

STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

Agenda and Meeting Materials June 19-21, 2012

Live Oak Center, Ferrell Commons
University of Central Florida
4000 Central Florida Boulevard
Orlando, Florida 32816

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STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

ACTIVITIES
BOARD OF GOVERNORS MEETINGS

University of Central Florida
Live Oak Center, Ferrell Commons
4000 Central Florida Boulevard
Orlando, Florida 32816
June 19-21, 2012

By Telephone Conference Call
Dial-in Number: 888-808-6959; Conference Code: 8502450

Tuesday, June 19, 2012

- 8:30 – 11:30 a.m. **SUS Facilities Task Force**
Chair: Dr. Judy Bense
Members: Barbar, Bachelor, Bradley, Cole, Donaudy, Fajack,
J. Long, M. Long, Owen, Robinson, Rosenberg
- 11:30 a.m. **Lunch will be provided**
- 1:00 –5:15 p.m. **Strategic Planning Committee**.....11
Chair: Mr. John Rood
Members: Caruncho, Colson, Frost, Perez, Yost
- 1:00 p.m. University of Central Florida Work Plan Presentation
2:00 p.m. Florida International University Work Plan Presentation
3:00 p.m. Break
3:15 p.m. University of West Florida Work Plan Presentation
4:15 p.m. Florida State University Work Plan Presentation

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Wednesday, June 20, 2012

8:30 – 11:45 a.m. Strategic Planning Committee (cont.)

8:30 a.m. University of Florida Work Plan Presentation
9:30 a.m. University of South Florida Work Plan Presentation
10:30 a.m. Break
10:45 a.m. Florida Atlantic University Work Plan Presentation

**11:45 a.m. - Lunch will be provided
12:45 p.m.**

12:45 – 5:00 p.m. Strategic Planning Committee (cont.)

12:45 p.m. New College of Florida Work Plan Presentation
1:45 p.m. Florida A&M University Work Plan Presentation
2:45 p.m. Break
3:00 p.m. University of North Florida Work Plan Presentation
4:00 p.m. Florida Gulf Coast University Work Plan Presentation

Thursday, June 21, 2012

8:30 – 10:00 a.m. [Budget and Finance Committee](#)343
Chair: Mr. Tico Perez; Vice Chair: Mr. Tom Kuntz
Members: Beard, Colson, Parker, Rood, Temple, Tripp

10:00 - 10:45 a.m. [Academic and Student Affairs Committee](#)391
Chair: Mr. Norm Tripp; Vice Chair: Ms. Patricia Frost
Members: Carter, Caruncho, Kuntz, Robinson, Stavros, Yost

10:45 - 11:00 a.m. Break

11:00 – 11:45 a.m. [Audit and Compliance Committee](#)465
Chair: Ms. Ava Parker; Vice Chair: Mr. John Temple
Members: Carter, Caruncho, Frost, Kuntz, Stavros

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11:45 a.m. - 12:15 p.m.	Facilities Committee493 Chair: Mr. Dick Beard; Vice Chair: Mr. John Temple Members: Carter, Caruncho, Perez, Robinson, Stavros, Yost
12:15 - 12:45 p.m.	Trustee Nominating and Development Committee675 Chair: Mr. Mori Hosseini; Vice Chair: Mr. John Temple Members: Caruncho, Kuntz, Parker, Rood, Stavros, Tripp
12:45 - 1:30 p.m.	Lunch will be provided
1:30 - 3:30 p.m.	Board of Governors - Regular Meeting687 Chair: Mr. Dean Colson; Vice Chair: Mr. Mori Hosseini All Board members

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CONSTITUTION OF THE STATE OF FLORIDA

AS REVISED IN 1968 AND SUBSEQUENTLY AMENDED

ARTICLE IX

EDUCATION

SECTION 7. State University System.--

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

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

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

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

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

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STATE
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of FLORIDA
Board of Governors

AGENDA
Strategic Planning Committee

University of Central Florida
Live Oak Center, Ferrell Commons
4000 Central Florida Boulevard
Orlando, Florida 32816
June 19, 2012, 1:00 p.m. - 5:15 p.m.
June 20, 2012, 8:30 a.m. - 5:00 p.m.

Chair: John Rood
Members: Caruncho, Colson, Frost, Perez, Yost

- | | |
|---|---------------------------|
| 1. Call to Order and Opening Remarks | Governor John Rood |
| 2. Approval, Committee Minutes:
Minutes, March 22, 2012
Minutes, April 5, 2012 | Governor Rood |
| 3. Consideration of 2012-13 University Work Plans | Governor Rood |
| 4. Next Steps and Closing Remarks | Governor Rood |

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
June 19, 2012**

SUBJECT: Approval of Minutes for Meetings held March 22, 2012 and April 5, 2012

PROPOSED COMMITTEE ACTION

Approval of minutes of meetings held on March 22, 2012, at the University of North Florida, Jacksonville; and on April 5, 2012 via telephone conference call.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not Applicable

BACKGROUND INFORMATION

Committee members will review and approve the minutes for the meetings held on March 22, 2012, at the University of North Florida, Jacksonville; and on April 5, 2012 via telephone conference call.

Supporting Documentation Included: Minutes: March 22, 2012; April 5, 2012

Facilitators/Presenters: Governor Rood

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MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
UNIVERSITY OF NORTH FLORIDA
JACKSONVILLE, FLORIDA
MARCH 22, 2012

Governor Chris Corr, Chair, convened the meeting of the Strategic Planning Committee at 8:48 a.m. Members present were Vice-Chair John Rood, Dean Colson, Patricia Frost, Ava Parker, Tico Perez, and Rick Yost.

1. Call to Order and Opening Remarks

Governor Corr called the meeting to order.

2. Approval of Minutes from January 18, 2012

Mr. Colson moved that the Committee approve the minutes of the meeting held January 18, 2012 as presented. Dr. Yost seconded the motion, and members of the Committee concurred.

3. Strategic Planning and Accountability

Governor Corr asked staff to provide a background presentation on the creation of the State University System Strategic Plan, approved in November 2011. The presentation included information with regard to annual accountability reporting, the criticality of viewing the Board's strategic planning tools as living and evolving documents, the Strategic Plan's creation of nine goal areas and 28 performance indicators associated with those goals, other metrics that may be associated with the Board's tools given recent legislation, and the University Work Plan template as currently organized and drafted.

Following this presentation, a wide-ranging discussion with regard to strategic planning ensued, involving Board members, university presidents, and the Chancellor. Major points surrounding this discussion included:

- The Board's accepting the challenge of defining and aligning university missions.
- The concept of the Board's formally approving the coming year's portion of University Work Plans while identifying items in out-years that would need further conversation and consideration.

- The concept of identifying a set of accountability metrics applicable to all universities, a set applicable to research universities, and institution-specific metrics.
- The need to address input as well as output and outcome metrics, and to understand the gap between year 2025 goals and the likelihood of achieving those goals at current rates of investment.
- The need to simplify accountability reporting in order to focus on key goals and understand each university's unique contribution to those goals.
- Concerns expressed by the Council of Academic Vice Presidents relative to the calculation of certain of the metrics and the extent to which the metrics will be used.
- The extent to which University Work Plans need to articulate the impact if tuition differential requests are not approved.
- The extent to which conversations relative to baccalaureate access in Florida need to include the State Board of Education and the Florida College System.
- The extent to which the Board's Strategic Plan can be relevant given the current absence of facilities funding through Public Education Capital Outlay dollars, and the need to find new ways to finance construction of new facilities.
- The extent to which strategic planning discussions might be driven by the questions of how much should be spent on an individual student, and what percentage of that cost should be borne by that student.

4. Next Steps and Closing Remarks

After discussion, Mr. Colson made a motion that the Committee would hold a conference call to finalize the University Work Plan template; that the template would accommodate a set of metrics applicable to all universities, a set applicable to research universities, as well as institution-specific metrics from which universities could choose. Staff would also work with the Council of Academic Vice Presidents to refine the metrics and finalize the template. Ms. Frost seconded the motion, and the members of the Committee concurred.

Having no further business, the meeting was adjourned at 10:26 a.m.

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
VIA TELEPHONE CONFERENCE CALL
TALLAHASSEE, FLORIDA
APRIL 5, 2012

Governor Chris Corr, Chair, convened the meeting of the Strategic Planning Committee at 11:04 a.m. Members present were Vice-Chair John Rood, Joseph Caruncho, Dean Colson, Patricia Frost, Tico Perez, and Rick Yost.

1. Call to Order and Opening Remarks

Governor Corr called the meeting to order.

2. Approval of 2012 State University System Work Plan Template

The Board of Governors Strategic Planning Committee met for the single purpose of approving the template for the University Work Plan submissions, due to the Board at its June 2012 meeting. Changes to the Work Plan took into account the creation a set of metrics applicable to all institutions, a set applicable to research institutions, and institution-specific metrics. In addition to the creation of a “Strategies” section, an “Areas of Emphasis” section was created revolving on themes of academic quality, operational efficiency, and return on investment. Technical adjustments to the template were discussed. Mr. Rood made a motion to approve the Work Plan template with technical adjustments discussed during the meeting. Mr. Colson seconded the motion, and the members of the Committee concurred.

3. Other Items for Consideration

Members had no other items to bring before the Committee.

4. Next Steps and Adjournment

Staff were directed to finalize the template as amended for technical adjustment and to distribute the template to the universities as soon as possible.

Having no further business, the meeting was adjourned at 12:11 p.m.

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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Strategic Planning Committee
June 19-20, 2012

SUBJECT: 2012-13 University Work Plans

PROPOSED COMMITTEE ACTION

Consider for approval those portions of University Work Plans associated with the 2012-13 academic year, and note out-year portions of University Work Plans that need to be the subject of further dialogue and deliberation.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Subsection 1007.25(8), Florida Statutes; Board of Governors Regulation 2.002

BACKGROUND INFORMATION

Board Regulation 2.002 requires the development of University Work Plans. Work Plans, in conjunction with annual accountability reporting, are designed to inform strategic planning, budgeting, and other policy decisions for the State University System. Each University Work Plan is intended to reflect the institution's distinctive mission and focus on core institutional strengths within the context of State University System goals and regional and statewide needs. The Work Plan outlines the university's top priorities, strategic directions, and specific actions and financial plans for achieving those priorities, as well as performance expectations and outcomes on institutional and System-wide goals.

The University Work Plan's "Strategy" section includes institutional mission and vision statements, identification of strengths and opportunities, and key initiatives and investments. The "Key Performance Indicators" section provides metrics common to all universities, as well as a set specific to research universities, and institution-specific indicators. The "Operations" section provides fiscal information, including that associated with tuition differential requests, enrollment planning, and intentions of implementing new academic programs in 2012-13 and in the years 2013-15.

Universities will make brief presentations on their Work Plans, after which Committee members will have the opportunity to engage in discussion and questioning. The

Committee will consider for approval those portions of 2012-13 University Work Plans associated with the 2012-13 academic year, and note out-year portions of University Work Plans that need to be the subject of further dialogue and deliberation.

Supporting Documentation Included:	Individual 2012-2013 University Work Plans
Facilitators / Presenters:	Chair Rood; University Representatives

FAMU

2012-13 Work Plan



Florida A&M University

Work Plan Presentation for 2012-13 Board of Governors Review

STATE UNIVERSITY SYSTEM of FLORIDA | **Board of Governors**



INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' new Strategic Plan 2012-2025 is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.

The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



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1. STRATEGY

- a. Mission Statement
- b. Vision Statement
- c. Statement of Strategy
- d. Strengths and Opportunities
- e. Key Initiatives & Investments

2. KEY PERFORMANCE INDICATORS

- a. Goals Common to All Universities
- b. Goals Specific to Research Universities
- c. Institution Specific Goals

3. OPERATIONS

- a. Fiscal Information (*includes Tuition Differential Fee Request*)
- b. Enrollment Planning
- c. Academic Program Coordination

4. DEFINITIONS



MISSION STATEMENT (What is your purpose?)

Florida Agricultural and Mechanical University (FAMU) is an 1890 land-grant institution dedicated to the advancement of knowledge, resolution of complex issues and the empowerment of citizens and communities. The University provides a student-centered environment consistent with its core values. The faculty is committed to educating students at the undergraduate, graduate, doctoral and professional levels, preparing graduates to apply their knowledge, critical thinking skills and creativity in their service to society. FAMU's distinction as a doctoral/research institution will continue to provide mechanisms to address emerging issues through local and global partnerships. Expanding upon the University's land-grant status, it will enhance the lives of constituents through innovative research, engaging cooperative extension, and public service. While the University continues its historic mission of educating African Americans, FAMU embraces persons of all races, ethnic origins and nationalities as life-long members of the university community.

VISION STATEMENT (What do you aspire to?)

Florida A&M University (FAMU) will be internationally recognized as a premier land grant and research institution committed to exemplary teaching, research, and service preparing transformational graduates with high ethical values dedicated to solving complex issues impacting our global society.

STATEMENT OF STRATEGY (How will you get there?)

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

The University's primary market continues to be African Americans and other underrepresented minorities. The University will continue to increase its efforts to attract students of all races, while enhancing its position as a leading producer of African American graduates, through innovative recruitment strategies, strategies to attract well-qualified students, as well as enhanced processes to increase yield rates, graduation rates and employment outcomes. This will necessitate a focus on quality of instruction in particular strategic areas. The University also seeks to enhance its standing as a doctoral research university through increased research activity by incentivizing faculty, particularly in STEM and health disciplines, with an expectation of increased external funding.



STRENGTHS AND OPPORTUNITIES *(within 3 years)*

What are your core capabilities, opportunities and challenges for improvement?

Florida A&M University is a doctoral research institution and is one of the premier Historically Black Colleges and Universities (HBCUs) in the nation. Its strengths include over \$50 million in research expenditures annually, as well as offering an array of accredited professional programs and a focus on STEM and health disciplines, thereby producing minority graduates in these areas in which they are particularly underrepresented. In order to further enhance meeting its mission, the University intends to focus on increasing productivity in research as well as increase production and success rate of graduates at all degree levels in meeting the expectations of employers and the professions. Opportunities include the increased use of technology for effective recruitment and progression of students, including online courses and degree programs, and capitalizing on the restructured organization of the academic units to increase productivity in research as well as graduation rates of students.

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1 Enhance visibility and productivity as a Doctoral/Research University

The University will implement strategies to increase engagement of faculty and students, particularly in STEM and health fields, in research and other creative activities and to pursue external funding. It is expected that the efforts of the University will increase the return on investment through external funding and patents resulting from research. Strategies will also focus on recruitment and progression of doctoral students and strengthening graduate programs in order to increase the production of graduates. Investments include rebates from indirect cost funds to principal investigators and start up costs for new faculty; filling three endowed chairs with exceptional researchers, increasing stipends to graduate assistants provided by the University to \$2.5 million annually; and hiring a Director for technology transfer.

2 Increase online courses and online academic degree programs

The University will undertake initiatives to significantly increase online courses and academic degree offerings. Strategies include incentivizing and supporting faculty in offering additional distance learning courses and programs, as well as partnering with experienced vendors for marketing and other support as the university builds on the efforts initiated in 2010 and 2011 to offer its first three online degree programs. The University has made significant investments - in technology and personnel. Additional investments in the next year will include three new faculty hires for the online Master of Public Health, and in the next three years, approximately \$3.5 million in technology, marketing and personnel.

3 Increase the persistence/retention rate of undergraduate students, leading to increased graduation rates

Strategies include: developing and implementing a comprehensive retention plan; increasing student participation in First Year Experience activities; increasing student engagement in curricular and co-curricular initiatives; offering professional development opportunities for students and faculty/advisors; and enhancing the electronic monitoring of student progression. The University has invested significantly in some of these activities designed to increase student retention and progression in the past two years, partly from tuition differential funds. Continued investments totaling almost \$4 million in the next three years are expected.



KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'¹, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

¹ The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).



KEY PERFORMANCE INDICATORS

Goals Common to All Universities

	5 YEAR TREND (05-06 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
National Ranking for University and Programs					
FAMU increased its national rankings for production of African American graduates, by discipline, from eight in the top 10 in 2005-06 to fifteen in 2009-10. FAMU plans to build on this significant increase by continuing to increase the programs ranked in the top 10 to sixteen in 2012-2013. In three years, FAMU's goal is to increase its national rankings by disciplines to at least seventeen programs in the top 10 as published in <i>Diverse Issues in Higher Education Top 100 Minority Producers</i> .					
Avg. SAT Score	2.1%	1,428	1,427	1,428	1,430
Avg. High School GPA (on 4.0 scale)	4.0%	3.0	3.2	3.2	3.2
Professional/Licensure Exam First-time Pass Rates ²					
Exams Above National/State Benchmark	n/a	0	1	3	5
Exams Below National/State Benchmark	n/a	5	4	2	0
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2012.			
SUBTOTAL OF IMPROVING METRICS	2	3	3	3	3
Operational Efficiency					
Freshman Retention Rate	-2.0%	79%	80%	81%	83%
FTIC Graduation Rates					
In 4 years (or less)	-0.8%	12%	12%	14%	15%
In 6 years (or less)	1%	39%	39.4%	41%	43%
AA Transfer Graduation Rates					
In 2 years (or less)	8.5%	25%	25%	26%	28%
In 4 years (or less)	-0.1%	65%	66%	67%	70%
Percent of Bachelor's Degrees Without Excess Hours	n/a	Board staff is currently updating the methodology for this metric.			
SUBTOTAL OF IMPROVING METRICS	2	4	5	5	5
Return on Investment					
Bachelor's Degrees Awarded	0.5%	1,304	1,332	1,345	1,371
Percent of Bachelor's Degrees in STEM	-6.2%	16%	16%	16%	17%
Graduate Degrees Awarded	34.8%	632	648	654	667
Percent of Graduate Degrees in STEM	-1.6%	9%	9%	10%	12%
Percent of Baccalaureate Graduates Employed in Florida	2%	59% ³	59%	59%	69%
Percent of Baccalaureate Graduates Continuing their Education (in FL)	5%	22% ³	22%	22%	25%
Annual Gifts Received (\$M)	-1.22%	\$ 4.28	\$ 5.5	\$ 5	\$ 5.5
Endowment (\$M)	9.7%	\$ 79.7	\$ 79.8	\$ 80	\$ 80.2
SUBTOTAL OF IMPROVING METRICS	5	4	5	5	8
TOTAL OF IMPROVING METRICS	9	11	13	13	16

Notes: (1) SAT trends are based on 3 year average, (2) Professional licensure pass rates are based on the 2010-11 Annual Accountability Report with data that spans multiple time periods, (3) Percent of graduates employed and continuing their education is based on 2009-10 data from FETPIP.



KEY PERFORMANCE INDICATORS

Goals Specific to Research Universities

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
Faculty Awards	n/a	2	1	2	3
National Academy Members	n/a	0	0	0	1
Number of Post-Doctoral Appointees	n/a	23	25	25	26
Number of Science & Engineering Disciplines Nationally Ranked in Top 100 for Research Expenditures <i>(based on 8 broad discipline areas, and includes private universities)</i>	n/a	0	0	0	1
SUBTOTAL OF IMPROVING METRICS	n/a		1	1	4
Operational Efficiency					
To Be Determined		The Board of Governors will work with Universities to develop metrics associated with Operational Efficiencies.			
Return on Investment					
Total Research Expenditures (\$M) <i>(includes non-Science & Engineering disciplines)</i>	1.55%	\$ 53	\$ 44	\$ 52	\$ 55
Science & Engineering Research Expenditures (\$M)	.96%	\$ 33	\$ 35	\$ 37	\$ 39
Percent of Research Expenditures funded from External Sources	.30%	87%	88%	90%	92%
Patents Issued	Incr 0 to 2	2	4	4	3
Licenses/Options Executed	-100%	0	0	2	0
Licensing Income Received (\$M)	-100%	\$ 0.00	\$ 0.00	\$ 50,000	\$ 50,000
Number of Start-up Companies	-100%	0	1	2	1
Science & Engineering R&D Expenditures in Non-Medical/Health Sciences	1.17%	28	30	32	34
National Rank is Higher than Predicted by the Financial Resources Ranking <i>(based on U.S. News & World Report)</i>	n/a	237-186	237-186	230-186	225-186
Research Doctoral Degrees Awarded	37.5%	22	23	24	25
Professional Doctoral Degrees Awarded	49.3%	312	321	330	350
SUBTOTAL OF IMPROVING METRICS	7		7	10	7
TOTAL OF IMPROVING METRICS	7		8	11	11

Notes: (1) the most recent faculty Awards data is based on 2009-10 data.



KEY PERFORMANCE INDICATORS

Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
1. Bachelor's Degrees Awarded to Minorities	-1.5%	1,259	1,278	1,300	1,320
2. Percent of Course Sections Offered via Distance and Blended Learning	0%	0	0.78% (7 E&G + 40 Non E&G)	1.52% (42 E&G + 49 Non E&G)	2.15% (80 E&G + 50 Non E&G)
3. Percentage of Eligible Programs with Specialized Accreditation <small>** eligible programs calculated based on programs available at FAMU for which majority of other SUS institutions had accreditation</small>	Cannot compute meaningful comparison as several programs terminated in 2010-11	85.5%	85.5%	85.5%	92.7%



Institution Specific Goals (continued)

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

Goal 1. Increase the production of graduate degrees awarded to African Americans in the academic programs.

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Metric: Number of graduate degrees awarded to African Americans	17%	488	500	513	539

Goal 2. Establish the position as a top ten producer of African Americans with graduate and professional degrees in the sciences, technology, engineering and mathematics (STEM), law and health disciplines.

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Metric: Number of graduate degree programs in STEM, law and health, in which the University is in the top 10 in production of African American graduates. Source: IPEDS Data	46.67%	11	11	13	14



OPERATIONS



FISCAL INFORMATION

University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Appropriations
Education & General – Main Operations						
State Funds	\$ 125.1	\$ 115.2	\$ 108.7	\$ 117.3	\$ 97.8	\$ 77.4
Tuition	\$ 46.9	\$ 50.9	\$ 57.3	\$ 69.7	\$ 64.1	n/a
TOTAL MAIN OPERATIONS	\$ 172.0	\$ 166.1	\$ 166.0	\$ 187.0	\$ 161.9	n/a
Education & General – Health-Science Center / Medical Schools						
State Funds	n/a	n/a	n/a	n/a	n/a	n/a
Tuition	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL HSC	n/a	n/a	n/a	n/a	n/a	n/a
Education & General – Institute of Food & Agricultural Sciences (IFAS)						
State Funds	n/a	n/a	n/a	n/a	n/a	n/a
Tuition	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL IFAS	n/a	n/a	n/a	n/a	n/a	n/a
EDUCATION & GENERAL TOTAL REVENUES	\$ 172.0	\$ 166.1	\$ 166.0	\$ 187.0	\$ 161.9	n/a

Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers (as reported in the Annual Accountability Report). Actual tuition revenues are not yet available for the 2012-13 year.

OTHER BUDGET ENTITIES

Auxiliary Enterprises

Resources associated with auxiliary units that are self supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.

Revenues	\$ 26.6	\$ 25.2	\$ 22.8	\$ 25.3	\$ 24.9	n/a
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Contracts & Grants

Resources received from federal, state or private sources for the purposes of conducting research and public service activities.

Revenues	\$ 66.8	\$ 63.1	\$ 52.8	\$ 56.7	\$ 54.4	n/a
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Local Funds

Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.

Revenues	\$ 50.6	\$ 50.5	\$ 63.4	\$ 78.4	\$ 78.2	n/a
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Faculty Practice Plans

Revenues/receipts are funds generated from faculty practice plan activities.

Revenues	\$ 144.0	\$ 138.8	\$ 139.0	\$ 160.4	\$ 157.5	n/a
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OTHER BUDGET ENTITY TOTAL REVENUES	\$ 316.0	\$ 304.9	\$ 305.0	\$ 347.4	\$ 319.4	n/a
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UNIVERSITY REVENUES GRAND TOTAL	\$ 316.0	\$ 304.9	\$ 305.0	\$ 347.4	\$ 319.4	n/a
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FISCAL INFORMATION (continued)

Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
Base Tuition	\$2,870	\$3,100	\$3,100	\$3,100	\$3,100
Tuition Differential Fee	\$384	\$642	\$1,204	\$1,849	\$2,592
Percent Increase	15%	15%	15%	15%	15%
Required Fees ¹	\$1,371	\$1,434	\$1,523	\$1,523	\$1,523
TOTAL TUITION AND FEES	\$4,625	\$5,176	\$5,827	\$6,472	\$7,215

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 16.

Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Percent of Bachelor's Recipients with Debt	83%	81%	86%	84%	87%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$29,742	\$27,253	\$28,143	\$29,554	\$29,000
Student Loan Cohort Default Rate (2nd Year)	10.9%	12.8%	13.7%	n/a	n/a
Student Loan Cohort Default Rate (3rd Year)	n/a	18.3%	n/a	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students.

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$4,548	\$1,138	\$8,754	\$1,088	\$2,052	\$17,580
AT HOME	\$4,548	\$1,138	\$1,884	\$1,532	\$2,418	\$11,520

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES		AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT	
	HEADCOUNT	PERCENT					
Below \$40,000	4,860	66%	\$11,002	-\$2,061	\$6,934	\$8,075	
\$40,000-\$59,999	983	13%	\$13,294	\$336	\$4,550	\$8,123	
\$60,000-\$79,999	499	7%	\$13,743	\$937	\$4,065	\$8,674	
\$80,000-\$99,999	367	5%	\$13,313	\$393	\$4,712	\$9,692	
\$100,000 Above	635	9%	\$13,099	\$235	\$4,958	\$9,404	
Missing	0	0%	0	0	0	0	
TOTAL	7,344	100%	AVERAGE	\$11,654	-\$1,365	\$6,272	\$8,286

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line **Average** represents the average of all full-time undergraduate Florida residents.



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Effective Date	
University Board of Trustees Approval Date:	June 7, 2012
Implementation Date (month/year):	August 2012
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	Entire University
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	All undergraduate courses
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$21.42
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	15%
\$ Increase in tuition differential per credit hour:	\$18.71
\$ Increase in tuition differential for 30 credit hours:	\$561.30
Projected Differential Revenue Generated	
Incremental differential fee revenue generated in 2012-13 (projected):	\$4.6 million
Total differential fee revenue generated in 2012-13 (projected):	\$9,935,500
Intended Uses	
Need-based aid will be provided to qualifying students using 30% of the funds. Remaining funds (70%) will be used in activities to increase retention, hire adjuncts to offer additional course sections in high demand general education courses, and to hire regular faculty in STEM and other critical areas at the undergraduate level.	
Describe the Impact to the Institution if Tuition Differential is Not Approved	
There will be a significant negative impact on availability of required general education course sections, students' ability to obtain required courses, resulting in inability to continue education, larger class sizes, decreased graduation rates, increased time to degree and excess hours from taking unnecessary courses if required courses are not available.	
Request to Modify or Waive Tuition Differential Uses	
(this section is applicable only if HB 7135 is signed by the Governor and the university wishes to request a change to the 70% / 30% intended uses criteria identified in Regulation 7.001(14))	



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
\$525,000 Retention	Using the tuition differential funds for retention activities, the following activities were accomplished in 2011-12: Enrollment Coaches were hired; Career Development software for a Self-Directed Search test and Retention Software were purchased; a Coordinator Academic Programs was hired; materials and supplies were obtained for the instructors, mentors and students (including Freshmen Support Services Folders, Peer Mentor Journals, and Instructor Portfolio); co-sponsored the Summer Reading Program to promote critical thinking; facilitated the freshmen Critical Thinking Seminars and conducted Faculty and Staff Webinars to promote teaching critical thinking skills.
The University will use differential tuition revenue to support instructors needed to teach additional courses in essential and sequenced General Education courses, as well as offer summer courses with significant student demand. The University anticipates continued enrollment growth over the next few years and we will continue to monitor hires in the critical need areas.	During the 2011-12 academic year, the University offered 859 additional course sections to meet the demands in critical need areas utilizing the tuition differential funds.
Additional Detail, where applicable:	
Total Number of Faculty Hired or Retained (funded by tuition differential):	521 adjunct instructors (30.76 FTE) were hired during the 2011-2012 academic year.
Total Number of Advisors Hired or Retained (funded by tuition differential):	4.5
Total Number of Course Sections Added or Saved (funded by tuition differential):	859 classes were made available to students during the 2011-2012 academic year.
2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Increase the persistence/retention rate of undergraduate students, leading to increased graduation rates.	Time-to-Major Declaration: 95% of Freshmen students entering Fall 2011 had declared a major by end of the Spring 2012. Activities included: <ul style="list-style-type: none"> • Change-of-Major Fair • Intrusive Academic Advising • Enrollment Coaches • Career Development (Self-Directed Search test)



	<p>Academic Advisor Training: 100% of Academic Advisors attend University-wide training.</p> <p>First Year Experience Course:</p> <ul style="list-style-type: none"> Offered 22 sections of the First Year Experience course in Fall 2011 and five (5) sections in Spring 2012 Obtained the necessary materials and supplies for the instructors, mentors and students to support The First Year Experience Course. (Freshmen Support Services Folders, Peer Mentor Journals, and Instructor Portfolio). Funded Freshmen Summer Reading Program to promote the development of critical thinking skills through written and oral communication of incoming freshmen. Sponsored Critical Thinking Seminars to highlight successful critical thinking strategies and stimulate students' critical thinking skills. Sponsored Faculty and Staff Webinars have been offered to assist faculty and staff with acquiring on-site professional development training that is geared toward increasing services to students designed to increase the University's retention, progression, and graduation rates. Peer mentoring program, a component of the First Year Experience course, was implemented to aid first-time-in-college students with their academic and social transition from high-school to college.
Additional Information (estimates as of April 30, 2012):	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	783
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	\$2,250
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	\$500
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	\$4,000



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES, & AVAILABLE BALANCES - FISCAL YEAR 2011-12 AND 2012-13

University Tuition Differential

Budget Entity: 48900100 (Educational & General)

SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)

		Estimated Actual* 2011-12 -----		Estimated 2012-13 -----
<u>FTE Positions:</u>				
Faculty		30.76		45.76
Advisors		4.5		5.50
Staff		0		2.0
Total FTE Positions:		35.26		53.26
<u>Balance Forward from Prior Periods</u>				
Balance Forward	\$	1,332,000	\$	967,309
Less: Prior-Year Encumbrances		77,332		-
Beginning Balance Available:	\$	1,254,668	\$	967,309
<u>Receipts / Revenues</u>				
Tuition Differential Collections	\$	5,329,465	\$	9,935,549
Interest Revenue - Current Year		-		-
Interest Revenue - From Carryforward Balance		-		-
Total Receipts / Revenues:	\$	5,329,465	\$	9,935,549
<u>Expenditures</u>				
Salaries & Benefits	\$	601,260	\$	2,601,260 ***
Other Personal Services		2,898,740		3,716,936
Expenses		-		-
Operating Capital Outlay		-		-
Student Financial Assistance		1,033,362 *****		2,980,664
Expended From Carryforward Balance		1,083,462		1,000,000 ****
**Other Category Expenditures		-		
Total Expenditures:	\$	5,616,824	\$	10,298,860
Ending Balance Available:	\$	967,309	\$	603,998

*Since the 2011-12 year has not been completed, provide an estimated actual.

**Provide details for "Other Categories" used.

***2 million in new hires (faculty and advisors).

****Funds set aside for the 2013 summer school.

*****Plans are to award an additional \$659,159 by the end of May.



FISCAL INFORMATION (continued)

UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

<u>Undergraduate Students</u>	-----Actual-----			-----Projected-----			
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Tuition:							
Base Tuition - (0% inc. for 2013-14 to 2015-16)	\$88.59	\$95.67	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32
Tuition Differential (no more than 15%)	5.74	\$12.80	\$21.42	\$40.13	\$61.64	\$86.38	\$114.83
Total Base Tuition & Differential per Credit Hour	\$94.33	\$108.47	\$124.74	\$143.45	\$164.96	\$189.70	\$218.15
% Change	-	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Fees (per credit hour):							
Student Financial Aid ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Building/Capital Improvement ²	\$4.76	\$4.76	\$4.76	\$4.76	\$4.76	\$4.76	\$4.76
Activity & Service	\$10.50	\$10.50	\$10.50	\$10.50	\$10.50	\$10.50	\$10.50
Health	-	-	-	\$6.91	\$6.91	\$6.91	\$6.91
Athletic	\$11.30	\$12.62	\$13.97	\$13.97	\$13.97	\$13.97	\$13.97
Transportation Access	-	-	-	-	-	-	-
Technology ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Green Fee (USF, NCF, UWF only)	-	-	-	-	-	-	-
Student Life & Services Fee (UNF only)	-	-	-	-	-	-	-
Marshall Center Fee (USF only)	-	-	-	-	-	-	-
Student Affairs Facility Use Fee (FSU only)	-	-	-	-	-	-	-
Total Fees	\$35.40	\$37.44	\$39.55	\$46.46	\$46.46	\$46.46	\$46.46
Total Tuition and Fees per Credit Hour	\$129.73	\$145.91	\$164.29	\$189.91	\$211.42	\$236.16	\$264.61
% Change	-	12.5%	12.6%	15.6%	11.3%	11.7%	12.0%
Fees (block per term):							
Activity & Service	-	-	-	-	-	-	-
Health	\$59.00	\$59.00	\$59.00	-	-	-	-
Athletic	-	-	-	-	-	-	-
Transportation Access	\$55.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00
Marshall Center Fee (USF only)	-	-	-	-	-	-	-
Student Affairs Facility Use Fee (FSU only)	-	-	-	-	-	-	-
Total Block Fees per term	\$114.00	\$124.00	\$124.00	\$65.00	\$65.00	\$65.00	\$65.00
% Change	\$0.00	8.8%	0.0%	-47.6%	0.0%	0.0%	0.0%
Total Tuition for 30 Credit Hours	\$2,829.90	\$3,254.10	\$3,742.20	\$4,303.50	\$4,948.80	\$5,691.00	\$6,544.50
Total Fees for 30 Credit Hours	\$1,290.00	\$1,371.20	\$1,434.50	\$1,523.80	\$1,523.80	\$1,523.80	\$1,523.80
Total Tuition and Fees for 30 Credit Hours	\$4,119.90	\$4,625.30	\$5,176.70	\$5,827.30	\$6,472.60	\$7,214.80	\$8,068.30
\$ Change	-	\$505.40	\$551.40	\$650.60	\$645.30	\$742.20	\$853.50
% Change	-	12.3%	11.9%	12.6%	11.1%	11.5%	11.8%
Out-of-State Fees							
Out-of-State Undergraduate Fee	\$379.07	\$379.07	\$379.07	\$409.40	\$409.40	\$409.40	\$409.40
Out-of-State Undergraduate Student Financial Aid ³	\$18.95	\$18.95	\$18.95	\$20.47	\$20.47	\$20.47	\$20.47
Total per credit hour	\$398.02	\$398.02	\$398.02	\$429.87	\$429.87	\$429.87	\$429.87
% Change	-	0.0%	0.0%	8.0%	0.0%	0.0%	0.0%
Total Tuition for 30 Credit Hours	\$2,829.90	\$3,254.10	\$3,742.20	\$4,303.50	\$4,948.80	\$5,691.00	\$6,544.50
Total Fees for 30 Credit Hours	\$13,230.60	\$13,311.80	\$13,375.10	\$14,419.90	\$14,419.90	\$14,419.90	\$14,419.90
Total Tuition and Fees for 30 Credit Hours	\$16,060.50	\$16,565.90	\$17,117.30	\$18,723.40	\$19,368.70	\$20,110.90	\$20,964.40
\$ Change	-	\$505.40	\$551.40	\$1,606.10	\$645.30	\$742.20	\$853.50
% Change	-	3.1%	3.3%	9.4%	3.4%	3.8%	4.2%
Housing/Dining⁴	\$7,396.00	\$7,907.00	\$8,826.20	\$9,299.62	\$9,804.06	\$10,341.59	\$10,910.38
\$ Change	-	\$511.00	\$919.20	\$473.42	\$504.44	\$537.53	\$568.79
% Change	-	6.9%	11.6%	5.4%	5.4%	5.5%	5.5%

¹ can be no more than 5% of tuition.³ can be no more than 5% of tuition and the out-of-state fee.² capped in statute.⁴ combine the most popular housing and dining plans provided to students



ENROLLMENT PLANNING

Planned Growth by Student Type *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL HEADCOUNT		2012-13 PLANNED HEADCOUNT		2013-14 PLANNED HEADCOUNT		3 YEAR (2014-15) PLANNED HEADCOUNT	
UNDERGRADUATE									
FTIC (Regular Admit)	-50%	3,287	31%	3,161	29%	3,316	31%	3,471	32%
FTIC (Profile Admit)**	204%	5,714	51%	5,657	53%	5,600	51%	5,544	50%
AA Transfers*	76%	1,180	12%	1,255	12%	1,268	12%	1,283	12%
Other Transfers	-8%	841	6%	688	6%	696	6%	703	6%
Subtotal	9%	11,022	100%	10,761	100%	10,880	100%	11,001	100%
GRADUATE STUDENTS									
Master's	9%	823	41%	846	42%	855	42%	865	42%
Research Doctoral	14%	158	8%	153	8%	155	8%	157	8%
Professional Doctoral	56%	1,028	51%	993	50%	1,004	50%	1,015	50%
Subtotal	29%	2,009	100%	1,992	100%	2,014	100%	2,037	100%
NOT-DEGREE SEEKING	-58%	176		178		180		182	
MEDICAL	n/a	n/a		n/a		n/a		n/a	
TOTAL	9%	13,207		12,931		13,074		13,220	

Note*: AA transfers refer only to transfers from the Florida College System.**FAMU plans to continue to reduce the number of FTIC profile students admits annually, however, plans are to retain the currently enrolled students who were admitted as profile admits.

Planned Growth by Method of Instruction *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11		2012-13		2013-14		3 YEAR (2014-15)	
		ACTUAL FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL
UNDERGRADUATE									
DISTANCE (>80%)	0%	0	0%	36	0.5%	51	0.7%	65	0.9%
HYBRID (50%-79%)	0%	0	0%	0	00%	60	0.8%	90	1.2%
TRADITIONAL (<50%)	4%	7,585	100%	7,102	99.5%	7,105	98.5%	7,139	97.9%
TOTAL	4%	7,585	100%	7,138	100%	7,216	100%	7,294	100%
GRADUATE									
DISTANCE (80%)	0%	0	0%	0	0%	29	1.7%	29	1.7%
HYBRID (50%-79%)	0%	0	0%	0	0%	0	0%	0	0%
TRADITIONAL (<50%)	32%	1,507	100%	1,629	100%	1,620	98.3%	1,640	98.3%
TOTAL	32%	1,507	100%	1,629	100%	1,649	100%	1,669	100%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional (and Technology Enhanced)** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING(continued)

Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Estimated 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
Florida Resident								
LOWER DIVISION	3,601	3,863	3,601	3,601	3,637	3,673	3,747	1.0%
UPPER DIVISION	2,868	2,765	2,868	2,796	2,838	2,881	2,968	1.5%
GRAD I	475	462	475	463	470	477	492	1.5%
GRAD II	803	835	803	843	856	869	895	1.5%
TOTAL	7,747	7,925	7,747	7,704	7,801	7,900	8,102	1.4%
Not a Florida Resident								
LOWER DIVISION	462	344	462	439	439	439	439	0%
UPPER DIVISION	317	236	317	301	301	301	301	0%
GRAD I	148	110	148	140	140	140	140	0%
GRAD II	192	143	192	183	183	183	183	0%
TOTAL	1,119	833	1,119	1,063	1,063	1,063	1,063	0%
TOTAL								
LOWER DIVISION	3,601	4,207	4,063	4,040	4,076	4,112	4,186	0.1%
UPPER DIVISION	2,868	3,001	3,185	3,098	3,139	3,182	3,269	1.4%
GRAD I	475	572	623	604	610	618	632	1.2%
GRAD II	803	978	995	1,026	1,038	1,051	1,07	1.2%
TOTAL	8,866	8,758	8,866	8,767	8,864	8,963	9,165	1.2%
TOTAL (US FTE)	11,821	11,677	11,821	11,689	11,818	11,950	12,220	1.20%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.

Medical Student Headcounts (FTE does not apply)

Medicine Headcounts								
FLORIDA RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	%
NON-RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	%
TOTAL	n/a	n/a	n/a	n/a	n/a	n/a	n/a	%
Dentistry Headcounts								
FLORIDA RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	%
NON-RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	%
TOTAL	n/a	n/a	n/a	n/a	n/a	n/a	n/a	%
Veterinary Headcounts								
FLORIDA RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	%
NON-RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	%
TOTAL	n/a	n/a	n/a	n/a	n/a	n/a	n/a	%



ACADEMIC PROGRAM COORDINATION

New Programs To Be Considered by University in 2012-13 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
Pharmaceutical Sciences	51.2099	STEM	None	None	140	06-2012
Environmental Studies	03.0103	STEM	FGCU, FIU	None		04-2013

MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS

Curriculum and Instruction	13.0301	NO	FAU, FGCU, FIU, UCF, UF, USF, UWF	FGCU, UWF, USF, UF	80	04-2013
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DOCTORAL PROGRAMS

New Programs To Be Considered by University in 2013-15 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
Food Sciences	01.1001	NO	UF	None	70	06-2013
Digital Media	09.0702 or 50.0102	STEM	FAU, FGCU, UCF, UF	None	100	09-2014
Health and Fitness	31.0501 or 31.0504	NO	UWF, FSU, UF, UNF	UF	60	06-2013
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Biomedical Sciences	26.0102	STEM	FSU, FAU	None	30	08-2013
Health Informatics	51.0706	HEALTH	UCF	None	30	06-2013
Golf Management	31.0302	NO	Tracks at UF, FGCU	None	40	06-2014
DOCTORAL PROGRAMS						
Chemistry	40.0501	STEM	FAU, FIU, FSU, UCF, UF, USF	None	20	04-2014
Doctor of Nursing Practice	51.3818	HEALTH	FAU, FIU, FSU UCF, UF, UNF, USF	UCF, FIU, FAU	50	06-2013
Public Health (PhD)	51.2201	HEALTH	FIU, UF, USF	None	25	04-2015
Dentistry	51.0401	HEALTH	UF	None	280	TBD



KEY PERFORMANCE INDICATOR DEFINITIONS

Goals Common to All Universities	
Academic Quality	
National Ranking for University and Program(s)	Describe plans for increasing national preeminence of University and select programs.
Avg. SAT Score	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
Avg. HS GPA (on 4.0 scale)	The average HS GPA for Admitted and Registered FTIC (B,E) students.
Professional/Licensure Exam First-time Pass Rates Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
Percent of Undergraduate Seniors Participating in a Research Course	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
Operational Efficiency	
Freshman Retention Rate	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the following fall term.
FTIC Graduation Rates In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
AA Transfer Graduation Rates In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
Percent of Bachelor's Degrees Without Excess Hours	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



Return on Investment

Bachelor's Degrees Awarded	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
Percent of Bachelor's Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Graduate Degrees Awarded	This is a count of graduate degrees granted.
Percent of Graduate Degrees in STEM	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Percent of Baccalaureate Graduates Employed in Florida	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Percent of Baccalaureate Graduates Continuing their Education (in FL)	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Annual Gifts Received (\$M)	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
Endowment (\$M)	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).

Goals Specific to Research Universities

Academic Quality

Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers(PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see link .
National Academy Members	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
Number of Post-Doctoral appointees	As submitted to the National Science Foundation Survey of Graduate Students and Post doctorates in Science & Engineering (also known as the GSS).



Number of Science & Engineering Disciplines nationally ranked in Top 100 for research expenditures	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
Return on Investment	
Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
Percent of R&D Expenditures funded from External Sources	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
Patents Issued	The number of patents issued in the fiscal year as reported to AUTM.
Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
Licensing Income Received (\$M)	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
Science & Engineering Research Expenditures in non-medical/health sciences	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see link , table 36 <i>minus</i> table 52).
National rank is higher than predicted by Financial Resources Ranking <i>based on US News & World Report</i>	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
Research Doctoral Degrees Awarded	The number of research doctoral degrees awarded annually.
Professional Doctoral Degrees Awarded	The number of professional doctoral degrees awarded annually.

FAU

2012-13 Work Plan



Florida Atlantic University

Work Plan Presentation for 2012-13 Board of Governors Review

STATE UNIVERSITY SYSTEM of FLORIDA | **Board of Governors**



INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' new Strategic Plan 2012-2025 is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.

The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



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2. KEY PERFORMANCE INDICATORS

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3. OPERATIONS

- a. Fiscal Information *(includes Tuition Differential Fee Request)*
- b. Enrollment Planning
- c. Academic Program Coordination

4. DEFINITIONS



MISSION STATEMENT (What is your purpose?)

Florida Atlantic University is a multi-campus public research university that pursues excellence in its missions of research, scholarship, creative activity, teaching, and active engagement with its communities.

VISION STATEMENT (What do you aspire to?)

Florida Atlantic University aspires to be recognized as a university known for excellent and accessible undergraduate and graduate education, distinguished for the quality of its programs across multiple campuses and classified as a very high research institution that is internationally acclaimed for its contributions to creativity and research as well as its collaborations with regional partners.

STATEMENT OF STRATEGY (How will you get there?)

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

Statement of Strategy

Florida Atlantic University's 2012-17 Strategic Plan, titled "Making Waves: Celebrating and Cultivating Discovery, Diversity, and Distinction," provides strategies for addressing and leading our market (<http://www.fau.edu/planning/files/2012-2017-Strategic-Plan-Approved-by-FAU-BOT.pdf>). Summarized below are the goals and strategies included in the plan.

Goal I: Enrich the educational experience

Strategies included under this goal are expanding the breadth and scope of FAU's honors programs and STEM initiatives. FAU will increase the number of students, programs, scholarships and degree awards in both of these areas.

**Goal II: Inspire research, scholarship and creative activity**

FAU plans to double funded research in 5 years by hiring additional faculty and leading scholars and by facilitating current faculty interactions with relevant funding agencies. Also included under this goal is a plan for a new SACS Quality Enhancement Plan (QEP) focused on weaving research experiences throughout the undergraduate curriculum.

Goal III: Increase FAU's community engagement

One strategy for making this goal a reality is to foster private-public partnerships and maximize the value of the University's expertise in its region. Examples include increasing the following: number of interns placed in the Research Park, corporate sponsorship of FAU events, industry funded research, community engagement through advisory boards, and opportunities for experiential learning for FAU students and service for faculty.

Goal IV: Leverage momentum toward achieving FAU's strategic goals by being good stewards of its human, technological, physical and financial resources

FAU is committed to implementing strategic choices that result in growth and enhanced stature. For this to occur it is essential that the institution ensure the viability of its financial resources and enhance its efficiency and effectiveness. Examples of strategies include developing funding policies, trend analysis, and guidelines for best practices in various administrative areas. Other strategies include implementing administrative program review, building state-of-the-art IT infrastructure, enhancing master planning, and making effective use of existing facilities.

FAU's Signature Themes

In setting the goal of attaining very high standards in research, the University is striving to enhance its role as an intellectual leader and take its ability to serve as a creative force to new heights by naming the following as three signature themes for the institution:

- Marine and Coastal Issues
- Biotechnology
- Contemporary Societal Challenges



STRENGTHS AND OPPORTUNITIES *(within 3 years)*

What are your core capabilities and opportunities (aka "weaknesses") for improvement?

FAU prides itself in having a new Medical College and will continue to invest and consolidate the standing of this program so it matures into one that is noted for its excellence in teaching, research and patient care. The presence of a strong Medical College on campus will position the entire University to work with greater synergy in pursuing interdisciplinary research in healthcare areas. The potential of NSF/NIH and other funding will tie together teaching, research, policy and practice for numerous FAU's departments, thus creating opportunities for signature programming.

One of FAU's strengths lies in its strong partnerships with preeminent organizations, including Scripps Florida and Max Plank Florida Institute, which are both housed on FAU's Jupiter campus, Torrey Pines Institute for Molecular Studies, and Vaccine Gene Therapy Institute (VGTI). While FAU's plans to build a noteworthy and differentiated mission for each of its branch campuses, the Jupiter campus is currently designated as a destination for science, research and graduate education.

Distance education is also identified as an area of FAU strength as it will bring significant transformation and growth in the delivery of the institution's programs. The University expects to make sizeable investments in this area and hopes to capitalize on the availability of new and existing technologies to expand distance offerings.

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1. FAU's updated 2012-17 Strategic Plan provides a roadmap for achieving the goal of attaining the Carnegie designation of a very high research institution. Identifying three signature themes in the area of Marine and Coastal Issues, Biotechnology, and Contemporary Societal Challenges is one strategy that will move the institution in the desired direction. These themes allow the University to pursue selective initiatives, within a broad range of academic and research offerings, to advance targeted areas of distinction and strength. This will result in the University developing its niche and thus attaining preeminence in notable areas.

At this time FAU envisions faculty hiring in disciplinary fields involving signature themes. Increased graduate and teaching assistantships are to be allocated to promote the goals of this program. Increased support will be made available for undergraduate research and attempts will be made to enhance the curriculum to reflect FAU's specialized strength. Community partnerships in these areas will be enhanced due to the visibility of support for new academic programs. Finally, the institution will enhance support for interdisciplinary grant activity with the goal of pursuing higher targets in research funding under these themes.



2. FAU plans to incorporate undergraduate research as an integral part of the curriculum through implementation of the SACS Quality Enhancement Plan (QEP). The focus of the QEP is improving student learning through integrating and expanding a culture of research and inquiry on campus. The QEP will provide a significant increase in the following: (1) student opportunities to actively participate in undergraduate research and inquiry; (2) fundamental skills necessary for students to engage in this important activity; and (3) retention and recruitment of high-ability students.
3. The University has adopted stronger and more effective strategies aimed at partnering with various public, private and civic organizations that will result in economic development in the region. For example, FAU's signature themes strive to address an often unmet public need for understanding academic research and its relevance to local challenges and opportunities. The signature themes will provide an umbrella for grouping together the work of several academic disciplines to address current and emerging real-life challenges. At the intersection of teaching, research and service, is an opportunity for FAU faculty and staff to extend their role as practitioners and collaborators in a very broad sense. The University is committed to achieving this through a variety of strategies, one of which is the implementation of strategic themes that create a platform for new avenues for economic development in the region.



KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'¹, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

¹ The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).



KEY PERFORMANCE INDICATORS

Goals Common to All Universities

	5 YEAR TREND (06-07 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
National Ranking for University and Programs					
FAU plans to increase national preeminence by hiring senior faculty in marine and coastal studies, neurosciences, ocean and mechanical engineering, and nursing.					
Avg. SAT Score	4%	1600	1600	1635	1675
Avg. High School GPA (on 4.0 scale)	3%	3.3	3.4	3.5	3.6
Professional/Licensure Exam First-time Pass Rates					
Exams Above National/State Benchmark	n/a	0	1	1	2
Exams Below National/State Benchmark	n/a	1	0	0	0
<i>(Note: Med School grads will take exam in 2014-15)</i>					
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2012.			
SUBTOTAL OF IMPROVING METRICS	2	3	3	4	
Operational Efficiency					
Freshman Retention Rate	6%	79%	81%	83%	85%
FTIC Graduation Rates					
In 4 years (or less)	1%	15%	17%	19%	21%
In 6 years (or less)	5%	41%	43%	45%	47%
AA Transfer Graduation Rates					
In 2 years (or less)	-3%	22%	24%	26%	28%
In 4 years (or less)	3%	63%	65%	67%	69%
Percent of Bachelor's Degrees Without Excess Hours	n/a	Board staff is currently updating the methodology for this metric.			
SUBTOTAL OF IMPROVING METRICS	4	5	5	5	
Return on Investment					
Bachelor's Degrees Awarded	6%	4,593	5,025	5,125	5,228
Percent of Bachelor's Degrees in STEM	17%	19%	22%	24%	26%
Master's Degrees Awarded	23%	1,348	1,304	1,330	1,357
Percent of Master's Degrees in STEM	21%	14%	16%	18%	20%
Percent of Baccalaureate Graduates Employed in Florida	70%	70%	72%	74%	76%
Percent of Baccalaureate Graduates Continuing their Education (in FL)	18%	17%	19%	21%	23%
Annual Gifts Received (\$M)	53%	\$8.12	\$9.2	\$9.6	\$10.3
Endowment (\$M)	6.7%	\$179.9	\$175.9	\$187.6	\$200.3
SUBTOTAL OF IMPROVING METRICS	8	6	8	8	
TOTAL OF IMPROVING METRICS	14	14	16	17	

Note: Performance metrics are defined on pages 18-21.



KEY PERFORMANCE INDICATORS

Goals Specific to Research Universities

	5 YEAR TREND <i>(06-07 to 10-11)</i>	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS <i>(2014-15)</i>
Academic Quality					
Faculty Awards	67%	3 ¹	3	4	5
National Academy Members	0%	1	1	1	2
Number of Post-Doctoral Appointees	8%	9	10	12	14
Number of Science & Engineering Disciplines Nationally Ranked in Top 100 for Research Expenditures <i>(based on 8 broad discipline areas, and includes private universities)</i>	n/a	2	2	2	3
SUBTOTAL OF IMPROVING METRICS	2		1	2	4
Operational Efficiency					
To Be Determined		The Board of Governors will work with Universities to develop metrics associated with Operational Efficiencies.			
Return on Investment					
Total Research Expenditures (\$M) <i>(includes non-Science & Engineering disciplines)</i>	-21%	\$ 43.0	\$ 46	\$ 57.0	\$ 66.0
Science & Engineering Research Expenditures (\$M)	-20%	\$ 26.1	\$ 25.2	\$ 32.2	\$ 38.2
Percent of Research Expenditures funded from External Sources	1%	86%	86%	87%	89%
Patents Issued	50%	3	4	4	5
Licenses/Options Executed	50%	6	4	5	6
Licensing Income Received (\$M)	121%	\$ 145,476	\$ 151,887	\$ 175,910	\$ 200,000
Number of Start-up Companies	100%	2	2	2	2
Science & Engineering R&D Expenditures in non-Medical/Health Sciences	-29%	\$18.1	\$17.5	\$17.9	19.2
National Rank is Higher than Predicted by the Financial Resources Ranking <i>(based on U.S. News & World Report)</i>	n/a	NR-FR	n/a	n/a	n/a
Research Doctoral Degrees Awarded	19%	74	97	108	120
Percent of Research Doctoral Degrees Awarded in STEM	4%	64%	66%	68%	70%
Professional Doctoral Degrees Awarded	n/a	14	20	22	88
SUBTOTAL OF IMPROVING METRICS	7		6	9	10
TOTAL OF IMPROVING METRICS	9		7	11	14



KEY PERFORMANCE INDICATORS

Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (06-07 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Bachelors Degrees Awarded to Minorities	16%	2,001	2,101	2,311	2,311
Percent of Course Sections Offered via Distance and Blended Learning	11.7%	21.8%	22.9%	23.5%	27.6%
Percentage of Students Participating in Identified Community and Business Engagement Activities	N/A	16%	12.7%	14%	15.7%

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

1) This year Florida Atlantic University opened the newest medical school in America. The growth of the College of Medicine is a major University priority. The most critical objective is provisional accreditation by the LCME. Another objective is to increase the number of students supported by scholarships through philanthropy. A third goal is to develop four new residency programs over the next three to five years through the Graduate Medical Education Consortium of five local hospitals. The Medical School plans to hire eight faculty this year for both education and the research. Lastly, the College aims to establish a clinical practice in conjunction with local area hospitals and is planning to have at least five faculty providing clinical care by the end of the 2012-2013 academic year.

Metric	5 YEAR TREND	2010-11 Actual	2011-12 Estimates	2012-13 Goals	3 YEAR GOALS
Faculty working in community clinics	n/a	0	0	5	10



2) Florida Atlantic University's Harbor Branch Oceanographic Institute recently completed a new strategic plan that identified research and education initiatives for the next five years. Goals associated with these initiatives include: a) sponsorship of both national and regional workshops on estuarine observing systems in support of the Indian River Lagoon Observatory; b) hiring three faculty that can contribute to the research initiatives; c) enhancing educational programs at HBOI by developing advanced degrees in marine science in collaboration with the Charles E Schmidt College of Science and by completing an analysis of the potential to expand undergraduate programs; d) beginning a fundraising program for our research initiatives in collaboration with the Harbor Branch Oceanographic Institute Foundation with a goal of raising \$800,000 during the next year, three times the previous annual fundraising success.

Metric	5 YEAR TREND	2010-11 Actual	2011-12 Estimates	2012-13 Goals	3 YEAR GOALS
Faculty	0%	0	0	3	6
Non-FAU students in Semester-by-the-Sea	0%	0	0	2	7



OPERATIONS



FISCAL INFORMATION

University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Appropriations
Education & General – Main Operations						
State Funds	\$ 188.5	\$ 180.7	\$165.4	\$169.3	\$144.8	\$ 105.4
Tuition	\$ 67.9	\$70.8	\$ 79.6	\$91.2	\$96.8	n/a
TOTAL MAIN OPERATIONS	\$ 256.5	\$ 251.6	\$ 245.0	\$ 260.6	\$ 241.7	n/a
Education & General – Health-Science Center / Medical Schools						
State Funds	n/a	n/a	n/a	n/a	n/a	\$12.8
Tuition	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL HSC	n/a	n/a	n/a	n/a	n/a	n/a
Education & General – Institute of Food & Agricultural Sciences (IFAS)						
State Funds	n/a	n/a	n/a	n/a	n/a	n/a
Tuition	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL IFAS	n/a	n/a	n/a	n/a	n/a	n/a
EDUCATION & GENERAL TOTAL REVENUES	\$ 256.5	\$251.6	\$ 245.0	\$ 260.6	\$ 241.7	n/a

Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds (for Polytechnic) appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident students (as reported in the Annual Accountability Report). Note*: 2012-13 Appropriated tuition is based on the appropriated budget authority.

OTHER BUDGET ENTITIES

Auxiliary Enterprises

Resources associated with auxiliary units that are self supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.

Revenues	\$82.9	\$ 91.3	\$ 81.7	\$ 80.4	\$ 88.7	n/a
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Contracts & Grants

Resources received from federal, state or private sources for the purposes of conducting research and public service activities.

Revenues	\$38.4	\$ 54.8	\$ 48.8	\$ 47.9	\$ 48.9	n/a
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Local Funds

Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.

Revenues	\$ 120.5	\$ 141.3	\$165.9	\$ 194.3	\$195.9	n/a
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Faculty Practice Plans

Revenues/receipts are funds generated from faculty practice plan activities.

Revenues	n/a	n/a	n/a	n/a	n/a	n/a
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OTHER BUDGET ENTITY TOTAL REVENUES	\$ 241.8	\$ 287.4	\$ 296.4	\$ 322.7	\$ 333.6	n/a
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UNIVERSITY REVENUES GRAND TOTAL	\$ 498.4	\$ 539.1	\$ 541.5	\$ 583.5	\$ 575.3	n/a
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FISCAL INFORMATION (continued)

Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
Base Tuition	\$2,870.10	\$3,099.60	\$3,099.60	\$3,099.60	\$3,099.60
Tuition Differential Fee	\$384.00	\$642.62	\$1,203.95	\$1,849.48	\$2,591.84
Percent Increase	15%	15%	15%	15%	15%
Required Fees ¹	\$1,670.00	\$1,741.46	\$1,769.36	\$1,798.09	\$1,827.69
TOTAL TUITION AND FEES	\$4,924.10	\$5,483.68	\$6,072.90	\$6,747.17	\$7,519.13

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 19.

Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Percent of Bachelor's Recipients with Debt	46%	48%	47%	49%	53%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$17,252	\$18,174	\$19,022	\$18,136	\$20,670
Student Loan Cohort Default Rate (2nd Year)	3.9%	4.8%	5.4%	n/a	n/a
Student Loan Cohort Default Rate (3rd Year)	6.9%	7.6%	n/a	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students.

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$5,372	\$939	\$10,940	\$1,993	\$1,678	\$20,922
AT HOME	\$5,372	\$939	\$1,356	\$2,868	\$1,678	\$12,213

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT
Below \$40,000	3,987	40%	\$13,955	\$(4,481)	\$7,624	\$3,740
\$40,000-\$59,999	1,152	12%	\$15,393	\$(1,664)	\$4,821	\$3,523
\$60,000-\$79,999	838	08%	\$15,867	\$155	\$3,018	\$3,646
\$80,000-\$99,999	681	07%	\$16,070	\$491	\$2,671	\$3,665
\$100,000 Above	1,927	20%	\$15,987	\$553	\$2,652	\$2,666
Missing	1,292	13%	N/A	\$2,264	\$692	\$122
TOTAL	9,877	100%	AVERAGE	\$14,941	\$(1,552)	\$4,688
						\$3,019

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. Family Income Groups are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. Full-time Students is a headcount based on at least 24 credit hours during Fall and Spring terms. Average Gift Aid includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. Net Cost of Attendance is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. Net Tuition & Fees is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). Average Loan Amount includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line Average represents the average of all full-time undergraduate Florida residents.



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Effective Date	
University Board of Trustees Approval Date:	June 21, 2012
Implementation Date (month/year):	Fall, 2012 semester
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	Entire University – all locations, where applicable
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	All undergraduate courses
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$21.42 (2011-12) \$40.13 (2012-13)
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	15%
\$ Increase in tuition differential per credit hour:	\$18.71
\$ Increase in tuition differential for 30 credit hours:	\$561.30
Projected Differential Revenue Generated	
Incremental differential fee revenue generated in 2012-13 (projected) :	\$13,169,253
Total differential fee revenue generated in 2012-13 (projected):	\$22,597,935
Intended Uses	
<p>Describe how the revenue will be used.</p> <p>To support undergraduate instruction; specifically, faculty salaries, advising salaries, etc. Given recent years reduction in general revenue by the State of Florida, tuition differential will replace prior allocations that have been cut so that FAU will be able to maintain our current enrollment objectives.</p>	
Describe the Impact to the Institution if Tuition Differential is Not Approved	
<p>Without these funds, our budget will undergo yet another severe reduction to our base operations. A reduction of \$13M represents an additional 5.5% base cut over the \$24Million already cut to our 2012-13 budget. Over 75 faculty, 9 advisors and 500 course sections would face elimination.</p>	
Request to Modify or Waive Tuition Differential Uses	
<p>(this section is applicable only if HB 7135 is signed by the Governor and the university wishes to request a change to the 70% / 30% intended uses criteria identified in Regulation 7.001(14))</p>	



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
To ensure access, degree completion, meet student demand, continue FTE goals, and augment advising	FTE production increased by 4.7% despite budget cutbacks by the State of Florida
Additional Detail, where applicable:	
Total Number of Faculty Hired or Retained (funded by tuition differential):	75
Total Number of Advisors Hired or Retained (funded by tuition differential):	9
Total Number of Course Sections Added or Saved (funded by tuition differential):	500
2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
To augment existing need based funds.	\$2,855,747 is estimated to be added to the Financial Aid need-based pool of funds for students
Additional Information (estimates as of April 30, 2012):	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	3,383
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	\$1,649
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	\$64
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	\$2,000



FISCAL INFORMATION (continued)
TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES,
& AVAILABLE BALANCES - FISCAL YEAR 2011-12 AND 2012-13

University Tuition Differential		
Budget Entity: 48900100 (Educational & General)		
SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)		
	Estimated Actual* 2011-12 -----	Estimated 2012-13 -----
<u>FTE Positions:</u>		
Faculty	75.00	189.00
Advisors	9.00	9.00
Staff	0.00	0.00
Total FTE Positions:	84.00	198.00
<u>Balance Forward from Prior Periods</u>		
Balance Forward	\$ -	\$ -
Less: Prior-Year Encumbrances	-	-
Beginning Balance Available:	\$ -	\$ -
<u>Receipts / Revenues</u>		
Tuition Differential Collections	\$9,230,909	\$ 22,597,935
Interest Revenue - Current Year	-	-
Interest Revenue - From Carryforward Balance	-	-
Total Receipts / Revenues:	\$ 9,230,909	\$ 22,597,935
<u>Expenditures</u>		
Salaries & Benefits	6,461,636	15,818,555
Other Personal Services	-	-
Expenses	-	-
Operating Capital Outlay	-	-
Student Financial Assistance	\$ 2,769,273	\$ 6,779,381
Expended From Carryforward Balance		
**Other Category Expenditures		
Total Expenditures:	\$ 9,230,909	\$ 22,597,935
Ending Balance Available:	\$ 0.00	\$ 0.00
*Since the 2011-12 year has not been completed, provide an estimated actual.		
**Provide details for "Other Categories" used.		



FISCAL INFORMATION (continued)

UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

University: Florida Atlantic University							
<u>Undergraduate Students</u>	-----Actual-----			-----Projected-----			
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Tuition:							
Base Tuition - (0% inc. for 2013-14 to 2015-16)	\$88.59	\$95.67	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32
Tuition Differential (no more than 15%)	\$5.74	\$12.80	\$21.42	\$40.13	\$61.65	\$86.39	\$114.85
Total Base Tuition & Differential per Credit Hour	\$94.33	\$108.47	\$124.74	\$143.45	\$164.97	\$189.71	\$218.17
% Change		15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Fees (per credit hour):							
Student Financial Aid ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Building/Capital Improvement ²	\$4.76	\$4.76	\$4.76	\$4.76	\$4.76	\$4.76	\$4.76
Activity & Service	\$10.40	\$11.96	\$11.96	\$12.28	\$12.65	\$13.03	\$13.03
Health	\$7.80	\$8.97	\$9.42	\$9.70	\$9.99	\$10.19	\$10.19
Athletic	\$14.30	\$16.45	\$16.45	\$17.27	\$17.79	\$17.97	\$17.97
Transportation Access	\$0.00						
Technology ¹	\$3.54	\$4.42	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Green Fee (USF, NCF, UWF only)							
Student Life & Services Fee (UNF only)							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
Total Fees	\$45.22	\$51.34	\$52.91	\$54.33	\$55.51	\$56.27	\$56.27
Total Tuition and Fees per Credit Hour	\$139.55	\$159.81	\$177.65	\$197.78	\$220.48	\$245.98	\$274.44
% Change		14.5%	11.2%	11.3%	11.5%	11.6%	11.6%
Fees (block per term):							
Activity & Service							
Health							
Athletic							
Transportation Access	\$62.50	\$64.90	\$64.90	\$76.90	\$79.21	\$81.58	\$84.03
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
Total Block Fees per term	\$62.50	\$64.90	\$64.90	\$76.90	\$79.21	\$81.58	\$84.03
% Change		3.8%	0.0%	18.5%	3.0%	3.0%	3.0%
Total Tuition for 30 Credit Hours	\$2,829.90	\$3,254.10	\$3,742.20	\$4,303.50	\$4,949.10	\$5,691.30	\$6,545.10
Total Fees for 30 Credit Hours	\$1,481.60	\$1,670.00	\$1,717.10	\$1,783.70	\$1,823.71	\$1,851.27	\$1,856.16
Total Tuition and Fees for 30 Credit Hours	\$4,311.50	\$4,924.10	\$5,459.30	\$6,087.20	\$6,772.81	\$7,542.57	\$8,401.26
\$ Change		\$612.60	\$535.20	\$627.90	\$685.61	\$769.75	\$858.69
% Change		14.2%	10.9%	11.5%	11.3%	11.4%	11.4%
Out-of-State Fees							
Out-of-State Undergraduate Fee	\$423.41	\$423.41	\$457.28	\$471.00	\$471.00	\$471.00	\$471.00
Out-of-State Undergraduate Student Financial Aid ³	\$25.87	\$25.95	\$27.40	\$28.70	\$28.70	\$28.70	\$28.70
Total per credit hour	\$449.28	\$449.36	\$484.68	\$499.70	\$499.70	\$499.70	\$499.70
% Change		0.0%	7.9%	3.1%	0.0%	0.0%	0.0%
Total Tuition for 30 Credit Hours	\$16,308.30	\$16,734.90	\$18,282.60	\$19,294.50	\$19,940.10	\$20,682.30	\$21,536.10
Total Fees for 30 Credit Hours	\$2,257.70	\$2,448.50	\$2,539.10	\$2,644.70	\$2,684.71	\$2,712.27	\$2,717.16
Total Tuition and Fees for 30 Credit Hours	\$18,566.00	\$19,183.40	\$20,821.70	\$21,939.20	\$22,624.81	\$23,394.57	\$24,253.26
\$ Change		\$426.60	\$1,547.70	\$1,011.90	\$645.60	\$742.20	\$853.80
% Change		2.6%	9.2%	5.5%	3.3%	3.7%	4.1%
Housing/Dining⁴	\$8,728.00	\$8,894.00	\$9,071.88	\$9,344.04	\$9,624.36	\$9,913.09	\$10,210.48
\$ Change	\$0.00	\$166.00	\$177.88	\$272.16	\$280.32	\$288.73	\$297.39
% Change		1.9%	2.0%	3.0%	3.0%	3.0%	3.0%

¹ can be no more than 5% of tuition.³ can be no more than 5% of tuition and the out-of-state fee.² capped in statute.⁴ combine the most popular housing and dining plans provided to students



ENROLLMENT PLANNING

Planned Growth by Student Type *(for E&G students at all campuses)*

	5 YEAR TREND (2006-07 to 2010-11)	2010-11 ACTUAL HEADCOUNT	2012-13 PLANNED HEADCOUNT	2013-14 PLANNED HEADCOUNT	3 YEAR (2014-15) PLANNED HEADCOUNT
UNDERGRADUATE					
FTIC (Regular Admit)	3%	2,772	3,080	3,500	3,650
FTIC (Profile Admit)	40%	28	45	45	48
AA Transfers	3%	2,414	2,800	2,864	2,900
Other Transfers	(22%)	1,034	980	1,001	1,050
Subtotal	0%	6,248	6,905	7,410	7,648
GRADUATE STUDENTS					
Master's	78%	4,292	4,421	4,553	4,690
Research Doctoral	15%	878	904	931	959
Professional Doctoral	7%	52	54	55	57
Subtotal	100%	5,222	5,379	5,539	5,706
NOT-DEGREE SEEKING	(23%)	1,730	2,128	2,617	3,219
MEDICAL	n/a	0	128	192	256
TOTAL		13,200	14,540	15,758	16,829

Planned Growth by Method of Instruction *(for E&G students at all campuses)*

	3 YEAR TREND (2008-09 to 2010-11)	2010-11 ACTUAL FTE	2012-13 PLANNED FTE	2013-14 PLANNED FTE	3 YEAR (2014-15) PLANNED FTE
UNDERGRADUATE					
DISTANCE (>80%)	19%	839	990	1169	1379
HYBRID (50%-79%)	12%	70	84	94	106
TRADITIONAL (<50%)	4%	13593	14137	14703	15291
TOTAL			15212	15966	16775
GRADUATE					
DISTANCE (80%)	2%	443	456	479	503
HYBRID (50%-79%)	14%	39	45	51	58
TRADITIONAL (<50%)	6%	1820	1911	2007	2107
TOTAL		2302	2412	2537	2668

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). Hybrid is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). Traditional (and Technology Enhanced) refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING (continued)

Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Estimated 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
Florida Resident								
LOWER DIVISION	4,461	6,030	4461	6,449	6,897	7,376	8,437	8%
UPPER DIVISION	7,910	8,363	7910	8,882	9,433	10,018	11,299	7%
GRAD I	1,764	1,663	1764	1,710	1,758	1,807	1,910	3%
GRAD II	194	284	194	302	321	341	384	7%
TOTAL	14,329	16,339	14,329	17,343	18,409	19,543	22,030	7%
Not a Florida Resident								
LOWER DIVISION	n/a	351	n/a	375	401	429	491	8%
UPPER DIVISION	n/a	357	n/a	379	402	427	481	7%
GRAD I	n/a	175	n/a	180	185	190	200	3%
GRAD II	n/a	104	n/a	110	117	124	140	7%
TOTAL	910	986	910	1,044	1,105	1,170	1,312	7%
TOTAL								
LOWER DIVISION	n/a	6,380	n/a	6,824	7,298	7,805	8,927	8%
UPPER DIVISION	n/a	8,720	n/a	9,261	9,835	10,445	11,781	7%
GRAD I	n/a	1,837	n/a	1,889	1,942	1,996	2,109	3%
GRAD II	n/a	388	n/a	412	438	465	525	7%
TOTAL	15,239	17,325	15,239	18,386	19,513	20,711	22,342	7%
TOTAL (US FTE)	n/a	23,100	n/a	24,516	26,019	27,616	31,123	7%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.

Medical Student Headcounts (FTE does not apply)

Medicine Headcounts								
FLORIDA RESIDENT	51	51	103	103	154	206	206	61%
NON-RESIDENT	13	13	25	25	38	50	50	57%
TOTAL	64	64	128	128	192	256	256	60%
Dentistry Headcounts								
FLORIDA RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
NON-RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Veterinary Headcounts								
FLORIDA RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
NON-RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a



ACADEMIC PROGRAM COORDINATION

New Programs To Be Considered by University in 2013-15 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
BA Environmental Education	03.0103	STEM	FIU		25	May 2013
BS Environmental Engineering	14.1401		FIU,UCF,UF		250	May 2014
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
M Instructional Technology	13.0501	STEM	FSU,UCF,UWF	UWF	59	May 2013
M Secondary Education	13.1205	EDUC	FGCU,FSU,UNF		40	May 2013
M Educational Psychology	42.1801		FSU		30	May 2013
PSM Marine Science	26.1302	STEM			30	May 2013
MS Global Health/Bioethics	51.2210	HEALTH			24/30	May 2013
DOCTORAL PROGRAMS						
DSW Social Work	44.0701	HEALTH			70	May 2013
PhD Civil Engineering	14.0801	STEM	FAMU, FIU, FSU, UCF, UF, USF		20	May 2014



KEY PERFORMANCE INDICATOR DEFINITIONS

Goals Common to All Universities	
Academic Quality	
a. National Ranking for University and Program(s)	Describe plans for increasing national preeminence of University and select programs.
b. Avg. SAT Score	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
c. Avg. HS GPA (on 4.0 scale)	The average HS GPA for Admitted and Registered FTIC (B,E) students.
d. Professional/Licensure Exam First-time Pass Rates Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
e. Percent of Undergraduate Seniors Participating in a Research Course	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
Operational Efficiency	
f. Freshman Retention Rate	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the second year.
g. FTIC Graduation Rates In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
h. AA Transfer Graduation Rates In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
i. Percent of Bachelor's Degrees Without Excess Hours	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



Return on Investment

j. Bachelor's Degrees Awarded	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
k. Percent of Bachelor's Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
l. Master's Degrees Awarded	This is a count of graduate degrees granted.
m. Percent of Master's Degrees in STEM	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
n. Percent of Baccalaureate Graduates Employed in Florida	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
o. Percent of Baccalaureate Graduates Continuing their Education (in FL)	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
p. Annual Gifts Received (\$M)	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
q. Endowment (\$M)	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).

Goals Specific to Research Universities

Academic Quality

a. Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see link .
b. National Academy Members	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
c. Number of Post-Doctoral appointees	As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS).



d. Number of Science & Engineering disciplines nationally ranked in Top 100 for research expenditures	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
Return on Investment	
e. Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
f. Percent of R&D Expenditures funded from External Sources	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
g. Patents Issued	The number of patents issued in the fiscal year as reported to AUTM.
h. Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
i. Licensing Income Received (\$M)	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
j. Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
k. Science & Engineering research expenditures in non-medical/health sciences	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see link , table 36 <i>minus</i> table 52).
l. National rank is higher than predicted by available Financial Resources ranking based on US News & World Report	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
m. Research Doctoral Degrees Awarded	The number of research doctoral degrees awarded annually.
n. Percent of Research Doctoral Degrees Awarded in STEM	The percentage of research doctoral degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
o. Professional Doctoral Degrees Awarded	The number of professional doctoral degrees awarded annually.

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FGCU

2012-13 DRAFT Work Plan



Florida Gulf Coast University

Work Plan Presentation for 2012-13 Board of Governors Review



INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' new Strategic Plan 2012-2025 is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.

The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



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1. STRATEGY

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- b. Vision Statement
- c. Statement of Strategy
- d. Strengths and Opportunities
- e. Key Initiatives & Investments

2. KEY PERFORMANCE INDICATORS

- a. Goals Common to All Universities
- b. Goals Specific to Research Universities
- c. Institution Specific Goals

3. OPERATIONS

- a. Fiscal Information *(includes Tuition Differential Fee Request)*
- b. Enrollment Planning
- c. Academic Program Coordination

4. DEFINITIONS



MISSION STATEMENT (What is your purpose?)

Established on the verge of the 21st century, Florida Gulf Coast University infuses the strengths of the traditional public university with innovation and learning-centered spirit, its chief aim being to fulfill the academic, cultural, social, and career expectations of its constituents. Outstanding faculty upholds challenging academic standards and balance research, scholarly activities, and service expectations with their central responsibilities of teaching and mentoring. Working together, faculty and staff of the University transform students' lives and the southwest Florida region. Florida Gulf Coast University continuously pursues academic excellence, practices and promotes environmental sustainability, embraces diversity, nurtures community partnerships, values public service, encourages civic responsibility, cultivates habits of lifelong learning, and keeps the advancement of knowledge and pursuit of truth as noble ideals at the heart of the university's purpose.

VISION STATEMENT (What do you aspire to?)

Florida Gulf Coast University will achieve national prominence in undergraduate education with expanding recognition for graduate programs.

STATEMENT OF STRATEGY (How will you get there?)

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

FGCU is a public comprehensive regional university principally serving the five-county area of Southwest Florida comprising Charlotte, Collier, Glades, Hendry, and Lee. The university's appeal also extends to other counties in South Florida and mainly attracts traditional age undergraduates who increasingly are seeking a residential experience at an institution noted for its environmental commitment and community engagement/service. FGCU offers these students the opportunity to acquire a sound foundation in the liberal arts and sciences complemented by a focused education in a number of professional fields and Science, Technology, Engineering and Mathematics (STEM) disciplines. The success of this approach is reflected in the number of students who choose majors in these disciplines and in their post-graduation employment.



STRENGTHS AND OPPORTUNITIES *(within 3 years)*

What are your core capabilities, opportunities and challenges for improvement?

The principal strengths of FGCU include: the success of its graduates; its focus on teaching; commitment to sustainable growth; emphasis on efficiency; engagement with its community; the quality of its facilities; location in the heart of Southwest Florida; potential to grow; state of the art technology; the quality of its academic support resources; and regional economic impact. Our biggest challenges come from the historic underfunding of the university compared to our State University System (SUS) peers and the loss of Public Education Capital Outlay (PECO) funding. Despite the significant challenges encountered, FGCU has been able to make considerable progress and has positioned itself for further growth but at a rate consistent with the resources available. It is now among the most efficient universities in the system.

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1 Academic Quality - academic excellence will continue as a principal institutional goal. Assessment and continuous improvement will be tools in the vanguard of FGCU's further evolution into a fully comprehensive university. Regional accreditation, state licensure/national certification, and Board of Governors (BOG) planning and accountability requirements will ensure the integrity of our academic enterprise. Specialized accreditation will be sought, earned, and maintained for all appropriate disciplines. Within the next year alone, FGCU will achieve accreditation of its College of Education, Bower School of Music, and School of Resort and Hospitality Management. Revenue from enrollment growth and tuition increases will support this initiative.

2 Return on Investment - means FGCU dramatically will increase its degree production across the board including STEM areas to provide the educated workforce that drives economic development. Graduation rates will continue their overall positive trend, and FGCU will continue to demonstrate high levels of post-graduation employment and success that will support the projected growth of the region: in health care; education; management, finance, and real estate; information technology; the resort and hospitality industry; the life sciences; the environmental sciences and engineering; and the professions. Revenue from enrollment growth and tuition increases will support this initiative.

3 Operational Efficiency - FGCU will continue to exhibit among the lowest costs per student credit hour in the SUS. The university also will continue to employ technology to ensure conservation of energy, the generation of clean energy, and the preservation of its environment. FGCU will continue to exhibit among the lowest energy costs per square foot in the SUS. All future facilities where possible will be constructed to Leadership in Energy and Environmental Design (LEED) standards. Classroom and laboratory utilization rates will remain among the highest within the SUS. The campus will remain a clean and secure environment conducive to student success. Revenue from enrollment growth and tuition increases will support this initiative.



KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'¹, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

¹ The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).



KEY PERFORMANCE INDICATORS

Goals Common to All Universities

	5 YEAR TREND (05-06 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
National Ranking for University and Programs					
To achieve this FGCU will continue to focus on academic quality through the following: predominant use of full-time faculty providing instruction; maintenance of state-of-the-art facilities; use of technology to provide effective academic support; and the pursuit and maintenance of professional accreditation whenever possible.					
Avg. SAT Score	0%Δ ¹	1,531	1,531	1,533	1,535
Avg. High School GPA (on 4.0 scale)	0%Δ	3.4	3.4	3.4	3.5
Professional/Licensure Exam					
First-time Pass Rates ²					
Exams Above National/State Benchmark	n/a	1	1	2	3
Exams Below National/State Benchmark	n/a	2	2	1	0
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2012.			
SUBTOTAL OF IMPROVING METRICS	0	0	2	3	
Operational Efficiency					
Freshman Retention Rate	-1Δ	75%	76%	77%	78%
FTIC Graduation Rates					
In 4 years (or less)	+8Δ	21%	21%	22%	23%
In 6 years (or less)	+12Δ	44%	45%	46%	50%
AA Transfer Graduation Rates					
In 2 years (or less)	-4Δ	30%	30%	31%	33%
In 4 years (or less)	+5Δ	62%	62%	63%	65%
Percent of Bachelor's Degrees Without Excess Hours	n/a	Board staff is currently updating the methodology for this metric			
SUBTOTAL OF IMPROVING METRICS	3	2	5	5	
Return on Investment					
Bachelor's Degrees Awarded	88%Δ	1,616	1,810	1,955	2,111
Percent of Bachelor's Degrees in STEM	13%Δ	16%	16%	16%	17%
Master's Degrees Awarded	59%Δ	385	408	432	458
Percent of Master's Degrees in STEM	+1Δ	2%	2%	2%	4%
Percent of Baccalaureate Graduates ³ Employed in Florida	-9Δ	68%	68%	69%	70%
Percent of Baccalaureate Graduates ³ Continuing their Education (in FL)	+3Δ	21%	21%	22%	23%
Annual Gifts Received (\$M)	-52%Δ	\$ 15.1	\$18.1	\$12	\$14
Endowment (\$M)	94%Δ	\$ 56.7	\$60	\$65	\$71
SUBTOTAL OF IMPROVING METRICS	6	4	5	8	
TOTAL OF IMPROVING METRICS	9	6	12	16	

Notes: (1) SAT trends are based on 3 year average, (2) Professional licensure pass rates are based on the 2010-11 Annual Accountability Report with data that spans multiple time periods, (3) Percent of graduates employed and continuing their education is based on 2009-10 data from FETPIP.



KEY PERFORMANCE INDICATORS

Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Metric #1 Bachelor's Degrees Awarded to Minorities	100%Δ	289	317	348	421
Metric #2 Bachelor's Degrees in Areas of Strategic Emphasis	267%Δ	551	606	667	807
Metric #3 Percentage of Eligible Programs with Specialized Accreditation	+18Δ	59%	59%	93%	93%

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

Goal 1. Return on the Investment: (Strategic Growth) Increase enrollment according to the enrollment plan; increase degree production generally and within BOG-targeted areas.

Metric Bachelor's Degrees in STEM Fields	756%Δ	257	283	311	376
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Goal 2. Operational Efficiency: FGCU will continue to exhibit among the lowest costs per student credit hour among the SUS; it also will continue to employ technology to ensure conservation of energy; the generation of clean energy; and the preservation of its environment. FGCU will continue to exhibit among the lowest energy costs per square foot in the SUS.

Metric Total Expenditure per Student Credit Hour	-20%Δ	\$279	\$273	\$268	\$263
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OPERATIONS



FISCAL INFORMATION

University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Appropriations
Education & General – Main Operations						
State Funds	\$ 56.5	\$ 51.1	\$ 49.8	\$ 49.8	\$ 45.8	\$ 42.1
Tuition	\$ 23.7	\$ 28.0	\$ 33.7	\$ 39.0	\$ 48.1	n/a
TOTAL MAIN OPERATIONS	\$ 80.2	\$ 79.1	\$ 83.5	\$ 88.8	\$ 93.9	n/a
Education & General – Health-Science Center / Medical Schools						
State Funds	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	
Tuition	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	
TOTAL HSC	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	
Education & General – Institute of Food & Agricultural Sciences (IFAS)						
State Funds	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	
Tuition	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	
TOTAL IFAS	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	
EDUCATION & GENERAL TOTAL REVENUES	\$ 80.2	\$ 79.1	\$ 83.5	\$ 88.8	\$ 93.9	\$ 102.8

Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds (for Polytechnic) appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident students (as reported in the Annual Accountability Report). Note*: 2012-13 Appropriated tuition is based on the appropriated budget authority.

OTHER BUDGET ENTITIES

Auxiliary Enterprises

Resources associated with auxiliary units that are self supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.

Revenues	\$ 13.6	\$ 24.4	\$ 29.7	\$ 36.5	\$ 38.8	n/a
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Contracts & Grants

Resources received from federal, state or private sources for the purposes of conducting research and public service activities.

Revenues	\$ 21.6	\$ 13.0	\$ 12.0	\$ 15.1	\$ 13.2	n/a
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Local Funds

Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.

Revenues	\$ 13.5	\$ 17.3	\$ 24.0	\$ 30.1	\$ 36.7	n/a
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Faculty Practice Plans

Revenues/receipts are funds generated from faculty practice plan activities.

Revenues	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	n/a
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OTHER BUDGET ENTITY TOTAL REVENUES	\$ 48.7	\$ 54.7	\$ 65.7	\$ 81.7	\$ 88.7	n/a
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UNIVERSITY REVENUES GRAND TOTAL	\$ 128.9	\$ 133.8	\$ 149.2	\$ 170.5	\$ 182.6	n/a
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Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
Base Tuition	\$2,870	\$3,100	\$3,100	\$3,100	\$3,100
Tuition Differential Fee	\$384	\$642	\$1,204	\$1,849	\$2,592
Percent Increase	15%	15%	15%	15%	15%
Required Fees ¹	\$1,727	\$1,791	\$1,883	\$1,984	\$2,073
TOTAL TUITION AND FEES	\$4,981	\$5,533	\$6,187	\$6,933	\$7,765

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 16.

Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Percent of Bachelor's Recipients with Debt	41.5%	43.3%	46.2%	45%	47.1%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$13,139	\$16,670	\$16,117	\$16,710	\$17,768
Student Loan Cohort Default Rate (2nd Year)	4.2%	4.6%	5.2%(Draft)	n/a	n/a
Student Loan Cohort Default Rate (3rd Year)	5.5%(Trial)	7.2%(Draft)	Not available	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students.

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$5,352	\$1,200	\$9,201	\$1,700	\$1,700	\$19,153
AT HOME	\$5,352	\$1,200	\$3,364	\$1,700	\$1,700	\$13,316

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT	
Below \$40,000	1,957	35%	\$10,431	\$(2,420)	\$7,284	\$3,505	
\$40,000-\$59,999	744	13%	\$13,254	\$588	\$4,258	\$3,766	
\$60,000-\$79,999	624	11%	\$14,887	\$2,148	\$2,711	\$4,340	
\$80,000-\$99,999	610	11%	\$15,211	\$2,490	\$2,393	\$4,265	
\$100,000 Above	1,621	29%	\$15,562	\$2,395	\$2,386	\$3,174	
Missing	0	0%	N/A	N/A	N/A	N/A	
TOTAL	5,556	100%	AVERAGE	\$14,385	\$1,305	\$3,523	\$2,900

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. Family Income Groups are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. Full-time Students is a headcount based on at least 24 credit hours during Fall and Spring terms. Average Gift Aid includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. Net Cost of Attendance is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. Net Tuition & Fees is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). Average Loan Amount includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line Average represents the average of all full-time undergraduate



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Effective Date	
University Board of Trustees Approval Date:	June 19, 2012
Implementation Date (month/year):	July, 2012
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	Entire university
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	All courses
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$21.42
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	15%
\$ Increase in tuition differential per credit hour:	\$18.71
\$ Increase in tuition differential for 30 credit hours:	\$561.30
Projected Differential Revenue Generated	
Incremental differential fee revenue generated in 2012-13 (projected) :	\$5,132,608
Total differential fee revenue generated in 2012-13 (projected):	\$10,481,393
Intended Uses	
For the hiring of faculty and staff, and to provide additional need-based student financial aid support.	
Describe the Impact to the Institution if Tuition Differential is Not Approved	
If not approved, the university's academic programs and operations would be severely impacted. Access to education (e.g., programs and courses), and the quality of education (e.g., use of full-time faculty, maintenance of specialized accreditation, mean class size) at the institution would significantly decline. The differential is the only source of funds to hire new faculty and staff.	
Request to Modify or Waive Tuition Differential Uses	
(this section is applicable only if HB 7135 is signed by the Governor and the university wishes to request a change to the 70% / 30% intended uses criteria identified in Regulation 7.001(14))	
No request at this time	



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Hire more faculty and staff to keep pace with enrollment growth, add breadth and depth to academic programs; and enhance student advising.	Enrollment grew by 5% from fall 2010 to fall 2012. 15 new faculty members were hired across a variety of academic programs providing additional depth and breadth to the curriculum. The automated advising software, Degree Works, was acquired and is being implemented to facilitate student advising
Additional Detail, where applicable:	
Total Number of Faculty Hired or Retained (funded by tuition differential):	32
Total Number of Advisors Hired or Retained (funded by tuition differential):	4
Total Number of Course Sections Added or Saved (funded by tuition differential):	410 (in part as a result of the tuition differential)
2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Provide additional need-based aid to students.	Need-based aid increased by about 18% over the prior year. In part due to the tuition differential.
Increase the number of students receiving need-based financial aid.	Approximately a 20% increase over the number of students who received need-based aid over the prior year In part due to the tuition differential.
Additional Information (estimates as of April 30, 2012):	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	752
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	\$1,847
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	\$50
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	\$6,482.43



FISCAL INFORMATION (continued)
TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES,
& AVAILABLE BALANCES - FISCAL YEAR 2011-12 AND 2012-13

University Tuition Differential		
Budget Entity: 48900100 (Educational & General)		
SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)		
	Estimated Actual*	Estimated
	2011-12	2012-13
	-----	-----
FTE Positions:		
Faculty	32.00	75.00
Advisors	4.00	8.00
Staff		
Total FTE Positions:	36.00	83.00
Balance Forward from Prior Periods		
Balance Forward	\$ -	\$ -
Less: Prior-Year Encumbrances	-	-
Beginning Balance Available:	\$ -	\$ -
Receipts / Revenues		
Tuition Differential Collections	\$ 4,522,976	10,481,393
Interest Revenue - Current Year	-	-
Interest Revenue - From Carryforward Balance	-	-
Total Receipts / Revenues:	\$ 4,522,976	\$ 10,481,393
Expenditures		
Salaries & Benefits	\$ 3,166,063	\$ 7,336,975
Other Personal Services	-	-
Expenses	-	-
Operating Capital Outlay	-	-
Student Financial Assistance	1,356,913	3,144,418
Expended From Carryforward Balance	-	-
**Other Category Expenditures	-	-
Total Expenditures:	\$ 4,522,976	\$ 10,481,393
Ending Balance Available:	\$ -	\$ -
*Since the 2011-12 year has not been completed, provide an estimated actual.		
**Provide details for "Other Categories" used.		



FISCAL INFORMATION (continued)

UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

<u>Undergraduate Students</u>	<u>Actual</u>			<u>Projected</u>			
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Tuition:							
Base Tuition - (0% inc. for 2013-14 to 2015-16)	\$88.59	\$95.67	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32
Tuition Differential (no more than 15%)	5.74	\$12.80	\$21.42	\$40.13	\$61.65	\$86.39	\$114.84
Total Base Tuition & Differential per Credit Hour	\$94.33	\$108.47	\$124.74	\$143.45	\$164.97	\$189.71	\$218.16
% Change		15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Fees (per credit hour):							
Student Financial Aid ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Building/Capital Improvement ²	\$4.76	\$4.76	\$4.76	\$6.76	\$8.76	\$10.33	\$10.33
Activity & Service	\$11.24	\$11.24	\$11.24	\$11.58	\$11.92	\$12.28	\$12.64
Health	\$7.59	\$7.74	\$8.34	\$8.79	\$8.97	\$9.15	\$9.33
Athletic	\$15.54	\$15.79	\$16.54	\$16.79	\$17.13	\$17.47	\$17.82
Transportation Access	\$8.50	\$8.50	\$8.50	\$8.50	\$8.76	\$9.02	\$9.29
Technology ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Green Fee (USF, NCF, UWF only)							
Student Life & Services Fee (UNF only)							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
Total Fees	\$56.47	\$57.59	\$59.70	\$62.74	\$65.85	\$68.57	\$69.73
Total Tuition and Fees per Credit Hour	\$150.80	\$166.06	\$184.44	\$206.19	\$230.82	\$258.28	\$287.89
% Change		10.1%	11.1%	11.8%	11.9%	11.9%	11.5%
Fees (block per term):							
Activity & Service							
Health							
Athletic							
Transportation Access							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
Total Block Fees per term	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
% Change		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Total Tuition for 30 Credit Hours	\$2,829.90	\$3,254.10	\$3,742.20	\$4,303.50	\$4,949.10	\$5,691.30	\$6,544.80
Total Fees for 30 Credit Hours	\$1,694.10	\$1,727.70	\$1,791.00	\$1,882.20	\$1,975.52	\$2,057.03	\$2,091.85
Total Tuition and Fees for 30 Credit Hours	\$4,524.00	\$4,981.80	\$5,533.20	\$6,185.70	\$6,924.62	\$7,748.33	\$8,636.65
\$ Change		\$457.80	\$551.40	\$652.50	\$738.92	\$823.71	\$888.32
% Change		10.1%	11.1%	11.8%	11.9%	11.9%	11.5%
Out-of-State Fees							
Out-of-State Undergraduate Fee	\$484.42	\$518.32	\$559.80	\$604.58	\$652.95	\$705.19	\$761.60
Out-of-State Undergraduate Student Financial Aid ³	\$24.23	\$25.91	\$27.99	\$30.23	\$32.65	\$35.26	\$38.08
Total per credit hour	\$508.65	\$544.23	\$587.79	\$634.81	\$685.60	\$740.45	\$799.68
% Change		7.0%	8.0%	8.0%	8.0%	8.0%	8.0%
Total Tuition for 30 Credit Hours	\$2,829.90	\$3,254.10	\$3,742.20	\$4,303.50	\$4,949.10	\$5,691.30	\$6,544.80
Total Fees for 30 Credit Hours	\$16,953.60	\$18,054.60	\$19,424.70	\$20,926.50	\$22,543.45	\$24,270.51	\$26,082.25
Total Tuition and Fees for 30 Credit Hours	\$19,783.50	\$21,308.70	\$23,166.90	\$25,230.00	\$27,492.55	\$29,961.81	\$32,627.05
\$ Change		\$1,525.20	\$1,858.20	\$2,063.10	\$2,262.55	\$2,469.27	\$2,665.23
% Change		7.7%	8.7%	8.9%	9.0%	9.0%	8.9%
Housing/Dining⁴	\$8,728.00	\$8,894.00	\$9,160.82	\$9,435.64	\$9,718.71	\$10,010.28	\$10,310.58
\$ Change	\$0.00	\$166.00	\$266.82	\$274.82	\$283.07	\$291.57	\$300.30
% Change		1.9%	3.0%	3.0%	3.0%	3.0%	3.0%

Notes: (1) can be no more than 5% of tuition. (2) capped in statute. (3) can be no more than 5% of tuition and the out-of-state fee. (4) combine the most popular housing and dining plans provided to students



ENROLLMENT PLANNING

Planned Growth by Student Type *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL HEADCOUNT	2012-13 PLANNED HEADCOUNT	2013-14 PLANNED HEADCOUNT	3 YEAR (2014-15) PLANNED HEADCOUNT
UNDERGRADUATE					
FTIC (Regular Admit)	117%Δ	6,469 63%	7,633 64%	8,397 65%	9,152 65%
FTIC (Profile Admit)	-12%Δ	334 3%	334 3%	301 2%	301 2%
AA Transfers*	40%Δ	2,016 20%	2,339 20%	2,479 19%	2,875 20%
Other Transfers	28%Δ	1,452 14%	1,670 14%	1,737 13%	1,789 13%
Subtotal	73%Δ	10,271 100%	11,976 100%	12,913 100%	14,117 100%
GRADUATE STUDENTS					
Master's	37%Δ	1,043 90%	1,085 90%	1,128 90%	1,173 90%
Research Doctoral	n/a%Δ	39 3%	43 4%	47 4%	52 4%
Professional Doctoral	n/a%Δ	71 6%	75 6%	78 xx%	82 6%
Subtotal	52%Δ	1,153 100%	1,202 100%	1,254 100%	1,307 100%
NOT-DEGREE SEEKING	9%Δ	614	477	489	230
MEDICAL	n/a%Δ	n/a	n/a	n/a	n/a
TOTAL	66%Δ	12,038	13,655	14,655	15,655

Note*: AA transfers refer only to transfers from the Florida College System.

Planned Growth by Method of Instruction *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL FTE	% of TOTAL	2012-13 PLANNED FTE	% of TOTAL	2013-14 PLANNED FTE	% of TOTAL	3 YEAR (2014-15) PLANNED FTE	% of TOTAL
UNDERGRADUATE									
DISTANCE (>80%)	129%Δ	1,144	17%	1,236	16%	1,334	16%	1,441	16%
HYBRID (50%-79%)*	72%Δ	141	2%	155	2%	171	2%	188	2%
TRADITIONAL (<50%)	67%Δ	5,573	81%	6,505	83%	6,982	82%	7,448	82%
TOTAL	75%Δ	6,858	100%	7,884	100%	8,487	100%	9,076	100%
GRADUATE									
DISTANCE (80%)	43%Δ	211	28%	222	30%	233	30%	244	30%
HYBRID (50%-79%)*	152%Δ	83	11%	88	12%	93	12%	99	12%
TRADITIONAL (<50%)	34%Δ	447	60%	439	58%	462	58%	481	58%
TOTAL	44%Δ	741	100%	749	100%	788	100%	824	100%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). *Hybrid is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). Data not available before 2009. Trend data based on 2009-10 Traditional (and Technology Enhanced) refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING (continued)

Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Estimated 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
<i>Florida Resident</i>								
LOWER DIVISION	2,224	3,723	2,224	4,058	4,422	4,786	5,551	8%
UPPER DIVISION	2,319	3,277	2,319	3,484	3,701	3,905	4,304	6%
GRAD I	510	578	510	605	630	652	691	4%
GRAD II	10	100	10	112	125	138	166	11%
TOTAL	5,063	7,678	5,063	8,259	8,878	9,481	10,713	7%
<i>Not a Florida Resident</i>								
LOWER DIVISION		208		222	238	254	285	7%
UPPER DIVISION		115		120	126	131	142	4%
GRAD I		27		28	29	30	31	3%
GRAD II		4		4	4	4	5	3%
TOTAL	310	354	310	374	397	419	462	5%
<i>TOTAL</i>								
LOWER DIVISION		3,931		4,280	4,660	5,040	5,836	8%
UPPER DIVISION		3,392		3,604	3,827	4,036	4,446	6%
GRAD I		605		633	659	682	722	4%
GRAD II		104		116	129	142	171	10%
TOTAL	5,373	8,032	5,373	8,632	9,275	9,900	11,175	7%
TOTAL (US FTE)	7,164	10,709	7,164	11,510	12,367	13,200	14,900	7%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.



ACADEMIC PROGRAM COORDINATION

New Programs To Be Considered by University in 2012-13 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
Real Estate	521501		5	0	50	4/13
Earth and Space Science	400699	STEM	0	0	50	4/13
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Instructional Media	130501	STEM	3	3	50	4/13
Biology	260101	STEM	8	0	50	4/13
DOCTORAL PROGRAMS						

New Programs To Be Considered by University in 2013-15 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
Digital Media Design (Graphic Design)	500102	STEM	2	0	50	4/15
Renewable Energy Engineering	149999	STEM	0	0	50	4/15
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
DOCTORAL PROGRAMS						
Nursing Practice	513818	Health	7	3	50	4/15



KEY PERFORMANCE INDICATOR DEFINITIONS

Goals Common to All Universities	
Academic Quality	
National Ranking for University and Program(s)	Describe plans for increasing national preeminence of University and select programs.
Avg. SAT Score	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
Avg. HS GPA (on 4.0 scale)	The average HS GPA for Admitted and Registered FTIC (B,E) students.
Professional/Licensure Exam First-time Pass Rates Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
Percent of Undergraduate Seniors Participating in a Research Course	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
Operational Efficiency	
Freshman Retention Rate	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the following fall term.
FTIC Graduation Rates In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
AA Transfer Graduation Rates In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
Percent of Bachelor's Degrees Without Excess Hours	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



Return on Investment	
Bachelor's Degrees Awarded	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
Percent of Bachelor's Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Graduate Degrees Awarded	This is a count of graduate degrees granted.
Percent of Graduate Degrees in STEM	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Percent of Baccalaureate Graduates Employed in Florida	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Percent of Baccalaureate Graduates Continuing their Education (in FL)	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Annual Gifts Received (\$M)	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
Endowment (\$M)	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).
Goals Specific to Research Universities	
Academic Quality	
Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see link .
National Academy Members	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
Number of Post-Doctoral appointees	As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS).



Number of Science & Engineering Disciplines nationally ranked in Top 100 for research expenditures	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
Return on Investment	
Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
Percent of R&D Expenditures funded from External Sources	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
Patents Issued	The number of patents issued in the fiscal year as reported to AUTM.
Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
Licensing Income Received (\$M)	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
Science & Engineering Research Expenditures in non-medical/health sciences	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see link , table 36 <i>minus</i> table 52).
National rank is higher than predicted by Financial Resources Ranking <i>based on US News & World Report</i>	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
Research Doctoral Degrees Awarded	The number of research doctoral degrees awarded annually.
Professional Doctoral Degrees Awarded	The number of professional doctoral degrees awarded annually.

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FIU

2012-13 Work Plan



Florida International University

Work Plan Presentation for 2012-13 Board of Governors Review

STATE UNIVERSITY SYSTEM of FLORIDA | **Board of Governors**



INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' new Strategic Plan 2012-2025 is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.

The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



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- a. Fiscal Information (*includes Tuition Differential Fee Request*)
- b. Enrollment Planning
- c. Academic Program Coordination

4. DEFINITIONS



MISSION STATEMENT (What is your purpose?)

Florida International University is an urban, multi-campus, public research university serving its students and the diverse population of South Florida. We are committed to high-quality teaching, state-of-the-art research and creative activity, and collaborative engagement with our local and global communities.

VISION STATEMENT (What do you aspire to?)

Florida International University will be a leading urban public research university focused on student learning, innovation, and collaboration.

STATEMENT OF STRATEGY (How will you get there?)

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

As our state digs out of the prolonged economic recession, the South Florida market is experiencing a rebound that bodes well for Greater Miami (employment up 1.6% compared to 0.7% statewide). Miami-Dade County Public Schools (MDCPS) continue to exceed expectations in student achievement, with a growing number of college ready students, particularly place bound minorities who are academically qualified to attend FIU (advanced placement examination pass rate increased 2.3% in MDCPS compared to 0.1% for US).

On the heels of these positive trends, the Beacon Council has just released One Community One Goal (OCOG), a jobs initiative targeted to growing industries and strengthening the local economy. The new plan pivots around education as the foundation for Miami-Dade County's economic development and calls for a new ecosystem of growth. FIU responded with a report showing how our current and planned initiatives are addressing job growth in six targeted industry clusters.

As the business community places a greater emphasis on the role of education in job creation, FIU is focusing on results-oriented initiatives to improve market related responsiveness. Our mission, vision and strategy for the 2012-13 academic year is geared to improving early employment-related matching of student interest and aptitudes with available majors and jobs to ensure a more efficient progression to degree and timely employment after. We are also directing additional support to new more performance oriented instruction in math, writing, and global learning—consistent with our transnational business location and multinational demographics. We intend to deepen our role as the nation's leading producer of STEM degrees for minority students through expanded science offerings, more peer-led learning groups, and progressive faculty-led curricular and applied market-based research. Consistent with our collaboration logic and our desire to be a solutions center for the community, we also plan to provide hundreds of new internships for students through expanded partnerships with both for-profit and not-for-profit businesses and organizations in Greater Miami. Finally, we will drive business and cost efficiencies through expanded use of on- and off-campus weekend classes (FIU has the highest classroom space utilization rate in the SUS at 176% of statutory requirements), reduced energy costs (FIU led the SUS in energy conservation for four consecutive years, 2007-2011), and new revenue through expanded market based, adult learner, degree programs.



STRENGTHS AND OPPORTUNITIES *(within 3 years)*

What are your core capabilities, opportunities and challenges for improvement?

FIU's greatest strength is its close linkage to the community. As noted above, FIU provides the education and research to prepare our students for careers in the target industries identified in One Community One Goal. FIU reflects the community in its access and diversity. FIU serves the nation as a demonstration that diversity and excellence can be coterminous. We graduate more Hispanic STEM bachelor's and master's degree recipients than any other university in the country. A greater percentage of our doctoral degree recipients obtain faculty positions in universities than the national median. Our graduates lead the SUS in having jobs after graduation and in having high paying jobs. Our 6-year graduation rate for Hispanics is better than that of any other large Hispanic Serving Institution. That notable statement notwithstanding, we know we can do substantially better so our greatest opportunity in the next three years is to improve our six-year graduation rate.

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1 Graduation Success Initiative (GSI): GSI is a comprehensive system for improving retention and graduation rates at FIU. FIU has used tuition differential dollars to hire 65 new faculty, advisors, and academic support staff for 2012-13; build an in-house degree audit system; launch MyMajorMatch, a career selection tool; and establish Major Maps for each undergraduate major. Recognizing mathematics as a major hurdle for many of our students, we re-designed College Algebra to marry high tech (computer-assisted teaching algebra) with high touch (individualized instruction using Learning Assistants). In the first year pass rate for College Algebra increased from 33% to 48%. Writing is equally as important as math. FIU has launched both Writing Across the Curriculum and Writing in the Discipline projects with faculty in many departments designing effective writing assignments and improving students' critical thinking through writing assisted by 55 writing fellows.

2 Enhancing STEM Success: FIU recognizes the importance of producing STEM graduates to grow the economy of Miami and Florida. STEM education starts in K-12 and FIU has partnered with Miami-Dade County Public Schools (MDCPS) to increase the number of STEM graduates teaching in the MDCPS system. The goal is 40 new STEM teachers per year by 2013 with degrees in a STEM discipline and an Education minor. This initiative is led by 17 faculty in 6 departments supported by over \$20M in active grants. Over the past five years, FIU has hired 45 new faculty in STEM disciplines, the number of physics majors has increased 400%, and STEM enrollments overall have doubled. FIU is the leader in Life Sciences South Florida, a consortium of 16 universities, colleges, economic development agencies, and research institutes developing the full potential of South Florida in the life sciences.

3 Preparing Students for the Workforce through Internships: FIU is increasing the number of internships available to students to gain practical workforce experience. During the last academic year 664 students were placed in internships and 1,326 took a course requiring an internship. FPL provides internships in its call center located on the FIU campus. Out of the first 22 interns, 16 became full-time employees with 9 of these in management positions. Other internship opportunities exist with Sotheby's International Realty, Jackson Health System, and the office of the Miami-Dade County Mayor. Our strong internship program is one of the reasons FIU has the highest percentage of graduates employed in the first year after graduation of any SUS institution.



KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'¹, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

¹ The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).



KEY PERFORMANCE INDICATORS

Goals Common to All Universities

	5 YEAR TREND (05-06 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
National Ranking for University and Programs					
FIU has developed a five-year enrollment management plan that allows for significant growth in students, advisors and faculty. The faculty growth will be in strategic areas that enhance external funding and doctoral degree production. These are the primary metrics of national preeminence.					
Avg. SAT Score	-1.7% ¹	1700	1699	1699	1699
Avg. High School GPA (on 4.0 scale)	3%	3.7	3.7	3.7	3.8
Professional/Licensure Exam					
First-time Pass Rates²					
Exams Above National/State Benchmark	n/a	2	2	3	4
Exams Below National/State Benchmark	n/a	2	2	1	0
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2012.			
SUBTOTAL OF IMPROVING METRICS	1	0	1	2	
Operational Efficiency					
Freshman Retention Rate	4%	82%	82%	82%	83%
FTIC Graduation Rates					
In 4 years (or less)	0%	19%	19%	20%	21%
In 6 years (or less)	-5%	41%	43%	44%	46%
AA Transfer Graduation Rates					
In 2 years (or less)	-3%	20%	20%	20%	21%
In 4 years (or less)	-2%	59%	59%	59%	60%
Percent of Bachelor's Degrees Without Excess Hours	n/a	Board staff is currently updating the methodology for this metric.			
SUBTOTAL OF IMPROVING METRICS	1	1	2	5	
Return on Investment					
Bachelor's Degrees Awarded	31%	6,637	6,940	7,257	7,934
Percent of Bachelor's Degrees in STEM	-1.6%	17%	17%	17.5%	18%
Graduate Degrees Awarded	65%	2,971	3,321	3,513	4,154
Percent of Graduate Degrees in STEM	-6.2%	16%	16%	16.5%	17%
Percent of Baccalaureate Graduates Employed in Florida	-7%	66% ³	66%	66%	66%
Percent of Baccalaureate Graduates Continuing their Education (in FL)	0%	21% ³	21%	21%	21%
Annual Gifts Received (\$M)	192%	\$40.5	\$14.9	\$24.1	\$114.6
Endowment (\$M)	70%	\$136.2	\$140.9	\$163.4	\$210.5
SUBTOTAL OF IMPROVING METRICS	4	3	6	6	
TOTAL OF IMPROVING METRICS	6	4	9	13	

Notes: (1) SAT trends are based on 3 year average, (2) Professional licensure pass rates are based on the 2010-11 Annual Accountability Report with data that spans multiple time periods, (3) Percent of graduates employed and continuing their education is based on 2009-10 data from FETPIP.



KEY PERFORMANCE INDICATORS

Goals Specific to Research Universities

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
Faculty Awards	450%	11	11	11	12
National Academy Members	100%	2	2	2	2
Number of Post-Doctoral Appointees	60%	40	57	62	66
Number of Science & Engineering Disciplines Nationally Ranked in Top 100 for Research Expenditures <i>(based on 8 broad discipline areas, and includes private universities)</i>	n/a	2 ¹	2	2	2
SUBTOTAL OF IMPROVING METRICS	3		1	1	2
Operational Efficiency					
To Be Determined		The Board of Governors will work with Universities to develop metrics associated with Operational Efficiencies.			
Return on Investment					
Total Research Expenditures (\$M) <i>(includes non-Science & Engineering disciplines)</i>	29.9%	\$110	\$114	\$120	\$139
Science & Engineering Research Expenditures (\$M)	48.6%	\$97.8	\$103	\$109	\$126
Percent of Research Expenditures funded from External Sources	15.6%	68.6%	68%	68%	68%
Patents Issued	-25 %	3	1	2	8
Licenses/Options Executed	0%	0	1	2	8
Licensing Income Received (\$M)	-68%	\$.012	\$ 0.01	\$ 0.03	\$ 0.1
Number of Start-up Companies	0%	0	1	2	6
Science & Engineering R&D Expenditures in Non-Medical/Health Sciences	20.5%	\$61,803,000	\$63,500,000	\$69,000,000	\$80,000,000
National Rank is Higher than Predicted by the Financial Resources Ranking <i>(based on U.S. News & World Report)</i>	n/a	NR	n/a	n/a	n/a
Research Doctoral Degrees Awarded	68%	148	151	159	177
Professional Doctoral Degrees Awarded	79%	226	232	256	305
SUBTOTAL OF IMPROVING METRICS	6		6	9	9
TOTAL OF IMPROVING METRICS	9		7	10	11

Notes: (1) The most recent Number of Science & Engineering Disciplines Nationally Ranked in Top 100 for Research Expenditures data is based on 2009-10 data.



KEY PERFORMANCE INDICATORS

Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Metric #1 Bachelor's Degrees Awarded to Minorities	39%	5,169	5,459	5,764	6,428
Metric #2 Bachelor's Degrees in Areas of Strategic Emphasis	32%	4,269	4,474	4,688	5,148
Metric #3 Graduate Degrees in Areas of Strategic Emphasis	72%	2,068	2,264	2,478	2,969

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

Goal 1. *The 2010-15 Worlds Ahead Strategic Plan encourages interdisciplinary teaching, advanced pedagogical approaches in the classroom, and expanded state-of-the-art online learning. Therefore, FIU plans to increase fully online student credit hours offered to 20% by year 2015. This will bring technology innovation to the classroom and provide current and prospective students additional access to higher education.*

Metric: Increase Percentage of Student Credit Hours Offered Fully Online	10%	16.4%	19%	19.25%	19.75%
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Goal 2. *The Strategic plan calls for increasing the percentage of full-time students at the lower, upper, GRAD 1 and GRAD 2 levels by 2 percent for year 2015. This goal is a building block in the University's effort to increase its graduation rate. The expectation is that increasing full-time enrollment as well as expanding student-support services will have a positive correlation with the number of students who complete their degrees within six years.*

Metric: Gradual Shift to a Higher Percentage of Full-time Students	2%	64%	65%	65.5%	66.5%
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OPERATIONS



FISCAL INFORMATION

University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Appropriations
Education & General – Main Operations						
State Funds	\$234.0	\$215.6	\$196.0	\$202.5	\$168.8	\$142.4
Tuition	\$124.7	\$133.6	\$138.4	\$165.2	\$188.3	n/a
TOTAL MAIN OPERATIONS	\$358.6	\$349.2	\$334.4	\$367.7	\$357.1	n/a
State Funds	\$5.3	\$11.5	\$22.3	\$26.1	\$26.3	\$26.9
Tuition	\$0.0	\$0.0	\$1.2	\$2.5	\$5.4	n/a
TOTAL HSC	\$5.3	\$11.5	\$23.5	\$28.6	\$31.7	n/a
Education & General – Institute of Food & Agricultural Sciences (IFAS)						
State Funds	n/a	n/a	n/a	n/a	n/a	n/a
Tuition	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL IFAS	n/a	n/a	n/a	n/a	n/a	n/a
EDUCATION & GENERAL TOTAL REVENUES	\$ 363.9	\$ 360.7	\$ 357.9	\$ 396.2	\$388.8	n/a

Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds (for Polytechnic) appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers (as reported in the Annual Accountability Report). Actual tuition revenues are not yet available for the 2012-13 year.

OTHER BUDGET ENTITIES

Auxiliary Enterprises

Resources associated with auxiliary units that are self supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.

Revenues	\$111.7	\$108.9	\$148.4	\$163.4	\$167.6	n/a
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Contracts & Grants

Resources received from federal, state or private sources for the purposes of conducting research and public service activities.

Revenues	\$80.7	\$80.8	\$88.9	\$91.2	\$94.8	n/a
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Local Funds

Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.

Revenues	\$103.5	\$108.1	\$135.3	\$175.8	\$190.7	n/a
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Faculty Practice Plans

Revenues/receipts are funds generated from faculty practice plan activities.

Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$0.3	n/a
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OTHER BUDGET ENTITY TOTAL REVENUES	\$295.9	\$297.8	\$372.6	\$430.4	\$453.4	n/a
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UNIVERSITY REVENUES GRAND TOTAL	\$659.8	\$658.5	\$730.5	\$826.7	\$842.2	n/a
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FISCAL INFORMATION (continued)

Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
Base Tuition	\$2,870	\$3,100	\$3,100	\$3,100	\$3,100
Tuition Differential Fee	\$660	\$960	\$1,569	\$2,269	\$3,074
Percent Increase	15%	15%	15%	15%	15%
Required Fees¹	\$1,561	\$1,615	\$1,745	\$1,802	\$1,862
TOTAL TUITION AND FEES	\$5,091	\$5,675	\$6,414	\$7,171	\$8,036

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 16.

Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Percent of Bachelor's Recipients with Debt	27.62%	39%	44.07%	45.88%	49.58%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$10,361	\$13,597	\$14,873	\$16,419	\$16,978
Student Loan Cohort Default Rate (2nd Year)	4.3%	4.8%	5.8%	6.5%	7%
Student Loan Cohort Default Rate (3rd Year)	n/a	n/a	9.7%*	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students. *2009-2010 is the first draft 3-year default rate available.

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES*	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$5,675	\$1,160	\$11,330	\$1,942	\$2,310	\$22,417
AT HOME	\$5,675	\$1,160	\$3,584	\$2,726	\$2,148	\$15,293

*Based on 30 credit hours.

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT
Below \$40,000	8,023	51%	\$11,699	-\$2,753	\$7,717	\$7,230
\$40,000-\$59,999	1,557	10%	\$13,543	\$94	\$4,857	\$6,122
\$60,000-\$79,999	918	6%	\$14,432	\$1,467	\$3,521	\$6,286
\$80,000-\$99,999	607	4%	\$14,857	\$1,959	\$3,038	\$6,523
\$100,000 Above	1,721	11%	\$14,495	\$1,985	\$2,907	\$6,648
Missing	2,871	18%	n/a	n/a	n/a	n/a
TOTAL	15,697	100%	AVERAGE \$13,805	\$550.40	\$4,408	\$6,562

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line **Average** represents the average of all full-time undergraduate Florida residents.



TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Effective Date	
University Board of Trustees Approval Date:	June 14 th , 2012
Implementation Date (month/year):	08/2012
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	Entire University
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	All Undergraduate Courses
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$32.00
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	15%
\$ Increase in tuition differential per credit hour:	\$20.29
\$ Increase in tuition differential for 30 credit hours:	\$608.70
Projected Differential Revenue Generated	
Incremental differential fee revenue generated in 2012-13 (projected):	\$15.6M
Total differential fee revenue generated in 2012-13 (projected):	\$40.5M
Intended Uses	
\$13.3M Undergraduate Faculty hires to improve graduation and retention rates \$0.3M Disability Services to increase resources for deaf and hearing impaired students \$0.6M Undergraduate Studies Office to strengthen undergraduate experience and academic components. \$0.7M Undergraduate Tutoring Support - Writing Center - to strengthen students communications skills \$2.9M Summer Courses - Instructional Funding - Increase courses offered for the summer term. \$3.7M Student Support Advisors Services - Hire advisors to support Undergraduate Students. \$2.2M Library Inflationary - Inflation for Undergraduate Scholarly Journals and Database. \$4.2M Enrollment services and Retention – Improve enrollment management, course offerings and Student Success. \$0.3M Student Centered Learning environments \$12.3M Financial Aid	
Describe the Impact to the Institution if Tuition Differential is Not Approved	
In anticipation of the expected student growth and incremental differential tuition, for the next academic year FIU has hired an additional 38 faculty, 15 advisors, 2 writing laboratory instructors, and 10 academic support staff, all focused on undergraduate learning and success.	
Request to Modify or Waive Tuition Differential Uses	
(this section is applicable only if HB 7135 is signed by the Governor and the university wishes to request a change to the 70% / 30% intended uses criteria identified in Regulation 7.001(14))	



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Undergraduate Faculty Hires	Continue to improve quality of instruction and minimize impact of budget reduction to course offerings and maintain enrollments.
Undergraduate Student Advisors	Continue to improve advisor to student ratios
Undergraduate Scholarly Journals and Database	Continue to maintain subscriptions and offset increased costs
Undergraduate Academic Support	Continue to improve writing center, resources for disabled students and security.
Additional Detail, where applicable:	
Total Number of Faculty Hired or Retained (funded by tuition differential):	208
Total Number of Advisors Hired or Retained (funded by tuition differential):	32
Total Number of Course Sections Added or Saved (funded by tuition differential):	992
2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
FIU Tuition Differential Grants	Continue to provide aid to the neediest undergraduate students with Estimated Family Contribution = 0
Additional Information (estimates as of April 30, 2012):	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	5,688
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	\$642.42
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	\$93.75
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	\$750.00



TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES, & AVAILABLE BALANCES - FISCAL YEAR 2011-12 AND 2012-13

University Tuition Differential

Budget Entity: 48900100 (Educational & General)

SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)

	Estimated Actual* 2011-12 -----	Estimated 2012-13 -----
<u>FTE Positions:</u>		
Faculty	95.31	149.81
Advisors	32.00	48.00
Staff	32.00	48.50
Total FTE Positions:	159.31	246.31
<u>Balance Forward from Prior Periods</u>		
Balance Forward	\$ --	\$343,625
Less: Prior-Year Encumbrances	--	--
Beginning Balance Available:	\$ --	\$343,625
<u>Receipts / Revenues</u>		
Tuition Differential Collections	\$24,825,490	\$40,458,753
Interest Revenue - Current Year	--	--
Interest Revenue - From Carryforward Balance	--	--
Total Receipts / Revenues:	\$24,825,490	\$40,458,753
<u>Expenditures</u>		
Salaries & Benefits	\$13,303,356	\$22,238,189
Other Personal Services	727,164	1,067,883
Expenses	1,340,802	3,066,277
Operating Capital Outlay	1,865,528	2,163,606
Student Financial Assistance	7,245,015	12,266,423
Expended From Carryforward Balance	--	--
**Other Category Expenditures	--	--
Total Expenditures:	\$24,481,865	\$40,802,378
Ending Balance Available:	\$343,625	\$ (0)

*Since the 2011-12 year has not been completed, provide an estimated actual.

**Provide details for "Other Categories" used.



FISCAL INFORMATION (continued)

UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

<u>Undergraduate Students</u>	<u>Actual</u>			<u>Projected</u>			
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
<u>Tuition:</u>							
Base Tuition - (0% inc. for 2013-14 to 2015-16)	\$88.59	\$95.67	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32
Tuition Differential (no more than 15%)	13.74	\$22.00	\$32.00	\$52.29	\$75.64	\$102.48	\$133.35
Total Base Tuition & Differential per Credit Hour	\$102.33	\$117.67	\$135.32	\$155.62	\$178.96	\$205.80	\$236.67
% Change		15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
<u>Fees (per credit hour):</u>							
Student Financial Aid ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Building/Capital Improvement ²	\$4.76	\$4.76	\$4.76	\$6.76	\$6.76	\$6.76	\$6.76
Activity & Service	\$11.60	\$11.60	\$11.60	\$12.87	\$12.87	\$12.87	\$14.25
Health							
Athletic	\$14.51	\$14.51	\$15.56	\$16.10	\$16.10	\$18.10	\$18.10
Transportation Access							
Technology ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Green Fee (USF, NCF, UWF only)							
Student Life & Services Fee (UNF only)							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
Total Fees	\$39.71	\$40.43	\$42.24	\$46.05	\$46.05	\$48.05	\$49.43
Total Tuition and Fees per Credit Hour	\$142.04	\$158.10	\$177.56	\$201.67	\$225.01	\$253.85	\$286.10
% Change		11.3%	12.3%	13.6%	11.6%	12.8%	12.7%
<u>Fees (block per term):</u>							
Activity & Service							
Health	\$67.20	\$83.19	\$83.19	\$83.19	\$102.68	\$102.68	\$102.68
Athletic	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Transportation Access	\$77.00	\$81.00	\$81.00	\$88.94	\$98.00	\$98.00	\$98.00
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
Total Block Fees per term	\$154.20	\$174.19	\$174.19	\$182.13	\$210.68	\$210.68	\$210.68
% Change		13.0%	0.0%	4.6%	15.7%	0.0%	0.0%
Total Tuition for 30 Credit Hours	\$3,069.90	\$3,530.07	\$4,059.58	\$4,668.52	\$5,368.80	\$6,174.12	\$7,100.23
Total Fees for 30 Credit Hours	\$1,499.70	\$1,561.28	\$1,615.58	\$1,745.76	\$1,802.86	\$1,862.86	\$1,904.26
Total Tuition and Fees for 30 Credit Hours	\$4,569.60	\$5,091.35	\$5,675.16	\$6,414.28	\$7,171.66	\$8,036.98	\$9,004.49
\$ Change		\$521.75	\$583.81	\$739.12	\$757.38	\$865.32	\$967.52
% Change		11.4%	11.5%	13.0%	11.8%	12.1%	12.0%
<u>Out-of-State Fees</u>							
Out-of-State Undergraduate Fee	\$393.62	\$393.62	\$393.62	\$393.62	\$393.62	\$393.62	\$393.62
Out-of-State Undergraduate Student Financial Aid ³	\$19.68	\$19.68	\$19.68	\$19.68	\$19.68	\$19.68	\$19.68
Total per credit hour	\$413.30	\$413.30	\$413.30	\$413.30	\$413.30	\$413.30	\$413.30
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Tuition for 30 Credit Hours	\$15,468.90	\$15,929.07	\$16,458.61	\$17,067.55	\$17,767.83	\$18,573.15	\$19,499.26
Total Fees for 30 Credit Hours	\$2,090.10	\$2,151.68	\$2,206.01	\$2,336.19	\$2,393.29	\$2,453.29	\$2,494.69
Total Tuition and Fees for 30 Credit Hours	\$17,559.00	\$18,080.75	\$18,664.62	\$19,403.74	\$20,161.12	\$21,026.44	\$21,993.95
\$ Change		\$460.17	\$529.54	\$608.94	\$700.28	\$805.32	\$926.12
% Change		3.0%	3.3%	3.7%	4.1%	4.5%	5.0%
<u>Housing/Dining⁴</u>							
	\$9,713.48	\$9,983.97	\$10,123.97	\$9,995.72	\$10,525.45	\$10,732.36	\$11,341.81
\$ Change	\$0.00	\$270.49	\$140.00	-\$128.25	\$529.73	\$206.91	\$609.45
% Change		2.8%	1.4%	-1.3%	5.3%	2.0%	5.7%

¹ can be no more than 5% of tuition.³ can be no more than 5% of tuition and the out-of-state fee.² capped in statute.⁴ combine the most popular housing and dining plans provided to students



ENROLLMENT PLANNING

Planned Growth by Student Type *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL HEADCOUNT		2012-13 PLANNED HEADCOUNT		2013-14 PLANNED HEADCOUNT		3 YEAR (2014-15) PLANNED HEADCOUNT	
UNDERGRADUATE									
FTIC (Regular Admit)	1.7%	15,078	45.9%	16,973	47.9%	16,973	48.0%	17,285	47.9%
FTIC (Profile Admit)	-41.4%	224	0.7%	169	0.5%	169	0.5%	172	0.5%
AA Transfers*	52.7%	13,008	39.6%	13,623	38.5%	13,623	38.6%	13,874	38.5%
Other Transfers	32.3%	4,564	13.9%	4,637	13.1%	4,559	12.9%	4,723	13.1%
Subtotal	20.9%	32,874	100%	35,402	100.0%	35,324	100.0%	36,054	100.0%
GRADUATE STUDENTS									
Master's	6.9%	5,907	75.5%	7,573	79.4%	7,572	79.4%	7,711	79.5%
Research Doctoral	32.8%	1,175	15.0%	1,193	12.5%	1,193	12.5%	1,205	12.4%
Professional Doctoral	123.3%	737	9.4%	771	8.1%	771	8.1%	785	8.1%
Subtotal	16.0%	7,819	100%	9,537	100.0%	9,536	100.0%	9,701	100.0%
NOT-DEGREE SEEKING	103.3%	3,232		4,781		4,779		4,805	
MEDICAL	N/A	85		280		360		440	
TOTAL	17.6%	44,010		50,000		50,000		51,000	

Note*: AA transfers refer only to transfers from the Florida College System.

