



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

**AGENDA**  
**Budget and Finance Committee**  
**Sudakoff 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

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**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.

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**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.

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Tom Kuntz, Chair

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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

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**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.

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**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 ~~c~~Chancellor 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 ~~b~~Board's Tuition Appeals Committee, which shall consist of the ~~c~~Chair of the ~~b~~Board and the ~~c~~Chair 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

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**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.

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**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

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**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.

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**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

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**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.

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**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

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**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.

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**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

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**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.

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**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 &amp; General<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></u>	<u>Faculty Practice<sup>5</sup></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 <sup>6</sup>	\$ 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 &amp; General<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></u>	<u>Faculty Practice<sup>5</sup></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 <sup>7</sup>	\$ 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 &amp; General<sup>1</sup></u>	<u>IFAS E&amp;G<sup>1</sup></u>	<u>HSC E&amp;G<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></u>	<u>Faculty Practice<sup>5</sup></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 <sup>6</sup>	\$ 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 &amp; General<sup>1</sup></u>	<u>IFAS E&amp;G<sup>1</sup></u>	<u>HSC E&amp;G<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></u>	<u>Faculty Practice<sup>5</sup></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 <sup>7</sup>								\$ -
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 &amp; General<sup>1</sup></u>	<u>Medical School - E&amp;G<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></u>	<u>Faculty Practice<sup>5</sup></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 <sup>6</sup>	\$ 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 &amp; General<sup>1</sup></u>	<u>Medical School - E&amp;G<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></u>	<u>Faculty Practice<sup>5</sup></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 <sup>7</sup>							\$ -
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 &amp; General<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></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 <sup>6</sup>	\$ 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 &amp; General<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></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 <sup>7</sup>					\$ -
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 &amp; General<sup>1</sup></u>	<u>HSC E&amp;G<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></u>	<u>Faculty Practice<sup>5</sup></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 <sup>6</sup>	\$ 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 &amp; General<sup>1</sup></u>	<u>HSC E&amp;G<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></u>	<u>Faculty Practice<sup>5</sup></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 <sup>7</sup>		\$ 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 &amp; General<sup>1</sup></u>	<u>Medical School E&amp;G<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></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 <sup>6</sup>						\$ -
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 &amp; General<sup>1</sup></u>	<u>Medical School E&amp;G<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></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 <sup>7</sup>						\$ -
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 &amp; General<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></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 <sup>6</sup>	\$ 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 &amp; General<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></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 <sup>7</sup>				\$	-
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 &amp; General<sup>1</sup></u>	<u>Medical School E&amp;G<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></u>	<u>Faculty Practice<sup>5</sup></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 <sup>6</sup>			\$ 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 &amp; General<sup>1</sup></u>	<u>Medical School E&amp;G<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></u>	<u>Faculty Practice<sup>5</sup></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 <sup>7</sup>							\$ -
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 &amp; General<sup>1</sup></u>	<u>Medical School E&amp;G<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></u>	<u>Faculty Practice<sup>5</sup></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 <sup>6</sup>	\$ 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 &amp; General<sup>1</sup></u>	<u>Medical School E&amp;G<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></u>	<u>Faculty Practice<sup>5</sup></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 <sup>7</sup>							\$ -
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 &amp; General<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></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 <sup>6</sup>		\$ 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 &amp; General<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></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 <sup>7</sup>					\$ -
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 &amp; General<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></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 <sup>6</sup>		\$ 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 &amp; General<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></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 <sup>7</sup>				\$	-
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 &amp; General<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></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 <sup>6</sup>	\$ 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 &amp; General<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></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 <sup>7</sup>	\$ 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 &amp; General<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></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 <sup>6</sup>					\$ -
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 &amp; General<sup>1</sup></u>	<u>Contracts &amp; Grants<sup>2</sup></u>	<u>Auxiliaries<sup>3</sup></u>	<u>Local Funds<sup>4</sup></u>	<u>Summary</u>
33 <b>Waivers</b>					\$ -
34 <b>Finance Expense</b>					\$ -
35 <b>Debt Service</b>					\$ -
36 <b>Salary Incentive Payments</b>					\$ -
37 <b>Law Enforcement Incentive Payments</b>					\$ -
38 <b>Library Resources</b>	\$ 200,000				\$ 200,000
39 <b>Institute of Government</b>					\$ -
40 <b>Regional Data Centers - SUS</b>					\$ -
41 <b>Black Male Explorers Program</b>					\$ -
42 <b>Phosphate Research</b>	\$ 2,536,622				\$ 2,536,622
43 <b>Other Operating Category</b>					\$ -
44 <b>Total Operating Expenditures :</b>	<u>\$ 24,437,191</u>	<u>\$ -</u>	<u>\$ 154</u>	<u>\$ -</u>	<u>\$ 24,437,345</u>
45					
46 <b><u>Non-Operating Expenditures</u></b>					
47 <b>Transfers</b>					\$ -
48 <b>Fixed Capital Outlay</b>					\$ -
49 <b>Carryforward (From Prior Period Funds)</b>	\$ 19,742,000				\$ 19,742,000
50 <b>Other<sup>7</sup></b>	\$ 1,435,561				\$ 1,435,561
51 <b>Total Non-Operating Expenditures :</b>	<u>\$ 21,177,561</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 21,177,561</u>
52					
53 <b>Ending Fund Balance :</b>	<u>\$ 14,142,658</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 14,142,658</u>
54					
55 <b>Fund Balance Increase / Decrease :</b>	\$ (14,398,532)	\$ -	\$ (154)	\$ -	\$ (14,398,686)
56 <b>Fund Balance Percentage Change :</b>	-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

