



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

**AGENDA**  
**Budget and Finance Committee**  
**Ballroom, Graham Center**  
**Florida International University**  
**Miami, Florida**  
**September 14, 2011**  
**2:00 p.m. – 3:00 p.m.**

**Chair: Tico Perez; Vice-Chair: Dick Beard**  
**Members: Duncan, Hosseini, Marshall, Rood, Tripp, Long**

1. **Call to Order** **Governor Tico Perez**
2. **Meeting Minutes, June 23, 2011** **Governor Perez**
3. **2011-2012 State University System Operating Budgets** **Mr. Tim Jones,**  
*Chief Financial Officer,*  
*Board of Governors*
4. **2012-2013 Legislative Budget Requests** **Mr. Jones**
  - A. State University System
  - B. Board General Office
5. **Committee Work Plan** **Governor Perez**
6. **Concluding Remarks and Adjournment** **Governor Perez**

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**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
Budget and Finance Committee  
September 14, 2011**

**SUBJECT:** Approval of Minutes of Meeting held June 23, 2011

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**PROPOSED COMMITTEE ACTION**

Approval of minutes of meeting held on June 23, 2011 at the University of South Florida.

**AUTHORITY FOR BOARD OF GOVERNORS ACTION**

N/A

**BACKGROUND INFORMATION**

Committee members will review and approve the minutes of the meeting held on June 23, 2011 at the University of South Florida.

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**Supporting Documentation Included:** Minutes: June 23, 2011

**Facilitators/Presenters:** Governor Perez

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MINUTES  
STATE UNIVERSITY SYSTEM OF FLORIDA  
BUDGET AND FINANCE COMMITTEE  
UNIVERSITY OF SOUTH FLORIDA  
TAMPA, FLORIDA  
JUNE 23, 2011

Mr. Perez, Chair, convened the meeting of the Budget and Finance Committee at 1:30 PM. Members present were Dick Beard, Dr. Stanley Marshall, Norman Tripp, Mori Hosseini, Ann Duncan and Mike Long. Other Board members present were Ava Parker, Dean Colson, Gus Stavros, Charlie Edwards, Dr. Rick Yost, Patricia Frost and John Temple.

**1. Call to Order**

Mr. Perez called the meeting to order and thanked the members for their attendance. He announced there are three items not on the Committee agenda, but will be on the Board agenda later:

- The final approval of amended Regulation 10.001 on Self Insurance Programs. This regulation was amended at the March meeting; there were no comments, and thus it will be considered for final approval today.
- Approval of FAU's faculty practice plan.
- Amend Regulation 9.017 - Faculty Practice Plans, to add FAU College of Medicine faculty practice plan to the regulation.

As these items are routine, they will be on the Board's consent agenda.

**2. Approval of January 19 and February 10, 2011, Meeting Minutes**

Mr. Tripp moved that the Committee approve the notes of the meeting held January 19, 2011, and February 10, 2011, as presented. Dr. Marshall seconded the motion, and members of the Committee concurred.

**3. Clarification on the Implementation of UNF's Student Life and Services Fee Proposals**

Mr. Perez reminded the Committee about the presentation from UNF for a student life and services fee back in February. This fee was approved by the full Board in March. When this fee was presented, the Committee was operating under the impression that this was a per credit hour fee of \$4.78, whereas UNF was presenting the fee as no more than 5% of base tuition. By approving the fee to be no more than 5% of tuition, this would make the calculation of the fee similar to the technology fee (which is

no more than 5% of tuition) and the financial aid fee (which is no more than 5% of tuition). By indexing this fee against tuition, the UNF will not have to return each year to this Committee to request an increase in the fee.

Mr. Beard moved the clarification. Mr. Hosseini seconded the motion and the Committee concurred with Mr. Tripp opposing.

#### **4. Consideration of 2011 Tuition Differential Fee Proposals**

Mr. Perez thanked the universities for the work plan presentations, which included 2011 tuition differential fee requests, and stated that the Committee would not be hearing any further presentations at this time.

Mr. Perez walked the Committee through a PowerPoint presentation.

Mr. Perez stated that the universities have, and continue to look for, other efficiencies to reduce expenditures and they must continue to review all operations. It is clear that with the state's economic situation and the continued cuts to state funds that about the only alternative universities have to raise revenue is through tuition increases. He is mindful of the fact that universities continue to maximize resources and look for efficiencies in all areas of operations. Universities have trimmed all the fat and are now digging into the bone.

Mr. Perez reminded the Committee that the Legislature increased the base tuition 8%. This means an increase to students of \$230 for 30 credit hours, and since the base tuition and tuition differential cannot exceed 15% that leaves a maximum of 7% that can be requested by each university. He noted that the Legislature built into the 2011-12 appropriations the assumption of a 7% tuition differential increase. That assumption helped offset the loss of state funds.

He further stated that the reality of the situation is that tuition, not only in Florida but around the country, continues to increase. As shown in one of the charts, Florida is still towards the bottom of the country in tuition and fees. Mr. Perez noted that a 15% tuition increase in Florida is about equivalent to a 7% increase at the national level.

Mr. Perez stated that this past spring the Committee requested the universities to develop four year tuition, fee and housing projections so students, Boards of Trustees and this Board can see what increases universities are planning. These projections are not binding and give the Board a sense of what universities are planning. Every university except one has projected a 15% tuition increase for the next four years. This is of some concern particularly to our students who can least afford it. The universities need to continue to look for ways to help our neediest students.

Mr. Perez stated that all of the universities are requesting a 7% increase to their tuition differential and the Committee will address them individually. The increased cost to the student will range from \$258 to \$300 for 30 credit hours. Therefore, with a 15% tuition and tuition differential increase, a student taking 30 credit hours will pay an additional \$490 to \$530 depending on the university attended.

Mr. Perez then presented the following tuition differential requests.

Florida A&M University. Their current tuition differential is \$12.80 per credit hour. They are requesting a 7% increase which is an increase of \$8.62 per credit hour for a total of \$21.42 per credit hour. Mr. Beard moved the approval of FAMU's 7% increase. Mr. Hosseini seconded the motion and the Committee concurred.

Florida Atlantic University. Their current tuition differential is \$12.80 per credit hour. They are requesting a 7% increase which is an increase of \$8.62 per credit hour for a total of \$21.42 per credit hour. Ms. Duncan moved the approval of FAU's 7% increase. Mr. Beard seconded the motion and the Committee concurred.

Florida Gulf Coast University. Their current tuition differential is \$12.80 per credit hour. They are requesting a 7% increase which is an increase of \$8.62 per credit hour for a total of \$21.42 per credit hour. Mr. Beard moved the approval of FGCU's 7% increase. Dr. Marshall seconded the motion and the Committee concurred with Mr. Long voting no.

Florida International University. Their current tuition differential is \$22.00 per credit hour. They are requesting a 7% increase which is an increase of \$10.00 per credit hour for a total of \$32.00 per credit hour. Mr. Hosseini moved the approval of FIU's 7% increase. Mr. Beard seconded the motion and the Committee concurred.

Florida State University. Their current tuition differential is \$22.00 per credit hour. They are requesting a 7% increase which is an increase of \$10.00 per credit hour for a total of \$32.00 per credit hour. Dr. Marshall moved the approval of FSU's 7% increase. Mr. Hosseini seconded the motion and the Committee concurred.

New College of Florida. Their current tuition differential is \$12.80 per credit hour. They are requesting a 7% increase which is an increase of \$8.62 per credit hour for a total of \$21.42 per credit hour. Mr. Beard moved the approval of NCF's 7% increase. Dr. Marshall seconded the motion and the Committee concurred.

University of Central Florida. Their current tuition differential is \$15.88 per credit hour. They are requesting a 7% increase which is an increase of \$9.08 per credit

hour for a total of \$24.96 per credit hour. Ms. Duncan moved the approval of UCF's 7% increase. Mr. Hosseini seconded the motion and the Committee concurred.

University of Florida. Their current tuition differential is \$22.00 per credit hour. They are requesting a 7% increase which is an increase of \$10.00 per credit hour for a total of \$32.00 per credit hour. Mr. Beard moved the approval of UF's 7% increase. Dr. Marshall seconded the motion and the Committee concurred.

University of North Florida. Their current tuition differential is \$12.80 per credit hour. They are requesting a 7% increase which is an increase of \$8.62 per credit hour for a total of \$21.42 per credit hour. Dr. Marshall moved the approval of UNF's 7% increase. Ms. Duncan seconded the motion and the Committee concurred, with Mr. Long voting no.

University of South Florida Tampa Campus. Their current tuition differential is \$22.00 per credit hour. They are requesting a 7% increase which is an increase of \$10.00 per credit hour for a total of \$32.00 per credit hour. Ms. Duncan moved the approval of USF-Tampa's 7% increase. Mr. Tripp seconded the motion and the Committee concurred.

University of South Florida St. Petersburg campus. Their current tuition differential is \$12.80 per credit hour. They are requesting a 7% increase which is an increase of \$8.62 per credit hour for a total of \$21.42 per credit hour. Ms. Duncan moved the approval of USF St. Petersburg's 7% increase. Mr. Beard seconded the motion and the Committee concurred.

University of South Florida Sarasota/Manatee campus. Their current tuition differential is \$12.80 per credit hour. They are requesting a 7% increase which is an increase of \$8.62 per credit hour for a total of \$21.42 per credit hour. Mr. Beard moved the approval of USF Sarasota/Manatee's 7% increase. Ms. Duncan seconded the motion and the Committee concurred.

University of South Florida Polytechnic campus. Their current tuition differential is \$12.80 per credit hour. They are requesting a 7% increase which is an increase of \$8.62 per credit hour for a total of \$21.42 per credit hour. Mr. Hosseini moved the approval of USF Polytechnic's 7% increase. Mr. Beard seconded the motion and the Committee concurred.

University of West Florida. Their current tuition differential is \$12.80 per credit hour. They are requesting a 7% increase which is an increase of \$8.62 per credit hour for a total of \$21.42 per credit hour. Mr. Beard moved the approval of UWF's 7% increase. Mr. Hosseini seconded the motion and the Committee concurred.



## **5. Notice of Intent to Amend Board Regulations 7.001 and 7.003**

Mr. Perez noted that two regulations are being amended. He requested Tim Jones to come forward and present the proposed changes to Regulation 7.001.

Mr. Jones stated that there were two changes as a result of legislative actions during the 2011 legislative session. The first adjusts the base tuition from \$95.67 to \$103.32 to reflect the 8% base tuition increase, and the second is a change as a result of Senate Bill 2150 that allows a portion of the 30% set aside for need-based financial aid to be spent on other undergraduate education expenses if the entire tuition and fees of resident students who have applied for and received Pell Grant funds has been met.

Mr. Perez reminded the committee that this is the first notice and the public will have an opportunity to provide comments. The regulation will be considered for final approval at the September meeting. Mr. Beard moved the approval of the regulation for notice. Mr. Tripp seconded the motion and the Committee concurred.

Mr. Perez asked Mr. Jones to review Regulation 7.003 – Fees, Fines and Penalties.

Mr. Jones noted several changes that included statutory changes enacted by the 2011 Legislature, codification of new fees approved by the Board in March, and four new criteria for the submission of new fees. Those four criteria are:

- The fee cannot be an extension of, or cover the same services as, an existing statutory fee;
- The fee cannot be utilized to create additional bonding capacity in an existing fee;
- The fee cannot be used to support services or activities that have been paid for with education and general funds; and
- The fee should support a service or activity in which a majority of students is able to participate or from which derive a benefit.

Mr. Perez reminded the committee, that this is the first notice and the public will have an opportunity to provide comments. The regulation will be considered for final approval at the September meeting.

Mr. Perez reiterated that the Committee spent many hours listening and discussing the fees and that the four criteria are consistent with the Committee and Board's discussion and direction.

Mr. Tripp moved the approval of the regulation for notice. Dr. Marshall seconded the motion and the Committee concurred.

**6. Consideration of Collegiate License Plate Expenditure Modifications**

Mr. Perez asked Mr. Jones to present the next issue.

Mr. Jones provided an overview of the program and noted that FGCU and NCF expenditure plans need to be approved pursuant to statute. In addition, FAMU has requested a modification to their expenditure plan.

Mr. Tripp moved the approval of the FGCU and NCF expenditure plans. Ms. Duncan seconded the motion and the Committee concurred.

Mr. Hosseini moved the approval of the FAMU's request to modify their expenditure plan. Mr. Tripp seconded the motion and the Committee concurred.

**7. FIU's Self Insurance Program Investment Policy**

Mr. Perez explained the FIU's self insurance investment policy. Ms. Duncan moved the approval of the FIU's self insurance investment policy. Dr. Marshall seconded the motion and the Committee concurred.

**8. Concluding Remarks and Adjournment**

Having no further business, the meeting was adjourned at 2:12 PM.

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
Budget and Finance Committee  
September 14, 2011**

**SUBJECT:** 2011-2012 State University System Operating Budget

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**PROPOSED COMMITTEE ACTION**

Approve the 2011-2012 State University System Operating Budget.

**AUTHORITY FOR BOARD OF GOVERNORS ACTION**

Article IX, Section 7, Florida Constitution. Board of Governors' Master Powers and Duties, Section II(2).

**BACKGROUND INFORMATION**

Each state university is required to submit a detailed operating plan for each budget entity for the 2011-2012 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.

The modest growth in estimated expenditures reported by the universities is primarily due to increased contract & grants, auxiliary enterprises, and student activity expenditures, increased student financial aid distributions, utilization of revenues generated from the technology fee and newly-established Board-approved local fees, and additional costs associated with other service related operations. Universities are also planning to utilize prior period carryforward funds to support continuing operations in light of state budget reductions absorbed during the previous three fiscal years.

1. The Education and General Budget Entity (E&G) includes the allocation of funds appropriated by the 2011 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.

The attached information summarizes the budgetary resources and obligations, including beginning and ending fund balances, recurring and nonrecurring revenues, and operating and non-operating expenditures. Additional detail is available and will be posted to the Board’s website.

Staff has reviewed and approved the submissions and recommends approval of the proposed budgets as submitted by the universities and approved by their Board of Trustees.

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**Supporting Documentation Included:** State University System Operating Budget Summary for Fiscal Year 2011-2012

**Facilitators/Presenters:** Tim Jones

# STATE UNIVERSITY SYSTEM OF FLORIDA

## 2011-2012 System Operating Budget

### University Summary Schedule I Reports

The state universities are required to submit a detailed plan for each budget entity for the 2011-2012 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 2011-2012 beginning fund balance reserves (\$171.8 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, book stores, 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 2011-2012.

**STATE UNIVERSITY SYSTEM OF FLORIDA**

**2011-2012 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	\$1,071,504,533	\$804,266,581	\$900,192,356	\$318,809,345	\$203,016,294	\$3,297,789,110
2						
3 <u>Receipts/Revenues</u>						
4 General Revenue	\$1,725,934,147	\$0	\$0	\$0	\$0	\$1,725,934,147
5 Lottery	\$253,924,085	\$0	\$0	\$0	\$0	\$253,924,085
6 Student Tuition	\$1,417,185,047	\$0	\$0	\$6,594,552	\$0	\$1,423,779,599
7 Phosphate Research	\$3,023,527	\$0	\$0	\$0	\$0	\$3,023,527
8 Other U.S. Grants	\$9,166,813	\$1,080,366,828	\$35,250	\$1,177,322,295	\$0	\$2,266,891,186
9 City or County Grants	\$0	\$10,161,407	\$74,608	\$32,058,240	\$0	\$42,294,255
10 State Grants	\$0	\$200,405,577	\$0	\$230,440,791	\$0	\$430,846,368
11 Other Grants and Donations	\$0	\$153,313,243	\$2,750,887	\$126,073,721	\$0	\$282,137,851
12 Donations / Contrib. Given to the State	\$6,187,743	\$595,234,031	\$867,767	\$6,722,913	\$0	\$609,012,454
13 Sales of Goods / Services	\$14,119,621	\$16,939,164	\$461,531,775	\$109,314,128	\$304,541,202	\$906,445,890
14 Sales of Data Processing Services	\$0	\$0	\$8,780,128	\$23,527,714	\$0	\$32,307,842
15 Fees	\$6,684,773	\$5,424,563	\$322,968,868	\$459,367,909	\$421,699,728	\$1,216,145,841
16 Miscellaneous Receipts	\$350,000	\$17,791,382	\$276,893,797	\$202,776,366	\$59,735,552	\$557,547,097
17 Rent	\$781,192	\$0	\$81,832,320	\$1,527,928	\$200,000	\$84,341,440
18 Concessions	\$0	\$0	\$224,742	\$540,250	\$0	\$764,992
19 Assessments / Services	\$0	\$0	\$2,375,000	\$17,567,325	\$0	\$19,942,325
20 Other Reciepts / Revenues <sup>6</sup>	\$11,813,942	\$42,456,550	\$68,339,171	\$30,364,754	\$39,195,452	\$192,169,869
21 Subtotal:	\$3,449,170,890	\$2,122,092,745	\$1,226,674,312	\$2,424,198,886	\$825,371,934	\$10,047,508,767
22 Transfers In	\$93,011	\$178,501,172	\$185,545,339	\$112,143,003	\$1,579,855	\$477,862,380
23 Total - Receipts / Revenues:	\$3,449,263,901	\$2,300,593,917	\$1,412,219,651	\$2,536,341,889	\$826,951,789	\$10,525,371,147
24						
25 <u>Operating Expenditures</u>						
26 Salaries and Benefits	\$2,537,126,252	\$1,046,499,718	\$357,504,266	\$138,282,670	\$156,341,059	\$4,235,753,965
27 Other Personal Services	\$179,276,227	\$345,592,108	\$86,856,630	\$24,968,135	\$2,403,338	\$639,096,438
28 Expenses	\$585,158,838	\$769,140,700	\$693,081,933	\$2,296,145,136	\$180,480,241	\$4,524,006,848
29 Operating Capital Outlay	\$6,672,648	\$48,472,408	\$27,458,859	\$12,553,241	\$4,498,254	\$99,655,410
30 Risk Management	\$22,153,618	\$726,279	\$1,803,859	\$503,392	\$0	\$25,187,148
31 Financial Aid	\$47,824,458	\$0	\$0	\$1,289,481	\$0	\$49,113,939
32 Scholarships	\$681,789	\$0	\$0	\$2,657,000	\$0	\$3,338,789
33 Waivers	\$1,591,584	\$0	\$0	\$0	\$0	\$1,591,584
34 Finance Expense	\$530,243	\$80,194	\$125,000	\$0	\$0	\$735,437
35 Debt Service	\$318,981	\$0	\$51,292,931	\$8,501,057	\$63,573	\$60,176,542
36 Salary Incentive Payments	\$77,499	\$0	\$0	\$0	\$0	\$77,499
37 Law Enforcement Incentive Payments	\$78,840	\$0	\$0	\$0	\$0	\$78,840
38 Library Resources	\$40,550,129	\$6,000	\$125,514	\$30,000	\$0	\$40,711,643
39 Institute of Government	\$835,708	\$0	\$0	\$0	\$0	\$835,708
40 Regional Data Centers - SUS	\$1,288,673	\$0	\$0	\$0	\$0	\$1,288,673