Planned Growth by Method of Instruction *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11		2012-13		2013-14		3 YEAR (2014-15)	
		ACTUAL FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL
UNDERGRADUATE									
DISTANCE (>80%)	196.7%	3,872	17.3%	4,859	19.3%	5,313	21.1%	5,968	23.0%
HYBRID (50%-79%)	-83.4%	108	0.5%	327	1.3%	227	0.9%	116	0.4%
TRADITIONAL (<50%)	3.0%	18,401	82.2%	19,992	79.4%	19,638	78.0%	19,903	76.6%
TOTAL	12.9%	22,381	100%	25,178	100%	25,178	100%	25,987	100%
GRADUATE									
DISTANCE (80%)	295.2%	429	8.4%	390	8.4%	427	9.2%	473	10.0%
HYBRID (50%-79%)	46.3%	36	0.7%	42	0.9%	28	0.6%	14	0.3%
TRADITIONAL (<50%)	38.7%	4,658	90.9%	4,213	90.7%	4,190	90.2%	4,239	89.7%
TOTAL	46.7%	5,123	100%	4,645	100%	4,645	100%	4,726	100%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional (and Technology Enhanced)** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING (continued)

Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Estimated 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
Florida Resident								
LOWER DIVISION	7,860	9,208	7,860	9,884	9,884	10,269	10,671	2.99%
UPPER DIVISION	11,682	13,891	11,682	13,953	13,953	14,330	14,892	1.40%
GRAD I	2,588	2,713	2,588	2,613	2,613	2,665	2,770	0.42%
GRAD II	818	945	818	1,052	1,052	1,064	1,087	2.84%
TOTAL	22,948	26,757	22,948	27,502	27,502	28,328	29,420	1.92%
Not a Florida Resident								
LOWER DIVISION		565		596	596	620	644	2.65%
UPPER DIVISION		756		745	745	768	798	1.09%
GRAD I		580		546	546	557	579	-0.03%
GRAD II		424		434	434	440	457	1.51%
TOTAL	2,138	2,324	2,138	2,321	2,321	2,385	2,478	1.28%
LOWER DIVISION		9,774		10,480	10,480	10,889	11,315	2.97%
UPPER DIVISION		14,647		14,698	14,698	15,098	15,690	1.39%
GRAD I		3,292		3,159	3,159	3,222	3,349	0.34%
GRAD II		1,369		1,486	1,486	1,504	1,544	2.44%
TOTAL	25,086	29,082	25,086	29,823	29,823	30,713	31,898	1.87%
TOTAL (US FTE)	33,448	38,776	33,448	39,764	39,764	40,951	42,531	1.87%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.

Medical Student Headcounts (FTE does not apply)

Medicine Headcounts								
FLORIDA RESIDENT	80	141	248	250	320	385	420	24.4%
NON-RESIDENT		26	32	30	40	55	60	18.2%
TOTAL	80	167	280	280	360	440	480	23.5%
Dentistry Headcounts								
FLORIDA RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
NON-RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Veterinary Headcounts								
FLORIDA RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
NON-RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a



ACADEMIC PROGRAM COORDINATION

New Programs To Be Considered by University in 2012-13 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Environmental Policy & Management	03.0104	STEM	FAMU		32	2012
Law (LLM)	22.0202		FSU		24	2012
Forensic Science	43.0106	SECURITY	UF, UCF		50	2012
DOCTORAL PROGRAMS						

New Programs To Be Considered by University in 2013-15 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
Anthropology	45.0201	GLOBAL	FAU, FGCU, FSU, UF, UCF, USF, UNF		35	2013
Interdisciplinary Studies	30.0000		UCF, UNF		100	2014
Biochemistry	26.0202	STEM	FSU		15	2015
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Physician Assistant	51.0912	HEALTH	UF		30	2013
DOCTORAL PROGRAMS						
Administration of Justice	43.0104	SECURITY	FSU		35	2013
Creative Writing	23.1302	GLOBAL	none		20	2014
Linguistics	16.0102	GLOBAL	UF		15	2015
Mathematical Science	27.0101	STEM	UF, FSU, FAU, USF		25	2013
Pharmacy	51.2001	HEALTH	FAMU, UF, USF		400	2015



KEY PERFORMANCE INDICATOR DEFINITIONS

Goals Common to All Universities	
Academic Quality	
National Ranking for University and Program(s)	Describe plans for increasing national preeminence of University and select programs.
Avg. SAT Score	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
Avg. HS GPA (on 4.0 scale)	The average HS GPA for Admitted and Registered FTIC (B,E) students.
Professional/Licensure Exam First-time Pass Rates Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
Percent of Undergraduate Seniors Participating in a Research Course	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
Operational Efficiency	
Freshman Retention Rate	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the following fall term.
FTIC Graduation Rates In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
AA Transfer Graduation Rates In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
Percent of Bachelor's Degrees Without Excess Hours	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



Return on Investment	
Bachelor's Degrees Awarded	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
Percent of Bachelor's Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Graduate Degrees Awarded	This is a count of graduate degrees granted.
Percent of Graduate Degrees in STEM	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Percent of Baccalaureate Graduates Employed in Florida	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Percent of Baccalaureate Graduates Continuing their Education (in FL)	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Annual Gifts Received (\$M)	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
Endowment (\$M)	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).
Goals Specific to Research Universities	
Academic Quality	
Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see link .
National Academy Members	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
Number of Post-Doctoral appointees	As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS).



Number of Science & Engineering Disciplines nationally ranked in Top 100 for research expenditures	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
Return on Investment	
Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
Percent of R&D Expenditures funded from External Sources	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
Patents Issued	The number of patents issued in the fiscal year as reported to AUTM.
Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
Licensing Income Received (\$M)	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
Science & Engineering Research Expenditures in non-medical/health sciences	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see link , table 36 minus table 52).
National rank is higher than predicted by Financial Resources Ranking <i>based on US News & World Report</i>	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
Research Doctoral Degrees Awarded	The number of research doctoral degrees awarded annually.
Professional Doctoral Degrees Awarded	The number of professional doctoral degrees awarded annually.

FSU

2012-13 Work Plan



Florida State University

Work Plan Presentation for 2012-13 Board of Governors Review

STATE UNIVERSITY SYSTEM of FLORIDA | **Board of Governors**



INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' new Strategic Plan 2012-2025 is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.

The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



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- a. Fiscal Information (*includes Tuition Differential Fee Request*)
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- c. Academic Program Coordination

4. DEFINITIONS



MISSION STATEMENT (What is your purpose?)

The Florida State University preserves, expands, and disseminates knowledge in the sciences, technology, arts, humanities, and professions, while embracing a philosophy of learning strongly rooted in the traditions of the liberal arts. The university is dedicated to excellence in teaching, research, creative endeavors, and service. The university strives to instill the strength, skill, and character essential for lifelong learning, personal responsibility, and sustained achievement within a community that fosters free inquiry and embraces diversity.

VISION STATEMENT (What do you aspire to?)

The vision for The Florida State University as adopted in its recent strategic plan states that "The Florida State University will be one of the world's premier institutions of higher education, devoted to transforming the lives of our students, shaping the future of our state and society, and offering programs of national and international distinction in a climate of inquiry, engagement, collegiality, diversity, and achievement."

STATEMENT OF STRATEGY (How will you get there?)

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

FSU competes in national and international markets for faculty, and our student centered education is provided by an outstanding faculty defining the frontiers of research and creativity. As a top-tier research university, it is crucial to offer the full breadth of disciplinary excellence, and we seek continual improvement in our position in retaining and educating the most promising students in the State of Florida. Recruitment and retention of faculty is essential to maintain market competitiveness, and our strategy is to leverage our long-standing and well-developed strengths in the physical sciences and fine arts with emerging opportunities for innovation and problem-solving in the sciences and the professions.



STRENGTHS AND OPPORTUNITIES *(within 3 years)*

What are your core capabilities and opportunities (aka “weaknesses”) for improvement?

Based on a national ranking of the top 100 public universities, it isn't surprising that every university ranked higher than FSU in quality also ranked higher in available resources. However, 49 of the institutions ranked lower in quality *also* had more resources than FSU. Thus, a core capability of Florida State University is its extraordinarily efficient and effective use of the resources entrusted to it. We intend to advance the important mission of FSU by deliberately leveraging our strengths and successes and by expanding opportunities through new partnerships. Our most immediate need is to hire additional faculty, and we will leverage recurring and nonrecurring funds to invest in new faculty, replacing the non-recurring funds with recurring revenue when it becomes available.

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1. **Entrepreneurial University program:** Across the U.S., most business courses are usually available only to business majors, yet entrepreneurs span a wide variety of majors, and to limit such valuable education to only those majoring in business is to lose out on opportunities to strengthen the value of degrees in other fields. As one example, consider the increased value of a degree in engineering if it is combined with the fundamental courses in business and entrepreneurship. FSU proposes to hire the faculty necessary to open a four-course sequence to all majors. In addition, we have philanthropic goals to bring entrepreneurs-in-residence to multiple colleges to enable faculty and students to take ideas to the marketplace, fund an enhanced start-up competition, create start-up incubators, create partnerships between business majors and STEM graduate students, and create a platform for investors to partner with the University. This program is designed to promote the job prospects and entrepreneurial potential of students and faculty, and to create new partnerships with industry.
2. **STEM excellence:** We intend to invest in energy and material sciences to ensure that we are national leaders in these critical fields. The opportunity to leverage the National High Magnetic Field Laboratory, High Performance Materials Institute, Center for Advanced Power Systems, and the Florida Center for Advanced Aero Propulsion (which have already created spin-offs such as Bing Energy, which may revolutionize fuel cell production) is enormous. Materials and energy research have perhaps the highest potential for innovation and job growth of any of the STEM fields because they impact so many areas, from cancer treatment to construction to energy storage to the speed of microprocessors. FSU is eager to begin to invest in these areas that will have immediate payoffs.
3. **Critical needs for student success:** The loss of faculty has resulted in decreased course availability and larger classes – with the likely result of increasing time to graduation. Longer graduation times are a significant waste of taxpayer dollars. Having fewer faculty members also diminishes the ability of the university to accomplish its research mission and expand contract and grant funding, all of which also reduce opportunities for graduate students and our undergraduate students who benefit by working directly with faculty in their research labs. We propose a deliberate effort to target faculty hiring to student needs at all levels.



KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'¹, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

¹ The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).



KEY PERFORMANCE INDICATORS

Goals Common to All Universities

	5 YEAR TREND (06-07 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
National Ranking for University and Programs					
FSU plans to invest in hiring new faculty and strategically targeting high impact leaders in multiple disciplines. Pre-eminent universities are distinguished by the quality of their faculty reflected in the visibility and impact of their scholarship and the innovativeness and effectiveness of their teaching. Characteristic of pre-eminent universities is the presence of faculty members who have been recognized by prestigious awards and recognitions, such as Guggenheims, Nobel Prizes, various National Academic memberships, Fulbright awards, and others. World-Class Faculty members serve as national and international leaders in their disciplines, and their presence on a campus immediately and exponentially increases the quality of the student experience and the significance of research produced.					
Avg. SAT Score	3.0%	1,798.5	1,803.0	1,817.0	1,830.0
Avg. High School GPA (on 4.0 scale)	3.9%	3.76	3.79	3.80	3.82
Professional/Licensure Exam First-time Pass Rates					
Exams Above National/State Benchmark	n/a	4	4	5	5
Exams Below National/State Benchmark	n/a	1	1	0	0
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2012.			
SUBTOTAL OF IMPROVING METRICS	2	2	2	4	4
Operational Efficiency					
Freshman Retention Rate	4%	92%	92%	92%	93%
FTIC Graduation Rates					
In 4 years (or less)	12%	56%	57%	58%	60%
In 6 years (or less)	6%	74%	74%	74%	75%
AA Transfer Graduation Rates					
In 2 years (or less)	5%	44%	45%	46%	46%
In 4 years (or less)	4%	78%	78%	79%	79%
Percent of Bachelor's Degrees Without Excess Hours	n/a	Board staff is currently updating the methodology for this metric			
SUBTOTAL OF IMPROVING METRICS	6	2	3	3	5
Return on Investment					
Bachelor's Degrees Awarded	13.7%	7,886	7,849	7,600	7,700
Percent of Bachelor's Degrees in STEM	3.7%	15.4%	16%	17%	17%
Graduate Degrees Awarded including professional	25.2%	3,095	3,093	3,154	3,282
Percent of Graduate Degrees in STEM	1.3%	13.9%	16%	16%	17%
Percent of Baccalaureate Graduates Employed in FL	-5%	56%	57%	58%	60%
Percent of Baccalaureate Graduates Continuing their Education (in FL)	1%	19%	20%	20%	21%
Annual Gifts Received (\$M)	-0.7%	\$ 49,913,159	\$ 55.0 M	\$ 65.0 M	\$ 85.0 M
Endowment (\$M)	+4.0%	\$ 525,259,759	\$ 525.0 M	\$ 565.0 M	\$ 645.0 M
SUBTOTAL OF IMPROVING METRICS	6	5	5	5	7
TOTAL OF IMPROVING METRICS	14	9	12	12	16



Note: Performance metrics are defined on pages 18-21.



KEY PERFORMANCE INDICATORS

Goals Specific to Research Universities

	5 YEAR TREND <i>(06-07 to 10-11)</i>	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS <i>(2014-15)</i>
Academic Quality					
Faculty Awards	50%	9	10	14	16
National Academy Members	0%	6	6	6	7
Number of Post-Doctoral Appointees	-4%	241	217	221	230
Number of Science & Engineering Disciplines Nationally Ranked in Top 100 for Research Expenditures <i>(based on 8 broad discipline areas, and includes private universities)</i>	n/a	7 (Footnote 1)	7	7	7
SUBTOTAL OF IMPROVING METRICS	1		1	2	3
Operational Efficiency					
To Be Determined		The Board of Governors will work with Universities to develop metrics associated with Operational Efficiencies.			
Return on Investment					
Total Research Expenditures (\$M) <i>(includes non-Science & Engineering disciplines)</i>	9.8%	\$ 230.4	\$ 235.0	\$ 240.0	\$ 244.0
Science & Engineering Research Expenditures (\$M)	16.8%	\$ 216.9	\$ 221.0	\$ 225.0	\$ 229.0
Percent of Research Expenditures funded from External Sources	-5.5% (Footnote 2)	69%	68%	68%	70%
Patents Issued	200%	36	25	34	33
Licenses/Options Executed	450%	11	11	11	11
Licensing Income Received (\$M)	28.8%	\$ 1.47	\$ 1.25	\$ 1.25	\$ 1.25
Number of Start-up Companies	N/A% (Footnote 3)	4	1	3	4
Science & Engineering R&D Expenditures in non-Medical/Health Sciences	17.3%	\$208.1M	\$212.0M	\$216.0M	\$220.0M
National Rank is Higher than Predicted by the Financial Resources Ranking <i>(based on U.S. News & World Report)</i>	101 (Footnote 4)	107	110	113	117
Research Doctoral Degrees Awarded	32.0%	429	433	441	459
Percent of Research Doctoral Degrees Awarded in STEM	1%	33.0%	33.0%	35%	37%
Professional Doctoral Degrees Awarded	40.9%	389	423	430	430
SUBTOTAL OF IMPROVING METRICS	10		6	9	10
TOTAL OF IMPROVING METRICS	11		7	11	13



KEY PERFORMANCE INDICATORS

Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (06-07 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Metric #1 Average Time to Degree for FTICs	Improved .01 yr	3.90 yrs	3.90 yrs	3.88 yrs	3.87 yrs
Based on comparison of spring term only FTIC graduates from 2006-07 and 2010-11, the average time-to-degree of FTICs graduating dropped from 3.91 years to 3.90 years.					
Metric #2 Bachelor's Degrees in Areas of Strategic Emphasis	4.3%	3,033	3,064	3,097	3,125
Metric #3 Number of Faculty Designated a Highly Cited Scholar	n/a	7	7	7	8

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

Goal 1. Recruitment, development, and retention of outstanding, diverse faculty members are critical to being a pre-eminent university. World-class programs delivered by a dedicated and creative faculty inspire students to reach new levels of achievement. The focus on building the entrepreneurial program and in strengthening STEM requires hiring new faculty and replenishing losses in the tenured and tenure-track faculty ranks. We are challenged to enhance the opportunities we provide on campus to our most promising students, and hiring faculty with national and international preeminence as scholars and scientists is essential to continually improving the impact of our research programs and the quality of the education we provide.

Metric Number of Tenure/Tenure-earning faculty	-4.4%	1,040	1,004	1,040	1,060
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Goal 2. Enrich the student experience by supporting and improving undergraduate, graduate and professional education, with its accompanying positive effect on future graduates and the communities and professions they will serve. Our goal is student success, measured by high retention and graduation rates, access to cutting-edge knowledge, worthwhile employment and contributions to the vitality of our nation.

Metric: Number of Students Tutored in Gateway Courses	n/a	8,257	8,422	8,590	8,762
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Metric: Continuous improvement on the National Survey of Student Engagement (NSSE) Survey

The National Survey of Student Engagement (NSSE) is a tool used by many universities to measure critical features of quality by measuring the amount of time and effort students put into their studies and other activities as well as how the institution deploys its resources and organizes the curriculum and other learning opportunities. FSU continues to enhance its support of undergraduate success as evidenced in three National Survey of Student Engagement (NSSE) participations. NSSE defines five benchmark survey areas, each of which is critical to student engagement and ultimately successful completion of degrees. For each aggregate benchmark score (below) FSU has made continuous improvement. Our next NSSE participation is scheduled for 2013-14; we anticipate another increase in benchmark scores at this time.

NSSE Benchmark Scores						
Benchmark Name	2005		2008		2011	
	First-Year Student	Senior	First-Year Student	Senior	First-Year Student	Senior
Supportive Campus Environment (SCE)	57.5%	56.2%	62.2%	58.5%	67.5%	62.6%
Enriching Educational Experience (EEE)	27%	39.5%	29.1%	40.2%	30.3%	42.4%
Student-Faculty Interaction (SFI)	29.5%	41.4%	35.1%	41.9%	35.3%	43.3%
Active and Collaborative Learning (ACL)	36.2%	47.7%	40%	48%	40.2%	48.6%
Level of Academic Challenge (LAC)	48.5%	52%	53.1%	53.2%	53.6%	55.3%

Footnotes to support the Key Performance Indicators Section:

Footnote 1 -- The data reported is actual for FY 2009-10 rather than FY 2010-11. NSF has not published the FY 2010-11 data.

Footnote 2 --NSF changed its reporting format between FY 2005-06 and FY 2010-11 and the information for FY 2005-06 expenditures is not available to accurately calculate the 5 Year Trend. In FY 2005-06 FSU did not report the non-S&E data by funding source. Therefore the data is not available to determine how much of the non-S&E expenditures are not from external sources. We did report funding source data for the FY 2005-06 S&E expenditures so the computation for the 5 Year Trend only partially excludes non external expenditures.

Footnote 3 -- A percent value for the number of startups is not available because the FY 06 value is zero.

Footnote 4 -- Average of differences between 2006-07 USNWR Financial Rank and Overall Rank; and 2010-11 USNWR Financial Rank and Overall Rank.

Footnote 4 Detail	2006-07	2010-11
US News Rank	112	101
US News Financial Rank	207	208
Difference (Average = 101)	95	107



OPERATIONS



FISCAL INFORMATION

University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Appropriations
Education & General – Main Operations						
State Funds	\$ 329.5	\$ 323.7	\$ 289.3	\$ 298.0	\$ 250.9	\$ 187.2
Tuition	\$ 124.0	\$ 126.1	\$ 141.8	\$ 159.1	\$ 166.1	n/a
TOTAL MAIN OPERATIONS	\$ 453.5	\$ 449.8	\$ 431.1	\$ 457.1	\$ 417.0	n/a
Education & General – Health-Science Center / Medical Schools						
State Funds	\$ 42.4	\$ 39.0	\$ 37.8	\$ 38.5	\$ 34.6	\$ 33.2
Tuition	\$ 5.7	\$ 6.5	\$ 7.1	\$ 7.9	\$ 8.6	n/a
TOTAL HSC	\$ 48.1	\$ 45.5	\$ 44.9	\$ 46.4	\$ 43.2	n/a
Education & General – Institute of Food & Agricultural Sciences (IFAS)						
State Funds	n/a	n/a	n/a	n/a	n/a	n/a
Tuition	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL IFAS	n/a	n/a	n/a	n/a	n/a	n/a
EDUCATION & GENERAL TOTAL REVENUES	\$ 501.6	\$ 495.3	\$ 476.0	\$ 503.5	\$ 460.0	n/a

Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds appropriated by the Florida Legislature (as reported in the Annual Accountability Report). This does not include technical adjustments the university makes between budget entities. Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident students (as reported in the Annual Accountability Report). Note*: 2012-13 Appropriated tuition is based on the appropriated budget authority.

OTHER BUDGET ENTITIES

Auxiliary Enterprises

Resources associated with auxiliary units that are self supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.

Revenues	\$ 209.6	\$ 188.2	\$ 184.0	\$ 199.6	\$ 208.0	n/a
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Contracts & Grants

Resources received from federal, state or private sources for the purposes of conducting research and public service activities.

Revenues	\$ 195.1	\$ 192.9	\$ 196.1	\$ 212.5	\$ 235.6	n/a
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Local Funds

Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.

Revenues	\$ 167.1	\$ 175.6	\$ 194.2	\$ 220.8	\$ 229.0	n/a
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Faculty Practice Plans

Revenues/receipts are funds generated from faculty practice plan activities.

Revenues	\$ 4.8	\$ 4.9	\$ 5.4	\$ 6.3	\$ 6.8	n/a
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OTHER BUDGET ENTITY TOTAL REVENUES	\$ 501.6	\$ 495.3	\$ 476.0	\$ 503.5	\$ 460.0	n/a
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UNIVERSITY REVENUES GRAND TOTAL	\$ 1,078.2	\$ 1,056.9	\$ 1,055.7	\$ 1,142.7	\$ 1,139.4	n/a
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FISCAL INFORMATION (continued)

Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
Base Tuition	\$2,870.10	\$3,099.60	\$3,099.60	\$3,099.60	\$3,099.60
Tuition Differential Fee	\$660.00	\$960.00	\$1,568.70	\$2,268.90	\$3,074.10
Percent Increase	15%	15%	15%	15%	15%
Required Fees ¹	\$1,707.70	\$1,765.60	\$1,815.40	\$1,873.00	\$1,933.00
TOTAL TUITION AND FEES	\$5,237.80	\$5,825.20	\$6,483.70	\$7,241.50	\$8,106.70

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 16.

Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Percent of Bachelor's Recipients with Debt	48%	48%	48%	54%	51%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$16,927	\$19,364	\$20,993	\$22,139	\$22,683
Student Loan Cohort Default Rate (2nd Year)	3.0%	3.4%	5.4%	n/a	n/a
Student Loan Cohort Default Rate (3rd Year)	4.5%	5.4%	n/a until 2013	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students.

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$5,514	\$1,000	\$9,412	\$1,254	\$2,880	\$20,060
AT HOME	\$5,514	\$1,000	\$4,706	\$2,880	\$2,880	\$15,354

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT
Below \$40,000	5,143	25%	\$11,375	(\$3,262)	\$8,394	\$3,946
\$40,000-\$59,999	2,195	10%	\$14,183	(\$430)	\$5,521	\$3,726
\$60,000-\$79,999	2,142	10%	\$16,032	\$1,466	\$3,627	\$2,749
\$80,000-\$99,999	1,952	9%	\$16,631	\$2,039	\$3,016	\$3,614
\$100,000 Above	8,541	41%	\$16,915	\$2,240	\$2,735	\$2,332
Missing	1,071	5%	\$19,246	\$4,644	\$499	\$256
TOTAL	21,044	100%	AVERAGE \$15,279	\$642	\$4,412	\$2,928

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line **Average** represents the average of all full-time undergraduate Florida residents.



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Effective Date	
University Board of Trustees Approval Date:	June 8, 2012
Implementation Date (month/year):	August, 2012
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	Entire University
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	The maximum tuition differential of 15% will be assessed and will apply to all university undergraduate courses
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$32.00
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	15%
\$ Increase in tuition differential per credit hour:	\$20.29
\$ Increase in tuition differential for 30 credit hours:	\$608.70
Projected Differential Revenue Generated	
Incremental differential fee revenue generated in 2012-13 (projected) :	\$13,564,927
Total differential fee revenue generated in 2012-13 (projected):	\$31,351,573
Intended Uses	
<p>Describe how the revenue will be used.</p> <p>Funds will be used to hire additional faculty to support our three key initiatives: (1) Entrepreneurial University program; (2) STEM excellence; and (3) Critical needs for student success, which includes pressure enrollment areas.</p>	
Describe the Impact to the Institution if Tuition Differential is Not Approved	
<p>If the increase is not approved, we will not be able to hire faculty in key areas. This will delay graduation for many and continue to increase class size. Unfortunately, six years of highly constrained resources have severely limited our ability to innovate. Faculty numbers at FSU have dropped by an average of 50 each year of the last four years. Nearly 80 STEM faculty members have left FSU during the last 5 years. Budget constraints have made it impossible to hire new STEM faculty for 20 of these positions. Thirteen College of Business faculty members have left since 2010, including eminent scholars in finance and real estate. Many of these individuals accepted jobs elsewhere because other institutions offered higher salaries. Others retired and could not be replaced.</p>	
Request to Modify or Waive Tuition Differential Uses	
<p>(this section is applicable only if HB 7135 is signed by the Governor and the university wishes to request a change to the 70% / 30% intended uses criteria identified in Regulation 7.001(14))</p>	
N/A	



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
27 faculty positions were allocated to the Colleges, all of which off-set previous faculty losses.	8 faculty were hired in the College of Arts and Sciences, 2 in the College of Social Sciences, 3 in the College of Communication and Information, 8 in the College of Education, 2 in the College of Business, 2 in the College of Music, 2 for the Panama City campus, 2 faculty to support Distance Learning, 1 for the Learning Systems Institute and 2 in the College of Visual Arts, Theatre and Dance
Additional Detail, where applicable:	
Total Number of Faculty Hired or Retained (funded by tuition differential):	32
Total Number of Advisors Hired or Retained (funded by tuition differential):	n/a
Total Number of Course Sections Added or Saved (funded by tuition differential):	123
2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Funds were distributed to undergraduate students who exhibit financial need	\$3,171,811 was disbursed to students with need for 2011-12
Additional Information (estimates as of April 30, 2012):	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	3,384
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	\$1,742
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	\$112
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	\$3,700



FISCAL INFORMATION (continued)
TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES,
& AVAILABLE BALANCES - FISCAL YEAR 2011-12 AND 2012-13

University Tuition Differential

Budget Entity: 48900100 (Educational & General)

SF/Fund: 164020 (Student and Other Fees Trust Fund)

	Estimated Actual* 2011-12 -----	Estimated 2012-13 -----
<u>FTE Positions:</u>		
Faculty	148.93	176.93
Advisors	35.00	35.00
Staff	8.68	9.18
Total FTE Positions:	192.61	221.11
<u>Balance Forward from Prior Periods</u>		
Balance Forward	\$ 6,907,412	4,353,663
Less: Prior-Year Encumbrances	80,314	100,000
Beginning Balance Available:	\$ 6,827,098	\$ 4,253,663
<u>Receipts / Revenues</u>		
Tuition Differential Collections	\$ 17,786,636	31,351,573
Interest Revenue - Current Year		
Interest Revenue - From Carryforward Balance		
Total Receipts / Revenues:	\$ 17,786,636	\$ 31,351,573
<u>Expenditures</u>		
Salaries & Benefits	\$ 10,499,728	\$ 20,000,000
Other Personal Services	374,041	500,000
Expenses	107,177	150,000
Operating Capital Outlay	0	0
Student Financial Assistance	3,171,811	7,241,292
Expended From Carryforward Balance	6,107,314	4,000,000
**Other Category Expenditures	0	0
Total Expenditures:	\$ 20,260,071	\$ 31,891,292
Ending Balance Available:	\$ 4,353,663	\$ 3,713,944

*Since the 2011-12 year has not been completed, provide an estimated actual.

**Provide details for "Other Categories" used.



FISCAL INFORMATION (continued)

UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

<u>Undergraduate Students</u>	<u>Actual</u>			<u>Projected</u>			
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Tuition:							
Base Tuition - (0% inc. for 2013-14 to 2015-16)	\$88.59	\$95.67	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32
Tuition Differential (no more than 15%)	13.74	\$22.00	\$32.00	\$52.29	\$75.63	\$102.47	\$133.33
Total Base Tuition & Differential per Credit Hour	\$102.33	\$117.67	\$135.32	\$155.61	\$178.95	\$205.79	\$236.65
% Change		15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Fees (per credit hour):							
Student Financial Aid ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Building/Capital Improvement ²	\$4.76	\$4.76	\$4.76	\$4.76	\$4.76	\$4.76	\$4.76
Activity & Service	\$9.96	\$11.69	\$11.69	\$12.24	\$12.85	\$13.49	\$14.16
Health	\$8.81	\$12.44	\$12.96	\$13.42	\$14.09	\$14.79	\$15.52
Athletic	\$6.77	\$7.24	\$7.39	\$7.54	\$7.91	\$8.30	\$8.71
Transportation Access	\$7.40	\$7.90	\$8.40	\$8.90	\$9.17	\$9.44	\$9.73
Technology ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Green Fee (USF, NCF, UWF only)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Student Life & Services Fee (UNF only)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Marshall Center Fee (USF only)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Student Affairs Facility Use Fee (FSU only)	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Total Fees	\$48.54	\$55.59	\$57.52	\$59.18	\$61.10	\$63.10	\$65.20
Total Tuition and Fees per Credit Hour	\$150.87	\$173.26	\$192.84	\$214.79	\$240.05	\$268.89	\$301.85
% Change		14.8%	11.3%	11.4%	11.8%	12.0%	12.3%
Fees (block per term):							
Activity & Service	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Health	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Athletic	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Transportation Access	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Marshall Center Fee (USF only)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Student Affairs Facility Use Fee (FSU only)	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00
Total Block Fees per term	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Tuition for 30 Credit Hours	\$3,069.90	\$3,530.10	\$4,059.60	\$4,668.30	\$5,368.50	\$6,173.70	\$7,099.50
Total Fees for 30 Credit Hours	\$1,496.20	\$1,707.70	\$1,765.60	\$1,815.40	\$1,873.00	\$1,933.00	\$1,996.00
Total Tuition and Fees for 30 Credit Hours	\$4,566.10	\$5,237.80	\$5,825.20	\$6,483.70	\$7,241.50	\$8,106.70	\$9,095.50
\$ Change		\$671.70	\$587.40	\$658.50	\$757.80	\$865.20	\$988.80
% Change		14.7%	11.2%	11.3%	11.7%	11.9%	12.2%
Out-of-State Fees							
Out-of-State Undergraduate Fee	\$458.56	\$458.56	\$481.48	\$481.48	\$481.48	\$481.48	\$481.48
Out-of-State Undergraduate Student Financial Aid ³	\$22.92	\$22.92	\$24.07	\$24.07	\$24.07	\$24.07	\$24.07
Total per credit hour	\$481.48	\$481.48	\$505.55	\$505.55	\$505.55	\$505.55	\$505.55
% Change		0.0%	5.0%	0.0%	0.0%	0.0%	0.0%
Total Tuition for 30 Credit Hours	\$16,826.70	\$17,286.90	\$18,504.00	\$19,112.70	\$19,812.90	\$20,618.10	\$21,543.90
Total Fees for 30 Credit Hours	\$2,183.80	\$2,395.30	\$2,487.70	\$2,537.50	\$2,595.10	\$2,655.10	\$2,718.10
Total Tuition and Fees for 30 Credit Hours	\$19,010.50	\$19,682.20	\$20,991.70	\$21,650.20	\$22,408.00	\$23,273.20	\$24,262.00
\$ Change		\$671.70	\$1,309.50	\$658.50	\$757.80	\$865.20	\$988.80
% Change		3.5%	6.7%	3.1%	3.5%	3.9%	4.2%
Housing/Dining⁴	\$7,858.00	\$8,340.00	\$9,180.00	\$9,942.00	\$10,563.00	\$11,222.65	\$11,925.68
\$ Change		\$482.00	\$840.00	\$762.00	\$621.00	\$659.65	\$703.03
% Change		6.1%	10.1%	8.3%	6.2%	6.2%	6.3%

¹ can be no more than 5% of tuition.³ can be no more than 5% of tuition and the out-of-state fee.² capped in statute.⁴ combine the most popular housing and dining plans provided to students



ENROLLMENT PLANNING

Planned Growth by Student Type *(for E&G students at all campuses)*

	5 YEAR TREND <i>(2006-07 to 2010-11)</i>	2010-11 ACTUAL HEADCOUNT		2012-13 PLANNED HEADCOUNT		2013-14 PLANNED HEADCOUNT		3 YEAR <i>(2014-15)</i> PLANNED HEADCOUNT	
UNDERGRADUATE									
FTIC (Regular Admit)	-0.6%Δ	22,481	72.6%	23,160	74.8%	23,560	76.1%	23,660	76.4%
FTIC (Profile Admit)	-48.9%Δ	91	0.3%	90	0.3%	90	0.3%	90	0.3%
AA Transfers*	19.8%Δ	6,736	21.8%	6,500	21.0%	6,300	20.4%	6,200	20.0%
Other Transfers	-18.3%Δ	1,639	5.3%	1,200	3.9%	1,000	3.2%	1,000	3.2%
Subtotal	1.8%Δ	30,946	100%	30,950	100%	30,950	100%	30,950	100%
GRADUATE STUDENTS									
Master's	2.7%Δ	4,539	56.6%	4,584	56.6%	4,676	56.6%	4,770	56.6%
Research Doctoral	7.5%Δ	2,710	33.8%	2,737	33.8%	2,792	33.8%	2,848	33.8%
Professional Doctoral	1.3%Δ	772	9.6%	780	9.6%	795	9.6%	811	9.6%
Subtotal	4.1%Δ	8,021	100%	8,101	100%	8,263	100%	8,428	100%
NOT-DEGREE SEEKING	-0.8%Δ	1,322		1,322		1,322		1,322	
MEDICAL	115.9%Δ	475		480		480		480	
TOTAL	2.8%Δ	40,764		40,853		41,015		41,180	

Note*: AA transfers refer only to transfers from the Florida College System.

	5 YEAR TREND (2006-07 to 2010-11)	2010-11		2012-13		2013-14		3 YEAR (2014-15)	
		ACTUAL FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL
UNDERGRADUATE									
DISTANCE (>80%)	2.1%Δ	640.85	2.9%	650.52	2.9%	650.37	2.9%	650.66	2.9%
HYBRID (50%-79%)	n/aΔ	121.95	0.5%	123.79	0.5%	123.76	0.5%	123.82	0.5%
TRADITIONAL (<50%)	-2.6%Δ	21,708.28	96.6%	22,035.70	96.6%	22,030.86	96.6%	22,040.53	96.6%
TOTAL		22,471.08	100%	22,810.00	100%	22,805.00	100%	22,815.00	100%
GRADUATE									
DISTANCE (80%)	2.6%Δ	381.81	7.0%	387.03	7.0%	394.76	7.0%	402.69	7.0%
HYBRID (50%-79%)	n/aΔ	171.84	3.1%	174.19	3.1%	177.67	3.1%	181.24	3.1%
TRADITIONAL (<50%)	-5.7%Δ	4,929.44	89.9%	4,996.79	89.9%	5,096.58	89.9%	5,199.07	89.9%
TOTAL		5,483.09	100%	5,558.00	100%	5,569.00	100%	5,783.00	100%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional (and Technology Enhanced)** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING (continued)

Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Estimated 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
<i>Florida Resident</i>								
LOWER DIVISION	9,327	10,194	9,327	9,919	9,900	9,900	9,900	-0.6%
UPPER DIVISION	10,713	11,647	10,713	11,896	11,900	11,900	11,900	0.4%
GRAD I	2,536	2,273	2,536	2,296	2,342	2,389	2,485	1.9%
GRAD II	1,743	2,006	1,743	2,026	2,067	2,108	2,194	1.9%
TOTAL	24,319	26,120	24,319	26,137	26,209	26,297	26,479	0.3%
<i>Not a Florida Resident</i>								
LOWER DIVISION	621	521	621	504	509	514	524	0.1%
UPPER DIVISION	644	476	644	491	496	501	511	1.5%
GRAD I	589	510	589	515	525	536	557	1.8%
GRAD II	629	714	629	721	735	750	780	1.8%
TOTAL	2,483	2,221	2,483	2,231	2,265	2,301	2,372	1.4%
<i>TOTAL</i>								
LOWER DIVISION	9,948	10,715	9,948	10,423	10,409	10,414	10,424	-0.5%
UPPER DIVISION	11,357	12,123	11,357	12,387	12,396	12,401	12,411	0.5%
GRAD I	3,125	2,783	3,125	2,811	2,867	2,925	3,042	1.9%
GRAD II	2,372	2,720	2,372	2,747	2,802	2,858	2,974	1.9%
TOTAL	26,802	28,341	26,802	28,368	28,474	28,598	28,851	0.4%
TOTAL (US FTE)	35,736	37,788	35,736	37,824	37,965	38,131	38,468	0.4%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.

Medical Student Headcounts (FTE does not apply)

<i>Medicine Headcounts</i>								
FLORIDA RESIDENT	n/a	470	n/a	475	475	475	475	0.2%
NON-RESIDENT	n/a	6	n/a	5	5	5	5	-3.3%
TOTAL	480	476	480	480	480	480	480	0.2%
<i>Dentistry Headcounts</i>								
FLORIDA RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	%
NON-RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	%
TOTAL	n/a	n/a	N/a	n/a	n/a	n/a	n/a	%
<i>Veterinary Headcounts</i>								
FLORIDA RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	%
NON-RESIDENT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	%
TOTAL	n/a	n/a	N/a	n/a	n/a	n/a	n/a	%



ACADEMIC PROGRAM COORDINATION

New Programs To Be Considered by University in 2012-13 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
BS in Professional Communication	9.0900				140	Fall 2012

MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS

M in Risk Management & Insurance	52.1701	workforce	UF		50	Sum 2013
M Hospitality & Tourism	52.0901	workforce	USF, UCF, FIU	FIU	50	Spring 2013
M in Curriculum & Instruction	13.0301	education	UWF, USF	USF, UWF, UCF, FGCU	280	Sum 2012
S in Curriculum & Instruction	13.0301	education	UWF, USF	USF	20	Sum 2012
D in Curriculum & Instruction	13.0301	education	UWF, USF	USF	50	Sum 2012
M in Information Technology	11.0103	STEM	USF, FIU, FAU		52	Sum 2012
M in Corporate & Public Communication	09.0900				40	Fall 2012
M in Public Safety and Security	43.0103	security	USF, FIU, FAU		30	Spring 2013
M in Applied Economics	45.0602	workforce			25	Fall 2012

DOCTORAL PROGRAMS

New Programs To Be Considered by University in 2013-15 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						

MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS

DOCTORAL PROGRAMS



KEY PERFORMANCE INDICATOR DEFINITIONS

Goals Common to All Universities	
Academic Quality	
a. National Ranking for University and Program(s)	Describe plans for increasing national preeminence of University and select programs.
b. Avg. SAT Score	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
c. Avg. HS GPA (on 4.0 scale)	The average HS GPA for Admitted and Registered FTIC (B,E) students.
d. Professional/Licensure Exam First-time Pass Rates Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
e. Percent of Undergraduate Seniors Participating in a Research Course	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
Operational Efficiency	
f. Freshman Retention Rate	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the second year.
g. FTIC Graduation Rates In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
h. AA Transfer Graduation Rates In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
i. Percent of Bachelor's Degrees Without Excess Hours	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



Return on Investment

j. Bachelor's Degrees Awarded	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
k. Percent of Bachelor's Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
l. Master's Degrees Awarded	This is a count of graduate degrees granted.
m. Percent of Master's Degrees in STEM	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
n. Percent of Baccalaureate Graduates Employed in Florida	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
o. Percent of Baccalaureate Graduates Continuing their Education (in FL)	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
p. Annual Gifts Received (\$M)	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
q. Endowment (\$M)	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).

Goals Specific to Research Universities

Academic Quality

a. Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see link .
b. National Academy Members	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
c. Number of Post-Doctoral appointees	As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS).



d. Number of Science & Engineering disciplines nationally ranked in Top 100 for research expenditures	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
Return on Investment	
e. Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
f. Percent of R&D Expenditures funded from External Sources	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
g. Patents Issued	The number of patents issued in the fiscal year as reported to AUTM.
h. Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
i. Licensing Income Received (\$M)	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
j. Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
k. Science & Engineering research expenditures in non-medical/health sciences	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see link , table 36 minus table 52).
l. National rank is higher than predicted by available Financial Resources ranking based on US News & World Report	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
m. Research Doctoral Degrees Awarded	The number of research doctoral degrees awarded annually.
n. Percent of Research Doctoral Degrees Awarded in STEM	The percentage of research doctoral degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
o. Professional Doctoral Degrees Awarded	The number of professional doctoral degrees awarded annually.

NCF

2012-13 Work Plan



New College of Florida

Work Plan Presentation for 2012-13 Board of Governors Review

STATE UNIVERSITY SYSTEM *of* FLORIDA | **Board of Governors**



INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' new Strategic Plan 2012-2025 is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.

The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



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3. OPERATIONS

- a. Fiscal Information *(includes Tuition Differential Fee Request)*
- b. Enrollment Planning
- c. Academic Program Coordination

4. DEFINITIONS



MISSION STATEMENT (What is your purpose?)

New College offers an undergraduate liberal arts education of the highest quality in the context of a small, residential public honors college with a distinctive academic program¹ which develops the student's intellectual and personal potential as fully as possible; encourages the discovery of new knowledge and values while providing opportunities to acquire established knowledge and values; and fosters the individual's effective relationship with society.

¹ New College's distinctive academic program includes the following practices: contracts negotiated between a student and their faculty advisor for each academic semester, stipulating goals, objectives, and criteria for certification; narrative evaluations for each student in every class and tutorial; each student is required to complete a senior thesis/senior project; each student passes a Baccalaureate Exam with a committee of three faculty.

VISION STATEMENT (What do you aspire to?)

New College aspires to:

- a. Become the first choice of students who value academic rigor and intellectual exploration in equal measure.
- b. Maintain ranking within the top ten public undergraduate liberal arts colleges in the nation.
- c. Increase our percentage of under-represented students.
- d. Increase our endowment (capital campaign goals), diversify our sources of revenues.
- e. Integrate student life and academic life so that they are not competing realms but working together to support student success.

STATEMENT OF STRATEGY (How will you get there?)

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

We are a highly selective institution in terms of admissions, competing against the best liberal arts colleges in the nation. As part of our integrated marketing initiative, we are preparing new admissions materials focused on our core values. In practice, we believe our personalized and intensive "academic contract" curriculum, individual and small-group instruction, student-faculty scholarly collaboration, and senior thesis are crucial to our strong market leadership. Where our practices have drifted, we are realigning our practice with our values by hosting discussions about the academic program open to faculty, staff, and students, developing best practices from the seminars on critical inquiry, and providing additional academic support to students in need. The comprehensive strategy that covers the student experience from recruitment to graduation should be compelling to prospective students and donors supporting the capital campaign to raise funds for current and new initiatives.



STRENGTHS AND OPPORTUNITIES *(within 3 years)*

What are your core capabilities, opportunities and challenges for improvement?

The foundation of New College's success is its exemplary academic program, in which dedicated teacher-scholars guide talented students in the creative pursuit of knowledge, preparing them for graduate study and success in the world of work. Under the energetic leadership of a new President, New College is poised to connect more deeply to the world through partnerships with the local community, networks with other innovative liberal arts colleges, outreach efforts of our capital campaign, and through our integrated marketing initiative. To achieve our full potential as an institution, we will continue to work with the BOG to resolve any friction between the core features of our program (narrative evaluations, senior thesis, and academic contracts) and federal regulations/state statutes based on GPA and credit hours associated with more traditional academic programs. We should also expand academic support services, promote teamwork skills and teamwork experiences for student learners, and redouble our efforts to create a more diverse campus community.

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1. Academic Quality: Research Participation. 100% of New College graduates complete a senior research thesis or creative project. This initiative provides a pathway along which students strengthen their preparation for research and creative work at every level, beginning in the first year. We are partnering with 6 colleges to share best practices and assess the senior thesis to improve teaching and learning. We will strengthen writing and critical inquiry skills to provide the foundation for successful research. We will correlate individual student experiences with assessments of their thesis work to gain insights that will improve teaching and thesis advising. We will emphasize model senior projects as a valued alternative to the 70-page written analytical thesis.

2. Operational Efficiency: First-Year Retention Rate. Paying special attention to the first-year retention rate will improve our 4- and 6-year graduation rate. The first-year retention rate was 82% Fall 2010 and 86% Fall 2011. We reaffirm our goal to reach 90% by Fall 2013. A strategy for achieving the goal includes supporting and growing the "Seminars in Critical Inquiry," - SCI students have higher retention rates. These Seminars expose students to scholarly writing and critical thinking skills early. In addition, developing our student's foundational skills and information literacy through targeted academic workshops and support services in strategic learning areas (writing, quantitative reasoning skills, interpersonal communication, and educational technology and foreign language instruction) will boost student retention also. The Academic Resource Center in the Cook Library provides these services.

3. Return on Investment: Endowment. Central to New College's return on investment will be "The New College Promise," a six-year campaign to raise \$60 million dollars for our endowment. The campaign's overall focus is student and faculty retention, college access, and connecting excellence in Florida to the world. Spearheaded by the New College Foundation, the campaign will substantially increase student scholarships, especially for under-represented students; triple the College's privately funded endowment via outright and planned gifts; double the number of endowed faculty positions; substantially increase funds available for faculty and student research and travel; complete funding for the planned International Studies building and other campus building projects; launch an endowment and expand research and reference collections of the Jane Bancroft Cook Library. One year after initiating the "quiet" phase in 2011, the New College Promise has produced gifts totaling \$21 million.



KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'¹, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

¹ The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).



KEY PERFORMANCE INDICATORS

Goals Common to All Universities

	5 YEAR TREND (05-06 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
National Ranking for University and Programs					
We will maintain or improve our top ten national ranking in these two measures: U.S. News & World Report ranked New College No. 6 among all public liberal arts colleges in its annual rankings of the Best National Liberal Arts Colleges for 2012. The Princeton Review and USA Today named New College the No. 3 Best Value Public College in America in their 2012 list of "100 Best Value Colleges."					
Avg. SAT Score	(0.2%) ¹	1,954	1,946	1,940	1,940
Avg. High School GPA (on 4.0 scale)	2.0%	4.0	4.0	4.0	4.0
Professional/Licensure Exam First-time Pass Rates ²					
Exams Above National/State Benchmark	n/a				
Exams Below National/State Benchmark	n/a				
Percent of Undergraduate Seniors Participating in a Research Course	100%	A system-wide definition will be determined during the Summer of 2012.			
SUBTOTAL OF IMPROVING METRICS	1	0	0	0	0
Operational Efficiency					
Freshman Retention Rate	6%	86%	88%	90%	90%
FTIC Graduation Rates					
In 4 years (or less)	12%*	57%	58%	60%	60%
In 6 years (or less)	11%*	68%	70%	70%	70%
AA Transfer Graduation Rates					
In 2 years (or less)	12%	17%	18%	20%	20%
In 4 years (or less)	(33%)	67%	67%	68%	70%
Percent of Bachelor's Degrees Without Excess Hours	-	-	-	-	-
SUBTOTAL OF IMPROVING METRICS	4	4	4	4	1
Return on Investment					
Bachelor's Degrees Awarded	28%	167	179	178	189
Percent of Bachelor's Degrees in STEM	7%	31%	25%	30%	30%
Graduate Degrees Awarded	%Δ				
Percent of Graduate Degrees in STEM	%Δ				
Percent of Baccalaureate Graduates Employed in Florida (see footnote)	(16%)	29% ³	30%	32%	35%
Percent of Baccalaureate Graduates Continuing their Education (in FL) (see footnote)	(6%)	10% ³	15%	15%	20%
Annual Gifts Received (\$M)	123%	\$2,991	\$1,525	\$4,600	\$ 6,500
Endowment (\$M)	(8%)	\$ 29,670	\$ 30,200	\$35,000	\$ 39,000
SUBTOTAL OF IMPROVING METRICS	3	4	3	3	5
TOTAL OF IMPROVING METRICS	8	8	7	7	6

Notes: (1) SAT trends are based on 3 year average, (2) Professional licensure pass rates are based on the 2010-11 Annual Accountability Report with data that spans multiple time periods, (3) Percent of graduates employed and continuing their education is based on 2009-10 data from FETPIP.



* The base information for the trends is Academic Year 2001-2002 entering cohort, the first cohort after New College of Florida became independent.

New College Footnote: New College prepares Florida undergraduates to attend the best graduate and professional degree programs in the U.S. FETPIP provides a good starting point, but does not give a complete metric for graduate school and professional school attendance. New College uses the National Clearinghouse database on graduate/professional school attendance which shows that 44% of 2010 NCF graduates attended graduate/professional school within one year of graduation. 68% of 2006 NCF graduates attended graduate/professional school within 5 years of graduation. FETPIP Florida employment data provides an initial indication but is limited to those graduates employed in Florida in the month of October following their graduation. Our direct survey of 2010 NCF graduates showed 37% were employed within one year of graduation.



KEY PERFORMANCE INDICATORS

Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014- 15)
1. Freshman in Top 10% of Graduating High School Class	6%	50%	43%	45%	50%
2 Average Time to Degree for FTICs	0%	4.3	4.3	4.2	4.2
3 Bachelor's Degrees in Areas of Strategic Emphasis ¹	15%	54%	50%	50%	50%

¹ The percentage of Bachelor's degrees in areas of strategic emphasis is based on students' academic concentrations. New College academic program offers more than thirty academic concentrations leading to a bachelor's degree.



KEY PERFORMANCE INDICATORS

Institution Specific Goals (continued)

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

Goal 1. Campus and Educational Diversity. Develop a campus environment that supports diverse perspectives and maintains a climate of civility and mutual respect. Promote, sponsor, and sustain curricular, programmatic and/or administrative initiatives to foster and educate faculty, staff and students about racial, ethnic, cultural, socioeconomic, and intellectual diversity.

Metric: Student response to NSSE Diversity question: How often have you **	FY 0%	2.80		2.90	2.90
a) Had serious conversations with students of a different race or ethnicity than your own?	SR 9%	2.77	N/A	2.80	2.80
b) Had serious conversations with students who are very different from you in terms of their religious beliefs, political opinions, or personal values?	FY 4%	3.20		3.25	3.25
	SR 3%	2.78		2.80	2.80

** Scale: 1=never, 2=sometimes, 3=often, 4=very often. FY is First Year Response; SR is Senior Year Response.

Goal 2. Writing and Critical Inquiry. Introduce first and second year students to the foundations of research, writing, and critical thinking to create the skills and scholarly preparation for successful research and writing within the discipline.

Metric: Minimum % of Seminar in Critical Inquiry (SCI) students whose writing skills were less than satisfactory on the first paper who show improvement by the 4th paper on each of 15 learning outcomes. ²	N/A ³	72%	73%	74%	75%
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² SCI student work is assessed based on 15 learning outcomes. This metric focuses on the students who begin the seminar with unsatisfactory writing skills – the weakest students. In 2010-11, between 72% -100% of these weak students showed improvement on 13 of 15 learning outcomes. SCI courses are designed to improve writing and critical inquiry skills and improve retention. An additional goal is faculty development - training faculty in an effective pedagogy for improving student writing and critical inquiry. Many faculty teach SCI once, but do not repeat the same class a second time. Although those faculty tend to use the strategies in other classes, only the SCI classes are tracked for assessment purposes.

³ New College is unable to provide 5-year trend information. Seminar in Critical Inquiry (SCI) program started in fall 2009.



OPERATIONS



FISCAL INFORMATION

University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Appropriations
Education & General – Main Operations						
State Funds	\$ 18.8	\$ 17.2	\$ 16.6	\$ 17.8	\$ 15.0	\$ 14.1
Tuition	\$ 4.0	\$ 4.0	\$ 4.5	\$ 4.7	\$ 5.4	n/a
TOTAL MAIN OPERATIONS	\$ 22.8	\$ 21.2	\$ 21.1	\$ 22.5	\$ 20.4	n/a
Education & General – Health-Science Center / Medical Schools						
State Funds						
Tuition						
TOTAL HSC						
Education & General – Institute of Food & Agricultural Sciences (IFAS)						
State Funds						
Tuition						
TOTAL IFAS						
EDUCATION & GENERAL TOTAL REVENUES	\$ 22.8	\$ 21.2	\$ 21.1	\$ 22.5	\$ 20.4	n/a
Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds (for Polytechnic) appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers (as reported in the Annual Accountability Report).						
OTHER BUDGET ENTITIES						
Auxiliary Enterprises						
Resources associated with auxiliary units that are self supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.						
Revenues	\$ 5.3	\$ 5.5	\$ 5.9	\$ 6.1	\$ 5.9	n/a
Contracts & Grants						
Resources received from federal, state or private sources for the purposes of conducting research and public service activities.						
Revenues	\$ 1.1	\$ 1.4	\$ 1.5	\$ 2.1	\$ 2.3	n/a
Local Funds						
Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.						
Revenues	\$ 3.9	\$ 4.1	\$ 4.6	\$ 4.7	\$ 4.7	n/a
Faculty Practice Plans						
Revenues/receipts are funds generated from faculty practice plan activities.						
Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	n/a
OTHER BUDGET ENTITY TOTAL REVENUES	\$ 10.3	\$ 11.0	\$ 12.0	\$ 12.9	\$ 12.9	n/a
UNIVERSITY REVENUES GRAND TOTAL	\$ 33.1	\$ 32.2	\$ 33.1	\$ 35.4	\$ 33.3	n/a



FISCAL INFORMATION (continued)

Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
Base Tuition	\$2,870	\$3,100	\$3,100	\$3,100	\$3,100
Tuition Differential Fee	\$ 384	\$ 642	\$1,204	\$1,849	\$2,591
Percent Increase	15%	15%	15%	15%	15%
Required Fees¹	\$1,216	\$1,308	\$1,349	\$1,390	\$1,433
TOTAL TUITION AND FEES	\$4,470	\$5,050	\$5,653	\$6,339	\$7,124

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 16.

Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Percent of Bachelor's Recipients with Debt	24%	41%	36%	32%	41%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$13,162	\$14,794	\$11,458	\$14,172	\$18,623
Student Loan Cohort Default Rate (2nd Year)	6.4%	5.4%	3.3%	n/a	n/a
Student Loan Cohort Default Rate (3rd Year)	9.6%	5.4%	10.1%	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students.

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$6,060	\$800	\$8,598	\$1,100	\$2,500	\$19,058
AT HOME	\$6,060	\$800	\$1,800	\$1,100	\$2,500	\$12,260

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT
Below \$40,000	160	25%	\$9,022	(\$4,200)	\$9,960	\$3,097
\$40,000-\$59,999	81	13%	\$12,368	(\$813)	\$6,556	\$2,957
\$60,000-\$79,999	75	12%	\$13,173	\$167	\$5,555	\$2,540
\$80,000-\$99,999	55	9%	\$13,625	\$537	\$5,127	\$1,608
\$100,000 Above	223	35%	\$13,851	\$451	\$5,205	\$1,467
Missing	47	7%	\$15,284	\$1,876	\$3,797	\$810
TOTAL	641	100%	AVERAGE \$12,465	(\$791)	\$6,494	\$2,152

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line **Average** represents the average of all full-time undergraduate Florida residents.



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Effective Date	
University Board of Trustees Approval Date:	Projected to be June 16, 2012
Implementation Date (month/year):	7/12
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	Entire College
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	All Courses
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$21.42
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	15%
\$ Increase in tuition differential per credit hour:	\$18.71
\$ Increase in tuition differential for 30 credit hours	\$561.30
Incremental differential fee revenue generated in 2012-13 (projected):	\$411,655
Total differential fee revenue generated in 2012-13 (projected):	\$872,266
Intended Uses	
In 2012-13 Tuition Differential will support: Seminars in Critical Inquiry (QEP), the Writing Resource Center, the Quantitative Resource Center, the Pritzker Marine Science Program, the Gender Studies Program, Library Faculty, and Adjunct Faculty and in all three academic divisions.	
Describe the Impact to the Institution if Tuition Differential is Not Approved	
<p>The College's base recurring expenses are approximately \$2 million greater than recurring revenues. Our budget plans for 2012-13 rely on the 15% tuition increase and will require another \$1.55 million of reserves to cover critical recurring expenses. Without a 15% tuition increase, it will be necessary to spend down more reserve funds. This will bring the College dangerously close to falling below statutory reserves by 2013-14, and threaten our ability to maintain the College's core academic program. From FY 2007-08 to 2011-12, recurring state appropriations to the College have decreased by approximately \$5 million (> 25%). In response, the College has significantly reduced operating costs and enhanced operating efficiencies. For example, the College has eliminated staff positions; instituted across-the-board reductions in operating expenses (10% in FY 2009-10 and an additional 5% in FY 2011-12); and used adjuncts while postponing searches for open tenure-track faculty positions. In addition, the College has long-standing agreements to share operating costs (an SUS "best practice") for certain support functions with its SUS neighbors the University of South Florida Sarasota-Manatee and the FSU Ringling Museum. The College and USF S-M share the cost of operating the Jane Bancroft Cook Library, Student Counseling & Wellness Center, Campus Police Services and Campus Bookstore Services. The College and FSU Ringling Museum have co-located their chiller plants in the same facility, and share certain campus architect and building code administration costs. All of these actions, in conjunction with systematically increasing tuition rates, have enabled the College to maintain its core academic program.</p>	



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
<p>"Seminars in Critical Inquiry" constitute a program of first-year courses designed to introduce students to foundations of research, writing, and critical thinking. The Tuition Differential Funds ensure that the program can continue. These funds support faculty development (including stipends to create new courses), adjunct replacements, salaries of the Director and Assistant Director, and assessment related to this program.</p>	<ul style="list-style-type: none"> 5 seminars were offered by New College faculty, all of which were new offerings (newly structured as QEP classes) and represented courses in the Social Sciences and Humanities. 69 students were enrolled in these courses. A QEP Consultant was hired to review the progress of the QEP (the QEP is a core component of the SACS accreditation process). 9 faculty, 2 administrators, 1 instructional staff, and 3 students participated in the external consultant's visit to evaluate the progress of the program (1 additional faculty member and 1 additional student participated by email). Recommendations from this evaluation will be used to further develop the QEP assessment plan for the coming year.
<p>Academic Resource Center (ARC), including Language Resource Center (LRC), Writing Resource Center (WRC), Quantitative Resource Center (QRC), and Educational Technology Services (ETS)</p>	<p>The ARC in Cook Library provided key support services in writing, foreign language instruction, quantitative and computational analyses, and educational technology.</p> <ul style="list-style-type: none"> WRC conducted 215 individual writing conferences. 23 in class presentations, 16 workshops and writing events, and 9 creative writing collaborative meetings. 100% of students said they would return to the WRC QRC led over 400 tutoring sessions in mathematics and statistics and 150 consultation sessions with thesis students in statistics and methods. ETS initiated an equipment replacement cycle and updated software for multimedia creation and production.
<p>Environmental Studies Program</p>	<p>Staff support and adjunct teaching for Environmental Studies curricula, student research, and campus environmental stewardship.</p>
Additional Detail, where applicable:	
<p>Total Number of Faculty Hired or Retained (funded by tuition differential):</p>	0.875
<p>Total Number of Advisors Hired or Retained (funded by tuition differential):</p>	3.1
<p>Total Number of Course Sections Added or Saved (funded by tuition differential):</p>	5
2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
<p>Provided Need-Based Aid</p>	\$141,424
Additional Information (estimates as of April 30, 2012):	



Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	26
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	\$5439
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	\$386
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	\$9500



FISCAL INFORMATION (continued)
TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES,
& AVAILABLE BALANCES - FISCAL YEAR 2011-12 AND 2012-13

University Tuition Differential			
Budget Entity: 48900100 (Educational & General)			
SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)			
	Estimated Actual*		Estimated
	2011-12		2012-13
	-----		-----
<u>FTE Positions:</u>			
Faculty	0.875		16.9
Advisors	3.1		2.625
Staff	-		-
Total FTE Positions:	3.975		19.525
<u>Balance Forward from Prior Periods</u>			
Balance Forward	\$ -		\$ -
Less: Prior-Year Encumbrances	-		-
Beginning Balance Available:	\$ -		\$ -
<u>Receipts / Revenues</u>			
	\$		
Tuition Differential Collections	471,411		872,266
Interest Revenue - Current Year	-		-
Interest Revenue - From Carryforward	-		-
Balance	-		-
	\$		
Total Receipts / Revenues:	471,411		872,266
<u>Expenditures</u>			
	\$		\$
Salaries & Benefits	268,553		341,007
Other Personal Services	36,708		245,983
Expenses	24,726		23,596
Operating Capital Outlay	-		-
Student Financial Assistance	141,424		261,680
Expended From Carryforward Balance	-		-
**Other Category Expenditures	-		-
	\$		\$
Total Expenditures:	471,411		872,266
	\$		\$
Ending Balance Available:	0		0

*Since the 2011-12 year has not been completed, provide an estimated actual.

**Provide details for "Other Categories" used.



FISCAL INFORMATION (continued)

UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

University: New College of Florida

<u>Undergraduate Students</u>	-----Actual-----			-----Projected-----			
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
<u>Tuition:</u>							
Base Tuition - (0% inc. for 2013-14 to 2015-16)	\$88.59	\$95.67	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32
Tuition Differential (no more than 15%)	5.74	\$12.80	\$21.42	\$40.13	\$61.64	\$86.38	\$114.83
Total Base Tuition & Differential/Credit Hour	\$94.33	\$108.47	\$124.74	\$143.45	\$164.96	\$189.70	\$218.15
% Change		15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
<u>Fees (per credit hour):</u>							
Student Financial Aid ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Building/Capital Improvement ²	\$4.76	\$4.76	\$4.76	\$6.14	\$6.14	\$6.14	\$6.14
Activity & Service	\$16.65	\$16.65	\$16.65	\$16.65	\$17.48	\$18.35	\$19.26
Health	\$4.58	\$4.58	\$4.58	\$4.58	\$4.81	\$5.05	\$5.30
Athletic	\$3.72	\$4.97	\$6.28	\$6.28	\$6.59	\$6.92	\$7.26
Transportation Access							
Technology ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Green Fee (USF, NCF, UWF only)	\$0.00	\$0.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Student Life & Services Fee (UNF only)							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
Total Fees	\$38.55	\$40.52	\$43.59	\$44.97	\$46.34	\$47.78	\$49.28
Total Tuition and Fees per Credit Hour	\$132.88	\$148.99	\$168.33	\$188.42	\$211.30	\$237.48	\$267.43
% Change		12.1%	13.0%	11.9%	12.1%	12.4%	12.6%
<u>Fees (block per term):</u>							
Activity & Service							
Health							
Athletic							
Transportation Access							
Total Block Fees per term	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
% Change		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Total Tuition for 30 Credit Hours	\$2,829.90	\$3,254.10	\$3,742.20	\$4,303.50	\$4,948.80	\$5,691.00	\$6,544.50
Total Fees for 30 Credit Hours	\$1,156.50	\$1,215.60	\$1,307.70	\$1,349.10	\$1,390.20	\$1,433.40	\$1,478.40
Total Tuition and Fees for 30 Credit Hours	\$3,986.40	\$4,469.70	\$5,049.90	\$5,652.60	\$6,339.00	\$7,124.40	\$8,022.90
\$ Change		\$483.30	\$580.20	\$602.70	\$686.40	\$785.40	\$898.50
% Change		12.1%	13.0%	11.9%	12.1%	12.4%	12.6%
<u>Out-of-State Fees</u>							
Out-of-State Undergraduate Fee	\$571.49	\$588.63	\$609.23	\$609.23	\$627.50	\$646.32	\$665.70
Out-of-State Undergraduate Student Financial Aid ³	\$28.57	\$29.43	\$30.46	\$30.46	\$31.37	\$32.31	\$33.28
Total per credit hour	\$600.06	\$618.06	\$639.69	\$639.69	\$658.87	\$678.63	\$698.98
% Change		3.0%	3.5%	0.0%	3.0%	3.0%	3.0%
Total Tuition for 30 Credit Hours	\$2,829.90	\$21,795.90	\$22,932.90	\$23,494.20	\$24,714.90	\$26,049.90	\$27,513.90
Total Fees for 30 Credit Hours	\$2,013.60	\$2,098.50	\$2,221.50	\$2,262.90	\$2,331.30	\$2,402.70	\$2,476.80
Total Tuition and Fees for 30 Credit Hours	\$4,843.50	\$23,894.40	\$25,154.40	\$25,757.10	\$27,046.20	\$28,452.60	\$29,990.70
\$ Change		\$18,966.00	\$1,137.00	\$561.30	\$1,220.70	\$1,335.00	\$1,464.00
% Change		670.2%	5.2%	2.4%	5.2%	5.4%	5.6%
<u>Housing/Dining⁴</u>	\$7,782.00	\$8,225.00	\$8,597.00	\$8,597.00	\$8,855.00	\$9,121.00	\$9,395.00
\$ Change	\$0.00	\$443.00	\$372.00	\$0.00	\$258.00	\$266.00	\$274.00
% Change		5.7%	4.5%	0.0%	3.0%	3.0%	3.0%

¹ can be no more than 5% of tuition. ² capped in statute. ³ can be no more than 5% of tuition and the out-of-state fee. ⁴ combine the most popular housing and dining plans provided to students.



ENROLLMENT PLANNING

Planned Growth by Student Type *(for E&G students at all campuses)*

	5 YEAR TREND <i>(2005-06 to 2010-11)</i>	2010-11 ACTUAL HEADCOUNT		2012-13 PLANNED HEADCOUNT		2013-14 PLANNED HEADCOUNT		3 YEAR <i>(2014-15)</i> PLANNED HEADCOUNT	
UNDERGRADUATE									
FTIC (Regular Admit)	13%	697	87%	721	88%	725	88%	730	88%
FTIC (Profile Admit)	N/A ¹	5	1%	6	1%	6	1%	6	1%
AA Transfers* ²	(23%)	36	5%	35	4%	35	4%	35	4%
Other Transfers ²	(35%)	62	8%	60	7%	61	7%	61	7%
Subtotal	5%	800		822		827		832	
GRADUATE STUDENTS									
Master's	%Δ
Research Doctoral	%Δ
Professional Doctoral	%Δ
Subtotal	%Δ
NOT-DEGREE SEEKING	%Δ
MEDICAL	%Δ
TOTAL	5%	800		822		827		832	

Note*: AA transfers refer only to transfers from the Florida College System.

¹ 5-year trend is not provided, because NCF had zero FTIC profile admit students in 2005-06.

² Since independence, NCF has increased its efforts to recruit more AA transfers in support of the state articulation agreement. It is difficult to recruit transfer students because transfer students often seek an option that allows them to attend school part-time. In addition, New College is able to dedicate only .5 FTE to transfer recruitment, due to state budget cuts.

Planned Growth by Method of Instruction *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL FTE		2012-13 PLANNED FTE		2013-14 PLANNED FTE		3 YEAR (2014-15) PLANNED FTE	
			% of TOTAL		% of TOTAL		% of TOTAL		% of TOTAL
UNDERGRADUATE									
DISTANCE (>80%)	%Δ	0		0		0		0	
HYBRID (50%-79%)	%Δ	0		0		0		0	
TRADITIONAL (<50%)	0%	683	100%	696	100%	700	100%	704	100%
TOTAL	0%	683	100%	696	100%	700	100%	704	100%
GRADUATE									
DISTANCE (80%)	%Δ								
HYBRID (50%-79%)	%Δ								
TRADITIONAL (<50%)	%Δ								
TOTAL	%Δ								

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional (and Technology Enhanced)** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING (continued)

Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Estimated 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
<i>Florida Resident</i>								
LOWER DIVISION	124	159	124	150	151	152	154	1%
UPPER DIVISION	419	441	419	430	433	435	441	1%
GRAD I								%
GRAD II								%
TOTAL	543	600	543	581	584	588	595	1%
<i>Not a Florida Resident</i>								
LOWER DIVISION		37		39	39	39	40	1%
UPPER DIVISION		82		76	77	77	78	1%
GRAD I								%
GRAD II								%
TOTAL	113	119	113	115	116	117	118	1%
<i>TOTAL</i>								
LOWER DIVISION		196		189	190	191	194	1%
UPPER DIVISION		523		507	510	513	519	1%
GRAD I								%
GRAD II								%
TOTAL	656	719	656	696	700	704	713	1%
TOTAL (US FTE)	875	959	875	928	933	939	950	1%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.



ACADEMIC PROGRAM COORDINATION

New Programs To Be Considered by University in 2012-13 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
DOCTORAL PROGRAMS						

New Programs To Be Considered by University in 2013-15 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
DOCTORAL PROGRAMS						



KEY PERFORMANCE INDICATOR DEFINITIONS

Goals Common to All Universities	
Academic Quality	
National Ranking for University and Program(s)	Describe plans for increasing national preeminence of University and select programs.
Avg. SAT Score	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
Avg. HS GPA (on 4.0 scale)	The average HS GPA for Admitted and Registered FTIC (B,E) students.
Professional/Licensure Exam First-time Pass Rates Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
Percent of Undergraduate Seniors Participating in a Research Course	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
Operational Efficiency	
Freshman Retention Rate	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the following fall term.
FTIC Graduation Rates In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
AA Transfer Graduation Rates In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
Percent of Bachelor's Degrees Without Excess Hours	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



Return on Investment	
Bachelor's Degrees Awarded	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
Percent of Bachelor's Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Graduate Degrees Awarded	This is a count of graduate degrees granted.
Percent of Graduate Degrees in STEM	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Percent of Baccalaureate Graduates Employed in Florida	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Percent of Baccalaureate Graduates Continuing their Education (in FL)	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Annual Gifts Received (\$M)	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
Endowment (\$M)	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).
Goals Specific to Research Universities	
Academic Quality	
Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see link .
National Academy Members	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
Number of Post-Doctoral appointees	As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS).



Number of Science & Engineering Disciplines nationally ranked in Top 100 for research expenditures	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
Return on Investment	
Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
Percent of R&D Expenditures funded from External Sources	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
Patents Issued	The number of patents issued in the fiscal year as reported to AUTM.
Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
Licensing Income Received (\$M)	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
Science & Engineering Research Expenditures in non-medical/health sciences	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see link , table 36 <i>minus</i> table 52).
National rank is higher than predicted by Financial Resources Ranking <i>based on US News & World Report</i>	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
Research Doctoral Degrees Awarded	The number of research doctoral degrees awarded annually.
Professional Doctoral Degrees Awarded	The number of professional doctoral degrees awarded annually.

UCF

2012-13 Work Plan



University of Central Florida

Work Plan Presentation for 2012-13 Board of Governors Review



INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' new Strategic Plan 2012-2025 is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.

The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



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- a. Fiscal Information (*includes Tuition Differential Fee Request*)
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4. DEFINITIONS



MISSION STATEMENT (What is your purpose?)

The University of Central Florida is a public multi-campus, metropolitan research university that stands for opportunity. The university anchors the Central Florida city-state in meeting its economic, cultural, intellectual, environmental, and societal needs by providing high-quality, broad-based education and experience-based learning; pioneering scholarship and impactful research; enriched student development and leadership growth; and highly relevant continuing education and public service initiatives that address pressing local, state, national, and international issues in support of the global community.

VISION STATEMENT (What do you aspire to?)

UCF has embarked on a bold venture to become a new kind of university that provides leadership and service to the Central Florida city-state. While sustaining bedrock capabilities in the future, the university will purposely pursue new strengths by leveraging innovative partnerships, effective interdisciplinarity, and a culture of sustainability highlighted by a steadfast commitment to inclusiveness, excellence, and opportunity for all.

STATEMENT OF STRATEGY (How will you get there?)

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

UCF will pursue our goals by favoring tactics that feature partnerships and interdisciplinary approaches to problems of significance to the university and the Central Florida city-state. We will sustain our abiding commitments to inclusiveness, excellence in all endeavors, and opportunity for all. UCF plans to sustain programs in its areas of historic strength – such as engineering, business, computer sciences, the natural sciences, and teacher education – and have the confidence and nimbleness to exploit strategic opportunities in areas as diverse as medicine, the performing arts, and emerging fields.



STRENGTHS AND OPPORTUNITIES *(within 3 years)*

What are your core capabilities, opportunities and challenges for improvement?

- Opportunities: High student retention, progression, and graduation rates; M.D. program and supporting initiatives, including new bio-related programs; graduate study and research in both traditional and emerging disciplines; 2+2 *DirectConnect* program; university efficiencies in utilities, maintenance, and property management; and ample opportunities for academic community engagement and partnerships.
- Challenges: High student-to-faculty ratio; high transfer population resulting in a greater proportion of high-cost, major-specific course offerings, which are more costly than general education course work; and, significant recurring budget reductions, along with the lack of fiscal stability for planning purposes.

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1 – Faculty: Hire additional full-time faculty in areas of specific focus (e.g. STEM, area of strategic programmatic emphasis, and emerging fields).

Hiring full-time faculty enhances the undergraduate and graduate academic experience by ensuring the availability of course offerings to meet overall enrollment growth, decreasing class size, increasing student retention and graduation, supporting undergraduate and graduate research, and stabilizing UCF's student to faculty ratio. An emphasis on hiring tenure and tenure-track faculty addresses the overall mix of faculty and recent reliance on non-tenure-track faculty, while boosting our growing research promise and potential economic impact.

2 – Research and Graduate Activity: Increase graduate degree program breadth, interdisciplinarity, and quality, while enhancing the volume and impact of UCF research.

Increasing graduate activity supports the emerging preeminence of UCF's graduate enterprise as indicated by the most recent 2013 Best Graduate Schools' rankings from *U.S. News & World Report*, including 20 UCF programs listed in the top 100 with 7 ranked in the top 50. To ensure the continued growth and quality, UCF plans to develop programs across a broader range of disciplines focusing on interdisciplinary programs and research. Increasing graduate activity also furthers the volume and economic impact of UCF research, building upon the \$1.1 billion in external research grants received in the last decade.

3 – College of Medicine: Continue development of the necessary infrastructure to ensure the success of the College of Medicine M.D. program.

The College of Medicine and its Lake Nona and Central Florida partners are building a medical city, forming partnerships to improve the quality of healthcare in the city-state, and creating an economic engine with a projected multi-billion dollar economic impact for the region. Development of the infrastructure requires continued hiring of medical faculty members and essential staff members, achievement of full accreditation, continued implementation of the College of Medicine Faculty Practice, initiating the development of new graduate medical education programs in Central Florida, and expansion of biomedical and clinical research.



KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'¹, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

¹ The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).



KEY PERFORMANCE INDICATORS

Goals Common to All Universities

	5 YEAR TREND (05-06 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
National Ranking for University and Programs					
UCF plans to improve graduate and overall rankings by hiring additional faculty members in select areas to enhance graduate program quality, student selectivity, research volume and impact.					
Avg. SAT Score	1% ¹	1736	1750	1752	1756
Avg. High School GPA (on 4.0 scale)	6%	3.72	3.78	3.80	3.82
Professional/Licensure Exam First-time Pass Rates ²					
Exams Above National/State Benchmark	n/a	2	2	2	3
Exams Below National/State Benchmark	n/a	0	0	0	0
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2012.			
SUBTOTAL OF IMPROVING METRICS	2	3	3	3	3
Operational Efficiency					
Freshman Retention Rate	5%	87%	88%	88%	89%
FTIC Graduation Rates					
In 4 years (or less)	3%	35%	36%	36%	37%
In 6 years (or less)	5%	62%	63%	64%	65%
AA Transfer Graduation Rates					
In 2 years (or less)	-7%	28%	28%	29%	29%
In 4 years (or less)	-1%	67%	67%	68%	68%
Percent of Bachelor's Degrees Without Excess Hours	n/a	Board staff is currently updating the methodology for this metric.			
SUBTOTAL OF IMPROVING METRICS	3	5	5	5	5
Return on Investment					
Bachelor's Degrees Awarded	32%	10,646	11,400	12,200	13,500
Percent of Bachelor's Degrees in STEM	0%	16%	17%	17%	18%
Graduate Degrees Awarded	25%	2,538	2,625	2,700	2,780
Percent of Graduate Degrees in STEM	2%	27%	28%	28%	28%
Percent of Baccalaureate Graduates Employed in Florida	-12%	65% ³	65%	66%	68%
Percent of Baccalaureate Graduates Continuing their Education (in FL)	1%	18% ³	18%	19%	19%
Annual Gifts Received (\$M)	-37%	\$ 19.7	\$ 16.5	\$ 21.5	\$ 34.5
Endowment (\$M)	30%	\$ 125.7	\$ 130.0	\$ 136.0	\$ 145.0
SUBTOTAL OF IMPROVING METRICS	6	7	8	8	8
TOTAL OF IMPROVING METRICS	11	15	16	16	16

Notes: (1) SAT trends are based on 3 year average, (2) Professional licensure pass rates are based on the 2010-11 Annual Accountability Report with data that spans multiple time periods, (3) Percent of graduates employed and continuing their education is based on 2009-10 data from FETPIP.



KEY PERFORMANCE INDICATORS

Goals Specific to Research Universities

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
Faculty Awards	-20%	4	5	8	12
National Academy Members	n/a	1 ¹	1	1	2
Number of Post-Doctoral Appointees	n/a	58	65	68	75
Number of Science & Engineering Disciplines Nationally Ranked in Top 100 for Research Expenditures (based on 8 broad discipline areas, and includes private universities)	n/a	4 ¹	4	4	5
SUBTOTAL OF IMPROVING METRICS	0		4	4	4
Operational Efficiency					
To Be Determined		The Board of Governors will work with Universities to develop metrics associated with Operational Efficiencies.			
Return on Investment					
Total Research Expenditures (\$M) (includes non-Science & Engineering disciplines)	-11%	\$ 109.2	\$ 125.0	\$ 127.5	\$ 132.5
Science & Engineering Research Expenditures (\$M)	-10%	\$ 97.3	\$ 110.0	\$ 112.5	\$ 117.5
Percent of Research Expenditures funded from External Sources	16%	84%	85%	86%	87%
Patents Issued	162%	76	80	85	90
Licenses/Options Executed	133%	14	10	12	15
Licensing Income Received (\$M)	150%	\$ 0.5	\$ 0.6	\$ 0.8	\$ 0.8
Number of Start-up Companies	0%	2	2	3	4
Science & Engineering R&D Expenditures in Non-Medical/Health Sciences	-11%	\$ 95.1	\$ 107.5	\$ 107.5	\$ 107.5
National Rank is Higher than Predicted by the Financial Resources Ranking (based on U.S. News & World Report)	n/a	NR-FR 177-265	n/a	n/a	n/a
Research Doctoral Degrees Awarded	38%	245	238	245	255
Professional Doctoral Degrees Awarded	n/a	40	36	110	122
SUBTOTAL OF IMPROVING METRICS	6		8	10	10
TOTAL OF IMPROVING METRICS	6		12	14	14

Notes: (1) the most recent faculty Awards data is based on 2009-10 data.



KEY PERFORMANCE INDICATORS

Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Bachelor's Degrees in Areas of Strategic Emphasis	31%	3,406	3,640	3,850	4,200
Graduate Degrees in Areas of Strategic Emphasis	29%	1,252	1,290	1,825	1,860
Bachelor's Degrees Awarded to Minorities	64%	2,543	2,850	3,050	3,510

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

Goal 1. College of Medicine: Continue development of the necessary infrastructure to ensure success of the College of Medicine M.D. program. *As the inaugural M.D. class enters its fourth and final year, UCF looks to achieve several critical milestones: full accreditation from the Liaison Committee on Medical Education in 2013, graduation and residency placement of the inaugural class in 2013, expansion of the COM Faculty Practice to cover all non-faculty costs in 2014-15; a fully-enrolled education program with 480 students in 2016, creation of a Graduate Medical Education Program (residency and/or fellowship programs), and creation of collaborative research and graduate programs with other units and colleges of the university and medical city partners.*

LCME Accreditation, M.D. Enrollment (GME Application Progress)	n/a	Preliminary, 100 (n/a)	Provisional, 180 (n/a)	Achieve Full, 280 (apply)	Full, 420 (approved)
UCF Health Faculty Practice (percent of non-faculty costs covered by practice revenue)	n/a	0%	25%	50%	100%

Goal 2. Be America's leading partnership university. *The UCF business incubation program supports the Central Florida economy by providing early-stage companies with tools, training, and infrastructure needed to create financially stable high growth and impact enterprises. In the past decade, the program has helped emerging companies create over \$500 million in annual revenue and more than 1,600 new jobs with an average salary of \$59,000.*

Total Jobs Created by Incubator Companies	138%	1,575	1,700	1,850	2,000
Total Companies Graduated by Incubators	100%	66	72	80	90



OPERATIONS



FISCAL INFORMATION

University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Appropriations
Education & General – Main Operations						
State Funds	\$ 286.5	\$ 268.8	\$ 249.9	\$ 258.2	\$ 223.4	\$168.4
Tuition	\$ 118.3	\$ 137.2	\$ 159.0	\$ 184.6	\$ 206.4	n/a
TOTAL MAIN OPERATIONS	\$ 410.3	\$ 414.9	\$ 417.0	\$450.7	\$ 444.6	n/a
Education & General – Health-Science Center / Medical Schools						
State Funds	\$ 4.5	\$ 8.8	\$ 19.0	\$ 21.4	\$ 22.2	\$ 23.0
Tuition	\$ 0	\$ 0	\$ 0.8	\$ 2.4	\$ 4.6	n/a
TOTAL HSC	\$ 4.5	\$ 8.8	\$ 20.0	\$ 24.5	\$ 26.9	n/a
Education & General – Institute of Food & Agricultural Sciences (IFAS)						
State Funds	n/a	n/a	n/a	n/a	n/a	n/a
Tuition	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL IFAS	n/a	n/a	n/a	n/a	n/a	n/a
EDUCATION & GENERAL TOTAL REVENUES	\$ 414.9	\$ 423.7	\$ 437.0	\$ 475.1	\$ 471.5	n/a

Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers (as reported in the Annual Accountability Report). Actual tuition revenues are not yet available for the 2012-13 year.

OTHER BUDGET ENTITIES

Auxiliary Enterprises

Resources associated with auxiliary units that are self supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.

Revenues	\$ 117.0	\$ 132.5	\$ 128.0	\$ 136.5	\$ 148.4	n/a
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Contracts & Grants

Resources received from federal, state or private sources for the purposes of conducting research and public service activities.

Revenues	\$114.3	\$ 116.2	\$ 107.8	\$ 108.4	\$ 110.0	n/a
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Local Funds

Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.

Revenues	\$ 283.2	\$ 328.4	\$ 388.4	\$ 445.6	\$ 493.1	n/a
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Faculty Practice Plans

Revenues/receipts are funds generated from faculty practice plan activities.

Revenues	n/a	n/a	\$ 0.0	\$ 0.0	\$ 0.7	n/a
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OTHER BUDGET ENTITY TOTAL REVENUES	\$ 514.5	\$ 577.1	\$ 624.1	\$ 690.6	\$ 752.0	n/a
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UNIVERSITY REVENUES GRAND TOTAL	\$ 929.3	\$ 1,000.8	\$ 1,061.3	\$ 1,165.7	\$ 1,214.0	n/a
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FISCAL INFORMATION (continued)

Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
Base Tuition	\$2,870	\$3,100	\$3,100	\$3,100	\$3,100
Tuition Differential Fee	\$476	\$749	\$1,326	\$1,989	\$2,753
Percent Increase	15%	15%	15%	15%	15%
Required Fees ¹	\$1,674	\$1,736	\$1,821	\$1,946	\$2,061
TOTAL TUITION AND FEES	\$5,021	\$5,584	\$6,247	\$7,035	\$7,914

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 16.

Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Percent of Bachelor's Recipients with Debt	45%	46%	46%	49%	51%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$19,234	\$20,088	\$20,484	\$19,730	\$19,356
Student Loan Cohort Default Rate (2nd Year)	4.0%	3.3%	4.4%	n/a	n/a
Student Loan Cohort Default Rate (3rd Year)	6.3%	6.1%	7.7%	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students.

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$4,518	\$924	\$8,574	\$1,800	\$2,276	\$18,092
AT HOME	\$4,518	\$924	\$4,450	\$1,800	\$2,276	\$13,968

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT
Below \$40,000	6,424	21%	\$11,552	\$-657	\$5,757	\$6,105
\$40,000-\$59,999	3,137	10%	\$13,200	\$862	\$4,158	\$5,454
\$60,000-\$79,999	2,850	9%	\$14,426	\$1,987	\$3,020	\$5,924
\$80,000-\$99,999	2,600	8%	\$14,829	\$2,326	\$2,671	\$6,132
\$100,000 Above	8,503	28%	\$15,061	\$2,397	\$2,577	\$6,391
Missing	6,892	23%	\$15,374	\$2,658	\$2,126	\$10,228
TOTAL	30,406	100%	AVERAGE \$14,073	\$1,596	\$3,385	\$6,706

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line **Average** represents the average of all full-time undergraduate Florida residents.



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Effective Date	
University Board of Trustees Approval Date:	5/24/2012 (anticipated)
Implementation Date (month/year):	8/2012
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	Entire university.
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	All undergraduate courses.
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$24.96
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	15%
\$ Increase in tuition differential per credit hour:	\$19.24
\$ Increase in tuition differential for 30 credit hours:	\$577.20
Projected Differential Revenue Generated	
Incremental differential fee revenue generated in 2012-13 (projected):	\$19,836,047
Total differential fee revenue generated in 2012-13 (projected):	\$44,057,092
Intended Uses	
Differential tuition revenue is essential to the university to maintain and/or increase undergraduate course offerings, maintain and/or hire faculty members teaching undergraduate courses, and support other activities, initiatives, and services that will directly enhance the overall undergraduate experience and improve student retention and graduation rates.	
Describe the Impact to the Institution if Tuition Differential is Not Approved	
<p>Without differential tuition, the University of Central Florida's ability to continue to provide high-quality access to undergraduate degrees is at risk. During the past five years, UCF's undergraduate student population has increased by 26 percent in response to our commitment to serve the growing needs of our community and provide high-quality undergraduate degrees for Florida residents. During that same period, funding reductions to our E&G base budget have totaled just under \$144 million (a 49 percent reduction to our state-allocated budget).</p> <p>UCF's current student-to-faculty ratio is 31.7 to 1. To maintain the current ratio, UCF needed to add 68 additional full-time faculty members during 2011-12. However, differential tuition funds supported an increase of only 23 full-time faculty members. Differential tuition is essential to help slow the student-to-faculty ratio increase.</p> <p>Furthermore, without additional tuition revenues to maintain vital student support services for our general and at-risk populations, retention and graduation rates will be severely compromised. For instance, without differential tuition, UCF's average undergraduate class size of 51 students will increase.</p> <p>Under normal economic conditions, differential tuition funds available over the past several years would have served to enhance rather than only maintain the quality of undergraduate education and related student-support services for our continuing and new students. However, despite past tuition increases and the careful restructuring of operations and thoughtful planning in response to the economic crisis, available funds are still insufficient to offset past state reductions, let alone address further reductions, rising expenses due to inflation, and UCF's commitment to growth and access.</p> <p>Differential tuition is an essential tool for UCF to continue our commitment to access and to provide a high-quality education to students.</p>	
Request to Modify or Waive Tuition Differential Uses	
(this section is applicable only if HB 7135 is signed by the Governor and the university wishes to request a change to the 70% / 30% intended uses criteria identified in Regulation 7.001(14))	
N/A	



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
<p>1. Department of Writing and Rhetoric: \$1,121,000 Continuing support for the Department of Writing and Rhetoric (DWR), whose mission is to coordinate and support a comprehensive vertical writing curriculum at UCF. This program will serve as a flagship vertical writing program and as a national model for how a large public university can act on best practices and research about writing. It will also support a Writing Across the Curriculum program, along with innovative new writing degrees and certificates staffed with full-time composition instructors. We believe this initiative will distinguish UCF regionally and nationally.</p>	<p>The university created a Department of Writing and Rhetoric (DWR) in 2010 to design and support a new writing curriculum while also offering more writing services through the University Writing Center (UWC). Searches for two tenured faculty members were conducted successfully in 2010-11 to direct the UWC and the university's writing across the curriculum (WAC) program. In addition, three tenure-earning faculty, six instructors, two advisors, and an admissions specialist were hired in 2011-12. Searches for one tenure-earning faculty and two instructors were conducted for positions beginning in Fall 2012. Two Faculty Fellows programs for the WAC program were established and attracted two dozen participants from five colleges and one regional campus. In addition, an undergraduate certificate in public and professional writing and a writing minor were implemented in Fall 2011. Currently, there are 46 students in the undergraduate minor.</p>
<p>2. Pre-professional Advising Office: \$250,000 Continue support for the Office of Pre-Professional Advising (OPPA) that was established to: a) provide guidance and support to students interested in pursuing careers in the health and legal professions; and b) assist pre-professional students in any undergraduate major by offering academic advising, administrative support, and other activities related to preparing for, and applying, to professional schools.</p>	<p>Differential tuition for the Office of Pre-professional Advising supported the following undergraduate student activities and services in 2011-12: a) more than 1,400 students were served through their student professional organizations, b) 1,920 in-office advising consultations occurred with students interested in the legal profession and in 12 health professions, c) more than 1,500 students participated in workshops and presentations sponsored by various UCF and external entities, d) representatives from 26 law and health professional schools addressed students, e) advising consultations were assessed, g) participants engaged in numerous campus-wide advising showcase events; and h) relationships were built with law school and health professional school admissions representatives.</p>
<p>3. Undergraduate Education Enhancement Initiatives: \$1,034,133 – Recurring 2009-10 initiative Continue support for the English and math class size initiative to provide more individualized instruction and enhance student success in these general education courses, as well as other subsequent courses, and increase overall retention; and maintain the operating hours of the University Writing Center (UWC) and the Mathematical Assistance and Learning Lab (MALL) and the overall number and quality of</p>	<p>The English Initiative supported updated curriculum, smaller class sizes, and increased use of the University Writing Center (UWC). Differential tuition funds continue to support six instructors affiliated with the English Initiative who taught 1,052 students and participated in the third year of a three-year assessment project to study class-size and teacher-training effects. Funds for the English initiative also allowed additional tutors to be hired in the UWC. These tutors provided 4,935 consultations to help undergraduate students improve their writing skills.</p>



<p>student consultations.</p>	<p>The Math Initiative supported a pilot section of mixed-mode College Trigonometry in Spring 2011 with this section continuing in 2011-12. Beginning in Spring 2013, all sections of College Trigonometry will be offered in the new format. Three sections of the new Calculus I format were offered in Fall 2011. Starting from Spring 2012, all sections of (non-honors) Calculus I were offered in the redesigned mode. Changes for 2011-12 resulted in 79 added sections in the MALL over 2010-11, with a total impact of 7,089 students. Preliminary evidence indicates that the goals that were set by this redesign were met.</p>
<p>4. Enhance Academic Advising Support: \$792,000 Recurring 2009-10 initiative. Continue support for the academic advising program for First Time in College (FTIC) students, second-year sophomores, and transfer students to enable transition into colleges through dedicated advisors.</p>	<p>Concluding its third year, the Academic Advising Enhancement Program (AAEP) continues to support 18 advisors. These advisors identified at-risk populations and implemented interventions to help students avoid academic probation. Innovations included modification of the transfer orientation to expand advising sessions, along with extensive use of technology to help instructors connect with students via live video chats, web courses, and online presentations. All colleges developed new presentations for transfer orientation that focused on how to address transfer shock, how to build a successful first-semester schedule of courses, and how to access campus resources. In addition, a sophomore-week web course was developed.</p>
<p>5. Undergraduate Student Support: \$13,757,598 Continue support for colleges to maintain or increase undergraduate course offerings, hire and support faculty members teaching undergraduate courses, and undertake other initiatives that will directly enhance the overall undergraduate experience and improve retention and graduation rates.</p>	<p>Differential tuition funds enabled colleges to hire and maintain faculty members and adjuncts who taught an estimated 127 additional course sections and continued instruction for 1,606 course sections.</p> <p>Other selected examples of funded initiatives include the following: The College of Business Administration Undergraduate Student Services continued several initiatives to assist new and returning students, such as the development of the nationally recognized "COBA Pass" system, which has reduced waiting time for advising while increasing advising options; the creation of a website for CBA orientation sessions, which has streamlined the orientation process; and the development of a system to identify students who are performing below satisfactory and alert them to the need to seek additional advising. CBA has also started work on an undergraduate mentoring system to improve retention rates.</p> <p>The College of Arts and Humanities used the differential tuition to hire and retain over 25 tenure-earning faculty members and non-tenure earning instructors to teach undergraduate courses to more than 4,800 students. These faculty members are addressing the needs of undergraduate education in specific areas such as Spanish, American History, Creative Writing, and Philosophy. Other faculty members were hired for the newly formed School of Visual</p>



	Arts and Design that currently has more than 1,700 undergraduate majors.
Additional Detail, where applicable:	
Total Number of Faculty Hired or Retained (funded by tuition differential):	23 hired, 187 retained
Total Number of Advisors Hired or Retained (funded by tuition differential):	1 hired, 28 retained
Total Number of Course Sections Added or Saved (funded by tuition differential):	127 added, 1,606 retained
2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Thirty percent of differential tuition funds collected will be used to help reduce the financial debt of those degree-seeking undergraduates who demonstrate financial need as evidenced by the results of the Free Application for Federal Student Aid (FAFSA)	The tuition differential revenue allowed UCF to increase the number of students receiving the award (from 5,610 in 2010-11 to 6,745 in 2011-12, a 20.2 percent increase) and increase the average award (from \$555 in 2010-11 to \$939 in 2011-12, a 69.2 percent increase).
Additional Information (estimates as of April 30, 2012):	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	6,745
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	\$939
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	\$300
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	\$1,200



FISCAL INFORMATION (continued)
TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES,
& AVAILABLE BALANCES - FISCAL YEAR 2011-12 AND 2012-13

University Tuition Differential

Budget Entity: 48900100 (Educational & General)

SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)

	Estimated Actual* 2011-12 -----	Estimated 2012-13 -----
<u>FTE Positions:</u>		
Faculty	209	393
Advisors	29	39
Staff	10	14
Total FTE Positions:	248	446
<u>Balance Forward from Prior Periods</u>		
Balance Forward	\$ -	\$ -
Less: Prior-Year Encumbrances	-	-
Beginning Balance Available:	\$ -	\$ -
<u>Receipts / Revenues</u>		
Tuition Differential Collections	\$ 24,221,045	44,057,092
Interest Revenue - Current Year	-	-
Interest Revenue - From Carryforward Balance	-	-
Total Receipts / Revenues:	\$ 24,221,045	\$ 44,057,092
<u>Expenditures</u>		
Salaries & Benefits	\$ 16,236,532	\$ 29,899,964
Other Personal Services	364,478	544,000
Expenses	298,747	296,000
Operating Capital Outlay	54,974	100,000
Student Financial Assistance	7,266,314	13,217,127
Expended From Carryforward Balance	-	-
**Other Category Expenditures	-	-
Total Expenditures:	\$ 24,221,045	\$ 44,057,092
Ending Balance Available:	\$ 0	\$ 0

*Since the 2011-12 year has not been completed, provide an estimated actual.

**Provide details for "Other Categories" used.



FISCAL INFORMATION (continued)

UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

<u>Undergraduate Students</u>	<u>Actual</u>			<u>Projected</u>			
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Tuition:							
Base Tuition - (0% inc. for 2013-14 to 2015-16)	\$88.59	\$95.67	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32
Tuition Differential (no more than 15%)	8.41	\$15.88	\$24.96	\$44.20	\$66.32	\$91.76	\$121.02
Total Base Tuition & Differential per Credit Hour	\$97.00	\$111.55	\$128.28	\$147.52	\$169.64	\$195.08	\$224.34
% Change		15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Fees (per credit hour):							
Student Financial Aid ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Building/Capital Improvement ²	\$4.76	\$4.76	\$4.76	\$6.76	\$8.76	\$10.33	\$10.33
Activity & Service	\$10.64	\$10.79	\$10.79	\$10.79	\$11.32	\$11.88	\$12.47
Health	\$8.99	\$9.52	\$9.88	\$10.30	\$10.81	\$11.35	\$11.91
Athletic	\$12.68	\$12.98	\$13.10	\$13.44	\$14.11	\$14.81	\$15.55
Transportation Access	\$7.94	\$8.19	\$9.00	\$9.10	\$9.55	\$10.02	\$10.52
Technology ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Green Fee (USF, NCF, UWF only)							
Student Life & Services Fee (UNF only)							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
Total Fees	\$53.85	\$55.80	\$57.85	\$60.71	\$64.87	\$68.71	\$71.10
Total Tuition and Fees per Credit Hour	\$150.85	\$167.35	\$186.13	\$208.23	\$234.51	\$263.79	\$295.44
% Change		10.9%	11.2%	11.9%	12.6%	12.5%	12.0%
Fees (block per term):							
Activity & Service							
Health							
Athletic							
Transportation Access							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
Total Block Fees per term	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Tuition for 30 Credit Hours	\$2,910.00	\$3,346.50	\$3,848.40	\$4,425.60	\$5,089.20	\$5,852.40	\$6,730.20
Total Fees for 30 Credit Hours	\$1,615.50	\$1,674.00	\$1,735.50	\$1,821.30	\$1,946.10	\$2,061.30	\$2,133.00
Total Tuition and Fees for 30 Credit Hours	\$4,525.50	\$5,020.50	\$5,583.90	\$6,246.90	\$7,035.30	\$7,913.70	\$8,863.20
\$ Change		\$495.00	\$563.40	\$663.00	\$788.40	\$878.40	\$949.50
% Change		10.9%	11.2%	11.9%	12.6%	12.5%	12.0%
Out-of-State Fees							
Out-of-State Undergraduate Fee	\$491.41	\$491.41	\$491.41	\$511.06	\$531.50	\$552.76	\$574.87
Out-of-State Undergraduate Student Financial Aid ³	\$24.57	\$24.57	\$24.57	\$25.55	\$26.57	\$27.63	\$28.74
Total per credit hour	\$515.98	\$515.98	\$515.98	\$536.61	\$558.07	\$580.39	\$603.61
% Change		0.0%	0.0%	4.0%	4.0%	4.0%	4.0%
Total Tuition for 30 Credit Hours	\$2,910.00	\$3,346.50	\$3,848.40	\$4,425.60	\$5,089.20	\$5,852.40	\$6,730.20
Total Fees for 30 Credit Hours	\$17,094.90	\$17,153.40	\$17,214.90	\$17,919.60	\$18,688.20	\$19,473.00	\$20,241.30
Total Tuition and Fees for 30 Credit Hours	\$20,004.90	\$20,499.90	\$21,063.30	\$22,345.20	\$23,777.40	\$25,325.40	\$26,971.50
\$ Change		\$495.00	\$563.40	\$1,281.90	\$1,432.20	\$1,548.00	\$1,646.10
% Change		2.5%	2.7%	6.1%	6.4%	6.5%	6.5%
Housing/Dining⁴	\$8,538.00	\$8,765.00	\$9,063.00	\$9,276.00	\$9,554.00	\$9,841.00	\$10,136.00
\$ Change	\$0.00	\$227.00	\$298.00	\$213.00	\$278.00	\$287.00	\$295.00
% Change		2.7%	3.4%	2.4%	3.0%	3.0%	3.0%
¹ can be no more than 5% of tuition. ³ can be no more than 5% of tuition and the out-of-state fee.							
² capped in statute. ⁴ combine the most popular housing and dining plans provided to students							



ENROLLMENT PLANNING

Planned Growth by Student Type *(for E&G students at all campuses)*

	5 YEAR TREND <i>(2005-06 to 2010-11)</i>	2010-11 ACTUAL HEADCOUNT		2012-13 PLANNED HEADCOUNT		2013-14 PLANNED HEADCOUNT		3 YEAR <i>(2014-15)</i> PLANNED HEADCOUNT	
UNDERGRADUATE									
FTIC (Regular Admit)	13%	24,519	52%	23,767	47%	23,873	46%	24,136	45%
FTIC (Profile Admit)	-22%	201	0%	228	0%	225	0%	224	0%
AA Transfers*	61%	17,240	36%	21,161	42%	22,206	42%	23,258	43%
Other Transfers	6%	5,345	12%	5,881	12%	6,126	12%	6,397	12%
Subtotal	26%	47,395	100%	51,037	100%	52,429	100%	54,014	100%
GRADUATE STUDENTS									
Master's	29%	6,131	77%	6,027	76%	6,036	76%	6,083	76%
Research Doctoral	9%	1,644	21%	1,680	21%	1,677	21%	1,697	21%
Professional Doctoral	n/a	156	2%	235	3%	239	3%	237	3%
Subtotal	27%	7,931	100%	7,942	100%	7,952	100%	8,017	100%
NOT-DEGREE SEEKING	-20%	911		859		850		845	
MEDICAL	n/a	100		280		360		420	
TOTAL	25%	56,337		60,118		61,591		63,296	

Note*: AA transfers refer only to transfers from the Florida College System.

Planned Growth by Method of Instruction *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11		2012-13		2013-14		3 YEAR (2014-15)	
		ACTUAL FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL
UNDERGRADUATE									
DISTANCE (>80%)	195%	7,686	24%	9,304	27%	10,127	28%	10,927	29%
HYBRID (50%-79%)	91%	1,904	6%	2,201	6%	2,465	7%	2,770	7%
TRADITIONAL (<50%)	4%	22,662	70%	23,404	67%	23,835	65%	24,628	64%
TOTAL	27%	32,251	100%	34,909	100%	36,426	100%	38,325	100%
GRADUATE									
DISTANCE (80%)	123%	1,262	29%	1,238	29%	1,281	30%	1,302	30%
HYBRID (50%-79%)	55%	400	9%	479	11%	516	12%	556	13%
TRADITIONAL (<50%)	-3%	2,652	62%	2,522	60%	2,458	58%	2,434	57%
TOTAL	21%	4,314	100%	4,239	100%	4,255	100%	4,292	100%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional (and Technology Enhanced)** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING (continued)

Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Estimated 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
Florida Resident								
LOWER DIVISION	10,306	11,555	10,306	11,454	11,609	11,932	12,920	2.3%
UPPER DIVISION	16,000	21,078	16,000	22,436	23,760	25,285	29,152	6.7%
GRAD I	2,327	2,967	2,327	2,981	2,992	3,081	3,168	1.3%
GRAD II	379	558	379	561	563	568	596	1.3%
TOTAL	29,012	36,157	29,012	37,433	38,924	40,803	45,408	4.7%
Not a Florida Resident								
LOWER DIVISION		470		466	473	486	526	2.3%
UPPER DIVISION		519		552	585	622	718	6.7%
GRAD I		307		309	310	313	328	1.3%
GRAD II		386		388	390	393	413	1.3%
TOTAL	1,528	1,683	1,528	1,716	1,757	1,814	1,984	2.5%
TOTAL								
LOWER DIVISION		12,025		11,921	12,082	12,418	13,446	2.3%
UPPER DIVISION		21,597		22,989	24,345	25,907	29,870	6.7%
GRAD I		3,274		3,290	3,302	3,331	3,496	1.3%
GRAD II		945		949	953	961	1,009	1.3%
TOTAL	30,540	37,841	30,540	39,148	40,681	42,617	47,820	4.8%
TOTAL (US FTE)		47,653		49,290	51,207	53,629	60,152	

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.

Medical Student Headcounts (FTE does not apply)

Medicine Headcounts								
FLORIDA RESIDENT	160	135	240	211	272	317	362	21.8%
NON-RESIDENT	20	44	40	69	88	103	118	21.8%
TOTAL	180	179	280	280	360	420	480	21.8%
Dentistry Headcounts								
FLORIDA RESIDENT	xxx	xxx	xxx	xxx	xxx	xxx	xxx	%
NON-RESIDENT	xx	xx	xx	xx	xx	xx	xx	%
TOTAL	xx	xx	xx	xx	xx	xx	xx	%
Veterinary Headcounts								
FLORIDA RESIDENT	xxx	xxx	xxx	xxx	xxx	xxx	xxx	%
NON-RESIDENT	xx	xx	xx	xx	xx	xx	xx	%
TOTAL	xx	xx	xx	xx	xx	xx	xx	%



ACADEMIC PROGRAM COORDINATION

New Programs To Be Considered by University in 2012-13 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
Women's Studies	05.0207	-	FIU, UF, USF-T	N	34	Jul-2012
Photonics	14.1003	STEM	-	N	-	Mar-2013
Biomedical Engineering	14.0501	STEM	FGCU, FIU	N	-	Mar-2013
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Cognitive Sciences and Cognitive Disorders	30.2501	STEM	-	N	-	Mar-2013
Public History	54.0405	-	-	N	-	Mar-2013
Arts Management	50.1099	ECON	-	N	-	Mar-2013
DOCTORAL PROGRAMS						
Hospitality Management	52.0901	ECON	-	N	24	Mar-2012
Communication Sciences and Disorders	51.0204	HLTH	FSU, UF, USF-T	N	-	Mar-2013
Criminal Justice	43.0104	SECU	FSU	N	-	Mar-2013

New Programs To Be Considered by University in 2013-15 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
Communication and Conflict	30.2801	-	-	N	-	Mar-2014
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Public Health	51.2201	HLTH	FAMU, FIU, FSU, UF, USF-T, UWF	Y	-	Jul-2013
Biomedical Engineering	14.0501	STEM	FAMU, FAU, FIU, FSU, UF, USF-T	N	-	Mar-2014
DOCTORAL PROGRAMS						
Biomedical Engineering	14.0501	STEM	FAMU, FIU, FSU, UF, USF-T	N	-	Mar-2015
Public Health	51.2201	HLTH	FAMU, FIU, UF, USF-T	N	-	Mar-2015



KEY PERFORMANCE INDICATOR DEFINITIONS

Goals Common to All Universities	
Academic Quality	
National Ranking for University and Program(s)	Describe plans for increasing national preeminence of University and select programs.
Avg. SAT Score	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
Avg. HS GPA (on 4.0 scale)	The average HS GPA for Admitted and Registered FTIC (B,E) students.
Professional/Licensure Exam First-time Pass Rates Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
Percent of Undergraduate Seniors Participating in a Research Course	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
Operational Efficiency	
Freshman Retention Rate	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the following fall term.
FTIC Graduation Rates In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
AA Transfer Graduation Rates In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
Percent of Bachelor's Degrees Without Excess Hours	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



Return on Investment	
Bachelor's Degrees Awarded	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
Percent of Bachelor's Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Graduate Degrees Awarded	This is a count of graduate degrees granted.
Percent of Graduate Degrees in STEM	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Percent of Baccalaureate Graduates Employed in Florida	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Percent of Baccalaureate Graduates Continuing their Education (in FL)	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Annual Gifts Received (\$M)	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
Endowment (\$M)	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).
Goals Specific to Research Universities	
Academic Quality	
Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see link .
National Academy Members	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
Number of Post-Doctoral appointees	As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS).



Number of Science & Engineering Disciplines nationally ranked in Top 100 for research expenditures	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
Return on Investment	
Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
Percent of R&D Expenditures funded from External Sources	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
Patents Issued	The number of patents issued in the fiscal year as reported to AUTM.
Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
Licensing Income Received (\$M)	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
Science & Engineering Research Expenditures in non-medical/health sciences	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see link , table 36 <i>minus</i> table 52).
National rank is higher than predicted by Financial Resources Ranking <i>based on US News & World Report</i>	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
Research Doctoral Degrees Awarded	The number of research doctoral degrees awarded annually.
Professional Doctoral Degrees Awarded	The number of professional doctoral degrees awarded annually.

UF

2012-13 Work Plan



University of Florida

Work Plan Presentation for 2012-13 Board of Governors Review

STATE UNIVERSITY SYSTEM of FLORIDA | **Board of Governors**



INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' new Strategic Plan 2012-2025 is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.

The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



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- b. Vision Statement
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3. OPERATIONS

- a. Fiscal Information (*includes Tuition Differential Fee Request*)
- b. Enrollment Planning
- c. Academic Program Coordination

4. DEFINITIONS



MISSION STATEMENT (What is your purpose?)

UF is a public land-grant, sea-grant and space-grant research university and encompasses virtually all academic and professional disciplines. It is a member of the Association of American Universities. Its faculty and staff are dedicated to the common pursuit of the university's threefold mission: **teaching** at the undergraduate and graduate levels; **research and scholarship** integral to the educational process and the expansion of our understanding of the natural world; and **service** that reflects the university's obligation to share the benefits of its research and knowledge for the public good. The university serves the nation's and the state's critical needs by contributing to a well-qualified and broadly diverse citizenry, leadership, and workforce.

VISION STATEMENT (What do you aspire to?)

UF aspires to become a top-ten public research university by: enhancing the quality of undergraduate education; meeting the state's workforce needs through advanced professional degrees; attracting the finest student minds in the world for doctoral research and training; attracting and retaining a world-class faculty to engage students and to pursue vigorous externally funded research programs leading to new discoveries and inventions; building on UF's excellent national ranking in technology transfer and licensing to spur new businesses and state economic development; providing service and outreach to the citizens of Florida. UF seeks to effectively leverage its resources in a transparent and accountable manner to provide the maximum return on investment to the state.

STATEMENT OF STRATEGY (How will you get there?)

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

UF occupies the top niche within the State and competes with the top twenty public universities in the nation for student and faculty talent. To rise into the top ten, UF needs to assume a leadership position in a strategically selected subset of disciplines and endeavors. This requires careful selection of areas of emphasis and targeted investment in those areas to strengthen student recruitment, faculty recruitment and retention, and research programs and capabilities. These thrusts need to be supported by vigorous outreach and public relations efforts, tech transfer and licensing, and economic development initiatives. The university is diversifying its revenue sources to support these endeavors. It will devote 2012-13 to the development of a comprehensive preeminence plan to detail this strategy.



STRENGTHS AND OPPORTUNITIES *(within 3 years)*

What are your core capabilities, opportunities and challenges for improvement?

There are few universities with UF's array of disciplines on one campus, and many are of high quality with outstanding faculty and extensive infrastructure. Consequently, UF is positioned to tackle large multidisciplinary projects such as Aging, Emerging Pathogens, and Nanotechnology. UF has a rapidly growing distance education enterprise, which is a unique asset to provide access in the State and which offers UF a non-state revenue source. UF is poised to become a top ten university, but needs to carefully invest the resources it has and needs to find new resources to complete the journey. The challenge to this program is the current dearth of resources available to invest into it.

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1 Plan for PreEminence. UF will design and implement an initiative that will improve UF's standing among public research universities as a direct consequence of achieving greater impact in its teaching and job placement programs, its research programs and accompanying licensing, business spinoffs and economic development activities, and its outreach and service programs. It will require strategic investment in carefully selected areas of emphasis, including student and faculty recruitment and retention, graduate student compensation, building of research capacity, tech transfer, and economic development. Some of the resources needed for this plan will be liberated through increased operational efficiencies, notably in shared services.

2 Innovation Square. UF will fully develop its Innovation Square project that includes:

- (1) the Innovation Square Properties – a 40 acre urban master plan for a research and innovation community that already contains UF's Innovation Hub, a catalyst for startup companies
- (2) the Innovation Academy – a cohort of 2,000 students attending UF in the spring and summer terms who enroll in one of 25 majors in an academic environment rich in entrepreneurship, innovation, and creativity
- (3) the Innovation Dormitory – a public-private partnership to create a living-learning environment for student entrepreneurs to develop and run new business ventures

3 Meeting the State's Needs in STEM. UF is already the State's major producer of STEM graduates at the undergraduate, professional master's and doctoral levels. UF will implement incentives to increase production of STEM graduates through targeted investment into undergraduate STEM programs and greater guidance to students selecting undergraduate majors. UF will continue to expand its masters and doctoral programs in STEM areas both on campus and through distance education. The Career Resource Center will partner with Workforce Florida to improve placement of graduating students.



KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'¹, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

¹ The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).



KEY PERFORMANCE INDICATORS

Goals Common to All Universities

	5 YEAR TREND (05-06 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
National Ranking for University and Programs					
UF is engaged in a comprehensive review of all doctoral programs to determine how best to improve them. UF will design and implement a plan for preeminence – see the paragraph under Key Initiatives and Investments.					
Avg. SAT Score	2.1%	1993	1958	1975	2000
Avg. High School GPA (on 4.0 scale)	.02%	4.3	4.3	4.3	4.4
Professional/Licensure Exam					
First-time Pass Rates²					
Exams Above National/State Benchmark	n/a	11	11	11	11
Exams Below National/State Benchmark	n/a	0	0	0	0
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2012.			
SUBTOTAL OF IMPROVING METRICS	2	0	1	2	
Operational Efficiency					
Freshman Retention Rate	1%	95%	95%	96%	96%
FTIC Graduation Rates					
In 4 years (or less)	10%	64.8%	65%	65%	66%
In 6 years (or less)	4%	83.5	84%	84%	85%
AA Transfer Graduation Rates					
In 2 years (or less)	11%	49.3%	43%	43%	44%
In 4 years (or less)	5%	82.6%	83%	83%	84%
Percent of Bachelor's Degrees Without Excess Hours	n/a	Board staff are currently updating the methodology for this metric.			
SUBTOTAL OF IMPROVING METRICS	5	3	1	4	
Return on Investment					
Bachelor's Degrees Awarded	5.9%	8,900	8,900	8,900	8,900
Percent of Bachelor's Degrees in STEM	3.0%	27.9%	27.7%	28.4%	29.7%
Graduate Degrees Awarded	28.2%	6,049	6,049	6,049	6,049
Percent of Graduate Degrees in STEM	4.2%	32.2%	33.7%	34.7%	36.7%
Percent of Baccalaureate Graduates Employed in Florida	-12.0%	41%	38%	40%	43%
Percent of Baccalaureate Graduates Continuing their Education (in FL)	0.0%	25%	25%	25%	25%
Annual Gifts Received (\$M)	28.4%	\$201.03	\$210.58	\$216.83	\$229.32
Endowment (\$M)	30.0%	\$1,295.31	\$1,237.26	\$1,249.63	\$1,274.75
SUBTOTAL OF IMPROVING METRICS	6	2	5	5	
TOTAL OF IMPROVING METRICS	13	5	7	11	

Notes: (1) SAT trends are based on 3 year average, (2) Professional licensure pass rates are based on the 2010-11 Annual Accountability Report with data that spans multiple time periods, (3) Percent of graduates employed and continuing their education is based on 2009-10 data from FETPIP.



KEY PERFORMANCE INDICATORS

Goals Specific to Research Universities

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
Faculty Awards	-4.3%	22	23	24	24
National Academy Members	4.2%	25	26	26	27
Number of Post-Doctoral Appointees	4.0%	625	635	642	656
Number of Science & Engineering Disciplines Nationally Ranked in Top 100 for Research Expenditures (based on 8 broad discipline areas, and includes private universities)	n/a	8	8	8	8
SUBTOTAL OF IMPROVING METRICS	2		3	2	2
Operational Efficiency					
To Be Determined		The Board of Governors will work with Universities to develop metrics associated with Operational Efficiencies.			
Return on Investment					
Total Research Expenditures (\$M) (includes non-Science & Engineering disciplines)	14%	\$682	\$740	\$777	\$815
Science & Engineering Research Expenditures (\$M)	13%	\$636	\$686	\$720	\$756
Percent of Research Expenditures funded from External Sources	55%	49%	49%	49%	49%
Patents Issued	43%	110	88	113	132
Licenses/Options Executed	77%	131	119	125	127
Licensing Income Received (\$M)	-48%	25.1	26	26	26
Number of Start-up Companies	0%	9	13	14	16
Science & Engineering R&D Expenditures in Non-Medical/Health Sciences	16.4%	\$507,876	\$532,764	\$550,141	\$584,895
National Rank is Higher than Predicted by the Financial Resources Ranking (based on U.S. News & World Report)	n/a	NR-FR	n/a	n/a	n/a
Research Doctoral Degrees Awarded	7.8%	775	775	775	775
Professional Doctoral Degrees Awarded	33.4%	1,353	1,353	1,353	1,353
SUBTOTAL OF IMPROVING METRICS	8		5	6	5
TOTAL OF IMPROVING METRICS	10		8	8	7



KEY PERFORMANCE INDICATORS

Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Bachelor's Degrees in Areas of Strategic Emphasis	17.8%	3,867	4,006	4,145	4,423
Graduate Degrees in Areas of Strategic Emphasis	33.5%	3,384	3,418	3,452	3,521
*Percentage of Eligible Programs with Specialized Accreditation	*0%	93%	94%	94%	95%

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

Goal 1. As UF develops its Plan for PreEminence (see Key Initiatives and Investments section above), it may add additional narrative and metric goals appropriate for the Plan.

Metric	%Δ	x	x	x	x
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Goal 2. Text here.

Metric	%Δ	x	x	x	x
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*Trend from 2008 to 2011



OPERATIONS



FISCAL INFORMATION

University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Appropriations
Education & General – Main Operations						
State Funds	\$ 414.8	\$ 384.9	\$ 351.1	\$ 359.9	\$ 286.0	\$ 237.1
Tuition	\$ 181.1	\$ 196.5	\$ 214.2	\$ 243.4	\$ 265.0	n/a
TOTAL MAIN OPERATIONS	\$ 595.9	\$ 581.4	\$ 565.3	\$ 603.3	\$ 551.0	
Education & General – Health-Science Center / Medical Schools						
State Funds	\$ 98.4	\$ 97.3	\$ 104.0	\$ 110.8	\$ 101.8	\$ 93.0
Tuition	\$ 22.9	\$ 27.1	\$ 29.5	\$ 31.8	\$ 35.3	n/a
TOTAL HSC	\$ 121.3	\$ 124.4	\$ 133.5	\$ 142.6	\$ 137.1	
Education & General – Institute of Food & Agricultural Sciences (IFAS)						
State Funds	\$140.6	\$130.6	\$131.8	\$132.5	\$132.9	\$136.0
Tuition	\$ 00.0	\$ 00.0	\$ 00.0	\$ 00.0	\$ 00.0	\$ 00.0
TOTAL IFAS	\$140.6	\$130.6	\$131.8	\$132.5	\$132.9	\$136.0
EDUCATION & GENERAL TOTAL REVENUES	\$857.8	\$836.4	\$830.6	\$878.4	\$821.0	

Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds (for Polytechnic) appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers (as reported in the Annual Accountability Report). Actual tuition revenues are not yet available for the 2012-13 year.

OTHER BUDGET ENTITIES

Auxiliary Enterprises

Resources associated with auxiliary units that are self supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.

Revenues	\$332.6	\$332.0	\$319.3	\$319.3	\$316.7	n/a
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Contracts & Grants

Resources received from federal, state or private sources for the purposes of conducting research and public service activities.

Revenues	\$812.0	\$1,116.3	\$982.1	\$1,045.4	\$1,143.8	n/a
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Local Funds

Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.

Revenues	\$495.8	\$505.5	\$523.1	\$559.7	\$521.5	n/a
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Faculty Practice Plans

Revenues/receipts are funds generated from faculty practice plan activities.

Revenues	\$517.0	\$537.4	\$573.5	\$609.9	\$626.8	n/a
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OTHER BUDGET ENTITY TOTAL REVENUES	\$2,157.4	\$2,491.2	\$2,398.0	\$2,534.3	\$2,608.8	n/a
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UNIVERSITY REVENUES GRAND TOTAL	\$3,015.2	\$3,327.6	3,228.6	\$3,412.7	\$3,429.8	n/a
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FISCAL INFORMATION (continued)

Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
Base Tuition	\$2,870	\$3,100	\$3,100	\$3,100	\$3,100
Tuition Differential Fee	\$660	\$960	\$	\$	\$
Percent Increase	15%	15%	%	%	%
Required Fees¹	\$1,514	\$1,597	\$	\$	\$
TOTAL TUITION AND FEES	\$5,044	\$5,657	\$	\$	\$

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 16.

Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Percent of Bachelor's Recipients with Debt	41%	41%	40%	39%	40%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$15,318	\$15,932	\$16,013	\$16,841	\$17,669
Student Loan Cohort Default Rate (2nd Year)	2.1%	1.5%	1.9%	2.6%	n/a
Student Loan Cohort Default Rate (3rd Year)	2.9%	2.4%	3.5%	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students.

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$5,700	\$1,070	\$8,800	\$530	\$3,730	\$19,830
AT HOME	\$5,700	\$1,070	\$1,480	\$530	\$3,730	\$12,510

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT
Below \$40,000	8,363	29.71%	\$10,394	(\$4,320)	\$10,020	\$3,009
\$40,000-\$59,999	2,943	10.46%	\$13,693	(\$667)	\$6,367	\$3,143
\$60,000-\$79,999	2,676	9.51%	\$14,934	\$1,198	\$4,502	\$3,120
\$80,000-\$99,999	2,496	8.87%	\$14,868	\$1,498	\$4,202	\$3,035
\$100,000 Above	10,784	38.31%	\$14,561	\$1,357	\$4,343	\$1,489
Missing	885	3.14%	\$11,633	\$2,422	\$3,278	\$188
TOTAL	28,147	100%	AVERAGE \$10,869	\$248	\$5,452	\$2,331

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line **Average** represents the average of all full-time undergraduate Florida residents.



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Effective Date	
University Board of Trustees Approval Date:	June 8, 2012
Implementation Date (month/year):	August 2012
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	Entire University
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	Applies to all university undergraduate courses
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$32.00
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	
\$ Increase in tuition differential per credit hour:	
\$ Increase in tuition differential for 30 credit hours:	
Projected Differential Revenue Generated	
Incremental differential fee revenue generated in 2012-13 (projected):	
Total differential fee revenue generated in 2012-13 (projected):	
Intended Uses	
The revenue will be used to fund the salaries and benefits of instructors teaching undergraduate courses and of advisors who assist undergraduate students. UF intends to maintain its critical tracking policy, which ensures that students always have timely access to seats in critical tracking courses needed to make progress to graduation.	
Describe the Impact to the Institution if Tuition Differential is Not Approved	
Request to Modify or Waive Tuition Differential Uses	
(this section is applicable only if HB 7135 is signed by the Governor and the university wishes to request a change to the 70% / 30% intended uses criteria identified in Regulation 7.001(14))	
UF requests a waiver of the 70%/30% intended uses criteria identified in Regulation 7.001(14). UF will meet the financial needs of resident undergraduates who apply by the financial aid deadline. UF increased its need-based financial aid by more than 30% of differential tuition in 2011-12.	



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Fund faculty/instructors to provide instruction and improve student-faculty ratio	Since the implementation of the Differential Tuition, a total of 96 faculty and 109 temporary faculty have been hired or retained. We continue to advertise for additional faculty from commitments made from these funds. There are currently five positions being advertised.
Fund advisors to provide student advising.	Since the implementation of the Differential Tuition, a total of three advisors have been hired.
Additional Detail, where applicable:	
Total Number of Faculty Hired or Retained (funded by tuition differential):	96
Total Number of Advisors Hired or Retained (funded by tuition differential):	3
Total Number of Course Sections Added or Saved (funded by tuition differential):	559
2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Need-based grants for undergraduate students with financial need.	Funds were awarded as need-based grants in the Florida Opportunity Scholars Program to Florida resident, first-generation -in-college, undergraduate students, with total family income generally less than \$40,000 per year.
Additional Information (estimates as of April 30, 2012):	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	1,372
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	\$4,177
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	\$79
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	\$9,734



FISCAL INFORMATION (continued)
TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES,
& AVAILABLE BALANCES - FISCAL YEAR 2011-12 AND 2012-13

University Tuition Differential

Budget Entity: 48900100 (Educational & General)

SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)

	Estimated Actual* 2011-12 -----	Estimated 2012-13 -----
<u>FTE Positions:</u>		
Faculty	96.00	96.00
Advisors	2.00	2.00
Staff	1.00	1.00
Total FTE Positions:	99.00	99.00
<u>Balance Forward from Prior Periods</u>		
Balance Forward	\$ 2,242,181	\$ 4,903,101
Less: Prior-Year Encumbrances		
Beginning Balance Available:	\$ 2,242,181	\$ 4,903,101
<u>Receipts / Revenues</u>		
Tuition Differential Collections	\$ 18,728,074	\$
Interest Revenue - Current Year		
Interest Revenue - From Carryforward Balance		
Total Receipts / Revenues:	\$ 18,728,074	\$
<u>Expenditures</u>		
Salaries & Benefits	\$ 9,875,732	\$ 25,731,212
Other Personal Services		
Expenses		
Operating Capital Outlay		
Student Financial Assistance	5,618,422	5,618,422
Expended From Carryforward Balance	573,000	3,336,000
**Other Category Expenditures		
Total Expenditures:	\$ 16,067,154	\$ 34,685,634
Ending Balance Available:	\$ 4,903,101	\$

*Since the 2011-12 year has not been completed, provide an estimated actual.