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**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:

<b>Appropriation Category</b>	<b>Appropriation</b>
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.

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**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
<b>2013-14 Appropriation</b>	<b>\$5,377,102</b>	<b>\$69,373</b>	<b>\$860,668</b>	<b>\$17,732</b>	<b>\$183,127</b>	<b>\$23,911</b>	<b>\$18,394</b>	<b>\$6,550,307</b>
<b><u>Less Obligations:</u></b>								
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)
<b>Total Expenditures</b>	<b>(\$5,377,102)</b>	<b>(\$69,373)</b>	<b>(\$860,668)</b>	<b>(\$17,732)</b>	<b>(\$183,127)</b>	<b>(\$23,911)</b>	<b>(\$18,394)</b>	<b>(\$6,550,307)</b>

\*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
<b>2013-14 Appropriation</b>	<b>\$4,716,349</b>	<b>\$49,373</b>	<b>\$588,869</b>	<b>\$11,782</b>	<b>\$160,127</b>	<b>\$23,911</b>	<b>\$16,271</b>	<b>\$5,566,682</b>
<b><u>Less Obligations:</u></b>								
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)
<b>Total Expenditures</b>	<b>(\$4,716,349)</b>	<b>(\$49,373)</b>	<b>(\$588,869)</b>	<b>(\$11,782)</b>	<b>(\$160,127)</b>	<b>(\$23,911)</b>	<b>(\$16,271)</b>	<b>(\$5,566,682)</b>

\*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
<b>2013-14 Appropriation</b>	<b>\$660,753</b>	<b>\$20,000</b>	<b>\$271,799</b>	<b>\$5,950</b>	<b>\$23,000</b>	<b>\$0</b>	<b>\$2,123</b>	<b>\$983,625</b>
<b><u>Less Obligations:</u></b>								
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
<b>Total Expenditures</b>	<b>(\$660,753)</b>	<b>(\$20,000)</b>	<b>(\$271,799)</b>	<b>(\$5,950)</b>	<b>(\$23,000)</b>	<b>\$0</b>	<b>(\$2,123)</b>	<b>(\$983,625)</b>

\*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

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**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.