**STATE UNIVERSITY SYSTEM OF FLORIDA**

**2011-2012 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	\$0	\$0	\$0	\$0	\$198,000
42 Phosphate Research	\$7,334,170	\$0	\$0	\$0	\$0	\$7,334,170
43 Other Operating Category	\$4,277,198	\$1,229,080	\$0	\$0	\$0	\$5,506,278
44 Total Operating Expenditures :	<u>\$3,435,974,855</u>	<u>\$2,211,746,487</u>	<u>\$1,218,248,992</u>	<u>\$2,484,930,112</u>	<u>\$343,786,465</u>	<u>\$9,694,686,911</u>
45						
46 <u>Non-Operating Expenditures</u>						
47 Transfers	\$4,464,229	\$233,647,644	\$186,939,044	\$79,212,010	\$524,993,048	\$1,029,255,975
48 Fixed Capital Outlay	\$0	\$0	\$20,246,068	\$1,675,000	\$0	\$21,921,068
49 Carryforward (From Prior Period Funds)	\$498,975,784	\$0	\$0	\$0	\$0	\$498,975,784
50 Other <sup>7</sup>	\$6,675,000	\$0	\$0	\$0	\$0	\$6,675,000
51 Total Non-Operating Expenditures :	<u>\$510,115,013</u>	<u>\$233,647,644</u>	<u>\$207,185,112</u>	<u>\$80,887,010</u>	<u>\$524,993,048</u>	<u>\$1,556,827,827</u>
52						
53 Ending Fund Balance :	<u>\$574,678,567</u>	<u>\$659,466,367</u>	<u>\$886,977,903</u>	<u>\$289,334,112</u>	<u>\$161,188,570</u>	<u>\$2,571,645,519</u>
54						
55 Fund Balance Increase / Decrease :	(\$496,825,967)	(\$144,800,214)	(\$13,214,453)	(\$29,475,233)	(\$41,827,724)	(\$726,143,591)
56 Fund Balance Percentage Change :	-46.37%	-18.00%	-1.47%	-9.25%	-20.60%	-22.02%



UNIVERSITY OF FLORIDA  
2011-2012 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	\$96,820,663	\$21,158,303	\$7,695,005	\$522,483,072	\$174,358,988	\$135,848,393	\$169,119,182	\$1,127,483,606
2								
3 <u>Receipts/Revenues</u>								
4 General Revenue	\$252,988,156	\$115,007,095	\$92,717,298					\$460,712,549
5 Lottery	\$41,712,833	\$12,533,877	\$5,796,416					\$60,043,126
6 Student Tuition	\$260,220,225		\$35,222,401					\$295,442,626
7 Phosphate Research								\$0
8 Other U.S. Grants		\$9,166,813		\$347,882,705		\$282,086,970		\$639,136,488
9 City or County Grants								\$0
10 State Grants				\$102,610,777		\$81,420,267		\$184,031,044
11 Other Grants and Donations				\$83,161,381	\$2,561,787	\$48,493,918		\$134,217,086
12 Donations / Contrib. Given to the State			\$6,187,743	\$595,234,031	\$867,767	\$5,903,590		\$608,193,131
13 Sales of Goods / Services		\$7,888,941	\$6,230,680	\$902,015	\$188,174,632	\$61,280,050	\$296,855,880	\$561,332,198
14 Sales of Data Processing Services								\$0
15 Fees	\$3,706,000		\$2,978,773		\$106,580,286	\$37,996,619	\$293,480,583	\$444,742,261
16 Miscellaneous Receipts				\$1,946,139	\$9,688,952	\$514,800		\$12,149,891
17 Rent		\$781,192			\$4,040,775	\$565,000		\$5,386,967
18 Concessions					\$187,850			\$187,850
19 Assessments / Services						\$17,461,017		\$17,461,017
20 Other Receipts / Revenues <sup>6</sup>	\$3,118,000	\$584,628	\$526,615	\$12,106,886	\$4,561,676	\$16,972,628	\$36,471,095	\$74,341,528
21 Subtotal:	\$561,745,214	\$145,962,546	\$149,659,926	\$1,143,843,934	\$316,663,725	\$552,694,859	\$626,807,558	\$3,497,377,762
22 Transfers In		\$93,011		\$119,136,549	\$83,305,014	\$46,936,170		\$249,470,744
23 Total - Receipts / Revenues:	\$561,745,214	\$146,055,557	\$149,659,926	\$1,262,980,483	\$399,968,739	\$599,631,029	\$626,807,558	\$3,746,848,506
24								
25 <u>Operating Expenditures</u>								
26 Salaries and Benefits	\$426,041,478	\$111,648,157	\$104,473,746	\$655,489,433	\$102,093,554	\$48,959,528	\$73,965,000	\$1,522,670,896
27 Other Personal Services	\$45,628,158	\$1,729,887	\$5,716,619	\$187,180,557	\$28,045,361	\$2,252,704		\$270,553,286
28 Expenses	\$73,443,896	\$29,057,416	\$34,654,493	\$351,556,247	\$185,377,153	\$502,668,353	\$149,108,387	\$1,325,865,945
29 Operating Capital Outlay		\$394,114	\$1,542,055	\$17,488,692	\$13,621,915	\$2,272,000	\$4,470,379	\$39,789,155
30 Risk Management	\$2,437,991	\$1,420,299	\$1,562,458					\$5,420,748
31 Financial Aid	\$1,737,381							\$1,737,381
32 Scholarships								\$0
33 Waivers	\$1,415,510							\$1,415,510
34 Finance Expense		\$25,381	\$375,094	\$80,194	\$125,000			\$605,669
35 Debt Service					\$8,991,505	\$6,161,762	\$35,000	\$15,188,267
36 Salary Incentive Payments								\$0
37 Law Enforcement Incentive Payments								\$0
38 Library Resources	\$9,012,800		\$1,009,547					\$10,022,347
39 Institute of Government								\$0
40 Regional Data Centers - SUS								\$0

UNIVERSITY OF FLORIDA  
2011-2012 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								\$0
42 Phosphate Research								\$0
43 Other Operating Category								\$0
44 Total Operating Expenditures :	<u>\$559,717,214</u>	<u>\$144,275,254</u>	<u>\$149,334,012</u>	<u>\$1,211,795,123</u>	<u>\$338,254,488</u>	<u>\$562,314,347</u>	<u>\$227,578,766</u>	<u>\$3,193,269,204</u>
45								
46 <u>Non-Operating Expenditures</u>								
47 Transfers	\$2,928,000	\$961,974	\$574,255	\$202,610,101	\$77,699,292	\$41,189,778	\$442,288,069	\$768,251,469
48 Fixed Capital Outlay						\$1,675,000		\$1,675,000
49 Carryforward (From Prior Period Funds)	\$42,973,680	\$5,738,980	\$698,913					\$49,411,573
50 Other <sup>7</sup>								\$0
51 Total Non-Operating Expenditures :	<u>\$45,901,680</u>	<u>\$6,700,954</u>	<u>\$1,273,168</u>	<u>\$202,610,101</u>	<u>\$77,699,292</u>	<u>\$42,864,778</u>	<u>\$442,288,069</u>	<u>\$819,338,042</u>
52								
53 Ending Fund Balance :	<u>\$52,946,983</u>	<u>\$16,237,652</u>	<u>\$6,747,751</u>	<u>\$371,058,331</u>	<u>\$158,373,947</u>	<u>\$130,300,297</u>	<u>\$126,059,905</u>	<u>\$861,724,866</u>
54								
55 Fund Balance Increase / Decrease :	(\$43,873,680)	(\$4,920,651)	(\$947,254)	(\$151,424,741)	(\$15,985,041)	(\$5,548,096)	(\$43,059,277)	(\$271,306,836)
56 Fund Balance Percentage Change :	-45.31%	-23.26%	-12.31%	-28.98%	-9.17%	-4.08%	-25.46%	-23.57%

FLORIDA STATE UNIVERSITY  
2011-2012 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	\$205,596,065	\$57,090,729	\$123,964,163	\$128,071,158	\$46,417,828	\$7,017	\$561,146,960
2							
3 <u>Receipts/Revenues</u>							
4 General Revenue	\$217,255,679	\$33,054,861					\$250,310,540
5 Lottery	\$34,659,274	\$605,115					\$35,264,389
6 Student Tuition	\$166,148,110	\$8,606,120					\$174,754,230
7 Phosphate Research							\$0
8 Other U.S. Grants			\$150,000,000		\$53,533,736		\$203,533,736
9 City or County Grants			\$300,000				\$300,000
10 State Grants			\$20,055,219		\$79,944,804		\$100,000,023
11 Other Grants and Donations			\$20,000,000		\$12,320,019		\$32,320,019
12 Donations / Contrib. Given to the State							\$0
13 Sales of Goods / Services			\$13,100,000	\$106,309,271	\$43,294,776	\$6,818,992	\$169,523,039
14 Sales of Data Processing Services				\$8,780,128			\$8,780,128
15 Fees			\$4,000,000	\$50,409,499	\$26,074,833		\$80,484,332
16 Miscellaneous Receipts							\$0
17 Rent				\$34,612,785	\$958,428		\$35,571,213
18 Concessions							\$0
19 Assessments / Services							\$0
20 Other Receipts / Revenues <sup>6</sup>	\$5,000,000	\$1,500,000	\$28,148,000	\$7,890,046	\$12,846,102		\$55,384,148
21 Subtotal:	\$423,063,063	\$43,766,096	\$235,603,219	\$208,001,729	\$228,972,698	\$6,818,992	\$1,146,225,797
22 Transfers In				\$1,967,804	\$8,841,508		\$10,809,312
23 Total - Receipts / Revenues:	\$423,063,063	\$43,766,096	\$235,603,219	\$209,969,533	\$237,814,206	\$6,818,992	\$1,157,035,109
24							
25 <u>Operating Expenditures</u>							
26 Salaries and Benefits	\$305,643,907	\$35,923,986	\$87,516,000	\$56,895,870	\$25,462,858	\$4,276,483	\$515,719,104
27 Other Personal Services	\$27,716,334	\$3,673,738	\$40,466,459	\$13,536,224	\$6,321,856	\$2,307,783	\$94,022,394
28 Expenses	\$61,122,623	\$1,906,000	\$82,130,677	\$113,415,255	\$208,415,584	\$65,843	\$467,055,982
29 Operating Capital Outlay	\$396,750	\$260,000	\$15,158,000	\$3,102,899	\$3,699,895		\$22,617,544
30 Risk Management	\$2,715,217	\$52,372					\$2,767,589
31 Financial Aid	\$11,081,130						\$11,081,130
32 Scholarships							\$0
33 Waivers	\$45,236						\$45,236
34 Finance Expense							\$0
35 Debt Service				\$19,190,000			\$19,190,000
36 Salary Incentive Payments							\$0
37 Law Enforcement Incentive Payments	\$78,840						\$78,840
38 Library Resources	\$7,138,645	\$450,000					\$7,588,645
39 Institute of Government	\$835,708						\$835,708
40 Regional Data Centers - SUS	\$1,288,673						\$1,288,673

FLORIDA STATE UNIVERSITY  
2011-2012 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>
41 Black Male Explorers Program							\$0
42 Phosphate Research							\$0
43 Other Operating Category							\$0
44 Total Operating Expenditures :	<u>\$418,063,063</u>	<u>\$42,266,096</u>	<u>\$225,271,136</u>	<u>\$206,140,248</u>	<u>\$243,900,193</u>	<u>\$6,650,109</u>	<u>\$1,142,290,845</u>
45							
46 <u>Non-Operating Expenditures</u>							
47 Transfers			\$4,696,741		\$3,114,403	\$175,892	\$7,987,036
48 Fixed Capital Outlay							\$0
49 Carryforward (From Prior Period Funds)	\$50,000,000	\$15,000,000					\$65,000,000
50 Other <sup>7</sup>	\$5,000,000	\$1,500,000					\$6,500,000
51 Total Non-Operating Expenditures :	<u>\$55,000,000</u>	<u>\$16,500,000</u>	<u>\$4,696,741</u>	<u>\$0</u>	<u>\$3,114,403</u>	<u>\$175,892</u>	<u>\$79,487,036</u>
52							
53 Ending Fund Balance :	<u>\$155,596,065</u>	<u>\$42,090,729</u>	<u>\$129,599,505</u>	<u>\$131,900,443</u>	<u>\$37,217,438</u>	<u>\$8</u>	<u>\$496,404,188</u>
54							
55 Fund Balance Increase / Decrease :	(\$50,000,000)	(\$15,000,000)	\$5,635,342	\$3,829,285	(\$9,200,390)	(\$7,009)	(\$64,742,772)
56 Fund Balance Percentage Change :	-24.32%	-26.27%	4.55%	2.99%	-19.82%	-99.89%	-11.54%

FLORIDA AGRICULTURAL & MECHANICAL UNIVERSITY  
2011-2012 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	\$51,342,360	\$10,326,122	\$29,039,000	\$17,058,010	\$107,765,499
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$84,678,157				\$84,678,157
5 Lottery	\$12,954,359				\$12,954,359
6 Student Tuition	\$64,061,635				\$64,061,635
7 Phosphate Research					\$0
8 Other U.S. Grants		\$38,522,152	\$35,000	\$893,220	\$39,450,372
9 City or County Grants			\$74,608		\$74,608
10 State Grants		\$3,493,062		\$12,458,720	\$15,951,782
11 Other Grants and Donations		\$10,944,863	\$177,500	\$41,110,565	\$52,232,928
12 Donations / Contrib. Given to the State				\$182,275	\$182,275
13 Sales of Goods / Services			\$12,974,277	\$4,048,386	\$17,022,663
14 Sales of Data Processing Services					\$0
15 Fees			\$4,486,417	\$11,497,903	\$15,984,320
16 Miscellaneous Receipts	\$350,000	\$1,392,123	\$7,146,795	\$7,970,826	\$16,859,744
17 Rent					\$0
18 Concessions					\$0
19 Assessments / Services					\$0
20 Other Reciepts / Revenues <sup>6</sup>					\$0
21 Subtotal:	\$162,044,151	\$54,352,200	\$24,894,597	\$78,161,895	\$319,452,843
22 Transfers In		\$11,645	\$4,029,579	\$623,032	\$4,664,256
23 Total - Receipts / Revenues:	\$162,044,151	\$54,363,845	\$28,924,176	\$78,784,927	\$324,117,099
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$116,134,899	\$24,266,444	\$7,990,133	\$4,664,568	\$153,056,044
27 Other Personal Services	\$7,231,524	\$8,048,478	\$2,621,124	\$1,346,826	\$19,247,952
28 Expenses	\$33,445,244	\$14,171,217	\$13,546,051	\$73,585,006	\$134,747,518
29 Operating Capital Outlay	\$897,415	\$3,367,393	\$332,942	\$676,810	\$5,274,560
30 Risk Management	\$1,093,190				\$1,093,190
31 Financial Aid	\$624,417				\$624,417
32 Scholarships					\$0
33 Waivers	\$130,838				\$130,838
34 Finance Expense					\$0
35 Debt Service	\$318,981		\$3,278,336	\$126,100	\$3,723,417
36 Salary Incentive Payments	\$14,799				\$14,799
37 Law Enforcement Incentive Payments					\$0
38 Library Resources	\$1,634,844				\$1,634,844
39 Institute of Government					\$0
40 Regional Data Centers - SUS					\$0

FLORIDA AGRICULTURAL & MECHANICAL UNIVERSITY  
2011-2012 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>
41 Black Male Explorers Program	\$198,000				\$198,000
42 Phosphate Research					\$0
43 Other Operating Category					\$0
44 Total Operating Expenditures :	<u>\$161,724,151</u>	<u>\$49,853,532</u>	<u>\$27,768,586</u>	<u>\$80,399,310</u>	<u>\$319,745,579</u>
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers		\$3,831,970	\$6,237,217	\$1,544,381	\$11,613,568
48 Fixed Capital Outlay					\$0
49 Carryforward (From Prior Period Funds)	\$1,503,643				\$1,503,643
50 Other <sup>7</sup>					\$0
51 Total Non-Operating Expenditures :	<u>\$1,503,643</u>	<u>\$3,831,970</u>	<u>\$6,237,217</u>	<u>\$1,544,381</u>	<u>\$13,117,211</u>
52					
53 Ending Fund Balance :	<u>\$50,158,717</u>	<u>\$11,004,465</u>	<u>\$23,957,373</u>	<u>\$13,899,246</u>	<u>\$99,019,801</u>
54					
55 Fund Balance Increase / Decrease :	(\$1,183,643)	\$678,343	(\$5,081,627)	(\$3,158,764)	(\$8,745,691)
56 Fund Balance Percentage Change :	-2.31%	6.57%	-17.50%	-18.52%	-8.12%

UNIVERSITY OF SOUTH FLORIDA  
2011-2012 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	\$177,089,443	\$38,911,046	\$77,483,517	\$131,013,399	\$21,869,624	\$41,509,479	\$487,876,508
2							
3 <u>Receipts/Revenues</u>							
4 General Revenue	\$210,578,457	\$51,679,722					\$262,258,179
5 Lottery	\$33,644,440	\$9,349,672					\$42,994,112
6 Student Tuition	\$176,963,606	\$46,431,688					\$223,395,294
7 Phosphate Research	\$3,023,527						\$3,023,527
8 Other U.S. Grants			\$312,000,000		\$306,977,000		\$618,977,000
9 City or County Grants							\$0
10 State Grants			\$60,000,000		\$56,067,000		\$116,067,000
11 Other Grants and Donations							\$0
12 Donations / Contrib. Given to the State							\$0
13 Sales of Goods / Services							\$0
14 Sales of Data Processing Services							\$0
15 Fees				\$39,484,335	\$52,180,139	\$128,219,145	\$219,883,619
16 Miscellaneous Receipts			\$2,000,000	\$80,446,905	\$20,954,378	\$54,453,346	\$157,854,629
17 Rent							\$0
18 Concessions							\$0
19 Assessments / Services							\$0
20 Other Receipts / Revenues <sup>6</sup>	\$509,699		\$1,000,000	\$37,569,682	\$50,250	\$2,724,357	\$41,853,988
21 Subtotal:	\$424,719,729	\$107,461,082	\$375,000,000	\$157,500,922	\$436,228,767	\$185,396,848	\$1,686,307,348
22 Transfers In			\$5,000,000	\$28,271,253	\$6,502,594		\$39,773,847
23 Total - Receipts / Revenues:	\$424,719,729	\$107,461,082	\$380,000,000	\$185,772,175	\$442,731,361	\$185,396,848	\$1,726,081,195
24							
25 <u>Operating Expenditures</u>							
26 Salaries and Benefits	\$297,026,427	\$83,884,268	\$158,132,000	\$50,912,966	\$17,438,740	\$75,078,889	\$682,473,290
27 Other Personal Services	\$22,424,884	\$2,748,863	\$78,341,000	\$11,420,176	\$4,477,862	\$95,555	\$119,508,340
28 Expenses	\$81,699,076	\$19,012,521	\$136,087,000	\$77,626,671	\$412,928,767	\$26,693,319	\$754,047,354
29 Operating Capital Outlay	\$388,703	\$161,297	\$6,960,000	\$4,486,120	\$1,504,487		\$13,500,607
30 Risk Management	\$2,686,581	\$336,332	\$480,000	\$1,090,004	\$480,476		\$5,073,393
31 Financial Aid	\$7,329,903	\$511,910					\$7,841,813
32 Scholarships							\$0
33 Waivers							\$0
34 Finance Expense							\$0
35 Debt Service				\$5,312,431	\$2,213,195		\$7,525,626
36 Salary Incentive Payments							\$0
37 Law Enforcement Incentive Payments							\$0
38 Library Resources	\$5,829,985	\$805,891		\$118,700	\$30,000		\$6,784,576
39 Institute of Government							\$0
40 Regional Data Centers - SUS							\$0