**Provide details for "Other Categories" used.



FISCAL INFORMATION (continued)

UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

University:							
<u>Undergraduate Students</u>	Actual			Projected			
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
<u>Tuition:</u>							
Base Tuition - (0% inc. for 2013-14 to 2015-16)	\$88.59	\$95.67	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32
Tuition Differential (no more than 15%)	13.74	\$22.00	\$32.00				
Total Base Tuition & Differential per Credit Hour	\$102.33	\$117.67	\$135.32				
% Change		15.0%	15.0%				
<u>Fees (per credit hour):</u>							
Student Financial Aid ¹	\$4.42	\$4.78	\$5.16				
Building/Capital Improvement ²	\$4.76	\$4.76	\$4.76				
Activity & Service	\$10.65	\$13.94	\$14.55				
Health	\$10.49	\$12.99	\$13.82				
Athletic	\$1.90	\$1.90	\$1.90				
Transportation Access	\$6.79	\$7.33	\$7.88				
Technology ¹	\$4.42	\$4.78	\$5.16				
Green Fee (USF, NCF, UWF only)							
Student Life & Services Fee (UNF only)							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
Total Fees	\$43.43	\$50.48	\$53.23				
Total Tuition and Fees per Credit Hour	\$145.76	\$168.15	\$188.55				
% Change		15.4%	12.1%				
<u>Fees (block per term):</u>							
Activity & Service							
Health							
Athletic							
Transportation Access							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
Total Block Fees per term	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
% Change		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Total Tuition for 30 Credit Hours	\$3,069.90	\$3,530.10	\$4,059.60				
Total Fees for 30 Credit Hours	\$1,302.90	\$1,514.40	\$1,596.90				
Total Tuition and Fees for 30 Credit Hours	\$4,372.80	\$5,044.50	\$5,656.50				
\$ Change		\$671.70	\$612.00				
% Change		15.4%	12.1%				
<u>Out-of-State Fees</u>							
Out-of-State Undergraduate Fee	\$614.97	\$707.21	\$707.21	\$707.21	\$707.21	\$707.21	\$707.21
Out-of-State Undergraduate Student Financial Aid ³	\$30.74	\$35.36	\$35.36	\$35.36	\$35.36	\$35.36	\$35.36
Total per credit hour	\$645.71	\$742.57	\$742.57	\$742.57	\$742.57	\$742.57	\$742.57
% Change		15.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Tuition for 30 Credit Hours	\$3,069.90	\$3,530.10	\$4,059.60				
Total Fees for 30 Credit Hours	\$20,674.20	\$23,791.50	\$23,874.00				
Total Tuition and Fees for 30 Credit Hours	\$23,744.10	\$27,321.60	\$27,933.60				
\$ Change		\$3,577.50	\$612.00				
% Change		15.1%	2.2%				
<u>Housing/Dining⁴</u>	\$7,500.00	\$8,640.00	\$8,800.00	\$9,196.00	\$9,794.00	\$10,382.00	\$10,849.00
\$ Change	\$0.00	\$1,140.00	\$160.00	\$396.00	\$598.00	\$588.00	\$467.00
% Change		15.2%	1.9%	4.5%	6.5%	6.0%	4.5%

¹ can be no more than 5% of tuition.³ can be no more than 5% of tuition and the out-of-state fee.² capped in statute.⁴ combine the most popular housing and dining plans provided to students



ENROLLMENT PLANNING

Planned Growth by Student Type *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL HEADCOUNT		2012-13 PLANNED HEADCOUNT		2013-14 PLANNED HEADCOUNT		3 YEAR (2014-15) PLANNED HEADCOUNT	
UNDERGRADUATE									
FTIC (Regular Admit)	-4.3%	25,885	51.7%	26,280	52.3%	26,620	52.4%	26,960	52.6%
FTIC (Profile Admit)									
AA Transfers*	-8.0%	5,311	10.6%	5,333	10.6%	5,333	10.5%	5,333	10.4%
Other Transfers	-40.8%	868	1.7%	735	1.5%	735	1.4%	735	1.4%
Subtotal	-6.5%	32,064	64.0%	32,348	64.4%	32,688	64.4%	33,028	64.4%
GRADUATE STUDENTS									
Master's	27.3%	7,279	14.5%	7,328	14.6%	7,428	14.6%	7,528	14.7%
Research Doctoral	1.6%	4,597	9.2%	4,562	9.1%	4,612	9.1%	4,662	9.1%
Professional Doctoral	7.1%	3,431	6.8%	3,309	6.6%	3,334	6.6%	3,359	6.5%
Subtotal	13.8%	15,307	30.5%	15,199	30.2%	15,374	30.3%	15,549	30.3%
NOT-DEGREE SEEKING	-6.7%	1,523		1,505		1,505		1,505	
MEDICAL	6.6%	1,212		1,215		1,215		1,215	
TOTAL	-0.8%	50,106		50,267		50,782		51,297	

Note*: AA transfers refer only to transfers from the Florida College System.

Planned Growth by Method of Instruction *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11		2012-13		2013-14		3 YEAR (2014-15)	
		ACTUAL FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL
UNDERGRADUATE									
DISTANCE (>80%)	70.1%	2,704	11.3%	3,450	14.2%	3,910	16.1%	4,600	19.0%
HYBRID (50%-79%)	427.7%	654	2.7%	1,380	5.7%	2,300	9.5%	3,450	14.2%
TRADITIONAL (<50%)	-20.9%	20,489	85.9%	19,392	80.1%	18,037	74.4%	16,209	66.8%
TOTAL	1.7%	23,846	100.0%	24,222	100.0%	24,247	100.0	24,259	100.0%
GRADUATE									
DISTANCE (80%)	63.2%	348	3.7%	477	5.0%	537	5.6%	568	5.9%
HYBRID (50%-79%)	403.7%	188	2.0%	477	5.0%	758	7.9%	947	9.8%
TRADITIONAL (<50%)	-8.2%	8,889	94.3%	8,545	90.0%	8,340	86.6%	8,161	84.3%
TOTAL	2.7%	9,425	100.0%	9,499	100.0%	9,635	100.0	9,676	100.0%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional (and Technology Enhanced)** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING (continued)

Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Estimated 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
Florida Resident								
LOWER DIVISION	10,182	9,813	10,182	10,182	10,182	10,182	10,182	0.7%
UPPER DIVISION	13,258	13,152	13,258	13,258	13,258	13,258	13,258	0.2%
GRAD I	3,824	2,325	2,798	2,798	2,798	2,798	2,798	3.8%
GRAD II	2,933	3,769	3,521	3,521	3,521	3,521	3,521	-1.4%
TOTAL	30,197	29,058	29,759	29,759	29,759	29,759	29,759	0.5%
Not a Florida Resident								
LOWER DIVISION		334		346	346	347	347	0.8%
UPPER DIVISION		401		436	461	472	472	3.3%
GRAD I		1,244		1,244	1,251	1,259	1,263	0.3%
GRAD II		1,875		1,936	2,065	2,098	2,070	2.0%
TOTAL	4,049	3,854	4,049	3,962	4,123	4,176	4,153	1.5%
TOTAL								
LOWER DIVISION	10,182	10,147	10,182	10,528	10,528	10,529	10,529	0.7%
UPPER DIVISION	13,258	13,553	13,258	13,694	13,719	13,730	13,730	0.3%
GRAD I	3,824	3,569	2,798	4,042	4,049	4,057	4,061	2.6%
GRAD II	2,933	5,643	3,521	5,457	5,586	5,619	5,591	-0.2%
TOTAL	34,246	32,912	33,808	33,721	33,882	33,935	33,912	0.6%
TOTAL (US FTE)								

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.

Medical Student Headcounts *(FTE does not apply)*

Medicine Headcounts								
FLORIDA RESIDENT	513	536	513	513	513	513	513	-0.9%
NON-RESIDENT		10		27	27	27	27	22.0%
TOTAL	513	546	513	540	540	540	540	-0.2%
Dentistry Headcounts								
FLORIDA RESIDENT	321	318	321	321	321	321	321	0.2%
NON-RESIDENT		13		10	10	10	10	-5.1%
TOTAL	321	331	321	331	331	331	331	0.0%
Veterinary Headcounts								
FLORIDA RESIDENT	332	346	332	344	344	344	344	-0.1%
NON-RESIDENT		1		0	0	0	0	-100.0%
TOTAL	332	347	332	344	344	344	344	-0.2%



ACADEMIC PROGRAM COORDINATION

New Programs To Be Considered by University in 2012-13 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRAT EGIC EMPHA SIS	OTHER UNIVERSITIE S WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
African American Studies	05.0201	No	FAMU, USF, FSU	N	46	06-12
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Health Science – Environment & Global Health	51.2202	Health	None	Some	40	06-12
Sustainable Construction	04.0902	No	None	N		06-13
DOCTORAL PROGRAMS						

New Programs To Be Considered by University in 2013-15 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
DOCTORAL PROGRAMS						



KEY PERFORMANCE INDICATOR DEFINITIONS

Goals Common to All Universities	
Academic Quality	
National Ranking for University and Program(s)	Describe plans for increasing national preeminence of University and select programs.
Avg. SAT Score	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
Avg. HS GPA (on 4.0 scale)	The average HS GPA for Admitted and Registered FTIC (B,E) students.
Professional/Licensure Exam First-time Pass Rates Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
Percent of Undergraduate Seniors Participating in a Research Course	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
Operational Efficiency	
Freshman Retention Rate	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the following fall term.
FTIC Graduation Rates In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
AA Transfer Graduation Rates In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
Percent of Bachelor's Degrees Without Excess Hours	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



Return on Investment	
Bachelor's Degrees Awarded	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
Percent of Bachelor's Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Graduate Degrees Awarded	This is a count of graduate degrees granted.
Percent of Graduate Degrees in STEM	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Percent of Baccalaureate Graduates Employed in Florida	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Percent of Baccalaureate Graduates Continuing their Education (in FL)	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Annual Gifts Received (\$M)	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
Endowment (\$M)	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).
Goals Specific to Research Universities	
Academic Quality	
Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see link .
National Academy Members	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
Number of Post-Doctoral appointees	As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS).



Number of Science & Engineering Disciplines nationally ranked in Top 100 for research expenditures	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
Return on Investment	
Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
Percent of R&D Expenditures funded from External Sources	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
Patents Issued	The number of patents issued in the fiscal year as reported to AUTM.
Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
Licensing Income Received (\$M)	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
Science & Engineering Research Expenditures in non-medical/health sciences	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see link , table 36 minus table 52).
National rank is higher than predicted by Financial Resources Ranking <i>based on US News & World Report</i>	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
Research Doctoral Degrees Awarded	The number of research doctoral degrees awarded annually.
Professional Doctoral Degrees Awarded	The number of professional doctoral degrees awarded annually.

UNF

2012-13 Work Plan



University of North Florida

Work Plan Presentation for 2012-13 Board of Governors Review

STATE UNIVERSITY SYSTEM of FLORIDA | **Board of Governors**



INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' new Strategic Plan 2012-2025 is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.

The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



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4. DEFINITIONS



MISSION STATEMENT (What is your purpose?)

The University of North Florida fosters the intellectual and cultural growth and civic awareness of its students, preparing them to make significant contributions to their communities in the region and beyond. At UNF, students and faculty engage together and individually in the discovery and application of knowledge. UNF faculty and staff maintain an unreserved commitment to student success within a diverse, supportive campus culture.

VISION STATEMENT (What do you aspire to?)

The University of North Florida aspires to be a preeminent public institution of higher learning that will serve the North Florida region at a level of national quality. The institution of choice for a diverse and talented student body, UNF will provide distinctive programs in the arts and sciences and professional fields. UNF faculty will excel in teaching and scholarship, sharing with students their passion for discovery. Students, faculty, staff, alumni, and visitors will enjoy a campus noteworthy for its communal spirit, cultural richness, and environmental beauty.

STATEMENT OF STRATEGY (How will you get there?)

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

UNF is a regional university dedicated to providing intellectual, cultural, and civic capital for the betterment of Northeast Florida and indeed the entire State. **The market of UNF is determined by the size of its service region; the socioeconomic and geographic characteristics of the region; the extensive range of public and private collaborations that exist throughout the region; and the composition of the region's higher educational resources.** Specifically, the following features characterize UNF's market:

- A diverse metropolitan population in excess of 1 million residents with a projection of steady growth into the future.
- A large population of freshmen and AA transfer students along with a graduate population of approximately 13%.
- A complex economy whose main drivers are the State's second largest health care industry; shipping, trade, and logistics resulting from Jacksonville's prominence as an international port and transportation center; and a large technology-intensive corporate sector.
- A unique physical environment (the region is coastal, estuarine, and bisected by a major river).



- A strong relationship between the university and its many public and private partners throughout the region consistent with the university's commitment to serve as a "steward of place."
- A complementary relationship with the local state college that allows UNF to focus on high profile undergraduates and masters and doctoral degree programs appropriate to the needs of the region.

UNF has developed a number of strategies for addressing the needs of its market now and in the future, including expansion, enhancement, and collaboration.

- **EXPANSION**

UNF's master plan calls for growth up to and perhaps exceeding 25,000 students synchronized to the growth of its physical plant, faculty size, and the expansion of distance learning as an effective means of educational advancement.

- **ENHANCEMENT**

Beginning fall 2012, UNF will require on-campus housing for freshmen. Effort will now be focused on developing a robust First Year Experience program and on further enriching the undergraduate learning experience towards the goal of improving retention and graduation rates.

UNF has developed particular strength in areas that correspond to major regional economic drivers including health care, transportation, and financial services. It will seek to enhance each of these areas through a strategic allocation of new resources and a deliberate reallocation of existing resources, multidisciplinary collaboration, and the pursuit of external support in the form of contracts and grants and endowments.

While supported by strong STEM programs in chemistry, physics, and mathematics, capitalizing on its location, UNF is developing especially distinctive programs in coastal science and engineering. The university has targeted these areas for further enhancement through the allocation of new and existing resources and through increasingly successful pursuit of research and funding opportunities in these areas.

- **COLLABORATION**

UNF contributes to and benefits from extensive partnerships across the region. Prominent examples of these links include the partnerships with the Duval County Public School system focused on urban education; the partnerships between the Brooks College of Health and every major regional health care provider, focused on clinical training and health care administration; the deep ties between the Coggin College of Business and regional for-profit businesses and industries, especially those related to transportation and logistics; and the growing relationships between the College of Computing, Engineering, and Construction with public and private enterprises requiring expertise in applied research and information technology. The depth and strength of UNF's ties to the community are confirmed by the success of two \$100 million dollar plus capital campaigns conducted within the past fifteen years.

UNF partnered with the other educational institutions in the City to develop the Jacksonville Commitment Program that provides guaranteed financial support for eligible high school students. UNF has maintained a cooperative relationship with FSCJ to avoid program duplication and to provide educational opportunities to the full range of students from the North Florida region. As FSCJ provides access at the freshman level and to an increasing number of baccalaureate programs, UNF has been increasingly able to focus on meeting the needs of highly qualified undergraduates and career-oriented graduate students.



STRENGTHS AND OPPORTUNITIES *(within 3 years)*

What are your core capabilities, opportunities and challenges for improvement?

UNF offers its undergraduate students a singular educational experience. By virtue of its smaller size UNF is able to provide a communal atmosphere that is optimal for students who enjoy and benefit from a more intimate learning environment than they would experience at most other institutions in the SUS. Required on-campus freshman housing, an integrated First Year Experience program, smaller classes both at the lower and upper levels, and TLOs, all serve to maximize opportunities for students to work and study directly with faculty who are committed to student learning as their highest priority. The challenge UNF faces will be to preserve this environment in the face of reduced resources and the pressure on every institution to increase efficiency in degree production.

UNF already offers constellations of programs in niche-specific areas that coincide with areas of regional economic prominence, specifically health care and biomedical science; and commerce. The university aspires to strengthen these areas through increasing both the depth and breadth of existing and emergent academic programs.

Another such area is coastal science that is driven as much by the region's geography as by economic opportunity. UNF has a noteworthy program in Coastal Biology and newly developed prowess in the area of Coastal Engineering supported by the Taylor Engineering Research Institute. As resources permit it will add cognate programs in coastal geology and port engineering.

The numerous collaborations outlined in the preceding section constitute another strength of the university. As the region's exclusive public university, UNF plays a unique role in advancing the quality of life in the greater metropolitan area. Approximately, 70% of UNF's 65,000 graduates live and work in the region, more than the number of UF and FSU graduates combined, confirming how critical UNF is to regional workforce development. As UNF becomes more sharply focused on job creation, it will seek to further integrate theoretical university-based and "authentic" on-site learning to help make the transition between study and employment as seamless as possible.

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1. Enriched undergraduate learning. While UNF is committed to offering strong and relevant master's and doctoral graduate programs, the great majority of UNF's students are undergraduates and quality undergraduate education grounded on a liberal arts core will always remain among the highest institutional priorities. To that end, in addition to implementing required on-campus living for freshmen and a robust First Year Experience program, UNF also has adopted National Center for Academic Transformation (NCAT) strategies to transform gatekeeper into gateway courses; developed UNF Writes, an initiative led by the Department of English to embed writing across the curriculum; and perhaps most importantly, UNF has established an extensive program of Transformational Learning Opportunities (TLOs) which has quickly become a hallmark of the UNF educational experience. TLOs are available to all students, many of whom receive support to facilitate their participation. While the TLO program provides a broad spectrum of opportunities to students, in one of its aspects it has been extended under the aegis of the university's commitment to community engagement to form



the basis of UNF's SACS Quality Enhancement Plan, the theme of which is Community-Based Transformational Learning. Over the next three years the university will also focus TLOs on internships and undergraduate research in order to improve their readiness for transition to professional or graduate careers. This initiative has a direct bearing on **Academic Quality** (as it clearly impacts student learning) and **Return on Investment** (as students will be better prepared for entry into the workforce).

2. Constellations of excellence and relevance. UNF will seek to advance existing program strengths in areas that correspond to significant regional economic activity or environmental distinction: health care and biomedical science; commerce; and coastal science. It will pursue advancement through the allocation of strategic positions (as one case in point, our coastal programs in engineering and biology would both benefit from the addition of a coastal geologist), and through capitalizing on opportunities for synergy (again, as a case in point, the Coggin College of Business is developing a Center for Sustainable Business Practices that will draw on the expertise from across our university and community). This initiative will contribute to **Academic Quality** through enhancement of the breadth and depth of academic programs, and to **Return on Investment**, since these constellations are all in areas that directly impact the regional economy and quality of life.

3. Distance Learning. In response to student demand and faculty interest, UNF is embracing opportunities made available through new technologies to complement its traditional course offerings. UNF only chose to implement a DL fee beginning in fall, 2011. Having done so, it now has a predictable revenue stream that will enable UNF to develop the infrastructure necessary to support an expansion of distance learning courses and programs. Such expansion will be critical to meeting demand for distance and hybrid learning opportunities, and to expanding access to current and future UNF students both locally and further afield. This initiative contributes to **Academic Quality** (by virtue of its impact on student learning); **Return on Investment** (by virtue of its contribution to student retention and progress toward degree completion); and **Operational Efficiency** (by maximizing classroom utilization and technological resources).



KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'¹, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

¹ The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).



KEY PERFORMANCE INDICATORS

Goals Common to All Universities

	5 YEAR TREND (05-06 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
National Ranking for University and Programs					
Strategic reinvestment of funding such as targeted allocation of flagship monies, transfer of faculty lines from lower priority programs to higher priority "constellation" programs (commerce, healthcare & health administration, coastal studies), and institutional initiatives such as Freshmen Year Experience and NCAT redesign efforts to improve critical metrics which contribute to accountability reports and rankings in publications such as Princeton Review, Forbes, US News.					
Avg. SAT Score	1.1%	1,204	1,208	1,215	1,220
Avg. High School GPA (on 4.0 scale)	5.2%	3.79	3.84	3.87	3.90
Professional/Licensure Exam First-time Pass Rates ²					
Exams Above National/State Benchmark	0%	1	1	2	2
Exams Below National/State Benchmark	n/a	1	1	0	0
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2012.			
SUBTOTAL OF IMPROVING METRICS	2	2	4	4	4
Operational Efficiency					
Freshman Retention Rate	1.3%	81%	82%	83%	85%
FTIC Graduation Rates					
In 4 years (or less)	-1.0%	20%	21%	22%	24%
In 6 years (or less)	4.5%	49%	50%	51%	53%
AA Transfer Graduation Rates					
In 2 years (or less)	0%	32%	33%	34%	36%
In 4 years (or less)	-2.7%	63%	64%	65%	67%
Percent of Bachelor's Degrees Without Excess Hours	n/a	Board staff is currently updating the methodology for this metric.			
SUBTOTAL OF IMPROVING METRICS	2	5	5	5	5
Return on Investment					
Bachelor's Degrees Awarded	27%	2,992	3,142	3,299	3,637
Percent of Bachelor's Degrees in STEM	1.5%	14%	15%	16%	18%
Graduate Degrees Awarded	16%	595	613	631	670
Percent of Graduate Degrees in STEM	1.4%	5%	5%	6%	6%
Percent of Baccalaureate Graduates Employed in Florida	-5.0%	n/a	71%	72%	73%
Percent of Baccalaureate Graduates Continuing their Education (in FL)	7.7%	14%	15%	15%	15%
Annual Gifts Received (\$M)	-32.7%	10.9	8.0	9.0	10.0
Endowment (\$M)	-12.8%	77.4	77.0	80.0	90.0
SUBTOTAL OF IMPROVING METRICS	5	4	7	6	6
TOTAL OF IMPROVING METRICS	9	11	16	15	15

Notes: (1) SAT trends are based on 3 year average, (2) Professional licensure pass rates are based on the 2010-11 Annual Accountability Report with data that spans multiple time periods, (3) Percent of graduates employed and continuing their education is based on 2009-10 data from FETPIP.



KEY PERFORMANCE INDICATORS

Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Metric #1: Percent of Course Sections Offered via Distance and Blended Learning	3.4%	5.2%	6.6%	8.2%	12%
Metric #2: Bachelor's Degrees in Areas of Strategic Emphasis	28%	1,001	1,049	1,101	1,206
Metric #3: Freshman in Top 10% of Graduating High School Class	-1%	22%	27%	28%	30%

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

Goal 1. Consistent with its adoption of mandatory freshmen housing and a robust Freshmen Year Experience program, UNF is intent upon improving average time to degree of its Full time In College (FTIC) cohorts

Metric: Average Time to Degree for FTICs	5%	4.6	4.5	4.4	4.2
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Goal 2. Seek and/or Maintain and strengthen Carnegie's Community Engagement Classification as evidenced by increased numbers of students involved in internships.

Metric 2.1: Percentage of Upper Division Undergraduates Participating in Internships	0%	16%	15%	16%	18%
Metric 2.2: Number of Upper Division Undergraduates Participating in Internships	13%	1,772	1,765	1,809	1,854



OPERATIONS



FISCAL INFORMATION

University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimated	2012-13 Appropriations
Education & General – Main Operations						
State Funds	\$90.9	\$84.5	\$80.4	\$82.5	\$71.2	\$66.0
Tuition & Fees	\$39.7	\$40.3	\$48.0	\$53.0	\$56.7	n/a
TOTAL MAIN OPERATIONS	\$130.5	\$124.8	\$128.4	\$135.6	\$127.9	n/a
Education & General – Health-Science Center / Medical Schools						
State Funds	\$0	\$0	\$0	\$0	\$0	\$0
Tuition	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL HSC	\$0	\$0	\$0	\$0	\$0	\$0
Education & General – Institute of Food & Agricultural Sciences (IFAS)						
State Funds	\$0	\$0	\$0	\$0	\$0	\$0
Tuition	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL IFAS	\$0	\$0	\$0	\$0	\$0	\$0
EDUCATION & GENERAL TOTAL REVENUES	\$ 130.5	\$ 124.8	\$ 128.4	\$ 135.6	\$ 127.9	n/a

Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds (for Polytechnic) appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers (as reported in the Annual Accountability Report). Actual tuition revenues are not yet available for the 2012-13 year.

OTHER BUDGET ENTITIES

Auxiliary Enterprises

Resources associated with auxiliary units that are self supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.

Revenues	\$32.7	\$34.2	\$37.1	\$38.5	\$39.8	n/a
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Contracts & Grants

Resources received from federal, state or private sources for the purposes of conducting research and public service activities.

Revenues	\$13.0	\$10.8	\$12.3	\$13.7	\$11.9	n/a
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Local Funds

Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.

Revenues	\$42.4	\$43.6	\$52.3	\$60.0	\$61.1	n/a
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Faculty Practice Plans

Revenues/receipts are funds generated from faculty practice plan activities.

Revenues	\$0	\$0	\$0	\$0	\$0	n/a
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OTHER BUDGET ENTITY TOTAL REVENUES	\$88.1	\$88.6	\$101.7	\$112.1	\$112.8	n/a
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UNIVERSITY REVENUES GRAND TOTAL	\$218.6	\$213.4	\$230.2	\$247.7	\$240.7	n/a
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FISCAL INFORMATION (continued)

Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
Base Tuition	\$2,870.10	\$3,099.60	\$3,099.60	\$3,099.60	\$3,099.60
Tuition Differential Fee	\$384.00	\$642.60	\$1,203.90	\$1,849.43	\$2,591.78
Percent Increase	15%	15%	15%	15%	15%
Required Fees ¹	\$1,657.50	\$1,884.60	\$2,006.40	\$2,127.24	\$2,251.12
TOTAL TUITION AND FEES	\$4,911.60	\$5,626.80	\$6,309.90	\$7,076.27	\$7,942.50

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 16.

Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Percent of Bachelor's Recipients with Debt	42%	42%	40%	43%	41%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$14,595	\$15,365	\$15,608	\$16,572	\$16,069
Student Loan Cohort Default Rate (2nd Year)	4.2%	3.6%	5.6%	n/a	n/a
Student Loan Cohort Default Rate (3rd Year)	6.7%	6.8%	8.3%	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students.

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$5,580	\$1,000	\$8,452	\$1,629	\$2,349	\$19,010
AT HOME	\$5,580	\$1,000	\$4,144	\$1,629	\$2,349	\$14,702

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT
Below \$40,000	2,212	33%	\$9,929	\$(3,379)	\$8,412	\$4,383
\$40,000-\$59,999	803	12%	\$12,084	\$(1,034)	\$6,030	\$3,428
\$60,000-\$79,999	701	11%	\$14,657	\$1,527	\$3,400	\$3,931
\$80,000-\$99,999	694	11%	\$14,866	\$1,894	\$3,071	\$3,302
\$100,000 Above	2,013	32%	\$15,576	\$2,239	\$2,671	\$2,607
Missing	85	1%	\$14,881	\$1,788	\$3,090	\$772
TOTAL	6,508	100%	AVERAGE \$12,807	\$(194)	\$5,163	\$3,505

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line **Average** represents the average of all full-time undergraduate Florida residents.



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Effective Date	
University Board of Trustees Approval Date:	March 20, 2012
Implementation Date (month/year):	August, 2012
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	Entire University of North Florida campus
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	All undergraduate courses
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$21.42
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	15%
\$ Increase in tuition differential per credit hour:	\$18.71
\$ Increase in tuition differential for 30 credit hours:	\$561.30
Projected Differential Revenue Generated	
Incremental differential fee revenue generated in 2012-13 (projected) :	\$5,507,596
Total differential fee revenue generated in 2012-13 (projected):	\$10,016,245
Intended Uses	
<p>Describe how the revenue will be used.</p> <p>The funds will be used to (a) maintain 49 lines covered in 2011-2012, (b) fund 58 new and continuing faculty positions, and (c) provide need-based financial aid for 900 or more students. Funding the faculty lines is imperative to offering a full course schedule for current and new students.</p>	
Describe the Impact to the Institution if Tuition Differential is Not Approved	
<p>Without the 58 lines, 348 class sections would need to be canceled for next year's schedule and we would be unable to meet the needs of over 870 full time students.</p>	
Request to Modify or Waive Tuition Differential Uses (this section is applicable only if HB 7135 is signed by the Governor and the university wishes to request a change to the 70% / 30% intended uses criteria identified in Regulation 7.001(14))	



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Maintain lines funded through prior tuition differential funds and additional funding.	48 positions were funded from tuition differential increase
Additional Detail, where applicable:	
Total Number of Faculty Hired or Retained (funded by tuition differential):	48
Total Number of Advisors Hired or Retained (funded by tuition differential):	
Total Number of Course Sections Added or Saved (funded by tuition differential):	288
2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Jacksonville Commitment	\$808,726 were expended in need-based aid for students from Duval County
General university-funded need-based aid	\$561,175 were expended on general need-based aid programs
Additional Information (estimates as of April 30, 2012):	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	412 students received aid through these funds
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	The mean per-student allocation was \$3,325
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	The smallest award given was \$456. This students also received other funds
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	The maximum award given was \$7,500. This student also received other funds.



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES, & AVAILABLE BALANCES - FISCAL YEAR 2011-12 AND 2012-13

STATE UNIVERSITY SYSTEM OF FLORIDA Tuition Differential Collections, Expenditures, and Available Balances University: University of North Florida Fiscal Year 2011-12 and 2012-13		
University Tuition Differential Budget Entity: 48900100 (Educational & General) SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)		
	Estimated Actual* 2011-12 -----	Estimated 2012-13 -----
FTE Positions:	48.00	107.00
Faculty		
Advisors		
Staff		
Total FTE Positions:	48.00	107.00
Balance Forward from Prior Periods		
Balance Forward	\$ (114,203)	\$ 827,053
Less: Prior-Year Encumbrances	-	-
Beginning Balance Available:	\$ (114,203)	\$ 827,053
Receipts / Revenues		
Tuition Differential Collections	\$ 5,507,596	10,016,245
Interest Revenue - Current Year	-	-
Interest Revenue - From Carryforward Balance	-	-
Total Receipts / Revenues:	\$ 5,507,596	\$ 10,016,245
Expenditures		
Salaries & Benefits	\$ 3,196,439	\$ 7,011,372
Other Personal Services	-	-
Expenses	-	-
Operating Capital Outlay	-	-
Student Financial Assistance	1,369,901	3,004,874
Expended From Carryforward Balance	-	827,053
**Other Category Expenditures	-	-
Total Expenditures:	\$ 4,566,340	\$ 10,843,298
Ending Balance Available:	\$ 827,053	\$ -
*Since the 2011-12 year has not been completed, provide an estimated actual.		
**Provide details for "Other Categories" used.		



FISCAL INFORMATION (continued)

UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

University: University of North Florida

<u>Undergraduate Students</u>	-----Actual-----			-----Projected-----			
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
<u>Tuition:</u>							
Base Tuition - (0% inc. for 2013-14 to 2015-16)	\$88.59	\$95.67	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32
Tuition Differential (no more than 15%)	5.74	\$12.80	\$21.42	\$40.13	\$61.65	\$86.39	\$114.85
Total Base Tuition & Differential per Credit Hour	\$94.33	\$108.47	\$124.74	\$143.45	\$164.97	\$189.71	\$218.17
% Change		15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
<u>Fees (per credit hour):</u>							
Student Financial Aid ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Building/Capital Improvement ²	\$4.76	\$4.76	\$4.76	\$6.76	\$8.76	\$10.76	\$12.76
Activity & Service	\$12.89	\$13.34	\$14.24	\$14.47	\$15.19	\$15.95	\$16.75
Health	\$6.17	\$9.51	\$9.51	\$9.76	\$10.25	\$10.76	\$11.30
Athletic	\$13.36	\$14.23	\$14.98	\$16.33	\$17.15	\$18.00	\$18.90
Transportation Access	\$3.85	\$3.85	\$3.85	\$4.08	\$4.08	\$4.08	\$4.08
Technology ¹	\$0.00	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Green Fee (USF, NCF, UWF only)							
Student Life & Services Fee (UNF only)			\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
Total Fees	\$45.45	\$55.25	\$62.82	\$66.88	\$70.91	\$75.04	\$79.27
Total Tuition and Fees per Credit Hour	\$139.78	\$163.72	\$187.56	\$210.33	\$235.88	\$264.75	\$297.44
% Change		17.1%	14.6%	12.1%	12.1%	12.2%	12.3%
<u>Fees (block per term):</u>							
Activity & Service							
Health							
Athletic							
Transportation Access							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
Total Block Fees per term	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
% Change							
Total Tuition for 30 Credit Hours	\$2,829.90	\$3,254.10	\$3,742.20	\$4,303.50	\$4,949.03	\$5,691.38	\$6,545.09
Total Fees for 30 Credit Hours	\$1,363.50	\$1,657.50	\$1,884.60	\$2,006.40	\$2,127.24	\$2,251.12	\$2,378.20
Total Tuition and Fees for 30 Credit Hours	\$4,193.40	\$4,911.60	\$5,626.80	\$6,309.90	\$7,076.27	\$7,942.50	\$8,923.28
\$ Change		\$718.20	\$715.20	\$683.10	\$766.37	\$866.24	\$980.78
% Change		17.1%	14.6%	12.1%	12.1%	12.2%	12.3%
<u>Out-of-State Fees</u>							
Out-of-State Undergraduate Fee	\$425.02	\$425.02	\$425.02	\$459.02	\$495.74	\$535.40	\$578.23
Out-of-State Undergraduate Student Financial Aid ³	\$21.25	\$21.26	\$21.26	\$22.95	\$24.79	\$26.77	\$28.91
Total per credit hour	\$446.27	\$446.28	\$446.28	\$481.97	\$520.53	\$562.17	\$607.14
% Change		0.0%	0.0%	8.0%	8.0%	8.0%	8.0%
Total Tuition for 30 Credit Hours	\$2,829.90	\$3,254.10	\$3,742.20	\$4,303.50	\$4,949.03	\$5,691.38	\$6,545.09
Total Fees for 30 Credit Hours	\$14,751.63	\$15,045.90	\$15,273.00	\$16,465.53	\$17,743.10	\$19,116.25	\$20,592.54
Total Tuition and Fees for 30 Credit Hours	\$17,581.53	\$18,300.00	\$19,015.20	\$20,769.03	\$22,692.13	\$24,807.63	\$27,137.62
\$ Change		\$718.47	\$715.20	\$1,753.83	\$1,923.10	\$2,115.50	\$2,329.99
% Change		4.1%	3.9%	9.2%	9.3%	9.3%	9.4%
<u>Housing/Dining⁴</u>							
	\$7,872.00	\$8,293.00	\$8,732.53	\$8,994.51	\$9,264.34	\$9,542.27	\$9,828.54
\$ Change	\$0.00	\$421.00	\$439.53	\$261.98	\$269.84	\$277.93	\$286.27
% Change		5.3%	5.3%	3.0%	3.0%	3.0%	3.0%

¹ can be no more than 5% of tuition.³ can be no more than 5% of tuition and the out-of-state fee.² capped in statute.⁴ combine the most popular housing and dining plans provided to students



ENROLLMENT PLANNING

Planned Growth by Student Type *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2011-12 ACTUAL HEADCOUNT		2012-13 PLANNED HEADCOUNT		2013-14 PLANNED HEADCOUNT		3 YEAR (2014-15) PLANNED HEADCOUNT	
UNDERGRADUATE									
FTIC (Regular Admit)	-18%	1,888	40%	1,788	37%	1,888	36%	1,988	35%
FTIC (Profile Admit)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
AA Transfers*	24%	1,518	32%	1,670	34%	1,837	34%	2,020	35%
Other Transfers	-22%	1,303	28%	1,433	29%	1,577	30%	1,734	30%
Subtotal	-11%	4,709	100%	4,891	100%	5,302	100%	5,742	100%
GRADUATE STUDENTS									
Master's	-18%	606	94%	606	94%	636	94%	668	94%
Research Doctoral	-14%	10	2%	10	2%	11	2%	11	2%
Professional Doctoral	-22%	29	4%	29	4%	30	4%	32	4%
Subtotal	-14%	645	100%	645	100%	677	100%	711	100%
NOT-DEGREE SEEKING	-6%	237		237		249		261	
MEDICAL	n/a	n/a		n/a		n/a		n/a	
TOTAL	-11%	5,591		5,773		6,228		6,714	

Note*: AA transfers refer only to transfers from the Florida College System.

Planned Growth by Method of Instruction *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2011-12		2012-13		2013-14		3 YEAR (2014-15)	
		ACTUAL FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL
UNDERGRADUATE									
DISTANCE (>80%)	155%	560	6%	581	6%	657	7%	736	7%
HYBRID (50%-79%)	461%	98	1%	103	1%	124	1%	147	2%
TRADITIONAL (<50%)	4%	8,812	93%	8,978	93%	9,074	92%	9,168	91%
TOTAL	7%	9,470	100%	9,662	100%	9,855	100%	10,051	100%
GRADUATE									
DISTANCE (80%)	740%	88	9%	95	10%	107	11%	120	12%
HYBRID (50%-79%)	388%	61	6%	63	7%	76	8%	76	8%
TRADITIONAL (<50%)	3%	819	85%	781	83%	789	81%	797	80%
TOTAL	17%	968	100%	939	100%	972	100%	993	100%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional (and Technology Enhanced)** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING (continued)

Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Actual 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
<i>Florida Resident</i>								
LOWER DIVISION	3,530	3,612	3,530	3,433	3,485	3,537	3,644	1.50%
UPPER DIVISION	5,244	5,620	5,244	5,936	6,084	6,236	6,552	2.50%
GRAD I	851	782	851	806	822	838	872	2.00%
GRAD II	125	131	125	129	132	134	164	4.96%
TOTAL	9,750	10,145	9,750	10,304	10,522	10,746	11,232	2.16%
<i>Not a Florida Resident</i>								
LOWER DIVISION	90	105	90	100	101	103	106	1.50%
UPPER DIVISION	104	114	104	120	123	126	133	2.50%
GRAD I	51	68	51	70	71	73	76	2.00%
GRAD II	5	6	5	6	6	6	8	4.96%
TOTAL	250	293	250	296	302	308	322	2.10%
<i>TOTAL</i>								
LOWER DIVISION	3,620	3,717	3,620	3,533	3,586	3,640	3,750	1.50%
UPPER DIVISION	5,348	5,734	5,348	6,056	6,207	6,363	6,685	2.50%
GRAD I	902	850	902	876	894	911	948	2.00%
GRAD II	130	137	130	135	138	140	172	4.96%
TOTAL	10,000	10,438	10,000	10,600	10,825	11,054	11,555	2.16%
TOTAL (US FTE)	13,333	13,917	13,333	14,133	14,433	14,739	15,406	2.16%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.



ACADEMIC PROGRAM COORDINATION

New Programs To Be Considered by University in 2012-13 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
Social Work	44.0701		FAMU, FAU, FGCU, FIU, FSU, UCF, USF T, UWF	No	54 FTE	Oct. 2012
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
ASL/English Interpreting	16.1603		None		41.8 FTE	Jan. 2013
DOCTORAL PROGRAMS						
Clinical Nutrition	51.3102		None		TBD	Jan. 2013

New Programs To Be Considered by University in 2013-15 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Environmental Management	03.0103		FGCU, FIU	No	TBD	TBD
International Affairs	45.0901		FIU, FSU, UF	No	TBD	TBD
Social Work	44.0701		FAMU, FAU, FGCU, FIU, FSU, UCF, USF T, UWF	Yes (FSU)	TBD	TBD
DOCTORAL PROGRAMS						



KEY PERFORMANCE INDICATOR DEFINITIONS

Goals Common to All Universities	
Academic Quality	
National Ranking for University and Program(s)	Describe plans for increasing national preeminence of University and select programs.
Avg. SAT Score	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
Avg. HS GPA (on 4.0 scale)	The average HS GPA for Admitted and Registered FTIC (B,E) students.
Professional/Licensure Exam First-time Pass Rates Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
Percent of Undergraduate Seniors Participating in a Research Course	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
Operational Efficiency	
Freshman Retention Rate	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the following fall term.
FTIC Graduation Rates In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
AA Transfer Graduation Rates In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
Percent of Bachelor's Degrees Without Excess Hours	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



Return on Investment	
Bachelor's Degrees Awarded	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
Percent of Bachelor's Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Graduate Degrees Awarded	This is a count of graduate degrees granted.
Percent of Graduate Degrees in STEM	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Percent of Baccalaureate Graduates Employed in Florida	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Percent of Baccalaureate Graduates Continuing their Education (in FL)	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Annual Gifts Received (\$M)	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
Endowment (\$M)	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).
Goals Specific to Research Universities	
Academic Quality	
Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see link .
National Academy Members	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
Number of Post-Doctoral appointees	As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS).



Number of Science & Engineering Disciplines nationally ranked in Top 100 for research expenditures	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
Return on Investment	
Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
Percent of R&D Expenditures funded from External Sources	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
Patents Issued	The number of patents issued in the fiscal year as reported to AUTM.
Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
Licensing Income Received (\$M)	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
Science & Engineering Research Expenditures in non-medical/health sciences	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see link , table 36 <i>minus</i> table 52).
National rank is higher than predicted by Financial Resources Ranking <i>based on US News & World Report</i>	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
Research Doctoral Degrees Awarded	The number of research doctoral degrees awarded annually.
Professional Doctoral Degrees Awarded	The number of professional doctoral degrees awarded annually.

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USF System

2012-13
Work Plan



University of South Florida - System

Work Plan Presentation for 2012-13 Board of Governors Review

PENDING USF SYSTEM BOT APPROVAL

STATE UNIVERSITY SYSTEM of FLORIDA | **Board of Governors**

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INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' new Strategic Plan 2012-2025 is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.

The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



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- b. Vision Statement
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- a. Fiscal Information *(includes Tuition Differential Fee Request)*
- b. Enrollment Planning
- c. Academic Program Coordination

4. DEFINITIONS



MISSION STATEMENT (What is your purpose?)

The University of South Florida System, which includes USF Tampa, USF St. Petersburg, and USF Sarasota-Manatee, catalyzes and coordinates initiatives at and among its interdependent institutions that develop graduates for 21st century careers; advances research, scholarship, and creative endeavors to improve the quality of life; and engages its communities for mutual benefit.

VISION STATEMENT (What do you aspire to?)

The University of South Florida System will empower and connect its institutions into a distinctive system that is nationally recognized for innovation in teaching and research, for attracting outstanding and diverse scholars, staff and students, and for transforming its region and beyond.

STATEMENT OF STRATEGY (How will you get there?)

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

The USF System is comprised of an RU/VH institution (Tampa) that is moving towards AAU eligibility, and two premier comprehensive master's institutions that provide distinctive academic programs serving the Tampa Bay community and focused particularly on the specific needs within their respective communities. The member institutions measure success through a combination of internal and external measures, setting clear annual targets for a series of metrics and comparisons with peer and aspirational peer institutions. The USF System uses national benchmarks to monitor: broad measures of academic institutions through the Integrated Postsecondary Education Data System (IPEDS); USF's position in the top tier of American research universities through the Carnegie Foundation for the Advancement of Teaching; community engagement through the designation of two of its member institutions as a *Community Engaged University*; performance indices through the Association of American Universities (AAU); ranking of research universities through the National Science Foundation (NSF); ranking of the scope and quality of graduate programs through the National Research Council (NRC); ranking by the annual report of the Top American Research Universities (TARU); annual rankings in US News and World Report (USNWR); technology transfers, start-ups and patents through the Association of University Technology Managers (AUTM); endowment standings through the National Association of Colleges and University Business Officers (NACUBO); statistics on international education and study abroad through the Institute of International Education/Open Doors (IIE). Specific statements of strategy for each member institution of the USF System can be found in their respective work plans.

STRENGTHS AND OPPORTUNITIES (within 3 years)

What are your core capabilities, opportunities and challenges for improvement?

The USF System's core capabilities include: diversity and access; excellence in teaching and learning; high impact scholarship, research and creative activities; student success; shared governance; workforce and economic development; entrepreneurial spirit, partnerships and innovation; uniquely focused, high quality academic programs; global research, community engagement and public service. The challenge will be to maintain institutional quality, increase educational and research productivity, and enhance revenue under dwindling state resources. Specific strengths and opportunities for each member institution of the USF System can be found on their respective work plans.



KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1 Academic Excellence, Student Access and Student Success: The USF System will (a) provide first-class, comprehensive educational programs and student research opportunities to foster critical thinking and intellectual inquiry; (b) enhance opportunities for students by providing transformational learning that is intellectually, scientifically and technologically sound and produces relevant, applied skills and engaged outcomes including an increased commitment to STEM and health fields; (c) graduate competitive, highly skilled students ready to enter the workforce; and (d) educate competitive, highly-skilled students ready to enter the workforce.

2 Impactful Research, Economic Leadership, and Community Engagement: The USF System will: (a) engage in high impact research, scholarship and creative activities that generate new knowledge; (b) increase research opportunities for students; (c) develop strategic interdisciplinary research initiatives across System institutions that solve critical problems; (d) promote community engaged scholarship and creative activities to benefit all members of society; and (e) increase recruitment of distinguished senior faculty at regional institutions .

3 Expanded and Diversified Resources: The USF System will: (a) demonstrate financial security via a sustainable economic base in all business practices; (b) pursue entrepreneurial endeavors that augment revenue and maximize institutional effectiveness; (c) establish mutually beneficial partnerships (internal and external) that enhance student access to academic programs, research and employment opportunities, including collaborative degree programs that build on the strengths of the member institutions; (d) increase lower division opportunities at regional institutions; and (e) provide stewardship that represents the cornerstone of economic and cultural significance for the community.



KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'¹, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

¹ The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).



KEY PERFORMANCE INDICATORS

Goals Common to All Universities

	5 YEAR TREND (05-06 to 10- 11)	2010-11 ACTUAL	2011-12 ESTIMATE S	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
National Ranking for University and Programs					
The USF System will (a) Engage in high impact student success research; (b) Establish partnerships to enhance student access to academic programs and research; (c) Educate competitive, highly-skilled (STEM) students ready to enter the workforce; (d) Continue to develop nationally ranked programs at all institutions.					
Avg. SAT Score	-1% ¹	1133	1150	1155	1165
Avg. High School GPA (on 4.0 scale)	5%	3.67	3.76	3.78	3.82
Professional/Licensure Exam First-time Pass Rates ²					
Exams Above National/State Benchmark	n/a	3	3	4	4
Exams Below National/State Benchmark	n/a	2	2	1	1
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2012.			
SUBTOTAL OF IMPROVING METRICS	1	2	3	2	
Operational Efficiency					
Freshman Retention Rate	5%	87.6%	88%	89%	90%
FTIC Graduation Rates					
In 4 years (or less)	14%	34.7%	35%	36%	38%
In 6 years (or less)	6%	51.6%	52%	54%	56%
AA Transfer Graduation Rates					
In 2 years (or less)	0%	29.6%	30%	30.5%	31.5%
In 4 years (or less)	4%	65.7%	66%	68%	70%
Percent of Bachelor's Degrees Without Excess Hours	n/a	Board staff is currently updating the methodology for this metric.			
SUBTOTAL OF IMPROVING METRICS	4	6	6	6	
Return on Investment					
Bachelor's Degrees Awarded	32%	8287	8699	8750	8850
Percent of Bachelor's Degrees in STEM	%	20%	20.5%	20.5%	21%
Graduate Degrees Awarded	26%	2992	3090	3125	3250
Percent of Graduate Degrees in STEM	2%	21%	21%	21%	21.5%
Percent of Baccalaureate Graduates Employed in Florida	-7%	n/a	65%	65%	65%
Percent of Baccalaureate Graduates Continuing their Education (in FL)	-1%	n/a	18%	18%	20%
Annual Gifts Received (\$M)	76%	\$81.5	\$47.2	\$51.9	\$62.8
Endowment (\$M)	4%	\$344.6	\$347.0	\$375.0	\$437.0
SUBTOTAL OF IMPROVING METRICS	5	4	4	7	
TOTAL OF IMPROVING METRICS	10	12	13	15	

Notes: (1) SAT trends are based on 3 year average, (2) Professional licensure pass rates are based on the 2010-11 Annual Accountability Report with data that spans multiple time periods, (3) Percent of graduates employed and continuing their education is based on 2009-10 data from FETPIP.



KEY PERFORMANCE INDICATORS

Goals Specific to Research Universities

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
Faculty Awards	20%	6 est	10	12	14
National Academy Members	50%	3	3	4	5
Number of Post-Doctoral Appointees	64%	293	310	312	320
Number of Science & Engineering Disciplines Nationally Ranked in Top 100 for Research Expenditures (based on 8 broad discipline areas, and includes private universities)	n/a	5	5	5	6
SUBTOTAL OF IMPROVING METRICS	3		2	3	4
Operational Efficiency					
To Be Determined		The Board of Governors will work with Universities to develop metrics associated with Operational Efficiencies.			
Return on Investment					
Total Research Expenditures (\$M) (includes non-Science & Engineering disciplines)	31%	\$ 400.7	\$ 422.0	\$ 443.0	\$ 465.0
Science & Engineering Research Expenditures (\$M)	20%	\$ 343.0	\$ 360.2	\$ 378.2	\$ 397.1
Percent of Research Expenditures funded from External Sources	1%	77.33%	81.20%	85.26%	89.52%
Patents Issued	279%	91	84	67	50
Licenses/Options Executed	71%	36	37	40	48
Licensing Income Received (\$M)	-24%	\$ 1.3	\$ 1.3	\$ 2.5	\$ 2.75
Number of Start-up Companies	33%	8	5	7	8
Science & Engineering R&D Expenditures in Non-Medical/Health Sciences	24%	\$136.0	\$142.8	\$149.9	\$157.4
National Rank is Higher than Predicted by the Financial Resources Ranking (based on U.S. News & World Report)	n/a	USNWR rankings are not done for the USF System			
Research Doctoral Degrees Awarded	44%	267	277	283	340
Professional Doctoral Degrees Awarded	68%	156	156	158	165
SUBTOTAL OF IMPROVING METRICS	9		6	9	9
TOTAL OF IMPROVING METRICS	12		8	12	13

Notes: (1) the most recent faculty Awards data is based on 2009-10 data.



KEY PERFORMANCE INDICATORS

Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Graduate Degrees in Areas of Strategic Emphasis	28%	1300	1362	1380	1456
Bachelor's Degree in Areas of Strategic Emphasis	41%	3184	3244	3406	3755
Percent of Course Sections Offered via Distance and Blended Learning	5%	11.5%	12.4%	13%	14%

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

Goal 1. With a strategic goal of engaging in impactful research, the USF System will continue to build a sustainable research infrastructure, including total research expenditures as defined by the National Science Foundation.

Total Research Expenditures	31%	\$400.7	\$422	\$443	\$465
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Goal 2. With a strategic goal of engaging in impactful research, the USF System will continue to build a sustainable research infrastructure, including federal research expenditures as defined by the National Science Foundation.

Federal Research Expenditures	59%	\$ 245.4	\$ 257.7	\$ 270.6	\$ 284.1
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OPERATIONS

Draft



FISCAL INFORMATION

University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Appropriations
Education & General – Main Operations						
State Funds	\$ 307.5	\$ 288.7	\$ 269.5	\$ 291.9	\$ 249.2	\$ 178.5*
Tuition	\$ 109.7	\$ 115.0	\$ 126.3	\$ 143.7	\$ 163.2	n/a
TOTAL MAIN OPERATIONS	\$ 417.2	\$ 403.7	\$ 395.8	\$ 435.6	\$ 412.4	\$ 178.5*
Education & General – Health-Science Center / Medical Schools						
State Funds	\$66.7	\$ 62.8	\$ 66.6	\$ 68.3	\$ 64.8	\$65.2*
Tuition	\$ 22.6	\$ 26.3	\$ 30.0	\$ 32.9	\$ 34.5	n/a
TOTAL HSC	\$ 89.3	\$ 89.1	\$ 96.6	\$ 101.2	\$ 99.3	\$65.2*
EDUCATION & GENERAL TOTAL REVENUES	\$ 506.5	\$ 492.8	\$ 492.4	\$ 536.8	\$ 511.7	\$ 243.7*

Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds (for Polytechnic) appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers (as reported in the Annual Accountability Report). Actual tuition revenues are not yet available for the 2012-13 year.

*Per SB1994, the 2012-13 appropriations state funds amount includes the \$10M funding amount and \$6M for Pharmacy

OTHER BUDGET ENTITIES

Auxiliary Enterprises

Resources associated with auxiliary units that are self-supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.

Revenues	\$ 163.1	\$ 171.4	\$ 142.8	\$ 159.3	\$ 165.0	n/a
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Contracts & Grants

Resources received from federal, state or private sources for the purposes of conducting research and public service activities.

Revenues	\$ 260.4	\$ 346.3	\$ 296.9	\$ 280.7	\$ 243.8	n/a
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Local Funds

Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.

Revenues	\$ 145.7	\$ 135.1	\$ 408.5	\$ 442.4	\$ 382.6	n/a
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Faculty Practice Plans

Revenues/receipts are funds generated from faculty practice plan activities.

Revenues	\$ 174.9	\$ 150.2	\$ 174.7	\$ 183.6	\$ 185.4 est	n/a
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OTHER BUDGET ENTITY TOTAL REVENUES	\$ 744.1	\$ 802.9	\$ 1022.9	\$ 1065.9	\$ 976.8	n/a
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UNIVERSITY REVENUES GRAND TOTAL	\$ 1250.6	\$ 1295.7	\$ 1515.4	\$ 1602.7	\$ 1488.5	n/a
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FISCAL INFORMATION (continued)

Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
Base Tuition					
Tuition Differential Fee					
Percent Increase					
Required Fees ¹					
TOTAL TUITION AND FEES					

Data cannot be rolled up into one reporting instance for the USF System. See individual USF System institution work plans.

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 16.

Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Percent of Bachelor's Recipients with Debt	53%	52%	51%	53%	53%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$18,517	\$19,963	\$21,679	\$22,077	\$22,500
Student Loan Cohort Default Rate (2nd Year)	4.9%	6.3%	7.0%	n/a	n/a
Student Loan Cohort Default Rate (3rd Year)	n/a	n/a	10.1%	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students.

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$5,800	\$1,500	\$9,190	\$1,600	\$2,500	\$20,590
AT HOME	\$5,800	\$1,500	\$4,590	\$1,600	\$2,500	\$15,990

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES		AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT	
	HEADCOUNT	PERCENT					
Below \$40,000	7,756	38%	\$11,621	-\$2,863	\$8,177	\$4,349	
\$40,000-\$59,999	2,580	13%	\$13,879	-\$308	\$5,705	\$4,099	
\$60,000-\$79,999	2,015	10%	\$15,744	\$1,803	\$3,656	\$4,284	
\$80,000-\$99,999	1,711	8%	\$16,494	\$2,621	\$2,828	\$4,028	
\$100,000 Above	4,818	24%	\$16,566	\$2,607	\$2,884	\$2,859	
Missing	1,408	7%	\$17,411	\$4,638	\$698	\$200	
TOTAL	20,292	100%	AVERAGE	\$14,306	\$209	\$5,185	\$3,642

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line **Average** represents the average of all full-time undergraduate Florida residents.



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Data cannot be rolled up into one reporting instance for the USF System. See individual work plans.

Effective Date	
University Board of Trustees Approval Date:	
Implementation Date (month/year):	
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	
\$ Increase in tuition differential per credit hour:	
\$ Increase in tuition differential for 30 credit hours:	
Projected Differential Revenue Generated	
Incremental differential fee revenue generated in 2012-13 (projected) :	\$
Total differential fee revenue generated in 2012-13 (projected):	\$
Intended Uses	
Describe the Impact to the Institution if Tuition Differential is Not Approved	
Request to Modify or Waive Tuition Differential Uses	
(this section is applicable only if HB 7135 is signed by the Governor and the university wishes to request a change to the 70% / 30% intended uses criteria identified in Regulation 7.001(14))	



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

Data cannot be rolled up into one reporting instance for the USF System. See individual work plans.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Improve Baccalaureate retention and graduation	
Additional Detail, where applicable:	
Total Number of Faculty Hired or Retained (funded by tuition differential):	
Total Number of Advisors Hired or Retained (funded by tuition differential):	
Total Number of Course Sections Added or Saved (funded by tuition differential):	
2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Increase the number of students who are awarded grants funded by the tuition differential.	
Increase the average amount of awards in order to partially off-set tuition increases for needy students.	
Additional Information (estimates as of April 30, 2012):	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	



**FISCAL INFORMATION (continued)
TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES,
& AVAILABLE BALANCES - FISCAL YEAR 2011-12 AND 2012-13**

Data cannot be rolled up into one reporting instance for the USF System. See individual work plans.

Draft



FISCAL INFORMATION (continued) UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

Data cannot be rolled up into one reporting instance for the USF System. See individual work plans.

Draft



ENROLLMENT PLANNING

Planned Growth by Student Type *(for E&G students at all campuses)*

	5 YEAR TREND <i>(2005-06 to 2010-11)</i>	2010-11 ACTUAL HEADCOUNT		2012-13 PLANNED HEADCOUNT		2013-14 PLANNED HEADCOUNT		3 YEAR <i>(2014-15)</i> PLANNED HEADCOUNT	
UNDERGRADUATE									
FTIC (Regular Admit)	4%	17510	48%	17488	48%	17213	48%	16793	48%
FTIC (Profile Admit)	-60%	227	1%	215	1%	221	1%	224	1%
AA Transfers*	27%	11,961	33%	11834	33%	111519	32%	11425	32%
Other Transfers	1%	6,594	18%	6866	19%	6702	19%	6860	19%
Subtotal	9%	36,292	100%	36,403	100%	35,655	100%	35,302	100%
GRADUATE STUDENTS									
Master's	16%	6,522	69%	6589	68%	6753	67%	6915	66%
Research Doctoral	23%	2,289	24%	2425	25%	2600	26%	2750	26%
Professional Doctoral	24%	604	6%	700	7%	750	7%	750	7%
Subtotal	18%	9,415	100%	9,838	100%	10,229	100%	10,543	100%
NOT-DEGREE SEEKING	-5%	2,093		1,910		2,048		2,209	
MEDICAL	18%	473		480		480		480	
TOTAL	10%	48,273		48,507		48,286		48,406	

Note*: AA transfers refer only to transfers from the Florida College System.

Planned Growth by Method of Instruction *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11		2012-13		2013-14		3 YEAR (2014-15)	
		ACTUAL FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL
UNDERGRADUATE									
DISTANCE (>80%)	%	4743	20%	5127	20%	5365	20%	5620	20%
HYBRID (50%-79%)	%Δ	349	1%	517	2%	627	2%	709	3%
TRADITIONAL (<50%)	%Δ	18723	79%	19552	78%	20395	77%	21281	77%
TOTAL	%Δ	23,815	100%	25,196	100%	26,386	100%	27,610	100%
GRADUATE									
DISTANCE (80%)	%Δ	1066	19%	1117	19%	1173	19%	1235	20%
HYBRID (50%-79%)	%Δ	110	2%	120	2%	135	2%	153	2%
TRADITIONAL (<50%)	%Δ	4314	79%	4502	78%	4710	78%	4921	78%
TOTAL	%Δ	5,490	100%	5,739	100%	6,018	100%	6,309	100%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional (and Technology Enhanced)** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING (continued)

Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Estimated 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
Florida Resident								
LOWER DIVISION	9377	9431	9377	9248	9242	9274	9488	0.6%
UPPER DIVISION	13361	14580	13361	14564	14423	14314	14582	0.03%
GRAD I	3679	3635	3679	3455	3424	3440	3509	0.5%
GRAD II	855	1132	855	969	984	1012	1136	4%
TOTAL	27,272	28,778	27,272	28,226	28,073	28,040	28,715	1%
Not a Florida Resident								
LOWER DIVISION	0.00	397	0.00	574	660	764	1054	16%
UPPER DIVISION	0.00	436	0.00	550	592	638	753	8%
GRAD I	0.00	371	0.00	555	586	624	699	6%
GRAD II	0.00	498	0.00	600	634	659	722	5%
TOTAL	1400	1702	1400	2,278	2,472	2,685	3,229	9%
Total								
LOWER DIVISION	9377	9828	9377	9822	9902	10038	10542	2%
UPPER DIVISION	13361	15016	13361	15114	15015	14952	15335	0.4%
GRAD I	3679	4006	3679	3999	4011	4064	4208	1%
GRAD II	855	1630	855	1569	1617	1671	1859	4%
TOTAL	28,672	30,480	28,672	30,505	30,544	30,725	31,945	1%
TOTAL (US FTE)	38,228	40,639	38,228	40,571	40,624	40,864	42,487	

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.

Medical Student Headcounts *(FTE does not apply)*

Medicine Headcounts								
FLORIDA RESIDENT	480	445	480	436	432	432	432	-0.18%
NON-RESIDENT	0	32	0	44	48	48	48	1.76%
TOTAL	480	477	480	480	480	480	480	0.00%



ACADEMIC PROGRAM COORDINATION

New Programs To Be Considered for Implementation *(for 2012-2013) USF System*

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
B.A. Film and New Media Studies (Tampa)	50.0602	No	FSU,UF,UNF,UWF,U CF, UM,FIU,FAU		117	May 2013
B.A. Foreign Languages & Literature (St. Pete)	16.0101	No	UCF	N/Y	65	Aug 2013
B.A. Business & Technical Comm. (SM)	23.1101	No	None	N	100	May 2013

**Program has not completed internal approval process*

***Substitution for B.S. Digital Design & Tech.*

MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Sports & Entertainment Mgt (Tampa)	31.0504	No	FAMU,FAU,FIU,FSU, UCF,UF	N	25	May 2013
Athletic Training (Tampa)	51.0913	No	FIU	N	30	May 2013
Metabolic & Nutritional Medicine (Tampa)	26.9999	STEM	None	N/Y	37.5	May 2013
M.A. Education* (SM)	13.0101	No	UCF, FAU	Y/N	50	Dec 2012

**Program has not completed internal review process*



KEY PERFORMANCE INDICATOR DEFINITIONS

Goals Common to All Universities	
Academic Quality	
National Ranking for University and Program(s)	Describe plans for increasing national preeminence of University and select programs.
Avg. SAT Score	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
Avg. HS GPA (on 4.0 scale)	The average HS GPA for Admitted and Registered FTIC (B,E) students.
Professional/Licensure Exam First-time Pass Rates Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
Percent of Undergraduate Seniors Participating in a Research Course	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
Operational Efficiency	
Freshman Retention Rate	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the following fall term.
FTIC Graduation Rates In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
AA Transfer Graduation Rates In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
Percent of Bachelor's Degrees Without Excess Hours	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



Return on Investment	
Bachelor's Degrees Awarded	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
Percent of Bachelor's Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Graduate Degrees Awarded	This is a count of graduate degrees granted.
Percent of Graduate Degrees in STEM	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Percent of Baccalaureate Graduates Employed in Florida	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Percent of Baccalaureate Graduates Continuing their Education (in FL)	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Annual Gifts Received (\$M)	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
Endowment (\$M)	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).
Goals Specific to Research Universities	
Academic Quality	
Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see link .
National Academy Members	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
Number of Post-Doctoral appointees	As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS).



Number of Science & Engineering Disciplines nationally ranked in Top 100 for research expenditures	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
Return on Investment	
Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
Percent of R&D Expenditures funded from External Sources	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
Patents Issued	The number of patents issued in the fiscal year as reported to AUTM.
Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
Licensing Income Received (\$M)	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
Science & Engineering Research Expenditures in non-medical/health sciences	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see link , table 36 minus table 52).
National rank is higher than predicted by Financial Resources Ranking <i>based on US News & World Report</i>	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
Research Doctoral Degrees Awarded	The number of research doctoral degrees awarded annually.
Professional Doctoral Degrees Awarded	The number of professional doctoral degrees awarded annually.

USF Sarasota- Manatee 2012-13 Work Plan



University of South Florida Sarasota-Manatee
Work Plan Presentation for 2012-13 Board of Governors Review

PENDING USF SYSTEM BOT APPROVAL

STATE UNIVERSITY SYSTEM of FLORIDA | **Board of Governors**



INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' new Strategic Plan 2012-2025 is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.

The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



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2. KEY PERFORMANCE INDICATORS

- a. Goals Common to All Universities
- b. Goals Specific to Research Universities
- c. Institution Specific Goals

3. OPERATIONS

- a. Fiscal Information (*includes Tuition Differential Fee Request*)
- b. Enrollment Planning
- c. Academic Program Coordination

4. DEFINITIONS



MISSION STATEMENT (What is your purpose?)

The University of South Florida Sarasota-Manatee provides access to professional higher education programs and scholarly research in a personalized living and learning community that graduates successful leaders who empower Florida's Suncoast to thrive locally, nationally, and globally.

VISION STATEMENT (What do you aspire to?)

The University of South Florida Sarasota-Manatee strives to be a hometown comprehensive university with ever-increasing national and global impact.

STATEMENT OF STRATEGY (How will you get there?)

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

In keeping with our separate SACS accreditation, effective January 1, 2011, USF Sarasota-Manatee advances the Access = Success mission, which includes academic programs for lower-level students, including general education. The loss of high school graduates from Sarasota, Manatee, and DeSoto counties to other Florida counties causes a significant brain drain to our region. In 2010-11, the Florida Department of Education reported that 1,576 high school graduates in our three counties reported post-graduation plans to attend a public university in Florida. Other than the small number attending New College, the rest must leave our community to receive a four-year university education. Lower-division programs will enlarge the size of a university-educated work force and improve quality of life in our Suncoast region. USFSM has already begun to test the local demand and the University's ability to meet these needs by offering a few, select lower-level courses as a service to our entering transfer students. These classes have consistently filled and the number of credits hours generated has increased 500% over the past three years, indicating an even greater demand. USFSM plans to continue to address these needs by admitting 100 students for the full bachelor's degree program in Fall Semester 2013. Within the next three years, USFSM does not expect the student credit hours at the lower level to exceed 25% of our total student credit hours.



STRENGTHS AND OPPORTUNITIES *(within 3 years)*

What are your core capabilities, opportunities and challenges for improvement?

USF Sarasota-Manatee is privileged to provide education that permits students to “learn where they earn.” to participate in regional economic development, to link continuing professional training to maintain workforce competence, and to respond to the learning needs of a growing population. As a member of the USF System, USFSM benefits from the efficiency of shared resources, the opportunity for collaboration with other member institutions, and a unified brand that yields identity and impact. Currently, the University’s steepest challenge is the decrease in general revenue funding. The campus will sustain a \$1.3 million cut to its base budget in the upcoming fiscal year.

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

- 1. Provide lower-level classes** – USF Sarasota-Manatee plans to add lower-level courses to improve access to four-year degrees for the over 1,500 high school graduates from Sarasota, Manatee, and DeSoto counties. These graduates now must leave the service area to attend other SUS Universities, which have become more competitive in their admissions and unable to accept all who apply. The addition of the full four-year program will be attractive to those with financial challenges, the need to work full-time and first-generation students who often prefer to stay close to their family and community. Within the next three years, USFSM does not expect the student credit hours at the lower level to exceed 25% of our total student credit hours.
- 2. Develop programs based on their positive potential impact on the local community while also serving state and national educational needs** – In alignment with the Board of Governors identified areas of programmatic strategic emphasis, USFSM offers degree-programs in the critical needs areas of information technology and criminology, as well as special education through the Bay-to-Bay consortium. In 2011, USFSM received approval to offer the second bachelor’s in communication sciences and disorders. The University also plans to partner with USF Tampa to host the complementary master’s degree in this area as well. This spring, USFSM forged a partnership with Mote Marine Laboratory to phase in science education housed at the Mote campus and taught by Mote
- 3. Continue to improve baccalaureate retention and graduation rates** – In addition to meeting the USFSM strategic goal of access, as documented in initiatives 1 and 2 above, the University will also strive to improve the success of students. Several initiatives have already been implemented including the use of an early alert system to identify students at risk who are matched with services to assist and support their achievement. USFSM leverages technology to improve student-learning outcomes and uses tuition differential funds to open additional undergraduate course sections, which can improve rates of graduation.



KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'¹, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

¹ The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).



KEY PERFORMANCE INDICATORS

Goals Common to All Universities

	5 YEAR TREND (05-06 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
National Ranking for University and Programs					
Describe plans for increasing national preeminence of University and select programs.					
Avg. SAT Score	n/a	n/a	n/a	n/a	1000
Avg. High School GPA (on 4.0 scale)	n/a	n/a	n/a	n/a	3.3
Professional/Licensure Exam First-time Pass Rates ²					
Exams Above National/State Benchmark	n/a	n/a	n/a	n/a	n/a
Exams Below National/State Benchmark	n/a	n/a	n/a	n/a	n/a
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2012.			
SUBTOTAL OF IMPROVING METRICS	x	x	x	x	x
Operational Efficiency					
Freshman Retention Rate	n/a	n/a	n/a	n/a	xx%
FTIC Graduation Rates					
In 4 years (or less)	n/a	n/a	n/a	n/a	xx%
In 6 years (or less)	n/a	n/a	n/a	n/a	xx%
AA Transfer Graduation Rates					
In 2 years (or less)	-2%*	30%	31%	32%	35%
In 4 years (or less)	-4%*	56%	60%	62%	64%
Percent of Bachelor's Degrees Without Excess Hours	n/a	Board staff is currently updating the methodology for this metric.			
SUBTOTAL OF IMPROVING METRICS	x	x	x	x	x
Return on Investment					
Bachelor's Degrees Awarded	26%	454	494	524	588
Percent of Bachelor's Degrees in STEM	-1%	3%	3%	4%	5%
Graduate Degrees Awarded	-62%*	68	73	70	90
Percent of Graduate Degrees in STEM	n/a	0%	0%	0%	0%
Percent of Baccalaureate Graduates Employed in Florida	%Δ	Data available only at the USF System level			
Percent of Baccalaureate Graduates Continuing their Education (in FL)	%Δ	Data available only at the USF System level			
Annual Gifts Received (\$M)	%Δ	Data available only at the USF System level			
Endowment (\$M)	%Δ	Data available only at the USF System level			
SUBTOTAL OF IMPROVING METRICS	x	x	x	x	x
TOTAL OF IMPROVING METRICS	x	x	x	x	x

Notes: (1) SAT trends are based on 3 year average, (2) Professional licensure pass rates are based on the 2010-11 Annual Accountability Report with data that spans multiple time periods, (3) Percent of graduates employed and continuing their education is based on 2009-10 data from FETPIP.

*In Fall 2009, USF Tampa mandated that any USFSM student in degree programs hosted by USF Tampa or not offered completely by USFSM be removed from USFSM Home Campus enrollment numbers. As a result of the mandate, USFSM graduation and retention rates were negatively affected.



KEY PERFORMANCE INDICATORS

Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Metric 1. Number of Adult (age 25+) Undergraduates Enrolled	1%	888	954	997	1,089
Metric 2. Percent of Course Sections Offered via Distance and Blended Learning	33%	38%	39%	40%	40%
Metric 3. Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)	USFSM will register to receive the Elective Community Engagement Classification between January 2013 and May 2013, the next open registration period. According to the Carnegie Foundation timeline, this would allow for designation in January 2015.				

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

Goal 1. Student Access: *Expand access to University education that benefits students and the local, national, and global community.*

Metric: Citizens Served	42%	4,604	4,507	4,700	5,100
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Goal 2. Student Success: *Enhance success of student outcomes, faculty productivity, and community impact.*

Metric: AA Graduation Rates 4yr	-4%*	56%	60%	62%	64%
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* In Fall 2009, USF Tampa mandated that any USFSM student in degree programs hosted by USF Tampa or not offered completely by USFSM be removed from USFSM Home Campus enrollment numbers. As a result of the mandate, USFSM graduation and retention rates were negatively affected.



OPERATIONS



FISCAL INFORMATION

University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Appropriations
Education & General – Main Operations						
State Funds	\$ 15.1	\$ 14.1	\$ 13.1	\$ 12.9	\$ 11.2	\$ 10.1
Tuition	\$ 4.2	\$ 4.8	\$ 5.4	\$ 6.3	\$ 6.9	n/a
TOTAL MAIN OPERATIONS	\$ 19.3	\$ 18.9	\$ 18.5	\$ 19.2	\$ 18.1	\$ 10.1
EDUCATION & GENERAL TOTAL REVENUES	\$ 19.3	\$ 18.9	\$ 18.5	\$ 19.2	\$ 18.1	n/a

Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds (for Polytechnic) appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers (as reported in the Annual Accountability Report). Actual tuition revenues are not yet available for the 2012-13 year.

OTHER BUDGET ENTITIES

Auxiliary Enterprises

Resources associated with auxiliary units that are self-supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.

Revenues	Data reported at the USF System level.
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Contracts & Grants

Resources received from federal, state or private sources for the purposes of conducting research and public service activities.

Revenues	Data reported at the USF System level.
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Local Funds

Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.

Revenues	Data reported at the USF System level.
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Faculty Practice Plans

Revenues/receipts are funds generated from faculty practice plan activities.

Revenues	Data reported at the USF System level.
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OTHER BUDGET ENTITY TOTAL REVENUES	Data reported at the USF System level.
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UNIVERSITY REVENUES GRAND TOTAL	Data reported at the USF System level.
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FISCAL INFORMATION (continued)

Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
Base Tuition	\$2,870	\$3,100	\$3,100	\$3,100	\$3,100
Tuition Differential Fee	\$384	\$643	\$1,204	\$1,849	\$2,591
Percent Increase	15%	15%	15%	15%	15%
Required Fees ¹	\$1,293	\$1,316	\$1,316	\$1,316	\$1,316
TOTAL TUITION AND FEES	\$4,547	\$5,059	\$5,620	\$6,264	\$7,007

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 16.

Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Percent of Bachelor's Recipients with Debt	n/a	n/a	n/a	n/a	n/a
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	n/a	n/a	n/a	n/a	n/a
Student Loan Cohort Default Rate (2nd Year)	4.9%	6.3%	7.0%	n/a	n/a
Student Loan Cohort Default Rate (3rd Year)	xx%	xx%	10.1%	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students.

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$5,060	\$1,500	\$9,190	\$1,600	\$2,500	\$19,850
AT HOME	\$5,060	\$1,500	\$4,590	\$1,600	\$2,500	\$15,250

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT
Below \$40,000	278	57%	\$12,737	-\$1,970	\$6,459	\$5,683
\$40,000-\$59,999	56	11%	\$14,756	\$922	\$3,593	\$4,337
\$60,000-\$79,999	34	7%	\$15,780	\$2,641	\$2,041	\$4,435
\$80,000-\$99,999	30	6%	\$14,772	\$3,095	\$1,508	\$3,966
\$100,000 Above	42	9%	\$15,207	\$2,824	\$1,750	\$1,954
Missing	50	10%	\$15,226	\$4,613	\$11	\$100
TOTAL	490	100%	AVERAGE \$13,769	\$73	\$4,460	\$4,448

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. Family Income Groups are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. Full-time Students is a headcount based on at least 24 credit hours during Fall and Spring terms. Average Gift Aid includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. Net Cost of Attendance is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. Net Tuition & Fees is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). Average Loan Amount includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line Average represents the average of all full-time undergraduate Florida residents.



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Effective Date	
University Board of Trustees Approval Date:	6/14/2012
Implementation Date (month/year):	August 2012
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	USF Sarasota-Manatee
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	All university undergraduate courses.
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$21.42
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	15%
\$ Increase in tuition differential per credit hour:	\$18.71
\$ Increase in tuition differential for 30 credit hours:	\$561.30
Projected Differential Revenue Generated	
Incremental differential fee revenue generated in 2012-13 (projected) :	\$726,037
Total differential fee revenue generated in 2012-13 (projected):	\$1,235,514
Intended Uses	
<p>Cost-efficient utilization of instructional technology and innovation , along with investments in faculty and professional staff to enhance timely college completion rates, attainment and career placement through activities such as:</p> <ul style="list-style-type: none"> Technology & Research: Provide supplemental instruction and expanded undergraduate research opportunities through high-impact student success initiatives (e.g., the development of a Science Math and Research Technology SMART Lab, instructional and learning innovation) and distance learning for expanded access. Financial Counseling and Debt Reduction: Mitigate the financial impact of the increasing costs of higher education through focused and proactive financial counseling and debt reduction strategies. Advising: Enhance the current advising model through technology and staffing, with a focus on goal setting, time-to-degree, improved graduation rates, reducing excess hours, and expanding USF's Veterans' Success program. Job Placement –Economic development: Broaden the high skilled workforce and direct economic impact of the university by: expanding STEM and IT programs, strengthening relationships with business and industry, engaging in co-op partnerships, and expanding professional support for job placement through USF's recently expanded Career Center/Job Hub. 	
Describe the Impact to the Institution if Tuition Differential is Not Approved	
<p>USF System efforts to move away from the traditional delivery model will be significantly impaired or delayed, potentially resulting in stagnant or declining graduation rates and a reduced ability to meet the workforce demands of the state. The loss of potential need-based financial aid (30%) will further reduce student access, retention and graduation rates while likely increasing student indebtedness. USF's commitment to investing in (70%) enhanced instruction and learning (particularly in STEM), serving returning veterans, reducing excess hours and student debt, and job placement for graduates will be diminished or, at best, delayed.</p>	
Request to Modify or Waive Tuition Differential Uses	
<p>(this section is applicable only if HB 7135 is signed by the Governor and the university wishes to request a change to the 70% / 30% intended uses criteria identified in Regulation 7.001(14))</p>	



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Increase undergraduate course offerings.	182 course sections were funded partially or fully through the tuition differential.
Additional Detail, where applicable:	
Total Number of Faculty Hired or Retained (funded by tuition differential):	87
Total Number of Advisors Hired or Retained (funded by tuition differential):	0
Total Number of Course Sections Added or Saved (funded by tuition differential):	182
2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Increase the number of students who are awarded grants funded by the tuition differential.	We were able to increase the number of students paid by 128, or 93.4%.
Increase the average amount of awards in order to partially off-set tuition increases for needy students.	The average award increased by \$261, which represents an increase of 33.5%.
Additional Information (estimates as of April 30, 2012):	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	265
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	1044
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	188
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	2500



FISCAL INFORMATION (continued)
TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES,
& AVAILABLE BALANCES - FISCAL YEAR 2011-12 AND 2012-13

University Tuition Differential		
Budget Entity: 48900100 (Educational & General)		
SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)		
	Estimated Actual* 2011-12 -----	Estimated 2012-13 -----
<u>FTE Positions:</u>		
Faculty	37.26	50
Advisors	0	0
Staff	0	0
Total FTE Positions:	0	0
<u>Balance Forward from Prior Periods</u>		
Balance Forward	\$128,077	\$ -
Less: Prior-Year Encumbrances	-	-
Beginning Balance Available:	\$128,077	\$ -
<u>Receipts / Revenues</u>		
Tuition Differential Collections	\$509,477	1,235,514
Interest Revenue - Current Year	875	1,418
Interest Revenue - From Carryforward Balance	-	-
Total Receipts / Revenues:	\$510,352	\$1,236,932
<u>Expenditures</u>		
Salaries & Benefits	\$ -	\$762,077
Other Personal Services	395,770	-
Expenses	-	-
Operating Capital Outlay	-	-
Student Financial Assistance	242,659	474,855
Expended From Carryforward Balance	-	-
**Other Category Expenditures	-	-
Total Expenditures:	\$638,429	\$1,236,932
Ending Balance Available:	\$ -	\$ -
*Since the 2011-12 year has not been completed, provide an estimated actual.		
**Provide details for "Other Categories" used.		



FISCAL INFORMATION (continued)

UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

University of South Florida - Sarasota-Manatee							
<u>Undergraduate Students</u>	-----Actual-----			-----Projected-----			
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Tuition:							
Base Tuition - (0% projected legislative increase)	\$88.59	\$95.67	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32
Tuition Differential (no more than 15%)	\$5.74	\$12.80	\$21.42	\$40.13	\$61.64	\$86.38	\$114.83
Total Base Tuition and Differential	\$94.33	\$108.47	\$124.74	\$143.45	\$164.96	\$189.70	\$218.15
% Change		15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Fees (per credit hour):							
Student Financial Aid ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Building/Capital Improvement ²	\$4.76	\$4.76	\$4.76	\$6.76	\$6.76	\$6.76	\$6.76
Activity & Service	\$9.82	\$20.19	\$20.19	\$20.19	\$20.19	\$20.19	\$20.19
Health	\$2.00	\$4.03	\$4.03	\$4.03	\$4.03	\$4.03	\$4.03
Athletic	\$2.10	\$4.23	\$4.23	\$4.23	\$4.23	\$4.23	\$4.23
Transportation Access							
Technology ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Sub total (credit hour fees)	\$27.52	\$42.77	\$43.53	\$45.53	\$45.53	\$45.53	\$45.53
Total Tuition and Fees per credit hour	\$121.85	\$151.24	\$168.27	\$188.98	\$210.49	\$235.23	\$263.68
% Change		24.1%	11.3%	12.3%	11.4%	11.8%	12.1%
Fees (block per term):							
Activity & Service							
Health							
Athletic	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Transportation Access							
Total Block Fees per term	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Tuition for 30 Credit Hours	\$2,829.90	\$3,254.10	\$3,742.31	\$4,303.61	\$4,948.91	\$5,691.11	\$6,544.61
Total Fees for 30 Credit Hours	\$835.60	\$1,293.10	\$1,315.90	\$1,375.90	\$1,375.90	\$1,375.90	\$1,375.90
Total Tuition and Fees for 30 Credit Hours	\$3,665.50	\$4,547.20	\$5,058.21	\$5,679.51	\$6,324.81	\$7,067.01	\$7,920.51
\$ Change		\$881.70	\$511.01	\$621.30	\$645.30	\$742.20	\$853.50
% Change		24.1%	11.2%	12.3%	11.4%	11.7%	12.1%
Out-of-State Fees							
Out-of-State Undergraduate Fee	\$343.16	\$343.16	\$291.68	\$315.00	\$315.00	\$315.00	\$315.00
Out-of-State Undergraduate Student Financial Aid ³	\$17.15	\$17.15	\$14.58	\$15.75	\$15.75	\$15.75	\$15.75
Total per credit hour	\$360.31	\$360.31	\$306.26	\$330.75	\$330.75	\$330.75	\$330.75
% Change		0%	-15%	8%	0%	0%	0%
Total Tuition for 30 Credit Hours	\$2,829.90	\$3,254.10	\$3,742.31	\$4,303.61	\$4,948.91	\$5,691.11	\$6,544.61
Total Fees for 30 Credit Hours	\$11,644.90	\$12,102.40	\$10,503.70	\$11,298.40	\$11,298.40	\$11,298.40	\$11,298.40
Total Tuition and Fees for 30 Credit Hours	\$14,474.80	\$15,356.50	\$14,246.01	\$15,602.01	\$16,247.31	\$16,989.51	\$17,843.01
\$ Change		\$881.70	-\$1,110.49	\$1,356.00	\$645.30	\$742.20	\$853.50
% Change		6.1%	-7.2%	9.5%	4.1%	4.6%	5.0%
¹ can be no more than 5% of tuition. ³ can be no more than 5% of tuition and the out-of-state fee.							
² capped in statute.							



ENROLLMENT PLANNING

Planned Growth by Student Type *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL HEADCOUNT		2012-13 PLANNED HEADCOUNT		2013-14 PLANNED HEADCOUNT		3 YEAR (2014-15) PLANNED HEADCOUNT	
UNDERGRADUATE									
FTIC (Regular Admit)	n/a	0	n/a	0	xx%	95	5%	152	8%
FTIC (Profile Admit)	n/a	0	n/a	0	xx%	5	0%	8	0%
AA Transfers*	32%	1,133	74%	1,235	75%	1,291	71%	1,349	69%
Other Transfers	5%	400	26%	418	25%	437	24%	456	23%
Subtotal	24%	1,533	100%	1,653	100%	1,828	100%	1,965	100%
GRADUATE STUDENTS									
Master's	-38%	184	100%	130	100%	136	100%	142	100%
Research Doctoral	-100%	0	0%	0	0%	0	xx%	0	0%
Professional Doctoral	n/a	0	0%	0	0%	0	xx%	0	0%
Subtotal	-39%	184	100%	130	100%	136	100%	142	100%
NOT-DEGREE SEEKING	38%	180		162		169		177	
MEDICAL	n/a	n/a		0		0		0	
TOTAL	14%	1,897		1,945		2,133		2,284	

Note*: AA transfers refer only to transfers from the Florida College System.

Planned Growth by Method of Instruction *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11		2012-13		2013-14		3 YEAR (2014-15)	
		ACTUAL FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL
UNDERGRADUATE									
DISTANCE (>80%)	283%	467	44%	536	45%	570	45%	615	46%
HYBRID (50%-79%)	%	27	2%	36	3%	38	3%	40	3%
TRADITIONAL (<50%)	-2%	576	54%	619	52%	659	52%	681	51%
TOTAL	51%	1070	100%	1191	100%	1267	100%	1336	100%
GRADUATE									
DISTANCE (80%)	19792%	24	19%	20	18%	21	18%	22	18%
HYBRID (50%-79%)	%Δ	2.5	2%	3	3%	3	3%	6	5%
TRADITIONAL (<50%)	-37%	100.5	79%	87	79%	91	79%	92	77%
TOTAL	-20%	127	100%	110	100%	115	100%	120	100%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). Hybrid is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). Traditional (and Technology Enhanced) refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING (continued)

Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Estimated 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
Florida Resident								
LOWER DIVISION	0	107	0	146	175	195	212	9.1%
UPPER DIVISION	798	957	798	1018	1064	1112	1213	3.8%
GRAD I	182	104	182	105	110	115	125	3.8%
GRAD II	0	1	0	0	0	0	0	%
TOTAL	980	1169	980	1269	1349	1421	1551	4.5%
Not a Florida Resident								
LOWER DIVISION	0	3	0	4	5	5	6	9.1%
UPPER DIVISION	0	21	0	22	23	24	27	3.8%
GRAD I	0	5	0	5	5	5	6	3.8%
GRAD II	0	0	0	0	0	0	0	%
TOTAL	0	30	0	31	33	35	39	4.5%
TOTAL								
LOWER DIVISION	0	110	0	150	180	200	218	9.1%
UPPER DIVISION	798	978	798	1040	1087	1136	1240	3.8%
GRAD I	182	110	182	110	115	120	131	3.8%
GRAD II	0	1	0	0	0	0	0	%
TOTAL	980	1199	980	1300	1382	1456	1590	4.5%
TOTAL (US FTE)	1306	1455	1306	1733	1842	1941	2119	4.5%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.

Medical Student Headcounts (FTE does not apply)

Medicine Headcounts								
FLORIDA RESIDENT								%
NON-RESIDENT								%
TOTAL								%

N/A



ACADEMIC PROGRAM COORDINATION

New Programs To Be Considered by University in 2012-13 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIE S WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
B.A. in Business & Technical Communication	23.1101	N/A	None	No	100	Oct-12
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
M.A. in Education	13.0101	N/A	UCF, FAU	Y/N	50	Oct-12
DOCTORAL PROGRAMS						

New Programs To Be Considered by University in 2013-15 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
DOCTORAL PROGRAMS						



KEY PERFORMANCE INDICATOR DEFINITIONS

Goals Common to All Universities	
Academic Quality	
National Ranking for University and Program(s)	Describe plans for increasing national preeminence of University and select programs.
Avg. SAT Score	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
Avg. HS GPA (on 4.0 scale)	The average HS GPA for Admitted and Registered FTIC (B,E) students.
Professional/Licensure Exam First-time Pass Rates Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
Percent of Undergraduate Seniors Participating in a Research Course	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
Operational Efficiency	
Freshman Retention Rate	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the following fall term.
FTIC Graduation Rates In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
AA Transfer Graduation Rates In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
Percent of Bachelor's Degrees Without Excess Hours	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



Return on Investment	
Bachelor's Degrees Awarded	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
Percent of Bachelor's Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Graduate Degrees Awarded	This is a count of graduate degrees granted.
Percent of Graduate Degrees in STEM	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Percent of Baccalaureate Graduates Employed in Florida	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Percent of Baccalaureate Graduates Continuing their Education (in FL)	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Annual Gifts Received (\$M)	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
Endowment (\$M)	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).
Goals Specific to Research Universities	
Academic Quality	
Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see link .
National Academy Members	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
Number of Post-Doctoral appointees	As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS).



Number of Science & Engineering Disciplines nationally ranked in Top 100 for research expenditures	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
Return on Investment	
Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
Percent of R&D Expenditures funded from External Sources	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
Patents Issued	The number of patents issued in the fiscal year as reported to AUTM.
Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
Licensing Income Received (\$M)	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
Science & Engineering Research Expenditures in non-medical/health sciences	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see link , table 36 <i>minus</i> table 52).
National rank is higher than predicted by Financial Resources Ranking <i>based on US News & World Report</i>	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
Research Doctoral Degrees Awarded	The number of research doctoral degrees awarded annually.
Professional Doctoral Degrees Awarded	The number of professional doctoral degrees awarded annually.

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USFSP

2012-13 Work Plan



University of South Florida St. Petersburg

Work Plan Presentation for 2012-13 Board of Governors Review

PENDING USF SYSTEM BOT APPROVAL

STATE UNIVERSITY SYSTEM of FLORIDA | **Board of Governors**



INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' new Strategic Plan 2012-2025 is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.

The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



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- b. Vision Statement
- c. Statement of Strategy
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2. KEY PERFORMANCE INDICATORS

- a. Goals Common to All Universities
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- c. Institution Specific Goals

3. OPERATIONS

- a. Fiscal Information *(includes Tuition Differential Fee Request)*
- b. Enrollment Planning
- c. Academic Program Coordination

4. DEFINITIONS



MISSION STATEMENT (What is your purpose?)

The University of South Florida St. Petersburg offers distinctive graduate and undergraduate programs in the arts and sciences, business, and education within a close-knit, student-centered learning community that welcomes individuals from the region, state, nation and world. We conduct wide-ranging, collaborative research to meet society's needs and engage in service projects and partnerships to enhance the university and community's social, economic and intellectual life. As an integral and complementary part of a multi-institutional system, USF St. Petersburg retains a separate identity and mission while contributing to and benefiting from the associations, cooperation, and shared resources of a premier national research university.

VISION STATEMENT (What do you aspire too?)

The University of South Florida St. Petersburg will be a premier masters degree level urban university recognized for its vibrant community of scholars who engage and improve its community and the world.

STATEMENT OF STRATEGY (How will you get there?)

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

USFSP's market is driven by its goal to be the masters comprehensive university of choice in the Tampa Bay region and beyond. Recognized by the Carnegie Foundation for the Advancement of Teaching as a community-engaged university, USFSP will continue its strategies of developing distinctive academic programs for both undergraduate and graduate students that reflect community and regional needs, of nurturing vibrant student-faculty interaction, and of providing student-centered support for curricular and co-curricular activities. In addition, it will pursue these strategies through careful financial and environmental stewardship. It will measure its success through a combination of internal and external measures, including student measures of academic performance, increased student degree completion, and measures of civic engagement.



STRENGTHS AND OPPORTUNITIES *(within 3 years)*

What are your core capabilities and opportunities (aka “weaknesses”) for improvement?

USFSP’s core capabilities include excellence in teaching, high levels of faculty-student interaction in research, student success, faculty achievement, entrepreneurial spirit, strong and collaborative community engagement, key partnerships, and high accountability for results. USFSP also provides students with an intimate intellectual environment to facilitate their growth as active learners and instill life-long habits of the mind. USFSP has high potential for growth in enrollment, even as it retains its institutional character of close faculty-student interactions in the classroom, laboratory, and studio. The single largest challenge will be to continue to provide excellence with continuously declining state support (58% reduction since 2007). Academic facilities are also key unmet need.

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1. Increase the percentage of residential students as a percent of the total student body.

- Currently USFSP houses about 11% of its undergraduate student body in university housing.
- National research shows that increased residential living promotes higher retention, greater student participation in co-curricular activities; and higher graduation rates

To reach this goal, USFSP will open additional residential spaces in 2012 to raise the overall residential student numbers to 15% of the undergraduate student body. USFSP will also increase its focus on the residential experience as a co-curricular activity.

2. Expand graduate and undergraduate academic programs to meet regional need and demand. These programs will be carefully selected to:

- Add value to economic growth and vitality in St. Petersburg and in Pinellas County particularly in the area of new business and small business development
- Meet important future workforce needs
- Assist Pinellas County schools (K-12) in meeting key educational goals

To reach this goal, USFSP will work proactively with its regional stakeholders and with prospective employers to anticipate demand and then develop academic programs to meet that demand.

3. Enhance the number and quality of the established faculty ranks at USFSP. Currently, USFSP has many outstanding developing (pre-tenure) faculty in its ranks. While this sets the stage for a long future of high quality academic programs and scholarly productivity, USFSP has a dearth of established faculty, especially in the full Professor ranks. Recruitment of such individuals in key disciplines will strengthen USFSP’s academic leadership and facilitate the achievement of USFSP’s strategic goals.

To reach this goal, USFSP will focus on highly selective opportunities to recruit outstanding senior faculty in key curricular areas.



KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'¹, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

¹ The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).



KEY PERFORMANCE INDICATORS

Goals Common to All Universities

	5 YEAR TREND* (06-07 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
National Ranking for University and Programs					
USFSP achieved national ranking in US News and World Reports (#36 among regional institutions). USFSP is the only Florida institution ranked nationally in business for a focus on corporate and social responsibility. USFSP will seek membership in national honor societies both at the disciplinary and institutional levels.					
Avg. SAT Score	.2%	1,100	1,080	1,100	1,100
Avg. High School GPA (on 4.0 scale)	.0%	3.5	3.5	3.5	3.5
Professional/Licensure Exam First-time Pass Rates					
Exams Above National/State Benchmark	n/a	n/a	n/a	n/a	n/a
Exams Below National/State Benchmark	n/a	n/a	n/a	n/a	n/a
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2012.			
SUBTOTAL OF IMPROVING METRICS	x	x	x	x	x
Operational Efficiency					
Freshman Retention Rate	5%*	71%	72%	73%	75%
FTIC Graduation Rates					
In 4 years (or less)	6%*	21%	27%	32%	42%
In 6 years (or less)	-.03%	29%	30%	32%	35%
AA Transfer Graduation Rates					
In 2 years (or less)	-4%	23%	27%	32%	42%
In 4 years (or less)	7%	59%	59%	60%	62%
Percent of Bachelor's Degrees Without Excess Hours	n/a	Board staff is currently updating the methodology for this metric.			
SUBTOTAL OF IMPROVING METRICS	x	x	x	x	x
Return on Investment					
Bachelor's Degrees Awarded	9%	705	730	750	750
Percent of Bachelor's Degrees in STEM	14%	7%	7%	10%	15%
Master's Degrees Awarded	20%	144	144	144	144
Percent of Master's Degrees in STEM	7%*	7%	7%	9%	10%
Percent of Baccalaureate Graduates Employed in Florida	n/a	Data reported at the USF System level			
Percent of Baccalaureate Graduates Continuing their Education (in FL)	n/a	Data reported at the USF System level			
Annual Gifts Received (\$M)	n/a	Data reported at the USF System level			
Endowment (\$M)	n/a	Data reported at the USF System level			
SUBTOTAL OF IMPROVING METRICS	x	x	x	x	x
TOTAL OF IMPROVING METRICS	x	x	x	x	x

* Five-yr trends are widely variable on data such as FTICs (new at USFSP) or STEM degrees which are new at USFSP.



KEY PERFORMANCE INDICATORS

Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (06-07 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Metric #1 Average time to degree for FTICs	5%	4.3	4.2	4.1	4.0
Metric #2 Pct. of Online/Blended Courses	8%	12%	13%	14%	15%
Metric #3 Maintain Carnegie's Community Engagement	100%*	✓	✓	✓	✓

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

Goal 1. Enhance undergraduate and graduate degree programs (USF System Goals 1 and 3); USFSP will continue to add undergraduate and graduate degree programs in response to regional need and demand; USFSP will improve efficiency of its curriculum in both structure and delivery, especially by exploring opportunities for USF System collaboration and for non-traditional forms of delivery.

Metric: Total annual SCH production	27%	112,672	121,276	122,815	124,657
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Goal 2. *Improve baccalaureate retention and graduation (USF System Goal 1); USFSP will focus on improving student outcomes in key mathematics courses through continued implementation of its Quality Enhancement Plan; focus on improving access to academic support (i.e., tutoring); continued emphasis on strengthening academic advising.*

Metric: Increase 6-year baccalaureate graduation rate	-.03%	29%	30%	32%	35%
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*USFSP earned this designation in 2011-12 and will retain this designation through 2015, the next application cycle.



OPERATIONS



FISCAL INFORMATION

University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Appropriations
Education & General – Main Operations						
State Funds	\$ 28.4	\$ 26.1	\$ 24.6	\$ 24.4	\$ 21.0	\$ 16.9
Tuition	\$ 9.4	\$ 10.7	\$ 12.9	\$ 14.7	\$ 17.5	n/a
TOTAL MAIN OPERATIONS	\$ 37.7	\$ 36.7	\$ 37.5	\$ 39.1	\$ 38.5	\$ 16.9
EDUCATION & GENERAL TOTAL REVENUES	\$ 37.7	\$ 36.7	\$ 37.5	\$ 39.1	\$ 38.5	\$ 16.9

Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds (for Polytechnic) appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers (as reported in the Annual Accountability Report). Actual tuition revenues are not yet available for the 2012-13 year.

OTHER BUDGET ENTITIES

Auxiliary Enterprises

Resources associated with auxiliary units that are self-supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.

Revenues	Data reported at the USF System Level
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Contracts & Grants

Resources received from federal, state or private sources for the purposes of conducting research and public service activities.

Revenues	Data reported at the USF System Level
----------	--

Local Funds

Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.

Revenues	Data reported at the USF System Level
----------	--

Faculty Practice Plans

Revenues/receipts are funds generated from faculty practice plan activities.

Revenues	Data reported at the USF System Level
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OTHER BUDGET ENTITY TOTAL REVENUES	Data reported at the USF System Level
---	--

UNIVERSITY REVENUES GRAND TOTAL	Data reported at the USF System Level
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FISCAL INFORMATION (continued)

Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
Base Tuition	\$2,870	\$3,100	\$3,100	\$3,100	\$3,100
Tuition Differential Fee	\$384	\$643	\$1,204	\$1,849	\$2,591
Percent Increase	15%	15%	15%	15%	15%
Required Fees ¹	\$1,350	\$1,440	\$1,492	\$1,492	\$1,492
TOTAL TUITION AND FEES	\$4,604	\$5,183	\$5,796	\$6,441	\$7,183

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 16.

Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Percent of Bachelor's Recipients with Debt	41%	42%	40%	48%	48%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$19,640	\$20,181	\$20,827	\$22,836	\$23,000
Student Loan Cohort Default Rate (2nd Year)	4.9%	6.3%	7.0%	n/a	n/a
Student Loan Cohort Default Rate (3rd Year)	xx%	xx%	10.1%	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students.

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$5,200	\$1,500	\$9,190	\$1,600	\$2,500	\$19,990
AT HOME	\$5,200	\$1,500	\$4,590	\$1,600	\$2,500	\$15,390

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT
Below \$40,000	646	35%	\$12,032	-\$2,281	\$7,043	\$4,709
\$40,000-\$59,999	239	13%	\$13,869	\$39	\$4,794	\$3,673
\$60,000-\$79,999	189	10%	\$15,411	\$2,124	\$2,783	\$3,881
\$80,000-\$99,999	183	10%	\$15,787	\$2,391	\$2,503	\$3,493
\$100,000 Above	441	24%	\$16,229	\$2,688	\$2,195	\$2,300
Missing	161	8%	\$15,572	\$4,606	\$143	\$96
TOTAL	1,859	100%	AVERAGE \$14,284	\$700	\$4,126	\$3,401

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line **Average** represents the average of all full-time undergraduate Florida residents.



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Effective Date	
University Board of Trustees Approval Date:	June 2012
Implementation Date (month/year):	August 2012
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	Entire University
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	All undergraduate students
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$21.42
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	15%
\$ Increase in tuition differential per credit hour:	\$18.71
\$ Increase in tuition differential for 30 credit hours:	\$561.30
Projected Differential Revenue Generated	
Incremental differential fee revenue generated in 2012-13 (projected):	\$1,925,534
Total differential fee revenue generated in 2012-13 (projected):	\$3,947,438
Intended Uses	
<p>Cost-efficient utilization of instructional technology and innovation , along with investments in faculty and professional staff to enhance timely college completion rates, attainment and career placement through activities such as:</p> <ul style="list-style-type: none"> Technology & Research: Provide supplemental instruction and expanded undergraduate research opportunities through high-impact student success initiatives (e.g., the development of a Science Math and Research Technology SMART Lab, instructional and learning innovation) and distance learning for expanded access. Financial Counseling and Debt Reduction: Mitigate the financial impact of the increasing costs of higher education through focused and proactive financial counseling and debt reduction strategies. Advising: Enhance the current advising model through technology and staffing, with a focus on goal setting, time-to-degree, improved graduation rates, reducing excess hours, and expanding USF's Veterans' Success program. Job Placement –Economic development: Broaden the high skilled workforce and direct economic impact of the university by: expanding STEM and IT programs, strengthening relationships with business and industry, engaging in co-op partnerships, and expanding professional support for job placement through USF's recently expanded Career Center/Job Hub. 	
Describe the Impact to the Institution if Tuition Differential is Not Approved	
<p>USF System efforts to move away from the traditional delivery model will be significantly impaired or delayed, potentially resulting in stagnant or declining graduation rates and a reduced ability to meet the workforce demands of the state. The loss of potential need-based financial aid (30%) will further reduce student access, retention and graduation rates while likely increasing student indebtedness. USF's commitment to investing in (70%) enhanced instruction and learning (particularly in STEM), serving returning veterans, reducing excess hours and student debt, and job placement for graduates will be diminished or, at best, delayed.</p>	
Request to Modify or Waive Tuition Differential Uses	
<p>(this section is applicable only if HB 7135 is signed by the Governor and the university wishes to request a change to the 70% / 30% intended uses criteria identified in Regulation 7.001(14))</p>	



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Improve graduation rates through QEP	QEP implementation ongoing, successful first year. Enhanced Career Center.
Increase faculty/student research and creative activity	Research funding at all-time high. Increased student presentations, research posters and papers and student research awards.
Enhanced undergraduate programs	New faculty in Psychology, History. Increased SCH production and course availability.
Additional Detail, where applicable:	
Total Number of Faculty Hired or Retained (funded by tuition differential):	16
Total Number of Advisors Hired or Retained (funded by tuition differential):	3
Total Number of Course Sections Added or Saved (funded by tuition differential):	97
2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Increase the number of students who are awarded grants funded by the tuition differential.	We were able to increase the number of students paid by 278, or 120.3%.
Increase the average amount of awards in order to partially off-set tuition increases for needy students.	The average award increased by \$238, which represents an increase of 22.5%.
Additional Information (estimates as of April 30, 2012):	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	509
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	1293
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	122
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	2500



FISCAL INFORMATION (continued)
TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES,
& AVAILABLE BALANCES - FISCAL YEAR 2011-12 AND 2012-13

University Tuition Differential		
Budget Entity: 48900100 (Educational & General)		
SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)		
	Estimated Actual*	Estimated
	2011-12	2012-13
	-----	-----
<u>FTE Positions:</u>		
Faculty	13.16	24.57
Advisors	2.18	10.00
Staff	3.08	7.08
Total FTE Positions:	18.42	41.65
<u>Balance Forward from Prior Periods</u>		
Balance Forward	\$ 472,432	\$ 649,783
Less: Prior-Year Encumbrances	-	-
Beginning Balance Available:	\$ 472,432	\$ 649,783
<u>Receipts / Revenues</u>		
Tuition Differential Collections	\$ 2,021,904	3,947,438
Interest Revenue - Current Year	500	2,000
Interest Revenue - From Carryforward Balance	750	1,000
Total Receipts / Revenues:	\$ 2,023,154	\$ 3,950,438
<u>Expenditures</u>		
Salaries & Benefits	\$ 1,217,232	\$ 2,700,000
Other Personal Services	-	-
Expenses	12,000	12,000
Operating Capital Outlay	-	-
Student Financial Assistance	606,571	1,184,231
Expended From Carryforward Balance	10,000	500,000
**Other Category Expenditures	-	-
Total Expenditures:	\$ 1,845,803	\$ 4,396,231
Ending Balance Available:	\$ 649,783	\$ 203,989
*Since the 2011-12 year has not been completed, provide an estimated actual.		
**Provide details for "Other Categories" used.		



FISCAL INFORMATION (continued)

UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

University of South Florida - St. Petersburg							
<u>Undergraduate Students</u>	-----Actual-----			-----Projected-----			
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
<u>Tuition:</u>							
Base Tuition - (0% projected legislative increase)	\$88.59	\$95.67	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32
Tuition Differential (no more than 15%)	\$5.74	\$12.80	\$21.42	\$40.13	\$61.64	\$86.38	\$114.83
Total Base Tuition and Differential	\$94.33	\$108.47	\$124.74	\$143.45	\$164.96	\$189.70	\$218.15
% Change		15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
<u>Fees (per credit hour):</u>							
Student Financial Aid ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Building/Capital Improvement ²	\$4.76	\$4.76	\$4.76	\$6.76	\$6.76	\$6.76	\$6.76
Activity & Service	\$10.40	\$24.80	\$24.80	\$25.05	\$25.05	\$25.05	\$25.05
Health	\$0.60	\$1.20	\$2.64	\$3.90	\$3.90	\$3.90	\$3.90
Athletic	\$2.25	\$2.45	\$2.45	\$2.45	\$2.45	\$2.45	\$2.45
Transportation Access	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25
Technology ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Student Green Energy (New authority - campus optional)			\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Sub total (credit hour fees)	\$29.10	\$45.02	\$48.22	\$51.73	\$51.73	\$51.73	\$51.73
Total Tuition and Fees per credit hour	\$123.43	\$153.49	\$172.96	\$195.18	\$216.69	\$241.43	\$269.88
% Change		24.4%	12.7%	12.8%	11.0%	11.4%	11.8%
<u>Fees (block per term):</u>							
Activity & Service							
Health							
Athletic	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Transportation Access							
Total Block Fees per term	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Tuition for 30 Credit Hours	\$2,829.90	\$3,254.10	\$3,742.31	\$4,303.61	\$4,948.91	\$5,691.11	\$6,544.61
Total Fees for 30 Credit Hours	\$883.00	\$1,360.60	\$1,456.60	\$1,561.90	\$1,561.90	\$1,561.90	\$1,561.90
Total Tuition and Fees for 30 Credit Hours	\$3,712.90	\$4,614.70	\$5,198.91	\$5,865.51	\$6,510.81	\$7,253.01	\$8,106.51
\$ Change		\$901.80	\$584.21	\$666.60	\$645.30	\$742.20	\$853.50
% Change		24.3%	12.7%	12.8%	11.0%	11.4%	11.8%
<u>Out-of-State Fees</u>							
Out-of-State Undergraduate Fee	\$343.16	\$343.16	\$291.68	\$315.00	\$315.00	\$315.00	\$315.00
Out-of-State Undergraduate Student Financial Aid ³	\$17.15	\$17.15	\$14.58	\$15.75	\$15.75	\$15.75	\$15.75
Total per credit hour	\$360.31	\$360.31	\$306.26	\$330.75	\$330.75	\$330.75	\$330.75
% Change		0%	-15%	8%	0%	0%	0%
Total Tuition for 30 Credit Hours	\$2,829.90	\$3,254.10	\$3,742.31	\$4,303.61	\$4,948.91	\$5,691.11	\$6,544.61
Total Fees for 30 Credit Hours	\$11,692.30	\$12,169.90	\$10,644.40	\$11,484.40	\$11,484.40	\$11,484.40	\$11,484.40
Total Tuition and Fees for 30 Credit Hours	\$14,522.20	\$15,424.00	\$14,386.71	\$15,788.01	\$16,433.31	\$17,175.51	\$18,029.01
\$ Change		\$901.80	-\$1,037.29	\$1,401.30	\$645.30	\$742.20	\$853.50
% Change		6.2%	-6.7%	9.7%	4.1%	4.5%	5.0%
<u>Housing/Dining</u>	\$6,746.00	\$7,420.00	\$7,570.00	7570	\$7,570.00	\$7,570.00	\$7,570.00
% Change		10%	2%	0%	0%	0%	0%
¹ can be no more than 5% of tuition. ³ can be no more than 5% of tuition and the out-of-state fee.							
² capped in statute.							



ENROLLMENT PLANNING

Planned Growth by Student Type *(for E&G students at all campuses)*

	5 YEAR TREND (2006-07 to 2010-11)	2010-11 ACTUAL HEADCOUNT		2012-13 PLANNED HEADCOUNT		2013-14 PLANNED HEADCOUNT		3 YEAR (2014-15) PLANNED HEADCOUNT	
UNDERGRADUATE									
FTIC (Regular Admit)	79%	1,284	37%	1,488	39%	1,518	39%	1,541	39%
FTIC (Profile Admit)	-31%	9	0%	15	0%	16	0%	16	0%
AA Transfers	-2%	1,310	38%	1,474	38%	1,503	38%	1,526	38%
Other Transfers	21%	831	24%	873	24%	890	24%	904	24%
Subtotal	25%	3,434	100%	3,850	100%	3,927	100%	3,987	100%
GRADUATE STUDENTS									
Master's	10%	403	100%	409	100%	417	100%	423	100%
Research Doctoral	n/a	n/a	n/n	n/a	xx%	n/a	xx%	n/a	xx%
Professional Doctoral	n/a	n/a	n/a	n/a	xx%	n/a	xx%	n/a	xx%
Subtotal	10%	403	100%	409	100%	417	100%	423	100%
NOT-DEGREE SEEKING	-27%	220		224		229		232	
MEDICAL	n/a	n/a		n/a		n/a		n/a	
TOTAL	18%	4,057		4,483		4,573		4,642	

Planned Growth by Method of Instruction *(for E&G students at all campuses)*

	5 YEAR TREND (2006-07 to 2010-11)	2010-11		2012-13		2013-14		3 YEAR (2014-15)	
		ACTUAL FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL
UNDERGRADUATE									
DISTANCE (>80%)	663%	721	28%	858	30%	875	30%	889	30%
HYBRID (50%-79%)	%	0	0%	143	5%	234	8%	296	10%
TRADITIONAL (<50%)	7%	1887	72%	1860	65%	1809	62%	1777	60%
TOTAL	40.2%	2,608	100%	2,861	100%	2,918	100%	2,962	100%
GRADUATE									
DISTANCE (80%)	202%	62	24%	68	25%	72	26%	79	28%
HYBRID (50%-79%)	%	1	.4%	5	2%	14	5%	23	8%
TRADITIONAL (<50%)	-15%	198	76%	198	73%	191	69%	180	64%
TOTAL	3%	261	100%	271	100%	277	100%	282	100%

Note: *Five-yr trends are widely variable for new and emerging instructional programs; USFSP was earning separate accreditation during this time period and distance learning credits may not have been fully differentiated between USF and USFSP. Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional (and Technology Enhanced)** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING (continued)

Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Estimated 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
Florida Resident								
LOWER DIVISION	657	1,055	657	1071	1,092	1,108	1,142	6.7%
UPPER DIVISION	1,486	1,692	1,486	1717	1,751	1,777	1,831	6.7%
GRAD I	227	259	227	264	270	275	283	7.2%
GRAD II	0	1	0	n/a	n/a	n/a	n/a	n/a
TOTAL	2,370	3,007	2,370	3,052	3,113	3,160	3,256	6.7%
Not a Florida Resident								
LOWER DIVISION	0	33	0	33	34	35	37	12%
UPPER DIVISION	0	39	0	40	41	42	44	10%
GRAD I	0	7	0	7	7	7	7	0%
GRAD II	0	0	0	n/a	n/a	n/a	n/a	n/a
TOTAL	0	79	0	80	82	84	88	10.0
TOTAL								
LOWER DIVISION	657	1088	657	1,104	1,126	1,143	1,179	6.8%
UPPER DIVISION	1,486	1,731	1,486	1,757	1,792	1,819	1,875	6.7%
GRAD I	227	266	227	271	277	282	290	7.0%
GRAD II	0	1	0	n/a	n/a	n/a x	n/a	n/a
TOTAL	2,370	3,086	2,370	3,132	3,195	3,244	3,344	6.8%
TOTAL (US FTE)	3,160	4,114	3,160	4,175	4,259	4,324	4,558	

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.

Medical Student Headcounts (FTE does not apply)

Medicine Headcounts								
FLORIDA RESIDENT	NA	NA	NA	NA	NA	NA	NA	%
NON-RESIDENT	NA	NA	NA	NA	NA	NA	NA	%
TOTAL	NA	NA	NA	NA	NA	NA	NA	%
Dentistry Headcounts								
FLORIDA RESIDENT	NA	NA	NA	NA	NA	NA	NA	%
NON-RESIDENT	NA	NA	NA	NA	NA	NA	NA	%
TOTAL	NA	NA	NA	NA	NA	NA	NA	%
Veterinary Headcounts								
FLORIDA RESIDENT	NA	NA	NA	NA	NA	NA	NA	%
NON-RESIDENT	NA	NA	NA	NA	NA	NA	NA	%
TOTAL	NA	NA	NA	NA	NA	NA	NA	%



ACADEMIC PROGRAM COORDINATION

New Programs To Be Considered by University in 2012-13 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
World Languages and Cultures	16.0101	Globalization	UCF	No	50	August 2013

MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS

DOCTORAL PROGRAMS

New Programs To Be Considered by University in 2013-15 for Implementation

PROGRAM TITLES	CIP CODE 6- digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
DOCTORAL PROGRAMS						



KEY PERFORMANCE INDICATOR DEFINITIONS

Goals Common to All Universities	
Academic Quality	
a. National Ranking for University and Program(s)	Describe plans for increasing national preeminence of University and select programs.
b. Avg. SAT Score	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
c. Avg. HS GPA (on 4.0 scale)	The average HS GPA for Admitted and Registered FTIC (B,E) students.
d. Professional/Licensure Exam First-time Pass Rates Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
e. Percent of Undergraduate Seniors Participating in a Research Course	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
Operational Efficiency	
f. Freshman Retention Rate	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the second year.
g. FTIC Graduation Rates In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
h. AA Transfer Graduation Rates In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
i. Percent of Bachelor's Degrees Without Excess Hours	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



Return on Investment

j. Bachelor's Degrees Awarded	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
k. Percent of Bachelor's Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
l. Master's Degrees Awarded	This is a count of graduate degrees granted.
m. Percent of Master's Degrees in STEM	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
n. Percent of Baccalaureate Graduates Employed in Florida	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
o. Percent of Baccalaureate Graduates Continuing their Education (in FL)	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
p. Annual Gifts Received (\$M)	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
q. Endowment (\$M)	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).

Goals Specific to Research Universities

Academic Quality

a. Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see link .
b. National Academy Members	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
c. Number of Post-Doctoral appointees	As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS).



d. Number of Science & Engineering disciplines nationally ranked in Top 100 for research expenditures	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
Return on Investment	
e. Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
f. Percent of R&D Expenditures funded from External Sources	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
g. Patents Issued	The number of patents issued in the fiscal year as reported to AUTM.
h. Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
i. Licensing Income Received (\$M)	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
j. Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
k. Science & Engineering research expenditures in non-medical/health sciences	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see link , table 36 minus table 52).
l. National rank is higher than predicted by available Financial Resources ranking based on US News & World Report	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
m. Research Doctoral Degrees Awarded	The number of research doctoral degrees awarded annually.
n. Percent of Research Doctoral Degrees Awarded in STEM	The percentage of research doctoral degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
o. Professional Doctoral Degrees Awarded	The number of professional doctoral degrees awarded annually.

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USF

Tampa

2012-13
Work Plan



University of South Florida - Tampa

Work Plan Presentation for 2012-13 Board of Governors Review

PENDING USF SYSTEM BOT APPROVAL



INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' new Strategic Plan 2012-2025 is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.

The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



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1. STRATEGY

- a. Mission Statement
- b. Vision Statement
- c. Statement of Strategy
- d. Strengths and Opportunities
- e. Key Initiatives & Investments

2. KEY PERFORMANCE INDICATORS

- a. Goals Common to All Universities
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- c. Institution Specific Goals

3. OPERATIONS

- a. Fiscal Information *(includes Tuition Differential Fee Request)*
- b. Enrollment Planning
- c. Academic Program Coordination

4. DEFINITIONS



MISSION STATEMENT (What is your purpose?)

The University of South Florida's mission is to deliver competitive undergraduate, graduate and professional programs, to generate knowledge, to foster intellectual development, and to provide cutting-edge learning to ensure student success.

VISION STATEMENT (What do you aspire to?)

The University of South Florida envisions itself as a premier public research university with state, national and global impact, positioned for membership in the Association of American Universities.

USF is dedicated to: (i) Student success and access through a vibrant, interdisciplinary, and learner-centered environment; (ii) Research and scientific discovery to strengthen the economy, promote civic culture and the arts, and to design and build sustainable communities through the generation, dissemination, and translation of new knowledge across all academic and health-related disciplines; and (iii) Partnerships to build significant and integrated university-community collaborations through technological innovation, and sound scholarly and artistic activities.

STATEMENT OF STRATEGY (How will you get there?)

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

USF is a RU/VH institution attracting students and faculty of the highest caliber. In moving forward towards AAU eligibility, USF measures its progress by setting clear annual targets for a series of metrics and compares itself to its peer and aspirational peer institutions. USF uses national benchmarks to monitor: Broad measures of academic institutions through the Integrated Postsecondary Education Data System (IPEDS); Its position in the top tier of American research universities through the Carnegie Foundation for the Advancement of Teaching, along with its designation as a *Community Engaged University*; Performance indices through the Association of American Universities' (AAU); Ranking of research universities through the National Science Foundation (NSF); Ranking of the scope and quality of graduate programs through the National Research Council (NRC); Ranking by the annual report of the Top American Research Universities (TARU); Annual ranking of National Universities US News and World Report's (USNWR); Technology transfers, start-ups and patents through the Association of University Technology Managers (AUTM); Endowment standings through the National Association of Colleges and University Business Officers (NACUBO); Statistics on international education and study abroad through the Institute of International Education/Open Doors (IIE); Moody's credit rating; and Annual giving through Voluntary Support of Education (CAE/VSE). These data are available in several web sites and show trends and comparisons for many of these metrics over the last ten years.

[Planning, Performance and Accountability Matrix](#)

[PDF of the Planning Metrics Matrix](#)

[Performance Dashboard](#)



STRENGTHS AND OPPORTUNITIES *(within 3 years)*

What are your core capabilities, opportunities and challenges for improvement?

USF core capabilities include: Diversity; Excellence in teaching and learning; High impact scholarship, research and creative activities; Success and achievement of its students, faculty, staff and alumni; Shared governance; Collegiality, academic freedom, and professional responsibility; Entrepreneurial spirit, partnerships and innovation; Transparent accountability; Global research, community engagement and public service. The challenge will be to maintain institutional quality, increase educational and research productivity, and enhance revenue under dwindling state resources.

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1 Well-educated global citizens through continuing commitment to student success: (a) Provide first-class, comprehensive educational programs and student research opportunities to foster critical thinking and intellectual inquiry; (b) Develop diverse, dynamic global citizens and leaders to strengthen communities, and promote human rights and social justice; (c) Enhance opportunities for students by providing transformational learning that is intellectually, scientifically and technologically sound and produces relevant, applied skills and engaged outcomes including an increased commitment to STEM and health fields; and (d) Educate competitive, highly-skilled students ready to enter the workforce. To reach this goal, USF will: Recruit high quality students; promote diversity; Infuse global content into existing and new curricula; Increase study abroad and funding/scholarships; Attract global students; Partner with international organizations; Increase student research awards; Increase graduate programs especially in STEM and health-related disciplines; Increase experiential learning opportunities.

2 High-quality research and innovation with global applications to change lives, improve health, and foster sustainable development and positive societal change: (a) Engage in high impact research, scholarship and creative activities that generate new knowledge; (b) Increase research opportunities; (c) Develop strategic interdisciplinary research initiatives that solve critical problems; and (d) Promote community engaged scholarship and creative activities to benefit all members of society.

To reach this goal, USF will: Recruit and retain high quality faculty; build a sustainable research infrastructure; research and grant opportunities; provide training programs that increase the rate of successful funding from national agencies; employ emerging technologies to enhance research and engagement; increase corporate partnerships; promote health and technology innovation; strengthen collaborative partnerships with health, educational, allied science, and engineering entities.

3 A first-class, higher educational institution that drives Tampa Bay region's economic engine: (a) Demonstrate financial security via a sustainable economic base in all business practices; (b) Pursue entrepreneurial endeavors that augment revenue and maximize institutional effectiveness; (c) Establish mutually beneficial partnerships (internal and external) that enhance student access to academic programs, research and employment opportunities; and (d) Provide stewardship of a university that represents the cornerstone of economic and cultural significance for the community.

To reach this goal, we will: Define, inform and generate new efficient and effective budget practices; increase understanding and transparency of fiscal affairs and financial longevity; enhance institutional infrastructure by securing mutually beneficial partnerships. market the USF brand via strategic dissemination of information; increase revenue generating patents; establish USF as a community fostering partnerships, employment, k-12 schools, residential opportunities and alumni engagement.



KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'¹, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

¹ The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).



KEY PERFORMANCE INDICATORS

Goals Common to All Universities

	5 YEAR TREND (05-06 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
National Ranking for University and Programs					
USF will (a) Engage in high impact student success research; (b) Establish partnerships to enhance student access to academic programs, and research; and (c) Educate competitive, highly-skilled (STEM) students ready to enter the workforce. Investment in STEM and ranked programs will continue.					
Avg. SAT Score	-1% ¹	1136	1162	1170	1180
Avg. High School GPA (on 4.0 scale)	5%	3.68	3.81	3.83	3.85
Professional/Licensure Exam					
First-time Pass Rates²					
Exams Above National/State Benchmark	n/a	3	3	4	4
Exams Below National/State Benchmark	n/a	2	2	1	1
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2012.			
SUBTOTAL OF IMPROVING METRICS	1	2	4	2	
Operational Efficiency					
Freshman Retention Rate	6%	88.3%	88.5%	89%	90%
FTIC Graduation Rates					
In 4 years (or less)	14%	34.8%	35%	36%	38%
In 6 years (or less)	7%	50.9%	52%	52%	54%
AA Transfer Graduation Rates					
In 2 years (or less)	1%	27.9%	28%	29%	30%
In 4 years (or less)	5%	62.1%	62.5%	63%	64%
Percent of Bachelor's Degrees Without Excess Hours	n/a	Board staff is currently updating the methodology for this metric.			
SUBTOTAL OF IMPROVING METRICS	5	6	5	6	
Return on Investment					
Bachelor's Degrees Awarded	36%	6,842	7,192	7,250	7,350
Percent of Bachelor's Degrees in STEM	2%	22.7%	23.9%	24.5%	25.8%
Graduate Degrees Awarded	35%	2,715	2,845	2,900	3,000
Percent of Graduate Degrees in STEM	1%	23%	22%	21%	23%
Percent of Baccalaureate Graduates Employed in Florida	n/a	Data available only at the USF System level			
Percent of Baccalaureate Graduates Continuing their Education (in FL)	n/a	Data available only at the USF System level			
Annual Gifts Received (\$M)	n/a	Data available only at the USF System level			
Endowment (\$M)	n/a	Data available only at the USF System level			
SUBTOTAL OF IMPROVING METRICS	4	3	1	4	
TOTAL OF IMPROVING METRICS	10	11	10	12	

Notes: (1) SAT trends are based on 3 year average, (2) Professional licensure pass rates are based on the 2010-11 Annual Accountability Report with data that spans multiple time periods, (3) Percent of graduates employed and continuing their education is based on 2009-10 data from FETPIP.



KEY PERFORMANCE INDICATORS

Goals Specific to Research Universities

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
Faculty Awards	20%	6 est	10	12	14
National Academy Members	50%	3	3	4	5
Number of Post-Doctoral Appointees	64%	293	310	312	320
Number of Science & Engineering Disciplines Nationally Ranked in Top 100 for Research Expenditures (based on 8 broad discipline areas, and includes private universities)	n/a	Data available only at the USF System level			
SUBTOTAL OF IMPROVING METRICS	3		2	3	3
Operational Efficiency					
To Be Determined		The Board of Governors will work with Universities to develop metrics associated with Operational Efficiencies.			
Return on Investment					
Total Research Expenditures (\$M) (includes non-Science & Engineering disciplines)	n/a	\$ 394.9	\$ 414.7	\$ 435.4	\$ 457.2
Science & Engineering Research Expenditures (\$M)	20%	\$ 343.0	\$ 360.2	\$ 378.2	\$ 397.1
Percent of Research Expenditures funded from External Sources	n/a	77.76%	81.65%	85.73%	90.02%
Patents Issued	279%	91	84	67	50
Licenses/Options Executed	71%	36	37	40	48
Licensing Income Received (\$M)	-24%	\$ 1.3	\$ 1.3	\$ 2.5	\$ 2.75
Number of Start-up Companies	33%	8	5	7	8
Science & Engineering R&D Expenditures in Non-Medical/Health Sciences	24%	\$136.0	\$142.8	\$149.9	\$157.4
National Rank is Higher than Predicted by the Financial Resources Ranking (based on U.S. News & World Report)	n/a	181-173	n/a	n/a	n/a
Research Doctoral Degrees Awarded	44%	267	277	283	340
Professional Doctoral Degrees Awarded	30%	156	156	158	165
SUBTOTAL OF IMPROVING METRICS	x		6	10	11
TOTAL OF IMPROVING METRICS	x		8	13	14

Notes: (1) the most recent faculty Awards data is based on 2009-10 data.



KEY PERFORMANCE INDICATORS

Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Graduate Degrees in Areas of Strategic Emphasis	35%	1225	1250	1275	1350
Freshman in Top 10% of Graduating High School Class	13%	23%	24%	24.5%	25.5%
Percent of Course Sections Offered via Distance and Blended Learning	11%	11.5%	12.5%	13.5%	14.5%

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

Goal 1. As an RU/VH institution, with a strategic goal of engaging in high impact research, USF will continue to build a sustainable research infrastructure, including total research expenditures as defined by the National Science Foundation.

Total Research Expenditures	n/a	\$ 394.9	\$ 414.7	\$ 435.4	\$ 457.2
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Goal 2. As an RU/VH institution, with a strategic goal of engaging in high impact research, USF will continue to build a sustainable research infrastructure, including federal research expenditures as defined by the National Science Foundation.

Federal Research Expenditures	n/a	\$243	\$255.2	\$267.9	\$281.3
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OPERATIONS

Draft



FISCAL INFORMATION

University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Appropriations
Education & General – Main Operations						
State Funds	\$ 253.88	\$ 239.02	\$ 218.00	\$ 217.61	\$ 181.80	\$ 151.52*
Tuition	\$ 93.43	\$ 95.74	\$ 103.95	\$ 118.18	\$ 133.35	n/a
TOTAL MAIN OPERATIONS	\$ 347.30	\$ 334.76	\$ 321.95	\$ 335.80	\$ 315.15	\$ 151.52*
Education & General – Health-Science Center / Medical Schools						
State Funds	\$66.7	\$ 62.8	\$ 66.6	\$ 68.3	\$ 64.8	\$65.2*
Tuition	\$ 22.6	\$ 26.3	\$ 30.0	\$ 32.9	\$ 34.5	n/a
TOTAL HSC	\$ 89.3	\$ 89.1	\$ 96.6	\$ 101.2	\$ 99.3	\$ 65.2*
EDUCATION & GENERAL TOTAL REVENUES	\$ 436.60	\$ 423.86	\$ 418.55	\$ 437.00	\$ 414.45	\$ 216.72*

Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds (for Polytechnic) appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers (as reported in the Annual Accountability Report). Actual tuition revenues are not yet available for the 2012-13 year.

