditation of the M.D. degree program, which would prevent currently enrolled students from being eligible to enter residency programs when they receive their M. D. degrees. This would, in turn, adversely affect the progress of Medical City development and diminish the \$7.6 billion in additional annual economic activity projected by 2017.



**University of Florida, including the Institute of Food and
Agricultural Sciences and the Health Science Center
5% Reduction
2014-2015 Legislative Budget Request**

Reduction Amount GR:	\$13,820,266+\$6,416,674+\$4,973,547
Reduction Amount Lottery:	\$1,897,232+\$626,694+\$289,821
Reduction Total:	\$15,717,498+\$7,043,368+\$5,263,368=\$28,024,234

(Pursuant to the State of Florida Legislative Budget Instructions for FY 2014-2015, reductions must be program/issue specific and cannot simply be across-the-board percentage reductions.)

In the five years prior to 2013, the net loss to the UF state budget amounted to \$59 million. This number includes the cuts allocated by the Legislature and the additions deriving from tuition increases. In order to address these cuts, UF pared instructional, research, and outreach services, including eliminating academic programs. No units were spared serious scrutiny, few units were spared substantial cuts, and UF was scoured for efficiencies. In the course of this process, UF strived to maintain the quality of its programs and was largely successful. An additional \$28 million in cuts, if not offset by increased revenue from other sources, could not be spread across the university without significantly reducing quality, which would certainly threaten the drive to achieve top 10 status among public research universities. Consequently, UF would select several large units and subunits for total elimination to ensure that the remaining units have the resources to maintain quality.

\$28 million exceeds the total state budget of several of UF's smallest colleges. Consequently, UF would need to eliminate from the university one or more whole colleges or several substantial segments of the large colleges and other budgetary units. In order to decide the units for elimination, there would have to be careful

consultation on the campus and with the BOT and an in-depth analysis of the consequences of the decisions on the instructional, research, and outreach portfolios of the university. That process cannot unfold before the due date for this report.

Consequences. (1) The subject matter taught in eliminated colleges and subunits will likely disappear from the university curriculum, and students will not longer have the option to pursue those subjects and associated majors.

(2) The faculty in those units would no longer be employed by the university, and this has several implications. First, the total faculty employed by the university would shrink significantly. A smaller faculty serves fewer students, which means UF would admit a smaller student body. Student access to UF would decrease. Second, UF would lose the expertise of faculty in those units. This means that UF would not have all of the multidisciplinary expertise needed to drive the state's economic development. Third, when the university loses substantial numbers of faculty, the State loses the external grants and contracts they win. That number exceeds \$650 million annually at UF. When that number drops, it represents lost economic opportunity in the State.

(3) UF is the sole State of Florida institution that belongs to the AAU (Association of American Universities) that comprises the nation's top research universities. Whether or not UF could maintain that status after losing entire colleges is an open question. It would certainly make it extremely difficult for UF to succeed in its drive to the top 10 publics in the foreseeable future.

UF is committed to quality in discharging its mission. That commitment will not change. The strategy outlined above is the only one that allows the university to maintain the quality of what it does to benefit the students, the State, and its citizens.



**University of North Florida
5% Reduction
2014-2015 Legislative Budget Request**

Reduction Amount GR:	\$3,255,261
Reduction Amount Lottery:	\$514,508
Reduction Total:	\$3,769,769

(Pursuant to the State of Florida Legislative Budget Instructions for FY 2014-2015, reductions must be program/issue specific and cannot simply be across-the-board percentage reductions.)

Of the E&G budget, 79.0% is salaries and benefits, 4.7% is utilities, and other operating expenses constitute the remaining 16.3%. This means that the only way to get to a 5% reduction in the University budget is to cut personnel.

The University would be forced to lay off 40 faculty members, at an average salary and benefits cost of \$85,000 for a total amount of \$3,400,000. This layoff would hamper growth in academic programs and research. The University would also have to reduce enrollment to maintain faculty-to-student ratios, reducing the number of available courses.

With a decrease in enrollment, we would then look to proportionally reduce the workforce in the administrative and support areas by eliminating advisors, financial aid and other support positions.

The remaining amount needed to reach the 5% goal would be (1) a reduction in funds for faculty research labs and equipment which would negatively impact their productivity and ability to stay current in their fields, (2) a reduction in funds used to upgrade technology to stay competitive and relevant to instruction, and (3) a

reduction in funds to provide services, learning and research resources to for students and faculty.



**University of South Florida System
Five Percent Reduction Plan
2014-2015 Legislative Budget Request**

Reduction Amount GR:	(\$13,199,828)
Reduction Amount Lottery:	(\$ 1,992,657)
Reduction Total:	(\$15,192,485)

	General Revenue	Lottery	Total
USF Tampa	(\$8,514,949)	(\$1,405,723)	(\$9,920,672)
USF St. Petersburg	(\$1,044,498)	(\$ 65,330)	(\$1,109,828)
USF Sarasota-Manatee	(\$ 555,517)	(\$ 54,120)	(\$ 609,637)
USF Health	(\$3,044,796)	(\$ 467,484)	(\$3,512,280)
Financial Assistance	(\$40,068)		(\$ 40,068)

(Pursuant to the State of Florida Legislative Budget Instructions for FY 2014-2015, reductions must be program/issue specific and cannot simply be across-the board percentage reductions.)

Instruction – (\$6,180,660) – 40.7% of Total Reduction

- Optimize existing faculty instructional capacity thereby eliminating some reliance upon adjunct hires and visiting instructors.
- Eliminate instructional FTEs.
- Program reductions and closures.
- Reduce and/or cap enrollment.
- Increase faculty-student ratio.
- Increase faculty workload resulting in an impact to the faculty's ability to have assignable time to pursue research programs.
- Reduce summer school offerings.

Academic Support – (\$1,685,870) – 11.1% of Total Reduction

- Reduce staff support for faculty placing more direct burden on faculty for scheduling, procurement, processing, HR support and other office management.
- Reduce and/or eliminate support for academic programs and departments.

- Reduce advising and academic support services.

University Support - (\$4,687,690) - 30.9% of Total Reduction

- Eliminate FTEs which will impede delivery of core services such as oversight, compliance, responding to internal and external data requests, and reporting.
- Impact the university's ability to make investments towards meeting its Strategic Plan.

Research - (\$425,000) - 2.8% of Total Reduction

- Reduce research support (laboratory technicians, post docs, and graduate students).

Student Services - (\$606,457) - 4.0% of Total Reduction

- Streamline and curtail services related to admitting, registering, counseling, career services and other services for both graduate and undergraduate students.

PO&M - (\$1,471,188) - 9.7% of Total Reduction

- Reduce service levels resulting in delays in major and minor construction projects, vehicle repairs, maintenance services, trash removal, mowing, custodial services, etc.).
- Limit the ability to cover operational costs for utilities, equipment maintenance and fuel.
- Increase deferred maintenance and limits the ability to implement program improvements.

Library Services - (\$135,620) - .9% of Total Reduction

- Reduce and/or eliminate programs developed by medical research librarians that teach students and faculty best practices for research and information management skills.
- Reduce library services and library hours.
- Freeze purchase of electronic medical book packages.



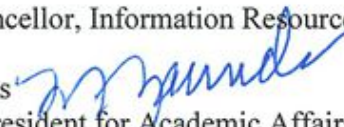
Office of the Provost
Vice President for Academic Affairs
11000 University Parkway
Pensacola, FL 32514-5750

MEMORANDUM

August 6, 2013

TO: Tim Jones
Chief Financial Officer, BOG

VIA: Gene Kovacs
Assistant Vice Chancellor, Information Resource Management

FROM: Dr. Martha Saunders 
Provost and Vice President for Academic Affairs

SUBJECT: 2014-2015 Five Percent Budget Reduction Exercise

Attached is the requested template for The University of West Florida's budget reduction plans pursuant to your memo dated July 18, 2013 submitted on behalf of Dr. Judith Bense, President, University of West Florida.

Additional reductions will have a significant negative impact on the ability of the University of West Florida to fulfill its basic mission. We emphasize that the estimates are preliminary and are based on various projections. If actual reductions are required, the University of West Florida may modify this plan.

CC: Dr. Judith Bense, President, UWF
Dr. George Ellenberg, Vice Provost, UWF
Dr. Susan Stephenson, Vice President and Chief Financial Officer,
Business, Finance, and Facilities Division, UWF
Ms. Janice Perkins-Gilley, Assistant Vice President, Governmental and
Community Relations & Special Assistant to the President, UWF
Ms. Shelly Blake, Executive Assistant to the Provost, UWF
Mr. Keith King, Assistant Director, Institutional Research and
Effectiveness Support, UWF



**University
5% Reduction
2014-2015 Legislative Budget Request**

Reduction Amount GR:	\$2,947,184
Reduction Amount Lottery:	\$ 327,574
Reduction Total:	\$3,274,758

(Pursuant to the State of Florida Legislative Budget Instructions for FY 2014-2015, reductions must be program/issue specific and cannot simply be across-the-board percentage reductions.)

Mission Threatening Reductions:

The University has not fully recovered from the 2012-2013 reductions in state support. Additional reductions will have a significant negative impact on the ability of the University of West Florida to fulfill its basic mission and the successful retention and graduation of our students.

We emphasize that the following estimates are preliminary and are based on various projections. If actual reductions are required, the University of West Florida may modify this plan.

Functional Areas Targeted and Priorities:

Priority Number One - Reduced institutional support including security, information technology support and infrastructure, and facilities; \$1,240,369

(1) How the reduction will impact clients, agency operations, or other program areas:

- Fewer staff to respond to the ever increasing needs and requirements of the student body and academic departments.
- Reduced support for Crime Prevention Programs and other important security awareness initiatives for students.
- Potential for limited hours of access to vital support services
- Further increase to the level of deferred maintenance already impacted by lack of PECO funding.

- Reduced support for process redesign initiatives that promote efficiency and effectiveness.
 - Reductions and delays in upgrading information technology infrastructure.
- (2) Justification for assigning relative priority for reduction:
- Based the priority on the degree to which student learning and engagement could be negatively impacted.
- (3) What calculation methodology was used for reduction issues:
- Historical cost.
- (4) Whether a statutory change is required to implement:
- No.
- (5) An explanation of distribution methodologies used to distribute the reduction to other entities:
- NA

Priority Number Two – Reduced support for educational outreach, public service, regional economic development, research activities, and student support services; \$1,559,389

- (1) How the reduction will impact clients, agency operations, or other program areas:
- Inability to fully implement the “Statewide Complete Florida Degree Program” funded in 2013-2014.
 - Reduced advising services both face-to-face and via distance learning.
 - Reduced funding for student employment opportunities.
 - Delays in graduates moving to the workforce and potentially slowing the state and region’s economic recovery.
 - Diminished opportunities to support economic growth in key areas by reduced support for workforce development and continuing education.
 - Reduced opportunities to engage in community and regional partnerships, including those with the military that drive economic growth in the region.
 - Reduced funding for graduate assistantship positions and other applied learning opportunities for students.
 - Inability to respond to new initiative opportunities to support regional employer needs and growth in key areas.
 - Inability of centers and institutes to effectively compete for external funding.
 - Reduced funding for programs that support and enhance campus diversity.

- Elimination of student support important to creating interactive and effective distance learning experiences.
- (2) Justification for assigning relative priority for reduction:
 - Based the priority on the degree to which student learning and engagement could be negatively impacted.
- (3) What calculation methodology was used for reduction issues:
 - Historical cost.
- (4) Whether a statutory change is required to implement:
 - No.
- (5) An explanation of distribution methodologies used to distribute the reduction to other entities:
 - NA

Priority Number Three – Reduced support for academic programs including a reduction in the numbers of full-time faculty and adjunct instructors; \$475,000

- (1) How the reduction will impact clients, agency operations, or other program areas:
 - Reduced student retention and graduation rates.
 - Fewer course offerings resulting in delayed student graduation.
 - Inability to recruit and retain qualified faculty having a negative impact on student learning outcomes.
 - Larger class sizes resulting in less opportunity for student and faculty interactions.
 - Reductions and delays in replacing computer lab equipment and upgrading classroom technology.
 - Reduced access to programs, courses, and services delivered at all campuses including the Emerald Coast campuses.
 - Increased student-to-faculty ratios.
 - Increased probability of courses being taught by adjuncts because of reduced numbers of full-time faculty.
 - Reduced ability to maintain services at current levels at the Emerald Coast
- (2) Justification for assigning relative priority for reduction:
 - Based the priority on the degree to which student learning and engagement could be negatively impacted.
- (3) What calculation methodology was used for reduction issues:
 - Historical cost.
- (4) Whether a statutory change is required to implement:
 - No.
- (5) An explanation of distribution methodologies used to distribute the reduction to other entities:
 - NA



**Florida Virtual Campus
5% Reduction
2014-2015 Legislative Budget Request**

Reduction Amount GR:	(\$565,384)
Reduction Amount Lottery:	\$0
Reduction Total:	(\$565,384)

(Pursuant to the State of Florida Legislative Budget Instructions for FY 2014-2015, reductions must be program/issue specific and cannot simply be across-the-board percentage reductions.)

A five percent reduction in appropriations to the Florida Virtual Campus (FLVC) would diminish the organization's services to students, libraries, colleges, and universities. This reduction in revenue would result in an overall decrease in the services provided by FLVC. For example, it could necessitate a decrease in the FLVC service desk hours, affecting the availability of technicians to assist students and staff when help is needed. The reductions would also affect centralized services to libraries, such as data loading for the statewide Integrated Library System, causing problems at college and university libraries and affecting their ability to work and assist students. Distance learning and student services would also be affected by the reductions, negatively impacting services such as the transient student admissions process and the online course catalog. Lastly, a reduction in appropriations could result in a reduction in statewide e-resources, affecting the amount of electronic materials available to higher education students.



**Institute of Human and Machine Cognition
5% Reduction
2014-2015 Legislative Budget Request**

Reduction Amount GR:	\$136,959
Reduction Amount Lottery:	\$0.0
Reduction Total:	\$136,959

(Pursuant to the State of Florida Legislative Budget Instructions for FY 2014-2015, reductions must be program/issue specific and cannot simply be across-the-board percentage reductions.)

If a 5% budget reduction becomes necessary, IHMC will absorb this through personnel reductions and/or personnel salary reductions.



**Moffitt Cancer Center
5% Reduction
2014-15 LBR**

Reduction Amount GR:	\$528,847
Reduction Amount Lottery:	\$0
Reduction Total:	\$528,847

(Pursuant to the State of Florida Legislative Budget Instructions, reductions must be program/issue specific and cannot simply be across-the board percentage reductions.)

-A reduction of 5% would jeopardize funding for approximately 31 Post-Doctoral Researcher & Clinical Residency students. These students are paid a salary and receive benefits while they are training at Moffitt. Moffitt is not paid any tuition for these students.

-By 2020, the United States will have half of the needed oncologists. It has been proven that 65% of residents stay and work within in the state they train. Unfortunately, Florida has the highest rate of cancer incidence in the nation; it is vital that we maintain our oncology residents in order to combat Florida's burden of cancer.



Florida Board of Governors General Office 2014-2015 Legislative Budget Request

Continued funding of \$6.5 million is needed to support the 57 authorized positions and associated operating expense for the Board Office. The operating expense covers the costs associated with data collection and management, Board meeting expenses, travel expenses, and basic office supplies.

2014-2015 Legislative Budget Request		
		<u>Total</u>
1	2013-14 Total Budget (57 Positions plus operating expenses)	\$6,550,307
2		
3	<u>2013-14 New Issues:</u>	
4	No additional funding requested	
5		
6	Sub-total New Issues	\$0
7	Total	\$6,550,307
8		
9	Increase over the Total Budget	\$0
10	% Increase over the Total Budget	0%

**Florida Board of Governors General Office
5 Percent Reduction Plan
Fiscal Year 2014-2015**

The General Office budget of \$6.5 million is predominately salaries and benefits (82%) to support 57 authorized positions. The remaining 18 percent of the budget includes support for office activities (such as; Turlington Building rent payments, data collection/support, travel for staff and board members, office supplies) and pass-through funds to the Northwest Regional Data Center and to the Department of Management Services for human resource services.

The Board Office has created a three-part accountability system that includes a Strategic Plan, University Work Plans, and an Accountability report. Tremendous work goes in the collection and analysis of data to provide information to key stakeholders so that strategic investments and decisions can be made about the university system. The Board Office has been fortunate to receive the appropriate financial support needed to ensure the success of these critical areas.

A five percent budget reduction would total approximately \$326,515 and hamper the progress that has been made in moving the office forward to ensure a successfully three-part accountability system. Strategic decisions would need to be made on which areas of the budget to be reduced.

For planning purposes basic operating costs could be reduced by approximately \$98,460, which may include: travel for staff and travel reimbursements to university personnel who participate in educational plant surveys throughout the fiscal year - \$57,660; training and professional development for staff - \$15,000; operating capital outlay totaling \$5,800; and elimination of student OPS support of \$20,000.

Since there are insufficient operating expenses to absorb the full five percent reduction the balance of \$228,055 would come from the elimination of positions. Five new positions were provided to the Board for the 2013-2014 fiscal year to work on critical information technology systems, data collection, and data analysis. As of August 26, two of the five positions have been filled, with interviews recently completed for two of the vacant positions. All office positions should be filled within the next two months. Therefore, to achieve the reduction of \$228,055, three positions would need to be eliminated. Strategic decisions would need to be made on which positions; such as eliminating positions most recently filled and thus impacting gains that have been made on data collection and analysis or reviewing other office positions that are critical to key objectives.

Board of Governors Performance Funding Model

Board of Governors Staff Draft (8-23-2013)

The Board began working on a performance funding model after the June 2012 meeting. These metrics were chosen after reviewing over 40 metrics identified in the annual SUS Accountability Report. The model has been guided by 4 principles: 1) use metrics that align with SUS Strategic Plan goals, 2) reward excellence or improvement, 3) have a few clear, simple metrics, and 4) acknowledge the unique mission of the different institutions.

Board staff have been working with the universities on the metrics, how to measure and score the metrics, and the general implementation of the funding model.

The three metrics approved in SB 1076 (average wages of employed graduates, cost per degree, percentage of graduates employed or enrolled in further education) will be incorporated in the performance funding model.

		EXCELLENCE (Achieving System Goals)				IMPROVEMENT (Recognizing Annual Improvement)		
		3	2	1		3	2	1
1	Percent of Bachelor's Graduates Employed and/or Continuing their Education Further 1 Year After Graduation	75%	65%	55%		3%	2%	1%
2	Median Average Full-Time Wages of Undergraduates Employed in Florida 1 Year After Graduation	\$40,000	\$30,000	\$20,000		3%	2%	1%
3	Average Cost per Undergraduate Degree to the Institution	\$20,000	\$25,000	\$30,000		3%	2%	1%
4	Six Year Graduation Rate <i>Full-time and Part-time FTIC</i>	70%	65%	60%		3%	2%	1%
5	Academic Progress Rate 2nd Year Retention with GPA Above 2.0	90%	85%	80%		3%	2%	1%
6	Bachelor's Degrees Awarded in Areas of Strategic Emphasis <i>(includes STEM)</i>	50%	40%	30%		3%	2%	1%
7	University Access Rate Percent of Undergraduates with a Pell-grant	35%	30%	25%		3%	2%	1%
8	Master's Degrees Awarded in Areas of Strategic Emphasis <i>(includes STEM)</i>	50%	40%	30%		3%	2%	1%
Institution-Specific Metrics								
9	Board of Governors choice	TBD	TBD	TBD		TBD	TBD	TBD
10	UBOTs choice	TBD	TBD	TBD		TBD	TBD	TBD

General Notes:

- Institutions can choose to be evaluated on either the Excellence or Improvement categories for each metric.
- Data is based on one-year data (not 2, 3, or 5-year averages).

- The benchmarks for 'Excellence' were based on the Board of Governors 2025 System Strategic Plan goals (for metrics 4 and 6) and Board staff analysis (for metrics 5 and 7) of relevant data trends. The benchmarks for 'Improvement' were decided after reviewing data trends for each metric with a focus of keeping the model as simple as possible.
- Currently all metrics are weighted equally, but weighting could be subject to change.
- 2014-2015 will be the pilot year of implementation and adjustments made need to be made accordingly.
- The Board will have discretion to make modifications as necessary.

Institution Specific Metrics:

The Institution-Specific metrics are limited to the metrics in each University's Work Plan. Board staff will recommend three institution specific metrics for each university for Board members to select the one they think is most appropriate for each university. This will enable the Board metric to vary by institution. Whereas metric number eight does not apply to New College of Florida, the Board will choose two metrics.

2014-2015 LBR

To ensure a focus on improving metrics, there must be a real investment of dollars; not only new funds, but a portion of the base. Since this model is in its infancy, any base funds initially included should be small and can grow as the model develops over time. Therefore, the Board will consider identifying a portion of each university's base funding to be allocated based on performance in the 2015-2016 LBR.

For the 2014-2015 LBR, the Board will request recurring funds to be allocated based on the performance associated with the 10 approved metrics. After the allocation of the funds, institutions would present their plans for the expenditure of these funds, including anticipated improvement of the metrics, at the June, 2014 Board meeting as a component of each institution's work plan presentation.

Next Steps

September Board meeting:

- a) Complete the analysis associated with the Governor's three metrics and ask the Board for approval¹;
- b) Board of Governors' metric – have a list of metric options for the Board to consider with a recommendation from staff; and
- c) University Board of Trustees metric – request the Board of Trustees (BOT) to recommend a metric for consideration. The BOT metric should be submitted to the Board Office by October 15.

November Board meeting:

- a) Approve the BOT metric.

¹ Senate Bill 1076 requires the Board of Governors to recommend to the Legislature by October 31 a methodology for allocating performance funding for the SUS institutions. Pursuant to GAA proviso, the Board shall allocate the funds by December 31.

Key Metrics Common to All Universities		Definitions
1	Percent of Bachelor's Graduates Employed and/or Continuing their Education Further 1 Year after Graduation	This is a measure of the percentage of bachelor's graduates from one graduating class who are employed (and earning at least minimum wage) and/or continuing their education inside and outside* of Florida. Students who are both employed and continuing their education are only counted once. Enrollment data is based on 14 months after graduation, and employment data is based on the fourth fiscal quarter following graduation – varies for each graduate. <i>Note: Board staff are in the process of getting out-of-state employment data.</i>
2	Median Average Full-Time Wages of Undergraduates Employed in Florida 1 year after Graduation	This metric is based on annualized Unemployment Insurance (UI) wage data from the fourth fiscal quarter after graduation for bachelor's recipients. UI wage data does not include individuals who are self-employed, employed out of state, employed by the military or federal government, those without a valid social security number, or making less than minimum wage.
3	Average Cost per Undergraduate to the Institution	This metric is based on undergraduate expenditures and credit hours from the SUS Expenditure Analysis report for 2011-12, 2010-11, 2009-10, and 2008-09. Total undergraduate expenditures are divided by total fundable student credit hours to create a cost per credit hour for each year. This cost per credit hour for each year is then multiplied by 30 credit hours (120 credit hours is standard catalog number) to derive a 4-year average cost per undergraduate degree.
4	Six Year Graduation Rate <i>Full-time and Part-time FTIC</i>	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). Students of degree programs longer than four years (eg, PharmD) are included in the cohorts. The initial cohorts are revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. This is

based on the most recent final graduation rates reported in the Work Plans.

5	Academic Progress Rate 2nd Year Retention with GPA Above 2.0	Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). Percent Retained with GPA Above 2.0 is based on student enrollment in the Fall term following their first years for those students with a GPA of 2.0 or higher at the end of their first year (Fall, Spring, Summer). The most recent year of Retention data is based on preliminary data (SIFP file) that is comparable to the final data (SIF file) but may be revised in the following years based on changes in student cohorts.
6	Bachelor's Degrees Awarded in Areas of Strategic Emphasis (includes STEM)	This is a count of baccalaureate majors for five specific Areas of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included).
7	University Access Rate Percent of UG with Pell	This is the percentage of degree-seeking undergraduates enrolled in the Fall term who received a Pell grant that term.
8	Master's Degrees Awarded in Areas of Strategic Emphasis (includes STEM)	This is a count of Master's degrees for five specific Areas of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included).

Board of Governors Performance Funding Model Board Choice Metric

The Board of Governors Performance Funding Model includes 10 metrics that evaluate the institutions on a range of issues such as six-year graduation rates and cost per undergraduate degree. Note that one institution, New College, is not judged on the full ten metrics due to not offering graduate programs and therefore a substitute metric will need to be chosen.

An important metric included in the model is the Board of Governor's Choice Metric, which is a metric that the Board of Governors will choose for each institution. This metric is an opportunity for the Board to customize the model with a metric that best suits the individual goals and challenges of each institution. Each institution's Board of Trustees will also get an opportunity to choose a metric for their institution in order to further customize the model to reflect institutional uniqueness.

The attached document lists all metrics associated with the Accountability Reports from which Board members may choose. If the metric is highlighted yellow, this means that Board staff recommend this metric for that particular institution. The number in the highlighted box indicates the ranking by Board staff (1, 2, or 3). There is a metric ranked 4th for New College only due to the need to choose a substitute metric to replace one concerning master's degrees.

Metrics Included in Performance Funding Model

The worksheet lists the metrics already included in the Performance Funding Model in the top section with the metric that does not apply to New College blacked out under their column.

Metrics Common to All Universities

The next section lists metrics taken from the institutional Accountability Reports that are common to all the institutions with the exception of those regarding graduate programs for New College. The metrics that repeat those chosen for the performance funding model are blacked out as well as those not applying to New College. These blacked out metrics should not be considered.

Metrics Common to Research Universities

The next section, titled "Common to Research Universities," lists metrics from the Accountability Report that apply to research-focused institutions. Thus, the institutions that do not have a research focus have these metrics blacked out.

Institution Specific Metrics

The final section, titled "Institution Specific," lists metrics that the institutions may have chosen for themselves in their Work Plan. The choices made by each school are indicated with an "X."

Board of Governors Performance Funding Model - Board Choice Metric Worksheet

METRICS	FAMU	FAU	FGCU	FIU	FSU	NCF	UCF	UF	UNF	USF	UWF
PERFORMANCE FUNDING MODEL											
1 Percent of Bachelor's Graduates Employed and/or Continuing their Education Further											
2 Average Wages of Employed Baccalaureate Graduates											
3 Cost per Undergraduate Degree											
4 Six Year Graduation Rate <i>(Full-time and Part-time FTIC)</i>											
5 Academic Progress Rate <i>(2nd Year Retention with GPA Above 2.0)</i>											
6 Bachelor's Degrees Awarded in Areas of Strategic Emphasis <i>(includes STEM)</i>											
7 University Access Rate <i>(Percent of Undergraduates with a Pell-grant)</i>											
8 Master's Degrees Awarded in Areas of Strategic Emphasis <i>(includes STEM)</i>											
9 Board of Governors Choice (pick from list below)											
10 UBOT Choice (pick from list below)											
METRICS COMMON TO ALL UNIVERSITIES											
1 National ranking for institutional and program achievements		2				1	2			2	
2 Avg SAT score for incoming Freshman	2			2							
3 Avg. High School GPA for incoming Freshman			2						2		2
4 Professional/Licensure Exam Pass Rates	3										
5 Percent of Undergraduate Seniors Participating in a Research Course											
6 Freshman Retention (included in #5 under Performance Funding)											
7 Graduation Rates (for FTIC) (included in #4 under Performance Funding)											
8 Graduation Rates (for AA Transfer)											
9 Percent of Bachelor's Degrees Without Excess Hours	1	1	1	1			1		1	1	1
10 Bachelor's Degrees Awarded Annually		3	3	3					3		3
11 Percent of Bachelor's Degrees in STEM (included in #6 under Performance Funding)											
12 Master's Degrees Awarded Annually											
13 Percent of Master's Degrees in STEM (included in #8 under Performance Funding)											
14 Annual Giving											
15 Endowments											
COMMON TO RESEARCH UNIVERSITIES (as Classified by Carnegie Foundation)											
1 Faculty Awards					1		3	1		3	
2 National academy memberships											
3 Number of post-doctoral appointees											
4 Number of Science & Engineering Disciplines Nationally Ranked in Top 100 for Research Expenditures											
5 Total Research Expenditures					2			2			
6 Science & Engineering Research Expenditures											
7 Percent of R&D Expenditures funded from External Sources					3						
8 Patents Issued											
9 Licenses/Options Executed											
10 Licensing Income/Royalties											
11 Startup Companies											
12 Science & Engineering research expenditures in non-medical/health sciences								3			
13 National rank higher than predicted by the Financial Resources ranking <i>based on U.S. News & World Report</i>											
14 Research Doctoral degrees awarded annually											
15 Percent Research Doctoral degrees awarded in STEM											
16 Professional Doctoral degrees awarded annually											
INSTITUTION SPECIFIC (an 'x' indicates the metric chosen by the university for reporting purposes in the Work Plan)											
1 Freshman in Top 10% of Graduating High School Class					x	x 2			x	x	

Board of Governors Performance Funding Model - Board Choice Metric Worksheet

METRICS	FAMU	FAU	FGCU	FIU	FSU	NCF	UCF	UF	UNF	USF	UWF
2 Eligible Programs with Specialized Accreditation											
3 Average Time To Degree for First-time in College Students											
4 Bachelor's Degrees Awarded to Minorities	X	X	X	X		3	X				X
5 Number of Adult (Aged 25+) Undergraduates Enrolled											X
6 Percent of Course Sections Offered via Distance and Blended Learning	X	X							X	X	
7 Bachelor's Degrees in All Areas of Strategic Emphasis			X	X	X	X	X	X	X		
8 Graduate Degrees in All Areas of Strategic Emphasis			X	X	X		X	X		X	
9 Number of Faculty Designated a Highly Cited Scholar											
10 Seek and/or Maintain Carnegie's Community Engagement Classification											X
11 Percentage of Students Participating in Identified Community & Business Engagement Activities		X				X					
12 Enrollment in Professional Training and Continuing Education Courses											
13 Percentage of Eligible Programs with Specialized Accreditation	X							X			
Note*: The 2012-2025 System Strategic Plan identified 28 metrics, one of which was Graduate Degrees Awarded (and in STEM) that has been split into two Work Plan metrics (reporting Master's and Doctoral separately).											



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA

Academic and Student Affairs Committee
Sudakoff Conference Center
New College of Florida
Sarasota, Florida
September 12, 2013
10:30 a.m. to 11:30 a.m.

or

Upon Adjournment of Previous Meetings

Chair: Mr. Norman Tripp; Vice Chair: Ms. Wendy Link
Members: Carter, Chopra, Fassi, Frost, Huizenga, Webster

1. Call to Order and Opening Remarks Governor Norman Tripp
2. Vice Chancellor's Report Dr. Jan Ignash,
Vice Chancellor &
Chief Academic Officer,
Board of Governors
3. Approval of Committee Meeting Minutes Governor Tripp
Minutes, June 20, 2013
4. Public Notice of Intent to Amend Board of Governors Regulations: Governor Tripp
 - a. Regulation 6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshmen
 - b. Regulation 6.004 Admission of Undergraduate, Degree-Seeking Transfer Students
 - c. Regulation 6.008 Postsecondary College-Level Preparatory Testing, Placement, and Instruction for State Universities

5. **Proposal for the Wolfsonian-FIU Downtown to be a Special Purpose Center at Florida International University** **Governor Tripp**
6. **Baccalaureate Degree Approval Process in the State University System and the Florida College System** **Dr. Ignash,**
Ms. Julie Alexander,
Vice Chancellor for Academic and Student Affairs,
Florida College System,
Department of Education
7. **Florida Institute of Oceanography Summer Cooperative Pilot Course, Field Studies in Marine Biology** **Dr. Courtney Hackney**
University of North Florida
8. **Student Affairs Updates**
 - a. Florida Student Association **Governor Carlo Fassi**
 - b. SUS Council for Student Affairs **Dr. Kevin Bailey**
Chair, Council for Student Affairs
9. **Closing Remarks and Adjournment** **Governor Tripp**

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2013**

SUBJECT: Vice Chancellor's Report

PROPOSED COMMITTEE ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Vice Chancellor Jan Ignash will provide an update regarding the activities of the Office of Academic and Student Affairs.

Supporting Documentation Included:	None
Facilitators/Presenters:	Jan Ignash

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2013**

SUBJECT: Approval of Minutes of June 20, 2013 Committee Meeting

PROPOSED COMMITTEE ACTION

Approval of summary minutes of the meeting held on June 20, 2013 at the University of South Florida.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Committee members will review and approve the summary minutes of the meeting held on June 20, 2013 at the University of South Florida.

Supporting Documentation Included:	Minutes, June 20, 2013
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Facilitators/Presenters:	Governor Tripp
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MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE
UNIVERSITY OF SOUTH FLORIDA
TAMPA, FLORIDA
JUNE 20, 2013

*Video or audio archives of the meetings of the Board of Governors
and its Committees are accessible at <http://www.flbog.edu>.*

Governor Norman Tripp, Chair, convened the meeting of the Academic and Student Affairs Committee at 11:24 a.m. Members present were Wendy Link; Matthew Carter; and H. Wayne Huizenga, Jr.

Governors Manoj Chopra, Carlo Fassi, and Patricia Frost joined the meeting after roll call but before the first vote.

1. Call to Order and Opening Remarks

Chair Tripp called the meeting to order.

2. Chief Academic Officer's Report

Chair Tripp recognized Dr. Jan Ignash, Vice Chancellor, to provide a report on Board staff activities supporting the Academic and Student Affairs Committee.

Dr. Ignash began her report discussing the General Education Core Program. She explained that in 2011 the Florida Legislature passed HB 7135, requiring all two- and four-year higher education institutions in Florida to offer a common core of general education courses. Dr. Ignash informed the Committee that a Steering Committee of faculty and staff from various Florida institutions, as well as five faculty panels in the disciplines represented in the common core courses, had been meeting over the course of the year to identify courses. This Steering Committee approved the faculty panels' recommendations for the common core on May 16th, and Board staff asked institutions to review the recommendations and identify any advanced courses that could be substituted for the common core courses. Dr. Ignash also explained the Board staff's involvement in SB 1720, which amended the original bill. SB 1720 restored the core curriculum to 36 hours instead of 30; required institutions to accept any of the core courses for transfer students (though they do not have to offer them all); provided a process for adding courses in the future; and extended the timeline for implementation of the common core courses to 2016 rather than 2014.

Dr. Ignash summarized Board staff activity between March and June, which included attending the inaugural SUS Graduate Student Symposium at the University of South Florida (USF) in April; attending a disaster preparedness exercise, along with State University System (SUS) medical school deans and representatives, at the University of Central Florida (UCF) on June 4th; and conducting an Academic Coordination Project meeting on April 12th.

Dr. Ignash discussed ongoing staff projects such as creating an online inventory for education sites data and implementing a statewide graduate follow-up study to track Florida graduates into their postgraduate life. She mentioned Board staff involvement in creating an action plan with Florida Agricultural and Mechanical University (FAMU) in response to the Southern Association of Colleges and Schools accreditation concerns as well as supporting the Florida State University (FSU) with the development of a teach-out program for its BFA in Animation and Digital Arts in West Palm Beach.

Dr. Ignash notified the Committee of an approaching Board follow-up on the National Collegiate Athletics Association Academic Progress Rate Report for SUS institutions.

3. Approval of Minutes from March 27, 2013

Dr. Chopra moved that the Committee approve the minutes of the meeting held March 27, 2013 as presented. Ms. Frost seconded the motion and members of the Committee concurred.

4. Academic Program Items

- a. Ph.D. in Cell and Molecular Biology, CIP 26.0406, University of South Florida
- b. Ph.D. in Integrative Biology, CIP 26.1399, and Termination of CIP 26.0101, University of South Florida

Due to their related nature, Chair Tripp grouped the votes for items a. and b. together.

Dr. Ralph Wilcox, USF Provost, explained the benefits of eliminating the general Ph.D. in Biology to create two new, more specified Ph.D. programs at no additional cost.

Dr. Carter moved that the Committee approve the creation of a Ph.D. in Cell and Molecular Biology and a Ph.D. in Integrative Biology, as well as a termination of the existing Ph.D. in Biology. Mr. Fassi seconded the motion and members of the Committee concurred.

- c. Termination of Ph.D. in Adult Education, CIP 13.1201, Florida State University

Dr. Carter moved that the Committee terminate the Ph.D. in Adult Education at FSU. Ms. Frost seconded the motion and the Committee concurred.

- d. Request for Exception to 120 Credit Hours to Degree, B.S. in Photonic Science and Engineering, CIP 14.1003, University of Central Florida

Mr. Fassi moved that the Committee approve the Request for Exception to 120 Credit Hours to Degree for a B.S. in Photonic Science and Engineering at UCF. Dr. Carter seconded the motion and members of the Committee concurred.

5. Academic and Student Affairs Committee 2013-2014 Work Plan

Chair Tripp outlined the proposed 2013-2014 Work Plan for the Committee and explained that the Work Plan will address the following issues:

- Coordination of Academic Affairs with the Florida College System (FCS) with regard to areas of mutual interest;
- Continued monitoring and regular updates of the Council of Academic Vice Presidents (CAVP) Academic Coordination Project, including consideration of programs proposed by Florida Polytechnic University and the new Online Institute of the University of Florida;
- Examination of research in the University System, including economic impacts, the role of the faculty, and best practices in research;
- Continued examination of student retention; and
- Regulatory activity related to new degree proposals, academic quality, and student life.

Dr. Ignash pointed out coordination with the FCS includes articulation and transfer and the development of baccalaureate degrees as well as the issue of the Articulation Coordinating Committee.

6. Overview of the State University System Research Function

Chair Tripp invited Dr. Ignash to provide an overview of research in the State University System.

Dr. Ignash directed the Committee's attention to the Research Information Brief in their packets. She explained distinctions in research activity between Florida's SUS institutions and outlined quick facts on SUS sponsored research, awards by federal agency, licenses and patents, growth in research expenditures, and a comparison of activity with similar university systems across the nation.

Dr. Ignash invited the Florida Institute for Oceanography (FIO) to present an overview of their function in order to give an example of collaborative SUS research.

Dr. Wilcox explained that USF hosted FIO, with 27 member institutions, on their campus. His presentation covered the mission of FIO, its economic importance, a breakdown of its budget and funding sources, and its collaborative involvement with other SUS institutions.