UNIVERSITY OF SOUTH FLORIDA  
2011-2012 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>
41 Black Male Explorers Program							\$0
42 Phosphate Research	\$7,334,170						\$7,334,170
43 Other Operating Category							\$0
44 Total Operating Expenditures :	<u>\$424,719,729</u>	<u>\$107,461,082</u>	<u>\$380,000,000</u>	<u>\$150,967,068</u>	<u>\$439,073,527</u>	<u>\$101,867,763</u>	<u>\$1,604,089,169</u>
45							
46 <u>Non-Operating Expenditures</u>							
47 Transfers				\$43,113,936	\$8,531,461	\$82,529,087	\$134,174,484
48 Fixed Capital Outlay							\$0
49 Carryforward (From Prior Period Funds)	\$52,982,230	\$32,017,770					\$85,000,000
50 Other <sup>7</sup>							\$0
51 Total Non-Operating Expenditures :	<u>\$52,982,230</u>	<u>\$32,017,770</u>	<u>\$0</u>	<u>\$43,113,936</u>	<u>\$8,531,461</u>	<u>\$82,529,087</u>	<u>\$219,174,484</u>
52							
53 Ending Fund Balance :	<u>\$124,107,213</u>	<u>\$6,893,276</u>	<u>\$77,483,517</u>	<u>\$122,704,570</u>	<u>\$16,995,997</u>	<u>\$42,509,477</u>	<u>\$390,694,050</u>
54							
55 Fund Balance Increase / Decrease :	(\$52,982,230)	(\$32,017,770)	\$0	(\$8,308,829)	(\$4,873,627)	\$999,998	(\$97,182,458)
56 Fund Balance Percentage Change :	-29.92%	-82.28%	0.00%	-6.34%	-22.28%	2.41%	-19.92%



FLORIDA ATLANTIC UNIVERSITY  
2011-2012 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	\$66,348,767	\$10,082,309	\$82,621,405	\$9,926,189	\$168,978,670
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$126,676,960				\$126,676,960
5 Lottery	\$18,199,057				\$18,199,057
6 Student Tuition	\$96,868,244				\$96,868,244
7 Phosphate Research					\$0
8 Other U.S. Grants		\$38,142,000			\$38,142,000
9 City or County Grants					\$0
10 State Grants		\$3,423,000			\$3,423,000
11 Other Grants and Donations					\$0
12 Donations / Contrib. Given to the State					\$0
13 Sales of Goods / Services			\$53,251,421		\$53,251,421
14 Sales of Data Processing Services					\$0
15 Fees			\$31,063,330	\$195,477,114	\$226,540,444
16 Miscellaneous Receipts		\$7,335,000	\$4,437,619		\$11,772,619
17 Rent					\$0
18 Concessions				\$500,250	\$500,250
19 Assessments / Services					\$0
20 Other Reciepts / Revenues <sup>6</sup>					\$0
21 Subtotal:	\$241,744,261	\$48,900,000	\$88,752,369	\$195,977,364	\$575,373,994
22 Transfers In		\$14,054,958	\$18,707,212	\$8,097,835	\$40,860,005
23 Total - Receipts / Revenues:	\$241,744,261	\$62,954,958	\$107,459,581	\$204,075,199	\$616,233,999
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$160,523,042	\$24,046,206	\$22,836,117	\$6,544,174	\$213,949,539
27 Other Personal Services	\$23,239,646	\$8,164,178	\$10,069,044	\$1,530,476	\$43,003,344
28 Expenses	\$48,450,821	\$23,657,750	\$56,385,962	\$186,246,743	\$314,741,276
29 Operating Capital Outlay					\$0
30 Risk Management	\$2,569,258				\$2,569,258
31 Financial Aid	\$6,961,494				\$6,961,494
32 Scholarships					\$0
33 Waivers					\$0
34 Finance Expense					\$0
35 Debt Service					\$0
36 Salary Incentive Payments					\$0
37 Law Enforcement Incentive Payments					\$0
38 Library Resources					\$0
39 Institute of Government					\$0
40 Regional Data Centers - SUS					\$0

FLORIDA ATLANTIC UNIVERSITY  
2011-2012 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>
41 Black Male Explorers Program					\$0
42 Phosphate Research					\$0
43 Other Operating Category					\$0
44 Total Operating Expenditures :	<u>\$241,744,261</u>	<u>\$55,868,134</u>	<u>\$89,291,123</u>	<u>\$194,321,393</u>	<u>\$581,224,911</u>
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers		\$6,000,000	\$11,652,420	\$10,220,570	\$27,872,990
48 Fixed Capital Outlay					\$0
49 Carryforward (From Prior Period Funds)	\$54,261,554				\$54,261,554
50 Other <sup>7</sup>					\$0
51 Total Non-Operating Expenditures :	<u>\$54,261,554</u>	<u>\$6,000,000</u>	<u>\$11,652,420</u>	<u>\$10,220,570</u>	<u>\$82,134,544</u>
52					
53 Ending Fund Balance :	<u>\$12,087,213</u>	<u>\$11,169,133</u>	<u>\$89,137,443</u>	<u>\$9,459,425</u>	<u>\$121,853,214</u>
54					
55 Fund Balance Increase / Decrease :	(\$54,261,554)	\$1,086,824	\$6,516,038	(\$466,764)	(\$47,125,456)
56 Fund Balance Percentage Change :	-81.78%	10.78%	7.89%	-4.70%	-27.89%

UNIVERSITY OF WEST FLORIDA  
2011-2012 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	\$30,830,807	\$6,642,437	\$15,015,139	\$7,926,901	\$60,415,284
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$46,027,733				\$46,027,733
5 Lottery	\$7,153,393				\$7,153,393
6 Student Tuition	\$38,574,235				\$38,574,235
7 Phosphate Research					\$0
8 Other U.S. Grants		\$11,079,112		\$38,200,000	\$49,279,112
9 City or County Grants		\$3,162,739			\$3,162,739
10 State Grants					\$0
11 Other Grants and Donations		\$871,508			\$871,508
12 Donations / Contrib. Given to the State					\$0
13 Sales of Goods / Services		\$855,769	\$1,900,000	\$10,000	\$2,765,769
14 Sales of Data Processing Services					\$0
15 Fees		\$74,749	\$7,000,000	\$11,014,339	\$18,089,088
16 Miscellaneous Receipts		\$1,381,362	\$2,400,000	\$38,427,867	\$42,209,229
17 Rent			\$300,000	\$3,500	\$303,500
18 Concessions					\$0
19 Assessments / Services					\$0
20 Other Reciepts / Revenues <sup>6</sup>	\$400,000	\$81,426	\$4,200,000	\$200,000	\$4,881,426
21 Subtotal:	\$92,155,361	\$17,506,665	\$15,800,000	\$87,855,706	\$213,317,732
22 Transfers In					\$0
23 Total - Receipts / Revenues:	\$92,155,361	\$17,506,665	\$15,800,000	\$87,855,706	\$213,317,732
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$66,214,925	\$5,400,471	\$4,151,188	\$2,944,860	\$78,711,444
27 Other Personal Services	\$3,412,305	\$2,453,731	\$2,053,087	\$1,190,768	\$9,109,891
28 Expenses	\$15,224,640	\$11,781,518	\$10,232,326	\$81,981,245	\$119,219,729
29 Operating Capital Outlay		\$235,881	\$261,009	\$1,426,800	\$1,923,690
30 Risk Management	\$897,240				\$897,240
31 Financial Aid	\$728,753				\$728,753
32 Scholarships					\$0
33 Waivers					\$0
34 Finance Expense					\$0
35 Debt Service					\$0
36 Salary Incentive Payments					\$0
37 Law Enforcement Incentive Payments					\$0
38 Library Resources	\$1,000,300				\$1,000,300
39 Institute of Government					\$0
40 Regional Data Centers - SUS					\$0

UNIVERSITY OF WEST FLORIDA  
2011-2012 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>
41 Black Male Explorers Program					\$0
42 Phosphate Research					\$0
43 Other Operating Category	\$4,277,198				\$4,277,198
44 Total Operating Expenditures :	<u>\$91,755,361</u>	<u>\$19,871,601</u>	<u>\$16,697,610</u>	<u>\$87,543,673</u>	<u>\$215,868,245</u>
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers		(\$308,345)	\$200,000	\$1,216,339	\$1,107,994
48 Fixed Capital Outlay			\$100,000		\$100,000
49 Carryforward (From Prior Period Funds)	\$10,000,000				\$10,000,000
50 Other <sup>7</sup>					\$0
51 Total Non-Operating Expenditures :	<u>\$10,000,000</u>	<u>(\$308,345)</u>	<u>\$300,000</u>	<u>\$1,216,339</u>	<u>\$11,207,994</u>
52					
53 Ending Fund Balance :	<u>\$21,230,807</u>	<u>\$4,585,846</u>	<u>\$13,817,529</u>	<u>\$7,022,595</u>	<u>\$46,656,777</u>
54					
55 Fund Balance Increase / Decrease :	(\$9,600,000)	(\$2,056,591)	(\$1,197,610)	(\$904,306)	(\$13,758,507)
56 Fund Balance Percentage Change :	-31.14%	-30.96%	-7.98%	-11.41%	-22.77%

UNIVERSITY OF CENTRAL FLORIDA  
2011-2012 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	\$167,488,352	\$8,636,226	\$41,200,906	\$109,558,492	\$44,081,270	(\$7,654,356)	\$363,310,890
2							
3 <u>Receipts/Revenues</u>							
4 General Revenue	\$191,561,669	\$22,184,003					\$213,745,672
5 Lottery	\$31,808,710						\$31,808,710
6 Student Tuition	\$221,204,871	\$4,729,709					\$225,934,580
7 Phosphate Research							\$0
8 Other U.S. Grants			\$95,989,577		\$377,063,234		\$377,063,234
9 City or County Grants							\$8,096,608
10 State Grants			\$8,096,608				\$20,992,791
11 Other Grants and Donations			\$20,992,791				\$0
12 Donations / Contrib. Given to the State							\$0
13 Sales of Goods / Services							\$0
14 Sales of Data Processing Services							\$63,352,889
15 Fees				\$63,352,889	\$62,562,807		\$179,111,454
16 Miscellaneous Receipts			\$1,396,537	\$115,152,110	\$129,801,932	\$5,282,206	\$135,084,138
17 Rent							\$0
18 Concessions							\$0
19 Assessments / Services							\$999,063
20 Other Reciepts / Revenues <sup>6</sup>			\$999,063				\$305,979,575
21 Subtotal:	\$444,575,250	\$26,913,712	\$127,474,576	\$178,504,999	\$569,427,973	\$5,282,206	\$1,352,178,716
22 Transfers In	\$0		\$22,719,422	\$2,822,405	\$26,169,016	\$1,429,855	\$53,140,698
23 Total - Receipts / Revenues:	\$444,575,250	\$26,913,712	\$150,193,998	\$181,327,404	\$595,596,989	\$6,712,061	\$1,405,319,414
24							
25 <u>Operating Expenditures</u>							
26 Salaries and Benefits	\$364,269,653	\$18,043,153	\$42,704,970	\$39,271,940	\$7,785,198	\$3,020,687	\$475,095,601
27 Other Personal Services							\$0
28 Expenses	\$72,357,195	\$8,870,559	\$109,812,780	\$132,829,924	\$589,181,375	\$3,422,304	\$916,474,137
29 Operating Capital Outlay							\$0
30 Risk Management	\$2,193,522						\$2,193,522
31 Financial Aid	\$858,405						\$858,405
32 Scholarships							\$0
33 Waivers							\$0
34 Finance Expense							\$0
35 Debt Service							\$0
36 Salary Incentive Payments							\$0
37 Law Enforcement Incentive Payments							\$0
38 Library Resources	\$4,896,475						\$4,896,475
39 Institute of Government							\$0
40 Regional Data Centers - SUS							\$0

UNIVERSITY OF CENTRAL FLORIDA  
2011-2012 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>
41 Black Male Explorers Program							\$0
42 Phosphate Research							\$0
43 Other Operating Category							\$0
44 Total Operating Expenditures :	<u>\$444,575,250</u>	<u>\$26,913,712</u>	<u>\$152,517,750</u>	<u>\$172,101,864</u>	<u>\$596,966,573</u>	<u>\$6,442,991</u>	<u>\$1,399,518,140</u>
45							
46 <u>Non-Operating Expenditures</u>							
47 Transfers							\$0
48 Fixed Capital Outlay							\$0
49 Carryforward (From Prior Period Funds)	\$145,259,589	\$7,290,540					\$152,550,129
50 Other <sup>7</sup>							\$0
51 Total Non-Operating Expenditures :	<u>\$145,259,589</u>	<u>\$7,290,540</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$152,550,129</u>
52							
53 Ending Fund Balance :	<u>\$22,228,763</u>	<u>\$1,345,686</u>	<u>\$38,877,154</u>	<u>\$118,784,032</u>	<u>\$42,711,686</u>	<u>(\$7,385,286)</u>	<u>\$216,562,035</u>
54							
55 Fund Balance Increase / Decrease :	(\$145,259,589)	(\$7,290,540)	(\$2,323,752)	\$9,225,540	(\$1,369,584)	\$269,070	(\$146,748,855)
56 Fund Balance Percentage Change :	-86.73%	-84.42%	-5.64%	8.42%	-3.11%	-3.52%	-40.39%

\* Note: The negative beginning fund balance reported for the UCF Faculty Practice Plan is the result of an outstanding operating loan due internally to the UCF auxiliaries budget entity.

FLORIDA INTERNATIONAL UNIVERSITY  
2011-2012 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	\$101,150,273	\$4,910,473	\$4,660,516	\$174,740,315	\$20,449,292	\$34,972	\$305,945,841
2							
3 <u>Receipts/Revenues</u>							
4 General Revenue	\$141,767,941	\$26,293,035					\$168,060,976
5 Lottery	\$26,950,631						\$26,950,631
6 Student Tuition	\$182,471,712	\$5,380,208			\$6,594,552		\$194,446,472
7 Phosphate Research							\$0
8 Other U.S. Grants			\$70,503,600		\$81,062,572		\$87,283,072
9 City or County Grants			\$6,220,500		\$32,058,240		\$32,058,240
10 State Grants							\$11,433,500
11 Other Grants and Donations			\$11,423,100	\$10,400			\$0
12 Donations / Contrib. Given to the State					\$637,048		\$101,471,406
13 Sales of Goods / Services			\$2,081,380	\$98,752,978	\$680,916	\$866,330	\$1,547,246
14 Sales of Data Processing Services					\$23,527,714		\$35,471,696
15 Fees			\$1,349,814	\$10,594,168	\$30,801,901		\$38,730,779
16 Miscellaneous Receipts				\$7,928,878	\$1,597,700		\$27,828,584
17 Rent				\$26,230,884		\$200,000	\$200,000
18 Concessions							\$0
19 Assessments / Services					\$106,308		\$12,638,628
20 Other Receipts / Revenues <sup>6</sup>				\$12,532,320	\$1,865		\$247,629,887
21 Subtotal:	\$351,190,284	\$31,673,243	\$91,578,394	\$156,049,628	\$177,068,816	\$1,066,330	\$808,626,695
22 Transfers In			\$16,365,176	\$38,747,730	\$12,856,571	\$150,000	\$68,119,477
23 Total - Receipts / Revenues:	\$351,190,284	\$31,673,243	\$107,943,570	\$194,797,358	\$189,925,387	\$1,216,330	\$876,746,172
24							
25 <u>Operating Expenditures</u>							
26 Salaries and Benefits	\$244,222,717	\$25,669,309	\$37,530,820	\$54,041,342	\$10,543,068		\$372,007,256
27 Other Personal Services	\$22,446,996	\$716,515	\$16,100,296	\$15,608,333	\$2,255,636		\$57,127,776
28 Expenses	\$58,059,887	\$4,063,959	\$31,764,077	\$53,326,654	\$164,363,864	\$1,190,388	\$312,768,829
29 Operating Capital Outlay	\$2,288,682	\$141,299	\$3,587,032	\$4,247,819	\$2,648,177	\$27,875	\$12,940,884
30 Risk Management	\$2,003,515		\$128,939	\$496,554			\$2,629,008
31 Financial Aid	\$13,960,913						\$13,960,913
32 Scholarships							\$0
33 Waivers							\$0
34 Finance Expense	\$129,768						\$129,768
35 Debt Service				\$12,609,869		\$28,573	\$12,638,442
36 Salary Incentive Payments	\$32,700						\$32,700
37 Law Enforcement Incentive Payments							\$0
38 Library Resources	\$6,953,941	\$413,497					\$7,367,438
39 Institute of Government							\$0
40 Regional Data Centers - SUS							\$0

FLORIDA INTERNATIONAL UNIVERSITY  
2011-2012 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>
41 Black Male Explorers Program							\$0
42 Phosphate Research							\$0
43 Other Operating Category							\$0
44 Total Operating Expenditures :	\$350,099,119	\$31,004,579	\$89,111,164	\$140,330,571	\$179,810,745	\$1,246,836	\$791,603,014
45							
46 <u>Non-Operating Expenditures</u>							
47 Transfers			\$16,365,176	\$39,512,837	\$13,263,844		\$69,141,857
48 Fixed Capital Outlay				\$20,146,068			\$20,146,068
49 Carryforward (From Prior Period Funds)	\$57,624,848	\$1,506,961					\$59,131,809
50 Other <sup>7</sup>							\$0
51 Total Non-Operating Expenditures :	\$57,624,848	\$1,506,961	\$16,365,176	\$59,658,905	\$13,263,844	\$0	\$148,419,734
52							
53 Ending Fund Balance :	\$44,616,591	\$4,072,176	\$7,127,746	\$169,548,197	\$17,300,090	\$4,466	\$242,669,265
54							
55 Fund Balance Increase / Decrease :	(\$56,533,683)	(\$838,297)	\$2,467,230	(\$5,192,118)	(\$3,149,202)	(\$30,506)	(\$63,276,576)
56 Fund Balance Percentage Change :	-55.89%	-17.07%	52.94%	-2.97%	-15.40%	-87.23%	-20.68%