*Per SB1994, the 2012-13 appropriations state funds amount includes the \$10M funding amount and \$6M for Pharmacy

OTHER BUDGET ENTITIES

Auxiliary Enterprises

Resources associated with auxiliary units that are self-supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.

Revenues Data are reported at the USF System level

Contracts & Grants

Resources received from federal, state or private sources for the purposes of conducting research and public service activities.

Revenues Data are reported at the USF System level

Local Funds

Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.

Revenues Data are reported at the USF System level

Faculty Practice Plans

Revenues/receipts are funds generated from faculty practice plan activities.

Revenues Data are reported at the USF System level

OTHER BUDGET ENTITY TOTAL REVENUES

Data are reported at the USF System level

UNIVERSITY REVENUES GRAND TOTAL

Data are reported at the USF System level



FISCAL INFORMATION (continued)

Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
Base Tuition	\$2,870	\$3,100	\$3,100	\$3,100	\$3,100
Tuition Differential Fee	\$660	\$960	\$1,569	\$2,269	\$3,074
Percent Increase	15%	15%	15%	15%	15%
Required Fees¹	\$1,668	\$1,746	\$1,768	\$1,768	\$1,768
TOTAL TUITION AND FEES	\$5,198	\$5,806	\$6,437	\$7,137	\$7,942

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 16.

Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Percent of Bachelor's Recipients with Debt	53%	52%	52%	53%	53%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$18,517	\$19,963	\$21,811	\$21,784	\$21,784
Student Loan Cohort Default Rate (2nd Year)	4.9%	6.3%	7.0%	n/a	n/a
Student Loan Cohort Default Rate (3rd Year)	xx%	xx%	10.1%	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students.

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$5,800	\$1,500	\$9,190	\$1,600	\$2,500	\$20,590
AT HOME	\$5,800	\$1,500	\$4,590	\$1,600	\$2,500	\$15,990

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT
Below \$40,000	6,650	38%	\$11,495	-\$3,009	\$8,429	\$4,219
\$40,000-\$59,999	2,243	13%	\$13,822	-\$419	\$5,909	\$4,106
\$60,000-\$79,999	1,774	10%	\$15,771	\$1,740	\$3,801	\$4,323
\$80,000-\$99,999	1,477	8%	\$16,632	\$2,633	\$2,911	\$4,094
\$100,000 Above	4,301	24%	\$16,617	\$2,590	\$2,977	\$2,913
Missing	1,156	7%	\$17,853	\$4,656	\$815	\$219
TOTAL	17,601	100%	AVERAGE \$14,323	\$145	\$5,346	\$3,623

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line **Average** represents the average of all full-time undergraduate Florida residents.



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Effective Date	
University Board of Trustees Approval Date:	June 2012
Implementation Date (month/year):	August 2012
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	Entire university
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	All university undergraduate courses
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$52.29
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	15%
\$ Increase in tuition differential per credit hour:	\$20.29
\$ Increase in tuition differential for 30 credit hours:	\$608.70
Projected Differential Revenue Generated	
Incremental differential fee revenue generated in 2012-13 (projected) :	\$14,039,416
Total differential fee revenue generated in 2012-13 (projected):	\$29,831,109
Intended Uses	
<p>Cost-efficient utilization of instructional technology and innovation , along with investments in faculty and professional staff to enhance timely college completion rates, attainment and career placement through activities such as:</p> <ul style="list-style-type: none"> Technology & Research: Provide supplemental instruction and expanded undergraduate research opportunities through high-impact student success initiatives (e.g., the development of a Science Math and Research Technology SMART Lab, instructional and learning innovation) and distance learning for expanded access. Financial Counseling and Debt Reduction: Mitigate the financial impact of the increasing costs of higher education through focused and proactive financial counseling and debt reduction strategies. Advising: Enhance the current advising model through technology and staffing, with a focus on goal setting, time-to-degree, improved graduation rates, reducing excess hours, and expanding USF's Veterans' Success program. Job Placement –Economic development: Broaden the high skilled workforce and direct economic impact of the university by: expanding STEM and IT programs, strengthening relationships with business and industry, engaging in co-op partnerships, and expanding professional support for job placement through USF's recently expanded Career Center/Job Hub. 	
Describe the Impact to the Institution if Tuition Differential is Not Approved	
<p>USF System efforts to move away from the traditional delivery model will be significantly impaired or delayed, potentially resulting in stagnant or declining graduation rates and a reduced ability to meet the workforce demands of the state. The loss of potential need-based financial aid (30%) will further reduce student access, retention and graduation rates while likely increasing student indebtedness. USF's commitment to investing in (70%) enhanced instruction and learning (particularly in STEM), serving returning veterans, reducing excess hours and student debt, and job placement for graduates will be diminished or, at best, delayed.</p>	
Request to Modify or Waive Tuition Differential Uses	
<p>(this section is applicable only if HB 7135 is signed by the Governor and the university wishes to request a change to the 70% / 30% intended uses criteria identified in Regulation 7.001(14))</p>	



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Improve Baccalaureate retention and graduation	<ul style="list-style-type: none"> Retained faculty Strengthened student advising system by hiring and retaining advisors Maintained course offerings for students
Additional Detail, where applicable:	
Total Number of Faculty Hired or Retained (funded by tuition differential):	46 faculty equivalents hired or retained
Total Number of Advisors Hired or Retained (funded by tuition differential):	40 advisors hired or retained
Total Number of Course Sections Added or Saved (funded by tuition differential):	184 sections saved
2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Increase the number of students who are awarded grants funded by the tuition differential.	The number of students supported increased to 6,116 (an increase of 2,860 students, or 87.8%)
Increase the average amount of awards in order to partially off-set tuition increases for needy students.	The average award increased by \$137, which represents an increase of 11.5%.
Additional Information (estimates as of April 30, 2012):	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	6,116
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	1,324
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	100
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	2,500



FISCAL INFORMATION (continued)
TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES,
& AVAILABLE BALANCES - FISCAL YEAR 2011-12 AND 2012-13

University Tuition Differential

Budget Entity: 48900100 (Educational & General)

SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)

	Estimated Actual* 2011-12 -----	Estimated 2012-13 -----
<u>FTE Positions:</u>		
Faculty	46.0	123.0
Advisors	40.0	51.0
Staff		-
Total FTE Positions:	86.0	174.0
<u>Balance Forward from Prior Periods</u>		
Balance Forward	\$ -	\$ -
Less: Prior-Year Encumbrances	-	-
Beginning Balance Available:	\$ -	\$ -
<u>Receipts / Revenues</u>		
Tuition Differential Collections	\$ 18,218,939	29,831,109
Interest Revenue - Current Year	31,992	52,384
Interest Revenue - From Carryforward Balance	-	-
Total Receipts / Revenues:	\$ 18,250,931	\$ 29,883,493
<u>Expenditures</u>		
Salaries & Benefits	\$ 12,775,651	\$ 20,918,443
Other Personal Services	-	-
Expenses	-	-
Operating Capital Outlay	-	-
Student Financial Assistance	5,475,280	8,965,050
Expended From Carryforward Balance	-	-
**Other Category Expenditures	-	-
Total Expenditures:	\$ 18,250,931	\$ 29,883,493
Ending Balance Available:	\$ -	\$ -

*Since the 2011-12 year has not been completed, provide an estimated actual.

**Provide details for "Other Categories" used.



FISCAL INFORMATION (continued)

UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

University of South Florida - Main Campus							
<u>Undergraduate Students</u>	<u>Actual</u>			<u>Projected</u>			
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Tuition:							
Base Tuition - (0% projected legislative increase)	\$88.59	\$95.67	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32
Tuition Differential (no more than 15%)	\$13.74	\$22.00	\$32.00	\$52.29	\$75.63	\$102.47	\$133.33
Total Base Tuition and Differential	\$102.33	\$117.67	\$135.32	\$155.61	\$178.95	\$205.79	\$236.65
% Change		15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Fees (per credit hour):							
Student Financial Aid ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Building/Capital Improvement ²	\$4.76	\$4.76	\$4.76	\$6.76	\$6.76	\$6.76	\$6.76
Activity & Service	\$9.31	\$11.28	\$11.28	\$11.71	\$11.71	\$11.71	\$11.71
Health	\$8.60	\$9.30	\$9.73	\$9.73	\$9.73	\$9.73	\$9.73
Athletic	\$11.76	\$13.73	\$14.15	\$14.46	\$14.46	\$14.46	\$14.46
Transportation Access	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
Technology ¹	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Other (list): Marshall Center	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50
Student Green Energy			\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Academic Enrichment and Opportunity							
Sub total (credit hour fees)	\$47.77	\$53.13	\$55.74	\$58.48	\$58.48	\$58.48	\$58.48
Total Tuition and Fees per credit hour	\$150.10	\$170.80	\$191.06	\$214.09	\$237.43	\$264.27	\$295.13
% Change		13.8%	11.9%	12.1%	10.9%	11.3%	11.7%
Fees (block per term):							
Activity & Service	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00
Health							
Athletic	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Transportation Access							
Other (list): Marshall Center	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00
Total Block Fees per term	\$37.00	\$37.00	\$37.00	\$37.00	\$37.00	\$37.00	\$37.00
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Tuition for 30 Credit Hours	\$3,069.90	\$3,530.10	\$4,059.60	\$4,668.30	\$5,368.50	\$6,173.70	\$7,099.50
Total Fees for 30 Credit Hours	\$1,507.10	\$1,667.90	\$1,746.20	\$1,828.40	\$1,828.40	\$1,828.40	\$1,828.40
Total Tuition and Fees for 30 Credit Hours	\$4,577.00	\$5,198.00	\$5,805.80	\$6,496.70	\$7,196.90	\$8,002.10	\$8,927.90
\$ Change		\$621.00	\$607.80	\$690.90	\$700.20	\$805.20	\$925.80
% Change		13.6%	11.7%	11.9%	10.8%	11.2%	11.6%
Out-of-State Fees							
Out-of-State Undergraduate Fee	\$343.16	\$343.16	\$291.68	\$315.00	\$315.00	\$315.00	\$315.00
Percentage change			-15.0%				
Out-of-State Undergraduate Student Financial Aid ³	\$17.15	\$17.15	\$14.58	\$15.75	\$15.75	\$15.75	\$15.75
Total per credit hour	\$360.31	\$360.31	\$306.26	\$330.75	\$330.75	\$330.75	\$330.75
% Change		0%	0%	8%	0%	0%	0%
Total Tuition for 30 Credit Hours	\$3,069.90	\$3,530.10	\$4,059.60	\$4,668.30	\$5,368.50	\$6,173.70	\$7,099.50
Total Fees for 30 Credit Hours	\$12,316.40	\$12,477.20	\$10,934.00	\$11,750.90	\$11,750.90	\$11,750.90	\$11,750.90
Total Tuition and Fees for 30 Credit Hours	\$15,386.30	\$16,007.30	\$14,993.60	\$16,419.20	\$17,119.40	\$17,924.60	\$18,850.40
\$ Change		\$460.20	\$529.50	\$1,425.60	\$700.20	\$805.20	\$925.80
% Change		4.0%	-6.3%	9.5%	4.3%	4.7%	5.2%
Housing/Dining	\$8,750.00	\$9,000.00	\$9,360.00	\$9,360.00	\$9,360.00	\$9,360.00	\$9,360.00
% Change		2.9%	4.0%	0.0%	0.0%	0.0%	0.0%

¹ can be no more than 5% of tuition.

² capped in statute.



ENROLLMENT PLANNING

Planned Growth by Student Type *(for E&G students at all campuses)*

	5 YEAR TREND <i>(2005-06 to 2010-11)</i>	2010-11 ACTUAL HEADCOUNT		2012-13 PLANNED HEADCOUNT		2013-14 PLANNED HEADCOUNT		3 YEAR <i>(2014-15)</i> PLANNED HEADCOUNT	
UNDERGRADUATE									
FTIC (Regular Admit)	1%	16,226	54%	16,000	52%	15,600	52%	15,100	51%
FTIC (Profile Admit)	-60%	218	1%	200	1%	200	1%	200	1%
AA Transfers*	31%	9,518	30%	9,125	29%	8,725	29%	8,550	29%
Other Transfers	-2%	5,363	17%	5,575	18%	5,375	18%	5,500	19%
Subtotal	6%	31,325	100%	30,900	100%	29,900	100%	29,350	100%
GRADUATE STUDENTS									
Master's	20%	5,935	67%	6,050	66%	6,200	65%	6,350	64%
Research Doctoral	23%	2,289	26%	2,425	26%	2,600	27%	2,750	28%
Professional Doctoral	24%	604	7%	700	8%	750	8%	750	8%
Subtotal	21%	8,828	100%	9,175	100%	9,550	100%	9,850	100%
NOT-DEGREE SEEKING	-5%	1,693		1,524		1,650		1,800	
MEDICAL	%Δ	473		480		480		480	
TOTAL	%Δ	42,319		42,079		41,580		41,480	

Note*: AA transfers refer only to transfers from the Florida College System.

Planned Growth by Method of Instruction *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11		2012-13		2013-14		3 YEAR (2014-15)	
		ACTUAL FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL
UNDERGRADUATE									
DISTANCE (>80%)	17%	3,555	18%	3733	18%	3920	18%	4116	18%
HYBRID (50%-79%)	0%	322	2%	338	2%	355	2%	373	2%
TRADITIONAL (<50%)	83%	16260	81%	17073	81%	17927	81%	18823	81%
TOTAL	100%	20,137	100%	21,144	100%	22,201	100%	23,312	100%
GRADUATE									
DISTANCE (80%)	19%	980	19%	1029	19%	1080	19%	1134	19%
HYBRID (50%-79%)	0%	107	2%	112	2%	118	2%	124	2%
TRADITIONAL (<50%)	81%	4016	79%	4217	79%	4428	79%	4649	79%
TOTAL	100%	5,102	100%	5,358	100%	5,626	100%	5,907	100%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional (and Technology Enhanced)** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING (continued)

Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Estimated 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
Florida Resident								
LOWER DIVISION	8617	7763	8617	7651	7592	7586	7747	0.3%
UPPER DIVISION	9999	10070	9999	10662	10416	10244	10351	-0.74%
GRAD I	2672	2211	2672	2212	2179	2166	2216	0.05%
GRAD II	623	807	623	751	763	778	821	2%
TOTAL	21911	20851	21911	20,522	20,512	20,609	21,135	-0.17%
Not a Florida Resident								
LOWER DIVISION	0	349	0	522	606	709	995	17%
UPPER DIVISION	0	344	0	452	491	537	647	10%
GRAD I	0	310	0	410	440	473	547	8%
GRAD II	0	437	0	519	545	572	630	5%
TOTAL	1302	1439	1302	1902	2082	2291	2820	11%
Total								
LOWER DIVISION	8617	8112	8617	8173	8198	8295	8742	2%
UPPER DIVISION	9999	10414	9999	11114	10907	10781	10998	-0.3%
GRAD I	2672	2521	2672	2621	2620	2639	2763	1%
GRAD II	623	1244	623	1270	1307	1350	1452	3%
TOTAL	23,213	22,290	23,213	23,179	23,031	23,065	23,955	1%
TOTAL (US FTE)	30,950	29,720	30,950	30,897	30,701	30,745	31,932	%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.

Medical Student Headcounts (FTE does not apply)

Medicine Headcounts								
FLORIDA RESIDENT	480	445	480	436	432	432	432	-0.18%
NON-RESIDENT	0	32	0	44	48	48	48	1.76%
TOTAL	480	477	480	480	480	480	480	0.00%



ACADEMIC PROGRAM COORDINATION

New Programs To Be Considered for Implementation (for 2012-2013) USF

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT in 5th year	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
B.A. Film and New Media Studies (Tampa)	50.0602	No	FSU,UF,UNF,UWF,UCF, UM,FIU,FAU		117	May 2013

**Program has not completed internal approval process*

***Substitution for B.S. Digital Design & Tech.*

MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Sports & Entertainment Mgt (Tampa)	31.0504	No	FAMU,FAU,FIU,FSU, UCF,UF	N	25	May 2013
Athletic Training (Tampa)	51.0913	No	FIU	N	30	May 2013
Metabolic & Nutritional Medicine (Tampa)	26.9999	STEM	None	N/Y	37.5	May 2013

**Program has not completed internal review process*



KEY PERFORMANCE INDICATOR DEFINITIONS

Goals Common to All Universities	
Academic Quality	
National Ranking for University and Program(s)	Describe plans for increasing national preeminence of University and select programs.
Avg. SAT Score	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
Avg. HS GPA (on 4.0 scale)	The average HS GPA for Admitted and Registered FTIC (B,E) students.
Professional/Licensure Exam First-time Pass Rates Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
Percent of Undergraduate Seniors Participating in a Research Course	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
Operational Efficiency	
Freshman Retention Rate	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the following fall term.
FTIC Graduation Rates In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
AA Transfer Graduation Rates In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
Percent of Bachelor's Degrees Without Excess Hours	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



Return on Investment	
Bachelor's Degrees Awarded	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
Percent of Bachelor's Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Graduate Degrees Awarded	This is a count of graduate degrees granted.
Percent of Graduate Degrees in STEM	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Percent of Baccalaureate Graduates Employed in Florida	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Percent of Baccalaureate Graduates Continuing their Education (in FL)	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Annual Gifts Received (\$M)	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
Endowment (\$M)	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).
Goals Specific to Research Universities	
Academic Quality	
Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see link .
National Academy Members	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
Number of Post-Doctoral appointees	As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS).



Number of Science & Engineering Disciplines nationally ranked in Top 100 for research expenditures	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
Return on Investment	
Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
Percent of R&D Expenditures funded from External Sources	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
Patents Issued	The number of patents issued in the fiscal year as reported to AUTM.
Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
Licensing Income Received (\$M)	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
Science & Engineering Research Expenditures in non-medical/health sciences	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see link , table 36 minus table 52).
National rank is higher than predicted by Financial Resources Ranking <i>based on US News & World Report</i>	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
Research Doctoral Degrees Awarded	The number of research doctoral degrees awarded annually.
Professional Doctoral Degrees Awarded	The number of professional doctoral degrees awarded annually.

UWF

2012-13 Work Plan



University of West Florida

Work Plan Presentation for 2012-13 Board of Governors Review

STATE UNIVERSITY SYSTEM of FLORIDA | **Board of Governors**



INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' new Strategic Plan 2012-2025 is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.

The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



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4. DEFINITIONS



MISSION STATEMENT (What is your purpose?)

The University of West Florida (UWF) is a public university based in Northwest Florida with multiple instructional sites and a strong virtual presence. UWF's mission is to provide students with access to high-quality, relevant, and affordable undergraduate and graduate learning experiences; to transmit, apply, and discover knowledge through teaching, scholarship, research, and public service; and to engage in community partnerships that respond to mutual concerns and opportunities and that advance the economy and quality of life in the region.

UWF is committed to planning and investing strategically to enhance student access and educational attainment; to build on existing strengths and develop distinctive academic and research programs and services that respond to identified regional and state needs; and to support highly qualified faculty and staff who engage students in rigorous, high-impact, student-oriented learning experiences that enhance personal and professional development and empower alumni to contribute responsibly and creatively to a complex 21st Century global society.

VISION STATEMENT (What do you aspire to?)

The University of West Florida aspires to be widely recognized as a model of excellence and relevance, sought out as a distinctive intellectual and cultural center, valued as an engaged partner, and acclaimed for being "different by design."

STATEMENT OF STRATEGY (How will you get there?)

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

Using its multiple instructional sites and strong virtual presence, UWF delivers a range of high-quality baccalaureate and master's programs, as well as targeted doctoral offerings, that are responsive to regional and state needs. The majority of UWF's students come from the Panhandle, but UWF is helping to address higher education access needs by enrolling an increasing number of students from the Florida peninsula and beyond. A significant number of UWF's students come from families with a military connection. UWF will manage growth strategically at the main campus, at other sites, and online, and will target recruitment efforts to incorporate an appropriate balance of first-time-in-college, transfer, and graduate students; residential and commuter students; traditional and older adults; military personnel and veterans; and students from diverse racial, ethnic, educational, cultural, and socioeconomic backgrounds. Through its partnerships with the K-12 sector and other institutions of higher education (e.g., Florida Colleges in NW Florida, other SUS institutions), UWF will facilitate students' transition to the University and provide students with access to academic programs that might otherwise not be available to them. To enhance the collegiate experience for the traditional-aged student, UWF is investing in improving campus life and expanding high-quality advising and tutoring services. UWF is addressing nontraditional learners' needs through the proposed statewide Degree Completion Initiative; providing one-stop services to military-affiliated students through its Military/Veterans Center; strengthening its articulation programs with state colleges; establishing high-demand online programs to strengthen Florida's workforce; and reinforcing UWF's innovative online curriculum through participation in *Quality Matters* to assure high-quality instruction. UWF is committed to offering undergraduate and graduate degrees that meet regional workforce needs, including implementing practices that help students prepare effectively for life beyond graduation.



STRENGTHS AND OPPORTUNITIES *(within 3 years)*

What are your core capabilities, opportunities and challenges for improvement?

UWF has evolved into a vibrant, distinctive, educational institution with an undergraduate collegiate culture characteristic of a regional comprehensive university, but with expanded graduate and targeted research programs, nationally recognized online programs, and extensive community service and engagement. UWF favors smaller classes with fully qualified teacher-scholars who deliver personalized, innovative, hands-on learning and leadership opportunities. UWF takes pride in the strong, mutually beneficial collaborations (reflected in its curriculum and its focus on applied research, as well as its public-private partnerships) that have emerged with UWF's partners in the community, business, military, and education.

UWF's institution-wide strategic planning discussions have targeted various opportunities and challenges for improvement, including, but not limited to, (1) purposeful enrollment growth; (2) student retention and graduation rates; (3) strengthened student professional workforce skills; (4) physical infrastructure enhancements; (5) comprehensive degree planning to ensure viable programs that meet regional needs; (6) efforts to increase the number of Floridians with degrees in areas such as STEM, Education, Health Professions (including building on the success UWF has had in its outreach to students in the K-12 sector to create and encourage their interests in these critical areas).

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1. **Strategic Priority -- Foster student learning and development to include the knowledge, skills, and dispositions that optimize students' prospects for personal and professional success.**
 - » Starting with General Studies and continuing through the undergraduate major and graduate studies, emphasize 21st Century skills, including student learning outcomes associated with professional readiness and career development.
 - » Collaborate with business, educational, and community partners to expand opportunities for students to engage in high-impact, experiential learning activities that educational research indicates improve student engagement, learning, retention, and subsequent job placement and professional success (e.g., internships, research, service learning, study abroad, practicum placements, related professional experiences). [Academic Quality and Return on Investment]
2. **Strategic Priority -- Improve student persistence and timely progression to degree attainment.**
 - » Develop and implement a University-wide comprehensive plan to improve undergraduate student retention and timely degree completion through strong academic programs, improved academic support, and robust student life experiences. [Refer to the Undergraduate Student Success Initiative listed in the Tuition Differential Request for more details.]
[Academic Quality, Operational Efficiency, and Return on Investment]
3. **Strategic Priority -- Maximize the acquisition and deployment of resources, and strategically align and integrate planning, budgeting, assessment, and continuous improvement efforts.**
 - » Develop new revenue streams and increase total financial resources to ensure UWF has sufficient funds to support the mission, vision, and values of the University.
 - » Develop and execute a University-wide coordinated and strategic recruitment and enrollment plan that defines an optimal student profile within the context of UWF's mission and available resources. Develop strategies for enhancing the degree to which prospective students select UWF as their first choice for higher education. [Operational Efficiency and Return on Investment]



KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'¹, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

¹ The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).



KEY PERFORMANCE INDICATORS

Goals Common to All Universities

	5 YEAR TREND (05-06 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
National Ranking for University and Programs					
<u>Describe plans for increasing national preeminence of University and select programs.</u>					
<ul style="list-style-type: none"> Maintain recognition from Forbes Magazine as one of America's Top Colleges, from The Princeton Review as one of the best colleges in the Southeast and as a "Green College," from U.S. News and World Reports as one of the Top Online Education Programs, from The Chronicle of Higher Education as one of the "Great Colleges to Work For," and from G.I. Jobs Magazine as a Military Friendly School. Increase success in fielding student competitors who win in state, regional, and national academic competitions (e.g., logistics; Model UN, forensics). Continue success in documenting through Program Reviews that UWF academic programs and institutes and centers deliver on the promises of their respective mission and vision statements. Develop and implement an academic program master plan that, within the context of UWF's mission and available resources, includes strategies for moving select academic and research programs to greater levels of distinction; and aligns resources to support these initiatives. 					
Avg. SAT Score	1.8% ¹	1542	1481	1509	1565
Avg. High School GPA (on 4.0 scale)	0.0%pt	3.6	3.4	3.4	3.5
Professional/Licensure Exam First-time Pass Rates ²					
Exams Above National/State Benchmark	n/a	1	1	1	1
Exams Below National/State Benchmark	n/a	0	0	0	0
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2012.			
SUBTOTAL OF IMPROVING METRICS	1		1	2	3
Operational Efficiency					
Freshman Retention Rate		TBD	TBD	TBD	TBD
FTIC Graduation Rates					
In 4 years (or less)		TBD	TBD	TBD	TBD
In 6 years (or less)					
AA Transfer Graduation Rates					
In 2 years (or less)		TBD	TBD	TBD	TBD
In 4 years (or less)					
Percent of Bachelor's Degrees Without Excess Hours		Board staff is currently updating the methodology for this metric.			
SUBTOTAL OF IMPROVING METRICS	1		5	5	5



KEY PERFORMANCE INDICATORS

Goals Common to All Universities (continued)

Return on Investment					
Bachelor's Degrees Awarded	11.5%	1903	2012	2061	2158
Percent of Bachelor's Degrees in STEM	0.5%pt	16.5%	16.1%	16.3%	16.8%
Graduate Degrees Awarded	48.9%	621	565	579	606
Percent of Graduate Degrees in STEM	9.1%pt	16.1%	11.9%	12.2%	12.7%
Percent of Baccalaureate Graduates Employed in Florida	-4.0%pt	60% ³	60.8%	61.6%	63.2%
Percent of Baccalaureate Graduates Continuing their Education (in FL)	1.0%pt	19% ³	19.2%	19.4%	19.8%
Annual Gifts Received (\$M)	13.5%	\$ 2.6	\$ 3.5	\$ 3.85	\$ 4.2
Endowment (\$M)	1.2%	\$ 55.7	\$ 62.5	\$ 65.0	\$ 70.0
SUBTOTAL OF IMPROVING METRICS	7		5	8	8
TOTAL OF IMPROVING METRICS	9		12	16	17

Notes: (1) SAT trends are based on 3 year average, (2) Professional licensure pass rates are based on the 2010-11 Annual Accountability Report with data that spans multiple time periods, (3) Percent of graduates employed and continuing their education is based on 2009-10 data from FETPIP. (4) P references PRELIMINARY DATA.



KEY PERFORMANCE INDICATORS

Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Average Time to Degree for FTICs (4-year trend)	-8.5%	5.1	5.0	4.9	4.7
Number of Adult (age 25+) Undergraduates Enrolled	8.0%	2,976	3,022	3,069	3,165

Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)

Develop and implement an institutional plan to coordinate and focus the University's continuing efforts to identify community stakeholders, cultivate partnerships, and learn more about specific economic, workforce, educational, research, and cultural needs and opportunities. Collaborate with partners to promote engagement and service opportunities through a broad array of programs, research, and other activities to address identified needs within the context of UWF's mission and available resources. [Activities will include student, faculty, and staff participation in identified community and business engagement activities.] Prepare documentation for submission to Carnegie.

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

Goal 1. Improve student engagement as measured on the National Survey of Student engagement (NSSE).

NSSE Results on five select subsections for seniors: (1) Level of Academic Challenge, (2) Active and Collaborative Learning, (3) Student-Faculty Interaction, (4) Enriching Educational Experiences, and (5) Supportive Campus Environment [Metric: Number of five subsections showing improvement]

NA

NA

5

NA

5

Goal 2. Facilitate student's access to UWF by increasing donor support for student financial aid.

Total Privately Funded Scholarships Awarded	30.4%	\$1,142,594	\$1,076,145	\$1,140,000	\$1,222,000
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OPERATIONS



FISCAL INFORMATION

University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Appropriations
Education & General – Main Operations						
State Funds	\$ 76,836,830	\$ 65,006,959	\$ 61,440,568	\$ 63,019,452	\$ 53,181,126	\$ 41,434,296
Tuition	\$ 25,958,672	\$ 26,633,995	\$ 31,331,183	\$ 36,055,946	\$ 38,574,235	n/a
TOTAL MAIN OPERATIONS	\$ 102,795,502	\$ 91,640,954	\$ 92,771,751	\$ 99,075,398	\$ 91,755,361	n/a
Education & General – Health-Science Center / Medical Schools						
State Funds	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x
Tuition	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	n/a
TOTAL HSC	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	n/a
Education & General – Institute of Food & Agricultural Sciences (IFAS)						
State Funds	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x
Tuition	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	n/a
TOTAL IFAS	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	n/a
EDUCATION & GENERAL TOTAL REVENUES	\$ 102,795,502	\$ 91,640,954	\$ 92,771,751	\$ 99,075,398	\$ 91,755,361	n/a

Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds (for Polytechnic) appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers (as reported in the Annual Accountability Report). Actual tuition revenues are not yet available for the 2012-13 year.

OTHER BUDGET ENTITIES

Auxiliary Enterprises

Resources associated with auxiliary units that are self-supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.

Revenues	\$ 12,732,929	\$ 14,675,742	\$ 14,648,590	\$ 16,202,669	\$ 15,957,497	n/a
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Contracts & Grants

Resources received from federal, state or private sources for the purposes of conducting research and public service activities.

Revenues	\$ 19,357,694	\$ 16,897,264	\$ 20,167,307	\$ 19,619,573	\$ 17,782,242	n/a
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Local Funds

Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.

Revenues	\$ 45,364,574	\$ 50,478,974	\$ 72,296,518	\$ 78,825,868	\$ 87,093,509	n/a
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Faculty Practice Plans

Revenues/receipts are funds generated from faculty practice plan activities.

Revenues	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	n/a
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OTHER BUDGET ENTITY TOTAL REVENUES	\$ 77,455,197	\$ 82,051,980	\$ 107,112,415	\$ 114,648,110	\$ 120,833,248	n/a
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UNIVERSITY REVENUES GRAND TOTAL	\$ 180,250,699	\$ 173,692,934	\$ 199,884,166	\$ 213,723,508	\$ 212,588,609	n/a
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FISCAL INFORMATION (continued)

Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
Base Tuition	\$2,870.10	\$3,099.60	\$3,099.60	\$3,099.60	\$3,099.60
Tuition Differential Fee	\$384.00	\$642.60	\$1,203.90	\$1,849.20	\$2,591.40
Percent Increase	15%	15%	15%	15%	15%
Required Fees ¹	\$1,539.60	\$1,683.00	\$1,972.50	\$2,074.50	\$2,074.50
TOTAL TUITION AND FEES	\$4,793.70	\$5,425.20	\$6,276.00	\$7,023.30	\$7,765.50

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 16.

Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Percent of Bachelor's Recipients with Debt	48%	49%	49%	49%	52%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$14,346	\$14,590	\$14,925	\$16,342	\$17,893
Student Loan Cohort Default Rate (2nd Year)	3.5%	3.8%	5.5%	n/a	n/a
Student Loan Cohort Default Rate (3rd Year)			8.4%	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students.

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$4,702	\$1,200	\$8,094	\$1,000	\$2,400	\$17,396
AT HOME	\$4,702	\$1,200	\$3,100	\$1,700	\$2,100	\$12,802

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT
Below \$40,000	2,117	44%	\$9,086	\$-2,405	\$7,272	\$7,633
\$40,000-\$59,999	652	13%	\$11,252	\$391	\$4,573	\$6,958
\$60,000-\$79,999	497	10%	\$12,236	\$1,575	\$3,365	\$7,178
\$80,000-\$99,999	480	10%	\$12,750	\$2,121	\$2,847	\$7,089
\$100,000 Above	1,094	23%	\$13,163	\$2,426	\$2,561	\$7,079
Missing	8	.17%	\$15,274	\$2,833	\$1,862	\$7,250
TOTAL	4,848	100%	AVERAGE \$10,827	\$ -241	\$5,165	\$7,331

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line **Average** represents the average of all full-time undergraduate Florida residents.



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Effective Date	
University Board of Trustees Approval Date:	June 14, 2012
Implementation Date (month/year):	Fall 2012
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	All locations.
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	All undergraduate courses.
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$21.42
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	15%
\$ Increase in tuition differential per credit hour:	\$18.71
\$ Increase in tuition differential for 30 credit hours:	\$561.30
Projected Differential Revenue Generated	
Incremental differential fee revenue generated in 2012-13 (projected) :	\$3,498,890
Total differential fee revenue generated in 2012-13 (projected):	\$7,776,088
Intended Uses	
<p>Describe how the revenue will be used.</p> <p>Of the total of \$3,498,890, 30% or \$1,049,667 will be used for need based aid. The remaining \$2,449,223 will be used for the following initiatives:</p> <ol style="list-style-type: none"> 1. Support for the Student Persistence and Completion Initiative (\$201,714) – The primary objective of this initiative is to improve retention and graduation rates for undergraduate students. This initiative, supported by funds from differential tuition, will focus on First-Time-In-College (FTIC) students but also addresses students' progress throughout their career at UWF. The goal during the three year planning period is to increase the first year retention rate by 1.0% above the baseline of 72.3% (retention rate based on CDS definition for purposes of comparison with peer institutions) for Fall 2011. This experience will target activities that focus on improving students' academic strategies to successfully progress through their curriculum. Highlights of the initiative are described below: <ol style="list-style-type: none"> i. Create a first year success team which will systematically review and evaluate the effectiveness of student success programs and strategies and intervene where necessary. ii. Enhance the Academic Foundations Seminar offerings, generally known as first year experience courses, which are considered best practice in introducing students to the university learning experience and institutional services and support that are available to them. 	



- iii. Enhance the early warning program which is a program designed to assist FTIC students who demonstrate academic hardship or red flag behaviors at the midterm of the semester.
- iv. Create policies and systems to increase institutional intervention with students withdrawing from courses or failing to register for subsequent semesters.
- v. Develop a four-year coherent plan of career services for FTIC's to gain more clarity about selecting a major that leads to a career path.

2. **Recruit and Hire Additional Full Time Faculty (\$1,931,057)** – The primary objectives of this initiative are to improve retention and graduation rates and to maintain a student-to faculty-ratio of 24:1. Since 2007, UWF has increased its enrollment particularly at the lower division (22.6%) despite sizable reductions in state support. To accommodate the additional enrollment growth, UWF will use approximately \$1.75 million of the total tuition differential to hire approximately 21 additional full-time faculty adding an estimated 147 undergraduate course sections. The remainder of the funding (approximately \$187,000) will be used to hire adjunct faculty to teach an estimated 83 undergraduate course sections. Overall, this funding initiative will assist the University in its efforts to schedule a sufficient number of undergraduate course offerings to help students seeking a baccalaureate degree to graduate sooner.

Since 2010, differential funds have enabled UWF to retain four faculty that would have been lost due to budget reductions and to hire an additional 37 full-time faculty for a total of 41 full-time faculty. This funding initiative has in turn enabled UWF to add/continue an estimated 287 course sections. Many of the new faculty hired are in targeted fields of critical importance to the region and state such as in STEM (Science, Technology, Engineering, and Mathematics), health professions, hospitality, and education. Any non-recurring CF funds generated from this allocation will be used to support the new faculty hired in the first year (equipment and faculty development).

3. **Create an Office of Undergraduate Research (\$45,000)** – The primary objectives of this initiative are to improve retention and graduation rates. NSSE (National Survey of Student Engagement) indicators measure the level of student engagement in high impact learning areas because these activities are shown to relate to higher levels of student success. The newly created Office of Undergraduate Research will provide enhanced opportunities for undergraduate students to participate in high-impact learning experiences through fieldwork and other applied learning activities including active, hands-on research.

As one of its unique key performance indicators, UWF has identified as a metric improvement in student engagement as measured by NSSE. Those NSSE indicators that we anticipate will be positively impacted by this funding initiative are (1) Level of Academic Challenge, (2) Active and Collaborative Learning, (3) Student-Faculty Interaction, and (4) Enriching Educational Experiences.

4. **Enhance Support for the Office of Financial Aid (\$82,466)** – The Office of Financial Aid is a “first-line” office for students seeking information on financial aid and on how to afford an education. UWF’s financial aid program is an investment in UWF’s students and their futures. This is a highly complex program which is subject to strict federal regulatory compliance and federal and state audits. Enhanced support is needed to help meet the growing needs of our students and to help ensure compliance with laws, rules, and regulations. A position will be saved utilizing these resources.
5. **Enhance Support for the Marine Services Center (\$120,000)** – The University of West Florida’s Marine Services Center (MSC) provides diving platforms, research vessels and support staff for academic programs including Marine Biology and Underwater Archaeology. The MSC has a Dive Safety Program administered by a Dive Safety Officer. This program ensures that diving required for UWF’s unique marine programs and related research is conducted in a manner that maximizes the protection of our divers from accidental injury and/or illness. Funds will be used to hire the Dive Safety Officer on permanent funding and for expenses related to the ongoing operation and maintenance of the vessels.



6. **Provide funding for the 2UWF Program (\$68,986)** – The objective of this initiative is to develop alternative methods of increasing transfer enrollment. An advisor position will be funded at Gulf Coast State College to create a seamless transition for students transferring from GCSC to UWF through institutional collaboration and tailored advising. The initiative creates a new path to earning both an associate's and a bachelor's degree and provides students with greater access to enhanced services and amenities from both institutions.

Describe the Impact to the Institution if Tuition Differential is Not Approved

Retention and graduation rates are a system-wide goal. All of these initiatives are designed to improve/increase UWF's retention and graduation rates.

In addition, UWF has experienced significant enrollment growth at a time of diminished resources. The student to faculty ratio has increased from 19:1 to 24:1 from Fall 2007 to Fall 2011 while many of our peer institutions report a ratio of 19:1. UWF is also last among its peer and aspirant institutions in the number of full time faculty. If tuition differential is not approved UWF will lag further behind on this critical measure.

Request to Modify or Waive Tuition Differential Uses

(this section is applicable only if HB 7135 is signed by the Governor and the university wishes to request a change to the 70% / 30% intended uses criteria identified in Regulation 7.001(14))

UWF is actively estimating and monitoring the level of Need Based Aid necessary for our students. At this time, our estimates indicate that the full 30% of differential will be necessary for financial aid awards to our students. We will continue to monitor this critical area to ensure we are fulfilling the requirements of the statute before considering any alternative uses of the 30% portion of the differential fee.



FISCAL INFORMATION (continued)

TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Hired 21 full-time faculty.	In total, UWF has hired 41 faculty/instructor-advisors which include the 21 faculty hired in 2011-2012. If the tuition increase is approved, UWF will hire an additional 21 faculty in 2012-2013 for a grand total of 62 full time faculty paid from differential tuition.
Additional Detail, where applicable:	
Total Number of Faculty Hired or Retained (funded by tuition differential):	40
Total Number of Advisors Hired or Retained (funded by tuition differential):	1
Total Number of Course Sections Added or Saved (funded by tuition differential):	287
2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
Provide need based aid for the student body who demonstrated need based on FAFSA evaluation.	A total of 672 students benefitted.
Provide need based aid for low income, first-generation-in-college students.	Of the 672 students, 197 were first-generation-in-college students.
Additional Information (estimates as of April 30, 2012):	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	672
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	\$1,240
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	\$108
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	\$2,500



ENROLLMENT PLANNING

Planned Growth by Student Type *(for E&G students at all campuses)* – **THIS DATA IS BEING REVISED**

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL HEADCOUNT	2012-13 PLANNED HEADCOUNT	2013-14 PLANNED HEADCOUNT	3 YEAR (2014-15) PLANNED HEADCOUNT
UNDERGRADUATE					
FTIC (Regular Admit)					
FTIC (Profile Admit)					
AA Transfers*			TO BE DETERMINED		
Other Transfers					
Subtotal					
Master's					
Research Doctoral					
Professional Doctoral					
Subtotal					
NOT-DEGREE SEEKING					
MEDICAL					
TOTAL					

Note*: AA transfers refer only to transfers from the Florida College System.

Planned Growth by Method of Instruction *(for E&G students at all campuses)*

UWF does not systematically track hybrid/blended FTE from traditional FTE; therefore, the hybrid FTE's listed below for "10/11 Actual" are shown as 0. In 12/13, UWF will track these separately and these metrics will be adjusted accordingly in the next work plan cycle.

	5 YEAR TREND (2005-06 to 2010-11)	2010-11		2012-13		2013-14		3 YEAR (2014-15)	
		ACTUAL FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL
UNDERGRADUATE									
DISTANCE (>80%)	186.8%Δ	1,549	25.4%	1,636	25.12%	1,685	24.62%	1,736	23.60%
HYBRID (50%-79%)	%Δ	0	0%	45	0.69%	136	1.99%	272	3.70%
TRADITIONAL (<50%)	-1.3%Δ	4,548	74.6%	4,832	74.19%	5,022	73.39%	5,349	72.71%
TOTAL	18.5%Δ	6,097	100%	6,513	100%	6,843	100%	7,357	100%
GRADUATE									
DISTANCE (80%)	178.1%Δ	518	56.7%	577	63.20%	606	65.66%	636	67.95%
HYBRID (50%-79%)	%Δ	0	0%	4	0.44%	12	1.30%	20	2.14%
TRADITIONAL (<50%)	-12.5%Δ	396	43.3%	332	36.36%	305	33.04%	280	29.91%
TOTAL	43%Δ	914	100%	913	100%	923	100%	936	100%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional (and Technology Enhanced)** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more than 49%* of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING (continued)

Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Estimated 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
<i>Florida Resident</i>								
LOWER DIVISION	1,886	2,333	1,886	2,426	2,623	2,838	3,069	5.64%
UPPER DIVISION	3,232	3,476	3,232	3,545	3,615	3,761	3,913	2.40%
GRAD I	599	644	599	650	657	667	694	1.51%
GRAD II	54	78	54	79	80	81	84	1.49%
TOTAL	5,771	6,531	5,771	6,700	6,975	7,347	7,760	3.51%
<i>Not a Florida Resident</i>								
LOWER DIVISION	x,xxx	221	x,xxx	254	292	386	510	18.20%
UPPER DIVISION	x,xxx	265	x,xxx	288	313	372	443	10.92%
GRAD I	x,xxx	176	x,xxx	178	180	182	190	1.54%
GRAD II	x,xxx	6	x,xxx	6	6	6	6	0.00%
TOTAL	444	668	444	726	791	946	1,149	11.46%
<i>TOTAL</i>								
LOWER DIVISION	x,xxx	2,554	x,xxx	2,680	2,915	3,224	3,579	6.98%
UPPER DIVISION	x,xxx	3,741	x,xxx	3,833	3,928	4,133	4,356	3.09%
GRAD I	x,xxx	820	x,xxx	828	837	849	884	1.51%
GRAD II	x,xxx	84	x,xxx	85	86	87	90	1.39%
TOTAL	6,215	7,199	6,215	7,426	7,766	8,293	8,909	4.35%
TOTAL (US FTE)	8,287	9,599	8,287	9,901	10,355	11,057	11,879	4.35%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.



ACADEMIC PROGRAM COORDINATION

New Programs To Be Considered by University in 2012-13 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
NA						
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Professional MS in Geographic Information Systems (GIS)	45.0702	STEM	FSU	Yes	150	2012-2013 (date dependent on hiring ability)
DOCTORAL PROGRAMS						
NA						

New Programs To Be Considered by University in 2013-15 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
BS in Mechanical Engineering	14.1901	STEM	UF; UNF; USF; FAU; FSU; FIU; FAMU; UCF	No	150	2013-2014
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
MS in Robotics	14.4201	STEM	None	No	50	2014-2015
DOCTORAL PROGRAMS						
Ed.D. in Educational Technology	13.0501	Education	None	Yes	50	2013-2014
DOCTORAL PROGRAMS TO BE OFFERED AT UWF IN CONCERT WITH OTHER SUS INSTITUTIONS						
Doctor of Nursing Practice (DNP) (Coordinated with SUS partner institution)	51.3818	Critical Needs in Health Care	USF; UF; FAU; FIU; FSU; Jacksonville University; UCF; UNF; University of Miami	Will include hybrid components	TBD	2012-2013
Doctor of Physical Therapy (DPT) (Coordinated with USF)	51.2308	Critical Needs in Health Care	USF; UF; FIU; UCF; UNF; FAMU; FGCU	Will include hybrid components	36	In Process



KEY PERFORMANCE INDICATOR DEFINITIONS

Goals Common to All Universities	
Academic Quality	
National Ranking for University and Program(s)	Describe plans for increasing national preeminence of University and select programs.
Avg. SAT Score	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
Avg. HS GPA (on 4.0 scale)	The average HS GPA for Admitted and Registered FTIC (B,E) students.
Professional/Licensure Exam First-time Pass Rates Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
Percent of Undergraduate Seniors Participating in a Research Course	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
Operational Efficiency	
Freshman Retention Rate	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the following fall term.
FTIC Graduation Rates In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
AA Transfer Graduation Rates In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
Percent of Bachelor's Degrees Without Excess Hours	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



Return on Investment	
Bachelor's Degrees Awarded	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
Percent of Bachelor's Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Graduate Degrees Awarded	This is a count of graduate degrees granted.
Percent of Graduate Degrees in STEM	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
Percent of Baccalaureate Graduates Employed in Florida	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Percent of Baccalaureate Graduates Continuing their Education (in FL)	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
Annual Gifts Received (\$M)	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
Endowment (\$M)	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).
Goals Specific to Research Universities	
Academic Quality	
Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see http://mup.asu.edu/research2010.pdf
National Academy Members	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
Number of Post-Doctoral appointees	As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS).



Number of Science & Engineering Disciplines nationally ranked in Top 100 for research expenditures	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
Return on Investment	
Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
Percent of R&D Expenditures funded from External Sources	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
Patents Issued	The number of patents issued in the fiscal year as reported to AUTM.
Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
Licensing Income Received (\$M)	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
Science & Engineering Research Expenditures in non-medical/health sciences	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see http://www.nsf.gov/statistics/nsf11313/content.cfm?pub_id=4065&id=2 , table 36 <i>minus</i> table 52).
National rank is higher than predicted by Financial Resources Ranking <i>based on US News & World Report</i>	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
Research Doctoral Degrees Awarded	The number of research doctoral degrees awarded annually.
Professional Doctoral Degrees Awarded	The number of professional doctoral degrees awarded annually.



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA
Budget and Finance Committee

University of Central Florida
Live Oak Center, Ferrell Commons
4000 Central Florida Boulevard
Orlando, Florida 32816
June 21, 2012
8:30 a.m. - 10:00 a.m.

Chair: Tico Perez; Vice-Chair: Tom Kuntz
Members: Beard, Colson, Parker, Rood, Temple, Tripp, Whatley

- | | | |
|----|---|----------------------------|
| 1. | Call to Order | Governor Tico Perez |
| 2. | Approval, Committee Minutes
Minutes, March 21, 2012 | Governor Perez |
| 3. | Discuss Changes to New Fee Regulation | Governor Perez |
| 4. | Consideration of 2012 Capital Improvement Fee Increases | Governor Perez |
| 5. | Consideration of 2012 Tuition Differential Fee Proposals | 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
June 21, 2012**

SUBJECT: Approval of Minutes of Meeting held March 21, 2012

PROPOSED COMMITTEE ACTION

Approval of minutes of meeting held on March 21, 2012.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not Applicable

BACKGROUND INFORMATION

Committee members will review and approve the minutes of the meeting held on March 21, 2012 at the University of North Florida.

Supporting Documentation Included: Minutes: March 21, 2012

Facilitators/Presenters: Governor Perez

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MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BUDGET AND FINANCE COMMITTEE
UNIVERSITY OF NORTH FLORIDA
MARCH 21, 2012

Mr. Tico Perez, Chair, convened the meeting of the Budget and Finance Committee at 2:25 PM. Members present were Vice-Chair Tom Kuntz, Norman Tripp, Dick Beard, Michael Long, Ava Parker, John Rood, Dean Colson, and John Temple.

1. Call to Order

Mr. Perez called the meeting to order.

2. Approval of March 21, 2012, Meeting Minutes

Mr. Beard moved that the Committee approve the notes of the meeting held November 9, 2011 as presented. Mr. Tripp seconded the motion, and members of the Committee concurred.

3. 2012 Legislative Budget

Mr. Jones provided a budget update to the Committee.

4. 2013-14 LBR Guidelines

Mr. Rood moved that the Committee approve the 2013-14 LBR Guidelines as presented. Mr. Long seconded the motion, and members of the Committee concurred.

5. Auxiliary Facilities 2012-13 Operating Budgets

Mr. Temple moved that the Committee approve the Auxiliary Facilities 2012-13 Operating Budgets as presented. Ms. Parker seconded the motion, and members of the Committee concurred.

6. Fee Proposals

Florida A&M University presented their request for a Bar Review Preparation Fee. Mr. Colson moved that the Committee recommend the fee for approval to the Board. Ms. Parker seconded the motion and the members of the Committee concurred unanimously.

Florida A&M University withdrew their request for a Physical Therapy Preparation Fee.

The University of West Florida presented their request for a Green Fee of up to \$1.00 per credit hour. Mr. Long moved that the Committee recommend the fee for approval to the Board. Mr. Colson seconded the motion. The Committee concurred with a vote of 7-2. Mr. Tripp and Mr. Kuntz voted against the motion.

The University of West Florida presented their request to increase the Nautilus Card Fee from \$10 to \$20. Mr. Tripp moved that the Committee not recommend the fee for approval to the Board. Mr. Rood seconded the motion. The Committee concurred with a vote of 6-3. Mr. Temple, Mr. Perez and Mr. Beard voted against the motion.

The University of North Florida presented their request for an Academic Enhancement Fee of 5% of base tuition. Mr. Rood moved that the Committee recommend the fee for approval to the Board. Mr. Temple seconded the motion. The Committee did not concur with a vote of 5-4. Mr. Beard, Mr. Rood, Mr. Temple and Ms. Parker voted for the motion.

The University of South Florida presented their request for an Academic Enrichment and Opportunity Fee. Mr. Tripp moved that the Committee not recommend the fee for approval to the Board. Mr. Rood seconded the motion. The Committee concurred with a vote of 5-4. Mr. Temple, Mr. Long, Mr. Perez, and Mr. Beard voted against the motion.

The University of Florida presented their request for an Undergraduate Enhancement Fee of 5% of base tuition. Mr. Temple moved that the Committee recommend the fee for approval to the Board. Mr. Rood seconded the motion. The Committee did not concur with a vote of 8-1. Mr. Rood voted for the motion.

7. Concluding Remarks and Adjournment

Having no further business, the meeting was adjourned at 4:50 PM.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
June 21, 2012**

SUBJECT: Proposed Changes to New Fee Regulation

PROPOSED COMMITTEE ACTION

Information and Discussion

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

This fall universities will begin considering potential new fees to be implemented for fall 2013. Additional clarification of the existing regulation and possibly additional language needs to be developed to provide further guidance to the universities for the submission of new fee proposals.

Attached are some suggestions that the Committee should discuss. The goal would be to have final language available for Committee consideration at the September meeting.

Supporting Documentation Included: Draft New Fee Changes to Regulation 7.003

Facilitators/Presenters: Governor Perez

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Excerpt from Regulation 7.003 – Fees, Fines & Penalties

(23) Before the Board's last meeting of each calendar year, the university board of trustees shall notify the Board of any potential new fees that are being considered by the university. A university board of trustees may then submit a proposal for a new fee not currently authorized in Board regulation or statute to the Board of Governors' budget committee by MayJanuary 15 for consideration by the committee ~~during a February at~~ the next scheduled meeting.

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

1. The purpose to be served or accomplished with the fee.
2. The demonstrable student-based need for the fee that is currently not being met through existing university services, operations or another fee.
3. The process used to assure substantial student input or involvement.
4. Any proposed restrictions, limitations, or conditions to be placed on the fee.
5. The financial impact of the fee on students, including those with financial need.
6. The estimated revenue to be collected and proposed expenditures for the new fee.
7. The outcome measures that will be implemented to determine when the purpose of the fee will be accomplished.

(b) The aggregate sum of any fees approved by the Board that a student is required to pay to register for a course shall not exceed 10 percent of tuition. All other fees shall be based on cost.

(c) The fee can only be implemented in the fall term.

(d) The revenue generated by this fee may not be transferred to an auxiliary enterprise or a direct-support organization and may not be used to pay or secure debt.

(e) The university shall account for the revenue and detailed expenditures of this fee in the Annual Report.

(f) The fee cannot be an extension of, or cover the same services, as an existing statutory fee.

(g) The fee cannot be utilized to create additional bonding capacity in an existing fee.

(h) The fee should support a new service or activity that is not currently supported or should be supported ~~The fee cannot be used to support services or activities that have been paid for~~ with education and general funds (state and tuition).

(i) The fee shall not supplant revenue from other sources that are currently used or have been used to support a service or activity.

(i) The fee should support a service or activity in which a majority of students is able to participate or from which derive a benefit.

(j) Once the Board approves a fee under this section, a university fee committee shall be established similar to other existing fee committees.

(k) The Board will act upon the budget committee recommendation at the next scheduled meeting.

(l) Every five years the university board of trustees shall review the fee to determine if the fee has met its intended outcomes and whether the fee should be increased, decreased or discontinued. The university board of trustees shall submit its findings to the Board. Any subsequent decreases or continuation in these fees are delegated to the university board of trustees, with notification to the Chancellor.

(m) If a university board of trustees' proposal is denied, within five days the university board of trustees may request reconsideration by the Board's Tuition Appeals Committee, which shall consist of the Chair of the Board and the Chair of each Board committee. The Tuition Appeals Committee will meet within ten days after the Board of Governors denial to consider a university board of trustees request for reconsideration.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
June 21, 2012**

SUBJECT: 2012-13 Capital Improvement Fee

PROPOSED COMMITTEE ACTION

Review and take action on universities' request to increase the capital improvement fee effective with the fall 2012 semester.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Regulation 7.003

BACKGROUND INFORMATION

Pursuant to Regulation 7.003 (16) university boards of trustees may submit capital improvement fee increase proposals for consideration. The fee cannot exceed 10 percent of tuition for resident students or 10 percent of the sum of tuition and out-of-state fees for non-resident students. The fee for resident students shall be limited to an increase of \$2 per credit hour over the prior year. The regulation also requires a fee committee to meet and make recommendations, with approval by the university board of trustees, and ultimately the Board of Governors.

The Capital Improvement/Building Fee was initiated in the fall of 1982 at \$3.76 per credit hour. The fees increased to \$4.76 in the fall of 1988. The fees, paid by students, and remitted to the state by each university, historically funded projects such as student unions, student wellness centers, student recreational facilities, etc. Once sufficient funds are accumulated, approval is requested from the Legislature to issue bonds for the construction of university projects.

The ability to construct new facilities has diminished over the last several years as the fee has remained flat and the cost of construction has increased. Thus, the issuance of bonds has increased from just a couple of years to five or six years, with the last issue being in 2008. The next issue is planned for 2013.

For a number of years there has been an attempt to increase this fee. Most recently the Board included this as a legislative issue in 2007, 2009, 2010 and 2011. However, efforts to get the statutory revisions necessary were not successful. For the 2012 session, the Florida Student Association (FSA) took this issue on as one of their legislative priorities, with the Board supporting their attempts. The FSA was successful in their attempts to get the statute revised.

At the February 17, 2011 meeting the Board approved a Student Life Survey Report in response to a directive from the 2010 Legislature to conduct a needs assessment survey of student life facilities and develop recommendations to address unmet renovation or new facility needs. One of the recommendations in the attached report is to increase the Capital Improvement Fee to no more than 10 percent of tuition.

In addition, the Board's Facilities Task Force is looking at other options for the construction and maintenance of facilities.

Nine universities have requested a \$2.00 per credit hour increase, while one university has requested an increase of \$1.38 per credit hour.

	Current Per Credit Hour Fee	Proposed Increase Per Credit Hour	Total Per Credit Hour
FAMU	\$4.76	\$2.00	\$6.76
FAU	\$4.76	\$2.00	\$6.76
FGCU	\$4.76	\$2.00	\$6.76
FIU	\$4.76	\$2.00	\$6.76
NCF	\$4.76	\$1.38	\$6.14
UCF	\$4.76	\$2.00	\$6.76
UF	\$4.76	\$2.00	\$6.76
UNF	\$4.76	\$2.00	\$6.76
USF	\$4.76	\$2.00	\$6.76
UWF	\$4.76	\$2.00	\$6.76

Supporting Documentation Included: 1. CITF Increase Request Summary (SUS)
2. CITF Increase Requests (by University)
3. 2011 Student Life Survey Report

Facilitators/Presenters: Governor Perez

**State University System
Capital Improvement Fee
Fall 2012 – Increase Proposal Summary**

	Current Per Credit Hour Fee	Proposed Increase Per Credit Hour	Total Per Credit Hour	Fee Committee Meeting Date	BOT Approval Date	Project(s)	Total Est. Cost	Board of Governors Estimated CIF Allocation
FAMU	\$4.76	\$2.00	\$6.76	5/21/2012	6/7/2012	Student Union	\$30,000,000	\$6,100,000
FAU	\$4.76	\$2.00	\$6.76	5/18/2012	6/19/2012	Student Union, Breezeway Reno, Rec. Fields	\$11,700,000	\$11,700,000
FGCU	\$4.76	\$2.00	\$6.76	5/8/2012	6/19/2012	Recreation Center	\$4,700,000	\$4,700,000
FIU	\$4.76	\$2.00	\$6.76	5/8/2012	6/12/2012	Graham Center, Rec Center, Wolf Univ. Center	\$17,900,000	\$17,900,000
NCF	\$4.76	\$1.38	\$6.14	5/2/2012	6/16/2012	Capital Renewal & Deferred Maintenance	\$350,000	\$350,000
UCF	\$4.76	\$2.00	\$6.76	5/15/2012	5/24/2012	Library, Rec/Wellness Center, Creative School for Children, Student Union	\$48,968,850	\$25,400,000
UF	\$4.76	\$2.00	\$6.76	4/27/2012	5/21/2012	Reitz Union	\$20,000,000	\$20,000,000
UNF	\$4.76	\$2.00	\$6.76	4/13/2012	6/19/2012	Rec Gymnasium/Pool, Sanctuary/Perf. Hall	\$7,100,000	\$7,100,000
USF	\$4.76	\$2.00	\$6.76	6/4/2012	6/14/2012	Sar/Man - Outdoor Rec, St. Pete - Rec Pool, Volleyball Courts, Rec Field Lights, Rec. Facility, HSC - Student Center, Tampa - Marshall Center, Wellness Center	\$21,494,939	\$22,100,000
UWF	\$4.76	\$2.00	\$6.76	4/16/2012	6/14/2012	Rec Sports Complex, Field House Bleacher Repair/Expansion, Athletic Training Room	\$5,600,000	\$4,200,000

**State University System
Capital Improvement Fee
Fall 2012 – Fee Increase Proposal**

University: Florida A&M University

Approval Dates		
Fee Committee Recommendation Date:	05/21/12	
University Board of Trustees Approval Date:	06/07/12	
Capital Improvement Fee Amount		
	Resident Student	Non-Resident Student
Current Per Credit Hour Fee:	\$4.76	\$4.76
Proposed Increase Per Credit Hour:	\$2.00	\$2.00
Total Per Credit Hour	\$6.76	\$6.76
CITF Revenue Allocation		
Board of Governors Est. CITF Allocation	\$6.1 million	
Project Information		
Project Name	Estimated 2013-14 Project Cost	
1. Student Union	\$30 Million	
2.	\$	
3.	\$	
4.	\$	
Justification		
<p>Briefly describe the need for each of the selected projects:</p> <p>The current student union has become functionally obsolete for the university and does not provide the facilities or amenities necessary to satisfy modern college students. The new student union will serve to meet the demands of today's students to support the development of campus life through dedicated student spaces, supporting the engagement and retention of students with spaces to enhance their collegiate experience; to make space flexible to accommodate multiple activities and change over time.</p>		

**State University System
Capital Improvement Fee
Fall 2012 – Fee Increase Proposal**

University: **Florida Atlantic University**

Approval Dates		
Fee Committee Recommendation Date:	May 18, 2012	
University Board of Trustees Approval Date:	June 19, 2012 – next BOT meeting	
Capital Improvement Fee Amount		
	Resident Student	Non-Resident Student
Current Per Credit Hour Fee:	\$4.76	\$4.76
Proposed Increase Per Credit Hour:	\$2.00	\$2.00
Total Per Credit Hour	\$6.76	\$6.76
CITF Revenue Allocation		
Board of Governors Est. CITF Allocation	\$11,700,000	
Project Information		
Project Name	Estimated 2013-14 Project Cost	
1. Student Union Expansion & Renovation, Boca Raton Campus	\$9,000,000	
2. Breezeway Renovation and Repairs, Boca Raton Campus	\$2,500,000	
3. Recreational Field Lights, Jupiter Campus	\$200,000	
4.	\$	
Justification		
<p>Briefly describe the need for each of the selected projects:</p> <ol style="list-style-type: none"> 1. The existing Student Union was originally constructed in 1972. In order to accommodate the growing student population and demand, this renovation and expansion project is necessary to both update the existing space and provide additional space for student activities and current needs. 2. The Breezeway is an iconic element within the Boca Raton Campus, and serves as a major student hub for social gathering and student activities. Constructed in the early 1970's this pedestrian spine is in need of major infrastructure repairs and renovations to accommodate the current student needs. The proposed project will create additional covered gathering nodes, enhanced lighting and provide general upgrades to the existing structure. 3. Increased recreational activities at the Jupiter Campus have extended the use of recreational fields after sundown. The installation of field lights will increase the use of the existing fields to accommodate student recreational needs. 		

**State University System
Capital Improvement Fee
Fall 2012 – Fee Increase Proposal**

University: Florida Gulf Coast University

Approval Dates		
Fee Committee Recommendation Date:	May 8, 2012	
University Board of Trustees Approval Date:	June 19, 2012	
Capital Improvement Fee Amount		
	Resident Student	Non-Resident Student
Current Per Credit Hour Fee:	\$4.76	\$4.76
Proposed Increase Per Credit Hour:	\$2.00	\$2.00
Total Per Credit Hour	\$6.76	\$6.76
CITF Revenue Allocation		
Board of Governors Est. CITF Allocation	\$4.7 Million	
Project Information		
Project Name	Estimated 2013-14 Project Cost	
1. Recreation Center, Phase I	\$4.7 Million	
2.	\$	
3.	\$	
4.	\$	
Justification		
<p>Florida Gulf Coast University is a rapidly growing institution with evolving needs for the students and campus life. Because of the rapid growth, the University has quickly outgrown the recreation facility currently in place. The CITF funding will be applied towards the first phase of a new recreation center. The project will involve the initial planning and construction of the first phase. The University will work to identify other revenues to apply to this project, including future CITF allocations, to fully fund the project to its completion.</p>		

State University System Capital Improvement Fee Fall 2012 – Fee Increase Proposal

University: Florida International University

Approval Dates		
Fee Committee Recommendation Date:		May 8, 2012
University Board of Trustees Approval Date:		June 12, 2012 (Pending Approval)
Capital Improvement Fee Amount		
	Resident Student	Non-Resident Student
Current Per Credit Hour Fee:	\$4.76	\$4.76
Proposed Increase Per Credit Hour:	\$2.00	\$2.00
Total Per Credit Hour	\$6.76	\$6.76
CITF Revenue Allocation		
Board of Governors Est. CITF Allocation		\$17.9M
Project Information		
Project Name		Estimated 2013-14 Project Cost
1.	Graham University Center, MMC, Expansion	\$7.5M
2.	Recreation Center Expansion, MMC	\$7.5M
3.	Wolf University Center Renovations	\$2.9M
Justification		
Briefly describe the need for each of the selected projects:		
Graham University Center, MMC, Expansion		
The Graham University Center is a multifunctional facility that provides a place for students to obtain a number of services and programs, engage in campus life activities, governance, retail/food, entertainment, instruction and social interaction. The Center is essential to the University’s student recruitment process and generates the first impression of the institution’s commitment to the student’s quality of life on campus and also houses student support services and amenities which directly contribute to student retention and well-being. The Center is a hub for student engagement and social interaction within the University community, which ultimately creates affinity to the institution. Meeting rooms, instructional support space and ballroom facilities are grossly inadequate for current student needs. The proposed expansion is a major capital project aimed at increasing the capacity of the ballrooms, meeting rooms, support program areas and informal student gathering places, largely driven by increased student enrollment. The University has been engaged in a master planning process, which included a wide spectrum of university stakeholders- students, faculty and staff, administrators and alumni- to access the need to expand the Center.		
The estimated CITF needed for the total project is: \$45,000,000 (multi phases).		

April 2012

Recreation Center, MMC, Expansion

Since the day it opened in August of 2005, the Recreation Center, at the Modesto Maidique Campus, has been a huge success with students. So successful, that some students get discouraged and/or inconvenienced because of the crowds and lack of ability to access equipment. The current building includes 50,000 SF and was designed to accommodate about 1,000 users each day. The Center currently serves about 2,000 visits per day; 32,000 per month and 400,000 annually. The demand for indoor recreation space continues to grow. When the existing space is compared to other peer institutions, it is evident that this Center is behind in total indoor square footage for recreation, in areas dedicated to cardio equipment, and other important activity spaces. The proposed expansion would include: cardio equipment and weights space, racquetball courts, more gymnasium space, jogging track, an outdoor leisure/activity lap pool, group fitness rooms, locker rooms, and space for offices, storage and laundry. **The estimated CITF needed for the total project is: \$20,000,000 - \$30,000,000.**

Wolf University Center, BBC, Renovation

Built in 1978, the Wolf University Center's interiors are outdated, uninviting and in need of improvements. With limited improvements in 33 years, the Wolfe Center houses student support services, programs and activities and is central to student life and social interaction of students at the BBC campus. Floorings, walls and bathrooms, all need upgrades. The Center's auditorium's interior, seating, walls, flooring, sound and lighting need to be upgraded. Located near the Biscayne Bay, the Center's windows need to be replaced with hurricane impact glass. **The estimated CITF needed for the total project is \$4,000,000.**

**State University System
Capital Improvement Fee
Fall 2012 – Fee Increase Proposal**

University: New College of Florida

Approval Dates		
Fee Committee Recommendation Date:	May 2, 2012	
University Board of Trustees Approval Date:	Will Be Acted on at BOT Meeting on June 16, 2012	
Capital Improvement Fee Amount		
	Resident Student	Non-Resident Student
Current Per Credit Hour Fee:	\$4.76	\$4.76
Proposed Increase Per Credit Hour:	\$1.38	\$1.38
Total Per Credit Hour	\$6.14	\$6.14
CITF Revenue Allocation		
Board of Governors Est. CITF Allocation	\$350,000	
Project Information		
Project Name	Estimated 2013-14 Project Cost	
1. Capital Renewal and Deferred Maintenance Supporting Existing Facilities	\$350,000	
3.	\$	
4.	\$	
Justification		
<p>Briefly describe the need for each of the selected projects:</p> <p>Current College facilities supported by CITF funds include: Barn (Four Winds) constructed in 1925 Swimming Pool & Bath House constructed in 1964 Hamilton Center (Union) constructed in 1967 Fitness Center constructed in 1989 Waterfront Recreation constructed in 2000</p> <p>The ISES Corporation recently completed facility condition audits on these aging structures. Significant capital renewal and deferred maintenance needs have been documented and classified into different priorities. The FY 2013-14 CITF allocation will be used to address priorities that can be accomplished within the allocation available.</p>		

State University System Capital Improvement Fee Fall 2012 – Fee Increase Proposal

University: University of Central Florida

Approval Dates		
Fee Committee Recommendation Date:		5/15/2012
University Board of Trustees Approval Date:		5/24/12 (yet to be approved)
Capital Improvement Fee Amount		
	Resident Student	Non-Resident Student
Current Per Credit Hour Fee:	\$4.76	\$4.76
Proposed Increase Per Credit Hour:	\$2.00	\$2.00
Total Per Credit Hour	\$6.76	\$6.76
CITF Revenue Allocation		
Board of Governors Est. CITF Allocation		\$25,400,000
Project Information		
Project Name		Estimated 2013-14 Project Cost
1.	Library - Phase 1 – addition and upgrade	\$23,968,850
2.	Recreation and Wellness Center Outdoor improvements	\$5,000,000
3.	Creative School for Children – new facility	\$6,000,000
4.	Student Union 2 – new facility	\$14,000,000
Justification		
Briefly describe the need for each of the selected projects:		
<p>1. Library Renovation – The Library on the Orlando campus is inadequate to meet the current and future needs of a growing student population in both the amount and quality of space required for research, study, and collaborative learning, as well as space to accommodate collection growth. The present facility is almost fifty years old, and major systems such as HVAC, electrical, plumbing, lighting, elevators and telecommunications are in need of replacement and renovation.</p>		
<p>2. Recreation and Wellness Center Outdoor Improvements – Recreation and Wellness Center (RWC) Outdoor Improvements – completes Phase Two of the Lake Claire Recreation area and Phase Three of the Master Plan for RWC Park (playing facilities) that were not funded in the last CITF allocation because of reduced funding. The Lake Claire Recreation area improvements include the design of a comprehensive boat house which will serve many of the needs for the Outdoor Adventure Program. These needs include storage to protect the various watercrafts which are used for recreation at the lake as well as the outdoor adventure trips program from the Florida elements; completion of all access points within the space to meet the American Disabilities Act; and including a programmatic space where students can meet and recreate.</p>		

April 2012

Lake Claire recreation participants since the first phase of expansion have increased from 35,251 to 48,465 students. This project also includes Phase Three of RWC Park that allows for three additional multipurpose fields (one artificial, one grass, and one softball field) that will be used to accommodate Intramural Sports, Sport Clubs, and Open Recreation. Currently there are over 1000 teams and 10 sport clubs that schedule games in this space. This addition is expected to serve an additional 250 teams of approximately 2500 students.

3. **Creative School for Children** – The current facility, consisting of several portable trailers that are not connected to each other, is over 30 years old and is in very poor condition. The school is accredited by the National Association for the Education of Young Children, and a new facility is critical to maintain this valued accreditation. Based on surveys, there is a need to expand enrollment at the school for children under the age of two years old. Construction of this new facility will also provide the opportunity to expand service to a greater number of children.
4. **Student Union 2** - The current Student Union was designed in the 1990s to hold a maximum capacity of 25,000 people per day; however, the current average daily capacity during the Fall and Spring semesters exceeds 40,000 people per day. The first day of Fall semester 2011 witnessed 73,000 visitors. The current meeting room space is utilized at 85% capacity, with the Student Union hosting over 23,000 events per year. The second Student Union is essential in meeting the needs of our expanded student population, providing needed group and quiet study space for students, meeting space, and student support offices. It will provide needed space to house our Student Leadership programs and create new space in the current Student Union for expansion of Student Government Association services and spaces.

State University System Capital Improvement Fee Fall 2012 – Fee Increase Proposal

University: University of Florida

Approval Dates		
Fee Committee Recommendation Date:		April 27 th , 2012
University Board of Trustees Approval Date:		May 21 st , 2012
Capital Improvement Fee Amount		
	Resident Student	Non-Resident Student
Current Per Credit Hour Fee:	\$4.76	\$4.76
Proposed Increase Per Credit Hour:	\$2.00	\$2.00
Total Per Credit Hour	\$6.76	\$6.76
CITF Revenue Allocation		
Board of Governors Est. CITF Allocation		\$20,000,000
Project Information		
Project Name		Estimated 2013-14 Project Cost
1.	J. Wayne Reitz Union Renovation	\$20,000,000
2.		\$
3.		\$
4.		\$
Justification		
<p>Briefly describe the need for each of the selected projects:</p> <p>Construction of the original Reitz Union building was completed in 1967, consisting of 267,000 square feet. There were 19,000 students at that time at UF, and approximately 150 student clubs and organizations. There are currently approximately 50,000 students at UF, and students are involved in over 900 registered clubs and organizations. There are now currently 20,000 people utilizing the building on a daily basis.</p> <p>The renovation of the J. Wayne Reitz Union is necessary for the major repair and/or replacement needed for infrastructure building components and equipment in the existing building. The renovation project would greatly improve the energy efficiency by replacing the windows with double-pane glass, tuck-pointing the brick exterior (the building leaks air conditioning) and utilizing variable refrigerator flow technology instead of increasing the use of the central chiller plant.</p> <p>The attached document is an executive summary of the mechanical systems site survey report by EMC Engineers, Inc. that was conducted in 2009 demonstrating the need for repairs and renovations.</p>		

April 2012

State University System Capital Improvement Fee Fall 2012 – Fee Increase Proposal

University: _University of North Florida

Approval Dates		
Fee Committee Recommendation Date:	April 13, 2012	
University Board of Trustees Approval Date:	June 19, 2012	
Capital Improvement Fee Amount		
	Resident Student	Non-Resident Student
Current Per Credit Hour Fee:	\$4.76	\$4.76
Proposed Increase Per Credit Hour:	\$2.00	\$2.00
Total Per Credit Hour	\$6.76	\$6.76
CITF Revenue Allocation		
Board of Governors Est. CITF Allocation	\$7.1 million	
Project Information		
Project Name	Estimated 2013-14 Project Cost	
1. Recreational Gymnasium/Pool	\$3,550,000	
2. Sanctuary/Performance Hall	\$3,550,000	
3.	\$	
4.	\$	
Justification		
<p>Briefly describe the need for each of the selected projects:</p> <p>Recreational Courts/Pool: This project is intended to provide indoor basketball/volleyball courts for recreational use for the students. In addition, an outdoor pool will be built also for general recreational use. Further discussions will occur to decide how best to channel the funds for the maximum benefit of the student population – this may include repurposing/renovating/expanding existing facilities.</p> <p>Sanctuary/Performance Hall: This planned facility of approximately 8,000 square feet is to be sited in the area close to the University Center surrounded by nature and overlooking the existing lake. The facility is intended to accommodate 250 people. When completed, it is envisioned as a non-denominational place for meditation and reflection for students, faculty and staff, as well as a venue for intimate events. The proposed orientation of the building is envisioned to be on the true East-West axis so that the sunrise can penetrate through the building at the gable end creating a very dramatic effect. Other uses anticipated for this facility are small events such as chamber music recitals, group discussions and small weddings. In addition to the main hall, the building will also have an administrative office, washrooms, a dressing room, a warming kitchen for catering, and a storage room for chairs and tables.</p>		

April 2012

**State University System
Capital Improvement Fee
Fall 2012 – Fee Increase Proposal**

University: University of South Florida System

Approval Dates		
Fee Committee Recommendation Date:		Fee increase still requires student approval through Student Fee Committee – final action expected by June 4, 2012
University Board of Trustees Approval Date:		Expected June 14, 2012
Capital Improvement Fee Amount		
	Resident Student	Non-Resident Student
Current Per Credit Hour Fee:	\$4.76	\$4.76
Proposed Increase Per Credit Hour:	\$2.00	\$2.00
Total Per Credit Hour	\$6.76	\$6.76
CITF Revenue Allocation		
Board of Governors Est. CITF Allocation		\$22,100,000
Project Information		
Project Name		Estimated 2013-14 Project Cost
Consultation with student representatives has not been finalized, expected by June 4, 2012		
1.	USF Sarasota-Manatee - Student Outdoor Recreation Facilities	\$817,794
2.	USF St. Petersburg - Recreation Pool, ADA Compliant, with Swim Lanes	\$700,000
3.	USF St. Petersburg - Volleyball Courts (2), Lighted	\$200,000
4.	USF St. Petersburg - Recreation Field Lighting	\$450,000
5.	USF St. Petersburg - Recreation Facility Adjoining University Student Center	\$811,534
6.	Health Science Student Center	\$4,255,298
7.	USF Tampa - Marshall Student Center Expansion	\$7,260,313
8.	USF Tampa – Wellness Center Next Phase	\$7,000,000
Justification		

Briefly describe the need for each of the selected projects:

1. As USF Sarasota-Manatee transitions from an upper-level undergraduate and master's level commuter university to a comprehensive four-year undergraduate and master's level university offering on-campus housing and residence life programs, the need to provide non-academic facilities and space to enhance the complete student experience is critical. The desire of the student representatives is to initiate outdoor recreational improvement projects that will have a near-term impact for current students as well as a benefit for future students. Student representatives have expressed an interest in the development of outdoor recreation facilities. A more detailed program of the type of outdoor recreation facilities to be considered will be developed in a collaborative effort between student representatives and university administration. The USF Sarasota-Manatee 2010-2020 Campus Master Plan Update identifies recommended locations for the construction of outdoor recreation facilities.
2. Recreation Pool: A new recreation pool is planned to replace the existing pool which was built in the 1940's and is in need of more than \$500,000 in repairs. The pool will be of competition length for club sports and will provide for new activities such as water volleyball.
3. Volleyball Courts: This project will replace the volleyball courts that were demolished for the University Student Center construction project. The courts received heavy use both from organized competition and from students at play. The project will also add lighting to extend available playing time.
4. Recreation Field Lighting: This project will provide lighting for the single USFSP recreation field located at the corner of 5th Avenue South and 4th Street South. Lighting will extend available playing time and increase safety for users.
5. Recreation Facility: This project will replace the single indoor sports court available to students of USFSP, which was demolished during the Campus Activities Center renovation. The project will provide for multipurpose fitness activities including basketball, volleyball, billiards and ping pong in a climate controlled space.
6. Health Sciences Student Center: The project scope involves transforming our existing HSC library facility into space to support Student Center functions to enhance the student experience in USF Health. The existing library function will be "right-sized" and relocated to the second of this facility as 20,000 to 30,000 SF of the facility (all of 1st floor and part of 2nd floor) is redesigned and reconstructed to create the new Health Science Student Center.
7. Marshall Center Expansion: Expansion of the Marshall Center (Student Union) at USF Tampa to provide an enhanced student experience. A feasibility study was recently completed.
8. Wellness Center Next Phase: The next phase of the Wellness Center will establish a community focal point offering a variety of services, programs, facilities and events that complement the educational mission of the University.

State University System Capital Improvement Fee Fall 2012 – Fee Increase Proposal

University: University of West Florida

Approval Dates		
Fee Committee Recommendation Date:		4/16/2012
University Board of Trustees Approval Date:		6/14/2012 (scheduled)
Capital Improvement Fee Amount		
	Resident Student	Non-Resident Student
Current Per Credit Hour Fee:	\$4.76	\$4.76
Proposed Increase Per Credit Hour:	\$2.00	\$2.00
Total Per Credit Hour	\$6.76	\$6.76
CITF Revenue Allocation		
Board of Governors Est. CITF Allocation		\$4.2M
Project Information		
Project Name		Estimated 2013-14 Project Cost
1.	Recreational Sports Complex	\$4.2M
2.	Field House Bleacher Repair and Expansion	\$1.M
3.	Athletic Training Room Relocation to B. 54	\$400,000
Justification		
Briefly describe the need for each of the selected projects:		
1. <u>Recreational Sport Complex</u> - Construction of the Recreational Sports Complex provides new and expanded space for the University's highly successful Intramural and Sports Club programming effort. This project advances the University's Campus Master Plan by relocating this long standing and popular student program resource to a site suitable for additional expansion and contingent to housing expansion plans. The outdoor space vacated by this project advances the University's Athletic Master Plan by making space available for the proposed football program. Additionally the University's Strategic Plan calls for creating a more robust student life experience and it is anticipated that the additional on campus housing combined with the enhancement of athletic offering with result in even greater demand for the recreational programs supported by this space.		
2. <u>Field House Bleacher Repair and Expansion</u> - The University's Field House is our largest event venue serving Athletics, Student Activities, and a wide variety of University sponsored events including University convocations, BEST Robotics Competition, Physics Olympics, and student organization events. This		

project will include repairs to the existing east side bleachers and addition of west side bleachers.

3. Athletic Training Room Relocation – the current Athletic Training Room size in B. 73 is not adequate for the needs to the department. Relocation of the Athletic Training Room to a renovated space in the Field House will enable staff to provide improved athletic training and rehabilitative services for growing student-athlete population.

Note: UWF’s comprehensive CITF project list includes 20 additional prioritized projects totaling an additional \$18.1 M, for a total need of \$23.7 M. The additional projects are as follows:

4.	UCSA CC Wall System	\$120,869.00
5.	ERCCD Outside Storage	\$ 24,000.00
6.	UCSA Carpet First Floor	\$ 75,900.00
7.	ERCCD Classrooms	\$ 455,000.00
8.	IA FH Video and Sound	\$ 363,400.00
9.	IA Softball Lights	\$ 365,120.00
10.	RSS Challenge Course	\$ 325,000.00
11.	RSS Fitness Expansion	\$ 6,493,500.00
12.	IA FH Locker Rooms	\$ 451,326.00
13.	RSS Aquatic Center	\$ 4,249,500.00
14.	UCSA Carpet Second Floor	\$ 32,450.00
15.	RSS Outdoor Center Expansion	\$ 1,312,000.00
16.	IA Batting Cages	\$ 715,000.00
17.	IA Tennis Court Repair	\$ 125,000.00
18.	UCSA Carpet CC	\$ 32,450.00
19.	RSS Boat House	\$ 2,160,000.00
20.	IA Sports Complex Turf	\$ 250,000.00
21.	UCSA Pavilion	\$ 117,000.00
22.	UCSA West Side Landscape	\$ 200,000.00
23.	RSS Production Studio	\$ 285,000.00

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STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

Office of the Chancellor
325 West Gaines Street, Suite 1614
Tallahassee, FL 32399
Phone 850.245.0466
Fax 850.245.9685
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February 22, 2011

Rick Scott
Plaza Level 05, The Capitol
400 South Monroe Street
Tallahassee 32399-0001

Dear Governor Scott:

We are pleased to provide you with the 2010 State University System Student Life Survey Report, as approved by the Board of Governors at its meeting on February 17, 2011. This submission was a collaborative effort with our university partners, including the student government representatives, and is responsive to response to a proviso request of the 2010 Legislature:

"... the Board of Governors shall conduct a needs assessment survey of the state university system of student life facilities and develop recommendations to address unmet renovation or new facility needs identified by the survey. The recommendations shall specifically consider the impact of existing policies, statutory provisions, and regulations in meeting these needs and the unique challenges of smaller institutions or branch campuses."

The survey provided confirmation that significant needs exist for new student life facilities and the renovation or replacement of many existing facilities. Parking and housing demand should be reasonably met by the existing financing framework and process. However, the demand for student facilities such as student unions, recreational fields, wellness centers and cafeterias, estimated at over \$650 million, will not be met within the existing financing framework.

Based on the survey results, our recommendations are as follows:

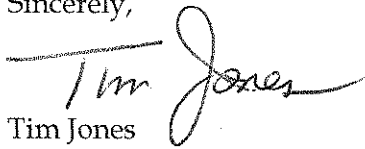
- Amend Florida Statute 1009.24 to provide financing for student life facilities.
- Develop a process so that local boards of trustees may request Board consideration of per credit hour increases, not to exceed 10% of the tuition total, to the State University System Capital Improvement Trust Fund (CITF) Fee of no more than of \$1.00 per year, after consultation with the student government.

- o The Board of Governors should develop regulations consistent with the Florida Statute 1013.74 requirement that the student government association be consulted on all proposed new student life facilities.

Please accept this submission, on behalf of the 11 institutions of the State University System of Florida, to satisfy the requirements set forth by the aforementioned legislation.

If you or your staff have questions or require further information about this report, please contact our Director of Finance and Facilities, Chris Kinsley, chris.kinsley@flbog.edu or (850) 245-9607.

Sincerely,

A handwritten signature in black ink that reads "Tim Jones". The signature is fluid and cursive, with a long horizontal line extending from the "T" and a large, stylized "J".

Tim Jones
Chief Financial Officer

cc: Frank T. Brogan, Chancellor
Randy Goin, Chief of Staff
Chris Kinsley, Director, Finance & Facilities

Student Life Facilities Survey Report



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

January 31, 2011

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Introduction

Proviso was included in the 2010 General Appropriations Act requiring that the Board of Governors:

“....conduct a needs assessment survey of the state university system of student life facilities and develop recommendations to address unmet renovation or new facility needs identified by the survey. The recommendations shall specifically consider the impact of existing policies, statutory provisions, and regulations in meeting these needs and the unique challenges of smaller institutions or branch campuses.”

Each state university assisted in the development and completion of an assessment of their student life facility needs. Examples of student life facilities for purposes of this survey included such items as housing, student unions, cafeterias, wellness centers, and parking garages. The survey did not include facilities to be funded from PECO, or competitive intercollegiate athletic space. Although student facilities have been developed in many different ways, most existing SUS student life facilities have been historically constructed via funding from two methods – the Capital Improvement and Building Fee program or Auxiliary Revenue Bonds.

The survey required the universities to confirm their existing student life facilities using 2008-2009 space file data and then to identify additional needed facilities. For the proposed needed projects, the universities were asked to provide some brief information about the proposed costs over the next five year period, funding timeframe, size of the project, and fund source(s). Only capital costs were identified, not the ongoing costs of operation. It is assumed that each student life project will be operationally self-sufficient, and supported by revenues or fees, and will not require additional state appropriations to operate and maintain. The survey resulted in an identified need for approximately \$2 billion in facilities, (see Exhibit A).

Capital Improvement and Building Fee Program

The Capital Improvement and Building Fee (CITF) program is a long-standing program established pursuant to Section 1009.24 Florida Statutes, which defines a mandatory fee of \$4.76 per credit hour. Of the \$2 billion in identified projects, \$659 million are projects which qualify for the CITF program. The Capital Improvement fee is collected by the universities when tuition is paid, and remitted to the Department of Education (DOE) pursuant to Board regulation.

All funds are held by DOE, and used to satisfy the semi-annual debt service payments, payments to university child care centers, and payments for CITF projects. A unique feature of these projects is that the university may not submit a project to the Board without prior consultation with the student government association of the university (Section 1013.74 (3) Florida Statute). Most projects are for important student life amenities, such as fitness and wellness facilities, student unions and recreation centers. Unlike the K-12 public school system, which does provide PECO funding for student activities, PECO for higher education purposes is restricted to educational and educational support facilities, and student life facilities are seldom provided state appropriations from PECO.

Historically, CITF revenues have been used to support the issuance of State of Florida revenue bonds, generally every 3-5 years. The most recent appropriation was by the 2008 Legislature, which authorized \$122 million of projects. These are highly rated AA bonds, based on the long program history and stable revenue stream. However, with no increase in the fee since 1988, and relatively modest growth in SUS enrollment, limited capacity exists for further debt issuance.

Based on conservative assumptions for growth in CITF revenues, and maintenance of the current debt service coverage ratio of 1.3X, the State Division of Bond Finance estimate a debt capacity of no more than \$20 million for fiscal year 2011-12.

Auxiliary Bonds

The second mechanism for funding is through auxiliary bonds issued by the universities or their Direct Support Organization. This important funding mechanism is managed pursuant to Section 1010.62 Florida Statutes and the Board of Governors Debt Management Guidelines. Approximately \$1.4 billion (70%) of the \$2 billion in survey identified facilities would typically be funded through this process and would include such auxiliary enterprises as housing and parking.

Since 2006, the Board of Governors has approved over 30 separate debt issues in the form of bonds, certificates of participation and bank loans, totaling more than \$1 billion. All projects submitted to the Board have been approved, with a handful of projects requiring modification of the initial financial plan to achieve conformity with the Debt Guideline objectives. Every institution, with the exception of New College, has received approval for at least one new debt issue under the Board's existing regulatory framework.

The current regulatory and statutory framework provides for a reasonable and prudent approach for university debt management policies. The Board of

Governors, via a collaborative and transparent process, updated its debt guidelines in September of 2010, but did not make any substantive policy changes. The Board did not identify any needed changes to Section 1010.62 Florida Statutes.

Recommendations

- **The CITF Fee should be increased.**

In order to fund the total identified need, the CITF must be increased from the current combined rate of \$4.76 per credit hour. If the State University System CITF fee was modeled after the Florida College System (see Section 1009.23(11) Florida Statutes) and allowed to be no more than 10% of tuition authority^[1], this fee increase would generate additional revenues of \$120 million, after current debt service, over the next four years. If the additional annual revenues were to be bonded, it would generate up to \$400 million. The combined total of \$520 million would meet approximately 80% of the \$659 million in identified needs by 2015-16.

Each university board, with the approval of the Board of Governors could increase its CITF Fee to the appropriate amount needed to fund projects on their campus. The increase would be limited to no more than \$1.00 per year, until 10% of tuition was reached.

^[1] To avoid a significant increase at one time, the increases could be limited to no more than \$1.00 per year. Depending on base tuition increases, a university could reach the 10% limitation with 5 or more years.

State University System of Florida
Board of Governors
Student Life Survey - Needs Assessment 2010

Exhibit A

School	Project Name	Narrative Description	Proposed Funding Source	Gross Square Feet	5 Year Projected Cost (2010-2015)
FAMU	CROPPER HALL	REMODELING	Housing Bonds	36,934	\$ 8,300,000
FAMU	DIAMOND HALL	REMODELING	Housing Bonds	27,296	\$ 6,200,000
FAMU	GIBBS HALL	REMODELING	Housing Bonds	82,500	\$ 20,000,000
FAMU	MCGUINN HALL	REMODELING	Housing Bonds	44,740	\$ 10,100,000
FAMU	N B YOUNG HALL	REMODELING	Housing Bonds	17,822	\$ 5,000,000
FAMU	NEW RESIDENCE HALLS	800-BED RESIDENCE HALL	Housing Bonds	240,000	\$ 60,000,000
FAMU	NEW RESIDENCE HALLS	800-BED RESIDENCE HALL	Housing Bonds	240,000	\$ 60,000,000
FAMU	PADDYFOOTE APART COMP PAVILION	REMODELING	Housing Bonds	918	\$ 200,000
FAMU	PADDYFOOTE APARTMENT COMPLEX A	REMODELING	Housing Bonds	19,386	\$ 4,400,000
FAMU	PADDYFOOTE APARTMENT COMPLEX B	REMODELING	Housing Bonds	21,078	\$ 4,900,000
FAMU	PADDYFOOTE APARTMENT COMPLEX C	REMODELING	Housing Bonds	19,386	\$ 4,400,000
FAMU	PADDYFOOTE APARTMENT COMPLEX D	REMODELING	Housing Bonds	15,408	\$ 3,500,000
FAMU	PALMETTO ST APART - PAVILION	DEMOLITION	Housing Bonds	2,501	\$ 26,000
FAMU	PALMETTO STREET APARTMENTS	DEMOLITION	Housing Bonds	8,846	\$ 90,000
FAMU	PALMETTO STREET APARTMENTS	DEMOLITION	Housing Bonds	8,846	\$ 90,000
FAMU	PALMETTO STREET APARTMENTS	DEMOLITION	Housing Bonds	8,846	\$ 90,000
FAMU	PALMETTO STREET APARTMENTS	DEMOLITION	Housing Bonds	8,846	\$ 90,000
FAMU	PALMETTO STREET APARTMENTS	DEMOLITION	Housing Bonds	8,846	\$ 90,000
FAMU	PALMETTO STREET APARTMENTS	DEMOLITION	Housing Bonds	8,846	\$ 90,000
FAMU	PALMETTO STREET APARTMENTS	DEMOLITION	Housing Bonds	8,846	\$ 90,000
FAMU	PALMETTO STREET APARTMENTS	DEMOLITION	Housing Bonds	8,846	\$ 90,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	2,576	\$ 26,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	1,718	\$ 17,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	4,812	\$ 49,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	3,208	\$ 32,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	3,208	\$ 32,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	3,208	\$ 32,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	3,208	\$ 32,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	1,604	\$ 17,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	1,604	\$ 17,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	1,717	\$ 18,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	4,812	\$ 48,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	3,208	\$ 32,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	2,576	\$ 26,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	1,717	\$ 17,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	4,812	\$ 49,000
FAMU	POLKINHORNE VILLAGE APARTMENTS	DEMOLITION	Housing Bonds	3,064	\$ 31,000
FAMU	SAMPSON HALL	REMODELING	Housing Bonds	38,280	\$ 9,000,000
FAMU	STUDENT U CAREER DEVE & CONFEE	REMODELING	CITF	11,786	\$ 2,700,000
FAMU	STUDENT U GRANDBALL & BOWLING	REMODELING	CITF	25,150	\$ 5,700,000
FAMU	STUDENT U OFFICE & ACTIVITIES	REMODELING	CITF	6,149	\$ 13,800,000
FAMU	STUDENT UNION - MULTIUSE	REMODELING	CITF	25,411	\$ 5,800,000
FAMU	TRUTH HALL	REMODELING	Housing Bonds	32,000	\$ 7,200,000
FAMU	WHEATLEY HALL	REMODELING	Housing Bonds	38,996	\$ 8,800,000
FAMU	WILLIAM H GRAY JR PLAZA & CTR	REMODELING	Housing Bonds	9,636	\$ 2,200,000
FAMU Total					\$ 243,421,000
FAU	Career Dev/Civic Engagement Center	Offices, training rooms, meeting space, classroom	CITF	48,000	\$ 14,400,000
FAU	Greek Housing	Phase I-288 beds 6-houses w/48 beds and Chapter house (2 br.2 ea. Apt. style)2,600 gsf each house	Housing Bonds	129,600	\$ 12,960,000
FAU	Health & Wellness Center	Pharmacy, counseling, health education, health clinic, health & wellness	Local Fees	30,000	\$ 9,000,000
FAU	Parking garage	1,000 structured parking spaces	Parking Bonds	n/a	\$ 10,000,000
FAU	Retail/Parking Garage 3	60,000 retail, 2,000 structured parking spaces	Other Bonds	60k plus pkg.	\$ 38,000,000
FAU	Student Union	Dean of Students, Student Government, student organization, banquet rooms, game rooms, retail, computer labs	CITF	150,000	\$ 45,000,000
FAU	Surface parking	300 surface parking spaces	Local Fees	N/A	\$ 1,050,000
FAU	Tennis/Basketball Facility Athletics/Recreation	6 tennis courts/1,000 seats, locker rooms support facilities, 4 courts-2 indoor, 2 outdoor.	New Local Fees	40,000	\$ 12,000,000
FAU Total					\$ 142,410,000
FGCU	Food Service	Food Court/ Dining	CITF	20,000	\$ 4,500,000
FGCU	Housing Phase X!!!	500 Bed Housing Facility	Housing Bonds	150,000	\$ 33,000,000
FGCU	Housing Phase XII	500 Bed Housing Facility	Housing Bonds	150,000	\$ 33,000,000
FGCU	Housing Phase XIV	500 Bed Housing Facility	Housing Bonds	15,000	\$ 33,000,000
FGCU	Recreation Center	Phase I of Multipurpose Rec Center	New Local Fees	50,000	\$ 12,000,000
FGCU	Recreation Fields	Outdoor Recreation	New Local Fees		\$ 3,000,000
FGCU	Renovate Howard Hall	Student Services	CITF	10,000	\$ 2,000,000
FGCU	Renovate McTarnaghan Hall	Student Services	CITF	10,000	\$ 2,000,000
FGCU	Student Leadership Center	Multipurpose usage	CITF	9,000	\$ 2,000,000
FGCU	Student Union Addition	Multipurpose usage	CITF	25,000	\$ 6,000,000
FGCU	Wellness Center	Counseling and Health Center	CITF	20,000	\$ 4,500,000
FGCU Total					\$ 135,000,000
FIU	Career Service Building	Career Service facility	Private Donation	20,000	\$ 10,000,000
FIU	Graduate Housing	400 bed residential facility	Housing Bonds	140,000	\$ 30,000,000
FIU	Graham Center Expansion Phase 1	Ballroom & Student Services facility	CITF	50,000	\$ 16,000,000
FIU	Graham Center Expansion Phase 2	Student Services facility	CITF	50,000	\$ 16,000,000
FIU	Parking Garage #6	2000 spaces parking facility	Parking Bonds	775,000	\$ 45,000,000
FIU	Student Housing	800 bed residential facility	Housing Bonds	280,000	\$ 48,000,000
FIU	Student Housing	600 bed residential facility	Housing Bonds	210,000	\$ 38,000,000

School	Project Name	Narrative Description	Proposed Funding Source	Gross Square Feet	5 Year Projected Cost (2010-2015)
FIU Total					\$ 203,000,000
FSU	Academic Community Complex	Development of new mixed-use E&G/ Aux complex	Public Private	371,400	\$ 118,000,000
FSU	Dorman/Diviney Hall Recon.	Demolish/reconstruct Dorman & Diviney Residence Halls	Housing Bonds	175,000	\$ 46,000,000
FSU	Food Service	Construction of new food service venue	Cash	20,000	\$ 5,000,000
FSU	FSU Flying High Circus Relocation	Relocate/develop new circus facilities	CITF	25,000	\$ 8,250,000
FSU	Gen. Park. & Transp. Imp.	General parking improvements	Cash	N/A	\$ 500,000
FSU	I.M. Sports Outdoor Complex P2	Complete Ph. 2 of I.M. Sports Complex	CITF	10,000	\$ 5,000,000
FSU	Kellum Hall Renovation	Residence hall renovation	Housing Bonds	116,943	\$ 10,000,000
FSU	Leach Student Rec Center Exp.	Expand Student Rec. Center	CITF	10,000	\$ 4,250,000
FSU	Oglesby Union Expansion Ph 1	Expand Union buildings	CITF	40,000	\$ 16,000,000
FSU	Oglesby Union Expansion Ph 2	Renovate Union buildings	CITF	50,000	\$ 18,000,000
FSU	Oglesby Union Renovation Ph 2	Renovate Union buildings	CITF	30,000	\$ 8,000,000
FSU	Parking Garage No. 7	Construction of new parking garage	Parking Bonds	350,000	\$ 15,000,000
FSU	Racquet Sports Complex	Develop new Rec facility	CITF	156,000	\$ 34,000,000
FSU	Smith Hall Renovation	Residence hall renovation	Housing Bonds	104,789	\$ 10,000,000
FSU	Thagard Building Expansion	Expansion of Thagard Building	CITF	30,000	\$ 11,500,000
FSU Total					\$ 309,500,000
NCF	Dormitory Flooring Replacement	As carpet needs replacing, transition to vinyl tile.	Cash	76,085	\$ 280,712
NCF	Dort Residence Hall HVAC Renovation	Convert to campus 4 pipe HVAC system and provide code required upgrades. Rework exterior walls to remove existing vapor barrier on interior face.	Housing Bonds	24,396	\$ 2,000,000
NCF	Fitness Center Cardio Space Expansion	Construct an addition to the Fitness Center and install additional cardio fitness equipment	CITF	1,100	\$ 485,000
NCF	Fitness Center Climbing Wall	Construction of climbing wall and enclosure near the basketball court.	CITF	N/A	\$ 30,000
NCF	Goldstein Residence Hall HVAC Renovation	Convert to campus 4 pipe HVAC system and provide code required upgrades. Rework exterior walls to remove existing vapor barrier on interior face.	Housing Bonds	24,396	\$ 2,000,000
NCF	Johnson Residence Hall HVAC Renovation	Convert to campus 4 pipe HVAC system and provide code required upgrades.	Housing Bonds	24,482	\$ 1,500,000
NCF	Johnson Residence Hall Student Lounge Renovation	Renovate existing student lounge and upgrade systems.	Cash	345	\$ 100,000
NCF	NCSA Storage Space	Provide NCSA storage space in Car Museum when lease expires in 2012. Requires added fire alarms and smoke detectors.	CITF	1,000	\$ 10,000
NCF	North Hamilton Center Remodel/Renovation	Replace and renovate existing HVAC system and provide code required upgrades in north half of building. The south half was renovated summer of 2010.	New Local Fees	12,400	\$ 1,250,000
NCF	Outdoor Furniture and Fixtures	Add tables and seating along Bay Front and Caples campus	Cash	N/A	\$ 12,000
NCF	Pei Dorms - renovate courtyards.	Remove/replace existing pavers and rework slopes to improve drainage and provide improved walking surface.	Housing Bonds	N/A	\$ 700,000
NCF	Pei Dorms - replace aluminum storefront and entrance	Remove existing aluminum storefront/windows and oversize sliding doors. Replace with new aluminum storefront and regular sized sliding glass doors with impact and treated glass.	Housing Bonds	N/A	\$ 700,000
NCF	Remodel Barn/Four Winds	Major structural, mechanical, electrical and architectural renovation/remodeling of this 1920s era contributing structure to the Ringling Historic District.	New Local Fees	1,402	\$ 600,000
NCF	Rothenberg Residence Hall HVAC Renovation	Convert to campus 4 pipe HVAC system and provide code required upgrades.	Housing Bonds	24,213	\$ 1,500,000
NCF	Rothenberg Residence Hall Student Lounge Renovation	Renovate existing student lounge and upgrade systems.	Cash	345	\$ 100,000
NCF	Sail Club Dock	Construct dock to support Sail Club watercraft use.	CITF	3,200	\$ 80,000
NCF	Waterproof Planters at Pei Dorms	Add concrete fill in planters to slope to drain, waterproof and protect, and refill with planting medium, to prevent leaking.	Cash	270	\$ 15,000
NCF Total					\$ 11,362,712
UCF	Academic Village Expansion	Expansion of existing housing community to continue towards master planned goal of available housing for 80% of FTIC students and 50% of second year students.	Housing Bonds	208,080	\$ 42,592,202
UCF	Creative School For Children	The current facility is over 30 years old and is in need of replacement in order to keep the school safe and accredited.	CITF	19,000	\$ 6,000,000
UCF	Greek Housing	Additional Greek house to be constructed on vacant lot in Greek Park. This house is needed to serve the continually growing Greek community.	Housing Bonds	12,250	\$ 4,056,401

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Exhibit A

School	Project Name	Narrative Description	Proposed Funding Source	Gross Square Feet	5 Year Projected Cost (2010-2015)
UCF	Greek Housing	Additional Greek house to be constructed on vacant lot in Greek Park. This house is needed to serve the continually growing Greek community.	Cash	12,250	\$ 4,056,401
UCF	Greek Life Center	Facility to house Fraternity and Sorority Life office in close proximity to Greek Park. Facility will also include organization cubicle space and meeting space.	Housing Bonds	5,333	\$ 1,150,000
UCF	Outdoor Recreation Expansion & Renovation	Growth in programming and student population requires an additional expansion of two turf fields is needed. Also, the Lake Claire Recreation Area needs a new boathouse, dock replacement, and new infrastructure.	CITF	10,000	\$ 5,000,000
UCF	Student Union II	New facility would house group and quiet study space for students as well as student support offices.	CITF	45,000	\$ 14,000,000
UCF Total					\$ 76,855,004
UF	ANNIE D. BROWARD HALL	Windows, Electrical, Fire Sprinkler & Bathrooms	Local Fees	159,100	\$ 13,257,270
UF	Baby Gator Childhood Development and Research	This project is for construction of a New Baby Gator Childhood Development Center to replace the existing facility. The current facility is in need of major repairs, structural upgrades, and infrastructure upgrades that require replacement rather than remodeling as a cost effectiveness measure.	CITF	23,000	\$ 9,750,000
UF	BENJAMIN A. TOLBERT HALL	Window Replacement	Local Fees	54,300	\$ 685,000
UF	Bike Paths and Sidewalks	Resurfacing/intersection improvements.	CITF	*	\$ 6,085,000
UF	Bus Shelters	Additional on campus bus shelters	CITF	*	\$ 1,020,000
UF	Campus Lighting - Zone 3A	Improve outdoor lighting per plan	CITF	*	\$ 250,000
UF	Campus Lighting - Zone 4A	Improve outdoor lighting per plan	CITF	*	\$ 800,000
UF	Campus Lighting - Zone 5	Improve outdoor lighting per plan	CITF	*	\$ 1,500,000
UF	CORRY -276	Complete Renovation	Housing Bonds	6,920	\$ 1,020,000
UF	CORRY -278	Complete Renovation	Housing Bonds	10,910	\$ 1,300,000
UF	CORRY -279	Complete Renovation	Housing Bonds	10,910	\$ 1,300,000
UF	CORRY -280	Complete Renovation	Housing Bonds	10,910	\$ 1,300,000
UF	CORRY -281	Complete Renovation	Local Fees	10,910	\$ 1,275,000
UF	CORRY -282	Complete Renovation	Housing Bonds	10,910	\$ 1,300,000
UF	CORRY -283	Complete Renovation	Housing Bonds	10,910	\$ 1,300,000
UF	CORRY -284	Complete Renovation	Housing Bonds	10,910	\$ 1,300,000
UF	CORRY -285	Complete Renovation	Housing Bonds	10,910	\$ 1,300,000
UF	CORRY -286	Complete Renovation	Housing Bonds	10,910	\$ 1,300,000
UF	CORRY -288	Complete Renovation	Housing Bonds	18,410	\$ 1,550,000
UF	CORRY -289	Complete Renovation	Housing Bonds	18,410	\$ 1,456,800
UF	CORRY COMMONS, LAUNDRY & MAINT	Raze & Replace	Local Fees	2,590	\$ 3,000,000
UF	CORRY-277	Complete Renovation	Housing Bonds	10,910	\$ 1,300,000
UF	Cultural Plaza Parking Garage/	Additional parking needed in Cultural Plaza area;	CITF	*	\$ 18,450,000
UF	EAST HALL	Air Conditioning Replacement	Local Fees	44,230	\$ 1,580,000
UF	Food Service - Broward	Expand and improve residence hall dining	CITF	6,500	\$ 3,600,000
UF	Food Service - Gator Corner	Expand and improve residence hall dining	CITF	6,500	\$ 3,750,000
UF	Food Service - Rawlings	Enhance lobby & provide café style food	CITF	1,200	\$ 1,800,000
UF	Food Service - Union expansion	Provide food service and a social hub	CITF	6,500	\$ 3,600,000
UF	HENRY H. BUCKMAN HALL	Bathrooms	Local Fees	29,580	\$ 1,326,350
UF	HOUSING OFFICE	Network Component Upgrade	Local Fees	18,570	\$ 1,968,500
UF	Hume Field lights	Replace the lights on Hume Field	CITF	*	\$ 117,000
UF	KEYS RESIDENTIAL COMPLEX-1006	Re-roof & Fire Sprinkler	Local Fees	13,450	\$ 320,000
UF	KEYS RESIDENTIAL COMPLEX-1007	Re-roof & Fire Sprinkler	Local Fees	13,450	\$ 375,000
UF	KEYS RESIDENTIAL COMPLEX-1008	Re-roof & Fire Sprinkler	Local Fees	13,450	\$ 375,000
UF	KEYS RESIDENTIAL COMPLEX-1009	Re-roof & Fire Sprinkler	Local Fees	13,450	\$ 365,000
UF	KEYS RESIDENTIAL COMPLEX-1010	Re-roof & Fire Sprinkler	Local Fees	13,450	\$ 365,000
UF	KLEIN H. GRAHAM HALL	Fire Sprinkler, Electrical, Bathrooms	Local Fees	39,800	\$ 2,618,787
UF	Lake Alice Field lights	Replace the lights on Lake Alice Field	CITF	*	\$ 121,000
UF	Lake Wauburg Leadership Retreat Center	Build a retreat center at Lake Wauburg-South to accommodate activities such as leadership programs. The facility will include large meeting space; break-out meeting space; common gathering areas; small kitchens (2); suite and bunk style rooms (will sleep 78); and a staff apartment and office space.	Private Donation	32,567	\$ 15,500,000
UF	MAGUIRE 23-387	Kitchen & Baths	Local Fees	7,330	\$ 96,000
UF	MAGUIRE 24-388	Kitchen & Baths	Local Fees	7,330	\$ 96,000
UF	MAGUIRE 25-389	Kitchen & Baths	Local Fees	7,330	\$ 96,000
UF	MAGUIRE 26-390	Kitchen & Baths	Local Fees	7,330	\$ 96,000
UF	MAGUIRE 27-391	Kitchen & Baths	Local Fees	7,330	\$ 96,000
UF	MURPHREE HALL AREA COMMONS	Expansion	Local Fees	5,300	\$ 250,000

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Exhibit A

School	Project Name	Narrative Description	Proposed Funding Source	Gross Square Feet	5 Year Projected Cost (2010-2015)
UF	Norman Field lights	Replace the lights on Norman Field and include a Musco web light control.	CITF	*	\$ 140,000
UF	NORTH HALL	Air Conditioning Replacement	Local Fees	36,600	\$ 737,500
UF	O'Connell Center	Resurface MAR to accommodate Fencing Club and Martial Arts Groups	CITF	*	\$ 25,000
UF	O'Connell Center	Resurface of Practice Court	CITF	*	\$ 15,000
UF	O'Connell Center	Replace Practice Court	CITF	*	\$ 100,000
UF	O'Connell Center	Main arena curtaining system-to allow for smaller concert events/enhance Accent shows	CITF	*	\$ 350,000
UF	R.C. BEATY APARTMENTS E1	Raze & Replace	Local Fees	1,010	\$ 135,000
UF	R.C. BEATY APARTMENTS E2	Raze & Replace	Local Fees	1,010	\$ 135,000
UF	Reitz Union Renovation and Expansion Project	2010-11 funding would be for all design, commissioning and pre-construction fees and the construction of a new chiller plant. 2011-13 funding would be for the renovation and construction of additional space. The project would upgrade the original 1967 infrastructure with energy efficient HVAC systems, a BAS, energy efficient windows while creating a space which better fills the needs to today's students. The space created would provide study space, meeting rooms, student organization space, a front door and renovated auditorium space.	CITF	110,000 GSF renovation: 55,000 GSF addition	\$ 72,000,000
UF	Reitz Union Expansion Phase II	The new building would include an auditorium, student service offices, meeting rooms, and a parking garage.	CITF	70,000 GSF; 550 space parking garage	\$ 39,500,000
UF	ROBERT CALDER BEATY TOWERS A	Re-roof, Bathrooms	Local Fees	82,810	\$ 1,758,359
UF	ROBERT CALDER BEATY TOWERS B	DDC Controls, Bathrooms	Local Fees	76,950	\$ 2,456,048
UF	RUDOLF WEAVER HALL	Windows, Electrical, Fire Sprinkler, Bathrooms	Local Fees	46,840	\$ 4,411,401
UF	Southwest Recreation Center 2nd floor	Build an indoor soccer/football field on top of (a 2nd floor) the two Multi Activity Gyms proposed for the Southwest Recreation Center.	CITF	43,000	\$ 12,500,000
UF	Southwest Recreation Center outdoor pool	Build a leisure - lap pool near the Southwest Recreation Center	CITF	3,300	\$ 4,700,000
UF	Student Bike Programs/Amenities	Bike lockers for protected parking, shower	CITF	*	\$ 1,010,000
UF	Student Health Care Center	Upon completion of the Counseling Center in March, 2010, A steering committee was created to further develop the space needs of the existing infirmary. This "Phase 2" consists of approximately 47,000 GSF and includes over 30,000 GSF of student clinical space, including a Women's Clinic, General Clinic with surgical suites, Occupational Medicine, Physical Therapy, special needs clinics including diagnostic imaging and lab space, Administrative offices, and a drive-through Pharmacy. While multiple site options are currently being considered, it is anticipated that the new facility will be constructed adjacent to the existing Counseling and Wellness Center, further developing the area to provide comprehensive student health services. The current program's estimated project cost of \$16,500,000.	CITF	47,680	\$ 16,500,000
UF	Student Parking Lighting Efficiencies	replace lighting in other campus student	CITF	*	\$ -
UF	Student Recreation & Fitness Ctr.	Remodel the Student Recreation & Fitness	CITF	40,000	\$ 2,000,000
UF	SWRC MacGym (w/2nd floor structure)	Add two Multi Activity Gyms on the east side of	CITF	43,000	\$ 14,500,000
UF	Synthetic field turf (1 site)	Install synthetic field turf on one of the existing	CITF	*	\$ 1,700,000
UF	Tanglewood-2901	Kitchen & Baths	Local Fees	92,400	\$ 585,000
UF	THOMAS M. SIMPSON HALL	Air Conditioning Replacement	Local Fees	38,930	\$ 2,455,000
UF	Trusler	Air Conditioning Replacement	Local Fees	40,540	\$ 3,090,000
UF	UNIVERSITY VILLAGE-321	Kitchen & Baths	Local Fees	7,330	\$ 96,000
UF	UNIVERSITY VILLAGE-322	Kitchen & Baths	Local Fees	7,330	\$ 96,000
UF	UNIVERSITY VILLAGE-323	Kitchen & Baths	Local Fees	7,330	\$ 96,000
UF	UNIVERSITY VILLAGE-324	Kitchen & Baths	Local Fees	7,330	\$ 96,000
UF	UNIVERSITY VILLAGE-325	Kitchen & Baths	Local Fees	7,330	\$ 96,000
UF	WILLIAM R. THOMAS HALL	Steam System	Local Fees	35,920	\$ 520,000
UF Total					\$ 292,114,015
UNF	Aquatic Center Renovation	Renovation of Building and remarketing of pool	CITF	N/A	\$ 1,250,000
UNF	Construct Two Outdoor Pools	N/W side of Wellness Ctr & South end of Campus	CITF		\$ 1,750,000
UNF	Dining Facilities	4 Story Building - with two floors dedicated to Dining Facility/Lounge	CITF	25,000	\$ 8,250,000

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Exhibit A

School	Project Name	Narrative Description	Proposed Funding Source	Gross Square Feet	5 Year Projected Cost (2010-2015)
UNF	Field House	Construction of a Field House on the Northern property to include Men/ Women restrooms, concessions & storage	CITF	1,500	\$ 450,000
UNF	High/Low Ropes Course	Construction of High/Low Ropes Course and outdoor Par Course. Refurbish nature trails, bridge to Island (Trex Lumber)	Public Private	N/A	\$ 1,500,000
UNF	Meditation Center	Construct building for meetings, recitals, classes, offices, etc.	Public Private	26,000	\$ 7,500,000
UNF	Osprey Radio	Modification of the Osprey Radio space to be able to broadcast as a low power FM or AM station.	CITF	N/A	\$ 175,000
UNF	Recreation Fields	Construct lighted multi use recreation fields for Flag football, soccer and softball. The recommended playing surface should be a synthetic playing surface (15 acres)	CITF	N/A	\$ 10,000,000
UNF	Student Union Phase II	Build out of Phase II to include Banquet Room & Additional Meeting Rooms.	CITF	110,000	\$ 27,000,000
UNF	Student Wellness Center Addition	Build an additional 55,000 sf of fitness center floor space adding the student Recreation Gym.	CITF	55,000	\$ 13,000,000
UNF Total					\$ 70,875,000
USF	Bookstore	Campus Bookstore	Other Bonds	24,000	\$ 3,760,000
USF	Cafeteria	300 seats & kitchen	Public Private	9,000	\$ 2,500,000
USF	Campus Activity Center	Student Governance, Organizations & Student Services	Other Bonds	19,000	\$ 3,000,000
USF	Campus Activity Food Service	Cafeteria for residential students & entire campus (anticipated)	Public Private*	30,000	\$ 9,000,000
USF	Campus Recreation Expansion and Partial Renovation	Activity space, cardio, etc.	CITF	38,000	\$ 8,740,000
USF	Food Service	100 Seat Cafeteria	Other Bonds	4,500	\$ 852,000
USF	Greek Housing	Expanding residences for Greek Organizations	Housing Bonds**	150,000	\$ 40,000,000
USF	Health Center	Health and Counseling Clinic	Other Bonds	4,000	\$ 600,000
USF	Intramural Field	Renovation of current fields (lighting, bathrooms, seating - etc.)	CITF	2AC	\$ 250,000
USF	Marshall Student Center (MSC) Addition	25,000 sq. ft. addition	Local Fees	25,000	\$ 5,000,000
USF	MSC Expansion / Student Success Building	Expansion for student services and student success, etc.	Public Private	165,000	\$ 40,000,000
USF	New Residence Hall	Construct 1000 beds, new housing	Housing Bonds**	350,000	\$ 65,000,000
USF	New Residence Hall	Construct 250-500 beds, new housing	Housing Bonds	75,000	\$ 30,000,000
USF	Parking Garage V	Southeast District Garage	Parking Bonds	625,000	\$ 18,000,000
USF	Parking Garage VI	Northwest District Garage	Parking Bonds	475,000	\$ 15,000,000
USF	Partially covered amphitheater	1500 seat combined fix and grass	Public Private	30,000	\$ 5,000,000
USF	Phase I Andros Replacement	Replace Andros Complex (max 1300 beds)	Housing Bonds**	400,000	\$ 70,000,000
USF	Phase II Housing	200 bed residence hall	Housing Bonds	46,000	\$ 8,500,000
USF	Phase II Parking	Structure for 350 cars	Parking Bonds	115,000	\$ 4,500,000
USF	Recreation Center	Fitness Center	Public Private*	20,000	\$ 3,500,000
USF	Residence Hall	250 beds and ancillary spaces	Public Private	116,000	\$ 20,000,000
USF	Southeast Dining Facility	Nutritional Dining Center	CITF	14,000	\$ 3,220,000
USF	Student Activities Center	Student Activities and Recreation	Other Bonds	22,000	\$ 4,400,000
USF	Student Activities Center	Student Activities and Recreation	CITF	3,000	\$ 600,000
USF	Student Center	New Student Center	Other Bonds	35,000	\$ 10,500,000
USF	Student Government Offices	Offices and student lounge	CITF	4,000	\$ 1,000,000
USF	Student Health Services	Offices and exam rooms	Public Private	2,500	\$ 625,000
USF	Student Housing Phase I	120 Bed Residence Hall	Housing Bonds	48,000	\$ 8,500,000
USF	Student Housing Phase II	120 Bed Residence Hall	Housing Bonds	48,000	\$ 8,500,000
USF	USF Health Student Service Center	Additional Student Health Clinic	CITF	18,000	\$ 4,000,000
USF	USF Wellness Center	Recreation, Student Health, & Counseling	Public Private*	280,000	\$ 60,000,000
USF Total					\$ 454,547,000
UWF	Housing Phase II	A 250 + bed suite residence hall consisting of single and double bedroom suites. Project will also include a food outlet and convenience store as well as other community spaces to enhance the residential experience. Target to open Fall 2012	Housing Bonds	86,700	\$ 18,800,000
UWF	Housing Phase III	Programming is pending update of housing's master plan this fall but it is anticipated that this project will meet the growing demand for freshman/lower division housing upto 400 beds in a traditional double capacity room with in suite bath configuration. Target opening Fall 2014.	Housing Bonds	over 100,000 for 400 beds	\$ 25,000,000
UWF	Parking Structure I	This project has not been formally scoped at this time but it is projected to be either a 750 or 850 space facility.	Parking Bonds	TBD	\$ 11,000,000

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Exhibit A

School	Project Name	Narrative Description	Proposed Funding Source	Gross Square Feet	5 Year Projected Cost (2010-2015)
UWF	Student Union	The University Campus Master Plan identifies a new student union or a significant renovation and expansion of the aging student union. It is expected that, given the need to expand and potentially co-locate key student service functions, the student union will include Career Services, Student Disability Resources, and the University Testing Center. These functions are overcrowded in their current buildings. Additionally, the inclusion of Administrative business functions (Cashiers, ID Card Office, Accounts Payable, Internal Auditing, Budget Office, and Human Resources) into the building program is planned. The multipurpose nature of a student union and the existence of numerous other student and administrative service related space deficits suggest that funding for this facility should be sought from various sources including C.I.T.F., new student fees, auxiliary enterprises, and P.E.C.O. The University's Campus Master Plan will be updated in FY2011-12, however, it is anticipated the site of the new Union building will create opportunities to rehabilitate portions of the most current University Commons spaces. The planned target to open is Fall 2015, however, this target is subject to funding acquisition.	CITF	160,000	\$ 50,000,000
UWF Total					\$ 104,800,000
Grand Total				10,461,793	\$ 2,043,884,731

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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Budget and Finance Committee
June 21, 2012

SUBJECT: Fall 2012 Tuition Differential Fee Proposals

PROPOSED COMMITTEE ACTION

Review and take action on universities' request to implement a tuition differential fee increase of no more than 15 percent effective with the fall 2012 semester.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Regulation 7.001

BACKGROUND INFORMATION

Pursuant to Regulation 7.001 (14) university boards of trustees may submit tuition differential fee proposals to this committee for consideration. The aggregate sum of base tuition and the tuition differential fee cannot exceed 15 percent of the total charged for these in the preceding fiscal year. The 2012 General Appropriations Act (HB 5001) did not increase the base undergraduate tuition. Thus, university Boards of Trustees can request a tuition differential fee increase up to 15 percent.

The Committee will need to take action on two issues:

1. Tuition differential proposals - Ten universities have submitted a request to implement a tuition differential fee increase of 15 percent effective with the fall 2012 semester. University boards will have made final votes for a tuition differential increase prior to the Committee meeting on June 21. The UF administration has not submitted a proposed tuition differential increase to their Board of Trustees at this time, but will be discussing an increase with their Board on June 8.
2. Waiver of tuition differential uses - Pursuant to House Bill 7135, "The Board of Governors may consider waiving its regulations and may waive or modify the tuition differential use requirements under s. 1009.24(16)(a)."

Only the UF has requested that the Board waive the requirement to use 30% of tuition differential revenue for need-based financial aid. Through 2010-11, the university has consistently used other private sources to meet this requirement. However, with continued reductions in state funds and additional student need, a portion of the 2011-12 tuition differential revenue is being used to meet the need-based financial aid requirement.

The Committee will make a recommendation to the full Board on each university's tuition differential proposal and UF's request to waive the 30 percent need-based financial aid requirement. If the Board would deny any proposal, the Board of Trustees may file an appeal by June 26 with the Tuition Appeals Committee pursuant to Regulation 7.001(14)(e). The Tuition Appeals Committee would meet by July 2 to consider a Board of Trustees' appeal.

