State University System
Education & General
2015-2016 Legislative Budget Request Issues

The following provides a brief explanation of the major issues recommended for inclusion in the 2015-2016 Legislative Budget Request (LBR). More detailed information is available in the Board Office.

1. **Estimated Tuition Authority – $60 M**

➢ A total of $60 million in tuition is expected to be generated by the system based on the 2015-2016 estimated enrollment figures reported by the universities in their 2014 University Work Plans. Total estimated increase of 5,028 full-time equivalent (FTE) students brings the system total to 230,029 FTE. Additionally, the estimated authority includes the change-in-mix between in-state and out-of-state students at the undergraduate and graduate levels and the estimated tuition expected from the medical schools.

2. **State University System Performance Based Incentives (new funds) – $100 M**

➢ The Performance Funding Model includes 10 metrics that evaluate the institutions on a range of issues and is guided by four guiding 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.

For FY 2014-2015, the Legislature appropriated $100 million in general revenue funds to the system. The $100 million in new funds was matched by an equal amount reallocated from the education and general base budget and other system initiatives.

For FY 2015-2016, the following key components of the model would remain in existence as a proposal for $100 million in new funds is presented to the Legislature for the upcoming year:

o   Institutions would be evaluated on either Excellence or Improvement for each metric;
o   Data would be based on one-year of information; and
o   The benchmarks for Excellence would be based on the Board of Governors 2025 System Strategic Plan goals and analysis of relevant data trends, whereas the benchmarks for Improvement would be determined after reviewing data trends for each metric.

3. **Reduction and Reallocation of Base Funding – (-/+$200 M)**

➢ A prorated amount totaling $200 million in state appropriations would be reduced from each university's recurring base. A university earning more than 25 points would have their base funding restored and a university scoring 25 points or less would have to submit an improvement plan to the Board of Governors and demonstrate progress towards the plan in order for base funding to be restored.

4. **Plant, Operations, and Maintenance for 2015-2016 New Facilities - $6 M**

➢ During FY 2015-2016, the system expects to increase its E&G facilities inventory by over 30 facilities totaling an estimated 673,161 gross square feet. New facilities completed based on the contract substantial completion date and approved for construction or acquisition by the Legislature are included in this request.

Of the total amount, approximately $275,813 and $406,831 is requested for UF-IFAS and UF-HSC.

5. **University of Florida – Institute of Food and Agricultural Sciences (IFAS) - $5.5 M**

➢ The Board of Governors asked IFAS to develop a cost to continue funding formula or model that would respond to increased research and extension workload demands. The workload funding supports goal 37 of UF's Strategic Workplan which is to strengthen the IFAS statewide network of extension, research and academic programs and to provide science-based solutions to Florida's citizens.

As Florida's population rises, the costs of delivering science-based extension information are steadily increasing. Public demand for research and extension programs continues to change and expand as new forces shape and reshape Florida's food and natural resource industries (agriculture, forestry, recreational fishing, aquaculture, landscape management, horticulture and nutritional/health, etc.) The IFAS research

and extension budget is unique within the State University System in that it is mission driven based upon clientele and stakeholder needs. It is also the only SUS entity that does not have an annual workload demand formula similar to enrollment increases.

Return on Investment

➢ According to the United States Department of Agriculture, every dollar invested in U.S. agricultural research returns $10 in benefits from increased productivity by agricultural producers and lower prices for consumers. The Extension service ensures that the latest and greatest technology gets to the people who will utilize and benefit from it as well as maintain a communication loop between producers, industry and scientists to insure that research remains relevant.

6. **Shared System Resources – Art Program (FSU, NCF) - $483,840**

➢ FSU and NCF seek funding to expand programs that address anticipated student demand and expand engagement with the community. Key elements of the proposal include:

- FSU will expand its graduate program in Museum Studies, taking full advantage of the resources of the Ringling Museum. It is anticipated that the program will necessitate the hiring of additional faculty that can be shared between FSU and NCF;

- A joint position in Asian Art will be established, providing curatorial service to the Ringling Museum's new Center for Asian Art and instruction to NCF students. Asian Art has long been cited as a deficit in the New College program ("White Paper: Strategic Plan for the Arts, New College of Florida," 2011, p. 10);

- Graduate students from the Asolo Conservatory will supervise theatrical activities for NCF students as part of a teaching practicum. New College will provide access to Mildred Sainer Music and Arts Pavilion and the Black Box Theater;