Dr. Wilcox introduced Dr. Wade Jeffrey, Professor at the University of West Florida and Chair of the FIO Executive Committee, and Dr. Bill Hogarth, Professor at USF and Director of FIO. Dr. Hogarth played a video of Captain Matt White on FIO's Weatherbird II, who explained the study of fish assessment taking place. Dr. Hogarth then introduced Dr. Steven Murawski via ship to shore audiovisual communication. Dr. Murawski reported to the Committee from on board the Weatherbird II and further explained the vessel's Gulf of Mexico Research Initiative.

7. Closing Remarks and Adjournment

Having no further business, Chair Tripp adjourned the meeting at 12:28 p.m.

Norm Tripp, Chair

Melissa Giddings, Research Intern

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2013**

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 6.002
Admission of Undergraduate First-Time-in-College, Degree-Seeking
Freshmen

PROPOSED COMMITTEE ACTION

Consider approval of the public notice of intent to amend Board of Governors Regulation 6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking, Freshmen.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Board of Governors Regulation Development Procedure

BACKGROUND INFORMATION

Regulation 6.002 provides statewide minimum admission criteria for undergraduate first-time-in-college, degree-seeking freshmen. Amendments to this regulation include technical changes. The technical changes involve clarifying that starting fall 2014, consideration of ACT test scores in admission decisions must be based on the ACT Plus Writing exam. This provides for equitable treatment between students who have a 3.0 grade point average on a 4.0 scale and for those whose grade average is less than 3.0.

Additionally, a technical amendment was made to the foreign language admission credit hour requirement which would allow competency to be achieved with the successful completion of a second level foreign language course and, for these students, would remove the requirement for completion of the first level course.

Following input by the SUS Admission and Registrar's Committee, this regulation was reviewed by the university general counsels, Council of Academic Vice Presidents, Council of Student Affairs, and other state university staff. Pursuant to the regulation procedure adopted by the Board at its meeting on March 23, 2006, the Board is required to provide public notice by publication on its Internet Web site at least 30 days before adoption of the proposed regulation.

Supporting Documentation Included: Amended Regulation 6.002

Facilitators / Presenters: Governor Tripp

6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshmen

(1) **FTIC Undergraduate Admission - General.** This regulation outlines minimum eligibility requirements for first-time-in-college (FTIC) students seeking admission to an undergraduate degree program in the State University System (SUS). Individual institutions may choose to establish more stringent admission requirements within the parameters outlined in Board of Governors (~~BOG~~) regulations.

- (a) For the purposes of this regulation, FTIC freshmen are defined as students who have earned a standard high school diploma from a Florida public or regionally accredited high school, or its equivalent, and who have earned fewer than twelve (12) semester hours of transferable college credit since receiving a standard high school diploma or its equivalent.
- (b) Eligibility for admission to the SUS does not guarantee admission to the specific institution or degree program to which admission is sought.
- (c) Each university board of trustees shall develop regulations governing the admission of undergraduate FTIC students that comport with the requirements outlined in ~~BOG~~Board regulations. Such regulations may allow for exceptions to be made on an individual basis, as outlined in subparagraph 2(b) of this regulation, when a student, in the judgment of an appropriate university committee, can reasonably be expected to perform satisfactory academic work in the institution to which admission is sought.
- (d) In all but the following specified cases, an FTIC student must have earned a standard high school diploma from a Florida public or regionally accredited high school, or its equivalent, to be considered for admission to a state university. Students completing a home education program according to section 1002.41, Florida Statutes, meet this minimum admission requirement; however, each university may require additional documentation to verify eligibility for these students. Students admitted under early admission in accordance with university policy are exempted from this requirement during the time they are still classified as early admission students. Early admission is a form of dual enrollment through which eligible secondary students are admitted to a postsecondary institution on a full-time basis in courses that are creditable toward both the high school diploma and the students' university degree program.
- (e) FTIC students applying for admission must submit SAT Reasoning Test scores from the College Board or ACT Plus Writing scores from ACT, Inc. Universities may reserve the right to require a student to take an updated version of a test.
- (f) Each university shall require FTIC applicants to submit a complete official academic transcript of all secondary work and from each postsecondary institution, as appropriate. Each transcript shall list all courses for which the student was enrolled each term, the status in each course at the end of the term,

all grades and credits awarded, and a statement explaining the grading policy of the institution.

- (g) Each transcript should also specify any college credits the student earned through accelerated mechanisms. University weighting of approved accelerated mechanisms in the recalculation of the student's grade point average for admission purposes must be conducted per Board Regulation 6.006(5) Acceleration Mechanisms.
- (h) Each FTIC student admitted to the SUS is expected to demonstrate competency of foreign language or American Sign Language equivalent to the second high school level or higher (Spanish 2, Haitian Creole 2, etc.). ~~have earned two high school credits in one foreign language or American Sign Language.~~ A limited number of students not meeting the high school foreign language requirement may be admitted; however, these students must fulfill the foreign language requirement prior to completion of the baccalaureate degree. These students may meet this foreign language admission requirement by ~~successfully completing eight (8) or more semester~~ demonstrating competency at the elementary 2 level in one foreign language or American Sign Language at an undergraduate institution; demonstrating equivalent foreign language competence on the basis of scores determined by the Articulation Coordinating Committee (ACC) Credit-By-Exam Equivalencies, as adopted by the BOG and accessible at www.fldoe.org/articulation/; or demonstrating equivalent foreign language or American Sign Language competence through other means approved by the university.
- (i) Any FTIC student with a disability shall be eligible for reasonable substitution or modification of any requirement for admission pursuant to BOG Regulation 6.018.

(2) **FTIC Undergraduate Admission.** Students shall be considered as meeting minimum SUS eligibility requirements in one of the following ways:

- (a) Standard Admission: FTIC students applying to the SUS may be considered for admission based on the following criteria:

- 1. An FTIC student may be admitted if he/she has a high school grade point average (GPA) of 3.00 or higher on a 4.00 scale as calculated by the university, and presents official SAT Reasoning Test and/or ACT Plus Writing scores. Beginning fall 2014, the student must include the Plus Writing section of the ACT if utilizing the ACT to meet this standard,
OR

An FTIC student may be admitted if he/she has a high school GPA of 2.5 - 2.99 on a 4.00 scale as calculated by the university. Course work from which a student has withdrawn with passing grades will not be included in the calculation. In addition to achieving the minimum GPA, a student must achieve the minimum scores for each SAT Reasoning Test or ACT Plus Writing section as outlined below:

- SAT - Critical Reading ≥ 460 or ACT - Reading ≥ 19 ,
 - SAT - Mathematics ≥ 460 or ACT - Mathematics ≥ 19 , and
 - SAT - Writing ≥ 440 or ACT - Combined English/Writing ≥ 18 .
2. An FTIC applicant must have completed the secondary academic unit requirements as in Table One:

Table One

Students Entering High School Prior to July 1, 2007	Students Entering High School
4 credits - English/Language Arts (three of which must have included substantial writing requirements).	4 credits - English/Language Arts (three of which must have included substantial writing requirements).
3 credits - Mathematics (at or above the Algebra I level).	4 credits - Mathematics (at or above the Algebra I level).
3 credits - Natural Science (two of which must have included substantial laboratory requirements).	3 credits - Natural Science (two of which must have included substantial laboratory requirements).
3 credits - Social Science (to include anthropology, history, civics, political science, economics, sociology, psychology, and/or geography).	3 credits - Social Science (to include anthropology, history, civics, political science, economics, sociology, psychology, and/or geography).
2 credits - Foreign Language (Both credits must have been in the same language. For the purposes of this admission requirement, American Sign Language will be accepted in place of a foreign language.) <u>See subsection 1(h).</u>	2 credits - Foreign Language (Both credits must have been in the same language. For the purposes of this admission requirement, American Sign Language will be accepted in place of a foreign language.) <u>See subsection 1(h).</u>

<p>3 credits – Additional academic electives (in any combination of courses listed in the Department of Education Course Code Directory, accessible at www.fldoe.org/articulation/, as follows:</p> <p>1. Up to three credits in Level II courses in English/Language Arts, Mathematics, Natural Science, Social Science, Foreign Language, or Fine Arts; Level III courses in any discipline; or Dual Enrollment courses for which both high school and postsecondary credits are granted; OR</p> <p>2. At least one credit from 1. above and up to two credits in courses grade nine or above in ROTC/Military Training, or at least one credit from 1. above and up to two credits of equivalent courses in any discipline as determined by the Articulation Coordinating Committee and listed in the <i>Florida Counseling for Future Education Handbook</i>, accessible at www.fldoe.org/articulation/).</p>	<p>2 credits – Additional academic credits (in any combination of courses listed in the Department of Education Course Code Directory, accessible at www.fldoe.org/articulation/, as follows:</p> <p>1. Two credits from among Level II courses listed in the Department of Education Course Code Directory in English/Language Arts, Mathematics, Natural Science, Social Science, Foreign Language, Fine Arts; Level III courses listed in the Directory in any academic or career and technical education_credited discipline; or Dual Enrollment courses for which both high school and postsecondary academic credits are granted; OR</p> <p>2. One credit from 1. above and one credit from grade nine or above in ROTC/Military Training, or an</p>
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3. Home Education or Other Non-Traditional High School Program participants: A student applying for admission who has participated in a non-traditional high school program must present credentials determined to be equivalent to those described in this regulation by the individual SUS institution to which the student is applying. A student whose high school educational program is not measured in Carnegie Units must present a test score of at least 1010 on the SAT I, a combined test score of at least 1010 on the SAT Reasoning Test Critical Reading and Mathematics portions, a minimum composite score of 21 on the ACT Plus Writing, or an overall combined test score of 1450 on the SAT Reasoning Test (all three portions).

Applicants presenting a GED must present official GED results, official transcripts of any partial high school completion, and ACT Plus Writing and/or SAT results. Each university shall determine equivalencies to university minimum standards.

- (b) Alternative Admission (Profile Assessment): Applicants who are not eligible for standard admissions may be considered for alternative admission. In addition to reviewing a student's GPA and test scores, a university may consider other

factors in the review of the student's application for admission. These factors may include, but are not limited to, the following: a combination of test scores and GPA that indicate potential for success, improvement in high school record, family educational background, socioeconomic status, graduation from a low-performing high school, graduation from an International Baccalaureate program, geographic location, military service, special talents and/or abilities, or other special circumstances. These additional factors shall not include preferences in the admissions process for applicants on the basis of race, national origin, or sex. The student may be admitted if, in the judgment of an appropriate institutional committee, there is sufficient evidence that the student can be expected to succeed at the institution.

1. The number of first-time-in-college students admitted through profile assessment at each university shall be determined by the university board of trustees.
 2. Each university shall implement specific measures and programs to enhance academic success and retention for students who are accepted into the institution using the alternative admissions option. The board of trustees shall review the success of students admitted under the profile assessment process to ensure that their rates of retention and graduation remain near or above the institution's average.
- (c) Talented Twenty: Within space and fiscal limitations, admission to a university in the SUS shall be granted to an FTIC applicant who is a graduate of a public Florida high school, who has completed the eighteen (18) required high school units as listed in this regulation, who ranks in the top 20% of his/her high school graduating class, and who has submitted SAT Reasoning Test scores from the College Board or ACT Plus Writing scores from ACT, Inc., prior to enrollment. A Talented Twenty student is not guaranteed admission to the university of first choice and should work closely with a high school counselor to identify options. The SUS will use class rank as determined by the Florida Department of Education.

(3) Any increase, change, or revision in standards of admission must be included in the undergraduate catalog and posted on the university Web site.

Authority: Section 7(d), Art. IX, Fla. Const., History - Formerly 6C-2.42, and 6C-6.02, 11-18-70, 5-27-74, 12-17-74, 6-25-80, 3-21-82, 4-16-84, 4-14-86, 4-20-87, 10-19-88, 1-23-90, 1-7-91, 9-15-91, 8-4-92, 5-17-95, 11-27-95, 9-19-00, 11-28-00, Amended and Renumbered as 6.002 9-27-07, 01-28-10, 11-08-12.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2013**

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 6.004
Admission of Undergraduate, Degree-Seeking Transfer Students

PROPOSED COMMITTEE ACTION

Consider approval of the public notice of intent to amend Board of Governors
Regulation 6.004 Admission of Undergraduate, Degree-Seeking Transfer Students

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Board of Governors Regulation
Development Procedure

BACKGROUND INFORMATION

Regulation 6.004 provides statewide minimum admission criteria for undergraduate degree-seeking transfer students. Amendments to this regulation include technical changes. A technical amendment was made to the foreign language admission credit hour requirement which would allow competency to be achieved with the successful completion of a second level foreign language course and, for these students, would remove the requirement for completion of the first level course.

Following input by the SUS Admission and Registrar's Committee, this regulation was reviewed by the university general counsels, Council of Academic Vice Presidents, Council of Student Affairs, and other state university staff. Pursuant to the regulation procedure adopted by the Board at its meeting on March 23, 2006, the Board is required to provide public notice by publication on its Internet Web site at least 30 days before adoption of the proposed regulation.

Supporting Documentation Included: Amended Regulation 6.004

Facilitators / Presenters: Governor Tripp

6.004 Admission of Undergraduate, Degree-Seeking Transfer Students

(1) This regulation outlines minimum eligibility requirements for transfer students seeking admission to an undergraduate degree program in the State University System (SUS). Individual institutions may choose to establish more stringent admission requirements for students not admitted under paragraph three (3) of this regulation.

(2) All Undergraduate Transfer Students.

(a) For the purposes of this regulation, undergraduate transfer students are defined as students who have earned twelve (12) or more semester hours of transferable college credit since receiving a standard high school diploma or its equivalent.

(b) Eligibility for admission to the SUS does not guarantee admission to the specific institution or degree program to which admission is sought.

(c) Each university board of trustees shall develop regulations governing the admission of undergraduate transfer students that comport with the requirements outlined in Board of Governors (BOG) Board regulations. Such regulations may allow for exceptions to be made on an individual basis when a student, in the judgment of an appropriate university committee, can reasonably be expected to perform satisfactory academic work in the institution and program to which admission is sought.

(d) Each university shall require undergraduate transfer applicants to submit a complete official academic transcript from each postsecondary institution attended, as well as a complete official academic transcript of all secondary work, when applicable. Each transcript shall list all courses for which the student was enrolled each term, the status in each course at the end of the term, all grades and credits awarded, and a statement explaining the grading policy of the institution. Each transcript should also specify any college credits the student earned through accelerated mechanisms.

(e) Each undergraduate transfer student admitted to the SUS is expected to ~~have demonstrated~~ demonstrate competency of foreign language or American Sign Language equivalent to the second high school level or higher (Spanish 2, Haitian Creole 2, etc). Students transferring to a state university without meeting the foreign language admissions requirement in high school may meet the requirement by successfully completing a postsecondary foreign language or American Sign Language elementary 2 course; - earned two high school credits in one foreign language or American Sign Language; successfully completed eight (8) or more semester credit hours in one foreign language or American Sign Language at an undergraduate institution; demonstrated demonstrating equivalent foreign language competence ~~competency~~ on the basis of scores determined by the *Articulation Coordinating Committee (ACC) Credit-By-Exam Equivalencies*, as adopted by the Board

of Governors and accessible at www.fldoe.org/articulation/; or ~~demonstrated~~ demonstrating equivalent foreign language or American Sign Language ~~competence~~ competency through other means approved by the university. A limited number of undergraduate transfer students not meeting this foreign language requirement may be admitted; however, these students must fulfill the foreign language requirement prior to completion of the baccalaureate degree.

(f) Any undergraduate transfer student with a disability shall be eligible for reasonable substitution or modification of any requirement for admission pursuant to ~~BOG~~ Board Regulation 6.018.

(g) In addition to meeting university requirements, undergraduate transfer applicants must meet the following minimum requirements:

1. Be in good standing and eligible to return to the last postsecondary institution attended as a degree-seeking student, and
2. Have a grade point average of at least 2.00 on a 4.00 system on all college-level academic courses attempted.

(3) Associate in Arts (AA) Degree Graduates from Florida College System Institutions and SUS Universities.

(a) An AA graduate from a Florida public postsecondary institution shall receive priority for admission to a state university over out-of-state transfer students. Recruitment materials, catalogs, orientation programs, and student handbooks provided to freshman enrollees and transfer students at state universities shall include an explanation of this provision.

(b) Within curriculum, space, and fiscal limitations, admission to the upper division of one of the state universities shall be granted to an AA graduate of a Florida public postsecondary institution, provided the AA degree has been awarded based on the following:

1. Completion of sixty (60) semester hours of college credit courses in an established program of study, exclusive of courses not accepted in the state university system, and including a general education core curriculum of thirty-six (36) semester hours of college credit in communication, mathematics, social sciences, humanities, and natural sciences with the remaining twenty-four (24) semester hours consisting of appropriate common program prerequisite courses and electives.
2. Achievement of a grade point average of at least 2.0 in all courses attempted, and in all courses taken at the institution awarding the degree, provided that only the final grade received in courses repeated by the student shall be used in computing the average. The grade of "D" shall transfer and count toward the associate and baccalaureate degrees in the same way as "D" grades obtained by native students. The 60 hours that comprise a completed AA degree shall be accepted in total upon transfer to an upper division program. Subsequent admission to a limited access degree program, as

defined in BOG Regulation 8.013, may require a higher overall grade point average than 2.0.

3. Completion of requirements for English and mathematics courses as adopted by the Board of Governors and the State Board of Education.
4. Achievement of the minimum standards for college level communication and computation skills as required by section 1007.25, Florida Statutes.

(c) The AA degree is the primary basis for admission of transfer students from Florida College System institutions to upper division study in a state university. Every AA graduate from the Florida College System shall be granted admission to an upper division program consistent with the Articulation Agreement between the Board of Governors and the State Board of Education.

(4) Other Transfer Students.

(a) In addition to meeting the general requirements described in subparagraph (1) above, undergraduate transfer students seeking admission to the lower division of a state university must satisfy the same admission requirements as first-time- in-college (FTIC) freshmen as specified in BOG Board Regulation 6.002. However, a university may admit lower-level transfer students not meeting FTIC freshman requirements on a limited basis, pursuant to university policy, if the student, in the judgment of an appropriate university committee, can reasonably be expected to complete satisfactory academic work in the institution and program to which admission is sought.

(b) Except for students in articulated Associate in Science and Associate in Applied Science to Bachelor in Science degree programs approved by the Board of Governors, transfer applicants for admission to the upper division of a university are expected to have completed at least 60 semester hours of transferable credit in college-level academic courses.

(5) A transfer student from a Florida postsecondary public institution who is admitted to a university pursuant to this regulation shall be entitled to pursue a degree in accordance with the degree requirements afforded native students as outlined in the university catalog that was in effect for the academic year in which the transfer student was initially enrolled as a freshman at his or her prior postsecondary institution, provided the student has maintained continuous enrollment as defined by the receiving university.

Authority: Section 7(d), Art. IX, Fla. Const., History-Formerly 6C-2.44, 6C-2.45, and 6C-6.04, 11-18-70, Amended 7-6-72, 12-17-74, 8-1-84, 8-11-85, 4-20-87, 1-6-88, 10-19-88, 1-23-90, 1-7-91, 9-15-91, 11-9-92, 11-27-95, Amended and Renumbered as 6.004 01-28-10.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2013**

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 6.008
Postsecondary College-Level Preparatory Testing, Placement, and
Instruction for State Universities

PROPOSED COMMITTEE ACTION

Consider approval of the public notice of intent to amend Board of Governors Regulation 6.008 Postsecondary College-Level Preparatory Testing, Placement, and Instruction for State Universities.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Board of Governors Regulation Development Procedure

BACKGROUND INFORMATION

Regulation 6.008 provides direction for state universities regarding the further assessment, placement, and instruction of students who fall below college level assessment standards. The proposed amendments provide similar standards as those required by the State Board of Education for Florida College System institutions, thereby providing smooth articulation between institutions.

Amendments reflect changes made to the State Board rule due to 2013 legislative changes to statute. Additionally, admission test cut-scores for placement purposes are modified to match the scores applied to the Florida College System (FCS) institutions. Most universities work with FCS institutions to provide developmental education options. Different scores cause confusion. This amendment does not lower admission standards as admission cut-scores remain the same in Board Regulation 6.002.

Following input by the SUS Admission and Registrar's Committee, this regulation was reviewed by the university general counsels, Council of Academic Vice Presidents, Council of Student Affairs, and other state university staff. Pursuant to the regulation procedure adopted by the Board at its meeting on March 23, 2006, the Board is required

to provide public notice by publication on its Internet Web site at least 30 days before adoption of the proposed regulation.

Supporting Documentation Included: Amended Regulation 6.008

Facilitators / Presenters: Governor Tripp

6.008 Postsecondary College-Level Preparatory Testing, Placement, and Instruction for State Universities.

(1) For admissions, first-time-in-college degree seeking students who do not meet college level competency either through the completion of developmental education requirements at Florida Agricultural and Mechanical University or other Florida College System institution or state university, or college level coursework in the area of deficiency shall be tested for reading, writing, and mathematics proficiency prior to the completion of initial registration, using the Florida Postsecondary Education Readiness Test (P.E.R.T.) or other test listed in subsection (2) of this regulation. “Developmental education requirements” are the courses or other developmental education options required when a student does not meet the college ready cut score. ~~It is also referred to as remediation or preparatory instruction.~~ Students earning scores less than those listed below shall ~~enroll~~ participate in college preparatory communication and computation instruction in the area of the deficiency:

	Standard Score
(a) Reading	104 <u>106</u>
(b) Writing	99 <u>103</u>
(c) Mathematics	113 <u>114</u> (Intermediate Algebra) 123 (College Algebra or Equivalent)

(2) (a) Students who achieve scores on either the College Board’s Accuplacer or SAT or the American College Testing Program’s ACT® with the writing component that meet or exceed the scores shown below, and enroll in a university within 2 years from the test date of achieving such a score are exempted from taking the Florida Postsecondary Education Readiness Test:

	Standard Score
Accuplacer, The College Board	
<i>Reading Comprehension</i>	83
Writing Skills	83
Elementary Algebra	72
SAT, The College Board	
Writing	440
Mathematics	460 <u>440</u>
Critical Reading	460 <u>440</u>
ACT® Plus Writing, American College Testing Program	
Reading	19
English/Writing Combined	18 <u>17</u>
Mathematics	19

(b) For students seeking dual enrollment with a university, a score of 262 on Grade 10 Florida Comprehensive Assessment Test 2.0 (FCAT 2.0) Reading demonstrates readiness for college-level reading and writing and college-level coursework consistent with course placement policies established by the university. Students who achieve such a score and enroll in a university within two (2) years from the test date of achieving such a score are exempted from taking the reading and writing subtests of the Florida Postsecondary Education Readiness Test pursuant to subsection (1) above. FCAT 2.0 scores are only applicable for dual enrollment students. Dual enrollment students may qualify by meeting subsections (1), (2)(a) or (2)(b).

~~(3) Completion of alternative remediation in high school does not satisfy the requirement for demonstrating college readiness or completing college preparatory instruction. A student will be required to retest after alternative remediation and meet or exceed the scores established in subsection (1) or (2) of this Regulation to avoid required enrollment in college preparatory communication and computation instruction in accordance with subsection (1) of this Regulation.~~

(34) Nothing provided in subsection (1) of this Regulation shall be construed to prevent the enrollment of a student in college preparatory developmental education instruction.

(45) Students whose first language is not English may be placed in college preparatory instruction prior to the testing required herein, if such instruction is otherwise demonstrated as being necessary. Such students shall not be exempted from the testing required herein.

(5) Student P.E.R. records and test scores are confidential education records under Section 1002.221, Florida Statutes. Universities are required to comply with Section 1002.221, Florida Statutes, in maintaining confidentiality of these records.

(6) Universities affected by this regulation shall accept the highest test scores on any of the tests or combination of tests identified in subsections (1) and (2) of this regulation. Individual student scores shall be valid for two (2) years from the testing date unless there is further evidence of college success. Institutions shall accept P.E.R.T. scores on the public high school transcript as official record of scores.

(7) Students must be continuously enrolled in assigned developmental education courses until they satisfy the requirements for passing them. ~~A degree-seeking student at a university has a maximum of two (2) attempts per university on the Florida Postsecondary Education Readiness Test or other test listed in subsection (2) of this rule. Requests for additional attempts must be approved by the university's designated administrator per written university policy. The two (2) attempts pertain to attempts made while being a first time in college degree-seeking applicant or currently enrolled student. Testing administered to students seeking dual enrollment or to meet some other state requirement of high school students does not apply.~~

(8) ~~Prior to administering a retest, the test administrator must require documentation from the student that verifies alternative remediation has occurred since the prior attempt. Alternative remediation opportunities shall be identified and included in a written university policy.~~

(9) A university board of trustees may contract with a Florida College System board of trustees to provide college preparatory or developmental studies-education instruction on the state university campus. Any state university in which the percentage of incoming students requiring developmental ~~studies instruction~~ education equals or exceeds the average percentage of such students for the Florida College System may offer developmental ~~studies-instruction~~ education without contracting with a Florida College System institution. Any state university offering such college preparatory instruction as of January 1, 1996, may continue to provide such services.

(10) During their first term, full-time students who are registered for at least twelve (12) credits, shall begin competency-based preparatory/developmental education course or option instruction based on the placement test results. Part-time students shall enroll prior to completing twelve (12) credits.

(11) Students shall not enroll for more than three (3) attempts in each course to complete developmental education ~~college preparatory~~ instruction. Students who withdraw from a course under major extenuating circumstances may be granted an exception. Such exceptions require approval under guidelines established by the the board of trustees of the institution offering the coursework. Boards of trustees may establish regulations concerning requirements of students prior to being approved to enroll in any third attempt of a ~~college preparatory~~ developmental education option or course.

New: 11-08-12.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2013**

SUBJECT: Proposal for the Wolfsonian-FIU Downtown Center to be a Special Purpose Center at Florida International University

PROPOSED COMMITTEE ACTION

Consider the request by Florida International University for the Wolfsonian-FIU Downtown Center at 100 East Flagler Street, Miami, Florida to be a Special Purpose Center in accordance with Board of Governors Regulation 8.009.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 8.009

BACKGROUND INFORMATION

Wolfsonian-FIU, located in Miami Beach, is a museum, library, and research center currently designated a Special Purpose Center of Florida International University. The museum supports scholarship and develops and disseminates critically acclaimed exhibitions, publications, and educational programs. The recently acquired Wolfsonian-FIU Downtown Center will provide approximately 20,000 square feet of additional space in a business condominium for museum administration and educational purposes and includes a planned gift of approximately 25,000 objects consisting of decorative art, works-on-paper, paintings, sculpture, rare books, and ephemera of the 1885-1945 period collected by Mr. Wolfson since his initial donation of the contents of the Wolfsonian museum to FIU in 1997. The new center will also permit the university to finalize a \$10 million grant agreement with Miami-Dade County under the County's Building Better Communities General Obligation Bond Program.

No full degree programs will be offered at the location and no additional facilities will be needed to support the site. Cost associated with maintaining the facility is projected to be approximately \$200,000 per year, part of which is expected to be from auxiliary funds. The FIU board of trustees approved the Wolfsonian-FIU Downtown Center as a Special Purpose Center on June 5, 2013.

Supporting Documentation Included: FIU Proposal

Facilitators/Presenters: Governor Tripp

BOARD OF GOVERNORS, STATE UNIVERSITY SYSTEM OF FLORIDA
PROPOSAL TO CREATE OR RELOCATE A TYPE I, II, OR III CAMPUS, OR
SPECIAL PURPOSE CENTER

Florida International University
 University Submitting Proposal

The Wolfsonian-FIU Downtown Center
 Proposed Name of Educational Site

Special Purpose Center

100 East Flagler Street, Miami, FL

Type of Educational Site
 (Type I, II, or III Campus, or Special Purpose Center)

Physical Location of Educational Site

Fall 2013

Fall 2013

Proposed Admissions Date
 (First day that students will be admitted at the site)

Proposed Opening Date
 (First term student instruction will be offered at the site)

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing a new educational site have been met prior to the initiation of the first course offerings.

June 5, 2013
 Date Approved by the University Board of Trustees

[Signature] 8-9-13
 President Date

[Signature]
 Signature of Chair, Board of Trustees

Date

[Signature] 9/11/13
 Provost and Executive Vice President Date

Provide headcount (HC) and full-time equivalent (FTE) student enrollment estimates by level for Years 1 through 3. HC and FTE estimates should be identical to those in Table 1 in Appendix A. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Table 2 in Appendix A. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 (Total E&G divided by FTE).

Implementation Timeframe	Projected Enrollment (From Table 1)		Projected Program Costs (From Table 2)				
	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary Funds	Total Cost
Year 1	0	0		198,255		20,000	218,255
Year 2	0	0					
Year 3	0	0					
Year 4	0	0					
Year 5	0	0		181,677		20,000	201,677

Note: This outline and the questions pertaining to each section must be reproduced within the body of the proposal to ensure that all sections have been satisfactorily addressed. Tables 1 through 4 are to be included as Appendix A and not reproduced within the body of the proposals because this often causes errors in the automatic calculations.

I. Introduction

Provide a short description of the project and narrative rationale for the request to create or relocate close the educational site.

Mr. Mitchell Wolfson, Jr., the founder of the Wolfsonian-Florida International University, has provided the University and FIU Foundation a generous donation of real property in downtown Miami to support and enhance Wolfsonian-FIU. Wolfsonian-FIU, located in Miami Beach, is currently designated a Special Purpose Center of FIU.

The Wolfsonian-FIU, is a museum, library, and research center that uses objects to illustrate the persuasive power of art and design, to explore what it means to be modern, and to tell the story of social, historical, and technological changes that have transformed our world. The collections comprise approximately 120,000 objects from the period of 1885 to 1945 – the height of the Industrial Revolution to the end of the Second World War – in a variety of media including furniture; industrial-design objects; works in glass, ceramics, and metal; rare books; periodicals; ephemera; works on paper; paintings; textiles; and medals.

Opened to the public in 1995, The Wolfsonian has received wide recognition among scholars, collectors, educators, the media, museum professionals, and visitors for its unrivaled collection of modern material culture and its multidisciplinary approach to looking at objects as both agents and expressions of change. While these objects can best be understood in the context in which they were created, they illuminate as much about our times as they reveal about their own. The museum supports scholarship and develops and disseminates critically acclaimed exhibitions, publications, and educational programs that highlight the impact of design in shaping the modern world.

II. Accountability

- 1. Provide a narrative assessment of how the creation or relocation of the educational site supports the university mission and the goals incorporated into the university strategic plan and Board of Governors State University System Strategic Plan.**

The Wolfsonian-FIU Downtown Center supports the mission of the university and the Wolfsonian-FIU by providing approximately 20,000 square feet of additional space for object study, research, teaching, exhibition, museum administration and other educational purposes. Additionally, the Museum's collection will be enhanced by the associated planned gift of approximately 25,000 objects consisting

of decorative art, works-on-paper, paintings, sculpture, rare books, and ephemera of the 1885-1945 period collected by Mr. Wolfson since his initial donation of the contents of the Wolfsonian museum to FIU in 1997. Finally, Wolfsonian-FIU Downtown Center will permit the university to finalize a \$10 million grant agreement with Miami-Dade County previously allocated to the Wolfsonian-FIU under the County's Building Better Communities General Obligation Bond Program.

2. **Provide a narrative assessment, supported with data, that justifies any duplication of degree programs and services that might already be provided by an existing state university or Florida College System campus in the vicinity of the proposed educational site.**

No degrees programs will be offered at Wolfsonian-FIU Downtown Center.

3. **Provide a narrative description of the process and a timeline for ensuring appropriate accreditation of the proposed educational site and any proposed programs requiring specialized accreditation.**

FIU is accredited by the Southern Association of College and Schools Commission on Colleges and adheres to the guidelines and compliance principles for notification and approval of additional sites as required by SACS.

The Wolfsonian-FIU received accreditation in July 1999 and re-accreditation in 2006 (through 2019) by the American Association of Museums. Accreditation certifies that The Wolfsonian is operating according to standards set forth by the museum profession, manages its collections responsibly and provides quality service to the public. Of the 17,500 museums operating in the United States, approximately four percent are accredited.

III. Needs Assessment

1. **Provide a detailed assessment that describes unmet local student demand for the proposed educational site. Complete the enrollment projection table (to be developed) to describe projected student headcount and FTE by level.**

This special purpose site is not being added to address current student demand but rather to provide enhanced educational and research experiences for our existing students and faculty. Since 1997, when Wolfsonian-FIU became a department of Florida International University following Mitchell Wolfson Jr.'s landmark donation of his collection and its historic building to the state, the museum has not had the ability to expand. Over the past 16 years, Wolfsonian-FIU has become one of the

world's preeminent exhibitors of material culture, offering educational and research opportunities to a diverse community of cultural seekers and academics. The additional 20,000 square feet will allow for program expansion by creating expanded object study and research space downtown and freeing up administrative space at the Miami Beach location that can be used for expanded academic and exhibition space by relocating some staff members to the downtown location.

- 2. Provide a detailed assessment that describes unmet local and regional workforce demand for programs and services to be offered at the proposed educational site. In the appendix, provide letters of support from the local community and business interests.**

As mentioned above in Section 1, the programs and services to be offered at Wolfsonian-FIU Downtown Center are object study, research, museum administration, teaching and exhibition space. These are the same services and programs currently offered at the Wolfsonian-FIU in Miami Beach.

IV. Academic Programs

- 1. Provide a list of the degree programs by program level, using the six-digit CIP Code, to be offered at the proposed educational site by year three.**

No degree programs will be offered at Wolfsonian-FIU Downtown Center. The planned purposes are entirely consistent with the Wolfsonian-FIU museum's and the University's mission.

- 2. Provide an explanation as to how the degree programs will be affiliated with similar programs offered on the central campus and/or other educational sites of the university.**

No degree programs will be offered at Wolfsonian-FIU Downtown Center.

- 3. Provide a plan to provide library services and other instructional resources that will support the proposed programs. Include any necessary funding in the budget projection.**

Given the proposed use of the site, these services are not necessary. The existing museum collection along with the planned gift of decorative art, works-on-paper, paintings, sculpture, rare books, and ephemera of the 1885-1945 period will provide an extensive opportunity for students to study and research.

As previously mentioned, Wolfsonian-FIU is accredited by the American Association of Museums and has achieved a standard of excellence in its methodology for research, collecting, conserving, archiving, storing and interpreting its holdings.

V. Administration and Student Services

1. Describe the administrative structure of the proposed educational site and how it will relate to central administration of the university.

No additional employees are being hired. Some current Wolfsonian-FIU employees will be relocated to the Wolfsonian-FIU Downtown Center. The current Director of Wolfsonian-FIU will be responsible for the administrative oversight and day-to-day operation of the Wolfsonian-FIU Downtown Center. The Director reports to the University Provost and Chief Executive Officer. Other than the University's request for Plant Operations and Maintenance Funding that was included in Section 11 of the 2013 General Appropriations Act – provisional of general revenue funds for operations--, Wolfsonian-FIU Downtown Center will not require additional state expenditures. There are no mortgages or other encumbrances on the property.

2. Describe how the proposed site will provide student services, either onsite or online from the central university campus.

Given the proposed use of the site, these services are not necessary.

VI. Budget and Facilities

1. Provide a complete list of facilities that will be required to establish the proposed educational site, and the number of facilities that will be required once the site has reached its expected size and enrollments.

The Wolfsonian-FIU Downtown Center contains approximately 20,000 square feet of space. It consists of three floors within a nine story, 54,000 square feet condominium office building. It was constructed in 1975 and has been renovated by the donor. A comprehensive facilities assessment was completed and there are no significant problems or deficiencies. Some minor ADA corrections (bathroom access) are being addressed by the FIU Foundation. There are no mortgages or other encumbrances on the property.

No additional facilities will be needed to support the Wolfsonian-FIU Downtown Center.

- 2. Provide a complete projected budget using the budget table(s) (to be developed) that includes capital and operational costs out to year five, and then in three year increments out to year 15.**

FIU will be requesting Plant Operations and Maintenance funding associated with the 20,000 square feet of educational space. The approval to request funding was included in the 2013 General Appropriations Act and the funding is included in the 2014-15 Legislative Budget Request. It is anticipated that Plant Operations and Maintenance Funding will be approximately \$230,000. Miscellaneous income from events and fundraising is anticipated to be \$20,000. Projected expenses include the Condominium Association Fees that cover insurance, maintenance, and other expenses, security, telephone, and general repairs and maintenance.

The University had a previous request for Plant Operations and Maintenance Funding for the Miami Beach Women's Club that was previously donated to support Wolfsonian-FIU but this property was recently sold as the Wolfsonian-FIU Downtown Center provides the additional space needed for the museum. The request for Plant Operations and Maintenance Funding was approved in Section 11 of the 2011 General Appropriations Act.

- 3. Provide a list of anticipated faculty by discipline and rank using the faculty Table.**

No faculty are being recruited for Wolfsonian-FIU Downtown Center. Current FIU Faculty and students use the Downtown Center just as they use the Wolfsonian-FIU Miami Beach. Only occasionally will an existing course be offered at Wolfsonian-FIU Downtown Center.

VII. Monitoring of Implementation

1. Provide a timetable of critical benchmarks that must be met for full implementation, and which can be used to monitor progress.

June 11, 2013. Consultation with the Chancellor concerning the establishment of a special purpose center, as required under BOG Regulation 8.009 Educational Sites, (3) (b) *As an initial part of the process that may lead to the acquisition, establishment, reclassification, relocation, or closing of additional campuses or special purpose centers, the president of each university shall consult with the Chancellor to inform system-wide strategic planning.*

June 7, 2013 – Florida International University Foundation Finance Committee considers and approves the Wolfsonian-FIU Downtown Center and associated gift agreement.

June 8, 2013-- Florida International University Foundation Board of Directors considers and approves the Wolfsonian-FIU Downtown Center and associated gift agreement.

June 5, 2013-- Florida International University Board of Trustees Academic Policy and Student Affairs Committee considers and approves the establishment of the Wolfsonian-FIU Downtown Center as an FIU Special Purpose Center.

June 5, 2013-- Florida International University Board of Trustees considers and approves the establishment of the Wolfsonian-FIU Downtown Center as an FIU Special Purpose Center.