UNIVERSITY OF NORTH FLORIDA  
2011-2012 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	\$25,039,510	\$2,525,908	\$36,202,998	\$11,295,430	\$75,063,846
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$60,057,140				\$60,057,140
5 Lottery	\$11,153,244				\$11,153,244
6 Student Tuition	\$56,663,922				\$56,663,922
7 Phosphate Research					\$0
8 Other U.S. Grants		\$8,027,077	\$250	\$21,000,000	\$29,027,327
9 City or County Grants					\$0
10 State Grants					\$0
11 Other Grants and Donations		\$1,989,049		\$17,047,735	\$19,036,784
12 Donations / Contrib. Given to the State					\$0
13 Sales of Goods / Services			\$169,196		\$169,196
14 Sales of Data Processing Services					\$0
15 Fees			\$6,313,127	\$20,137,146	\$26,450,273
16 Miscellaneous Receipts		\$1,804,360	\$13,121,447	\$2,669,863	\$17,595,670
17 Rent			\$16,647,876	\$1,000	\$16,648,876
18 Concessions			\$36,892	\$40,000	\$76,892
19 Assessments / Services			\$2,375,000		\$2,375,000
20 Other Receipts / Revenues <sup>6</sup>		\$81,133	\$1,178,447	\$194,909	\$1,454,489
21 Subtotal:	\$127,874,306	\$11,901,619	\$39,842,235	\$61,090,653	\$240,708,813
22 Transfers In		(\$197,644)	\$3,621,752	\$721,277	\$4,145,385
23 Total - Receipts / Revenues:	\$127,874,306	\$11,703,975	\$43,463,987	\$61,811,930	\$244,854,198
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$97,200,336	\$6,516,508	\$9,996,793	\$8,524,168	\$122,237,805
27 Other Personal Services	\$5,408,589	\$2,290,868	\$1,453,491	\$4,058,793	\$13,211,741
28 Expenses	\$20,818,114	\$2,383,015	\$25,384,312	\$49,476,406	\$98,061,847
29 Operating Capital Outlay	\$84,873	\$335,669	\$1,041,647	\$198,622	\$1,660,811
30 Risk Management	\$740,406	\$117,340	\$29,601	\$22,916	\$910,263
31 Financial Aid	\$3,589,488				\$3,589,488
32 Scholarships					\$0
33 Waivers					\$0
34 Finance Expense					\$0
35 Debt Service					\$0
36 Salary Incentive Payments	\$30,000				\$30,000
37 Law Enforcement Incentive Payments					\$0
38 Library Resources	\$2,500	\$6,000	\$6,814		\$15,314
39 Institute of Government					\$0
40 Regional Data Centers - SUS					\$0

UNIVERSITY OF NORTH FLORIDA  
2011-2012 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>
41 Black Male Explorers Program					\$0
42 Phosphate Research					\$0
43 Other Operating Category					\$0
44 Total Operating Expenditures :	\$127,874,306	\$11,649,400	\$37,912,658	\$62,280,905	\$239,717,269
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers		\$7,297	\$6,083,560	\$131,234	\$6,222,091
48 Fixed Capital Outlay					\$0
49 Carryforward (From Prior Period Funds)	\$18,645,795				\$18,645,795
50 Other <sup>7</sup>					\$0
51 Total Non-Operating Expenditures :	\$18,645,795	\$7,297	\$6,083,560	\$131,234	\$24,867,886
52					
53 Ending Fund Balance :	\$6,393,715	\$2,573,186	\$35,670,767	\$10,695,221	\$55,332,889
54					
55 Fund Balance Increase / Decrease :	(\$18,645,795)	\$47,278	(\$532,231)	(\$600,209)	(\$19,730,957)
56 Fund Balance Percentage Change :	-74.47%	1.87%	-1.47%	-5.31%	-26.29%

FLORIDA GULF COAST UNIVERSITY  
2011-2012 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	\$6,899,858	\$4,279,050	\$14,687,453	\$3,567,119	\$29,433,480
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$39,358,332				\$39,358,332
5 Lottery	\$6,386,402				\$6,386,402
6 Student Tuition	\$48,195,487				\$48,195,487
7 Phosphate Research					\$0
8 Other U.S. Grants		\$7,046,258		\$16,505,563	\$23,551,821
9 City or County Grants		\$478,168			\$478,168
10 State Grants		\$2,726,911		\$550,000	\$3,276,911
11 Other Grants and Donations		\$3,382,202	\$1,200	\$3,327,383	\$6,710,785
12 Donations / Contrib. Given to the State					\$0
13 Sales of Goods / Services					\$0
14 Sales of Data Processing Services					\$0
15 Fees			\$3,024,295	\$10,758,561	\$13,782,856
16 Miscellaneous Receipts			\$31,067,472	\$835,000	\$31,902,473
17 Rent					\$0
18 Concessions					\$0
19 Assessments / Services					\$0
20 Other Reciepts / Revenues <sup>6</sup>		\$40,042	\$280,000	\$85,000	\$405,042
21 Subtotal:	\$93,940,221	\$13,673,582	\$34,372,967	\$32,061,507	\$174,048,277
22 Transfers In		\$1,411,066	\$2,598,800	\$1,395,000	\$5,404,866
23 Total - Receipts / Revenues:	\$93,940,221	\$15,084,648	\$36,971,767	\$33,456,507	\$179,453,143
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$65,125,928	\$4,349,068	\$8,151,981	\$5,203,844	\$82,830,821
27 Other Personal Services	\$6,763,345	\$1,794,154	\$1,748,055	\$1,339,594	\$11,645,148
28 Expenses	\$19,567,730	\$5,129,985	\$22,187,390	\$26,997,910	\$73,883,015
29 Operating Capital Outlay	\$117,460	\$1,047,803	\$320,508	\$119,450	\$1,605,221
30 Risk Management	\$1,047,646		\$177,700		\$1,225,346
31 Financial Aid	\$98,073				\$98,073
32 Scholarships					\$0
33 Waivers					\$0
34 Finance Expense					\$0
35 Debt Service					\$0
36 Salary Incentive Payments					\$0
37 Law Enforcement Incentive Payments					\$0
38 Library Resources	\$1,220,039				\$1,220,039
39 Institute of Government					\$0
40 Regional Data Centers - SUS					\$0

FLORIDA GULF COAST UNIVERSITY  
2011-2012 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>
41 Black Male Explorers Program					\$0
42 Phosphate Research					\$0
43 Other Operating Category		\$1,229,080			\$1,229,080
44 Total Operating Expenditures :	\$93,940,221	\$13,550,090	\$32,585,634	\$33,660,798	\$173,736,743
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers		\$444,704	\$965,992		\$1,410,696
48 Fixed Capital Outlay					\$0
49 Carryforward (From Prior Period Funds)					\$0
50 Other <sup>7</sup>					\$0
51 Total Non-Operating Expenditures :	\$0	\$444,704	\$965,992	\$0	\$1,410,696
52					
53 Ending Fund Balance :	\$6,899,858	\$5,368,904	\$18,107,594	\$3,362,828	\$33,739,184
54					
55 Fund Balance Increase / Decrease :	\$0	\$1,089,854	\$3,420,141	(\$204,291)	\$4,305,704
56 Fund Balance Percentage Change :	0.00%	25.47%	23.29%	-5.73%	14.63%

NEW COLLEGE OF FLORIDA  
2011-2012 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	\$4,496,653	\$618,581	\$4,884,009	\$369,289	\$10,368,532
2					
3 <u>Receipts/Revenues</u>					
4 General Revenue	\$14,047,909				\$14,047,909
5 Lottery	\$1,016,662				\$1,016,662
6 Student Tuition	\$5,442,874				\$5,442,874
7 Phosphate Research					\$0
8 Other U.S. Grants		\$1,174,347			\$1,174,347
9 City or County Grants					\$0
10 State Grants					\$0
11 Other Grants and Donations		\$548,349		\$3,774,101	\$4,322,450
12 Donations / Contrib. Given to the State					\$0
13 Sales of Goods / Services					\$0
14 Sales of Data Processing Services					\$0
15 Fees			\$660,522	\$866,547	\$1,527,069
16 Miscellaneous Receipts		\$535,861	\$5,503,619	\$4,000	\$6,043,480
17 Rent					\$0
18 Concessions					\$0
19 Assessments / Services					\$0
20 Other Reciepts / Revenues <sup>6</sup>	\$175,000		\$127,000	\$14,000	\$316,000
21 Subtotal:	\$20,682,445	\$2,258,557	\$6,291,141	\$4,658,648	\$33,890,791
22 Transfers In			\$1,473,790		\$1,473,790
23 Total - Receipts / Revenues:	\$20,682,445	\$2,258,557	\$7,764,931	\$4,658,648	\$35,364,581
24					
25 <u>Operating Expenditures</u>					
26 Salaries and Benefits	\$15,080,321	\$547,798	\$1,162,382	\$211,664	\$17,002,165
27 Other Personal Services	\$418,824	\$752,387	\$301,735	\$193,620	\$1,666,566
28 Expenses	\$3,404,664	\$666,434	\$2,770,235	\$299,883	\$7,141,216
29 Operating Capital Outlay		\$291,938	\$44,000	\$7,000	\$342,938
30 Risk Management	\$397,591		\$10,000		\$407,591
31 Financial Aid	\$342,591			\$1,289,481	\$1,632,072
32 Scholarships	\$681,789			\$2,657,000	\$3,338,789
33 Waivers					\$0
34 Finance Expense					\$0
35 Debt Service			\$1,910,790		\$1,910,790
36 Salary Incentive Payments					\$0
37 Law Enforcement Incentive Payments					\$0
38 Library Resources	\$181,665				\$181,665
39 Institute of Government					\$0
40 Regional Data Centers - SUS					\$0

NEW COLLEGE OF FLORIDA  
2011-2012 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>
41 Black Male Explorers Program					\$0
42 Phosphate Research					\$0
43 Other Operating Category					\$0
44 Total Operating Expenditures :	<u>\$20,507,445</u>	<u>\$2,258,557</u>	<u>\$6,199,142</u>	<u>\$4,658,648</u>	<u>\$33,623,792</u>
45					
46 <u>Non-Operating Expenditures</u>					
47 Transfers			\$1,473,790		\$1,473,790
48 Fixed Capital Outlay					\$0
49 Carryforward (From Prior Period Funds)	\$3,471,281				\$3,471,281
50 Other <sup>7</sup>	<u>\$175,000</u>				<u>\$175,000</u>
51 Total Non-Operating Expenditures :	<u>\$3,646,281</u>	<u>\$0</u>	<u>\$1,473,790</u>	<u>\$0</u>	<u>\$5,120,071</u>
52					
53 Ending Fund Balance :	<u>\$1,025,372</u>	<u>\$618,581</u>	<u>\$4,976,008</u>	<u>\$369,289</u>	<u>\$6,989,250</u>
54					
55 Fund Balance Increase / Decrease :	(\$3,471,281)	\$0	\$91,999	\$0	(\$3,410,648)
56 Fund Balance Percentage Change :	-77.20%	0.00%	1.88%	0.00%	-32.89%

**STATE UNIVERSITY SYSTEM OF FLORIDA**  
**BOARD OF GOVERNORS**  
**Budget and Finance Committee**  
September 14, 2011

**SUBJECT:** 2012-13 State University System and Board General Office Legislative Budget Request

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**PROPOSED COMMITTEE ACTION**

Approve the 2012-13 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 2012-13 LBR.

**State University System (SUS):**

For the SUS, total funding of \$3.99 billion is requested. This represents a 14.8% increase over the current year appropriation. Two major components drive this increase; New Florida funding of approximately \$150 million and the major gift matching program of \$283 million. The New Florida initiative has 2 major strands; STEM / Research and Access / Improving Graduation rates. Significant effort will be placed on improving STEM fields, enhance research efforts, providing student access for institutional growth and improving graduation / retention rates.

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

- a. The E&G core budget increase focuses on two main areas; The STEM/Research and Access/Improved Graduation Rates, with continued funding for plant

operations and maintenance for new and existing facilities, and the Florida Institute of Oceanography. The net increase to the E&G core budget is \$237 million or a 7.1% increase over the current year. With the adoption of the proposed LBR, the SUS core E&G appropriation per full-time equivalent student will increase by \$577 or 5.4% to \$11,185.

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

Board General Office:

The Board General Office budget requests totals \$5.7 million, an increase of 3.3%. This request would provide funding for 52 positions and associated support costs. This includes funding to enhance one currently vacant position that would be responsible for STEM and Health initiatives. This position will be closely linked to the overall SUS request of funding for STEM and research initiatives. This position will coordinate STEM and Health activities for the university system, focusing on STEM and Health degree production. This position will work with Universities to find ways to efficiently and effectively develop STEM programs, increase STEM and medical degree production, and increase research activities.

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

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**Supporting Documentation Included:** See Table of Contents

**Facilitators/Presenters:** Tim Jones



## 2012-2013 Legislative Budget Request Table of Contents

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**State University System of Florida  
2012-2013 Budget  
Executive Summary**

	2012-13 Budget
1 2011-12 Total Appropriations	
2 State Support	\$1,998,807,132
3 Tuition Support	\$1,480,377,367
4 Sub-total	\$3,479,184,499
5	
6 2011-2012 Non-recurring Appropriations	(\$25,780,770)
7	
8 <b>2011-2012 Beginning Recurring Base Budget</b>	<b>\$3,453,403,729</b>
9	
10 <b><u>2012-2013 Budget Issues:</u></b>	
11 STEM, Research & Other Areas of Strategic Emphasis (\$91 M)	
12 STEM / Research Initiatives	\$77,415,985
13 21st Century World Class Scholars in STEM	\$10,000,000
14 Florida Institute of Oceanography	\$1,174,500
15 Professional Science Master's Statewide Initiative	\$331,200
16 Florida Small Business Development Center Network	\$2,078,315
17 Student Access & Improving Graduation/Retention Rates (\$63 M)	
18 Student Access / Improved Graduation Rates	\$53,047,966
19 Florida Critical Languages Network	\$516,500
20 Auxiliary Learning Aids	\$5,000,000
21 Florida Distance Learning Consortium/FACTS.org	\$715,267
22 Building Academic and Administrative Support Infrastructure - NCF	\$1,300,000
23 Medical School Phase-in - FIU/UCF	\$1,946,098
24 Medical* School Student Phase-in Tuition Authority - FIU/UCF/FAU/USF	\$9,502,726
25 Major Gifts Matching Endowment Program	\$282,551,025
26 Annualization of PO&M** for 2011-12 Phased-In Facilities	\$4,115,667
27 PO&M for 2012-13 New Facilities	\$7,528,719
28 PO&M for Existing Facilities	\$6,255,199
29 Moffitt Cancer Center	\$2,900,000
30 Institute of Human and Machine Cognition	\$3,000,000
31 Annualization of 2011-12 Tuition Increases - Tuition Authority	\$14,746,882
32 Estimated 2011-12 Enrollment Alignments - Tuition Authority	\$58,854,270
33 Sub-total	\$542,980,319
34	
35 <b>Total 2012-2013 Budget</b>	<b>\$3,996,384,048</b>
36 <b>% Increase over 2011-2012 Total Budget (Line 4)</b>	<b>14.87%</b>
37	
38 2011-2012 Beginning State Support	\$1,973,026,362
39 Increase in State Support	\$459,876,441
40 Total State Support Needed for FY 2012-13	\$2,432,902,803
41	
42 2011-2012 Beginning Student Tuition Support	\$1,480,377,367
43 Increase in Student Tuition Support (Assuming no Tuition Increase)	\$83,103,878
44 Total Tuition Support Needed for FY 2012-13	\$1,563,481,245
45	
46 Total Support	\$3,996,384,048

\* FIU/UCF/FAU - Medicine; USF - Pharmacy

\*\* Plant Operations & Maintenance

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**State University System  
Florida Board of Governors  
2012-13 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 a LBR to the Legislature and Governor based on an independent judgment of needs.

The 2012-2013 LBR shall be need-based and will provide flexibility for the Board of Governors (Board) and universities' boards of trustees to jointly manage the system to meet the critical needs of the state, achieve the statewide goals and objectives of the State University System (SUS) Strategic Plan, address specific institutional issues as outlined in the university work plans, and demonstrate accountability/ justification. The following goals and objectives of the SUS Strategic Plan will be addressed in the request:

1. Access to and production of degrees
2. Meeting statewide professional and workforce needs
3. Building world-class academic programs and research capacity
4. Meeting community needs and fulfilling unique institutional missions

These System goals and objectives, 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 2011-2012 change in employee salary and benefits, if appropriated by the 2011 legislature.
  - b. Major Gift Program – Funds will be requested to continue support at 100% for the major gift matching program.
  - 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 2011-2012;
    - ii. Funds will be requested for the operating costs for new buildings to be completed and occupied in 2012-2013.
    - 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. SUS Strategic Plan Goals – Program and funding requests will be considered to increase access, address shortages in critical state workforce areas, and for the development and maintenance of nationally and internationally preeminent academic programs and research centers.
  3. New Florida – The ability to build the knowledge and innovation economy requires high-technology, high-wage jobs in the fields of science, technology, engineering and mathematics (STEM), as well as medicine and health care, finance, insurance, professional services, and education. The SUS can and should be the driver of Florida’s new economy. Funding will be requested for this initiative.
 

Utilizing university work plans and the accountability metrics in the annual report, New Florida funding will focus on increased targeted degrees, workload increases; attracting top-level students, researchers, and industry; creating a strategic research agenda; and focusing each university on fulfilling its distinctive mission.
  4. Task Force Reports and Studies – Consideration will be given to initiatives recommended in any task force reports or studies and endorsed by the Board.
  5. Shared System Resources – Consideration will be given to initiatives that allow for greater efficiencies through shared system resources.

6. 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.

The following represents the timeline for submission of the SUS 2012-2013 LBR for operations:

- March: The Board approves the LBR Policy Guidelines.
- May: Universities submit LBR issues as a component of the 2011 work plans.
- June: Review university work plans in which goals, initiatives, and financial assumptions are aligned with submitted LBR issues.
- July – Aug: Chancellor works with universities to develop any system and university LBR issues.
- 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. 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.