- The NCF and Ringling Museum libraries will coordinate efforts and serve students and faculty of both institutions. Special emphasis will be placed on the management of digital collections;

- A joint Artist-in-Residence program will support the NCF studio arts program and the Ringling Museum. This program will provide additional instructional resources for NCF and will add to the Ringling Museum's emphasis on contemporary art. This position would be modeled on a post-doctoral fellowship;

- FSU doctoral students in Museum Education will complete half of their coursework at the Sarasota campus. These select doctoral candidates will teach undergraduate NCF classes using The Ringling as their lab;

- NCF and FSU will develop a 3+2 program in Arts Administration through FSU's Department of Art Education. NCF students in the arts and humanities provide outstanding prospects for FSU's Master's program in Arts Administration. In addition to course work taken in Tallahassee, NCF students will receive undergraduate thesis credit for their Master's thesis. NCF and FSU students will jointly benefit from internships with Sarasota's many professional arts organizations, including the Sarasota Orchestra, the Sarasota Ballet, the Sarasota Opera, Florida Studio Theater, the West Coast Black Theatre Troup, and La Musica Chamber Music Festival;

- FSU and NCF will share services and facilities resulting in increased administrative efficiency and reduction in cost. NCF's existing counseling and wellness and student life services will be extended to FSU Theater and Museum graduate students while in Sarasota. Also, NCF will include FSU in planning for new student housing facilities. NCF summer housing is also an option.

Return on Investment

➤ Increase recruitment and retention efforts in the arts program at both institutions; job connections relating to the arts program; and expanded fundraising opportunities for both universities.

7. Team Educational Attainment Initiative - $15 M

➤ There are three areas where the supply of graduates from public and private colleges and universities in Florida at the bachelor's degree level is

more than 1,000 less than what is needed by business and industry in Florida, annually. This gap was identified as part of the collaborative work undertaken by the Access and Educational Attainment Commission of the Board of Governors which included a collaboration between researchers from the Board of Governors, the Florida College System, the Florida Department of Economic Opportunity, the Florida Council of 100, the Independent Colleges and Universities of Florida, and the Commission for Independent Education.

The Targeted Educational Attainment (TEAm) initiative is a competitive allocation program open to all universities, and administered by the Board of Governors, that incentivizes the recruitment and graduation of students in the high-wage, high-demand fields of Computer and Information Technology, Accounting and Financial Services, and Middle School Teacher retention.

This initiative builds upon the TEAm grant program, funded with $15M in 2013, to further meet demand and leverage institutional collaboration for the benefit of the students, business and industry, and the State. Four partnerships were funded with the first round of support; three focused on Computer and Information technology, one partnership was focused on Accounting and Financial Services and a grant focused on Middle School Teacher retention was not awarded. The currently funded partnerships focused on Computer and Information Technology will graduate over 500 more students than they would have served without the support in the 2017-2018 award year; leaving a gap of 1,700 additional graduates in this area still needed. By 2017-2018 the Accounting and Financial Services partnership currently funded will graduate 200 more students than they would have otherwise, reducing the gap from roughly 1,000 to 800. The need to middle school teachers remains unaddressed with an estimated 1,024 openings going unfilled each year.

$15 million is requested to administer another round of funding to address the gap between the high-wage, high-demand jobs Florida needs and the number of graduates from public and private colleges and universities in Florida.

Return on Investment

➢ The gap analysis developed in support of the Board of Governor's Access and Attainment Commission identified high-wage, high-demand fields needed by business and industry in Florida. This initiative will result in an increased number of graduates from high demand disciplines and

increased employment in the occupations in demand. The net result will be a closing of the gap between supply and demand.

8. **Faculty Development Initiative - $198,008**

➢ Through a competitive procurement process, the University of Central Florida was selected to provide State University System and Florida College System institutions with resources, instruction, and support for developing, delivering, and sustaining high quality faculty development initiatives. The target audience will be institutional faculty training leaders and administrators, and the program will consist of two primary components: an online faculty development toolkit and an annual faculty development workshop.

Return on Investment

➢ **The Online Faculty Development Toolkit** will be a comprehensive resource that will provide Florida's postsecondary community with the essential elements required to ensure a very high quality online faculty development program. It will leverage UCF's nearly two decades of successful faculty development experience and be similar in approach to UCF's existing Blended Learning Toolkit resource, which has been helping education professionals across the world develop and deliver quality blended learning courses since 2011.