July 1, 2013 – Florida International University Foundation completes donor's transfer of title to the Wolfsonian-FIU Downtown Center.

August 2013 – Submit Special Purpose Center proposal to Florida SUS Board of Governors for review and approval in September 2013.

Addendum for International Campuses and Special Purpose Centers

- 1. Describe the relationship of the proposed international program to the institution's mission and strategic plan.**

Not applicable.

- 2. Describe any known legal requirements of the host country that must be met to establish and operate a campus or special purpose center in that country and the legal jurisdiction that will be applicable to the university's operations; and provide a plan and timeline for meeting the requirements.**

Not applicable.

- 3. Provide a risk assessment of the university's responsibility for the safety of students, faculty, and staff; and describe plans to mitigate these risks.**

As a university facility, Wolfsonian-FIU Downtown center will be incorporated into the university's public safety and emergency management programs, including facility evaluations, safety procures, and safety assessments. In addition to the police services provided by the university, police services are provided by the City of Miami. The operating budget includes security personnel that will be coordinated with university police services as well as monitored security systems.

- 4. Describe how the university will exercise control over the academic program, faculty, and staff, if the programs are not operated exclusively by the university.**

The Wolfsonian-FIU Downtown Center will be operated exclusively by the university.

- 5. Provide details on any exit agreements with foreign partners or governments.**

Not applicable.

APPENDIX A

TABLE 2
PROJECTED COSTS AND FUNDING SOURCES

Instruction & Research Costs (non-cumulative)	Year 1							Year 5					
	Funding Source						Subtotal E&G, Auxiliary, and C&G	Funding Source					Subtotal E&G, Auxiliary, and C&G
	Reallocated Base* (E&G)	Enrollment Growth (E&G)	Other New Recurring (E&G)	New Non-Recurring (E&G)	Contracts & Grants (C&G)	Auxiliary Funds		Continuing Base** (E&G)	New Enrollment Growth (E&G)	Other*** (E&G)	Contracts & Grants (C&G)	Auxiliary Funds	
Faculty Salaries and Benefits	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
A & P Salaries and Benefits	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
USPS Salaries and Benefits	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Other Personal Services	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Assistantships & Fellowships	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Library	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Expenses	0	0	198,255	0	0	20,000	\$218,255	181,677	0	0	0	20,000	\$201,677
Operating Capital Outlay	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Special Categories	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Total Costs	\$0	\$0	\$198,255	\$0	\$0	\$20,000	\$218,255	\$181,677	\$0	\$0	\$0	\$20,000	\$201,677

*Identify reallocation sources in Table 3.

**Includes recurring E&G funded costs ("reallocated base," "enrollment growth," and "other new recurring") from Years 1-4 that continue into Year 5.

***Identify if non-recurring.

Faculty and Staff Summary

	Year 1	Year 5
Total Positions		
Faculty (person-years)	0	0
A & P (FTE)	0	0
USPS (FTE)	0	0

Calculated Cost per Student FTE

	Year 1	Year 5
Total E&G Funding	\$198,255	\$181,677
Annual Student FTE	0	0
E&G Cost per FTE	#DIV/0!	#DIV/0!

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2013**

SUBJECT: Baccalaureate Degree Approval Process in the State University System
and Florida College System

PROPOSED COMMITTEE ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board and Florida College System staff will provide an overview of the academic program approval process used to create new baccalaureate programs. The new degree planning process and levels of authorization and review for each sector will be explained. Examples of coordination between the sectors will also be discussed.

Supporting Documentation Included: Overview of the new degree process for each sector.

Facilitators / Presenters: Jan Ignash, Vice Chancellor, State University System
Julie Alexander, Vice Chancellor, Florida College System

NEW ACADEMIC PROGRAM APPROVAL - TECHNICAL ASSISTANCE

February 22, 2012

Updated 07/31/13

PROGRAM APPROVAL AUTHORITY

- Board of Governors (Board) Regulation 8.011 establishes criteria for new degree approval that address the overarching goals of the State University System (SUS) relative to program quality, operational efficiency, accountability, degree production, and research. The regulation also establishes a broad policy addressing the process by which programs are approved for implementation at the university and system level, and requires each university to adopt program approval policies that are aligned with the Regulation.
- Authority to implement new programs is a collaborative two-step process that devolves primary responsibility for academic and readiness review to the University Board of Trustees (UBOT) for all degree levels. Implementation authority for bachelor's, master's, and specialist degrees is devolved to the UBOT, and implementation authorization of doctorates is retained at the Board level.

PROGRAM PLANNING

- Each university must have in place formal processes to identify new programs they plan to explore over the period covered by their strategic plan and work plans. A rolling three-year list of programs under consideration is provided to the Board Office as part of the annual work plan.
- Regulation 8.004 includes a provision for Board staff to work with the Council of Academic Vice Presidents to review the current array of degree programs and proposed programs to facilitate coordination of program offerings across the SUS and avoid unnecessary duplication.

PROGRAM APPROVAL PROCESS

- A standard new degree proposal format is used for **all** degree levels to ensure that each UBOT is addressing the same criteria and seeing the same scope of information when making a decision about implementation. This proposal format also includes Excel worksheets that have built-in functions for automatic calculations.
- Universities are expected to have in place a process for final staff review of all new degree proposals before they are considered by the UBOT.
- It is expected that UBOT agenda items for new academic programs will identify such critical information as cost, projected student FTE, duplication of existing SUS, FCS, and independent institution programs, and compliance with existing regulations and law.
- For doctoral-level programs, each university must have an independent consultant review the proposal before submitting the program for approval by the UBOT. This individual should be considered the UBOT's consultant, rather than the academic department's consultant.
- Board staff monitors compliance with regard to bachelor's, master's and specialist degrees through a post-approval process that occurs before adding the new program to the official State University System Academic Degree Program Inventory.
- Board staff provide technical assistance to university academic staff to ensure that baccalaureate programs meet the requirements for hours-to-degree, common prerequisites, general education, and A.S. to B.S. articulation, as appropriate.
- The Board considers new doctorate degree proposals twice each year so that there can be sufficient time for staff review. Typically, this occurs at the June and November Board meetings.
- In approving new doctoral degree programs for implementation authorization, the Board considers the sufficiency of the university proposal evaluation process, the distinctive mission of the university, alignment with the State University System Strategic Plan, and the extent to which the programs will contribute to the economic development of the local community and the state.
- The Board Office maintains the State University System Academic Degree Program Inventory and assigns Classification of Instructional Programs (CIP) Codes. This ensures data comparability across the system.

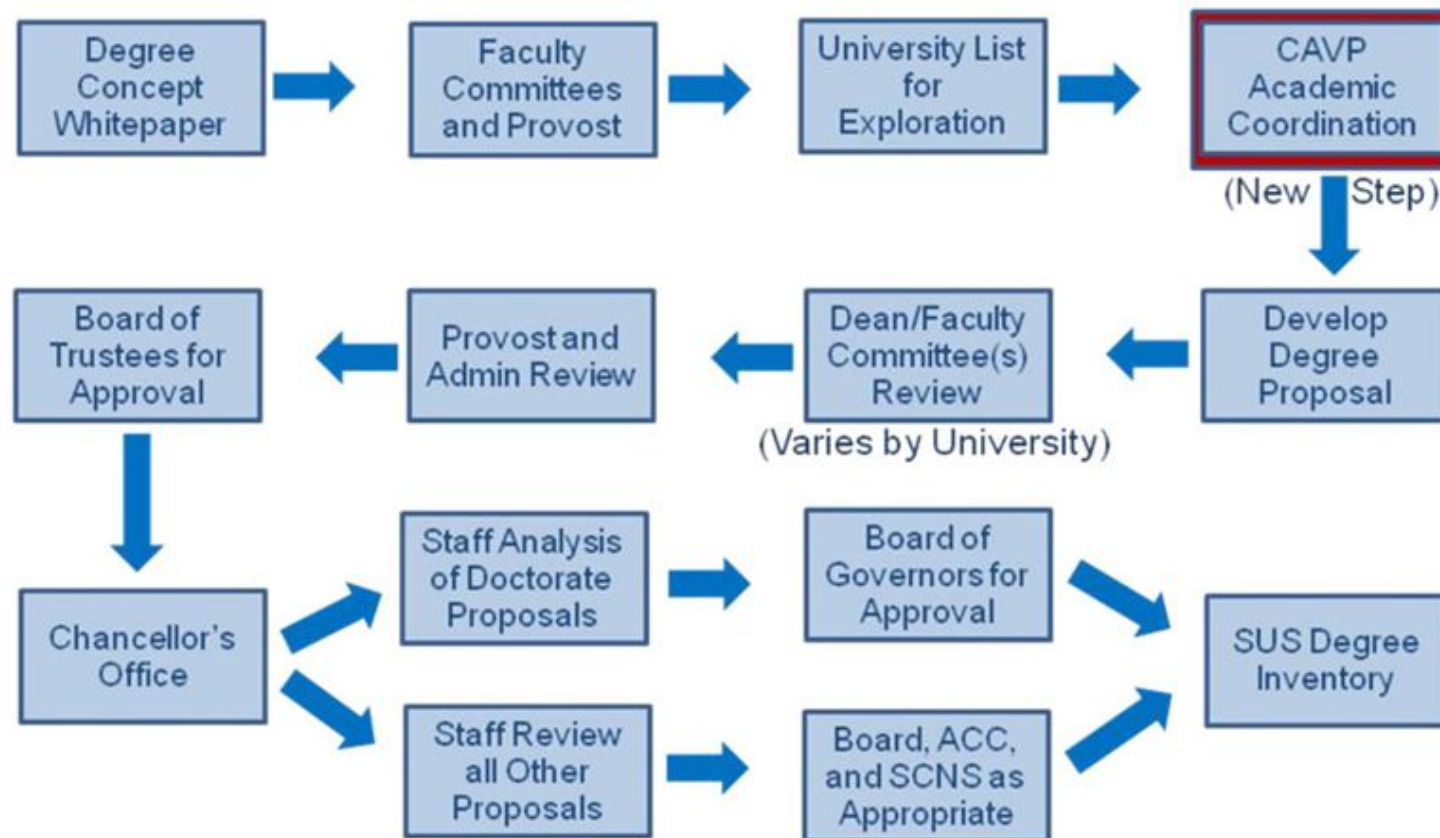
Academic Program Approval Process

ACTIVITY	UNIV STAFF	UBOT APPROVAL	BOARD STAFF	BOARD APPROVAL
UNDERGRADUATE PROGRAMS				
New Bachelor's Degree Program	Review Full Proposal	Implementation	Process for Inventory	(Established Criteria)
New Tracks, Majors, Minors, Concentrations, etc.	Review	Implementation per UBOT Policy	Process for Inventory	(Established Criteria)
Exception to 120 Credit Hours	Prepare Request	Approve & Submit to Board of Governors	Analyze Request	Approve Exception
Limited Access	Prepare Request	Approve & Submit to Board of Governors	Analyze Request	Approve Limited Access
Revise Common Prerequisites	Prepare Request	Informed	Process through ACC	(Articulation Agreement)
Revise Existing Program	Review	Implementation	Process for Inventory	(Established Criteria)
New College Credit Certificate	Review	Implementation per UBOT Policy	Informed	(None)
NON-DOCTORATE GRADUATE PROGRAMS				
New Master's Degree Program	Review Full Proposal	Implementation	Process for Inventory	(Established Criteria)
New Advanced Master's Degree	Review Full Proposal	Implementation	Process for Inventory	(Established Criteria)
New Specialist Degree Program	Review Full Proposal	Implementation	Process for Inventory	(Established Criteria)
New Tracks & Majors	Review	Implementation	Process for Inventory	(Established Criteria)
Revise Existing Program	Review	Implementation	Process for Inventory	(Established Criteria)
New College Credit Certificate	Review	Implementation per UBOT Policy	Informed	(None)
ALL DOCTORATE-LEVEL PROGRAMS				
New Doctorate Degree Program	Prepare Full Proposal	Approve & Submit to Board of Governors	Review Proposal	Implementation
New Tracks & Majors	Review	Implementation	Process for Inventory	(Established Criteria)
Revise Existing Program	Review	Approve & Submit to Board of Governors	Review	Implementation (If Appropriate)

NOTES:

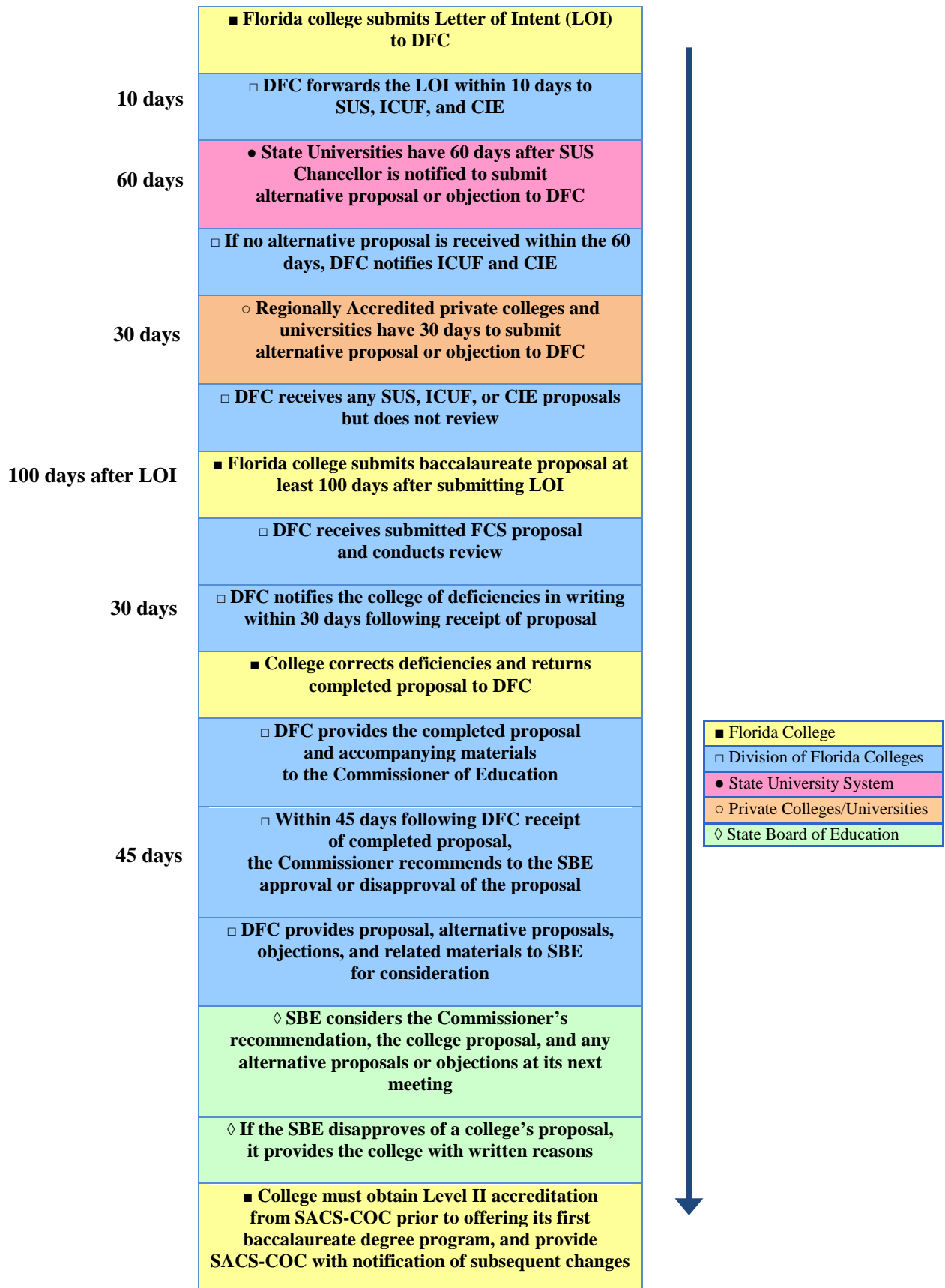
1. In all cases "Process for Inventory" includes staff review to ensure compliance with established regulations and procedures.
2. Program Terminations follow much the same approval process as new degree programs.
3. Not all revisions to an existing doctorate require Board of Governors approval, but any changes that result in a new CIP code would need to be approved.

Flowchart for the State University System New Degree Program Approval Process



This process is flexible enough to accommodate unique fiscal and programmatic factors.

Baccalaureate Proposal Approval Process The Florida College System



**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2013**

SUBJECT: Florida Institute of Oceanography Summer Cooperative Pilot Course,
Field Studies in Marine Biology

PROPOSED COMMITTEE ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Florida Institute of Oceanography (FIO) is an Academic Infrastructure Support Organization (AISO) approved by the Board of Governors in 2009 with a state-wide mission to support education and research in fields related to marine science. Membership in FIO includes all state universities and selected Florida colleges, independent colleges, independent research labs, state and federal agencies, and corporate enterprises. The FIO maintains and operates the two primary research vessels of the State University System and, through its advisory board, serves as a state cooperative for marine science and oceanography.

As part of its cooperative mission, the FIO Education Committee began planning in 2012 for a cooperative summer course that would allow students to tap into the various areas of expertise that exists at FIO member institutions. Students would be able to enroll into the course at their home institution and then rotate each week through classes and field experiences offered by partnering institutions. The pilot course Field Studies in Marine Biology was offered for the first time in the 2013 Summer Semester by the University of North Florida, Florida Atlantic University, Florida Gulf Coast University, and the University of South Florida – St. Petersburg. The course clearly demonstrates that when universities cooperate, students will benefit.

Supporting Documentation Included: Flyer for Field Studies in Marine Biology

Facilitators / Presenters: Dr. Courtney Hackney, UNF



Florida Institute of Oceanography offers: Study Abroad in Florida

Field Studies in Marine Biology; BSC 4933/BSC 4930; 4 credits
Modified Summer Session A, 2013 May 28, 2013 – June 29, 2013



What type of course? A 5-week, **field intensive** course designed to expand student knowledge of the biodiversity, geochemistry and human impact of Florida's coastal and offshore ecosystems through a round-robin trip around Florida to explore marine ecosystems. This course will take students from the reefs of the Florida Keys to the open Gulf of Mexico aboard state of the art research vessels as well as the shallow tropical estuaries of the western Everglades and north to the temperate Estuarine and beach dunes of Northeast Florida. Students will be staying at universities and research stations.

Who? Any upper level student in Biology or related Science. Prerequisites: Chem. I, II and Bio. I, II

When and Where? May 28 - June 29, 2013. After an intense 4 day introduction at UNF, students will spend four weeks on tropical reefs in the Florida Keys, bays and mangrove forests of Southwest Florida, sea grass meadows in Tampa Bay, collecting oceanographic data aboard an FIO research vessel in the Gulf of Mexico, examining the salt water- Freshwater boundary of the St Johns River and exploring dunes, oyster reefs and salt marshes in Northeast Florida.

Registration? Students can register through Florida Atlantic University, Florida Gulf Coast University, the University of North Florida and the University of South Florida-St Petersburg. UNF students have priority registration at UNF until the end of online Pre-registration.

Cost? Tuition \$680.80 (in-state), \$2608.68 (out of state) for **4 credit hours** and \$1830 to cover course fees. A \$500.00 deposit is due by 4/5/13 to lock in your spot. See below. Class is limited to 20 UNF students.

What's Included? Meals- 5 days/week; housing at all sites.

What's Not Included? Transportation between institutions, some meals on weekends.

*******If interested, you must*****:**

1. Complete a **typed, 1 page statement of interest** as to how this course will benefit your studies.
Include: Complete name, email, home address, phone number, grade level, and Biology courses taken to date. Obtain an override permission form at the UNF Biology Office in Building 59:1300.
2. Turn both your Statement of Interest and Override form into the Biology Office.

Enroll online for BSC 4930, CRN51073, FIELD STUDIES/MARINE BIOLOGY.

3. Students will be contacted via email by **4/3/13** to confirm status of enrollment. A \$500.00 deposit will be due by **4/5/13** to lock in your spot.

QUESTIONS?? Contact Dr. Courtney Hackney, c.hackney@unf.edu or Dr. Kelly Smith, ksmith@unf.edu

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
September 12, 2013**

SUBJECT: Student Affairs Reports and Updates

PROPOSED COMMITTEE ACTION

For information.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Governor Carlo Fassi, President of the Florida Student Association, will update the Committee on recent Association activities and plans for 2013-14.

In addition, Dr. Kevin Bailey, Chair of the State University System (SUS) Council for Student Affairs, will provide an update on current student affairs issues on SUS campuses.

Supporting Documentation Included:

None

Facilitators / Presenters:

Governor Fassi
Dr. Kevin Bailey, Chair, SUS Council for
Student Affairs



AGENDA
Strategic Planning Committee
Sudakoff Conference Center
New College of Florida
Sarasota, Florida
September 12, 2013
11:30 a.m. to 12:30 p.m.

or
Upon Adjournment of Previous Meetings

Chair: Mr. John D. Rood; Vice Chair: Ms. Patricia Frost
Members: Chopra, Colson, Lautenbach, Morton, Webster

- | | |
|---|--------------------------------|
| 1. Call to Order and Opening Remarks | Governor Patricia Frost |
| 2. Approval of Committee Meeting Minutes:
Minutes, June 10, 2013
Minutes, June 18-19, 2013 | Governor Frost |
| 3. Further Consideration of University Work Plans | Governor Frost |
| 4. Strategic Plan Alignment | Governor Frost |
| 5. Request to Close Florida Atlantic University
Treasure Coast Campus | Governor Frost |
| 6. Adjournment and Closing Comments | Governor Frost |

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
September 12, 2013**

SUBJECT: Approval of Minutes for Meetings held June 10, 2013, and June 18-19, 2013

PROPOSED COMMITTEE ACTION

Approval of minutes for meeting held via telephone conference call on June 10, 2013; and meeting held on June 18-19, 2013, at the University of South Florida, Tampa.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Committee members will review and approve the minutes for the meeting held via telephone conference call on June 10, 2013; and the meeting held on June 18-19, 2013, at the University of South Florida, Tampa.

Supporting Documentation Included: Minutes: June 10, 2013; and June 18-19, 2013

Facilitators/Presenters: Governor Frost

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
CONFERENCE CALL
June 10, 2013

*Video or audio archives of the meetings of the Board of Governors
and its Committees are accessible at <http://www.flbog.edu/>.*

1. Call to Order on June 10, 2013

Chair Rood convened the conference call of the Strategic Planning Committee at 1:32 p.m. on June 10, 2013 with the following members present: Dean Colson, Ned Lautenbach, Ed Morton, and Elizabeth Webster. A quorum was established.

2. Designation of Preeminent State Research Universities

Chair Rood asked staff to provide a brief presentation on the expectations for the Board's consideration of the designation of the University of Florida and Florida State University as preeminent state universities. Vice Chancellor Jan Ignash provided the presentation and described the basis for preeminence status in Senate Bill 1076, including the standards and conditions required for the Board of Governors to designate a university as "preeminent." A state research university must meet at least 11 of the 12 standards to be considered preeminent. The University of Florida met all 12 of the standards for excellence in academics and research that were established by the Legislature for preeminent status. Florida State University met 11 of the standards. Mr. Lautenbach moved and Mr. Morton seconded a motion for the University of Florida and Florida State University to be designated as preeminent state universities based upon meeting 12 and 11 of the standards, respectively. The members of the committee concurred.

3. Institute for Online Learning

Chair Rood asked staff to provide a brief presentation on the expectations for the Board's consideration on the Institute for Online Learning. Dr. Nancy McKee, Associate Vice Chancellor for Academic and Student Affairs, provided the presentation. She provided information concerning 2013 legislation that directs the preeminent university that meets all 12 of the excellence standards to create an institute for on-line learning. The legislation requires the Board of Governors to convene a five-member advisory board by August 1st. The University of Florida is also required by legislation to submit

a plan to the new advisory board by September 1st. The deadline to establish classes in the approved is January, 2014.

4. Next Steps and Closing Remarks

The Board of Governors will require the University of Florida to submit a comprehensive plan to the advisory board by September 1. After the advisory board recommends approval, the Board of Governors must review and approve the plan.

Having no further business, the conference call was adjourned on June 10, 2013 at 1:46 p.m.

John Rood, Chair

Karen Dennis, Executive Assistant

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF SOUTH FLORIDA
TAMPA, FLORIDA
June 18-19, 2013

*Video or audio archives of the meetings of the Board of Governors
and its Committees are accessible at <http://www.flbog.edu/>.*

1. Call to Order on June 18, 2013

Governor Colson convened the meeting of the Strategic Planning Committee at 1:00 p.m. on June 18, 2013 with the following members present: Dr. Manoj Chopra, Ed Morton, and Patricia Frost (participating by phone). A quorum was established.

2. Approval of Minutes from Committee Meeting February 13, 2013

Ms. Frost moved that the Committee approve the minutes of the meeting held on February 13, 2013, as presented. Mr. Morton seconded the motion, and the members of the committee concurred.

3. Consideration of University 2013-2014 Work Plans

Mr. Colson asked staff to provide a brief presentation on the expectations for the Board's consideration of University 2013-2014 Work Plans. Vice Chancellor Jan Ignash provided the presentation. The presentation included information as to how the meeting would progress, tools being made available to the Committee to facilitate its deliberations, and expected outcomes.

Following the presentation by Ms. Ignash, University 2013-2014 Work Plans were individually considered. The format for the Committee's consideration took the form of presentations by university representatives, a dialogue between university representatives and Board members, and formal consideration to approve that portion of each institution's Work Plan.

A. University of Florida

After the University of Florida presented its Work Plan, members questioned the university. Key issues and specific discussion included the quest for preeminence and creation of Florida Online at UF. Mr. Colson moved that the committee recommend that the full board approve that portion of the UF Work Plan associated with the 2013-2014 academic year, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and accept the out-year portions of the Work Plan. Mr. Morton seconded the motion, and the members of the committee concurred.

B. University of South Florida

After the University of South Florida presented its Work Plan, members questioned the university. USF was directed to provide further information on its regional campuses, specifically with regard to mission-setting and plans for improving several of the metrics associated with those institutions at the Board's September meeting. Mr. Colson moved that the committee recommend that the full board approve that portion of the USF Work Plan associated with the 2013-2014 academic year, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and accept the out-year portions of the Work Plan. Dr. Chopra seconded the motion, and the members of the committee concurred.

C. University of North Florida

After the University of North Florida presented its Work Plan, members questioned the university. Specific discussion included the improvement of graduation rates. Mr. Colson moved that the committee recommend that the full board approve that portion of the UNF Work Plan associated with the 2013-2014 academic year, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and accept the out-year portions of the Work Plan. Ms. Frost seconded the motion, and the members of the committee concurred.

D. Florida Agricultural and Mechanical University

After Florida Agricultural and Mechanical University presented its Work Plan, members questioned the university. Specific discussion included the numbers of profile admits. Mr. Colson moved that the committee recommend that the full board approve that portion of the FAMU Work Plan associated with the 2013-2014 academic year, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and accept the out-

year portions of the Work Plan. Ms. Frost seconded the motion, and the members of the committee concurred.

4. Adjournment

The meeting was adjourned at 4:51 p.m. on June 18, 2013.

5. Call to Order on June 19, 2013

Chair Rood convened the meeting of the Strategic Planning Committee at 9:03 a.m. on June 19, 2013 with the following members present: Dr. Manoj Chopra, Dean Colson, Ed Morton, and Patricia Frost (participating by phone). A quorum was established.

6. Consideration of University 2013-2014 Work Plans

A. New College of Florida

After New College of Florida presented its Work Plan, members questioned the institution. Specific discussion included the tracking of graduates and graduation rates. Chair Rood moved that the committee recommend that the full board approve that portion of the NCF Work Plan associated with the 2013-2014 academic year, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and accept the out-year portions of the Work Plan. Ms. Frost seconded the motion, and the members of the committee concurred.

B. Florida Polytechnic University

After Florida Polytechnic University presented its Work Plan, members questioned the university. Specific discussion included the ability to attract an entering class of students. Mr. Morton moved that the committee recommend that the full board approve that portion of the FPU Work Plan associated with the 2013-2014 academic year, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and accept the out-year portions of the Work Plan. Dr. Chopra seconded the motion, and the members of the committee concurred.

C. Florida State University

After Florida State University presented its Work Plan, members questioned the university. A key issue was the quest for preeminence at FSU. Chair Rood moved that the committee recommend that the full Board approve that portion of Florida State University's Work Plan associated with the 2013-2014 academic year, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and accept the out-year portions of the Work Plan. Dr. Chopra seconded the motion, and the members of the committee concurred.

D. University of Central Florida

After the University of Central Florida presented its Work Plan, members questioned the university. Key issues and specific discussion included increasing STEM degrees and residency slots. Ms. Frost moved that the committee recommend that the full board approve that portion of the UCF Work Plan associated with the 2013-2014 academic year, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and accept the out-year portions of the Work Plan. Mr. Colson seconded the motion, and the members of the committee concurred.

E. Florida Atlantic University

After Florida Atlantic University presented its Work Plan, members of the committee questioned the university. Specific discussion included graduation rates. Members discussed the portion of the Work Plan related to the medical school. Members requested that Florida Atlantic University provide revised metrics for the medical school, including existing information about the relationship and number of students enrolled in the joint M.D./Ph.D. program for FAU and Scripps Florida. After the discussion, Mr. Colson moved that contingent upon the submission of a plan at the September 2013 Board meeting that includes revised metrics for the medical school that the committee recommend that the full board approve that portion of the FAU Work Plan associated with the 2013-2014 academic year, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and accept the out-year portions of the Work Plan. Dr. Chopra seconded the motion, and the members of the committee concurred.

F. Florida Gulf Coast University

After Florida Gulf Coast University presented its Work Plan, members questioned the university. Key issues and specific discussion included graduation rates

and STEM degree production. Ms. Frost moved that the committee recommend that the full board approve that portion of the FGCU Work Plan associated with the 2013-2014 academic year, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and accept the out-year portions of the Work Plan. Mr. Morton seconded the motion, and the members of the committee concurred.

G. Florida International University

After Florida International University presented its Work Plan, members questioned the university. Specific discussion included graduation rates. Mr. Morton moved that the committee recommend that the full board approve that of portion of the FIU Work Plan associated with the 2013-2014 academic year, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and accept the out-year portions of the Work Plan. Dr. Chopra seconded the motion, and the members of the committee concurred.

H. University of West Florida

After the University of West Florida presented its Work Plan, members questioned the university. Specific discussion included graduation rates. Ms. Frost moved that the committee recommend that the full board approve that portion of the UWF Work Plan associated with the 2013-2014 academic year, excluding those sections of the Work Plan that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and accept the out-year portions of the Work Plan. Mr. Colson seconded the motion, and the members of the committee concurred.

7. Next Steps and Closing Remarks

Chair Rood said that the Strategic Planning Committee had met for the better part of two days to hear presentations and to review University Work Plans. He said that all Work Plans contained mission and vision statements, statements of strategy, articulations of strengths and opportunities, and information with regard to key initiatives and investments; and that the Committee reviewed key performance indicators to understand university and system strengths. The Committee also reviewed fiscal and enrollment information as well as intentions of implementing new academic degree programs. As a result of this yearly discussion, Chair Rood said that the Committee had a better understanding of the comparative strengths and challenges of each institution, and had a better understanding of those areas in which each institution and the State University System needs to improve.

Chair Rood reminded the Board as well as the universities that the Board's approval of a Work Plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.

Having no further business, the meeting was adjourned on June 19, 2013 at 4:25 p.m.

John D. Rood, Chair

Karen Dennis, Executive Assistant

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
September 12, 2013**

SUBJECT: Further Consideration of University Work Plans

PROPOSED COMMITTEE ACTION

Provide universities with direction with regard to out-year portions of 2013-2014 University Work Plans. Identify key system-wide issues as a result of Work Plan submissions.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 2.002

BACKGROUND INFORMATION

Board Regulation 2.002 requires the development of University Work Plans. Work Plans, in conjunction with annual accountability reporting, are designed to inform strategic planning, budgeting, and other policy decisions for the State University System. Each University Work Plan is intended to reflect the institution's distinctive mission and focus on core institutional strengths within the context of State University System goals and regional and statewide needs. The Work Plan outlines the university's top priorities, strategic directions, and specific actions and financial plans for achieving those priorities, as well as performance expectations and outcomes on institutional and System-wide goals.

At its June 18-19, 2013 meeting, the Committee considered for approval those portions of 2013 University Work Plans associated with the 2013-2014 academic year. In addition, the Committee identified issues associated with out-year portions of University Work Plans that need further attention in the submission of next year's University Work Plans.

As a result of University Work Plan presentations, dialogue, and deliberations, staff prepared a list of issues that appear to be impacting multiple institutions across the State University System. Staff was further directed to provide a list of issues that had been raised for each institution during the course of presentations, dialogue, and deliberations.

Supporting Documentation Included:	System and Institution Issues from the 2013-2014 University Work Plans
Facilitators / Presenters:	Governor Frost, Jan Ignash

System and Institution Issues from the 2013-2014 University Work Plans

State University System Key Issues

1. Improving retention and graduation rates. All but a few SUS institutions need to increase performance on these two key indicators, and all institutions need to continue to articulate their plans for achieving aspirational goals, and identify the associated resources necessary to reach those goals.
2. Increasing STEM production. SUS Strategic Plan goals may not be realized at the current rate of degree production.
3. Reducing student debt. Several SUS institutions have high levels of student debt and increasing percentages of students with debt.
4. Academic Program duplication. Programs proposed for implementation, especially those which duplicate other SUS programs, need to continue to be reviewed by the Academic Coordination Project Workgroup.
5. Identification of unique academic programs and research foci. Members of the Board expressed the desire to have all institutions identify those programs and research agendas that make each institution unique and/or preeminent.
6. Excess hours. Per Board Regulation 7.003, all state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education will pay an excess hour fee, per the following schedule, for each credit hour in excess of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled:
 - Entry prior to fall 2011: 50% of undergraduate tuition for each credit hour in excess of 120%
 - Entry in fall 2011: 100% percent of undergraduate tuition for each credit hour in excess of 115%
 - Entry in fall 2012: 100% of undergraduate tuition for each credit hour in excess of 110%

This policy, derived from Florida Statute, may have a significant impact on SUS students which could, in turn, impact enrollments, retention, and graduation rates.

Institution-specific Issues To Be Addressed In Future Work Plans

Florida Agricultural and Mechanical University

- Increasing graduation and retention rates.
- Reducing the percentage of students with debt.
- Reducing excess hours.
- Addressing programs below state/national benchmarks for professional/licensure examination passage rates.
- Reducing the number of profile admits.

Florida Atlantic University

- Increasing graduation and retention rates.
- Decreasing the average time to degree.
- Implementing new medical residency programs.

Florida Gulf Coast University

- Improving retention and graduation rates, and STEM degree production.
- Reducing excess hours.

Florida International University

- Raising graduation rates and increasing STEM degree production.
- Reducing excess hours and time to degree.

Florida Polytechnic University

- Ensuring SACS accreditation.
- Hiring sufficient numbers of faculty.
- Ensuring that a sufficient entering class will be achieved by 2014.

Florida State University

- Implementing a plan to become a Top 25 research university.
- Developing a facilities plan associated with Top 25 aspirations.

New College of Florida

- Increasing the percentage of under-represented students.
- Increasing graduation rates.
- Reducing excess hours.

University of Central Florida

- Raising graduation rates and STEM degree productivity at all levels.
- Improving student-faculty ratios.
- Increasing medical residencies.

University of Florida

- Implementation of a plan for preeminence, to include faculty hiring, with particular attention to hiring at appropriate levels in order to invest in building future research potential.
- Developing a plan for maximizing distance learning.

University of North Florida

- Improving graduation rates and STEM degree production.
- Reducing excess hours and average time to degree.

University of South Florida

- Improving graduation rates, especially at the regional campuses.
- Attention to mission-setting at the USF regional campuses, and attention to key efficiency indicators at those campuses.
- Reducing excess hours.

University of West Florida

- Improving graduation and retention rates, and increasing STEM production.
- Reducing excess hours and time to degree.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
September 12, 2013**

SUBJECT: Strategic Plan Alignment

PROPOSED COMMITTEE ACTION

For information.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Board's annual reporting structure, its annual University Work Plans, and its 2012-2025 Strategic Plan are known collectively as the "Three Great Books." These tools guide the State University System, providing direction, oversight, and accountability. From the outset, these documents were conceived of as "living documents" that, from time to time, would require revisiting. In particular, periodic review of the State University System's progress on the Strategic Plan goals allows the Board to determine whether the goals remain achievable and whether "course corrections" may be needed.

Vice Chancellor Ignash will provide the Board with an overview of the components of the Strategic Plan Alignment, including an updating of the Board's Programs of Strategic Emphasis, and, importantly, an indication, based on historical data and out-year projections, of whether the Board can expect to hit its targets on certain of the key measures found in the Board's 2012-2025 Strategic Plan, and the extent to which university strategic plans are aligned with the Board's goals. Taken together, these activities are called the Strategic Plan Alignment.

Supporting Documentation Included:	None
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Facilitators / Presenters:	Governor Frost, Jan Ignash
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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
September 12, 2013**

SUBJECT: Request to Close Florida Atlantic University Treasure Coast Campus

PROPOSED COMMITTEE ACTION

Consider the request by Florida Atlantic University to close the Treasure Coast Campus located at 500 Northwest California Boulevard, Port St. Lucie, Florida 34986.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 8.009

BACKGROUND INFORMATION

Florida Atlantic University (FAU) is requesting to close its Treasure Coast Campus in Port St. Lucie due to declining state support and increased competition for a limited pool of students in the area. State funding per student has declined over the past several years and Indian River State College (IRSC) has continued to expand its baccalaureate program offerings at the Treasure Coast Campus location, offering a lower cost option for many degree programs that FAU had been offering.

The FAU Board of Trustees determined in June 2012 that the programs offered at the Treasure Coast Campus could be more efficiently and effectively delivered at the Harbor Branch Oceanographic Institute in Ft. Pierce, the Jupiter campus, the main campus in Boca Raton, or by offering the programs online. The relocation of the academic programs and the teach-out plan for existing students was approved by the Southern Association of Colleges and Schools on March 28, 2013.