<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 2011-12. This standard applies both to the university as a whole and on a site- specific basis.

Funding will be requested for institutional survey recommended<sup>2</sup> PECO projects in the following priority order:

- a. Matching external funds from non-private sources.
  - b. 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.
    - iii. Require additional funding to complete project as originally requested.
  - c. Utilities/infrastructure/capital renewal/roofs needs.
  - d. Renovation and remodeling projects to meet current space needs, structural/mechanical repairs, and technology upgrades that are in accordance with Section 1013.64(4)(a), Florida Statutes. (Survey recommendation)
  - e. Instructional, then research, followed by support space needs to include projects that will bring each university to the system average percentage of formula need.
  - f. Projects to provide specialized space for a newly approved academic program.
  - g. Land or building acquisition in accordance with university board of trustees adopted master plans.
  - h. Non-survey recommended projects.
3. Special consideration and emphasis will be given to proposed joint-use PECO projects that meet the requirements of Section 1013.52, Florida Statutes, as well as PECO projects included in university work plans as a component of the New Florida initiative.
  4. State matching funds for the facilities enhancement matching program will be requested for eligible projects as proposed by the universities that meet the requirements of Section 1013.79, Florida Statutes.
  5. Required legislative authorizations will be requested for externally funded projects as proposed by the universities, in accordance with Section 1010.62, Florida Statutes.
  6. Each facilities project should be designated by strategic type:

Medical Education

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



Strategic Discipline (Teaching, Nursing, Engineering)  
Economic Development/Enhanced Critical Research  
Improved Geographic Access  
Campus Sustainability  
Increased Baccalaureate Production  
Other

The following represents the timeline for submission of the SUS 2011-2012 Fixed Capital Outlay LBR.

- March            The Board approves the LBR Policy Guidelines.
- April:            Chancellor provides draft technical instructions and requests universities to submit their five-year CIPs to include proposed projects and authorizations. Board staff will review draft CIPs with university designee(s).
- May              Universities submit five-year CIP summary as a component of the 2011 work plans.
- June:            The Board reviews university work plans which includes proposed five-year CIP summary August: Universities submit five-year CIPs.
- September:    Board approves the fixed capital outlay LBR.
- October:        Fixed capital outlay LBR is submitted to the Governor and Legislature.
- December:    Universities submit amended FCO requests to Board.
- January:        Board approval of amended FCO requests.
- March:          If necessary, potential PECO amendments to reflect March PECO revenue estimating conference allocations.

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## The State's Strategic Investment in Supporting the State University System of Florida

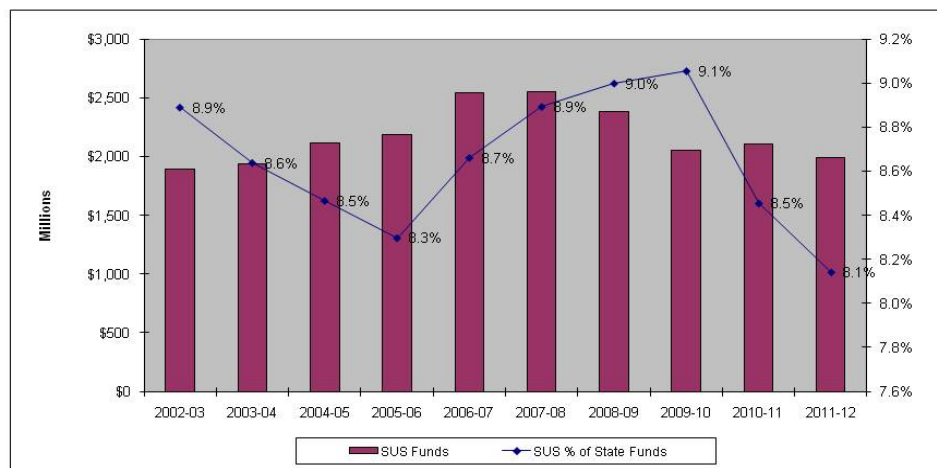
Taxpayers invested \$1.99 billion in resources in the State University System (SUS) for 2011-12. Through tuition, students will have contributed an estimated \$1.48 billion, total Education and General investment is over \$3.4 billion. In return, the SUS continues to provide educational and economic benefits for Florida's citizens.

### Highlights of SUS Funding and State Benefits

In 2011-12, the SUS will receive an estimated \$1.99 billion in state funds (consisting of general revenue and lottery).

As shown in Chart 1, state funds for the SUS represents approximately 8.1 percent of the total state general revenue and lottery appropriations for 2011-12. The SUS share of the state general revenue had decreased from 2002-03 to 2005-06. However, from 2006-07 to 2009-10 the SUS percentage had been increasing. Although this was good news for the SUS, it wasn't because additional revenue had been provided; it was because the proportion of budget reductions to the SUS had been less than general revenue as a whole. The SUS percentage of total state general revenue and lottery has decreased the last 2 years.

### SUS Percentage of General Revenue and Lottery Funds

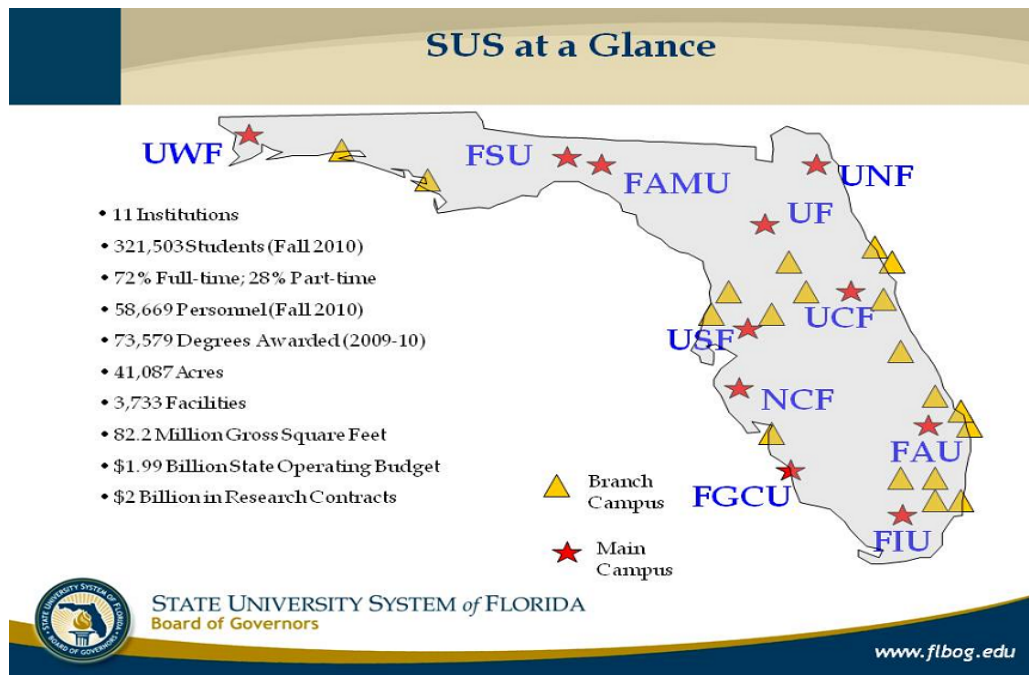


STATE UNIVERSITY SYSTEM of FLORIDA  
Board of Governors

[www.flbog.edu](http://www.flbog.edu)

Chart 1

The SUS has utilized the scarce resources received and have invested in the education of over 321,500 students and \$2 billion in research.



### Where do the Funds Go?

The Education and General (E&G) budget<sup>1</sup> consists of educational activities such as instruction and research, libraries, student services, and plant operations and maintenance. These activities are standardized across the country, thus allowing for national comparisons. The main educational activity is Instruction and Research (I&R) which is the primary mission of the institution and includes expenditures associated with faculty, academic department administration, and office supplies.

In 2010-2011, I&R accounted for 63.2 percent of the \$3.2 billion in E&G expenditures. The next significant activity is administration and support<sup>2</sup> (11.1 percent) and plant operations and maintenance (10.4 percent). Student services include activities such as admissions, registrar, and financial aid. Chart 2 shows a breakout of expenditures by educational activity.

<sup>1</sup> The E&G budget consists of general revenue, lottery and student tuition.

<sup>2</sup> Includes activities such as; academic computing, business services, museums.

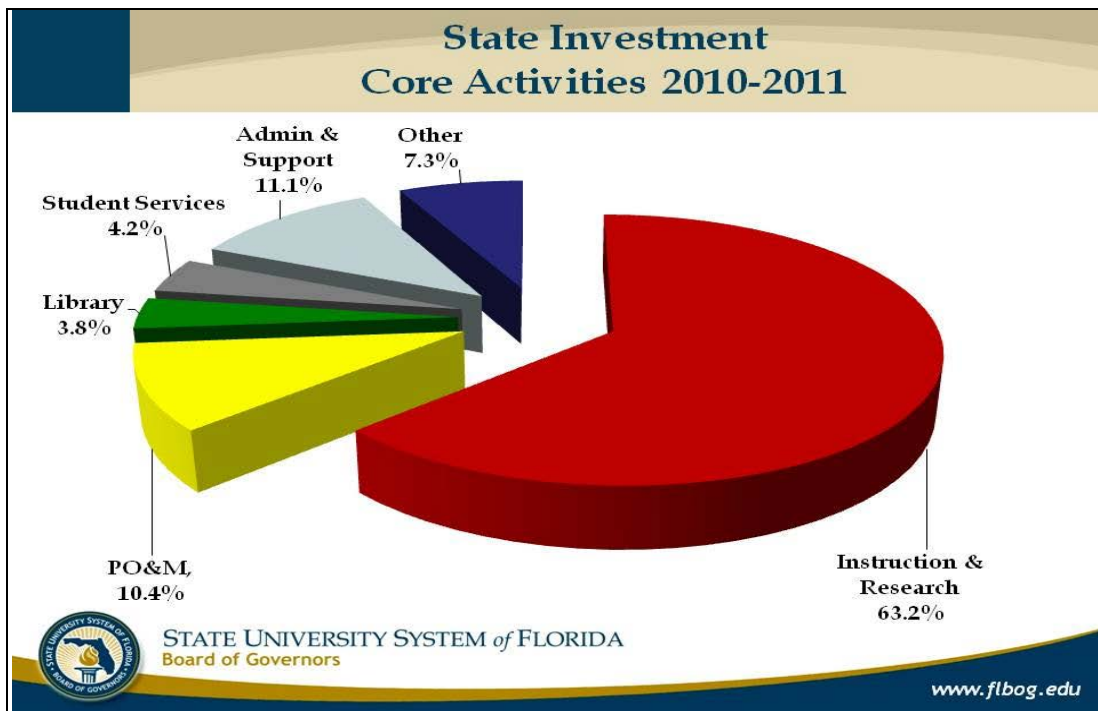


Chart 2

As with many large organizations, personnel costs comprise the largest obligation of the universities. Salaries and Benefits for SUS employees account for 71 percent of the expenditures in 2010-11. The second largest expenditure is expenses which cover items such as utilities, contractual obligations, and travel (See Chart 3).

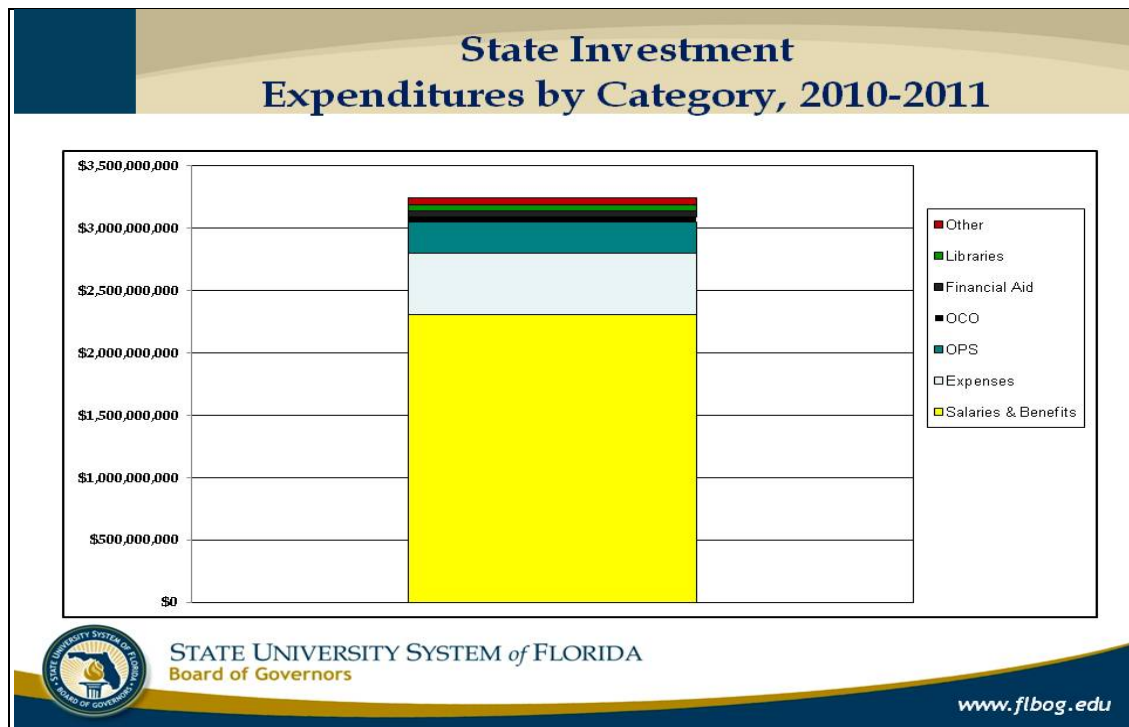


Chart 3

State University System of Florida and the Board of Governors' General Office  
Detail by Appropriation Category  
2012-13 Budget Summary

Appropriation Category	2011-12 Total Appropriation	Non-recurring Appropriation	2011-12 Recurring Appropriation	2012-13 Incremental Increase	Total 2012-13 Budget	% Change Over Total Approp
<b>Core SUS Budget</b>						
1 Education & General Total	\$2,960,191,911	(\$24,767,144)	\$2,935,424,767	\$237,025,488	\$3,172,450,255	7.17%
2 Student Financial Assistance Total	\$7,140,378	\$0	\$7,140,378	\$0	\$7,140,378	0.00%
3 Risk Management Insurance - Univ	\$17,642,127	\$0	\$17,642,127	\$0	\$17,642,127	0.00%
4 Sub-Total	\$2,984,974,416	(\$24,767,144)	\$2,960,207,272	\$237,025,488	\$3,197,232,760	7.11%
<b>Special Units &amp; Other State Initiatives</b>						
7 UF - IFAS	\$131,486,671	\$0	\$131,486,671	\$529,545	\$132,016,216	0.40%
8 UF Health Center	\$134,897,167	\$0	\$134,897,167	\$4,239,422	\$139,136,589	3.14%
9 USF Health Center	\$109,479,121	(\$250,000)	\$109,229,121	\$3,497,874	\$112,726,995	2.97%
10 FSU Medical School	\$45,468,734	\$0	\$45,468,734	\$0	\$45,468,734	0.00%
11 FIU Medical School	\$31,004,579	\$0	\$31,004,579	\$4,589,189	\$35,593,768	14.80%
12 UCF Medical School	\$26,913,712	\$0	\$26,913,712	\$3,932,509	\$30,846,221	14.61%
13 Cancer Center Operations	\$9,583,007	(\$468,626)	\$9,114,381	\$2,900,000	\$12,014,381	25.37%
14 Challenge Grants	\$0	\$0	\$0	\$282,551,025	\$282,551,025	NA
15 IHMC*	\$1,457,864	\$0	\$1,457,864	\$3,000,000	\$4,457,864	205.78%
16 Distance Learning Consortium	\$573,859	(\$295,000)	\$278,859	\$715,267	\$994,126	73.24%
17 Risk Management Insurance - Sp. Units	\$3,345,369	\$0	\$3,345,369	\$0	\$3,345,369	0.00%
18 Sub-Total	\$494,210,083	(\$1,013,626)	\$493,196,457	\$305,954,831	\$799,151,288	61.70%
19 Total	\$3,479,184,499	(\$25,780,770)	\$3,453,403,729	\$542,980,319	\$3,996,384,048	14.87%
*Institute for Human & Machine Cognition						
<b>Board of Governors' General Office</b>						
2 Salaries & Benefits	\$4,580,488	\$0	\$4,580,488	\$175,000	\$4,755,488	3.82%
3 Other Personal Services	\$34,373	\$0	\$34,373	\$0	\$34,373	0.00%
4 Expenses	\$775,776	\$0	\$775,776	-\$1,905	\$773,871	-0.25%
5 Operating Capital Outlay	\$52,732	\$0	\$52,732	(\$35,000)	\$17,732	-66.37%
6 Contracted Services	\$54,982	\$0	\$54,982	\$14,823	\$69,805	26.96%
7 NW Regional Data Center	\$0	\$0	\$0	\$25,177	\$25,177	NA
8 Lease or Lease-Purchase of Equipment				\$1,905	\$1,905	NA
9 Tnsfr to DMS for HR Services	\$20,837	\$0	\$20,837	\$0	\$20,837	0.00%
10 Total	\$5,519,188	\$0	\$5,519,188	\$180,000	\$5,699,188	3.26%



## **STEM<sup>1</sup>, Research and Other Areas of Strategic Emphasis 2012-13 Legislative Budget Request \$91 Million**

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

Last year, the Legislature appropriated \$12 million to the System as a jumpstart in delivering the economy, talent and innovations that Florida must have to be globally competitive.<sup>2</sup> With the \$12 million appropriated, universities were awarded grants designed to develop business plans for improving research commercialization efforts, recruit and retain world-class faculty in program areas critical to the state and provide new and exciting collaborations among faculty in teaching, research and service.