The Florida Online Faculty Development Workshop will be a two-day train-the-trainer experience for faculty development professionals from across the state. It will prepare these education professionals to return to their campuses and effectively implement the best practices, resources, and tools contained within the Online Faculty Development Toolkit.

The Online Learning Faculty Development Community of Practice will become a statewide forum for ongoing collaboration and sharing of faculty development resources and effective practices. The community of practice will be facilitated by UCF through the Complete Florida Plus initiative and be an ongoing forum for advancing the scholarship of teaching and learning in the online environment.

9. **Student-Centered Online Services Environment - $2.2 M**

➢ The Complete Florida Plus Program (CFPP) was established by the Florida Legislature with a major focus on providing access for students to online academic support services and information concerning distance learning courses and degree programs, and to facilitate degree completion

among Florida students. CFPP will develop a personalized education system to integrate and enhance the existing discrete student services offered through the former Florida Virtual Campus. These student centered services will provide personalized, targeted information through a web-based dashboard designed, in partnership with colleges and universities, to assist students in all aspects of their academic and student support needs. The system will utilize a dashboard that will integrate the currently separate applications and functions of FLVC to provide a more complete suite of services through an improved centralized interface; a collaborative, analytics-based admissions application that will allow for individual college and university customization in content and presentation with the ability to import existing high school transcript data to speed the process of completion; and concierge based services utilizing automated systems, knowledge base responses, and personal telephone, chat, or email communications.

➢ **Return on Investment**

By placing students first, this system will provide them with a new level of targeted services designed to enhance their progression to degree completion. In addition, the system will provide for the delivery of increasingly significant student analytics and student progression monitoring and intervention opportunities in support of state-level degree attainment initiatives. In turn, system efficiencies will also be gained through the delivery of increased shared student services.

10. **Integrated Library System - $4.5 M**

➢ While the exact costs will depend on the system selected, initial vendor pricing indicates one-time implementation costs of up to $4,500,000 (which includes migration costs, along with data and authorities cleanup, and an additional one-time outlay of up to $1,100,000 to cover 2015-16 licensing overlaps or cost increases). These non-recurring figures are estimates and may change as a specific vendor and solution are selected.

An additional $50,000 in recurring costs for ongoing data and authority's maintenance is also requested. (Starting in FY 2016-2017, additional recurring funds will be needed for the next-generation ILS licensing costs; those figures will be identified and requested at that time.)

Return on Investment

➢ Creating system efficiencies through enhanced shared resources is a major goal of the Legislature, the Florida College System, and the Board of Governors. If a SaaS (Software as a Service) solution is selected, the

support organization will be able to reduce the number of staff used to support the system. Changes in institutional workflows also offer the possibility to reduce staff time and effort. All the while, student services for the delivery of and access to resources will be heightened, supporting student retention and graduation.

11. e-Resources for STEM - $2.2 M

➤ The Complete Florida Plus Program (CFPP), successor to the Florida Virtual Campus (FLVC), is legislatively required to license e-resources for the public postsecondary libraries in the Florida college and university systems. CFPP requests new funds to acquire a robust portfolio of common STEM e-resources for college and university libraries to support undergraduate students.

This request also includes the entrance of the 12th public state university, Florida Polytechnic University, to the SUS. Florida Poly greatly increases the need to provide access to the most current and up-to-date STEM resources, which will increase the cost to the system. For example, it will require an additional $40,000 annually to provide Florida Poly access to Compendex and Inspec. While FLVC has successfully limited the costs of providing access to e-resources for Florida Poly in 2014 (by negotiating free trial access), these costs will rise for 2015 as vendors expect full payment. It is anticipated that the costs to add Florida Poly to the existing e-resources that FLVC provides to the SUS would be an additional $250,000.

Return on Investment

➤ Florida's postsecondary institutions are striving to provide graduates for the knowledge economy who will work not only in Florida, but in the global marketplace. To meet the dynamic BOG Strategic Plan goal of 22,500 STEM undergraduates system-wide by 2025, the acquisition and enhancement of STEM and multimedia resources is imperative. Providing this critical support and access to resources for students and their programs will facilitate increased knowledge, encourage retention, and reduce time to graduation, especially in the key STEM fields.

12. Academic Shared Services - $3.5 M

➤ **Press of Florida - $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, works that will contribute to improving the quality of higher education in the state, and works of general and regional interest and usefulness to the people of Florida, reflecting its rich historical and cultural heritage and its intellectual and natural resources.