In the 2013-2014 General Appropriations Act, the Florida Legislature passed the transfer of the Port St. Lucie facilities from FAU to IRSC and Governor Scott signed it into law on May 20, 2013. At its June 11, 2013 meeting the FAU Board of Trustees approved the transfer of the Port St. Lucie property to IRSC.

Supporting Documentation Included: FAU Proposal

Facilitators/Presenters: FAU representatives, if requested



FLORIDA ATLANTIC UNIVERSITY

Office of the President

August 1, 2013

Mr. Frank T. Brogan
Chancellor, State University System of Florida
325 West Gaines Street, Suite 1614
Tallahassee, FL 32399-0400

Dear Chancellor Brogan:

Attached please find the formal submission by Florida Atlantic University for the closure of the Treasure Coast Campus, located in Port St. Lucie. We have followed carefully the template provided by the Office of the Board of Governors, adhering to BOG Regulation 8.009 (3) (g), to provide the background for this decision.

The FAU Board of Trustees has been actively engaged in the decision to close the campus and in the subsequent transition that has occurred throughout the 2012-13 fiscal year. In a final step to our internal processes, the BOT is scheduled to formally adopt a regulation (BOT Regulation 3.005) pursuant to Board of Governor's Regulation 8.009 to regulate the university's establishment, reclassification, relocation, and closing of educational sites apart from the main campus, including international educational sites and educational sites located in other states, and for the acquisition of real property on which such educational sites will be located.

We have sought an initial review by select members of your staff and we believe this submission is complete, incorporating their suggestions into our final documents.

If you have any questions, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Dennis J. Crudele".

Dennis J. Crudele
Acting President

cc: Anthony Barbar, Chair, FAU Board of Trustees
Diane Alperin
Dorothy Russell

777 Glades Road, P.O. Box 3091, Boca Raton, FL 33431-0991 • tel: 561.297.3450 • fax: 561.297.2777

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FLORIDA BOARD OF GOVERNORS

PROPOSAL TO CLOSE A TYPE I, II, OR III CAMPUS OR A SPECIAL PURPOSE CENTER

Florida Atlantic University
University Submitting Proposal

Undergraduate/Graduate
Type of Educational Site

June 30, 2012

Proposed Closing Date
 (Last date that new students will be accepted at the site)

Treasure Coast Campus
Name of Educational Site
 500 NW California Blvd.
 Port St. Lucie, FL 34986
Physical Address

June 30, 2012

Proposed Phase-Out Date
 (Last date student instruction will be offered at the site)

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary actions to accommodate students and faculty will have been met prior to final closing of the educational site.

June 19, 2012

Date Approved by the University Board of Trustees

Anthony Barbar

Chair, Board of Trustees

Date

Dennis Crudele
President

Diane Alperin

Provost and Vice President for Academic Affairs

8/2/13
Date

8/2/13
Date

Provide current headcount (HC) and full-time equivalent (FTE) student enrollment at the educational site. Provide current headcount (HC) and full-time equivalent (FTE) of faculty and staff employed at the educational site. Indicate the current expenditures by fund source for the educational site.

Current Site Student Enrollment Fall 2011		
	HC	FTE
Undergraduate	203	106.6
Graduate	109	84.5
Current Site Faculty and Staff		
Faculty	49	41.45
Staff	33	26.04

Current Site Expenditures FY12				
E&G Funds	Contract & Grants Funds	Auxiliary Funds	Other	Total
3,972,773	0	390,090	0	4,362,863

1. Provide a short narrative rationale for the request to close the educational site.

The State of Florida economic condition has been challenged significantly over the past several years. Over a five-year period, all universities in the State University System (SUS) were called upon numerous times to reduce their base budgets in order to adjust to a consistently declining state revenue base. The most recent reduction to the Florida Atlantic University (FAU) base budget was effective July 1, 2012 when FAU received an additional \$24.7 million reduction to its general revenue base budget.

To accommodate this latest budget reduction, on June 19, 2012, the FAU Board of Trustees (BOT) adopted a budget for the 2012-13 fiscal year which included the closing of the Treasure Coast campus. This decision was made as part of a larger, comprehensive budget reduction plan that addressed the continuing fiscal decline of the State of Florida budget and subsequent FAU appropriation reductions. An analysis that demonstrated reduced program offerings, the declining campus student enrollment, significant e-learning opportunities and reductions in overall credit hours being generated on that campus led to this decision.

In addition, a 2010 bill was passed that rebranded the state's community college system so that its institutions could more readily offer baccalaureate degrees. FAU and Indian River Community College (later renamed Indian River State College, or IRSC) became competitors for the same students enrolled in a four-year program. FAU no longer was the sole provider of upper division programs leading to a four-year degree in the Treasure Coast area – the needs of the area were now being met by IRSC as well. The four-year degrees authorized were those in disciplines such as nursing and education. Today, most of Florida's 28 community colleges offer at least one bachelor's degree program.

The BOT determined that the academic programs could be more efficiently and effectively delivered at the Harbor Branch Oceanographic Institute in Fort Pierce, the Jupiter campus, the Boca Raton campus or by offering programs on-line. With the relocation of the academic programs, FAU was able to assure that no students were adversely affected regarding degree completion and in addition, nearly \$2 million was saved.

2. Identify the degree programs currently offered at the educational site and the extent to which the proposed closing will have an impact on university enrollments, enrollment planning, degree production, and/or the reallocation of resources.

All degree programs offered at the Port St. Lucie location were relocated to another site: the degree programs in the College of Engineering and Computer Science were moved to the Boca Raton campus with labs remaining on the Jupiter campus; the degree programs in the Christine E. Lynn College of Nursing were moved to Harbor Branch Oceanographic Institute (HBOI) or the Boca Raton campus; and the degree programs in the College of Education already offered on the Jupiter, Boca Raton, and Davie campuses allowed Port St. Lucie students access to degree programs. There was no termination of programs and no loss of faculty positions.

3. Provide an explanation of the manner in which the University intends to accommodate any students or faculty who are currently active at the educational site scheduled to be closed. Describe the steps that have been taken to inform students and faculty of the President's intent to recommend to the Board of Trustees that the site be closed.

The guiding principles driving the decision-making process were based on protecting services to students and furthering the priorities of the strategic plan and the University's three signature themes: marine and coastal issues, biotechnology and contemporary societal challenges. The budget plan called for strengthening and concentrating programs at FAU's Harbor Branch Oceanographic Institute (HBOI) and at the Davie, Jupiter and Boca Raton campuses while moving forward with science initiatives and business partnerships throughout FAU's six-county service area. The consolidation process greatly enhances campus life environments for all students, especially on the Boca Raton campus. Programs and courses have been consolidated at HBOI and the John D. MacArthur Campus at Jupiter as well as at the Boca Raton campus.

The processes to accommodate the faculty, staff and students on the Treasure Coast campus were extensive. Beginning in March, 2012 when there were meaningful data that indicated that base budget reductions could be imminent, the leadership of the campus began discussions in earnest with the faculty. Once FAU was assured of the base reduction, faculty received letters of change in principal place of employment, as evidenced in the example provided of the letter to a faculty member from the Dean of the college (ref: Exhibit 1 - May 21, 2012 letter from Dr. Mohammad Ilyas); communications took place early on. Informational meetings were held with faculty and all faculties were retained in the program migration. Students were notified via informational meetings, e-mails, regular mail and phone calls (ref: Exhibit 2 - letter from Associate Provost Eliah Watlington to Treasure Coast Students and Exhibits 3 and 4 - June 6, 2012 notice of meetings to discuss the impact of the changes from Deans Bristor and Smith). The Registrar's Office identified and monitored the progress of all Treasure Coast campus students who would be impacted by the suspension of the programs.

- 4. Provide data (and cite source) on the gender and racial distribution of students and faculty. For faculty also list the rank and tenure status of all affected individuals. Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students.**

Since all programs, students, and faculty were relocated to other sites to continue operations, the impact of the proposed action was minimal to FAU employees and students. For detailed data regarding gender and racial distribution of students and faculty, please see Exhibit 5 (Faculty and Staff by Race, Gender and Tenure Status) and Exhibit 6 (Students by Race and Gender).

- 5. Provide a description of the process and a timeline for notifying the Southern Association of Colleges and Schools of the proposed educational site closing. Provide a similar description for any other appropriate accrediting bodies associated with the educational site or its degree programs.**

After final plans for the Treasure Coast campus suspension were in place, the SACS Liaison Officer from FAU (Dr. Gitanjali Kaul) notified the President of the Southern Association of Colleges and Schools (Dr. Belle Wheelan) via a letter dated August 28, 2012 (please see Exhibit 7). Included with that letter were several planning documents that addressed timelines, milestones, and student enrollments for the Spring semester.

An October 29, 2012 letter from Dr. Wheelan to Dr. Kaul (please see Exhibit 8) requested additional information, which was provided on December 6, 2012 (please see Exhibit 9). This final letter addressed all of the issues for which the SACS President requested clarification. Final approval of the teach-out plan was provided by the President on March 28, 2013 (please see Exhibit 10) where it was stated that there was no additional information required. As a point of clarification, in addition to the sites mentioned in the March letter, classes were also moved to FAU's Harbor Branch Oceanographic Institute, an instructional site that now has transitioned students from the Treasure Coast Nursing Program. In addition, three faculty members are now based there; two teaching faculty and one librarian.

- 6. Provide a description of all land and facilities associated with the site, and attach a copy of the most recent space file information for reference purposes. An explanation of university proposals for disposition or repurposing of the site must be included. If any components of the site are not planned to transfer or disposition, please describe. Describe any lease or joint-use agreements and how they will be modified or terminated, including land leases from the State of Florida (Board of Trustees of the Internal Improvement Trust Fund).**

At their meeting of June 11, 2013, the FAU BOT approved the transfer of the Port St. Lucie Property to Indian River State College. (Please see Exhibit 13 – Board of Trustees Action Item and Exhibit 14 – Board of Trustees Minutes).

FAU's long-time partner on the Treasure Coast campus, Indian River State College (IRSC), requested and was granted a lease of the facilities for the 2012-13 academic year. In the Interim Use and Operation Facility Lease Agreement (please see Exhibit 15), IRSC agreed to pay for the administrative costs associated with the Treasure Coast campus during the lease period. More recently, as this transfer progressed, in Section 9 of the 2013-14 appropriations act, the Florida Legislature passed the transfer of the facilities from FAU to IRSC and this was signed by Governor Scott on May 20, 2013.

- 7. Provide a narrative description of how the operational budget for the educational site will be reallocated or eliminated. Describe the impact that closing the educational site will have on the overall university budget. Identify any special funding necessary to implement closing the educational site.**

As mentioned, in fiscal year 2012-13, FAU received a base reduction of \$24.7 million. Over the past five years, the total reduction of general revenue to the FAU base budget has been approximately \$80 million. The suspension of the Treasure Coast campus, effective July 1, 2012, produced an estimated savings of approximately \$2 million in operating costs. Program costs (faculty, staff and students) were redirected to the appropriate campus unit for continuing program delivery.

Cost effective programs were moved to Jupiter, HBOI and Boca. Faculty and administrative positions were reallocated to other campuses with the associated moving of programs and reduction in salaries was achieved by minimal layoffs and personnel attrition.

Educational Site Closing

8.009 (3) (g) Proposals for closing additional campuses and special purpose centers shall be submitted to the university's board of trustees and, subsequently, to the Board of Governors, using the format(s) developed by the Office of the Board of Governors, in collaboration with university academic affairs officers. The proposal shall include a request for the Board of Governors to initiate a dialogue with university and legislative leadership regarding the appropriateness of seeking statutory changes, if the educational site has been established pursuant to law.

Exhibit 1



COLLEGE OF ENGINEERING & COMPUTER SCIENCE
Mohammad Ilyas, Interim Dean
777 Glades Road, EE 308
Boca Raton, FL 33431
tel: 561.297.3426, fax: 561.297.1111
ilyas@fau.edu
www.eng.fau.edu

MEMORANDUM

DATE: May 21, 2012
TO: [REDACTED]
FROM: Mohammad Ilyas, Interim Dean *M. Ilyas*
SUBJECT: Change in principal place of employment

As you know, a decision has been made to suspend academic operations at the Treasure Coast campus. This memorandum serves to inform you that your principal place of employment beginning July 1, 2012 will be on the Boca Campus. Dr. Eliah Watlington, Associate Provost of the Northern Campuses, will assist you in coordinating your move.

No other aspects of your status will change and your academic assignment will remain the responsibility of Pete Scarlatos, the Chairperson of the Department of Civil, Environmental & Geomatics Engineering, with approval by me as the interim dean of the college. A revised Notice of Appointment will follow.

Please acknowledge receipt by signing below and returning to me.

[REDACTED]

6/5/12
Date

Cc: */* Eliah Watlington, Associate Provost, Northern Campuses
Diane Alperin, Associate Provost, Academic Personnel and Programs
Pete Scarlatos, Chairperson, Department of Civil, Environmental & Geomatics Engineering

Exhibit 2

Dear Treasure Coast Students,

Thank you for taking the time to send in your questions and comments regarding the plan that Florida Atlantic University is considering how to cope with the reduction of \$25 million in state appropriations.

The University's foremost concern throughout this whole process has been the instruction that you receive. Even as we make these extremely hard decisions that may impact our Treasure Coast campus, we are committed to assisting students who are currently enrolled there.

If operations are suspended on the Treasure Coast campus, courses and degree programs would move to the Harbor Branch Oceanographic Institute in Fort Pierce, to the Jupiter campus or to the Boca Raton campus, and students would continue to have access to highly-qualified faculty members. As deans and department chairs determine possible locations for class offerings, details will be made available to FAU students, and advisors will work with students as needed to ensure they are able to make timely progress towards graduation.

We immensely value our connections to the Treasure Coast community and the students who reside in the area. These are difficult times for our young institution, but together FAU will emerge as a stronger family. Again, thank you for being a part of this dialogue, and we will continue to keep you updated.

Regards,

Elijah Watlington, Associate Provost

Exhibit 3

June 6, 2012

Dear FAU Treasure Coast Student in Education:

As you are aware, the budget cut that has been imposed upon FAU by the state legislature is extremely severe and requires an urgent and dramatic response. The university community has explored the most effective ways of dealing with the \$24.7 million in cuts to FAU's state funding for the 2012-13 academic year, which begins July 1st.

This email is to identify your college specific meeting being held by faculty and staff who can help you understand the program delivery for you in Fall 2012. This meeting will be held:

**Treasure Coast Campus, Tuesday, June 11, 2012
MP 105/106, 4:30 p.m.
RSVP directly to this email by Friday, June 8, 5:00 p.m.**

The meeting will be comprised of two sessions. First there will be a general college session. The second session will be specific to your program of study.

If you are not able to attend this in person session, the college has identified personnel who will field all program questions. Please send an email to the appropriate contact for your program that is listed below. They will return your email or set up a time to speak with you by phone or in person.

James Burnham, Program Leader, jburnham@fau.edu

for students in the School Leaders Program

Bill Nicoll, Professor, Nicoll@fau.edu

for student in the Counselor Education Program

Gregory Gilbert, Assistant Director, Office for Academic and Student Services, ggilbert@fau.edu

For students in the Elementary Education Program

Also in attendance from the College of Education will be:

Valerie Bristor, Dean, College of Education

Irene Johnson, Chair, Department of Counselor Education

Robert Shockley, Chair, Department of Educational Leadership and Research Methodology

Barbara Ridener, Chair, Department of Teaching and Learning

Jeanne Takeda, Assistant Vice President, Academic Affairs, Northern Campuses

Elijah Watlington, Associate Provost, Treasure Coast Campus

If you have books checked out from the FAU Treasure Coast Library, please return these books at your earliest opportunity. If you are not able to attend the session, library books must be returned by June 15, 2012.

If you are attending the meeting, this is an excellent time to handle any of your other campus related needs before attending the 5:00 p.m. session.

We look forward to seeing you next Tuesday to discuss your program and concerns.

Regards,

Valerie J. Bristor, Dean

College of Education

Exhibit 4

June 6, 2012

Dear FAU Treasure Coast Student in Nursing:

As you are aware, the budget cut that has been imposed upon FAU by the state legislature is extremely severe and requires an urgent and dramatic response. The university community has explored the most effective ways of dealing with the \$24.7 million in cuts to FAU's state funding for the 2012-13 academic year, which begins July 1st.

This email is to identify your college specific meeting being held by faculty and staff who can help you understand the program delivery for you in Fall 2012. This meeting will be held:

Treasure Coast Campus, Tuesday, June 12, 2012

MP 105/106, 5:00 p.m.

RSVP directly to this email by Monday, June 11, 5:00 p.m.

The meeting will be comprised of two sessions. First there will be a general college session. The second session will be specific to your program of study.

If you are not able to attend this in person session, the college has identified personnel who will field all program questions. Please send an email to the appropriate Assistant Dean. They will return your email or set up a time to speak with you by phone or in person.

**Dr. Shirley Gordon, Assistant Dean for Graduate Practice Programs sgordon@fau.edu
for students in the FNP program**

**Dr. Sharon Dormire, Assistant Dean for Undergraduate Programs sdormire@fau.edu
for students in the RN-BS program.**

If you have books checked out from the FAU Treasure Coast Library, please return these books at your earliest opportunity. If you are not able to attend the session, library books must be returned by June 15, 2012.

If you are attending the meeting, this is an excellent time to handle any of your other campus related needs before attending the 5:00 p.m. session.

We look forward to seeing you next Tuesday to discuss your program and concerns.

Regards,
Marlaine Smith, Dean
College of Nursing

Exhibit 5																
Faculty & Staff																
Fall 2011																
Treasure Coast Campus																
Faculty		Rank														
		Professor	Associate Professor		Assistant Professor		Instructor		Associate University Librarian	Assistant University Librarian	No Rank Assigned					
		Tenure Status	Tenure Status		Tenure Status		Tenure Status		Tenure Status	Tenure Status	Tenure Status	Tenure Status				All
		Tenure	Tenure	Not Tenured, Not-Tenure Earning	Non-Tenured, Tenure-Earning	Not Tenured, Not-Tenure Earning	N/A	Not Tenured, Not-Tenure Earning	Not Tenured, Not-Tenure Earning	N/A	Tenure	Non-Tenured Tenure-Earning	Not Tenured Not-Tenure Earning	N/A		
Gender	Race/Ethnicity															
Female	Asian Or Pacific Islander		1									1				1
	Black (Not of Hispanic Origin)				1								1			1
	Non-Resident Alien				1	1							1	1		2
	White (Not of Hispanic Origin)	1	1		1		4		1	1		2	1	6		9
	All	1	2		3	1	4		1	1		3	3	7		13
Male	Race/Ethnicity															
	Asian Or Pacific Islander				1								1			1
	White (Not of Hispanic Origin)	2	2	1	1		3					4	1	4		9
	All	2	2	1	2		3					4	2	4		10
All	Race/Ethnicity															
	Asian Or Pacific Islander		1		1							1	1			2
	Black (Not of Hispanic Origin)				1								1			1
	Non-Resident Alien				1	1							1	1		2
	White (Not of Hispanic Origin)	3	3	1	2		7		1	1		6	2	10		18
	All	3	4	1	5	1	7		1	1		7	5	11		23

Exhibit 5																
Faculty & Staff																
Fall 2011																
Treasure Coast Campus																
		Rank														
		Professor	Associate Professor		Assistant Professor		Instructor		Associate University Librarian	Assistant University Librarian	No Rank Assigned					
		Tenure Status	Tenure Status		Tenure Status		Tenure Status		Tenure Status	Tenure Status	Tenure Status	Tenure Status				All
		Tenure	Tenure	Not Tenured, Not-Tenure Earning	Non-Tenured, Tenure-Earning	Not Tenured, Not-Tenure Earning	Not Tenured, Not-Tenure Earning	N/A	Not Tenured, Not-Tenure Earning	Not Tenured, Not-Tenure Earning	N/A	Tenure	Not-Tenured, Tenure-Earning	Not-Tenured, Not-Tenure Earning	N/A	
Adjunct																
Gender	Race/Ethnicity															
Female	Black (Not of Hispanic Origin)										1				1	1
	Hispanic										1				1	1
	White (Not of Hispanic Origin)							1			10				11	11
	All							1			12				13	13
Male	Race/Ethnicity															
	White (Not of Hispanic Origin)										4				4	4
	All										4				4	4
All	Race/Ethnicity															
	Black (Not of Hispanic Origin)										1				1	1
	Hispanic										1				1	1
	White (Not of Hispanic Origin)							1			14				15	15
	All							1			16				17	17
Graduate Student																
Gender	Race/Ethnicity															
Female	Asian Or Pacific Islander										1				1	1
	Black (Not of Hispanic Origin)										1				1	1
	White (Not of Hispanic Origin)										6				6	6
	All										8				8	8
Male	Race/Ethnicity															
	White (Not of Hispanic Origin)										1				1	1
	All										1				1	1
All	Race/Ethnicity															
	Asian Or Pacific Islander										1				1	1
	Black (Not of Hispanic Origin)										1				1	1
	White (Not of Hispanic Origin)										7				7	7
	All										9				9	9

Exhibit 5																
Faculty & Staff																
Fall 2011																
Treasure Coast Campus																
		Rank														
		Professor	Associate Professor		Assistant Professor		Instructor		Associate University Librarian	Assistant University Librarian	No Rank Assigned					
		Tenure Status	Tenure Status		Tenure Status		Tenure Status		Tenure Status	Tenure Status	Tenure Status	Tenure Status			All	
		Tenure	Tenure	Not Tenured, Not-Tenure Earning	Non-Tenured, Tenure-Earning	Not Tenured, Not-Tenure Earning	Not Tenured, Not-Tenure Earning	N/A	Not Tenured, Not-Tenure Earning	Not Tenured, Not-Tenure Earning	N/A	Tenure	Non-Tenured, Tenure-Earning	Not Tenured, Not-Tenure Earning		N/A
				Tenure	Tenure	Tenure	Tenure		Tenure	Tenure			Tenure	Tenure		
Admin/Prof/Managerial																
Gender	Race/Ethnicity															
Female	Black (Not of Hispanic Origin)															
	Hispanic															
	White (Not of Hispanic Origin)															
	All															
Male	Race/Ethnicity															
	Black (Not of Hispanic Origin)															
	Hispanic															
	White (Not of Hispanic Origin)															
All	All															
	Race/Ethnicity															
	Black (Not of Hispanic Origin)															
	Hispanic															
White (Not of Hispanic Origin)																
All																

Exhibit 5																
Faculty & Staff																
Fall 2011																
Treasure Coast Campus																
		Rank														
		Professor	Associate Professor		Assistant Professor		Instructor		Associate University Librarian	Assistant University Librarian	No Rank Assigned					
		Tenure Status	Tenure Status		Tenure Status		Tenure Status		Tenure Status	Tenure Status	Tenure Status	Tenure Status			All	
		Tenure	Tenure	Not Tenured, Not-Tenure Earning	Non-Tenured, Tenure-Earning	Not Tenured, Not-Tenure Earning	Not Tenured, Not-Tenure Earning	N/A	Not Tenured, Not-Tenure Earning	Not Tenured, Not-Tenure Earning	N/A	Tenure	Non-Tenured Tenure-Earning	Not Tenured, Not-Tenure Earning		N/A
		Support Personnel														
Gender	Race/Ethnicity															
Female	Black (Not of Hispanic Origin)										1				1	1
	Hispanic										2				2	2
	White (Not of Hispanic Origin)										4				4	4
	All										7				7	7
Male	Race/Ethnicity															
	Black (Not of Hispanic Origin)										2				2	2
	White (Not of Hispanic Origin)										4				4	4
	All										6				6	6
All	Race/Ethnicity															
	Black (Not of Hispanic Origin)										3				3	3
	Hispanic										2				2	2
	White (Not of Hispanic Origin)										8				8	8
	All										13				13	13

Exhibit 5																	
Faculty & Staff																	
Fall 2011																	
Treasure Coast Campus																	
		Rank															
		Professor	Associate Professor	Assistant Professor		Instructor		Associate University Librarian	Assistant University Librarian	No Rank Assigned							
		Tenure Status	Tenure Status		Tenure Status		Tenure Status		Tenure Status	Tenure Status	Tenure Status	Tenure Status				All	
		Tenure	Tenure	Not Tenured, Not-Tenure Earning	Non-Tenured, Tenure-Earning	Not Tenured, Not-Tenure Earning	Not Tenured, Not-Tenure Earning	N/A	Not Tenured, Not-Tenure Earning	Not Tenured, Not-Tenure Earning	N/A	Tenure	Non-Tenured, Tenure-Earning	Not Tenured, Not-Tenure Earning	N/A		
Temporary Staff (OPS)																	
Gender	Race/Ethnicity																
Female	White (Not of Hispanic Origin)											3				3	3
	All											3				3	3
Male	Race/Ethnicity																
	Asian Or Pacific Islander											1				1	1
	White (Not of Hispanic Origin)											1				1	1
	All											2				2	2
All	Race/Ethnicity																
	Asian Or Pacific Islander											1				1	1
	White (Not of Hispanic Origin)											4				4	4
	All											5				5	5
Student Assistant																	
Gender	Race/Ethnicity																
Female	Black (Not of Hispanic Origin)											1				1	1
	White (Not of Hispanic Origin)											3				3	3
	All											4				4	4
All	Race/Ethnicity																
	Black (Not of Hispanic Origin)											1				1	1
	White (Not of Hispanic Origin)											3				3	3
	All											4				4	4

Exhibit 5																	
Faculty & Staff																	
Fall 2011																	
Treasure Coast Campus																	
Grand Totals		Rank															
		Professor	Associate Professor		Assistant Professor		Instructor		Associate University Librarian	Assistant University Librarian	No Rank Assigned						
		Tenure Status	Tenure Status		Tenure Status		Tenure Status		Tenure Status	Tenure Status	Tenure Status	Tenure Status				All	
		Tenure	Tenure	Not Tenured, Not-Tenure Earning	Non-Tenured, Tenure-Earning	Not Tenured, Not-Tenure Earning	Not Tenured, Not-Tenure Earning	N/A	Not Tenured, Not-Tenure Earning	Not Tenured, Not-Tenure Earning	N/A	Tenure	Non-Tenured, Tenure-Earning	Not Tenured, Not-Tenure Earning	N/A		
Gender	Race/Ethnicity																
Female	Asian Or Pacific Islander		1									1	1			1	2
	Black (Not of Hispanic Origin)				1							6	1			6	7
	Hispanic											4				4	4
	Non-Resident Alien				1	1								1	1		2
	American Indian/Alaska Native																
	White (Not of Hispanic Origin)	1	1		1		4	1		1	1	34	2	1	6	35	44
	Two or more races																
	Unknown																
All	1	2		3	1	4	1		1	1	45	3	3	7	46	59	
Male	Race/Ethnicity																
	Asian Or Pacific Islander				1							1		1		1	2
	Black (Not of Hispanic Origin)											4				4	4
	Hispanic											1				1	1
	Non-Resident Alien																
	American Indian/Alaska Native																
	White (Not of Hispanic Origin)	2	2	1	1		3				11	4	1	4	11	20	
	Two or more races																
Unknown																	
All	2	2	1	2		3					17	4	2	4	17	27	
All	Race/Ethnicity																
	Asian Or Pacific Islander		1		1							2	1	1		2	4
	Black (Not of Hispanic Origin)				1							10		1		10	11
	Hispanic											5				5	5
	Non-Resident Alien				1	1											
	American Indian/Alaska Native													1	1		2
	White (Not of Hispanic Origin)	3	3	1	2		7	1		1	1	45	6	2	10	46	64
	Two or more races																
Unknown																	
All	3	4	1	5	1	7	1		1	1	62	7	5	11	63	86	
Source:																	
Run Date: May 24, 2013																	
Program: FacultyStaff_Report.sas																	
Program: HeadcountReports.sas																	
Office of Institutional Effectiveness & Analysis																	
Source: Banner HR Extract																	

**Exhibit 6
Students
Fall 2011
Treasure Coast Campus**

Fall, 2011

Asian	Female	4
	Male	1
	Total	5
Black or African American	Female	21
	Male	4
	Total	25
Hispanic or Latino	Female	36
	Male	3
	Total	39
American Indian or Alaska Native	Female	0
	Male	1
	Total	1
Two or more races	Female	2
	Male	2
	Total	4
Nonresident alien	Female	1
	Male	1
	Total	2
White	Female	201
	Male	34
	Total	235
Race and ethnicity unknown	Female	0
	Male	1
	Total	1
Total	Female	265
	Male	47
	Total	312

Program: HeadcountReports.sas

Office of Institutional Effectiveness & Analysis

Source: Student Data Course File



Division of Strategic Planning and Office of Information Technology
777 Glades Road, ADM10, Rm. 392
Boca Raton, FL 33431-0991
tel: 561.297.1376
fax: 561.297.1462
e-mail: gkaul@fau.edu

August 28, 2012

Dr. Belle S. Wheelan, President
Southern Association of Colleges and Schools
Commission on Colleges
1866 Southern Lane
Decatur, GA 30033-4097

Dear Dr. Wheelan:

Florida Atlantic University wishes to notify SACS of recent initiatives undertaken by the University. FAU has multiple sites that have historically served students and residents in a six-county area. The institution has recently initiated a realignment of these sites in order to maximize administrative efficiencies and maintain its focus on the quality and delivery of its academic programs.

This realignment is effective with the start of the 2012-13 academic year and is outlined in the attached summary which provides details of recent and planned activities.

Notification of these activities is being provided to you under the guidelines presented in Procedure 2 of the SACS Policy on Substantive Change.

Yours truly,

A handwritten signature in dark ink, appearing to read "G. Kaul", is written over a light-colored background.

Gitanjali Kaul, Ed.D., SACS Liaison Officer
Vice President, Division of Strategic Planning and
Office of Information Technology

Cc: Dr. Mary Jane Saunders, President
Dr. Mark V. Smith
Dr. Brenda Claiborne, Provost

Off-site Suspension/Closure Timeline and Milestones

Need for off-site closure or suspension of operations

In Early Spring FAU was notified that the institution's legislative budget was being reduced from \$132,124,812 to \$105,406,549 for a reduction of \$26,717,263.

Strategies for budget reductions

1. Suspend instruction at the Treasure Coast site and move all courses to Harbor Branch Oceanographic Institute (HBOI), Jupiter Campus and/or Boca Raton campus.
 - The University will work with the 247 students who attend courses at Treasure Coast (less than 1 percent of enrollment) to ensure that their graduation plans are not affected.
 - Tenured and tenure-track faculty move to other campuses.
 - No closure of any academic programs.
 - Timely notice of the instructional program relocations will be provided to SACS
2. Establish the Dania Beach site as a self-supporting research facility and move from reliance on education/general funded campus to a self-supported research facility using research grants and entrepreneurial initiatives.
 - Move all courses to the Boca Raton campus. The University will work with the 61 students (less than .02 percent of enrollment) who attend courses at Dania Beach to ensure that their graduation plans are not affected.
 - No closure of any academic programs.
 - Timely notice of the instructional program relocation will be provided to SACS.
 - Continue to develop and build upon the existing HBOI research enterprise, recently enhanced by more than \$44 million in buildings, infrastructure and research support. Utilize HBOI's world-class reputation to expand educational, outreach and partnership programs, including cooperative work with faculty and students in ocean engineering.
3. Initiate the process to move downtown site at Fort Lauderdale's programs to Davie or Boca Campus by June 30, 2013
 - a. Analyze moving courses, faculty and academic programs to Davie or Boca Raton to minimize administrative overhead and maximize use of existing facilities. The addition of courses at Davie will maximize intellectual synergies gained by the close proximities of FAU, Broward College and Nova Southeastern University.
 - b. 2,600 students (9% of enrollment) are enrolled at Davie. The University will work with the 547 students who attend courses at Ft. Lauderdale (less than 2 percent of overall enrollment) to ensure that their graduation plans are not affected.
 - c. No closure of any academic programs is anticipated.
 - d. Timely notice will be provided to SACS

Board of Trustee Approval

The instructional program relocations in items 1 and 2 above, and the process initiation in item 3 above, were approved by the FAU Board of Trustees on June 19, 2012.

SUSPENDED EDUCATIONAL SITES
Treasure Coast - Sea Tech - Ft. Lauderdale

Campus consolidations				Program Migration			
Campus Location	Suspension Date	College	Program Courses	Relocation site for Transitioned Program	Transitioned Faculty	Flagged Students	
Treasure Coast	1-Jul-12	College of Engineering and Computer Science			Name	Relocation site	
			Geomatics Engineering	Boca Raton / all labs: Jupiter			31
			Computer & Electrical		D. Leone (Director, Operations)	Boca Raton	
			Computer & Electrical		Ashley Morgan (Acad. Support Svs.)	Boca Raton	
			Civil		A. Agarwal (Assistant)	Boca Raton	
	1-Jul-12	Christine E. Lynn College of Nursing	Civil		G. Carvalho (Visiting Asst.)	Boca Raton	
			Civil		M. Berber (Assistant)	Boca Raton	
			Civil		C. Plattner (Assistant)	Boca Raton	
					L. Gibson (Instructor)	Boca Raton	
				HBOI / Boca Raton			108
	1-Jul-12	College of Education	RN-BSN; Masters: FNP		Jill Winland Brown (Professor)	HBOI	
					JoAnne Weiss (Assoc. Prof.)	HBOI	
					Mary Curran (Advisor)	Boca / HBOI	
			Counselor Education	Jupiter / Boca Raton			113
			Ed Leadership & Research Methodology		William Nicoll (Professor)	Jupiter	
Dania Beach	1-Jul-12	College of Engineering and Computer Science	Ed Leadership		Elijah Watlington (Assoc. Dean)	Boca	
			Ed Leadership		Al Jerenas (Assoc. Prof.)	Jupiter	
			Teaching & Learning		James Burnham (Instructor)	Boca	
			Teaching & Learning		Leslie Calhoun (Instructor)	Jupiter	
			CCCI courses for Teaching & Learning		D. Carlstrom (Visiting Instructor)	Jupiter	
			Elementary Edu (Gr. K-6); Master, Specialist, Doctorate: Ed Leadership		Noorchaya Yahya (Assoc. Prof.)	moved out of country	
				HBOI	Greg Gilbert (Advisor)	Jupiter	
					Pamela Alderman (Librarian)	HBOI	
					Deborah Fink (Librarian)	Jupiter	
			Ocean Engineering	Boca Raton			
Fort Lauderdale	30-Jun-13	Dorothy F. Schmidt College of Arts and Letters			Pak-Cheung E. An	Boca Raton	
					Pierre-Philippe Beaujean	Boca Raton	
					Manhar Dhanak	Boca Raton	
					George Frisk	Boca Raton	
					Richard Granata	Boca Raton	
					Francisco Presuel-Moreno	Boca Raton	
					Karl VonEllenrieder	Boca Raton	
			Visual Art and Art History/Graphic Design	Davie			
	30-Jun-13	College for Design and Social Inquiry	Communications and Multimedia Studies		In process; faculty not yet identified		
					In process; faculty not yet identified		
			Urban and Regional Planning	Boca Raton			

SACs Request Campus Suspension: Tony Abbate/Elijah J Watlington
11/20/2012

TCC Students Identified from Spring 2012
Fall 2012 Status Report

College	AW SPR or SUM 2012	PN Graduation FA2012	Registered Fall 2012	Did Not Register	Total
Education					
GR	0	9	40	9	49
UG	0	4	52	12	64
Engineering	1	2	25	6	31
Nursing					
GR	0	1	54	1	55
UG	2	5	38	15	53
Totals	3	21	209	43	

Grand Total of TCC Students Identified from Spring 2012

252

AW=Awarded Degree
PN=Pending Graduation



Exhibit 8

October 29, 2012

Dr. Gitanjali Kaul
Vice President of Strategic
Planning and Information Technology
Florida Atlantic University
777 Glades Road
Boca Raton, FL 33431-6424

Dear Dr. Kaul:

Thank you for your letter of August 28, 2012, and the attachment, Off-site Suspension/Closure Timeline and Milestones. The document lists two sites which will be closed and a third location which will become a "self-supporting research facility;" since courses at that facility are being moved to the Boca Raton Campus, it will, in effect, be closed for instruction. **Please provide the following information for the three sites:**

1. What are the effective termination dates?
2. How are students and faculty being notified of the terminations?
3. How are students being counseled on completing their programs?
4. How are faculty re-deployed?
5. What are the street addresses for each site?

Action on the notification will be deferred pending review of the requested information which should reach my office no later than December 7, 2012.

Best regards,

A handwritten signature in cursive script, reading "Belle S. Wheelan".

Belle S. Wheelan, Ph.D.
President

BSW/RER:efk

cc: Dr. Mary Jane Saunders, President
Dr. Mark V. Smith



Division of Strategic Planning and Office of Information Technology
777 Glades Road, ADM10, Rm. 392
Boca Raton, FL 33431-0991
tel: 561.297.1376
fax: 561.297.1462
e-mail: gkaul@fau.edu

December 6, 2012

Dr. Belle S. Wheelan, Ph.D.
President
Southern Association of Colleges and Schools
Commission on Colleges
1866 Southern Lane
Decatur, GA 30033-4097

Dear Dr. Wheelan:

This letter responds to your October 29, 2012 inquiry about the sites that FAU has considered closing. In addition to providing the information you requested, I would like to briefly update you on FAU's plans.

As I indicated in my August 28, 2012 letter to you, recent fiscal challenges prompted FAU to examine the potential savings that could be derived from modifying our activities at three off-campus instructional sites. We have decided to move forward with suspending all instruction at the Treasure Coast site and moving all courses that were taught there to other locations, as described in my letter. However, after further evaluation, we have refined our plans for the other two sites, Dania Beach and downtown Fort Lauderdale. Both will continue to be instructional sites, though with more limited offerings.

With respect to Dania Beach, we have moved all undergraduate classroom instruction to our Boca Raton campus, but we continue to provide supervised research-based instruction to graduate students at this site. As for downtown Fort Lauderdale, we will relocate some of the courses taught there to other sites, but not all. We will continue to provide classroom instruction at this site.

Thus, our revised plan is now to terminate instruction at only one site. We may further refine this going forward, and we will notify SACSCOC as required if we do. But we are not presently planning any other actions that require such action.

With this clarification, detailed responses to your inquiries follow:

1. What are the effective termination dates?

- All instruction was terminated at the Treasure Coast effective on the first day of the fall semester, August 18, 2012. All faculty, classes, and other activities were relocated at that time to other sites within reasonable commuting distance.