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**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			EXAMPLE
	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	3	2	1	
	75%	65%	55%	\$40,000	\$30,000	\$20,000	\$20,000	\$25,000	\$30,000	
	Score			Score			Score			
Institution 1	53%	0	\$ 32,632	2	\$ 22,092	2	4	9%	\$ 1,739,130	
Institution 2	63%	1	\$ 38,434	2	\$ 21,523	2	5	11%	\$ 2,173,913	
Institution 3	65%	2	\$ 26,000	1	\$ 27,289	1	4	9%	\$ 1,739,130	
Institution 4	56%	1	\$ 31,728	2	\$ 26,629	1	4	9%	\$ 1,739,130	
Institution 5	53%	0	\$ 31,656	2	\$ 31,349	0	2	4%	\$ 869,565	
Institution 6	68%	2	\$ 34,592	2	\$ 24,669	2	6	13%	\$ 2,608,696	
Institution 7	72%	2	\$ 30,330	2	\$ 33,505	0	4	9%	\$ 1,739,130	
Institution 8	66%	2	\$ 20,000	1	\$ 20,777	2	5	11%	\$ 2,173,913	
Institution 9	69%	2	\$ 32,807	2	\$ 33,449	0	4	9%	\$ 1,739,130	
Institution 10	55%	1	\$ 39,911	2	\$ 25,354	1	4	9%	\$ 1,739,130	
Institution 11	67%	2	\$ 33,000	2	\$ 48,000	0	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

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**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.

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**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.

Approved June 20, 2013



- 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 Funds<sup>1</sup>:

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 recommended<sup>2</sup> 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.

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<sup>1</sup> 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.

<sup>2</sup> Specific survey recommendation is not required for infrastructure and matching funds projects.

Approved June 20, 2013



- 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

## 2014-2015 Legislative Budget Request Table of Contents

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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
<b>Core SUS Budget</b>							
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%
<b>Special Units &amp; Other State Initiatives</b>							
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

<b>Board of Governors' General Office</b>							
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
<b>2013-2014 Total Appropriations</b>	
State Support	\$2,232,918,751
Tuition Support	\$1,802,644,222
<b>2013-2014 Total Base Budget</b>	<b>\$4,035,562,973</b>
<b>2013-2014 Start-up Budget</b>	
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
<b>2013-2014 Beginning Base Budget</b>	<b>\$4,042,199,358</b>
<b>2014-2015 Budget Issues:</b>	
<b>Technical Adjustments</b>	
Undergraduate Base Tuition Adjustment - Prior Year	(\$8,010,817)
<b>Performance Funding Initiative</b>	
State University System Performance Based Incentives	\$50,000,000
<b>System Workload / Phase-in Initiatives</b>	
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
<b>Research / System Initiatives</b>	
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
<b>Sub-total</b>	<b>\$84,263,850</b>
<b>Total 2014-2015 Budget</b>	<b>\$4,126,463,208</b>
<b>% Increase over 2013-2014 Total Base Budget(Line 12)</b>	<b>2.1%</b>
<b>2013-2014 Beginning State Support</b>	<b>\$2,230,804,928</b>
<b>Increase in State Support</b>	<b>\$83,730,074</b>
<b>Total State Support Needed for FY 2014-2015</b>	<b>\$2,314,535,002</b>
<b>2013-2014 Beginning Student Tuition Support</b>	<b>\$1,811,394,430</b>
<b>Increase in Student Tuition Support (Assuming no Tuition Increase)</b>	<b>\$533,776</b>
<b>Total Tuition Support Needed for FY 2014-2015</b>	<b>\$1,811,928,206</b>
<b>Total Support for FY 2014-2015</b>	<b>\$4,126,463,208</b>