Supporting Documentation Included:	1. Tuition differential requests located within the university work plans 2. Regulation 7.001 metrics summary 3. 2011-12 Summary tuition differential 4. 2012-13 Summary tuition differential
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Facilitators/Presenters:	Governor Perez
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TUITION DIFFERENTIAL FEE
Supplemental Data (per Regulation 7.001)

	FAMU	FAU	FGCU	FIU	FSU	NCF	UCF	UF	UNF	USF	UWF	SUS
% Change in E&G State Revenues (from 2007-08 to 2010-11)	-13%	-16%	-16%	-19%	-16%	-12%	-16%	-19%	-15%	-11%	-24%	-16%
% Change in Tuition Revenues (from 2007-08 to 2010-11)	48%	34%	73%	32%	28%	17%	55%	34%	34%	29%	39%	37%
% Change in Total E&G Revenues (from 2007-08 to 2010-11)	9%	2%	15%	3%	1%	-2%	10%	1%	4%	4%	-4%	4%
GRADUATION RATES												
6yr FTIC 2005-2011	39%	41%	43%	41%	73%	68%	62%	84%	49%	51%	46%	59%
4yr %pt Change	0%	5%	9%	-7%	5%	11%	3%	3%	3%	4%	1%	2%
4yr AA Transfer 2007-2011	65%	61%	62%	57%	77%	*	66%	83%	63%	63%	60%	67%
4yr %pt Change	-2%	-1%	-4%	-6%	2%	*	-3%	3%	-3%	1%	-6%	-1%
5yr Other Transfers 2006-2011	68%	56%	54%	55%	79%	64%	69%	85%	65%	60%	55%	62%
4yr %pt Change	26%	2%	-2%	2%	4%	-3%	6%	1%	5%	8%	0%	4%
PERCENT OF UNDERGRADUATE COURSE SECTIONS BY CLASS SIZE (Fall 2010)												
Fewer than 30 Students	50%	61%	54%	45%	63%	89%	49%	66%	50%	58%	59%	57%
50 to 99 Students	16%	9%	10%	16%	10%	2%	16%	9%	7%	11%	7%	11%
30 to 49 Students	30%	24%	34%	33%	21%	9%	28%	19%	38%	28%	33%	27%
100 or More Students	4%	5%	2%	6%	6%	0%	7%	7%	5%	3%	1%	5%
PERCENT OF UNDERGRADUATES TAUGHT BY FACULTY (2010-11)												
Faculty	73%	65%	79%	58%	58%	87%	76%	65%	76%	66%	64%	67%
4yr % Change	-2%	5%	1%	-2%	0%	-3%	1%	3%	1%	6%	-3%	1%
AVERAGE SALARY AND BENEFITS FOR FACULTY WHO TEACH AT LEAST ONE UNDERGRADUATE COURSE												
Fall 2010	\$80,647	\$89,442	\$83,597	\$97,048	\$98,701	\$89,403	\$93,828	\$105,997	\$97,018	\$90,120	\$85,424	\$94,327
4yr % Change	7%	8%	12%	12%	12%	8%	10%	12%	10%	0%	14%	10%
UNDERGRADUATE STUDENT-FACULTY RATIO												
Fall 2010	20	21	22	27.7	22	10	31	20.5	21	24	23	22
4yr % Change	18%	11%	31%	15%	3%	-2%	12%	-5%	-8%	-7%	30%	-2%
UNDERGRADUATE FIRST-TIME LICENSURE PASS RATES for NURSING												
2010-11	85%	85%	82%	90%	92%	*	95%	97%	84%	96%	94%	91%
4yr %pt Change	-9%	-10%	15%	0%	-4%	0%	2%	1%	-10%	14%	2%	0%
UNDERGRADUATE TUITION DIFFERENTIAL FEE (2010-11)												
Unduplicated Count of Students Receiving a Financial Award Funded by Tuition Differential Revenues	359	3,378	738	5,202	2,201	35	5,610	1,403	174	3,346	554	23,000
Average Amount of Awards Funded by Tuition Differential Revenues	\$1,894	\$473	\$1,677	\$639	\$1,614	\$2,240	\$555	\$5,373	\$3,426	\$1,289	\$1,128	\$1,846

**State University System
2011-2012 Tuition Differential Summary**

Actual Expenditures				Other Information					
University	Undergraduate Education - 70%	Need Based Aid - 30%	Total	Adjuncts & Faculty Hired / Retained	Advisors Hired / Retained	Course Sections Added / Saved	# of Students Receiving an Award	Minimum Awarded	Maximum Awarded
FAMU	\$4,583,462	\$1,033,362	\$5,616,824	521	5	859	783	\$500	\$4,000
FAU	\$6,461,363	\$2,769,273	\$9,230,636	75	9	500	3,383	\$64	\$2,000
FGCU	\$3,166,063	\$1,356,913	\$4,522,976	32	4	410	752	\$50	\$6,482
FIU	\$17,236,850	\$7,245,015	\$24,481,865	208	32	992	5,688	\$94	\$750
FSU	\$17,088,260	\$3,171,811	\$20,260,071	149	35	123	3,384	\$112	\$3,700
NCF	\$329,987	\$141,424	\$471,411	1	3	5	26	\$386	\$9,500
UCF	\$16,954,731	\$7,266,314	\$24,221,045	209	29	1,733	6,745	\$300	\$1,200
UF	\$10,448,732	\$5,618,442	\$16,067,174	96	3	559	1,372	\$79	\$9,734
UNF	\$3,196,439	\$1,369,901	\$4,566,340	48	-----	288	412	\$456	\$7,500
USF-Tampa	\$12,775,651	\$5,475,280	\$18,250,931	46	40	184	6,116	\$100	\$2,500
USF-Sar/Man.	\$395,770	\$242,659	\$638,429	87	-----	182	265	\$188	\$2,500
USF-St. Pete.	\$1,239,232	\$606,571	\$1,845,803	16	3	97	509	\$122	\$2,500
UWF	\$3,248,369	\$756,801	\$4,005,170	40	1	287	672	\$108	\$2,500
	\$97,124,909	\$37,053,766	\$134,178,675	1,528	164	6,219	30,107	\$197	\$4,220

**State University System
2012-13 Tuition Differential Summary**

		2011-12 Tuition & Tuition Differential (amounts per credit hour unless noted)				2012-13 Tuition Differential Increase		2012-13 Tuition & Tuition Differential (amounts per credit hour unless noted)					2012-13 Estimated Expenditures		
	UBOT Approval Date	Base Tuition	Tuition Differential	Total	Total for 30 Credit Hours	% Increase	\$ per Credit Hour	Total Base Tuition	Total Tuition Differential	Total per Credit Hour	Total for 30 Credit Hours	Increase for 30 Credit Hours	UG Education - 70%	Need Based Aid - 30%	Total
FAMU	06/07/12	\$103.32	\$21.42	\$124.74	\$3,742.20	15%	\$18.71	\$103.32	\$40.13	\$143.45	\$4,303.50	\$561.30	\$6,954,836	\$2,980,664	\$9,935,500
FAU	06/21/12	\$103.32	\$21.42	\$124.74	\$3,742.20	15%	\$18.71	\$103.32	\$40.13	\$143.45	\$4,303.50	\$561.30	\$15,818,555	\$6,779,381	\$22,597,936
FGCU	06/19/12	\$103.32	\$21.42	\$124.74	\$3,742.20	15%	\$18.71	\$103.32	\$40.13	\$143.45	\$4,303.50	\$561.30	\$7,336,975	3,144,418	\$10,481,393
FIU	06/14/12	\$103.32	\$32.00	\$135.32	\$4,059.60	15%	\$20.29	\$103.32	\$52.29	\$155.61	\$4,668.30	\$608.70	\$28,192,330	\$12,266,423	\$40,458,753
FSU	06/08/12	\$103.32	\$32.00	\$135.32	\$4,059.60	15%	\$20.29	\$103.32	\$52.29	\$155.61	\$4,668.30	\$608.70	\$24,650,000	\$7,241,292	\$31,891,292
NCF	06/16/12	\$103.32	\$21.42	\$124.74	\$3,742.20	15%	\$18.71	\$103.32	\$40.13	\$143.45	\$4,303.50	\$561.30	\$610,586	\$261,680	\$872,266
UCF	05/24/12	\$103.32	\$24.96	\$128.28	\$3,848.40	15%	\$19.24	\$103.32	\$44.20	\$147.52	\$4,425.60	\$577.20	\$30,839,965	\$13,217,127	\$44,057,092
UF*	06/08/12	\$103.32	\$32.00	\$135.32	\$4,059.60			\$103.32	\$32.00	\$135.32	\$4,059.60		\$0	\$0	\$0
UNF	05/20/12	\$103.32	\$21.42	\$124.74	\$3,742.20	15%	\$18.71	\$103.32	\$40.13	\$143.45	\$4,303.50	\$561.30	\$7,838,425	\$3,004,874	\$10,843,299
USF-Tampa	06/14/12	\$103.32	\$32.00	\$135.32	\$4,059.60	15%	\$20.29	\$103.32	\$52.29	\$155.61	\$4,668.30	\$608.70	\$20,918,443	\$8,965,050	\$29,883,493
USF-Sar/Man.	06/14/12	\$103.32	\$21.42	\$124.74	\$3,742.20	15%	\$18.71	\$103.32	\$40.13	\$143.45	\$4,303.50	\$561.30	\$762,077	\$474,855	\$1,236,932
USF-St. Pete.	06/14/12	\$103.32	\$21.42	\$124.74	\$3,742.20	15%	\$18.71	\$103.32	\$40.13	\$143.45	\$4,303.50	\$561.30	\$3,212,000	\$1,184,231	\$4,396,231
UWF	06/14/12	\$103.32	\$21.42	\$124.74	\$3,742.20	15%	\$18.71	\$103.32	\$40.13	\$143.45	\$4,303.50	\$561.30	\$5,443,262	\$2,332,826	\$7,776,088
												Total	\$152,577,454	\$61,852,821	\$214,430,275

* To be determined.

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STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA

Academic and Student Affairs Committee
University of Central Florida
Live Oak Center, Ferrell Commons
4000 Central Florida Boulevard
Orlando, Florida 32816
June 21, 2012
10:00 a.m. – 10:45 a.m.

Chair: Norman Tripp; Vice-Chair: Patricia Frost
Members: Carter, Caruncho, Kuntz, Robinson, Stavros, Yost

1. Call to Order and Opening Remarks Governor Norman Tripp

2. **Approval, Committee Minutes** Governor Tripp
Minutes, [March 21, 2012](#)

3. **Academic Program Items:** Governor Tripp
 - a. [Ph.D. in Hospitality Management, CIP 52.0901](#) University Staff
[University of Central Florida](#)

 - b. [Ph.D. In Applied Behavior Analysis, CIP 42.2814](#) University Staff
[University of South Florida](#)

 - c. [Consolidation of Graduate Education Programs](#) University Staff
[into Curriculum and Instruction, CIP 13.0301](#)
[Florida State University](#)

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|---|---|
| d. Request for Exception to 120 Credit Hours to Degree,
B.S. in Biology - Medical Sciences Track,
CIP Code 26.0101, University of North Florida | Governor Tripp |
| e. Request for Limited Access Status,
B.S. in Biology - Medical Sciences Track,
CIP Code 26.0101, University of North Florida | Governor Tripp |
| f. Request for Limited Access Status,
B.S. in Global Business, CIP Code 52.1101,
University of South Florida – St. Petersburg | Governor Tripp |
| 4. Termination of Academic Infrastructure Support
Organization status for the
Florida Center for Library Automation (FCLA) | Governor Tripp |
| 5. Factors for Technology Performance Funding Pilot | Governor Tripp |
| 6. Student Affairs Update | Governor Whatley
Dr. Maribeth Ehasz
<i>Chair, SUS Council for Student Affairs</i> |
| 7. Closing Remarks | Governor Tripp |

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
June 21, 2012**

SUBJECT: Summary Minutes of Committee Meeting on March 21, 2012

PROPOSED COMMITTEE ACTION

Approval of summary minutes of the meeting held on March 21, 2012, at the University of North Florida.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not applicable

BACKGROUND INFORMATION

Board committee members will review and approve the summary minutes of the meeting held on March 21, 2012, at the University of North Florida.

Supporting Documentation Included: Minutes: March 21, 2012

Facilitators/Presenters: Governor Tripp

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MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE
UNIVERSITY OF NORTH FLORIDA
JACKSONVILLE, FLORIDA
MARCH 21, 2012

Governor Michael Long, Vice Chair, convened the meeting of the Academic and Student Affairs Committee at 5:04 p.m. Members present were Joseph Caruncho, Patricia Frost, Tom Kuntz, Gerard Robinson, Gus Stavros, and Rick Yost.

1. Call to Order and Opening Remarks

Governor Long called the meeting to order.

2. Approval of Minutes from January 18, 2012

Ms. Frost moved that the Committee approve the minutes of the meeting held January 18, 2012 as presented. Dr. Yost seconded the motion, and members of the Committee concurred.

3. Academic Program Authorization

Governor Long commented that in 2011 the Board amended the regulation for new academic program approval (8.011) and also promulgated a new regulation on academic program coordination (8.004). Because there are a number of new members on the Academic and Student Affairs Committee, he asked Board staff to provide a brief overview on the Board regulations governing academic programs and the types of action items the Committee can expect to see coming before it for consideration. The following key points were made in the presentation.

The Board of Governors can expect to consider the following academic program items for approval:

- New degree proposals for doctoral programs (research and professional)
- Termination of doctoral programs (research and professional)
- Substantive revisions to existing doctoral programs
- Exceptions to 120 credit hours to degree for baccalaureate programs
- Limited Access Status for baccalaureate programs

The Board of Governors has delegated to university boards of trustees the authority to approve the following academic program items:

- Implement or terminate bachelor's, master's, and specialists degrees
- All items coming forward to the Board of Governors for final approval
- Other curricular offerings (majors, concentrations, certificates, etc.)

Board Regulation 8.011, Authorization of New Academic Degree Programs and Other Curricula Offerings, was amended on 03/24/11 to strengthen criteria regarding need and demand and unwarranted duplication of programs. The State University System Academic Program Inventory is also created by the regulation to ensure uniform data reporting

Board Regulation 8.012, Academic Program Termination, establishes termination criteria and authority, and mitigates any adverse impact on diversity.

Board Regulation 8.013, Limited Access, protects against unnecessary restrictions on admission and facilitates statewide articulation.

Board Regulation 8.014, Bachelor's Degree Exceptions to 120 Credit Hours Requirement, reduces state cost by preventing unnecessary program length and facilitates statewide articulation.

Board Regulation 8.004, Academic Program Coordination, created as a new regulation on 11/10/11 facilitates collaboration, articulation, and coordination across the State University System through an annual review of current and proposed new programs or terminations.

During the discussion, Chancellor Brogan emphasized the importance of the new degree approval process for all programs to guard against unwarranted duplication and promote collaborations among universities.

4. Bachelor of Music Education, Florida Gulf Coast University Request for Exception to 120 Credit Hours to Degree

Governor Long introduced requests from Florida Gulf Coast University for an exception to the 120 credit hours to degree requirement and limited access status for the Bachelor of Music Education (CIP 13.1312). The increase in credit hours is needed because the program includes 24 hours of professional education coursework required by the Florida Department of Education in addition to the coursework traditionally found in a baccalaureate degree program. Limited Access status is requested because the program is also a performing arts program and applicants must demonstrate through an audition that they possess the minimum skills necessary to benefit from the program. In addition, the National Association of Schools of Music, the accrediting body for music programs, requires that music programs have clearly identified audition procedures for entrance into music degree programs.

Ms. Frost made a motion that the Committee approve the request for exception to the 120 credit hours to degree for the Bachelor of Music Education, Florida Gulf Coast University, CIP 13.1312. Dr. Yost seconded the motion, and the Members of the Committee concurred.

5. Request for Limited Access Status

Ms. Frost made a motion that the Committee approve the request for limited access for the Bachelor of Music Education, Florida Gulf Coast University, CIP 13.1312. Dr. Yost seconded the motion, and the Members of the Committee concurred.

6. Student Affairs Updates

a. Council of Student Affairs

Dr. Maribeth Ehasz on behalf of the Council of Student Affairs provided an overview of the findings of a System-wide survey on anti-hazing policies and programs. A chart displaying summary information from the survey and recommendations from the Council were also provided for members to review. Discussion centered on the fact that the findings of this survey are intended for the use of all SUS institutions.

b. Florida Student Association

Governor Michael Long, Florida Student Association President, provided a brief update of Florida Student Association activities and plans for the remainder of the year.

7. Closing Remarks

Having no further business, the meeting was adjourned at 5:32 p.m.

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
June 21, 2012**

SUBJECT: Ph.D. in Hospitality Management (CIP 52.0901) at University of Central Florida

PROPOSED COMMITTEE ACTION

Consider approval of the Doctor of Philosophy (Ph.D.) in Hospitality Management at University of Central Florida, CIP 52.0901.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 8.011

BACKGROUND INFORMATION

University of Central Florida (UCF) is proposing to offer a Ph.D. degree program in Hospitality Management. The program will be offered by the Rosen College of Hospitality Management. According to the proposal, this program will produce high quality faculty and researchers with the necessary credentials for teaching and research as well as professionals for senior positions at leading hospitality organizations.

The total number of credit hours required for completion of the proposed program is 58. The curriculum includes 16 credit hours of core courses, 27 credit hours of specialization courses, and 15 credit hours of dissertation. Letters of support have been provided by Florida International University and University of Florida because each has a somewhat similar track.

The UCF Board of Trustees approved the program on March 15, 2012. If approved by the Board of Governors, UCF will implement the program in Fall 2012.

Supporting Documentation Included: Staff Analysis and Program Proposal

Facilitators/Presenters: UCF Representatives

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**BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
NEW DOCTORAL DEGREE PROPOSAL STAFF ANALYSIS**

Program: Ph.D. in Hospitality

CIP Code: 52.0901

Management

Institution: UCF

Proposed Implementation Date: Fall 2012

Staffed By: D. Barbu, R. Stevens

Initial Review Date: 4/17/12

Last Update: 5/25/12

Projected program costs:

	Total	% & \$ Current Reallocated	% & \$ New Recurring	% & \$ New Non- Recurring	% & \$ C&G	Auxiliary Funds	Cost per FTE	SUS 10-11 Average Cost per FTE
Year 1	\$380,942	90% \$342,242	3% \$12,000	0% \$0	7% \$26,700	\$0	\$78,720	\$40,421 (CIP 52)
Year 5	\$554,303	93% \$515,603	2% \$12,000	0% \$0	5% \$26,700	\$0	\$46,159	

Projected FTE and Headcount are:

	Student Headcount	Student FTE
First Year	6	4.5
Second Year	12	8.64
Third Year	18	10.32
Fourth Year	24	11.43
Fifth Year	24	11.43

On March 29, 2007, the Florida Board of Governors approved Board Regulation 8.011, which sets forth criteria for implementation and authorization of new doctorates by the Board of Governors, as well as criteria for implementation and authorization of Bachelor's, Master's and Specialist degrees by Boards of Trustees. The following staff analysis is an assessment of how well the university meets Board Accountability and Readiness criteria for implementation of this degree program.

Proposal Page Numbers:

INTRODUCTION		ACCOUNTABILITY		READINESS				
Program Description	SUS Goals	Overall	Budget	Mission and Strength	Program Quality	Curriculum	Faculty	Resources
2	3	6	14	18	21	22	30, 41	32

A. Program Description:

The University of Central Florida (UCF) is proposing to offer a PhD in Hospitality Management. The proposed program will replace an existing track in the College of Education, a PhD in Education – Hospitality Education. The program will be offered at the Rosen College of Hospitality Management (RCHM) campus in collaboration with College of Health and Public Affairs and/or the College of Education, both at UCF's main campus. The Rosen College of Hospitality Management, which is located in the heart of Orlando's tourist district, currently offers undergraduate and master's level programs in Hospitality Management. Additionally, UCF's Dick Pope Sr. Institute for Tourism Studies will support the proposed PhD program by providing funds for graduate assistantships for the doctoral students.

The UCF proposal explains that the program will “produce high quality faculty/researchers with the appropriate credentials to facilitate teaching and research activities at colleges and universities, senior level research analysts with major research companies, and/or professionals for senior positions at leading hospitality organizations.” The program is expected to draw applicants from among the senior hospitality managers in the industry as well as college level instructors of hospitality management holding a related master's degree. The program will employ an interdisciplinary approach for research in hospitality and tourism.

The proposed UCF doctoral program in Hospitality Management will be the first in the state of Florida, joining just seven other such programs in the nation. The other similar programs are offered by Cornell University, Purdue University, Pennsylvania State University, University of Nevada at Las Vegas, Iowa State University, Virginia Polytechnic Institute and State University, and Oklahoma State University. The doctoral program will require the completion of 58 credit hours (6 core courses – 16 credits; 9 specialization courses – 27 credits; dissertation – 15 credits). The program will only accept students with a master's degree in hospitality management, business, or a related field.

B. System-Level Analysis and Evaluation in accordance with BOG Regulation 8.011:

The proposal was drafted prior to the adoption of the Board of Governors 2012 – 2025 Strategic Plan, so it references State University System (SUS) Strategic Planning Goals for 2005-2013. However, for the most part the references are still valid in demonstrating alignment with state-level priorities and the proposal notes that the new program supports the following four goals from the 2005-2013 plan:

- Access to and production of degrees;
- Meeting statewide professional and workforce needs;
- Building world class academic programs and research capacity; and
- Defining and approving university missions that meet community needs and fulfill unique institutional responsibilities.

These goal alignments are further explained in the following paragraphs excerpted in large part from the proposal.

Access and Degree Production

The proposal notes that the new program will provide access to a degree program supported and demanded by the hospitality and tourism industry, the third largest industry in the world. Graduates at both undergraduate and graduate levels are needed to meet the needs of an increasingly sophisticated market place.

Statewide Professional and Workforce Needs

According to the proposal, hospitality and tourism industry is the state's number one industry, welcoming 82.6 million visitors in 2010, spending more than \$60 billion. Developments in the tourism industry demand the support of a large workforce appropriately educated at quality educational programs of hospitality management. Hence, to meet this demand a growing number of hospitality and tourism management programs were established in recent years by both four-year universities and state colleges. Additionally, increases in student enrollments in the area of hospitality management at UCF's Rosen College from 178, in 2000 to more than 3,200 in 2011 attest to the demand of the program.

Academic and Research Programs

The proposal notes that Rosen College is committed to contributing to UCF's success in building world-class academic programs and research capacity. Specifically, the quantity and type of research productivity is significantly different at universities offering doctoral programs as compared with universities without such programs. Additionally, researchers in the hospitality field found that the existence of a doctoral program is the most significant variable for institutional research productivity.

Supporting University Mission, Community Needs and Institutional Responsibilities

According to the proposal, the new program supports and further defines the University by providing high-quality, broad-based education and experience-based learning, pioneering scholarship and impactful research. Hence, a program in Hospitality Management will further the position of Rosen College as a leader in Hospitality Education while supporting the university's mission and serving the needs of the Central Florida region.

Need Analysis

Addressing need for the proposed program, Board staff research found that according to the World Tourism Organization (March 2012) the hospitality and tourism industry is continuing to expand, recording a 6.5% global increase between 2009-2010 and a 4.4% global increase between 2010-2011. Additionally, the proposal explains that according to McKinsey Global Institute 2011, six sectors have the greatest potential for job growth in this decade: healthcare, business services, *leisure and hospitality*, construction, manufacturing, and retail.

In 2010 Florida welcomed 82.3 million visitors as noted in the proposal, representing a 1.7 percent increase from 2009. Board staff research supports this finding and in 2011 the total number of Florida visitors reached 85.9 million, representing a 4.4 percent increase from 2010. Furthermore, in 2010 the Orlando area became the first US travel destination for domestic and international visitors, drawing more visitors (51.5 million) than New York City, as presented in the proposal and supported by independent research.

As noted in the proposal there is a demand for properly credentialed faculty, driven by an increase in business and leisure travel globally, specially from emerging countries such as China, the establishment of institutions to train the new staff and executive leadership. Additionally, the establishment of new colleges with hospitality as a core curriculum along with enrollment growth in the US and globally is also driving demand for faculty in this field.

A search for open academic positions in the Hospitality Management conducted on May 2, 2012 by the Board staff reveals that a total of five positions such as Dean, Director, Assistant Professor, and Senior Lecturer, were advertised through the Chronicle of Higher Education, at least two of them requiring the completion of a PhD in Hospitality Management. A search of the Website HigherEdJobs.com revealed 33 advertised positions for hospitality and tourism faculty, including one located in China.

According to the SUS Degrees Inventory, seven SUS institutions are offering Bachelor's and Master's degrees in Hospitality Administration/Management.

CIP	CIP Title	FAU	FIU	FSU	UCF	USF T	USF SM	UWF
52.0901	Hospitality Administration/Management, General	B	BM	B	BM	BM	BM	B

Florida International University and the University of Florida offer interdisciplinary doctorate programs in business that include specializations in hospitality management and tourism; however, the proposal does not describe any consultations that may have taken place with the existing programs or provide any letters of support from the two universities. The FIU program coursework is primarily focused on International Business, but the 24 credit hour dissertation must focus in the area of hospitality and tourism management. The UF program appears to have a greater focus on research in tourism studies. Enrollment and degree granted data are not reported separately for doctorate-level FIU and UF hospitality and tourism specializations because they are subsumed into the broader degree program data.

According to the Website www.gradschools.com there are at least 29 hospitality management doctoral programs globally. These include the FIU and UF programs. Over the last two years, 75 percent of the formal applications for the PhD Education – Hospitality Education track were from international applicants and 25 percent from U.S. citizens residing in the southeastern region of the United States.

Demand Analysis

With regard to student demand, the proposal notes that inquiries through email, telephone, and face-to-face conversations have been occurring from hospitality managers, executives, college or university level instructors, as well as students holding master's degrees. The annual pool of applicants is expected to range between 20 and 30 applicants. The proposal further explains that following the approval and implementation of the program a maximum of six students will be admitted into the program each year.

The existing baccalaureate and master's programs at the Rosen College of Hospitality Management are sufficiently enrolled to become immediate feeders into the proposed doctorate program, and as noted previously, there are numerous other master's level programs in the state.

University of Central Florida – Enrollments for CIP 52.0901

Hospitality Management (52.0901)	2010	2011
Bachelors level	1,514	1,574
Masters level	85	105

**Source: Board of Governors Database*

Finally, the proposal notes that currently there are 20 students enrolled in the track in Hospitality Education offered under the PhD in Education at UCF.

Concluding Analysis

The proposed Ph.D. in Hospitality Management appears to be an excellent fit for the Rosen College of Hospitality Management at UCF and will enhance its competitiveness for students and research funding. The program will also benefit greatly from being located in the greater Orlando metropolitan area and its proximity to what has been termed a mega-destination for tourism. Evidence exists that the number of hospitality and tourism related academic programs is increasing worldwide, so there should be a growing demand for graduates of the proposed program to fill faculty positions. It is less clear that the industry itself will require many individuals trained at the doctorate level, but governments and economic development organizations may provide additional opportunities outside of academia as researchers and senior policy analysts.

External consultant reviews were conducted by Brian King, PhD, Professor, Associate Pro Vice-Chancellor, Victoria University, Melbourne Australia; Ken W. McCleary, PhD, Professor, Department of Hospitality and Tourism Management, Virginia Polytechnic and State University; and by Hailin Qu, Regents Professor & William E. Davis Distinguished Chair, Oklahoma State University. Each of the consultants' reports expressed a need of such a program and recommend implementation.

C. Assessment of the University Review Process in accordance with BOG Regulation 8.011:

Due to the system of stair step accountability set in place by the Board of Governors in Regulation 8.011, it is now incumbent upon University Board of Trustees to verify that all doctoral programs coming before the Board of Governors have met the requirements of the regulation. The following is an assessment of the university review process to ensure that all criteria set forth have been considered by the university prior to submission to the Board of Governors office.

ACCOUNTABILITY

Check 'yes' or 'no' box, and make comments beneath criterion as appropriate.

1. Overall – *The proposal is in the correct format, includes all necessary signatures, and contains complete and accurate tables for enrollment projections, faculty effort, and the proposed budget.*

YES NO

☒ ☐ **The proposal has been approved by the university board of trustees and includes all required signatures.**

University of Central Florida Board of Trustees approved the program on March 15, 2012.

☒ ☐ **The university has provided a proposal written in the standard SUS format which addresses new academic program approval criteria outlined in BOG Regulation 8.011.**

The Board of Governors new degree proposal format is used, as expressed in the Board's Regulation 8.011. The original proposal was developed under the previous template format, but UCF converted it into the new format for submission.

☒ ☐ **The university has provided data that supports the need for an additional program in the State University System as well as letters of support or concern from the provosts of other state universities with substantially similar programs.**

The UCF proposal provides three letters of support from industry leaders to document the need for an additional program in the SUS. See Appendix B.

☐ ☒ **The university has provided complete and accurate projected enrollment, faculty effort, and budget tables that are in alignment with each other.**

The university provides adequate information on enrollment (Table 1-B), budget (Table 2 & 3) and faculty effort (Table 4).

☒ ☐ **The university has included a statement in the proposal signed by the equity officer as to how this proposal will meet the goals of the university's equity accountability plan.**

The program plan for achieving diversity has been reviewed and signed by the UCF Equity Officer on October 28, 2012.

☐ ☒ **The program does not substantially duplicate programs at FAMU or FIU or, if it does, evidence was provided that consultations have occurred with the affected university on the impact of the new program on existing programs.**

The proposed program is the only doctorate program specifically in Hospitality Management to be offered in the State of Florida. Interdisciplinary doctorate programs in business are offered

at FIU and UF that include specializations in hospitality management and tourism. Letters of support for the new program have been provided by FIU and UF.

2. Budget – *The proposal presents a complete and realistic budget for the program consistent with university and BOG policy, and shows that any redirection of funding will not have an unjustified negative impact on other needed programs.*

YES NO

☒ ☐ **The University Board of Trustees has approved the most recent budget for this proposal.**

The current budget has been approved by the UCF Board of Trustees on March 15, 2012.

☒ ☐ **The university has reviewed the budget for the program to ensure that it is complete and reasonable, and the budget appears in alignment with expenditures by similar programs at other SUS institutions.**

The average system expenditure per student credit hour for doctoral level CIP 42 is \$1,263 for a total of \$40,421 per student FTE. The University of Central Florida is proposing that in the first year of operation the cost per FTE will be \$78,720 and by the fifth year of operation the total cost per student FTE will be \$46,159.

According to Table 2, in the first year of operation, the majority of the projected cost of \$342,242 will be used for faculty salaries and benefits for the 19 existing faculty. Additionally, the proposal shows in Table 3 that funding amounting to \$273,275 in year one and \$364,267 in year five will be available for graduate assistantships and fellowships for the doctoral students in the program from the reallocated E&G Funds. Additionally, the proposal identifies that \$10,000 from the reallocated E&G Funds will be used for program expenses for each year one and five. Finally, according to the proposal, the only additional cost associated with moving this program from an existing track to a stand-alone program is the addition of \$12,000 to the E&G Funds for library acquisitions that have been proposed by the UCF Library (Table 2).

☒ ☐ **In the event that resources within the institution are redirected to support the new program, the university has identified this redirection and determined that it will not have a negative impact on undergraduate education, or the university has provided a reasonable explanation for any impact of this redirection.**

The proposal notes that the reallocation of funding will not impact the College of Education as the Hospitality Education track is one of the 11 tracks offered through the Education PhD. Additionally, the courses taught as part of the Hospitality Education track are common to all the other 11 tracks. The Rosen College of Hospitality Management already has a commitment to fund all the courses in the new program since they are dually offered as part of the PhD in Education - Hospitality Education track and the PhD in Hospitality Management program.

Finally, the proposal notes that Rosen College students at all levels will benefit from the incremental increases to the library holdings that will result from the addition of the new doctoral program.

READINESS

Check 'yes' or 'no' box, and make comments beneath criterion as appropriate.

3. Program Quality – *The proposal provides evidence that the university planning activities have been sufficient and responses to any recommendations to program reviews or accreditation activities in the discipline pertinent to the proposed program have been addressed.*

YES NO

☒ ☐ **The university has followed a collaborative planning process for the proposed program in accordance with policies and procedures adopted by the University Board of Trustees.**

According to the proposal during the planning process the faculty reviewed curricula from competing institutions, met with industry leaders, and educators to design the PhD in Hospitality Management program.

The proposal notes that the planning process started in 2004 with the discussion to start a track in Hospitality Management under the PhD in Education, followed by the approval of the proposal by the Department Curriculum Committee, the College Academic Standards Committee, Graduate Council, and the Dean of Academic Affairs. Recruiting started in 2005 and in 2009 the first class graduated with a PhD in Education. The discussion regarding the development of an independent PhD in Hospitality Management started in January 2011, followed by the approval of the Department Curriculum Committee, Faculty Assembly, Graduate Council, and the UCF Board of Trustees on March 15, 2012.

☒ ☐ **An external consultant has reviewed the proposal and supports the department's capability of successfully implementing this new program.**

The proposal notes that at the request of UCF, external consultant reviews were made on October 31, 2011 by Brian King, PhD, Professor, Associate Pro Vice- Chancellor, Victoria University, Melbourne Australia; on October 31, 2011 by Ken W. McCleary, PhD, Professor, Department of Hospitality and Tourism Management, Virginia Polytechnic and State University; and by Hailin Qu, Regents Professor & William E. Davis Distinguished Chair, Oklahoma State University. All consultant reports confirm the need of such a program, offering favorable findings and comments about the program, as well as unanimously recommending implementation of the new program.

☒ ☐ **The university has found the level of progress that the department has made in implementing the recommendations from program reviews or accreditation activities in the discipline pertinent to the proposed program**

to be satisfactory.

According to the proposal, the Rosen College just completed the academic program review, scheduled every seven years, of its undergraduate and graduate programs. However, the Education PhD - Hospitality Education track was not part of this review since it is housed in the College of Education.

According to the two external experts invited to conduct the academic program review, "a PhD in Hospitality (Management) will attract more and qualified potential students and raise the profile of the college. Therefore, we recommend having an independent PhD program at Rosen College."

☒ ☐ **The university has analyzed the feasibility of providing all or a portion of the proposed program through distance learning.**

The proposal notes that the program will be delivered through face-to-face interactions at both the main campus and the Rosen College campus.

☒ ☐ **If necessary, the university has made allowances for licensure and legislative approval to be obtained in a timely manner.**

Not applicable at the doctorate level.

4. Curriculum - The proposal provides evidence that the university has evaluated the proposed curriculum and found that it describes an appropriate and sequenced course of study, and that the university has evaluated the appropriateness of specialized accreditation for the program.

YES NO

☒ ☐ **The university has reviewed the curriculum and found that the course of study presented is appropriate to meet specific learning outcomes and industry driven competencies discussed in the proposal.**

As presented in the proposal, the curriculum has been designed to train and develop highly skilled faculty and researchers at college/university level as well as senior executives and analysts at leading hospitality organizations. The curriculum includes 16 credits of core courses, 27 credits of specialized courses, and 15 dissertation credits.

☒ ☐ **The university anticipates seeking accreditation for the proposed doctoral program, or provides a reasonable explanation as to why accreditation is not being sought.**

As stated in the proposal, the Accreditation Commission for Hospitality Management (ACHM) programs does not accredit PhD level programs. Additionally, the proposal notes that UCF

discontinued its ACHM accreditation for bachelor's and master's programs in 2009 because continued accreditation was not seen as advantageous from a cost/benefit perspective.

5. Faculty – *The proposal provides evidence that the university is prepared to ensure a critical mass of faculty will be available to initiate the program based on estimated enrollments, and that faculty in the aggregate have the necessary experience and research activity to sustain a doctoral program.*

YES NO

☒ ☐ **The university has reviewed the evidence provided and found that there is a critical mass of faculty available to initiate the program based on estimated enrollments.**

The proposal notes that there are 36 full-time faculty members in the Rosen College; however only 19 of them will be directly involved in the new program having active roles in instruction, advising, and supervising dissertation hours (Table 4).

☒ ☐ **The university has reviewed the evidence provided and found that the faculty in aggregate has the necessary experience and research activity to sustain the program.**

The proposal explains in Table 4 that all of the current professors hold terminal degrees in their fields. Five holding tenure-earning positions while the remainder of the 14 hold tenure.

☒ ☐ **The university has reviewed the evidence provided and found the academic unit(s) associated with this new degree to be productive in teaching, research, and service.**

The proposal provides evidence of faculty productivity. In 2010, 50 academic papers were published by the Rosen College faculty with an average of 2.34 papers per faculty. The proposal also notes that faculty productivity has been achieved with a teaching load of 3/3 per academic year for all tenure-track faculty members. Finally, through the Rosen College's Dick Pope Sr. Institute for Tourism Studies, contracts and grants totaling \$800,000 were obtained since 2005 as well as an additional \$4 million in non-credit educational programs.

☒ ☐ **If appropriate, the university has committed to hiring additional faculty in later years, based on estimated enrollments.**

The proposal does not mention the need for hiring additional faculty members for the implementation of the program.

6. Resources – *The proposal provides evidence that the university has ensured the available library volumes and serials; classroom, teaching laboratory, research laboratory, office space, equipment, clinical and internship sites, fellowships, scholarships, and graduate assistantships*

will be sufficient to initiate the program, and that if applicable, funding has been secured to make more resources available as students proceed through the program.

YES NO

- ☒ ☐ **The university has provided a signed statement from the Library Director verifying that the library volumes and serials available are sufficient to initiate the program.**

The UCF Library Director attests that the library volumes and serials available are sufficient to initiate the program. In addition, 1,015 titles to support the program will be acquired from the first through the fifth year of the program, at an annual cost of \$12,000.

- ☒ ☐ **The university has ensured that the physical space necessary for the proposed program, including classrooms, laboratories and office space, is sufficient to initiate the program.**

According to the proposal, instructional space is sufficient.

- ☒ ☐ **The university has ensured that necessary equipment is available to initiate the program.**

According to the proposal all the necessary equipment is available.

- ☒ ☐ **The university has ensured that fellowships, scholarships, and graduate assistantships are sufficient to initiate the program.**

The proposal notes that Rosen College will award full-time assistantship appointments to the doctoral students, through teaching and/or research.

- ☒ ☐ **If applicable, the university has ensured that the department has arranged a suitable number of clinical and internship sites.**

The proposal notes that this section is not applicable. However, information provided in sections of the proposal concerning projected enrollments indicates that most of the admitted students will be college-level hospitality faculty, or individuals with previous employment in the hospitality industry. Internships are generally provided for as pre-professional work experience for students.

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
June 21, 2012**

SUBJECT: Ph.D. in Applied Behavior Analysis (CIP 42.2814) at the University of South Florida

PROPOSED COMMITTEE ACTION

Consider approval of the Doctor of Philosophy (Ph.D.) in Applied Behavior Analysis at the University of South Florida, CIP Code 42.2814.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 8.011

BACKGROUND INFORMATION

The University of South Florida (USF) is proposing to offer a Ph.D. degree program in Applied Behavior Analysis (ABA) located within the Department of Child and Family Studies. The emphasis of the program will be on the preparation of behavior analysts who are scientists-practitioners with a strong focus on community engagement. Graduates will work in community settings such as: schools, child welfare settings, clinics, residential settings and individual family homes; dealing with issues such as autism, developmental disabilities, child welfare and aging. Graduates will also be qualified to obtain academic positions in the ABA discipline.

The doctoral program will require 54 credit hours and will only accept students with a master's degree in applied behavior analysis or related field with strong behavior analysis content. Documentation confirms support for the program from external consultants, professional organizations, and Hillsborough County Schools where they provide opportunities for internships and hires. A letter of support is provided from the University of Florida where a focus area in ABA is provided within the Ph.D. in Psychology program.

The USF Board of Trustees approved the program on December 8, 2011. If the proposal is approved by the Board of Governors, USF will implement the program in Fall 2013.

Supporting Documentation Included: Staff Analysis

Facilitators/Presenters: USF Representatives

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**BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
NEW DOCTORAL DEGREE PROPOSAL STAFF ANALYSIS**

Program: Ph.D. in Applied Behavior

CIP Code: 42.2814

Analysis

Institution: University of South Florida

Proposed Implementation Date: Fall 2013

Staffed By: Marion Merzer, Ph.D.

Initial Review Date: 4/23/2012 **Last Update:** 5/11/2012

Projected program costs:

	Total	% & \$ Current Reallocated	% & \$ New Recurring	% & \$ New Non- Recurring	% & \$ C&G	Cost per FTE	Auxiliary Funds	SUS 2010-11 Average Cost per FTE
Year 1	\$162,000	50% \$82,000	30% \$50,000	0% \$0	20% \$30,000	\$28,085	\$0	\$27,422 (CIP 42)
Year 5	\$337,000	60% \$197,000	0% \$0	< 1% \$5,000	40% \$135,000	\$23,905	\$0	

Projected FTE and Headcount are:

	Student Headcount	Student FTE
First Year	5	4.7
Second Year	10	7.05
Third Year	15	8.45
Fourth Year	15	8.45
Fifth Year	15	8.45

On March 29, 2007, the Florida Board of Governors approved BOG Regulation 8.011, which sets forth criteria for implementation and authorization of new doctorates by the Board of Governors, as well as criteria for implementation and authorization of Bachelor's, Master's and Specialist degrees by Boards of Trustees. The following staff analysis is an assessment of how well the university meets BOG Accountability and Readiness criteria for implementation of this degree program.

Proposal Page Numbers:

INTRODUCTION		ACCOUNTABILITY		READINESS				
Program Description	System Analysis	Overall	Budget	Mission and Strength	Program Quality	Curriculum	Faculty	Resources
2	2	4	11	14	17	18	22	23

A. Program Description:

The University of South Florida (USF) is proposing to offer a PhD degree program in Applied Behavior Analysis (ABA) located within the Department of Child and Family Studies (CFS) in the College of Behavioral and Community Sciences at the University of South Florida Tampa campus.

The USF proposal explains that the emphasis of the ABA program will be on the development of behavior analysts who are scientist-practitioners. There will be a strong focus on community engagement. Doctoral students will engage in research and practice in community settings, such as: schools, child welfare settings, clinics, residential settings, and individual family homes. Future research opportunities are available in topic areas such as, early childhood, sports and fitness, organizational behavior management, developmental disabilities, safety, and aging. The proposal indicates that graduates of this program will be prepared to be expert practitioners, community leaders, and accomplished researchers in the field of ABA. They will be the future leaders in school settings, community-based human service settings, or in companies that provide services and research in areas such as: autism, developmental disabilities, child welfare, and aging. Additionally, this degree will enable graduates to obtain academic positions in the ABA discipline, where they can train others.

The doctoral program will require 54 credit hours (7 didactic courses - 21 credits; dissertation - 18 credits; independent research - 15 credits.) The program will only accept students with a master's degree in applied behavior analysis or related field with strong behavior analysis content.

B. System-Level Analysis and Evaluation in accordance with BOG Regulation 8.011:

The proposed ABA doctoral program directly supports three State University System Strategic Planning Goals – Teaching and Learning; Research Scholarship and Innovation; and Community and Business Engagement. The proposal describes how each goal meets the needs in the areas of: Excellence, Productivity and Strategic Priorities for a Knowledge Economy.

Teaching and Learning: The new program will provide a high quality curriculum with faculty who are experts in the field. The new doctoral program will build on the successful ABA master's degree offered at USF. Although not considered a STEM program, the proposal explains that ABA is a growing field with a high demand for graduates.

Scholarship, Research and Innovation: Research productivity will be a priority for faculty and students in the new program. The new ABA program will facilitate increased collaboration as faculty and students pursue and acquire external funding for research, most often with private and public agencies in the communities.

Community and Business Engagement: The program will work with community partners who provide training opportunities for students, and in return receive quality services and a highly trained workforce. Doctoral students will conduct training and research activities with community partners to improve services for the public. The new ABA Doctoral Program graduates will be trained to be competent practitioners and leaders for the community agencies and businesses, locally and nationally.

Addressing need, the proposal highlights correspondence from representatives of other doctoral programs in behavior analysis, along with professional organizations. They have all said that the need for doctoral level practitioners is great. Letters of support are included from the representatives of: the University of Kansas, the Psychology Department at Western Michigan University, The Behavior Analyst Certification Board and the Hillsborough School District. All attest to the need for professionals to work with children with autism and other developmental disabilities in private and public agencies (see Appendix D.) The external consultant, Dr. William Heward of Ohio State University, declared that “the very purpose of ABA makes it a natural tool for helping USF meet its commitment of goal 3, “to strengthen and sustain healthy communities and to improve the quality of life.” He declared the USF program beneficial to the university, the community, and the field (see Appendix C.)

Writing in support of the program, Dr. Maria Malott, CEO of the Association for Behavior Analysis International, states that there is a great need for more doctoral level behavior analysts now and in the future (see Appendix D.) Board staff confirmed this with a review of data from the U.S. Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook (OOH), 2012-2013 edition. According to the handbook, “employment of psychologists is expected to grow 22 percent from 2010 to 2020, faster than the average for all occupations. Job prospects should be best for those who have a doctoral degree in an applied specialty and those with a specialist or doctoral degree in school psychology.” The OOH adds that an increasing “demand for psychological services in schools, hospitals, mental health centers, and social services agencies should drive employment growth.” With the increased need for hiring experts in ABA, the need for a program with the focus of the USF proposed program is two-fold. This type of doctoral degree program will provide the practitioner with the expertise to be a better clinician, a leader in school and community settings, and an accomplished researcher. Secondly, the scientist-practitioner focus of the USF PhD in ABA will enable graduates to obtain positions in academia, training others to be experts in the field and to be more desirable hires.

According to the OOH, the median annual wages in May 2010, for clinical, counseling, and school psychologists was \$66,810. In her support letter, Dr. Malott stated that a search of job openings in the U.S. revealed approximately 170 open positions for doctoral level ABA candidates. A search by board staff found 315 job openings nationally posted on JobsinPsychology.com, with 181 listed for Florida. Another 188 positions (mostly for the military) were listed on USAJobs.gov.

Looking at demand, both nationally and state-wide, the USF proposal tells us that nationally there are six well established ABA doctoral programs (Western Michigan University, University of Florida, University of Kansas, University of Nevada Reno, Ohio State University, West Virginia University) and six newly established programs (Florida Institute of Technology, Western New England college, Simmons College, The Chicago School of Professional Psychology, University of Nebraska Omaha, and Queens College of New York). Over 350 students apply to the 12 current programs. Only 35-40 are enrolled each year. Five of the six well established programs only enroll less than 20% of their applicants. USF reports that in 2009-2010, UF received 40-50 applications and enrolled 4-5 students (only 10%), while FIT receives approximately 10 applications per year and enrolled only 3. This data would support the assumption that there is a student access need for a third ABA doctoral program in Florida.

There are 8 Florida public institutions with a master's degree in general psychology, 4 with a master's degree (grad I) in school psychology, and 1 (USF) with a master's in ABA. There are 5 institutions that offer PhDs (grad II) in general psychology, and 3 offer doctoral degrees in school psychology. The chart below details the 2010 enrollment for each of these programs in the State University System of Florida (SUS) institutions. Florida Gulf Coast University and New College of Florida do not offer any of these programs. At the University of Florida, students focusing on behavior analysis are enrolled in the PhD in Psychology and are represented below in the total number enrolled in general psychology. Data was retrieved from the Board of Governors enrollment database, May 2012.

2010 SUS Graduate Enrollment in Psychology

	FAMU	FAU	FIU	FSU	UCF	UF	UNF	USF	UWF	Total
Master's										
General Psychology 42.0101	0	39	57	60	25	58	34	1	106	380
School Psychology 42.2805	19	0	42	0	15	10	0	0	0	86
ABA 42.999	0	0	0	0	0	0	0	54	0	54
Doctoral										
General Psychology 42.0101	0	0	84	81	101	98	0	124	0	488
School Psychology 42.2805	0	0	0	0	27	53	0	38	0	118

To assess interest and demand, USF surveyed current and former students from the ABA master's program in 2006-2009. Over 77% are tentatively or definitely planning on seeking a PhD in ABA. Over 50% of those surveyed said they would definitely apply, and over 85% indicated a need for the program at USF. The proposal provides details of the data findings on pages 6 and 7.

Addressing duplication, the USF proposal discusses the UF program and the FIT program. UF has a PhD in Psychology with a concentration in Behavior Analysis, and FIT has a PhD in Behavior Analysis. According to the proposal, behavior analysis is a broad area encompassing the experimental analysis of behavior and applied behavior analysis. The proposed PhD at USF is the only program offering a specialized focus on applied behavior analysis, with an emphasis on community engaged research and practice. According to USF correspondence with Dr. Brian Iwata of UF, most UF graduates take positions in academia. The graduates of the proposed USF ABA PhD will be "trained to be scientist-practitioners with a focus on application in community settings" (see proposal, p. 8.) An important difference between the two programs is the UF program has a greater focus on creating graduates to be faculty, while the proposed USF program's primary focus is on creating practitioners to work with clients in community settings. According to staff review of information on the ABA profession, in comparison to general clinical psychology, ABA practitioners are trained to work with a specific demographic, most usually children with autism or seniors with Alzheimer's or dementia. This focus on a specialty area makes it a desirable credential for hiring.

Other SUS institutions offering some ABA coursework within general psychology programs include FAU and FIU. USF communicated with UF and the UF letter of support is provided in appendix D. Dr. Joseph Glover, Provost of the University of Florida confirmed that UF endorses the establishment of this degree program at USF.

According to the proposal, admission requirements for the PhD in Applied Behavior Analysis include completion of a master's degree in ABA. Students entering the doctoral program are expected to have 18 credit hours of master's level coursework; an accepted master's thesis; and 10 hours of practicum seminar. The master's in Applied Behavior Analysis at USF includes: 44 credits of coursework (38 major courses, 6 electives); 5 semesters of practicum seminar, 1,000 hours of supervised practicum experience, and a research thesis. Along with the master's program, the proposed PhD in ABA will be located in the College of Behavioral and Community Sciences. There are currently six other PhD programs located in this college. They are: Aging Studies; Audiology; Behavioral Health; Communication Sciences and Disorders; Criminology; and Social Work.

In describing the curriculum requirements, the proposal states that doctoral students will have to pass the certification exam by the Behavior Analyst Certification Board (BACB) to be admitted to candidacy. As the professional organization for the field of Behavior Analysis, the BACB grants professional credentials to practicing behavior analysts. According to the BACB, the BACB program is based on the successful Behavior Analysis Certification Program developed by the State of Florida. Similar programs were established in California, Texas, Pennsylvania, New York and Oklahoma. All of these programs transferred their certificants and credentialing responsibilities to the BACB and closed.

A Board staff search found the following Florida rule:

a. 65G-4.0011 Recognized Certification Organizations for Certified Behavior Analysts.

All providers of behavior analysis services must either be licensed to practice in accordance with Chapter 490 or 491, F.S., or certified under a nonprofit corporation meeting the qualifications under Section 393.17(2), F.S. All providers of behavior analysis services must submit to the Agency for Persons with Disabilities proof of their active licensure or certification in order to provide behavior analysis services. Pursuant to Rule 65G-4.001, F.A.C., and as required by Section 393.17(2), F.S., the Agency recognizes the certification for behavior analysts awarded by the following organizations: Behavior Analyst Certification Board, Inc., 1929 Buford Boulevard, Tallahassee, FL 32308.

Rulemaking Authority 393.17(2) FS. Law Implemented 393.17(2) FS. History–New 4-4-12.

Additionally, BACB has now added an additional doctoral level certification for graduates of doctoral programs.

C. Assessment of the University Review Process in accordance with BOG Regulation 8.011:

Due to the system of stair step accountability set in place by the Board of Governors in Regulation 8.011, it is now incumbent upon University Board of Trustees to verify that all doctoral programs coming before the Board of Governors have met the requirements of the regulation. The following is an assessment of the university review process to ensure that all criteria set forth have been considered by the university prior to submission to the Board of Governors office.

ACCOUNTABILITY

Check 'yes' or 'no' box, and make comments beneath criterion as appropriate.

- 1. Overall** – *The proposal is in the correct format, includes all necessary signatures, and contains complete and accurate tables for enrollment projections, faculty effort, and the proposed budget.*

YES NO

- ☒ ☐ **The proposal has been approved by the university board of trustees and includes all required signatures.**

University of South Florida Board of Trustees approved the program on December 8, 2011.

- ☒ ☐ **The university has provided a proposal written in the standard SUS format which addresses new academic program approval criteria outlined in BOG Regulation 8.011.**

The Board of Governors new degree program proposal format was used, as expressed in Board of Governors Regulation 8.011.

- ☒ ☐ **The university has provided data that supports the need for an additional program in the State University System as well as letters of support or concern from the provosts of other state universities with substantially similar programs.**

The USF proposal provides appropriate data to support the need for an additional program in section II.B. and letters of support from other state universities with similar programs are attached in Appendix D.

- ☒ ☐ **The university has provided complete and accurate projected enrollment, faculty effort, and budget tables that are in alignment with each other.**

The proposal provides information on each of these areas. Detailed tables are provided on projected enrollment (Table 1-B); on faculty effort (Table 4); and on budget (Tables 2 & 3).

- ☒ ☐ **The university has included a statement in the proposal signed by the equity officer as to how this proposal will meet the goals of the university's equity accountability plan.**

The program plan for achieving diversity was reviewed and signed by the USF Equity Officer on March 26, 2012.

- ☒ ☐ **The program does not substantially duplicate programs at FAMU or FIU or, if it does, evidence was provided that consultations have occurred with the affected university on the impact of the new program on existing programs.**

FAMU does not have a similar program. The FIU has an ABA program at the undergraduate and master's degree levels and not a doctoral degree.

2. Budget – The proposal presents a complete and realistic budget for the program consistent with university and BOG policy, and shows that any redirection of funding will not have an unjustified negative impact on other needed programs.

YES NO

- ☒ ☐ **The University Board of Trustees has approved the most recent budget for this proposal.**

The current budget proposal has been approved by the USF Board of Trustees on December 8, 2011.

- ☒ ☐ **The university has reviewed the budget for the program to ensure that it is complete and reasonable, and the budget appears in alignment with expenditures by similar programs at other SUS institutions.**

Total system expenditures per student credit hour for doctoral level CIP 42 is \$856.95, for a total of \$27,422.40 per student FTE. USF is proposing that by the fifth year of operation the total cost per student FTE will be \$23,905. In contrast, currently UF is spending \$1,484.67 per student credit hour for the doctoral program in CIP 42, for a total of \$47,509.44 cost per student FTE. (Source: 2010-11 Expenditure Analysis, Report IV – Cost per Credit Hour by Discipline).

According to Table 2, in the first year of operation, the majority of the projected cost of \$82,000 will be used for faculty salaries and benefits for 10-25% of time for three existing faculty and 25% of time for an associate professor to be hired into a vacant faculty line. Funds will also cover ten percent of one support staff's time. Five graduate students will receive fellowships – 3 from E&G, and two from contracts and grants.

In year 5, the proposal requires additional funding for fellowships for the expected 15 students. The proposal explains that 9 students will receive research assistantships funded through contracts and grants, and 6 students will have fellowships funded through E&G funds.

- ☒ ☐ **In the event that resources within the institution are redirected to support the new program, the university has identified this redirection and determined that it will not have a negative impact on undergraduate education, or the university has provided a reasonable explanation for any impact of this redirection.**

According to the proposal, the ABA doctoral program should not have any negative impact on the current ABA programs or courses. Most of the masters' courses will be required as pre-requisites for admissions purposes for the doctoral program. These courses are already in place and active. The hire of two new faculty members will give the program ample faculty for teaching courses, mentoring and supervising. Doctoral students may also teach the ABA undergraduate courses; assist in teaching the masters' courses, and assist in mentoring the masters' level students. This will free up the doctoral faculty's time to devote to the PhD courses and students. Additionally, the two new faculty members will provide more opportunities for graduate and undergraduate students to participate in research activities alongside faculty.

READINESS

Check 'yes' or 'no' box, and make comments beneath criterion as appropriate.

3. Program Quality – *The proposal provides evidence that the university planning activities have been sufficient and responses to any recommendations to program reviews or accreditation activities in the discipline pertinent to the proposed program have been addressed.*

YES NO

- ☒ ☐ **The university has followed a collaborative planning process for the proposed program in accordance with policies and procedures adopted by the University Board of Trustees.**

As described in the proposal, the planning process began with email correspondence with Dr. Brian Iwata of UF on September 14, 2002 (see tables on pp. 15-17, Planning Process.) A collaborative process is described, including communication with USF Department of Child & Family Studies, the USF Graduate Council Curriculum Committee, representatives from UF, and outside agencies including the University of Kentucky, University of Nevada, Reno, University of Kansas, Hillsborough County Public Schools, Association for Behavior Analysts International, and the Behavior Analyst Certification Board Inc.

- ☒ ☐ **An external consultant has reviewed the proposal and supports the department's capability of successfully implementing this new program.**

At the request of USF, an external consultant review was made on August 22, 2011 by Dr. William L. Heward, Ed.D., BCBA-D, Professor Emeritus, The Ohio State University. Dr. Heward's findings and comments about the program were very favorable and he highly recommended that USF establish the program. He confirmed the need for such a program when he stated, "broadly trained scientist-practitioners in ABA are needed not only to teach and supervise the next generation of ABA practitioners, but to create new knowledge needed to take full advantage of the great potential of ABA to help society solve many of its (our) problems." Additionally, Dr. Heward predicted that highly qualified applicants would come from throughout Florida, nationally and internationally. A copy of the consultant's report can be found in the proposal in Appendix C.

- ☒ ☐ **The university has found the level of progress that the department has made in implementing the recommendations from program reviews or accreditation activities in the discipline pertinent to the proposed program to be satisfactory.**

The USF ABA master's degree program was reviewed in 2007 and received certification by the Behavior Analyst Certification Board (BACB). The ABA master's program applied for accreditation by the Association for Behavior Analysis International (ABAI) in Fall 2010, received an on-site visit by the accreditation board in April 2011 and was granted accreditation in May 2011. The ABAI representatives commented that the master's program was a strong foundation for building a successful and high quality doctoral program. Additionally, they believed that there would be high demand for the doctoral program. Supporting letters and on-site review report are attached to the proposal in Appendices C & D.

- ☒ ☐ **The university has analyzed the feasibility of providing all or a portion of the proposed program through distance learning.**

The proposal states that the proposed ABA doctoral program will utilize a traditional delivery system on the main campus of USF in Tampa.

- ☐ ☒ **If necessary, the university has made allowances for licensure and legislative approval to be obtained in a timely manner.**

Not applicable at the doctoral level.

4. Curriculum - *The proposal provides evidence that the university has evaluated the proposed curriculum and found that it describes an appropriate and sequenced course of study, and that the university has evaluated the appropriateness of specialized accreditation for the program.*

YES NO

☒ ☐ **The university has reviewed the curriculum and found that the course of study presented is appropriate to meet specific learning outcomes and industry driven competencies discussed in the proposal.**

As presented in the proposal, the curriculum has been designed to enable students to graduate prepared to be scientist-practitioners in the area of Applied Behavior Analysis. The curriculum is based on the accreditation standards of the ABAI and included 15 credits of core courses, 6 credits of electives, 18 hours of dissertation work and 15 hours of independent research. A wide range of electives is available to students, allowing them to obtain additional skills and knowledge in other areas, such as business administration, policy development, educational leadership, etc.

☒ ☐ **The university anticipates seeking accreditation for the proposed doctoral program, or provides a reasonable explanation as to why accreditation is not being sought.**

As stated in the USF proposal, the doctoral program in ABA will seek accreditation from the Accreditation Board of the Association for Behavior Analysis International (ABAI) after operating for 5 years, as per the ABAI requirements.

5. Faculty - *The proposal provides evidence that the university is prepared to ensure a critical mass of faculty will be available to initiate the program based on estimated enrollments, and that faculty in the aggregate have the necessary experience and research activity to sustain a doctoral program.*

YES NO

☒ ☐ **The university has reviewed the evidence provided and found that there is a critical mass of faculty available to initiate the program based on estimated enrollments.**

There are 3 current faculty members (see Table 4) who will take on primary responsibility for program delivery. One more associate professor from a current faculty line will be added in the first year, and one new associate professor will be hired in an open faculty line in the second year (2014).

- ☒ ☐ **The university has reviewed the evidence provided and found that the faculty in aggregate has the necessary experience and research activity to sustain the program.**

As described in Table 4, all of the current professors hold terminal degrees in their fields. Two have tenure, one is a full Professor, one is an Assistant Professor and one is non-ranked. The two additional faculty members will have terminal degrees, one will be an Associate Professor, one will be an Assistant Professor, and both will have tenure. According to the proposal, this will provide ample faculty and resources for mentoring, research and teaching.

- ☒ ☐ **The university has reviewed the evidence provided and found the academic unit(s) associated with this new degree to be productive in teaching, research, and service.**

The proposal provides evidence of faculty productivity (see faculty vitae in Appendix A.) All combined, ABA masters' faculty have taught 6 core classes each year, 2 elective courses each year, 5 practicum seminars each year and supervised 20 theses each year, in addition to 5 undergraduate classes. The ABA master's program has graduated 12 students in 2008, 15 students in 2009, 12 students in 2010 and 13 students in 2011. As evidenced in the attached curriculum vitae, faculty has substantial numbers of peer reviewed publications and faculty members in the Department of Child and Family Studies (the home department for the ABA) have secured external funding in excess of \$14 million in FY 2009 and \$11 million in FY 2010.

- ☒ ☐ **If appropriate, the university has committed to hiring additional faculty in later years, based on estimated enrollments.**

As evidenced in Table 4, the ABA doctoral program is committed to bringing in one more faculty member from an existing faculty line in the first year and hiring an additional faculty member from an open faculty line in the second year.

6. Resources – *The proposal provides evidence that the university has ensured the available library volumes and serials; classroom, teaching laboratory, research laboratory, office space, equipment, clinical and internship sites, fellowships, scholarships, and graduate assistantships will be sufficient to initiate the program, and that if applicable, funding has been secured to make more resources available as students proceed through the program..*

YES NO

- ☒ ☐ **The university has provided a signed statement from the Library Director verifying that the library volumes and serials available are sufficient to**

initiate the program.

The proposal provides evidence that sufficient library resources are available to implement the program. A statement was signed by the library director on March 25, 2012.

☒ ☐ **The university has ensured that the physical space necessary for the proposed program, including classrooms, laboratories and office space, is sufficient to initiate the program.**

The proposal states that the program will need office and meeting space for two new faculty members and 15 new doctoral students. This space is expected to be provided by Child and Family Studies. Current faculty office and meeting space are adequate. Although there are currently two rooms with observation windows available, there may be need for additional two-way observation research rooms in the future. The proposal states that current classroom space is adequate.

☒ ☐ **The university has ensured that necessary equipment is available to initiate the program.**

The proposal states that no specialized equipment is necessary at this time.

☒ ☐ **The university has ensured that fellowships, scholarships, and graduate assistantships are sufficient to initiate the program.**

To be competitive with other programs, USF proposes they need additional funds to support graduate assistantships. New E&G funding of \$45,000 will be needed for the first year to fund fellowships for 3 doctoral students. The other 2 of the first five students can be funded with contracts and grants. By the 5th year, they anticipate funding 6 graduate fellowships through E&G funds (\$90,000) and 9 graduate assistantships through contracts and grants (\$135,000.)

☒ ☐ **If applicable, the university has ensured that the department has arranged a suitable number of clinical and internship sites.**

The proposal provides a list of the 11 established practicum sites with 25 different BACB supervisors affiliated with the ABA Master's program. Doctoral students will engage in research and practice with the populations served by these sites.

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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
June 21, 2012

SUBJECT: Ph.D. in Curriculum and Instruction (13.0301) and termination of nine independent Ph.D. programs at the Florida State University

PROPOSED COMMITTEE ACTION

Consider approval of the Doctor of Philosophy (Ph.D.) in Curriculum and Instruction (CIP 13.0301) and the termination of nine independent doctoral programs that are consolidated under the new program at Florida State University.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulations 8.011 and 8.012

BACKGROUND INFORMATION

Florida State University (FSU) is proposing to consolidate 29 independent graduate programs in the School of Teacher Education as individual majors under a new program in Curriculum and Instruction. Specifically, 10 independent master's programs will be consolidated into one master's program, 10 independent specialist programs will be consolidated into one specialist program, and nine (9) independent doctoral programs will be consolidated into one doctoral program. Existing program titles and codes will be terminated from the State University System Academic Program Inventory and the new programs will be added.

This action is being brought to the Board of Governors for consideration because it requires the technical termination of nine existing doctorate programs and the creation of a new doctorate program in the Inventory. Board Regulations 8.011 and 8.012 require approval and termination of doctorate programs by the Board of Governors.

The new doctorate program will be a Ph.D. in Curriculum and Instruction (CIP 13.0301). The terminated doctoral programs are: Special Education (CIP 13.1001), Elementary Education (CIP 13.1202), Early Childhood Education (CIP 13.1210), English Education (CIP 13.1305), Foreign and Second Language Education (CIP 13.1306),

Mathematics Education (CIP 13.1311), Reading Education (CIP 13.1315), Science Education (CIP 13.1316), and Social Science Education (CIP 13.1317).

The total number of credit hours required for completion of the proposed program in Curriculum and Instruction is 65. The curriculum includes 28 credit hours of core courses, 15 credit hours of major courses, and 24 credit hours of dissertation. All of the existing faculty and instructional resources will remain in place. Students enrolled in existing programs will have an option to transfer to the new program or train out under their existing program title. A letter of support was provided by Florida International University, which also offers Curriculum and Instruction.

The FSU Board of Trustees approved the consolidation program at its June 8, 2012. If approved by the Board of Governors, FSU will begin admissions into the new program starting spring 2013.

Supporting Documentation Included: Staff Analysis and Program Proposal

Facilitators/Presenters: FSU Representatives

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

Request: School of Teacher Education Proposed Consolidation

Institution: Florida State University

Staffed By: Diana Barbu

New Doctorate Program: Ph.D. in Curriculum and Instruction

CIP Code: 13.0301

Terminated Doctorate Programs: Special Education (CIP 13.1001), Elementary Education (CIP 13.1202), Early Childhood Education (CIP 13.1210), English Education (CIP 13.1305), Foreign and Second Language Education (CIP 13.1306), Mathematics Education (CIP 13.1311), Reading Education (CIP 13.1315), Science Education (CIP 13.1316), and Social Science Education (CIP 13.1317).

The School of Teacher Education (STE) proposes to consolidate existing graduate degrees (10 independent masters, 10 independent specialist, and nine (9) independent doctoral) to a single masters, single specialist, and single doctoral degree, respectively. The consolidated degrees would each be titled Curriculum and Instruction (CIP 13.0301). Each current, independent degree (e.g., Elementary Education, English Education, Special Education) would thus be subsumed within each of the Curriculum and Instruction degrees as a major at the appropriate levels (Masters degree in Curriculum and Instruction; Educational Specialist Degree in Curriculum and Instruction; PhD Degree in Curriculum and Instruction).

The proposed curricula do not impact existing tracks leading to Master's level teacher certification. These curricula remain intact as currently approved by the Florida Department of Education and are subsumed within individual majors resulting from the proposed degree consolidations. The consolidation is also revenue neutral, with all faculty and instructional resources that currently exist in support of the multiple degree programs being used to implement the new program and its majors.

The goal of the School of Teacher Education is to create an inclusive pool of faculty possessing graduate faculty status. The school already has an adequate faculty body to implement and conduct the proposed consolidated degrees and their associated majors.

The proposal notes that students currently enrolled in any of the programs proposed for consolidation will be allowed to choose whether to continue with their current program or switch to the proposed program in Curriculum and Instruction. The proposed phase out date is August 1, 2015.

In addition to electronic communications, students and faculty will be invited to attend information sessions that will address their questions and concerns. According to the proposal a total of 26 faculty members will be impacted. Data from the State University System Database show that 278 students will be impacted by the consolidation (219 at beginning graduate level and 59 at advanced graduate level).

The 29 existing independent programs will be terminated effective December 01, 2012, with the phase-out date set for August 01, 2015. Admissions into the proposed program are expected to begin summer 2013.

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
June 21, 2012**

SUBJECT: Bachelor of Science in Biology, Major in Medical Laboratory Science at the University of North Florida to exceed 120 credit hours to degree

PROPOSED BOARD ACTION

Consider the Bachelor of Science in Biology, Major in Medical Laboratory Science (CIP 26.0101) at the University of North Florida to exceed 120 credit hours to degree.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Subsection 1007.25(8), Florida Statutes; Board of Governors Regulation 8.014

BACKGROUND INFORMATION

The University of North Florida (UNF) is seeking approval for its major in Medical Laboratory Science under the Bachelor of Science in Biology program to exceed 120 credit hours to degree. The increase in credit hours is needed because the upper division of the program includes 65 semester hours of core didactic coursework and practicum required by the National Accrediting Agency for Clinical Laboratory Sciences (NAACLS). The program major has been created to fulfill a partnership agreement with local hospitals and must meet NAACLS standards in order to prepare graduates for employment.

The exception to 120 credit hours to degree will apply only to the Medical Laboratory Science major under the B.S. in Biology. The University intends to convert the major into a stand-alone degree program next year and the exception will then apply to the new program.

If the Board of Governors approves the request, it would bring the program major into conformity with existing medical technology bachelor's degree programs in the State University System. UNF will implement the exception to 120 credit hours beginning in fall 2012.

Supporting Documentation Included: University Request

Facilitators/Presenters: Governor Tripp

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
UNIVERSITY of
NORTH FLORIDA

May 16, 2012

MEMORANDUM

To: R. E. LeMon, Associate Vice Chancellor
Academic and Student Affairs

Richard Stevens, Director
Academic and Student Affairs

From:  Mark Workman, Provost

Subject: Request for Limited Access Status and Exception to 120 Credit Hour Requirement

On March 20, 2012, the UNF Board of Trustees approved the College of Arts and Sciences – Biology department request to establish limited access status and to exceed 120 required credit hours for its newly created Medical Laboratory Sciences concentration associated with the B.S. in Biology degree program.

Overview

There is currently a national shortage of laboratory professionals and according to the U.S. Bureau of Labor and Statistics, it is projected that 81,000 technologists and technicians will be needed to replace retirees and 68,000 will be needed to fill new positions by 2014. This program will help address the growing local need for professional laboratory workers and provide UNF students with career training and job opportunities upon graduation.

MLS program development has been guided by a consortium of local hospital and laboratory professionals. Qualification for national certification and state licensure as a Medical Laboratory Scientist requires completion of academic science credits from a regionally accredited college or university and completion of a medical laboratory science training program accredited by the National Accrediting Agency for Clinical Laboratory Sciences (NAACLS). There are currently no other four year programs offering academic coursework for MLS in Northeast Florida. Several clinical laboratories are partnering with UNF to provide the required clinical laboratory training. UNF has initiated the NAACLS accreditation and the SACS substantive change processes.

The UNF MLS program will be a modified 3+1 program consisting of 126 credit hours. Biology majors who decide to select this concentration will apply to the UNF MLS program in the fall of their junior year. After acceptance into the MLS program, students will begin didactic

coursework in the spring and summer semesters. These courses will be taught by the UNF MLS Program Director and adjunct faculty currently working in the local hospitals. In their senior year of the program, students will complete their clinical experience at one of the UNF MLS clinical affiliates (e.g., Baptist Health, Mayo Clinic, and UF Shands Jacksonville). The clinical practicums will rotate students through many different areas of specialization. At the end of the program students will be eligible to sit for a national certification examination.

Given the University's desire to meet a community need in a timely manner, the program has initially been developed as a concentration within the Biology degree program. The Department of Biology within the College of Arts and Sciences will initiate the New Degree Program process with its submission of a Request to Plan on September 1, 2012.

Limited Access Request

The facilities, equipment, and personnel required to properly train these students are limited, and health care organizations with which we are affiliated can only accommodate a limited number of students at any given time. Listed below are the health care facilities that have made a commitment to train UNF MLS students and the number of students per year that they can accommodate.

Clinical Affiliate	Student Spots
Baptist Health Care	8
Mayo Clinic	6
Shands Jacksonville	6
St. Vincent's	2
Orange Park Medical Center	2
Department of Health State Lab	6
Total	30

The total number of students that can be accommodated by area hospitals is 30 per year. Because this clinical experience is a requirement for licensure and completion of the program, we wish to limit access to the program to only those students that we are able to place in a clinical laboratory.

Request to Exceed 120 semester hours

In order to be in compliance with the NAACLS curriculum requirements, the upper division portion of the Medical Laboratory Science program is comprised of 65 semester hours of core didactic coursework and practicum (see attached program of study). UNF is requesting approval to exceed the 120 credit hour limit by 5 semester hours, bringing the total number of hours required for this specific concentration to 125 credits.

The following comparisons show that many of the currently accredited programs exceed 120 credit hours. Our request to increase the credits hours for the proposed concentration to 125 credit hours is in line with other programs.

Total Number of Highest Level of

University Programs in the State of Florida Required	<i>Credits</i>	Math
University of West Florida	129	College Algebra
University of Central Florida	126	College Algebra
Florida Gulf Coast University	123	College Algebra
National University Programs		
Michigan State University	136	Calculus
University of Arkansas	124	College Algebra
University of Auburn at Montgomery	140	Pre Calculus
Georgia Health Sciences University	125	College Algebra
Armstrong Atlantic University	123	College Algebra
Northern Illinois University	131	College Algebra
University of Illinois at Springfield	123	College Algebra
Eastern Kentucky University	128	College Algebra
University of Maryland	123	College Algebra
University of North Carolina Chapel Hill	121	College Algebra

If you have any questions, please do not hesitate to contact me.

Attachment

c: Ms. Shawn Brayton
Dr. Jeff Coker
Dr. Barbara Hetrick

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
June 21, 2012**

SUBJECT: Limited Access Status for the Bachelor of Science in Biology, Major in Medical Laboratory Science, at the University of North Florida

PROPOSED BOARD ACTION

Consider Limited Access Status for the Bachelor of Science in Biology, Major in Medical Laboratory Science, at the University of North Florida, CIP Code 26.0101.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 8.013

BACKGROUND INFORMATION

The University of North Florida requests Limited Access status for the major in Medical Laboratory Science under the Bachelor of Science in Biology. This action is requested because of limited instructional facilities for the clinical experience required for completion of the program and licensure. The program major has been created to fulfill a partnership agreement with local hospitals that will provide clinical facilities for instruction. Proposed minimum admission standards into the program are a minimum 2.75 GPA, a minimum C grade in prerequisite courses, a personal statement, and a group interview. These requirements will not affect the ability of Florida College System associate of arts degree program graduates to compete for program space.

The limited access status will apply only to the Medical Laboratory Science major under the B.S. in Biology. The University intends to convert the major into a stand-alone degree program next year and limited access status will then apply to the new program.

If approved, UNF plans to implement Limited Access Status, effective fall 2012.

Supporting Documentation Included: University Request

Facilitators/Presenters: Governor Tripp

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Board of Governors, State University System of Florida
Limited Access Program Request
Reference: BOG Regulation 6.001, Admissions

University:	University of North Florida	Degree(s) offered:	Bachelor Science
Program:	Biology major: Medical Laboratory Sciences concentration	Six digit CIP code:	26.0101

1. Will the entire program be limited access or only a specific track?

Only a track.

2. If only a track is limited access, please specify the name of the track

The Medical Laboratory Sciences concentration of the Biology major.

3. How many students will the program plan to accommodate?

Fall 30 **Spring** 0 **Academic Year Total** 30

4. When do you propose to initiate limited access?

Fall 2012

5. What is the justification for limiting access?

Medical laboratory science is an attractive career for college graduates with science degrees. Over the past several decades, closure of medical laboratory science training programs combined with increased demand for trained personnel have resulted in a nationwide shortage of qualified medical technologists to staff clinical laboratories. Qualifications for national certification and state licensure as a Medical Laboratory Scientist (also referred to as Medical Technologist) in Florida requires completion of academic science credits from a regionally accredited college or university and completion of a clinical laboratory training program accredited by the National Accrediting Agency for Clinical Laboratory Sciences (NAACLS). A requirement of this training is two semesters in clinical rotations in area hospitals and health care facilities under the supervision of qualified experts in fields such as hematology, medical microbiology, phlebotomy, etc. The facilities, equipment, and personnel required to properly train these students is limited, and health care organizations with which we are affiliated can only accommodate a limited number of students at any given time. Listed below are the health care facilities that have made a commitment to train UNF MLS students and the number of students per year that they can accommodate.

Clinical Affiliate	Student Spots
Baptist Health Care	8
Mayo Clinic	6
Shands Jacksonville	6
St. Vincent's	2
Orange Park Medical Center	2

Department of Health State Lab	6
Total	30

Therefore, the total number of students that can be accommodated by area hospitals is 30 per year. Because this clinical experience is a requirement for licensure and completion of the program, we wish to limit access to the program to only those students that we are able to place in a clinical laboratory and thus successfully complete the program.

6. By what means will access be limited? Please provide a description of the program's admissions requirements and procedures, and indicate how these requirements and procedures ensure equal access for Florida community college Associate of Arts degree graduates in the competition for available space in the program.

Admission will be based on criteria listed below. Each of the four criteria will be scored using a rubric developed by the Program Director and the Biology faculty members. Each applicant will receive a composite score that is the sum of the scores for the four criteria. Admission into the program will be offered to the 30 students with the highest composite score. Applicants from the Florida State College System will have equal access to the program as the requirements will be clearly posted online and made available to internal and external advisors.

- 1) Minimum 2.75 GPA
- 2) Successful completion with a minimum grade of C of the following prerequisites:
 - BSCX010C General Biology I with lab
 - BSCX011C General Biology II with lab
 - MCB2010C Microbiology with lab,
 - BSCX085C Human Anatomy & Physiology I with lab
 - BSCX086C Human Anatomy & Physiology II with lab,
 - PCB3023C Molecular & Cellular Biology with lab,
 - CHMX045/CHMX045L General Chemistry I with lab
 - CHMX046/CHMX046L General Chemistry II with lab
 - CHMX210/CHMX210L Organic Chemistry I with lab
 - CHMX211/CHMX211L Organic Chemistry II with lab
 - STA2014 Elementary Statistics for Health and Social Sciences.
- 3) A personal statement describing career goals and laboratory experience
- 4) A group interview with the Program Director and another Biology faculty member

7. **Present the current race and gender profiles of the students in the program. Discuss the impact of the proposed action on the race and gender profiles. Cite sources used for discussion. What strategies, should they be necessary, will be used to promote diversity in the program?**

The figures below illustrate the gender and ethnic breakdown of the undergraduate Medical Laboratory Sciences program applicants.

The UNF Medical Laboratory Sciences program was approved through the University faculty governance process in fall 2011 with an implementation date of fall 2012. Therefore, the only data we have represent potential applicants. All students are female, and more than half (approximately 57%) of the students currently in the program are from minority populations. The proposed limited access is not anticipated to impact the current diversity as all of the current students met the criteria listed above, and other programs in the state with similar criteria to limit access have shown no significant change in race and gender profiles over the past several years.

Strategies to promote diversity include recruiting efforts (printed materials, presentations etc.) at high schools with high minority representation and Historically Black Colleges. The program will be promoted at the National Pan-Hellenic Council to attract African American males and females. We will also seek grant funding to develop an academy in laboratory science at the high school level in Duval and St. Johns county to attract minority students. Additionally, admission decisions will be based on academic grades rather than test scores, which may show racial, cultural, economic, and gender biases.

Ethnicity of potential applicants as of February 2012

Am. Indian	0%
Asian/PI	29%
Black	14%
Hispanic	14%
Nonres. Alien	0%
Not Reported	0%
White	43%
Total	100%

Gender of potential applicants as of February 2012

FEMALE	100%
MALE	0%
Total	100%

8. **Are the graduates of the program in high demand? If so, and if the program is to be limited due to lack of adequate resources, provide a justification for limiting access to the program rather than reallocating resources from programs with low market demand.**

Graduates of Medical Laboratory Sciences programs are in very high demand. It is estimated that there will be need for more than 10,000 additional medical technologists nationwide in the next decade. The genesis of this program was a result of the need and desire on the part of Jacksonville area health care facilities to have a local program that

would produce well-trained medical technologists. As a reflection of this need, three of these health care facilities, Baptist Health Care, Mayo Clinic Jacksonville, and Shands Jacksonville contributed funds to hire a Program Director for the MLS program.

The factor that limits the size of this program is the number of students that our clinical affiliates can accommodate rather than departmental or institutional resources. As a result, resources cannot be reallocated to address this limitation. We will pursue relationships with additional clinical affiliates to accommodate more students. As additional commitments are secured, we will be able to expand the program.

Request Initiated by:	<i>Barbara DeRick</i>
EEO Officer's Signature:	<i>Cheryl Gonzalez</i>
Provost's Signature:	<i>Mark E. ...</i>

Send the completed form to:

Dr. Dorothy J. Minear
Sr. Associate Vice Chancellor, Academic and Student Affairs
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399-1950

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
June 21, 2012**

SUBJECT: Limited Access Status for the Bachelor of Arts/Bachelor of Science in
Global Business at the University of South Florida – St. Petersburg

PROPOSED COMMITTEE ACTION

Consider Limited Access Status for the Bachelor of Arts/Bachelor of Science in Global Business at the University of South Florida – St. Petersburg, CIP Code 52.1101.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 8.013

BACKGROUND INFORMATION

The University of South Florida, St. Petersburg campus, requests Limited Access status for the new Bachelor of Arts/Bachelor of Science in Global Business. This action is requested in order to align with the required student-faculty ratio needed program accreditation standard, and because of limited faculty and instructional facilities on the St. Petersburg campus.

Proposed minimum admission standards into the program are an overall 2.5 college grade point average (GPA), a C- grade in each prerequisite college courses with a cumulative 2.0 GPA in all prerequisites, and 60 semester credit hours or an A.A. degree or equivalent. These requirements will not affect the ability of Florida College System associate of arts degree program graduates to compete for program space.

Existing state university baccalaureate degree programs in the 52.1101 CIP code are approved as limited access. If approved by the Board of Governors, USF plans to implement Limited Access Status for the Global Business baccalaureate program, effective immediately.

Supporting Documentation Included: University Request

Facilitators/Presenters: Governor Tripp

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Board of Governors, State University System of Florida
Limited Access Program Request
Reference: BOG Regulation 6.001, Admissions

University:	University of South Florida St. Petersburg	Degree(s) offered:	BA/BS
Program:	Global Business	Six digit CIP code:	52.1101

1. Will the entire program be limited access or only a specific track?

The Global Business is a new proposed major within the College of Business and as is the case with the other seven existing majors would be limited access.

2. If only a track is limited access, please specify the name of the track _

N/A

3. How many students will the program plan to accommodate?

Year 1—28

Year 2—29

Year 3—31

4. When do you propose to initiate limited access?

Fall 2012 or upon program implementation

5. What is the justification for limiting access?

The Global Business degree program at the University of South Florida St. Petersburg is being proposed as a new major within the College of Business. The existing majors (Accounting, Economics, Entrepreneurship, Finance, Information Systems Management, Management, and Marketing) have previously been approved for limited access.

As a professional degree, the College of Business maintains that increased admission standards are necessary to accommodate students within the limited resources available in regard to faculty and classrooms. It also matches our commitment for maintaining the standards established in meeting the accreditation requirements for the Association to Advance Collegiate Schools of Business (AACSB).

6. By what means will access be limited? Please provide a description of the program's admissions requirements and procedures, and indicate how these requirements and procedures ensure equal access for Florida community college Associate of Arts degree graduates in the competition for available space in the program.

LIMITED ACCESS:

The College of Business is an upper-level, limited access college, which means that it has admission requirements in addition to those of the University in general.

ADMISSION REQUIREMENTS:

- 6.1. Before declaring a major in the College of Business, students must satisfy the following criteria:
- a. Minimum of 60 semester hours of college credit earned.
 - b. Minimum of 2.5 cumulative grade point average on all college-level work completed and a minimum of 2.0 on all credit hours attempted at USF, including any prior to renewal.
 - c. Completion of the following State Mandated Common Prerequisites (or equivalents) with a grade of C- or higher in each course and an overall 2.0 GPA:
 - ACG X021 Financial Accounting (or ACG X001 & ACG X011)
 - ACG X071 Managerial Accounting
 - CGS X100 Computers in Business (or acceptable substitute)
 - ECO X013 Principles of Macroeconomics
 - ECO X023 Principles of Microeconomics
 - MAC X233 Business Calculus
 - STA X023 Introductory Statistics or QMB X100
 - d. In computing entry grade point average all business and economics course taken for S or U grades will be converted to C or F, respectively.
- 6.2. Students working toward meeting the limited access criteria will be permitted to enroll in all foundation courses in Business except GEB 4890, provided they have completed 60 semester hours and have met course prerequisites.
- 6.3. A minimum score of 550 on paper and pencil or 213 on computerized TOEFL is required, when applicable.
- 6.4. Students must be admitted to the College of Business at least one term before their anticipated graduation date.

EQUAL ACCESS FOR FLORIDA COMMUNITY COLLEGE AA DEGREE GRADUATES

Florida public junior/community college students enrolled in an Associate of Arts degree program should normally complete the general education requirements and the State Mandated Common Prerequisites at the junior/community college. Thus, there should be no negative impact on any applicant based upon the admissions standards described above.

7. Present the current race and gender profiles of the students in the program. Discuss the impact of the proposed action on the race and gender profiles. Cite sources used for discussion. What strategies, should they be necessary, will be used to promote diversity in the program?

As a new proposal, we currently have no demographics to report on the major. Provided below, however, is the race and gender profiles of the existing majors within the College of Business.

Undergraduate, Ethnicity by Gender						
2010/2011						
Ethnicity	Number of Students	% of Total	Female		Male	
			Number	%	Number	%
African-American	98	7%	42	6%	56	7%
Asian/Pacific Islander	114	8%	46	6%	68	9%
Hispanic	139	9%	57	8%	82	11%
Non-Resident Alien	18	1%	9	1%	9	1%
Native-American	4	0%	3	0%	1	0%
Unknown	29	2%	--	--	--	--
White Non-Hispanic	1094	73%	562	78%	531	71%
Grand Total	1496	100%	719	100%	747	100%

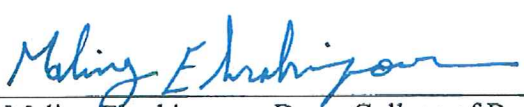
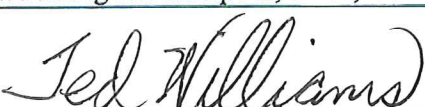
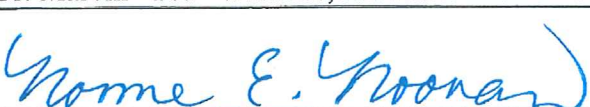
As presented in the overall proposal for the major in Global Business, diversity was given considerable attention. Below is an excerpt from that proposal which suggests that this major should attract a higher percentage of minority participation than other business disciplines:

“Our intent is to actively promote this degree program in local and regional minority communities through cooperation with local and regional Chambers of Commerce and other organizations, at recruitment efforts at local and regional high schools, during orientation programs, and at other on-campus community events.

We are confident that exposure to international education will increase students’ cultural sensitivity. Given Florida’s proximity to Central America, the Caribbean, and Latin America, we expect this degree program to have a special appeal for Hispanic students, a growing demographic at USFSP.”

8. Are the graduates of the program in high demand? If so, and if the program is to be limited due to lack of adequate resources, provide a justification for limiting access to the program rather than reallocating resources from programs with low market demand.

Business degree graduates are generally in high demand. Based upon national trends the major in Global Business should generate considerable student interest.

Request Initiated by:	 Dr. Maling Ebrahimpour, Dean, College of Business USF St. Petersburg
EEO Officer's Signature:	 Dr. Marvin "Ted" Williams, Associate Vice President
Provost's Signature:	 Dr. Norine E. Noonan, Regional Vice Chancellor for Academic Affairs

Send the completed form to: Dr. Dorothy J. Minear
Senior Associate Vice Chancellor, Academic and Student Affairs
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1602
Tallahassee, Florida 32399-1950

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
June 21, 2012**

SUBJECT: Termination of the Florida Center for Library Automation as an Academic Infrastructure Support Organization

PROPOSED COMMITTEE ACTION

Consider Termination of the Florida Center for Library Automation as an Academic Infrastructure Support Organization

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 10.014

BACKGROUND INFORMATION

The Board of Governors approved the Florida Center for Library Automation (FCLA) as an Academic Infrastructure Support Organization (AISO) in November 2009. The 2012 Legislature created the Florida Virtual Campus by eliminating four existing state funded postsecondary education support organizations and transferring many of their responsibilities to the new entity; one of the four organizations eliminated is FCLA, which will cease to exist as a separate entity on June 30, 2012. The Florida Virtual Campus will be a cross-sector organization that is jointly governed at the state level by the Florida College System and the State University System and will provide services to both delivery systems.

Because FCLA will not exist past June 30, 2012, termination as an AISO is necessary. Board of Governors Regulation 10.014 provides that AISOs may be terminated at the recommendation of the Council of Academic Vice Presidents (CAVP) and upon the approval of the Board. At its June 1, 2012, meeting, the CAVP recommended termination. If approved by the Board of Governors, the termination of AISO status for FCLA will be effective July 1, 2012.

Supporting Documentation Included: None

Facilitators/Presenters: Governor Tripp

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
June 21, 2012**

SUBJECT: Technology Performance Funding Pilot created by House Bill 7135

PROPOSED COMMITTEE ACTION

Consider for approval factors for ranking universities that apply for the Technology Performance Funding Pilot created by House Bill 7135

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Subsection 1011.905 (1) (c), Florida Statutes

BACKGROUND INFORMATION

The 2012 Legislature passed and the Governor signed House Bill 7135 creating a pilot project to implement performance funding for a select category of degree programs associated with computer science and information technology. For each year of the pilot, up to \$15 million dollars will be awarded to university department(s) based upon a ranking system and factors described in newly created s. 1011.905, Florida Statutes - Performance funding for state universities.

Two factors are established in statute; each representing 25 percent of the total ranking score for an applicant university. The remaining 50 percent of a university's score must be based on factors determined by the Board of Governors which relate to increasing the probability that graduates who have earned degrees in the programs identified on a targeted program list will be employed in high-skill, high-wage, and high-demand employment.

The supporting documentation outlines four types of partnerships which have been identified as factors that lead to stronger industry/university relationships and that provide direct workforce linkages to students and graduates from degree programs on the targeted programs list. If approved, these will become the factors that will determine 50 percent of a university's rank score.

Supporting Documentation Included:	Operational Plan
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Facilitators / Presenters:	Governor Tripp
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**State University System of Florida
Information Technology Program Performance Funding Pilot
2012 - 2013 Application**

UNIVERSITY: _____

PROGRAM DEPARTMENT(S): _____

SIGNATURE: _____ **DATE:** _____
(President or Assignee)

OVERVIEW: Each scoring section of the application includes a formula for calculating a score. The section scores for each applicant university will be ranked against all other applicants with the highest score being ranked number 1, the next highest score ranked number 2, etc. The section ranking will be used to calculate the total rank score. To determine the total rank score for each university applicant, the rank scores for Sections 1, 2, and 3 (with (i) programs and (ii) students scored separately) will be added together. By doing this, each will represent 25% of the total rank score.

Total Rank Score = Section 1 rank score + Section 2 rank score + Section 3.i. rank score + Section 3.ii. rank score

The university applicant with the lowest total rank score will be the top ranked applicant at number one (1). The university with the second lowest score will be ranked number 2; the next will be ranked number 3; and so forth. In the case of a tie, each university will be ranked at the same level. Individual departments within a university will not be ranked and regardless of how many departments may be involved in offering the targeted programs, each university can receive only one award based upon the university ranking.

The Financial Disclosure information will not be scored, but it is a required section of the application. This section establishes baseline funding for the department(s) that offer the targeted programs so that the university and Board office can verify compliance with s. 1011.905(3)(a) which states, "*the funds may not be used to supplant funding for the degree programs described in paragraph (1)(a).*" The financial data will also be used in the evaluation of the performance funding pilot project to determine its effectiveness and sustainability. Each university receiving an award is responsible for determining the distribution formula among multiple degree program departments and must provide that information to the Board of Governors.

Section 1 - Twenty-five percent of a state university's score shall be based on the percentage of employed graduates who have earned degrees in five program areas outlined in statute: computer and information science; computer engineering; information systems technology; information technology; and management information systems.

DIRECTIONS: Use the Florida Education and Training Placement Information Program (FETPIP) data provided (currently 2010-11) to determine the number of employed graduates. Although FETPIP data has limitations, it provides a uniform method of measurement for all universities. To determine the University's percent score for Section 1, the number of all graduates in all programs at all levels who are found employed will be divided into the number of graduates at all levels from the targeted program list provided who are found employed.

$$\text{Section 1 score} = \frac{\text{Total number of 2010 – 2011 graduates at all levels from all of the targeted program areas who are employed}}{\text{Total number of 2010 – 2011 graduates all levels who are employed}} * 100$$

EXAMPLE: 1,000 graduates were found employed, of which 300 graduated from a program on the targeted list to equal 30% of all graduates found employed. Therefore, 30% becomes the number for calculating Section 1 ranking.

SECTION 1 PERCENT SCORE = _____

Section 2 - Twenty-five percent of a state university's score shall be based on the percentage of graduates who have earned baccalaureate degrees in the programs in the targeted list and who have earned industry certifications in a related field from a Florida College System institution or state university prior to graduation.

DIRECTIONS: Use the provided list of targeted industry certifications to calculate rankings for Section 2. The list is derived from the 2011-2012 Final Perkins IV Technical Skill Attainment Inventory (By College Credit Program) list that is used by the Florida College System. The University must identify baccalaureate graduates from programs on the targeted list who also earned a targeted industry certificate while enrolled at a Florida college or state university. Provide documentation that the certificate was earned and the date it was awarded.

For each year of the pilot, the number of baccalaureate graduates from the previous academic year that earned a baccalaureate degree on the targeted program list will be divided into the number who also earned a certificate on the targeted industry certification list. A student who earns multiple industry certifications may only be counted as one graduate.

$$\text{Section 2 score} = \frac{\text{Number of baccalaureate 2010 – 2011 graduates from the targeted program list who earned a targeted industry certification}}{\text{Total number of 2010 – 2011 graduates from the targeted program list}} * 100$$

EXAMPLE: 200 baccalaureate graduates in 2011-2012 earned degrees on the targeted program list, but only 10 of those also earned industry certification to equal 5% of all targeted baccalaureate graduates. Therefore, 5% becomes the number for calculating Section 2 ranking.

SECTION 2 PERCENT SCORE = _____

Section 3 - Fifty percent of a state university's score shall be based on factors determined by the Board of Governors which relate to increasing the probability that graduates who have earned degrees in the programs described in Section 1 will be employed in high-skill, high-wage, and high-demand employment.

DIRECTIONS: The following four types of partnerships have been identified as factors that lead to stronger industry/ university relationships and that provide direct workforce linkages to students and graduates from degree programs on the targeted programs list. Each will be scored in two parts; the number of existing programs on June 31, 2012 and the number of students who have participated in the programs for the past two academic years (2010-11 and 2011-12).

(a) Cooperative Education – For the purpose of this criterion, cooperative education is defined as a degree program that combines classroom study with paid work experience directly related to a student's academic major over multiple semesters, typically with the same employer. Such a program is designed to help students gain understanding of the conceptual underpinnings of their academic major while gaining real work experience and competencies, earning credit towards the degree for both activities.

i. **Programs:** List all industry/agency-related cooperative education agreements associated with each of the programs in the targeted program list. NUMBER _____

ii. **Students:** List the total number of students and graduates from the targeted program list who have participated in the identified cooperative education programs over the past two academic years, including those currently enrolled at all levels.

NUMBER _____

(b) Internships – For the purpose of this criterion, internships are defined as academic courses that allow students to apply classroom theory in a practical work setting. They may be paid or unpaid and generally are one semester in length. Internships that are part of a scholarship program listed under subsection (d) may not be included in this subsection.

- i. **Programs:** List all formal industry/agency-related internships associated with the programs designated in the targeted program list. NUMBER _____

- ii. **Students:** List the total number of students and graduates from the targeted program list who have participated in any such internship over the past three academic years, including those currently enrolled at all levels. NUMBER _____

(c) Collaborative Partnerships with Business and Industry - For the purpose of this criterion, collaborative partnerships are defined as joint agreements between the university (department) and one or more corporations to provide instruction and/or research in a realistic work environment. Typically this type of collaboration would involve the industry partner providing student access to state of the art equipment and facilities, collaborating on the curriculum design, and/or providing personnel to serve as adjunct faculty or co-researchers with university faculty.

- i. **Programs:** List all industry/agency-related collaborative partnerships associated with the programs designated by six-digit Classification of Instructional Program (CIP) associated with this legislative award competition. NUMBER _____

- ii. **Students:** List the total number of students and graduates from the targeted program list who have participated in any such collaborative partnerships for either instruction or research over the past three academic years, including those currently enrolled at all levels. NUMBER _____

(d) Industry Employment Scholarship Programs - For the purpose of this criterion, industry employment scholarship programs are defined as scholarships that provide a guarantee of employment upon graduation or that offer paid summer internship opportunities in the related industry as a part of the scholarship program.

- i. **Programs:** List all industry employment scholarships available to students enrolled in the degree programs from the targeted programs list. NUMBER _____

- ii. **Students:** List the total number of students and graduates from the targeted program list who have participated in any such scholarships over the past three academic years, including those currently enrolled at all levels. NUMBER _____

Sum the number of industry related programs identified in subsections 3 (a).i., (b).i., (c).i., and (d).i., to arrive at a numerical score that will constitute 25% of the total rank score for the application.

Sum the number of students identified in subsections (a).ii., (b).ii., (c).ii., and (d).ii., to arrive at a numerical score that will constitute 25% of the total rank score for the application.

$$\text{Section 3. i. score} = (a).i. + (b).i. + (c).i. + (d).i.$$

$$\text{Section 3. ii. score} = (a).ii. + (b).ii. + (c).ii. + (d).ii.$$

EXAMPLE: A university identifies 3 cooperative programs, 6 internships, no collaborative partnerships, and one scholarship related to the targeted program list for a total score of 10. The university also documents that over a three year period 9 students participated in the cooperative programs, 26 students participated in the internships, no students participated in collaborative partnerships, and two students received the scholarship for a total score of 37. Therefore 10 becomes the number for calculating 25% of the ranking for Section 3i/Programs and 37 becomes the number for calculating the remaining 25% of Section 3ii/Students.

SECTION 3. i. NUMERIC SCORE = _____

SECTION 3. ii. NUMERIC SCORE = _____

Financial Disclosure

(This part of the application will not be scored, but it is required)

As a component of the performance funding application process, each University will be required to submit operating budget reports for the past three years and a proposed operating budget report for the upcoming year for each department represented in the application with qualifying degree programs. The report will be used to evaluate the following:

- Verify compliance with s. 1011.905(3)(a) which states, “the funds may not be used to supplant funding for the degree programs described in paragraph (1)(a).”
- Trends or changes in the amount of revenues allocated by the University to the department(s) and the amount of expenditures incurred by the department(s) for the last three fiscal years. An explanation may be required if substantial changes between fiscal years are material in nature or if other questionable activities are prevalent;
- Beginning and ending fund balances of the department(s) for the past three years;
- Total number of FTE positions by department (ex. faculty, adjunct faculty, administrative staff, etc.);

The operating budgets should report financial data using traditional revenue and expenditure categories such as, but not limited to, miscellaneous receipts, interest earnings, salaries and benefits, other capital outlay, etc. In addition, the total number of full-time and part-time positions should be reported as well.

DRAFT

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Academic and Student Affairs Committee
June 21, 2012**

SUBJECT: Student Affairs Reports and Updates

PROPOSED COMMITTEE ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not applicable

BACKGROUND INFORMATION

Time permitting, Dr. Maribeth Ehasz, Chair of the State University System (SUS) Council for Student Affairs, will provide an update on current student affairs issues on SUS campuses.

In addition, Governor Cortez Whatley, President of the Florida Student Association, will update the Committee on recent Association activities and plans for 2012.

Supporting Documentation Included:	None
Facilitators / Presenters:	Dr. Maribeth Ehasz, Chair, SUS Council for Student Affairs Governor Cortez Whatley

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STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA
Audit and Compliance Committee

University of Central Florida
Live Oak Center, Ferrell Commons
4000 Central Florida Boulevard
Orlando, Florida 32816
June 21, 2012
11:00 – 11:45 a.m.

1. **Call to Order** **Governor Ava Parker**
2. **Approval of Committee Minutes** **Governor Parker**
Minutes, May 12, 2011
3. **Report: Florida A&M University Division of Audit and Compliance Corrective Action Plan** **Dr. Solomon Badger**
*Chair,
Florida A&M University
Board of Trustees*
4. **Consideration: Annual Charters Revisions** **Mr. Derry Harper**
 - a. **Audit and Compliance Committee, Charter** *Inspector General and*
 - b. **Office of the Inspector General and** *Director of Compliance*
Director of Compliance, Charter *Board of Governors*

5. **Overview of the Inspector General Function and Report of Activities**

Mr. Harper

- a. Investigative Activities
 - i. Preliminary Inquiry Procedures
 - ii. Review of Complaints Received
- b. Work Plan Revisions (Summary & Committee Work Plans)
- c. OIGC Policies & Procedures Manual
- d. OIGC Annual Report, FYE 2011

6. **Concluding Remarks and Adjournment**

Governor Parker

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Audit and Compliance Committee
June 21, 2012**

SUBJECT: Approval of Minutes of Conference Call held May 12, 2011

PROPOSED COMMITTEE ACTION

Approval of Minutes of conference call held on May 12, 2011.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not applicable

BACKGROUND INFORMATION

Board members will review and approve the Minutes of the conference call held on May 12, 2011.

Supporting Documentation Included: Minutes: May 12, 2011

Facilitators/Presenters: Governor Ava Parker

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MINUTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
AUDIT AND COMPLIANCE COMMITTEE
CONFERENCE CALL
MAY 12, 2011

The chair, Norman D. Tripp, convened the meeting of the Audit and Compliance Committee at 10:07 a.m., by conference call. The following members were present: Patricia Frost, Gus Stavros, and John Temple.

1. Call to Order

Mr. Tripp called the meeting to order.

2. Approval of Minutes

Mr. Temple moved that the Committee approve the Minutes of the Meeting of the Board of Governors Audit and Compliance Committee (Audit Committee) held November 3, 2010, as presented. Mr. Temple moved to approve the minutes; Ms. Frost seconded the motion. The Minutes were approved.

3. Discussion: Annual Audit Plan and Risk Assessment Process

Mr. Harper presented the Fiscal Year 2011-2012 Annual Audit Plan, which was reviewed and approved by the Chancellor with input from senior staff. Approving the Plan and submitting it to the Board Chair for her review is part of the Audit and Compliance Committee's responsibilities.

The audit plan is based on a systematic Risk Assessment process and lists four projects:

- a. Institutes and Centers
- b. Ethics Climate
- c. Tuition Differential/Tuition and Fees Program(s)
- d. Board of Governors Foundation

We recommend the Institutes and Centers program because it has been around for a while. It is allotted 50 hours because we will begin the review during the remainder of 2011.

The Ethics Climate audit is allotted 50 hours and is a review of the Board's infrastructure in compliance with ethics laws applicable to the Board and its staff. We have already spent one to one and a half months on this audit.

The Tuition Differential/Tuition and Fees Program(s) audit is an obvious audit choice and is an important operation by the Board. The processes and procedures have been in place for at least two years.

Finally, the Board Foundation has a financial impact and has significant funds associated with it.

We customized a Risk Assessment process that included a review of the Board's processes and auditable activities. There were 82 auditable activities, which are subject to the traditional audit approach of inquiry, observation, and testing. Additionally, one of the risk factors is management's input. Our Risk Assessment included sending a Risk Assessment Questionnaire to most of the senior staff. We received an 80% return rate. Mr. Harper expressed his appreciation for the senior staff's time devoted to the process, especially since it was administered during the Legislative Session.

With data and information from the Regulation Compliance Review project, responses from the Risk Assessment Questionnaire, and input from the Chancellor and other senior staff, we feel comfortable the projects chosen are those that should be, given our available resources.

Under the Direct Services section of the audit plan, we list non-audit related projects. We are responsible for three areas: investigations, compliance, and audits. The reason we have just over 600 hours allotted for audits is because they are mandated by the *Audit and Compliance Committee Charter* and the Inspector General Act, with which we must abide.

Mr. Harper stated that the audit plan can be changed with input from the Audit Committee; members can direct us to whatever area they believe should be audited first. Also, the Plan is subject to change based on any changes in the allocation of resources.

Mr. Temple asked how many hours were allotted for the Board Foundation and for the Tuition Differential/Tuition and Fees Program. Mr. Harper responded that each has been allotted an estimated 250 hours. Again, that estimate can change once the audit is underway.

Chancellor Brogan underscored the selection of the audits proposed. Specifically, the Board Foundation is timely because it is important for its contributors to be confident that the money is being spent appropriately and wisely. Also, he

explained that we hold a significant amount of money for charitable contributions for scholarships for students who are needy or disabled.

Mr. Stavros asked how the 665 estimated total hours for investigations compared to previous years. Mr. Harper responded that it is consistent. Even minor matters can take a significant amount of time. A preliminary inquiry can be labor intensive despite the fact that it is essentially a review of whether or not a university has adequately addressed an issue.

The Committee was asked to approve the audit plan. Mr. Temple made a motion to do so, and Ms. Frost seconded it. The Committee approved the Plan.

Mr. Tripp asked Mr. Harper about the status of the Ethics Climate audit. Mr. Harper said that would be provided at the Committee's next meeting. Mr. Tripp reminded members that the next meeting is scheduled for June at the University of South Florida.

4. Concluding Remarks and Adjournment

Chancellor Brogan reviewed activities of the recently concluded Legislative session. The meeting of the Audit Committee was adjourned at 10:24 a.m.

Norman D. Tripp, Chair

Lori Clark,
Compliance Analyst

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Audit and Compliance Committee
June 21, 2012**

SUBJECT: Report – Florida A&M University Division of Audit and Compliance
Corrective Action Plan

PROPOSED COMMITTEE ACTION

Information only.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not applicable

BACKGROUND INFORMATION

A representative from Florida A&M University will make a presentation to the Committee on corrective actions taken by the University in response to an investigation of FAMU's Division of Audit and Compliance.

Supporting Documentation Included: None

Facilitators/Presenters: Derry Harper and TBD

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Audit and Compliance Committee
June 21, 2012**

SUBJECT: Approval of the *Audit and Compliance Committee Charter – Annual Review*

PROPOSED BOARD ACTION

Approve the final draft revision of the *Audit and Compliance Committee Charter*, revised for 2012.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Audit and Compliance Committee (“Committee”) will discuss proposed revisions to the draft Charter, which is to be reviewed annually. The primary substantive revision is the insertion of the Preliminary Inquiry procedure as approved by the Audit Committee November 3, 2010, and by the full Board on January 20, 2011. The procedure delegates authority to the Audit and Compliance Committee Chair to make the final determination and accept the Inspector General’s Report of Preliminary Inquiry in those instances where the recommendation is that no further Board action is warranted. In all other circumstances, the Audit and Compliance Committee shall consider the matter at its next meeting.

Supporting Documentation Included: Draft of *Audit and Compliance Committee Charter*

Facilitators/Presenters: Mr. Derry Harper

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STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS

AUDIT AND COMPLIANCE COMMITTEE CHARTER

INTRODUCTION:

The State University System of Florida, Board of Governors ("Board"), Audit and Compliance Committee ("Audit Committee") ~~has~~ was established ~~an Audit and Compliance Committee ("Audit Committee")~~ to demonstrate the Board's commitment to accountability. The *Audit and Compliance Committee Charter* ("Charter") articulates the powers and duties of the Audit Committee, provides for a systematic and disciplined approach to the evaluation of the Board's operations, and fosters a management environment committed to integrity, efficiency, sound financial controls, and accountability for the State University System.

This Charter establishes clear lines of authority, responsibility and expectations related to the Office of Inspector General and Director of Compliance ("Inspector General"), which shall coordinate activities designed to promote accountability, efficiency and effectiveness in the operations of the Board and activities to support accountable, efficient, and effective practices in the State University System.

The Charter is presented with the following sections: I. Organization, II. Authority, III. Duties and Responsibilities, and IV. Meetings/Reporting Responsibilities, V. Annual Review.

I. ORGANIZATION:

The Board is comprised of seventeen members, fourteen of whom are appointed by the Florida Governor and confirmed by the Florida Senate for a term of seven years. The remaining members are the Chair of the Advisory Council of the

Faculty Senate, the Commissioner of Education, and the President of the Florida Student Association.

The Audit Committee serves as the central point for demonstrating the Board's commitment to accountability, financial integrity, and efficiency in the operations of the State University System. The Audit Committee shall be comprised of five to nine members of the Board appointed by the Chair and should include at least one member who is a "financial expert."¹

The audit committees of the University Boards of Trustees and their respective internal audit executives serve as the central point for demonstrating the university's commitment to accountability, financial integrity, and efficiency in the operations of their respective institutions.

The Board's Audit Committee, the Board's Inspector General, the University Boards of Trustees audit committees and their respective internal audit executives each serve important roles in ensuring that processes are in place to meet the State University System's responsibility for financial accountability, integrity and efficiency.

The Chair of the Audit Committee shall preside at all Audit Committee meetings and have the authority among other things to develop the agenda and assign members responsibility for specific projects. In the absence of the Chair, the Vice Chair will preside at the Audit Committee meeting(s).

The Chancellor for the State University System of Florida, Board of Governors ("Chancellor") is primarily responsible for providing support to the Board in achieving its mission, goals, and objectives. Among other duties, the Chancellor is responsible for the development and implementation of Board policies and the day-to-day operations of the Board Office, including supervision of professional and support staff.

The Inspector General shall provide leadership and coordination of audit and compliance functions for the Board and is generally responsible for promoting activities that ensure accountability, financial integrity, and efficiency as required by law.

To achieve necessary independence and to ensure maximum effectiveness and coordination, the Inspector General has a dual reporting relationship with the Audit Committee and the Chancellor. The Inspector General shall report

¹ Financial expert is defined as an individual who possesses expertise through education or substantial practical business experience in the function and meaning of financial statements and an understanding of proper oversight and accountability for financial matters.

functionally to the Audit Committee and shall report administratively directly to the Chancellor. To report functionally means the Inspector General shall, among other duties, provide to the Audit Committee:

- the proposed internal risk assessment and audit plan for the Board Office;
- reports on the results of internal audits, [preliminary inquiries](#), and investigations and other matters as requested by the Audit Committee, or as may be required by law, applicable auditing standards or the independent professional judgment of the Inspector General.

To report administratively to the Chancellor shall mean all matters within the Board's office management structure that facilitate day-to-day operations of the internal audit and investigation function such as budgeting, human resources administration, internal communication flows, and administration of Board Office internal policies and procedures.

II. AUTHORITY:

Article IX, Section 7, subsection (d) of the Florida Constitution mandates that the Board operate, regulate, control, and be fully responsible for the management of the State University System of Florida, including but not limited to defining the distinctive mission of each constituent university and its articulation with free public schools and community colleges; ensuring the well-planned coordination and operation of the system; and avoiding wasteful duplication of facilities or programs. The Board's management is subject to the powers of the Legislature to appropriate for the expenditure of funds, and the Board is required to account for such expenditures as provided by law. Under Article IX, Section 7, subsection (c) of the Florida Constitution and Board authorizations, the Board of Trustees of each university in the State University System is responsible for oversight and administration of the university.

The authority of the Audit Committee comprises the specific duties and responsibilities delegated to it by the Board as set forth in this Charter.

III. DUTIES AND RESPONSIBILITIES:

A. BOARD OF GOVERNORS

The Audit Committee's essential functions relative to the operation and management of the Board are to provide oversight of activities related to internal audit, financial controls, compliance and ethics; to review significant accounting and reporting issues and confirm appropriate management responses; to review risk assessment methodologies and risk management policies; to assess the

effectiveness of the internal control system; and to review and confirm appropriate management response to any report of significant audit- or compliance-related findings and recommendations. Specifically, the Audit Committee will:

- review the operational and financial audits conducted by the Auditor General;
- review periodic reports issued by the Inspector General on audits, management reviews, and investigations;
- review corrective action plans implemented by the Chancellor;
- approve the Charter for the Board's Inspector General's Office;
- review and approve risk assessments and internal audit plans prepared by the Inspector General, who shall determine operationally the scope and assignment of the audit;
- direct the Inspector General to perform audits of special programs, functions, or organizational units;
- provide guidance on establishing and maintaining strong working relationships with external auditors and other stakeholders and assist the Board in obtaining adequate funding and resources needed by the Board's Office of Inspector General to fulfill his or her mandated duties.

In those instances when, as a result of a Preliminary Inquiry, the Inspector General recommends no Board action is warranted, the Audit Committee Chair is delegated the authority to ~~make a~~ finally approve that determination. If the Chair does not approve and in all other situations, the Audit Committee shall review the Inspector General's recommendation at its next meeting.

B. STATE UNIVERSITY SYSTEM

The Audit Committee's duties relative to the State University System include:

- acting as a liaison with the University Boards of Trustees audit committee;
- receiving and reviewing university independent audited financial statement reports;
- receiving and reviewing university internal audit reports;
- identifying trends in all such reports and confirming that adverse trends are being addressed by the universities;
- initiating inquiries if the Audit Committee has reasonable cause to believe that a university is not providing for appropriate response to significant audit findings;
- directing the Inspector General to conduct an inquiry or investigation if the Audit Committee has reasonable cause to believe that a University Board of Trustees is unwilling or unable to provide for objective

- investigation of credible allegations of fraud or other substantial financial impropriety; and
- working collaboratively with the universities to develop resources that will support sound audit and financial compliance practices.

IV. MEETINGS/REPORTING RESPONSIBILITIES:

The Audit Committee shall generally meet face-to-face or by conference call four times a year or as needed. The Audit Committee shall report regularly to the Board about Audit Committee activities and provide an open and effective avenue of communication between the Inspector General, external auditors, and the University Boards of Trustee's audit committees.

V. ANNUAL REVIEW

The Audit Committee shall confirm annually that the duties and responsibilities outlined in this Charter have been carried out and will review and assess the adequacy of the Charter in achieving the goals and objectives of the Board.

Approved by the State University System of Florida, Board of Governors.

History: Adopted 3-26-09, Reviewed and Amended 6-18-10

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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Audit and Compliance Committee
June 21, 2012

SUBJECT: Approval of the *Office of the Inspector General and Director of Compliance Charter – Annual Review*

PROPOSED BOARD ACTION

Approve the final draft revision of the *Office of the Inspector General and Director of Compliance Charter*, revised for 2012.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Audit and Compliance Committee (“Committee”) will discuss proposed revisions to the draft Charter, which is to be reviewed annually. The primary substantive revision is the insertion of the Preliminary Inquiry procedure as approved by the Audit Committee November 3, 2010, and by the full Board on January 20, 2011. The procedure delegates authority to the Audit and Compliance Committee Chair to make the final determination and accept the Inspector General’s Report of Preliminary Inquiry in those instances where the recommendation is that no further Board action is warranted. In all other circumstances, the Audit and Compliance Committee shall consider the matter at its next meeting.

Supporting Documentation Included: Draft of *Office of the Inspector General and Director of Compliance Charter*

Facilitators/Presenters: Mr. Derry Harper

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STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS

THE OFFICE OF THE INSPECTOR GENERAL AND DIRECTOR OF COMPLIANCE CHARTER

INTRODUCTION:

This Charter shall establish clear lines of authority, responsibility, and expectations related to the Office of Inspector General and Director of Compliance ("Inspector General"), which shall coordinate activities designed to promote accountability, efficiency, and effectiveness in the operations of the State University System of Florida, Board of Governors ("Board") and activities to support accountable, efficient, and effective practices throughout the system.

The Charter is presented with the following sections consistent with the *Audit and Compliance Committee Charter*: I. Organization, II. Authority, III. Independence, IV. Professional Standards, V. Scope of Work, VI. Audit Planning, and VII. Annual Review.

I. ORGANIZATION:

The Inspector General shall provide leadership and coordination of audit and compliance functions for the Board and is generally responsible for promoting activities that ensure accountability, financial integrity, and efficiency as required by law.

The Audit and Compliance Committee ("Audit Committee") serves as the central point for demonstrating the Board's commitment to accountability, financial integrity, and efficiency in the operations of the State University System. The Audit Committee is comprised of five to nine members of the Board appointed by the Chair and should include at least one member who is a "financial expert."¹

The Chair of the Audit Committee shall preside at all Audit Committee meetings. In the absence of the Chair, the Vice Chair will preside at the Audit Committee meeting(s). The Chair(or Vice Chair) and havehas the authority among other things to develop the agenda and assign members responsibility for specific projects. In those instances when, as a result of a Preliminary Inquiry, the Inspector General

¹ Financial Expert is defined as an individual who possesses expertise through education or substantial practical business experience in the function and meaning of financial statements and an understanding of proper oversight and accountability for financial matters.

recommends no Board action is warranted, the Audit Committee Chair is delegated the authority to ~~make a~~ finally approve that determination. If the Chair does not approve and in all other situations, the Audit Committee shall review the Inspector General's recommendation at its next meeting.

The Chancellor for the State University System of Florida, Board of Governors ("Chancellor") is primarily responsible for providing support to the Board in achieving its mission, goals, and objectives. Among other duties, the Chancellor is responsible for the development and implementation of Board policies and the day-to-day operations of the Board Office, including supervision of professional and support staff.

The Board's Audit Committee, its Inspector General, the University Boards of Trustees audit committees and their respective internal audit executives each serve important roles in ensuring that processes are in place to meet the State University System's responsibility for financial accountability, integrity and efficiency.

II. AUTHORITY:

Article IX, Section 7, subsection (d) of the Florida Constitution mandates that the Board operate, regulate, control, and be fully responsible for the management of the State University System of Florida, including but not limited to defining the distinctive mission of each constituent university and its articulation with free public schools and community colleges; ensuring the well-planned coordination and operation of the system; and avoiding wasteful duplication of facilities or programs. The Board's management is subject to the powers of the Legislature to appropriate for the expenditure of funds, and the Board is required to account for such expenditures as provided by law. Under Article IX, Section 7 of the Florida Constitution and Board authorizations, the Board of Trustees of each university in the State University System is responsible for oversight and administration of the university.

The authority of the Audit Committee comprises the specific duties and responsibilities delegated to it by the Board as set forth in the Charter adopted on March 26, 2009.

The Board has established the Office of Inspector General which shall provide leadership and coordination of audit, investigative, and compliance functions for the Board Office and shall generally promote activities within the State University System designed to ensure accountability, financial integrity, and efficiency.

III. INDEPENDENCE:

To achieve the necessary independence, and to ensure effective communication, coordination of activities, and maximum effectiveness, the Inspector General has a dual reporting relationship with the Audit Committee and the Chancellor. The Inspector General shall report functionally to the Audit Committee and shall report administratively directly to the Chancellor. This dual reporting relationship is designed to ensure that the Inspector General is not impaired in any manner from performing his or her mandated duties and responsibilities.

To report functionally to the Audit Committee means the Inspector General shall, among other duties, provide to the Committee:

- the proposed internal risk assessment and audit plan for the Board Office,
- reports on the results of internal audits and investigations, and on other matters as requested by the Committee, or as may be required by law, applicable auditing standards or the independent professional judgment of the Inspector General.

To report administratively to the Chancellor shall mean all matters within the Board's office management structure that facilitate day-to-day operations of the internal audit and investigation function such as budgeting, human resources administration, internal communication flows, and administration of Board Office internal policies and procedures.

All internal audit activities related to the Board Office shall remain free of influence by any other employee of the Board, including matters of audit selection, scope, procedures, frequency, timing, or report content to ensure the continuation of independent and objective actions necessary to render accurate and unbiased conclusions and findings. In addition, no employee of the Board shall prevent or prohibit the Inspector General from initiating, carrying out, or completing any audit or investigation that is authorized by the Board or required by law. However, the Board, the Audit Committee, or the Chancellor may at any time direct the Inspector General to perform an audit of a special program, function, or organizational unit of the Board Office.

IV. PROFESSIONAL STANDARDS:

The Inspector General shall conduct all of its activities in accordance with the current *International Standards for the Professional Practice of Internal Auditing* published by the Institute of Internal Auditors, Inc., or, where appropriate, in accordance with *Government Auditing Standards*, published by the Comptroller General of the United States, and *the Principles and Standards for Offices of Inspector General* published by the Association of Inspectors General. All reports issued by the Inspector General shall include a statement that the audit or investigation was conducted pursuant to the appropriate standards.

Furthermore, the Inspector General and his or her staff shall conduct activities consistent with the Institute of Internal Auditors "Code of Ethics" as well as any and all professional codes of conduct required by applicable law, rule, regulation, or Board's policy.

V. SCOPE OF WORK:

In adherence with applicable law, the Florida Constitution, and the *Audit and Compliance Committee Charter*, the Inspector General shall perform the following activities as they relate to:

A. THE BOARD OFFICE

1. Internal Audit

- Provide direction for, supervise, and coordinate audits, management reviews, surveys, inspections, and other such activities, relating to the programs and operations of the Board. Audits to be conducted shall be identified through a risk-based assessment and work plan and include financial, performance, compliance, and information systems/ IT audits.
- Conduct, supervise, or coordinate other projects carried out or financed by the Board for the purpose of promoting economy and efficiency in the administration of, or preventing and detecting fraud and abuse in, its programs and operations.
- Ensure that an appropriate balance is maintained between audit, investigative, and other accountability activities.
- Report periodically to the Board, the Audit Committee, and the Chancellor about fraud, abuses, or deficiencies relating to programs and operations administered or financed by the Board, recommend appropriate corrective actions, and report on the progress made in implementing such corrective action.
- Act as liaison with the Auditor General, federal auditors, and other governmental entities to ensure coordination of external reviews to avoid duplication.
- Review, as appropriate, regulations relating to the programs and operations of the Board and make recommendations concerning their impact.
- Monitor the implementation of the Board's response to any report on the Board issued by the Office of the Auditor General or by the Office of Program Policy Analysis and Government Accountability and no later than six months after the release of the final report provide a written response to the Audit Committee and to the Chancellor on the status of corrective actions taken and confirm a copy of such response is filed with the Legislative Auditing Committee.

2. Investigations and Preliminary Inquiries

- Receive and review complaints of alleged violations of policies, regulations, or procedures, and when appropriate initiate, conduct, supervise, and coordinate investigations designed to detect, deter, prevent, and eradicate fraud, waste, mismanagement, misconduct, and other abuses.
- Report expeditiously to the Department of Law Enforcement or other law enforcement agencies, as appropriate, whenever the Inspector General has reasonable grounds to believe there has been a violation of criminal law.
- Conduct investigations and other inquiries free of actual or perceived impairment

by any person to the independence of the Inspector General.

- [Report to the Audit Committee Chair results of Preliminary Inquiries with a recommendation for no further Board action or a recommendation for review by the Audit Committee.](#)

- Submit in a timely fashion to the Board, the Audit Committee, and the Chancellor final reports on investigations conducted by the Inspector General, except for investigations conducted pursuant to the Florida Whistle-blower's Act, which shall be conducted and reported pursuant to applicable law.
- Investigate complaints filed by a Board employee pursuant to Florida's "Whistle-blower's Act," which allege violation of federal, state, local law, rule, or regulation or which create and present a substantial and specific danger to the public's health, safety, or welfare or which allege a suspected act of gross mismanagement, malfeasance, or misfeasance.

B. THE STATE UNIVERSITY SYSTEM

- Receive and review university independent audited financial statements and university internal audit reports of their operations in order to identify trends in such reports and confirm that adverse trends are being addressed by the universities.
- As directed by the Audit Committee, initiate inquiries if the Audit Committee has reasonable cause to believe that a university is not providing for appropriate response to significant audit findings.
- As directed by the Audit Committee, be responsible for conducting any audit or other such activity relating to a state university pursuant to the provisions set forth in the Audit Committee's Charter.
- As directed by the Audit Committee, conduct an inquiry or investigation in order for the Audit Committee to determine if there is reasonable cause to believe that a University Board of Trustees is unwilling or unable to provide for objective investigation of credible allegations of fraud or substantial financial impropriety.
- Work collaboratively with the universities to develop resources that will support sound audit and financial compliance practices.

C. OTHER ACTIVITIES

- Prepare an annual report on or before September 30, which summarizes the activities of the Office of the Inspector General during the preceding fiscal year. The annual report shall be provided to the Chancellor, members of the Board, and

other designated entities.

- Provide support to the Board and the Chancellor, as requested, in matters that improve the overall efficiency and/or effectiveness of the Board.
- Ensure that periodic quality assurance reviews by the Florida Auditor General of the Office of the Inspector General are conducted consistent with applicable law and professional standards.
- Represent the Board of Governors on the State University Audit Council.
- On behalf of the Board, act as a liaison with outside agencies and the federal government to promote accountability, integrity, and efficiency in the audit and compliance functions relating to the Board's internal operations.

VI. AUDIT PLANNING:

The Inspector General shall develop long-term and annual Audit Plans relating to the Board Office based on the findings of periodic risk assessments. The Audit Plan shall include the individual audits to be conducted during each year and related resources to be devoted to the respective audits and activities.

The Audit Plan shall be developed based on a review of all Board operational units using a risk-based methodology and assessment. Any significant deviation from the formally approved work schedule shall be communicated to the Audit Committee and to the Chancellor through periodic status reports. The Audit Plan shall take into account available resources and staffing and budget limitations.

The Audit Plan may include special projects supporting Board or system financial controls, integrity and accountability.

The Audit Plan shall be submitted to the Audit Committee of the Board for final approval, with a copy of the approved plan submitted to the Auditor General.

VII. ANNUAL REVIEW:

The Audit Committee shall confirm annually that the duties and responsibilities outlined in this Charter have been carried out and review and assess the adequacy of the Charter in achieving the goals and objectives of the Board.

Approved by the State University System of Florida, Board of Governors.

History: Adopted 6-18-09, Reviewed and Amended 6-18-10

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Audit and Compliance Committee
June 21, 2012

SUBJECT: Overview of the Inspector General and Report of Activities

PROPOSED COMMITTEE ACTION

Information only.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not applicable

BACKGROUND INFORMATION

The Inspector General and Director of Compliance will provide highlights of the Office's activities in key areas such as the handling of consumer complaints and investigations, the development of an operations manual, the revision of its work plans, and the submission of its Annual Report.

Supporting Documentation Included: Audit and Compliance Committee Work Plan

Facilitators/Presenters: Derry Harper

**State University System of Florida Board of Governors
Audit and Compliance Committee Work Plan
Dashboard
July 1, 2012 – June 30, 2013**

Board Lead: Ava Parker Additional Board Members: Joseph Caruncho Patricia Frost, Thomas Kuntz, Gus Stavros, and John Temple (VC)	Lead Staff: Derry Harper/Lori Clark Office of the Inspector General and Director of Compliance (OIGC)
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Goals and Deliverables	Lead	Planned Completion Date
I. Annual Review of Audit and Compliance Committee Work Plan	Parker	6/21/12
II. Develop and Approve SUS Compliance Program	Temple	TBD
III. Approve Office of the Inspector General and Director of Compliance (OIGC) Policies and Procedures	Stavros/Kuntz	11/7-8/12
IV. Annual Review of OIGC Work Plan	Parker	6/21/12
V. Adopt Procedures for Monitoring University Audit and Compliance Activities	Frost	TBD
VI. Approve Board Office Internal Audit Work Plan	Temple	9/12-13/12
VII. Accept OIGC Annual Report	Parker/Caruncho	11/7-8/12
VIII. Annual Review of AACC and OIGC Charters	Parker	6/21/12



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

**AGENDA
Facilities Committee**

**University of Central Florida
Live Oak Center, Ferrell Commons
4000 Central Florida Boulevard
Orlando, Florida 32816
June 21, 2012
11:45 a.m. - 12:15 p.m.**

**Chair: Dick Beard; Vice-Chair: John Temple
Members: Carter, Caruncho, Perez, Robinson, Stavros, Yost**

1. **Call to Order** **Governor Dick Beard**

2. **Approval Committee Minutes** **Governor Beard**
Minutes, [March 21, 2012](#)

3. **Debt Approvals** **Mr. Chris Kinsley,**
Director, Finance & Facilities
 - A. [A Resolution of the Board of Governors Authorizing the Issuance Of Debt by the Florida Atlantic University Financing Corporation to Finance the Construction of a Student Residence Facility on the Boca Raton Campus of Florida Atlantic University](#)

 - B. [A Resolution of the Board of Governors Requesting the Division of Bond Finance of the State Board of Administration to issue Revenue Bonds on behalf of the University of Florida to Finance the Expansion of the J. Wayne Reitz Union on the Main Campus of the University of Florida](#)

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- C. A Resolution of the Board of Governors Authorizing the Issuance of Bonds by the FSU Financial Assistance, Inc. to Finance the Construction of a Multi-Purpose Indoor Athletic Facility and Related Improvements on the Main Campus of Florida State University

- | | | |
|----|---|--|
| 4. | An Amendment to the Agreement between the City of Tallahassee, Leon County, Florida, Florida State University and the Board of Governors related to the Tallahassee-Leon County Civic Center Authority | Mr. Kinsley |
| 5. | Facility Task Force Update | Dr. Judy Bense,
<i>President, University of West Florida</i> |
| 6. | Concluding Remarks and Adjournment | Governor Beard |

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
June 21, 2012**

SUBJECT: Minutes of Meetings held March 21, 2012

PROPOSED COMMITTEE ACTION

Approval of minutes of the meetings held on March 21, 2012, at the University of North Florida.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not applicable

BACKGROUND INFORMATION

Board members will review and approve the minutes of the meeting held on March 21, 2012 at the University of North Florida.

Supporting Documentation Included: Minutes: March 21, 2012

Facilitators/Presenters: Governor Dick Beard

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MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
FACILITIES COMMITTEE
UNIVERSITY OF NORTH FLORIDA
JACKSONVILLE, FLORIDA
March 21, 2012

Chairman Dick Beard convened the Board of Governors Facilities Committee meeting at 2:00 p.m., March 21, 2012, at the University of North Florida. The following members were present: John Temple, Joseph Caruncho, Tico Perez, Gus Stavros and Rick Yost.

1. Call to Order

Governor Beard called the meeting of the Facilities Committee to order.