Boca Raton • Dania Beach • Davie • Fort Lauderdale • Harbor Branch • Jupiter • Treasure Coast
An Equal Opportunity/Equal Access Institution

- As discussed, neither Dania Beach nor Fort Lauderdale are being closed as instructional sites. Undergraduate classes were relocated from Dania Beach to Boca Raton effective August 18, 2012. Some, but not all, faculty and classes will be relocated from Fort Lauderdale during the summer of 2013.

2. How are the students and faculty being notified of the terminations?

- When it became clear the legislative budget cuts were going to severely impact the university, a broad announcement was disseminated to all faculty, staff, students and the community to inform constituents that plans needed to be developed for implementation of the budget reductions. Input was gathered in a variety of ways from the FAU community at large, including a video-conferenced "town hall" meeting for faculty and staff that included discussion on the suspension of educational sites and operations.

Students (More specific details on how student communication was handled can be found in questions #3 below.)

- Students were apprised of the budget discussions in a message from the President sent via electronic mail. The content of the email was also available at the university web-site.
- Ongoing status updates were communicated to students by faculty, chairs, and both general and program specific advisors. Students were encouraged in various college communications to meet with their advisors to discuss their individual program plans.
- Students are provided access to full student services and a robust schedule of courses. All students have an option to complete their programs of study within a reasonable commuting distance in the same geographic area.

Faculty (See details in Attachment 1: Suspended Educational Sites)

- The primary communication channel to faculty during the transition was through the Office of the Provost and the Deans working with department chairs to notify faculty that **no programs or faculty lines are to be terminated** as a result of the budget reduction.

3. How are students being counseled on completing their programs?

- All colleges are encouraging students to meet with their advisors and the advisors are reviewing with them their individual programs. Since all programs will continue and classes will be within a reasonable commuting distance, no student will be left without the option to complete their program.
- Impacted students were identified by academic affairs, the registrar's office, and program based directors and faculty.
- Blast emails were sent to students informing them of the situation. The text of these email messages is provided in Attachment 2.
- College specific emails and phone calls were used to update students with contact information on their program.
- College/program specific meetings are held for students on-site to deal with group and individual questions. A reference to such meetings is provided in Attachment 3.
- Students were notified of the meetings via email and phone calls that requested a yes or no response to attendance. Treasure Coast student feedback from the calls indicated students felt most advisors or faculty had already covered their concerns.

- The landing page for the educational site is updated on the FAU web site to provide students appropriate contact names and information. (See example at <http://www.fau.edu/psl/>).
- The registrar's office tagged the Treasure Coast students who were impacted by the course migration in the student Banner system. Associate provosts and deans are monitoring the progress of those students each semester. Emails and contact by regular mail are used to contact those flagged students who did not register for any courses in Fall 2012. (Attachment 4: TCC Students Identified from Spring 2012 displays the number of TCC impacted students who did not register for the fall 2012 semester.)
- Monitoring of these students is planned to continue in upcoming semesters.

4. How are faculty re-deployed?

- Changes to faculty assignments are made by the deans of the Colleges, working with the department chairs.
- All faculty impacted by the course migrations are transitioned to other designated FAU sites and assistance is provided to relocate offices. Faculty are provided revised offer letters and personnel action forms reflecting the change in their primary campus or site. The signed offer letters (sample provided in Attachment 5) are placed in the personnel file. (Details can also be seen in Attachment 1: Suspended Educational Sites.)

5. What are the street addresses for each site?

Addresses for sites from which classes were or will be relocated:

- Treasure Coast Campus: 500 NW California Blvd. Port St. Lucie, Florida 34986
- Dania Beach Site: 101 N. Beach Road, Dania Beach, Florida 33004
- Fort Lauderdale Campus: Higher Education Complex, 111 East Las Olas Boulevard, Fort Lauderdale Florida 33301 ; and Reubin O'D Askew Tower, 220 SE 2nd Avenue, Fort Lauderdale, Florida 33301

Addresses for sites to which classes were or will be relocated:

- Boca Raton Campus: 777 Glades Road, Boca Raton, Florida 33431
- John D. MacArthur Campus at Jupiter: 5353 Parkside Drive, Jupiter, Florida 33458
- Davie Campus: 2912 College Avenue, Davie, Florida 33314

Please feel free to reach me with additional questions.

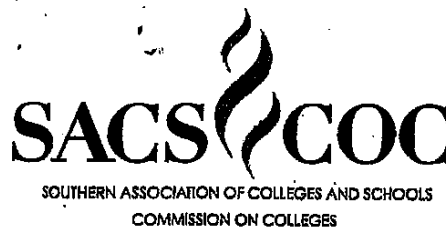
Sincerely


Gitanjali Kaul, Ed.D
Vice President

Cc: Dr. Mary Jane Saunders, FAU, President
Dr. Mark V. Smith, SACSCOC
Dr. Brenda Claiborne, FAU, Provost
David Kian, FAU, General Counsel

Boca Raton • Dania Beach • Davie • Fort Lauderdale • Harbor Branch • Jupiter • Treasure Coast
An Equal Opportunity/Equal Access Institution • Treasure Coast

Exhibit10



March 28, 2013

Dr. Gitanjali Kaul
Vice President for Strategic
Planning and Information Technology
Florida Atlantic University
777 Glades Road
ADM 10/392
Boca Raton, FL 33431-6424

Dear Dr. Kaul:

Thank you for your letter of December 6, 2012, providing information we requested concerning the closure and reorganization of off-campus sites in Treasure Coast, Dania Beach, and downtown Fort Lauderdale, effective fall 2012.

- Dania Beach – all undergraduate classroom instruction has been relocated to the University's main campus at Boca Raton. The Dania Beach campus offers supervised research instruction to graduate students.
- Downtown Fort Lauderdale – will remain an instructional site, although some programs will be relocated to other sites.
- Treasure Coast site
500 N.W. California Blvd.
Port St. Lucie, FL

All classes, faculty, and activities were relocated to the following nearby campuses:

Boca Raton Campus (main campus)
777 Glades Road
Boca Raton, FL 33431

John D. MacArthur Campus
5353 Parkside Drive
Jupiter, FL 33458

Davie Campus
2912 College Avenue
Davie, FL 33314



Page 2

Dr. Kaul

March 28, 2013

Faculty, staff, and students were made aware of the impending budget cuts that prompted the closure via email and the University's website. Students were encouraged to meet with faculty advisors to review their individual program requirements. All programs will continue to be offered by the University at other nearby sites. Faculty will be reassigned to the campus at which their program is offered and will be assisted in relocating their office to that campus. **We approve the teach-out plan for the Treasure Coast site and require no additional information.**

Best regards,

A handwritten signature in cursive script that reads "Belle S. Wheelan".

Belle S. Wheelan, Ph.D.
President

BSW/SLA:efk

cc: Dr. Mary Jane Saunders, President
Dr. Mark V. Smith

TREASURE COAST CAMPUS INFORMATION

500 NW California Blvd.,
Port St. Lucie, Florida 34986

ACREAGE: Campus consists of approximately 50 Acres
Host Community – St. Lucie County

LEASE AGREEMENT: Property is leased to FAU by Trustees of the Internal Improvement Trust Fund (TIITF) under lease number 4126, executed on September 3, 1996 for a 50 year period – ending September 2, 2046. To surrender premises, FAU BOT is to provide written notice to the Bureau of Land Management Services, Division of State Lands at least six (6) months prior to release of any or all of the lease premises. Notification shall include a legal description, lease number and an explanation of the release. The release shall only be valid if approved by the Lessor, through execution of a release of lease instrument.

FAU pays an annual upland administrative fee of \$300 to the Department of Environmental Protection for this lease.

IMPROVEMENTS: The site consists of six structures totaling 129,609 Gross Square Feet. Below is a summary of each facility:

Bldg. No.	Bldg. Name	Construction Year	Bldg. Sq. Ft.
TC01	St. Lucie	1991	12,000
TC02	Classroom & Office Facility (CO)	2000	29,257
TC03	Joint Use Facility (JU)	2000	55,763
TC04	Gazebo on the Lake	2003	848
TC05	Picnic Pavilion	2004	309
TC06	Multipurpose Bldg. (MP)	2008	31,432

OTHER AGREEMENTS:

USE AGREEMENT WITH COLLEGE PREPARATORY ACADEMY: In July 2012, FAU entered into an agreement with College Preparatory Academy of the Treasure Coast for their use of St. Lucie Bldg. The term of the agreement extends to June 30, 2014. University had the option to terminate the agreement at our sole discretion effective June 30, 2013 by providing user written notice on or before December 31, 2012 (this option was not exercised).

The Academy's obligation under the use agreement is \$10,000 monthly payment for use of the facility and payment of all utilities fees either directly to services providers or as invoiced through FAU. For services invoiced through FAU, user is to pay direct cost plus 8.26% for administrative fees (subject to change based on adjustments to FAU's overhead fee).

REVISED AGREEMENT BETWEEN FAU & IRSC FOR MAINTENANCE & USE: On July 1, 2012, FAU entered into a use and operations agreement with IRSC for the use of building JU, CO and MP. The agreement gives IRSC full and exclusive use of the referenced buildings. Under the agreement IRSC is responsible for all utilities, routine maintenance, cleaning and grounds keeping for IRSC and FAU buildings except for property being used by the College Preparatory Academy. This agreement extends through June 30, 2013.

Exhibit 12

TREASURE COAST CAMPUS - Building Data

SITE #	BLDG #	BLD OCC YR	BLDG CONST YR	BLDG SQ FT	BLDG BUDGET ENTITY	BLD OCC MTH	BLDG REPL COST	BLDG JOINT USE
6	TC01	1995	1991	12,000	1	12	\$1,369,900	X
6	TC02	2001	2000	29,257	1	12	\$4,761,500	X
6	TC03	2002	2000	55,763	1	1	\$9,240,040	P
6	TC04	2003	2003	848	1	9	\$98,300	X
6	TC05	2004	2004	309	1	7	\$9,010	X
6	TC06	2008	2008	31,432	1	11	\$6,071,420	X

129,609

Legend:

BLDG BUDGET ENTITY	Bldg Budget Definition
1	Education & General

BLDG JOINT USE	BLDG JOINT USE Definition
X	Not Shared
P	Shared

May - 2013

TREASURE COAST CAMPUS - Room Data

SITE #	BLDG #	RM #	RM USE CODE	RM JOINT/USE	RM BUDGET ENTITY	R.B.E. USER	RM AREA	RM CAP DESIGN	RM CAP ACTUAL
6	TC01	SL0101	100	A	1	1	666	0	0
6	TC01	SL0102	100	A	1	1	666	0	0
6	TC01	SL0103	100	A	1	1	666	0	0
6	TC01	SL0104	200	A	1	1	666	0	0
6	TC01	SL0105	300	A	1	1	620	0	0
6	TC01	SL0106	300	A	1	1	970	0	0
6	TC01	SL0106A	100	A	1	1	76	0	0
6	TC01	SL0107	XXX	A	N	N	43	0	0
6	TC01	SL0107A	XXX	A	N	N	87	0	0
6	TC01	SL0108	WWE	A	N	N	87	0	0
6	TC01	SL0108A	YWC	A	N	N	187	0	0
6	TC01	SL0108B	YWC	A	N	N	187	0	0
6	TC01	SL0109	601	A	1	1	642	0	0
6	TC01	SL0110	YYE	A	N	N	76	0	0
6	TC01	SL0111	601	A	2	2	1,051	0	0
6	TC01	SL0111A	300	A	1	1	80	0	0
6	TC01	SL0111B	601	A	2	2	154	0	0
6	TC01	SL0111C	300	A	2	2	64	0	0
6	TC01	SL0111D	YWC	A	N	N	56	0	0
6	TC01	SL0111E	YWC	A	N	N	56	0	0
6	TC01	SL0112	YYE	A	N	N	48	0	0
6	TC01	SL0113	300	A	1	2	237	0	0
6	TC01	SL0114	100	A	1	1	1,127	0	0
6	TC01	SL0115	YYY	A	N	N	76	0	0
6	TC01	SL0199	WWE	A	N	N	3,104	0	0
6	TC02	CO0100	WWE	A	N	N	1,159	0	0
6	TC02	CO0101	WWE	A	N	N	211	0	0
6	TC02	CO0102	WWE	A	N	N	211	0	0
6	TC02	CO0103	WWL	A	N	N	70	0	0
6	TC02	CO0103A	YYY	A	N	N	57	0	0
6	TC02	CO0104	YWC	A	N	N	285	0	0
6	TC02	CO0104A	WWW	A	N	N	44	0	0
6	TC02	CO0105	XXX	A	N	N	51	0	0
6	TC02	CO0106	YWC	A	N	N	250	0	0
6	TC02	CO0106A	WWW	A	N	N	45	0	0
6	TC02	CO0107	WWW	A	N	N	747	0	0
6	TC02	CO0108	WWW	A	N	N	206	0	0
6	TC02	CO0109	WWW	A	N	N	184	0	0
6	TC02	CO0109A	YYE	A	N	N	44	0	0
6	TC02	CO0110	310	A	1	1	120	0	0
6	TC02	CO0111	310	A	1	1	120	0	0
6	TC02	CO0112	310	A	1	1	120	0	0
6	TC02	CO0113	310	A	1	1	120	0	0
6	TC02	CO0114	310	A	1	1	120	0	0
6	TC02	CO0115	310	A	1	1	120	0	0
6	TC02	CO0116	310	A	1	1	181	0	0
6	TC02	CO0117	310	A	1	1	110	0	0
6	TC02	CO0118	310	A	1	1	120	0	0
6	TC02	CO0119	310	A	1	1	120	0	0
6	TC02	CO0120	310	A	1	1	158	0	0

TREASURE COAST CAMPUS - Room Data

SITE #	BLDG #	RM #	RM USE CODE	RM JOINT/USE	RM BUDGET ENTITY	R.B.E. USER	RM AREA	RM CAP DESIGN	RM CAP ACTUAL
6	TC02	CO0121	310	A	1	1	120	0	0
6	TC02	CO0122	310	A	1	1	120	0	0
6	TC02	CO0123	310	A	1	1	120	0	0
6	TC02	CO0124	310	A	1	1	120	0	0
6	TC02	CO0125	310	A	1	1	120	0	0
6	TC02	CO0126	310	A	1	1	120	0	0
6	TC02	CO0127	310	A	1	1	120	0	0
6	TC02	CO0128	310	A	1	1	195	0	0
6	TC02	CO0129	310	A	1	1	142	0	0
6	TC02	CO0130	310	A	1	1	127	0	0
6	TC02	CO0131	310	A	1	1	127	0	0
6	TC02	CO0132	315	A	1	2	286	0	0
6	TC02	CO0133	310	A	1	2	112	0	0
6	TC02	CO0134	750	A	1	1	225	0	0
6	TC02	CO0135	110	A	1	1	1,146	50	50
6	TC02	CO0136	YYE	A	N	N	140	0	0
6	TC02	CO0137	YYY	A	N	N	184	0	0
6	TC02	CO0138	310	A	1	1	558	0	0
6	TC02	CO0139	350	A	1	1	239	0	0
6	TC02	CO0140	315	A	1	1	209	0	0
6	TC02	CO0141	210	A	1	1	667	12	12
6	TC02	CO0142	YYE	A	N	N	124	0	0
6	TC02	CO0143	310	A	1	1	123	0	0
6	TC02	CO0144	110	A	1	1	967	35	35
6	TC02	CO0200	WWE	A	N	N	2,048	0	0
6	TC02	CO0201	WWE	A	N	N	178	0	0
6	TC02	CO0202	WWE	A	N	N	220	0	0
6	TC02	CO0203	WWL	A	N	N	70	0	0
6	TC02	CO0204	YWC	A	N	N	284	0	0
6	TC02	CO0204A	WWW	A	N	N	44	0	0
6	TC02	CO0205	XXX	A	N	N	51	0	0
6	TC02	CO0206	YWC	A	N	N	250	0	0
6	TC02	CO0206A	WWW	A	N	N	45	0	0
6	TC02	CO0207	XXX	A	N	N	57	0	0
6	TC02	CO0208	WWW	A	N	N	405	0	0
6	TC02	CO0209	WWW	A	N	N	104	0	0
6	TC02	CO0210	WWW	A	N	N	171	0	0
6	TC02	CO0210A	YYE	A	N	N	44	0	0
6	TC02	CO0211	310	A	1	1	107	0	0
6	TC02	CO0212	YYY	A	N	N	107	0	0
6	TC02	CO0213	315	A	1	1	276	0	0
6	TC02	CO0214	310	A	1	1	120	0	0
6	TC02	CO0215	310	A	1	1	120	0	0
6	TC02	CO0216	310	A	1	1	120	0	0
6	TC02	CO0217	310	A	1	1	120	0	0
6	TC02	CO0218	310	A	1	1	120	0	0
6	TC02	CO0219	310	A	1	1	120	0	0
6	TC02	CO0220	310	A	1	1	158	0	0
6	TC02	CO0221	412	A	1	1	308	0	0
6	TC02	CO0222	210	A	1	1	1,335	36	36

TREASURE COAST CAMPUS - Room Data

SITE #	BLDG #	RM #	RM USE CODE	RM JOINT/USE	RM BUDGET ENTITY	R.B.E. USER	RM AREA	RM CAP DESIGN	RM CAP ACTUAL
6	TC02	CO0222A	215	A	1	1	115	0	0
6	TC02	CO0223	310	A	1	1	210	0	0
6	TC02	CO0224	215	A	1	1	96	0	0
6	TC02	CO0225	210	A	1	1	701	20	20
6	TC02	CO0226	210	A	1	1	1,065	16	16
6	TC02	CO0226A	YWC	A	N	N	72	0	0
6	TC02	CO0226B	215	A	1	1	160	0	0
6	TC02	CO0227	YYY	A	N	N	145	0	0
6	TC02	CO0228	310	A	1	1	320	0	0
6	TC02	CO0229	350	A	1	1	266	0	0
6	TC02	CO0230	315	A	1	1	240	0	0
6	TC02	CO0231	210	A	1	1	696	16	16
6	TC02	CO0231A	115	A	1	1	74	0	0
6	TC02	CO0232	110	A	1	1	1,146	50	50
6	TC03	JU0100	WWW	S	N	N	1,026	0	0
6	TC03	JU0100A	XXX	S	N	N	55	0	0
6	TC03	JU0100B	YYE	S	N	N	104	0	0
6	TC03	JU0100C	YYY	S	N	N	58	0	0
6	TC03	JU0101	WWW	S	N	N	555	0	0
6	TC03	JU0101A	YYY	S	N	N	200	0	0
6	TC03	JU0101B	YYY	S	N	N	508	0	0
6	TC03	JU0102	WWW	S	N	N	495	0	0
6	TC03	JU0103	YWC	S	N	N	262	0	0
6	TC03	JU0104	YWC	S	N	N	329	0	0
6	TC03	JU0105	WWW	S	N	N	305	0	0
6	TC03	JU0106A	WWL	S	N	N	73	0	0
6	TC03	JU0106B	WWL	S	N	N	73	0	0
6	TC03	JU0107	WWW	S	N	N	193	0	0
6	TC03	JU0108	WWW	S	N	N	193	0	0
6	TC03	JU0108A	XXX	S	N	N	15	0	0
6	TC03	JU0109	YYY	S	N	N	71	0	0
6	TC03	JU0110	310	A	1	1	320	0	0
6	TC03	JU0110A	315	A	1	1	31	0	0
6	TC03	JU0110B	YWC	A	N	N	35	0	0
6	TC03	JU0111	110	A	1	1	711	24	24
6	TC03	JU0112	110	A	1	1	768	33	30
6	TC03	JU0113	310	S	1	1	1,895	0	0
6	TC03	JU0113A	310	A	1	1	100	0	0
6	TC03	JU0113B	300	O	X	X	105	0	0
6	TC03	JU0113C	315	S	1	1	130	0	0
6	TC03	JU0113D	300	O	X	X	315	0	0
6	TC03	JU0114	200	O	X	X	435	0	0
6	TC03	JU0115	635	S	1	1	530	0	0
6	TC03	JU0115A	635	S	2	2	105	0	0
6	TC03	JU0115B	635	S	2	2	60	0	0
6	TC03	JU0115C	635	S	1	1	103	0	0
6	TC03	JU0116	630	S	1	1	1,051	0	0
6	TC03	JU0117	WWW	S	N	N	1,575	0	0
6	TC03	JU0117A	440	S	1	1	485	0	0
6	TC03	JU0117B	440	S	1	1	17	0	0

TREASURE COAST CAMPUS - Room Data

SITE #	BLDG #	RM #	RM USE CODE	RM JOINT/USE	RM BUDGET ENTITY	R.B.E. USER	RM AREA	RM CAP DESIGN	RM CAP ACTUAL
6	TC03	JU0118	WWW	S	N	N	633	0	0
6	TC03	JU0119	430	S	1	1	839	0	0
6	TC03	JU0120	410	S	1	1	263	0	0
6	TC03	JU0121	410	S	1	1	168	0	0
6	TC03	JU0122	300	O	X	X	159	0	0
6	TC03	JU0123	310	A	1	1	158	0	0
6	TC03	JU0124	YYY	S	N	N	201	0	0
6	TC03	JU0125	310	A	1	1	165	0	0
6	TC03	JU0126	440	S	1	1	700	0	0
6	TC03	JU0127	440	S	1	1	220	0	0
6	TC03	JU0127A	YWC	S	N	N	62	0	0
6	TC03	JU0128	440	S	1	1	140	0	0
6	TC03	JU0129	300	O	X	X	148	0	0
6	TC03	JU0130	300	O	X	X	148	0	0
6	TC03	JU0131	420	S	1	1	2,389	0	0
6	TC03	JU0132	420	S	1	1	736	0	0
6	TC03	JU0133	WWW	S	N	N	334	0	0
6	TC03	JU0134	220	S	1	1	1,421	32	32
6	TC03	JU0135	YWC	S	N	N	63	0	0
6	TC03	JU0136	YWC	S	N	N	65	0	0
6	TC03	JU0137	YYY	S	N	N	173	0	0
6	TC03	JU0138	XXX	S	N	N	45	0	0
6	TC03	JU0139	YYY	S	N	N	65	0	0
6	TC03	JU0140	WWL	S	N	N	60	0	0
6	TC03	JU0141	YYE	S	N	N	174	0	0
6	TC03	JU0199A	WWE	S	N	N	156	0	0
6	TC03	JU0199B	WWE	S	N	N	156	0	0
6	TC03	JU0199C	WWE	S	N	N	279	0	0
6	TC03	JU0199D	WWE	S	N	N	279	0	0
6	TC03	JU0199E	WWE	S	N	N	3,280	0	0
6	TC03	JU0200	WWW	O	N	N	600	0	0
6	TC03	JU0200A	XXX	O	N	N	72	0	0
6	TC03	JU0200C	YYY	O	N	N	90	0	0
6	TC03	JU0201	WWW	O	N	N	578	0	0
6	TC03	JU0201A	YYY	O	N	N	225	0	0
6	TC03	JU0201B	YYY	O	N	N	337	0	0
6	TC03	JU0202	WWW	O	N	N	578	0	0
6	TC03	JU0203	WWW	S	N	N	72	0	0
6	TC03	JU0203A	YWC	S	N	N	204	0	0
6	TC03	JU0204	YWC	S	N	N	376	0	0
6	TC03	JU0205	WWW	S	N	N	168	0	0
6	TC03	JU0206A	WWL	S	N	N	73	0	0
6	TC03	JU0206B	WWL	S	N	N	73	0	0
6	TC03	JU0207	WWW	O	N	N	193	0	0
6	TC03	JU0208	WWW	O	N	N	208	0	0
6	TC03	JU0209	100	O	X	X	785	0	0
6	TC03	JU0210	100	O	X	X	775	0	0
6	TC03	JU0211	400	O	X	X	936	0	0
6	TC03	JU0212	400	O	X	X	990	0	0
6	TC03	JU0213	400	O	X	X	768	0	0

May -2013

TREASURE COAST CAMPUS - Room Data

SITE #	BLDG #	RM #	RM USE CODE	RM JOINT/USE	RM BUDGET ENTITY	R.B.E. USER	RM AREA	RM CAP DESIGN	RM CAP ACTUAL
6	TC03	JU0214	100	O	X	X	775	0	0
6	TC03	JU0215	100	O	X	X	650	0	0
6	TC03	JU0216	100	O	X	X	1,094	0	0
6	TC03	JU0216A	100	O	X	X	132	0	0
6	TC03	JU0217	420	S	1	1	2,389	0	0
6	TC03	JU0217A	YYE	S	N	N	138	0	0
6	TC03	JU0217B	YYY	S	N	N	196	0	0
6	TC03	JU0218	410	S	1	1	207	0	0
6	TC03	JU0219	410	S	1	1	149	0	0
6	TC03	JU0220	430	S	1	1	713	0	0
6	TC03	JU0221	WWL	S	N	N	64	0	0
6	TC03	JU0222	420	S	1	1	1,677	0	0
6	TC03	JU0223	420	S	1	1	1,789	0	0
6	TC03	JU0224	YWC	S	N	N	65	0	0
6	TC03	JU0225	XXX	S	N	N	65	0	0
6	TC03	JU0226	YYY	S	N	N	159	0	0
6	TC03	JU0227	YWC	S	N	N	62	0	0
6	TC03	JU0300	WWW	A	N	N	456	0	0
6	TC03	JU0301	WWW	A	N	N	442	0	0
6	TC03	JU0302	WWW	A	N	N	126	0	0
6	TC03	JU0302A	XXX	A	N	N	47	0	0
6	TC03	JU0302B	YYY	A	N	N	87	0	0
6	TC03	JU0303	WWW	A	N	N	360	0	0
6	TC03	JU0305	WWW	S	N	N	305	0	0
6	TC03	JU0306A	WWL	S	N	N	73	0	0
6	TC03	JU0306B	WWL	S	N	N	73	0	0
6	TC03	JU0307	310	A	1	1	132	0	0
6	TC03	JU0308	WWW	S	N	N	258	0	0
6	TC03	JU0309	310	A	1	1	131	0	0
6	TC03	JU0310	310	A	1	1	120	0	0
6	TC03	JU0311	310	A	1	1	120	0	0
6	TC03	JU0312	310	A	1	1	120	0	0
6	TC03	JU0313	310	A	1	1	120	0	0
6	TC03	JU0314	310	A	1	1	120	0	0
6	TC03	JU0315	310	A	1	1	120	0	0
6	TC03	JU0316	YYY	A	N	N	91	0	0
6	TC03	JU0316A	YYY	A	N	N	22	0	0
6	TC03	JU0317	310	A	1	1	190	0	0
6	TC03	JU0318	350	A	1	1	191	0	0
6	TC03	JU0319	110	A	1	1	774	29	29
6	TC03	JU0320	115	A	1	1	174	0	0
6	TC03	JU0321	310	A	1	1	176	0	0
6	TC03	JU0322	315	A	1	1	263	0	0
6	TC03	JU0323	315	A	1	1	136	0	0
6	TC03	JU0324	350	A	1	1	477	0	0
6	TC03	JU0325	310	A	1	1	196	0	0
6	TC03	JU0326	310	A	1	1	214	0	0
6	TC03	JU0327	310	A	1	1	297	0	0
6	TC03	JU0328	WWW	A	N	N	125	0	0
6	TC03	JU0329	310	A	1	1	416	0	0

TREASURE COAST CAMPUS - Room Data

SITE #	BLDG #	RM #	RM USE CODE	RM JOINT/USE	RM BUDGET ENTITY	R.B.E. USER	RM AREA	RM CAP DESIGN	RM CAP ACTUAL
6	TC03	JU0330	310	A	1	1	165	0	0
6	TC03	JU0331	310	A	1	1	199	0	0
6	TC03	JU0332	310	A	1	1	188	0	0
6	TC03	JU0333	310	A	1	1	141	0	0
6	TC03	JU0334	110	A	1	1	963	30	30
6	TC03	JU0334A	115	A	1	1	36	0	0
6	TC03	JU0335	110	A	1	1	780	30	30
6	TC03	JU0335A	115	A	1	1	50	0	0
6	TC03	JU0336	YWC	A	N	N	268	0	0
6	TC03	JU0337	YWC	A	N	N	224	0	0
6	TC03	JU0338	WWW	A	N	N	70	0	0
6	TC04	GZ0001	WWE	A	N	N	724	0	0
6	TC05	PP0100	WWE	A	N	N	309	0	0
6	TC06	MP0100	WWW	A	N	N	1,739	0	0
6	TC06	MP0100A	WWW	A	N	N	1,035	0	0
6	TC06	MP0100B	WWW	A	N	N	287	0	0
6	TC06	MP0100C	WWW	A	N	N	640	0	0
6	TC06	MP0101	110	A	1	1	1,092	55	55
6	TC06	MP0102	WWW	A	N	N	48	0	0
6	TC06	MP0102A	YWC	A	N	N	245	0	0
6	TC06	MP0103	XXX	A	N	N	54	0	0
6	TC06	MP0104	WWW	A	N	N	43	0	0
6	TC06	MP0104A	YWC	A	N	N	205	0	0
6	TC06	MP0105	110	A	1	1	1,564	78	78
6	TC06	MP0106	110	A	1	1	1,772	89	89
6	TC06	MP0106A	115	A	1	1	132	0	0
6	TC06	MP0107	310	A	1	1	223	0	0
6	TC06	MP0108	YYE	A	N	N	169	0	0
6	TC06	MP0109	YYY	A	N	N	260	0	0
6	TC06	MP0110	YYY	A	N	N	121	0	0
6	TC06	MP0111	110	A	1	1	1,090	55	55
6	TC06	MP0112	110	A	1	1	800	40	40
6	TC06	MP0113	110	A	1	1	800	55	55
6	TC06	MP0114	110	A	1	1	1,092	36	36
6	TC06	MP0115	110	A	1	1	1,099	55	55
6	TC06	MP0116	310	A	1	1	309	0	0
6	TC06	MP0116A	310	A	1	1	85	0	0
6	TC06	MP0116B	310	A	1	1	85	0	0
6	TC06	MP0117	310	A	1	1	306	0	0
6	TC06	MP0117A	310	A	1	1	58	0	0
6	TC06	MP0117B	YWC	A	N	N	65	0	0
6	TC06	MP0117C	310	A	1	1	73	0	0
6	TC06	MP0118	670	A	1	1	430	0	0
6	TC06	MP0195	WWL	A	N	N	71	0	0
6	TC06	MP0197A	WWW	A	N	N	352	0	0
6	TC06	MP0197B	WWW	A	N	N	271	0	0
6	TC06	MP0198	YYY	A	N	N	70	0	0
6	TC06	MP0198A	YYY	A	N	N	54	0	0
6	TC06	MP0199A	WWE	A	N	N	667	0	0
6	TC06	MP0199B	WWE	A	N	N	1,331	0	0

TREASURE COAST CAMPUS - Room Data

SITE #	BLDG #	RM #	RM USE CODE	RM JOINT/USE	RM BUDGET ENTITY	R.B.E. USER	RM AREA	RM CAP DESIGN	RM CAP ACTUAL
6	TC06	MP0199C	WWE	A	N	N	253	0	0
6	TC06	MP0199D	WWE	A	N	N	222	0	0
6	TC06	MP0200	WWW	A	N	N	559	0	0
6	TC06	MP0200A	WWW	A	N	N	282	0	0
6	TC06	MP0200B	WWW	A	N	N	253	0	0
6	TC06	MP0200C	WWW	A	N	N	546	0	0
6	TC06	MP0200D	WWW	A	N	N	370	0	0
6	TC06	MP0200E	WWW	A	N	N	149	0	0
6	TC06	MP0200F	WWW	A	N	N	464	0	0
6	TC06	MP0200G	WWW	A	N	N	308	0	0
6	TC06	MP0201	110	A	1	1	1,080	55	55
6	TC06	MP0202	WWW	A	N	N	63	0	0
6	TC06	MP0202A	YWC	A	N	N	198	0	0
6	TC06	MP0202B	115	A	1	1	33	0	0
6	TC06	MP0203	XXX	A	N	N	49	0	0
6	TC06	MP0204	WWW	A	N	N	44	0	0
6	TC06	MP0204A	YWC	A	N	N	138	0	0
6	TC06	MP0205	110	A	1	1	672	34	34
6	TC06	MP0206	310	A	1	1	669	0	0
6	TC06	MP0207	310	A	1	1	168	0	0
6	TC06	MP0208	310	A	1	1	127	0	0
6	TC06	MP0209	310	A	1	1	209	0	0
6	TC06	MP0210	310	A	1	1	120	0	0
6	TC06	MP0211	310	A	1	1	122	0	0
6	TC06	MP0212	310	A	1	1	120	0	0
6	TC06	MP0213	310	A	1	1	122	0	0
6	TC06	MP0214	310	A	1	1	120	0	0
6	TC06	MP0215	310	A	1	1	122	0	0
6	TC06	MP0216	310	A	1	1	120	0	0
6	TC06	MP0217	310	A	1	1	122	0	0
6	TC06	MP0218	310	A	1	1	120	0	0
6	TC06	MP0219	310	A	1	1	128	0	0
6	TC06	MP0220	310	A	1	1	127	0	0
6	TC06	MP0221	310	A	1	1	200	0	0
6	TC06	MP0222	310	A	1	1	296	0	0
6	TC06	MP0222A	310	A	1	1	114	0	0
6	TC06	MP0222B	315	A	1	1	158	0	0
6	TC06	MP0222C	310	A	1	1	124	0	0
6	TC06	MP0222D	310	A	1	1	127	0	0
6	TC06	MP0222E	310	A	1	1	148	0	0
6	TC06	MP0222F	310	A	1	1	148	0	0
6	TC06	MP0223	350	A	1	1	303	0	0
6	TC06	MP0224	310	A	1	1	126	0	0
6	TC06	MP0225	310	A	1	1	126	0	0
6	TC06	MP0226	310	A	1	1	126	0	0
6	TC06	MP0227	310	A	1	1	120	0	0
6	TC06	MP0228	310	A	1	1	120	0	0
6	TC06	MP0229	310	A	1	1	126	0	0
6	TC06	MP0230	310	A	1	1	126	0	0
6	TC06	MP0231	310	A	1	1	120	0	0

TREASURE COAST CAMPUS - Room Data

SITE #	BLDG #	RM #	RM USE CODE	RM JOINT/USE	RM BUDGET ENTITY	R.B.E. USER	RM AREA	RM CAP DESIGN	RM CAP ACTUAL
6	TC06	MP0232	310	A	1	1	120	0	0
6	TC06	MP0233	310	A	1	1	126	0	0
6	TC06	MP0234	310	A	1	1	126	0	0
6	TC06	MP0235	310	A	1	1	120	0	0
6	TC06	MP0236	310	A	1	1	120	0	0
6	TC06	MP0237	310	A	1	1	240	0	0
6	TC06	MP0238	310	A	1	1	120	0	0
6	TC06	MP0239	315	A	1	1	130	0	0
6	TC06	MP0240	YYE	A	N	N	116	0	0
6	TC06	MP0241	YYY	A	N	N	275	0	0
6	TC06	MP0242	315	A	1	1	493	0	0
6	TC06	MP0242A	315	A	1	1	186	0	0
6	TC06	MP0295	WWL	A	N	N	71	0	0
6	TC06	MP0297A	WWW	A	N	N	352	0	0
6	TC06	MP0297B	WWE	A	N	N	271	0	0

RM JOINT/USE	RM JOINT/USE Definition
A	University Only
S	University and Other
O	Other Entity Only

RM BUDGET ENTITY/R.B.E User	RM BUDGET ENTITY/R.B.E. User Definition
1	E&G
2	Auxiliary
N	Non Assignable Space
X	Non-SUS Indicates an employee not paid by the University

Item: AF: A-4

Tuesday, June 11, 2013

**SUBJECT: APPROVAL OF TRANSFER OF PORT ST. LUCIE PROPERTY TO
INDIAN RIVER STATE COLLEGE.**

PROPOSED Board ACTION

The University requests approval of the transfer of the Port St. Lucie campus in accordance with Board of Governors (BOG) Regulation 8.009 and authorize the University President to execute any documents required to affect the transfer.

BACKGROUND INFORMATION

The Florida Atlantic University (FAU) Board of Trustees (BOT) adopted a budget for the 2012-13 fiscal year which included the closing of the Port St. Lucie campus. This decision was made as part of a larger, comprehensive budget reduction plan that addressed the continuing fiscal decline of the State of Florida budget and subsequent FAU appropriation reductions. An analysis of reduced program offerings, the declining campus student enrollment, and reductions in overall credit hours being generated on that campus led to this decision. The BOT determined that the academic programs could be more efficiently and effectively delivered at the Harbor Branch Oceanographic Institute in Fort Pierce, the Jupiter campus, the Boca Raton campus or by offering programs on-line. With the relocation of the academic programs, FAU was able to assure that no students were adversely affected regarding degree completion and in addition, nearly \$2 million was saved.

FAU's long-time partner on the Port St. Lucie campus, Indian River State College (IRSC), requested and was granted a lease of the facilities for the 2012-13 academic year. In the Facility Lease Agreement, IRSC agreed to pay for the administrative costs associated with the Port St. Lucie campus during the lease period. More recently, as this transfer progressed, in Section 9 of the 2013-14 appropriations act, the Florida Legislature passed the transfer of the facilities from FAU to IRSC and this was signed by Governor Scott on May 20, 2013.

The BOG Regulation 8.009(3)(c), states that an instructional site or campus slated for closure by a university will require BOT approval. It further requires that if an instructional or special purpose site scheduled for closing has been funded by the Legislature or established pursuant to law, the University shall provide documentation to the BOG justifying the closure, and shall initiate a dialogue with legislative leadership regarding the closure. This requirement has been met.

The final step of this process, to assure all obligations have been met and regulations adhered to, is the formal transfer of the campus to IRSC.

IMPLEMENTATION PLAN/DATE

Immediately, upon approval by the BOT and the BOG.

FISCAL IMPLICATIONS

N/A

Supporting Documentation: N/A

Presented by: Dennis Crudele, Sr. Vice President for Financial Affairs

Phone: 561-297-3266

FAU

BOARD OF TRUSTEES
Florida Atlantic University

Meeting Minutes
Tuesday, June 11, 2013 – 10:00 a.m.
Boca Raton Campus
FAU Stadium – Recruiting Room
777 Glades Road
Boca Raton, FL 33431

Chair Anthony Barbar convened the full board meeting of the Florida Atlantic University Board of Trustees with the following members participating:

Vice Chair Thomas Workman, Mr. Peter Amirato, Mr. David Feder, Dr. Jeffrey Feingold, Dr. Ronald Nyhan, Mr. Robert Rubin, and Dr. Julius Teske.