\* 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 <b>2013-2014 Total Appropriations</b>	
2 State Support	\$1,795,294,947
3 Tuition Support	\$1,668,345,287
4 <b>2013-2014 Total Base Budget</b>	<b>\$3,463,640,234</b>
5 <b>2013-2014 Start-up Budget</b>	
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 <b>2013-2014 Beginning Base Budget</b>	<b>\$3,471,013,184</b>
13	
14 <b>2014-2015 Budget Issues:</b>	
15 <b>Technical Adjustments</b>	
16 Undergraduate Base Tuition Adjustment - Prior Year	(\$7,954,887)
17 <b>Performance Funding Initiative</b>	
18 State University System Performance Based Incentives	\$50,000,000
19 <b>System Workload / Phase-in Initiatives</b>	
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 <b>Research / System Initiatives</b>	
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 <b>Sub-total</b>	<b>\$69,386,340</b>
29	
30 <b>Total 2014-2015 Budget</b>	<b>\$3,540,399,524</b>
31 <b>% Increase over 2013-2014 Total Base Budget(Line 12)</b>	<b>2.0%</b>
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 <b>Total State Support Needed for FY 2014-2015</b>	<b>\$1,871,512,977</b>
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 <b>Total Tuition Support Needed for FY 2014-2015</b>	<b>\$1,668,886,547</b>
40	
41 <b>Total Support for FY 2014-2015</b>	<b>\$3,540,399,524</b>

**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 <b>2013-2014 Appropriation</b>									
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 <b>Sub-total</b>	<b>\$142,555,437</b>	<b>\$146,226,202</b>	<b>\$126,955,175</b>	<b>\$45,703,626</b>	<b>\$42,676,143</b>	<b>\$34,798,901</b>	<b>\$20,694,071</b>	<b>\$12,313,184</b>	<b>\$571,922,739</b>
5									
6 <b>2013-2014 Start-up Budget</b>									
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 <b>2013-2014 Beginning Recurring Base</b>	<b>\$144,185,210</b>	<b>\$145,740,126</b>	<b>\$126,605,117</b>	<b>\$46,054,003</b>	<b>\$41,967,036</b>	<b>\$35,005,094</b>	<b>\$20,321,904</b>	<b>\$11,307,684</b>	<b>\$571,186,174</b>
13									
14 <b>2014-2015 Budget Issues</b>									
15 <b>Technical Adjustments</b>									
16 Undergraduate Base Tuition Adjustment - Prior Year			(\$55,930)						(\$55,930)
17 <b>System Workload / Phase-in Initiatives</b>									
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 <b>Research / System Initiatives</b>									
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
26									
27 <b>Total 2014-2015 Budget</b>	<b>\$146,899,050</b>	<b>\$146,748,639</b>	<b>\$128,210,187</b>	<b>\$46,054,003</b>	<b>\$45,160,516</b>	<b>\$37,309,076</b>	<b>\$22,372,029</b>	<b>\$13,310,184</b>	<b>\$586,063,684</b>
28 <b>State Support</b>	<b>\$146,899,050</b>	<b>\$108,285,205</b>	<b>\$71,326,593</b>	<b>\$34,481,287</b>	<b>\$29,622,475</b>	<b>\$24,933,607</b>	<b>\$14,163,624</b>	<b>\$13,310,184</b>	<b>\$443,022,025</b>
29 <b>Tuition Support w/ No Tuition Inc.</b>		<b>\$38,463,434</b>	<b>\$56,883,594</b>	<b>\$11,572,716</b>	<b>\$15,538,041</b>	<b>\$12,375,469</b>	<b>\$8,208,405</b>		<b>\$143,041,659</b>
30 <b>% Increase over 2013-2014 Approp (Line 12)</b>	<b>1.9%</b>	<b>0.7%</b>	<b>1.3%</b>	<b>0.0%</b>	<b>7.6%</b>	<b>6.6%</b>	<b>10.1%</b>	<b>17.7%</b>	<b>2.6%</b>



**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, USE, 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.

<b>Public / Private Partnerships</b>	
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:

<b>Restoration of Non-Recurring Initiatives Funded in 2013-14</b>	
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
<b>Total</b>	<b>\$5,653,604</b>

**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:

<b>Unique University Initiatives</b>	
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
<b>Total</b>	<b>\$49,842,259</b>