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

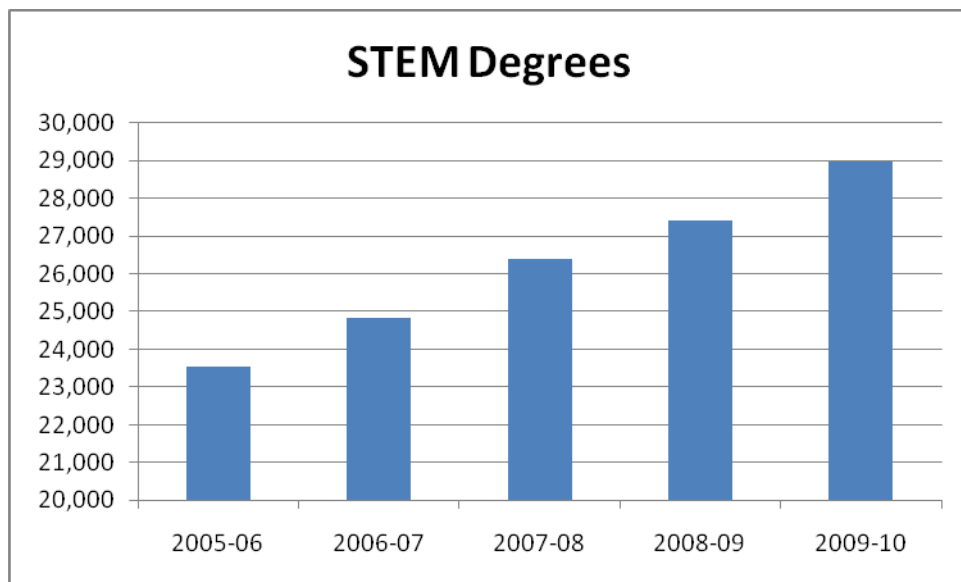
As part of the 2011 University Work Plan instructions, universities were asked to align legislative budget request (LBR) issues with institutional goals and metrics. The issues submitted by each university were identified in the universities' Work Plan as primary institutional goals. For the 2012-13 LBR, of the \$150 million

<sup>1</sup> Science, Technology, Engineering and Mathematics

<sup>2</sup> \$2 M distributed as research commercialization grants and \$10 M to address key state workforce, economic, and policy issues with a tracked return on investment.

earmarked for New Florida, a total of \$77.4 million<sup>3</sup> in LBR proposals were submitted by the universities to create or enhance STEM fields and other strategic goals and objectives at the institutions. One goal is to increase the number of students choosing to study STEM fields by partnering with K-12 institutions to engage more young students in the STEM area. Another goal is to implement initiatives designed to yield more engineering graduates by providing additional academic support in the first two years of school in order to retain these students.

Although there has been a 23% increase in STEM degrees awarded over the last five years, clearly, more degrees are needed as Florida ranks behind other notable systems in the country.<sup>4</sup>



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

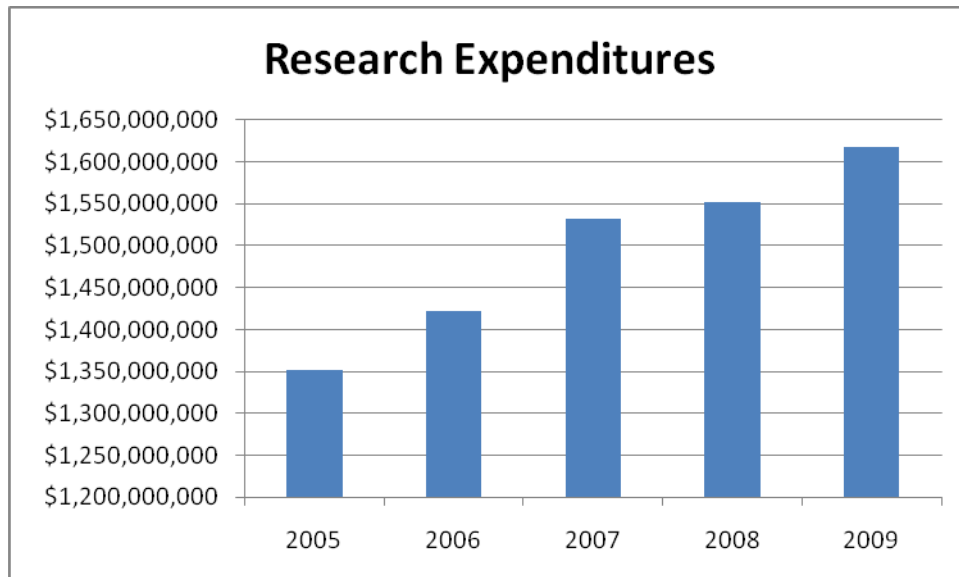
The SUS continues to improve yearly in the most meaningful and generally accepted productivity indicators associated with university research and development. In 200-09, the SUS research only activities consisted of \$4.1 billion in awards and \$1.6 billion in expenditures. Continuing the state's investment in

<sup>3</sup> An additional \$13.6 million is related to system issues for a total of \$91 million.

<sup>4</sup> Florida ranks behind the UC, NC, and TX systems.



university research will play a critical role in transforming Florida's economy to one that has a national and global reputation.



Other system issues include the Florida Institute of Oceanography (\$1.2 M), Professional Science Masters Statewide Initiative (\$.3 M), and the Florida Small Business Development Center network (\$2.1 M).

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

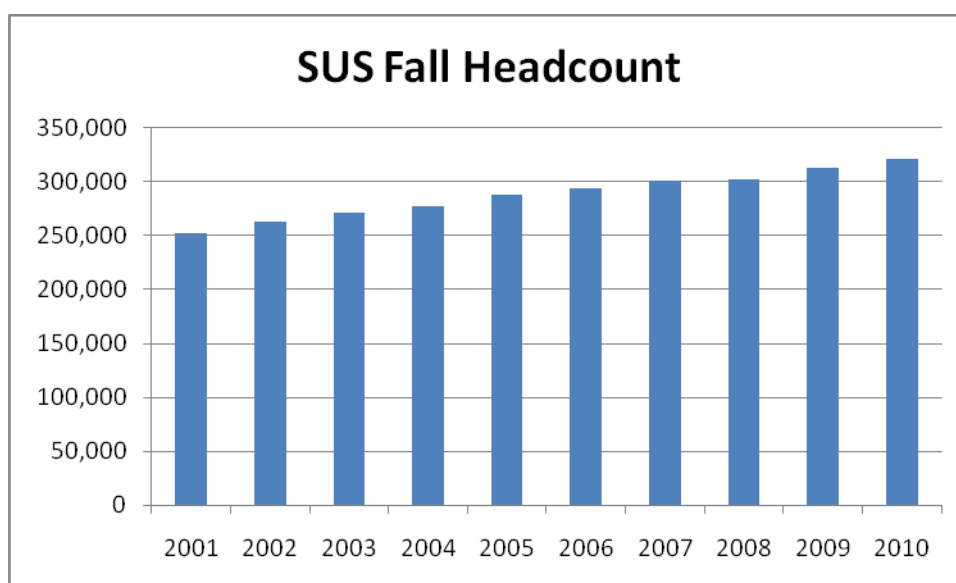
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## **Increasing Student Access and Improving Graduation Rates 2012-13 Legislative Budget Request \$61.5 Million**

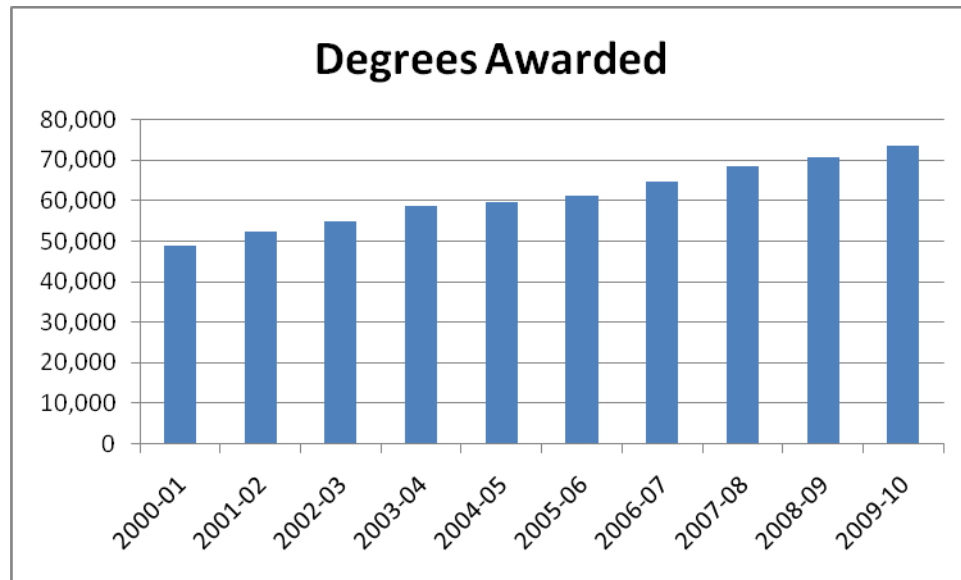
The State University System has recognized the need to restructure Florida's economy into an economy built on knowledge and innovation. Within the past few years, the System has campaigned for a more energized approach to delivering the message that Florida's economy is better sustained by high-technology,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

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



While enrollments have increased 28 percent over the last 10 years, degree production has grown by 50 percent. The SUS is committed to producing quality

degrees to meet the state's workforce demand. One of the keys to increasing degree production is to improve graduation and retention rates.

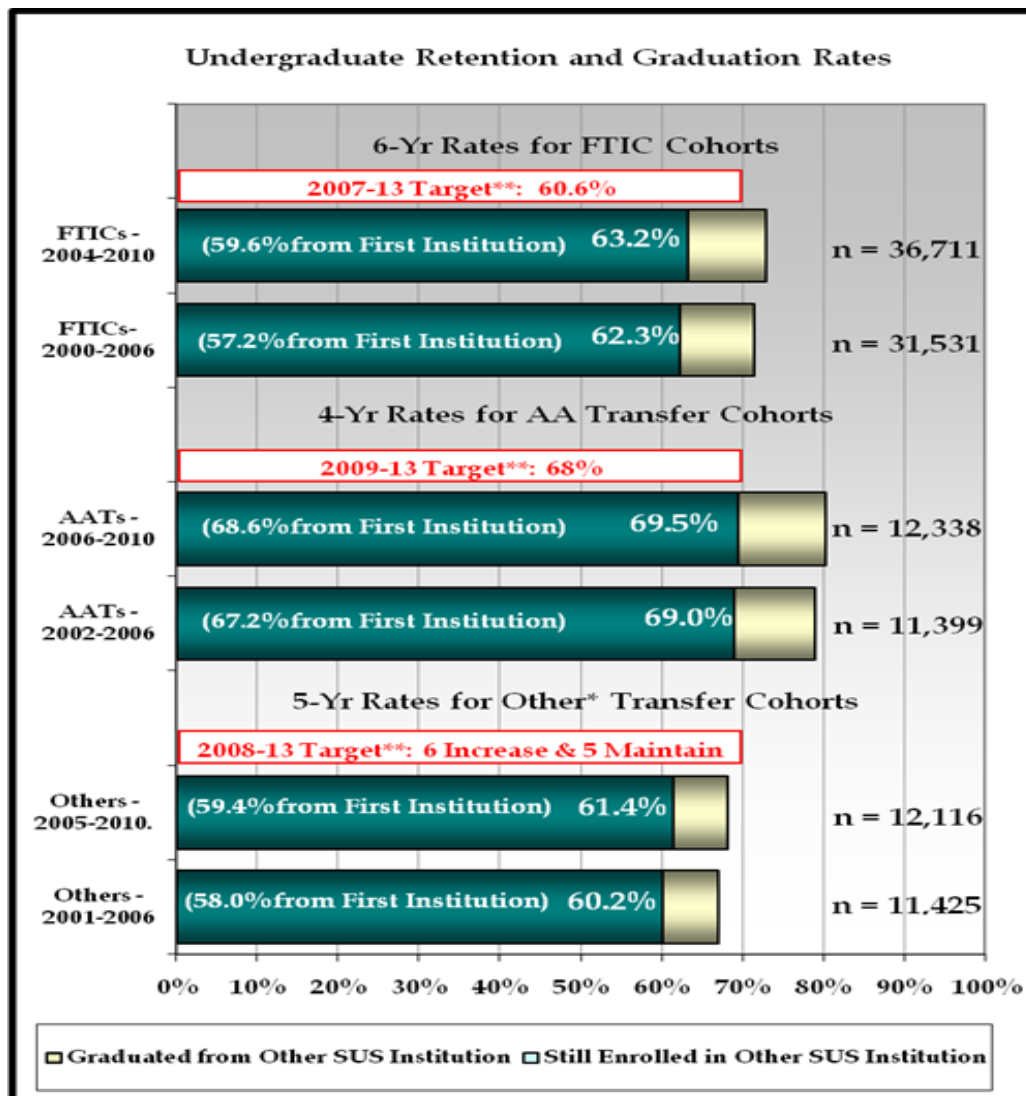


As part of the 2011 University Work Plan instructions, universities were asked to align legislative budget request (LBR) issues with institutional goals and metrics. Several of the issues submitted by each university were identified in the universities' Work Plan as primary institutional goals. For the 2012-13 LBR, of the \$150 million earmarked for the New Florida Initiative, close to \$55 million<sup>1</sup> in LBR proposals were submitted by the universities to improve student access, graduation rates, and other special initiatives.

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

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

<sup>1</sup> An additional \$6.5 million is recommended for system issues thus bringing the total to \$61.5 million.



In addition, system issues for the Florida Critical Languages Network (\$.5 M), Auxiliary Learning Aids (\$.5 M), Florida Distance Learning Consortium (\$.4 M), and FACTS.org, (\$.3 M) are being requested; along with continued support for implementation of the FIU and UCF medical schools and academic infrastructure for NCF.

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

**State University System of Florida  
2012-2013 Budget  
Education and General Core Budget, Executive Summary**

Attachment 7

	2012-13 Budget
1 2011-12 Total Appropriations	
2     State Support	\$1,605,952,601
3     Tuition Support	\$1,379,021,815
4 <b>Sub-total</b>	\$2,984,974,416
5	
6 2011-2012 Non-recurring Appropriations	(\$24,767,144)
7	
8 <b>2011-2012 Beginning Recurring Base Budget</b>	<b>\$2,960,207,272</b>
9	
10 <b><u>2012-2013 Budget Issues:</u></b>	
11     STEM, Research and Other Areas of Strategic Emphasis (\$91 M)	
12         STEM / Research Initiatives	\$77,415,985
13         21st Century World Class Scholars in STEM	\$10,000,000
14         Florida Institute of Oceanography	\$1,174,500
15         Florida Small Business Development Center Network	\$2,078,315
16         Professional Science Master's Statewide Initiative	\$331,200
17     Student Access and Improving Graduation/Retention Rates (\$59.8 M)	
18         Graduation Rates / Student Access	\$53,047,966
19         Auxiliary Learning Aids	\$5,000,000
20         Building Academic and Administrative Support Infrastructure	\$1,300,000
21         Florida Critical Languages Network	\$516,500
22     PO&M* for 2011-12 Phased-In Facilities	\$3,162,784
23     PO&M for 2012-13 New Facilities	\$5,734,170
24     PO&M for Existing Facilities	\$5,302,204
25     Medical School Student Phase-in Tuition Authority (FAU-MS)	\$1,928,000
26     Annualization of 2011-2012 Tuition Increases - Tuition Authority	\$14,394,892
27     Estimated 2011-2012 Enrollment Alignments - Tuition Authority	\$55,638,972
28 <b>Sub-total</b>	<b>\$237,025,488</b>
29	
29 <b>Total 2012-2013 Budget</b>	<b>\$3,197,232,760</b>
30 <b>% Increase over 2011-2012 Total Budget (Line 4)</b>	<b>7.11%</b>
31	
32 2011-2012 Beginning State Support	\$1,581,185,457
33 Increase in State Support	\$165,063,624
34 <b>Total State Support Needed for FY 2012-13</b>	<b>\$1,746,249,081</b>
35	
36 2011-2012 Beginning Student Tuition Support	\$1,379,021,815
37 Increase in Student Tuition Support (Assuming no Tuition Increase)	\$71,961,864
38 <b>Total Tuition Support Needed for FY 2012-13</b>	<b>\$1,450,983,679</b>
39	
40 <b>Total Support</b>	<b>\$3,197,232,760</b>
41	
42     2011-2012 Funding Per Student	\$10,608
43     2012-2013 Funding Per Student	\$11,185
44                     Increase per Student	\$577
45                     Percentage Increase per Student	5.4%
46	
47     *Plant, Operations and Maintenance	



## State University System 2012-13 Legislative Budget Request Issues Education & General Core Budget

The following provides a brief explanation of the major issues recommended for inclusion in the 2012-13 Legislative Budget Request (LBR). Several issues are included under the New Florida Initiative LBR of \$151.3 million for the core budget - additional details for some issues are provided in subsequent attachments.

### 1. STEM, Research and Other Areas of Strategic Emphasis - \$91 million

- **STEM and Research - \$77.4 million:** The New Florida Initiative remains the primary catalyst for ensuring that Florida's knowledge and innovative economy is sustained by high-technology, high-wage jobs in such fields as science, technology, engineering and mathematics. Since its inception, universities across the System have supported the vision of New Florida by targeting professional industry clusters designed to regenerate, retain, and recruit Florida's economic future. (Attachment 5)

For the 2012-13 LBR, of the \$150 million earmarked for New Florida, a total of \$77.4 million in LBR proposals were submitted by the universities to create or enhance STEM fields and other strategic goals and objectives at the institutions.

**Outcome:** To increase the number of students choosing to study STEM fields by partnering with K-12 institutions to engage more young students in the STEM area. Additionally, effort will be placed on improving research commercialization efforts statewide.

- **21<sup>st</sup> Century World Class Scholars in STEM - \$10 million:** A STEM initiative that includes a system-wide request of \$10 million to recruit and retain additional 21<sup>st</sup> Century World Class Scholars in STEM-related fields. The intent of this request is to invest in recurring base salaries of selected world class scholars throughout the system and fund startup investments in research space and/or equipment and other allowable costs.

**Outcome:** The ability to recruit best and brightest students to attend Florida's public universities, to attract a share of the federal and industry investments in research and development, and to maximize new business ventures migrating to the state, resulting in additional job opportunities statewide.

➤ **Florida Institute of Oceanography - \$1.2 million**

The Florida Institute of Oceanography (FIO), an Academic Infrastructure Support Organization (AISO) established by the Board of Governors (Board), serves as the State University System (SUS) coordinating body for research vessels, equipment, marine laboratories and other shared-use facilities and services. Shared use of resources, expertise and infrastructure will maintain Florida as a leader in oceanographic and coastal education and research.

It is expected that funding of the FIO initiative will support all SUS institutions in contributing to the dashboard metrics related to degrees awarded, Federal R&D expenditures, and other AAU metrics important to all institutions.

**Such outcomes are as follows:**

- Development of an ocean observing and monitoring capability for rapid response by FIO members is necessary to assess and understand impacts on the Gulf of Mexico and Atlantic ecosystems and critical coastal ocean, estuarine and riverine resources of events such as hurricanes, oil spills, red tide and other harmful algal blooms. Florida's citizens expect no less.
- Provision of University-based, peer-reviewed results, widespread dissemination and interpretation of findings and recommendations to policy-makers, educators, and the general public is a service inherent in SUS's and FIO's mission.

➤ **Florida Small Business Development Center (SBDC) Network - \$2 million**

The SBDC Program is designed to provide high quality business and economic development assistance to small businesses and prospective nascent entrepreneurs in order to promote growth, expansion, innovation, increased productivity and management improvement. The program is sponsored and partially funded by the U.S. Small Business Administration (SBA). Governed by Section 21 of the Small Business Act, 15 U.S.C. § 648, and federal regulations, 13 C.F.R. Part 130. Current federal funding is \$5.6 with a required \$1:1 matching ratio, bringing the total statewide budget to approximately \$12 million.