The following university officials participated:

Mr. Dennis Crudele, Acting University President; Dr. Brenda Claiborne, Provost and Chief Academic Officer; Mr. David Kian, General Counsel; Mrs. Dorothy Russell, Acting Senior Vice President for Financial Affairs; Dr. Barry Rosson, Vice President of Research and Dean of the Graduate College; Dr. Charles Brown, Sr. Vice President of Student Affairs; Mrs. Joanne Davis, Interim Vice President of Community Engagement and Executive Director, FAU Foundation, Inc.; Ms. Stacy Volnick, Vice President of Executive Operations and Chief of Staff; and Andrew LaPlant, BOT Coordinator.

I. Call to Order and Roll Call

Chair Anthony Barbar convened the full board meeting. Roll was taken and a quorum was present.

II. Chair's Report

Chair Barbar thanked the trustees for accommodating a different schedule this month.

III. President's Report

Acting President Crudele announced that the Charles E. Schmidt College of Medicine and the partner hospitals have received accreditation from the ACGME for internal medicine residency, which will start July 1, 2014, with 96 residents. Dr. Roth is working to create multiple residency programs throughout the consortium.

Crudele noted he met with the University Press staff this past week and had a very good meeting. Yesterday, he was in Dallas for the Conference USA Presidents meeting. He is very please in the amount of funds we will be receiving through our affiliation with the conference.

IV. Approval of the Minutes

A motion was made and seconded to approve the March 19, 2013 meeting minutes. With no further discussion or amendments, the motion passed unanimously.

V. Consent Agenda

Chairman Barbar stated that all items have been discussed and approved in their respective committee. **A motion was made and seconded to approve the Audit & Finance Committee and the Strategic Planning Committee consent agendas from the April 16, 2013 meeting and the Audit & Finance Committee, Strategic Planning Committee and the Committee on Academic and Student Affairs consent agendas from the June 4, 2013 meeting. With no further discussion or amendments, the motion passed unanimously.**

VI. Action Agenda

Chair Barbar asked Mr. David Kian to go over the Approval to Rename the BOT Room and the Renovation Plan. Mr. Kian stated this item was unanimously passed in the Strategic Planning Committee. The Board of Governors guideline requires that naming will be voted on by a separate action item, rather than a consent agenda item. The administration requests that the board approves the proposal to rename the BOT Room to the "Dr. Jeffrey P. and Barbara S. Feingold Board of Trustees Room." **A motion was made and seconded to approve the Approval to Rename the BOT Room and the Renovation Plan. With no further discussion or amendments, the motion passed unanimously.**

VII. Old Business

There was no old business.

VIII. New Business

There was no new business.

IX. BOT Member Comments

Trustee Teske noted that although he voted for everything, he would not like to see a significant increase in the housing rate next year. Trustee Feder noted we get a competitive analysis every year and the last one, FAU was in good shape regarding the rates. But he agreed that we need to look at it every year. Chair Barbar appreciated Trustee Teske's comment and thought the occupancy range for our rate is right where we need to be. He also agreed that we need to be cautious of fees being increased. Trustee Feingold agreed with Trustee Teske.

X. Public Comments

There were no public comments.

XI. Adjournment

A motion was made and seconded to adjourn the meeting. The motion passed unanimously and the meeting was adjourned.

REVISED AGREEMENT
Between
INDIAN RIVER STATE COLLEGE
BOARD OF TRUSTEES
And
FLORIDA ATLANTIC UNIVERSITY
BOARD OF TRUSTEES
Relating to the
INTERIM USE AND OPERATION OF
FAU ST. LUCIE WEST CAMPUS
PROPERTY AND BUILDINGS

This collaborative agreement ("Agreement") entered into as of July 1, 2012 and amending prior Agreement entered into July 1, 2009, between the Florida Atlantic University Board of Trustees ("FAU") and Indian River State College Board of Trustees ("IRSC") is designed to set forth the conceptual, general and specific terms for IRSC's interim use and operation of FAU's property and buildings.

PREAMBLE

WHEREAS, FAU and IRSC have operated contiguous campuses in St. Lucie West and secured funding, and constructed and operated educational buildings as a joint use campus, and

WHEREAS, FAU and IRSC have a history of shared use and shared costs by agreement, and

WHEREAS, FAU has decided to suspend operations of activities in the St. Lucie West Campus facilities effective July 1, 2012, and

WHEREAS, FAU is currently evaluating options for the disposition and/or transfer of its leasehold interest in the FAU St. Lucie West property, and

WHEREAS, IRSC desires to use FAU's facilities while FAU operations are suspended, and FAU agrees to permit IRSC to use FAU's facilities subject to the terms and conditions set forth herein,

IT IS AGREED, that the following terms and conditions are hereby set forth to accomplish the directive and public purpose referred to above.

- I. **USE.** IRSC will have full and exclusive use of FAU buildings JU, CO, and MP to schedule college activities, expand program offerings and events, and occupy offices, student support areas and all other spaces within the buildings effective July 1, 2012, until such time as this agreement is terminated. As the only exceptions to full and exclusive IRSC will honor FAU's commitment to provide space to The Autism Center and Stand Among Friends organization. IRSC will commit equal space but may ask

one of them to move so that each are housed in the same building for the purpose of efficiency and cost savings.

- II. **INSURANCE.** FAU will continue to maintain property coverage on all FAU buildings covered by this Agreement. Such coverage shall be under the policy provided by the State Risk Management Trust Fund or such other provider as FAU deems appropriate in its sole discretion. Such coverage shall be carried in amounts deemed appropriate by FAU in its sole discretion. IRSC will provide coverage for its personal property located in FAU buildings. Proof of property and liability coverage will be provided to FAU's Risk Manager upon request by FAU.
- III. **UTILITIES.** IRSC will pay all utilities associated with the JU, CO, and MP buildings, including without limitation, electricity, water and sewer, reuse water, elevator maintenance and inspections, fire system monitoring, inspection and maintenance, and garbage.
- IV. **MAINTENANCE/CLEANING/GROUNDS.** IRSC will provide routine maintenance, cleaning, and grounds keeping for IRSC and FAU facilities and grounds except property shown in Exhibit A.
- V. **SECURITY.** IRSC will secure the campuses (except property shown in Exhibit A) with security officers and equipment consistent with how it secures all IRSC branch campuses. IRSC acknowledges that there will not be staffing from the FAU Police Department ("FAUPD") on site and shall contact the Port St. Lucie Police Department for police services as needed. IRSC shall notify the FAUPD as soon as possible of any such contacts or other security issues.
- VI. **FURNITURE, EQUIPMENT, TECHNOLOGY, LIBRARY MATERIALS.** It is understood that FAU will remove furniture, equipment, technology, and library materials that it owns to be used on other campuses and that FAU will also choose to leave furniture, equipment, technology, or library materials in place to be used by IRSC. IRSC will not be obligated to keep, repair or replace furniture, equipment, technology, or library materials. Any furniture, equipment, technology, or library materials purchased by IRSC to be placed in FAU facilities remains the property of IRSC.
- VII. **VOICE, VIDEO, DATA, INFRASTRUCTURE AND SERVICES.** FAU will continue to facilitate IRSC's access to Florida Lambda Rail (FLR) network. Voice, video, data, infrastructure and other similar services will be the responsibility of IRSC. IRSC will reimburse FAU for 100% of the metro-ethernet cost at the St. Lucie West location and the portion of the metro-ethernet circuit at the Boca Raton campus needed to meet the bandwidth requirements of IRSC (provided such bandwidth is available from FAU without major degradation of FAU services, in FAU's sole discretion). FAU is not responsible for any outages. FAU does not provide any form of guaranteed bandwidth or uptime.

- VIII. **ACADEMY AGREEMENT.** IRSC will assume all of FAU's obligations under FAU's Facilities Use Agreement with College Preparatory Academy of the Treasure Coast (the "Academy Agreement"). All rights under the Academy Agreement shall remain with FAU, including without limitation the right to collect the monthly Facilities Fee of \$10,000, which shall continue to be paid to FAU. In the event IRSC desires that FAU exercise the early termination option set forth in Paragraph 7 of the Academy Agreement, IRSC shall pay FAU the sum of \$120,000. In the event the College Preparatory Academy should default on lease to FAU, IRSC will not be held responsible for lease payments.
- IX. **RENOVATIONS AND REMODELING.** It is understood that modifications to space may be required to better accommodate IRSC's requirements. IRSC will work with and secure permits and/or written approval from FAU before making any space changes that alter dimensions or floor plans in a significant way. Renovations and remodeling done or contracted by IRSC will be at IRSC's sole cost and expense. IRSC will be permitted, at its expense to upgrade, modify, or replace any HVAC equipment in FAU buildings for the purpose of improved efficiency and reductions in energy costs.
- X. **KEYS AND LOCKS.** IRSC will rekey the JU, CO, and MP buildings using FAU's Sargent key system. IRSC will provide FAU with a master key(s), and any and all keying information to pin set locks.
- XI. **SIGNAGE.** To help the public navigate and eliminate confusion, IRSC will remove/change references to FAU on exterior and interior signage as it deems necessary.
- XII. **RENT.** In consideration of the longstanding FAU/IRSC joint use partnership and cost sharing, and in consideration of IRSC absorbing the majority of the operating cost of the FAU facilities, FAU will not charge any rent for IRSC's use of the facilities.
- XIII. **TERM AND TERMINATION.** This Agreement shall be effective as of July 1, 2012 and shall remain valid until June 30, 2013 or until earlier terminated in writing by the parties. Either party may terminate this Agreement at any time, in whole or in part, upon sixty (60) days written notice to the other party. Upon termination of this Agreement, IRSC will at once surrender possession of the facilities to FAU in as good condition as when first received, normal wear and tear excepted, and remove all of IRSC's personal property therefrom, within twenty (20) days from the date of termination.
- XIV. **FUNDING.** The performance of the parties obligations under this Agreement shall be subject to and contingent upon the availability of funds appropriated by the state legislature or the prime funding agency, or otherwise lawfully expendable for the purpose of this Agreement for the current and future periods. Either party shall give written notice to the other party as soon as reasonably practicable of the non-availability of such funds when such party has knowledge. Upon receipt of such

notice, the parties shall be entitled to payment only for those services performed prior to the effective date of the non-availability of such funds.

XV. **CONDITION AND RELEASE.** IRSC accepts the facilities in "as is" condition. FAU makes no representations or warranties about their condition or fitness for a particular purpose and expressly disclaims any obligations of continued maintenance or repair. Conversely, IRSC shall have no obligation to make major repairs or major maintenance except for routine maintenance, cleaning and grounds per section IV of this agreement. IRSC, its officers, employees, volunteers, agents, invitees and contractors expressly waive all rights, claims and demands, and forever releases, discharges and holds harmless FAU and its employees, agents, contractors and volunteers (the "FAU Parties") from any and all demands, claims, actions and causes of action arising from any cause and arising directly or indirectly out of IRSC use of the FAU facilities under this Agreement.

XVI. **ASSIGNMENT.** IRSC shall not assign or sublease all or any part of this Agreement or the facilities without the prior written consent of FAU, which consent may be withheld in its sole discretion.

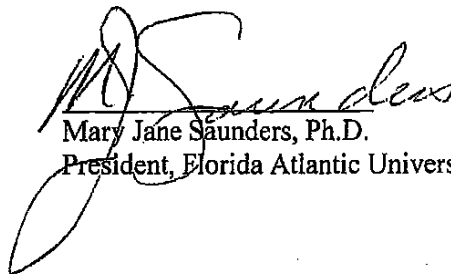
XVII. **INSURANCE.** Any IRSC contractors authorized to be working on the FAU facilities shall maintain, at their own expense, without lapse or material change, the following insurance: (i) Worker's Compensation coverage in accordance with applicable law and (ii) General Liability and Automobile Liability coverage with limits of One Million Dollars (\$1,000,000) per person and Two Million Dollars (\$2,000,000) per occurrence. The liability policies shall name the FAU Parties as additional insureds. IRSC shall provide evidence of such coverage to FAU prior to the commencement of any work by each contractor.

XVIII. **CONDUCT OF ACTIVITIES.** IRSC agrees to conduct its activities in the facilities in a careful and safe manner and in accordance with all applicable laws and regulations, and subject to and in compliance with the terms and conditions of FAU's underlying lease with the Board of Trustees of the Internal Improvement Trust Fund of the State of Florida. To the extent provided under applicable law, IRSC assumes any and all risks of personal injury and property damage, deprivation, or infringement (including, but not limited to, intellectual property) attributable to the negligent acts or omissions of IRSC and its officers, employees, servants, and agents while acting within the scope of their employment by IRSC. Nothing contained herein shall be construed or interpreted as: (1) denying to either party any remedy or defense available to such party under the laws of the State of Florida or the United States; (2) the consent of the State of Florida or the United States or their respective officers, employees, servants, agents, agencies, or public bodies corporate to be sued; or (3) a waiver of sovereign immunity of the State of Florida or the United States beyond that provided by applicable law.

SIGNATURES



Edwin R. Massey, Ph.D.
President, Indian River State College



Mary Jane Saunders, Ph.D.
President, Florida Atlantic University



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA
Board of Governors Meeting
Sudakoff Conference Center
New College of Florida
Sarasota, Florida
September 12, 2013
Upon Adjournment of Previous Meetings

1. Call to Order and **Chair's Report:** *Chair Dean Colson*452
2. **Approval of Board of Governors Meeting Minutes:**.....453
 - A. Minutes, *June 10, 2013*
 - B. Minutes, *June 20, 2013*
3. Recognition of Chancellor Frank T. Brogan: *Chair Colson*
4. **Chancellor's Report:** *Chancellor Frank T. Brogan*468
5. Board Consideration of Interim Chancellor: *Chair Colson*
6. **Confirmation of Reappointment of President for University of Florida:** *Chair Colson*469

7. **Confirmation of Interim President for
Florida Atlantic University:** *Chair Colson*.....473
8. **Consideration of Amendments to Board Operating Procedures:**
Vikki Shirley, General Counsel.....476
9. **Update, Commission on Higher Education Access and Attainment:**
Dr. Jan Ignash, Chief Academic Officer486
10. **Facilities Committee Report:** *Governor H. Wayne Huizenga, Jr.*488
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 - A. **Public Notice of Intent to Amend the State University System of Florida
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 - B. **Review and Approve 2014-2015 Fixed Capital Outlay Legislative Budget
Request**
 - C. **Debt Approval:** Resolution of the Board of Governors Requesting the
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Construction of a Student Housing Facility on the Main Campus of the
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 - D. Public Notice of Intent to Amend Board of Governors Regulations
 - i. **Regulation 9.005** Naming of Buildings and Facilities
 - ii. **Regulation 14.0025** Action Required Prior to Capital Outlay
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 - iii. **Regulation 14.023** Notice and Protest Procedures
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 - i. **Regulation 7.001** Tuition and Associated Fees
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 - iii. **Regulation 7.008** Waiver of Tuition and Fees
 - iv. **Regulation 9.007** State University Operating Budgets

- C. Public Notice of Proposed New Board of Governors [Regulation 9.014](#)
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- D. 2013-2014 Operating Budgets
 - i. [State University System](#)
 - ii. [Board General Office](#)
- E. [Methodology for the Allocation of \\$20 Million in Performance Funding](#)
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(N.B.: As to any item identified as a "Consent" item, any Board member may request that such an item be removed from the consent agenda for individual consideration.)

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Chair's Report to the Board of Governors

PROPOSED BOARD ACTION

For Information Only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Chair, Dean Colson, will convene the meeting with opening remarks.

Supporting Documentation Included: None

Facilitators/Presenters: Chair Dean Colson

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Approval of Minutes of Meetings held June 10, 2013 and June 20, 2013

PROPOSED BOARD ACTION

Approval of Minutes of the meeting held via telephone conference call on June 10, 2013; and the meeting held on June 20, 2013, at the University of South Florida, Tampa.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board members will review and approve the Minutes of the meeting held via telephone conference call on June 10, 2013; and the meeting held on June 20, 2013, at the University of South Florida, Tampa.

Supporting Documentation Included: Minutes: June 10, 2013; and June 20, 2013

Facilitators/Presenters: Chair Dean Colson

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BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
BY TELEPHONE CONFERENCE CALL
TALLAHASSEE, FLORIDA
JUNE 10, 2013

*Video or audio archives of the meetings of the Board of Governors
and its Committees are accessible at <http://www.flbog.edu/>.*

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MINUTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
BY TELEPHONE CONFERENCE CALL
TALLAHASSEE, FLORIDA
JUNE 10, 2013

Chair Dean Colson convened the meeting of the Board of Governors, State University System of Florida by telephone conference call from Tallahassee at 2:01 p.m., with the following members present: Vice Chair Mori Hosseini, Dick Beard, Matthew Carter, Carlo Fassi, Tom Kuntz, Ned Lautenbach, Alan Levine, Wendy Link, Ed Morton, John D. Rood, Norman Tripp, and Elizabeth Webster.

1. Call to Order

Chair Colson thanked members for participating in the conference call.

2. Report, Strategic Planning Committee

Chair Colson asked Mr. Rood to report out from the Strategic Planning Committee. Mr. Rood reported that the Strategic Planning Committee voted to designate the University of Florida and Florida State University as preeminent state universities. He further reported that the University of Florida met all 12 of the academic and research excellence standards spelled out in legislation and Florida State University met 11 of the 12 standards. Mr. Rood moved that the Board designate the University of Florida and Florida State University as preeminent state universities based on UF meeting all 12 of the academic and research excellence standards and FSU meeting 11 of the 12 standards. Mr. Morton seconded the motion, and the members of the Board concurred.

Mr. Rood also reported on legislation related to having the preeminent university that meets all 12 of the excellence standards create an institute for online learning. He reported that the committee discussed the timeline for implementing the institute.

3. Report, Audit and Compliance Committee Report

Chair Colson asked Mr. Levine to report out from the Audit and Compliance Committee. Mr. Levine reported that Inspector General Derry Harper presented the proposed Long-term and Annual Audit Plan for Fiscal Year 2013-2014. He further reported that the plan was developed based on a systematic risk assessment process. Audit priorities were identified for the next three fiscal years. Mr. Levine moved that the Board approve the State University System Board of Governors Long-Term and Annual Audit Plan for 2013-2014. Mr. Carter seconded the motion, and the members of the Board concurred.

MINUTES: BOARD OF GOVERNORS

JUNE 10, 2013

4. Report, Trustee Nominating and Development Committee

Chair Colson asked Mr. Hosseini to report out from the Trustee Nominating and Development Committee. Mr. Hosseini reported that the Committee recommends that the full Board re-appoint the Trustees from Florida Polytechnic University who were not confirmed by the Senate.

Mr. Hosseini moved that the Board re-appoint William M. Brown to the Florida Polytechnic University Board of Trustees for a term beginning June 10, 2013, and ending November 7, 2017. This appointment would be subject to confirmation by the Senate and to Mr. Brown attending an orientation if he has not attended an orientation in the past year. Mr. Kuntz seconded the motion, and the members of the Board concurred.

Mr. Hosseini moved that the Board re-appoint Sandra Featherman and Frank T. Martin to the Florida Polytechnic University Board of Trustees for terms beginning June 10, 2013, and ending July 15, 2015. These appointments would be subject to confirmation by the Senate. Ms. Link seconded the motion, and the members of the Board concurred.

Mr. Hosseini moved that the Board re-appoint Richard P. Hallion and Donald H. Wilson to the Florida Polytechnic University Board of Trustees for terms beginning June 10, 2013, and ending July 15, 2014. These appointments would be subject to confirmation by the Senate. Ms. Link seconded the motion, and the members of the Board concurred.

5. Concluding Remarks and Adjournment

Chair Colson reported that the Board's next in-person meeting will be held on June 18th, 19th, and 20th at the University of South Florida in Tampa. He reported that the Strategic Planning Committee would be hearing university work plans on both Tuesday and Wednesday and encouraged all members to attend those presentations.

Having no further business, the meeting was adjourned at 2:08 p.m., June 10, 2013.

Dean Colson, Chair

Monoka Venters,
Corporate Secretary

MINUTES: BOARD OF GOVERNORS

JUNE 20, 2013

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UNIVERSITY OF SOUTH FLORIDA
BALLROOM, MARSHALL STUDENT UNION
TAMPA, FLORIDA
JUNE 20, 2013

*Video or audio archives of the meetings of the Board of Governors
and its Committees are accessible at <http://www.flbog.edu/>.*

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MINUTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
UNIVERSITY OF SOUTH FLORIDA
BALLROOM, MARSHALL STUDENT UNION
TAMPA, FLORIDA
JUNE 20, 2013

*Video or audio archives of the meetings of the Board of Governors
and its Committees are accessible at <http://www.flbog.edu/>.*

1. Chair's Report

Chair Dean Colson convened the meeting at 1:10 p.m., on June 20, 2013, with the following members present: Vice Chair Mori Hosseini; Matthew Carter; Dr. Manoj Chopra; Carlo Fassi; Pat Frost (participating by phone); H. Wayne Huizenga, Jr.; Tom Kuntz; Ned C. Lautenbach; Alan Levine; Wendy Link; Ed Morton; and Norman Tripp.

Chair Colson thanked the University of South Florida and President Genshaft for hosting the three-day meeting. He commented that hosting this meeting is quite an undertaking, and the university have been marvelous hosts.

President Genshaft remarked that it is always a pleasure to showcase the university for the Board and the System. She announced that Dean Steve Klasko is leaving USF's College of Medicine to take a post in Philadelphia as President of Thomas Jefferson University and Chief Executive Officer of Thomas Jefferson University Health System. President Genshaft thanked Dean Klasko for his work for USF and the State of Florida.

Chair Colson recognized Cortez Whatley as a former member of the Board of Governors, the University of Central Florida Board of Trustees, and the Student Body President of the University of Central Florida. Chair Colson thanked Mr. Whatley for his work on the Aim Higher campaign to heighten awareness of the importance of state funding for the System. Chair Colson presented Mr. Whatley with a resolution. Mr. Kuntz moved that the Board approve the resolution recognizing Cortez Whatley. Mr. Fassi seconded the motion, and the members concurred. Mr. Whatley thanked the Board, the presidents, and staff for the opportunity to learn from them.

Chair Colson ceded the remainder of his opening remarks to Dr. Michael Poliakoff, Vice President of Policy for the American Council of Trustees and Alumni.

MINUTES: BOARD OF GOVERNORS

JUNE 20, 2013

2. American Council of Trustees and Alumni with The James Madison Institute Report, "Florida Rising: An Assessment of Public Universities in the Sunshine State"

Dr. Poliakoff presented a recently-released report on the System from ACTA with The James Madison Institute about the System. He said that the title "Florida Rising" was chosen to recognize the System's success in providing a high-quality education at reasonable costs. He commented that doing more with less had not come without hard work and real sacrifice from the universities, but the results are a model for the nation.

Dr. Poliakoff stated that Florida has hurled down a gantlet to the nation while setting high expectations for the future. He praised the System for increasing its overall graduation rates and retention rates over the last five years while the percentage of students who enter postsecondary education without graduating in the nation is increasing. He further praised the transparency and candor of the System and institutional accountability reports. He remarked that the Board has taken on the hardest and most courageous of all Board activities – prioritizing academic programs.

Dr. Poliakoff offered suggestions for Florida's continued upward trajectory: (1) strengthen the core curriculum by requiring American history or government, economics, and literature; (2) make a robust commitment to assessing student progress in core collegiate skills; and (3) enhance the accountability report by adding grade distribution, space utilization, and faculty teaching time and (4) seize the opportunity for inter-campus collaboration in offering academic programs.

Dr. Poliakoff responded to questions from the members. Chair Colson asked Chancellor Brogan and staff to look at the recommendations in the report and said that the Board will look at how to implement the recommendations and the costs for doing so over the next few meetings.

3. Chancellor's Report

Chancellor Brogan thanked the University of South Florida for hosting the Board of Governors meeting and for hosting the first meeting of the Task Force on Postsecondary Online Education. He said that the Board of Governors directed the Task Force to look at ways that Florida can provide more effective and efficient online offerings. Dr. Joel Hartman from the University of Central Florida is chairing the Task Force.

Chancellor Brogan reminded members that the University of Central Florida will be hosting a crisis management conference on July 9th-10th to discuss on-campus and System safety. He reported that UCF anticipates about 100 participants.

MINUTES: BOARD OF GOVERNORS

JUNE 20, 2013

Chancellor Brogan mentioned that the Florida A&M University Corrective Action Plan is included in the materials. He reported staff from the Board and Florida A&M have provided timelines and deadlines for the Corrective Action Plan. He thanked Governor Levine and Interim President Robinson for their engagement and full attention.

4. Approval of Meeting Minutes

A. Board of Governors Meeting held March 28, 2013

Mr. Kuntz moved that the Board approve the Minutes of the Meeting held on March 28, 2013, as presented. Mr. Tripp seconded the motion, and the members concurred.

5. Creation of a Florida Healthcare Patient Safety Organization

Chair Colson called on the Board's General Counsel Vikki Shirley to make a presentation on the creation of a Florida Healthcare Patient Safety Organization (PSO). Ms. Shirley requested that the Board authorize Chancellor Brogan to file an application with the Agency for Healthcare and Research Quality of the U.S. Department of Health and Human Services to create a system-wide PSO to serve the System's six colleges of medicine. She elaborated that the PSO will collect and analyze patient safety information to improve patient safety, to develop best practices, and to reduce the potential for future adverse events. She explained that the PSO will be staffed by the University of Florida Self-Insurance Program. She reported that the Chancellor received letters of support from the six colleges of medicine. She said that our System would be first System in the country to create a PSO.

Ms. Shirley introduced Mr. Randall C. Jenkins, Director of the University of Florida J.H. Miller Health Center Self-Insurance Program. Mr. Jenkins presented information about the benefits of a PSO for the System, emphasizing the potential reduction in malpractice claims filed against the medical schools. He also presented information about the proposed structure of the PSO. Mr. Jenkins responded to questions from members.

Mr. Morton moved that the Board authorize the Chancellor to take action on behalf of the Board of Governors to secure approval from the Agency for Healthcare Research and Quality to establish the Florida Academic Healthcare Patient Safety Organization. Mr. Lautenbach seconded the motion, and the members concurred.

6. Strategic Planning Committee Report

A. Approval 2013-14 University Work Plans

Chair Colson provided the report for Strategic Planning Committee. He explained that the members spent two days hearing university work plan presentations. He said that

MINUTES: BOARD OF GOVERNORS

JUNE 20, 2013

the Committee reviewed mission and vision statements, statements of strategy, articulations of strengths and opportunities, and information about key initiatives and investments.

Chair Colson reported that the Strategic Planning Committee had asked Florida Atlantic University to provide additional information about its medical school. FAU provided that information. Chair Colson asked if any member had additional questions for FAU, and no member posed a question.

Chair Colson moved that the Board approve those portions of the twelve university work plans associated with the 2013-14 academic year, excluding those sections of the work plans that require any additional regulatory or procedural review or approval pursuant to law or Board regulations and accept the out-year portions of the work plans. Mr. Carter seconded the motion, and the members concurred.

7. Facilities Committee Report

Chair Colson recognized Mr. Huizenga to report on the Facilities Committee. Mr. Huizenga reported that the Committee addressed the continuing lack of PECO and the need to continue advocating for increased capital project funding based on more credible and realistic capital project plans from the universities.

Mr. Huizenga reported that the Committee has four action items.

A. Approve 2014-15 Fixed Capital Outlay Legislative Budget request Guidelines

Mr. Huizenga moved that the Board approve the 2014-15 Fixed Capital Outlay Legislative Budget Request Guidelines as presented. Mr. Carter seconded the motion, and the members concurred.

B. Approve 2013-2014 University Capital Improvement Trust Fund Project Allocations

Mr. Huizenga moved that the Board approve the 2013-2014 University Capital Improvement Trust Fund Allocations as presented. Mr. Carter seconded the motion, and the members concurred.

C. Debt Approvals

- i. Resolution of the Board of Governors Authorizing the Issuance by Seminole Boosters, Inc. of Debt to Finance the Construction of a Student Housing Facility and Related Improvements near the Main Campus of the Florida State University

MINUTES: BOARD OF GOVERNORS

JUNE 20, 2013

Mr. Huizenga moved that the Board approve the resolution authorizing the issuance by Seminole Boosters, Inc. of debt to finance the construction of a student housing facility and related improvements near the main campus of the Florida State University. Mr. Fassi seconded the motion. Mr. Kuntz abstained from the vote because the debt is being financed by SunTrust, and Mr. Kuntz is the Chairman, President, and Chief Executive Officer of Sun Trust Bank Florida. Mr. Kuntz filed a Memorandum of Voting Conflict for State Officers with the Corporate Secretary within 15 days. A copy of the Memorandum of Voting Conflict filed by Mr. Kuntz on June 21, 2013, is attached to the minutes. The members of the Board concurred, with Mr. Kuntz abstaining.

- ii. Resolution of the Board of Governors Authorizing the Issuance by the University of South Florida Financing Corporation of Debt to Reimburse a Portion of the Costs Associated with Financing the Improvement and the Renovation of the Existing Arena and Convocation Center located on the Main Campus of the University of South Florida

Mr. Huizenga moved that the Board approve the resolution authorizing the issuance by the University of South Florida Financing Corporation of debt to reimburse a portion of the costs associated with financing the improvement and the renovation of the existing arena and convocation center located on the main campus of the University of South Florida subject to restrictions outlined in the resolution on the use of the debt proceeds. Mr. Carter seconded the motion. Mr. Kuntz abstained from the vote because the debt is being financed by SunTrust, and Mr. Kuntz is the Chairman, President, and Chief Executive Officer of Sun Trust Bank Florida. Mr. Kuntz filed a Memorandum of Voting Conflict for State Officers with the Corporate Secretary within 15 days. A copy of the Memorandum of Voting Conflict filed by Mr. Kuntz on June 21, 2013, is attached to the minutes. The members of the Board concurred, with Mr. Kuntz abstaining.

8. Budget and Finance Committee Report

Chair Colson recognized Mr. Kuntz to report on the Budget and Finance Committee. Mr. Kuntz reported that the Committee did not approve requests for capital improvement fee increases or new green fees requested by the universities.

- A. Approve 2014-2015 Legislative Budget Request Guidelines

Mr. Kuntz moved that the Board approve the 2014-2015 Legislative Budget Request Guidelines for the operating budget as presented. Mr. Carter seconded the motion, and the members concurred.

- B. Collegiate License Plate Expenditure Modification Requested by Florida State University

MINUTES: BOARD OF GOVERNORS

JUNE 20, 2013

Mr. Kuntz moved that the Board approve the collegiate license plate expenditure plan modification requested by Florida State University. Mr. Morton seconded the motion, and the members concurred.

- C. Approve Public Notice of Intent to Amend Regulation 18.002 Notice and Protest Procedures for Protests Related to a University's Contract Procurement Process

Mr. Kuntz moved that the Board approve notice of proposed amendments to Regulation 18.002 Notice and Protest Procedures for Protests Related to a University's Contract Procurement Process. Mr. Lautenbach seconded the motion, and the members concurred.

9. Academic and Student Affairs Committee Report

Chair Colson recognized Ms. Link to report on the Academic and Student Affairs Committee. Ms. Link reported that the Committee discussed its 2013-2014 work plan, received a report on university research from Vice Chancellor Jan Ignash, and heard a presentation from the Florida Institute on Oceanography.

- A. Approval, Ph.D. in Cell and Molecular Biology, CIP 26.0406, University of South Florida

Ms. Link moved that the Board approve a Ph.D. in Cell and Molecular Biology CIP 26.0406 at the University of South Florida. Mr. Carter seconded the motion, and the members concurred.

- B. Approval, Ph.D. in Integrated Biology, CIP 26.1399 and Termination of Ph.D. in Biology, CIP 26.0101, University of South Florida

Ms. Link moved that the Board approve a Ph.D. in Integrative Biology CIP 26.1399 at the University of South Florida. Mr. Carter seconded the motion, and the members concurred.

Ms. Link moved that the Board approve the termination of the Ph.D. in Biology CIP26.0101 at the University of South Florida. Mr. Carter seconded the motion, and the members concurred

- C. Termination, Ph.D. in Adult Education, CIP 13.1201, Florida State University

Ms. Link moved that the Board approve the termination of the Ph.D. in Adult Education CIP 13.1201 at Florida State University. Mr. Carter seconded the motion, and the members concurred.

MINUTES: BOARD OF GOVERNORS

JUNE 20, 2013

- D. Exception to 120 Credit Hours to Degree, B.S. in Photonic Science and Engineering, CIP 14.1003, University of Central Florida

Ms. Link moved that the Board approve an exception to 120 credit hours to degree for the B.S. in Photonic Science and Engineering CIP 14.1003 at the University of Central Florida. Mr. Carter seconded the motion, and the members concurred.

10. Trustee Nominating and Development Committee Report

Chair Colson recognized Mr. Hosseini to report on the Trustee Nominating and Development Committee.

- A. Appointment of University Trustee, Florida A&M University (1 vacancy)

Mr. Hosseini moved that the Board appoint Kimberly Ann Moore to the Florida A&M University Board of Trustees for a term beginning June 20, 2013, and ending January 6, 2018. This appointment would be subject to confirmation by the Senate and to Ms. Moore attending an orientation. Mr. Carter seconded the motion, and the members concurred.

Chair Colson commented that Ms. Moore is replacing Bill Jennings on the Board of Trustees for Florida A&M University. He thanked Mr. Jennings for his many years of service to Florida A&M University, including serving as the Chair of the Board of Trustees. Chair Colson commended Mr. Jennings for being a wonderful trustee who will continue to contribute to Florida A&M University and the System.

11. Concluding Remarks and Adjournment

Members made closing comments. Chair Colson thanked members for taking time to attend the three-day meeting. Having no further business, the meeting was adjourned at 2:27 p.m., June 20, 2013.

Dean Colson, Chair

Monoka Venters,
Corporate Secretary

FORM 8A MEMORANDUM OF VOTING CONFLICT FOR STATE OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Kuntz, Thomas G.		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE Board of Governors, State University System of Florida	
MAILING ADDRESS 200 S. Orange Ave., 6th Floor		NAME OF STATE AGENCY	
CITY Orlando	COUNTY Orange	MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE	
DATE ON WHICH VOTE OCCURRED June 20, 2013			

WHO MUST FILE FORM 8A

This form is for use by any person serving at the State level of government on an appointed or elected board, council, commission, authority, or committee. It applies equally to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing the reverse side and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

ELECTED OFFICERS:

As a person holding elective state office, you may vote on a measure which inures to your special private gain or loss; to the special gain or loss of a principal by whom you are retained (including the parent organization or subsidiary of a corporate principal by which you are retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. However, if you vote on such a measure you must complete this form and file the form within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes.

For purposes of this law, a "relative" includes only your father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with you as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

APPOINTED OFFICERS:

As a person holding appointive state office, you may vote on a measure which inures to your special private gain or loss; to the special gain or loss of a principal by whom you are retained (including the parent organization or subsidiary of a corporate principal by which you are retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. However, you must disclose the nature of the conflict before voting or before making any attempt to influence the decision by oral or written communication, whether made by you or at your direction.

For purposes of this law, a "relative" includes only your father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with you as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes.
- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION OR VOTE AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF STATE OFFICER'S INTEREST

I, Thomas G. Kuntz, hereby disclose that on June 20, 20 13 :

(a) A measure came or will come before my agency which (check one)

- ☐ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, _____;
- ☐ inured to the special gain or loss of my relative, _____;
- ☒ inured to the special gain or loss of SunTrust Bank, Florida, by
whom I am retained; or
- ☐ inured to the special gain or loss of _____, which
is the parent organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

The measures before the Board of Governors entailed approval of the issuance of debt by the Seminole Boosters, Inc. to finance construction of a student housing facility, and by the University of South Florida Financing Corporation to reimburse the University of South Florida for a portion of the costs associated with the renovation of the USF Arena and Convocation Center. In both measures, the financing will be in the form of a loan made by SunTrust Bank, Florida and the bank was selected pursuant to a competitive procurement process. As the Chairman, President, and Chief Executive Officer of SunTrust Bank, Florida, I felt it prudent to abstain from the vote on these measures to avoid any appearance of a potential conflict of interest between my responsibilities as a Board of Governors' member and my position with SunTrust Bank, Florida.

6/21/13
Date Filed

Thomas G. Kuntz
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Chancellor's Report to the Board of Governors

PROPOSED BOARD ACTION

For Information Only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Chancellor Frank Brogan will report on activities affecting the Board staff and the Board of Governors since the last meeting of the Board.

Supporting Documentation Included: None

Facilitators/Presenters: Chancellor Frank T. Brogan

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Confirmation of Reappointment of the President for University of Florida

PROPOSED BOARD ACTION

Confirm the reappointment of Dr. J. Bernard Machen as the president of the University of Florida as recommended by the Board of Trustees of the University of Florida.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Section 1001.706, Florida Statutes.

BACKGROUND INFORMATION

Subsection 1001.706(6)(a), Florida Statutes provides, "The Board of Governors shall confirm the presidential selection and reappointment by a university board of trustees as a means of acknowledging that system cooperation is expected."

On June 7, 2013, the Board of Trustees of the University of Florida unanimously reappointed Dr. J. Bernard Machen to serve as the president of the University of Florida. The reappointment extends the term of Dr. Machen's contract for one year until December 31, 2014.

During President Machen's tenure as president of the University of Florida, the university has grown its research volume by approximately seventy percent. The university also created Innovation Square to support industry-academic research collaborations and economic development. Highlights of Dr. Machen's leadership of the University of Florida are included in the Board materials.

The University of Florida Board of Trustees Chair C. David Brown, II requested confirmation of President Machen's reappointment by the Board of Governors. The reappointment is pending confirmation by the Board of Governors.

Supporting Documentation Included: Letter from the University of Florida Board of Trustees Chair, highlights of leadership, and summary of key contract amendment terms.