### 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 5<sup>th</sup> 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 5<sup>th</sup> 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 1<sup>st</sup> 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 30<sup>th</sup>. 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 (4<sup>th</sup>) and fifth (5<sup>th</sup>) 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**

<b>University:</b>	<b>Florida A&amp;M University</b>
<b>General Revenue:</b>	<b>\$4,063,515</b>
<b>Lottery:</b>	<b>\$597,042</b>

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**

<b>Reduction Amount GR:</b>	<b>\$6,516,936</b>
<b>Reduction Amount Lottery:</b>	<b>\$ 836,568</b>
<b>Reduction Total:</b>	<b>\$7,353,504</b>

*(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**

<b>Reduction Amount GR:</b>	<b>\$9,224,714</b>
<b>Reduction Amount Lottery:</b>	<b>\$1,234,195</b>
<b>Reduction Total:</b>	<b>*\$10,458,909</b>

*\* 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**

<b>Reduction Amount GR:</b>	<b>\$ 1,416,478</b>
<b>Reduction Amount Lottery:</b>	<b>\$ 18,375</b>
<b>Reduction Total:</b>	<b>\$ 1,434,853</b>

*(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**

<b>Reduction Amount GR:</b>	<b>\$12,189,826</b>
<b>Reduction Amount Lottery:</b>	<b>\$ 1,590,189</b>
<b>Reduction Total:</b>	<b>\$13,780,015</b>

*(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

<b>Reduction Amount GR:</b>	<b>\$802,773</b>
<b>Reduction Amount Lottery:</b>	<b>\$ 44,443</b>
<b>Reduction Total:</b>	<b>\$847,216</b>

*(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**

<b>Reduction Amount GR:</b>	<b>\$10,047,105</b>
<b>Reduction Amount Lottery:</b>	<b>\$1,449,386</b>
<b>Reduction Total:</b>	<b>\$11,496,491</b>

*(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**

<b>Reduction Amount GR:</b>	<b>\$1,212,592</b>
<b>Reduction Amount Lottery:</b>	<b>\$0</b>
<b>Reduction Total:</b>	<b>\$1,212,592</b>

*(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**

<b>Reduction Amount GR:</b>	<b>\$13,820,266+\$6,416,674+\$4,973,547</b>
<b>Reduction Amount Lottery:</b>	<b>\$1,897,232+\$626,694+\$289,821</b>
<b>Reduction Total:</b>	<b>\$15,717,498+\$7,043,368+\$5,263,368=\$28,024,234</b>

*(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**

<b>Reduction Amount GR:</b>	<b>\$3,255,261</b>
<b>Reduction Amount Lottery:</b>	<b>\$514,508</b>
<b>Reduction Total:</b>	<b>\$3,769,769</b>

*(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**

<b>Reduction Amount GR:</b>	<b>(\$13,199,828)</b>
<b>Reduction Amount Lottery:</b>	<b>(\$ 1,992,657)</b>
<b>Reduction Total:</b>	<b>(\$15,192,485)</b>

	<b>General Revenue</b>	<b>Lottery</b>	<b>Total</b>
<b>USF Tampa</b>	<b>(\$8,514,949)</b>	<b>(\$1,405,723)</b>	<b>(\$9,920,672)</b>
<b>USF St. Petersburg</b>	<b>(\$1,044,498)</b>	<b>(\$ 65,330)</b>	<b>(\$1,109,828)</b>
<b>USF Sarasota-Manatee</b>	<b>(\$ 555,517)</b>	<b>(\$ 54,120)</b>	<b>(\$ 609,637)</b>
<b>USF Health</b>	<b>(\$3,044,796)</b>	<b>(\$ 467,484)</b>	<b>(\$3,512,280)</b>
<b>Financial Assistance</b>	<b>(\$40,068)</b>		<b>(\$ 40,068)</b>

*(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.