Funding of this initiative by the FSBDC Network aligns technology related activities mandated by federal public law with the New Florida Program and provides a unified effort by the SUS to the legislature for technology business development, growth and high-tech high-wage job creation.

**Such outcomes are as follows:**

- Immediate eligibility as direct matching funds for the existing federal SBA funds for SBIR proposal assistance.
- Provides immediate leverage for additional existing fiscal year federal funding opportunities as well as those that might be issued by other federal agencies;
- Enhanced direct technical assistance to all University research faculty;

➤ **Professional Science Master's Statewide Initiative - \$331,200**

The Professional Science Master's (PSM) Statewide Initiative involves the collaboration of all state universities in developing PSM programs that partner with business and industry and government entities to provide the STEM workforce needed to transform Florida's economy from one of tourism and agriculture to one that is high skill, high wage, and knowledge based. This initiative also prepares students in Florida industry sectors important to the workforce and economic development; such as biotechnology, environmental sciences, forensic science and homeland security, modeling and simulation, and healthcare.

The requested \$331,200 will enable a director and staff support person to be hired (\$243,200 with benefits) and \$88,000 in expenses to be used to help coordinate the many activities associated with this initiative, including travel to constituent meetings, promotional materials to be created and distributed, reporting to be accomplished, and assistance to the universities in establishing and maintaining these programs with quality.

**Such outcomes are as follows:**

- Increased number of graduates in STEM disciplines in the state of Florida who are educated at an advanced level - through this initiative an estimated 300 students throughout the state will be enrolled in PSM programs next year (2012-13), and 50 students will graduate;

- Graduates who have the professional skills to be immediately employable by industry, non-profits, and government entities;
- Workforce preparation that allows key industries in Florida, those requiring advanced knowledge, to find highly qualified local talent, an important factor in high-tech industries relocating to Florida.

## 2. Increasing Student Access and Improving Grad Rates - \$59.8 million

### ➤ **Student Access / Improving Graduate Rates - \$53 million**

The SUS has recognized the need to restructure Florida's economy into an economy built on knowledge and innovation. Within the past few years, the System has campaigned for a more energized approach to delivering the message that Florida's economy is better sustained by high-technology, high-wage jobs in targeted degrees and degrees needed for regional and statewide development.

For the 2012-13 LBR, of the \$150 million earmarked for the New Florida Initiative, close to \$53 million in LBR proposals were submitted by the universities to increase student access, improve graduation rates, and other special initiatives.

**Outcome:** To increase student access in fields needed for economic and strategic growth while improving graduation rates at the undergraduate and graduate levels.

### ➤ **Auxiliary Learning Aids - \$5 million**

In order for students with disabilities to persist and graduate, many students require (ALA) and services such as: computer aided real time translation, closed captioning, readers, voice synthesizers, specialized calculators, text enlargers, note takers, assistive listening devices, and sign language interpreters. These ALA services provide students with disabilities opportunities to be successful equal to that of their peers who do not have disabilities.

The SUS will utilize requested funds to meet the increased cost and demand for continuing to provide student accommodations services at our institutions. This is necessary in order to comply with the Rehabilitation Act of 1973 (Section 504) (29 U.S.C. Section 794, the ADA Title II regulation, the Office of Civil Rights and the Florida Educational Equity Act - Title XLVIII (K-20 Education Code).

**Outcome:** Funding is needed in order to insure that the 11 SUS institutions are not in breach of ADA federal and state laws that mandate support for students with disabilities. Students that require ALA and their families will be assured that access to our institutions will result in their progression and success as a result of providing the best and most up-to-date ADA technologies and services.

➤ **Building Academic and Administrative Support Infrastructure (NCF) - \$1.3 million**

The current issue reflects a request for the \$1.3 million remainder of start-up funding required to provide the College with a modest but reliable academic and administrative infrastructure. The College has made significant progress over the past five years in reducing operating costs and had positioned itself to emerge from the cuts sustained through FY 2010-12, including loss of federal stimulus funds, with its academic program intact. However, the base E&G budget cuts sustained in FY 2011-12 will cause fundamental harm to the academic program if additional state revenue is not forthcoming in FY 2012-13.

**Outcome:** The funding will assure continuation of the College's academic program and help sustain its national prominence as a top-ranked public liberal arts colleges and one of the best values in higher education. The infrastructure funding will impact all 800+ enrolled students at the College by providing basic support services, resulting in improved retention and graduation rates. It is anticipated that the first-year retention rate will improve to 90% within three years, and the 6-year graduation rate will improve to 70% within five years. This will yield approximately 35 additional degrees.

➤ **Florida Critical Languages Network - \$516,500**

This new program will streamline the acquisition of the so-called critical languages (e.g., Arabic, Mandarin, Russian, Hindi, Farsi, and Portuguese) through the creation of a SUS Critical Language Network (CLN). Federal agencies (such as the Departments of Defense, Commerce, or Agriculture) have identified the economic, strategic, and geopolitical importance of these languages. Florida citizens, businesses, and governments require greater knowledge of these strategically important foreign languages and cultures in order to navigate an increasingly interconnected world, to compete on global and local markets, and to meet challenges involving national security.

The collaboration of the state universities will utilize existing resources by streamlining, coordinating, and developing courses and programs across the state and thus will reduce costs, avoid duplication, and maximize productivity. Members of the SUS CLN envision three levels of functionality for the network: (1) coordination and communication of existing offerings; (2) targeted expansion of existing offerings to increase (online) access throughout the state; and (3) development of new language expertise to be shared across the SUS and the state.

**Outcome:** An important part of the job of the faculty coordinator and their staff will be to conduct periodic assessments of these collaborative efforts focusing on enrollment patterns across the SUS and the impact of the Critical Language Network on student access, progression, and achievement. Specific outcome metrics will be established to evaluate return on investment which will be used to evaluate the value of continuing these programs as well as the potential for expanding similar efforts to other critical languages (and potentially other academic subjects across the SUS).

3. **Annualization of Plant Operations & Maintenance (PO&M) for 2011-12 Phased-in Facilities - \$3.2 million**

This is the balance of resources required to support the operational costs for 12 facilities totaling 207,183 gross square feet of E&G space coming on-line throughout the 2011-12 fiscal year.

4. **PO&M for 2012-13 New Facilities - \$5.7 million**

During FY 2012-13, the System expects to increase its E&G facilities inventory by 35 facilities totaling an estimated 438,860 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.

5. **PO&M for Existing Facilities - \$5.3 million**

A recommendation was made by the Facilities Task Force and approved by the Board of Governors at the June 19, 2008 meeting to request an inflationary increase for operating funds for existing space similar to the increase applied to funding for new space each year. This request represents the increase needed for existing facilities to support utility and operational and maintenance increases for 1,469 facilities totaling an estimated 39.6 million in gross square feet.

**6. Medical School Student Phased-In Tuition Authority for FAU-MS - \$1.9 million**

This issue provides budget authority to FAU medical school for 64 students expected for the upcoming year – bringing the total number of students in the program to 128.

**7. Annualization of 2011-2012 Tuition Increases – Tuition Authority - \$14.3 million**

A total of \$14.3 million is requested for the annualization of tuition increases for the 2011-2012 year. This request represents the amount of budget authority needed by the system for the 2012-2013 year based on the 2011-2012 summer tuition rates.

**8. Estimated 2011-2012 Enrollment Alignments – Tuition Authority - \$55.6 million**

A total of \$55.6 million in tuition is expected to be generated by the system based on the 2011-2012 estimated enrollment figures reported by the universities in their 2011 University Work Plans. In addition, this request includes any technical adjustments for incidental revenues such as application fees, late fees and other fees that will be collected.

**State University System  
2012-13 Budget  
Special Units and State Initiatives, Executive Summary**

	<u>UF-IFAS</u>	<u>UF-HSC</u>	<u>USF-HSC</u>	<u>FSU-MS</u>	<u>FIU-MS</u>	<u>UCF-MS</u>	<u>Major Gifts</u>	<u>Distance Learning</u>	<u>Moffitt Cancer Center</u>	<u>IHMC**</u>	<u>Total</u>
1 2011-2012 Appropriation											
2 State Support	\$132,906,970	\$101,840,640	\$63,357,673	\$34,657,480	\$26,293,035	\$22,184,003	\$0	\$573,859	\$9,583,007	\$1,457,864	\$392,854,531
3 Tuition Support	\$0	\$34,618,985	\$46,431,688	\$10,863,626	\$4,711,544	\$4,729,709	\$0	\$0	\$0	\$0	\$101,355,552
4 <b>Sub-total</b>	<b>\$132,906,970</b>	<b>\$136,459,625</b>	<b>\$109,789,361</b>	<b>\$45,521,106</b>	<b>\$31,004,579</b>	<b>\$26,913,712</b>	<b>\$0</b>	<b>\$573,859</b>	<b>\$9,583,007</b>	<b>\$1,457,864</b>	<b>\$494,210,083</b>
5											
6 2011-2012 Non-recurring Appropriation	\$0	\$0	(\$250,000)	\$0	\$0	\$0	\$0	(\$295,000)	(\$468,626)	\$0	(\$1,013,626)
7 <b>2011-2012 Beginning Recurring Base</b>	<b>\$132,906,970</b>	<b>\$136,459,625</b>	<b>\$109,539,361</b>	<b>\$45,521,106</b>	<b>\$31,004,579</b>	<b>\$26,913,712</b>	<b>\$0</b>	<b>\$278,859</b>	<b>\$9,114,381</b>	<b>\$1,457,864</b>	<b>\$493,196,457</b>
8											
9											
10 <b>2012-2013 Budget Issues</b>											
11 PO&M* for 2011-12 Phased-In Facilities	\$123,298	\$829,585									\$952,883
12 PO&M for 2012-13 New Facilities		\$1,794,549									\$1,794,549
13 PO&M for Existing Facilities	\$406,247	\$546,748									\$952,995
14 Medical School Implementation					\$946,098	\$1,000,000					\$1,946,098
15 Student Phase-in - Tuition Authority			\$1,106,596		\$3,812,700	\$2,655,430					\$7,574,726
16 Annualization of 2011-2012 Tuition Increases - Tuition Authority			\$351,990								\$351,990
17 Estimated 2011-2012 Enrollment Alignments - Tuition Authority		\$1,068,540	\$2,039,288		(\$169,609)	\$277,079					\$3,215,298
18 Major Gifts Matching Endowment Program							\$282,551,025				\$282,551,025
19 Moffitt Cancer Center									\$2,900,000		\$2,900,000
20 Human & Machine Cognition										\$3,000,000	\$3,000,000
21 Florida Distance Learning Consortium/FACTS.org								\$715,267			\$715,267
22 Total Incremental Increase	\$529,545	\$4,239,422	\$3,497,874	\$0	\$4,589,189	\$3,932,509	\$282,551,025	\$715,267	\$2,900,000	\$3,000,000	\$305,954,831
23											
24 <b>Total 2012-2013 Budget</b>	<b>\$133,436,515</b>	<b>\$140,699,047</b>	<b>\$113,037,235</b>	<b>\$45,521,106</b>	<b>\$35,593,768</b>	<b>\$30,846,221</b>	<b>\$282,551,025</b>	<b>\$994,126</b>	<b>\$12,014,381</b>	<b>\$4,457,864</b>	<b>\$799,151,288</b>
25 <b>State Support</b>	<b>\$133,436,515</b>	<b>\$105,011,522</b>	<b>\$63,107,673</b>	<b>\$34,657,480</b>	<b>\$27,239,133</b>	<b>\$23,184,003</b>	<b>\$282,551,025</b>	<b>\$994,126</b>	<b>\$12,014,381</b>	<b>\$4,457,864</b>	<b>\$686,653,722</b>
26 <b>Tuition Support w/ No Tuition Inc.</b>		<b>\$35,687,525</b>	<b>\$49,929,562</b>	<b>\$10,863,626</b>	<b>\$8,354,635</b>	<b>\$7,662,218</b>					<b>\$112,497,566</b>
27 <b>% Increase over 2011-2012 Approp (Line 4)</b>	<b>0.4%</b>	<b>3.1%</b>	<b>3.0%</b>	<b>0.0%</b>	<b>14.8%</b>	<b>14.6%</b>		<b>73.2%</b>	<b>25.4%</b>	<b>205.8%</b>	<b>61.7%</b>

\*Plant Operations & Maintenance

\*\*Institute of Human & Machine Cognition



## State University System 2012-2013 Legislative Budget Request Issues Special Units and State Initiatives Budget

The following provides a brief explanation of the major issues recommended for inclusion in the 2012-13 Legislative Budget Request (LBR). Two issues are included under the New Florida Initiative LBR for the special units and other state initiatives – total amount of \$2.6 M.

### 1. Increasing Student Access and Improving Grad Rates - \$2.6 million

- **Florida Distance Learning Consortium/FACTS.org (\$420,267 for the Consortium and \$295,000 for FACTS.org) - \$715,267**

Section 1004.091, Florida Statutes, established the Florida Distance Learning Consortium to facilitate collaboration among public postsecondary educational institutions in their use of distance learning to increase student access to associate and baccalaureate courses and degree programs, to support institutions in their use of technology, and to help build partnerships among institutions, businesses, and communities.

Distance learning and classroom instruction continue to dramatically change as technology evolves and revolutionizes how, when, and where instruction is delivered. Students' growing demand for technology-based instruction is reflected by Florida's significant growth in post-secondary distance learning headcounts since 1998. Likewise, the Consortium and the services it supports have continued to advance and increase in scope and depth. As new technologies emerge, basic core functions (e.g., online catalog of distance learning courses) are maturing while new services, (e.g., statewide repository of learning resources) are being sought by Consortium members.

#### **Such outcomes are as follows:**

- While the cost to develop a distance learning course can range from under \$20,000 to over \$1 million, course development using shared courses or existing resources housed within the repository can save as much as 85% of the total cost of development of a course.

- With typical commercial textbooks costing anywhere from \$50 to over \$200, the use of open access textbooks and accompanying supplemental resources can help students moderate the costs of their education while empowering faculty with the ability to tailor make their course materials from the over 900 texts currently available through the repository. As an example, the use of the Concepts in Calculus book written by UF faculty for 2,400 students produced a direct savings of \$516,000 for students.

For **FACTS.org**, Section 1007.28, F.S. requires the Department of Education and the Board of Governors to “establish and maintain a single, statewide computer-assisted student advising system, which must be an integral part of the process of advising, registering and certifying students for graduation and must be accessible to all Florida students.” FACTS.org is the statewide system that was established to meet this mandate. The system supports 3 sectors of education, K-12, colleges and universities. In 2011-2012, the funding was equally appropriated in the Colleges and Universities budget, but not in K-12. The appropriation has been reduced for the last 4-years in an effort to use interest earnings that had accrued during the development cycle of the system.

The additional \$295,000 will support such initiatives as:

- Transient Admissions Application is a system that provides an electronic application for students enrolled and pursuing a degree and who are approved to take a course at another public institution that applies toward their degree program at their home institutions. All colleges and universities are required to connect to the system and to add a financial aid component. In 2010-2011, 44,000 transient applications were processed.
- Audits are at the core of the FACTS system, providing students the ability to pick of their transcript (course record), change their program or school and receive an audit showing which of the courses they have already taken would apply to the new program if they transferred. Over 332,373 students used the audit functions in 2010-2011.
- Similar to the Audits, the 2+2 evaluation compares the student’s course record against a college lower level audit with the university common pre-requisites the university’s upper division work, to show the student who they need to transfer with an AA degree into a university program. 62,083 2+2 evaluations were requested.



➤ **New Medical School Support - \$1.9 million**

To continue the hiring plan and scheduled implementation of the FIU and UCF medical programs according to the 10-year budget plans, FIU-MS is requesting \$946,098 to support an additional 120 students and UCF-MS is requesting \$1 million to support an additional 100 students.

**2. Plant Operations and Maintenance (PO&M) for 2011-12 Phased-in Facilities - \$952,883**

This is the balance of resources required to support the operational costs for 6 facilities totaling 97,446 gross square feet of new E&G facility space that will become operational at UF-IFAS and UF-HSC during FY 2011-12.

**3. PO&M for 2012-13 New Facilities - \$1.8 million**

Two facilities for UF-HSC with an estimated gross square footage of 116,554 will be completed in 2012-2013 based on the contract substantial completion date provided in the university's PO&M proposal.

**4. PO&M for Existing Facilities - \$952,995**

A recommendation was made by the Facilities Task Force and approved by the Board of Governors at the June 19, 2008 meeting to request an inflationary increase for operating funds for existing space similar to the increase applied to funding for new space each year. This request represents the increase needed for 1,291 facilities at UF-IFAS and UF-HSC to support utility and operational and maintenance increases for an estimated 7.2 million in gross square feet.

**5. Student Phase-In - Tuition Authority - \$7.6 million**

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 2012-13.

- FIU-MS; \$3.8 million – 120 students are expected – bringing the total to 280 medical students.
- UCF-MS; \$2.7 million – 100 students are expected - bringing the total to 280 medical students.
- USF-HSC (Pharmacy); \$1.1 million – 75 students are expected - bringing the total to 125 pharmacy students.

**6. Annualization of 2011-12 Tuition Increases - Tuition Authority - \$351,990**

A total of \$351,990 for USF-HSC is requested for the annualization of tuition increases for the 2011-2012 year. This request represents the

amount of budget authority needed for the 2012-2013 year based on the 2011-2012 summer tuition rates.

**7. Estimated 2011-2012 Enrollment Alignments - Tuition Authority - \$3.2 million**

A total of \$2 million in tuition collections are expected by USF-HSC based on the 2011-2012 estimated enrollment figures reported by the university in its 2011 University Work Plan. In addition, this request includes \$1.2 million for technical adjustments such as application fees, late fees and other fees generated by UF-HSC, USF-HSC, FIU-MS and UCF-MS.

**8. Major Gifts Matching Endowment Program - \$282,551,025**

This is the amount of requests for state matching funds received as of June 30, 2011. This 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. (See Attachment 11)

Outcome: Provides support for student scholarships, professorships, and endowed chairs.

**9. Moffitt Cancer Center - \$2.9 million**

An additional \$2.9 million is needed to recruit and hire additional faculty for Moffitt's Comprehensive Cancer Center Infrastructure and its Total Cancer Care database. Total Cancer Care is an ambitious partnership between patients, doctors and researchers to improve all aspects of cancer prevention and care. Patients participate by donating information and tissue. Researchers use the information to learn about all issues related to cancer and how care can be improved. Clinicians use the information to better educate and care for patients. This approach will provide evidence-based guidelines to improve care and outcomes for cancer patients throughout the state of Florida and beyond. Total Cancer Care addresses cancer as a public health issue and encompasses all aspects of the disease, including preventive measures such as the study of genetic predispositions, impact of health lifestyles and integrative medicine. Total Cancer Care follows the patient throughout their life, including screening, diagnosis and treatment of cancer. Translational research is incorporated at each step along this continuum of care and follow-up.