Facilitators/Presenters: Dean Colson, Chair, Board of Governors
C. David Brown, II, Chair, University of Florida Board of Trustees



Board of Trustees

August 16, 2013

Dean Colson, Chairman
Florida Board of Governors
325 W. Gaines Street
Tallahassee, Florida 32399

226 Tigert Hall
PO Box 113150
Gainesville, FL 32611-3150
352-392-1311
352-392-9506 Fax

Re: Extension of the Appointment of President J. Bernard Machen, University of Florida

Dear Chairman Colson:

As you know, at its June 7, 2013 meeting, the University of Florida Board of Trustees (UF BOT) unanimously approved the extension of Dr. J. Bernard Machen's appointment as President of the University through December 31, 2014 (from December 31, 2013). I am submitting this letter to request that the Board of Governors confirm the extension of Dr. Machen's appointment through December 31, 2014 at the Board of Governor's September 12, 2013 meeting, pursuant to Subsection 1001.706(6)(a), Florida Statutes, which states : "[t]he Board of Governors shall confirm the presidential...reappointment by a university board of trustees as a means of acknowledging that system cooperation is expected."

For almost 10 years and with great success, President Machen has led University of Florida. (See the attached highlights and, at the request of Ms. Venters, a summary of key contract amendment terms at the time of the appointment extension.) The UF BOT asked President Machen to continue his service for another year because there was broad consensus on the UF BOT, as well as with you and Vice Chair Mori Hosseini, that President Machen is best-qualified to help advance the University toward top 10 status, an opportunity which the Florida Legislature, Governor, and Board of Governors have now provided. The University thanks the Board of Governors for its support of UF and the entire State University System in important efforts to serve the state of Florida and society.

Sincerely,

A handwritten signature in blue ink, appearing to read "C. David Brown, II".

C. David Brown, II
Chair of the Board of Trustees

Cc: Mori Hosseini, Vice Chair, BOG
President J. Bernard Machen
Monoka Venters, Corporate Secretary, BOG
Vikki Shirley, General Counsel, BOG
Jamal Sowell, Special Assistant to the President
Jamie Lewis Keith, VP and General Counsel, UF

Highlights of the 10-Year Leadership of President J. Bernard Machen, University of Florida

- UF has grown its research volume by ~70 percent —reaching over \$700M in annual research expenditures;
- UF has created Innovation Square to support industry-academic research collaborations and economic development, attracting MindTree, Mobiquity LTD and Sears Holding's Center of Excellence—as well as Innovation Academy to foster education excellence for students with entrepreneurial interests and maximizing UF's capacity to serve students year-round;
- the quality of UF's faculty and student body, which has been excellent for many years, has been further enhanced;
- UF has created the highly successful Florida Opportunity Scholarship program -- which provides the life-changing opportunity to attend UF to students who are first in their families to attend college and are from low socio-economic backgrounds and has also enhanced the broad diversity of the student body;
- UF has completed a \$1.7B capital campaign—surpassing the campaign goal and being the 6th most successful capital campaign of any public university in the U.S.;
- UF has constructed many state-of-the-art research facilities on campus and at Lake Nona, and is pursuing the long-needed expansion and renovation of the J. Wayne Reitz Union, UF's student center and an important service, community-building and co-curricular educational facility for UF students;
- UF's Health Science Center and our affiliated Shands teaching hospitals have reached a new level of achievement and close collaboration in *University of Florida Health*, enhancing and focusing on the quality of patient treatment and excellence in research and education;
- UF has built an excellent administration;
- by timely taking difficult cutting and efficiency measures, UF has capably addressed years of major state budget reductions in a responsible, mission-driven manner;
- in the 2013 Legislative session—having earned support of the Legislature, Governor and Board of Governors—preeminence and on-line education legislation was enacted, with an approach that can benefit UF's and other state universities' service of the State and beyond.
- UF is highly ranked by Kiplinger, Princeton Review and Money Magazine for its quality and value of education.

Dr. Machen came to the University of Florida after serving as Provost and Executive Vice President of Academic Affairs at University of Michigan and as President of University of Utah. After graduating from Vanderbilt University for his undergraduate studies, he earned his doctor of dental surgery degree from St. Louis University and his masters of science degree in pediatric dentistry and doctorate in educational psychology from the University of Iowa. He has held many leadership positions in higher education. In his distinguished career, Dr. Machen has maximized the benefits and productivity resulting from the interplay of excellent academics, academic research and entrepreneurial and economic development endeavors.

**Summary of Key Contract Amendment Terms,
At The Extension of President J. Bernard Machen's Appointment**

The University of Florida Board of Trustees, on June 7, 2013, voted unanimously to extend President J. Bernard Machen's appointment for one year. Key terms of the contract amendment with the extension of President Machen's appointment, include:

- (1) extending the Term one year, through December 31, 2014 (from December 31, 2013);
- (2) while retaining the right to terminate for cause, deleting both termination by the Board without cause and associated severance for Dr. Machen, as unnecessary for a short-term extension of a proven president of almost 10 years; and
- (3) adjusting President Machen's total compensation to bring it from under the 25th percentile to the 50th percentile for peer public research universities.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Confirmation of Interim President for Florida Atlantic University

PROPOSED BOARD ACTION

Confirm appointment of Dennis J. Crudele as the interim president of Florida Atlantic University as recommended by the Board of Trustees of Florida Atlantic University.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 1.001
University Boards of Trustees Powers and Duties.

BACKGROUND INFORMATION

Subparagraph (5)(d) of Regulation 1.001 provides, "In the event that a board of trustees selects an interim president, such selection is subject to confirmation of the candidate by the Board of Governors."

On June 27, 2013, the Board of Trustees of Florida Atlantic University selected Dennis J. Crudele to serve as the interim president of Florida Atlantic University beginning on August 13, 2013. The appointment is pending confirmation by the Board of Governors.

By letter to Chair Dean Colson, Florida Atlantic University Board of Trustees Chair Anthony Barbar requested confirmation of Mr. Crudele's appointment by the Board of Governors. Florida Atlantic University also provided the Curriculum Vitae of the candidate. Mr. Crudele has been an administrator at Florida Atlantic University for over 26 years and has experience in purchasing, administration and finance, operations management, and financial affairs. In 2010, Mr. Crudele was named as Senior Vice President for Financial Affairs to oversee the university's operating budget and served in that role until he was named as Acting President on May 14, 2013.

Supporting Documentation Included: Letter from Florida Atlantic University Board of Trustees Chair, Curriculum Vitae of the Candidate.

Facilitators/Presenters: Dean Colson, Chair, Board of Governors
Anthony Barbar, Chair, Florida Atlantic
University Board of Trustees



August 15, 2013

Dean Colson, Chairman
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614
Tallahassee, FL 32399

Dear Governor Colson:

On Thursday, June 27, 2013, the Board of Trustees at Florida Atlantic University unanimously voted Mr. Dennis Crudele to serve as interim president starting on Tuesday, August 13, 2013. Mr. Crudele has worked at FAU for over 26 years, serving most recently as Senior Vice President for Finance and Administration. Mr. Crudele has agreed to serve while FAU conducts a national search for a new president, but he will not be a candidate for permanent president.

Please let me know if there is anything else you will need in preparation for the confirmation of this appointment by the Board of Governors.

Sincerely,

A handwritten signature in blue ink that reads "Anthony K.G. Barbar".

Anthony K.G. Barbar
Chairman

Cc: Chancellor Frank Brogan, State University System of Florida
Mr. Dennis Crudele, Interim President, Florida Atlantic University

Interim President Dennis J. Crudele

Dennis J. Crudele, a longtime administrator at Florida Atlantic University, was named the University's Acting President on May 15, 2013. His ongoing appointment as Interim President became effective on August 13, 2013.

Prior to becoming Acting President, Mr. Crudele was FAU's Senior Vice President for Financial Affairs, with oversight responsibility for many departments and functions of the University, including Human Resources, the FAU Police Department, the University Budget Office, Business Services, the University Controller, the Purchasing Department, Administrative Technology Support Services and Business/Auxiliary Services. He also is Executive Director of the FAU Finance Corporation and he serves as liaison to the Audit and Finance Committee of the FAU Board of Trustees.

Mr. Crudele came to FAU in 1987 as Director of Purchasing after serving as Associate Director of Purchasing at the University of South Florida for one year. Over the course of 26 years at FAU, he has risen steadily through the ranks, serving successively as Assistant Vice President for Administration and Finance, Assistant Vice President of Operations Management in the Division of Student Affairs, Associate Vice President for Financial Affairs and Acting Vice President for Financial Affairs. In 2010 he was named Senior Vice President for Financial Affairs, overseeing an operating budget of \$587 million. He has played a major role in the University's efforts to deal with challenges generated by repeated deep cuts in state funding, totaling \$79 million over six years.

Mr. Crudele spent eight years at the Florida Board of Regents, which was the governing body of the State University System until 2003, when it was succeeded by the Board of Governors. From 1978 to 1986, he held a number of positions at the Board of Regents, including Office Operations Supervisor of Business and Financial Services and Purchasing Agent. His service on the Board allowed him to gain system-wide knowledge of the business/financial side of university operations.

Mr. Crudele has a bachelor's degree in political science from Florida State University.

-FAU-

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**
September 12, 2013

SUBJECT: Consideration of Amendments to Board of Governors Operating Procedures

PROPOSED BOARD ACTION

Consideration of Amendments to Board of Governors Operating Procedures

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Section 286.0114, Florida Statutes

BACKGROUND INFORMATION

During the 2013 legislative session, a new law was enacted to provide the public with the reasonable opportunity to be heard on a proposition pending before a public board, subject to policies established by the board in accordance with the statutory requirements. The new law becomes effective October 1, 2013, and Article V, Section H of the Board's Operating Procedures is being amended to ensure that the Board's public comment provisions comply with the new law.

In addition, Article VI, Section C is being amended to include the new Health Initiatives Committee as a Standing Committee of the Board.

Supporting Documentation Included: Board of Governors Operating Procedures

Facilitators/Presenters: Vikki Shirley, General Counsel

**OPERATING PROCEDURES OF
THE BOARD OF GOVERNORS OF
THE STATE UNIVERSITY SYSTEM OF FLORIDA**

ARTICLE I. CORPORATE NAME

The Board of Governors is a body corporate to be known as the “Board of Governors of the State University System of Florida.”

ARTICLE II. AUTHORITY AND RESPONSIBILITY

The Board of Governors (the Board) is the governing body of the State University System of Florida (the System) that is vested with all of the powers, duties and authority delegated to the Board by Article IX, Section 7 of the Florida Constitution for the operation, regulation, control, management and governance of the whole university system. The Board of Governors possesses such other authority granted under the Florida Constitution and as provided by the laws of Florida.

ARTICLE III. MEMBERSHIP OF THE BOARD

The Board of Governors is comprised of seventeen members. Fourteen members of the Board are appointed by the Governor and three members serve by virtue of their offices: the Commissioner of Education, the Chair of the Advisory Council of Faculty Senates, and the President of the Florida Student Association. The appointed members are confirmed by the Florida Senate and serve staggered terms of seven years. Such members shall serve until their successors are appointed and qualified. In the event of a vacancy of an appointed member by whatever cause, except for the expiration of a term, the Board shall request the Governor to appoint a successor to fill the vacancy for the remainder of the unexpired membership term.

ARTICLE IV. OFFICERS OF THE BOARD AND CHANCELLOR

Section A. Officers

The officers of the Board of Governors shall consist of the Chair, the Vice Chair, and the Corporate Secretary.

Section B. Selection of Officers and Term of Office

The Chair and Vice Chair shall be elected by a majority vote of the Board at a meeting held during the month of November of each odd-numbered year. The term of office shall commence on the first day of the January following the November election. Each officer shall serve for two years and may be re-elected for one additional consecutive two-year term. Any exception to this term of office shall be approved by a two-thirds vote of the members present at the meeting, provided there is a quorum.

Section C. Vacancy in Office

In the event of a vacancy in the office of the Chair, the Vice Chair shall assume the position of Chair and shall serve out the remainder of the Chair's term of office. In the event of a vacancy in the office of the Vice Chair, the Board shall hold a special election as soon as practicable to select a successor who shall serve out the remainder of the Vice Chair's term of office.

Section D. Chair

(1) The Chair shall preside at all meetings of the Board and shall have the authority to call any special or emergency meetings of the Board.

(2) The Chair shall appoint the members of all standing and ad hoc committees of the Board and select the chairs of such committees.

(3) The Chair is authorized to execute all instruments and documents approved or issued by the Board or as delegated by the Board.

(4) The Chair shall serve as the official spokesperson of the Board and shall exercise such other powers and duties that inure to the office of Chair of a body corporate.

Section E. Vice Chair

The Vice Chair shall perform the duties of the Chair and have the same power and authority in the absence or disability of the Chair.

Section F. Chancellor

(1) The Chancellor is the chief executive officer of the Board and the State University System. The Chancellor shall perform all such duties as necessary to assist with the Board's implementation of its constitutional duties

and responsibilities related to the governance of the System. The Chancellor is responsible for the prompt and effective execution of all Board regulations, policies, guidelines and resolutions.

(2) The Chancellor shall serve as the Board's liaison for communications with university boards of trustees, university presidents and other university officers and employees, the Legislature, other state entities, officers, agencies, the media, and the public.

(3) The Chancellor shall keep the Board informed of all issues affecting or that may affect the System and make such recommendations to the Board for the development of any new regulations, policies or guidelines and any amendments to existing regulations, policies or guidelines.

(4) The Chancellor shall attend and participate in all meetings of the Board, its committees, and prepare and submit such reports as may be required by the Board or by law, or as deemed necessary by the Chancellor.

(5) The Chancellor shall be responsible for preparing and submitting an annual legislative budget requests for the System and the general office to the Board for approval and for recommending any amendments as may be required.

(6) The Chancellor shall be responsible for the efficient operation of the general office, and is authorized to enter into any contracts necessary for the operation of the Board and the general office, to employ all personnel and establish all policies and procedures incident to general office personnel and operations, to submit an annual legislative budget request for the general office to the Board for approval and for recommending any amendments as may be required, to provide any general office budgetary information as may be requested by the Board or Board Chair, to oversee all departments and functions, and to take any other actions as deemed appropriate by the Chancellor to foster efficient and effective Board operations.

Section G. Corporate Secretary

Upon recommendation of the Chancellor, the Chair shall select a member of the general office staff to serve as the Corporate Secretary. The Corporate Secretary shall serve at the pleasure of the Board and shall:

- (1) Maintain an accurate record of the proceedings of the Board;
- (2) Have custody of all official records and documents of the Board;

- (3) Have custody of the corporate seal of the Board, affix the seal to official documents and attest to same;
- (4) Notice all meetings of the Board as required by applicable law; and
- (5) Serve as agency clerk for the Board.

ARTICLE V. MEETINGS OF THE BOARD

Section A. Regular Meetings

There shall be no fewer than six regular meetings per year which shall be open and noticed to the public in accordance with the Article I, Section 24 of the Florida Constitution and the requirements of Chapter 286, Florida Statutes.

Section B. Special Meetings

The Chair may convene special meetings, including workshops or retreats, of the Board as deemed appropriate. Such meetings shall be open and noticed to the public in accordance with the Article I, Section 24 of the Florida Constitution and the requirements of Chapter 286, Florida Statutes.

Section C. Emergency Meetings

The Chair may convene a meeting of the Board for the purpose of acting on emergency matters affecting the System or as necessary to preserve the health, safety or welfare of the public. Such meetings shall be open to the public and the Board shall provide such notice of the meeting as is reasonable under the circumstances.

Section D. Use of Technology

Any meeting of the Board may be conducted through a telephone conference call or by any other technological means. Any such meetings shall be open and noticed to the public in accordance with the Article I, Section 24 of the Florida Constitution and the requirements of Chapter 286, Florida Statutes.

Section E. Agenda

The Chair, in consultation with the Chancellor of the System, shall approve items to be placed on the agenda for each Board meeting. Any member may request items to be placed on the agenda for discussion or action at a meeting, subject to approval by the Board. Any such item approved by the Board will be placed on the agenda for the next regularly scheduled meeting. All agenda

items and supporting documentation must be submitted to the Chancellor with sufficient time for distribution to the Board members at least seven days in advance of the meeting where the item will be considered.

Section F. Quorum and Voting

A majority of the members of the Board must be present to constitute a quorum to transact official business. The decision of the majority of members in attendance and voting on an issue shall prevail, unless otherwise provided herein. The vote upon any resolution, motion or other matter may be by voice vote, but the Chair may require a roll call vote if deemed appropriate. A member may abstain from voting only under those circumstances prescribed by law. Voting by proxy or by mail is not permitted.

Section G. Minutes

Minutes of the meetings of the Board shall be kept by the Corporate Secretary who shall file and preserve all minutes, agendas and agenda materials, notices, resolutions, and other documents pertaining to the business and proceedings of the Board. Records of the meetings, including any video or audio recordings, are public records subject to Chapter 119, Florida Statutes.

Section H. Appearances before the Board

Individuals, organizations, or groups or factions who desire to appear before the Board to be heard on a proposition pending before the Board ~~initiate a subject within the Board's jurisdiction shall complete~~ submit a public comment form ~~request~~ specifying the matter on which they wish to be heard. Public comment forms will be available at each to the Corporate Secretary meeting and must be submitted prior to the plenary meeting of the Board. For meetings held telephonically, public comment forms can be obtained from the Corporate Secretary and must be submitted prior to the date of the meeting, 325 West Gaines Street, Suite 1614, Tallahassee, Florida 32399. Organizations, groups or factions wishing to address the Board on a proposition shall designate a representative to speak on its behalf to ensure the orderly presentation of information to the Board. The Board will reserve a maximum of fifteen minutes during the plenary meeting of the Board to take public comment. Individuals and representatives of organizations, groups or factions shall be allotted three minutes to present information; however, The Chair this time limit may be extended or shortened depending upon the number of speakers at the discretion of the Chair, in consultation with the Chancellor, will determine whether the item will be considered and, if so, the timing of when such item will be placed on the agenda. The Chair may place time limits on any presentation and the number of speakers permitted to present the item.

Section I. Parliamentary Rules

When not in conflict with any of the Board's Operating Procedures, regulations, policy, or state law, Robert's Rules of Order shall be utilized as a guide in conducting the meetings of the Board.

ARTICLE VI. COMMITTEES

Section A. Purpose

The Chair shall have the authority to establish standing and ad hoc committees of the Board. Standing and ad hoc committees of the Board shall consider matters that are encompassed within the subject matters assigned to each committee and make recommendations to the Board. Unless specifically delegated or otherwise provided by Board regulation, authority to act on all matters is reserved to the Board.

Section B. Membership and Quorum

The Chair of the Board shall have the authority to appoint and remove members of each committee, and select committee chairs. A majority of committee members present at a committee meeting constitutes quorum for purposes of committee business.

Section C. Standing Committees

The standing committees of the Board and the scope of responsibility for each committee is as follows:

(1) *Academic and Student Affairs*: The activities of this committee shall include, but not be limited to, providing leadership for the development of system-level policy regarding admissions, articulation, academic programs, research and economic development, and student support services for the System; the review and approval of academic programs, limited access requests, and exceptions to state mandated program lengths; and regulations and issues relating to the aforementioned areas of responsibilities.

The committee shall identify and address issues that are critical to the well-being of state university students through regular contact with and input from the SUS Council for Student Affairs and the Florida Student Association. In addition, the committee is responsible for issues associated with the System's efforts in research and economic development, ~~and all issues associated with medical education in the System.~~

(2) *Audit and Compliance:* The activities of this committee are governed by the *Audit and Compliance Committee Charter* (Charter) that articulates the committee's duties and responsibilities. The committee's responsibilities, as they relate to the operation and management of the Board, are to provide oversight of activities related to internal audit, financial controls, compliance and ethics; to review significant accounting and reporting issues and confirm appropriate management responses; to review risk assessment methodologies and risk management policies; to assess the effectiveness of the internal control system; and to review and confirm appropriate management response to any report of significant audit or compliance-related findings and recommendations.

The committee's responsibilities, as they relate to the operation and management of the System, are to act as a liaison with university boards of trustees; review university independent audited financial statement reports and internal university audit reports; identify trends in these reports and confirm that adverse trends are being addressed; initiate inquiries if the committee has reasonable cause to believe a university is not providing for appropriate response to significant audit findings; direct the Board's Inspector General to conduct an inquiry or investigation if the committee has reasonable cause to believe that a university board of trustees is unwilling or unable to provide for objective investigation of credible allegations of fraud or other substantial financial impropriety; and work collaboratively with universities to develop resources that will support sound audit and financial compliance practices.

(3) *Budget and Finance:* The activities of this committee shall include, but not be limited to, the review of annual operating budget guidelines and legislative budget requests, university operating budgets, annual financial statements, tuition differential proposals, new fees, increases to existing fees, flexible tuition policies, select regulations and other budgetary or financial issues that may arise.

(4) *Facilities:* The activities of this committee shall include, but not be limited to, the approval of the annual system-wide Fixed Capital Outlay Legislative Budget Request, concurrency requests and applicable regulations; the issuance of debt; the facilitation of the Public Education Capital Outlay and Alec P. Courtelis Facility Enhancement Challenge Grant project lists; and monitoring of any financial or facility-related matters which may occur.

(5) *Health Initiatives Committee:* The activities of this committee shall include, but not be limited to, providing leadership for the development of system-level policy regarding health initiatives. The Committee is responsible for all issues associated with medical education in the System including evaluation of the opportunities and challenges for the System's medical schools, especially relating to the development of a strategic plan for advancing the quality and coordination

of health initiatives across the System.

(56) *Legislative Affairs*: The activities of this committee shall include, but not be limited to, the development and implementation of strategies for advocacy of the Board's legislative agenda to the Legislature, Governor, and appropriate constituent groups. The committee is also responsible for coordination of the involvement of other Board members and external stakeholders.

(67) *Strategic Planning*: The activities of this committee shall include, but not be limited to, providing leadership for the development of the System Strategic Plan and the subsequent monitoring of progress toward System goals; the review and approval of institutional strategic plans; the review of University Work Plans; the review and approval of the System Annual Reports; and select regulations and issues regarding System structure and other topics related to strategic planning and performance monitoring.

(78) *Trustee Nominating and Development*: The activities of this committee shall include, but not be limited to, the review and recommendation of applicants to serve as trustees on the university boards of trustees. The committee is also responsible for enhancing interaction and communication between members of the Board of Governors and members of the boards of trustees.

(89) *Tuition Appeals*: This committee, consisting of the Chair of the Board and the Chair of each Board committee, shall hear all university appeals associated with the Board's denial of a university's tuition differential, new fee, or flexible tuition proposal.

ARTICLE VII. CONFLICT OF INTEREST

Members of the Board shall adhere to the provisions of the Code of Ethics for Public Officers in Chapter 112, Part III, Florida Statutes, and Board of Governors Regulation 1.006.

ARTICLE VIII. AMENDMENT OR SUSPENSION OF PROCEDURES

Section A. Amendments

The Board's Operating Procedures may be amended or repealed by a two-thirds vote of the members present at any regular meeting, provided there is a quorum and that such proposed amendment or repeal has been publicly noticed prior to the meeting at which the proposed action is to be taken.

Section B. Suspension of Operating Procedures

Any provision of the Board's Operating Procedures may be suspended by a two-thirds vote of the members present in considering any matter to come before the Board, provided there is a quorum.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Update on the Board of Governors Commission on Florida Higher Education Access and Degree Attainment

PROPOSED BOARD ACTION

For information.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Board of Governors Commission on Florida Higher Education Access and Degree Attainment was created by Chair Dean Colson on May 16, 2012 in order to focus on how Florida is currently addressing the statewide need for future degree attainment. Among other questions, the Commission has focused on the following:

- In what high-skill/high-wage areas is Florida currently experiencing a gap between supply (graduates) and employer demand?
- Will there be a need in the near future for additional universities or colleges to meet demand?
- Is the pipeline of college-age students going to be able to produce a sufficient number of college-ready students?
- Should all these new students attend our state universities, or is there a major role to be played by the State's colleges?
- Will the increased demand be evenly distributed around the state or will there be some geographic areas disproportionately impacted?
- Is the Board of Governors 2025 Strategic Plan goal of producing 90,000 baccalaureates an attainable and appropriate number?

The Commission is relying on data to inform its recommendations and consider factors such as employer needs for workers with advanced levels of knowledge and skills; identification of degree programs that responded to those employer needs; existing postsecondary capacity issues; and regional or state-wide factors that could maximize,

leverage, partner, or re-engineer existing resources. The Commission's near-term recommendations are intended to provide direction for:

- Establishing a method and a set of guiding principles to identify gaps in baccalaureate level programs that are in high demand in Florida.
- Expansion of new or existing programs, including eLearning and alternative delivery programs.
- A process to distribute funds from the Legislature that provides incentives for higher education to diminish the high demand area gaps, either by optimizing existing capacity or developing new programs

The long-term result of the Commission's work will hopefully provide a sustainable method and process for a more focused delivery system of higher education to identify gaps in program offerings and alignment with the state's workforce needs.

The following persons serve as members of the Commission:

- Dean Colson - Chair, Board of Governors
- Kathleen Shanahan, member, State Board of Education
- Dr. William L. "Bill" Proctor, Chancellor, Flagler College
- Thomas G. Kuntz, member, Board of Governors
- Wendy Link, member, Board of Governors
- Marshall M. Criser, III, Co-Chair, Higher Education Coordinating Council and Vice Chair, University of Florida Board of Trustees
- Susan Pareigis, President, Florida Council of 100

Vice Chancellor Ignash will provide an update on the work of the Commission.

Supporting Documentation Included:	None
Facilitators/Presenters:	Jan Ignash

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Public Notice of Intent to Amend the State University System Board of
Governors Debt Management Guidelines

PROPOSED BOARD ACTION

Review proposed amendment of the State University System Board of Governors Debt
Management Guidelines

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Facilities Committee, at its March 28, 2013 meeting, discussed the correspondence between the Governor and Chair Colson (original letters dated February 18, 2013 and February 27, 2013 respectively) regarding the inclusion of new measures to enhance evaluation and analysis prior to the approval of debt issuance for university construction projects within the State University System. The Committee directed Board staff to work with university experts to incorporate these concepts into the existing Debt Management Guideline framework.

The proposed revisions incorporate the Governor's language and require universities to include, as a part of the debt package when submitted to the Board for consideration:

- a quantitative metrics review to justify the need for construction,
- a return-on-investment calculation, and
- an assessment of private sector alternatives.

The revisions extend the review request time frame from 60 to 90 days and require submission of periodic reports by September 30th of each year. The proposed language was developed by Board staff and vetted with appropriate university staff. Additional feedback was received from the Division of Bond Finance. No adverse impact has been identified by incorporation of new language into these guidelines.

Although the Guidelines are not a Board regulation, they fall within the Board's regulatory authority, and will follow a similar process to the consideration of amendments to regulations. Thus, these amendments, if approved by the Board today, will be noticed on the Board's website in order to allow time from comments from members of the public or any other interested parties; and will be scheduled for consideration by the full Board in November for final adoption.

Supporting Documentation Included: Information located behind the Facilities Committee Agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: 2014-2015 State University System Fixed Capital Outlay Legislative Budget Request

PROPOSED BOARD ACTION

Review and approve the 2014-2015 SUS Fixed Capital Outlay Legislative Budget Request.

Authorize the Chancellor, State University System of Florida, to make revisions to the 2014-2015 SUS Fixed Capital Outlay Legislative Budget Request.

Approval is recommended by the Chancellor.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The requested budget provides the State University System of Florida continued capital outlay support and has been prepared in accordance with statutory requirements and guidelines adopted by the Board of Governors on June 20, 2013. All university fixed capital outlay budget requests have been approved by the institutional boards of trustees.

Supporting Documentation:

Information is located behind the Facilities Committee agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Resolution of the Board of Governors Requesting the Division of Bond Finance of the State Board of Administration of Florida (the "Division of Bond Finance") to issue revenue bonds on behalf of the University of Florida (the "University") to finance construction of a student residence facility on the main campus of the University

PROPOSED BOARD ACTION

Adoption of a resolution approving the issuance of fixed rate, tax-exempt revenue bonds, by the Division of Bond Finance on behalf of the University, in an amount not to exceed \$25,000,000 (the "Bonds") for the purpose of financing the construction of a new student residence facility on the main campus of the University ("the Project").

Staff of the Board of Governors, State University System of Florida, and the Division of Bond Finance, State Board of Administration of Florida, has reviewed this resolution and all supporting documentation. Based upon this review, it appears that the proposed financing is in compliance with Florida Statutes governing the issuance of university debt and the debt management guidelines adopted by the Board of Governors. Accordingly, staff of the Board of Governors recommends adoption of the resolution and authorization of the proposed financing.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Section 1010.62, Florida Statutes; and Florida Board of Governors Debt Management Guidelines

BACKGROUND INFORMATION

The University of Florida has submitted a proposal for financing and construction of a new student residence facility on the main campus of the University, situated south of Reid Hall and adjacent to SW 13th Street. The Project is strategically located next to Reid Hall, which is home of the University Disability Resource Center and College of Education. The proposed project will consist of 255 additional beds, and will feature state-of-the-art ADA compliant features for 35 beds to better accommodate disabled residents. The Project is consistent with the University's Campus Master Plan. The

construction of the proposed residence halls is estimated at a total cost of \$23,398,506, approximately \$3.5 million of which is for the ADA features.

The Project will be financed with a \$1,528,300 cash contribution from the Department of Housing and Residence Education's operations fund and a fixed rate, tax-exempt bond issue (the "Bonds") of approximately \$25,000,000. The Bonds will finance a portion of the cost of the project, fund a debt service reserve account (if necessary) and pay costs of issuance. The bonds will mature twenty (20) years after issuance with level annual debt service payments.

Net housing system revenues will be pledged for the payment of debt service. These revenues are derived primarily from rental income, after deducting operating expenses and amounts required for prior lien obligations (the "Series 1984 Bonds"). The lien of the Bonds on the pledged revenues will be on parity with the University of Florida dormitory revenue bonds currently outstanding in the amount of \$70 million and will be junior and subordinate to the lien of the Series 1984 Bonds. The Series 1984 Bonds are currently outstanding in the principal amount of \$180,000 and will remain outstanding until retired July 1, 2014.

Projections provided by the University indicate that sufficient net revenues will be generated to pay debt service on the Series 1984 Bonds and the outstanding parity bonds.

The University of Florida Board of Trustees, at its September 3, 2013 meeting, will consider approval of the Project and the financing thereof.

Supporting Documentation Included: Information is located behind the Facilities Committee Agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Public Notice of Intent to Amend Board Regulation 9.005 Naming of Buildings and Facilities

PROPOSED BOARD ACTION

Approve Public Notice of Intent to Amend Board Regulation 9.005 Naming of Buildings and Facilities

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Board of Governors Regulation Development Procedures

BACKGROUND INFORMATION

Section 267.062, Florida Statutes, prohibits the naming of any state building, road, bridge, park, recreational complex or other similar facility after any living person with exceptions being granted by university board of trustees, in accordance with regulations adopted by the Board of Governors. Thus, the naming of state university buildings or facilities for individuals or groups who have made significant contributions to the university or State of Florida remains the prerogative and privilege of the university board of trustees, as authorized and previously delegated by the Board of Governors.

The proposed revision incorporates a reference to the recently amended Board of Governors Regulation 8.009 Educational Sites, to better define the applicable locations of the buildings and facilities under naming consideration and redefines the conditions, under which, exceptions will and will not be granted for the naming of buildings and facilities. The proposed language was developed by Board staff and later recommended by university attorneys and finance and facilities personnel. No adverse impact has been identified by adoption of these regulations.

Supporting Documentation Included:

Information is located behind the Facilities Committee Agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 14.0025
Action Required Prior to Capital Outlay Appropriation

PROPOSED BOARD ACTION

Approve Public Notice of Intent to Amend Board of Governors Regulation 14.0025
Action Required Prior to Capital Outlay Appropriation

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Board of Governors Regulation
Development Procedures

BACKGROUND INFORMATION

The proposed revision renames the regulation to more appropriately describe its contents. Additionally, obsolete references regarding the minor project threshold and Building Fees are removed. The proposed language was developed by Board staff and later recommended by university attorneys and finance and facilities personnel. No adverse impact has been identified by adoption of these regulations.

Supporting Documentation Included:

Information is located behind the
Facilities Committee Agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 14.023
Notice and Protest Procedures

PROPOSED BOARD ACTION

Approve Public Notice of Intent to Amend Board of Governors Regulation 14.023
Notice and Protest Procedures

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Board of Governors Regulation
Development Procedures

BACKGROUND INFORMATION

The proposed revision removes previous notification and protest language and identifies Board of Governors Regulation 18.002 Notice and Protest Procedure, as the governing regulation for all competitive solicitations relating to the procurement of goods and services for the construction of university capital improvement projects. The proposed language was developed by Board staff and later recommended by university attorneys and finance and facilities personnel. No adverse impact has been identified by adoption of these regulations.

Supporting Documentation Included:	Information is located behind the Facilities Committee agenda
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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Amended Regulation 18.002, Notice and Protest Procedures for Protest Proceedings Relating to University Procurements

PROPOSED BOARD ACTION

Approve Amended Regulation 18.002.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The proposed revision to Board Regulation 18.002, which establishes the notice and protest procedures for protests related to university procurements, is a substantial rewording of the current regulation in order to provide a more robust set of procedures that will apply to all university procurement processes for the purchase of goods, services, leases, and construction-related competitive solicitations. The proposed language was developed in conjunction with university attorneys and has been reviewed by university purchasing officials.

The revised regulation adds definitions, establishes timelines for initiating and proceeding through a protest, notice and protest bond requirements, criteria for the content of a protest petition, a provision for informal resolution, a summary proceeding, a quasi-judicial hearing, intervention by substantially affected parties, and appellate review.

Pursuant to the Board of Governors Regulation Development Procedure, Regulation 18.002 was posted on the Board's Web site for public comment after consideration of the proposed regulation by the Board at its meeting on June 20, 2013. The comment period has expired with no public comments submitted.

Supporting Documentation Included: Proposed Regulation 18.002

BOG 18.002 Notice and Protest Procedures for Protests Related to a University's Contract Procurement Process.

(1) Purpose. The procedures set forth in this Regulation shall apply to protests that arise from all university contract procurement processes for the purchase of goods, services, leases and for construction-related competitive solicitations, and shall be the exclusive set of procedures applicable to all such protests.

(2) Definitions.

- (a) Adversely affected- where the university decision or intended decision will cause immediate injury in fact to the Protestor and the injury is of the type that the pertinent law or regulation is designed to protect.
- (b) Days- calendar days.
- (c) Decision or intended decision- the Specifications; the rejection of a response or all responses to a competitive solicitation; the intent to award a contract pursuant to a competitive solicitation as indicated by a posted written notice; a sponsored research exemption; or a determination that a specified procurement can be made only from a sole source.
- (d) Electronic posting- posting on the university's designated website.
- (e) Filing- when filing documents or written materials with:
 - (i) the Issuing Office, the filing is the delivery of the original of the document or written materials at the Issuing Office. Filing the Notice of Intent to Protest or the Formal Protest via email or facsimile is not permitted. The time allowed for filing any documents or written material is not extended by the mailing of such.
 - (ii) the President, the President's Designee or the Presiding Officer, filing is the delivery of the documents or written material to the President, President's Designee or Presiding Officer via email or in person at a hearing.
- (f) Formal Protest- the formal written complaint that complies with the requirements of Section (6) of this regulation.
- (g) Issuing Office- the office that issued the solicitation, or if a solicitation has not been issued, the office that made the decision or intended decision that is being protested.
- (h) Legal holidays- those days designated as holidays in Section 110.117, Florida Statutes, and those days- other than Saturdays and Sundays- when the university is officially closed.
- (i) Notice of Intent to Protest- a short and plain written statement that complies with the requirements of Section (5) of this regulation.
- (j) Potential Protestor- any actual or prospective bidder or offeror, person, or firm with standing to protest the decision or intended decision.
- (k) President- means the presiding president of the university.

- (l) President's Designee - the person selected by the President to perform a specific delegated function on behalf of the President under this regulation.
- (m) President/President's Designee - means the presiding president of the university; however, if the presiding president appoints a designee, shall mean the presiding president's designee only.
- (n) Presiding Officer- the Quasi-Judicial Officer or the University Official handling the protest proceeding.
- (o) Protest proceeding- either a summary proceeding involving a University Official or a quasi-judicial hearing involving a Quasi-Judicial Officer.
- (p) Protestor- any actual or prospective qualified bidder or offeror, or person or firm that is adversely affected and has standing who timely files a Notice of Intent to Protest and also timely files a Formal Protest.
- (q) Quasi-Judicial Officer- the designated presiding official (may be an Administrative Law Judge or a qualified attorney with a minimum of five years' experience practicing law) in a protest proceeding where there are disputed issues of material fact.
- (r) Serve/Service- sending a copy of the information to the parties via email communication at the email addresses of record.
- (s) Specification- the contents of the competitive solicitation or any addenda thereto; the approval of a sole source procurement; or other solicitation documents as permitted by applicable law or regulation.
- (t) Timely filed- actual receipt of documentation or written material by the Issuing Office, the President, the President's Designee, or the Presiding Officer on or before the deadline.
- (u) University Official- the person appointed by the President to conduct a summary proceeding.

(3) Notice of Decision or Intended Decision. The university shall provide a notice of decision or intended decision by electronic posting. The notice shall contain the following statement: "Failure to timely file a protest or failure to timely deliver the required bond or other security in accordance with the Board of Governors' Regulations 18.002 and 18.003 shall constitute a waiver of protest proceedings."

(4) Initiating a Protest. If a Potential Protestor desires to protest a decision or intended decision of a university, the Potential Protestor must timely file a Notice of Intent to Protest, a Formal Protest, and the required Solicitation Protest Bond prescribed by Board of Governors Regulation 18.003 with the Issuing Office.

(5) Notice of Intent to Protest.

(a) Timely Filing of a Notice of Intent to Protest.

(i) Protesting a Specification.

If the Potential Protestor is protesting a Specification, the Potential Protestor must timely file a Notice of Intent to Protest with the Issuing Office within 72

hours of the university's electronic posting of the Specification that is being protested. A Potential Protestor's failure to timely file a Notice of Intent to Protest within 72 hours of the posting of the Specification shall constitute a waiver of the right to protest proceedings related to that Specification.