2. Approval of Minutes of the Meeting of the Facilities Committee held January 18, 2012 and February 21, 2012

Governor Perez moved that the Committee approve the Minutes of the Meeting of the Facilities Committee held January 18 and February 1, 2012. Mr. Caruncho seconded the motion, and members of the Committee concurred.

3. University of Central Florida Library Naming

Mr. Jones reviewed the University of Central Florida's proposal to name the library after President Hitt pursuant to Regulation 9.005. The University Provost, Tony Waldrup, presented the University's request to the Committee. Governor Perez moved that the Committee approve the request. Mr. Temple seconded the motion. The committee unanimously approved the naming.

4. New Facilities Task Force/Legislative Update

Mr. Beard called on Chair Colson to present the new facilities task force. Chair Colson stated that the current climate of PECO shortfall and other funding challenges made the time right for a new task force. He said the new task force would have a deadline of November 2012 to report back to the Board with recommendations to be considered for the 2013 Legislative session.

Governor Beard asked Mr. Jones to discuss the current PECO situation. Mr. Jones presented an update on the 2012 Legislative session outcomes and the dire forecast for future PECO funding.

5. Concluding Remarks and Adjournment

There being no further business, the meeting adjourned at 2:20 p.m., March 21, 2012.

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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
June 21, 2012

SUBJECT: A Resolution of the Board of Governors Authorizing the Issuance of Debt by the Florida Atlantic University Finance Corporation to Finance the Construction of a Student Residence Facility on the Boca Raton Campus of Florida Atlantic University.

PROPOSED COMMITTEE ACTION

Adoption of a resolution approving the issuance of fixed rate debt by the Florida Atlantic University Finance Corporation (the “DSO”), in an amount not to exceed \$50,000,000 for the purpose of financing a Student Residence Facility on the main campus of Florida Atlantic University (the “Project”).

Staffs of the Board of Governors, State University System of Florida, and the Division of Bond Finance have reviewed this resolution and all supporting documentation. Based upon this review, it appears that the proposed financing is in compliance with Florida Statutes governing the issuance of university debt; however, the proposed financing deviates from the requirements set forth in the Board of Governors’ Debt Management Guidelines. Staff of the Board of governors recommends adoption of the resolution authorizing the proposed financing, subject to the reservations noted.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

Florida Atlantic University (the “University”) has submitted a proposal for financing and construction of a new student residence facility on the main campus of the University. The Project will be constructed as an apartment style residence hall and will consist of approximately 614 beds. The Project is consistent with the University’s Campus Master Plan. The total Project construction cost is expected to be \$41,678,000.

The DSO, a direct support organization of the University, proposes to issue up to \$50,000,000 of fixed rate, revenue bonds (the “Debt”), to finance the construction of the Project, fund a debt service reserve, fund capitalized interest during construction and pay costs of issuance. The Debt will mature thirty (30) years after issuance with level debt service payments after the construction period.

The Debt will be secured by (i) a first lien on the net revenues of the Project; (ii) a **third lien** on the net revenues from the Innovation Village Project after payment of all debt service obligations and any other obligations under the Series 2010A and Series 2010B bond covenants, including annual payments to the R&R Fund; and (iii) a **fourth lien** on the net revenues of the University Housing System after payment of all debt service and any other obligations under the University’s Housing Bonds issued by the Division of Bond Finance, including annual payments to the R&R Fund.

The proposed financing varies from the Board of Governors’ Debt Management Guidelines in that the Debt is not secured by a first lien on all specified revenues and the Debt is not equally and ratably secured by all revenues pledged. However, the creation of a subordinate lien is permissible if a first lien is not available or circumstances require.

The Debt cannot be issued on a parity with the University Housing Bonds issued through the Division of Bond Finance because the University closed off that lien when it issued the Series 2010A and Series 2010B Bonds. The DSO’s Series 2010B Bonds, which are subordinate to the DSO’s Series 2010A Bonds, were issued with the intention of providing an incentive for the developer of the Innovation Village Project in the long-term success of that project and there is no benefit to the DSO in issuing debt on a parity with the Series 2010B Bonds.

The DSO could issue the Debt on parity with the Series 2010A Bonds; however, the University would need to wait until financial information is available from the Innovation Village Project to issue debt on parity with Series 2010A Bonds and waiting would delay the Project so that occupancy for Fall 2013 would be unlikely. In addition, the University believes the issuance of the Debt on a subordinate basis is warranted because it will enable the DSO to take advantage of favorable interest rates and costs of construction, which the University believes may become less favorable if they wait to issue the Debt on a parity with the Series 2010A Bonds. The risk of increased construction costs and higher interest rates if the Project is delayed may warrant a deviation from the Board of Governors’ Guidelines.

The DSO’s Board of Directors, at a meeting held on June 12, 2012, and the University’s Board of Trustees, at its June 19, 2012, meeting, approved the Project and the financing thereof.

STAFF ANALYSIS AND REVIEW

Staff of the Board of Governors, State University System of Florida, and the Division of Bond Finance, State Board of Administration of Florida, has reviewed this resolution and all supporting documentation.

As described above, and further detailed in the Project Summary, the University has provided information describing the circumstances which preclude the issuance of the Debt on a parity basis with existing University and DSO debt.

Based on Board staff analysis, the proposed financing is in compliance with the Florida Statutes governing the issuance of university direct support organization debt, but deviates from the requirements set forth in the Board of Governors' Debt Management Guidelines. Accordingly, staff of the Board of Governors recommends adoption of the resolution authorizing the proposed financing, subject to the reservations noted.

Supporting Documentation Included:

1. Requesting Resolution
2. Project Summary
3. Attachment 1 – Estimated Sources and Uses of Funds
4. Attachment 2 – Historical and Projected Pledged Revenues and Debt Service Coverage
5. Letter from John Temple

Facilitators/Presenters: Chris Kinsley

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A RESOLUTION APPROVING THE ISSUANCE BY THE FLORIDA ATLANTIC UNIVERSITY FINANCE CORPORATION (THE "DSO"), A UNIVERSITY DIRECT SUPPORT ORGANIZATION, OF REVENUE BONDS TO FINANCE THE CONSTRUCTION OF A STUDENT RESIDENCE FACILITY AND RELATED IMPROVEMENTS ON THE CAMPUS OF FLORIDA ATLANTIC UNIVERSITY IN AN AMOUNT NOT TO EXCEED \$50,000,000; AND PROVIDING AN EFFECTIVE DATE.

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

BE IT RESOLVED:

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

(A) Pursuant to Article IX, Section 7 of the Florida Constitution, the Board of Governors is vested with the power to operate, regulate, control and manage the State University System of Florida. The Board of Governors is further vested with the authority to approve the issuance of revenue bonds by a state university or its direct support organization pursuant to Section 1010.62(3), Florida Statutes.

(B) The DSO was incorporated by the Florida Atlantic University Board of Trustees (the "University Board") to provide direct support to Florida Atlantic University (the "University") and designated as a "University Direct Support Organization" by the University Board pursuant to Section 1004.28, Florida Statutes.

(C) The University Board has requested approval from the Board of Governors for the DSO to issue revenue bonds in an amount not exceeding \$50,000,000 (the "Bonds"), for the purpose of financing: (i) a student residence facility containing approximately 614 beds to be located on the main campus of the University; (ii) a debt service reserve; (iii) capitalized interest; and (iv) certain costs relating to the Bonds (collectively, the "Project"). The foregoing plan to finance the Project is collectively referred to herein as the "Financing Plan".

(D) Upon consideration of the Financing Plan, the Board of Governors further finds that the issuance of the Bonds is for a purpose that is consistent with the mission of the University; is structured in a manner appropriate for the prudent

financial management of the University; is secured by revenues adequate to provide for all debt service payments; has been properly analyzed by the staffs of the Board of Governors and the Division of Bond Finance; and though not consistent with the Board of Governors' Debt Management Guidelines, permissible under the circumstances.

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

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

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

3. Approval of the Bonds. The Board of Governors hereby approves issuance of the Bonds by the DSO for the purposes described herein, in an amount not to exceed \$50,000,000, said Bonds to have a final maturity not to exceed thirty (30) years from the date thereof and at a fixed rate of interest acceptable to the DSO. This approval is subject to the understanding that (i) the Bonds shall be secured by a first lien on the net revenues of the Project, a third lien on the net revenues from the Innovation Village Project after payment of all debt service obligations and any other obligations under the Series 2010A and Series 2010B bond covenants, including annual payments to the Repair and Replacement Fund, and a fourth lien on the net revenues of the University Housing System after payment of all debt service and any other obligations under the University's Housing Bonds issued by the Division of Bond Finance, including annual payments to the Building Maintenance and Equipment Reserve Fund; and (ii) the proceeds of the Bonds shall be used exclusively to fund the Financing Plan. The Bonds may be sold by negotiated sale consistent with the proposed Financing Plan or by competitive sale.

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

5. Authorization of Further Actions Consistent Herewith. The members of the Board of Governors, attorneys, or other agents or employees of the Board of Governors are hereby authorized and directed to do all acts and things required of them by this resolution or desirable or consistent with the requirements hereof, to assure the full, punctual and complete performance of all the terms, covenants and agreements contained in the Bonds and this resolution; including execution of such documents, certificates, contracts and legal opinions and other material delivered in

connection with the construction or financing of the Project for use by the University, the issuance of the Bonds or as necessary to preserve the exemption from the taxation of interest on any of the Bonds which are tax-exempt, in such form and content as the Chair, Vice Chair or authorized officers executing the same deem necessary, desirable or appropriate.

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

Adopted this 21st day of June, 2012.

CERTIFICATE OF THE CORPORATE SECRETARY

The undersigned, Corporate Secretary of the Board of Governors, does hereby certify that the attached resolution relating to the issuance of Bonds by the Florida Atlantic University Finance Corporation is a true and accurate copy as adopted by the Board of Governors on June 21, 2012, and said resolution has not been modified or rescinded and is in full force and effect on the date hereof.

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

Dated: _____, 2012

By: _____
Corporate Secretary

00538599.1

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Project Summary
Florida Atlantic University
Undergraduate Student Housing Project**

Project Description: The proposed undergraduate student housing project (the “Project”) will include the construction of a student residence facility comprised of one building of seven stories totaling approximately 190,000 square feet. The Project contains approximately 600 resident beds, which the University plans to use primarily for freshmen students and 14 Resident Assistant units for a total of 614 beds. The Project will include apartment style living comprised of double/double suites, four bedroom/two bath suites and single bedroom/single bathroom units for Resident Assistants. The Project will increase the current student housing available on the University’s Boca Raton campus from eight buildings and 3,661 beds to a total of nine buildings with 4,275 beds.

When the facility opens in Fall 2013, the projected rental rate for fall and spring semesters is \$3,531 for 400 spaces and \$4,661 for 200 spaces per bed, per semester. These rates will be higher than the current single room rental rates for existing freshman housing facilities for 2012-13, of \$3,900 and \$4,271.

The University’s Housing System, which was financed by University Housing Bonds issued by the Division of Bond Finance, and the Innovation Village Project, which was financed by the FAU Finance Corporation (the “DSO”) in 2011, are both jointly operated by the University and a private management company, pursuant to a management agreement. The new Project will be added to that management agreement and will be similarly operated. The University will be responsible for all residence life management and will collect revenues on behalf of the DSO. The private management company will be responsible for operations and maintenance of all the student residence hall facilities.

The Project is consistent with the Campus Master Plan and Campus Development Agreement.

Facility Site Location: The proposed Project will be located adjacent to existing housing on the southeast side of the Boca Raton campus of Florida Atlantic University.

**Projected Start and
Opening Date:**

Construction of the Project is expected to commence no later than June of 2012 and is anticipated to be completed and available for occupancy by August of 2013.

Demand Analysis:

The University currently has 1,700 beds designated for freshmen and first-time-in-college ("FTIC") students and 1,964 beds designated for returning students and upper division undergraduate and graduate students. For Fall 2011, overall average occupancy of University housing was 97%. The University has maintained an average waiting list of approximately 350 students wishing to live in on-campus housing for the last five fall semesters, approximately two-thirds of which were FTIC students.

By University policy, freshmen students are required to reside in University housing unless they live within 50 miles of the Boca Raton campus, are married, or are 21 years of age or older. However, insufficiency of available beds has made this policy difficult to implement. The addition of Innovation Village in Fall 2011 added to the existing bed spaces but was targeted to upper division undergraduate and graduate students. In Fall 2011, the 1,700 freshmen beds were fully occupied and 600 FTIC students were not initially accommodated. To resolve the overflow, 300 of these students were placed in available upper division bed spaces by displacing upperclassmen, 90 were placed in temporary housing but were ultimately accommodated in on-campus housing, and 150 could not be accommodated and were forced to find off-campus housing. The proposed Project will offer 600 additional beds targeted to freshmen and FTIC students.

The University had a market demand analysis performed by Brailsford and Dunleavy. The results of the study show demand for approximately 600 freshmen and sophomore bed spaces, not just freshmen bed spaces as proposed for the Project. Based on the University's recently submitted fiscal year 2012-13 Workplan covering the five year period between fiscal years 2012-13 and 2016-17, the University plans to grow lower level enrollment by 8% per year, which is twice its historic rate of growth. If this rate of growth is realized, freshmen and sophomore enrollment would increase by approximately 4,000 students and demand would increase for student housing beyond what was projected in the market study.

**Project Cost and
Financing Structure:**

The proposed Project construction cost and associated soft costs total approximately \$41,500,000. The Project will be financed with proceeds from a fixed rate bond issue in an amount not to exceed \$50,000,000 (the "Debt") to be issued by the DSO. Proceeds from the Debt will be used to fund costs of the Project, fund capitalized interest, fund a deposit to the debt service reserve fund and pay costs of issuance. The Debt will mature not more than thirty (30) years after issuance and will be structured with level debt service payments with the first principal payment occurring July 1, 2014. The University's financial advisor has assumed interest on the Debt at a fixed rate of 4.75% based on the assumption that the Debt will be assigned an "A" rating.

Interest on the debt in the estimated amount of \$2.2 million will be funded from proceeds (capitalized interest) for a period beginning upon the delivery of the Debt and extending through completion of the Project. The use of capitalized interest increases the cost of the financing, but is necessary because the Project does not begin to generate revenue until completion and occupancy. The Debt size also includes approximately \$3.1 million to fund a debt service reserve.

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

Security/Lien Structure: The Debt will be secured by (i) a first lien on the net revenues of the Project; (ii) a **third lien** on the net revenues from the Innovation Village Project after payment of all debt service obligations and any other obligations under the Series 2010A and Series 2010B bond covenants, including annual payments to the R&R Fund; and (iii) a **fourth lien** on the net revenues¹ of the University Housing System after payment of all debt service and any other obligations under the University's Housing Bonds issued by the Division of Bond Finance, including annual payments to the R&R Fund.

¹ The University Housing Bonds are secured by a pledge of net revenues of the University Housing System that remain after the payment of Operations and Maintenance expenses ("O&M") and other expenses relating to the University Housing System and the University Housing Bonds. Any bonds secured by a junior lien on Housing System Revenues, such as the DSO's Series 2010A and Series 2010B Bonds, could only receive such revenues after the payment of O&M, other expenses, and debt service related to the University Housing System and the University Housing Bonds. The DSO's 2010 Indenture, however, provides for the transfer of Housing System Revenues to the 2010 Revenue Fund prior to the payment of O&M related to the University Housing System. The University has corrected this issue by modifying its management agreement to ensure that payment of all obligations related to the University Housing System and University Bonds are made in the order of priority required by the University's Housing Bonds prior to making any Housing System Revenues available for the Series 2010A, Series 2010B and Series 2012 Bonds.

The Board of Governors' Debt Management Guidelines provide that all bonds of a particular program should be secured by a first lien on specified revenues and that bonds should generally be equally and ratably secured by the revenues pledged. However, the creation of a subordinate lien is permissible if a first lien is not available or circumstances require.

In issuing the Series 2010A and Series 2010B Bonds through the DSO, the University adopted a resolution to close off the senior lien on the University Housing System's net revenues; therefore issuance of debt on parity with the University Housing Bonds is no longer permitted.

The DSO's Series 2010B Bonds, which are subordinate to the DSO's Series 2010A Bonds, were issued with the intention of providing an incentive for the developer of the Innovation Village Project in the long-term success of that project. The proposed Project is not part of Innovation Village, and is not being constructed as a public-private partnership. Thus, there is no benefit to the DSO in seeking to issue bonds on parity with the Series 2010B Bonds.

The DSO could issue the Debt on parity with the Series 2010A Bonds, except that it is currently unable to meet the Additional Bonds Test under the 2010 Indenture. The Additional Bonds Test requires that the previous fiscal year revenues provide at least 1.25 times coverage for the maximum annual debt service payment on the outstanding and proposed bonds. Because the Innovation Village Project opened for occupancy in Fall 2011, the DSO does not have a full year of historical financial information available to perform the Additional Bonds Test. To issue debt on a parity with the Series 2010A Bonds, the DSO must wait until financial information for Innovation Village is available before it issues the Debt. The University has indicated that it would be unlikely to have this financial information in time to issue parity debt and still be able to open the Project by Fall 2013.

Accordingly, the DSO has proposed financing the current Project on a subordinate lien basis to the University Housing Bonds and the DSO's Series 2010A and Series 2010B Bonds. The University believes the issuance of the Debt on a subordinate basis is warranted because it will enable the DSO to take advantage of favorable interest rates and costs of construction, which they feel may become less favorable if they wait until financial information is available that would permit them to issue debt on a parity with the Series 2010A Bonds. The University and the DSO plan to close off the liens of the Series 2010A

and Series 2010B Bonds, and to issue any future debt on parity with the Debt.

The University Housing Bonds are currently outstanding in the aggregate principal amount of \$71,131,373. The Series 2010A Bonds are currently outstanding in the aggregate principal amount of \$120,930,000, and the Series 2010B Bonds are currently outstanding in the aggregate principal amount of \$3,365,000. Total outstanding debt of the DSO is \$168,880,000, including the Capital Improvement Revenue Bonds (Football Stadium Revenue Bonds).

The University and the DSO are committed to ensuring that sufficient revenues will be generated from the Project to fulfill the DSO's obligations with respect to the Debt.

The University maintains a five-year Renovation and Repair plan for all on-campus housing. As required under the University Housing Bonds' existing bond covenants, amounts required for the Building Maintenance and Equipment Reserve Fund (the "R&R Fund") are approved in the University's annual budget process. For the Innovation Village Project, the 2010 Indenture defines the Repair and Replacement Fund Requirement as an initial deposit of \$175 per bed, increased by 3% per year and further adjusted as necessary. For the proposed Project, the 2012 Indenture defines the Repair and Replacement Fund Requirement as an initial deposit of \$200 per bed, increased by 3% per year and further adjusted as necessary. As of June 30, 2011, the University had a total of \$3.2 million set aside in the R&R Fund for the University Housing System. For FY 2012, an additional \$420,656 will be set aside for the University Housing System and \$219,544 will be set aside to fund the initial deposit for the Innovation Village Project. The University and DSO will continue to fund these accounts in accordance with existing bond covenants, to assure that the all on-campus housing is appropriately maintained.

**Pledged Revenues and
Debt Service Coverage:**

The Project is expected to open for the Fall 2013 semester and the first principal payment on the Debt will be due July 1, 2014. The DSO is proposing a pledge of the Project's net revenues and the projected excess net revenues from the University Housing System and Innovation Village. Accordingly, the debt service coverages set forth below were first calculated based on the projected net revenues from the Project only; then calculated based on the net revenues from the Project plus the projected excess net revenues from the University Housing System and Innovation Village (collectively

“Total Revenues”); and finally calculated based upon Total Revenues divided by the sum of debt service on the University Housing Bonds, the Series 2010A and Series 2010B Bonds and the Debt (collectively referred to as “Total Debt Service”).

The University’s projections show that the Project are anticipated to produce sufficient net revenues to support the debt service coverage required by the Board of Governors’ Debt Management Guidelines of at least 1.20x, with net revenues of \$3.8 million and projected debt service coverage of 1.24x in fiscal year 2013-14. The net revenues are projected to grow to \$4.4 million in fiscal year 2017-2018 with debt service coverage of 1.43x.

When including excess revenues from the University Housing System and the Innovation Village Project, Total Revenues available to pay debt service on the Debt is estimated at \$8.1 million in fiscal year 2013-2014, with projected annual debt service coverage of 2.64x. Total Revenues are projected to grow to \$10.5 million in fiscal year 2017-2018 with projected debt service coverage of 3.44x.

When analyzing Total Revenues against Total Debt Service, projected annual debt service coverage is 1.30x in fiscal year 2013-2014 and increases to 1.43x in fiscal year 2017-2018.

Projected net revenues for the Project are based on an assumed academic year occupancy rate of 95%. The occupancy rate for existing on campus housing is 97%. The University has assumed that the projected revenues and expenses related to the Project will increase by 3% per year. The projected debt service coverages have been calculated using an average interest rate of 4.75%.

(See Attachment II for a table of historical and projected revenues and debt service coverage prepared based upon revenue information supplied by the University.)

Type of Sale:

The DSO is requesting approval for a negotiated sale, and accordingly provided a negotiated sale analysis as required by the Debt Management Guidelines citing reasons why a negotiated sale would be advantageous. Based upon the unique and complicated financing structure of tiered subordinate liens, the DSO will likely benefit from additional marketing of the Debt by an underwriter through a negotiated sale.

**Analysis and
Recommendation:**

Staff of the Board of Governors and the Division of Bond Finance has reviewed the information provided by Florida Atlantic University with respect to the request for Board of Governors approval for the subject financing.

The University believes that demand for the existing and proposed housing is adequate to support construction of the Project at this time. The University Housing System has historically generated positive debt service coverage, and it is expected the Innovation Village Project will generate positive debt service coverage based on preliminary numbers from the first year of operations. Proforma calculations for the proposed Project indicate adequate debt service coverage will be generated in the future based upon the University's assumptions as to revenue and expenditure growth, even if occupancy falls to 95%. Further, the University has stated that it will take appropriate actions to ensure all debt service payment obligations are met.

However, the financing structure is complex and raises policy issues which must be considered by the Board of Governors with regards to s. 1010.62, Florida Statutes and the Board of Governors' Debt Management Guidelines.

The proposed financing varies from the Board of Governors' Debt Management Guidelines in that the Debt is not secured by a first lien on all specified revenues and the Debt is not equally and ratably secured by all revenues pledged. The proposed financing creates a fourth lien on the University Housing System's net revenues (the bondholders of the Series 2010A and Series 2010B Bonds hold the second and third liens, respectively) and a third lien on the net revenues from Innovation Village (the bondholders of the Series 2010A and Series 2010B Bonds hold the first and second liens, respectively).

The University has indicated that it would need to wait until financial information is available from the Innovation Village Project to issue debt on parity with Series 2010A Bonds and waiting would delay the Project so that occupancy for Fall 2013 would be unlikely. In addition, the University believes the issuance of the Debt on a subordinate basis is warranted because it will enable the DSO to take advantage of favorable interest rates and costs of construction, which the University believes may become less favorable if they wait to issue the Debt on a parity with the Series 2010A Bonds. The Guidelines provide that a subordinate lien is permissible if

circumstances require. While demand is somewhat soft initially, the University's fiscal year 2012-13 Workplan shows that based on projected enrollment growth, demand will likely increase over time. The risk of increased construction costs and higher interest rates if the Project is delayed may warrant a deviation from the Board of Governors' Guidelines.

Second, the Official Statement for the Series 2010A and 2010B Bonds and 2010 Indenture appear to indicate that the Series 2010A and Series 2010B Bonds are secured by a lien on gross revenues of the Innovation Village Project. However, the University and DSO received approval to issue debt secured by a lien on the net revenues of the Innovation Village Project. The University's bond counsel has provided an explanation for the inconsistency; however, the Division and BOG staff are of the opinion that the 2010 Bond documents effectively create a gross pledge rather than the net pledge approved by the Board. From an operational standpoint, the resulting gross pledge is immaterial as O&M would effectively need to be paid first to continue generating sufficient net revenues to pay debt service. However, the fact remains that the gross pledge provided to the Series 2010A and Series 2010B bondholders is inconsistent with the net pledge approved by the Board of Governors, the University's Board of Trustees, and the board of the DSO.

As indicated in footnote 1 above, that the DSO's 2010 Indenture provides for the transfer of Housing System Revenues to the 2010 Revenue Fund prior to the payment of O&M related to the University Housing System, which is inconsistent with the resolution authorizing the issuance of the University Housing Bonds. However, the University has corrected this issue by modifying its management agreement to ensure that payment of all obligations related to the University Housing System and University Bonds are made in the order of priority required by the University's Housing Bonds prior to making any Housing System Revenues available for the Series 2010A, Series 2010B and Series 2012 Bonds.

The Projections provided by the University indicate that sufficient net revenues will be generated by the Project on a stand-alone basis to pay debt service on the Debt. Based on Board staff analysis, the proposed financing is in compliance with the Florida Statutes governing the issuance of University DSO debt. As discussed above, the proposed financing deviates from the requirements set forth in the Board of Governors' Debt Management Guidelines. Staff of the Board of Governors recommends adoption of the resolution

authorizing the proposed financing, subject to the reservations noted.

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

**Estimated Sources and Uses of Funds
Florida Atlantic University
Undergraduate Student Housing**

Sources of Funds

Par Amount - Senior Series A \$ 50,000,000

Based on a fixed, tax-exempt interest rate of approximately 4.75%.

Total Sources of Funds \$ 50,000,000

Basis for Amounts**Uses of Funds**

Project Costs \$ 41,500,000 Cost of planning, design, construction, furnishing, soft costs

Contingency \$ 2,434,926

Deposit to Debt Service Reserve Fund \$ 3,056,913

Deposit to Capitalized Interest Fund \$ 2,196,578

Estimated Costs of Issuance \$ 461,583 Estimated underwriting, legal, rating, bond printing and other
issuance fees.

Underwriter's Discount \$ 350,000

Total Uses of Funds \$ 50,000,000

**BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
HISTORICAL DEBT SERVICE COVERAGE¹**

Fiscal Year Ending June 30,	Existing Housing Only					Existing Housing, Innovation Village, & 2012 Project						
	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Projected 2012	Projected 2013	Projected 2014	Projected 2015	Projected 2016	Projected 2017	Projected 2018
Gross Revenues Existing DBF Residences												
Housing Fees and Other Operating Revenues ²	10,981,792	13,779,978	14,013,965	14,296,071	15,007,112	16,256,774	17,170,121	17,590,674	18,118,394	18,661,946	19,221,804	19,798,459
Less: Current Expenses	5,310,818	7,020,545	6,388,119	6,441,449	7,414,670	8,088,519	8,537,179	8,975,999	9,245,279	9,522,637	9,808,316	10,102,566
Net Operating Income	5,670,974	6,759,433	7,625,846	7,854,622	7,592,442	8,168,255	8,632,942	8,614,675	8,873,115	9,139,309	9,413,488	9,695,893
Less: Debt Service DBF	4,586,843	5,953,955	5,761,093	5,762,018	5,751,760	5,761,936	5,766,685	5,765,724	5,761,904	5,765,904	5,773,266	5,772,516
Surplus of Existing DBF Residences - Tier 1	1,084,131	805,478	1,864,753	2,092,604	1,840,682	2,406,319	2,866,257	2,848,951	3,111,211	3,373,405	3,640,222	3,923,377
Gross Revenues Innovation Village												
Housing Fees and Other Operating Revenues ³						11,264,249	11,370,717	12,647,822	13,027,257	13,418,074	13,820,617	14,235,235
Less: Current Expenses						3,199,098	3,186,462	3,277,448	3,375,771	3,477,045	3,581,356	3,688,797
Net Operating Income						8,065,151	8,184,255	9,370,374	9,651,485	9,941,030	10,239,261	10,546,438
Less: Debt Service Innovation Village						2,734,426	7,609,004	7,942,739	8,290,805	8,351,251	8,347,329	8,350,664
Surplus of Innovation Village - Tier 2						5,330,725	575,251	1,427,635	1,360,680	1,589,779	1,891,932	2,195,774
Gross Revenues Proposed Resident Hall Project												
Housing Fees and Other Operating Revenues ⁴						-	-	5,077,425	5,319,748	5,479,340	5,643,720	5,813,032
Less: Current Expenses						-	-	1,287,100	1,325,713	1,365,484	1,406,449	1,448,642
Net Operating Income						-	-	3,790,325	3,994,035	4,113,856	4,237,271	4,364,390
Less: Debt Service Proposed Resident Hall Project ⁵						-	-	3,054,338	3,056,575	3,056,913	3,055,350	3,051,888
Surplus From 2012 Project - Tier 3								735,988	937,460	1,056,943	1,181,921	1,312,502
Total Pledged Net Revenues Available for 2012 Bonds						7,737,044	3,441,508	8,066,911	8,465,926	9,077,039	9,769,425	10,483,541
Annual Debt Service Coverage - Without Surplus Revenues						-	-	1.24	1.31	1.35	1.39	1.43
Annual Debt Service Coverage on 2012 Bonds - With Surplus						-	-	2.64	2.77	2.97	3.20	3.44
						Debt Service Coverage Based on All Three Tiers Combined						
						2012	2013	2014	2015	2016	2017	2018
Net Revenues from all Tiers						16,233,406	16,817,197	21,775,374	22,518,635	23,194,194	23,890,020	24,606,721
Debt Service from all Tiers						8,496,362	13,375,689	16,762,801	17,109,284	17,174,068	17,175,945	17,175,068
Annual Debt Service Coverage all Tiers						1.91	1.26	1.30	1.32	1.35	1.39	1.43

Notes:

¹ The financial information related to the revenues and expenses was provided by the University.

² Existing Housing assumptions: 3% annual increase in revenues and expenses, 95% occupancy for fall/spring, 5% occupancy for summer.

³ Innovation Village assumptions: minimal (0.1%) revenue increase in first year, 11% increase in FY 2013-14 when higher rates take effect, and steady 3% increase thereafter.

⁴ New Project assumptions: 3% annual increase in revenues and expenses, 95% occupancy for fall/spring.

⁵ Based on interest rate of 4.75% and 12 months of capitalized interest.

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FLORIDA BOARD OF GOVERNORS

325 West Gaines Street - Suite 1614 - Tallahassee, Florida - 32399-0400
(850) 245-0466 - www.flbog.org

May 22, 2012

Mr. Chris Kinsley
Director, Finance and Facilities
State University System of Florida
Board of Governors
325 West Gaines Street
Tallahassee, FL 32399

12 MAY 29 AM 10:25
STATE UNIVERSITY
SYSTEM OF FLORIDA
BOARD OF GOVERNORS

Re: Florida Atlantic University New Undergraduate Student Housing Project

Dear Chris:

Dick Beard as Chairman of the Facilities Committee and you asked me to visit and review the proposed FAU new undergraduate student housing project on the FAU Boca Raton Campus.

I visited the campus several weeks ago with Dennis Crudele, FAU Sr. VP of Financial Affairs along with other members of the staff and a Trustee. I have the following observations:

1. The site is well located and logical for a new 600-bed dorm. The design is simple, compatible, and in character with previous dorm projects.
2. There is sufficient demand for a new building, which was documented by an independent market study that I have read plus additional student housing demand information furnished later as I requested. I know from being here in Boca for so long that the competitive market is basically built out.
3. The costs are in line with similar and past dorm projects of this kind.
4. The FAU project team is very experienced in building all facilities including previous dormitories and they will be using an experienced and competitive contractor for this project.
5. I agree with FAU that the financing and construction costs are probably more favorable now than a year or two from now and the demand is there.

Mr. Chris Kinsley

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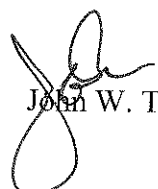
May 22, 2012

As you know, I was the first and past Chairman of the FAU Board of Trustees, but that was 10 years ago when I moved on to the Board of Governors. In going through the campus and looking at a new dorm project, it is interesting how FAU is becoming more of a destination campus with increasing demand for onsite housing. The new buildings, stadium, etc. along with the growth and build out of the area is growing on campus housing faster than growth of the student population. I am sure this is true of many of our other campuses.

Chris, as you know, I will be out west and will not be able to attend the June meeting. However, I will be on the telephone call for our facilities meeting and will be available to answer any questions.

I believe this is a good project at the right time.

Sincerely,



John W. Temple

JWT:dl

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

June 21, 2012

SUBJECT: A Resolution of the Board of Governors Requesting the Division of Bond Finance of the State Board of Administration of Florida (the “Division of Bond Finance”) to issue revenue bonds on behalf of the University of Florida to finance the expansion of the J. Wayne Reitz Union on the main campus of the University of Florida.

PROPOSED COMMITTEE ACTION

Adoption of a resolution approving the issuance of fixed rate bonds, by the Division of Bond Finance on behalf of the University of Florida (the “University”), in an amount not to exceed \$50,000,000 (the “Bonds”) for the purpose of expanding the J. Wayne Reitz Union (the “Union”) on the main campus of University of Florida (the “Project”).

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

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Florida Board of Governors Debt Management Guidelines; Section 1010.62, Florida Statutes, as modified by Chapter 2012-134, Laws of Florida; and Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The University has submitted a proposal for financing expansion of the Union on the main campus of the University of Florida in Gainesville. The student population and the number of student clubs and organizations have grown significantly since the student union was originally constructed. The expansion will provide additional space for the increased number of activities, meetings and events that take place in the Union. The Project is included in and is consistent with the University’s approved Master Plan. The total Project cost is expected to be \$44 million.

The University's Board of Trustees is requesting approval from the Board of Governors for the Division of Bond Finance to issue up to \$50,000,000 of fixed rate bonds to finance the Project, fund a debt service reserve fund, if necessary, and pay costs of issuing the Bonds. The Bonds will mature not more than thirty (30) years after issuance with level annual debt service payments.

The Bonds will be secured by a first lien on the revenues generated from the activity and service fee (the "Fee") assessed to all students on a per-credit hour basis pursuant to Section 1009.24(9) and (10), Florida Statutes. The University is legally authorized to secure the Bonds with the Fee pursuant to Section 1010.62, Florida Statutes, as modified by Chapter 2012-134, Laws of Florida, which provides an exception to a debt service limitation in Section 1010.62 by permitting the use of revenues from the Fee to secure debt with annual debt service of up to \$3.5 million. There is currently no outstanding debt secured by the Fee, and it is unlikely that parity bonds will be issued in the near term because the 2012 legislation limits annual debt service to \$3.5 million and is only applicable to debt issued for the renovation and expansion of the Union.

Projections provided by the University indicate that sufficient revenues will be generated to pay debt service on the Bonds.

The University's Board of Trustees approved the Project and the financing thereof at its March 28, 2012 meeting.

Supporting Documentation Included:

1. Requesting Resolution
2. Project Summary
3. Attachment I – Estimated Sources and Uses of Funds
4. Attachment II – Historical and Projected Pledged Revenues and Debt Service Coverage

Facilitators/Presenters: Chris Kinsley

**A RESOLUTION REQUESTING THE DIVISION OF
BOND FINANCE OF THE STATE BOARD OF
ADMINISTRATION OF FLORIDA TO ISSUE
REVENUE BONDS ON BEHALF OF THE UNIVERSITY
OF FLORIDA TO FINANCE THE EXPANSION OF THE
J. WAYNE REITZ UNION ON THE GAINESVILLE
CAMPUS OF THE UNIVERSITY OF FLORIDA IN AN
AMOUNT NOT TO EXCEED \$50,000,000; AND
PROVIDING AN EFFECTIVE DATE.**

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

BE IT RESOLVED:

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

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

(B) The Board of Trustees of the University of Florida (the "University") has requested approval from the Board of Governors for the Division of Bond Finance to issue revenue bonds in an amount not exceeding \$50,000,000 (the "Bonds"), for the purpose of financing: (i) the expansion of the J. Wayne Reitz Union (the "Union") located on the main campus of the University; (ii) a debt service reserve, if necessary; and (iii) certain costs relating to the Bonds (collectively, the "Project"). The foregoing plan to finance the Project is collectively referred to herein as the "Financing Plan".

(C) The Project will expand the Union with construction of approximately 100,000 square feet for offices and program space, a new ballroom, lounges, meeting rooms, dance rehearsal studios, and support space.

(D) Upon consideration of the Financing Plan, the Board of Governors further finds that the issuance of the Bonds is for a purpose that is consistent with the mission of the University; is structured in a manner appropriate for the prudent financial management of the University; is secured by revenues adequate to provide

for all debt service payments; has been properly analyzed by the staffs of the Board of Governors and the Division of Bond Finance; and is consistent with the Board of Governors' Debt Management Guidelines.

(E) The Board of Governors declares that the Project will serve a public purpose by expanding the Union to provide adequate space for the increased number of students, activities, meetings and events.

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

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

3. Approval of the Bonds. The Board of Governors hereby approves and requests the Division of Bond Finance of the State Board of Administration of Florida (the "Division") to issue the Bonds for the purpose of financing the Project. Proceeds of the Bonds may be used to pay the costs of issuance of such Bonds, to provide for capitalized interest, if any, to provide for a municipal bond insurance policy, if any, and to fund a reserve account, if any, or provide debt service reserve insurance, if necessary. The Bonds are to be secured by the activity and service fee (the "Fee") assessed to all students pursuant to Section 1009.24(9) and (10), Florida Statutes. The Division shall determine the amount of the Bonds to be issued and the date, terms, maturities, and other features of a fiscal or technical nature necessary for the issuance of the Bonds. Proceeds of the Bonds and other legally available monies shall be used for the Project, which is authorized by Section 1010.62, Florida Statutes, as modified by Chapter 2012-134, Laws of Florida, which provides an exception to a debt service limitation in Section 1010.62 by permitting the use of revenues from the Fee to secure debt with annual debt service of up to \$3.5 million.

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

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

(A) All federal tax law requirements upon advice of bond counsel

or the Division as evidenced by a "Certificate as to Tax, Arbitrage and Other Matters" or similar certificate to be executed by the Board prior to the issuance of the Bonds.

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

(C) All requirements of federal securities law, state law, or the Division, relating to continuing secondary market disclosure of information regarding the Bonds and the University, including the collection of the revenues pledged to the Bonds. Such requirements currently provide for the disclosure of information relating to the Bonds and the University, including the collection of the revenues pledged to the Bonds, on an annual basis and upon the occurrence of certain material events.

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

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

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

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

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

10. Authorization of Further Actions Consistent Herewith. The members of the Board of Governors, attorneys, or other agents or employees of the Board of Governors are hereby authorized and directed to do all acts and things required of them by this resolution or desirable or consistent with the requirements hereof, to

assure the full, punctual and complete performance of all the terms, covenants and agreements contained in the Bonds and this resolution; including execution of such documents, certificates, contracts and legal opinions and other material delivered in connection with the construction or financing of the Project for use by the University, the issuance of the Bonds or as necessary to preserve the exemption from the taxation of interest on any of the Bonds which are tax-exempt, in such form and content as the Chair, Vice Chair or authorized officers executing the same deem necessary, desirable or appropriate.

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

Adopted this 21st day of June, 2012.

CERTIFICATE OF THE CORPORATE SECRETARY

The undersigned, Corporate Secretary of the Board of Governors, does hereby certify that the attached resolution relating to the issuance of Bonds by the Division of Bond Finance of the State Board of Administration of Florida is a true and accurate copy as adopted by the Board of Governors on June 21, 2012, and said resolution has not been modified or rescinded and is in full force and effect on the date hereof.

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

Dated: _____, 2012

By: _____
Corporate Secretary

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Project Summary
University of Florida
Student Union Expansion Project**

Project Description: The J. Wayne Reitz Union (the Union”), constructed in 1967, is the community center of the University of Florida (the “University”), providing facilities, services, and programs designed to enhance the campus life experience for students and other members of the campus community. The Union offers a wide variety of activities, programs, and services including, but not limited to social and educational events for students, meeting and event facilities for students, faculty and staff, student organization offices and work spaces, dining venues, retail shops, offices, lounges, and a game room.

Due to increased student population and activities, the University is planning to expand (Phase I) and renovate¹ (Phase II) the Union. The University is currently only seeking financing with respect to the expansion. The Student Union Expansion Project (the “Project”) will add approximately 100,000 square feet to the Union. The new space will include offices and program space for student clubs and organizations, and offices and program space for the Department of Student Activities and Involvement, the Center for Leadership and Service, the Office of Multicultural and Diversity Affairs, and the Wellness Center. The Project will also include a new ballroom, lounges, meeting rooms and dance rehearsal studios. The estimated useful life of the new construction is 50 years.

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

Facility Site Location: The Union is located near the center of the University’s main campus in Gainesville, co-located within the Bookstore/Welcome Center/Parking Garage complex.

¹ The renovation of the Union is anticipated to begin in early 2015, with completion in early 2016. The renovations will include the replacement of exterior windows and doors; restoration of exterior surfaces and structural components; replacement of electrical, plumbing and HVAC systems; updating of interior finishes and lighting; and provide a seamless transition between the existing facility and the new construction. The renovations are estimated to cost \$25 million, to be funded with \$20 million in Capital Improvement Trust Fund (“CITF”) monies and \$5 million in cash from the University. If CITF funding is unavailable the University will need to find another funding source or it will be unable to proceed with the renovations.

**Projected Start and
Opening Date:**

It is anticipated that the Project will begin in July 2012 and will be completed in December 2014.

Demand Analysis:

Construction of the original 267,000 square foot Union building was completed in 1967 when there were 19,000 students enrolled at the University and approximately 150 student clubs and organizations. Since the Union was originally constructed, the University's student population has more than doubled to approximately 50,000 and there are over 900 registered student clubs and organizations. The expansion is necessary to provide adequate space for the increased number of activities, meetings and events that take place in the Union.

In the fall of 2009, Gould Evans Architects and WTW Architects conducted a Master Plan Study and Needs Assessment of the Union and identified several inadequacies relative to its ability and capacity to meet the current and future demands of the campus population. Suggested areas of expansion included the following: additional student organization office space, work areas and storage space; additional office and work space for student services; additional meeting rooms of various capacities and configurations; additional activity spaces, including dance rehearsal space for student dance groups; a variety of lounge spaces and study areas; and additional seating and circulation space for food services.

**Project Cost and
Financing Structure:**

The Project will be financed with fixed rate bonds (the "Bonds") issued by the Division of Bond Finance in an amount not to exceed \$50 million. The Bonds are expected to have a 20 year, level debt payment structure with the first principal payment occurring in 2013. However, to provide structural flexibility to ensure that the Bonds can be issued within the \$3.5 million annual debt service limitation in Chapter 2012-134, Laws of Florida, the Resolution provides that the term of the Bonds will not exceed 30 years.

The Bonds will finance the expansion of the Union, provide approximately \$3.3 million for a debt service reserve fund (if necessary), and pay costs of issuance. The estimated Project cost is \$44.0 million, which includes \$26.1 million for construction and \$17.9 million for planning, permitting, furniture, equipment, and

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

Security Structure:

The Bonds will be secured by a first lien on the revenues generated from the activity and service fee (the “Fee”) assessed to all students on a per-credit hour basis pursuant to Section 1009.24(9) and (10), Florida Statutes. Section 1010.62, Florida Statutes, provides that the Fee may be used to pay and secure debt except that annual debt service may not exceed an amount equal to 5 percent of the Fees collected during the most recent 12 consecutive months for which collection information is available prior to the sale of the Bonds. Chapter 2012-134, Laws of Florida provides an exception to the debt service limitation in Section 1010.62 by permitting the University to use revenues from the Fee to secure debt with annual debt service of up to \$3.5 million to finance or refinance the renovation and expansion of the Union. There is currently no outstanding debt secured by the Fee, and it is unlikely that parity bonds will be issued in the near term because the 2012 legislation limits annual debt service to \$3.5 million and is only applicable to debt issued for the renovation and expansion of the Union.

**Pledged Revenues and
Debt Service Coverage:**

During the five year period from fiscal year 2006-2007 to fiscal year 2010-2011, pledged revenues from the Fee grew from \$12.5 million to \$17.7 million. Historical pledged revenues would have provided between 3.74x and 5.30x coverage of the maximum annual debt service on the Bonds.

Currently the Fee is \$14.55 per credit hour, generating approximately \$18.9 million annually. The portion of the current Fee that will be needed to pay the maximum annual debt service on the Bonds is approximately \$2.69 per credit hour, and no Fee increase is needed in connection with the issuance of the Bonds or financing of the Project. In fiscal year 2012-2013, the first year debt service will be due on the Bonds, pledged revenues are projected at \$19.9 million, with expected coverage of 5.95x. Pledged revenues are projected to increase to \$23.0 million in fiscal year 2015-2016, with expected coverage of 6.89x.

See Attachment II for 5-years historical and 5-years projected pledged revenues and debt service coverage prepared by the University.

Type of Sale:

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

**Analysis and
Recommendation:**

Staffs of the Board of Governors and the Division of Bond Finance have reviewed the information provided by the University with respect to the request for Board of Governors approval for the subject financing. Projections provided by the University indicate that sufficient revenues will be generated from the Fee to pay debt service on the Bonds. It appears that the proposed financing is in compliance with the Florida Statutes governing the issuance of university debt and the Board of Governors' Debt Management Guidelines. Accordingly, staff of the Board of Governors recommends adoption of the resolution authorizing the proposed financing.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
UNIVERSITY OF FLORIDA STUDENT ACTIVITY REVENUE BONDS
Estimated Sources and Uses of Funds
Student Union Project

Sources of Funds

Bond Par Amount	\$	50,000,000	Estimated Series 2012A Bond sale amount based on an interest rate of 5.75% for 20 years.
Less: Costs of Issuance			
			Based on estimates (Division of Bond Finance, \$83,000; Rating Fees, \$30,000; Arbitrage Compliance, \$15,000; Bond Counsel, \$25,000; Misc., \$6,274)
Total Costs of Issuance	\$	(159,274)	
Less: Underwriter's Discount	\$	(1,000,000)	Estimated at 2% of par.
Plus: Interest Earnings			
(Construction Trust Fund)	\$	644,115	
Total Sources of Funds	\$	49,484,841	

Uses of Funds

Project Cost (Planning, Design, Construction & Equipment)	\$	44,000,008	Expansion of Student Union
Debt Service Reserve Account	\$	3,339,819	Fully funded at maximum annual debt service on the bonds.
Bond Sizing Contingency	\$	2,145,014	
Total Uses of Funds	\$	49,484,841	

**State of Florida, Board of Governors
University of Florida
Student Activity Revenue Bonds
5-Year Historical and Projected Debt Service Coverage**

	Historical					Projected³				
	<u>FY2006-07</u>	<u>FY2007-08</u>	<u>FY2008-09</u>	<u>FY2009-10</u>	<u>FY2010-11</u>	<u>FY2011-12</u>	<u>FY2012-13</u>	<u>FY2013-14</u>	<u>FY2014-15</u>	<u>FY2015-16</u>
Student Activity & Service Fee Revenues ¹	\$12,492,716	\$13,175,921	\$13,307,700	\$13,823,974	\$17,702,002	\$18,915,000	\$19,864,000	\$20,852,000	\$21,892,000	\$22,997,000
Estimated Annual Debt Service										
2012A Bonds							\$3,339,819	\$3,337,219	\$3,339,770	\$3,336,283
Maximum Annual Debt Service ²	\$3,339,819	\$3,339,819	\$3,339,819	\$3,339,819	\$3,339,819	\$3,339,819	\$3,339,819	\$3,339,770	\$3,339,770	\$3,339,669
Estimated Coverage Ratios										
Annual Debt Service Coverage							5.95	6.25	6.55	6.89
Maximum Annual Debt Service Coverage ²	3.74	3.95	3.98	4.14	5.30	5.66	5.95	6.24	6.55	6.89

¹ The Activity & Service Fee (the "Fee") is assessed on a per-credit hour basis and is mandatory for all students.

² There was no outstanding debt secured by the Fee in FY 2006-07 through FY 2011-12. Estimated Maximum Annual Debt Service and Maximum Annual Debt Service Coverage Ratios for FY 2006-07 through FY 2011-12 are shown for illustrative purposes only

³ Revenue projections assume credit hours will remain constant at 1.3 million and the Fee per credit hour will increase 5% annually over the next five fiscal years. All estimates are preliminary and subject to change. See below for details.

	<u>Credit Hours</u>	<u>Fee/Credit Hour</u>	<u>Percentage increase</u>
FY2006-07	1,347,650	\$9.27	
FY2007-08	1,352,764	\$9.74	
FY2008-09	1,309,813	\$10.16	
FY2009-10	1,312,818	\$10.53	
FY2010-11	1,269,871	\$13.94	
FY2011-12	1,300,000	\$14.55	
FY2012-13	1,300,000	\$15.28	5.02%
FY2013-14	1,300,000	\$16.04	4.97%
FY2014-15	1,300,000	\$16.84	4.99%
FY2015-16	1,300,000	\$17.69	5.05%

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
June 21, 2012**

SUBJECT: A Resolution of the Board of Governors Authorizing the Issuance by FSU Financial Assistance, Inc. of Bonds to Finance the Construction of a Multi-Purpose Indoor Athletic Facility and Related Improvements on the Main Campus of the Florida State University

PROPOSED COMMITTEE ACTION

Adoption of a resolution approving the issuance of fixed rate tax-exempt bonds, by FSU Financial Assistance, Inc (the “DSO”), in an amount not to exceed \$15,650,000 (the “Bonds”) for the purpose of financing a portion of the construction of a multi-purpose indoor athletic facility (the “Project”), which will be located on the main campus of Florida State University (the “University”).

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

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

The DSO has submitted a proposal for financing the construction of a multi-purpose indoor athletic facility on the main campus of Florida State University. The Project will include one building consisting of an indoor football field as well as improvements to adjacent outdoor practice fields. All portions of the Project will be located on the University’s main campus. The total Project cost is expected to be approximately \$17,260,000.

The Project is consistent with the University's Campus Master Plan.

The DSO, a direct support organization of Florida State University, proposes to issue up to \$15,650,000 of fixed rate, tax-exempt bonds (the "Bonds") to finance a portion of the Project and pay costs of issuance on the Bonds. The Bonds will mature thirty (30) years after issuance with level debt service payments. There will not be a debt service reserve fund. The DSO also plans to contribute \$2,000,000 cash from the Seminole Boosters to the cost of the Project.

The Bonds are payable from the Pledged Revenues which consist of revenues of the DSO that are derived from several sources including conference facility and suite rental fees, Athletic Department rent, license and trademark revenue and net ticket revenues. The Athletic Department pays the rent from operating revenues, which are generated from several sources including: conference distributions, student athletic fees, sponsorships and advertising, game guarantees, bowl games, and television and radio. Pursuant to Section 1010.62(3)(a), Florida Statutes, no more than 5% of student athletic fee revenues may be pledged for debt service on the Bonds. Projections provided by the University indicate revenues are expected to be sufficient to pay debt service on the Bonds and the Athletic Department rent payments will not include more than 5% of the student athletic fees. .

The Bonds will be issued on parity with previously issued bonds of the DSO currently outstanding in an aggregate principal amount of approximately \$61 million. The DSO has historically generated positive debt service coverage, which is projected to continue based on reasonable assumptions as to revenue and expenditure growth. It appears that the proposed financing is in compliance with Florida Statutes governing the issuance of university debt and the Board of Governors Debt Management Guidelines.

The Florida State University Board of Trustees, at its June 8, 2012 meeting, approved the Project and the financing thereof. The FSU Financial Assistance, Inc. Board of Directors, is scheduled to approve the Project and the financing at a meeting June 26, 2012.

Supporting Documentation Included:

1. Requesting Resolution
2. Project Summary
3. Attachment 1 – Estimated Sources and Uses
4. Attachment 2 – Historical and Projected Pledged Revenues and Debt Service Coverage

Facilitators/Presenters: Chris Kinsley

**A RESOLUTION APPROVING THE ISSUANCE BY THE
FSU FINANCIAL ASSISTANCE, INC. (THE "DSO"), A
UNIVERSITY DIRECT SUPPORT ORGANIZATION, OF
ITS FIXED RATE TAX-EXEMPT BONDS, IN AN
AMOUNT NOT TO EXCEED \$15,650,000 AND
PROVIDING AN EFFECTIVE DATE.**

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

BE IT RESOLVED:

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

(A) Pursuant to Article IX, Section 7, Article IX of the Florida Constitution, the Board of Governors is vested with the power to operate, regulate, control and manage the State University System of Florida. The Board of Governors is further vested with the authority to approve the issuance of debt by a state university or its direct support organization pursuant to Section 1010.62(3), Florida Statutes.

(B) The DSO was incorporated by The Florida State University Board of Trustees (the "University Board") to provide direct support to the Florida State University (the "University") and designated as a "University Direct Support Organization" by the University Board pursuant to Section 1004.28, Florida Statutes.

(C) The University Board has requested approval from the Board of Governors for the DSO to issue tax-exempt Bonds, Series 2012C, in an amount not to exceed \$15,650,000 (the "Bonds") for the purpose of financing and reimbursing a portion of the construction of a multi-purpose indoor athletic field and related improvements to adjacent outdoor fields, all on the main campus of the University (collectively, the "Project") and (ii) paying certain costs relating to the Bonds. The foregoing plan to finance the Project and costs relating to the Bonds is collectively referred to herein as the "Financing Plan."

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

(E) The Board of Governors declares that the Project will serve a public purpose by enhancing the University's athletic program.

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

3. Approval of the Bonds. The Board of Governors hereby approves issuance of the Bonds by the DSO for the purposes described herein, in an amount not to exceed \$15,650,000, said Bonds to have a final maturity not to exceed thirty (30) years from the date thereof and a fixed interest rate acceptable to the DSO. This approval is subject to the following requirements (i) the Bonds shall be secured by Pledged Revenues made up of revenues of the Association, including but not limited to, conference and suite rental revenues, athletic department rent (which may comprised of no more than 5% of student athletic fees pursuant to Section 1010.62(3)(a), Florida Statutes), Indicia/trademark royalty revenues, net ticket sales and such other revenues that may be used, pursuant to Section 1010.62, Florida Statutes, to pay and secure debt collected by the Association and (ii) the proceeds of the Bonds shall be used exclusively to fund the Financing Plan. The issuance of Bonds by the DSO for the purpose of reimbursing the DSO for capital expenditures paid for the Project from legally available funds of the DSO is hereby authorized. The Bonds may be sold by negotiated sale consistent with the proposed Financing Plan or by competitive sale.

4. Compliance. The University Board will comply, and will require the University and the Association to comply, with the following:

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

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

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

6. Authorization of Further Actions Consistent Herewith. The members of the Board of Governors, attorneys, or other agents or employees of the Board of Governors are hereby authorized and directed to do all acts and things required of them by this resolution or desirable or consistent with the requirements hereof, to assure the full, punctual and complete performance of all the terms, covenants and agreements contained in the Bonds and this resolution; including execution of such documents,

certificates, contracts and legal opinions and other material delivered in connection with acquisition, sale or leasing of the Project for use by the University, the issuance of the Bonds or as necessary to preserve any tax-exemption thereon, in such form and content as the Chair, Vice Chair or authorized officers executing the same deem necessary, desirable or appropriate.

7. **Effective Date.** This resolution shall become effective July 1, 2012.

CERTIFICATE OF THE CORPORATE SECRETARY

The undersigned, Corporate Secretary of the State University System of Florida Board of Governors, does hereby certify that the attached resolution relating to the issuance of Bonds by The FSU Financial Assistance, Inc. is a true and accurate copy as adopted by the Board of Governors on June 21, 2012, and said resolution has not been modified or rescinded and is in full force and effect on the date hereof.

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

Dated: _____, 2012

By: _____
Corporate Secretary

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Project Summary
Florida State University
Athletic Indoor Practice Facility**

Project Description: The proposed multi-purpose indoor practice facility project (the “Project”), will include the construction of one building consisting of an indoor football field as well as improvements to adjacent outdoor practice fields. While the Project will serve several intercollegiate athletic programs, the primary emphasis is on the football program.

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

Facility Site Location: The proposed location is within the footprint of the existing outside football practice fields located on the west side of the main campus of the University.

Projected Start and Opening Date: It is anticipated that the Project will begin in August 2012, and the facility will be open in the Fall of 2013, available for practice in time for football season.

Project Description/Need: The Project will ensure student athlete safety and allow athletic practices to continue to take place regardless of inclement weather. NCAA rules require that outdoor athletic activities be suspended and athletes taken inside whenever lightning is detected within a 6-mile radius of an event. Because thunderstorms and lightning are frequent in the Tallahassee area, these practice delays are common. NCAA rules also limit the number of hours per week that a student athlete can practice. However, hours spent waiting out a thunderstorm do not count towards those practice hour limits.

Project Cost and Financing Structure: The proposed Project construction cost is estimated to be \$17,260,000. The Project will be partially financed with fixed-rate, tax-exempt revenue bonds issued by FSU Financial Assistance, Inc (the “DSO”), in an amount not to exceed \$15,650,000 (the “Bonds”). Proceeds from the Bonds will be used to fund a portion of the Project and pay costs of issuance. The Bonds will mature not more than 30 (thirty) years after issuance, and will be structured with level annual debt service payments with the first principal payment occurring in October 2013 and final maturity in October 2042. Funding for a debt service

reserve fund will not be provided. The DSO also plans to contribute \$2,000,000 cash from the Seminole Boosters to the cost of the Project.

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

Security/Lien Structure: The Bonds will be secured by the Pledged Revenues, which consist of several revenue sources of the DSO. The Bonds will be further secured by a guaranty from the Seminole Boosters. The Bonds will be issued on parity with previously issued bonds of the DSO currently outstanding in an aggregate principal amount of \$61 million.

**Pledged Revenues and
Debt Service Coverage:**

The Pledged Revenues consist of gross revenues of the DSO which are collected from four main sources, including conference facility and suite rentals, University Athletic Department rent, trademark revenues and net ticket revenues.

Conference facility and suite rental revenues are derived from leasing the 94 skyboxes at Doak S. Campbell Stadium. Suites are leased for five-year periods, creating a steady revenue stream. The suites have been 100% leased since they were opened in 1994 and currently have a waiting list of 15 entities. Rental revenues are expected to increase slightly in 2014 because of upgrades to the suites.

The University Athletic Department pays rent to the DSO for the use of certain athletic facilities including the basketball practice facility at the civic center. This rent is \$1,850,000 annually; it is not expected to increase as a result of this Project. The Athletic Department pays the rent from operating revenues, which are generated from several sources including: conference distributions, student athletic fees, sponsorships and advertising, game guarantees, bowl games, and television and radio. Over the past five fiscal years, the total revenues generated from these sources have ranged from \$23.1 to \$29.5 million. Pursuant to Section 1010.62(3)(a), Florida Statutes, no more than 5% of student athletic fee revenues may be pledged for debt service on the Bonds. Student athletic fee revenues were \$6.1 million in fiscal year 2006-07 and have increased slightly each year to \$7.5 million in fiscal year 2010-11, which would limit their use to approximately \$375,000 if student athletic fee revenues remain at their current levels. The University may not legally use any more than 5% of student athletic fees to pay rent to the DSO.

Trademark Revenues represent royalties earned from the sale of officially-licensed FSU merchandise. The royalties are calculated, administered and distributed by Collegiate Licensing Company at 10% of the wholesale price. The trademark revenues have declined over the past five fiscal years, from \$2.3 million in fiscal year 2006-07 to a low of \$1.8 million in fiscal year 2009-10, with a slight increase to \$1.9 million in fiscal year 2010-11. The trademark revenues are projected to increase over the next five fiscal years to \$2.2 million in fiscal year 2016. Since trademark revenues are based on sales of FSU merchandise, this revenue stream could be variable as it may be influenced by many factors such as the economy or the success of University athletics.

Net ticket revenues represent a pledge of ticket revenues of up to \$5,000,000 annually from the University Athletic Department. For the past five fiscal years, total ticket revenues have been between \$15.1 and \$18.4 million. Total ticket revenues fluctuate from year to year since they are dependent on ticket sales, which, like the trademark revenues, may be influenced by the economy or the success of the athletic programs,. The pledged portion of this revenue stream, however, seems stable, as the amount of the pledged revenue (\$5,000,000 annually) has been equal to approximately one-third of total ticket sale revenues. Further, the University has indicated that they have never drawn on this source of pledged revenues to pay debt service since bonds have been issued, as they have been able to meet debt service requirements with the revenues from the other three pledged revenue sources (conference facility and suite rentals, University Athletic Department rent, trademark revenues).

The Bonds will be further secured by a guaranty from the Seminole Boosters. The operating performance of the Seminole Boosters has weakened recently, resulting from increased financial support to the University Athletic Department. Despite the weakened performance, the expendable financial resources of the Seminole Boosters (in the amount of \$61 million as of June 30, 2011) continue to be sufficient to cover the annual debt service payments of approximately \$5.7 million including the proposed Bonds, if needed. However, the DSO has not previously relied on the guaranty to meet debt service requirements, as Pledged Revenues have been more than sufficient to cover debt service payments.

During the five year period from fiscal year 2006-07 to 2010-11, pledged revenues remained fairly constant. Revenues fell slightly from \$11,848,225 in 2006-07 to \$11,327,682 in 2009-10, but rebounded to \$11,718,950 in 2010-11. Over the same period, debt service coverage never fell below 2.20x.

For fiscal years 2011-12 to 2015-16, pledged revenues are projected to grow modestly from \$11,900,000 to \$12,520,000. This growth can be attributed mainly to an expected 15.7% increase in suite rental fees in 2014 due to increased amenities. Support for these amenities and the subsequent increase has been indicated by survey. Projected debt service coverage is expected to be 2.43x in 2011-12 and then decline slightly over the next four fiscal years to 2.18x as a result of debt service from the Bonds being added.

The interest rate on the Bonds has been estimated at 5%.

(See Attachment 2 for a table of the DSO historical and projected revenues and expenses and debt service coverage, which is based on information supplied by the DSO).

Type of Sale:

The DSO is requesting approval for a negotiated sale of the Bonds. The DSO provided an analysis of the most appropriate method of entering into this debt (competitive versus negotiated) as required by the Debt Management Guidelines. In light of the unique security structure, the DSO would probably benefit from the additional marketing provided by a negotiated sale.

**Analysis and
Recommendation:**

Staff of the Board of Governors and the Division of Bond Finance has reviewed the information provided by the Association with respect to the request for Board of Governors approval for the subject financing. The information provided demonstrates that the DSO has the ability to manage the significant assets available to it to assure that the debt can be serviced in a timely manner. The DSO has historically generated stable revenues with positive debt service coverage and this is expected to continue based on information provided by the DSO. It appears that the proposed financing is in compliance with the Florida Statutes governing the issuance of university debt and is in compliance with the Board of Governors Debt Management Guidelines. Accordingly, staff of the Board of Governors recommends adoption of the resolution authorizing the proposed financing.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
FLORIDA STATE UNIVERSITY
Estimated Sources and Uses of Funds
Indoor Athletic Practice Facility

Sources of Funds

Bond Par Amount	\$ 15,650,000	Estimated Series 2012C Bond sale amount based on an interest rate of 5% for 30 years.
Seminole Boosters Equity Contribution	<u>\$ 2,000,000</u>	
Total Sources of Funds	<u><u>\$ 17,650,000</u></u>	

Basis for AmountsUses of Funds

Project Cost	\$ 17,258,591	(Planning, Design, Construction & Equipment)
Costs of Issuance	\$ 300,000	(Estimate includes fees for Bond Counsel, Disclosure Counsel, Financial Advisor, Rating Agencies, Trustee and Dissemination Agent, as well as printing and administrative expenses.)
Underwriter's Discount	<u>\$ 91,409</u>	Estimated at 0.58% of par.
Total Uses of Funds	<u><u>\$ 17,650,000</u></u>	

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
FLORIDA STATE UNIVERSITY
ATHLETIC INDOOR PRACTICE FACILITY
HISTORICAL AND PROJECTED DEBT SERVICE COVERAGE¹

	Historical					Projected				
	<u>FYE 2007</u>	<u>FYE 2008</u>	<u>FYE 2009</u>	<u>FYE 2010</u>	<u>FYE 2011</u>	<u>FYE 2012</u>	<u>FYE 2013</u>	<u>FYE 2014</u>	<u>FYE 2015</u>	<u>FYE2016</u>
Revenues										
Conference Facility/Suite Rentals	\$2,723,349	\$2,665,715	\$2,703,319	\$2,667,645	\$2,953,478	\$3,000,000	\$3,000,000	\$3,470,000	\$3,470,000	\$3,470,000
University Athletic Department Rent	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
Indicia/Trademark Revenues	2,274,876	2,062,884	1,903,428	1,810,037	1,915,472	2,050,000	2,150,000	2,150,000	2,150,000	2,200,000
Net Ticket Revenues ²	<u>5,000,000</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>5,000,000</u>	<u>5,000,000</u>
Total Revenues	<u>11,848,225</u>	<u>11,578,599</u>	<u>11,456,747</u>	<u>11,327,682</u>	<u>11,718,950</u>	<u>11,900,000</u>	<u>12,000,000</u>	<u>12,470,000</u>	<u>12,470,000</u>	<u>12,520,000</u>
Pledged Revenues	<u>\$11,848,225</u>	<u>\$11,578,599</u>	<u>\$11,456,747</u>	<u>\$11,327,682</u>	<u>\$11,718,950</u>	<u>\$11,900,000</u>	<u>\$12,000,000</u>	<u>\$12,470,000</u>	<u>\$12,470,000</u>	<u>\$12,520,000</u>
Annual Debt Service:										
Outstanding Bonds	5,158,271	5,141,396	5,143,106	5,140,136	5,137,381	4,900,000	4,760,517	4,714,592	4,704,273	4,697,851
2012C Bonds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>386,903</u>	<u>1,006,750</u>	<u>1,005,000</u>	<u>1,007,625</u>
Total Annual Debt Service	<u>5,158,271</u>	<u>5,141,396</u>	<u>5,143,106</u>	<u>5,140,136</u>	<u>5,137,381</u>	<u>4,900,000</u>	<u>5,147,420</u>	<u>5,721,342</u>	<u>5,709,273</u>	<u>5,705,476</u>
Maximum Annual Debt Service						<u>4,900,000</u>	<u>5,721,342</u>	<u>5,721,342</u>	<u>5,712,847</u>	<u>5,712,847</u>
Coverage Ratios										
Annual Debt Service	2.30x	2.25x	2.23x	2.20x	2.28x	2.43x	2.33x	2.18x	2.18x	2.19x
Maximum Annual Debt Service						2.43x	2.10x	2.18x	2.18x	2.19x

¹ The financial information related to revenues and expenses was provided by the University and has not been audited.

² Under the Rental Agreement only up to a maximum of \$5,000,000 of Net Ticket Revenues is available to pay debt service on the Bonds.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
June 21, 2012**

SUBJECT: Amendment to the Agreement between the City of Tallahassee, Leon County, Florida, Florida State University and the Board of Governors. Related to the Tallahassee-Leon County Civic Center located adjacent to the Main Campus of the Florida State University

PROPOSED COMMITTEE ACTION

Adopt an Amendment to the Agreement between the City of Tallahassee, Leon County, Florida, Florida State University (the "University") and the Board of Governors related to the Tallahassee-Leon County Civic Center Authority to release the City and County from any obligations under previous Civic Center Agreements and Authorize the proposed transfer of ownership and assumption of long-term debt from the Civic Center Authority by the University.

Staff of the Board of Governors, State University System of Florida have reviewed the proposed Amendment, Transfer Agreement, Lease Agreement, and other supporting documentation provided by the University. Based upon this review, it appears that the proposed financing is in compliance with applicable Florida Statutes, including those governing the issuance of university debt and complies with the debt management guidelines adopted by the Board of Governors. Accordingly, staff of the Board of Governors recommends adoption of the Amendment and Authorization of the Transfer Agreement.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

The Board of Regents (the "Regents") was a party to the original Agreement, which provided for the operations of the Civic Center by the Tallahassee-Leon County Civic Center Authority (the "Authority"). The Authority is established pursuant to 2004-435 Laws of Florida, with the University appointing a majority of seats. The Board is a

party to the current Agreement. The City of Tallahassee (the “City”) and Leon County (the “County”) have requested that they be released from the Agreement. As the Board is a party to the Agreement, Board approval is required to release the City and County. The long-term plan is for the University to assume complete ownership of the Civic Center, and for the Legislature to replace the Authority with a citizens advisory panel.

The City approved the proposed Amended Agreement on May 23, 2012. The County approved the proposed Amended Agreement on May 22, 2012. The University Board of Trustees is scheduled to approve the Amended Agreement on June 8, 2012. The Authority is scheduled to approve the Amended Agreement on June 13, 2012. The Civic Center has a currently depreciated book value of \$28 million, and is essential to the long-term strategic plan of the University. While the Civic Center has operated at a deficit for the past two years, the University is confident that it will be able to operate the Civic Center on at least a break-even basis. The University will assume the long-term debt of the Civic Center, which totals \$4.1 million. The Debt is in the form of a bank qualified note held by Sun Trust Bank, with a term ending 2019. This is the only long-term liability of the Civic Center.

The University intends to enter into a Lease Agreement with the Authority upon transfer of ownership to allow the Authority to continue to operate the Civic Center on a day-to-day basis until such time as the Legislature abolishes the Authority.

In 2004, the Legislature changed the composition of the Authority’s Board such that a majority of the seats, including the chair, are appointed by the University’s president. Despite this change, FSU was deemed by the independent financial auditors as unable to exercise significant control on the management of the Authority. However, changes in the financial circumstances of the Authority have required the University to intervene in order to allow the continued operations of the Civic Center. Fiscal year ended June 30, 2012 is not yet complete, but Board staff believe that it is highly likely that the independent auditors will find that the Civic Center Authority is in fact a component unit of the University.

The Board of Governors is not a party to the Transfer Agreement, but approval of the proposed Transfer Agreement is required in order for the University to formally assume liability for the Civic Center Authority’s Debt.

Supporting Documentation Included:

1. Amended Agreement
2. Transfer of Ownership
3. Lease Agreement
4. Attachment 2 – Historical and Projected Revenues and Debt Service Coverage

Facilitators/Presenters: Chris Kinsley

**THIRD AMENDMENT TO AGREEMENT BETWEEN THE CITY OF TALLAHASSEE,
LEON COUNTY, FLORIDA, TALLAHASSEE-LEON COUNTY CIVIC CENTER
AUTHORITY, THE FLORIDA STATE UNIVERSITY AND
FLORIDA BOARD OF EDUCATION**

THIS THIRD AMENDMENT TO AGREEMENT (“Agreement”) is made and entered into this ____ day of _____, 2012, by and among the CITY OF TALLAHASSEE, a Florida municipal corporation (the “City”); LEON COUNTY, FLORIDA, a charter county and political subdivision of the State of Florida (the “County”); TALLAHASSEE-LEON COUNTY CIVIC CENTER AUTHORITY (the “Authority”); the FLORIDA STATE UNIVERSITY (the “FSU”); and FLORIDA BOARD OF GOVERNORS (the “FBOG”) as the successor to the Florida Board of Regents.

RECITALS

WHEREAS, the Authority currently owns and operates the Tallahassee-Leon County Civic Center (the “Civic Center”); and,

WHEREAS, the Parties and the Board of Regents for the State of Florida entered into a certain Agreement dated March 9, 1976 relating to the construction, financing, operation, and use of the Civic Center, and subsequently entered into that certain Amendment and Affirmance of Agreement for Financing the construction of the Civic Center; and,

WHEREAS, the Parties entered into the Second Amendment to Agreement on March 20, 2003 in order to clarify the agreement by the City and the County to pay the Authority certain expenses whenever the Authority ran an annual deficit; and,

WHEREAS, the Parties now wish to conclude the Agreement and all preceding amendments thereto, and to help further resolve the matter of *Tallahassee Hotel Associates, Ltd. v. Tallahassee-Leon County Civic Center Authority*, Second Judicial Circuit for Leon County, Florida, Case No. 2010-CA-004369; and,

WHEREAS, the Parties desire to establish a means for the continued and viable operation of the Civic Center as a viable, long term community asset providing a comprehensive civic, governmental, educational, recreational, convention, and entertainment facility for the use and enjoyment of the Tallahassee and Leon County community at large, and for FSU; and,

WHEREAS, the Parties wish to enter into this Third Amendment to Agreement to set forth the terms and conditions under which the City and the County, and the FBOG, and FSU would agree to modify or terminate the Agreement, and amended by the First Amendment and the Second Amendment, respectively (collectively “Center Agreements”). (Exhibits A-C attached)

NOW, THEREFORE, in consideration of the following mutual promises, covenants and representations set forth herein, the sufficiency of which being acknowledged, the Parties do hereby agree as follows:

1. INTENT OF AGREEMENT

This Agreement constitutes a recession of the more significant terms of agreement between the Parties in order to release the City and the County from any obligations under the Center Agreements.

2. CONDITIONS PRECEDENT

Except for paragraphs 3 B and D, 4 A and B, and 7, no provision of this Agreement shall be effective until after a transfer of the Civic Center to FSU from the Authority is finalized and closed (the "Transfer"), the closing of which shall be referred to as the "Transfer Date." Should the Transfer not occur, all provisions of this Agreement are null and void and the Center Agreements remain unchanged; any funds transferred to the Civic Center Authority under the provisions of paragraph 3 B and D of this agreement shall be returned within 15 days.

3. OBLIGATIONS OF THE CITY AND COUNTY

A. At FSU's option, the City will continue to provide \$60,000 annually toward the Center's utility costs.

B. The City agrees to pay to the Authority by June 30, 2012, \$60,000 owed toward the Center's 2011-2012 utilities.

C. The City and the County release the Authority from any further requirements under the Center Agreements;

D. While the City and the County assert that neither has any obligation or legal liability, as a public expenditure and in order to assure continued viability of the Civic Center, the City and the County further agree to each contribute \$250,000.00, on or before June 15, 2012, towards the termination of the Center Agreements and for the use by the Authority towards the settlement of the lawsuit entitled *Tallahassee Hotel Associates, Ltd. v. Tallahassee-Leon County Civic Center Authority*, Second Judicial Circuit for Leon County, Florida, Case No. 2010-CA-004369, on the express conditions:

- i. All preceding Center Agreements are rescinded or modified to fully release the City and County of any further responsibility or liability as defined in the Center Agreements, and to pay potential annual deficits of the Civic Center incurred after the date of this Third Amended Agreement.
- ii. The Agreement of FSU for the Civic Center's continued operation and maintenance as a comprehensive civic, governmental, educational, recreational, convention, and entertainment facility at substantially the same level of use and enjoyment of the Tallahassee-Leon County

community at large as a community asset, as well as for the use by FSU.

- iii. FSU's agreement to simultaneously enter into a Lease Agreement with the Authority on the Transfer Date upon terms and conditions to be agreed upon by FSU and the Authority; and,
- iv. FSU's cooperation with the City, the County, and the Authority regarding any necessary agreements to release the City and the County from further liability arising from the annual deficit of the Civic Center pursuant to the preceding Center Agreements.

4. OBLIGATIONS OF FSU

A. FSU agrees to obtain the approval of the Florida Legislature for the use of operating funds for the Civic Center pursuant to §1013.78(1), Florida Statutes, and an opinion from the FSU General Counsel indicating that an approval has been obtained.

B. An opinion from the FSU General Counsel indicating that FSU has obtained the authority from the Board of Governors to receive ownership of the Civic Center, including the assumption of the Civic Center's assets and liabilities.

C. FSU agrees to the appointment of a Civic Center Advisory Board for the purpose of advising FSU with respect to the continued use and availability of the Civic Center to individuals and community groups outside of FSU. The Advisory Board shall meet at the call of the Chair, at least three times per year, and shall be made up of three members appointed by the City of Tallahassee, three members appointed by Leon County, one member appointed by FAMU, and eight members appointed by FSU. All appointments shall be made within thirty (30) days of the effective date of legislation referenced in paragraph 6.

D. FSU and the Authority agree to continue the current practice for priority use of the Civic Center by Leon County Schools for local high school graduation ceremonies.

5. TRANSFER OF TITLE

If the above conditions precedent have been satisfied, FSU will enter into an Agreement with the Authority for the Transfer of the Civic Center, including the assumption of the Civic Center's assets and liabilities, making the existing preceding Center Agreements null and void, and releasing the City and County from any further liabilities other than those stated herein.

6. MODIFICATION OF CHAPTER 2004-435, LAWS OF FLORIDA AND
CREATION OF CITIZEN ADVISORY BOARD

The City, the County, the Authority and FSU agree to jointly support a local bill modifying Chapter 2004-435, Laws of Florida, during the 2013 legislative session. If a local bill is not passed during the 2013 legislative session, the Parties agree to jointly support passage in subsequent sessions.

7. RELEASE OF DEED RESTRICTIONS AND REVERTER CLAUSES

The City and the County agree to release any deed restrictions or reverter clauses running with the land contained in any deeds conveying the Civic Center to the Authority.

8. AMENDMENTS

The Parties hereby acknowledge that the terms hereof constitute the entire understanding and agreement of the Parties with respect to the subject matter hereof. No modification hereof shall be effective unless in writing, executed with the same formalities as this Agreement, in accordance with general law.

9. OBLIGATION TO CONFER

Prior to initiating proceedings alleging breach or seeking enforcement of any provision of this agreement, the Parties shall consult in an attempt to resolve any disputes that arise under this Agreement in good faith prior to initiating any formal proceedings seeking enforcement or alleging breach of the Center Agreements, including this Amendment.

10. SURVIVING PROVISIONS

The obligations of the City, County, the Authority and FSU under paragraphs 3, 4, 6, and 9 of this agreement shall survive the transfer of title to FSU.

11. RECORDATION

The County shall record this Agreement with the Leon County Clerk of the Court upon execution of the Parties and prior to the Commencement Date. Upon return of the recorded Agreement, the County shall deliver a recorded copy of this Agreement to all other Parties.

12. EFFECTIVE DATE

This Agreement shall be effective ("Effective Date") upon execution by all Parties.

IN WITNESS WHEREOF, the Parties cause this Agreement to be executed by their duly authorized representatives this _____ day of _____, 2012.

ATTEST:

CITY OF TALLAHASSEE, FLORIDA

By: _____
Gary Herndon, City Treasurer-Clerk

By: _____
John R. Marks, III, Mayor

APPROVED AS TO FORM:

By: _____
James R. English, City Attorney

ATTEST:

LEON COUNTY, FLORIDA

By: _____
Bob Inzer, Clerk of the Court
Leon County, Florida

By: _____
Akin Akinyemi, Chairman
Board of County Commissioners

APPROVED AS TO FORM:

By: _____
Herbert W. A. Thiele
County Attorney

**TALLAHASSEE-LEON COUNTY
CIVIC CENTER AUTHORITY**

Witness as to the Authority

By: _____
Russ Morcom, Chair

Witness as to the Authority

APPROVED AS TO FORM:

By: _____
General Counsel

FLORIDA BOARD OF GOVERNORS

Witness as to the FBOG

By: _____

Witness as to the FBOG

APPROVED AS TO FORM:

By: _____
FBOG General Counsel

FLORIDA STATE UNIVERSITY

Witness as to the FSU

By: _____

Witness as to the FSU

APPROVED AS TO FORM:

By: _____
FSU General Counsel

TRANSFER AGREEMENT

BETWEEN

**TALLAHASSEE-LEON COUNTY
CIVIC-CENTER AUTHORITY (**
(“TRANSFEROR”)
AND

FLORIDA STATE UNIVERSITY BOARD OF TRUSTEES
(“TRANSFeree”)

REGARIDNG THE TRANSFER OF THE
DONALD L. TUCKER CENTER
(“CENTER”)

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DEFINITIONS

Additional Exceptions: Shall have the meaning set forth in Section 6.3.

Affiliate: With respect to any specified Entity, any other Entity controlling or controlled by or under common control with such specified Entity. For the purposes of this definition, “control” when used with respect to any specified Entity means the power to direct the management and policies of such Entity, directly or indirectly, whether through the ownership of voting securities, by contract or otherwise and the terms “controlling” and “controlled” have meanings correlative to the foregoing.

Agreement: This Agreement for the Transfer of the Donald L. Tucker Civic Center.

Annual Deficit: The amount in which Annual Expenses exceed Annual Revenues.

Assignment of Leases and Contracts: The assignment of leases and contracts in the form attached hereto as **Exhibit F**.

Attorneys' Fees: All reasonable fees charged by an attorney for his or her services and the services of any paralegals, legal assistants or law clerks, including (but not limited to) fees and expenses charged whether for services rendered in connection with representation at trial, appellate levels and in any bankruptcy proceedings.

Bill of Sale: The bill of sale in the form attached hereto as **Exhibit E**.

Business Day. Any day other than a Saturday or Sunday, or a day on which any Federal Reserve Bank is authorized or obligated by law or executive order to remain closed.

Cash to Close: The Transfer Price plus all of Transferee's Closing Costs, subject to the adjustments as hereinafter described, less any Deposit.

Center: The Donald L. Tucker Center located at 505 W. Pensacola Street, Tallahassee, Florida 32301.

Center Agreements: The documents attached in **Exhibit H**.

City: The City of Tallahassee, Florida.

Claim: Any claim, proof of claim (including without limitation a proof of claim filed in bankruptcy proceedings), demand, complaint, summons, legal, equitable or administrative proceeding of any nature, chose in action, damage, judgment, penalty or fine, and all costs and expenses relating to the foregoing (including, without limitation, attorneys' fees).

Closing: Shall have the meaning set forth in Section 12.

Closing Date: _____, 2012

County: Leon County, Florida.

Deed: The Warranty Deed in the form attached hereto as **Exhibit D**.

Due Diligence Documents: Those due diligence items delivered to Transferee by Transferor in possession of Transferee.

Effective Date: Shall mean the last date that either Transferor or Transferee signs this Agreement.

Entity: An individual, corporation, partnership, joint venture, association, joint-stock company, trust, unincorporated organization or government or any agency or political subdivision thereof.

Escrow Agent: Premier Bank or the same entity that is acting as Escrow Agent in the case of Tallahassee Hotel Associates, LTD., a Florida limited partnership v. Tallahassee-Leon County Civic Center Authority, a public agency politic and corporate Case No. 2010-CA-004369 Leon County Circuit Court.

Governmental Authority: Any federal, state, county, municipal or other governmental department, entity, authority, commission, board, bureau, court, agency or any instrumentality of any of them.

Governmental Requirement: Any law, enactment, statute, code, ordinance, rule, regulation, judgment, decree, writ, injunction, franchise, permit, certificate, license, authorization, agreement, or other direction or requirement of any Governmental Authority now existing or hereafter enacted, adopted, promulgated, entered, or issued.

Hazardous Material: Any flammable or explosive materials, petroleum or petroleum products, oil, crude oil, natural gas or synthetic gas usable for fuel, radioactive materials, asbestos, hazardous wastes or substances or toxic waste or substances, including, without limitation, any substances now or hereafter defined as or included in the definition of “hazardous substances,” “hazardous wastes,” “hazardous materials,” “toxic materials” or “toxic substances” under any Governmental Requirement.

Improvements: Any and all improvements or other structures currently owned by Transferor and located on the Land.

Land: That certain real property legally described on **Exhibit A** attached hereto.

Lease: The lease entered into immediately after Closing entered into between Transferee and Transferor pursuant to Section 3.6.

Party or Parties: Transferor or Transferee, or Transferor and Transferee, respectively.

Permitted Exceptions: All matters set forth on **Exhibit B** attached hereto.

Personal Property: All items of personal property owned by Transferor and located on the Land or in the Improvements. An inventory of the Personal Property, if any, is attached hereto as **Exhibit C**.

Property: Collectively, the Personal Property, the Land, and the Improvements.

Rent: Any base rent, minimum rent, additional rent, percentage rent, common area maintenance charges, taxes, insurance, operating expenses, parking fees, late fees and any other payments for miscellaneous services required under the Lease.

Service Contracts: Any service contracts and maintenance agreements relating to the operation or maintenance of the Property.

Settlement Amount: The amount of **ONE MILLION SIX HUNDRED FIFTY THOUSAND AND 00/100 (\$1,650,000.00)** to be paid by Transferee in order to settle the case of Tallahassee Hotel Associates, LTD., a Florida limited partnership v. Tallahassee-Leon County Civic Center Authority, a public agency politic and corporate Case No. 2010-CA-004369 Leon County Circuit Court.

Termination Notice: Shall have the meaning set forth in Section 5.3.

Title Agent: Carlton Fields, P.A. 450 S. Orange Ave. Suite 500 Orlando, Florida 32801.

Title Commitment: An ALTA Title Insurance Commitment(s) from the Title Company, agreeing to issue the Title Policy to Transferee upon satisfaction of the Transferee's obligations pursuant to this Agreement and the Title Commitment.

Title Company: First American Title Insurance Corporation.

Title Policy: An ALTA Owner's Title Insurance Policy in the amount of the Transfer Price, insuring Transferee's title to the Land, subject only to the Permitted Exceptions and as otherwise expressly provided for herein.

Transferee: Florida State University Board of Trustees, a public body corporate also referred to as ("FSU"). Address: c/o General Counsel Florida State University P. O. Box 3061400 222 S. Copeland Street, Suite 424 Tallahassee, Florida 32306-1400.

Transferee's Attorney: Timothy L. Durocher Carlton Fields, P.A. Address: 450 S. Orange Ave., Suite 500 Orlando, Florida 32801 Telephone: (407) 481-5434 Facsimile: (407) 648-9099 Email tdurocher@carltonfields.com.

Transferee's Closing Costs: Transferee's attorneys' fees, any necessary documentary stamp taxes, intangible taxes, recording fees, title search and title insurance premium, survey costs, due diligence costs and expenses, costs of the Assumption of Bank Debt defined in Section 3.3.

Transferee's Closing Documents: Shall have the meaning set forth in Section 14.

Transferee's Parties: Transferee and its officers, directors, partners, shareholders, members, managers, employees, agents, representatives and any other person acting on behalf of Transferee, and the successor and assigns of any of the preceding.

Transferor: The Tallahassee-Leon County Civic Center Authority, a public agency created by Chapter 72-605, Laws of Florida, 1972 also referred to as (the “TLCCCA”). Address: 505 West Pensacola Street Tallahassee, FL 32301.

Transferor's _____ Attorney: _____
Address _____ Phone _____
Number _____ Fax _____
Number _____ Email _____.

Transferor's Closing Costs: Shall mean Transferor's Attorneys' Fees.

Transferor's Closing Documents: Shall have the meaning as set forth in Section 13.

Transferor Parties: Transferor and its officers, directors, partners, shareholders, members, managers, employees, agents, representatives and any other person acting on behalf of Transferor, and the successor and assigns of any of the preceding.

Transfer Price: The total amount of consideration given to Transferor from Transferee which is the Assumption of Bank Debt pursuant to Section 3.3, assumption of full financial responsibility of the Center pursuant to Section 3.4 and payment of the Settlement Amount (defined below) pursuant to Section 3.5.

AGREEMENT FOR TRANSFER AND SALE OF REAL PROPERTY

This Agreement for Transfer of Real Property ("Agreement") is by and between Transferor and Transferee as defined above as of the Effective Date.

In consideration of the mutual agreements herein set forth, the parties hereto agree as follows:

1. Definitions. In addition to any capitalized terms defined elsewhere in this Agreement, the terms defined on the Definitions Page above shall have the definition set forth therein.

2. Transfer. Transferor agrees to transfer and convey the Property to Transferee and Transferee agrees to acquire the Property from Transferor on the terms and conditions hereinafter set forth (the "Transfer").

3. Consideration for the Transfer.

3.1. Intentionally Omitted.

3.2. Intentionally Omitted.

3.3. Assumption of Transferor's Bank Debt. Transferee shall assume the existing bank debt secured by the revenue of the Center held by SunTrust Bank ("Bank") subject to the written approval of the Bank hereinafter referred to as (the "Assumption of Bank Debt").

3.4. Assumption of Full Financial Responsibility for the Operation of the Center. Transferee shall assume full financial responsibility for the operation of the Center.

3.5. Payment of Settlement Amount by Transferee. Transferee agrees to pay the Settlement Amount.

3.6. Leaseback Agreement. Transferee and Transferor agree to simultaneously enter into the Lease to be effective on the Transfer Date upon terms and conditions to be agreed upon by Transferor and Transferee and attached as **Exhibit I**. The Lease shall continue until Special Act 2004-435, Laws of Florida is modified or repealed and the TLCCCA is abolished. If the TLCCCA no longer exists, FSU shall agree to create a community advisory board (the "Community Advisory Board") in order to ensure that the community continues to have access to the Center. The specific provisions dealing with the Community Advisory Board shall be addressed in a separate agreement.

4. Conditions Precedent for the Transfer

4.1. Release of Deed Restrictions or Reverter Clauses. The City and County agreement to release any deed restrictions and reverter clauses running with the land contained in the Warranty Deed conveying the Center to the TLCCCA pursuant to the document entitled "Automatic Reverter Release" attached as **Exhibit G**.

4.2. Settlement of Litigation. The TLCCCA entering into a fully executed Settlement Agreement and Mutual Release with the Plaintiff(s) in the case of Tallahassee Hotel Associates, Ltd. v. Tallahassee-Leon County Civic Center Authority, Case Number 2010-CA-004369 Leon County Circuit Court and the agreement of all parties involved to disburse the funds and documents held in escrow.

4.3. Intentionally Omitted.

4.4. Consent of the Florida Board of Education. Written consent of the Florida Board of Education for the release or modification of the Center Agreements as contemplated herein.

4.5. Consent of the Florida Board of Governors. Written consent of the Florida Board of Governors for the Transfer and an opinion from the Transferee's General Counsel indicating that FSU has obtained the authority from the Florida Board of Governors to receive ownership of the Center including the assumption of the Civic Center's assets and liabilities.

4.6. Continuation of Electrical Service. The City's continuation of the existing contract to provide electrical service to the Center until the contract expires by its terms.

4.7. Payment to Escrow Agent of \$250,000.00 to Transferee. City and County's payment to the Escrow Agent of \$250,000.00 each for the benefit of the Transferee as authorized by the Third Amendment to Agreement Between the City of Tallahassee, Leon County, Florida, Tallahassee-Leon County Civic Center Authority, The Florida State University and Florida Board of Education (the "Third Amendment") in consideration of the following:

4.7.1. termination or modification of the Center Agreements to fully release the City and County of any further responsibility or liability to pay Annual Deficits of the Center as defined in the Center Agreements;

4.7.2. a binding commitment by Transferee for the Center's continual operation and maintenance as a comprehensive civic, governmental, educational, recreational, convention and entertainment facility for use and enjoyment of not only the Transferee but the Tallahassee-Leon County community at large as a community asset;

4.7.3. Transferee's agreement to simultaneously enter into the Lease with the Transferor on the Transfer Date pursuant to the terms of Section 3.6

4.7.4. Transferee's cooperation with the City and County regarding any necessary agreements to release the City and County from further liability arising from the Annual Deficits of the Center pursuant to the Center Agreements.

4.7.5. The City and County's contribution to settle the case of Tallahassee Hotel Associates, Ltd. v. Tallahassee-Leon County Civic Center Authority, Case Number 2010-CA-004369 Leon County Circuit Court.

4.8. Payment of Annual Deficit of the Center for 2009-2010. The payment in full by the City and County of the Annual Deficit of the Center arising from the 2009-2010 audited financials of the Center that is the responsibility of the City and County pursuant to the Center Agreements.

5. Intentionally Omitted.

6. Title and Survey.

6.1. Delivery of Title Commitment. Not later than fifteen (15) Business Days following the Effective Date, the Title Agent shall deliver to Transferee the Title Commitment.

6.2. Marketable Title. At Closing, Transferor shall convey title to the Property to Transferee subject only to the Permitted Exceptions and such other matters as expressly provided for herein.

6.3. Title Evidence. If Transferee receives notice of or otherwise discovers that title to the Land is subject to any title exceptions that are not Permitted Exceptions ("Additional Exceptions"), after delivery of the Title Commitment and prior to Closing, then Transferee shall notify Transferor in writing of the Additional Exceptions to which Transferee objects within fifteen (15) Business Days after Transferee receives notice of such Additional Exceptions. If Transferee fails to deliver timely notice of Additional Exceptions, then it shall have waived its right to object to same and Transferee shall proceed to Closing as hereinafter provided. If the Additional Exceptions are liquidated claims or judgments, or are otherwise curable by the payment of money, without resort to litigation, then Transferor shall be required to remove such Additional Exceptions ("Mandatory Additional Exceptions") from the Land by satisfying the same or by posting a surety bond so that such Mandatory Additional Exceptions are removed as exceptions from the Title Commitment and Title Policy.

6.4. Additional Exceptions Caused by Transferee. Transferee shall not have the right to object to title or to terminate this Agreement by reason of any title exception which is caused by Transferee or any party claiming by, through or under Transferee or any of Transferee's Representatives.

6.5. Survey. Transferee shall have the right to obtain a survey of the Land prepared by a land surveyor or engineer registered and licensed in the State of Florida.

6.6. Survey Defects. If Transferee's survey shows any matter which would affect the marketability of title to the Land (except for the Permitted Exceptions and other title matters otherwise permitted hereunder), then Transferee shall notify Transferor in writing of the specific survey defect within five (5) Business Days after receipt of Transferee's survey, or but in no event later than prior to the expiration of the Inspection Period and thereafter such encroachment or defect shall be treated in the same manner as a Mandatory Additional Exception. Transferee's failure to deliver timely notice of survey defects shall be deemed a waiver of Transferee's right to object to survey matters as provided in this Section.

7. Transferor's Representations and Warranties.

7.1. Representations and Warranties. Transferor represents and warrants to Transferee, as follows:

7.1.1. Transferor's Existence. Transferor is in good standing and has full power and authority to own and sell the Property and to comply with the terms of this Agreement and to consummate the transactions contemplated hereunder;

7.1.2. Authority. The execution and delivery of this Agreement by the Transferor and the consummation by Transferor of the transaction contemplated by this Agreement are within Transferor's capacity and all requisite action has been taken and any and all necessary approvals by third parties have been obtained so that this Agreement is valid and binding on Transferor in accordance with its terms;

7.1.3. Intentionally Omitted.

7.1.4. Intentionally Omitted.

8. Transferee's Representations and Warranties. Transferee represents and warrants to Transferor, as follows:

8.1. Transferee's Existence. Transferee is duly organized, existing, in good standing and authorized to do business under the laws of the State of Florida and Transferee has full power and authority to accept the Transfer of the Property and to comply with the terms of this Agreement.

8.2. Authority. The execution and delivery of this Agreement by Transferee and the consummation by Transferee of the transaction hereby contemplated are within Transferee's capacity and all requisite action has been taken to make this Agreement valid and binding on Transferee in accordance with its terms.

8.3. Approval of the Florida Legislature. The Transferee has obtained legal authority from the Florida Legislature pursuant to §1013.78, Florida Statutes in the form of an enactment of a law having the effect of authorizing Transferee to assume the Annual Deficits of the Center. Transferee must provide an opinion letter from its General Counsel that the statutory enactment allows for the assumption of the Annual Deficits.

9. Post-Closing Obligations of the Transferee.

9.1. Civic Center Advisory Board. Transferee agrees to the appointment of a Civic Center Advisory Board for the purpose of advising Transferee with respect to the continued use and availability of the Center to individuals and community groups outside of Florida State University once the TLCCCA has been terminated.

9.2. The Transferee agrees to continue the current practice for priority use of the Center by Leon County Schools for local high school graduation ceremonies.

10. Affirmative Covenants of Transferor.

10.1. Exhibits. If any of the Exhibits to this Agreement are not affixed hereto, are incomplete or are otherwise not provided to Transferee prior to or concurrently with its execution of this Agreement, then such documentation and/or information shall be provided to Transferee within five (5) Business Days following the Effective Date; provided, however, Transferor's failure to deliver such documentation and information within said five (5) Business Day period shall not be a default by Transferor hereunder, unless and until Transferor shall thereafter fail to provide the same within three (3) Business Days following receipt of Transferee's written demand therefor.

10.2. Intentionally Omitted.

10.3. Intentionally Omitted..

11. Intentionally Omitted..

12. Closing. Subject to all of the provisions of this Agreement, Transferee and Transferor shall close this transaction ("Closing") by a mail away closing in which any cash to close shall be wire transferred to Escrow Agent on the Closing Date.

13. Transferor's Closing Documents. At Closing, Transferor shall execute and deliver certain documents ("Transferor's Closing Documents"), as follows:

13.1. Deed. The Deed shall be duly executed by Transferor and delivered to the Escrow Agent in the form attached as **Exhibit D**. Transferor shall also deliver to Escrow Agent all documents required to record the Deed in the Public Records of Leon County;

13.2. Transferor's No Lien and Gap Affidavit. An affidavit from Transferor attesting that, to the best of Transferor's knowledge, as follows: (i) no individual or entity has any claim against the Property under the applicable contractor's lien law, (ii) except for Transferor and leases provided by Transferee or as otherwise provided herein, no individual or entity is either in possession of the Property or has a possessory interest or claim in the Property, and (iii) no improvements to the Property have been made by Transferor for which payment has not been made within the immediately preceding ninety (90) days. The affidavit shall also include language sufficient to enable the Title Company to insure the "gap", i.e., delete as an exception to the Title Commitment any matters appearing between the effective date of the Title Commitment and the effective date of the Title Policy;

13.3. Bill of Sale. The Bill of Sale shall be duly executed by Transferor so as to convey to Transferee title to the Personal Property;

13.4. Assignment of Leases. The Assignment of Leases shall be duly executed by Transferor in the form attached as **Exhibit F**.

13.5. Closing Statement. A Closing Statement setting forth the Consideration pursuant to Section 3, and other costs and expenses of the Transfer.

13.6. Authorizing Resolutions. Such documents as the Title Company or Transferee may reasonably request evidencing Transferor's existence, power, and authority of Transferor to enter into and execute this Agreement and to consummate the transaction herein contemplated, and to allow the Title Agent to issue the Title Policy;

13.7. Service Contracts. The originals or copies of all Service Contracts in the possession of Transferor;

13.8. Third Party Leases. The originals or copies of all Third Party Leases (defined below) and all modifications, amendments, extensions and assignments thereof which are in the possession of Transferor;

13.9. Notice of Change of Ownership. Copies of a letter signed by Transferor to be delivered by Transferee to the tenants and service providers of the Property, giving notice of the change of ownership of the Property;

13.10. Lease of the Center. Execution of the Lease of the Center from the Transferee to the Transferor in the form attached as **Exhibit I**; and

13.11. Release of the Automatic Reversionary Rights and Other Conditions and Restrictions. Transferor shall be responsible for delivery of the Release of the Automatic Reversionary Rights and Other Conditions and Restrictions in the form attached as **Exhibit G**.

14. Transferee's Closing Documents. At Closing, Transferee shall execute and deliver certain documents ("Transferee's Closing Documents"), as follows:

14.1. Modification or Termination of the Center Documents (Agreements). Transferee shall sign and deliver any necessary documents to the Escrow Agent to release the City and County from their Annual Deficit obligations pursuant to the Center Documents;

14.2. Authorizing Resolution. Such documents as the Title Company may reasonably require evidencing Transferee's existence, powers, and authority to enter into and execute this Agreement and the transaction herein contemplated and to allow the Title Agent to issue the Title Policy;

14.3. Assignment of Leases and Contracts. Transferee shall execute the Assignment of Leases and Contracts in the form attached as **Exhibit F**; and

14.4. Closing Statement. Transferee shall execute the Closing Statement;

14.5. Assignment of SunTrust Loan. Transferee shall execute and deliver any and all loan assumption documents to SunTrust Bank;

14.6. Lease of the Center. Execution of the Lease of the Center in the form attached as **Exhibit I**; and

14.7. Consents. Transferee has obtained the written consents from the Florida legislature, Florida Board of Education and the Florida Board of Governors pursuant to the provisions contained in Section 4.4 and Section 4.5.

15. Closing Procedure.

15.1. Transfer of Funds.

15.1.1. Transferee shall pay any required Cash to Close to the Escrow Agent by wire transfer to a depository designated by Escrow Agent;

15.1.2. City and County shall pay the required \$500,000.00 to Escrow Agent by wire transfer to a depository designated by Escrow Agent;

15.1.3. Transferee shall pay 1,150,000.00 to Escrow Agent which comprises the Settlement Amount minus the \$500,000.00 settlement contribution from the City and County referenced in Section 15.1.2.

15.1.4. Transferor and Transferee shall pay any respective closing costs as stated in the Closing Statement to Escrow Agent.

15.2. Delivery of Documents.

15.2.1. Transferee shall deliver to the Escrow Agent the Transferee's Closing Documents.

15.2.2. Transferor shall deliver to the Escrow Agent the Transferor's Closing Documents.

15.2.3. All fully executed documents from all parties necessary for the settlement in the case of Tallahassee Hotel Associates, LTD., a Florida limited partnership v. Tallahassee-Leon County Civic Center Authority, a public agency politic and corporate Case No. 2010-CA-004369 have been received by Escrow Agent.

15.3. Requirements for Escrow Distribution. All funds and documents shall be delivered to the appropriate parties as outlined in Section 15.4 once all of the following conditions have been met ("Escrow Distribution"):

15.3.1. the Escrow Agent has received all funds outlined in Section 15.1;

15.3.2. the Escrow Agent has received all documents outlined in 15.2;

15.3.3. the Title Agent has delivered a "marked up" Title Commitment to Escrow Agent;

15.3.4. the Escrow Agent has received all necessary executed documents and funds to disburse pursuant to the Escrow Agreement executed in the case of Tallahassee

Hotel Associates, LTD., a Florida limited partnership v. Tallahassee-Leon County Civic Center Authority, a public agency politic and corporate Case No. 2010-CA-004369; and

15.3.5. the Escrow Agent has received written authorization from both the Transferor and Transferee to disburse the funds and documents pursuant to this Agreement.

15.4. Disbursement of Escrow Funds and Documents. Once the requirements for Escrow Distribution pursuant to Section 15.3 have been satisfied, the Escrow Agent shall deliver the following funds and documents as follows and the Title Agent shall make the distributions outlined below:

15.4.1. Escrow Agent shall deliver to the Title Agent the fully executed Transferor's Closing Documents and the fully executed Transferee's Closing Documents. Once these documents are received from the Escrow Agent, the Title Agent shall promptly record the Deed and Automatic Reverter Release along with any other necessary documents to be recorded and deliver the recorded copies to parties executing such document;

15.4.2. Escrow Agent shall deliver by wire transfer any Cash to Close to the Transferor and send written confirmation to the Title Agent that such distribution to the Transferor has been made and Transferor shall send written confirmation to the Title Agent that such funds have been received;

15.4.3. Escrow Agent shall deliver the closing costs outlined in the Closing Statement to the Title Agent for distribution to the appropriate providers.

15.4.4. Title Agent shall deliver the loan assumption documents to SunTrust Bank promptly after receipt from the Escrow Agent;

15.4.5. Title Agent shall deliver the originals or copies of the Modification or Termination of the Center Documents to Transferee, Transferor, City and County promptly after receipt from the Escrow Agent;

15.4.6. Title Agent shall promptly deliver a full set of copies of the Closing Documents to the Transferor and Transferee once all documents are received by the Title Agent;

15.4.7. Title Agent shall issue the title policy once all the title requirements have been satisfied;

16. Prorations, Assumption of Leases and Closing Costs.

16.1. Prorations. Transferee and Transferor acknowledge and agree that there will be no prorations at the time of closing except as follows:

16.1.1. Annual Deficits as of the day of closing.

16.2. Deposits. Any and all Security Deposits, utility deposits or any other deposits pertaining to the Center shall be transferred to the Transferee after the expiration or termination of the Lease.

16.3. Assumption of Third Party Leases. The Transferee shall assume all rights and obligations under the third party leases entered into by the TLCCCA for the operation of the Center (the "Third Party Leases"), including, without limitation, the return of any security deposits, after the termination of the Lease attached as **Exhibit I**. Transferor shall cooperate after the Closing with any necessary assignments of any Third Party Leases that may be required.

16.4. Operating Expenses. Transferee shall be liable for all operating expenses after Closing but the Transferor shall be responsible for the actual payment of all operating expenses of the Center pursuant to the Lease.

16.5. Transferor's Closing Costs. Transferor shall pay Transferor's Closing Costs at Closing.

16.6. Transferee's Closing Costs. Transferee shall pay Transferee's Closing Costs at Closing.

17. Possession. Transferee shall be granted possession of the Property at Closing, subject to the Lease with Transferor and any tenants in possession under any Third Party Leases in effect at the time of closing.

18. Condemnation. If at any time prior to the Closing Date, any proceedings shall be commenced for the taking of all of the Property or any material portion thereof, for public or quasi-public use pursuant to the power of eminent domain, Transferor shall furnish Transferee with written notice of any proposed condemnation within five (5) Business Days after Transferor's receipt of such notification. In such event, Transferee shall have the option to terminate this Agreement within five (5) Business Days after receipt by Transferee of notice thereof from Transferor by written notice to Transferor and the Escrow Agent. Should Transferee terminate this Agreement, any Deposit shall be returned to Transferee and thereafter neither Transferee nor Transferor shall have any further rights or obligations hereunder except as otherwise expressly provided herein. If Transferee does not elect to terminate within the required time, then (i) the Closing shall progress as herein provided without reduction of the Transfer Price; (ii) Transferee shall have the right to participate in the negotiation of any condemnation awards or other compensation for taking, and (iii) Transferor shall assign unto Transferee any and all awards and other compensation for such taking to which it would be otherwise entitled as owner of the Property and Transferor shall convey such of the Property, if any, which remains after the taking.

19. Intentionally Omitted.

20. Default.

20.1. Transferee's Default. In the event that this transaction fails to close due to a default on the part of Transferee, Transferor may pursue any remedies at law or equity. IN NO EVENT SHALL TRANSFEE, ITS BOARD MEMBERS, TRUSTEES, EMPLOYEES OR

AGENTS OF THE TRANSFeree, OR ANY AFFILIATE OR CONTROLLING PERSON THEREOF HAVE ANY LIABILITY, BEYOND ITS INTEREST IN THE PROPERTY, FOR ANY CLAIM, CAUSE OF ACTION OR OTHER LIABILITY ARISING OUT OF OR RELATING TO THIS AGREEMENT OR THE PROPERTY, WHETHER BASED ON CONTRACT, COMMON LAW, STATUTE, EQUITY OR OTHERWISE.

20.2. Transferor's Default. In the event that this transaction fails to close due to a default on the part of Transferor, Transferee may pursue any remedies at law or equity. HOWEVER, IN NO EVENT SHALL TRANSFEROR, ITS BOARD MEMBERS, OFFICERS OR DIRECTORS, EMPLOYEES OR AGENTS OF THE TRANSFEROR, OR ANY AFFILIATE OR CONTROLLING PERSON THEREOF HAVE ANY LIABILITY, BEYOND ITS INTEREST IN THE PROPERTY, FOR ANY CLAIM, CAUSE OF ACTION OR OTHER LIABILITY ARISING OUT OF OR RELATING TO THIS AGREEMENT OR THE PROPERTY, WHETHER BASED ON CONTRACT, COMMON LAW, STATUTE, EQUITY OR OTHERWISE.

21. Brokerage Commission. Transferor represents and warrants to Transferee and Transferee represents and warrants to Transferor that no broker or finder has been engaged by either of them with respect to this transaction. Transferor and Transferee agree to hold each other harmless from any and all claims for any other brokerage fees or similar commissions asserted by brokers or finders claiming by, through or under the other party. Notwithstanding anything to the contrary set forth in this Agreement, the provisions of this Section shall survive the Closing or earlier termination of this Agreement as expressly provided herein.

22. Notices. Any notice, request, demand, instruction or other communication to be given to either party hereunder, except where required to be delivered at the Closing, shall be in writing and shall be hand-delivered or telecopied or sent by Federal Express or a comparable overnight mail service, or mailed by U.S. registered or certified mail, return receipt requested, postage prepaid, to Transferee, Transferor, and Escrow Agent, at their respective addresses set forth in the Definitions Page to this Agreement. Notice shall be deemed to have been given and received, if delivered or attempted to be delivered by United States first class mail, return receipt requested, postage prepaid, addressed to the party for whom it is intended as its address set forth herein.

23. Escrow Agent. The payment of the Deposit, Cash to Close and all other funds provided hereunder to the Escrow Agent is for the accommodation of the parties to this Agreement. The duties of the Escrow Agent shall be determined solely by the express provisions of this Agreement. The Escrow Agent shall not be liable for any mistake of fact or error of judgment or any acts or omissions of any kind unless caused by its own willful misconduct or gross negligence. The Escrow Agent shall be entitled to rely on any instrument or signature believed by it to be genuine and may assume that any person purporting to give any writing, notice or instruction in connection with this Agreement is duly authorized to do so by the party on whose behalf such writing, notice, or instruction is given. Upon receiving written notice from either party as to a dispute as to what party should receive any escrow funds, Escrow Agent may continue to hold the Escrowed Funds until both parties jointly provide a written authorization to release the escrowed funds or the Escrow Agent may deposit (interplead) the escrowed funds with a court of competent jurisdiction and the act of such interpleader shall immediately relieve

Escrow Agent of its duties, liabilities, and responsibilities hereunder. Transferee and Transferor will, and hereby agree to jointly and severally indemnify the Escrow Agent for and hold it harmless against any loss, liability, or expense including Attorney's Fees incurred on the part of the Escrow Agent arising out of or in connection with the acceptance of, or the performance of its duties under, this Agreement, as well as the costs and expenses of defending against any claim or liability arising under this Agreement unless caused by its own willful misconduct or gross negligence. This provision shall survive the Closing or earlier termination of this Agreement as expressly provided herein.

24. Assignment. This Agreement shall not be assigned by either party.

25. Miscellaneous.

25.1. Section and Paragraph Headings. The section and paragraph headings herein contained are for the purposes of identification only and shall not be considered in construing this Agreement.

25.2. Amendment. No modification or amendment of this Agreement shall be of any force or effect unless in writing executed by both Transferor and Transferee.

25.3. Attorneys' Fees. Each of the parties hereto shall bear its own costs and Attorneys' Fees in connection with the execution of this Agreement and the consummation of the transaction contemplated hereby. In the event of any dispute hereunder, the prevailing party shall be entitled to recover all costs and expenses incurred by it in connection with the enforcement of this Agreement, including all Attorney's Fees in and all costs in connection therewith.

25.4. Governing Law/Jurisdiction. This Agreement shall be interpreted in accordance with the internal laws of the State of Florida and will be deemed for such purposes to have been made, executed and performed in the State of Florida and venue shall be in Leon County, Florida for any legal proceedings in connection with this agreement and/or any other document signed by the parties.

25.5. Entire Agreement. This Agreement sets forth the entire agreement between Transferor and Transferee relating to the Property, all subject matter herein and supersedes all prior and contemporaneous negotiations, understandings and agreements, written or oral, between the parties and there are no agreements, understandings, warranties, representations among the parties except as otherwise indicated herein.

25.6. Recording. Neither this Agreement nor any portion thereof nor memorandum relating hereto shall be placed of record by any party to this Agreement.

25.7. Time of the Essence. Time is of the essence in the performance of all obligations by Transferee and Transferor under this Agreement.

25.8. Computation of Time. Any time period provided for in this Agreement which ends on a Saturday, Sunday or legal holiday shall extend to 5:00 p.m. E.S.T. on the next full Business Day.

25.9. Successors and Assigns. This Agreement shall inure to the benefit of and be binding upon the permitted successors and assigns of the parties hereto.

25.10. Survival. Except as otherwise expressly set forth in this Agreement, all representations and warranties of Transferor and obligations of Transferor hereunder set forth in this Agreement shall survive the Closing.

25.11. Construction of Agreement. Should any provision of this Agreement requiring interpretation in any judicial, administrative or other proceeding or circumstance, it is agreed that the court, administrative body, or other entity interpreting or construing the same shall not apply a presumption that the terms thereof shall be more strictly construed against one party by reason of the rule of construction that a document is to be construed more strictly against the party who prepared the same, it being further agreed that both parties hereto have fully participated in the preparation of this Agreement.

25.12. Gender. As used in this Agreement, the masculine shall include the feminine and neuter, the singular shall include the plural and the plural shall include the singular as the context may require.

25.13. Counterparts. This Agreement may be executed in any number of counterparts, any one and all of which shall constitute the contract of the parties and each of which shall be deemed an original.

25.14. Severability. If any clause or provision of this Agreement is determined to be a illegal, invalid or unenforceable under any present or future law by final judgment of a court of competent jurisdiction, the remainder of this Agreement will not be affected thereby. It is the intention of the parties that if any such provision is held to be illegal, invalid or unenforceable, there will be added in lieu thereof a provision that is similar in terms to such provision as is possible to be legal, valid and enforceable.

25.15. Radon Gas. Radon is a naturally occurring radioactive gas that, when it has accumulated in a building in sufficient quantities, may present health risks to persons who are exposed to it over time. Levels of radon that exceed federal and state guidelines have been found in buildings in Florida. Additional information regarding radon and radon testing may be obtained from your county public health unit.

25.16. Waiver of Trial by Jury. TRANSFEROR AND TRANSFEREE HEREBY KNOWINGLY, IRREVOCABLY, VOLUNTARILY AND INTENTIONALLY WAIVE THE RIGHT EITHER OF THEM MAY HAVE TO A TRIAL BY JURY IN ANY LITIGATION BASED HEREON, OR ARISING OUT OF, UNDER OR IN CONNECTION WITH THIS AGREEMENT, AND/OR ANY AGREEMENT CONTEMPLATED TO BE EXECUTED IN CONJUNCTION HERewith, OR ANY COURSE OF CONDUCT, COURSE OF DEALING, STATEMENTS (WHETHER VERBAL OR WRITTEN) OR ACTIONS OF ANY PARTY MADE BEFORE, DURING OR AFTER THE EXECUTION OF THIS AGREEMENT. THIS WAIVER APPLIES IN THE EVENT ANY OTHER PERSONS OR ENTITIES INSTITUTE, JOIN, OR DEFEND IN ANY LITIGATION PROCEEDINGS. NO PARTY WILL SEEK TO CONSOLIDATE ANY SUCH ACTION (IN WHICH A JURY TRIAL HAS BEEN WAIVED)

WITH ANY OTHER ACTION IN WHICH A JURY TRIAL CANNOT BE OR HAS NOT BEEN WAIVED. THIS PROVISION IS A MATERIAL INDUCEMENT FOR EACH PARTY ENTERING INTO THIS AGREEMENT. THE PARTIES SPECIFICALLY AGREE THAT NO PERSON OR ENTITY, AND/OR ANY OF EITHER PARTY'S REPRESENTATIVES, HAVE MADE REPRESENTATIONS THAT THIS JURY TRIAL WAIVER WILL NOT BE ENFORCED.

[Signatures appear on following page]

[Signature Page to Transfer Agreement]

IN WITNESS WHEREOF, Transferor and Transferee have executed this Agreement as of the dates indicated below.

WITNESSES:

Signature of Witness #1

Print Name of Witness #1

Signature for Witness #2

Print Name of Witness #2

Signature of Witness #1

Print Name of Witness #1

Signature for Witness #2

Print Name of Witness #2

TRANSFEROR:

The Tallahassee-Leon County Civic Center Authority, a public agency created by Chapter 72-605, Laws of Florida, 1972

Signature

Print Name

Title

Date

TRANSFeree:

Florida State University Board of Trustees, a public body corporate

Signature

Print Name

Title

Date

Signature of Witness #1

Print Name of Witness #1

Signature for Witness #2

Print Name of Witness #2

ESCROW AGENT

(as to only those sections of the Agreement
pertaining to the Escrow Agent's rights and
responsibilities):

PREMIER BANK, a _____

Signature of Escrow Agent Representative

Printed Name

Title

Date

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EXHIBITS

Exhibit A		Legal Description of Land
Exhibit B		Permitted Exceptions
Exhibit C		Personal Property
Exhibit D		Warranty Deed
Exhibit E		Bill of Sale
Exhibit F		Assignment of Leases and Contracts
Exhibit G		Automatic Reverter Release
Exhibit H		The Center Agreements
Exhibit I		Lease Agreement between Transferee as Landlord and Transferor as Tenant

(This page intentionally left blank.)

EXHIBIT A

Legal Description

THE LAND REFERRED TO HEREIN BELOW IS SITUATED IN THE COUNTY OF LEON, STATE OF FLORIDA, AND IS DESCRIBED AS FOLLOWS:

LOTS 21, 22, 23, 24, 25, 26, 27, 28, 1, 2, 3, 4, 5, 6, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 61, PART OF LOTS 49, 60, 62, 58, 59 OF THE SOUTH HALF OF THE COUNTY QUARTER; LOTS 7, 8, 21, PART OF LOTS 22 AND 29 OF THE NORTH HALF OF THE COUNTY QUARTER, ALL IN SECTION 36, TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCE AT A BRASS PIN MARKING THE INTERSECTION OF RIGHTS OF WAY OF COPELAND STREET AND ST. AUGUSTINE STREET IN THE SOUTH HALF OF THE QUARTER ADDITION OF THE CITY OF TALLAHASSEE, COUNTY OF LEON, STATE OF FLORIDA AND RUN THENCE NORTH 00 DEGREES 18 MINUTES 00 SECONDS WEST, 230.44 FEET TO A POINT WHICH IS THE INTERSECTION OF CENTERLINE OF RIGHT OF WAY OF COPELAND STREET AND LAFAYETTE STREET, THENCE RUN NORTH 00 DEGREES 16 MINUTES 40 SECONDS WEST, 230.46 FEET TO A POINT WHICH IS THE INTERSECTION OF THE CENTERLINE OF RIGHT OF WAY OF COPELAND STREET AND PENSACOLA STREET, THENCE LEAVING THE CENTERLINE OF COPELAND STREET RUN NORTH 89 DEGREES 46 MINUTES 20 SECONDS EAST 1558.32 FEET ALONG THE CENTERLINE OF PENSACOLA STREET TO A POINT, THENCE LEAVING THE CENTERLINE OF PENSACOLA STREET RUN SOUTH 00 DEGREES 03 MINUTES 40 SECONDS EAST, 30.00 FEET TO THE POINT OF BEGINNING. FROM SAID POINT OF BEGINNING RUN THENCE SOUTH 00 DEGREES 03 MINUTES 40 SECONDS EAST 125.30 FEET ALONG THE WESTERLY RIGHT OF WAY OF BOULEVARD STREET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE NORTHEAST, HAVING A RADIUS OF 496.46 FEET, AND A CENTRAL ANGLE OF 20 DEGREES 15 MINUTES 03 SECONDS THENCE, RUN IN A SOUTHEASTERLY DIRECTION ALONG THE ARC OF SAID CURVE 175.47 FEET TO A POINT OF REVERSE CURVE, THENCE RUN SOUTHEASTERLY ALONG THE ARC OF SAID CURVE HAVING A RADIUS OF 312.28 FEET AND A CENTRAL ANGLE OF 20 DEGREES 14 MINUTES 23 SECONDS FOR AN ARC DISTANCE OF 110.31 FEET TO A CONCRETE MONUMENT MARKING THE END OF SAID CURVE, THENCE RUN SOUTH 00 DEGREES 04 MINUTES 00 SECONDS EAST 321.15 FEET TO A NAIL AND CAP MARKING THE INTERSECTION OF THE WESTERLY, RIGHT OF WAY OF BOULEVARD STREET WITH THE NORTHERLY RIGHT OF WAY OF MADISON STREET, THENCE LEAVING THE WESTERLY RIGHT OF WAY OF BOULEVARD STREET RUN SOUTH 89 DEGREES 57 MINUTES 00 SECONDS WEST ALONG THE NORTHERLY RIGHT OF WAY OF MADISON STREET 862.58 FEET TO A NAIL AND CAP MARKING THE INTERSECTION OF THE NORTHERLY RIGHT OF WAY LINE OF MADISON STREET AND THE NORTHERLY RIGHT OF WAY LINE OF ST. AUGUSTINE ROAD (RELOCATED) SAID POINT ALSO BEING THE BEGINNING OF A CARVE CONCAVE TO THE NORTHEAST HAVING A RADIUS OF 433.97 FEET AND A CENTRAL ANGLE OF 35 DEGREES 49 MINUTES 53 SECONDS THENCE RUN NORTHWESTERLY ALONG THE ARC OF SAID CURVE 271.39 FEET TO A CONCRETE MONUMENT, THENCE RUN NORTH 54 DEGREES 13 MINUTES 07 SECONDS WEST 53.58

FEET TO A CONCRETE MONUMENT ON THE NORTHERLY RIGHT OF WAY OF ST AUGUSTINE STREET (RELOCATED) SAID CONCRETE MONUMENT ALSO MARKING THE BEGINNING OF A CURVE CONCAVE TO THE NORTHEAST HAVING A RADIUS OF 150.00 FEET AND A CENTRAL ANGLE OF 54 DEGREES 25 MINUTES 21 SECONDS, THENCE RUN NORTHWESTERLY ALONG THE ARC OF SAID CURVE 142.48 FEET TO A CONCRETE MONUMENT MARKING THE END OF CURVE AND LYING ON THE EASTERLY RIGHT OF WAY OF THE NEW RAILROAD AVENUE (EXTENDED), THENCE RUN NORTH 00 DEGREES 12 MINUTES 14 SECONDS EAST 268.04 FEET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 229.17 FEET AND A CENTRAL ANGLE 56 DEGREES 04 MINUTES 06 SECONDS, THENCE RUN NORTHEASTERLY ALONG THE ARC OF SAID CURVE A DISTANCE OF 224.26 FEET TO A CONCRETE MONUMENT LYING ON THE EASTERLY RIGHT OF WAY OF RAILROAD AVENUE (EXTENDED), THENCE RUN NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 44.40 FEET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 30.00 FEET AND A CENTRAL ANGLE OF 33 DEGREES 30 MINUTES 00 SECONDS, THENCE RUN ALONG THE ARC OF SAID CURVE 17.54 FEET TO A CONCRETE MONUMENT MARKING THE END OF CURVE AND LYING ON THE SOUTHERLY RIGHT OF WAY OF PENSACOLA STREET, THENCE RUN NORTH 89 DEGREES 46 MINUTES 20 SECONDS EAST 1015.34 FEET TO A CONCRETE MONUMENT WHICH IS ALSO THE POINT OF BEGINNING.

THE PARCEL CONTAINS 19.32 ACRES MORE OR LESS AND LIES IN THE SOUTHWEST QUARTER OF SECTION 36, TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA.

LESS AND EXCEPT:

MACOMB STREET IMPROVEMENTS

RIGHT-OF-WAY ACQUISITION

ACQUISITION 128

A PORTION OF THAT PROPERTY DESCRIBED IN OFFICIAL RECORD BOOK 799, PAGE 43 OF THE PUBLIC RECORDS OF LEON COUNTY, FLORIDA, SAID PORTION BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCE AT A FOUND STREET-CENTER MONUMENT NO. 880 AT THE INTERSECTION OF THE STREET-CENTER LINE OF COPELAND STREET WITH THE STREET-CENTER LINE OF PENSACOLA STREET, SAID MONUMENT BEING A BRASS PIN IN CONCRETE; THENCE ALONG THE STREET-CENTER LINE OF PENSACOLA STREET, (SAID STREET-CENTER LINE BEING DEFINED BY THE AFOREMENTIONED MONUMENT NO. 880 AND A FOUND TERRA-COTTA MONUMENT WITH BRASS PIN MARKING THE STREET-CENTER LINE AT THE INTERSECTION OF PENSACOLA STREET AND MARTIN LUTHER KING BOULEVARD - STREET CENTER MONUMENT NO. 881); THENCE NORTH 89 DEGREES 50 MINUTES 17 SECONDS EAST, ALONG SAID STREET-CENTER LINE, A DISTANCE OF 498.85 FEET; THENCE, LEAVING SAID

STREET-CENTER LINE, SOUTH 00 DEGREES 09 MINUTES 43 SECONDS EAST 51.62 FEET TO AN INTERSECTION WITH THE SOUTHERLY RIGHT-OF-WAY BOUNDARY OF SAID PENSACOLA STREET AT THE INTERSECTION WITH A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 323.91 FEET, FOR THE POINT OF BEGINNING. FROM SAID POINT OF BEGINNING THENCE SOUTHWESTERLY ALONG SAID CURVE, LEAVING SAID SOUTHERLY RIGHT-OF-WAY BOUNDARY, THROUGH A CENTRAL ANGLE OF 29 DEGREES 01 MINUTES 24 SECONDS FOR AN ARC DISTANCE OF 164.08 FEET (THE CHORD OF SAID CURVE BEARS SOUTH 26 DEGREES 54 MINUTES 50 SECONDS WEST 162.33 FEET); THENCE SOUTH 10 DEGREES 16 MINUTES 36 SECONDS WEST 50.01 FEET; THENCE SOUTH 03 DEGREES 34 MINUTES 52 SECONDS WEST 322.77 FEET TO A POINT OF CUSP OF A CURVE CONCAVE TO THE EASTERLY HAVING A RADIUS OF 150.00 FEET, SAID POINT BEING ON THE EASTERLY RIGHT-OF-WAY BOUNDARY OF RAILROAD AVENUE, THENCE NORTHWESTERLY ALONG THE ARC OF SAID CURVE THROUGH A CENTRAL ANGLE OF 20 DEGREES 11 MINUTES 43 SECONDS FOR A DISTANCE OF 52.87 FEET (THE CHORD OF SAID CURVE BEARS NORTH 09 DEGREES 58 MINUTES 33 SECONDS WEST 52.60 FEET); THENCE CONTINUE ALONG THE EASTERLY RIGHT-OF-WAY BOUNDARY OF SAID RAILROAD AVENUE AS FOLLOWS: NORTH 00 DEGREES 07 MINUTES 18 SECONDS EAST 268.04 FEET (NORTH 00 DEGREES 12 MINUTES 14 SECONDS EAST 268.04 FEET-DEED) TO A POINT OF CURVATURE OF A CURVE CONCAVE TO THE RIGHT HAVING A RADIUS OF 229.17 FEET; THENCE NORTHERLY AND NORTHEASTERLY, ALONG THE ARC OF SAID CURVE THROUGH A CENTRAL ANGLE OF 56 DEGREES 04 MINUTES 06 SECONDS FOR A DISTANCE OF 224.26 FEET TO A POINT OF TANGENCY, THENCE NORTH 56 DEGREES 11 MINUTES 25 SECONDS EAST (NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST-OFFICIAL RECORD BOOK 799, PAGE 43 OF SAID PUBLIC RECORDS-SEE NOTE BELOW) 11.38 FEET TO THE POINT OF BEGINNING; CONTAINING 10,808 SQUARE FEET (0.248 OF AN ACRE) MORE OR LESS AND LYING IN SECTION 36. TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA.