The mission is to create top tier, preeminent scientific journals that can replace the very expensive journals now purchased in the SUS. This venture help the SUS universities expand into STEM disciplines while adhering to newer Federal regulations regarding open access, create world-wide recognition of SUS research, advance the state's innovation goal, and begin to optimize SUS operational expenses.

Funds are requested to update an inventory and asset management system; to hire an Orange Grove Texts Plus editor to oversee the open access initiatives; and to launch a joint e-journals project with select SUS universities, Purdue University and Temple University.

➢ **Florida Academic Repository - $1,112,798 M**

One of the greatest efficiencies the SUS could achieve is the construction of a Library Storage Facility that would provide for the de-duplication of certain library holdings across the system and free up much-needed space for other purposes on the campuses.

In 2008, the BOG approved construction of a High Density Library Storage Facility in Gainesville to be managed by UF on behalf of the SUS. In 2010, UF received $2 million in planning money from PECO funds. The $2 million received by UF was used to complete the design of the facility, which will have the capacity to house a shared collection of 5.2 million print volumes, and for preparation of the initial 250,000 volumes to be housed in the facility. This shared collection is identified as the FLorida Academic REpository (FLARE). Federal law requires that one print copy must be maintained in order for electronic copies to be circulated across the system; this facility would store the print copy. A request will be made for fixed capital outlay funding in the 2015 LBR in order to construct a permanent facility- $18M in year 1 and $6.7M in year 2.

During FY 2014-2015, it is anticipated that the FLARE collection will increase by at least 200,000 volumes. As a result, funds will be used to support costs associated with receiving and processing additions to the shared collection and to support the leasing of the building.

- **E-Journals - $1,700,000 M**

  This issue addresses the unique e-journal collections that service the STEM graduate education and research enterprise and are separate and apart from those purchased for the Florida Virtual Campus. These journal collections are critical to those efforts and, of course, will impact tech transfer and economic development downstream.

  ### Return on Investment

- The 3 components of the Academic Shared Services initiative contain a common thread which is to improve efficiency in e-journal collections, library holdings, and publishing services for the state universities and to reduce costs in these areas to the state and students. The Academic Shared Services initiative meet the goals that have been articulated by the Board of Governors, the Governor, and the Legislature to reduce duplication; create alternative funding strategies thru entrepreneurial enterprises; and improve the quality, value, and cost of the educational experience for students.

13. Safety and Security Enhancement Efforts (NCF, USF-S/M) – $720,564

- Expanded Campus Police staffing of up to 6 positions, along with additional equipment, are necessitated as a result of significant growth over the past 15 years at both institutions in terms of enrollment, employees and building square footage.

  With the additional funds requested, the Department will have sufficient base funding to provide top quality safety, security and emergency response services in support of both campuses over the next decade. The Department will continue to be among the lowest staffed in the SUS, while serving as an exemplar of how services shared among two or more SUS institutions can save costs while providing excellent service.

  ### Return on Investment

- Ensuring the safety and security of students, faculty, staff and the visiting public are of prime importance to NCF and USFSM. Campus law enforcement is a critical support service indirectly impacting all the performance metrics. The primary return on investment will manifest in supporting a positive campus climate conducive to learning, teaching, and working. This funding will allow the Campus Police Department to augment the range of services provided. Emergency response and communication capability will be significantly enhanced. An upgrade to the current radio system will allow for vital efficient communications with

local law enforcement partners across both Manatee and Sarasota Counties. Crime prevention programs and personal safety training will be expanded as will a wide range of other services, including but not limited to proactive and directed patrol, investigation of criminal and traffic offenses, participation on behavior intervention teams, nighttime escorts, and motorist assists. This funding will also allow Campus Police to continue to foster relationships with Federal, State, and local law enforcement agencies by allowing additional joint training opportunities and information sharing that will benefit both campus communities.

14. **Shared Initiative – Reduction and Reallocation – (-$10 M/+$12 M)**

➢ An amount of $10 million would be deducted from each university's base budget and an amount of $12 million would be allocated as a lump sum appropriation to support the shared initiative. The funds would be released by the Board of Governors based upon demonstrated savings that would occur through shared service contracts or collaborations initiated by the universities. Once released by the Board, the funds would be returned to the university to enhance the educational services of the institution.