(ii) Protesting any Other Decisions or Intended Decisions.

If a Potential Protestor is protesting any decision or intended decision other than a Specification, the Potential Protestor must timely file a Notice of Intent to Protest such decision or intended decision with the Issuing Office within 72 hours of the university's posting of the notice of decision or intended decision that is being protested. A Potential Protestor's failure to timely file a Notice of Intent to Protest within 72 hours of the university's posting of the notice of decision or intended decision being protested shall constitute a waiver of the right to protest proceedings related to that decision or intended decision.

(b) Filing Period for the Notice of Intent to Protest.

The 72-hour period for filing the Notice of Intent to Protest regarding any decision or intended decision begins upon the electronic posting of the decision or intended decision. If the end of the 72-hour period falls on a Saturday, Sunday, or legal holiday, the deadline for filing the Notice of Intent to Protest shall be the next business day. A Notice of Intent to Protest may not be filed before the 72-hour period begins.

(c) Content of the Notice of Intent to Protest.

The Notice of Intent to Protest must be addressed to the Issuing Office; must identify the Potential Protestor and must provide the Protestor's/Protestor's counsel or representative's address, phone number and email address; must state the name and address of the university whose action is being protested; must identify the solicitation by number and title, or if the intended protest is not related to a competitive solicitation, must provide other language that will enable the university to identify the decision or intended decision being protested; and must state that the Potential Protestor intends to protest the decision or intended decision.

(6) Formal Protest and Solicitation Protest Bond.

(a) Timely Filing of a Formal Protest and Solicitation Protest Bond.

The Potential Protestor must timely file a Formal Protest with the Issuing Office within ten (10) days after the date the Notice of Intent to Protest was filed. In addition, the Potential Protestor must timely file the required Solicitation Protest Bond with the Issuing Office within ten (10) days after the date the Notice of Intent to Protest was filed. The failure of the Potential Protestor to timely file the Formal Protest or to timely file the Solicitation Protest Bond shall constitute a waiver of the Potential Protestor's right to protest proceedings and/or the denial and dismissal of the Potential Protestor's protest.

(b) Content of the Formal Protest.

The Formal Protest must state with particularity the facts and law upon which the protest is based. Only actual or prospective bidders or offerors who would be adversely affected by the university's proposed action have standing to protest the award or intent to award a contract through competitive solicitation. The Formal Protest must contain the following:

- (i) The name of the Protestor and the address, telephone number and email address of the Protestor/Protestor's counsel or representative. The email address provided will be the email address used by the Issuing Office, the President, the President's Designee, the Presiding Officer, and the other parties for serving the Protestor with notice, documents and other materials related to the protest.
- (ii) The identification of the university and competitive solicitation involved, if no competitive solicitation is involved, identification of the action being protested;
- (iii) A statement of when and how the Protestor received notice of the decision or intended decision that is being protested;
- (iv) A concise statement of the facts, including the specific facts the Protestor contends warrant reversal or modification of the university's decision or intended decision;
- (v) A statement of all disputed issues of material fact, or if there are none, the Formal Protest must indicate so;
- (vi) A statement of the specific regulations or laws that the Protestor contends require reversal or modification of the decision or intended decision, including an explanation of how the alleged facts relate to the specific regulations or statutes;
- (vii) A statement of all information establishing that the Protestor is an interested party for the purpose of filing a protest, and how the Protestor would be adversely affected by the university's proposed action;
- (viii) A statement of the relief sought by the Protestor, stating precisely the action the Protestor wishes the University to take with respect to the protest; and
- (ix) A copy of any documents or materials referenced or incorporated into the Formal Protest.

(7) Impact on Procurement Process.

- (i) Upon receipt of the Formal Protest by the Issuing Office, the Issuing Office will stop the solicitation or contract award process until the subject of the protest is resolved, unless the President sets forth in writing particular facts and circumstances which require the continuance of the solicitation or contract award process without delay in order to avoid an immediate and serious danger to the public health, safety or welfare.

(ii) The President/President's Designee may, in response to a Protest, terminate the contract procurement process, terminate the solicitation process, and/or reject all bids. If any such action is taken, the Protest shall be automatically dismissed, and the university may, if desired, reinstate the contract procurement process.

(8) University's Response to a Formal Protest. The university will file a notice with the Issuing Office of the name, phone number and email address for the attorney representing the university in the protest; the email address provided will be the email address used by the Issuing Office, the President, the President's Designee, the Presiding Officer, and the other parties for serving the university with notice, and documents and material related to the protest. The university may also file a written response to the Formal Protest with the Issuing Office within seven (7) days after the date the Formal Protest is filed.

(9) Right of Counsel. A party participating in the protest or appearing in a protest proceeding has the right, at the party's own expense, to be represented by counsel or by a qualified representative.

(10) Resolution by Mutual Agreement.

(a) Informal Discussions.

Following the timely filing of a Formal Protest and Solicitation Protest Bond, the university may hold informal discussions with the Protestor to resolve the protest by mutual agreement. Such discussions, if made available, will take place within seven (7) days, of the filing of the Formal Protest. The President/President's Designee has the authority to settle or resolve protests.

(b) Time Topped.

If informal discussions are scheduled, the time requirements related to this regulation are tolled for the period of time from the date the Formal Protest is filed until the date the last informal discussion is scheduled for or held.

(c) Settlement Agreement.

Unless prevented by law, if the parties reach a mutual agreement and a term in the settlement agreement conflicts with this regulation, the term in the settlement agreement will control.

(d) Failure of Parties to Resolve by Mutual Agreement.

If informal discussions are not held, or the informal discussions do not result in a mutual agreement between the parties, the protest shall proceed to either a summary proceeding or a quasi-judicial hearing, as appropriate.

(11) Determination of Appropriate Proceeding. When there is no resolution by mutual agreement, the President/President's Designee shall appoint a University Official, and the Initiating Office will forward all material filed by the parties to the University Official. The University Official will review the material filed by the parties that would

be admissible in evidence to determine whether there are any disputed issues of material fact. If the protest contains no disputed issues of material fact, a summary proceeding is appropriate. If the protest contains disputed issues of material fact, a quasi-judicial hearing is appropriate.

(12) Summary Proceeding.

If the protest contains no disputed issues of material fact, the University Official shall conduct a summary proceeding. The summary proceeding will be conducted within thirty (30) days after the date the Formal Protest was filed.

(a) Notice of Proceeding.

The University Official shall serve written notice on all parties, such notice will allow the parties at least seven (7) days from the date of the notice to file with the University Official any documents, memoranda of law, or other written material (collectively referred to as "written material") in support of or in opposition to the university's action or refusal to act and to serve the other parties with a copy of the same. At the end of the seven (7) days, the University Official shall then serve a second notice to the parties stating that the parties have seven (7) days to file with the University Official and to serve the other parties with their written responses to the written material filed by the other parties.

(b) Informal Hearing.

The University Official may, in the University Official's sole discretion, schedule an informal hearing on the matter for the purpose of taking oral evidence or argument. If the University Official schedules an informal hearing, the University Official shall serve the parties with written notice at least fourteen (14) days prior to the hearing, setting forth the place, date, and time of the hearing.

(c) University Official's Recommended Order.

(i) The University Official will issue a Recommended Order to the President on whether the university's proposed action is contrary to the applicable statutes, regulations, or policies governing the university, or to the Specifications. The University Official's Recommended Order shall take into consideration only those documents and written materials filed by the parties, and if an informal hearing is held, information obtained as a result of the informal hearing.

(ii) The University Official's recommended order shall be issued to the President within fifty (50) days after date the Formal Protest was filed. The University Official shall serve copies of the Recommended Order, along with the date the Recommended Order was issued, to the parties immediately after issuing the Recommended Order to the President.

(iii) The University Official shall also submit the recording of the informal hearing, if one was held, and all documents and written material filed in the matter to the President when issuing the Recommended Order.

(d) Exceptions to the University Official's Recommended Order.

The parties may file written exceptions to the Recommended Order. The Parties must file any exceptions to the Recommended Order with the President within seven (7) days after the date the Recommended Order was issued.

(e) The Final Order.

The President shall enter a Final Order within twenty-one (21) days after the date the Recommended Order was issued. In deciding whether to follow or depart from the University Official's Recommended Order, the President may consider the written materials and exceptions filed by the parties, and the recording of the informal hearing, if any. The President's Final Order is the final decision of the University.

(f) Point of Entry.

Judicial review of the university's final decision shall be in accordance with Florida Rule of Appellate Procedure 9.190(b)(3), applicable to review of quasi-judicial decisions of an administrative body not subject to the Administrative Procedure Act. A request for review may be made by filing a petition for certiorari review with the appropriate circuit court within thirty (30) days after the date of the university's final decision. *Failure to seek timely review shall constitute a waiver of the right to appeal the university's final decision.*

(13) Quasi-Judicial Hearing.

If the Formal Protest contains issues of material fact, the President/President's Designee shall refer the Formal Protest to a Quasi-Judicial Officer for a quasi-judicial hearing. The hearing shall be conducted within forty (40) days after the date the Formal Protest was filed.

(a) Appointment of Quasi-Judicial Officer.

Within seven (7) days after the date the Formal Petition was filed, the President/President's Designee shall appoint a Quasi-Judicial Officer or forward a request for hearing and such other documents, laws and regulations as may be required by the Florida Department of Administrative Hearings to the Department, and for assignment of an Administrative Law Judge to conduct a quasi-judicial hearing ("hearing").

(b) Notice of Hearing.

- (i) Within seven (7) days after being appointed, the Quasi-Judicial Officer shall issue a Notice of Hearing, stating the time, date and location for the parties to present evidence and argument on the issues under consideration. The Quasi-Judicial Officer shall set a time and place for all hearings and shall serve written notice on all the parties.
- (ii) The Quasi-Judicial Officer shall give no less than 14 days' notice of the hearing on the merits of the protest, unless otherwise agreed by the parties.

(c) University Statement of Actions.

Within seven (7) days after the appointment of the Quasi-Judicial Officer, the university shall file a written statement to the Quasi-Judicial Officer stating the actions (proposed actions, actions already taken, or refusal to take action

are referred to as “actions”) of the university, and a summary of the factual, legal, and policy grounds for such actions. The university shall immediately serve a copy of the Statement of Actions on the other parties.

(d) Protestor’s Response to University Statement of Actions.

Within seven (7) days after the university provides the University Statement of Actions to the Quasi-Judicial Officer, the Protestor may file a written response to such statement with the Quasi-Judicial Officer. The Protestor shall immediately serve a copy of the Protestor’s Response to the University’s Statement of Actions on the other parties.

(e) Discovery.

After the assignment of the Quasi-Judicial Officer, the parties may obtain discovery through the means and manner provided in the Florida Rules of Civil Procedure 1.280 through 1.400. The Quasi-Judicial Officer may issue appropriate orders to effectuate the purposes of discovery and to prevent delay.

(i) Each party must serve a list of evidence to the other parties at least seven (7) days prior to the first day of the hearing, along with a general description of how the party intends to use the evidence in the hearing.

(ii) Each party must file a witness list with the Quasi-Judicial Officer and serve the same on the other parties at least seven (7) days prior to the first day of the hearing. The parties must include a general description of how the party intends to use each witness in the hearing with the witness list.

(f) De Novo Proceeding.

The Quasi-Judicial Officer shall conduct a de novo proceeding to determine whether the university’s decision or intended decision is contrary to the statutes, regulations, or policies governing the university, or contrary to the Specifications. The standard of proof for the proceedings shall be whether the proposed university action was clearly erroneous, contrary to competition, arbitrary, or capricious. However, if the protest is regarding the university’s decision to reject all responses to a competitive solicitation, the standard of review shall be whether the university’s intended action is illegal, arbitrary, dishonest or fraudulent.

(g) Burden of Persuasion.

The burden of proof rests with the party protesting the university action.

(h) Conduct of Hearing.

All parties shall have an opportunity to: present evidence; to respond to all issues involved; to conduct cross-examination and submit rebuttal evidence; and to submit proposed findings of fact and proposed orders.

(i) The hearing shall be conducted in conformity with the Florida Rules of Civil Procedure and the Florida Rules of Evidence applicable to civil proceedings unless specifically contradicted by this regulation or otherwise agreed by the parties.

- (ii) Each party shall have a minimum of fifteen (15) minutes to argue its position. The Protestor shall present its argument first and have the opportunity for rebuttal. At the Quasi-Judicial Officer's discretion, the university may have the opportunity for surrebuttal.
- (iii) The Quasi-Judicial Officer has the right to question each party and any witnesses.
- (i) Recommended Order.
The Quasi-Judicial Officer may request that the parties submit proposed findings of fact, conclusions of law, orders and memoranda on the issues within a time designated by the Quasi-Judicial Officer. No later than thirty (30) days after receipt of the hearing transcript, the Quasi-Judicial Officer shall issue a written Recommended Order to the President, and serve a copy on each of the parties.
- (j) Preliminary Order and Exceptions to the Preliminary Order.
Within fourteen (14) days after the date the Recommended Order was issued, the President shall issue a Preliminary Order and serve the parties with a notice of such order. If the Protestor takes exception to the Preliminary Order, the Protestor must timely file its written exceptions with the President within fourteen (14) days after the date the Preliminary Order was issued. The Preliminary Order shall provide, "This Preliminary Order is the Final Order unless the Protestor files written exceptions to the Preliminary Order with the President no later than 14 days after the date this Preliminary Order is issued."
- (k) Final Order.
 - (i) If no written exceptions are timely filed, the Preliminary Order is the Final Order.
 - (ii) If the Protestor timely files written exceptions, then within fourteen (14) days after the end of the 14 day period for filing exceptions to the Preliminary Order, the President will review the Preliminary Order and the timely filed exceptions and will render a Final Order.
 - (iii) The President's Final Order is the final decision of the University.
- (l) Point of Entry. Judicial review of the University's final decision shall be in accordance with Florida Rules of Appellate Procedure Rule 9.190(b)(3), applicable to review of quasi-judicial decisions of an administrative body not subject to the Administrative Procedure Act. A request for review may be made by filing a petition for certiorari review with the appropriate circuit court within thirty (30) days after the university's final decision. *Failure to seek timely review shall constitute a waiver of the right to appeal the university's final decision.*

(14) **Computation of Time.** In computing any period of time under this regulation or by order of a Presiding Officer, the day of the act from which the period of time begins to run shall not be included. The last day of the period shall be included unless it is a

Saturday, Sunday or legal holiday, in which event the period shall run until the end of the next day which is not a Saturday, Sunday or legal holiday. When the period of time allowed is less than 7 days, intermediate Saturdays, Sundays, and legal holidays shall be excluded in the computation. Notwithstanding the above, this Section does not apply when computing the time period for filing the Notice of Intent to Protest as it is computed in accordance with Section (5)(b) of this regulation.

(15) **Conflict.** Following appointment of the University Official or the Quasi-Judicial Officer as the Presiding Officer of a protest proceeding, the attorney representing the university in the protest will not serve as legal advisor to the Presiding Officer until the protest proceedings are over (to include the period of time in which the final decision of the university can be appealed).

(16) **Intervenors.** Persons other than the original parties to a pending proceeding whose substantial interest will be affected by the proceeding and who desire to become parties may petition the Presiding Officer for leave to intervene. Except for good cause shown, petitions for leave to intervene must be filed with the Presiding Officer no later than 20 days after the date the Formal Protest was filed. The petition shall include allegations sufficient to demonstrate that the intervenor is entitled to participate in the proceeding as a matter of constitutional or statutory right or pursuant to a Board of Governors' or university's rule or regulation, or that the substantial interests of the intervenor are subject to determination or will be affected through the proceeding. The petition shall also include the email address of the intervenor/intervenor's counsel or representative; the email address provided will be the email address used by the President, the President's Designee, the Presiding Officer, and the other parties for serving the intervenor with notice, documents and materials related to the protest. If time permits, the parties may, within seven (7) days after service of the intervenor's petition, file a response in opposition to the petition with the Presiding Officer and serve the same on the other parties. The Presiding Officer may impose terms and conditions on the intervenor to limit prejudice to other parties.

(17) **Presiding Officer Orders.** The Presiding Officer may issue any orders necessary to effectuate discovery, to prevent delay, and to promote the just, speedy, and inexpensive determination of all aspects of the protest.

(18) **Motions.** All requests for relief shall be by motion. All motions shall be in writing unless made on the record during a hearing and shall fully state the action requested and the grounds relied upon. The moving party shall file the motion with the Presiding Officer and serve a copy on the other parties. When time allows, the other parties may, within seven (7) days after service of a written motion, file a response in opposition and serve the same on the other parties. Written motions will normally be disposed of after the response period has expired based on the motion, together with any supporting or opposing memoranda. The Presiding Officer shall conduct proceedings and enter such

orders as are deemed necessary to dispose of issues raised by the motion. Motions, other than a motion to dismiss, shall include a statement that the movant has conferred with the other parties of record and shall state whether any party has an objection to the motion. Motions for extension of time shall be filed prior to the expiration of the deadline sought to be extended and shall state good cause for the request.

(19) **Evidence.** In a protest to an invitation to bid or request for proposals procurement, no submissions made after the bid or proposal opening which amend or supplement the bid or proposal shall be considered. In a protest to an invitation to negotiate procurement, no submissions made after the university announces its intent to award a contract, reject all replies, or withdraw the solicitation which amend or supplement the reply shall be considered.

(20) **Extensions or Continuances.** The Presiding Officer may extend the time period for holding the hearing. The Presiding Officer may also grant a continuance of a hearing for good cause shown. Except in cases of emergency, requests for continuance must be made at least seven (7) days prior to the date noticed for the hearing.

(21) **Records.** The university shall accurately and completely preserve all testimony and evidence in the proceeding, and upon the request of any party shall provide a copy of the testimony. The university may charge the cost of duplication to the requesting party. Proceedings shall be recorded by a certified court reporter or by recording instruments.

Any party to a hearing may, at its own expense, provide a certified court reporter if the university does not. The Presiding Officer may provide a certified court reporter. At a hearing reported by a court reporter, any party who wishes a transcript of the testimony shall order the same at its own expense. If a court reporter records the proceedings, the recordation shall become the official transcript.

(22) **Costs and Attorney Fees.** If the Quasi-Judicial Officer determines that the non-prevailing party has participated in the hearing for an improper purpose, the Quasi-Judicial Officer may award attorney's fees and costs to the prevailing party, as appropriate. If the Quasi-Judicial Officer awards the university attorney's fees and/or costs, upon Protestor's payment of such costs, the university shall return the solicitation protest bond to the Protestor. "Improper purpose" means participation in the protest proceeding primarily to harass, cause unnecessary delay, frivolous purpose; needlessly increasing the costs of litigation, licensing, or securing the approval of an activity; or filing a meritless protest.

~~18.002 — Notice and Protest Procedures.~~

~~(1) Notification.~~

~~— (a) Competitive Solicitation — The university shall provide notice of any information relating to a competitive solicitation by advertising for bids or by distribution of solicitation documents.~~

~~— (b) Contract Award — The university shall provide notice of a decision or intended decision concerning a solicitation, contract award, or exceptional purchase by electronic posting. This notice shall contain the following statement: "Failure to file a protest in accordance with BOC regulation 18.002, or failure to post the bond or other security as required in BOC regulation 18.002, shall constitute a waiver of protest proceedings."~~

~~(2) Protest.~~

~~— (a) Any qualified offeror who is adversely affected by the university's decision may file a written notice of intent to protest within 72 hours after university posting of award or intent to award notice. The protesting firm must reduce its complaint to written petition and file it with the president within ten (10) calendar days from registration of the original complaint. If the competitive solicitation documents require the posting of a bond with the protest, the bond shall be included with the protest.~~

~~— (b) Failure to file a notice of protest or the written petition, including posting of the required protest bond, shall constitute a waiver of the right to protest proceedings.~~

~~(3) Upon receipt of the formal written petition filed in accordance with this regulation, the president or designee shall delay the execution of the contract until the protest is resolved by mutual agreement between the parties or by final presidential action, unless the president shall make a finding and declares that such delay would cause serious danger to the public health, safety or welfare.~~

~~(4) Petitions involving disputed issues of material fact shall be referred for a quasi-judicial hearing. The president shall designate an administrative law judge to conduct a hearing in accordance with university procedures. At the conclusion of the hearing, the administrative law judge shall submit a written recommended order to the president.~~

~~The president shall then issue a preliminary order for final action and notify the firm of such order. The preliminary order of the president shall be final, unless the firm under consideration takes exception to such order; in which event, it may file with the president such exceptions within twenty-one (21) days of receipt of notice of the preliminary order. At the end of the period for filing exceptions, the president will review the preliminary order and any exceptions that have been filed, and will render the final order. The decision of the president is final. Appellate review of the final order shall be in accordance with the requirements of Rule 9.190(b) (3), Florida Rules of Appellate Procedure.~~

Authority – Section 7(d), Article IX, Fla. Const.; History – New 3-27-08.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 7.001
Tuition and Associated Fees

PROPOSED BOARD ACTION

Approve public notice of intent to amend Board of Governors Regulation 7.001 Tuition and Associated Fees.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Board Regulation Development Procedure

BACKGROUND INFORMATION

This regulation is being amended to clarify the following:

- Eliminates the specific amount charged for undergraduate tuition and references the General Appropriations Act and statutory authority.
- Eliminates the reference to the building fee as it was combined with the capital improvement fee.
- Eliminates the additional charge associated with a college preparatory course. This change is made pursuant to the modification made in Senate Bill 1720 to Section 1009.28, Florida Statute.
- Eliminates the date when a block tuition proposal is to be submitted to the Board. Dates will be established pursuant to the Board's data request system.
- Modifies the date the tuition differential report is due to the legislature. The date was modified in Senate Bill 1514.

These changes have been shared with the universities and comments have been received. Where possible, modifications were made to address university suggestions.

If approved, the amended regulation will be noticed on the Board's website for 30 days with final approval by the Board at the November 21, 2013 meeting.

Supporting Documentation Included: Information located behind the Budget & Finance Committee Agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 7.003
Fees, Fines and Penalties

PROPOSED BOARD ACTION

Approve public notice of intent to amend Board of Governors Regulation 7.003 Fees,
Fines and Penalties.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Board Regulation Development
Procedure

BACKGROUND INFORMATION

This regulation is being amended to clarify the following:

- Changes the date when the Budget & Finance Committee will consider increases to existing fees from January to June.
- Changes the date when the Budget & Finance Committee will consider new fees from March to June.
- Clarifies that the excess hour fee applies to first-time-in-college students.

These changes have been shared with the universities and comments have been received. Where possible, modifications were made to address university suggestions.

If approved, the amended regulation will be noticed on the Board's website for 30 days with final approval by the Board at the November 21, 2013 meeting.

Supporting Documentation Included: Information located behind the Budget &
Finance Committee Agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 7.008
Waiver of Tuition and Fees

PROPOSED BOARD ACTION

Approve public notice of intent to amend Board of Governors Regulation 7.008 Waiver of Tuition and Fees.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Board Regulation Development Procedure

BACKGROUND INFORMATION

This regulation is being amended to clarify the number of credit hours that may be waived for students classified as homeless.

These changes have been shared with the universities and comments have been received. Where possible, modifications were made to address university suggestions.

If approved, the amended regulation will be noticed on the Board's website for 30 days with final approval by the Board at the November 21, 2013 meeting.

Supporting Documentation Included: Information located behind the Budget & Finance Committee Agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 9.007
State University Operating Budgets

PROPOSED BOARD ACTION

Approve public notice of intent to amend Board of Governors Regulation 9.007 State University Operating Budgets.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Board Regulation Development Procedure

BACKGROUND INFORMATION

This regulation is being amended to include the following changes:

- Adds clarifying language that university carry forward funds shall be included in annual expenditure data.
- Adds clarifying language that Education & General funds are to be used for operating activities, unless specifically authorized by law.
- Adds language requiring universities to comply with all applicable federal, state, and local laws when implementing grants, contracts and sponsored research programs.
- Adds language regarding the inclusion of technology fee revenues/expenditures and Board approved fees in the annual operating budget submissions.
- Adds clarifying language that Education & General interest earnings should be used for Education & General operating purposes, unless specifically authorized by law.

These changes have been shared with the universities and comments have been received. Where possible, modifications were made to address university suggestions.

If approved, the amended regulation will be noticed on the Board's website for 30 days with final approval by the Board at the November 21, 2013 meeting.

Supporting Documentation Included: Information located behind the Budget & Finance Committee Agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Public Notice of Proposed New Board of Governors Regulation 9.014
Collegiate License Plates Revenues

PROPOSED BOARD ACTION

Approve public notice of proposed new Board of Governors Regulation 9.014 Collegiate License Plates Revenues.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board Regulation Development Procedure

BACKGROUND INFORMATION

This regulation is being created to provide guidance to the universities on the use of collegiate license plate revenues, expenditure plans and instructions for notifying the Board of any deviations from the approved expenditure plans.

This regulation has been shared with the universities and comments have been received. Where possible, modifications were made to address university suggestions.

If approved, the regulation will be noticed on the Board's website for 30 days with final approval by the Board at the November 21, 2013 meeting.

Supporting Documentation Included: Information located behind the Budget & Finance Committee Agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: 2013-2014 State University System Operating Budget

PROPOSED BOARD ACTION

Approve the 2013-2014 State University System Operating Budget.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Regulation 9.007

BACKGROUND INFORMATION

Each state university is required to submit a detailed operating plan for each budget entity for the 2013-2014 fiscal year. The State University System (SUS) operating budget consists of five different budget entities; 1) Education and General, 2) Contracts and Grants, 3) Auxiliary Enterprises, 4) Local Funds, and 5) Faculty Practice Plans.

1. The Education and General Budget Entity (E&G) includes the allocation of funds appropriated by the 2013 Legislature, student tuition, and other previously appropriated funds. The E&G budget entity contains resources that provide educational opportunities to citizens through instructional programs; research directed toward solving technical, social, and economic problems facing the state and nation; and public service programs. Universities have flexibility in the development of the E&G operating budget but must report in the traditional SUS categories.
- 2) The Contracts and Grants budget entity supports research and public service through awards from federal, state, and local sources.
- 3) Auxiliary Enterprises is comprised of ancillary support units such as student housing, food service, bookstores, parking services, and computer support.
- 4) The Local Funds entity consists of operating resources for student activities, athletics, concessions, student financial aid, technology fee, Board-approved local fees, and self-insurance programs.

- 5) Finally, the Faculty Practice Plans provide for clinical activities associated with the University of Florida and University of South Florida Health Centers, and the Florida State University, University of Central Florida, and Florida International University Medical Schools.

Each University Board of Trustees has approved an operating budget. The universities have developed their budgets in accordance with Board Regulation 9.007 State University System Operating Budgets. The regulation requires each university to maintain an unencumbered balance in the E&G fund equal to or greater than 5% of the University Board of Trustees approved operating budget. If the unencumbered balance falls below 5%, the University President must provide written notification and explanation.

Detailed operating budget information will be posted to the Board's website.

Supporting Documentation Included: Information located behind the Budget & Finance Committee Agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**
September 12, 2013

SUBJECT: 2013-2014 Board General Office Budget

PROPOSED BOARD ACTION

Approve the 2013-2014 Board General Office Budget and authorize the Chancellor to make changes as necessary to support office functions.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; 2013 General Appropriations Act

BACKGROUND INFORMATION

The Board General Office budget for 2013-2014 totals \$6.6 million and supports 57 authorized positions. The 2013 General Appropriations Act allocates funds by specific category and funding source as follows:

Appropriation Category	Appropriation
Salaries & Benefits - GR	\$4,716,349
Salaries & Benefits - Trust Funds	\$660,753
Other Personal Services - GR	\$49,373
Other Personal Services - Trust Funds	\$20,000
Expenses - GR	\$588,869
Expenses - Trust Funds	\$271,799
Operating Capital Outlay - GR	\$11,782
Operating Capital Outlay - Trust Funds	\$5,950
Contracted Services - GR	\$160,127
Contracted Services - Trust Funds	\$23,000
DMS - HR Services - GR	\$16,271

DMS – HR Services – Trust Funds	\$2,123
Data Processing Services - GR	\$23,911

Each funding source and category has specific restrictions on spending funds from that appropriation. Appropriations are allowed to be transferred between categories via budget transfers filed with the Governor’s Office. These transfers cannot exceed five percent or \$250,000 whichever is greater. Any transfers in excess of this amount must be approved by the Legislature and Governor through an established budget amendment process.

Funding Source:

- General Revenue – appropriations from this source has the least restrictions and can be used for any basic operating expense.
- Trust Funds – appropriations from this source are primarily used to support Board facility staff and expenses.

Appropriation Category:

- Salaries & Benefits – salaries and benefits associated with 57 authorized positions.
- Other Personal Services – these funds are utilized for temporary employment. The Board utilizes university students to supplement basic phone coverage and other office needs.
- Expenses – these funds are utilized for basic operating expenses such as travel, rent, office supplies, or equipment costing less than \$1,000.
- Operating Capital Outlay – these funds are utilized for items costing more than \$1,000, such as computers or furniture.
- Contracted Services – these funds are utilized for any service requiring a contractual agreement.
- DMS – HR Services – these funds are transferred to the Department of Management Services to cover the costs associated with the State’s PeopleFirst System.
- Data Processing Services – these funds are transferred to the Northwest Regional Data Center to pay for data storage services.

Supporting Documentation Included: Information located behind the Budget & Finance Committee Agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Methodology for the Allocation of \$20 Million in Performance Funding

PROPOSED BOARD ACTION

Consider approval of a methodology for the distribution of \$20 million in performance funding.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Chapter 2013-027 Laws of Florida; 2013 General Appropriations Act

BACKGROUND INFORMATION

The 2013 Legislature passed Senate Bill 1076 which was signed by the Governor on April 22, 2013. Section 61 of the bill requires the Board of Governors to recommend a methodology for allocating performance funding to the Legislature:

By October 31, 2013, the State Board of Education shall recommend to the Legislature a methodology for allocating performance funding for Florida College System institutions, and the Board of Governors shall recommend to the Legislature a methodology for allocating performance funding for State University System institutions, based on the percentage of graduates employed or enrolled in further education, the average wages of employed graduates, and the average cost per graduate.

The 2013 General Appropriations Act includes \$20 million for Performance Based Incentives:

From the general revenue funds in Specific Appropriation 142, \$20,000,000 shall be allocated by the Board of Governors for performance funding by December 31, 2013, based on the percentage of graduates employed or enrolled in further education, the average wages of employed graduates, and the average cost per graduate.

Supporting Documentation Included: Information located behind the Budget & Finance Committee Agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12 2013

SUBJECT: 2014-2015 State University System and Board General Office Legislative Budget Request

PROPOSED BOARD ACTION

Approve the 2014-2015 operating Legislative Budget Request for the State University System and the Board General Office and allow the Chancellor to make technical changes as necessary.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Annually, the Board of Governors must prepare and submit a State University System and a Board General Office Legislative Budget Request (LBR) for state appropriated operating funds. Both budgets must be reviewed and recommendations made on the issues to be included in the 2014-2015 LBR. In accordance with Subsection 216.023(1), Florida Statutes, this LBR is based on an independent judgment of needs and pursuant to the LBR instructions will be presented to the Legislature and Governor on October 15.

State University System (SUS):

Detailed budget request information will be posted to the Board's website.

Board General Office:

The Board General Office requests a continuation budget of \$6.5 million to support 57 positions and associated operating expenses.

The Chancellor recommends approval of the SUS and Board General Office LBRs.

Supporting Documentation Included: Information located behind the Budget & Finance Committee Agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 6.002
Admission of Undergraduate First-Time-in-College, Degree-Seeking
Freshmen

PROPOSED BOARD ACTION

Consider approval of the public notice of intent to amend Board of Governors Regulation 6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking, Freshmen.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Regulation 6.002 provides statewide minimum admission criteria for undergraduate first-time-in-college, degree-seeking freshmen. Amendments to this regulation include technical changes. The technical changes involve clarifying that starting fall 2014, consideration of ACT test scores in admission decisions must be based on the ACT Plus Writing exam. This provides for equitable treatment between students who have a 3.0 grade point average on a 4.0 scale and for those whose grade average is less than 3.0.

Additionally, a technical change was provided by replacing the foreign language admission credit hour specificity by referencing the ability to achieve the same affect through meeting foreign language competency at the second level. Being allowed to take only the second level course if appropriate meets the current policy standard as foreign language competency builds on itself. If students are able to pass the second level, they should possess the skills of the first.

Following input by the SUS Admission and Registrar's Committee, this regulation was reviewed by the university general counsels, Council of Academic Vice Presidents, Council of Student Affairs, and other state university staff. Pursuant to the regulation procedure adopted by the Board at its meeting on March 23, 2006, the Board is required to provide public notice by publication on its Internet Web site at least 30 days before adoption of the proposed regulation.

Supporting Documentation Included: Amended Regulation 6.002 in Committee
Packet

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 6.004
Admission of Undergraduate, Degree-Seeking Transfer Students

PROPOSED BOARD ACTION

Consider approval of the public notice of intent to amend Board of Governors
Regulation 6.004 Admission of Undergraduate, Degree-Seeking Transfer Students

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Regulation 6.004 provides statewide minimum admission criteria for undergraduate degree-seeking transfer students. Amendments to this regulation include technical changes. The technical changes involve replacing the foreign language admission credit hour specificity by referencing the ability to achieve the same affect through meeting foreign language competency at the second level. Being allowed to take only the second level course if appropriate meets the current policy standard as foreign language competency builds on itself. If students are able to pass the second level, they should possess the skills of the first.

Following input by the SUS Admission and Registrar's Committee, this regulation was reviewed by the university general counsels, Council of Academic Vice Presidents, Council of Student Affairs, and other state university staff. Pursuant to the regulation procedure adopted by the Board at its meeting on March 23, 2006, the Board is required to provide public notice by publication on its Internet Web site at least 30 days before adoption of the proposed regulation.

Supporting Documentation Included: Amended Regulation 6.004 in Committee
Packet

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Public Notice of Intent to Amend Board of Governors Regulation 6.008
Postsecondary College-Level Preparatory Testing, Placement, and
Instruction for State Universities

PROPOSED BOARD ACTION

Consider approval of the public notice of intent to amend Board of Governors
Regulation 6.008 Postsecondary College-Level Preparatory Testing, Placement, and
Instruction for State Universities

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Regulation 6.008 provides direction for state universities regarding the further
assessment, placement, and instruction of students who fall below college level
assessment standards. The proposed amendments provide similar standards as those
required by the State Board of Education for Florida College System institutions,
thereby providing smooth articulation between institutions.

Amendments reflect changes made to the State Board rule due to 2013 legislative
changes to statute. Additionally, admission test cut-scores for placement purposes are
modified to match the scores applied to the Florida College System (FCS) institutions.
Most universities work with FCS institutions to provide developmental education
options. Different scores cause confusion. This amendment does not lower admission
standards as admission cut-scores remain the same in Board Regulation 6.002.

Following input by the SUS Admission and Registrar's Committee, this regulation was
reviewed by the university general counsels, Council of Academic Vice Presidents,
Council of Student Affairs, and other state university staff. Pursuant to the regulation
procedure adopted by the Board at its meeting on March 23, 2006, the Board is required
to provide public notice by publication on its Internet Web site at least 30 days before
adoption of the proposed regulation.

Supporting Documentation Included: Amended Regulation 6.008 in Committee
Packet

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Proposal for the Wolfsonian-FIU Downtown Center to be a Special Purpose Center at Florida International University

PROPOSED BOARD ACTION

Consider the request by Florida International University for the Wolfsonian-FIU Downtown Center at 100 East Flagler Street, Miami, Florida to be a Special Purpose Center in accordance with Board of Governors Regulation 8.009.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 8.009

BACKGROUND INFORMATION

Wolfsonian-FIU, located in Miami Beach, is a museum, library, and research center currently designated a Special Purpose Center of Florida International University. The museum supports scholarship and develops and disseminates critically acclaimed exhibitions, publications, and educational programs. The recently acquired Wolfsonian-FIU Downtown Center will provide approximately 20,000 square feet of additional space in a business condominium for museum administration and educational purposes and includes a planned gift of approximately 25,000 objects consisting of decorative art, works-on-paper, paintings, sculpture, rare books, and ephemera of the 1885-1945 period collected by Mr. Wolfson since his initial donation of the contents of the Wolfsonian museum to FIU in 1997. The new center will also permit the university to finalize a \$10 million grant agreement with Miami-Dade County under the County's Building Better Communities General Obligation Bond Program.

No full degree programs will be offered at the location and no additional facilities will be needed to support the site. Cost associated with maintaining the facility is projected to be approximately \$200,000 per year, part of which is expected to be from auxiliary funds. The FIU board of trustees approved the Wolfsonian-FIU Downtown Center as a Special Purpose Center on June 5, 2013.

Supporting Documentation Included: FIU Proposal located behind the Academic and Student Affairs Committee Packet

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

September 12, 2013

SUBJECT: Request to Close Florida Atlantic University Treasure Coast Campus

PROPOSED BOARD ACTION

Consider the request by Florida Atlantic University to close the Treasure Coast Campus located at 500 Northwest California Boulevard, Port St. Lucie, Florida 34986.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 8.009

BACKGROUND INFORMATION

Florida Atlantic University (FAU) is requesting to close its Treasure Coast Campus in Port St. Lucie due to declining state support and increased competition for a limited pool of students in the area. State funding per student has declined over the past several years and Indian River State College (IRSC) has continued to expand its baccalaureate program offerings at the Treasure Coast Campus location, offering a lower cost option for many degree programs that FAU had been offering.

The FAU Board of Trustees determined in June 2012 that the programs offered at the Treasure Coast Campus could be more efficiently and effectively delivered at the Harbor Branch Oceanographic Institute in Ft. Pierce, the Jupiter campus, the main campus in Boca Raton, or by offering the programs online. The relocation of the academic programs and the teach-out plan for existing students was approved by the Southern Association of Colleges and Schools on March 28, 2013.

In the 2013-2014 General Appropriations Act, the Florida Legislature passed the transfer of the Port St. Lucie facilities from FAU to IRSC and Governor Scott signed it into law on May 20, 2013. At its June 11, 2013 meeting the FAU Board of Trustees approved the transfer of the Port St. Lucie property to IRSC.

Supporting Documentation Included: FAU Proposal located behind the Strategic Planning Committee Packet