NOTE:

THE DEED BEARING AND DISTANCE OF NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 44.40 FEET MAY HAVE BEEN REVISED TO READ NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 41.36 FEET AS PER THE BOUNDARY SURVEY BY WAYNE COLONY FOR THE TALLAHASSEE HOUSING AND COMMUNITY DEVELOPMENT AGENCY DATED APRIL 1976 - PROJECT NO. 01-10-1408 IN THE CITY RECORDS. THIS REVISION MAY NOT HAVE BEEN RECORDED. THE CALCULATION FOR THIS DESCRIPTION YIELDS - DISTANCE 41.44 FEET.

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EXHIBIT B

Permitted Exceptions

1. Zoning restrictions and other Governmental Requirements.
2. Rights of tenants under Leases.
3. Specific Survey Exceptions.
4. Such other items set forth on Schedule B-2 of the Title Commitment.

EXHIBIT C

Personal Property

EXHIBIT D

Warranty Deed

(see attached)

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This Instrument prepared by:

Timothy Durocher, Esq.
Carlton Fields, P.A.
450 S. Orange Avenue, Suite 500
Orlando, Florida 32801

Real Property Parcel I.D. #2136800077055

WARRANTY DEED

This Warranty Deed is made and executed the ____ day of _____ by **TALLAHASSEE-LEON COUNTY CIVIC CENTER AUTHORITY**, a public agency created by Chapter 72-605, Laws of Florida, 1972 whose mailing address is 505 West Pensacola Street Tallahassee, FL 32301 (“**Grantor**”), to **FLORIDA STATE UNIVERSITY BOARD OF TRUSTEES**, a public body corporate having a mailing address of 222 S. Copeland Street, 214 Westcott Building Tallahassee, Florida 32306, (“**Grantee**”).

WITNESSETH:

(Whenever used in this deed, the terms “Grantor” and “Grantee” include all the parties to this instrument and their respective successors and assigns.)

That Grantor, for and in consideration of the sum of \$10.00 and other valuable consideration, the receipt and sufficiency of which is hereby acknowledged, hereby grant, bargain, sell, alien, remise, release, convey and confirm to Grantee, the land in Leon County, Florida (the “**Property**”), more particularly described as:

SEE ATTACHED EXHIBIT “A”

TOGETHER with all the tenements, hereditaments and appurtenances thereto belonging or in any way appertaining.

SUBJECT TO easements, restrictions and conditions of record.

TO HAVE AND TO HOLD in fee simple forever.

AND Grantor hereby covenants with Grantee that Grantor is lawfully seized of the Property in fee simple; that Grantor has good right and lawful authority to convey the Property; that Grantor hereby fully warrants the title to the Property and will defend the same against the lawful claims of all persons whomsoever; and that the Property is free of all encumbrances except easements, restrictions and conditions of record.

Grantor further represents that the real property being conveyed is not the homestead, within the meaning of Article X of the Florida Constitution, of the Grantor or of anyone dependent upon the Grantor for support.

IN WITNESS WHEREOF Grantor has executed this deed the day and year first above

written.

Executed in the presence of:

GRANTOR:

**TALLAHASSEE-LEON COUNTY
CIVIC CENTER AUTHORITY**, a public
agency created by Chapter 72-605, Laws of
Florida, 1972

Signature of Witness #1

Printed Name of Witness #1

Signature of Witness #2

Printed Name of Witness #2

STATE OF FLORIDA)
)
COUNTY OF ORANGE)

The foregoing instrument was acknowledged before me this _____ day of _____, 2012
by _____ a _____ of Tallahassee-Leon
County Civic Center Authority, a public agency created by Chapter 72-605, Laws of Florida, 1972.
He is personally known to me or has produced _____ as identification.

NOTARY PUBLIC, STATE OF FLORIDA

Name: _____
(Legibly Printed)

(AFFIX NOTARIAL SEAL)

Commission No.: _____

EXHIBIT "A"

Legal Description of the Property

THE LAND REFERRED TO HEREIN BELOW IS SITUATED IN THE COUNTY OF LEON, STATE OF FLORIDA, AND IS DESCRIBED AS FOLLOWS:

LOTS 21, 22, 23, 24, 25, 26, 27, 28, 1, 2, 3, 4, 5, 6, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 61, PART OF LOTS 49, 60, 62, 58, 59 OF THE SOUTH HALF OF THE COUNTY QUARTER; LOTS 7, 8, 21, PART OF LOTS 22 AND 29 OF THE NORTH HALF OF THE COUNTY QUARTER, ALL IN SECTION 36, TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCE AT A BRASS PIN MARKING THE INTERSECTION OF RIGHTS OF WAY OF COPELAND STREET AND ST. AUGUSTINE STREET IN THE SOUTH HALF OF THE QUARTER ADDITION OF THE CITY OF TALLAHASSEE, COUNTY OF LEON, STATE OF FLORIDA AND RUN THENCE NORTH 00 DEGREES 18 MINUTES 00 SECONDS WEST, 230.44 FEET TO A POINT WHICH IS THE INTERSECTION OF CENTERLINE OF RIGHT OF WAY OF COPELAND STREET AND LAFAYETTE STREET, THENCE RUN NORTH 00 DEGREES 16 MINUTES 40 SECONDS WEST, 230.46 FEET TO A POINT WHICH IS THE INTERSECTION OF THE CENTERLINE OF RIGHT OF WAY OF COPELAND STREET AND PENSACOLA STREET, THENCE LEAVING THE CENTERLINE OF COPELAND STREET RUN NORTH 89 DEGREES 46 MINUTES 20 SECONDS EAST 1558.32 FEET ALONG THE CENTERLINE OF PENSACOLA STREET TO A POINT, THENCE LEAVING THE CENTERLINE OF PENSACOLA STREET RUN SOUTH 00 DEGREES 03 MINUTES 40 SECONDS EAST, 30.00 FEET TO THE POINT OF BEGINNING. FROM SAID POINT OF BEGINNING RUN THENCE SOUTH 00 DEGREES 03 MINUTES 40 SECONDS EAST 125.30 FEET ALONG THE WESTERLY RIGHT OF WAY OF BOULEVARD STREET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE NORTHEAST, HAVING A RADIUS OF 496.46 FEET, AND A CENTRAL ANGLE OF 20 DEGREES 15 MINUTES 03 SECONDS THENCE, RUN IN A SOUTHEASTERLY DIRECTION ALONG THE ARC OF SAID CURVE 175.47 FEET TO A POINT OF REVERSE CURVE, THENCE RUN SOUTHEASTERLY ALONG THE ARC OF SAID CURVE HAVING A RADIUS OF 312.28 FEET AND A CENTRAL ANGLE OF 20 DEGREES 14 MINUTES 23 SECONDS FOR AN ARC DISTANCE OF 110.31 FEET TO A CONCRETE MONUMENT MARKING THE END OF SAID CURVE, THENCE RUN SOUTH 00 DEGREES 04 MINUTES 00 SECONDS EAST 321.15 FEET TO A NAIL AND CAP MARKING THE INTERSECTION OF THE WESTERLY, RIGHT OF WAY OF BOULEVARD STREET WITH THE NORTHERLY RIGHT OF WAY OF MADISON STREET, THENCE LEAVING THE WESTERLY RIGHT OF WAY OF BOULEVARD STREET RUN SOUTH 89 DEGREES 57 MINUTES 00 SECONDS WEST ALONG THE NORTHERLY RIGHT OF WAY OF MADISON STREET 862.58 FEET TO A NAIL AND CAP MARKING THE INTERSECTION OF THE NORTHERLY RIGHT OF WAY LINE OF MADISON STREET AND THE NORTHERLY RIGHT OF WAY LINE OF ST. AUGUSTINE ROAD (RELOCATED) SAID POINT ALSO BEING THE BEGINNING OF A CARVE CONCAVE TO THE NORTHEAST HAVING A RADIUS OF 433.97 FEET AND A CENTRAL ANGLE OF 35 DEGREES 49 MINUTES 53 SECONDS THENCE RUN NORTHWESTERLY ALONG THE ARC OF SAID CURVE 271.39 FEET TO A CONCRETE MONUMENT, THENCE RUN NORTH 54 DEGREES 13 MINUTES 07 SECONDS WEST 53.58 FEET TO A CONCRETE MONUMENT ON THE NORTHERLY RIGHT OF WAY OF ST

AUGUSTINE STREET (RELOCATED) SAID CONCRETE MONUMENT ALSO MARKING THE BEGINNING OF A CURVE CONCAVE TO THE NORTHEAST HAVING A RADIUS OF 150.00 FEET AND A CENTRAL ANGLE OF 54 DEGREES 25 MINUTES 21 SECONDS, THENCE RUN NORTHWESTERLY ALONG THE ARC OF SAID CURVE 142.48 FEET TO A CONCRETE MONUMENT MARKING THE END OF CURVE AND LYING ON THE EASTERLY RIGHT OF WAY OF THE NEW RAILROAD AVENUE (EXTENDED), THENCE RUN NORTH 00 DEGREES 12 MINUTES 14 SECONDS EAST 268.04 FEET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 229.17 FEET AND A CENTRAL ANGLE 56 DEGREES 04 MINUTES 06 SECONDS, THENCE RUN NORTHEASTERLY ALONG THE ARC OF SAID CURVE A DISTANCE OF 224.26 FEET TO A CONCRETE MONUMENT LYING ON THE EASTERLY RIGHT OF WAY OF RAILROAD AVENUE (EXTENDED), THENCE RUN NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 44.40 FEET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 30.00 FEET AND A CENTRAL ANGLE OF 33 DEGREES 30 MINUTES 00 SECONDS, THENCE RUN ALONG THE ARC OF SAID CURVE 17.54 FEET TO A CONCRETE MONUMENT MARKING THE END OF CURVE AND LYING ON THE SOUTHERLY RIGHT OF WAY OF PENSACOLA STREET, THENCE RUN NORTH 89 DEGREES 46 MINUTES 20 SECONDS EAST 1015.34 FEET TO A CONCRETE MONUMENT WHICH IS ALSO THE POINT OF BEGINNING.

THE PARCEL CONTAINS 19.32 ACRES MORE OR LESS AND LIES IN THE SOUTHWEST QUARTER OF SECTION 36, TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA.

LESS AND EXCEPT:

MACOMB STREET IMPROVEMENTS

RIGHT-OF-WAY ACQUISITION

ACQUISITION 128

A PORTION OF THAT PROPERTY DESCRIBED IN OFFICIAL RECORD BOOK 799, PAGE 43 OF THE PUBLIC RECORDS OF LEON COUNTY, FLORIDA, SAID PORTION BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCE AT A FOUND STREET-CENTER MONUMENT NO. 880 AT THE INTERSECTION OF THE STREET-CENTER LINE OF COPELAND STREET WITH THE STREET-CENTER LINE OF PENSACOLA STREET, SAID MONUMENT BEING A BRASS PIN IN CONCRETE; THENCE ALONG THE STREET-CENTER LINE OF PENSACOLA STREET, (SAID STREET-CENTER LINE BEING DEFINED BY THE AFOREMENTIONED MONUMENT NO. 880 AND A FOUND TERRA-COTTA MONUMENT WITH BRASS PIN MARKING THE STREET-CENTER LINE AT THE INTERSECTION OF PENSACOLA STREET AND MARTIN LUTHER KING BOULEVARD - STREET CENTER MONUMENT NO. 881); THENCE NORTH 89 DEGREES 50 MINUTES 17 SECONDS EAST, ALONG SAID STREET-CENTER LINE, A DISTANCE OF 498.85 FEET; THENCE, LEAVING SAID STREET-CENTER LINE, SOUTH 00 DEGREES 09 MINUTES 43 SECONDS EAST 51.62 FEET TO AN INTERSECTION WITH THE SOUTHERLY RIGHT-OF-WAY BOUNDARY OF SAID

PENSACOLA STREET AT THE INTERSECTION WITH A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 323.91 FEET, FOR THE POINT OF BEGINNING. FROM SAID POINT OF BEGINNING THENCE SOUTHWESTERLY ALONG SAID CURVE, LEAVING SAID SOUTHERLY RIGHT-OF-WAY BOUNDARY, THROUGH A CENTRAL ANGLE OF 29 DEGREES 01 MINUTES 24 SECONDS FOR AN ARC DISTANCE OF 164.08 FEET (THE CHORD OF SAID CURVE BEARS SOUTH 26 DEGREES 54 MINUTES 50 SECONDS WEST 162.33 FEET); THENCE SOUTH 10 DEGREES 16 MINUTES 36 SECONDS WEST 50.01 FEET; THENCE SOUTH 03 DEGREES 34 MINUTES 52 SECONDS WEST 322.77 FEET TO A POINT OF CUSP OF A CURVE CONCAVE TO THE EASTERLY HAVING A RADIUS OF 150.00 FEET, SAID POINT BEING ON THE EASTERLY RIGHT-OF-WAY BOUNDARY OF RAILROAD AVENUE, THENCE NORTHWESTERLY ALONG THE ARC OF SAID CURVE THROUGH A CENTRAL ANGLE OF 20 DEGREES 11 MINUTES 43 SECONDS FOR A DISTANCE OF 52.87 FEET (THE CHORD OF SAID CURVE BEARS NORTH 09 DEGREES 58 MINUTES 33 SECONDS WEST 52.60 FEET); THENCE CONTINUE ALONG THE EASTERLY RIGHT-OF-WAY BOUNDARY OF SAID RAILROAD AVENUE AS FOLLOWS: NORTH 00 DEGREES 07 MINUTES 18 SECONDS EAST 268.04 FEET (NORTH 00 DEGREES 12 MINUTES 14 SECONDS EAST 268.04 FEET-DEED) TO A POINT OF CURVATURE OF A CURVE CONCAVE TO THE RIGHT HAVING A RADIUS OF 229.17 FEET; THENCE NORTHERLY AND NORTHEASTERLY, ALONG THE ARC OF SAID CURVE THROUGH A CENTRAL ANGLE OF 56 DEGREES 04 MINUTES 06 SECONDS FOR A DISTANCE OF 224.26 FEET TO A POINT OF TANGENCY, THENCE NORTH 56 DEGREES 11 MINUTES 25 SECONDS EAST (NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST-OFFICIAL RECORD BOOK 799, PAGE 43 OF SAID PUBLIC RECORDS-SEE NOTE BELOW) 11.38 FEET TO THE POINT OF BEGINNING; CONTAINING 10,808 SQUARE FEET (0.248 OF AN ACRE) MORE OR LESS AND LYING IN SECTION 36. TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA.

NOTE:

THE DEED BEARING AND DISTANCE OF NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 44.40 FEET MAY HAVE BEEN REVISED TO READ NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 41.36 FEET AS PER THE BOUNDARY SURVEY BY WAYNE COLONY FOR THE TALLAHASSEE HOUSING AND COMMUNITY DEVELOPMENT AGENCY DATED APRIL 1976 - PROJECT NO. 01-10-1408 IN THE CITY RECORDS. THIS REVISION MAY NOT HAVE BEEN RECORDED. THE CALCULATION FOR THIS DESCRIPTION YIELDS - DISTANCE 41.44 FEET.

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EXHIBIT E

Bill of Sale

(see attached)

BILL OF SALE

FOR TEN DOLLARS (\$10.00) and other good and valuable consideration, the receipt and sufficiency whereof is hereby acknowledged, The Tallahassee-Leon County Civic Center Authority (“**Transferor**”), does hereby grant, bargain, sell, transfer and deliver to Florida State University Board of Trustees, its successors and assigns (“**Transferee**”) that certain personal property more particularly described on **Schedule 1** attached hereto and made a part hereof (“Personal Property”), located in, on, or used in connection with the operation of the real property, located in Tallahassee, Florida, more particularly described in **Schedule 2** attached hereto and made a part hereof.

TO HAVE AND TO HOLD the Personal Property unto the Transferee, its successors and assigns, forever.

IN WITNESS WHEREOF, the undersigned has executed this Bill of Sale this ____ day of _____, 2012.

Signed, sealed and delivered
in the presence of:

**TALLAHASSEE-LEON COUNTY CIVIC
CENTER AUTHORITY**, a public agency
created by Chapter 72-605, Laws of Florida,
1972

Witness #1 Signature

Print Name of Witness #1

Witness #2 Signature

Print Name of Witness #2

By:_____

Printed Name:_____

Title:_____

STATE OF FLORIDA)
)SS
COUNTY OF _____)

The foregoing instrument was acknowledged before me on this ____ day of _____, 2012, by _____ as _____ of the Tallahassee-Leon County Civic Center Authority, a public agency created by Chapter 72-605, Laws of Florida, 1972.

Notary Public
State of Florida

My Commission Expires:

Print or Stamp Name of Notary Public

Schedule 1 of the Bill of Sale

(Personal Property)

Schedule 2 of the Bill of Sale

(Legal Description of the Property)

THE LAND REFERRED TO HEREIN BELOW IS SITUATED IN THE COUNTY OF LEON, STATE OF FLORIDA, AND IS DESCRIBED AS FOLLOWS:

LOTS 21, 22, 23, 24, 25, 26, 27, 28, 1, 2, 3, 4, 5, 6, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 61, PART OF LOTS 49, 60, 62, 58, 59 OF THE SOUTH HALF OF THE COUNTY QUARTER; LOTS 7, 8, 21, PART OF LOTS 22 AND 29 OF THE NORTH HALF OF THE COUNTY QUARTER, ALL IN SECTION 36, TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCE AT A BRASS PIN MARKING THE INTERSECTION OF RIGHTS OF WAY OF COPELAND STREET AND ST. AUGUSTINE STREET IN THE SOUTH HALF OF THE QUARTER ADDITION OF THE CITY OF TALLAHASSEE, COUNTY OF LEON, STATE OF FLORIDA AND RUN THENCE NORTH 00 DEGREES 18 MINUTES 00 SECONDS WEST, 230.44 FEET TO A POINT WHICH IS THE INTERSECTION OF CENTERLINE OF RIGHT OF WAY OF COPELAND STREET AND LAFAYETTE STREET, THENCE RUN NORTH 00 DEGREES 16 MINUTES 40 SECONDS WEST, 230.46 FEET TO A POINT WHICH IS THE INTERSECTION OF THE CENTERLINE OF RIGHT OF WAY OF COPELAND STREET AND PENSACOLA STREET, THENCE LEAVING THE CENTERLINE OF COPELAND STREET RUN NORTH 89 DEGREES 46 MINUTES 20 SECONDS EAST 1558.32 FEET ALONG THE CENTERLINE OF PENSACOLA STREET TO A POINT, THENCE LEAVING THE CENTERLINE OF PENSACOLA STREET RUN SOUTH 00 DEGREES 03 MINUTES 40 SECONDS EAST, 30.00 FEET TO THE POINT OF BEGINNING. FROM SAID POINT OF BEGINNING RUN THENCE SOUTH 00 DEGREES 03 MINUTES 40 SECONDS EAST 125.30 FEET ALONG THE WESTERLY RIGHT OF WAY OF BOULEVARD STREET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE NORTHEAST, HAVING A RADIUS OF 496.46 FEET, AND A CENTRAL ANGLE OF 20 DEGREES 15 MINUTES 03 SECONDS THENCE, RUN IN A SOUTHEASTERLY DIRECTION ALONG THE ARC OF SAID CURVE 175.47 FEET TO A POINT OF REVERSE CURVE, THENCE RUN SOUTHEASTERLY ALONG THE ARC OF SAID CURVE HAVING A RADIUS OF 312.28 FEET AND A CENTRAL ANGLE OF 20 DEGREES 14 MINUTES 23 SECONDS FOR AN ARC DISTANCE OF 110.31 FEET TO A CONCRETE MONUMENT MARKING THE END OF SAID CURVE, THENCE RUN SOUTH 00 DEGREES 04 MINUTES 00 SECONDS EAST 321.15 FEET TO A NAIL AND CAP MARKING THE INTERSECTION OF THE WESTERLY, RIGHT OF WAY OF BOULEVARD STREET WITH THE NORTHERLY RIGHT OF WAY OF MADISON STREET, THENCE LEAVING THE WESTERLY RIGHT OF WAY OF BOULEVARD STREET RUN SOUTH 89 DEGREES 57 MINUTES 00 SECONDS WEST ALONG THE NORTHERLY RIGHT OF WAY OF MADISON STREET 862.58 FEET TO A NAIL AND CAP MARKING THE INTERSECTION OF THE NORTHERLY RIGHT OF WAY LINE OF MADISON STREET AND THE NORTHERLY RIGHT OF WAY LINE OF ST. AUGUSTINE ROAD (RELOCATED) SAID POINT ALSO BEING THE BEGINNING OF A CARVE CONCAVE TO THE NORTHEAST HAVING A RADIUS OF 433.97 FEET AND A CENTRAL ANGLE OF 35 DEGREES 49 MINUTES 53 SECONDS THENCE RUN NORTHWESTERLY ALONG THE ARC OF SAID CURVE 271.39 FEET TO A CONCRETE MONUMENT, THENCE RUN NORTH 54 DEGREES 13 MINUTES 07 SECONDS WEST 53.58 FEET TO A CONCRETE MONUMENT ON THE NORTHERLY RIGHT OF WAY OF ST AUGUSTINE STREET (RELOCATED) SAID CONCRETE MONUMENT ALSO MARKING

THE BEGINNING OF A CURVE CONCAVE TO THE NORTHEAST HAVING A RADIUS OF 150.00 FEET AND A CENTRAL ANGLE OF 54 DEGREES 25 MINUTES 21 SECONDS, THENCE RUN NORTHWESTERLY ALONG THE ARC OF SAID CURVE 142.48 FEET TO A CONCRETE MONUMENT MARKING THE END OF CURVE AND LYING ON THE EASTERLY RIGHT OF WAY OF THE NEW RAILROAD AVENUE (EXTENDED), THENCE RUN NORTH 00 DEGREES 12 MINUTES 14 SECONDS EAST 268.04 FEET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 229.17 FEET AND A CENTRAL ANGLE 56 DEGREES 04 MINUTES 06 SECONDS, THENCE RUN NORTHEASTERLY ALONG THE ARC OF SAID CURVE A DISTANCE OF 224.26 FEET TO A CONCRETE MONUMENT LYING ON THE EASTERLY RIGHT OF WAY OF RAILROAD AVENUE (EXTENDED), THENCE RUN NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 44.40 FEET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 30.00 FEET AND A CENTRAL ANGLE OF 33 DEGREES 30 MINUTES 00 SECONDS, THENCE RUN ALONG THE ARC OF SAID CURVE 17.54 FEET TO A CONCRETE MONUMENT MARKING THE END OF CURVE AND LYING ON THE SOUTHERLY RIGHT OF WAY OF PENSACOLA STREET, THENCE RUN NORTH 89 DEGREES 46 MINUTES 20 SECONDS EAST 1015.34 FEET TO A CONCRETE MONUMENT WHICH IS ALSO THE POINT OF BEGINNING. THE PARCEL CONTAINS 19.32 ACRES MORE OR LESS AND LIES IN THE SOUTHWEST QUARTER OF SECTION 36, TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA.

LESS AND EXCEPT:

MACOMB STREET IMPROVEMENTS

RIGHT-OF-WAY ACQUISITION

ACQUISITION 128

A PORTION OF THAT PROPERTY DESCRIBED IN OFFICIAL RECORD BOOK 799, PAGE 43 OF THE PUBLIC RECORDS OF LEON COUNTY, FLORIDA, SAID PORTION BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCE AT A FOUND STREET-CENTER MONUMENT NO. 880 AT THE INTERSECTION OF THE STREET-CENTER LINE OF COPELAND STREET WITH THE STREET-CENTER LINE OF PENSACOLA STREET, SAID MONUMENT BEING A BRASS PIN IN CONCRETE; THENCE ALONG THE STREET-CENTER LINE OF PENSACOLA STREET, (SAID STREET-CENTER LINE BEING DEFINED BY THE AFOREMENTIONED MONUMENT NO. 880 AND A FOUND TERRA-COTTA MONUMENT WITH BRASS PIN MARKING THE STREET-CENTER LINE AT THE INTERSECTION OF PENSACOLA STREET AND MARTIN LUTHER KING BOULEVARD - STREET CENTER MONUMENT NO. 881); THENCE NORTH 89 DEGREES 50 MINUTES 17 SECONDS EAST, ALONG SAID STREET-CENTER LINE, A DISTANCE OF 498.85 FEET; THENCE, LEAVING SAID STREET-CENTER LINE, SOUTH 00 DEGREES 09 MINUTES 43 SECONDS EAST 51.62 FEET TO AN INTERSECTION WITH THE SOUTHERLY RIGHT-OF-WAY BOUNDARY OF SAID PENSACOLA STREET AT THE INTERSECTION WITH A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 323.91 FEET, FOR THE POINT OF BEGINNING. FROM SAID POINT OF BEGINNING THENCE SOUTHWESTERLY ALONG SAID CURVE,

LEAVING SAID SOUTHERLY RIGHT-OF-WAY BOUNDARY, THROUGH A CENTRAL ANGLE OF 29 DEGREES 01 MINUTES 24 SECONDS FOR AN ARC DISTANCE OF 164.08 FEET (THE CHORD OF SAID CURVE BEARS SOUTH 26 DEGREES 54 MINUTES 50 SECONDS WEST 162.33 FEET); THENCE SOUTH 10 DEGREES 16 MINUTES 36 SECONDS WEST 50.01 FEET; THENCE SOUTH 03 DEGREES 34 MINUTES 52 SECONDS WEST 322.77 FEET TO A POINT OF CUSP OF A CURVE CONCAVE TO THE EASTERLY HAVING A RADIUS OF 150.00 FEET, SAID POINT BEING ON THE EASTERLY RIGHT-OF-WAY BOUNDARY OF RAILROAD AVENUE, THENCE NORTHWESTERLY ALONG THE ARC OF SAID CURVE THROUGH A CENTRAL ANGLE OF 20 DEGREES 11 MINUTES 43 SECONDS FOR A DISTANCE OF 52.87 FEET (THE CHORD OF SAID CURVE BEARS NORTH 09 DEGREES 58 MINUTES 33 SECONDS WEST 52.60 FEET); THENCE CONTINUE ALONG THE EASTERLY RIGHT-OF-WAY BOUNDARY OF SAID RAILROAD AVENUE AS FOLLOWS: NORTH 00 DEGREES 07 MINUTES 18 SECONDS EAST 268.04 FEET (NORTH 00 DEGREES 12 MINUTES 14 SECONDS EAST 268.04 FEET-DEED) TO A POINT OF CURVATURE OF A CURVE CONCAVE TO THE RIGHT HAVING A RADIUS OF 229.17 FEET; THENCE NORTHERLY AND NORTHEASTERLY, ALONG THE ARC OF SAID CURVE THROUGH A CENTRAL ANGLE OF 56 DEGREES 04 MINUTES 06 SECONDS FOR A DISTANCE OF 224.26 FEET TO A POINT OF TANGENCY, THENCE NORTH 56 DEGREES 11 MINUTES 25 SECONDS EAST (NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST-OFFICIAL RECORD BOOK 799, PAGE 43 OF SAID PUBLIC RECORDS-SEE NOTE BELOW) 11.38 FEET TO THE POINT OF BEGINNING; CONTAINING 10,808 SQUARE FEET (0.248 OF AN ACRE) MORE OR LESS AND LYING IN SECTION 36. TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA.

NOTE:

THE DEED BEARING AND DISTANCE OF NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 44.40 FEET MAY HAVE BEEN REVISED TO READ NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 41.36 FEET AS PER THE BOUNDARY SURVEY BY WAYNE COLONY FOR THE TALLAHASSEE HOUSING AND COMMUNITY DEVELOPMENT AGENCY DATED APRIL 1976 - PROJECT NO. 01-10-1408 IN THE CITY RECORDS. THIS REVISION MAY NOT HAVE BEEN RECORDED. THE CALCULATION FOR THIS DESCRIPTION YIELDS - DISTANCE 41.44 FEET.

EXHIBIT F

Assignment of Leases and Contracts

(see attached)

ASSIGNMENT OF LEASES AND CONTRACTS

THIS ASSIGNMENT is made by and between The Tallahassee-Leon County Civic Center Authority (“**Assignor**”) to Florida State University Board of Trustees, its successors and assigns (“**Assignee**”).

WITNESSETH:

WHEREAS, Assignee has acquired all of Assignor's right, title, interest and estate in and to that real property legally described on Schedule 1 attached hereto and by this reference made a part hereof;

NOW, THEREFORE, for and in consideration of the sum of TEN DOLLARS (\$10.00) and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged;

1. Assignor does hereby transfer, assign, set over and quitclaim, without recourse and without representation or warranty of any kind or nature whatsoever, expressed or implied, to Assignee, all of Assignor's right, title and interest in and to those certain leases set forth on **Schedule 2** attached hereto and by this reference made a part hereof (“**Leases**”) including all refundable tenant security deposits made under such Leases, to the extent such security deposits are in the possession of Assignor.

2. Assignor does hereby transfer, assign, set over and quitclaim, without recourse and without representation or warranty of any kind or nature whatsoever, expressed or implied, to Assignee, all of Assignor's right, title and interest in and to those certain contracts set forth on **Schedule 3** attached hereto and by this reference made a part hereof (“**Contracts**”) including all refundable deposits for the Contracts that are in the possession of Assignor.

3. Assignee hereby assumes the obligations and rights under the Leases and Contracts and agrees to perform all terms, conditions, covenants, agreements, liabilities and obligations thereunder, including the refund of all refundable security deposits and other deposits held in respect thereto which have been delivered or credited to Assignee.

IN WITNESS WHEREOF, Assignor and Assignee have caused this instrument to be executed this ____ day of _____, 2012.

(Remainder of this page has been intentionally left blank)

(Signature Page for the Assignor for the Assignment of Leases and Contracts)

ASSIGNOR:

**Tallahassee-Leon County Civic Center
Authority**, a public agency created by Chapter
72-605, Laws of Florida, 1972

Witness #1 Signature

Print Name of Witness #1

Witness #2 Signature

Print Name of Witness #2

By:_____

Printed Name:_____

Title:_____

STATE OF FLORIDA)
)SS
COUNTY OF _____)

The foregoing instrument was acknowledged before me on this ____ day of _____, 2012, by
_____, its _____ for the Tallahassee-Leon County Civic
Center Authority, a public agency created by Chapter 72-605, Laws of Florida, 1972.

Notary Public
State of Florida

My Commission Expires:

Print or Stamp Name of Notary Public

(Signature Page for the Assignee for the Assignment of Leases and Contracts)

ASSIGNEE:

Florida State University Board of Trustees,
a public body corporate

By: _____

Title: _____

Witness #1 Signature

Print Name of Witness #1

Witness #1 Signature

Print Name of Witness #1

STATE OF FLORIDA)
)SS
COUNTY OF _____)

The foregoing instrument was acknowledged before me on this ____ day of _____, 20__, by
_____, its _____ for the Florida State University Board
of Trustees, a public body corporate.

Notary Public
State of Florida

My Commission Expires:

Print or Stamp Name of Notary Public

Schedule 1 of the Assignment of Leases and Contracts

(Legal Description of the Property)

THE LAND REFERRED TO HEREIN BELOW IS SITUATED IN THE COUNTY OF LEON, STATE OF FLORIDA, AND IS DESCRIBED AS FOLLOWS:

LOTS 21, 22, 23, 24, 25, 26, 27, 28, 1, 2, 3, 4, 5, 6, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 61, PART OF LOTS 49, 60, 62, 58, 59 OF THE SOUTH HALF OF THE COUNTY QUARTER; LOTS 7, 8, 21, PART OF LOTS 22 AND 29 OF THE NORTH HALF OF THE COUNTY QUARTER, ALL IN SECTION 36, TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCE AT A BRASS PIN MARKING THE INTERSECTION OF RIGHTS OF WAY OF COPELAND STREET AND ST. AUGUSTINE STREET IN THE SOUTH HALF OF THE QUARTER ADDITION OF THE CITY OF TALLAHASSEE, COUNTY OF LEON, STATE OF FLORIDA AND RUN THENCE NORTH 00 DEGREES 18 MINUTES 00 SECONDS WEST, 230.44 FEET TO A POINT WHICH IS THE INTERSECTION OF CENTERLINE OF RIGHT OF WAY OF COPELAND STREET AND LAFAYETTE STREET, THENCE RUN NORTH 00 DEGREES 16 MINUTES 40 SECONDS WEST, 230.46 FEET TO A POINT WHICH IS THE INTERSECTION OF THE CENTERLINE OF RIGHT OF WAY OF COPELAND STREET AND PENSACOLA STREET, THENCE LEAVING THE CENTERLINE OF COPELAND STREET RUN NORTH 89 DEGREES 46 MINUTES 20 SECONDS EAST 1558.32 FEET ALONG THE CENTERLINE OF PENSACOLA STREET TO A POINT, THENCE LEAVING THE CENTERLINE OF PENSACOLA STREET RUN SOUTH 00 DEGREES 03 MINUTES 40 SECONDS EAST, 30.00 FEET TO THE POINT OF BEGINNING. FROM SAID POINT OF BEGINNING RUN THENCE SOUTH 00 DEGREES 03 MINUTES 40 SECONDS EAST 125.30 FEET ALONG THE WESTERLY RIGHT OF WAY OF BOULEVARD STREET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE NORTHEAST, HAVING A RADIUS OF 496.46 FEET, AND A CENTRAL ANGLE OF 20 DEGREES 15 MINUTES 03 SECONDS THENCE, RUN IN A SOUTHEASTERLY DIRECTION ALONG THE ARC OF SAID CURVE 175.47 FEET TO A POINT OF REVERSE CURVE, THENCE RUN SOUTHEASTERLY ALONG THE ARC OF SAID CURVE HAVING A RADIUS OF 312.28 FEET AND A CENTRAL ANGLE OF 20 DEGREES 14 MINUTES 23 SECONDS FOR AN ARC DISTANCE OF 110.31 FEET TO A CONCRETE MONUMENT MARKING THE END OF SAID CURVE, THENCE RUN SOUTH 00 DEGREES 04 MINUTES 00 SECONDS EAST 321.15 FEET TO A NAIL AND CAP MARKING THE INTERSECTION OF THE WESTERLY, RIGHT OF WAY OF BOULEVARD STREET WITH THE NORTHERLY RIGHT OF WAY OF MADISON STREET, THENCE LEAVING THE WESTERLY RIGHT OF WAY OF BOULEVARD STREET RUN SOUTH 89 DEGREES 57 MINUTES 00 SECONDS WEST ALONG THE NORTHERLY RIGHT OF WAY OF MADISON STREET 862.58 FEET TO A NAIL AND CAP MARKING THE INTERSECTION OF THE NORTHERLY RIGHT OF WAY LINE OF MADISON STREET AND THE NORTHERLY RIGHT OF WAY LINE OF ST. AUGUSTINE ROAD (RELOCATED) SAID POINT ALSO BEING THE BEGINNING OF A CARVE CONCAVE TO THE NORTHEAST HAVING A RADIUS OF 433.97 FEET AND A CENTRAL ANGLE OF 35 DEGREES 49 MINUTES 53 SECONDS THENCE RUN NORTHWESTERLY ALONG THE ARC OF SAID CURVE 271.39 FEET TO A CONCRETE MONUMENT, THENCE RUN NORTH 54 DEGREES 13 MINUTES 07 SECONDS WEST 53.58 FEET TO A CONCRETE MONUMENT ON THE NORTHERLY RIGHT OF WAY OF ST AUGUSTINE STREET (RELOCATED) SAID CONCRETE MONUMENT ALSO MARKING

THE BEGINNING OF A CURVE CONCAVE TO THE NORTHEAST HAVING A RADIUS OF 150.00 FEET AND A CENTRAL ANGLE OF 54 DEGREES 25 MINUTES 21 SECONDS, THENCE RUN NORTHWESTERLY ALONG THE ARC OF SAID CURVE 142.48 FEET TO A CONCRETE MONUMENT MARKING THE END OF CURVE AND LYING ON THE EASTERLY RIGHT OF WAY OF THE NEW RAILROAD AVENUE (EXTENDED), THENCE RUN NORTH 00 DEGREES 12 MINUTES 14 SECONDS EAST 268.04 FEET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 229.17 FEET AND A CENTRAL ANGLE 56 DEGREES 04 MINUTES 06 SECONDS, THENCE RUN NORTHEASTERLY ALONG THE ARC OF SAID CURVE A DISTANCE OF 224.26 FEET TO A CONCRETE MONUMENT LYING ON THE EASTERLY RIGHT OF WAY OF RAILROAD AVENUE (EXTENDED), THENCE RUN NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 44.40 FEET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 30.00 FEET AND A CENTRAL ANGLE OF 33 DEGREES 30 MINUTES 00 SECONDS, THENCE RUN ALONG THE ARC OF SAID CURVE 17.54 FEET TO A CONCRETE MONUMENT MARKING THE END OF CURVE AND LYING ON THE SOUTHERLY RIGHT OF WAY OF PENSACOLA STREET, THENCE RUN NORTH 89 DEGREES 46 MINUTES 20 SECONDS EAST 1015.34 FEET TO A CONCRETE MONUMENT WHICH IS ALSO THE POINT OF BEGINNING.

THE PARCEL CONTAINS 19.32 ACRES MORE OR LESS AND LIES IN THE SOUTHWEST QUARTER OF SECTION 36, TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA.

LESS AND EXCEPT:

MACOMB STREET IMPROVEMENTS

RIGHT-OF-WAY ACQUISITION

ACQUISITION 128

A PORTION OF THAT PROPERTY DESCRIBED IN OFFICIAL RECORD BOOK 799, PAGE 43 OF THE PUBLIC RECORDS OF LEON COUNTY, FLORIDA, SAID PORTION BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCE AT A FOUND STREET-CENTER MONUMENT NO. 880 AT THE INTERSECTION OF THE STREET-CENTER LINE OF COPELAND STREET WITH THE STREET-CENTER LINE OF PENSACOLA STREET, SAID MONUMENT BEING A BRASS PIN IN CONCRETE; THENCE ALONG THE STREET-CENTER LINE OF PENSACOLA STREET, (SAID STREET-CENTER LINE BEING DEFINED BY THE AFOREMENTIONED MONUMENT NO. 880 AND A FOUND TERRA-COTTA MONUMENT WITH BRASS PIN MARKING THE STREET-CENTER LINE AT THE INTERSECTION OF PENSACOLA STREET AND MARTIN LUTHER KING BOULEVARD - STREET CENTER MONUMENT NO. 881); THENCE NORTH 89 DEGREES 50 MINUTES 17 SECONDS EAST, ALONG SAID STREET-CENTER LINE, A DISTANCE OF 498.85 FEET; THENCE, LEAVING SAID STREET-CENTER LINE, SOUTH 00 DEGREES 09 MINUTES 43 SECONDS EAST 51.62 FEET TO AN INTERSECTION WITH THE SOUTHERLY RIGHT-OF-WAY BOUNDARY OF SAID PENSACOLA STREET AT THE INTERSECTION WITH A CURVE CONCAVE TO THE

SOUTHEAST HAVING A RADIUS OF 323.91 FEET, FOR THE POINT OF BEGINNING. FROM SAID POINT OF BEGINNING THENCE SOUTHWESTERLY ALONG SAID CURVE, LEAVING SAID SOUTHERLY RIGHT-OF-WAY BOUNDARY, THROUGH A CENTRAL ANGLE OF 29 DEGREES 01 MINUTES 24 SECONDS FOR AN ARC DISTANCE OF 164.08 FEET (THE CHORD OF SAID CURVE BEARS SOUTH 26 DEGREES 54 MINUTES 50 SECONDS WEST 162.33 FEET); THENCE SOUTH 10 DEGREES 16 MINUTES 36 SECONDS WEST 50.01 FEET; THENCE SOUTH 03 DEGREES 34 MINUTES 52 SECONDS WEST 322.77 FEET TO A POINT OF CUSP OF A CURVE CONCAVE TO THE EASTERLY HAVING A RADIUS OF 150.00 FEET, SAID POINT BEING ON THE EASTERLY RIGHT-OF-WAY BOUNDARY OF RAILROAD AVENUE, THENCE NORTHWESTERLY ALONG THE ARC OF SAID CURVE THROUGH A CENTRAL ANGLE OF 20 DEGREES 11 MINUTES 43 SECONDS FOR A DISTANCE OF 52.87 FEET (THE CHORD OF SAID CURVE BEARS NORTH 09 DEGREES 58 MINUTES 33 SECONDS WEST 52.60 FEET); THENCE CONTINUE ALONG THE EASTERLY RIGHT-OF-WAY BOUNDARY OF SAID RAILROAD AVENUE AS FOLLOWS: NORTH 00 DEGREES 07 MINUTES 18 SECONDS EAST 268.04 FEET (NORTH 00 DEGREES 12 MINUTES 14 SECONDS EAST 268.04 FEET-DEED) TO A POINT OF CURVATURE OF A CURVE CONCAVE TO THE RIGHT HAVING A RADIUS OF 229.17 FEET; THENCE NORTHERLY AND NORTHEASTERLY, ALONG THE ARC OF SAID CURVE THROUGH A CENTRAL ANGLE OF 56 DEGREES 04 MINUTES 06 SECONDS FOR A DISTANCE OF 224.26 FEET TO A POINT OF TANGENCY, THENCE NORTH 56 DEGREES 11 MINUTES 25 SECONDS EAST (NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST-OFFICIAL RECORD BOOK 799, PAGE 43 OF SAID PUBLIC RECORDS-SEE NOTE BELOW) 11.38 FEET TO THE POINT OF BEGINNING; CONTAINING 10,808 SQUARE FEET (0.248 OF AN ACRE) MORE OR LESS AND LYING IN SECTION 36. TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA.

NOTE:

THE DEED BEARING AND DISTANCE OF NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 44.40 FEET MAY HAVE BEEN REVISED TO READ NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 41.36 FEET AS PER THE BOUNDARY SURVEY BY WAYNE COLONY FOR THE TALLAHASSEE HOUSING AND COMMUNITY DEVELOPMENT AGENCY DATED APRIL 1976 - PROJECT NO. 01-10-1408 IN THE CITY RECORDS. THIS REVISION MAY NOT HAVE BEEN RECORDED. THE CALCULATION FOR THIS DESCRIPTION YIELDS - DISTANCE 41.44 FEET.

Schedule 2 of the Assignment of Leases and Contracts

(Leases affecting the Property)

Schedule 3 of the Assignment of Leases and Contracts

(Contracts affecting the Property)

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EXHIBIT G

Automatic Reverter Release

(see attached)

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This Instrument prepared by:

Timothy Durocher, Esq.
Carlton Fields, P.A.
450 S. Orange Avenue, Suite 500
Orlando, Florida 32801

Real Property Parcel I.D. #2136800077055

**RELEASE OF AUTOMATIC REVERSIONARY RIGHTS AND
OTHER CONDITIONS AND RESTRICTIONS**

This Release of Automatic Reversionary Rights and Other Conditions and Restrictions (the "Release") is made this ____ day of _____, 2012, by and between the **CITY OF TALLAHASSEE**, a municipal corporation organized and existing under the laws of the State of Florida (the "City"), located at 300 South Adams Street Tallahassee, Florida 32301, and the **TALLAHASSEE-LEON COUNTY CIVIC CENTER AUTHORITY**, a public agency created by Chapter 72-605, Laws of Florida, 1972, located at 505 W. Pensacola Street, Tallahassee, Florida 32301 (the "Authority").

WHEREAS, the City executed and delivered a Warranty Deed to the Authority on July 20, 1976, recorded August 2, 1976 in Official Records Book 799, Page 43 of the Public Records of Leon County, Florida, attached as **Exhibit A** (the "Warranty Deed"), conveying certain real property that later became the Donald L. Tucker Center, more specifically described in **Exhibit B** (the "Property");

WHEREAS, the Warranty Deed contained a clause granting a reversionary right to the City (the "Automatic Reversionary Rights") as follows:

The foregoing property is being conveyed to the Grantee for the purposes of constructing, maintaining and operating a Civic Center, composed of a coliseum, sports arena, theatre, parking garage and associated facilities. Should the same not be used for said purpose for a period of two (2) years from the date of this conveyance, or should said use ever be discontinued or abandoned or should the property ever be used for any other unrelated use, then title to the same shall automatically revert to the Grantor herein.

WHEREAS, the Warranty Deed also contains several conditions and restrictions that were designed run with the land but were to expire by its terms on January 1, 1992 (the "Conditions and Restrictions"); and

WHEREAS, the City has agreed to Release the above Automatic Reversionary Rights and the Conditions and Restrictions as part of the transfer of the Property.

NOW, THEREFORE, the City and the Authority, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged agree as follows:

1. Release of Automatic Reversionary Rights. The City hereby releases, quitclaims, exonerates and discharges the Authority, its successor and assigns and the Property from the encumbrance, operation and effect of the Automatic Reversionary Rights, defined above, contained in the Warranty Deed and any later ratifications of the Automatic Reversionary Rights in any other documents(s).

2. Release of Conditions and Restrictions. The City represents to the Authority that the Property is in full compliance of the Conditions and Restrictions stated in the Warranty Deed and the City hereby releases, quitclaims exonerates and discharges the Authority, its successors and assigns and the Property from the encumbrance, operation and effect of the Conditions and Restrictions which have expired by its terms contained in the Warranty Deed, and any later ratifications of the Conditions and Restrictions in any other document(s).

3. Release Shall Run with the Land. This Release shall run with the land.

4. Governing Law. This Agreement shall be construed, interpreted, enforced and governed by and in accordance with the laws of the State of Florida.

5. Authority. The City and the Authority represent and warrant to the other that this Release has been duly authorized, executed and delivered by all necessary action on its behalf, constitutes the valid and binding agreement of such party and is enforceable in accordance with its terms.

6. Further Assurances. The parties hereby agree to execute such other documents and perform such other acts as may be reasonably necessary or desirable to carry out the purposes of this Release.

7. Severability. If any provision of this Release shall be held unenforceable or void, then such provision shall be deemed severable from the remaining portions and shall in no way affect the enforceability of the remaining provisions nor the validity of this Release.

8. Successors and Assigns. This Release shall be binding upon, and shall inure to the benefit of, the respective successors and assigns of the parties hereto.

9. Counterparts. The City and the Authority may execute this Release and any other agreement executed pursuant to it in counterparts. Each executed counterpart will be deemed to be an original, and all of them, together, will constitute the same agreement.

(The remainder of this page is left intentionally blank.)

IN WITNESS WHEREOF, the City has executed this Release as of the date set out below.

CITY:

Witnesses:

CITY OF TALLAHASSEE, a municipal corporation

Witness #1 Signature

By: _____

Print Name of Witness #1

Print Name: _____

Witness #2 Signature

Title: _____

Print Name of Witness #2

STATE OF FLORIDA
COUNTY OF _____

The foregoing instrument was sworn to and acknowledged before me this ____ day of _____, 2012, by _____, as _____ of the CITY OF TALLAHASSEE, a municipal corporation who ☐ is personally known to me or who ☐ produced _____ as identification.

Notary Public, State of Florida

Print Name: _____

Commission No. _____

My Commission Expires: _____

(Seal)

AUTHORITY:

TALLAHASSEE-LEON COUNTY CIVIC
CENTER AUTHORITY, a public agency
created by Chapter 72-605, Laws of Florida,
1972

Witness #1 Signature

Print Name of Witness #1

Witness #2 Signature

Print Name of Witness #2

By:_____

Printed Name:_____

Title:_____

STATE OF FLORIDA)
)SS
COUNTY OF _____)

The foregoing instrument was acknowledged before me on this ____ day of _____, 2012, by
_____, its _____ for the Tallahassee-Leon County Civic
Center Authority, a public agency created by Chapter 72-605, Laws of Florida, 1972.

Notary Public
State of Florida

My Commission Expires:

Print or Stamp Name of Notary Public

EXHIBIT A

Warranty Deed
(see attached)

REC-799 PAGE 43

WARRANTY DEED

THIS INDENTURE, made this 20th day of July, 1976,
between the CITY OF TALLAHASSEE, a municipal corporation organized and
existing under the laws of the State of Florida, of the County of Leon,
State of Florida, hereinafter called "Grantor", and TALLAHASSEE-LEON
COUNTY CIVIC CENTER AUTHORITY, a public agency created by Chapter 72-605,
Laws of Florida, 1972, whose post office address is Tallahassee, Florida,
of the County of Leon, State of Florida, hereinafter called "Grantee";

W I T N E S S E T H:

That said Grantor, for and in consideration of the sum of Ten
and No/100 (\$10.00) Dollars, and other good and valuable considerations
to said Grantor in hand paid by said Grantee, the receipt whereof is
hereby acknowledged, has granted, bargained and sold to the said Grantee,
and Grantee's heirs and assigns forever, the following described land,
situate, lying and being in Leon County, Florida, to-wit:

See attached Exhibit "A" for property description.

The foregoing property is being conveyed to the Grantee for
the purposes of constructing, maintaining and operating a Civic Center,
composed of a coliseum, sports arena, theatre, parking garage and
associated facilities. Should the same not be used for said purpose
for a period of two (2) years from the date of this conveyance, or
should said use ever be discontinued or abandoned or should the property
ever be used for any other unrelated use, then title to the same shall
automatically revert to the Grantor herein.

The property described above is conveyed subject to the
following conditions and restrictions which will run with the land and



312520
LEON
COUNTY



968221
LEON
COUNTY

369573
RECORDED IN THE PUBLIC
RECORDS OF LEON CO. FLA.
IN THE BOOK & PAGE 140.
AUG 2 11 14 AM 1976
AT THE TIME & DATE NOTED
PAUL E. HERTSFIELD
CLERK OF CIRCUIT COURT

CITY OF TALLAHASSEE

WARRANTY DEED
Page Two

shall bind the Grantee, its successors and assigns, until January 1, 1992.

- (A) Permitted Uses. Public and semi-Public Uses and Structures, which by definition shall include the other uses specified in this subsection, shall be the only uses permitted.

(1) Public and Semi-Public Uses.

- Any college or university use or structure.
- Any governmental use or structure including City, County, State or Federal offices and facilities.
- Parks, parking lots, playgrounds, public buildings, libraries, museums, schools, exhibition halls, auditoriums, offices, civic centers, coliseums, maintenance buildings and service facilities.
- University or other publicly owned residential uses, including apartments and dormitories provided that the minimum lot area for a residential use shall not be less than 10,000 square feet.
- As an accessory use only, concession stands, newstands, bookstores, restaurants and cafeterias, drug stores, laundromats, dry cleaning pick-up stations, beauty or barber shops and other similar service uses owned by a public entity or university, and designed primarily to service public uses.
- Public parking facilities and structures plus accessory structures such as canopies, parking attendant and public shelters which are incidental to the primary use permitted.

(B) Building Lot Coverage.

A building lot is defined herein as the building site for a structure, also the land area occupied by a use or structure incidental to the operation of the main use or structure. The maximum lot coverage allowed shall be 40%.

(C) Floor Area Ratio.

The maximum permitted floor area of all structures on a building lot (including accessory structures) shall not exceed 1:2 for the first three stories, 1:15 for the fourth through tenth stories; and 1:1 for all over ten stories.

(D) Area Requirements.

All parcels in the Project Area shall be subject to the building setback lines as shown on R.P. Map No. 3, the "Land Use Plan".

- Minimum Yard Requirements:

Front: 25 feet
Side-Interior: 25 feet
Side Corner: 25 feet
Rear: 10 feet

- Minimum Lot Requirements:

Width: 90 feet
Depth: 100 feet
Area: 10,000 square feet

- Maximum Height of Structures: None

CITY OF TALLAHASSEE

WARRANTY DEED
Page Three

(E) Off-Street Parking and Loading Requirements.

- (a) Off-Street Parking. For the purpose of this plan, an "off-street parking space" shall have dimensions of nine (9) feet in width and nineteen (19) feet in depth, exclusive of the area required for access drives or aisles.

Each off-street parking area shall have individual spaces marked, and shall be so designed, maintained, and regulated that no parking or maneuvering incidental to parking shall be on any public or private street, walk or alley, and so that any automobile may be parked or unparked without moving another.

In addition, planting strips (to be defined as an unpaved area for trees and shrubs) of not less than five (5') feet shall be left between each row or parking spaces and of not less than ten (10') feet on the perimeter of a lot as shown on the Illustrative Site Plan, S.D. Map No. 3. Such planting strips shall have a landscape planting plan submitted, prior to the development of the parking areas, to the LPA for review and approval.

Off-street parking facilities shall be maintained in a smooth and well-graded, or paved or hard surfaced condition; drained so as not to cause any nuisance on adjacent property; if lighted, the lighting shall be designed and installed so as to prevent glare or excessive light on adjacent property; and shall be arranged for convenient access and safety of pedestrians and vehicles.

Parking spaces shall be located on the same site they serve on or land within 300 feet from the site. The aisle widths provided for off-street parking areas shall be based on the following angles of parking stalls:

<u>Parking Stall Angle</u>	<u>Aisle Width</u>
30 degrees	11.0 feet
45 degrees	13.0 feet
50 degrees	14.5 feet
55 degrees	16.0 feet
60 degrees	17.5 feet
90 degrees	22.0 feet

The following uses require the amount of off-street parking shown:

<u>Type of Use</u>	<u>Parking Requirements</u>
1. Dormitories & Apartments	1 space per unit
2. Offices	1 space per 200 s.f. of gross floor area
3. Places of assembly, including meeting rooms, schools and amusements	1 space per 100 s.f. of assembly area
4. Personal Services	1 space per 150 s.f. of gross floor area

WARRANTY DEED
Page Four

- (b) Loading Requirements. To be defined as space logically and conveniently located for pickups and/or deliveries and for loading and unloading, which is scaled to vehicles expected to be used, and accessible to such vehicles when required off-street parking spaces are filled. In no case shall such space be less than 12 feet by 25 feet with 14 feet of height clearance, and such space shall have direct access to a street or alley.

Each permitted use having a gross floor area of 10,000 square feet or more and requiring receipt or distribution of materials or merchandise shall have at least one permanently maintained off-street loading/unloading space for the first 10,000 square feet and one additional space for each 20,000 square feet or fraction thereof of gross floor area above the first 10,000 square feet.

For uses with less than 10,000 square feet of gross floor area, which require loading/unloading space, sufficient receiving space shall be provided on the property so as not to hinder the movement of vehicles and pedestrians over a sidewalk, street or alley.

(F) Signs.

The following restrictions shall apply to the project area with regard to signs:

- (1) Only one identification sign shall be permitted for each use.
- (2) All signs shall be either non-illuminated or indirectly illuminated. Directly illuminated signs are prohibited.
- (3) No permitted identification sign shall exceed 100 square feet in area or one square foot in area for every foot of lot frontage, whichever is greater; provided, however, that no sign shall exceed 200 square feet maximum area.

(G) Obstruction of Vision at Street Intersections.

The following regulations shall apply to the project area:

- (1) Within the area formed by the rights-of-way lines of intersecting streets (a straight line connecting points on such rights-of-way at a distance of the required setback for the zoning district from their point of intersection, such connecting line extending beyond the points to the edge of pavement); there shall be a clear space with no obstruction to vision between the height of three feet and a height of ten feet above the average grade of each street as measured at the centerline thereof.
- (2) The requirements of this section shall not be deemed to prohibit any necessary retaining wall.
- (3) Trees shall be permitted in the clear space provided that foliage is cut away within the prescribed heights.
- (4) Lamp posts and street name signs shall be permitted.

WARRANTY DEED
Page Five

(H) Easements.

Whenever necessary for poles, electric lights, conduits, storm sewers, sanitary sewers, gas lines, water lines or other services, easements shall be granted to the City of Tallahassee.

(I) Site Design and Landscaping.

The entire property herein conveyed shall be developed as an overall architectural and urban design concept.

All areas not covered with buildings or surface treatment shall be landscaped with plants, grass, pedestrian walks and similar features and shall be maintained in reasonable condition. Changes in grade and landscaped areas shall be used to achieve an aesthetic compatibility between parking areas and buildings. The City of Tallahassee shall be the authority to determine whether or not this requirement has been met. All such landscaping and the landscaping originally provided by the City within street rights-of-way shall be maintained by the property owner.

(J) Approval of Plans.

It is vital to the success of a fully interrelated governmental, civic and university development that harmony exist close to the Capitol Center Complex and Florida State University. For this reason, it is particularly important that all structures, streets and open spaces of the varying land uses so relate to one another that a harmonious environment serving the needs of all can be created. To insure this result, the City of Tallahassee shall approve the design development plans and final construction plans prior to the start of construction. The purpose of this approval is to insure that the proposed development conforms to the standards set forth in this conveyance and to develop an architectural interrelationship between adjoining and nearby structures and open areas.

(K) No portion of said property, nor any contract relating to said property or its improvement, shall restrict said property on its use, lease or occupancy upon the basis of race, religion, color or national origin.

(L) The City of Tallahassee reserves the right to release, modify or amend any of the restrictions hereby imposed at any time.

WARRANTY DEED
Page Six

IN WITNESS WHEREOF, the Mayor of the City of Tallahassee has executed this instrument in the name of the City of Tallahassee, and the City Auditor and Clerk of said City has attested the execution thereof and affixed the official seal of the City hereto, all by the authority and under the direction of the City Commission of the City of Tallahassee, the day and year first above written.

Signed, sealed and delivered
in the presence of:

Catarina L. Lee
Christelle H. Strickland

CITY OF TALLAHASSEE

By: *James R. Ford*
JAMES R. FORD, Mayor

ATTEST:

By: *Herbert J. Seckel*
HERBERT J. SECKEL
City Auditor and Clerk

STATE OF FLORIDA)
COUNTY OF LEON)

I HEREBY CERTIFY that before me, the undersigned authority, this day personally appeared JAMES R. FORD and HERBERT J. SECKEL, to me well known and known to me to be the Mayor and City Auditor and Clerk, respectively, of the City of Tallahassee, a municipal corporation created and existing under the laws of the State of Florida and the party named in and that executed the foregoing instrument of writing. And the said JAMES R. FORD, as Mayor of said City of Tallahassee, did acknowledge before me that he executed the foregoing instrument of writing for the uses and purposes therein set forth and that such execution by him was made freely and voluntarily, under and by the authority of the City Commission of said City; and the said HERBERT J. SECKEL, as City Auditor and Clerk of said City, did acknowledge and declare that he attested the corporate seal of said City thereto freely and voluntarily for and on behalf of said City and under the authority and by direction of the City Commission of said City, and that the seal affixed thereto is the seal of the City of Tallahassee.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal at Tallahassee, Leon County, Florida, this 26th day of July, A.D., 1976.

Christelle H. Strickland
Notary Public

My Commission Expires:
8-12-76

Notary Public, State of Florida at Large
My Commission Expires Aug 12, 1976
Issued by American Notary & Surety, Inc.

This Instrument Prepared by:
Bryan W. Henry, City Attorney
City of Tallahassee
Post Office Drawer 1049
Tallahassee, Florida 32302

CITY OF TALLAHASSEE

PARCEL III
PROPERTY DESCRIPTION

REC-799 PAGE 49

Lots 21, 22, 23, 24, 25, 26, 27, 28, 1, 2, 3, 4, 5, 6, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 61, part of Lots 49, 60, 62, 58, 59 of the South half of the County Quarter; Lots 7, 8, 21 part of Lots 22 and 29 of the North half of the County Quarter, all in Section 36, Township 1 North, Range 1 West, Leon County, Florida being more particularly described as follows:

Commence at a brass pin marking the intersection of rights of way of Copeland Street and St. Augustine Street in the South half of the Quarter addition of the City of Tallahassee, County of Leon, State of Florida and run thence North 00 degrees 18 minutes 00 seconds West, 230.44 feet to a point which is the intersection of centerline of right of way of Copeland Street and Lafayette Street, thence run North 00 degrees 16 minutes 40 seconds West, 230.46 feet to a point which is the intersection of the centerline of right of way of Copeland Street and Pensacola Street, thence leaving the centerline of Copeland Street run North 89 degrees 46 minutes 20 seconds East 1558.32 feet along the centerline of Pensacola Street to a point, thence leaving the centerline of Pensacola Street run South 00 degrees 03 minutes 40 seconds East, 30.00 feet to the Point of Beginning. From said Point of Beginning run thence South 00 degrees 03 minutes 40 seconds East 125.30 feet along the Westerly right of way of Boulevard Street to a concrete monument marking the beginning of a curve concave to the Northeast, having a radius of 496.46 feet, and a central angle of 20 degrees 15 minutes 03 seconds, thence, run in a Southeasterly direction along the arc of said curve 175.47 feet to a point of reverse curve, thence run Southeasterly along the arc of said curve having a radius of 312.28 feet, and a central angle of 20 degrees 14 minutes 23 seconds for an arc distance of 110.31 feet to a concrete monument marking the end of said curve, thence run South 00 degrees 04 minutes 00 seconds East 321.15 feet to a nail and cap marking the intersection of the westerly right of way of Boulevard Street with the Northerly right of way of Madison Street, thence leaving the Westerly right of way of Boulevard Street run South 89 degrees 57 minutes 00 seconds West along the Northerly right of way of Madison Street 862.58 feet to a nail and cap marking the intersection of the Northerly right of way line of Madison Street and the Northerly right of way line of St. Augustine Road (relocated) said point also being the beginning of a curve concave to the Northeast having a radius of 433.97 feet and a central angle of 35 degrees 49 minutes 53 seconds thence run Northwesterly along the arc of said curve 271.39 feet to a concrete monument thence run North 54 degrees 13 minutes 07 seconds West 53.58 feet to a concrete monument on the Northerly right of way of St. Augustine Street (relocated) said concrete monument also marking the beginning of a curve concave to the Northeast having a radius of 150.00 feet and a central angle of 54 degrees 25 minutes 21 seconds, thence run Northwesterly along the arc of said curve 142.48 feet to a concrete monument marking the end of curve and lying on the easterly right of way of the new Railroad Avenue (extended), thence run North 00 degrees 12 minutes 14 seconds East 268.04 feet to a concrete monument marking the beginning of a curve concave to the Southeast having a radius of 229.17 feet and a central angle of 56 degrees 04 minutes 06 seconds, thence run Northeasterly along the arc of said curve a distance of 224.26 feet to a concrete monument lying on the Easterly right of way of Railroad Avenue (extended) thence run North 56 degrees 16 minutes 20 seconds East 44.40 feet to a concrete monument marking the beginning of a curve concave to the Southeast having a radius of 30.00 feet and a central angle of 33 degrees 30 minutes 00 seconds, thence run along the arc of said curve 17.54 feet to a concrete monument marking the end of curve and lying on the Southerly right of way of Pensacola Street, thence run North 89 degrees 46 minutes 20 seconds East 1015.34 feet to a concrete monument which is also the Point of Beginning.

The parcel contains 19.32 acres more or less and lies in the Southwest Quarter of Section 36, Township 1 North, Range 1 West, Leon County, Florida.

EXHIBIT

A

EXHIBIT B

Legal Description

THE LAND REFERRED TO HEREIN BELOW IS SITUATED IN THE COUNTY OF LEON, STATE OF FLORIDA, AND IS DESCRIBED AS FOLLOWS:

LOTS 21, 22, 23, 24, 25, 26, 27, 28, 1, 2, 3, 4, 5, 6, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 61, PART OF LOTS 49, 60, 62, 58, 59 OF THE SOUTH HALF OF THE COUNTY QUARTER; LOTS 7, 8, 21, PART OF LOTS 22 AND 29 OF THE NORTH HALF OF THE COUNTY QUARTER, ALL IN SECTION 36, TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCE AT A BRASS PIN MARKING THE INTERSECTION OF RIGHTS OF WAY OF COPELAND STREET AND ST. AUGUSTINE STREET IN THE SOUTH HALF OF THE QUARTER ADDITION OF THE CITY OF TALLAHASSEE, COUNTY OF LEON, STATE OF FLORIDA AND RUN THENCE NORTH 00 DEGREES 18 MINUTES 00 SECONDS WEST, 230.44 FEET TO A POINT WHICH IS THE INTERSECTION OF CENTERLINE OF RIGHT OF WAY OF COPELAND STREET AND LAFAYETTE STREET, THENCE RUN NORTH 00 DEGREES 16 MINUTES 40 SECONDS WEST, 230.46 FEET TO A POINT WHICH IS THE INTERSECTION OF THE CENTERLINE OF RIGHT OF WAY OF COPELAND STREET AND PENSACOLA STREET, THENCE LEAVING THE CENTERLINE OF COPELAND STREET RUN NORTH 89 DEGREES 46 MINUTES 20 SECONDS EAST 1558.32 FEET ALONG THE CENTERLINE OF PENSACOLA STREET TO A POINT, THENCE LEAVING THE CENTERLINE OF PENSACOLA STREET RUN SOUTH 00 DEGREES 03 MINUTES 40 SECONDS EAST, 30.00 FEET TO THE POINT OF BEGINNING. FROM SAID POINT OF BEGINNING RUN THENCE SOUTH 00 DEGREES 03 MINUTES 40 SECONDS EAST 125.30 FEET ALONG THE WESTERLY RIGHT OF WAY OF BOULEVARD STREET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE NORTHEAST, HAVING A RADIUS OF 496.46 FEET, AND A CENTRAL ANGLE OF 20 DEGREES 15 MINUTES 03 SECONDS THENCE, RUN IN A SOUTHEASTERLY DIRECTION ALONG THE ARC OF SAID CURVE 175.47 FEET TO A POINT OF REVERSE CURVE, THENCE RUN SOUTHEASTERLY ALONG THE ARC OF SAID CURVE HAVING A RADIUS OF 312.28 FEET AND A CENTRAL ANGLE OF 20 DEGREES 14 MINUTES 23 SECONDS FOR AN ARC DISTANCE OF 110.31 FEET TO A CONCRETE MONUMENT MARKING THE END OF SAID CURVE, THENCE RUN SOUTH 00 DEGREES 04 MINUTES 00 SECONDS EAST 321.15 FEET TO A NAIL AND CAP MARKING THE INTERSECTION OF THE WESTERLY, RIGHT OF WAY OF BOULEVARD STREET WITH THE NORTHERLY RIGHT OF WAY OF MADISON STREET, THENCE LEAVING THE WESTERLY RIGHT OF WAY OF BOULEVARD STREET RUN SOUTH 89 DEGREES 57 MINUTES 00 SECONDS WEST ALONG THE NORTHERLY RIGHT OF WAY OF MADISON STREET 862.58 FEET TO A NAIL AND CAP MARKING THE INTERSECTION OF THE NORTHERLY RIGHT OF WAY LINE OF MADISON STREET AND THE NORTHERLY RIGHT OF WAY LINE OF ST. AUGUSTINE ROAD (RELOCATED) SAID POINT ALSO BEING THE BEGINNING OF A CARVE CONCAVE TO THE NORTHEAST HAVING A RADIUS OF 433.97 FEET AND A CENTRAL ANGLE OF 35 DEGREES 49 MINUTES 53 SECONDS THENCE RUN NORTHWESTERLY ALONG THE ARC OF SAID CURVE 271.39 FEET TO A CONCRETE MONUMENT, THENCE RUN NORTH 54 DEGREES 13 MINUTES 07 SECONDS WEST 53.58 FEET TO A CONCRETE MONUMENT ON THE NORTHERLY RIGHT OF WAY OF ST

AUGUSTINE STREET (RELOCATED) SAID CONCRETE MONUMENT ALSO MARKING THE BEGINNING OF A CURVE CONCAVE TO THE NORTHEAST HAVING A RADIUS OF 150.00 FEET AND A CENTRAL ANGLE OF 54 DEGREES 25 MINUTES 21 SECONDS, THENCE RUN NORTHWESTERLY ALONG THE ARC OF SAID CURVE 142.48 FEET TO A CONCRETE MONUMENT MARKING THE END OF CURVE AND LYING ON THE EASTERLY RIGHT OF WAY OF THE NEW RAILROAD AVENUE (EXTENDED), THENCE RUN NORTH 00 DEGREES 12 MINUTES 14 SECONDS EAST 268.04 FEET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 229.17 FEET AND A CENTRAL ANGLE 56 DEGREES 04 MINUTES 06 SECONDS, THENCE RUN NORTHEASTERLY ALONG THE ARC OF SAID CURVE A DISTANCE OF 224.26 FEET TO A CONCRETE MONUMENT LYING ON THE EASTERLY RIGHT OF WAY OF RAILROAD AVENUE (EXTENDED), THENCE RUN NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 44.40 FEET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 30.00 FEET AND A CENTRAL ANGLE OF 33 DEGREES 30 MINUTES 00 SECONDS, THENCE RUN ALONG THE ARC OF SAID CURVE 17.54 FEET TO A CONCRETE MONUMENT MARKING THE END OF CURVE AND LYING ON THE SOUTHERLY RIGHT OF WAY OF PENSACOLA STREET, THENCE RUN NORTH 89 DEGREES 46 MINUTES 20 SECONDS EAST 1015.34 FEET TO A CONCRETE MONUMENT WHICH IS ALSO THE POINT OF BEGINNING.

THE PARCEL CONTAINS 19.32 ACRES MORE OR LESS AND LIES IN THE SOUTHWEST QUARTER OF SECTION 36, TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA. LESS AND EXCEPT:MACOMB STREET IMPROVEMENTS RIGHT-OF-WAY ACQUISITION 128A PORTION OF THAT PROPERTY DESCRIBED IN OFFICIAL RECORD BOOK 799, PAGE 43 OF THE PUBLIC RECORDS OF LEON COUNTY, FLORIDA, SAID PORTION BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS: COMMENCE AT A FOUND STREET-CENTER MONUMENT NO. 880 AT THE INTERSECTION OF THE STREET-CENTER LINE OF COPELAND STREET WITH THE STREET-CENTER LINE OF PENSACOLA STREET, SAID MONUMENT BEING A BRASS PIN IN CONCRETE; THENCE ALONG THE STREET-CENTER LINE OF PENSACOLA STREET, (SAID STREET-CENTER LINE BEING DEFINED BY THE AFOREMENTIONED MONUMENT NO. 880 AND A FOUND TERRA-COTTA MONUMENT WITH BRASS PIN MARKING THE STREET-CENTER LINE AT THE INTERSECTION OF PENSACOLA STREET AND MARTIN LUTHER KING BOULEVARD - STREET CENTER MONUMENT NO. 881); THENCE NORTH 89 DEGREES 50 MINUTES 17 SECONDS EAST, ALONG SAID STREET-CENTER LINE, A DISTANCE OF 498.85 FEET; THENCE, LEAVING SAID STREET-CENTER LINE, SOUTH 00 DEGREES 09 MINUTES 43 SECONDS EAST 51.62 FEET TO AN INTERSECTION WITH THE SOUTHERLY RIGHT-OF-WAY BOUNDARY OF SAID PENSACOLA STREET AT THE INTERSECTION WITH A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 323.91 FEET, FOR THE POINT OF BEGINNING. FROM SAID POINT OF BEGINNING THENCE SOUTHWESTERLY ALONG SAID CURVE, LEAVING SAID SOUTHERLY RIGHT-OF-WAY BOUNDARY, THROUGH A CENTRAL ANGLE OF 29 DEGREES 01 MINUTES 24 SECONDS FOR AN ARC DISTANCE OF 164.08 FEET (THE CHORD OF SAID CURVE BEARS SOUTH 26 DEGREES 54 MINUTES 50 SECONDS WEST 162.33 FEET); THENCE SOUTH 10 DEGREES 16 MINUTES 36 SECONDS WEST 50.01 FEET; THENCE SOUTH 03 DEGREES 34 MINUTES 52 SECONDS WEST 322.77 FEET TO A POINT OF CUSP OF A CURVE CONCAVE TO THE EASTERLY HAVING A RADIUS OF 150.00 FEET, SAID POINT BEING ON THE EASTERLY RIGHT-OF-WAY BOUNDARY OF RAILROAD AVENUE, THENCE NORTHWESTERLY ALONG THE ARC OF SAID CURVE THROUGH A CENTRAL

ANGLE OF 20 DEGREES 11 MINUTES 43 SECONDS FOR A DISTANCE OF 52.87 FEET (THE CHORD OF SAID CURVE BEARS NORTH 09 DEGREES 58 MINUTES 33 SECONDS WEST 52.60 FEET); THENCE CONTINUE ALONG THE EASTERLY RIGHT-OF-WAY BOUNDARY OF SAID RAILROAD AVENUE AS FOLLOWS: NORTH 00 DEGREES 07 MINUTES 18 SECONDS EAST 268.04 FEET (NORTH 00 DEGREES 12 MINUTES 14 SECONDS EAST 268.04 FEET-DEED) TO A POINT OF CURVATURE OF A CURVE CONCAVE TO THE RIGHT HAVING A RADIUS OF 229.17 FEET; THENCE NORTHERLY AND NORTHEASTERLY, ALONG THE ARC OF SAID CURVE THROUGH A CENTRAL ANGLE OF 56 DEGREES 04 MINUTES 06 SECONDS FOR A DISTANCE OF 224.26 FEET TO A POINT OF TANGENCY, THENCE NORTH 56 DEGREES 11 MINUTES 25 SECONDS EAST (NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST-OFFICIAL RECORD BOOK 799, PAGE 43 OF SAID PUBLIC RECORDS-SEE NOTE BELOW) 11.38 FEET TO THE POINT OF BEGINNING; CONTAINING 10,808 SQUARE FEET (0.248 OF AN ACRE) MORE OR LESS AND LYING IN SECTION 36. TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA.

NOTE:

THE DEED BEARING AND DISTANCE OF NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 44.40 FEET MAY HAVE BEEN REVISED TO READ NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 41.36 FEET AS PER THE BOUNDARY SURVEY BY WAYNE COLONY FOR THE TALLAHASSEE HOUSING AND COMMUNITY DEVELOPMENT AGENCY DATED APRIL 1976 - PROJECT NO. 01-10-1408 IN THE CITY RECORDS. THIS REVISION MAY NOT HAVE BEEN RECORDED. THE CALCULATION FOR THIS DESCRIPTION YIELDS - DISTANCE 41.44 FEET.

(This page intentionally left blank.)

EXHIBIT H

The Center Agreements

(see attached)

(This page intentionally left blank.)

AMENDMENT AND AFFIRMANCE OF AGREEMENT
FOR FINANCING THE CONSTRUCTION OF THE
TALLAHASSEE-LEON COUNTY CIVIC CENTER.

1582011

THIS AMENDMENT AND AFFIRMANCE to the four-party Contract for the financing of the Tallahassee-Leon County Civic Center dated March 9, 1976, said Contract being by and between the Board of Regents of the State of Florida, the Tallahassee-Leon County Civic Center Authority, the City of Tallahassee, and the County of Leon.

WITNESSETH:

The parties hereto previously entered into a contract and agreement for financing the construction of the Civic Center in Tallahassee, Florida, bearing date of March 9, 1976, and of which this amendment shall become a part in order to update the program, contributions and costs of the project and for the affirmance of the other provisions contained in that agreement and to further carry out the change of circumstances and full intentions of the parties since executing that agreement.

Subsequent to the effective date of that agreement and following the completion of the design development, it was determined by the Authority that the available dollars were insufficient to fund the proposed program as contemplated therein. In order to provide additional funding, the Authority applied for and attained grant funds from the Economic Development Administration of the United States Department of Commerce in the sum of \$3,180,840 to be applied toward the design and construction of the contemplated project. Further, following the receipt of bids at the first bid letting, it was determined by the Authority that the available dollars were insufficient to fund the entire program, which required revisions therein, including the elimination of the theater. To assist in carrying out the program that was contemplated, with the elimination

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of the theater but to provide a functional and aesthetically pleasing facility for the City of Tallahassee and County of Leon, the Florida Legislature budgeted from general revenue a grant to the project in the sum of six million dollars, which is non-interest bearing.

Following the revision of the plans for the Center which included the elimination of the theater and reduction in materials and design of 1.5 million dollars, the second bidding process was completed and a low bid received.

The parties hereto acknowledge that the redesigned program is at this time complete and meets the requirements of the parties, the project would be fully funded and construction for Phase III of the project should commence.

The total cost of the project shall be borne as follows:

Cash to be furnished by the Board of Regents -	\$12,176,500
Land, cash and in kind services to be furnished by the City of Tallahassee -	5,950,000
Cash from Leon County -	5,950,000
Economic Development Administration Grant -	3,190,840
Grant from the State of Florida	<u>6,000,000</u>
Total	\$33,267,340

The low bid for the arena, exhibit hall and convention facilities of the Allen M. Campbell Company of Tyler, Texas, totals \$20,300,000, which said bid is within the monies available in the project including a proper contingency fund provided within the budget.

Attached to this Amendment to the Contract is a budget reflecting the costs of the project and allowance for use of funds available.

2.

By this Amendment, the City and County take this opportunity to carry out the provisions and intentions contemplated and provided for in the March 9, 1976 Agreement between these parties and for and in consideration of the Board of Regents having entered into the long term agreement with the Authority for the commitment of annual rentals for a period of forty (40) years and in order that there be assurance to the Authority that any operating deficit be funded, that ^{the City and} they ~~County~~ each agree to assume the payment of any annual operating expenses in excess of operating revenues up to the sum of \$125,000, which may include in kind contributions that may have been made by any governing body during the year.

Signed, sealed and delivered
in the presence of:

CITY OF TALLAHASSEE

Jeffrey D. Collins
Christopher Strickland

By: Walter D. Hays
MayorAttest: Walter J. Lockett
Auditor-Clerk

APPROVED AS TO FORM AND LEGALITY

David M. Hays
City Attorney

Signed, sealed and delivered
in the presence of:

LEON COUNTY

Nathan Lutz Kutz
Rita D. Stallings

By: Walter D. Hays
Chairman, Board of County
CommissionersAttest: Paul F. Hartsfield
Clerk, Circuit CourtBy: Sam Hurst
Sam Hurst, Deputy Clerk

3.

15

Si
In



(Corporate Seal)

Signed, sealed and delivered in the presence of: BOARD OF REGENTS
STATE UNIVERSITY SYSTEM

By: _____
Chancellor

APPROVED AS TO FORM AND LEGALITY
GENERAL COUNSEL
BOARD OF REGENTS

By: _____

4.

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BUDGET

Tallahassee-Leon County Civic Center
Arena, Convention Center and Kitchen Alternate

September 7, 1978

FUNDING

City	\$ 5,950,000
County	5,950,000
State	18,176,500
Federal Grant	3,190,840
Total Project Funding	\$33,267,340

BUDGET

Phase I Excavation (net)	817,858
Phase II Piling (Base bid + C.O. I & 2)	1,654,671
Phase III General Construction	
Base Bid A	20,300,000
	20,300,000
Phase IV Arena Seats + alt. A	669,405
Phase V Furniture & Equipment (ast.)	500,000
Phase VI Parking Budget Item	500,000
Total Construction	24,441,934
Fees & Administration	2,498,213
Land (State share of 6 acres)	225,801
*Contingency	2,760,591
Total DGS Funds	\$29,926,539
Land (except State share of 6 acres)	1,820,801
Prior Contributions	230,000
In-kind Services	1,290,000
Total Project Funding	\$33,267,340

*There is a disputed claim of \$1,400,872 filed by Raymond International, Inc. on the piling contract.

The above budget is prepared pursuant to the approval given by the Civic Center Authority on September 7, 1978. Provisions for parking and kitchen facilities will be determined by the Authority at a later date.

This Agreement between the Board of Regents of the State of Florida, the Tallahassee-Leon County Civic Center Authority (hereafter referred to as the Authority), the City of Tallahassee and the County of Leon, entered into this 9th day of March, 1976

WITNESSETH:

The subject of this agreement is the construction, financing, operation and use of a civic center in the City of Tallahassee to be known as the Tallahassee-Leon County Civic Center, hereafter referred to as the Civic Center.

The construction, operating and use of the Civic Center is authorized by Chapter 72-605, Laws of Florida, Acts of 1972, hereinafter referred to as the Act.

The Civic Center shall generally contain the facilities described in the Florida State University Building Program, Tallahassee-Leon County Civic Center study dated November 1975 and shall include but not necessarily be limited to the following:

An Arena seating 12,000 - 13,500; meeting and conference rooms for 1,000; an auditorium for 2,200; a main exhibition area; and a 1,000 space parking structure. These elements will be served by circulation/public areas, administrative offices, building services and various other ancillary spaces. There will also be two areas of undesignated space available for lease to appropriate parties. The total area of the enclosed facilities is 347,070 gross square feet plus the parking structure estimated at 350,000 gross square feet.

The City of Tallahassee, the Authority, Leon County and the Board of Regents shall cooperate as authorized by the Act in the financing of the Civic Center. Planning, development, construction, ownership and operation of the Civic Center is the responsibility and prerogative of the Civic Center Authority, in which the City, Leon County, the Board of Regents through Florida State University and Florida A&M University, and others participate and cooperate through their representatives. This agreement recognizes that the Department of General Services, State of Florida may be legally required to participate in construction supervision.

at the completion of which the Authority will assume full ownership and operational authority. If the Department of General Services is required by law to supervise construction, its fee shall not exceed one half of one percent of the original construction contract, plus or minus any change orders.

The total cost of the project shall not exceed \$24,076,500, estimated as follows:

Construction Estimate	\$16,740,450
Fees	1,217,630
Fixtures and Equipment	1,590,850
Contingency	1,042,570
Land Cost for Original Site Plus	
Contributed Land	1,595,000
Additional Land	600,000
Utility Relocation	<u>1,290,000</u>
Total	\$24,076,500

The cost of the Civic Center shall be generally financed as follows:

Cash to be furnished by the Board of Regents	\$12,176,500
Land and improvements to be furnished by the City of Tallahassee	2,135,000
Proceeds from Leon County Bonds for construction	5,950,000
Cash available from General Revenue Bond Anticipation Notes from the City of Tallahassee	<u>3,815,000</u>
Total	\$24,076,500

It is contemplated that the construction costs other than cash furnished by the Board of Regents and other than the previous land and improvements from the City of Tallahassee will be financed by the proceeds in the amount of \$5,950,000 from a General Fund Pledge Bond Issue by Leon County and the provision of \$3,815,000 in cash by the City of Tallahassee.

It is contemplated that the debt service on the Leon County Bond Issue will be paid by Leon County from its general fund and that the City of Tallahassee will issue General Revenue Bond Anticipation Notes in the amount required.

The objective of the County is that its Bonds be sold and delivered not later than November, 1976 and the objective of the City is to make funds available not later than November, 1976 and the City and County will adopt such documents and take such other proceedings as necessary and use their best efforts to accomplish a November, 1976 or earlier availability of funds.

It is contemplated that substantial use of the Civic Center facilities will be made by the Florida State University and Florida Agricultural and Mechanical University. In order to secure the long term use of the facilities by the two universities, the use of the Civic Center will be made available to the universities for a specified number of days each year for a period of 40 years. The parties will subsequently agree on a fair and reasonable charge for the use of the facilities by the Florida State University and Florida Agricultural and Mechanical University through an agreement between the Board of Regents and the Authority. Provided, however, any sum of money agreed to be paid annually by the Board of Regents for use of the facilities will be entirely dependant and contingent upon the Legislature of Florida making such appropriations as are necessary for such payments and also upon condition that it is understood by all parties that the Legislature of Florida is under no obligation and cannot be compelled to make such annual appropriations.

All parties are expected to provide the construction funds referred to in this agreement to the Authority on or about November 1, 1976 and the City of Tallahassee is expected to provide the land on or about November 1, 1976 to the Authority. Funds from all parties shall be provided prior to the letting of the construction contract.

The obligation of the Board of Regents under this agreement is subject to and contingent on the availability of funds lawfully appropriated by the Legislature of the State of Florida for this purpose.

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Signed, sealed and
delivered in the presence of:

Carstones & Mallett
Christelle Strickland

CITY OF TALLAHASSEE

By: John R. Jones
Mayor
Attest: Robert J. Pickett
Auditor/Clerk

APPROVED AS TO FORM AND LEGALITY

By: [Signature]
City Attorney

Signed, sealed and
delivered in the presence of:

James H. Sauls
Fred H. Williams

LEON COUNTY

By: Jack S. Miller
Chairman, Board of County
Commissioners
Attest: [Signature]
Clark, Circuit Court

Signed, sealed and
delivered in the presence of:

Tris L. Watson
Barbara J. Haring

TALLAHASSEE-LEON COUNTY
CIVIC CENTER AUTHORITY

By: Paul R. B. [Signature] (Corporate Seal)
Attest: Kim Waggoner
Its Secretary

Signed, sealed and
delivered in the presence of:

[Signature]
Fred H. Williams

BOARD OF REGENTS
STATE UNIVERSITY SYSTEM

By: E. J. Yonke
Chancellor

APPROVED AS TO FORM AND LEGALITY
GENERAL COUNSEL
BOARD OF REGENTS

By: _____

APPROVED AS TO FORM, BUT LEGALITY
SUBJECT TO EXECUTION BY ALL PARTIES
CHARLES E. MINGUS, JR., General Counsel
Florida Department of Education
By: (Signature) 3-4-76

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SECOND AMENDMENT TO AGREEMENT

THIS SECOND AMENDMENT TO AGREEMENT is entered into this 20th day of March, 2002, by and among the CITY OF TALLAHASSEE, a Florida municipal corporation ("City"); LEON COUNTY, a political subdivision of the State of Florida ("County"); the TALLAHASSEE - LEON COUNTY CIVIC CENTER AUTHORITY ("Authority"); and the FLORIDA BOARD OF EDUCATION ("FBOE").

WHEREAS, the Authority owns and operates the Tallahassee - Leon County Civic Center ("Civic Center"); and,

WHEREAS, the parties and the Board of Regents for the State of Florida ("BOR") entered into a certain Agreement, dated March 9, 1976, relating to the construction, financing, operation, and use of the Civic Center ("Agreement"), and subsequently entered into a certain Amendment and Affirmance of Agreement for Financing the Construction of the Tallahassee-Leon County Civic Center ("First Amendment"); and,

WHEREAS, the FBOE is the successor in interest to the BOR for purposes of the Agreement; and,

WHEREAS, the First Amendment provides that the City and the County agree to assume payment of any annual operating expenses in excess of operating revenues up to the sum of \$125,000 each; and the parties desire to amend the Agreement, and more specifically the First Amendment, with regard to such obligation and the manner in which such expenses and revenues are to be determined or calculated;

NOW THEREFORE, in consideration of the following mutual covenants and promises and other good and valuable considerations, the receipt and sufficiency of which are hereby acknowledged, the parties hereby agree as follows:

1. The City and the County agree to pay to the Authority the amount by which annual expenses of the Authority exceed annual revenues ("Annual Deficit") up to the sum of \$125,000 each, which payment may include in kind contributions that may have been made by any governing body during the year.
2. The terms "annual revenues" and "annual expenses", as used in Section 1 above, shall be defined to include all operating and non-operating revenues and expenses recognized for Business Type Activities -- Enterprise Funds under generally accepted accounting principles issued by the Governmental Accounting Standards Board. For purposes of calculating whether an Annual Deficit has occurred, and for purposes of submitting a billing to the City and County in regard to such Annual Deficit, such annual expenses shall not include any depreciation expense; however, the Authority may include in such expenses a charge for repair and replacement of plant and equipment in an amount equal to \$240,000 per year. Such amount may be changed by mutual agreement among the City, the County, and the Authority prior to the beginning of the fiscal year to which such change will apply.

3. In any year that an Annual Deficit occurs, the Authority shall provide to the City and County a billing and an "Over/Under Budget Report - Revenue/Expense" ("Budget Report") as of September 30 for the fiscal year then ended subject to the following:

- a. If the Budget Report and billing are submitted prior to the time that the Authority's independent auditor has prepared a report on the annual financial statements, the Budget Report shall be accompanied by an Attestation Examination Report to which the auditor has expressed an opinion on the accuracy of the Budget Report and compliance by the Authority with the Agreement and the First Amendment as amended hereby.

In the event that the City or County pays the Authority for amounts billed and the subsequently performed annual financial audit shows the Budget Report did not take into consideration additional adjustments to revenues or expenses as a result of work by the Authority's independent auditor, the Authority shall bill or promptly refund to the City and County such amounts as are calculated and documented by the Authority.

- b. If the Budget Report and billing are submitted at the time of, or subsequent to, issuance of a report by the Authority's independent auditor on the Authority's annual financial statements, the Authority shall submit a Budget Report as of September 30 for the fiscal year then ended for which the Authority has reconciled revenues and expenses shown in the Budget Report to the audited annual financial statements. In such event, the Authority agrees to provide such additional supporting information as the City or County may request and deem necessary to explain the reconciliation.

4. To provide for on-going receipt of information relating to Authority activities, the Authority agrees to provide to the City Manager and to the County Administrator a monthly Budget Report.
5. Each Budget Report shall show budgeted and actual revenues by major source and allowed expenses by major category to arrive at a calculated over or under budget amount for the period of the Budget Report. Additionally, the Budget Report shall distinguish normal Civic Center operations from any other significant financial agreement or arrangement between or among the Authority and any third party or parties existing at the time the particular Budget Report is submitted.
6. Except as specifically modified by this Amendment to Agreement, the terms and conditions of the Agreement shall continue in full force and effect.

IN WITNESS WHEREOF, the parties have caused this Amendment to Agreement to be executed by their duly authorized representatives effective the date and year first written above.

CITY OF TALLAHASSEE

Attest:

Gary Herndon
Gary Herndon, City Treasurer-Clerk

By:

Anita Favors
Anita Favors, City Manager

Approved as to form:

[Signature]
City Attorney



Attest:

Robert B. Inzer
Robert B. Inzer, Clerk of Circuit Court

By:

[Signature]
Deputy Clerk

By:

[Signature]
Chairman
Board of County Commissioners

APPROVED AS TO FORM:

[Signature]
County Attorney

TALLAHASSEE - LEON COUNTY
CIVIC CENTER AUTHORITY

By:

Don Mills
(Type or print name and title of signatory)
Don Mills, Its Chairman

[Signature]
Witness as to Authority

[Signature]
Witness as to Authority

FLORIDA BOARD OF EDUCATION

By:

C. W. Blackwell
(Type or print name and title of signatory)

[Signature]
Witness as to FBOE

[Signature]
Witness as to FBOE

Amendment to Agreement
Page 3 of 3

EXHIBIT I

Lease Agreement between Transferee as Landlord and Transferor as Tenant

(This page intentionally left blank.)

LEASE AGREEMENT

BETWEEN

**FLORIDA STATE UNIVERSITY BOARD OF TRUSTEES
("FSU" or "LANDLORD")**

AND

**TALLAHASSEE-LEON COUNTY
CIVIC CENTER AUTHORITY
("TLCCCA" or "TENANT")**

**REGARDING THE DONALD L. TUCKER CENTER
("CENTER")**

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THE CENTER LEASE AGREEMENT

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EXHIBITS

EXHIBIT A – LEGAL DESCRIPTION
EXHIBIT B – SITE PLAN

(This page intentionally left blank.)

THE CENTER LEASE AGREEMENT

ARTICLE I - ABSTRACT OF LEASE

Date of Lease: This Lease is entered into by the undersigned parties as of _____, 2012.

1.1. PARTIES.

A. LANDLORD:

Name: Florida State University Board of Trustees, a public body corporate
("FSU")
Address: 222 S. Copeland Street, Suite 214
(for notices) Tallahassee, FL 32306

Copy to: Carolyn Egan, Corporate Counsel
Address: P.O. Box 3061400
222 S. Copeland Street, Suite 424
Tallahassee, FL 32306

B. TENANT:

Name: Tallahassee-Leon County Civic Center Authority ("TLCCCA")
Address: 505 W. Pensacola Street
Tallahassee, FL 32301

Copy to: _____
Address: _____

1.2. PROPERTY.

THE CENTER:

Name: Donald L. Tucker Center
Location: 550 W. Pensacola Street
Tallahassee, FL 32301

1.3. TERM OF LEASE.

A. The term (the "**Term**") of this Lease shall be for a period commencing on the date of closing on the transfer of the Premises from TLCCCA to FSU (the "**Commencement Date**"), and terminating on the effective date of legislation terminating or abolishing the TLCCCA (the "**Termination Date**").

1.4. RENT AND OTHER TENANT CONTRIBUTIONS.

- A. Minimum Rent shall be: \$0.00/month.
- B. Additional Rent: Intentionally omitted.

C. Any annual deficits in operating expenses shall be paid by the Landlord but Tenant shall be responsible for all actual payments to the vendors for operating expenses.

D. The term "Rent" shall include Additional Rent and all other amounts payable by Tenant pursuant to the terms of this Lease.

E. Intentionally omitted.

1.5. USE OF PREMISES. Tenant shall use the Premises for uses consistent with the use of the Center during the time on which the TLCCCA owned the Premises.

1.6. ABSTRACT OF VARIABLE PROVISIONS AND STANDARD PROVISIONS. The previous provisions of this Article I will be referred to as the "**Abstract of Lease**" and the provisions of the remaining Articles of this Lease will be referred to as the "**Standard Provisions.**" Wherever in the Standard Provisions or elsewhere the parties, effective date, premises, rent, charges or other variable terms are defined or referred to, they shall be those identified in the Abstract of Lease above and the exhibits to this Lease. In the event of any conflict between the terms of the Abstract of Lease and the Standard Provisions, the terms of the Abstract of Lease shall supersede and prevail. The Standard Provisions may, however, add detail or clarification to the summary provisions described in the Abstract of Lease.

ARTICLE II - PREMISES

2.1. THE CENTER. The Premises is The Center as defined in Section 1.2. The purpose of the Site Plan attached is to show the general configuration of The Center and the approximate location of the Premises. The term "**The Center**" herein shall be deemed to mean the entire development owned by Landlord from time to time, including any and all existing and proposed structures (whether reflected on the Site Plan or hereafter incorporated in The Center during the term or any extension thereof), parking facilities, common facilities, and shown on the Site Plan as the same may from time to time be increased by the addition of other land, together with structures, personal property, fixtures and the like thereon which may from time to time be located on the Premises.

2.2. PREMISES. Landlord hereby leases to Tenant and Tenant accepts such Lease subject to the terms and conditions of this Lease.

2.3. COMMON AREA. Intentionally Omitted.

ARTICLE III - LEASE TERM AND POSSESSION OF PREMISES

3.1. TERM.

A. **INITIAL TERM.** The Term of this Lease shall be as set forth in Section 1.3 above. Notwithstanding the foregoing, this Lease and all of the obligations of Landlord and Tenant set forth herein are binding and shall be in full force and effect from and after the date of their mutual execution of this Lease, and this Lease shall not be deemed a contract to make a lease. Tenant shall be responsible for the actual payment of any and all utilities servicing the Premises from and after the date that Landlord delivers the Premises to Tenant as was customary prior to the transfer of ownership to Landlord.

B. **EXTENDED TERM.** Intentionally Omitted.

3.2. QUIET ENJOYMENT. Landlord agrees that, if the covenants and obligations of Tenant are being all and singularly kept, fulfilled and performed, Tenant shall lawfully and peaceably have, hold, possess, use and occupy and enjoy the Premises so long as this Lease remains in force without hindrance, disturbance or molestation from Landlord, subject to the specific provisions of this Lease. The loss or reduction of Tenant's light, air or view will not be deemed a disturbance of Tenant's occupancy of the Premises nor will it reduce Tenant's obligations under this Lease or create any liability of Landlord to Tenant.

3.3. SURRENDER OF PREMISES. Upon any termination of this Lease or termination of Tenant's right to possession of the Premises, whether by the termination of the TLCCCA, lapse of time, cancellation, forfeiture, or otherwise, Tenant shall immediately surrender possession of the Premises and all buildings and improvements on the same to Landlord in "broom clean" condition and good and tenantable repair, reasonable wear and tear and damage from fire or other casualty or peril excepted, and shall surrender all keys and any security codes for the Premises to Landlord and shall inform Landlord of all security codes, combinations of locks, safes and vaults, if any, in the Premises.

ARTICLE IV - RENT AND OTHER TENANT CONTRIBUTIONS

4.1. MINIMUM RENT. See Section 1.4A.

4.2. TENANT'S SHARE OF COMMON AREA AND THE CENTER EXPENSES. Intentionally Omitted.

4.3. TAXES AND ASSESSMENTS ON TENANT'S PROPERTY. Intentionally Omitted.

4.4. UTILITIES CONSUMED ON THE PREMISES. Landlord at its option may control the provider of electrical service to the Premises. If permitted by Law, Landlord shall have the right at any time and from time to time during the Term to either contract for service from a different company or companies providing electricity service (each such company shall hereinafter be referred to as an "**Alternate Service Provider**") or continue to contract for service from the present provider of electric service ("**Electric Service Provider**") through the City of Tallahassee. Tenant shall cooperate with Landlord, the Electric Service Provider and any Alternate Service Provider at all times and, as reasonably necessary, shall allow Landlord, Electric Service Provider, and any Alternate Service Provider reasonable access to The Center's electric lines, feeders, risers, wiring, and any other machinery within the Premises.

Landlord shall in no way be liable or responsible for any loss, damage (direct, indirect or consequential), or expense that Tenant may sustain or incur by reason of any change, failure, interference, disruption, or defect in the supply or character of the electric energy furnished to the Premises, or if the quantity or character of the electric energy supplied by the Electric Service Provider or any Alternate Service Provider is no longer available or suitable for Tenant's requirements, and no such change, failure, defect, unavailability, or unsuitability shall constitute an actual or constructive eviction, in whole or in part, or relieve Tenant from any of its obligations under the Lease.

ARTICLE V – SECURITY

5.1. SECURITY DEPOSIT. Intentionally omitted.

5.2. SECURITY AGREEMENT. Intentionally omitted.

5.3. **SECURITY IN ADDITION TO OTHER REMEDIES.** Intentionally omitted.

ARTICLE VI - CONSTRUCTION, ALTERATIONS, MAINTENANCE AND REPAIRS

6.1. **CONDITION OF THE PREMISES.** Tenant hereby accepts the Premises “as is” without any representation, warranty or expectation as to the condition of the Premises. It is agreed that by accepting possession of the Premises, that the Premises are in good and satisfactory condition as of the time of the transfer from TLCCCA to FSU.

6.2. **TENANT’S DUTY TO REPAIR.** Tenant shall maintain in good repair the exterior walls and roof of the building in which the Premises is located, and sidewalks located in the Common Areas. Landlord may at its sole discretion arrange for a maintenance contract of all roof structures.

6.3. **TENANT’S ALTERATIONS AND IMPROVEMENTS TO PREMISES.** Tenant shall not make or cause to be made any alterations, additions or improvements to the building, in an amount in excess of \$_____

6.4. Intentionally omitted.

6.5. Intentionally omitted.

All of Tenant’s work and installations shall be done in a first-class, workmanlike manner using qualified labor and high quality material and in compliance with all laws, rules, regulations and orders of all governmental authorities having jurisdiction thereof and free of liens and claims for liens. Tenant’s work shall be conducted so as not to interfere with other work in progress in the Premises or The Center or with other tenants’ business and, in the performance of Tenant’s work, Tenant shall engage and employ only such labor as will not cause any conflict or controversy with any labor organization representing trades performing work for Landlord or others in The Center, or any part thereof, including the Premises. At Landlord’s sole option, Tenant at its sole cost and expense, shall, in connection with the completion of its work, deliver a general contractor’s affidavit, copies of invoices, lien waivers from the general contractor and all subcontractors and supplies and a date down of Landlord’s title policy, insuring no construction related exceptions including, but not limited to mechanic’s liens, or lien exceptions resulting from work completed by or on behalf of Tenant.

Tenant shall, at Tenant’s own expense, promptly remove from the Premises and The Center area all trash and debris which may accumulate in connection with any Tenant work in the Premises.

6.6. Intentionally omitted.

6.7. **TENANT’S DUTY TO REPAIR AND MAINTAIN PREMISES.** Tenant shall keep and maintain in good order, condition and repair (including any such replacement, periodic painting, and restoration as is required for that purpose) the Premises and every part thereof in a manner consistent with the maintenance performed by Tenant prior to the transfer of the Premises to the Landlord.

ARTICLE VII - USE OF PREMISES

7.1. **TENANT’S USE OF THE PREMISES.** Tenant shall use and occupy the Premises only for those permitted uses reflected in Section 1.5 of the Abstract of Lease and for no other purpose without Landlord’s prior written consent.

7.2. **USE OF COMMON AREAS.** Intentionally Omitted.

7.3. CONDUCT OF TENANT'S OPERATIONS.

A. At all times throughout the Term, and without limitation of Tenant's other obligations set forth in this Lease, Tenant shall:

- (1) comply with any and all requirements of any of the constituted public authorities, and with the terms of any State or Federal law, statute or local ordinance or regulation applicable to Tenant for its use, safety, cleanliness or occupation of the Premises including, but not limited to, the requirements of the Americans with Disabilities Act and requirements of any insurer of The Center or the Premises.
- (2) Give Landlord prompt written notice of any accident, fire damage or environmental condition occurring on or to the Premises or of any leaks, moisture buildup on or about the Premises.
- (3) Comply with all reasonable rules and regulations of Landlord in effect at the time of the execution of this Lease or at any time or times, and from time to time, promulgated by Landlord, which Landlord in its sole discretion shall deem necessary in connection with the Premises, the building of which the Premises are a part, or The Center.
- (4) Tenant shall not commit or permit any waste upon the Premises nor shall Tenant perform any act or carry on any practice which may injure the Premises, any other space in The Center or any other tenant or occupant of The Center.
- (5) Tenant shall keep trash and refuse in covered trash receptacles. Tenant shall ensure that no trash, garbage and refuse accumulate.
- (6) Tenant shall not do, or suffer to be done, any act, matter or thing objectionable to the insurance providers whereby the fire insurance or any other insurance now in force or hereafter to be placed on the Premises or any part thereof, or on the building of which the Premises may be a part, shall become void or suspended, or whereby the same shall be rated as a more hazardous risk than at the date when Tenant receives possession hereunder.

7.4. RIGHTS RESERVED BY LANDLORD. All of the following rights are reserved by Landlord, each of which Landlord may (but without obligation to) exercise without notice or liability to Tenant. The exercise of such rights by Landlord shall not be deemed an eviction, disturbance or disruption of Tenant's use or possession of the Premises.

A. **EASEMENTS.** Landlord expressly reserves all rights in and with respect to the land hereby leased not inconsistent with Tenant's use of the Premises as provided in the Lease, including (without in any way limiting the generality of the foregoing) the rights of Landlord to establish common areas and grant parking easements to others and to enter upon the Premises and to grant, in Landlord's sole discretion, easements to others (even before the establishment of common areas) for the purpose of installing, using, maintaining, renewing and replacing such overhead or underground water, gas, sewer and other pipe lines, and telephone, electric, and power lines, cables and conduits.

B. **INSPECTION, REPAIR AND INSTALLATION.** Landlord reserves the right to, at all reasonable times, by itself or its duly authorized agents, employees and contractors to go upon and inspect the Premises and every part thereof, to enforce or carry out the provisions of this Lease, at its option to make repairs, alterations and additions to the Premises or the building of which the Premises are a part, to perform any defaulted obligation of Tenant or for any other proper purposes. Landlord also reserves the right to install

or place upon, or affix to the roof and exterior walls of the Premises, equipment, signs, displays, antenna, cables and any other object or structure of any kind, provided the same shall not materially impair the structural integrity of the building or interfere with Tenant's occupancy.

7.5. HAZARDOUS MATERIALS.

A. **HAZARDOUS MATERIALS.** Tenant shall comply with all environmental laws relating to Hazardous Materials (as hereinafter defined) affecting the Premises, The Center and the improvements thereon, and the business conducted thereon by Tenant, or any activity or condition on or in the Premises. As used herein, the term "**Hazardous Material**" means any hazardous or toxic substance, material or waste which is or becomes regulated by any local governmental authority, and which is stored, used, disposed of or released in violation of any law, rule, regulation or order of any local governmental authority, the state in which the Premises is located or the United States Government. Without limiting the generality of the foregoing, Tenant shall not cause or permit any Hazardous Material to be brought upon, kept, or used in or about the Premises or The Center by itself or its agents, employees, contractors or invitees without the prior written consent of Landlord. If the presence of any Hazardous Material on the Premises or The Center caused or permitted by Tenant results in any contamination of the Premises, The Center, and/or adjacent property, Tenant shall promptly take all actions at its sole expense as are necessary to return the Premises, The Center, and/or adjacent property to the condition existing prior to the introduction of any such Hazardous Material to the Premises, The Center, and/or adjacent property; provided that Landlord's approval of such actions shall first be obtained, which approval shall not be unreasonably withheld so long as such actions are in accordance with all applicable laws and governmental requirements and would not potentially have any material adverse long-term or short-term effect on the Premises, The Center, and/or adjacent property.

B. **INSPECTION.** Landlord shall have the right, but not the duty, to inspect the Premises at any time to determine whether Tenant is complying with the requirements of this Section 7.5. If Tenant is not in compliance with the requirements of this Section 7.5, Landlord shall have the right, but not the obligation, to immediately enter upon the Premises to remedy any condition which is in violation of the terms of this Lease or caused by Tenant's failure to comply with the requirements of this Lease.

ARTICLE VIII - LIABILITY INSURANCE AND INDEMNIFICATION

8.1. ALLOCATION OF RISKS AND INSURANCE. The TLCCCA shall be responsible for continuing to obtain the following insurance on the Center:

A. **OPERATION OF THE CENTER AND COMMON FACILITIES.** *[NEED TO DETERMINE EXISTING COVERAGES]*

B. **PREMISES AND THE CENTER.** *[NEED TO DETERMINE EXISTING COVERAGES]*

C. **PROPERTY OF TENANT.** *[NEED TO DETERMINE EXISTING COVERAGES]*

D. **OPERATIONS OF TENANT.** *[NEED TO DETERMINE EXISTING COVERAGES]*

E. **REQUIREMENTS OF ALL POLICIES.** All insurance policies required of Tenant in this Lease shall name as insured Landlord and Tenant (and upon request, any other party named by Landlord) and shall contain an express waiver of any right of subrogation against Landlord and other named insured designated by Landlord. Tenant will further deposit the policy or policies of such insurance or certificates thereof (on Acord forms) with Landlord with evidence of payment of premium at all times commencing with the date of the transfer of the Center to Landlord. Each policy shall provide against cancellation without thirty

(30) days prior written notice to the named insureds. The deductibles on all such insurance will be in amounts acceptable to Landlord. Landlord shall be responsible for deductible amounts however Tenant will make the actual payment of all deductible amounts under all such insurance policies.

F. **FAILURE TO PROCURE INSURANCE.** In the event Tenant shall fail to procure insurance required under this Article and fail to maintain the same in force continuously during the Term, Landlord shall be entitled to procure the same and Tenant shall immediately reimburse Landlord for such premium expense upon Landlord request.

G. **WAIVER OF SUBROGATION.** Without limiting the generality of any other waivers of claims contained in this Lease, Landlord and Tenant hereby waive any and all claims and rights of recovery against the other and their respective officers, directors, employees, agents and representatives for any loss or damage to their respective properties or interests (including business interruption and rent loss), to the extent such loss or damage is insured against, or required to be insured against pursuant to the terms of this Lease, by Landlord or Tenant (as applicable) pursuant to this Article VIII, regardless of fault or negligence and regardless of the amount of insurance proceeds actually collected or collectible under any insurance policies in effect, and Landlord and Tenant each represent and warrant to the other that all such policies permit such waiver and contain, and will contain, enforceable waiver of subrogation endorsements. Nothing contained herein shall serve as a waiver for any deductible or self-insured risk.

8.2. WAIVER OF CLAIMS. Landlord and Landlord's agents, employees and contractors shall not be liable for, and Tenant hereby releases all claims for, damage or injury to person and property or theft or loss of use of property and loss of business sustained by Tenant or any person claiming through Tenant resulting from any theft, fire, accident, occurrence, injury or condition in or upon the Premises or building of which they shall be a part, including, but not limited to, such claims for damage resulting from: (i) any defect in or failure of plumbing, heating or air-conditioning equipment, sprinkler, electric wiring or installation thereof, water pipes, stairs, railings or walks; (ii) any equipment or appurtenances becoming out of repair; (iii) the bursting, leaking or running of any tank, washstand, water closet, waste pipe, drain, sprinkler or any other pipe or tank in, upon or about such building or Premises; (iv) the backing up or overflow of any sewer pipe drain, retention pond, storm water drainage or downspout; (v) the escape of gas, steam or hot water; (vi) water, snow or ice being upon or coming through the roof or any other place upon or near such building or Premises or otherwise; (vii) the falling of any fixture, plaster or stucco; (viii) broken glass; and (ix) any act or omission of co-tenants or other occupants of said building or of adjoining or contiguous property or buildings including their employees, licensees and invitees. In the event the Premises or its contents are damaged or destroyed by fire or other insured casualty, the rights, if any, of either party hereto against the other with respect to such damage or destruction are waived, and all policies of fire and/or extended coverage or other insurance covering the Premises or its contents shall contain a clause or endorsement providing in substance that the insurance shall not be prejudiced if the insureds have waived the right of recovery from any person or persons prior to the date and time of loss or damage, if any.

ARTICLE IX - LOSS, DESTRUCTION OR TAKING OF PREMISES OR THE CENTER

9.1. FIRE OR OTHER CASUALTY. Tenant shall give to Landlord prompt written notice of any accident, fire or damage occurring on or to the Premises. Any and all insurance payouts by an insurance company for any casualty to the Property shall be paid to the Landlord.

9.2. CONDEMNATION. If a portion of The Center shall be taken as herein provided for public improvements or otherwise under the exercise of the right of eminent domain, such exercise shall void the

Lease in Landlord's sole and absolute discretion, in which event Landlord may cancel this Lease by notice to Tenant with sixty (60) days Notice.

**ARTICLE X - ASSIGNMENT,
SUBLETTING, MORTGAGING AND SUBORDINATION**

10.1. ASSIGNMENT AND SUBLETTING BY TENANT. The Tenant may enter into agreements with third parties for the operation of the Premises and the scheduling of events at the Center pursuant to past custom and usage of the Center. The Tenant may not assign or sublease its interest in this Lease to any other party without written consent from the Landlord upon its sole and absolute discretion.

ARTICLE XI - DEFAULT AND REMEDIES FOR DEFAULT

11.1. TENANT EVENTS OF DEFAULT. The occurrence of any of the following shall constitute an event of default by Tenant hereunder:

A. The filing of a petition by or against Tenant for adjudication as a bankrupt or insolvent, or for its reorganization or for the appointment of a receiver or trustee of Tenant's property; an assignment by Tenant for the benefit of creditors or the taking of possession of the property of Tenant by any governmental officer or agency pursuant to statutory authority for the dissolution or liquidation of Tenant.

B. Failure of Tenant to pay when due any installment of Rent that may be required in the future or any other sum herein required to be paid by Tenant, and the continuance of such nonpayment for five (5) days after written notice and demand from Landlord.

C. Abandonment, vacation or misuse of the Premises by Tenant.

D. Tenant fails to observe or perform any of the covenants with respect to the Transfer of the Center from the Tenant to the Landlord.

E. Tenant's failure to perform any other covenant or condition of this Lease within twenty (20) days after written notice and demand from Landlord.

11.2. REMEDIES OF LANDLORD FOR DEFAULT BY TENANT. Upon the occurrence of an event of default, Landlord shall have the right, then or at anytime thereafter, and while such event of default shall continue, and in addition to and not in lieu of any other remedies, relief or rights available to Landlord at law or equity or contained in this Lease, to do any of the following:

A. Landlord by itself or its authorized agents may cure the default and charge Tenant for the costs of such cure, which charge shall be due and payable as Rent under this Lease immediately upon written notice to Tenant.

B. Landlord may enforce every provision of the Lease in accordance with its terms.

C. Intentionally omitted.

D. Landlord shall have the right to terminate the Tenant's right of possession of the Premises without terminating this Lease and, therefor, to reenter the Premises to assume and take possession of the whole or any part thereof, and to remove all persons or personal property by direct or summary action. Additionally, Landlord may with or without terminating the Lease relet the Premises as the agent for and in the name of the Tenant, at any rental readily acceptable, applying the proceeds first to reimburse Landlord for all

costs of enforcement of this Lease including attorneys' fees and court costs, if any, second, to costs to re-rent the Premises including, but not limited to, tenant improvement costs and leasing commissions, third, to the payment of such Rent, if any as same comes due, and, fourth, toward the fulfillment of the other covenants and agreements of Tenant herein contained. Tenant shall not be entitled to any residual amount remaining after payment of all of the foregoing sums. Tenant hereby agrees that if Landlord shall recover or take possession of said Premises as aforesaid, and be unable to relet and rent the same so as to realize a sum equal to the Minimum Rent and Additional Rent, if any hereby provided, Tenant shall pay to Landlord any loss or difference of Minimum Rent and Additional Rent for the remainder of the Term.

E. Landlord, irrespective of the date on which its right of reentry shall have accrued or be exercised, shall have the right, whether for rent or possession or otherwise, to terminate this Lease and the tenancy hereby created. Except to the extent required by applicable law, Landlord is under no affirmative duty to maximize the rent collected from any replacement tenant or otherwise mitigate Landlord's damages and Tenant waives any legal or equitable right or defense that Landlord mitigate its damages. This right to terminate is exercisable by a written notice to Tenant, which written notice may be part of a notice of default previously delivered to Tenant, and, as such, may be conditioned upon Tenant's failure to cure the default and the event of default. The termination may be made effective as of the event of default, or thereafter, and, if not otherwise specified, will be deemed to be effective immediately. Upon such termination, Landlord shall be entitled to and may take immediate possession of the Premises, any other notice or demand being hereby waived. Such termination does not, however, release Tenant from liability for any Rent then overdue or remaining under the Lease but shall, if permitted by the laws of Florida, operate to accelerate the entire balance of any annualized Rent and additional charges due over the entire lease Term, which shall become immediately due and payable by Tenant, along with all overdue Rent and charges, if any.

If Landlord terminates this Lease as provided above, Landlord shall be entitled to recover from Tenant all damages and other sums which Landlord is entitled to recover under any provision of this Lease or at law or in equity or otherwise, including, but not limited to, all of the accrued Minimum Rent and Additional Rent, if any for the period up to and including such Termination Date, as well as all other additional sums payable by Tenant or for which Tenant is liable under any of the provisions of this Lease which may be then owing and unpaid and all costs and expenses, including without limitation, court costs and reasonable attorneys' fees incurred by Landlord in the enforcement of its rights and remedies hereunder and, in addition, any damages provable by Landlord as a matter of law including, without limitation, an amount equal to the present value (using a discount rate of five percent (5%)) of the excess of the Minimum Rent and Additional Rent if any provided to be paid for the remainder of the Term over the fair market rental value of the Premises (determined at the date of termination of this Lease by Landlord in Landlord's reasonable discretion) after deduction of all anticipated expenses of reletting. In the alternative, Landlord shall have the right, at Landlord's option, from time to time, to recover from Tenant, and Tenant shall remain liable for all Minimum Rent, Additional Rent and other amounts due and owing under this Lease, plus (x) damages equal to all other sums which would have accrued under this Lease after the date of termination had it not been terminated, such damages to be due and payable as such sums would have become due.

F. Tenant shall reimburse and pay to Landlord all costs and expenses of Landlord in connection with Landlord's enforcement of its rights and remedies hereunder, including court costs and reasonable attorneys' fees all of which shall be deemed Additional Rent.

G. Landlord shall have the right to pursue any and all other rights and remedies available at law and in equity.

11.3. NON-WAIVER OF REMEDIES.

A. It is expressly agreed that neither the taking of possession of the Premises nor the institution of any proceedings by way of unlawful detainer, ejection, dispossession, eviction, quiet title, or otherwise, to secure possession of said Premises, nor the reentry by Landlord with or without the institution of such proceedings, nor the issuance of a writ of possession, nor the reletting or subletting of said Premises, operate to relieve Tenant of its obligations for any amounts due hereunder, or operate to terminate this Lease in whole or in part, nor of itself constitute an exercise of Landlord's option to do so, but only by the giving of the written notice specifically specifying termination shall such termination be effected.

B. Waiver by Landlord of any default, breach or failure of Tenant under this Lease shall not be construed as a waiver of any subsequent or different default, breach or failure. In case of a breach by Tenant of any of the covenants or undertakings of Tenant, Landlord nevertheless may accept from Tenant any full or partial payments required hereunder without in any way waiving Landlord's right to exercise the remedies hereinbefore provided for by reason of any other breach or lapse which was in existence at the time such payment or payments were accepted by Landlord. Following any default by Tenant, Landlord may apply any payments then owing, or damages, cost and fees in the manner it chooses in its sole discretion.

C. The specific remedies to which Landlord may resort under the terms of this Lease are cumulative and are not intended to be exclusive of any other remedies or means of redress to which they may be lawfully entitled in case of any breach or threatened breach by either of them or of any provisions of this Lease.

11.4. DEFAULTS BY LANDLORD. If Landlord fails to perform any of Landlord's obligations under this Lease, which failure continues for more than thirty (30) days after Tenant's delivery of written notice to Landlord specifying such failure, or if such failure is of a nature to require more than thirty (30) days for remedy and continues beyond the time reasonably necessary to cure (and Landlord has not undertaken procedures to cure the failure within such thirty (30) day period and diligently pursued such efforts to complete such cure), Tenant may, in addition to any other remedy available at law or in equity, after a second written notice to Landlord and Landlord's failure to cure within ten (10) business days after receipt of such second written notice, at its option, incur any expense necessary to perform the obligation of Landlord specified in such notice and invoice Landlord for the cost thereof. In no event shall Tenant withhold, deduct or offset any expense or claim from the payment of Rent if any such payments are required under this Lease.

ARTICLE XII - GENERAL PROVISIONS

12.1. Intentionally omitted.

12.2. NO PARTNERSHIP OR JOINT VENTURE. Notwithstanding any other express or implied provision of this Lease, it is understood that Landlord does not in any way claim to be or propose a partnership or joint venture with Tenant in the conduct of Tenant's business.

12.3. SUCCESSORS AND ASSIGNS. All rights, obligations and liabilities herein given to, or imposed upon, the respective parties hereto shall extend to and bind the several and respective heirs, executors, administrators, successors, sublessees and assigns of said parties, subject to the provisions of Article X and except to the extent otherwise provided in this Lease, provided, however, that the liability of Landlord hereunder and any successor in interest and title to the Premises shall be limited to his or its interest in The Center, and no other assets of the Landlord other than his or its interest in The Center shall be affected by reason of any liability which said Landlord or successor in interest may have under this Lease.

12.4. NOTICES. Wherever in this Lease it shall be required or permitted that notice or demand be given or served by either party to this Lease to or on the other, such notice or demand shall not be deemed to have been duly given or served unless made in writing and either personally delivered or forwarded by Certified Mail, Return Receipt Requested, postage prepaid, nationally-recognized overnight courier service or personal delivery to the address for each party provided in the Abstract of Lease. Tenant shall also deliver any notices sent to Landlord. Such addresses may be changed from time to time by either party by serving notices as above provided. While Tenant is in possession of the Premises, notices to the tenant may also be delivered or forwarded by Certified Mail to the Premises. Notice shall be deemed given when delivered (or upon refusal of acceptance of delivery), if given by personal delivery, otherwise one (1) business day following delivery to a nationally-recognized overnight courier service or three (3) business days following deposit in the United States mail.

12.5. SCOPE AND INTERPRETATION OF THIS AGREEMENT.

A. ENTIRE AGREEMENT. This Lease shall be considered to be the only agreement between the parties hereto pertaining to the Premises. It is understood that there are no oral agreements between the parties hereto affecting this Lease, and this Lease supersedes and cancels any and all previous negotiations, arrangements, brochures, letters of intent, agreements and understandings, written or oral, if any, between the parties hereto or displayed by Landlord to Tenant with respect to the subject matter thereof, and none shall be used to interpret or construe this Lease. All negotiations and oral agreements acceptable to Landlord and Tenant have been merged into and are included in this Lease.

B. ARTICLE HEADINGS AND CAPTIONS. The headings or captions of Articles in this Lease are for convenience and reference only and they in no way define, limit, or describe the scope or intent of this Lease or the provisions of such Articles.

C. GENDER AND INTERPRETATION OF TERMS AND PROVISIONS. As used in this Lease and whenever required by the context thereof, each number, either singular or plural, shall include all numbers, and each gender shall include all genders. Landlord and Tenant, as used in this Lease, or in any other instrument referred to in or made a part of this Lease, shall likewise include both singular and plural. All covenants herein contained on the part of Tenant shall be joint and several.

D. TIME OF ESSENCE. Time is hereby expressly declared to be of the essence of this Lease and of each and every covenant, term, condition and provision hereof.

E. IMPARTIAL CONSTRUCTION. The language in all parts of this Lease shall be in all cases construed as a whole according to its fair meaning and not strictly for nor against either Landlord or Tenant.

F. GOVERNING LAW. The laws of the State of Florida shall govern the validity and enforceability of this Lease. Venue shall be Leon County, Florida.

G. PARTIAL INVALIDITY. If any term, covenant or condition of this Lease or the application thereof to any person or circumstance shall to any extent, be invalid or unenforceable, the remainder of this Lease, or the application of such term, covenant or condition to persons or circumstances other than those as to which it is held invalid or unenforceable shall not be affected thereby and each term, covenant or condition of this Lease shall be valid and be enforced to the fullest extent permitted by law.

H. AMENDMENT. Oral agreements that modify or are in conflict with any of the terms of this Lease shall be without force and effect. All amendments must be in writing executed by the parties or their respective successors in interest.

I. **TENANT'S CONFLICTS.** Tenant hereby covenants, warrants and represents that by executing this Lease and by the operation of the Premises under this Lease, it is not violating, has not violated and will not be violating any restrictive covenant or agreement contained in any other lease or contract affecting Tenant or any affiliate, associate or any other person or entity with whom or with which Tenant is related or connected financially or otherwise.

J. **EXECUTION OF LEASE BY LANDLORD.** The submission of this document for examination and negotiation does not constitute an offer to lease, or a reservation of, or option for, the Premises and this document becomes effective and binding only upon the execution and delivery hereby by Landlord and Tenant. All negotiations, considerations, representations and understandings between Landlord and Tenant are incorporated herein and may be modified or altered only by agreement in writing between Landlord and Tenant, and no act or omission of any employee or agent of Landlord or of Landlord's broker shall alter, change or modify any of the provisions hereof.

K. **JURY WAIVER. LANDLORD AND TENANT WAIVE THEIR RIGHT TO TRIAL BY JURY IN ANY ACTION, PROCEEDING, OR COUNTERCLAIM BROUGHT BY EITHER OF THEM AGAINST THE OTHER, OR WITH RESPECT TO ANY ISSUE OR DEFENSE RAISED THEREIN ON ANY MATTERS WHATSOEVER ARISING OUT OF, OR IN ANY WAY CONNECTED WITH THIS LEASE, THE RELATIONSHIP OF LANDLORD AND TENANT, TENANT'S USE AND OCCUPANCY OF THE PREMISES INCLUDING SUMMARY PROCEEDING AND POSSESSION ACTIONS, ANY EMERGENCY STATUTORY OR OTHER STATUTORY REMEDY.**

L. **INDEPENDENT COVENANTS.** The covenants of Tenant are independent covenants, and Tenant shall not have the right to hold back, offset, or fail to pay any required amounts under this Lease for default by Landlord or any other reason whatsoever.

12.6. RADON GAS. Radon gas is a naturally occurring radioactive gas that when it has accumulated in a building in sufficient quantities, may present health risks to persons who are exposed to it over time. Additional information regarding radon and radon testing may be obtained from your county public health unit.

12.7. ATTORNEYS' FEES. In the case of the failure of either party to perform and comply with any of the covenants and conditions hereof within the time herein specified, whether suit be brought or not, the party so failing to perform and comply hereby agrees to pay to the other party hereto all costs, charges, and expenses of such collection or other enforcement of rights in any suit or otherwise, including its reasonable attorneys' fees. The prevailing party in any litigation arising out of this Lease, including any appellate proceedings and bankruptcy proceedings, shall be entitled to the award of its reasonable attorneys' fees and costs.

12.8. LEASE NOT RECORDABLE. Under no circumstances shall this Lease be recorded.

12.9. Intentionally omitted.

12.10. NO WAIVER. No waiver of any provision of this Lease shall be implied by any failure of Landlord or Tenant to enforce any remedy on account of the violation of such provision, even if such violation be continued or repeated subsequently, and no express waiver shall affect any provision other than the one specified in such waiver and that one only for the time and in the manner specifically stated.

12.11. COUNTERPARTS. This Lease may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

12.12. EXHIBITS AND SCHEDULES. All exhibits and schedules attached to this Lease are hereby incorporated by reference.

[Remainder of this page has been intentionally left blank]

[Signature Page for the Lease Agreement]

A. *[NEED TO DETERMINE EXISTING COVERAGES]*

IN WITNESS WHEREOF, Landlord and Tenant have executed this Lease as of the day and year first above written.