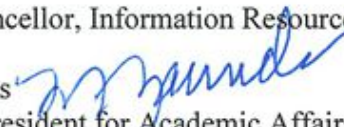
Office of the Provost  
Vice President for Academic Affairs  
11000 University Parkway  
Pensacola, FL 32514-5750

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**

<b>Reduction Amount GR:</b>	<b>\$2,947,184</b>
<b>Reduction Amount Lottery:</b>	<b>\$ 327,574</b>
<b>Reduction Total:</b>	<b>\$3,274,758</b>

*(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**

<b>Reduction Amount GR:</b>	<b>(\$565,384)</b>
<b>Reduction Amount Lottery:</b>	<b>\$0</b>
<b>Reduction Total:</b>	<b>(\$565,384)</b>

*(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**

<b>Reduction Amount GR:</b>	<b>\$136,959</b>
<b>Reduction Amount Lottery:</b>	<b>\$0.0</b>
<b>Reduction Total:</b>	<b>\$136,959</b>

*(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**

<b>Reduction Amount GR:</b>	\$528,847
<b>Reduction Amount Lottery:</b>	\$0
<b>Reduction Total:</b>	\$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		
		<b><u>Total</u></b>
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	<b>Increase over the Total Budget</b>	<b>\$0</b>
10	<b>% Increase over the Total Budget</b>	<b>0%</b>

**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	<b>Percent of Bachelor's Graduates Employed and/or Continuing their Education Further 1 Year After Graduation</b>	75%	65%	55%		3%	2%	1%
2	<b>Median Average Full-Time Wages of Undergraduates Employed in Florida 1 Year After Graduation</b>	\$40,000	\$30,000	\$20,000		3%	2%	1%
3	<b>Average Cost per Undergraduate Degree to the Institution</b>	\$20,000	\$25,000	\$30,000		3%	2%	1%
4	<b>Six Year Graduation Rate</b> <i>Full-time and Part-time FTIC</i>	70%	65%	60%		3%	2%	1%
5	<b>Academic Progress Rate</b> 2nd Year Retention with GPA Above 2.0	90%	85%	80%		3%	2%	1%
6	<b>Bachelor's Degrees Awarded in Areas of Strategic Emphasis</b> <i>(includes STEM)</i>	50%	40%	30%		3%	2%	1%
7	<b>University Access Rate</b> Percent of Undergraduates with a Pell-grant	35%	30%	25%		3%	2%	1%
8	<b>Master's Degrees Awarded in Areas of Strategic Emphasis</b> <i>(includes STEM)</i>	50%	40%	30%		3%	2%	1%
<b>Institution-Specific Metrics</b>								
9	<b>Board of Governors choice</b>	TBD	TBD	TBD		TBD	TBD	TBD
10	<b>UBOTs choice</b>	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 approval<sup>1</sup>;
- 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.

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<sup>1</sup> 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	<b>Percent of Bachelor's Graduates Employed and/or Continuing their Education Further 1 Year after Graduation</b>	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	<b>Median Average Full-Time Wages of Undergraduates Employed in Florida 1 year after Graduation</b>	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	<b>Average Cost per Undergraduate to the Institution</b>	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	<b>Six Year Graduation Rate</b> <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	<b>Academic Progress Rate</b> 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	<b>Bachelor's Degrees Awarded in Areas of Strategic Emphasis</b> (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	<b>University Access Rate</b> 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	<b>Master's Degrees Awarded in Areas of Strategic Emphasis</b> (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 4<sup>th</sup> 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
<b>PERFORMANCE FUNDING MODEL</b>											
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)											
<b>METRICS COMMON TO ALL UNIVERSITIES</b>											
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											
<b>COMMON TO RESEARCH UNIVERSITIES (as Classified by Carnegie Foundation)</b>											
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 &amp; World Report</i>											
14 Research Doctoral degrees awarded annually											
15 Percent Research Doctoral degrees awarded in STEM											
16 Professional Doctoral degrees awarded annually											
<b>INSTITUTION SPECIFIC (an 'x' indicates the metric chosen by the university for reporting purposes in the Work Plan)</b>											
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).											