**10. Institute of Human & Machine Cognition (IHMC) - \$3 million**

For the 2012-2013 LBR year, IHMC is requesting \$3 Million from the State of Florida in an effort to enhance and grow its current operations at its Pensacola location and at IHMC's new facility in Ocala, Florida. The additional funds will enable IHMC to continue to enhance its current

research operations and expand in critical areas including advanced cognitive assistance technologies for wounded service members, network security, critical infrastructure protection and sustainable energy modeling and simulation in both Pensacola and its newest location in Ocala. Maintaining prominence in current research areas and developing strength in these emerging research areas are vital to IHMC's continued growth and expansion and of critical importance to national defense, security and social needs.



## MAJOR GIFTS PROGRAM

The Major Gifts Matching Grant Program enables the university foundations to receive state matching funds for private, endowed contributions to the university. For the purposes of this document, the Eminent Scholars Program will be included with all figures, as the programs are nearly identical in purpose, administration, and intent. Donations are required by statute to benefit the library, instructional, or research capabilities of the university and be consistent with the university's strategic plan to be eligible for matching under either program. Specifically excluded from eligibility are gifts which benefit intercollegiate athletics or gifts that provide for the construction or renovation of facilities.

Private Donation	State Match
\$100,000 to \$599,999	50%
\$600,000 to \$1,000,000	70%
\$1,000,001 to \$1,500,000	75%
\$1,500,001 to \$2,000,000	80%
\$2,000,001 or greater	100%

The program was last funded in FY 2007-08, and an approved request backlog of \$282,551,025 existed at the end of FY 2010-11. The following table illustrates both the growth of the backlog by year and the amount owed to each of the universities under the program.

	2006-07	2007-08	2008-09	2009-10	2010-11	Total
UF	\$15,910,175	\$34,100,562	\$19,493,131	\$26,203,955	\$34,656,315	\$130,364,139
FSU	\$443,732	\$11,128,182	\$4,809,888	\$10,382,199	\$12,680,895	\$39,444,896
FIU	\$201,699	\$8,455,005	\$1,534,335	\$8,813,845	\$99,537,627	\$38,622,511
USF	\$137,057	\$12,994,204	\$3,568,757	\$2,678,733	\$6,808,830	\$26,187,581
FGCU	\$50,000	\$3,873,491	\$903,173	\$1,566,758	\$5,358,859	\$11,752,281
UCF	\$62,550	\$4,423,813	\$2,091,570	\$1,153,227	\$2,589,378	\$10,320,538
FAU	\$125,000	\$5,714,511	\$663,142	\$1,084,421	\$1,931,551	\$9,518,625
UNF	\$404,794	\$1,532,066	\$909,135	\$1,218,993	\$5,170,199	\$9,235,187
NCF	\$0	\$1,195,212	\$313,923	\$100,000	\$938,860	\$2,547,995
UWF	\$420,000	\$107,382	\$795,896	\$270,129	\$744,644	\$2,338,051
FAMU	\$75,000	\$498,463	\$0	\$0	\$648,078	\$1,221,721
Board*	\$0	\$0	\$250,000	\$227,500	\$520,000	\$997,500
Total	\$17,830,007	\$84,023,071	\$35,332,950	\$53,699,760	\$171,585,237	\$282,551,025

\*Johnson Scholarship



## State University System Efficiencies

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

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

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

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## Florida A&M University Efficiencies

- Suspend Low Productivity Programs
  - During the past year the Division of Academic Affairs has conducted an intensive productivity study of all academic degree programs at the university. As part of this activity, including discussions with deans and input from faculty, the Provost will recommend suspending a number of low productivity programs. This will enable the university to redistribute some limited resources, while maintaining productive programs.  
Update: Following the extensive analysis and discussions, on April 7, 2011, the FAMU Board of Trustees terminated 23 academic degree programs and suspended one degree program which had low productivity. The students currently in the programs will be taught out within the next two years. Faculty and other resources remaining after the budget cuts will be utilized to strengthen remaining programs.
- Initiate Distance Learning Partnership
  - The University is entering into a collaborative partnership with a foundation to initiate market and implement distance learning degree programs that will enable the university to reach more students in a cost effective manner.  
Update: The three distance learning degree programs (Masters in Business Administration, Masters in Public Health and Masters in Nursing) are scheduled to begin in the Fall 2011.
- Examine Institutes and Centers
  - The University reviewed all the Institutes and Centers to determine if state funds are being utilized in the most effective manner to meet the mission of the institution. This evaluation will allocate state funds in relation to productivity.
- The FAMU Leadership Team has endorsed an improvement effort that is currently underway in the Division of Administrative and Financial Services (DAFS). The Transformation through Technology Enhancements (T3E) project will fully leverage the capabilities of our PeopleSoft system so that we can dramatically improve our core business processes. Successful completion of this project will result in significant improvements in major systems like hiring, accounts payable, purchasing, cash management, travel, and asset management. These improvements will benefit every unit of the University. As a result of this project, we expect: Faster processing of travel reimbursement requests, More efficient and timely purchasing process, More efficient and timely payment of bills, Better control and management of assets, Better streamlined recruitment and

hiring of employees, greatly simplified financial statement development, Efficient and effective overall financial management and reporting processes

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

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

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





## **Florida Atlantic University Efficiencies**

### **Efficiencies Achieved**

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

### **Efforts Underway**

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

### **Efforts Planned**

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

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## **Florida Gulf Coast University Efficiencies**

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

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

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

There are numerous other energy savings programs across campus. FGCU operates one of the largest ice thermal storage plants in Florida. This plant makes ice at night at cheaper electricity costs and then uses the ice during the peak daytime hours to make chilled water for the buildings. There are also the solar powered trash compactors throughout campus that reduce the need to empty the bins, thus saving in custodial costs. Printers, appliances and computer monitors are all required to be purchased with energy star ratings. Buildings are all constructed to LEED standards with most recent construction pushing platinum certification.

These initiatives, in combination with awareness programs for our students, faculty and staff, provide not only for lower energy consumption but the ability to put financial resources where they add the greatest value.



## Florida International University

### Efficiencies

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

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

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

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

Vehicle Reduction: Reduced the number of vehicles by 35%

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

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

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

Online Catalog: Reduction of printed materials.

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

Vendor Payments: As part of the University's continuing efforts to streamline paper usage and provide the best possible service to our Business Partners, the Office of Business Services has now implemented Electronic Fund Payments. Vendor will now pay the University with an EFT in place of a paper check. As an additional benefit to the University, this process ensures secure and timely collection of funds.

Reorganization of Purchasing Services: The separation of Contracts Management/Competitive Solicitations and General Purchasing Units has resulted in efficiencies in contracts management, streamlined the competitive solicitation process, and spend pool analysis.

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

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

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

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

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

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

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

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

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



## Florida State University Efficiencies

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

### At the National Level

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

### Internally...

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

### Further Expansion of Strategic Sourcing Best Practices in Purchasing

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

### Adherence to Energy Savings Program

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

### Enhancement of Enterprise Resource Planning (ERP) System with Student System Implementation

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

### Enhancement of Electronic Imaging System Capabilities

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

### Campus Services Efficiencies

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

### Sustainability Initiatives

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

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## **New College of Florida Efficiencies**

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

### **Automation**

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

### **Energy Management**

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

### **Outsourced Services and Renegotiated Contracts**

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

### **Organization Restructuring**

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

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## University of Central Florida Efficiencies

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

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

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

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

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

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## **University of Florida Efficiencies**

### **From 2011-12 LBR**

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

### **For 2012-13 LBR**

- Restructured Microsoft and Oracle contracts to include Shands and all students. This initiative saves Shands over \$1M per year for five years on Oracle licenses and another \$1M per year on Microsoft licenses. Microsoft licenses are extended to all UF students at no additional cost to students.

- The Online W-2 Team led an effort to implement online W-2s and Employee Year End income statements. Over 50,000 forms are no longer printed, sorted, and delivered. Online delivery is faster, duplicate W-2s accessed through the system are obtained immediately, and there is greater security.
- Outsourced employment verifications. Businesses and employers outside the university call a number and pay a small fee for the information they need. The HR department was able to save the equivalent of one full-time employee.
- The renovation of Simpson residence hall used new technology that eliminated the use of steam and chilled water for heating and air conditioning. The new variable refrigerant flow system reduces the building's humidity from 66%rh to 46%rh, provides individual room temperature control, and will save more than \$10K per year in energy costs.
- The Division of Student Affairs is leveraging Microsoft SharePoint to increase intra- and inter-departmental communication and collaboration. Currently, emergency and crisis response, facilities maintenance, learning and development, the Behavioral Consultation Team, and business intelligence processing are all using the site, thereby saving thousands of pages of paper and numerous telephone calls.
- Continued re-commissioning of facilities to gain energy efficiency. Addition of solar with use of "feed in tariff" from electrical generator.
- Pending consultation with faculty, the College of Fine Arts will merge the collections in the Music and Arts Libraries into the main university libraries. This will free 17,000 square feet of space that can be rededicated to instructional and other academic uses.
- UF has begun commissioning electronic textbooks through the University Press of Florida for use by students in large classes for a nominal fee. Three such texts are either complete or in process, and this has already saved students thousands of dollars.



## University of North Florida Efficiencies

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

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

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

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

- The project to replace campus dumpsters with compactors has yielded a 9% reduction in actual cost in the handling of refuse (labor included).
- Postal Services were outsourced to a third-party vendor. As a result of this effort, mail pickup and delivery across campus has been increased to twice daily, a service level never before accomplished at UNF. This has created savings of over \$115,000 annually.
- The Duplicating Services operation was closed and digital printing was outsourced. Under this program service levels remained at the already high levels being previously provided, however, the pricing to departments was reduced by approximately \$30,000 annually and the annual operating loss of approximately \$105,000 was eliminated.
- The Convenience Copier and Pay for Print programs were contracted to an outside vendor and continue to provide full-time on-campus support and management. Renegotiations for this contract resulted in an overall cost

reduction in the Convenience Copier program of approximately \$70,000 annually. In addition, the negotiated per click rate of \$.0065 will allow the University departments to redirect printing from higher cost devices and save up to \$.06 per page. The Pay for Print program services were enhanced to add additional color devices and web based printing that will allow students to print from their laptops or PDA. Costs for printing/copying were reduced from \$.11 per page for black and white to \$.09 per page. Color printing/copying was reduced from \$1.00 to \$.50 per page. These reductions will reduce costs to students by approximately \$35,000 annually.

- Through centralized strategic sourcing of our contracts and purchases we have documented savings of over \$240,000 for FY 2011.
- We have automated numerous processes which provide efficiencies both in materials, time, and staffing. This includes a system to route all University contracts, no longer printing purchase orders but sending them electronically, and automation of the travel authorization and reimbursement process.

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

- Within Information Technology we have begun utilizing server virtualization which results in significant savings in power, cooling, networking and space requirements.
- We determined that a potential outsourced contract for scanning student records could actually be performed internally, saving an estimated \$100,000.



## State University System Efficiencies

### University: The University of South Florida System

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

- Consolidate purchasing across the USF System for temporary employment services providing detailed procurement and job aids for requisitions.
- Continue the implementation of the USF Sales Tax Savings Program and issuance of Direct Owner Purchase Orders for construction materials and equipment which has generated approximately \$990,000 of construction cost savings for the 2010/2011 Fiscal Year.
- Continue the implementation of resource conservation in design of major projects to reduce costs for operations and continue implementation of environmental conservation efforts by USF including “gray water” usage in the Dr. Kiran C. Patel Center for Global Solutions building and condensate water recovery for a portion of the USF campus irrigation.
- Continue providing in-house training and cross training for professional staff to enhance collective application of emerging technologies and applications in design and construction of facilities; and to provide for continuity of services and succession plan for operations.
- Continue the implementation of “in-house” services by professional staff for projects including Roof Inspections (estimated \$100,000 savings), LEED certification, Commissioning (estimated \$400,000 savings), Latent Defect/Warranty Enforcement (estimated \$200,000 savings), Construction Defects Investigation, and Design Services; and by student interns for services including Record Document Scanning for USF Archives and Graphic Presentations.
- Continue the implementation of campus planning objectives for landscape and environmental enhancement through use of donated trees for a construction cost savings of \$195,000.
- Continue the negotiation of costs for design and construction services below the initial proposed amounts for services to obtain the best fair, reasonable, and competitive price for services.
- Continue the implementation of organizational structures that maximize productivity and service by consolidation of responsibilities where possible and reduce overall staff resource requirements.
- Continue expanding training to the USF FAST Requisition User Community adding specific procurement topic courses to help reduce recycled requisitions.
- Implemented ACL reporting and querying tools to aid in PCard auditing efficiencies.
- Continue to move small dollar purchasing volume to the PCard as allowed within policy.
- Continue to reduce non-salary expenditures such as equipment purchases, travel, printing and other similar type expenditures. Estimated savings/reinvestment - \$414,000.

- Continue to utilize the functionality of the enterprise business systems to improve efficiencies.
- Continue to review faculty workloads with an emphasis on instructional efforts and optimizing seats per section.
- Continue to examine the proportion of instructors to tenure track/tenured faculty to determine an ideal faculty model to facilitate undergraduate instruction.
- Eliminated university support positions to preserve instructional faculty positions.
- Continue to maximize classrooms through efficient room utilization and response to changing university enrollments.
- Continue to open new course sections when course enrollments demonstrate need.
- Enhanced System-wide services through membership in the National Student Clearinghouse that maintains national standards.
- Continue the implementation of Degree Works software that will greatly augment tracking of student progress and hence facilitate advising.



## University of West Florida Efficiencies Update August 2011

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

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

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

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

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

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

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## Florida Board of Governors General Office 2012-2013 Legislative Budget Request

Continued funding of \$5.7 M is needed to support the 52 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.

The Board Office is requesting funding to enhance an existing vacant position. This position will be closely linked to the overall SUS request of funding for STEM and research initiatives. This position will coordinate STEM and Health activities for the university system, focusing on STEM and Health degree production. This position will work with Universities to find ways to efficiently and effectively develop STEM programs, increase STEM and medical degree production, and increase research activities.

The Board will also request additional operating expenses to support this position.

2012-2013 Legislative Budget Request		
		<b><u>Total</u></b>
1	2011-12 Total Budget (52 Positions plus operating expenses)	\$5,519,188
2		
3	<u>2012-13 New Issues:</u>	
4	Position for STEM Initiatives	\$175,000
5	Additional Expenses	\$5,000
7		
8	Sub-total New Issues	\$180,000
9	Total	\$5,699,188
10		
11	<b>Increase over the Total Budget</b>	<b>\$180,000</b>
12	<b>% Increase over the Total Budget</b>	<b>3.3%</b>

**Florida Board of Governors General Office  
10 Percent Reduction Plan  
Fiscal Year 2012-13**

The General Office budget of \$5.5 M is predominately salaries and benefits (84%) to support 52 authorized positions. The remaining 16 percent of the budget provides support for office activities (such as; facility rent payments, data collection/support, travel for staff, board members and Higher Education Coordinating Committee co-chairs, office supplies). The office activities portion of the budget has been significantly reduced over the last several years, and a minimal amount could be reduced. Most of the 10 percent budget reduction of \$550,000 would result in approximately seven (7) positions being eliminated.

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
Budget and Finance Committee  
September 14, 2011**

**SUBJECT:** 2011-2012 Budget and Finance Committee Work Plan

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**PROPOSED COMMITTEE ACTION**

Information Only.

**AUTHORITY FOR BOARD OF GOVERNORS ACTION**

Not Applicable

**BACKGROUND INFORMATION**

The Budget and Finance Committee Work Plan has been updated to include meeting dates for the consideration of new fees, increases to existing fees, block tuition and market tuition proposals.

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**Supporting Documentation Included:** Committee Work Plan

**Facilitators/Presenters:** Governor Perez

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**Board of Governors**  
**Budget and Finance Committee Meetings: 2011-2012**  
**Primary Activities**

DRAFT

2011			
January 19-20 (Pensacola)	February 10 (Orlando)	March 23-24 (Tallahassee)	May 5 (Conference Call*)
<ul style="list-style-type: none"> <li>Financial Aid Workshop.</li> </ul>	(only the Budget Committee will be meeting**) <ul style="list-style-type: none"> <li>Fall 2011 University New Fees and increases to Existing Fees.</li> </ul>	<ul style="list-style-type: none"> <li>2011-12 Operating Budgets for Auxiliary Facilities with Bond Covenants.</li> <li>2012-13 SUS LBR Guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>No Meeting Scheduled.</li> </ul>
June 22-23 (Tampa)	September 14-15 (Miami)	November 9-10 (Boca Raton)	
<ul style="list-style-type: none"> <li>Public Notice of Intent to Amend Tuition and Fee Regulations.</li> <li>Fall 2011 Tuition Differential Proposals.</li> </ul>	<ul style="list-style-type: none"> <li>2011-12 University Operating Budgets.</li> <li>2012-13 SUS and Board LBRs.</li> </ul>	<ul style="list-style-type: none"> <li>Fall 2012 University Block Tuition Proposals.</li> <li>Market Rate Tuition Proposals.</li> </ul>	
2012			
January 18-19 (Tallahassee)	February xx* (TBD)	March 21-22 (Jacksonville)	May 3 (Conference Call*)
<ul style="list-style-type: none"> <li>No Budget Committee Meeting Scheduled.</li> </ul>	(only the Budget Committee will be meeting**) <ul style="list-style-type: none"> <li>Fall 2012 University New Fees and Increases to Existing Fees.</li> </ul>	<ul style="list-style-type: none"> <li>2011-12 Operating Budgets for Auxiliary Facilities with Bond Covenants.</li> <li>2013-14 SUS LBR Guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>No Meeting Scheduled.</li> </ul>
June 20-21 (Orlando)	September 12-13 (Ft. Myers)	November 7-8 (Sarasota)	
<ul style="list-style-type: none"> <li>Public Notice of Intent to Amend Tuition and Fee Regulations.</li> <li>Fall 2012 Tuition Differential Proposals.</li> </ul>	<ul style="list-style-type: none"> <li>2012-13 University Operating Budgets.</li> <li>2013-14 SUS and Board LBRs.</li> </ul>	<ul style="list-style-type: none"> <li>Fall 2013 University Block Tuition Proposals.</li> <li>Market Rate Tuition Proposals.</li> </ul>	
* Conference call of full Board if needed. ** Full Board will meet by conference call on February 17, 2011 and February 16, 2012.			

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