TENANT:

TALLAHASSEE-LEON COUNTY CIVIC
CENTER AUTHORITY

BY: _____

TITLE: _____

DATE: _____

LANDLORD:

FLORIDA STATE UNIVERSITY BOARD OF
TRUSTEES

BY: _____

TITLE: _____

DATE: _____

EXHIBIT A

LEGAL DESCRIPTION OF THE PROPERTY

THE LAND REFERRED TO HEREIN BELOW IS SITUATED IN THE COUNTY OF LEON, STATE OF FLORIDA, AND IS DESCRIBED AS FOLLOWS:

LOTS 21, 22, 23, 24, 25, 26, 27, 28, 1, 2, 3, 4, 5, 6, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 61, PART OF LOTS 49, 60, 62, 58, 59 OF THE SOUTH HALF OF THE COUNTY QUARTER; LOTS 7, 8, 21, PART OF LOTS 22 AND 29 OF THE NORTH HALF OF THE COUNTY QUARTER, ALL IN SECTION 36, TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCE AT A BRASS PIN MARKING THE INTERSECTION OF RIGHTS OF WAY OF COPELAND STREET AND ST. AUGUSTINE STREET IN THE SOUTH HALF OF THE QUARTER ADDITION OF THE CITY OF TALLAHASSEE, COUNTY OF LEON, STATE OF FLORIDA AND RUN THENCE NORTH 00 DEGREES 18 MINUTES 00 SECONDS WEST, 230.44 FEET TO A POINT WHICH IS THE INTERSECTION OF CENTERLINE OF RIGHT OF WAY OF COPELAND STREET AND LAFAYETTE STREET, THENCE RUN NORTH 00 DEGREES 16 MINUTES 40 SECONDS WEST, 230.46 FEET TO A POINT WHICH IS THE INTERSECTION OF THE CENTERLINE OF RIGHT OF WAY OF COPELAND STREET AND PENSACOLA STREET, THENCE LEAVING THE CENTERLINE OF COPELAND STREET RUN NORTH 89 DEGREES 46 MINUTES 20 SECONDS EAST 1558.32 FEET ALONG THE CENTERLINE OF PENSACOLA STREET TO A POINT, THENCE LEAVING THE CENTERLINE OF PENSACOLA STREET RUN SOUTH 00 DEGREES 03 MINUTES 40 SECONDS EAST, 30.00 FEET TO THE POINT OF BEGINNING. FROM SAID POINT OF BEGINNING RUN THENCE SOUTH 00 DEGREES 03 MINUTES 40 SECONDS EAST 125.30 FEET ALONG THE WESTERLY RIGHT OF WAY OF BOULEVARD STREET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE NORTHEAST, HAVING A RADIUS OF 496.46 FEET, AND A CENTRAL ANGLE OF 20 DEGREES 15 MINUTES 03 SECONDS THENCE, RUN IN A SOUTHEASTERLY DIRECTION ALONG THE ARC OF SAID CURVE 175.47 FEET TO A POINT OF REVERSE CURVE, THENCE RUN SOUTHEASTERLY ALONG THE ARC OF SAID CURVE HAVING A RADIUS OF 312.28 FEET AND A CENTRAL ANGLE OF 20 DEGREES 14 MINUTES 23 SECONDS FOR AN ARC DISTANCE OF 110.31 FEET TO A CONCRETE MONUMENT MARKING THE END OF SAID CURVE, THENCE RUN SOUTH 00 DEGREES 04 MINUTES 00 SECONDS EAST 321.15 FEET TO A NAIL AND CAP MARKING THE INTERSECTION OF THE WESTERLY, RIGHT OF WAY OF BOULEVARD STREET WITH THE NORTHERLY RIGHT OF WAY OF MADISON STREET, THENCE LEAVING THE WESTERLY RIGHT OF WAY OF BOULEVARD STREET RUN SOUTH 89 DEGREES 57 MINUTES 00 SECONDS WEST ALONG THE NORTHERLY RIGHT OF WAY OF MADISON STREET 862.58 FEET TO A NAIL AND CAP MARKING THE INTERSECTION OF THE NORTHERLY RIGHT OF WAY LINE OF MADISON STREET AND THE NORTHERLY RIGHT OF WAY LINE OF ST. AUGUSTINE ROAD (RELOCATED) SAID POINT ALSO BEING THE BEGINNING OF A CARVE CONCAVE TO THE NORTHEAST HAVING A RADIUS OF 433.97 FEET AND A CENTRAL ANGLE OF 35 DEGREES 49 MINUTES 53 SECONDS THENCE RUN NORTHWESTERLY ALONG THE ARC OF SAID CURVE 271.39 FEET TO A CONCRETE MONUMENT, THENCE RUN NORTH 54 DEGREES 13 MINUTES 07 SECONDS WEST 53.58 FEET TO A CONCRETE MONUMENT ON THE NORTHERLY RIGHT OF WAY OF ST AUGUSTINE STREET (RELOCATED) SAID CONCRETE MONUMENT ALSO MARKING THE BEGINNING OF A CURVE CONCAVE TO THE NORTHEAST HAVING A RADIUS OF 150.00 FEET AND A CENTRAL ANGLE OF 54 DEGREES 25 MINUTES 21 SECONDS, THENCE RUN NORTHWESTERLY ALONG THE ARC OF SAID CURVE 142.48 FEET TO A CONCRETE MONUMENT MARKING THE END OF CURVE AND LYING ON THE EASTERLY RIGHT OF WAY OF THE NEW RAILROAD AVENUE (EXTENDED), THENCE RUN NORTH 00 DEGREES 12 MINUTES 14 SECONDS EAST 268.04 FEET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 229.17 FEET AND A CENTRAL ANGLE 56 DEGREES 04 MINUTES 06 SECONDS, THENCE RUN NORTHEASTERLY ALONG THE ARC OF SAID CURVE A DISTANCE OF 224.26 FEET TO A CONCRETE MONUMENT LYING ON THE

EASTERLY RIGHT OF WAY OF RAILROAD AVENUE (EXTENDED), THENCE RUN NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 44.40 FEET TO A CONCRETE MONUMENT MARKING THE BEGINNING OF A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 30.00 FEET AND A CENTRAL ANGLE OF 33 DEGREES 30 MINUTES 00 SECONDS, THENCE RUN ALONG THE ARC OF SAID CURVE 17.54 FEET TO A CONCRETE MONUMENT MARKING THE END OF CURVE AND LYING ON THE SOUTHERLY RIGHT OF WAY OF PENSACOLA STREET, THENCE RUN NORTH 89 DEGREES 46 MINUTES 20 SECONDS EAST 1015.34 FEET TO A CONCRETE MONUMENT WHICH IS ALSO THE POINT OF BEGINNING.

THE PARCEL CONTAINS 19.32 ACRES MORE OR LESS AND LIES IN THE SOUTHWEST QUARTER OF SECTION 36, TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA.

LESS AND EXCEPT:

MACOMB STREET IMPROVEMENTS

RIGHT-OF-WAY ACQUISITION

ACQUISITION 128

A PORTION OF THAT PROPERTY DESCRIBED IN OFFICIAL RECORD BOOK 799, PAGE 43 OF THE PUBLIC RECORDS OF LEON COUNTY, FLORIDA, SAID PORTION BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCE AT A FOUND STREET-CENTER MONUMENT NO. 880 AT THE INTERSECTION OF THE STREET-CENTER LINE OF COPELAND STREET WITH THE STREET-CENTER LINE OF PENSACOLA STREET, SAID MONUMENT BEING A BRASS PIN IN CONCRETE; THENCE ALONG THE STREET-CENTER LINE OF PENSACOLA STREET, (SAID STREET-CENTER LINE BEING DEFINED BY THE AFOREMENTIONED MONUMENT NO. 880 AND A FOUND TERRA-COTTA MONUMENT WITH BRASS PIN MARKING THE STREET-CENTER LINE AT THE INTERSECTION OF PENSACOLA STREET AND MARTIN LUTHER KING BOULEVARD - STREET CENTER MONUMENT NO. 881); THENCE NORTH 89 DEGREES 50 MINUTES 17 SECONDS EAST, ALONG SAID STREET-CENTER LINE, A DISTANCE OF 498.85 FEET; THENCE, LEAVING SAID STREET-CENTER LINE, SOUTH 00 DEGREES 09 MINUTES 43 SECONDS EAST 51.62 FEET TO AN INTERSECTION WITH THE SOUTHERLY RIGHT-OF-WAY BOUNDARY OF SAID PENSACOLA STREET AT THE INTERSECTION WITH A CURVE CONCAVE TO THE SOUTHEAST HAVING A RADIUS OF 323.91 FEET, FOR THE POINT OF BEGINNING. FROM SAID POINT OF BEGINNING THENCE SOUTHWESTERLY ALONG SAID CURVE, LEAVING SAID SOUTHERLY RIGHT-OF-WAY BOUNDARY, THROUGH A CENTRAL ANGLE OF 29 DEGREES 01 MINUTES 24 SECONDS FOR AN ARC DISTANCE OF 164.08 FEET (THE CHORD OF SAID CURVE BEARS SOUTH 26 DEGREES 54 MINUTES 50 SECONDS WEST 162.33 FEET); THENCE SOUTH 10 DEGREES 16 MINUTES 36 SECONDS WEST 50.01 FEET; THENCE SOUTH 03 DEGREES 34 MINUTES 52 SECONDS WEST 322.77 FEET TO A POINT OF CUSP OF A CURVE CONCAVE TO THE EASTERLY HAVING A RADIUS OF 150.00 FEET, SAID POINT BEING ON THE EASTERLY RIGHT-OF-WAY BOUNDARY OF RAILROAD AVENUE, THENCE NORTHWESTERLY ALONG THE ARC OF SAID CURVE THROUGH A CENTRAL ANGLE OF 20 DEGREES 11 MINUTES 43 SECONDS FOR A DISTANCE OF 52.87 FEET (THE CHORD OF SAID CURVE BEARS NORTH 09 DEGREES 58 MINUTES 33 SECONDS WEST 52.60 FEET); THENCE CONTINUE ALONG THE EASTERLY RIGHT-OF-WAY BOUNDARY OF SAID RAILROAD AVENUE AS FOLLOWS: NORTH 00 DEGREES 07 MINUTES 18 SECONDS EAST 268.04 FEET (NORTH 00 DEGREES 12 MINUTES 14 SECONDS EAST 268.04 FEET-DEED) TO A POINT OF CURVATURE OF A CURVE CONCAVE TO THE RIGHT HAVING A RADIUS OF 229.17 FEET; THENCE NORTHERLY AND NORTHEASTERLY, ALONG THE ARC OF SAID CURVE THROUGH A CENTRAL ANGLE OF 56 DEGREES 04 MINUTES 06 SECONDS FOR A DISTANCE OF 224.26 FEET TO A POINT OF TANGENCY, THENCE NORTH 56 DEGREES 11 MINUTES 25 SECONDS EAST (NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST-OFFICIAL RECORD BOOK 799, PAGE 43 OF SAID PUBLIC RECORDS-SEE NOTE BELOW) 11.38

22210699.5

FEET TO THE POINT OF BEGINNING; CONTAINING 10,808 SQUARE FEET (0.248 OF AN ACRE) MORE OR LESS AND LYING IN SECTION 36. TOWNSHIP 1 NORTH, RANGE 1 WEST, LEON COUNTY, FLORIDA.

NOTE:

THE DEED BEARING AND DISTANCE OF NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 44.40 FEET MAY HAVE BEEN REVISED TO READ NORTH 56 DEGREES 16 MINUTES 20 SECONDS EAST 41.36 FEET AS PER THE BOUNDARY SURVEY BY WAYNE COLONY FOR THE TALLAHASSEE HOUSING AND COMMUNITY DEVELOPMENT AGENCY DATED APRIL 1976 - PROJECT NO. 01-10-1408 IN THE CITY RECORDS. THIS REVISION MAY NOT HAVE BEEN RECORDED. THE CALCULATION FOR THIS DESCRIPTION YIELDS - DISTANCE 41.44 FEET.

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EXHIBIT B
SITE SURVEY

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
TALLAHASSEE-LEON COUNTY CIVIC CENTER
PROJECTED REVENUES AND EXPENSES ^{1,2}

	Actual					Projected				
	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12 ⁴	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Operating Revenues										
Arena Rent/Meeting Room	571,292.99	543,735.62	457,463.24	432,940.52	364,770.90	\$ 521,689.04	\$ 542,765.27	\$ 564,692.99	\$ 599,082.80	\$ 635,566.94
Lease Income	1,542,464.21	1,158,147.47	935,777.30	898,674.18	752,773.02	\$ 1,068,650.00	\$ 1,111,823.46	\$ 1,156,741.13	\$ 1,227,186.66	\$ 1,301,922.33
Concessions Commission	584,587.83	746,426.51	822,481.08	735,295.22	897,897.65	\$ 209,976.38	\$ 218,459.42	\$ 227,285.18	\$ 241,126.85	\$ 255,811.47
Catering Sales Commission	1,368,375.48	1,253,692.32	1,150,678.23	1,212,614.20	787,932.77	\$ 262,628.75	\$ 273,238.93	\$ 284,277.79	\$ 301,590.30	\$ 319,957.15
Catering Beverage	258,360.93	195,566.98	122,229.05	176,155.47	163,568.55	\$ 57,718.65	\$ 60,174.80	\$ 62,605.86	\$ 66,418.56	\$ 70,463.45
Restaurant Income	149,744.89	143,472.55	101,937.33	90,408.44	85,557.74	\$ 21,052.04	\$ 21,902.53	\$ 22,787.40	\$ 24,175.15	\$ 25,647.42
Promotions	227,227.22	177,125.58	239,040.63	284,342.59	215,293.38	\$ 268,138.57	\$ 278,971.37	\$ 290,241.81	\$ 307,917.54	\$ 326,669.71
Salaries Recoverable	1,378,735.48	1,401,567.69	1,271,067.44	1,276,579.03	1,231,191.54	\$ 1,685,843.50	\$ 1,753,951.57	\$ 1,824,811.22	\$ 1,935,942.22	\$ 2,053,841.10
Advertising	337,408.18	400,477.73	383,209.25	353,291.76	300,729.04	\$ 467,641.76	\$ 487,177.07	\$ 506,859.03	\$ 537,726.74	\$ 570,474.30
Novelties	59,783.43	91,989.07	81,522.11	56,322.33	59,143.33	\$ 55,116.84	\$ 57,343.55	\$ 59,660.23	\$ 63,293.54	\$ 67,148.11
Parking	419,172.16	388,768.58	346,383.83	331,178.36	300,857.07	\$ 336,114.27	\$ 349,693.29	\$ 363,820.90	\$ 385,977.59	\$ 409,483.63
FSU/FAMU Use Days	250,000.00	250,000.00	250,000.00	250,000.00	166,669.20	\$ 250,000.00	\$ 259,250.00	\$ 269,723.70	\$ 286,149.87	\$ 303,576.40
Service & Handling	415,044.06	480,184.23	346,362.65	369,094.41	350,952.73	\$ 343,766.06	\$ 461,694.20	\$ 480,346.65	\$ 509,599.76	\$ 540,634.38
Other Revenus	441,543.89	329,455.52	250,341.86	283,172.18	194,046.17	\$ 245,422.58	\$ 255,572.58	\$ 265,897.72	\$ 282,090.89	\$ 299,270.22
Non Operating Revenus	60,000.00	239,474.19	4,586,499.00 ³	60,000.00	0	\$ 60,000.00	\$ 62,220.00	\$ 64,733.69	\$ 68,675.97	\$ 72,858.34
Total Housing System Revenues	\$8,063,741	\$7,800,084	\$11,344,993	\$6,810,069	\$5,871,383	\$5,953,758	\$6,194,238	\$6,444,485	\$6,836,954	\$7,253,325
Current Expenses										
Full Time Salaries	1,751,901.35	1,798,385.43	1,715,982.55	1,634,631.66	1,049,691.98	\$ 1,645,000.00	\$ 1,728,278.13	\$ 1,798,100.56	\$ 1,870,743.82	\$ 1,984,672.12
Part Time Salaries	1,312,959.52	1,311,148.57	1,197,362.77	1,209,770.25	1,057,812.74	\$ 851,379.46	\$ 894,480.55	\$ 930,617.56	\$ 968,214.51	\$ 1,027,178.77
Catering Expenses	630,143.43	578,444.46	530,475.47	621,268.94	377,922.01		\$ -	\$ -	\$ -	\$ -
Promotions	245,997.19	237,354.32	177,766.72	159,575.72	243,304.45	\$ 249,085.95	\$ 261,695.93	\$ 272,268.44	\$ 283,268.09	\$ 300,519.11
Advertising	44,665.86	42,957.18	54,026.88	46,857.47	36,074.68	\$ 78,642.84	\$ 82,624.13	\$ 85,962.15	\$ 89,435.02	\$ 94,881.61
Utilities	762,476.79	732,269.65	659,739.49	657,241.70	375,585.08	\$ 609,762.23	\$ 640,631.44	\$ 666,512.95	\$ 693,440.08	\$ 735,670.58
Insurance	570,804.28	499,809.83	472,639.28	455,735.58	271,032.05	\$ 409,450.42	\$ 430,178.85	\$ 447,558.07	\$ 465,639.42	\$ 493,996.86
Functional Supplies	299,411.07	310,420.28	250,538.36	243,328.66	241,913.35	\$ -	\$ -	\$ -	\$ -	\$ -
Replacement & Improvement	0	252,000.00	0	144,000.00	144,000.00	\$ 252,000.00	\$ 302,580.00	\$ 314,804.23	\$ 327,522.32	\$ 347,468.43
Operations & Maintenance	1,709,143.21	1,764,429.78	1,905,029.88	1,692,844.10	1,119,418.46	\$ 1,078,944.37	\$ 1,133,565.93	\$ 1,179,361.99	\$ 1,227,008.22	\$ 1,301,733.02
Total Current Expenses	\$ 7,327,503	\$ 7,527,220	\$ 6,963,561	\$ 6,865,254	\$ 4,916,755	\$ 5,174,265	\$ 5,474,035	\$ 5,695,186	\$ 5,925,271	\$ 6,286,121
Total Gain (Loss)	\$736,238	\$272,865	\$4,381,432	(\$55,185)	\$954,628	\$779,493	\$720,203	\$749,299	\$911,683	\$967,204

¹ Projections provided by the Tallahassee Leon County Civic Center

² Based on an annual fiscal year-end date of September 30.

³ Represents a one time state appropriation to pay down bonds.

⁴ Fiscal Year 2011-12 still in progress, full projection not available.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Facilities Committee
June 21, 2012**

SUBJECT: Facilities Task Force Update

PROPOSED COMMITTEE ACTION

Not applicable

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not applicable

BACKGROUND INFORMATION

The Task Force was initiated by Board Chair Colson at the March Board meeting, with the Task Force and an Advisory panel being appointed by Facilities Chair Beard in April. The first meeting of the Task Force took place on April 30/May 1 and the second meeting took place June 19.

Supporting Documentation Included: None

Facilitators/Presenters: Dr. Judy Bense, Task Force Chair

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STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA

Trustee Nominating and Development Committee

Live Oak Center, Ferrell Commons
University of Central Florida
4000 Central Florida Boulevard
Orlando, Florida 32816
June 21, 2012
12:15 p.m. - 12:45 p.m.

Chair: Mori Hosseini; Vice Chair: John Temple
Members: Caruncho, Kuntz, Parker, Rood, Stavros, Tripp

1. Call to Order Governor Mori Hosseini
2. **Approval of Meeting Minutes** Mr. Hosseini
 - a. Trustee Nominating Committee, [March 22, 2012](#)
 - b. Trustee Nominating and Development Committee, [April 17, 2012](#)
3. **Recommendations of Candidate to fill Trustee Vacancies and Reports on Applicant Interviews** Mr. Hosseini
 - a. Florida A&M University (1 vacancy) Mr. Hosseini, Ms. Parker
 - b. Florida Polytechnic University (5 vacancies) Mr. Colson, Mr. Hosseini
Ms. Ava Parker
 - c. New College of Florida (1 vacancy) Mr. Rood, Mr. Stavros
4. Concluding Remarks and Adjournment Mr. Hosseini

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Trustee Nominating and Development Committee
June 21, 2012**

SUBJECT: Approval of Minutes of Meetings held March 22, 2012, and April 17, 2012

PROPOSED COMMITTEE ACTION

Approval of Minutes of meeting held on March 22, 2012 at the University of North Florida and Minutes of meeting held on April 17, 2012, via telephone conference call.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not Applicable

BACKGROUND INFORMATION

Committee members will review and approve the Minutes of the meeting held on March 22, 2012 at the University of North Florida and the Minutes of the meeting held on April 17, 2012, via telephone conference call.

Supporting Documentation Included: Minutes: March 22, 2012
Minutes: April 17, 2012

Facilitators/Presenters: Governor Hosseini

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MINUTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
TRUSTEE NOMINATING COMMITTEE
UNIVERSITY OF NORTH FLORIDA
STUDENT UNION COMPLEX
BALLROOM, WEST BUILDING
JACKSONVILLE, FLORIDA
MARCH 22, 2012

Mr. Hosseini convened the meeting of the Trustee Nominating Committee of the Board of Governors in the Ballroom, West Building, Student Union Complex, University of North Florida, Jacksonville, March 22, 2012, at 10:27 a.m., with the following members present: John Temple, Vice Chair; Joseph Caruncho (participating by telephone); Tom Kuntz; Ava Parker; John D. Rood; Gus Stavros (participating by telephone); and Norman Tripp. Also present were the following members of the Board of Governors: Dick Beard, Dean Colson, Chris Corr, Pat Frost, Michael Long, and Dr. Rick Yost.

1. Approval of Minutes of Meeting held January 18, 2012

Mr. Tripp moved that the Committee approve the Minutes of the Meeting held January 18, 2012, as presented. Ms. Parker seconded the motion, and members of the Committee concurred.

2. Opening Remarks

Chair Hosseini welcomed Mr. Caruncho, Mr. Kuntz, and Mr. Stavros as new members of the Committee. He also congratulated Mr. Temple on being named as Vice Chair of the Committee. Chair Hosseini explained that the Committee's primary responsibility is recommending Trustees for the university Board of Trustees. The Board of Governors appoints five of the thirteen Trustees for each university Board of Trustees. The Committee will have 11 Trustees appointments to be made by January 6, 2013.

For the January 2013 appointments, the process will begin this summer. Chair Hosseini will assign a subcommittee for each university to review applications, select applicants to interview, and choose finalists to bring to the full Committee. The Committee forwards a recommendation to the full Board. The Committee will probably make recommendations for the January 2013 appointments by the end of the year. Chair Hosseini would like the new members of the Committee to observe appointments before being placed on a subcommittee.

3. Recommendation to Change Name of Committee to Trustee Nominating and Development Committee

Chair Hosseini explained that the Committee has undertaken the task of conducting orientation sessions for new Trustees. The Committee received positive feedback on the three orientation sessions that were conducted over the past year. In fact, nearly half of all Trustees attended an orientation session, even though only new members were required to participate. Chancellor Brogan and his staff are developing a plan to enhance interaction and communication among the members of the Board of Governors and the 143 Trustees. Randy Goin and Diane McCain will be working with the Committee on this effort. To reflect the desire of the Committee to enhance the development of Trustees, Chair Hosseini proposed that the name of the Committee be changed to indicate this new direction.

Mr. Rood moved that the Committee's name be changed to the Trustee Nominating and Development Committee. Mr. Kuntz seconded the motion, and members of the Committee concurred.

4. Report on Search to fill Trustee Vacancy at Florida A&M University

Chair Hosseini reported that the deadline for applications for the vacancy on the Florida A&M University Board of Trustees was yesterday. While the Board received a number of applications, a couple of applicants withdrew. Chair Hosseini extended the application deadline by two weeks. A recommendation will be made to the Committee at the appropriate time.

5. Recommendation of Candidate to fill Trustee Vacancy, Florida International University

Chair Hosseini reported that Joseph Caruncho resigned from the Florida International University Board of Trustees in January when he was appointed to the Board of Governors. He reported that a search was opened to fill the vacancy. The search followed the established process. Chair Hosseini and Mr. Tripp were the subcommittee members who reviewed the applications and conducted interviews. The subcommittee completed its work and was prepared to make a recommendation.

Mr. Tripp reported that the subcommittee recommended that the Committee appoint Mr. Robert T. Barlick, Jr. to fill the vacancy at Florida International University. Mr. Barlick is employed by Goldman, Sachs & Co. and lives in Coral Gables. He went to Trinity College and has a Master's degree from Harvard University. Mr. Barlick is personally known by Board of Governors member Ms. Pat Frost. Mr. Tripp asked Ms. Frost to make a few remarks to Committee about her knowledge of Mr. Barlick.

Ms. Frost reported that she knows Mr. Barlick and his family. Ms. Frost reported that she became acquainted with Mr. Barlick through his father-in-law Armando Codina who served with her on the Board of Trustees for Florida International University. Ms. Barlick is active in the community working with the ballet and the Arsht Center for the Performing Arts. He is knowledgeable in budgets and would be an asset to Florida International University. Ms. Frost reported that Mr. Barlick asked her about serving on the Board of Trustees and his responsibilities before he applied. Ms. Frost said that Mr. Barlick would be a treasure to Florida International University as a member of the Board of Trustees because he knows the community.

Mr. Tripp moved that the Committee recommend to the full Board that Mr. Robert T. Barlick, Jr. be appointed to the Florida International Board of Trustees to complete the term of Mr. Joseph Caruncho. Mr. Kuntz seconded the motion, and the members of the Committee concurred.

6. Adjournment

Having no further business, the meeting was adjourned at 10:39 a.m., March 22, 2012.

Mori Hosseini, Chair

Monoka Venters,
Corporate Secretary

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MINUTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
TRUSTEE NOMINATING AND DEVELOPMENT COMMITTEE
BY TELEPHONE CONFERENCE CALL
TALLAHASSEE, FLORIDA
APRIL 17, 2012

Mr. Hosseini convened the meeting of the Trustee Nominating Committee of the Board of Governors via telephone conference call from Tallahassee at 11:04 a.m., with the following members present: Vice Chair John Temple, Joseph Caruncho, Tom Kuntz, Ava Parker, John D. Rood, and Gus Stavros. Also present were the following members of the Board of Governors: Dean Colson, Matthew Carter, Pat Frost, and Tico Perez.

1. Re-appointment of University Trustees: FIU, UCF, UF, UNF, and UWF

Chair Hosseini reported that the only item on the agenda is the re-appointment of trustees for five universities. Chair Hosseini reported that the Florida Senate did not confirm hundreds of appointees during the 2012 Legislative Session including nine of the Board of Governors' appointees to the Board of Trustees. Chair Hosseini reported that a vacancy exists under Florida law when the Senate fails to confirm an appointee during Session, but the appointee may hold over for a period of no more than forty-five days and may be reappointed during that time period. Chair Hosseini reported that the Board of Governors has until April 23, 2012, to re-appoint the Trustees who were not confirmed by the Senate. He reported that the Board of Governors received letters from the Boards of Trustees at FIU, UCF, UF, UNF, and UWF requesting re-appointment of the Trustees who were not confirmed by the Senate.

Mr. Rood moved that the Committee recommend to the full Board the re-appointment of the following Trustees who were not confirmed by the Senate:

- (1) Gerald C. Grant, FIU Board of Trustees,
- (2) Meg G. Crofton, UCF Board of Trustees,
- (3) Robert A. Garvy, UCF Board of Trustees,
- (4) Marcos R. Marchena, UCF Board of Trustees,
- (5) Charles B. Edwards, UF Board of Trustees,
- (6) Susan M. Cameron, UF Board of Trustees,
- (7) Fred D. Franklin, UNF Board of Trustees,
- (8) Sharon Wamble-King UNF Board of Trustees, and
- (9) David E. Cleveland, UWF Board of Trustees.

Mr. Stavros seconded the motion, and the members concurred.

2. Adjournment

Having no further business, the meeting was adjourned at 11:14 a.m., April 17, 2012.

Mori Hosseini, Chair

Monoka Venters,
Corporate Secretary

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Trustee Nominating and Development Committee
June 21, 2012**

SUBJECT: Appointment of University Trustees, FAMU, FPU, and NCF

PROPOSED COMMITTEE ACTION

Appointment of University Trustees.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Trustee Selection and Reappointment Process.

BACKGROUND INFORMATION

The Trustee Nominating Committee will review applications of candidates being considered for appointment to the Boards of Trustees at Florida A&M University, Florida Polytechnic University, and New College of Florida. There is one vacancy on the Florida A&M University Board of Trustees. There are five vacancies on the Florida Polytechnic University Board of Trustees. There is one vacancy on the New College of Florida Board of Trustees. A sub-committee was assigned to screen applications at each university. The sub-committee members will recommend candidates for review and consideration by the full Committee.

Supporting Documentation Included: None

Facilitators/Presenters: Governor Hosseini

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STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA

Live Oak Center, Ferrell Commons
University of Central Florida
4000 Central Florida Boulevard
Orlando, Florida 32816
June 21, 2012
1:30 p.m. - 3:30 p.m.

1. **Call to Order and Chair's Report:** *Chair Dean Colson*693
2. **Approval of Meeting Minutes:**695
 - A. Board of Governors Retreat, [March 20-21, 2012](#)
 - B. Board of Governors, [March 22, 2012](#)
 - C. Board of Governors, [April 17, 2012](#)
3. **Chancellor's Report:** *Chancellor Frank T. Brogan*717
4. **Board Operating Procedures:** *Vikki Shirley, General Counsel*.....719
5. **Strategic Planning Committee Report:** *Governor John D. Rood*729
 - A. [2012-13 University Work Plans](#)
6. **Budget and Finance Committee Report:** *Governor Tico Perez*731
Action:
 - A. Final Approval, Amend Board Regulations
 - i. [Regulation 7.003](#) - Fees, Fines & Penalties

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(Codifies action to approve the bar preparation fee at FAMU and the green fee at UWF taken at the March Board meeting. Also codifies House Bill 5201.)

ii. [Regulation 7.002](#) - Tuition and Fee Assessment, Collection, Accounting and Remittance

(Codifies House Bill 5201.)

B. [2012 Capital Improvement Fee Increases](#)

C. [2012 Tuition Differential Fee Proposals](#)

7. Academic and Student Affairs Committee Report:

Governor Norman Tripp.....753

Consent:

A. [Ph.D. in Hospitality Management, CIP 52.0901, University of Central Florida](#)

B. [Ph.D. In Applied Behavior Analysis, CIP 42.2814, University of South Florida](#)

C. [Consolidation of Graduate Education Programs into Curriculum and Instruction, CIP 13.0301, Florida State University](#)

D. [Request for Exception to 120 Credit Hours to Degree, Bachelor of Music Education, CIP Code 13.1312, Florida Gulf Coast University](#)

E. [Request for Limited Access Status, Bachelor of Music Education, CIP Code 13.1312, Florida Gulf Coast University](#)

F. [Request for Exception to 120 Credit Hours to Degree, B.S. in Biology - Medical Sciences Track, CIP Code 26.0101, University of North Florida](#)

G. [Request for Exception Limited Access Status, B.S. in Biology - Medical Sciences Track, CIP Code 26.0101, University of North Florida](#)

H. [Request for Limited Access Status, B.S. in Global Business, CIP Code 52.1101, University of South Florida - St. Petersburg](#)

I. [Termination of Academic Infrastructure Support Organization Status for the Florida Center for Library Automation \(FCLA\)](#)

J. [Factors for Technology Performance Funding Pilot](#)

8. Audit and Compliance Committee Report: *Governor Ava Parker*781

Consent:

A. [Annual Charters Revisions](#)

i. Audit and Compliance Committee Charter

ii. Office of the Inspector General and Director of Compliance Charter

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9. **Facilities Committee Report:** *Governor Dick Beard*783
Action:
A. Debt Approvals
i. A Resolution of the Board of Governors Authorizing the Issuance Of Debt by the Florida Atlantic University Financing Corporation to Finance the Construction of a Student Residence Facility on the Boca Raton Campus of Florida Atlantic University
ii. A Resolution of the Board of Governors Requesting the Division of Bond Finance of the State Board of Administration to issue Revenue Bonds on behalf of the University of Florida to Finance the Expansion of the J. Wayne Reitz Union on the Main Campus of the University of Florida
iii. A Resolution of the Board of Governors Authorizing the Issuance of Bonds by the FSU Financial Assistance, Inc. to Finance the Construction of a Multi-Purpose Indoor Athletic Facility and Related Improvements on the Main Campus of Florida State University
B. An Amendment to the Agreement between the City of Tallahassee, Leon County, Florida, Florida State University and the Board of Governors related to the Tallahassee-Leon County Civic Center Authority
10. **Trustee Nominating and Development Committee Report:**
Governor Mori Hosseini793
Action:
A. Appointment of University Trustee, Florida A&M University
B. Appointment of University Trustees, Florida Polytechnic University
C. Appointment of University Trustee, New College of Florida
11. **Concluding Remarks and Adjournment:** *Chair Dean Colson*

(N.B.: As to any item identified as a “Consent” item, any Board member may request that such an item be removed from the consent agenda for individual consideration.)

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**
June 19, 2012

SUBJECT: Chair's Report to the Board of Governors

PROPOSED BOARD ACTION

For Information Only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not Applicable

BACKGROUND INFORMATION

The Chair, Dean Colson, will convene the meeting with opening remarks.

Supporting Documentation Included: None

Facilitators/Presenters: Chair Dean Colson

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**
June 19, 2012

SUBJECT: Approval of Minutes of Meetings held March 20-21, 2012, and March 22, 2012, and April 17, 2012

PROPOSED BOARD ACTION

Approval of Minutes of the meeting held on March 20-21, 2012, Jacksonville; and Minutes of the meeting held on March 22, 2012, at the University of North Florida, Jacksonville; and Minutes of meeting held on April 17, 2012, via telephone conference call.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not applicable

BACKGROUND INFORMATION

Board members will review and approve the Minutes of the meeting held on March 20-21, 2012, Jacksonville; and Minutes of the meeting held on March 22, 2012, at the University of North Florida, Jacksonville; and Minutes of meeting held on April 17, 2012, via telephone conference call.

Supporting Documentation Included: Minutes: March 20-21, 2012; March 22, 2012; April 17, 2012

Facilitators/Presenters: Chair Dean Colson

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INDEX OF NOTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
RETREAT
JACKSONVILLE, FLORIDA
MARCH 20-21, 2012

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NOTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
RETREAT
JACKSONVILLE, FLORIDA
MARCH 20-21, 2012

The Chair, Dean Colson, convened the Board of Governors Retreat at 1:02 p.m. The following members attended the Retreat: Mori Hosseini, Vice Chair; Dick Beard; Joseph Caruncho; Chris Corr; Pat Frost; Tom Kuntz; Michael Long; Ava Parker; John D. Rood; Norm Tripp; and Rick Yost.

1. Introductions

Mr. Colson thanked the Board members for participating in the retreat. Dr. Rick Yost facilitated introductions of Board members. He recognized Dr. Manoj Chopra from the University of Central Florida who is the Vice Chairperson of the Advisory Council of Faculty Senates. Mr. Colson asked Board office staff to do brief introductions.

2. Discussion: March 20, 2012

Ms. Janet Owen, Governmental Relations Liaison, presented an update of the substantive bills from the 2012 Legislative Session. Ms. Owen's presentation covered legislation on the following issues: (1) Academic and Research Excellence and National Preeminence Act (HB 7129), (2) General Education Requirements/ SUS Strategic Planning/Governance/STEM (HB 7135), (3) Performance Funding (GAA; HB 7135), , (4) University of Florida Activity & Service Fee (HB 5201), (5) University of Florida Health Insurance Plan (HB 5009), (6) Board of Governors Student Member Selection Process (HJR 931), and (7) Florida Polytechnic University (SB 1994).

Ms. Owen updated the Board on confirmation of appointees to the university Boards of Trustees. The Senate did not take action on the remaining appointees. Section 114.05(1)(e), Florida Statutes, provides that a vacancy exists if the Senate fails to take action on a confirmation; however, the appointee may remain in the seat for a period not to exceed forty-five days (April 23, 2012), and the appointee may be re-appointed.

Ms. Owen also informed the Board that the Florida Supreme Court will hear the appeal in *Bob Graham et al. v. Mike Haridopolos et al.* Vikki Shirley reminded Board members that the Board was no longer a part of the lawsuit and had entered into a governance agreement with the Legislature on March 24, 2010.

Dr. Yost facilitated a discussion of quality in the State University System of Florida. Topics included the university work plans, strategic plans, and annual report. The

discussion centered on aligning the System strategic plan, university strategic plans, and university work plans. Board members also talked about potential ways to structure presentations on university work plans such as hearing presentations from two or three universities at each meeting versus hearing eleven presentations at one meeting. For 2012, the Board discussed adding a day to the June Board meeting to allow adequate time for discussion of the eleven university work plans.

Dr. Yost presented data comparing graduation rates for first-time-in-college students to graduation rates for transfer students. Board members discussed the difference in graduation rates for first-time-in-college-students and transfer students.

The discussion ended at 5:01 p.m. on March 20, 2012.

3. Discussion: March 21, 2012

Mr. Colson called the retreat to order at 8:42 a.m. on March 21, 2012. Chancellor Brogan introduced Dr. Alceste Pappas. Dr. Pappas pointed out that the State University System of Florida is the youngest system in the nation. She offered her thoughts on higher education trends.

Dr. Pappas reported that she worked during the Legislative session with Chair Bill Proctor of the House Education Committee on the pre-eminence bill. If signed by Governor Scott, the pre-eminence bill will facilitate mission differentiation. Chair Proctor suggested using the pre-eminence bill to hold the universities accountable by looking first at first-time-in-college graduation rates, SAT/ACT scores, minority graduation rates, and research funding. Chair Proctor advised the Board to review these metrics and others included in the pre-eminence bill when considering requests from the universities for tuition increases. The Board of Governors should use these metrics and the differentiated missions to advocate on behalf of the institutions with the Legislature.

The Board's General Counsel Vikki Shirley presented a history of the governance responsibilities of the Board of Governors. The presentation included the 2002 constitutional amendment creating the Board, the delegation of authority to the Boards of Trustees, and the 2010 governance agreement between the Board and the Legislature. Ms. Shirley pointed out that the Board of Governors retained authority to review the university's strategic plans to ensure that they align with the Board of Governors' Strategic Plan.

Members agreed to use a consent agenda when appropriate for items to move immediately from committee to the full Board with the caveat that any member may remove an item from the consent agenda.

4. **Adjournment**

The retreat concluded at 11:46 a.m., March 21, 2012.

Dean C. Colson,
Chair

Monoka Venters,
Corporate Secretary

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UNIVERSITY OF NORTH FLORIDA
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JACKSONVILLE, FLORIDA
MARCH 22, 2012

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

UNIVERSITY OF NORTH FLORIDA
STUDENT UNION COMPLEX
BALLROOM, WEST BUILDING
JACKSONVILLE, FLORIDA
MARCH 22, 2012

Chair Dean Colson convened the meeting at 11:03 a.m., with the following members present: Vice Chair Mori Hosseini, Dick Beard, Chris Corr, Pat Frost, Tom Kuntz, Michael Long, Ava Parker, Tico Perez (participating by telephone), John D. Rood, Gus Stavros (participating by telephone), John Temple, Norman Tripp, and Dr. Rick Yost.

1. Chair's Report

Chair Colson thanked President Delaney and the University of North Florida for hosting the meeting. He recognized Janet Owen for her assistance with the meeting. He recognized and introduced new Board members Joseph Caruncho, Tom Kuntz, and Matthew Carter. Chair Colson introduced resolutions recognizing former Board members Ann Duncan and Dr. Stanley Marshall for service on the Board and dedication to higher education in Florida. Mr. Beard moved that the Board approve the resolutions for Ann Duncan and Dr. Marshall. Mr. Tripp seconded the motion. All of the members concurred in the motion. The resolutions are attached to the minutes in the appendices.

Chair Colson offered remarks regarding the 2012 Legislative session. He recognized the collaborative efforts of Board members, Board staff, Trustees, university presidents, and university staff that had strengthened our relationship with our Legislative partners. He noted that Speaker Cannon said that he felt that the collaborative relationship between our Board and the Legislature was working well.

Chair Colson introduced a resolution for Chairman Bill Proctor thanking him for his years of service in the House and his support of higher education, in particular his work on two bills this Session that will move the System forward and encourage the universities to strive for pre-eminence. Mr. Kuntz moved that the Board approve the resolution for Chairman Proctor. Dr. Yost seconded the motion, and the members concurred. The resolution is attached to the minutes in the appendices.

**2. Approval of Minutes of Meeting of the Board of Governors held January 19, 2012;
and Minutes of the Meeting of the Board of Governors held February 2, 2012**

Mr. Long moved that the Board approve the Minutes of the Meeting held January 19, 2012, and the Minutes of the Meeting held February 2, 2012, as presented. Mr. Rood seconded the motion, and members of the Committee concurred.

3. Chancellor's Report

Chancellor Brogan thanked President Delaney for helping to make the meeting a success and for loaning Janet Owen's services as the governmental relations liaison during the Legislative session. Chancellor Brogan introduced the new chief academic officer Dr. Jan Ignash.

4. Confirmation, President, New College of Florida

Chair Colson recognized Senator Bob Johnson the Chair of the New College of Florida Board of Trustees to explain the presidential search process at New College of Florida and to introduce the selected candidate Dr. Donal O'Shea.

Senator Johnson explained that he chaired the search committee which hired Archer-Martin Associates as a management consultant. They began with 29 applicants and ultimately invited five to campus. The candidate criteria were fundamental. The committee wanted a candidate who believed that liberal arts institutions are highly regarded piece of the national higher education puzzle and could articulate that liberal arts mission on a national and international academic scale, an academic leader of excellence, a distinguished administrator, a planner, a person who could inspire the faculty to remain in the state of Florida during these difficult times and someone who could inspire the students, a collaborator, and a fundraiser. Senator Johnson introduced Dr. Donal O'Shea as the one person that New College, the search committee, the Board of Trustees, the faculty, and students stood behind. Senator Johnson presented Dr. O'Shea to the Board for confirmation.

Chair Colson remarked that he had spoken to Dr. O'Shea and was excited about the hire. Mr. Tripp moved that the Board confirm Dr. Donal O'Shea as the president of New College of Florida. Dr. Yost seconded the motion. Mr. Long was recognized for remarks. Mr. Long remarked that he had carefully chosen New College because he wanted to attend a college where he would feel like part of a family. Mr. Long commented that New College is a very small school, and students have the opportunity to meet directly with the president in his office. During the search process, everyone felt that Dr. O'Shea was the right person for the New College family. Mr. Long supported the motion, and all members concurred.

Chair Colson welcomed Dr. O'Shea as the next president of New College and recognized him to make remarks. Dr. O'Shea said that he looked forward to working with the Board on ensuring that New College contributes to the Board's strategic plan.

5. Facilities Committee Report

- A. Resolution of the Board of Governors Authorizing the Implementation by Florida A&M University of a Guaranteed Energy Performance Program on the Main Campus, FAMU

Mr. Beard moved that the Board adopt the resolution authorizing the implementation by Florida A&M University of a guaranteed energy performance program on the main campus. Mr. Temple seconded the motion, and the members concurred.

- B. Resolution of the Board of Governors Authoring the Division of Bond Finance of the State Board of Administration of Florida to Issue Debt on Behalf of Florida A&M University to Finance the Construction of a Student Residence Hall on the Main Campus, FAMU

Mr. Beard moved that the Board adopt the resolution authorizing the Division of Bond Finance of the State Board of Administration of Florida to issue debt on behalf of Florida A&M University to finance the construction of a student residence hall on the main campus. Mr. Temple seconded the motion, and the members concurred.

- C. Renaming, Library, UCF

Mr. Beard moved that the Board authorize the University of Central Florida to rename the university's main library to the John C. Hitt Library. Mr. Hosseini seconded the motion, and the members concurred.

7. Budget and Finance Committee Report

- A. 2013-14 LBR Guidelines

Mr. Perez moved that the Board approve the 2013-14 LBR Guidelines. Dr. Yost seconded the motion, and the members concurred.

- B. Auxiliary Facilities 2012-13 Operating Budgets

Mr. Perez moved that the Board approve the 2012-13 operating budgets. Mr. Long seconded the motion, and the members concurred.

- C. Fee Proposals

Mr. Perez reported that Florida A&M University withdrew its request to implement a physical therapy preparation fee, the University of West Florida

withdrew its request to implement a Nautilus card fee, the University of North Florida withdrew its request to implement an academic enhancement fee, the University of South Florida withdrew its request to implement an academic enrichment and opportunity fee, and the University of Florida withdrew its undergraduate enhancement fee. Mr. Perez reported that two fee requests were forwarded to the Board for consideration.

1. Florida A&M University Bar Review Preparation Fee

Mr. Perez reported that the Committee approved a request by Florida A&M University to implement a bar review preparation fee by a vote of 9-0. Mr. Perez moved that the Board approve the Committee's recommendation to approve Florida A&M University's implementation of a bar review preparation fee. Mr. Beard seconded the motion, and the members concurred.

2. University of West Florida Green Fee

Mr. Perez reported that the Committee approved a request by the University of West Florida to implement a green fee by a vote of 7-2. Mr. Perez moved that the Board approve the Committee's recommendation to approve the University of West Florida's implementation of a green fee. Mr. Long seconded the motion, and the members concurred.

8. Academic and Student Affairs Committee Report

Mr. Long reported that the Academic and Student Affairs Committee had approved request for an exception to 120 credit hours to degree and a request for limited access status for the Bachelor of Music Education at Florida Gulf Coast University. Those requests will be brought to the June Board meeting for final approval.

A. Limited Access Status, B.S., Social Work, FSU

Mr. Long reported that the Committee had approved a request for limited access for the Bachelor of Social Work at Florida State University at the January Board meeting. Mr. Long moved that Board approve the request for limited access for the Bachelor of Social Work at Florida State University. Mr. Rood seconded the motion, and the members concurred.

9. Trustee Nominating Committee Report

Mr. Hosseini reported that the Florida A&M University Board of Trustees has a vacancy. All of the applications that we have received will be considered, but the application deadline for that vacancy has been extended until April 4th at 5:00 p.m.

A. Committee Name

Mr. Hosseini moved that Board approve changing the name of the Committee from Trustee Nominating Committee to Trustee Nominating and Development Committee. Mr. Temple seconded the motion, and the members concurred.

B. Appointment of University Trustee, FIU

Mr. Hosseini moved that Board appoint Mr. Robert T. Barlick, Jr. to fill the vacancy on the Florida International University Board of Trustees. Mr. Tripp seconded the motion, and the members concurred.

10. Select Committee on USF Polytechnic Report

Mr. Hosseini offered a report regarding the activities of the Select Committee and its January 12 meeting at the University of Central Florida. The Select Committee's next meeting will be on April 10th.

11. Audit and Compliance Committee Report

Ms. Parker reported that she has been working closely with the Board of Governors Inspector General and Director of Compliance Derry Harper. The Committee will convene before the June Board meeting and will present recommendations to the full Board.

12. Concluding Remarks

Chair Colson recognized Mr. Tripp for concluding remarks. Mr. Tripp reported that he would like to get a few facts on the record. Over the last few years, here's what the System has faced. Administrative funds have been deleted for the last six years. Enrollment growth is gone. Matching grants like the Courtelis grants are gone. Significant base funding has been reduced by over \$800,000,000. PECO as we know it is gone. And now the last, the Legislature is finally taking our reserves. We have a crisis on our hands, and we need to address it. Chair Colson said that everyone in the room agrees with Mr. Tripp. We are going to have to figure out a new way to do business.

Chair Colson recognized Mr. Long for concluding remarks. Mr. Long said that it was his last meeting, and his time as a Board member has been an incredible ride. Mr. Long said that he appreciated the guidance and mentorship of fellow Board members and

student government presidents. Mr. Long said that he was grateful for the experience, and he looks forward to passing the torch off to the next president.

13. Adjournment

Having no further business, the meeting was adjourned at 11:46 a.m., March 22, 2012.

Dean Colson, Chair

Monoka Venters, Corporate Secretary

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BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
BY TELEPHONE CONFERENCE CALL
TALLAHASSEE, FLORIDA
APRIL 17, 2012

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MINUTES
BOARD OF GOVERNORS
STATE UNIVERSITY SYSTEM OF FLORIDA
BY TELEPHONE CONFERENCE CALL
TALLAHASSEE, FLORIDA
APRIL 17, 2012

The Chair, Dean Colson, convened the meeting of the Board of Governors, State University System of Florida by telephone conference call from Tallahassee at 11:15 a.m., with the following members present: Vice Chair Mori Hosseini, Dick Beard, Matthew Carter, Joseph Caruncho, Pat Frost, Tom Kuntz, Ava Parker, Tico Perez, John D. Rood, Gus Stavros, John Temple, and Dr. Rick Yost.

1. Call to Order

Chair Colson thanked members for participating in the conference call to handle several items that could not wait until our next regularly scheduled conference call on May 3rd. Chair Colson told members that the call should be brief.

2. Re-appointment of University Trustees: FIU, UCF, UF, UNF, and UWF

Mr. Hosseini reported that the Florida Senate did not confirm nine of the Board of Governors' appointees to the Board of Trustees during the 2012 Legislative Session. He reported that the Board of Governors has forty-five days under Florida law or until April 23, 2012, to consider re-appointing the Trustees who were not confirmed by the Senate.

Mr. Hosseini moved that the Board adopt the recommendation of the Trustee Nominating and Development Committee to re-appoint the following Trustees who were not confirmed by the Senate:

- (1) Gerald C. Grant, FIU Board of Trustees,
- (2) Meg G. Crofton, UCF Board of Trustees,
- (3) Robert A. Garvy, UCF Board of Trustees,
- (4) Marcos R. Marchena, UCF Board of Trustees,
- (5) Charles B. Edwards, UF Board of Trustees,
- (6) Susan M. Cameron, UF Board of Trustees,
- (7) Fred D. Franklin, UNF Board of Trustees,
- (8) Sharon Wamble-King UNF Board of Trustees, and
- (9) David E. Cleveland, UWF Board of Trustees.

Ms. Parker seconded the motion, and the members concurred.

3. Approval of Notification of Interest Rate Period Change on Florida State University Dining Facility Taxable Revenue Bond

Mr. Beard reported that this item is related to FSU's Dining Hall Revenue Bond, Series 2005A. He reported that the terms of the bond require the Board of Governors to select the interest rate reset period. Mr. Beard reported that FSU requested a 10 year period with an estimated fixed rate of 2.75% versus the current rate of 5.083%. The change will provide savings of \$1.6 million. Mr. Beard reported that Board staff and the Division of Bond Finance concur with FSU's selection of 2.75%.

Mr. Beard moved that the Board approve notification of the interest rate change on Florida State University Dining Facility Taxable Revenue Bond, Series 2005A. Ms. Parker seconded the motion, and the members concurred.

4. Public Notice of Intent to Amend Board of Governors Regulations

A. Regulation 7.003 Fees, Fines, and Penalties

Mr. Perez reported a proposal to amend Regulation 7.003 following the adopted regulation procedure. Mr. Perez stated that today's action would be the first step of the two-step process. If the Board approves the notice of intent to amend the regulation today, the public would have 14 days to submit any comments after the notice is posted on the Board's website. Final approval would be at the June board meeting.

Mr. Perez reported several proposed amendments to Regulation 7.003 Fees, Fines and Penalties. First, the amendment to paragraph 25 would add the new green fee for UWF and the new bar review preparation fee for FAMU that the Board approved at the March meeting.

Second, Mr. Perez reported that a number of the proposed amendments are related to House Bill 5201. House Bill 5201 has been presented to the Governor for consideration, but the Governor has taken no action yet. Mr. Perez reported that one of the primary amendments relates to the increase of the capital improvement fee – a fee that has been capped in statute since 1988. Mr. Perez reported that the increase in this fee had been a part of the Board's legislative agenda for several years, and House Bill 5201 would allow an increase. Mr. Perez reported that noticing an amendment to Regulation 7.003 today with final approval in June would allow the Board to consider university capital improvement fee requests at the June meeting.

Mr. Perez reported that the proposed changes to paragraph 16 would eliminate the building fee while the proposed changes in paragraph 17 combine

the building fee and capital improvement fee into one fee called Capital Improvement fee. The Capital Improvement fee would be set at \$4.76 (which is what it is currently). This fee would be capped at 10% of resident tuition and 10% of non-resident tuition and out-of-state fees. However, resident student increases could not exceed \$2 per credit hour per year. The Fee must be implemented in the fall term. While House Bill 5201 does not specifically state the Board has to approve any increases to the fee, Regulation 7.003 would require the Board to approve increases to the fee. Mr. Perez reported that Board approval of increasing the fee is important because, historically, over 50% of the Capital Improvement Fee is bonded and the Board approves all debt related to this fee. Thus, the Board should review and approve up-front any increases to this fee and should receive sufficient justification for the type of facility that is being considered. Mr. Perez reported that the Board would not want a university to increase the fee and begin charging students, then a few years later bring a bond deal to the Board for a facility that does not fit into the strategic plan or need at the campus. Board review will thus provide for thoughtful consideration and coordination with each campus.

Mr. Perez reported that the proposed changes to paragraph 22 modify the excess hour fee for students entering this fall. Students who enter this fall will pay a fee equal to 100% of tuition for each credit hour in excess of 115 percent needed to graduate.

Mr. Perez reported that the proposed changes to paragraph 15 delete references to distance learning as required by House Bill 5201 and correct a statutory reference.

Mr. Perez pointed out that these changes would not be made to the regulation if House Bill 5201 is vetoed. He reported that the only change needed if House Bill 5201 is vetoed would be the codification of the new fees for FAMU and UWF approved by the Board in March.

Mr. Kuntz asked whether the universities were aware of these changes. Mr. Perez explained that Board staff worked with the universities on the changes, so the universities are aware. Mr. Kuntz moved that the Board approve the public notice of intent to amend Regulation 7.003. Mr. Perez seconded the motion, and the members concurred.

B. Regulation 7.002 Tuition and Fee Assessment, Collection, Accounting, and Remittance

Mr. Perez reported that Regulation 7.002 Tuition and Fee Assessment, Collection, Accounting and Remittance also must be amended to conform to

House Bill 5201. Mr. Perez said that House Bill 5201 eliminates the building fee, so the proposal is to notice an amendment paragraph 4 of Regulation 7.002 to delete the reference to the building fee. Mr. Perez moved that the Board approve the public notice of intent to amend Regulation 7.002. Mr. Kuntz seconded the motion, and the members concurred.

5. Concluding Remarks and Adjournment

Chair Colson reported that the Board has another conference call scheduled for May 3rd. He reported that he will review the proposed items to determine whether the Board needs to meet on May 3rd. Board members will hear later this week about that call.

Chair Colson reported that the Board's next in-person meeting will be in June at the University of Central Florida and includes the university work plans. He reported that the meeting will begin on Tuesday, June 19th at noon with the Strategic Planning Committee. Chair Colson encouraged all members of the Board to come for the work plan presentations on Tuesday, June 19th and Wednesday, June 20th. Chair Colson reported that the June meeting will conclude on Thursday, June 21st with the remainder of the committee meetings and the full Board meeting.

Chancellor Brogan reported that Governor Scott is reportedly going to sign the budget today. Board staff will keep members updated as quickly as information is available.

Having no further business, the meeting was adjourned at 11:27 a.m., April 17, 2012.

Dean Colson, Chair

Monoka Venters,
Corporate Secretary

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**
June 21, 2012

SUBJECT: Chancellor's Report to the Board of Governors

PROPOSED BOARD ACTION

For Information Only

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Not Applicable

BACKGROUND INFORMATION

Chancellor Frank Brogan will report on activities affecting the Board staff and the Board of Governors since the last meeting of the Board.

Supporting Documentation Included: None

Facilitators/Presenters: Chancellor Frank T. Brogan

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**
June 21, 2012

SUBJECT: Consideration of Board of Governors Operating Procedures

PROPOSED BOARD ACTION

Consideration of Board of Governors Operating Procedures

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

In October 2003, the Board adopted a minimum compilation of operating procedures that addressed elections and committees. The progression of the Board's development as an organization has resulted in the need for a more robust compendium of procedures to address all facets of Board operations. The draft Operating Procedures are drawn from best practices utilized by similar public higher education governing boards and in keeping with all legal requirements for open meetings of public boards in Florida.

Supporting Documentation Included: Board of Governors Operating Procedures

Facilitators/Presenters: Vikki Shirley, General Counsel

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

ARTICLE I. CORPORATE NAME

The Board of Governors is a body corporate to be known as the “Board of Governors of the State University System of Florida.”

ARTICLE II. AUTHORITY AND RESPONSIBILITY

The Board of Governors (the Board) is the governing body of the State University System of Florida (the System) that is vested with all of the powers, duties and authority delegated to the Board by Article IX, Section 7 of the Florida Constitution for the operation, regulation, control, management and governance of the whole university system. The Board of Governors possesses such other authority granted under the Florida Constitution and as provided by the laws of Florida.

ARTICLE III. MEMBERSHIP OF THE BOARD

The Board of Governors is comprised of seventeen members. Fourteen members of the Board are appointed by the Governor and three members serve by virtue of their offices: the Commissioner of Education, the Chair of the Advisory Council of Faculty Senates, and the President of the Florida Student Association. The appointed members are confirmed by the Florida Senate and serve staggered terms of seven years. Such members shall serve until their successors are appointed and qualified. In the event of a vacancy of an appointed member by whatever cause, except for the expiration of a term, the Board shall request the Governor to appoint a successor to fill the vacancy for the remainder of the unexpired membership term.

ARTICLE IV. OFFICERS OF THE BOARD AND CHANCELLOR

Section A. Officers

The officers of the Board of Governors shall consist of the Chair, the Vice Chair, and the Corporate Secretary.

Section B. Selection of Officers and Term of Office

The Chair and Vice Chair shall be elected by a majority vote of the Board at a meeting held during the month of November of each odd-numbered year. The term of office shall commence on the first day of the January following the November election. Each officer shall serve for two years and may be re-elected for one additional consecutive two-year term. Any exception to this term of office shall be approved by a two-thirds vote of the members present at the meeting, provided there is a quorum.

Section C. Vacancy in Office

In the event of a vacancy in the office of the Chair, the Vice Chair shall assume the position of Chair and shall serve out the remainder of the Chair's term of office. In the event of a vacancy in the office of the Vice Chair, the Board shall hold a special election as soon as practicable to select a successor who shall serve out the remainder of the Vice Chair's term of office.

Section D. Chair

(1) The Chair shall preside at all meetings of the Board and shall have the authority to call any special or emergency meetings of the Board.

(2) The Chair shall appoint the members of all standing and ad hoc committees of the Board and select the chairs of such committees.

(3) The Chair is authorized to execute all instruments and documents approved or issued by the Board or as delegated by the Board.

(4) The Chair shall serve as the official spokesperson of the Board and shall exercise such other powers and duties that inure to the office of Chair of a body corporate.

Section E. Vice Chair

The Vice Chair shall perform the duties of the Chair and have the same power and authority in the absence or disability of the Chair.

Section F. Chancellor

(1) The Chancellor is the chief executive officer of the Board and the State University System. The Chancellor shall perform all such duties as necessary to assist with the Board's implementation of its constitutional duties

and responsibilities related to the governance of the System. The Chancellor is responsible for the prompt and effective execution of all Board regulations, policies, guidelines and resolutions.

(2) The Chancellor shall serve as the Board's liaison for communications with university boards of trustees, university presidents and other university officers and employees, the Legislature, other state entities, officers, agencies, the media, and the public.

(3) The Chancellor shall keep the Board informed of all issues affecting or that may affect the System and make such recommendations to the Board for the development of any new regulations, policies or guidelines and any amendments to existing regulations, policies or guidelines.

(4) The Chancellor shall attend and participate in all meetings of the Board, its committees, and prepare and submit such reports as may be required by the Board or by law, or as deemed necessary by the Chancellor.

(5) The Chancellor shall be responsible for preparing and submitting an annual legislative budget requests for the System and the general office to the Board for approval and for recommending any amendments as may be required.

(6) The Chancellor shall be responsible for the efficient operation of the general office, and is authorized to enter into any contracts necessary for the operation of the Board and the general office, to employ all personnel and establish all policies and procedures incident to general office personnel and operations, to submit an annual legislative budget request for the general office to the Board for approval and for recommending any amendments as may be required, to provide any general office budgetary information as may be requested by the Board or Board Chair, to oversee all departments and functions, and to take any other actions as deemed appropriate by the Chancellor to foster efficient and effective Board operations.

Section G. Corporate Secretary

Upon recommendation of the Chancellor, the Chair shall select a member of the general office staff to serve as the Corporate Secretary. The Corporate Secretary shall serve at the pleasure of the Board and shall:

- (1) Maintain an accurate record of the proceedings of the Board;
- (2) Have custody of all official records and documents of the Board;

- (3) Have custody of the corporate seal of the Board, affix the seal to official documents and attest to same;
- (4) Notice all meetings of the Board as required by applicable law; and
- (5) Serve as agency clerk for the Board.

ARTICLE V. MEETINGS OF THE BOARD

Section A. Regular Meetings

There shall be no fewer than six regular meetings per year which shall be open and noticed to the public in accordance with the Article I, Section 24 of the Florida Constitution and the requirements of Chapter 286, Florida Statutes.

Section B. Special Meetings

The Chair may convene special meetings, including workshops or retreats, of the Board as deemed appropriate. Such meetings shall be open and noticed to the public in accordance with the Article I, Section 24 of the Florida Constitution and the requirements of Chapter 286, Florida Statutes.

Section C. Emergency Meetings

The Chair may convene a meeting of the Board for the purpose of acting on emergency matters affecting the System or as necessary to preserve the health, safety or welfare of the public. Such meetings shall be open to the public and the Board shall provide such notice of the meeting as is reasonable under the circumstances.

Section D. Use of Technology

Any meeting of the Board may be conducted through a telephone conference call or by any other technological means. Any such meetings shall be open and noticed to the public in accordance with the Article I, Section 24 of the Florida Constitution and the requirements of Chapter 286, Florida Statutes.

Section E. Agenda

The Chair, in consultation with the Chancellor of the System, shall approve items to be placed on the agenda for each Board meeting. Any member may request

items to be placed on the agenda for discussion or action at a meeting, subject to approval by the Board. Any such item approved by the Board will be placed on the agenda for the next regularly scheduled meeting. All agenda items and supporting documentation must be submitted to the Chancellor with sufficient time for distribution to the Board members at least seven days in advance of the meeting where the item will be considered.

Section F. Quorum and Voting

A majority of the members of the Board must be present to constitute a quorum to transact official business. The decision of the majority of members in attendance and voting on an issue shall prevail, unless otherwise provided herein. The vote upon any resolution, motion or other matter may be by voice vote, but the Chair may require a roll call vote if deemed appropriate. A member may abstain from voting only under those circumstances prescribed by law. Voting by proxy or by mail is not permitted.

Section G. Minutes

Minutes of the meetings of the Board shall be kept by the Corporate Secretary who shall file and preserve all minutes, agendas and agenda materials, notices, resolutions, and other documents pertaining to the business and proceedings of the Board. Records of the meetings, including any video or audio recordings, are public records subject to Chapter 119, Florida Statutes.

Section H. Appearances before the Board

Individuals or groups who desire to appear before the Board to initiate a subject within the Board's jurisdiction shall submit a request specifying the matter on which they wish to be heard to the Corporate Secretary, 325 West Gaines Street, Suite 1614, Tallahassee, Florida 32399. The Chair, in consultation with the Chancellor, will determine whether the item will be considered and, if so, the timing of when such item will be placed on the agenda. The Chair may place time limits on any presentation and the number of speakers permitted to present the item.

Section I. Parliamentary Rules

When not in conflict with any of the Board's Operating Procedures, regulations, policy, or state law, Robert's Rules of Order shall be utilized as a guide in conducting the meetings of the Board.

ARTICLE VI. COMMITTEES

Section A. Purpose

The Chair shall have the authority to establish standing and ad hoc committees of the Board. Standing and ad hoc committees of the Board shall consider matters that are encompassed within the subject matters assigned to each committee and make recommendations to the Board. Unless specifically delegated or otherwise provided by Board regulation, authority to act on all matters is reserved to the Board.

Section B. Membership and Quorum

The Chair of the Board shall have the authority to appoint and remove members of each committee, and select committee chairs. A majority of committee members present at a committee meeting constitutes quorum for purposes of committee business.

Section C. Standing Committees

The standing committees of the Board and the scope of responsibility for each committee is as follows:

(1) *Academic and Student Affairs*: The activities of this committee shall include, but not be limited to, providing leadership for the development of system-level policy regarding admissions, articulation, academic programs, research and economic development, and student support services for the System; the review and approval of academic programs, limited access requests, and exceptions to state mandated program lengths; and regulations and issues relating to the aforementioned areas of responsibilities.

The committee shall identify and address issues that are critical to the well-being of state university students through regular contact with and input from the SUS Council for Student Affairs and the Florida Student Association. In addition, the committee is responsible for issues associated with the System's efforts in research and economic development, and all issues associated with medical education in the System.

(2) *Audit and Compliance*: The activities of this committee are governed by the *Audit and Compliance Committee Charter* (Charter) that articulates the committee's duties and responsibilities. The committee's responsibilities, as they relate to the operation and management of the Board, are to provide oversight of activities related to internal audit, financial controls, compliance and ethics; to

review significant accounting and reporting issues and confirm appropriate management responses; to review risk assessment methodologies and risk management policies; to assess the effectiveness of the internal control system; and to review and confirm appropriate management response to any report of significant audit or compliance-related findings and recommendations.

The committee's responsibilities, as they relate to the operation and management of the System, are to act as a liaison with university boards of trustees; review university independent audited financial statement reports and internal university audit reports; identify trends in these reports and confirm that adverse trends are being addressed; initiate inquiries if the committee has reasonable cause to believe a university is not providing for appropriate response to significant audit findings; direct the Board's Inspector General to conduct an inquiry or investigation if the committee has reasonable cause to believe that a university board of trustees is unwilling or unable to provide for objective investigation of credible allegations of fraud or other substantial financial impropriety; and work collaboratively with universities to develop resources that will support sound audit and financial compliance practices.

(3) *Budget and Finance:* The activities of this committee shall include, but not be limited to, the review of annual operating budget guidelines and legislative budget requests, university operating budgets, annual financial statements, tuition differential proposals, new fees, increases to existing fees, flexible tuition policies, select regulations and other budgetary or financial issues that may arise.

(4) *Facilities:* The activities of this committee shall include, but not be limited to, the approval of the annual system-wide Fixed Capital Outlay Legislative Budget Request, concurrency requests and applicable regulations; the issuance of debt; the facilitation of the Public Education Capital Outlay and Alec P. Courtelis Facility Enhancement Challenge Grant project lists; and monitoring of any financial or facility-related matters which may occur.

(5) *Legislative Affairs:* The activities of this committee shall include, but not be limited to, the development and implementation of strategies for advocacy of the Board's legislative agenda to the Legislature, Governor, and appropriate constituent groups. The committee is also responsible for coordination of the involvement of other Board members and external stakeholders.

(6) *Strategic Planning:* The activities of this committee shall include, but not be limited to, providing leadership for the development of the System

Strategic Plan and the subsequent monitoring of progress toward System goals; the review and approval of institutional strategic plans; the review of University Work Plans; the review and approval of the System Annual Reports; and select regulations and issues regarding System structure and other topics related to strategic planning and performance monitoring.

(7) *Trustee Nominating and Development:* The activities of this committee shall include, but not be limited to, the review and recommendation of applicants to serve as trustees on the university boards of trustees. The committee is also responsible for enhancing interaction and communication between members of the Board of Governors and members of the boards of trustees.

(8) *Tuition Appeals:* This committee, consisting of the Chair of the Board and the Chair of each Board committee, shall hear all university appeals associated with the Board's denial of a university's tuition differential, new fee, or flexible tuition proposal.

ARTICLE VII. CONFLICT OF INTEREST

Members of the Board shall adhere to the provisions of the Code of Ethics for Public Officers in Chapter 112, Part III, Florida Statutes, and Board of Governors Regulation 1.006.

ARTICLE VIII. AMENDMENT OR SUSPENSION OF PROCEDURES

Section A. Amendments

The Board's Operating Procedures may be amended or repealed by a two-thirds vote of the members present at any regular meeting, provided there is a quorum and that such proposed amendment or repeal has been publicly noticed prior to the meeting at which the proposed action is to be taken.

Section B. Suspension of Operating Procedures

Any provision of the Board's Operating Procedures may be suspended by a two-thirds vote of the members present in considering any matter to come before the Board, provided there is a quorum.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**
June 21, 2012

SUBJECT: 2012-13 University Work Plans

PROPOSED BOARD ACTION

Consider for approval those portions of University Work Plans associated with the 2012-13 academic year, and note out-year portions of University Work Plans that need to be the subject of further dialogue and deliberation.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Subsection 1007.25(8), Florida Statutes; Board of Governors Regulation 2.002

BACKGROUND INFORMATION

Board Regulation 2.002 requires the development of University Work Plans. Work Plans, in conjunction with annual accountability reporting, are designed to inform strategic planning, budgeting, and other policy decisions for the State University System. Each University Work Plan is intended to reflect the institution's distinctive mission and focus on core institutional strengths within the context of State University System goals and regional and statewide needs. The Work Plan outlines the university's top priorities, strategic directions, and specific actions and financial plans for achieving those priorities, as well as performance expectations and outcomes on institutional and System-wide goals.

The University Work Plan's "Strategy" section includes institutional mission and vision statements, identification of strengths and opportunities, and key initiatives and investments. The "Key Performance Indicators" section provides metrics common to all universities, as well as a set specific to research universities, and institution-specific indicators. The "Operations" section provides fiscal information, including that associated with tuition differential requests, enrollment planning, and intentions of implementing new academic programs in 2012-13 and in the years 2013-15.

On June 20-21, 2012, universities made brief presentations on their Work Plans to the Board of Governors Strategic Planning Committee, after which Committee members had the opportunity to engage in discussion and questioning. The Committee's

subsequent action is to recommend to the full Board of Governors approval of those portions of University Work Plans associated with the 2012-13 academic year, and to note out-year portions of University Work Plans that need to be the subject of further dialogue and deliberation.

Supporting Documentation Included:

Individual 2012-2013 University Work Plans are Contained in the Board's Strategic Planning Committee Agenda Materials

Facilitators / Presenters:

Chair Rood; University Representatives

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**
June 21, 2012

SUBJECT: Regulation 7.003 – Fees, Fines & Penalties

PROPOSED BOARD ACTION

Approve amended Regulation 7.003.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

This regulation has been amended to codify actions taken by the Board during the March meeting and proposed statutory changes made by the 2012 Legislature.

1. In March the Board approved the creation of a bar preparation fee at Florida A&M University and a green fee at the University of West Florida.
2. House Bill 5201 was passed by the Legislature and the following changes are being incorporated into the regulation:
 - a. Elimination of the building fee.
 - b. Increase the capital improvement fee from \$2.44 to \$4.76. The fee may be increased \$2 per credit hour over the prior year, as long as the total fee does not exceed 10 percent of tuition for resident students or 10 percent of tuition and out-of-state fee for nonresident students. Any increases in the fee must be established by a fee committee.
 - c. The excess hour fee has been modified for students entering the system in 2012-2013. These students shall pay a fee equal to 100 percent of tuition for each credit hour in excess of 115 percent.
 - d. The transient student fee has been modified to delete the reference to distance learning courses and correct the statutory reference.

Pursuant to the Board of Governors Regulation Development Procedure, Regulation 7.003 was posted on the Board's Web site for public comment after consideration of the proposed regulation by the Board at its meeting on April 17, 2012. The comment period has expired with no public comments submitted.

Supporting Documentation Included: Amended Regulation 7.003 - Fees, Fines & Penalties

7.003 Fees, Fines and Penalties.

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

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

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

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

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

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

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

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

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

- submitted by the student government association legislative body. The university president shall have 15 school days from the date of presentation of the budget to act on the allocation and expenditure recommendations, which shall be deemed approved if no action is taken within the 15 school days. If any line item or portion thereof within the budget is vetoed, the student government association legislative body shall within 15 school days make new budget recommendations for expenditure of the vetoed portion of the fees. If the university president vetoes any line item or portion thereof within the new budget revisions, the university president may reallocate by line item that vetoed portion to bond obligations guaranteed by activity and service fees.
- (f) Unexpended fees and undisbursed fees remaining at the end of a fiscal year shall be carried over and remain in the student activity and service fund and be available for allocation and expenditure during the next fiscal year.

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

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

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

(8) Housing Rental Rates – Basic rates for housing rental shall be set by each university board of trustees. In addition, the university board of trustees is authorized to establish miscellaneous housing charges for services provided by the university at the request of the students.

(9) Parking Fines, Permits and Decals -- Each university board of trustees shall establish charges for parking decals, permits and parking fines.

(10) Transportation Access Fee - Each university board of trustees is authorized to establish a transportation access fee, with appropriate input from students, to support the university's transportation infrastructure and to increase student access to transportation services.

(11) Returned Check Fee -- Each university board of trustees shall assess a service charge for unpaid checks returned to the university.

(12) Collection costs -- Each university board of trustees is authorized to assess a charge representing reasonable cost of collection efforts to effect payment for overdue accounts. Amounts received for collection costs shall be retained by the university.

(13) Service Charge -- Each university board of trustees is authorized to assess a service charge on university loans in lieu of interest and administrative handling.

(14) Educational Research Center for Child Development Fee -- Each university board of trustees is authorized to assess child care and service fees.

(15) Transient Student Fee – Each university board of trustees is authorized to assess a fee not to exceed \$5.00 per distance-learning course for accepting a transient student and processing the student's admissions application pursuant to Section 1006.734-091.

~~(16) Building Fee – Each university board of trustees shall assess \$2.32 per credit hour per semester. No project proposed by a university which is to be funded by this fee shall be submitted to the Board of Governors for approval without prior consultation with the student government association of that university.~~

~~(16)~~(17) Capital Improvement Fee – This fee may be used to fund any project or real property acquisition that meets the requirements of Chapter 1013. Each university board of trustees shall assess \$2.44-4.76 per credit hour per semester. Any increase in the fee beyond \$4.76 must be first recommended by a fee committee, at least half of whom are students appointed by the student body president. The remainder of the committee shall be appointed by the university president. A chairperson, appointed jointly by the university president and the

student body president, shall vote only in the case of a tie. The recommendations of the committee shall take effect only after approval by the university president, after consultation with the student body president, and approval by the university board of trustees. An increase in these fees may occur only once each fiscal year and must be implemented beginning with the fall term. The fee may not exceed 10 percent of the tuition for resident students or 10 percent of the sum of tuition and out-of-state fees for nonresident students. The fee for resident students shall be limited to an increase of \$2 per credit hour over the prior year, and any proposed fee increases or decreases must be approved by the Board of Governors. No project proposed by a university which is to be funded by this fee shall be submitted to the Board of Governors for approval without prior consultation with the student government association of that university.

~~(17)~~(18) Student Financial Aid Fee – Each university board of trustees is authorized to collect for financial aid purposes an amount not to exceed 5 percent of the tuition and out-of-state fee. The revenues from fees are to remain at each university. A minimum of 75 percent of funds from the student financial aid fee shall be used to provide financial aid based on demonstrated financial need. Each university shall report annually to the Board of Governors on the revenue collected pursuant to this subsection, the amount carried forward, the criteria used to make awards, the amount and number of awards for each criterion, and a delineation of the distribution of such awards. The report shall include an assessment by category of the financial need of every student who receives an award, regardless of the purpose for which the award is received. Awards which are based on financial need shall be distributed in accordance with the federal methodology for determining need. An award for academic merit shall require a minimum overall grade point average of 3.0 on a 4.0 scale or the equivalent for both initial receipt of the award and renewal of the award.

~~(18)~~(19) Each university board of trustees is authorized to assess the following fees which will have varied amounts:

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

~~(19)~~(20) Each university board of trustees is authorized to assess reasonable fees for incidental non-academic services provided directly to individuals. This could

include, but not be limited to, fees for duplicating, lost keys, copyright material, breakage, standardized tests, library loans.

| ~~(20)~~(21) Each university board of trustees is authorized to assess an international student service fee to cover the university costs associated with reporting requirements of the Student and Exchange Visitor Information System administered by the Department of Homeland Security for F-Visa and J-Visa degree seeking students.

| ~~(21)~~(22) Excess Hour Fee –This fee shall be budgeted in the Student and Other Fee Trust Fund.

(a) All state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education for the first time in fall 2009 or thereafter and prior to fall 2011 shall pay an excess hour fee equal to 50 percent of the undergraduate tuition identified in Regulation 7.001(3) for each credit hour in excess of 120 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

(b) All state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education for the first time in fall 2011 or thereafter shall pay an excess hour fee equal to 100 percent of the undergraduate tuition identified in Regulation 7.001(3) for each credit hour in excess of 115 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

| (c) All state university undergraduate students who entered a postsecondary undergraduate program at any Florida public institution of higher education for the first time in fall 2012 or thereafter shall pay an excess hour fee equal to 100 percent of the undergraduate tuition identified in Regulation 7.001(3) for each credit hour in excess of 110 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

| (de) Each university shall implement a process for notifying students of this fee upon a student's initial enrollment. A second notice must be provided to the student when the student has attempted the number of credit hours needed to complete the baccalaureate degree program in which the student is enrolled. The second notice must include a recommendation that each student who intends to earn credit hours at the university in excess of the credit hours required for the baccalaureate degree program in which the student is enrolled meet with the student's academic advisor.

(~~ed~~) All credit hours for courses taken at the university from which the student is seeking a baccalaureate degree shall be included when calculating the number of hours taken by a student, including:

1. Failed courses.
2. Courses dropped or withdrawn from after the university's advertised last day of the drop and add period, except as provided for in subparagraph (22)(e).
3. Repeated courses, except repeated courses for which the student has paid the full cost of instruction as provided in Regulation 7.001(11).
4. All credit hours earned at another institution and accepted for transfer by the university and applied toward the student's baccalaureate degree program.

(~~fe~~) All credit hours earned under the following circumstances shall not be calculated as hours required to earn a baccalaureate degree:

1. College credits earned through an articulated accelerated mechanism.
2. Credit hours earned through internship programs.
3. Credit hours required for certification, recertification, or certificate programs.
4. Credit hours in courses from which a student must withdraw due to reasons of medical or personal hardship.
5. Credit hours taken by active-duty military personnel.
6. Credit hours required to achieve a dual major taken while pursuing a baccalaureate degree.
7. Remedial and English as a Second Language credit hours.
8. Credit hours earned in military science courses that are part of the Reserve Officers' Training Corps program.

(~~22~~)(23) Convenience fee – Each university board of trustees may establish a convenience fee when accepting payments by credit cards, charge cards, and debit cards. The fee shall not be greater than the cost of providing the service. The fee is not refundable to the payor.

(~~23~~)(24) Before the Board's last meeting of each calendar year, the university board of trustees shall notify the Board of any potential new fees that are being considered by the university. A university board of trustees may then submit a proposal for a new fee not currently authorized in Board regulation or statute to the Board of Governors' budget committee by January 15 for consideration by the committee during a February meeting.

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

1. The purpose to be served or accomplished with the fee.

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

Committee will meet within ten days after the Board of Governors denial to consider a university board of trustees request for reconsideration.

| ~~(24)~~(25) Pursuant to subparagraph (24), the university boards of trustees designated below are authorized to assess the following fees:

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

1. University of South Florida: up to \$1.00 per credit hour

2. New College of Florida: up to \$1.00 per credit hour

| 3. University of West Florida: up to \$1.00 per credit hour

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

1. Florida International University

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

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

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

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

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

June 21, 2012

SUBJECT: Regulation 7.002 – Tuition and Fee Assessment, Collection, Accounting and Remittance

PROPOSED BOARD ACTION

Approve amended Regulation 7.002.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

This regulation has been amended to delete the reference to the building fee.

Pursuant to the Board of Governors Regulation Development Procedure, Regulation 7.002 was posted on the Board's Web site for public comment after consideration of the proposed regulation by the Board at its meeting on April 17, 2012. The comment period has expired with no public comments submitted.

Supporting Documentation Included: Amended Regulation 7.002 – Tuition and Fee Assessment, Collection, Accounting and Remittance

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7.002 Tuition and Fee Assessment, Collection, Accounting and Remittance.

- (1) Each university shall establish by regulation procedures for the payment, waiver and refund of fees, fines and penalties appropriately assessed.
- (2) The university president or designee may approve deferred payment when financial aid is delayed in being transmitted to the student through circumstances beyond the control of the student or formal arrangements have been made by the student with the university for payment. Each university shall develop procedures and terms for such deferment.
- (3) For budgeting purposes, the tuition, out-of-state fee, Application Fee, a minimum of 50 percent of the Late Payment Fee, and a minimum of 50 percent of the Late Registration Fee shall be budgeted in the Student and Other Fee Trust Fund for state fundable credit hours. Fees for non-state fundable credit hours will be budgeted in the appropriate trust fund.
- (4) All proceeds from the ~~Building Fee and~~ Capital Improvement Fee, as authorized in Regulation 7.003, shall be remitted no later than the 20th of each month for the previous month's collections to the Board of Governors. Required remittance information will be provided to each university by the Chancellor or designee.
- (5) All proceeds from the student financial aid fee, as authorized in Regulation 7.003, shall be accounted for in the appropriate fund at the university. Each university may use up to 15 percent of the financial aid fees collected to pay for administrative costs associated with administration of financial aid programs.
- (6) Course Classification – Tuition and non-resident tuition shall be assessed on the basis of course classification: state fundable courses numbered through 4999 shall be assessed at the undergraduate level (all courses at New College of Florida are undergraduate and shall be assessed accordingly), state fundable courses numbered 5000-8999 shall be assessed at the graduate level, and those courses identified as medical by universities having medical programs shall be assessed as outlined in university board of trustees regulations.
- (7) Each university shall establish by regulation, procedures for the payment of tuition and associated fees. Such regulation shall provide that a student's course schedule will be canceled if payment, or appropriate arrangements for payment, has not occurred by the deadline set by each university, which shall be no later than the end of the second week of classes. Provision for reinstatement of canceled course schedules may be included in the regulation. The president or designee may extend the deadline for fee payment when payment by the student

is delayed due to university actions. However, the president may choose to temporarily suspend further academic progress in lieu of canceling a student's course schedule in those cases where the student has partially paid tuition and the university guarantees full payment from an authorized and existing fund before the submission of the final student data course file or the end of the semester, whichever is later; otherwise, the student credit hours shall not be counted for state funding purposes. Suspension of academic progress shall preclude students from receiving grades, transcripts, or a diploma and shall deny registration for future terms until the student's account has been settled in full.

(8) All or any part of the tuition and associated fees may be waived by the university when deemed appropriate provided that provisions for such waiver are included in the regulations of the Board of Governors or university boards of trustees pursuant to Regulation 7.008.

(9) Installment Payments -- The university president may establish a procedure for the payment of tuition and associated fees in installments. The fee shall be as authorized in Regulation 7.003 and shall be budgeted in the Student and Other Fee Trust Fund

(10) Tuition Refund/Release of Liability -- Each university shall establish, by regulation, procedures for the refund or release of liability of tuition and associated fees assessed and paid pursuant to this regulation. As a minimum, such regulation shall provide for the refund/charge adjustment of the following:

- (a) Refund 100 percent of the tuition and associated fees assessed, adjusted for waivers, if official withdrawal from the university occurs prior to the end of drop/add period.
- (b) Refund 25 percent of the tuition and associated fees assessed, adjusted for waivers, if official withdrawal from the university occurs after the end of drop/add period and prior to the end of the fourth week of classes, or as designated by the university for summer sessions.
- (c) 100% refund of the tuition and associated fees assessed, adjusted for waivers, if a student withdraws or drops one or more credit courses due to circumstances determined by the university to be exceptional and beyond the control of the student, including but not limited to:
 - 1. Illness of a student of such severity or duration, as confirmed in writing by a physician, to preclude completion of the course(s),
 - 2. Death of the student or death in the immediate family (parent, step-parents, spouse, child, sibling, or grandparents),
 - 3. Involuntary call to active military duty, or
 - 4. A situation in which the university is in error. The amount of a payment in excess of the adjusted assessment will be refunded.

(11) A written appeal for a refund or other appeal action must be submitted to the University within six (6) months of the close of the semester to which the refund or other appeal action is applicable.

Authority: Section 7(d), Art. IX, Fla. Const.; History—Former 6C-7.002; Adopted 4-8-74, Amended 7-19-74, Amended and Renumbered 12-17-74, Amended 6-26-75, 2-28-76, 11-1-76, 3-21-77, 9-28-81, 12-13-83, 10-2-84, Formerly 6C-7.02, Amended 4-9-87, 9-15-91, 11-9-92, 8-1-94, 10-2-94, 5-17-95, 4-16-96, 12-28-97, 8-3-00, Amended and Renumbered 9-25-08.

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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
June 21, 2012

SUBJECT: 2012-13 Capital Improvement Fee Proposals

PROPOSED BOARD ACTION

Review and take action on the Budget and Finance Committee's recommendation for each universities' request to increase the capital improvement fee effective with the fall 2012 semester.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Regulation 7.003

BACKGROUND INFORMATION

Pursuant to Regulation 7.003 (16) university boards of trustees may submit capital improvement fee increase proposals for consideration. The fee cannot exceed 10 percent of tuition for resident students or 10 percent of the sum of tuition and out-of-state fees for non-resident students. The fee for resident students shall be limited to an increase of \$2 per credit hour over the prior year. The regulation also requires a fee committee to meet and make recommendations, with approval by the university board of trustees, and ultimately the Board of Governors.

The Capital Improvement/Building Fee was initiated in the fall of 1982 at \$3.76 per credit hour. The fees increased to \$4.76 in the fall of 1988. The fees, paid by students, and remitted to the state by each university, historically funded projects such as student unions, student wellness centers, student recreational facilities, etc. Once sufficient funds are accumulated, approval is requested from the Legislature to issue bonds for the construction of university projects.

The ability to construct new facilities has diminished over the last several years as the fee has remained flat and the cost of construction has increased. Thus, the issuance of bonds has increased from just a couple of years to five or six years, with the last issue being in 2008. The next issue is planned for 2013.

For a number of years there has been an attempt to increase this fee. Most recently the Board included this as a legislative issue in 2007, 2009, 2010 and 2011. However, efforts to get the statutory revisions necessary were not successful. For the 2012 session, the Florida Student Association (FSA) took this issue on as one of their legislative priorities, with the Board supporting their attempts. The FSA was successful in their attempts to get the statute revised.

At the February 17, 2011 meeting the Board approved a Student Life Survey Report in response to a directive from the 2010 Legislature to conduct a needs assessment survey of student life facilities and develop recommendations to address unmet renovation or new facility needs. One of the recommendations in the attached report is to increase the Capital Improvement Fee to no more than 10 percent of tuition.

In addition, the Board's Facilities Task Force is looking at other options for the construction and maintenance of facilities.

Nine universities have requested a \$2.00 per credit hour increase, while one university has requested an increase of \$1.38 per credit hour.

	Current Per Credit Hour Fee	Proposed Increase Per Credit Hour	Total Per Credit Hour
FAMU	\$4.76	\$2.00	\$6.76
FAU	\$4.76	\$2.00	\$6.76
FGCU	\$4.76	\$2.00	\$6.76
FIU	\$4.76	\$2.00	\$6.76
NCF	\$4.76	\$1.38	\$6.14
UCF	\$4.76	\$2.00	\$6.76
UF	\$4.76	\$2.00	\$6.76
UNF	\$4.76	\$2.00	\$6.76
USF	\$4.76	\$2.00	\$6.76
UWF	\$4.76	\$2.00	\$6.76

Supporting Documentation Included: Information behind the Budget & Finance Committee Agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**
June 21, 2012

SUBJECT: Fall 2012 Tuition Differential Fee Proposals

PROPOSED BOARD ACTION

Review and take action on the Budget and Finance Committee's recommendation on each universities' request to implement a tuition differential fee increase of no more than 15 percent effective with the fall 2012 semester.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution and Regulation 7.001

BACKGROUND INFORMATION

Pursuant to Regulation 7.001 (14) university boards of trustees may submit tuition differential fee proposals to this committee for consideration. The aggregate sum of base tuition and the tuition differential fee cannot exceed 15 percent of the total charged for these in the preceding fiscal year. The 2012 General Appropriations Act (HB 5001) did not increase the base undergraduate tuition. Thus, university Boards of Trustees can request a tuition differential fee increase up to 15 percent.

The Committee will need to take action on two issues:

1. Tuition differential proposals - Ten universities have submitted a request to implement a tuition differential fee increase of 15 percent effective with the fall 2012 semester. University boards will have made final votes for a tuition differential increase prior to the Committee meeting on June 21. The UF administration has not submitted a proposed tuition differential increase to their Board of Trustees at this time, but will be discussing an increase with their Board on June 8.
2. Waiver of tuition differential uses - Pursuant to House Bill 7135, "The Board of Governors may consider waiving its regulations and may waive or modify the tuition differential use requirements under s. 1009.24(16)(a)."

Only the UF has requested that the Board waive the requirement to use 30% of tuition differential revenue for need-based financial aid. Through 2010-11, the university has consistently used other private sources to meet this requirement. However, with continued reductions in state funds and additional student need, a portion of the 2011-12 tuition differential revenue is being used to meet the need-based financial aid requirement.

The Budget and Finance Committee will make a recommendation to the full Board on each university's tuition differential proposal and UF's request to waive the 30 percent need-based financial aid requirement. If the Board would deny any proposal, the Board of Trustees may file an appeal by June 26 with the Tuition Appeals Committee pursuant to Regulation 7.001(14)(e). The Tuition Appeals Committee would meet by July 2 to consider a Board of Trustees' appeal.

Supporting Documentation Included: Information is included in each university work plan

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

June 21, 2012

SUBJECT: Ph.D. in Hospitality Management (CIP 52.0901) at the University of Central Florida

PROPOSED COMMITTEE ACTION

Consider approval of the Doctor of Philosophy (Ph.D.) in Hospitality Management at the University of Central Florida, CIP 52.0901.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 8.011

BACKGROUND INFORMATION

University of Central Florida (UCF) is proposing to offer a Ph.D. degree program in Hospitality Management. The program will be offered by the Rosen College of Hospitality Management. According to the proposal, this program will produce high quality faculty and researchers with the necessary credentials for teaching and research as well as professionals for senior positions at leading hospitality organizations.

The total number of credit hours required for completion of the proposed program is 58. The curriculum includes 16 credit hours of core courses, 27 credit hours of specialization courses, and 15 credit hours of dissertation. Letters of support have been provided by Florida International University and University of Florida because each has a somewhat similar track.

The UCF Board of Trustees approved the program on March 15, 2012. If approved by the Board of Governors, UCF will implement the program in Fall 2012.

Supporting Documentation Included: Materials are in Committee Packet

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

June 21, 2012

SUBJECT: Ph.D. in Applied Behavior Analysis (CIP 42.2814) at the University of South Florida

PROPOSED BOARD ACTION

Consider approval of the Doctor of Philosophy (Ph.D.) in Applied Behavior Analysis at the University of South Florida, CIP Code 42.2814.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Section 7(d), Art. IX, Florida Constitution; Board of Governors Regulation 8.011

BACKGROUND INFORMATION

The University of South Florida (USF) is proposing to offer a Ph.D. degree program in Applied Behavior Analysis (ABA) located within the Department of Child and Family Studies. The emphasis of the program will be on the preparation of behavior analysts who are scientists-practitioners with a strong focus on community engagement. Graduates will work in community settings such as: schools, child welfare settings, clinics, residential settings and individual family homes; dealing with issues such as autism, developmental disabilities, child welfare and aging. Graduates will also be qualified to obtain academic positions in the ABA discipline.

The doctoral program will require 54 credit hours and will only accept students with a master's degree in applied behavior analysis or related field with strong behavior analysis content. Documentation confirms support for the program from external consultants, professional organizations, and Hillsborough County Schools where they provide opportunities for internships and hires. A letter of support is provided from the University of Florida where a focus area in ABA is provided within the Ph.D. in Psychology program.

The USF Board of Trustees approved the program on December 8, 2011. If the proposal is approved by the Board of Governors, USF will implement the program in Fall 2013.

Supporting Documentation Included: Materials are in Committee Packet

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

June 21, 2012

SUBJECT: Ph.D. in Curriculum and Instruction (13.0301) and termination of nine independent Ph.D. programs at Florida State University

PROPOSED BOARD ACTION

Consider approval of the Doctor of Philosophy (Ph.D.) in Curriculum and Instruction (CIP 13.0301) and the termination of nine independent doctoral programs that are consolidated under the new program at Florida State University.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulations 8.011 and 8.012

BACKGROUND INFORMATION

Florida State University (FSU) is proposing to consolidate 29 independent graduate programs in the School of Teacher Education as individual majors under a new program in Curriculum and Instruction. Specifically, 10 independent master's programs will be consolidated into one master's program, 10 independent specialist programs will be consolidated into one specialist program, and nine (9) independent doctoral programs will be consolidated into one doctoral program. Existing program titles and codes will be terminated from the State University System Academic Program Inventory and the new programs will be added.

This action is being brought to the Board of Governors for consideration because it requires the technical termination of nine existing doctorate programs and the creation of a new doctorate program in the Inventory. Board Regulations 8.011 and 8.012 require approval and termination of doctorate programs by the Board of Governors.

The new doctorate program will be a Ph.D. in Curriculum and Instruction (CIP 13.0301). The terminated doctoral programs are: Special Education (CIP 13.1001), Elementary Education (CIP 13.1202), Early Childhood Education (CIP 13.1210), English Education (CIP 13.1305), Foreign and Second Language Education (CIP 13.1306),

Mathematics Education (CIP 13.1311), Reading Education (CIP 13.1315), Science Education (CIP 13.1316), and Social Science Education (CIP 13.1317).

The total number of credit hours required for completion of the proposed program in Curriculum and Instruction is 65. The curriculum includes 28 credit hours of core courses, 15 credit hours of major courses, and 24 credit hours of dissertation. All of the existing faculty and instructional resources will remain in place. Students enrolled in existing programs will have an option to transfer to the new program or train out under their existing program title. A letter of support was provided by Florida International University, which also offers Curriculum and Instruction.

The FSU Board of Trustees approved the consolidation program at its June 8, 2012. If approved by the Board of Governors, FSU will begin admissions into the new program starting spring 2013.

Supporting Documentation Included: Materials are in Committee Packet

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

June 21, 2012

SUBJECT: Bachelor of Music Education at Florida Gulf Coast University to exceed 120 credit hours to degree

PROPOSED BOARD ACTION

Consider the Bachelor of Music Education (13.1312) at Florida Gulf Coast University to exceed 120 credit hours to degree.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Subsection 1007.25(8), Florida Statutes; Board of Governors Regulation 8.014

BACKGROUND INFORMATION

Florida Gulf Coast University is seeking approval for its Bachelor of Music Education to exceed 120 credit hours to degree. The increase in credit hours is needed because the program includes 24 hours of professional education coursework required by the Florida Department of Education in addition to the coursework traditionally found in a baccalaureate degree program. The program is designed to meet National Association of Schools of Music standards.

The Board of Governors Academic and Student Affairs Committee reviewed and approved the request for consideration by the full board at its March 21, 2012 meeting. If approved, it will bring the program into conformity with other music education bachelor's degree programs in the State University System and FGCU will implement the exception to 120 credit hours beginning in fall 2012.

Supporting Documentation Included: University Request

Facilitators/Presenters: Governor Norman Tripp

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February 20, 2012

Mr. Richard P. Stevens
Director, Academic and Student Affairs
State University System of Florida
Board of Governors
325 West Gaines Street, Suite 1614
Tallahassee, FL 32399-0400

Dear Richard:

On January 17, 2012, the Florida Gulf Coast University Board of Trustees approved a new degree program, Bachelor of Music Education (BME) with a proposed implementation date of fall 2012. The proposal included a request to exceed the 120 hour credit limit for baccalaureate degree programs (BOG Regulation 8.014) and a request for limited access status (BOG Regulation 8.013).

The BME will be comprised of 134 credit hours, which is consistent with similar programs offered under CIP 13.1312, Music Teacher Education at FAMU, FAU, FSU, UCF, UF, UNF, and USF. An exemption to the 120 credit hour limit is needed because the BME includes 24 hours of professional education coursework required by the Florida Department of Education in addition to the coursework traditionally found in a baccalaureate degree program. The program is designed to meet National Association of Schools of Music (NASM) standards.

FGCU is also requesting limited access status for the BME as described in the enclosed Limited Access Program Request form. Limited access status is required because the program is of such a nature that applicants must be able to demonstrate, through an audition that they have the minimum skills necessary to benefit from matriculation to the program.

Thank you for your assistance with this request. Please let me know if you have any questions.

Sincerely,



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Board of Governors, State University System of Florida
Limited Access Program Request
Reference: BOG Regulation 6.001, Admissions

University:	Florida Gulf Coast University	Degree(s) offered:	B.M.E.
Program:	Bachelor of Music Education (B.M.E.)	Six digit CIP code:	13.1312

1. Will the entire program be limited access or only a specific track?

The entire program will be limited access.

2. If only a track is limited access, please specify the name of the track
-

3. How many students will the program plan to accommodate?

***Fall 2012: 25 new admits plus 15-20 students transitioning from B.A. program
Spring 2013: 40-45 students continuing from fall***

Academic Year Total: 40-45 students

4. When do you propose to initiate limited access?

Fall 2012 admissions

5. What is the justification for limiting access?

Consistent with Board of Governors Regulation 8.013(1)(b) Limited Access, the B.M.E. program is a performing art and therefore is of such a nature that applicants must demonstrate through an audition that they already possess the minimum skills necessary for them to benefit from the program.

In addition, the National Association of Schools of Music (NASM), the accrediting body for music programs, requires that music programs have stated audition procedures for entrance into a music degree program. This process assures that the teaching resources of the program will be used wisely and will be efficient.

6. By what means will access be limited? Please provide a description of the program's admissions requirements and procedures, and indicate how these requirements and procedures ensure equal access for Florida community college Associate of Arts degree graduates in the competition for available space in the program.

Students auditioning for entrance into the B.M.E. program will be required to perform on their instrument or voice for a music faculty committee. The performance will demonstrate technical and musical facility appropriate to the level at which the student wishes to enter (upper and lower divisions). In addition, the student will be asked to sight read and complete the Music Theory Placement Exam. This audition should be completed on FGCU's main campus. A student may petition to submit a recording of their performance in lieu of an on-campus audition. This procedure will not affect community college AA graduates' ability to

compete for program space.

To be fully considered, the student should audition prior to April 15 for Fall admission and prior to December 1 for Spring admission. In addition, the student will need to have completed their application to FGCU and satisfy general admission requirements.

7. Present the current race and gender profiles of the students in the program. Discuss the impact of the proposed action on the race and gender profiles. Cite sources used for discussion. What strategies, should they be necessary, will be used to promote diversity in the program?

Gender Profiles: 57% male; 43% female

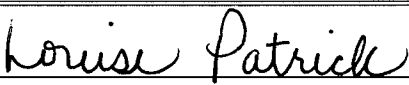
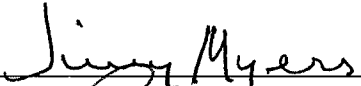

Race Profiles: Caucasian 59%; African-American 5%; Hispanic 20%; Asian 2%; Native American 2%; two or more races 5%; non-US 5%; Unknown 1%

Equity and access of the audition process will be accorded to all prospective students regardless of race, ethnicity, and/or gender profile. To ensure the desired outcome for student diversity, recruiting efforts continue within the initial target population area (FGCU's five-county area: Lee, Collier, Charlotte, Hendry, and Glades) and extend to other geographic regions having larger under-represented populations of prospective students. This strategy works as evidenced by the figures provided above, which reflect a minority student representation of 41%. Finally, FGCU's strong commitment to ensure diversity among faculty and staff will enhance success in the recruitment, retention, and graduation of all students.

8. Are the graduates of the program in high demand? If so, and if the program is to be limited due to lack of adequate resources, provide a justification for limiting access to the program rather than reallocating resources from programs with low market demand.

Graduates of the program are in high demand. To date, seventy-five percent of the graduates of the B.A. Music-Education program are employed in area public schools teaching K-12 music and are concurrently seeking alternative certification through FGCU's College of Education Educator Preparation Institute (EPI) program. With the B.M.E. program, students will be certified to teach K-12 music in Florida schools upon graduation from FGCU.

The request to limit access is not due to inadequate resources; rather it is due to accreditation criteria established by the National Association of Schools of Music. This ensures that students have necessary minimum skills to be successful in the program. These criteria are already followed by other Florida public universities. By establishing limited access, FGCU will be consistent with them.

Request Initiated by:	
EEO Officer's Signature:	
Provost's Signature:	

Send the completed form to:

Interim Vice Chancellor, Strategic Initiatives
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614, Tallahassee, Florida 32399-1950

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

June 21, 2012

SUBJECT: Limited Access Status for the Bachelor of Music Education at Florida Gulf Coast University

PROPOSED BOARD ACTION

Consider Limited Access Status for the Bachelor of Music Education at Florida Gulf Coast University, CIP Code 13.1312.

AUTHORITY FOR STATE BOARD ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 8.013

BACKGROUND INFORMATION

Florida Gulf Coast University requests Limited Access status for the new Bachelors of Music Education (CIP 13.1312). The rationale for Limited Access status is that the program is a performing arts program and, therefore, applicants must demonstrate through an audition that they possess the minimum skills necessary to benefit from the program. In addition, the National Association of Schools of Music, the accrediting body for music programs, requires that music programs have clearly identified audition procedures for entrance into music degree programs.

Students auditioning for entrance into the B.M.E. program will be required to perform on their instrument or by voice before a music faculty committee. The performance will demonstrate technical and/or musical facility appropriate to the level at which the student wishes to enter (upper and lower divisions). In addition, the student will be asked to sight read and complete the Music Theory Placement Exam.

These requirements will not affect the ability of Florida College System associate of arts degree program graduates to compete for program space. The Board of Governors Academic and Student Affairs Committee reviewed and approved the request for consideration by the full board at its March 21, 2012 meeting. If approved, Limited Access status will be implemented in the fall term of 2012.

Supporting Documentation Included: University Request

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February 20, 2012

Mr. Richard P. Stevens
Director, Academic and Student Affairs
State University System of Florida
Board of Governors
325 West Gaines Street, Suite 1614
Tallahassee, FL 32399-0400

Dear Richard:

On January 17, 2012, the Florida Gulf Coast University Board of Trustees approved a new degree program, Bachelor of Music Education (BME) with a proposed implementation date of fall 2012. The proposal included a request to exceed the 120 hour credit limit for baccalaureate degree programs (BOG Regulation 8.014) and a request for limited access status (BOG Regulation 8.013).

The BME will be comprised of 134 credit hours, which is consistent with similar programs offered under CIP 13.1312, Music Teacher Education at FAMU, FAU, FSU, UCF, UF, UNF, and USF. An exemption to the 120 credit hour limit is needed because the BME includes 24 hours of professional education coursework required by the Florida Department of Education in addition to the coursework traditionally found in a baccalaureate degree program. The program is designed to meet National Association of Schools of Music (NASM) standards.

FGCU is also requesting limited access status for the BME as described in the enclosed Limited Access Program Request form. Limited access status is required because the program is of such a nature that applicants must be able to demonstrate, through an audition that they have the minimum skills necessary to benefit from matriculation to the program.

Thank you for your assistance with this request. Please let me know if you have any questions.

Sincerely,



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Board of Governors, State University System of Florida
Limited Access Program Request
Reference: BOG Regulation 6.001, Admissions

University:	Florida Gulf Coast University	Degree(s) offered:	B.M.E.
Program:	Bachelor of Music Education (B.M.E.)	Six digit CIP code:	13.1312

1. Will the entire program be limited access or only a specific track?

The entire program will be limited access.

2. If only a track is limited access, please specify the name of the track
-

3. How many students will the program plan to accommodate?

Fall 2012: 25 new admits plus 15-20 students transitioning from B.A. program

Spring 2013: 40-45 students continuing from fall

Academic Year Total: 40-45 students

4. When do you propose to initiate limited access?

Fall 2012 admissions

5. What is the justification for limiting access?

Consistent with Board of Governors Regulation 8.013(1)(b) Limited Access, the B.M.E. program is a performing art and therefore is of such a nature that applicants must demonstrate through an audition that they already possess the minimum skills necessary for them to benefit from the program.

In addition, the National Association of Schools of Music (NASM), the accrediting body for music programs, requires that music programs have stated audition procedures for entrance into a music degree program. This process assures that the teaching resources of the program will be used wisely and will be efficient.

6. By what means will access be limited? Please provide a description of the program's admissions requirements and procedures, and indicate how these requirements and procedures ensure equal access for Florida community college Associate of Arts degree graduates in the competition for available space in the program.

Students auditioning for entrance into the B.M.E. program will be required to perform on their instrument or voice for a music faculty committee. The performance will demonstrate technical and musical facility appropriate to the level at which the student wishes to enter (upper and lower divisions). In addition, the student will be asked to sight read and complete the Music Theory Placement Exam. This audition should be completed on FGCU's main campus. A student may petition to submit a recording of their performance in lieu of an on-campus audition. This procedure will not affect community college AA graduates' ability to

compete for program space.

To be fully considered, the student should audition prior to April 15 for Fall admission and prior to December 1 for Spring admission. In addition, the student will need to have completed their application to FGCU and satisfy general admission requirements.

7. Present the current race and gender profiles of the students in the program. Discuss the impact of the proposed action on the race and gender profiles. Cite sources used for discussion. What strategies, should they be necessary, will be used to promote diversity in the program?

Gender Profiles: 57% male; 43% female

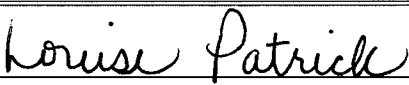
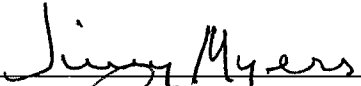
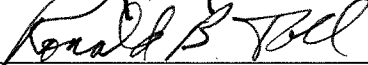
Race Profiles: Caucasian 59%; African-American 5%; Hispanic 20%; Asian 2%; Native American 2%; two or more races 5%; non-US 5%; Unknown 1%

Equity and access of the audition process will be accorded to all prospective students regardless of race, ethnicity, and/or gender profile. To ensure the desired outcome for student diversity, recruiting efforts continue within the initial target population area (FGCU's five-county area: Lee, Collier, Charlotte, Hendry, and Glades) and extend to other geographic regions having larger under-represented populations of prospective students. This strategy works as evidenced by the figures provided above, which reflect a minority student representation of 41%. Finally, FGCU's strong commitment to ensure diversity among faculty and staff will enhance success in the recruitment, retention, and graduation of all students.

8. Are the graduates of the program in high demand? If so, and if the program is to be limited due to lack of adequate resources, provide a justification for limiting access to the program rather than reallocating resources from programs with low market demand.

Graduates of the program are in high demand. To date, seventy-five percent of the graduates of the B.A. Music-Education program are employed in area public schools teaching K-12 music and are concurrently seeking alternative certification through FGCU's College of Education Educator Preparation Institute (EPI) program. With the B.M.E. program, students will be certified to teach K-12 music in Florida schools upon graduation from FGCU.

The request to limit access is not due to inadequate resources; rather it is due to accreditation criteria established by the National Association of Schools of Music. This ensures that students have necessary minimum skills to be successful in the program. These criteria are already followed by other Florida public universities. By establishing limited access, FGCU will be consistent with them.

Request Initiated by:	
EEO Officer's Signature:	
Provost's Signature:	

Send the completed form to:

Interim Vice Chancellor, Strategic Initiatives
Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614, Tallahassee, Florida 32399-1950

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

June 21, 2012

SUBJECT: Bachelor of Science in Biology, Major in Medical Laboratory Science at the University of North Florida to exceed 120 credit hours to degree

PROPOSED BOARD ACTION

Consider the Bachelor of Science in Biology, Major in Medical Laboratory Science (CIP 26.0101) at the University of North Florida to exceed 120 credit hours to degree.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Subsection 1007.25(8), Florida Statutes; Board of Governors Regulation 8.014

BACKGROUND INFORMATION

The University of North Florida (UNF) is seeking approval for its major in Medical Laboratory Science under the Bachelor of Science in Biology program to exceed 120 credit hours to degree. The increase in credit hours is needed because the upper division of the program includes 65 semester hours of core didactic coursework and practicum required by the National Accrediting Agency for Clinical Laboratory Sciences (NAACLS). The program major has been created to fulfill a partnership agreement with local hospitals and must meet NAACLS standards in order to prepare graduates for employment.

The exception to 120 credit hours to degree will apply only to the Medical Laboratory Science major under the B.S. in Biology. The University intends to convert the major into a stand-alone degree program next year and the exception will then apply to the new program.

If the Board of Governors approves the request, it would bring the program major into conformity with existing medical technology bachelor's degree programs in the State University System. UNF will implement the exception to 120 credit hours beginning in fall 2012.

Supporting Documentation Included: Materials are in Committee Packet

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

June 21, 2012

SUBJECT: Limited Access Status for the Bachelor of Science in Biology, Major in Medical Laboratory Science, at the University of North Florida

PROPOSED BOARD ACTION

Consider Limited Access Status for the Bachelor of Science in Biology, Major in Medical Laboratory Science, at the University of North Florida, CIP Code 26.0101.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 8.013

BACKGROUND INFORMATION

The University of North Florida requests Limited Access status for the major in Medical Laboratory Science under the Bachelor of Science in Biology. This action is requested because of limited instructional facilities for the clinical experience required for completion of the program and licensure. The program major has been created to fulfill a partnership agreement with local hospitals that will provide clinical facilities for instruction. Proposed minimum admission standards into the program are a minimum 2.75 GPA, a minimum C grade in prerequisite courses, a personal statement, and a group interview. These requirements will not affect the ability of Florida College System associate of arts degree program graduates to compete for program space.

The limited access status will apply only to the Medical Laboratory Science major under the B.S. in Biology. The University intends to convert the major into a stand-alone degree program next year and limited access status will then apply to the new program.

If approved, UNF plans to implement Limited Access Status, effective fall 2012.

Supporting Documentation Included: Materials are in Committee Packet

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

June 21, 2012

SUBJECT: Limited Access Status for the Bachelor of Arts/Bachelor of Science in
Global Business at the University of South Florida – St. Petersburg

PROPOSED BOARD ACTION

Consider Limited Access Status for the Bachelor of Arts/Bachelor of Science in Global Business at the University of South Florida – St. Petersburg, CIP Code 52.1101.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 8.013

BACKGROUND INFORMATION

The University of South Florida, St. Petersburg campus, requests Limited Access status for the new Bachelor of Arts/Bachelor of Science in Global Business. This action is requested in order to align with the required student-faculty ratio needed program accreditation standard, and because of limited faculty and instructional facilities on the St. Petersburg campus.

Proposed minimum admission standards into the program are an overall 2.5 college grade point average (GPA), a C- grade in each prerequisite college courses with a cumulative 2.0 GPA in all prerequisites, and 60 semester credit hours or an A.A. degree or equivalent. These requirements will not affect the ability of Florida College System associate of arts degree program graduates to compete for program space.

Existing state university baccalaureate degree programs in the 52.1101 CIP code are approved as limited access. If approved by the Board of Governors, USF plans to implement Limited Access Status for the Global Business baccalaureate program, effective immediately.

Supporting Documentation Included: Materials are in Committee Packet

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

June 21, 2012

SUBJECT: Termination of the Florida Center for Library Automation as an Academic Infrastructure Support Organization

PROPOSED BOARD ACTION

Consider Termination of the Florida Center for Library Automation as an Academic Infrastructure Support Organization

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation 10.014

BACKGROUND INFORMATION

The Board of Governors approved the Florida Center for Library Automation (FCLA) as an Academic Infrastructure Support Organization (AISO) in November 2009. The 2012 Legislature created the Florida Virtual Campus by eliminating four existing state funded postsecondary education support organizations and transferring many of their responsibilities to the new entity; one of the four organizations eliminated is FCLA, which will cease to exist as a separate entity on June 30, 2012. The Florida Virtual Campus will be a cross-sector organization that is jointly governed at the state level by the Florida College System and the State University System and will provide services to both delivery systems.

Because FCLA will not exist past June 30, 2012, termination as an AISO is necessary. Board of Governors Regulation 10.014 provides that AISOs may be terminated at the recommendation of the Council of Academic Vice Presidents (CAVP) and upon the approval of the Board. At its June 1, 2012, meeting, the CAVP recommended termination. If approved by the Board of Governors, the termination of AISO status for FCLA will be effective July 01, 2012.

Supporting Documentation Included: None

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**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**
June 21, 2012

SUBJECT: Technology Performance Funding Pilot created by House Bill 7135

PROPOSED BOARD ACTION

Consider for approval factors for ranking universities that apply for the Technology Performance Funding Pilot created by House Bill 7135

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Subsection 1011.905 (1) (c), Florida Statutes

BACKGROUND INFORMATION

The 2012 Legislature passed and the Governor signed House Bill 7135 creating a pilot project to implement performance funding for a select category of degree programs associated with computer science and information technology. For each year of the pilot, up to \$15 million dollars will be awarded to university department(s) based upon a ranking system and factors described in newly created s. 1011.905, Florida Statutes - Performance funding for state universities.

Two factors are established in statute; each representing 25 percent of the total ranking score for an applicant university. The remaining 50 percent of a university's score must be based on factors determined by the Board of Governors which relate to increasing the probability that graduates who have earned degrees in the programs identified on a targeted program list will be employed in high-skill, high-wage, and high-demand employment.

The supporting documentation outlines four types of partnerships which have been identified as factors that lead to stronger industry/university relationships and that provide direct workforce linkages to students and graduates from degree programs on the targeted programs list. If approved, these will become the factors that will determine 50 percent of a university's rank score.

Supporting Documentation Included:	Materials are in Committee Packet
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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
June 21, 2012

SUBJECT: Approval of the *Audit and Compliance Committee Charter* and the *Office of the Inspector General and Director of Compliance Committee Charter*

PROPOSED BOARD ACTION

Approve annual revision of the *Audit and Compliance Committee Charter* and the *Office of the Inspector General and Director of Compliance Committee Charter*.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

At its June 21, 2012 meeting, the Audit and Compliance Committee approved the annual revisions of the *Audit and Compliance Committee Charter* and the *Office of the Inspector General and Director of Compliance Committee Charter*. The primary substantive revision for each Charter is the inclusion of the Preliminary Inquiry procedure, which was approved by the Committee at its November 3, 2010 meeting and by the Board at its January 20, 2011 meeting.

The procedure delegates authority to the Audit and Compliance Committee Chair to make the final determination and accept the Inspector General's Report of Preliminary Inquiry in those instances where the recommendation is that no further Board action is warranted. In all other circumstances, the Audit and Compliance Committee shall consider the matter at its next meeting.

The Audit and Compliance Committee recommends the Board approve this process.

Supporting Documentation Included: None

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

June 21, 2012

SUBJECT: A Resolution of the Board of Governors Authorizing the Issuance of Debt by the Florida Atlantic University Finance Corporation to Finance the Construction of a Student Residence Facility on the Boca Raton Campus of Florida Atlantic University.

PROPOSED BOARD ACTION

Adoption of a resolution approving the issuance of fixed rate debt by the Florida Atlantic University Finance Corporation (the “DSO”), in an amount not to exceed \$50,000,000 for the purpose of financing a Student Residence Facility on the main campus of Florida Atlantic University (the “Project”).

Staffs of the Board of Governors, State University System of Florida, and the Division of Bond Finance have reviewed this resolution and all supporting documentation. Based upon this review, it appears that the proposed financing is in compliance with Florida Statutes governing the issuance of university debt; however, the proposed financing deviates from the requirements set forth in the Board of Governors’ Debt Management Guidelines. Staff of the Board of governors recommends adoption of the resolution authorizing the proposed financing, subject to the reservations noted.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

Florida Atlantic University (the “University”) has submitted a proposal for financing and construction of a new student residence facility on the main campus of the University. The Project will be constructed as an apartment style residence hall and will consist of approximately 614 beds. The Project is consistent with the University’s Campus Master Plan. The total Project construction cost is expected to be \$41,678,000.

The DSO, a direct support organization of the University, proposes to issue up to \$50,000,000 of fixed rate, revenue bonds (the “Debt”), to finance the construction of the

Project, fund a debt service reserve, fund capitalized interest during construction and pay costs of issuance. The Debt will mature thirty (30) years after issuance with level debt service payments after the construction period.

The Debt will be secured by (i) a first lien on the net revenues of the Project; (ii) a **third lien** on the net revenues from the Innovation Village Project after payment of all debt service obligations and any other obligations under the Series 2010A and Series 2010B bond covenants, including annual payments to the R&R Fund; and (iii) a **fourth lien** on the net revenues of the University Housing System after payment of all debt service and any other obligations under the University's Housing Bonds issued by the Division of Bond Finance, including annual payments to the R&R Fund.

The proposed financing varies from the Board of Governors' Debt Management Guidelines in that the Debt is not secured by a first lien on all specified revenues and the Debt is not equally and ratably secured by all revenues pledged. However, the creation of a subordinate lien is permissible if a first lien is not available or circumstances require.

The Debt cannot be issued on a parity with the University Housing Bonds issued through the Division of Bond Finance because the University closed off that lien when it issued the Series 2010A and Series 2010B Bonds. The DSO's Series 2010B Bonds, which are subordinate to the DSO's Series 2010A Bonds, were issued with the intention of providing an incentive for the developer of the Innovation Village Project in the long-term success of that project and there is no benefit to the DSO in issuing debt on a parity with the Series 2010B Bonds.

The DSO could issue the Debt on parity with the Series 2010A Bonds; however, the University would need to wait until financial information is available from the Innovation Village Project to issue debt on parity with Series 2010A Bonds and waiting would delay the Project so that occupancy for Fall 2013 would be unlikely. In addition, the University believes the issuance of the Debt on a subordinate basis is warranted because it will enable the DSO to take advantage of favorable interest rates and costs of construction, which the University believes may become less favorable if they wait to issue the Debt on a parity with the Series 2010A Bonds. The risk of increased construction costs and higher interest rates if the Project is delayed may warrant a deviation from the Board of Governors' Guidelines.

The DSO's Board of Directors, at a meeting held on June 12, 2012, and the University's Board of Trustees, at its June 19, 2012, meeting, approved the Project and the financing thereof.

STAFF ANALYSIS AND REVIEW

Staff of the Board of Governors, State University System of Florida, and the Division of Bond Finance, State Board of Administration of Florida, has reviewed this resolution and all supporting documentation.

As described above, and further detailed in the Project Summary, the University has provided information describing the circumstances which preclude the issuance of the Debt on a parity basis with existing University and DSO debt.

Based on Board staff analysis, the proposed financing is in compliance with the Florida Statutes governing the issuance of university direct support organization debt, but deviates from the requirements set forth in the Board of Governors' Debt Management Guidelines. Accordingly, staff of the Board of Governors recommends adoption of the resolution authorizing the proposed financing, subject to the reservations noted.

Supporting Documentation Included: Information is located behind the Facilities Committee agenda

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

June 21, 2012

SUBJECT: A Resolution of the Board of Governors Requesting the Division of Bond Finance of the State Board of Administration of Florida (the "Division of Bond Finance") to issue revenue bonds on behalf of the University of Florida to finance the expansion of the J. Wayne Reitz Union on the main campus of the University of Florida.

PROPOSED BOARD ACTION

Adoption of a resolution approving the issuance of fixed rate bonds, by the Division of Bond Finance on behalf of the University of Florida (the "University"), in an amount not to exceed \$50,000,000 (the "Bonds") for the purpose of expanding the J. Wayne Reitz Union (the "Union") on the main campus of University of Florida (the "Project").

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

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Florida Board of Governors Debt Management Guidelines; Section 1010.62, Florida Statutes, as modified by Chapter 2012-134, Laws of Florida; and Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The University has submitted a proposal for financing expansion of the Union on the main campus of the University of Florida in Gainesville. The student population and the number of student clubs and organizations have grown significantly since the student union was originally constructed. The expansion will provide additional space for the increased number of activities, meetings and events that take place in the Union.

The Project is included in and is consistent with the University's approved Master Plan. The total Project cost is expected to be \$44 million.

The University's Board of Trustees is requesting approval from the Board of Governors for the Division of Bond Finance to issue up to \$50,000,000 of fixed rate bonds to finance the Project, fund a debt service reserve fund, if necessary, and pay costs of issuing the Bonds. The Bonds will mature not more than thirty (30) years after issuance with level annual debt service payments.

The Bonds will be secured by a first lien on the revenues generated from the activity and service fee (the "Fee") assessed to all students on a per-credit hour basis pursuant to Section 1009.24(9) and (10), Florida Statutes. The University is legally authorized to secure the Bonds with the Fee pursuant to Section 1010.62, Florida Statutes, as modified by Chapter 2012-134, Laws of Florida, which provides an exception to a debt service limitation in Section 1010.62 by permitting the use of revenues from the Fee to secure debt with annual debt service of up to \$3.5 million. There is currently no outstanding debt secured by the Fee, and it is unlikely that parity bonds will be issued in the near term because the 2012 legislation limits annual debt service to \$3.5 million and is only applicable to debt issued for the renovation and expansion of the Union.

Projections provided by the University indicate that sufficient revenues will be generated to pay debt service on the Bonds.

The University's Board of Trustees approved the Project and the financing thereof at its March 28, 2012 meeting.

Supporting Documentation Included: Information is located behind the Facilities Committee agenda

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

June 21, 2012

SUBJECT: A Resolution of the Board of Governors Authorizing the Issuance by FSU Financial Assistance, Inc. of Bonds to Finance the Construction of a Multi-Purpose Indoor Athletic Facility and Related Improvements on the Main Campus of the Florida State University

PROPOSED BOARD ACTION

Adoption of a resolution approving the issuance of fixed rate tax-exempt bonds, by FSU Financial Assistance, Inc (the "DSO"), in an amount not to exceed \$15,650,000 (the "Bonds") for the purpose of financing a portion of the construction of a multi-purpose indoor athletic facility (the "Project"), which will be located on the main campus of Florida State University (the "University").

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

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

The DSO has submitted a proposal for financing the construction of a multi-purpose indoor athletic facility on the main campus of Florida State University. The Project will include one building consisting of an indoor football field as well as improvements to adjacent outdoor practice fields. All portions of the Project will be located on the University's main campus. The total Project cost is expected to be approximately \$17,260,000.

The Project is consistent with the University's Campus Master Plan.

The DSO, a direct support organization of Florida State University, proposes to issue up to \$15,650,000 of fixed rate, tax-exempt bonds (the "Bonds") to finance a portion of the Project and pay costs of issuance on the Bonds. The Bonds will mature thirty (30) years after issuance with level debt service payments. There will not be a debt service reserve fund. The DSO also plans to contribute \$2,000,000 cash from the Seminole Boosters to the cost of the Project.

The Bonds are payable from the Pledged Revenues which consist of revenues of the DSO that are derived from several sources including conference facility and suite rental fees, Athletic Department rent, license and trademark revenue and net ticket revenues. The Athletic Department pays the rent from operating revenues, which are generated from several sources including: conference distributions, student athletic fees, sponsorships and advertising, game guarantees, bowl games, and television and radio. Pursuant to Section 1010.62(3)(a), Florida Statutes, no more than 5% of student athletic fee revenues may be pledged for debt service on the Bonds. Projections provided by the University indicate revenues are expected to be sufficient to pay debt service on the Bonds and the Athletic Department rent payments will not include more than 5% of the student athletic fees. .

The Bonds will be issued on parity with previously issued bonds of the DSO currently outstanding in an aggregate principal amount of approximately \$61 million. The DSO has historically generated positive debt service coverage, which is projected to continue based on reasonable assumptions as to revenue and expenditure growth. It appears that the proposed financing is in compliance with Florida Statutes governing the issuance of university debt and the Board of Governors Debt Management Guidelines.

The Florida State University Board of Trustees, at its June 8, 2012 meeting, approved the Project and the financing thereof. The FSU Financial Assistance, Inc. Board of Directors, is scheduled to approve the Project and the financing at a meeting June 26, 2012.

Supporting Documentation Included: Information is located behind the Facilities Committee agenda

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

June 21, 2012

SUBJECT: Amendment to the Agreement between the City of Tallahassee, Leon County, Florida, Florida State University and the Board of Governors. Related to the Tallahassee-Leon County Civic Center located adjacent to the Main Campus of the Florida State University

PROPOSED BOARD ACTION

Adopt an Amendment to the Agreement between the City of Tallahassee, Leon County, Florida, Florida State University (the "University") and the Board of Governors related to the Tallahassee-Leon County Civic Center Authority to release the City and County from any obligations under previous Civic Center Agreements and Authorize the proposed transfer of ownership and assumption of long-term debt from the Civic Center Authority by the University.

Staff of the Board of Governors, State University System of Florida have reviewed the proposed Amendment, Transfer Agreement, Lease Agreement, and other supporting documentation provided by the University. Based upon this review, it appears that the proposed financing is in compliance with applicable Florida Statutes, including those governing the issuance of university debt and complies with the debt management guidelines adopted by the Board of Governors. Accordingly, staff of the Board of Governors recommends adoption of the Amendment and Authorization of the Transfer Agreement.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

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

BACKGROUND INFORMATION

The Board of Regents (the "Regents") was a party to the original Agreement, which provided for the operations of the Civic Center by the Tallahassee-Leon County Civic Center Authority (the "Authority"). The Authority is established pursuant to 2004-435 Laws of Florida, with the University appointing a majority of seats. The Board is a party to the current Agreement. The City of Tallahassee (the "City") and Leon County

(the “County”) have requested that they be released from the Agreement. As the Board is a party to the Agreement, Board approval is required to release the City and County. The long-term plan is for the University to assume complete ownership of the Civic Center, and for the Legislature to replace the Authority with a citizens advisory panel.

The City approved the proposed Amended Agreement on May 23, 2012. The County approved the proposed Amended Agreement on May 22, 2012. The University Board of Trustees is scheduled to approve the Amended Agreement on June 8, 2012. The Authority is scheduled to approve the Amended Agreement on June 13, 2012. The Civic Center has a currently depreciated book value of \$28 million, and is essential to the long-term strategic plan of the University. While the Civic Center has operated at a deficit for the past two years, the University is confident that it will be able to operate the Civic Center on at least a break-even basis. The University will assume the long-term debt of the Civic Center, which totals \$4.1 million. The Debt is in the form of a bank qualified note held by Sun Trust Bank, with a term ending 2019. This is the only long-term liability of the Civic Center.

The University intends to enter into a Lease Agreement with the Authority upon transfer of ownership to allow the Authority to continue to operate the Civic Center on a day-to-day basis until such time as the Legislature abolishes the Authority.

In 2004, the Legislature changed the composition of the Authority’s Board such that a majority of the seats, including the chair, are appointed by the University’s president. Despite this change, FSU was deemed by the independent financial auditors as unable to exercise significant control on the management of the Authority. However, changes in the financial circumstances of the Authority have required the University to intervene in order to allow the continued operations of the Civic Center. Fiscal year ended June 30, 2012 is not yet complete, but Board staff believe that it is highly likely that the independent auditors will find that the Civic Center Authority is in fact a component unit of the University.

The Board of Governors is not a party to the Transfer Agreement, but approval of the proposed Transfer Agreement is required in order for the University to formally assume liability for the Civic Center Authority’s Debt.

Supporting Documentation Included: Information is located behind the Facilities Committee agenda

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**
June 21, 2012

SUBJECT: Appointment of University Trustees, FAMU, FPU, and NCF

PROPOSED BOARD ACTION

Appointment of University Trustees.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Trustee Selection and Reappointment Process.

BACKGROUND INFORMATION

The Trustee Nominating and Development Committee reviewed applications of candidates being considered for appointment to the Boards of Trustees at Florida A&M University, Florida Polytechnic University, and New College of Florida. There is one vacancy on the Florida A&M University Board of Trustees. There are five vacancies on the Florida Polytechnic University Board of Trustees. There is one vacancy on the New College of Florida Board of Trustees. A sub-committee was assigned to screen applications at each university and they made recommendations to the Committee. The committee members will recommend candidates for review and consideration by the full Board.

Supporting Documentation Included: None